

Action roles should be adapted and used according to your specific group and action context. The following offers one possible outline of tasks and responsibilities for this role.

## ACTION ROLE **MARSHAL LEAD**

Your Role: > ensure a safe experience for participants & passerby  
> make sure guidelines & goals are respected

<p><b>THE RESPONSIBILITY OF <u>MARSHALS</u>:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that the crowd moves fluidly.</li> <li><input type="checkbox"/> Answer basic questions from participants and direct them appropriately.</li> <li><input type="checkbox"/> Defuse tense situations or hot conflicts using a variety of interventions.</li> <li><input type="checkbox"/> Interact with police and security officers, as a buffer for participants, <b><u>and refer all issues to police liaison if you have one</u></b></li> <li><input type="checkbox"/> Guarantee that local laws are being followed (unless they are being intentionally broken as part of the plan of action).</li> <li><input type="checkbox"/> Know the full schedule and route, key organizers, media people, location of restrooms, emergency/medical services are located.</li> <li><input type="checkbox"/> Be in contact with marshal leads about any unplanned, difficult situations.</li> </ul> <p><b>YOUR RESPONSIBILITY AS <u>MARSHAL LEAD</u>:</b></p> <p><b>BEFORE</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Make sure action guidelines are clearly stated, in writing, and in a form that is distributable to all participants.</li> <li><input type="checkbox"/> Recruit marshals at a ratio of 1 marshal for every 10-15 participants.</li> <li><input type="checkbox"/> Call recruits to a training meeting at least one day in advance.</li> <li><input type="checkbox"/> Prepare or find facilitators for training sessions</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Find out who could be bringing trouble or planning counter-demonstrations.</li> <li><input type="checkbox"/> Analyze event plans and route in light of safety and security concerns.</li> <li><input type="checkbox"/> Identify specific roles – for example, stage, platform, or personal security, moving or stationary peacekeepers/teams, runners, negotiating teams.</li> <li><input type="checkbox"/> Plan for the worst, hope for the best. Strategize/troubleshoot about hotspots or emerging incidents.</li> <li><input type="checkbox"/> Plan and set up the communication system marshals will use – bullhorns, cell-phones, walkie-talkies, runners, and/or hand signals.</li> </ul> <p><b>THE DAY OF</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Model marshal behavior: You will be helpful, calm, and flexible.</li> <li><input type="checkbox"/> If possible, arrange marshals in pairs, each looking out for the other!</li> <li><input type="checkbox"/> Distribute armbands or other unique visual ID to marshals.</li> <li><input type="checkbox"/> Prepare to field calls from marshals, with a plan for all possibilities.</li> <li><input type="checkbox"/> Ensure that marshals are in place for their specific roles/assignments.</li> <li><input type="checkbox"/> Monitor crowd flow and energy overall. Deploy troubleshooting teams and make adjustments as necessary.</li> </ul> <p><b>AFTER</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Debrief with marshals and share lessons learned</li> </ul>
--	---

*Adapted from handout by Philippe Duhamel and Matt Guynn*