

12-Apr-2014 County-wide Drill Shadowing Plan

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Activity Design Requirements

Personnel

Shadows are not really required for this event. Previous drills of this magnitude did not include shadows. The staff members are all amateur radio operators who are all capable of (and would probably prefer) handling their own communications.

However, the shadowing position will be available during the event as an added activity for people who desire the practice or who are in need of a MAC evaluation.

Evaluations

Evaluations must be supported for both S3 and S2 candidates. S2 evaluation involves the use of a second frequency and high traffic to the S2 candidate.

Anticipated evaluation quantities:

- No more than one or two S2 evaluations
- No more than five or six S3 evaluations

Schedule

It is specifically required that there be no schedule for shadow assignments. This makes the overall event much easier to manage but it does add some challenges to managing the shadowing activities. The shadowing activity should be designed to allow for assignment of shadows on the fly, with zero to six positions available at any given time. Due to the nature of the venue (namely a wide space with limited visibility), only three shadows can be evaluated at any one time.

Environment

No special environmental considerations are required. The operating environment is not expected to be particularly challenging:

- Lighting: All shadow activities will be conducted during daylight hours
- Weather: Forecast is partly cloudy, high of 72F, no rain.

Event Plan

Objectives

1. Provide the opportunity for any drill participants to perform shadow duties in an environment that simulates shadowing for an official or staff member of an event such as a parade, fair or other public event.
2. Provide a range of shadow assignment difficulty. There should be simple assignments for new shadows and more challenging assignments for MAC evaluation candidates.
3. Provide an opportunity for MACs to be evaluated for S3 or S2 qualifications.
4. Shadowing activities must not require a fixed schedule. Participants must be free to request a shadow assignment at any time. This simulates the fluid nature of real situations while also simplifying the overall event by eliminating scheduling conflicts. Requests for shadow positions by persons who pre-registered for a shadow position should be fulfilled within a reasonable amount of time (say, 15-30 minutes on average)

Assignment Types

There will be three types of assignments to take into account three types of participants. They are listed below in increasing levels of difficulty:

- Shadow training (non-evaluation)
 - This assignment will be given to people who are interested in gaining experience as a shadow but may have limited or no prior experience and are not seeking a MAC evaluation
 - There will be few, if any, specific duties and the assigned principal will provide coaching if time permits
- S3 Eval
 - This assignment will be given to people who seek a MAC S3 evaluation
 - No coaching is permitting and the principal will help to insure there is a low to medium traffic volume
- S2 Eval
 - This assignment will be given to people who seek a MAC S2 evaluation
 - No coaching is permitted and the principal will help to insure there is medium to high traffic
 - The MAC evaluator will create additional traffic on a second frequency.

Locations

Drill participants will go to Staging to request a shadow assignment. The shadow manager will be roaming throughout the park during the drill.

Frequencies

Frequency assignments are per the event ICS 205-SCCo.

Primary frequency: Shadows will work on the staff/command frequency. Any staff member who has a shadow will refrain from using their own radio and, instead, communicate through their shadow. Therefore, the total number of persons on the staff/command frequencies will be constant.

Secondary frequency: A second frequency will be needed for all type II evaluations. The frequency will be shared between all type II evaluations (F2, N2, S2). The evaluators will coordinate the use of the frequency and can have one type II evaluatee send to another type II evaluatee.

Workflow

- In order to minimize staff, the evaluator will also function as the shadow manager. If the number of shadow evaluations grows more than about a half dozen, we may have revisit this and split it into two jobs.
- Because the shadow manager will be performing evaluations, he will need to roam around the venue while observing the evaluations candidates. This means there will be no statically located shadow sign-up location.

Drill participant workflow

- The drill participant will go to staging to request a shadowing assignment
 - Suggested priorities for assignment from staging:
 - Priority 1: Net Control
 - Priority 2: Eval (if slot available)
 - Priority 3: Shadow (if slot available)
 - Priority 4: Field or packet (non-eval)
- Assuming a shadow eval or shadow non-eval position is available:
 - Staging will give the drill participant a copy of the grid map and instruct the drill participant to contact "shadow manager" on the command net.
 - The shadow manager will tell the participant to meet him at his current grid location and instruct the participant to stay on the command net.
 - In the event that all shadow positions are full, the shadow manager can tell the participant how long to wait before contacting him again.
 - Alternatively, if the participant is a MAC evaluatee, the shadow evaluator could have the evaluatee meet him right away use the delay time to conduct the radio familiarity and knowledge check portion of the eval.
- The drill participant will meet the shadow manager at the designated grid location. There he will sign-in on an ICS-211 and receive his assignment.

- The shadow manager may accompany the participant to his assignment or else just tell him the grid location of his principal and send him on his way.
- After the assignment is complete, the shadow will contact "shadow manager" on the command net and meet him at a grid coordinate
- MAC evaluatees will perform hand-off briefing with shadow manager. Then turn in paperwork, sign out on the ICS-211, and return to staging for another location.
- Depending on activity level, the shadow manager/evaluator may also conduct radio familiarity and knowledge checks with MAC candidates.

Shadow manager workflow

- Shadow manager will maintain a priority list of shadow assignments as follows:
 - Event IC – Highest traffic – highest priority for S2 evals
 - Field Ops – Second highest traffic – second highest priority for S2 evals
 - Other staff – Available for S3 evals or non-eval shadow assignments
 - All event staff who are assigned non-MAC-evaluatees should be capable of providing coaching of new shadows
- Shadow manager will be roaming throughout the park throughout the event
- Participants will contact the shadow manager via the command net. Shadow manager will tell them where to meet him by grid reference
- Upon arrival, participant signs in on Shadow ICS-211. This provides a convenient list of who actually attended the shadowing function.
- Shadow manager makes assignment. If MAC evaluatee, shadow manager will usually accompany them to their assignment so he can observe their initial contact
- Shadow manager/evaluator will monitor all command net traffic for proper performance
- Shadow manager/evaluator will inject additional S2 traffic on secondary frequency
- Upon completion of 1 hour assignment, participants contact shadow manager and meet him at his current location.
- Shadow manager will conduct relief briefing. For MAC evaluatees, no coaching is allowed. For others, shadow manager can coach candidate.
- Participants will turn in paperwork, sign-out on Shadow ICS-211, and return to staging or visit another activity.

Equipment

Drill Participant equipment

All shadow participants must come equipped to perform shadowing duties. This includes, at a minimum:

- 2m/70cm dual-band HT

- Note: MAC S2 candidates will need to handle 2 frequencies. The most practical configuration is to use two HTs, each with a with separate ear-bud
- Backpack, chest-pack or other device to hold radio(s)
- Clipboard with all appropriate forms

Evaluator equipment

The shadow manager/evaluator will be operating portable for the entire event. This means he will have to carry everything with him. He will need the following equipment:

- Clipboards to hold:
 - Shadow position ICS-211
 - Shadow assignment briefings
- All appropriate forms for evaluations
- Performance Standards
- MAC Handbook
- Cell phone for contacting principals for evaluation candidate feedback
- Three 2m/70cm dual-band HTs (or two HTs and a mobile radio).
 - One for monitoring the staff/command channel at all times to listen to MAC candidates and listen for calls to the shadow manager
 - One for conducting radio familiarity drills
 - One for performing 2nd frequency activities for MAC S2 evaluations
- Food/water for entire event
- Weather gear, as appropriate

Timeline

Per the event timeline.

Staff Responsibilities

Shadow Manager/Evaluator

- Manage ICS-211A
- Train rest of event staff on what to expect for shadow introductions since shadow manager won't be able to observe all locations at once.
- Monitor shadow communications on the command net frequency
- Inject radio traffic on the MAC type II eval frequency
- Manage shadow evaluations for S3 and S2 candidates

Other Senior Event Staff

- See staff briefing.

- Be prepared to handle own communications when no shadow is assigned. It is recommended that all staff be configured with an earbud so they can be mobile and communicate without a shadow at any time
- Be prepared to hand off communications to a shadow for up to an hour at a time
- Be prepared to swap off between shadows at any time
- When assigned a shadow, generate communications traffic for them to handle

Open Issues / Concerns

1. **Shadow evaluator overload:**

- a. **Problem:** If even a few shadow evaluations are in operation at the same time, the shadow evaluator can be quickly overwhelmed with having to listen to and evaluate radio traffic while checking others in and out and performing radio familiarity drills, all at the same time.
- b. **Mitigation:** If a higher volume of shadow participants is known in advance of the drill, an additional staff member can be assigned to perform shadow management, allowing the evaluator to do nothing but evaluation. Otherwise, It may be necessary to postpone radio familiarity and knowledge checks.

Staff Shadowing Briefing

Shadowing is one of the activities available for selection at this drill. As a staff member of this drill, you may be assigned a shadow. As an experienced operator, you may need to coach new shadows to help them learn the position. Alternatively, you may be asked for feedback about a MAC evaluatee by the MAC Evaluator. Following is a summary of your responsibilities:

- Maintain your own radio (and earbud/headset) and keep it with you at all times.
- You may or may not be assigned a shadow. Assignments will be totally dependent upon demand and the timing of that demand.
- Radio usage:
 - If you do NOT have a shadow, you will be responsible for your own radio communications.
 - If you are assigned a shadow, perform all radio communications through your shadow.
 - If your shadow is a MAC evaluatee, you can ignore your own radio or continue to monitor at your own discretion. In fact, ignoring your own radio is preferred since this will put you in the same situation that a real principal would experience (no added context of other comms) and should cause you to make more effective use of the shadow.
 - If your shadow is NOT a MAC evaluatee, then you might consider keeping your radio earbud in place. This will allow you to hear everything on the command net. You can then coach the shadow on the types of communications that you heard which they should have passed along to you.
 - It is up to you whether you want to also give you cell phone to your shadow.
- Briefings
 - Upon initial contact, your shadow should brief you on the following information:
 - Introduces self
 - Informs principal of why you are there, what capabilities you can provide
 - i.e. capabilities are limited to communications, not other duties
 - Discusses communications expectations with principal
 - e.g. cell phone, commercial radio, FRS/GMRS
 - Discusses and understands the role and responsibilities of the principal and what types of communication are important to the principal
 - Review the above list when the shadow makes initial contact
 - If the shadow is NOT a MAC evaluatee, you may coach them and help them understand why these items are important.
 - If the shadow IS a MAC evaluatee, you must NOT coach them. If the MAC evaluator was not able to hear the introduction, the MAC Evaluator may ask you if the shadow completed all steps.
- During the assignment period, your help will be needed to monitor and possibly coach the shadow.
 - The shadow should:

- Keeps principal informed of significant event activities heard on the net which are appropriate to the principal
 - Effectively prioritizes traffic to/from principal so as not to monopolize the net
 - Insures that principal is always reachable by Net Control
 - Limits activities to communications
 - Maintains close and continuous contact with the assigned principal
 - Stays within an effective distance of the principal
 - e.g. typically 5-10 feet, but out of the crush
 - Remains with principal until relieved by Net Control
 - Coordinates bathroom breaks to avoid becoming disconnected from principal
 - Exchanges cell phone numbers with principal (when/where appropriate)
 - Establishes procedure to reconnect if separated
 - Arranges activities so as to stay connected to principal
 - Review the above list during the shadow's assignment
 - If the shadow is NOT a MAC evaluatee, you can/should coach them and help them to understand why these items are important
 - If the shadow IS a MAC evaluatee, you must NOT coach them. The MAC Evaluator may ask you if the shadow completed all steps.
- Traffic Level
 - If your shadow is NOT a MAC evaluatee, there is no pre-determined traffic level.
 - If your shadow IS a MAC S3 evaluatee, then they need to maintain low to medium traffic level. Regular H&W and occasional informal communications (every 10 minutes or so) is fine
 - If your shadow IS a MAX S2 evaluatee, then they need to maintain medium to high traffic level. They will also be asked to monitor and occasionally transmit on a second frequency. Please help keep their traffic level up by asking them to gather information for you. Also, if you observe them working a second frequency, please occasionally interrupt them and have them send some other communication in order to help simulate a busy/fluid environment. They should prioritize your needs over communications on the secondary frequency. If they don't, please inform the MAC Evaluator.
- Assignment length
 - Shadow assignments will generally last for one hour.
 - This means you may end up with more than one shadow during the drill. This inconvenience is the cost of providing enough training experiences to develop more shadow knowledge.

Assignment Briefings

Following are assignment briefings to be given to shadows as they are assigned to their positions.

The shadow practice briefing is only for use by non-evaluation participants. The assignment will be more forgiving and the principal can provide some degree of coaching (as time permits).

The S3 briefing is only for use with MAC S3 evaluation candidates. It refers to using a single frequency.

The S2 briefing is only for use with MAC S2 evaluation candidates. It refers to using two frequencies.

Shadow Assignment Briefing

Your assignment is for a period of one hour. You will be acting as a communications shadow for one of the drill staff. As their shadow, you will be responsible for performing communications on their behalf. Most communication will be on the Command Net frequency. You may also be asked to make calls on a mobile phone.

The following information will help you perform your shadowing role properly. Read it and ask the Shadow Manager any questions you might have BEFORE you begin your shadow assignment.

Before You Begin

- Update your ICS-214 Unit Activity Log

Beginning Your Assignment

- Introduce yourself to your principal
- Inform your principal why you are there, what capabilities you can provide
 - i.e. capabilities are limited to communications, not other duties
- Discusses communications expectations with principal
 - e.g. cell phone, commercial radio, FRS/GMRS
- Discuss and understand the role and responsibilities of the principal and what types of communication are important to the principal
- Establish a procedure to reconnect with your principal if you become separated
- Exchanges cell phone numbers with principal (when/where appropriate)

During Your Assignment

At all times, be sure to use proper communications techniques as defined in the Santa Clara County ARES/RACES Performance Standards and Best Practices. In addition to all standard communications procedures, be sure to observe the following additional procedures specific to the job of a Shadow:

- Effectively manage communications for your assigned principal
 - Properly use and respond to your principal's tactical call sign
 - Also remember to ID with your FCC call sign at the end of each conversation
 - Keeps principal informed of significant event activities heard on the net which are appropriate to the principal
 - Effectively prioritizes traffic to/from principal so as not to monopolize the net
 - Insures that principal is always reachable by Net Control or others
 - Limits activities to communications
- Stay connected to your principal
 - Stay within an effective distance of the principal
 - e.g. typically 5-10 feet, but out of the crush
 - Remains with principal until relieved by Net Control
 - Coordinates bathroom breaks to avoid becoming disconnected from principal

Completing Your Assignment

When you have completed one hour of shadow duty:

- Inform your principal that your assignment has been completed.
- If there is a replacement for you, then:
 - Also inform your principal that you are being relieved and will be conducting a relief briefing with your replacement.
 - Conduct the relief briefing with your replacement. It should include and of the following topics that make sense for your situation:
 - Assignment, activation number
 - Served agency and official in charge, including how they are recognized
 - E.g. vests, hats, badges, etc.
 - Frequencies, tactical calls, net station locations, emergency contact numbers
 - Who to contact regularly
 - Radio, power supply, antenna information
 - Nearest telephone: location and number
 - Location of toilet, water, food, first aid, and other supplies
 - Summary of previous operational period
 - Current status of people, resources, incident (as it relates to communications)
 - Pending issues for next operational period (if any)
 - When you are done, introduces your replacement to the principal
 - Your principal's communication take priority over the briefing. So be sure to continue to provide communications for your principal until the relief briefing is completed.
- Contact the Shadow Manager on the Command net and arrange to meet him.
- Review your assignment with the Shadow Manager. If you did not perform a relief briefing with a replacement, you may be asked to provide a relief briefing to the Shadow Manager.
- Review your logs with the Shadow Manager
- Return this briefing to the Shadow Manager
- Update your ICS-214 Unit Activity Log
- Sign out on the Shadow Assignment ICS-211
- Return to Staging

Shadow Eval Assignment Briefing

Your assignment is for a period of one hour. You will be acting as a communications shadow for one of the drill staff. As their shadow, you will be responsible for performing communications on their behalf. Most communication will be on the Command Net frequency. You may also be asked to make calls on a mobile phone. If you have request an Shadow Type II evaluation, you will also need to communicate on a second frequency.

The following information will help you perform your shadowing role properly. Read it and ask the Shadow Manager any questions you might have BEFORE you begin your shadow assignment.

Before You Begin

MAC evaluatees are expected to be independent operators, capable of performing their jobs according to the county "Performance Standards and Best Practices" without any coaching. So be sure to ask any questions you may have before your assignment begins. Once the assignment starts, so does your evaluation, and the evaluator will not be able to help you.

During Your Assignment

Just do your job the way you've been trained to do it. It's really just that simple. Be sure to conduct all activity and communications according to the Santa Clara County ARES/RACES Performance Standards and Best Practices. If you are being evaluated for Shadow Type II, you will need to operate on two frequencies simultaneously.

Completing Your Assignment

When you have completed all of duties for your assignment:

- Contact the Shadow Manager (who is also the evaluator) on the Command net and arrange to meet him.
- Review your assignment with the Shadow Manager
- Sign out on the Shadow Assignment ICS-211A
- Return to Staging