



CLUB RACING SPECIALTY OPERATIONS MANUAL

START

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Introduction

This manual was designed to help Starters, old and new develop a better understanding of their specialty. Much can be learned from personal observation and from mentoring from the more experienced, so I hope this manual will help provide a starting point and structure to work, to work to help join the old with the new.

What is a Starter?

It is the starter who waves the green flag signaling to the drivers the race has started, and it doesn't end until the checkered flag is waved. This makes the starter the most visible person on the racetrack, but there is more to the job; starters are very busy people with many other jobs. This specialty has only a few rules but requires a great deal of experience to make them work, and work properly.

A Starter should possess the desire and eagerness to learn. Some of the qualities needed are:

1. Multi-tasked oriented—the ability to perform and react too many situations that might occur simultaneously.
2. Be self-directed and focused on the task at hand especially in difficult situations.
3. Can remain focused and separated from numerous situations that may be happening at the same time.

Precious Race experience as a Turn Marshal, Competition driver, may be helpful but not necessary.

Mission Statement

To provide a specialty organized to be consistent with a premier organization of choice for automotive, motor sports enthusiasts to engage their passion. And to provide an environment that is fun, fair and safe for all volunteers and opportunity to meet their goals and expectations related to motor sports.

Goals:

Provide positive experiences for all volunteers
Effective and Efficient Communication
Encourage opportunities for involvement
Encourage commitment to the specialty

The Purpose of START

The Starter conveys information to the drivers about track conditions and incidents, as well as information from the Chief Steward. Most information has to do with the condition of the course and the safety of the drivers. This information is conveyed through flags and gestures, as prescribed by the GCR relating to starting, suspending and ending a race. The meaning of the flags is easy, when and how to use them takes some time and effort. The Starter should gain knowledge and insight into the characteristics of the different cars and drivers on the track at race speeds. This will help anticipate situations, which may potentially, affect safety on the course. Safety is a high priority in the Starters responsibilities.

The Starter controls the competing drivers by conveying to them during practice and competitions until the competition has concluded. It is the responsibility of the Starter to “start” the race. The starter, start stand is an area that is visible to the majority of the field, when the starter feels the cars are lined up correctly, according to the GCR, the starter waves the Green flag and the race begins. Start works closely with Timing and Scoring and the Chief Steward/Operating Steward when the actual time or number of completed laps has been reached the Starter waves the Checkered flag/flags.

As the Starter surveys the field prior to making the decision to start the event the primary concern is that of Safety. The Starter prior to a race has a lot of things to think about is the field lined up according to the GCR, is the speed appropriate and reasonable, is it safe to start the race and is the field lined up so everyone receives a fair start. It all boils down to Safe, fair, and fun, we all need to have fun.

I. Know Your GCR

GCR 2007 Section 5.8.1-5.8.5, The Starter

After reading the GCR or reviewing the flag meanings at the track, it will become clear that the meaning is the same for all SCCA Club Racing events not matter what track the event is held. The goal is correct, timing and visibility of flags and signals. Visibility should be the first consideration and then standardization, do not forget the drivers **must** see the flags, the signals and comprehend them in an instant. The way flags are displayed becomes a personal preference. The more events worked the easier it becomes to know when and where to use the flags and how to us them correctly. In general, a Starters purpose is to communicate information to the drivers.

GCR 2007 Section 6.2, 6.3, 6.4, 6.6 Start Procedures

The field is under the orders of the starter from the time the Chief Stewards delegates until the green flag is displayed. That is during the pace lap the and just prior to the *Green Flag*, the starter controls the field and decides if and when the field gets to start racing. The starter reviews the field to make sure they are lined up according to the GCR and the speed is appropriate:

The Standard Start as per GCR is a Rolling Start not a “flying” start. The actual speed may somewhat be dictated by the type of cars, size of filed and course layout. The pole car and the Pace Car will dictate the speed. Once the pace car leaves the track, usually via pit in, the Pole car assumes responsibility of maintaining the “slower constant speed” (**NOT RACE SPEED**). When staffing allow the starter should meet with the front rows to explain what is expected to obtain a safe, fair start. If this is not possible attending the morning drivers meeting, if held, is another option, but what ever option the main objective is communication.

Prior to the green flag the starter should remain motionless moving only to “wave-off” or wave the green flag. If the Starter believes the field is in proper order and meets the criteria for a start he/she shall wave the green flag or if not a No start or wave-off occurs.

A “wave-off” signals a no start. This occurs when the Starter determines the field is not in good order or a driver has improved his/her position by moving out of line or passing prior to the green flag. Instead of waving the flag the Starter shall move

his/her head side to side indicating **NO** start. This will make more sense with observation and practice.

It is important to review with the event Chief Starter the particulars of a “false/jump” start. This usually occurs when a competitor moves out of line; the cars should be two by two with one directly behind the other no part of the car should be visible. If the starter can see a approximately half of the front end of the car from behind the car in front this could be deemed as a false start. The cars should not move out of their position until the green flag is waved. The Starter should always keep a watchful eye open for offenders, is the Starter should see one, call in the offending car number/numbers. Remember, the Starter is the eyes and ears of the Chief/Operating Steward so it is important to maintain constant accurate communication with control. There shall only be one (1) pace lap, in the event of “No Start” all subsequent laps will be counted. This is an easy point to forget and it wouldn't be the first time if it is forgotten, relax, that is why T&S (Timing and Scoring) and control are there to make sure the lap count is correct.

After the race has started, counting the laps and keeping track of the lead cars is the primary responsibility of the Starters. It can get pretty busy up on the Start/Finish stand and it is quite easy to “loose” count, which is why it is recommended to use some sort of “lap counter”. Remember, there is plenty of back up just incase the point starter loses track. There is always the back up starter as well as control and T&S. Timing and Scoring has full responsibility for the timing of the race and scoring of the competitors so it is good to maintain communication with them as well. (Some tracks require Start to be the “Official” time; if that is the case then further instructions will be given at that particular track.)

That is the Standard Start there is also **Split Starts**. Split starts are recommended when there is a large differential in speed or cornering ability between the classes or categories in a single race group. The actual procedures shall be covered in the Supplemental regulations or Drivers meeting. Simply there will be two pace cars and two groups with the faster group first. The rule is if the first group gets a start the second group gets a start. I suggest you review this section thoroughly, before involvement in split starts.

The GCR states, **“THE SECOND GROUP'S RACE WILL BE CONSIDERED TO START NO MATTER WHAT FLAG THE STARTER DISPLAYS. THIS WILL ALLOW THE STARTER TO DISPLAY A YELLOW FLAG IF WARRANTED BY AN INCIDENT IN THE FIRST GROUP.”** (Page 51 2007 GCR) This allows for the starter to evaluate the situation that has occurred on the first lap to flag appropriate for the incident that is display a yellow flag instead of the green if he/she feels that the green would only confuse the issue and create a bigger situation.

This is area of discussion some believe that the race has not started until the “green flag flies”, it is an observant and conscientious starter that elects to display one flag

over the other. Remember the goal of the whole procedure is safety and if the point starter feels it safer to just flag the incident with yellow then according to the GCR he/she has that right. But, please, let control know the situation so they can keep the operating steward apprised of the situation. Another method to keep to the old standards are to wave the appropriate flag, the yellow and hold the green stationary, this should signal that the race has started but the situation is dangerous in turn one. But **remember**, no flag means green flag, so even if a green flag is not waved at start finish the alert and observant driver will see no flags at stations past the incident and realize that remainder of the track is green therefore he can go racing.

RELAX, split starts sounds confusing and can be tricky but it will become easier with time and practice.

RESTARTS

One more element to the start position is **RESTARTS**. A restart will occur when the race has been interrupted with either a full course yellow or black/red flags, these will be discussed later. The formation of the restart will be designated by the chief steward. It can be an entire restart with the cars lining up two by two, and then the general start rules apply or single file than the main rule is rolling vs. flying start. Please discuss with the stewards prior the start of the event if waving off restarts is an option, since there is no provision currently covering that issue. But remember, the prime concern of the entire volunteer network is safety, both for the drivers and the other volunteers. So pay close attention to the track situation/situations since, safety is a primer consideration when performing restarts. If it seems unsafe to restart then by all means wave it off. Remember, since there are no real guidelines for waving off restarts the competitor has other avenues to explore if they believe a restart is not correct, or unfair.

STOPPING THE COMPETITION

In order to have a restart the competition must have been stopped. There are several ways to stop the competition:

Black flag all—black flags are displayed around the course with an ALL sign displayed at Start/Finish. This signals the drivers to stop racing and proceed to the pits.

Red flag—either at Start/Finish alone or at all stations around the course. The Red flag indicates the competition has stopped and the competitors are to come to a controlled stop upon seeing the flag.

The final is the **Checkered flag** displayed on the leader if over 50% of the race distance has been completed.

Obviously the last one the checkered flag means it is over the race has been run. The first two indicate there will be a restart. There is another indication for a restart but the competition has not been stopped that is a full course yellow. The

competition/racing has been stopped and the field is brought under the control of the safety car. The safety car is like a pace car but it is used during the event to slow down the pack and keep them under control while there maybe clean up after an incident. This is often utilized to help keep an event on schedule since the cars remain on track with the laps counting toward the completion of the race.

Note: The red is ordered only by the chief/operating steward.

START JUDGES

One final point the bear's discussion is the Start Judge. A start judge is appointed by the Chief steward to help identify and competitor that has broken the rules of the Start. The start judge is there only to "spot" competitors violating rules not to critique your technique. But, some of these observations may prove helpful in identifying areas of weakness or concern.

As far as the flags are concerned after the start, the race will be flagged according to the situation and track condition, as per the GCR, until the checkered flag. Again with review of the GCR and practical experience received at the track using the flags will make fore sense and become easier in time.

This whole start procedure sounds confusing now but most of this information will become clearer once at the track and observing some starts. Don't worry, this stuff will be explained at the track when the time comes, the key is, knowing the **GCR** the rest will come later.

GCR 2007 Section 6.11 Flags

Starters use the flags primarily the same as the flagging and communication volunteers do with the exception of the Green and the Checkered flag, during qualifying and races. During practice the checkered flag may be displayed else where to help save time. The other flag that is primarily the starters' responsibility is the closed black/warning black. This flag or flag procedure is ordered by the operating steward to notify a particular competitor that his actions were improper or was driving in an unsafe manner, so correct it immediately. The drivers do not have to stop their only action should be to acknowledge receipt of the flag usually a nod or hand gesture is sufficient.

It is the responsibility of all new starters to read and learn this section of the GCR, prior to stepping on the start stand. The technique and correct procedure for using these flags can be learned and developed over time; but the meaning of each flag must be learned so the starter knows the correct flag to use for specific situations. The main rule of thumb is consistency, doing something the same way each time, helps the drivers to understand the message easier and quicker.

The starter should remember to:

Exaggerate all signals

Display the flags so drivers can see them easily. Be conscious of the visibility level of the driver. Different cars have different limits to their visibility. For example an open cockpit car has greater forward visibility than a closed wheel/sedan type car. So the display of flags should be done quickly and purposefully, so that all drivers can see it. Flags and signals lose meaning if overused or displayed incorrectly. The key work here is consistency. Do it the same way each time helps the drivers key in on the signals or flags. For instance the Blue Flag is an information flag that signals to the drivers of faster traffic approaching. If this flag is displayed inappropriately, it may lose some of its' meaning.

Teamwork

While the Starter can and may work alone at times on the stand, there may also be a team of starters. A starter must remember they are also members of a much larger team needed to put on the event, and to be a productive member of that team they must possess a willingness to be an active team player. A good Starter should possess the following traits, decisive, knowledgeable, team oriented, dependable, flexible and diplomatic. Each member of the Start team is assigned a position and/task, which is rotated throughout the entire event. So it is essential for all members of the team to know how to perform all the tasks required and to perform them quickly and accurately.

As with any team, and start is a team effort, it is almost impossible for one person to do it all, so it is essential that starters work together to make the whole specialty shine. Because these positions are rotated through out the course of an event it is important it is extremely important for everyone to know and be able to perform in every position on the Start Team.

It must be remembered that if one person is trying to perform all the jobs and not relying on their team, the situation tends to become disjointed and will eventually end in chaos. It is the goal of every good leader, teacher and mentor to create and environment which allows for all team members to perform effectively and efficiently, taking away the feeling of being a productive member of the team.

After reviewing the Roles on the Start Team it should become clear that it requires teamwork to make the start/finish stand work efficiently, and with time teams will become like "well-oiled" machines and work flawlessly, during an event. Don't worry if this all sounds "Greek" after working a few events all this information should fall into place and make more sense.

(Note: Many tracks have a listen only head set for the point starter, this allows for ease of response without the responsibility of communicating.)

ROLES

There are three main positions to a Start Team:

- ❖ **Point Starter**—This is the person that flags oncoming traffic, as it approaches the starter/finish stand. This is the person that is responsible for displaying the Green Flag and Checkers. Their primary concern is oncoming traffic and should be aware of the leader at all times.
- ❖ **Backup/Communicator**—Primary responsibility is relaying information from point starter to control, assisting with flags, as per point starter directions and keeping track of leaders and laps. Responsible for down stream traffic, traffic that is past, or moving away from the start/finish stand, providing information to the point starter regarding track conditions from behind.
- ❖ **Charter**—Responsible for charting the race, keeping track of leaders and laps, usually on paper.
- ❖ **Pit Out**—Depending on the facility this is a under starts responsibility. This is the area where the cars actually enter the course.

II. Duties and Responsibilities

A. Regional Administrator

It is the responsibility of the Regional Administrator/Regional Chief to ensure that all region events are properly manned with sufficient numbers and licenses required for the event.

The RA/Region Chief shall keep all of the Starters in his/her region updated of any changes or issues or concerns sent down by the Divisional Administrators. The RA/Region Chief is also responsible for the recruitment, retention and assisting in the training of new volunteers for their regions.

The RA/Region Chief shall keep the Divisional Administrator updated on any issues or concerns regarding, their region.

The RA/Region Chief shall ensure that all proper documentation is completed and sent to the Divisional Administrator for license upgrades as identified in this manual. (Note: There is an implied difference between Regional Administrator and Region Chief; the Regional Administrator does not have to maintain any specific license grade to perform the administrative duties of the region. The Region Chief on the other hand, is implied that the individual can chief any speed event in the region denoting and minimum of a National License.)

B. Divisional Administrator

Divisional Administrators are appointed annually by the Executive Steward of each Division. The Executive Steward ensures that designated individual is qualified, ready, and willing to serve; and they shall be approved by the area Directors for the Division. The appointment shall be reviewed by the respective National Administrator for the specialty, who will consult with the Executive Steward in each Division.

Duties:

1. Assist in the recruitment and training for speed events throughout the Division
2. Coordinate the supervision of workers in the specialty with the Executive Steward.
3. Develop and/or implement training to the national standard for the improvement of the level of competence of the members of the specialty.

Administer the licensing of members of the specialty.

C. National Administrator

National Administrators are appointed annually by the CRB, subject to BoD approval. Serve as a primary communication channel with the Divisional Administrators to gain consistency across the country; and to establish a national standard for performance and evaluation of performance in the specialty.

Responsible for the upkeep of their specialty's manual.

Act on an adhoc basis for specific issues brought before the CRB.

Work in conjunction with the appropriate Executive Steward, and Divisional Administrator, assisting in the resolution of licensing disputes.

Serve as Specialty Chief at the Runoffs.

III. Event-Related Forms: Specialty-Specific

A. Pre-Event Forms

No specific standardized forms except for License upgrade/proficiency tool.

B. During Event Forms

Paper/official lap charts
Incident forms

C. Post-Event Forms

Licensing upgrade/proficiency tool, this is to be filled out by person or persons evaluating individual for upgrade or renewal that does not meet participation numbers. Volunteer participation records, log books. Although, log books are not required by National office for upgrades they are still useful tools for Regional and Divisional Administrations to track event participation.

IV. Specialty Licenses

As everyone should be aware, there are four grades of licenses available for volunteers based upon experience and participation. They are:

- ❖ **REGIONAL:** This is issued to any member interested in participating in the specialty. It is an entry level license and denotes the individual has general knowledge, with moderate proficiency. This license grade indicates that the individual does not possess, training, managerial or administrative skills. If an individual show that he has these skills, then he should be encouraged to advance to the next license level.
- ❖ **DIVISIONAL:** Individuals at this level have refined their basic skills and demonstrated their ability to manage/chief specific events, Regional events, as well as some administrative duties, monitoring, mentoring Regional licensed and new divisionally licensed volunteers.
- ❖ **NATIONAL:** This license is granted to those individuals that demonstrate a willingness to accept the responsibilities of leadership. They have already demonstrated advanced knowledge and expertise in the specialty that includes managerial/administrative functions as well. Their knowledge base should be strong enough for them to attend any event at any venue and perform any position including Chief. They should also be willing to assist new volunteers and other Regions within their Division whenever possible.
- ❖ **SENIOR:** This special license may be issued to National or Divisional license holder that exhibit longevity and competence in the specialty. This license will be issued upon recommendation of the Regional, Divisional Administrators and the approval of the Divisional Executive Steward. Senior license holders are judged to be at the Divisional level of competence and can, "Chief" all events accept those that require a National License. There is a special application process that must be followed before having license issued.

Each license grade is held for the term of one year. Renewal date of the license corresponds to holders' membership renewal date. With the exception of the Senior license, this is held for three years. The same process request must be done every three years to maintain a Senior License.

Renewal Requirements

Currently, there remains no change in the renewal requirements, as far as day of participation goes.

- ❖ **REGIONAL:** No minimum.
- ❖ **DIVISIONAL:** A minimum of six (6) event days.
- ❖ **NATIONAL:** A minimum of eight (8) event days.
- ❖ **SENIOR:** No minimum, must request/re-apply every three (3) years.

Remember:

Only events sanctioned by SCCA Club Racing, Solo I, or SCCA Pro Racing will be considered for participation requirements.

Training functions such as worker schools, fire and rescue schools, etc. can be considered event days and can be counted toward participation requirements. In lieu of the participation numbers the volunteer can:

A volunteer may request up to two consecutive one-year waivers to participation requirements. This sent to the Regional and Divisional Administrators for approval. Only the National Administrator can issue waivers beyond the two (2) consecutive years.

If the volunteer is not able to meet minimum participation requirements, he/she must contact the Divisional Administrator to arrange for a monitoring of his/her performance, and their performance must meet the minimum standards listed on the Licensing Upgrade/Proficiency Tool. Once the Divisional Administrator is satisfied, Central licensing and the National Administrator are notified and renewal granted.

Requirements for License Grade Advancement and Upgrade

REMEMBER, ONLY THE DIVISIONAL ADMINISTRATOR CAN GRANT UPGRADES.

The usual process is to have Regional Administrator forward a letter of recommendation with a copy of the Licensing Upgrade/Proficiency Tool to the Divisional Administrator listing experience. If the DA is satisfied the DA will forward it to Central Licensing and upgrade issued. Any issues or concerns will be handled by the DA and RA.

Here are some suggestions for requirements for upgrade. These are only guidelines; if a volunteer shows exceptional skills and understanding of the specialty then a "Fast Track" can be applied, allowing the volunteer to upgrade at a quicker rate than others. Provided everyone is satisfied, primarily RA and DA.

- ❖ **REGIONAL to DIVISIONAL:** A minimum of two (2) years active participation. A demonstration of continued participation and skills improvement is needed. Meeting the minimum standards for Mastery of skills as documented on the License Upgrade/Proficiency Tool a must.
- ❖ **DIVISIONAL to NATIONAL:** A demonstration of mastery of basic and advanced skills, as documented by the License Upgrade/Proficiency Tool, as well as a commitment to Club Racing and the Specialty is preferred and highly suggested. Travel is recommended but not required, although, it is considered a plus, and a strong asset to the Division.

Remember, a National License holder is considered an expert in the specialty, he/she should demonstrate Proficiency in all skills, plus demonstrate their commitment to the club by attending other events, thus sharing their knowledge with others.

Reasons for Downgrading License Level

According to the GCR section 2.4

❖ Driver or Official Review:

The Divisional Executive Steward has the Authority to convene a court to review and official/volunteers conduct. This court has the right to invoke penalties, i.e. downgrades or revoke licenses. This decision can be appealed as per section 8.4 of the GCR.

Section 2.4.1

❖ Official's Loss of License states:

A. Any license holder (whose actions are deemed by the SCCA Club Racing Board to be contrary to the best interest of SCCA) may have his or her license revoked; wether for a period specified by the Club Racing Board, or permanently. This action may be appealed to the Board of Directors.

B. Any license holder may be denied renewal of license for lack of participation, conduct in violation of the GCR, or acting contrary to the best interests of SCCA.

C. Any license holder may have his or her license down graded at any time for lack of participation, conduct in violation of the GCR, acting contrary to the best interests of SCCA, or inability to perform satisfactorily at the current license grade.”

As seen here the two main reasons for downgrading a license is lack of participation, or inability to perform satisfactorily. However, I have detailed a plan of action that should take place prior to any action to take place. It is hoped that all parties will follow the process identified so all parties will have a clear and accurate understanding of the situation that lead to the downgrade. I have titled the document the Starter Grievance Policy.

Starter Grievance Policy

1. All issues or concerns shall be made in writing. With a copies given to the volunteer official, RA, DA, Executive Steward and NA.
2. RA and the DA shall review and respond in writing disposition along with a plan for corrective action/s that should be instituted by the volunteer official to correct situation. There should be a “face to face”, interaction with all parties involved in the grievance, as well written, with copies sent to DA, Exec. Steward and NA.
3. The volunteer official, DA, Exec. Steward and appeal to the NA for his or her opinion prior to instituting plan for corrective action.
4. As per GCR the Volunteer official can appeal the decision to the SCCA Board of Directors.

Remember, communication is the key, try to respond immediately to the request or issue. Immediate attention is the best method for heading off issues and concerns that may “fester” into and ugly situation that ultimately ends is dissatisfaction for all parties concerned.

Please follow channels, this makes for effective communication without provoking defensive behaviors from both parties. **KEY COMPONENT:** Listening, and communicating effectively, prevents conflict.

I. Specialty Volunteer Tasks

- A.** At the event the Starter must be able to work all positions as stated earlier they are:
- ❖ Point Starter
 - ❖ Back up/Communicator
 - ❖ Charter
 - ❖ Where necessary, Pit Out Starter
 - ❖ Event Chief is responsible for setting up a rotation schedule for the event. Provide management and support for the team as needed, by intervening and correcting any issues that may occur during event. Provide documentation that the volunteer official participated in the event.
- B.** Divisional and National licensed Starters should participate in training and mentoring new volunteers.
- C.** Actively recruit new volunteers to the specialty

II. Event Equipment

A. Specialty

1. Obviously a set flags as per GCR. There are no official specifications as to size; this is usually up to the individual starter. Of course, they should be large enough for the competitors to see. The flags are traditionally, purchase by the region, but many Starters have their own person set of flags designed for their specific needs.
2. Some sort of stand for the flags, again personal preference.
3. A set of signs, again not specified by GCR, but many of the Stewards at the event find them necessary to provide specific information to the competitors. They should include:
 - a. **Lights**—to be used in rain situations especially for, Formula cars so the traffic behind can see the car in front.
 - b. **Sound**—this is inform the competitor they have exceeded the sound limit for the event. There is usually a prescribed process for using this board.
 - c. **Safety Car**—this is for situations that a specific “pace car” enters the track during the race to control the field, usually due to an involved incident.
 - d. **ALL**—usually used in a black flag situation signifying the entire field must enter the pits, the session has be stopped.
 - e. **Transponder**—signifies that the competitors timing transponder is not functioning.
 - f. 1—one to go sign, signifies one lap to the checker flag/or completion of the race.
 - g. **Emergency Vehicle**—just as it sounds there are emergency vehicles on course and the competitors should be alert.
 - h. **Number board**—this could be as simple as a pit signal board or as elaborate as an electronic device. Again, size and material of is more dependent upon personal preference and expense.

Again, there are no specific hard and fast rules to the size shape and color of the signs. They should be visible, easily accessible and handled by one person. (I have found 24” x 24” is a nice size) They should be made out of a material that is waterproof, yet light, yet sturdy enough that allows one person to handle even in windy conditions.

4. Miscellaneous—lap charts, pens, communication board, timers, counters etc.

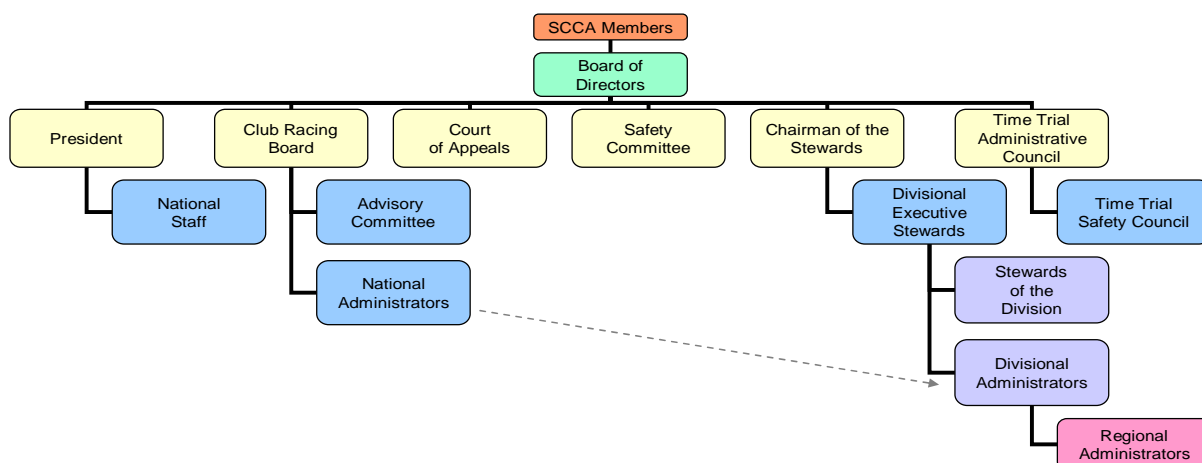
B. Personal

Although starters are usually stationed in an area above ground and sometimes covered from the elements, they should be prepared to protect themselves from the elements. Have sunscreen, raingear, hats, gloves, sunglasses, jackets, etc.

Currently, there are no rules or guidelines for uniform requirements. Although, be advised that some regions have set their own guidelines for preferred clothing worn at events. The only recommendation is to stay away from colors that can be confused for a flag. Traditionally, white shirt, black pants/black shirt, white pants or any other combination of black and white.

For the new Starter or even an older starter traveling to other tracks don't worry, the appropriate clothing is not the primary concern learning and developing skills are.

SCCA CLUB RACING ORGANIZATIONAL CHART



I. Event Chain of Command

During an event, there is a specific chain of command:

1. Chief Steward—he/she is the, program director so to speak, and works with all the officials to ensure a smooth running event.
2. Assistant Chief Stewards—there are various levels, operating—those that “sit in the chair”, overseeing individual groups running.
3. Specialty Chiefs—this is the immediate “supervisor”, if anything should occur individual starters should seek out the event chief to report or intervene in situations that are controversial. No individual starters should address these situations without discussing it with the event chief.

III. Radio Protocol

First let's start with etiquette:

- ❖ Limit all communication to essential radio calls only
- ❖ Keep calls brief and to the point, more than one person needs to communicate on the radio so wordy responses, or chatting ties up the channel so others can't get in to communicate.
- ❖ Listen before beginning transmission—interference could mean someone else is using the channel.
- ❖ Remain calm, speak clearly and slowly, never shout into the radio.
- ❖ Avoid discussing sensitive or medical issues on open channels unless directed to do so.
- ❖ No swearing or off color remarks.

What to say and how:

- ❖ Always identify self, "Control this is start", wait for acknowledgement then give message. Sometimes it is important to make a call quickly so make the call as brief as possible.
- ❖ Since some calls are important to the safety of the others working around the course that there may not be time to call and wait for acknowledgement. Those calls must be made as swiftly and concisely as possible, i.e. Control, Start, last car 45 Red, Control, Start, runner 55 blue, Control, Pit Out, 65 yellow on course.
- ❖ Acknowledge the receipt of all messages; repeat all calls, because if there was a mistake or miss communication there is time to correct before acting. I.e. start copy, Full Black 28 Red.
- ❖ If emergency and need clear channel use and listen for the words, priority, priority, alert, alert, or followed by station number, yield the air to emergency.

Some things you may hear:

Terminology	Meaning
Alert	Emergency, clear channel
Affirmative	Yes

Acknowledge/copy	Confirms understanding
Control	Radio call name for Race Control
Clear	No obstruction, ready for race
Correction	Makes correction to previous call
Do you read/did you copy	More than one attempt to reach, please acknowledge
Go Ahead	Listening
Mayday	Emergency
Negative	No
Priority	Important call, clear the channel
Stand by	Busy, please wait for a moment

If it is your first time using radios, remember Radio etiquette and things will go well.

Radio Parts:

- On/off Volume knob
- Squelch Control, filters out the background “static” noise
- Push to talk
- Channel selector
- Speaker/Mic
- Antenna
- Battery

The exact procedure for use of the radio will be gone over at the event.

Remember:

Good communication skills are not only important during events, but it is extremely important in working with other specialties as well as each other. If questions and concerns should arise a dialog should take place immediately to prevent any “fall out” or bad feelings from situations not addressed. Good communication skills are the best method of education, as well as the best defense against unrest, anxiety and dissatisfaction. Not only Starters but all volunteer members need to be more proactive and less reactive to create and maintain an environment free of anxiety, more conducive to learning, resulting in further development of skills needed to put on a premiere event.

IV. Trouble Shooting Guide

There is usually not much equipment that can go wrong on the start stand, the best bet would be to get there a little early and check things out prior to the start of the event. Find out who the appropriate person is to correct problems with whatever equip is available, i.e., radios, land line, timers, etc.

Appendix

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Licensing Upgrade/Proficiency Tool

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Suggested Training Procedure

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Mentoring and Coaching

Appendix A.

1.1

License Upgrade/Proficiency Tool

	Yes	No
Does the candidate possess skills to upgrade or Maintain current license grade?	_____	_____
Divisional:		
Knows Flags?	_____	_____
Flags appropriately and per GCR?	_____	_____
Demonstrates knowledge of Rules and regulations per GCR?	_____	_____
Communicates in appropriate manner?	_____	_____
Communicates effectively to everyone?	_____	_____
Effective Teamwork?	_____	_____
National:		
Effective Teacher/Mentor?	_____	_____
Effective Manager/Chief?	_____	_____
Appropriate number of events or recommendation from Regional Administrator/Chief?	_____	_____
2. Did Candidate Meet standards required?	_____	_____

If No, recommendations/plan for corrective action/positive outcome and upgrade: (please use back)

This plan should be written with copy given to the individual so he/she can take this to all future events and focus on the weaknesses and develop them into strengths for future upgrade. The candidate should make copies of this evaluation sheet to take to future events for documentation from Event Chief. Please forward copies to Divisional Administrator.

Evaluator: _____ Starter: _____

1.2

Suggested Training Process

Provide trainees with a copy of Starters Manual

Provide, or discuss process for reviewing GCR prior to on track sessions, if possible.

Discuss goals and objectives related to the specialty (from Chief's perspective as well as trainees)

Commitment to the specialty, does trainee want to work Start exclusively or would like to share with another specialty?

Trainee's expectations for upgrades

Before on track sessions discuss GCR and Manual with trainee

Buddy new Starter with an experienced, effective mentor

Review, restate all objectives meet at each session with goals for next session

If upgrade directed discuss evaluation form with trainee

All training/coaching programs should be tailored specifically to the individual, their knowledge, experience, maturity, and ambitions. With the program focused on achieving a number of objectives for both the individual and the Specialty/Chief. The objectives should be centered on the individual being able to perform specific, well-defined tasks while taking in to account the personal goals of the trainee. The program should be structured, but highly flexible that generates measurable learning and performance outcomes. After all, it is the goal of any specialty in SCCA to provide the highest quality events possible, which starts with effective goal, directed training.

1.3

Mentoring/Coaching, What is it?

Webster's defines it as "from *Mentor*, the friend and counselor of Odysseus and Telemachus; a wise and faithful counselor. In Greek mythology when Odysseus was leaving for his journeys he turned his son Telemachus over to his friend Mentor to raise, that is guide him in path of growth and development. Mentors pass on wisdom to some sort of mentee. Mentoring assumes that a mentor has wisdom to spare and can pass it on, has knowledge and understanding of how to pass it on. Coaching, which is a close cousin to mentoring, is usually discussed in a business setting, so many of the concepts are the same it is just a matter of venue and outcome. In the volunteer arena, mentoring is the process utilized because it relates to more personal goals and rewards; where as coaching on the other hand, relates to job performance and financial outcome, an increase in the bottom line.

So quite literally a mentor is an individual usually in a leadership role, but not always, that assumes the responsibility of caring and guiding an individual less experienced than himself to grow and develop in their respective positions. We all remember one individual that has been a big part of our personal growth and development whether it is in SCCA or our own personal/ business lives. I know I said leadership at the beginning, but it doesn't have to be, it could just be a co-worker that has the Mentor's Spirit and wisdom and the desire to help people learn and grow and develop into the best they can be.

But I believe as leaders in SCCA whether it is as Region leaders or specialty chiefs we are all responsible for the growth and development of our members/workers. This is something as Chiefs we do every event; we train "newbies", all the time. But, our job doesn't stop there we need to continue to work with these individuals throughout their entire "career" with SCCA. That sounds a little odd, a career, I don't get paid for doing this, but does that mean we should not care about how we perform? Just because someone volunteers does not give him/her the right to do as they please because they will always be forgiven/excused. If as leaders we let that happen just to keep workers what would happen to our "quality" as a specialty or for that matter a club? I know we, the leaders, are volunteers also so why should we take this kind of time I just want to do my job and go home. Well, unfortunately upon assuming a leadership role you have unofficially assumed the role of mentor, as well as, QC (quality control) person. This doesn't include just the specialty chiefs, this includes the entire SCCA management and Regional, Divisional leaders but the entire membership.

Why you ask, for the answer we need to go back to the reason people join clubs. Search your own souls why did you get involved? Quite literally you

wanted to. When assumed the chief position, you wanted to, or should have wanted to, I know sometimes people get thrown into this role just because the Region needs one; which should never happen without someone there to “mentor” you along. We should never thrust anyone in a position where they assume responsibility that they might not be ready for. It just puts people in a position for negative criticism from others who “assume” they have the knowledge to be in that position. Think how this would make the individual, how would it make you feel. If we continue to work with these individuals, *mentoring*, we help them feel “rooted” less frightened, less alone, in essence, a part of the team, which in turn makes them, want to become more involved with the process/club/specialty.

It is a myth that only elders, the older more experienced people can be mentors, anyone can be a mentor. Mentoring is not just a process it is a spirit and inner feeling that provides people personal rewards. Rewards that come from helping others develop and grow to be the best they can an affirming influence and positive energy. We all seem to be drawn/need mentors, that individual, that is the wiser and faithful guides, advisors, teachers.

Mentoring is all about teaching and learning. Mentoring is the process of imparting useful lessons, pertinent advice and even counseling about a job or situation. This is accomplished through creating an environment rooted in learning for the entire team. To start, remember knowledge is the ability to organize information into a context that puts it in a workable perspective. Skills are the application of this knowledge, performing a task or job. Mentoring allows individuals to think, and figure out their own solutions to accomplish this just follow the three “P’s”:

People
Performance
Positive outcomes

People, we must develop a process to allow individuals to discover what their personal goals are, and how we can help them get there, provided their goals are real and obtainable. As mentors accept that specific talents and temperaments vary widely from person to person. In other words accept them for who they are, individuals that learn and develop at different rates and require individual motivation techniques. Also, adults learn differently than youths, they usually bring baggage with them, from previous experiences whether good or bad. We need to remember that many adults have fear of change, they lacked mentoring in the past, this will be a foreign area for many older individuals and they could be resistant at the beginning. This could be proving to be quite a challenge for the mentor, if they are not prepared for it.

Performance, as mentors we set standards for performance, not rigid unforgiving standards but ones that give the individual latitude/responsibilities that are challenging and provides an environment conducive to learning and personal growth. This means continually raising the bar and encouraging

workers to strive for added excellence. But remember, you can forgive mistakes, but never overlook lapses in performance; these are opportunities to teach, discuss, create a learning moment, so they learn from their mistakes. Mentors need to find a delicate balance between authoritarianism and submissiveness, and remain consistent. Mentors must set boundaries for themselves as well, flexible but firm.

Positive feedback, providing positive feedback will help ensure positive results. Avoid harsh criticism, reinforce the positive and note and comment on any growth and development. Always keep feedback on a positive note. Even negative feedback can be presented in a positive tone. In other words, keep it constructive, with your goal being to achieve positive results, and helping them correct negative behaviors. Don't just ignore problems, there is no growth or positive outcomes in ignoring them, they must be addressed but addressed in a positive manner. Stand back, let them perform and then discuss their actions, and solutions in a positive manner. Always praise and reward their strong points and correct negative behavior. (This includes Stewards)

There are many ways to accomplish our goals it starts with active listening. Think of five life lessons you would like to share. Mentors, leaders, need to meet with everyone and discuss issues not matter what their position is. Brainstorming solutions, it is a team effort. Mentors must be willing to learn and grow while encouraging other to grow and move forward. Mentors must always look forward never back. Never miss an opportunity to teach. Always keep lines of communication open; explain different camps/schools of thoughts, explain why it was done that way. Never judge different performances as good or bad. Utilize it as a learning experience, questioning why they did it that way provides and opportunity for learning and another weapon for your arsenal of teaching points. Explain that different tracks require different techniques or it could purely be personal preference. Never ignore questions, or answer with just short yes and no answers develop them so "mentees" can learn from them. Use open-ended questions, require thought and allows the learners to "figure" out the answer for themselves, something a mere "yes" and "no" does not. Provided it is done in a non-threatening manner, think situations through before discussing. Always qualify or explain any situation that might be mis-interpreted.

Finally, know when to let go. Let them go out and learn for themselves; hopefully you have given them the tools to learn from their mistakes. Remember, as mentors we are not creating a carbon copy of ourselves, but, imparting our experiences and knowledge helping them integrate them in their own personal way, provided they don't stray to far from set rules and boundaries.

Mentoring has many benefits not just in SCCA but in our lives in general. Mentoring changes behaviors and attitudes for the better. It helps create Workers/Volunteers that are more:

- Articulate
- Self-aware
- Skilled
- Resilient
- Focused
- Positive
- Trustworthy
- Sensitive

Mentoring also helps Workers/Volunteers develop the skills to be:

- More open to difference in opinions
- More able to trust others
- Better problem solvers
- Better able to recognize opportunities
- Better able to seize opportunities

Since Mentoring is such a rewarding process for all concerned, it must have a place in SCCA because, it provides for personal growth and rewards for our members and fellow workers/volunteers, above all, ourselves. This is not going to be easy since “leaders” are usually considered rebels in a go along, get a long crowd, which is what SCCA has traditionally been, if it “ain’t broke don’t fix” it attitude. But as leaders we have recognized a need for change or we wouldn’t have assumed these roles in our club. But we recognize that being a leader is self-fulfilling, and we needed to take this opportunity to change things, and create an environment that is full of learning and growth and development. The best way to facilitate change is to act it out; actions speak louder than words. Remember, that if you want a friend, you have to first be a friend. Mentoring is a two-way street intergenerational, transcultural and boundless. So we need to be the forefathers of this movement by integrating mentoring into all our leadership roles. It just takes the one step to move forward. It is obvious that as members of SCCA, we have found an area of interest that keeps us belonging but, in order to keep us in and attract other we need to start moving forward not just standing still and never back.

Since this is such an interesting topic I suggest you pick up these books, most of the information was taken and developed from: The Everything Coaching and Mentoring Book; Nicholas Nigro, Adams Media Corporation, Avon Massachusetts and my favorite, The Mentor’s Spirit; Marsha Sinetar, St. Martin’s Press, New York.