



Jilakin Rock Rangers Training Manual

Steve Soames (aka Pommie)
Version 1.6 October 2017

Contents

- 3 Mission, And Background
 - The 11 Points of Ranging*
- 4 Becoming A Ranger
 - Before the Event*
 - The Alpha Shift*
 - Possible Outcomes of Your Alpha Shift*
- 5 Ranger Responsibilities
- 6 Social Capital
 - Adding or Subtracting from our Social Capital*
 - Unrangerly Behaviour*
- 7 Ranger Equipment
 - Ranger Handle*
 - Ranger Uniform*
 - Required Equipment*
 - Radios*
- 11 Ranger Shift Operations
 - Departments at Blazing Swan*
 - Shift Structure*
 - Shift Scheduling*
 - Shift Organisation*
 - Expectations on and off Duty*
 - Arriving on Scene*
 - Must-Reports*
- 18 Ranger Skills
 - FLAME*
 - Communication*
 - Physical and Emotional Self-Care*
 - Conflict Resolution*
- 26 Rangers in Jilakin Rock City
 - Situations You May Encounter*
 - Noise*
 - Lasers*
 - Burn Perimeter Protocols*
 - Must-Report Protocols*
 - Vehicle Safety*
 - Media and Cameras*
 - Evictions*
 - Law Enforcement*
- 35 Ranger Resources
- 36 Ranger Organisation
 - Ranger Designations*
- 37 Ranger Policies
- 39 Blazing Swan Policies
- 40 11 Principles of Blazing Swan
- 41 Suggested Reading

As used in this manual, the words “must” and “must not” indicate a required course of action, one in which Rangers have no discretion. In contrast, the words “*should*” and “*should not*” indicate a *recommendation* rather than an absolute requirement. In such cases there may exist valid reasons in particular circumstances to choose a different course of action, and Rangers are expected to use their best judgment in determining what to do.

Mission and Background

Mission

Rangers are citizens of Jilakin Rock City who encourage self-reliance, individual accountability, and shared responsibility. Rangers mediate situations involving citizens, the Blazing Swan organisation, or cooperating agencies. When circumstances dictate, Rangers act to uphold the principles of our community.

Background

The Jilakin Rock Rangers are one of many volunteer departments dedicated to the safety of the citizens of Jilakin Rock City. The Jilakin Rock Rangers are a broad cross-section of the Blazing Swan community who volunteer some of their time in the role of non-confrontational community mediators. They are empowered by the community and the Blazing Swan Committee to address safety concerns, mediate disputes, and resolve conflicts when the persons involved cannot resolve them. Rangers encourage a community of shared responsibility and only assist the community when needed.

Jilakin Rock Rangers have developed and adopted standard operating procedures such as; a training and mentoring process, chain of command, division of labour and rules and regulations. Responding to the ever-changing environment, Rangers address situations within their community that might otherwise require outside intervention. By encouraging and facilitating communication, Rangers promote awareness of potential hazards, from sunstroke to tent fires. Through their radios and shift briefings, Rangers carry the latest information to the citizens of Jilakin Rock City. The Rangers' primary concern is the safety of people, not property.

Rangers work with all participants, other departments as well as emergency services and law enforcement agencies, to help facilitate a positive experience. When needed, Rangers support the tenets of the community and help participants remember their obligation to each other by enforcing its principles. Rangers use non-confrontational communication whenever possible to encourage cooperation and help create a safe, collaborative environment.

The 11 Points of Ranging

Jilakin Rock Rangers are sanctioned by the Burning Man organisation. They form part of the wider, regional Burning Man community. This Training Guide is a comprehensive list of skills and information that is based on the Black Rock Ranger Training Guide.

1. Rangers are participants in their regional community, and in some cases more than one community.
2. Rangers attend a training, wear a visual RANGER designation and while volunteering agree that "It is not about the Ranger, it's about the participant."
3. Rangers are primarily concerned with life safety issues, maintaining the community's standards, and resolving conflicts.
4. Rangers spend most of their time interacting with participants, but also act as a liaison between the community, event organisers and external agencies.
5. The default action of a Ranger is to do nothing.
6. One of the Ranger's greatest skills is being a generous listener.
7. Rangers help participants solve their own problems using non-confrontational mediation.
8. Rangers F.L.A.M.E. situations: Find Out, Listen, Analyse, Mediate (or move along), and Explain.
9. Rangers are neither cops, enforcers, nor security guards, they are participants who have agreed to help as participants in the community.
10. Rangers rise out of the dust/shadows/crowd when needed and recede when things can be left to ride the edge of chaos on their own.
11. Rangers ride the edge of chaos.

Becoming A Ranger

Becoming a Ranger is a multi-step process that involves a 5-hour training workshop and a mentoring shift in Jilakin Rock City with a Black Rock Ranger.

Before the Event

You must first create a Burner profile, purchase a ticket and register as a volunteer.

Think Rangering might be for you? Want to expand your mediation and problem solving skills as a leader in the community? You must first fill out a volunteer application form through the Blazing Swan website. Make sure that you indicate that you'd like to become part of the Jilakin Rock Ranger crew:

http://volcor.net/TakeSurvey2.aspx?s=1265_Blaze2018

Until you have attended a Ranger training and completed the other requirements outlined below, you are considered a Prospective Ranger. Prospective Rangers must be at least eighteen years of age or older, and must agree to the **11 Points of Rangering** above. Prospective Rangers attend a 6-hour training in which you learn who are the Jilakin Rock Rangers, what role they play in the Blazing Swan community, and how best to serve the community's needs. You will refine conflict mediation skills and get updates on information specific and relevant to the particular year. Returning Rangers must attend an annual 2-hour returning Ranger shift.

You are considered an "Alpha Ranger" once you have:

- Submitted a volunteer application through the Blazing Swan website (deadline for submittal is mid-February);
- Received an approved Ranger handle/call-sign (assigned by the Ranger Lead with your input);
- Have an approved photo;
- Successfully completed a 5-hour Ranger training and
- Confirmed that you intend to pursue becoming a Jilakin Rock Ranger.

Ranger training dates will be advised by email to all prospective Rangers. There will be one or two (according to need) before the event held at Swan's Nest in Fremantle and one on-site at Jilakin Rock City.

The Alpha Shift at Jilakin Rock City

At the end of your training if you are new to rangering you will be offered an 'Alpha Shift'. This will be a two hour modified dirt shift involving orientation, on-the-job training and evaluation with other Alphas and a Black Rock Ranger mentor. Returning Rangers are also welcome to participate in an Alpha shift if they choose.

These short shifts are designed for your Mentor to get an idea of how Alphas interact, both with participants and with each other, and how Alphas orient and handle themselves within Jilakin Rock City. This is also an opportunity for the Alpha to practice applying real Ranger skills. You will be provided with a number of Rangering tasks and scenarios during this shift and provided feedback and be able to discuss

Tips for your Alpha shift:

- Always know where you are;
- Be friendly—but not invasive;
- Listen and think before you speak and act and

- Don't be afraid of your radio!

Possible Outcomes of Your Alpha Shift

Outcome 1: You are invited to join the Rangers (“passed” your shift). You may receive some advice from your Mentors on things to work on during your Ranger shifts.

Outcome 2: Your Mentors do not feel that you are a good fit for the Rangers, either for this year (referred to as “bonked” in Ranger jargon). Your Mentor should explain what led them to this decision and will encourage you to try again next year.

Outcome 3: You realise, over the course of your Alpha shift, that working as a Ranger is not how you want to spend your time at Blazing Swan (sometimes called “self-bonking”).

Regardless of the outcome of your Alpha shift, we really appreciate that you came out and gave Rangering a try!

If you pass, please stick around Ranger HQ: you will be issued your Ranger shirt, laminated card and can sign up for shifts and be welcomed to the Ranger tribe where you will become part of a regional and global community.

Jilakin Rock Rangers will have preferential access to becoming a Black Rock Ranger once they meet Burning Man’s attendance requirements (see **Further Information** at the end of this document).

If you did not pass, your Ranger Mentor will explain to you why they made the decision that this wasn’t your year to join the Rangers. Remember that Ranger Mentors are instructed not to pass someone unless they are *absolutely sure* they’re a good fit and are ready to Ranger immediately. Feel free to ask them questions about your experience. Think about what your Mentors cited as reasons for being bonked, and consider trying again next year.

Finally, enjoy your time in Jilakin Rock City! Go enjoy being a Burner for a bit (it’s fun out there!) or explore other volunteer opportunities. We hope that going to a Ranger training and walking with a Ranger Mentor will add to those experiences.

Ranger Responsibilities

- Mobilise medical, law enforcement, fire response, or other safety services;
- Assist participants in acclimating to the Jilakin Rock City environment and community;
- Help agitated and disoriented participants get back to their campmates;
- Mediate situations and/or disputes between participants (without telling people what to do);
- Address and report any instances of non-consensual physical or sexual assault;
- Reunite lost children with their families;
- Prevent vehicles from endangering pedestrians, bicyclists and campsites;
- Keep roads clear for pedestrians, bicycles and emergency vehicles;
- Inform participants of potentially hazardous weather situations;
- Observe interactions between participants and outside agencies;
- Maintain safety perimeters and scene control as needed;
- Act as an information resource to the community;
- Promote the 11 principles to participants;
- Provide other non-confrontational mediation and safety activities as needed and
- Build Social Capital with fellow Burners as participants and integral members of the community.

Social Capital

Social Capital describes the trust and confidence that participants, staff, law enforcement, medical personnel and external agencies have in the Rangers, our “street cred.” Social Capital is our sole source of authority in Jilakin Rock City; it is what we run on. Without the confidence of participants and staff, we would be unable to function effectively.

The Jilakin Rock Rangers cultivate our Social Capital with participants and staff through our reputation, credibility, and effectiveness. We do this by helping participants in trouble, building rapport, treating everyone with respect, and acting professionally and with integrity, thus, over time, we can build up a lot of Social Capital.

Because of the Rangers’ Social Capital, participants and staff will listen to you in a way that they would not listen to a random participant offering advice or asking them to change their behaviour. Additionally law enforcement, medical, and other departments will often seek your assistance and pay attention to your input.

When Rangers are perceived as helpful, effective, collaborative, professional, and impartial (i.e., high Social Capital), we will be listened to, taken seriously, and trusted.

When Rangers are perceived as authoritarian, uptight, entitled, unprofessional, or incompetent (i.e., low Social Capital), we will be ignored or resisted.

Adding or Subtracting from our Social Capital

Social Capital is like a bank account: every good interaction you have with a participant or staff member makes a deposit into our Social Capital account, and every bad interaction withdraws from it. Unfortunately, bad interactions with Rangers often make good gossip, so participants will tend to tell all their friends when they’ve seen a Ranger acting unprofessional or authoritarian. When you do good, you make a small deposit in our account; when you do bad, you make a huge withdrawal.

We expect every Ranger to act as an ambassador and an educator, both to participants and to other staff. When out in the city or on a call, talk to participants and staff about what we do and why we do it. Let them know that we’re participants in a voluntary role, that we’re here for them, and show them by your actions that we are a **resource they can trust**.

Unrangerly Behaviour

- Any act of violence;
- Sexual harassment of other Rangers or participants;
- Knowingly neglecting Ranger responsibilities;
- Failing to report a must-report situation;
- Being intoxicated while on duty;
- Misusing the community trust;
- Losing self-control;
- Knowingly misleading participants, staff or law enforcement;
- Failing to keep confidential information confidential and
- Abusing special privileges.

Ranger Equipment

Ranger Handle

All Rangers have a radio handle that becomes their Ranger community nickname. Appropriate handles should:

- Be 2-4 syllables long;
- Not be your legal name;
- Not conflict with any existing Ranger handles;
- Not be confusing;
- Not conflict with handles of leadership in other departments;
- Be easily and obviously pronounceable;
- Be easily understood in loud, windy environments or over a poor radio connection and
- Be very unlikely to trigger a negative response from participants, staff, medical, or law enforcement personnel.

Prospective Rangers will be asked to submit several choices to the Head Ranger, who will either approve one of those choices or request more options. If you have a pre-existing nickname or a Burning Man “playa name” that you’d like to use as your Ranger handle, feel free to request it.

Ranger Uniform

In a city where clothing and costumes explode with colour and variety, the Ranger shirts stand out and make us easily identifiable to participants. Your shirt will be available when you come on shift at Ranger HQ. New Rangers will be issued a khaki, long-sleeved work shirt with Ranger insignia, and a Ranger ID laminate (lam) upon successful completion of Mentoring. These clothing elements, along with your shift radio, make up the Ranger uniform that serves to identify you to the citizens of Jilakin Rock City as a Ranger resource. Rangers must be in uniform (logoed shirt, ID lam, and radio) while on duty.

You are welcome to add your own other items of clothing, as long as your Ranger logo remains visible. Long-sleeved shirts provide protection from the sun during the day and additional covering for warmth at night. Pockets that have button or zipper closures will carry smaller items safely. Cotton clothing is comfortable and durable (and non-meltable when on a burn perimeter). If you are wearing a backpack or hydration pack you must modify it to display a Ranger logo when viewed from behind.

Clothing or accessories that send a message of hostility or aggression are discouraged. Any article of clothing or accessory that might cause participants to confuse us with law enforcement, military, or security personnel (e.g. camouflage) is not appropriate. Rangers on duty should not dress in a sexually provocative manner: it’s not about you.

Required Equipment

While on duty, Rangers must be in uniform; Ranger-logoed shirt, Picture ID laminate, and radio, and should carry the following items at all times while on duty:

- Water;
- Eye protection;
- Map of Jilakin Rock City;
- Small torch;
- Knife or utility tool;
- Quick-energy snack foods (jerky, trail mix, energy bars);
- Notebook and pencil;
- A sturdy belt for your radio;
- A ziplock bag for any moop you may find and

- A backpack or utility belt for storing your items.

If you need to swing by your camp while on your dirt shift to pick-up additional clothing due to a change in temperature or rain, you should radio through to Black Swan to inform them of your current whereabouts.

Radios

Rangers have radios to connect them with Black Swan and other Rangers. Radios enable us to function as the eyes and ears of Jilakin Rock City, allowing us to get assignments, report situations, request help, get advice, and kick things sideways when necessary.

Your radio conversations will be with “Black Swan”, the group call-sign of the Ranger Shift Command Team. The Command Team may be made up of multiple people, so don’t be surprised if Black Swan’s voice changes during a shift.

Dirt Rangers always work in pairs, and no matter what the situation, at least one Ranger in a given pair (and preferably both) must always be monitoring the radio. Listen for your own call sign as well as your partner’s, as a call could come in for either one of you. It takes some practice, but you will quickly develop the ability be aware of your surroundings in Jilakin Rock City while simultaneously following Ranger radio traffic.

The following couple of pages are an abridged version of ART of Radio. The full version can be found on the Blazing Swan Ranger page under the Advanced Ranger Training (ART) tab.

<http://blazingswan.com.au/participate/volunteer/rangers/>

Initiating a Call

To make a radio call to another Ranger, wait until the channel is clear and then call their handle twice followed by your handle. For example, if Pommie wants to get hold of Black Swan he would say, “Black Swan, Black Swan: Pommie.” Black Swan will respond, “Pommie, go for Black Swan.” If you do not hear that acknowledgment, it means that Black Swan did not hear you, or is not ready to take your call. Wait a moment and try again before proceeding with your traffic.

Effective Radio Use: Think, Listen, Push, Pause, Talk

Using the following five steps will ensure that you always make a good radio call:

THINK

- Think about what you need before you push the talk button.

LISTEN

- Listen to make sure the channel is clear and that you’re not interrupting something more important. Only one person can talk on the channel at once, so if you try to transmit when somebody else is talking, Black Swan will not hear you. Don’t interrupt emergency traffic with low priority messages.

PUSH

- Push the button on the side of your radio or shoulder mic to let the system know that you want to transmit.

PAUSE

- Wait until you hear the beep from your radio that tells you it’s ready for you to talk.

TALK

- Speak calmly, slowly, and clearly. State what it is you need from Black Swan or what you’d like Black Swan to do about the situation you are in, where you are, and any other pertinent details. The most important part of radio traffic is figuring out what you want to say before initiating radio use.

Black Swan needs to know three things to be able to mobilise resources effectively:

www.blazingswan.com

- What do you need?
- Where do you need it?
- What do you need it for?

To get the maximum information across in a radio transmission in the shortest time, use XYZ:

“I need (X resource) at (Y location) for (Z issue).”

If you can phrase your call in XYZ format, it pretty much ensures that you’re about to make the most effective radio call possible.

SAMPLE RADIO CALLS

“I need medical assistance at Alliance on Esplanade for a 30-year-old female who has injured her foot on a star picket. She is conscious, non-mobile and bleeding.”

“I need immediate fire response in Quiet Camping for a tent fire. We are at the eastern perimeter approx. one-third of the way in.”

“I need medical support at the south side of the Temple for assistance with a highly disoriented and possibly altered participant.”

“I need site crew at the porta-potties on the intersection of Bliss and Lakeside for an effluent leak. We have cordoned off the area and are standing-by.”

“I need security to attend a violent altercation on Swan Street near the burn barrel at Kamp Koasis.”

“I need a Green Dot at the generator on Esplanade by God Said No for a highly distressed, altered female participant.”

Being Clear on the Radio

The sound quality of calls on the radios we use at Jilakin Rock City is about as good as a really bad phone connection. It can be very hard to understand what the caller is saying, especially in windy or noisy conditions. Err on the side of over-enunciating whenever possible.

Never yell into your microphone. That just causes distortion, and makes it harder to understand your transmission. Speak loudly, but clearly. If it’s windy, you may need to turn away from the wind or shield your mic with your body or your clothing. If you’re in a noisy sound camp, you may need to walk a few feet away before transmitting.

When using the radio, it can be very hard to distinguish between some names. Always use some kind of phonetic alphabet. The best is the NATO phonetic alphabet (Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, Hotel, India, etc.), but using any word that obviously starts with the letter you’re trying to say is better than nothing (Avocado, Bump, Car wash, whatever). **It is important that you are familiar with street names and Theme Camp locations.**

When reporting numbers, be aware that many numbers are very difficult to distinguish on the radio. Call in numbers digit by digit (e.g., “five-one- five,” rather than “five- fifteen,” “seven-three-zero” rather than “seven-thirty”).

Ranger Radio Protocols

Allcom: Allcom is a call for “all stations” and is a clue to you that something probably important is about to follow. For example, Black Swan might say, “Allcom, Allcom, this is Black Swan, please standby for details of a lost child...”

Break Break Break: We can be a chatty bunch, and sometimes it can be hard to get a word in edgewise on the radio. In emergencies only, if you have been unable to break into the channel, say “break break break” as soon as someone else has finished transmitting. Everyone will hear this and know it’s an emergency. Black Swan will respond, “Breaking station, go for Black Swan.” That’s your cue to identify yourself and let Black Swan know what was so important. If you are not the breaking station, hold your call until the urgent communication is over and Black Swan tells everyone it’s okay to proceed with non-emergency traffic.

Open Mic: If somebody accidentally keys their radio, nobody else can talk. Try not to do this. When it happens, you will sometimes hear “Open mic!,” often said in a frustrated voice by a frazzled Black Swan. If you hear “Open mic!,” check your radio and then check your partner’s radio to make sure it’s not you. Do not transmit during an open mic: it is Black Swan’s responsibility to track down the offending radio, and if you transmit while Black Swan is trying to track it down, it confuses the radio system and you may be incorrectly identified as the offender.

What to avoid saying on the radio

All Ranger radio traffic may be heard by participants and may also be monitored by law enforcement or other outside agencies, as well as other departments. A general rule is that we don’t say anything on the radio that we wouldn’t want to see on the front page of the *The West Australian* the next day. That said, whenever possible we use plain English to improve the clarity of our communications.

Avoid saying any of the following on the radio:

- **Profanity** of any kind;
- **“Death” or “dead”** Instead, request medical for a person who is “unconscious and not breathing” and request an immediate face-to-face with the Head Ranger or Black Swan;
- **Do not attempt to diagnose** a participant’s condition. Instead, describe symptoms and severity;
- **Drugs** (by name or generically), “overdose,” or “high.” Again, do not try to diagnose; instead describe a participant as “altered,” “disoriented,” “unresponsive,” or “unconscious,” as appropriate;
- **Eviction.** If you have a situation that appears to violate or blatantly disregard Blazing Swan community standards (e.g. repeated instances of selling), request a face to face with the Head Ranger or Black Swan. See page 33 for more information on evictions and
- **Full legal names or other identifying information** of participants, other than when reporting a lost child, or when requested by Black Swan. Be respectful of participants’ privacy – they probably don’t want their name on the front page either.

Checking Out Your Radio From HQ

Radios are checked out from Ranger HQ. Prior to checking out your radio for the first time, you must fill out a form stating that you will be responsible if your radio is lost or damaged. Radios cost a great deal of money, which is to say it will cost you a great deal of money if you lose or damage your radio through misuse. Always remember to return your radio at the end of your shift.

Certain Rangers are issued a single radio for the duration of the event. If you have an event radio, you do not need to return it to HQ when you go off-duty.

Care and Feeding of Your Pet Radio

You should exchange your radio battery at the beginning of each shift or whenever you hear your radio “beep beep.” This ensures that your radio will not die out when you really need it. Charged batteries are available at Ranger HQ.

Don't loan your radio to other people, but be willing to make a radio call on behalf of a Blazing Swan staff member if asked. Never carry your radio by the antenna or shoulder mic. Always remove your radio from your belt (ask your partner to hold it) when using the portapotty. If your radio seems to be malfunctioning or not transmitting clearly, first check to make sure that you have fresh batteries.

Ranger Shift Operations

Departments at Blazing Swan

On each scheduled shift, various departments may be available (dependent on time of day etc.) to ensure the smooth running of Blazing Swan. The Head Ranger has overall responsibility for all Ranger deployment and operations. Black Swan has the responsibility of coordinating resource requirements identified by Rangers on their shift and the departments, as well as communication with the Events Manager. The following teams are those that Rangers will typically interact with at Blazing Swan.

Events Manager

Has overarching responsibility for the event. Coordinates contactors, site teams and off-site resources.

Department of Public Works (DPW)

DPW marshal resources within Blazing Swan to ensure that all physical resources and infrastructure are constructed, remain functional during the event, and then disappear into the dust (well, back into the containers) after the event.

Gate

Check tickets and ensure that participants are arriving 'radically self-reliant' and not carrying any contraband. The Gate crew will shut the gate in the event of a missing child being reported.

Greeters

Greeters orientate participants upon arrival.

Burn Planning Team

Coordinate with the JRC Fire Department and Rangers to help deal with all large burns.

Jilakin Rock Fire Department

Deal with all FOOP (Fires Out of Place).

Leave No Trace (LNT)

LNT deals with MOOP disasters and ensure that Theme Camps and participants are educated on all things around MOOP.

Head Ranger

The Ranger Leads are responsible for all Rangers and Ranger operations at Jilakin Rock City.

Theme Camp & Art Placement Wranglers

Work directly with theme camps and artists to resolve resource, placement and other matters.

Medics

Provide 24/7 assessment and treatment for anything medical.

Safety & Risk

Work directly with theme camps to ensure that all safety and risks are compliant with Blazing Swan requirements, policy and civic responsibilities.

Shift Structure

In order to provide a 24/7 presence, Rangers run a 5-shift day:

Midnight to 6am	Graveyard Shift
6am to 10am	Morning Shift
10am to 2pm	Lunch Shift
2pm to 6pm	Afternoon Shift
6pm to Midnight	Swing Shift

Rangers always work in a team of two and we seek to have two teams walking the dirt each shift. Rangers are the eyes and ears on-the-ground at Blazing Swan, roughly 85% of what we do is to build Social Capital within the Blaze community. Ranger teams report directly to Black Swan who coordinates the teams and ensures that resources are directed where needed. Volunteers sign-up for a minimum of three shifts across the seven-day event (2 x daytime shifts and 1 x nighttime shift). Rangers come from all parts of the Blazing Swan community and share a common desire to ensure its continued well-being.

Shift Scheduling

Returning Rangers will be emailed a link to sign-up for shifts 4-6 weeks before the event. Ideally, your schedule should be finalised before you get to Jilakin Rock City. Of course, if you need to adjust your schedule or want to add some more shifts, you can do this during the Blaze at the Ranger HQ. Note that some shifts may already be filled, in which case you will be asked to choose other times when we have a greater need for your assistance.

Prospective Rangers can sign up for their Alpha shift once they have successfully completed training. (Alphas cannot sign up for regular dirt shifts until they have passed Mentoring, which means they will need to sign up for such shifts at the Ranger HQ while at Blazing Swan).

Upon arrival in Jilakin Rock City, set up your camp, get acclimated, meet your neighbours, relax—you have probably been traveling for some time. Do not sign up for a shift two hours after your expected arrival, as this may result in added pressure on the road or upon your arrival.

Once situated, check in at the Ranger HQ. Check the information board at Ranger HQ at least once a day, even if you are not working a shift. Ranger meetings may be scheduled as needed during the event and will be posted at HQ. Schedules for daily shifts and the current 'on-shift' head of each Crew are posted at Ranger HQ, along with any changes in protocols or procedures.

Please make sure that you are signed-up for a minimum of 3 shifts across the week.

Once you have signed up for a shift, keep your commitment. You must be sober; well-rested; and have your food, water, and clothing needs for your shift met or planned for *before checking in for your shift*. Including check-in and check-out time, Ranger shifts are generally just over 4 or 6 hours long.

Show up at HQ at least 10 minutes before the scheduled start of your shift to check in, get a radio, and a partner, and attend the shift briefing. You should also expect to stay on shift 5-10 minutes after the shift is over while the next shift is briefed and sent out or to write-up any reports.

Shift Organisation

One shift lead (“Black Swan”) will manage the entire city.

On arrival for your shift, please sign-in, checkout a radio and meet and greet your shift partner. You should both undertake a self-check of yours and your partners Ranger gear.

Black Swan will provide Rangers coming on shift with a briefing and any updates about Jilakin Rock City. Pay attention where you are being dispatched, who you will be reporting to and what channel you should be on.

When on shift, you are not off-duty until released by Black Swan. Occasionally, circumstances may dictate that you remain on shift for a short period beyond a scheduled shift change. At the end of your shift, Black Swan will call all Rangers back to HQ to check out. This is a chance to debrief with other shift Rangers, check out of your shift and maybe wind-down around the burn barrel at Ranger HQ (great spot for Blazing Swan gossip and chilling!).

HQ can also accept any written reports you’ve made on incidents you dealt with on your shift that you think the Shift Command Team needs to know about. This includes reports of non-urgent situations that you think might come up again later in the event. Reports should be legible and should include who/what/where/when—i.e., your call-sign, the location of the incident, the time it occurred, and a brief description of what happened. There will be a *pro forma* available for this.

Occasionally, from illness, physical exhaustion, or other causes a Ranger will need to go off duty during a shift. If you need to go off duty before your shift time has ended, contact Black Swan. If you have completed your shift and still have the Art of Rangering flowing through your heart, you may volunteer to stay on duty. If you do, your extra level of commitment is appreciated. Tell the Shift Lead your specific time commitment so he or she can plan accordingly. Be sure to let Black Swan know when you have gone off shift.

Rangers on Patrol: Rangers patrol Jilakin Rock City during scheduled shifts in pairs, on foot with radio communication. Black Swan may assign patrolling Rangers to specific areas of the city.

Partnering: Rangers always patrol in pairs, never alone. **Your safety and your partner’s safety are always your top priority.** Use your time at HQ before shift to meet the other Ranger patrol team; Rangers without partners will be assigned a partner by Black Swan.

Meet and Greet: While on patrol, meet and greet your fellow participants. This is important. It will not only melt away the walls of “us and them,” allowing a greater sense of community, but will also allow you to get a better sense of city dynamics and potential problem areas. If a problem occurs in your patrol area, you may have already developed a relationship with the citizens involved or their neighbours. Keep in mind that every interaction is a chance to improve our Social Capital and educate participants about what Rangers do and why we do it.

Awareness: As you move through the city, trust your gut. If something doesn’t feel right, pay attention and follow up. If you think that an intervention may be necessary but are not sure, contact Black Swan. Remember, always err on the side of safety - yours and the participants. In approaching any situation, a Ranger’s initial default action is DO NOTHING (the exceptions to this axiom are must-report situations e.g., medical, lost child, etc.). If, in the process of doing nothing, you decide that your presence would be helpful, engage by helping participants solve their own problems. If they are unable to do so, try to solve the problem for them. If the situation still needs attention, call Black Swan.

Attempt to get the “big picture:” an awareness of citizen dynamics, safety issues, Ranger resources, and shift-specific objectives. Develop a mental overview of where the other teams are and what they are involved in, adjusting your patrol pattern for maximum area coverage.

Awareness also applies to your partner and to radio traffic. You must not lose sight of your partner during your shift (with the obvious exception of using the “blue room” facilities), and always pay attention to radio traffic. Practice listening to the radio while being aware of the city at the same time.

Patrol Deployment: Ranger teams will be deployed by Black Swan. Stay on duty in your assigned area. Don’t “re-assign” yourself or chase calls that are outside of your designated area of the city. If you feel that you may be more valuable in another area, state your concerns to Black Swan and understand that they may need you to stay where you are.

First, Do Nothing

A Ranger’s first response is to do nothing.

- In Rangering, “Do nothing.” is a verb. It is not a passive acceptance of a situation unfolding;
- Rangers often see a situation and see nine different ways that it might be resolved right off the bat. However, based on the way the situation unfolds, dictated by the participants involved, a 10th resolution can be divined that everyone involved can agree to and
- The Ranger, who may on the outside look like they were “doing nothing,” was actively engaged in reframing the situation by:
 - ❖ being aware;
 - ❖ being empathetic;
 - ❖ being creative and
 - ❖ being honorable.

“Don’t underestimate the value of Doing Nothing, of just going along, listening to all the things you can’t hear, and not bothering.” – Winnie the Pooh

Expectations on and off Duty

Reporting requirements apply at all times to any Ranger while on duty in any role within the department.

It is not the intention of Blazing Swan to control the behavior of our volunteers while they are not on duty, even so we do have some expectations of off-duty Rangers.

While in Uniform: A Ranger in uniform, visibly displaying Ranger logos on their person or property, or otherwise representing themselves as a Ranger, has a duty to act in a manner consistent with Ranger Department expectations, including the reporting requirements described later in this document. If you wish to shed your responsibilities, or know you will be unable to meet the expectations of being a Ranger (for example, if you are intoxicated), be sure to shed your *visible* affiliation with the Rangers as well.

Event Radios: Event radios are radios issued by the Head Ranger and Ranger Co-Leads for the duration of the event. Having an event radio carries with it additional responsibility. The intended purpose of issuing these radios is to extend the capabilities of the Rangers to provide assistance to the community by utilising the “eyes and ears” of off-duty Rangers to inform the Shift Command Team when something warrants Ranger attention.

Arriving On Scene

Reporting/Radio Contact

It is imperative that you maintain radio contact with Black Swan, as your radio is your link to the rest of the Rangers. Your safety and your partner’s safety are always yours and our top priority.

Do not put yourself in harm's way. In hazardous situations, backup will be sent if requested (including security or law enforcement personnel if required). Most likely, Black Swan will ask you to simply stand at a safe distance and observe/report while Black Swan coordinates the response. However, if you become unable to step back from the situation due to sudden changes in circumstances, report that you have become involved and then move in and attempt to address the situation.

Arriving on Scene

The first Rangers on scene will often be in the best position to start defusing the situation. Usually, the first thing to do is NOTHING. Time is on your side. Observe, listen, and get a feel for what is going on. Assess the situation: is the scene safe? If medical assistance is needed, immediately notify Black Swan. If medical issues are not involved, the first step of dealing with a critical situation is cooling things down.

Bringing things to a lower intensity level, a more casual sort of interaction, sets the stage for resolution. Applying additional pressure rarely facilitates a quick and calm outcome. Protect the involved individuals and the scene from uninvolved participants. If necessary, advise Black Swan, and additional Rangers will be sent as available.

FOR YOUR OWN SAFETY AND THE SAFETY OF OTHER PARTICIPANTS, IF YOU SUSPECT THAT YOU ARE ENTERING A POTENTIALLY HAZARDOUS SITUATION, OR RESPONDING TO A VIOLENT ACT THAT HAS JUST TAKEN PLACE, YOU MUST REPORT TO BLACK SWAN BEFORE ENTERING THE SITUATION.

Approach those involved in the incident slowly, visibly, and without getting too close. In most situations, one Ranger will stay back and monitor radio traffic while the other Ranger moves in to take the lead in interacting with the affected participant.

Stand slightly to one side rather than face-to-face. Introduce yourself. Not all participants know who Rangers are or what we do, so you may have to explain this. Explain all of your actions before you take them. When entering someone's camp, seek consent: "Hey, is it okay if I come in?", "Do you mind if I take a seat?", "Can I take my pack off and stay awhile?".

Respect the participant's personal space. Feeling trapped evokes a stress response. Be aware that entering their personal space could cause an uncomfortable or violent response. Be aware of your positioning skills and body language as discussed in the Ranger Training. Speak calmly and casually. Often people resort to agitated or violent behavior when fear leads to feeling overwhelmed or unable to cope.

Slow down the pace: this will help to reduce feelings of being overwhelmed. Defusing tense situations is a core Ranger skill. Slowing the situation down is one of the best ways to help overwhelmed participants calm down.

Tips for Being on Scene in a Conflict

If two participants are yelling at each other, consider asking them to separate; you can talk to one, and your partner can talk to the other. Once separated, keep your partner in sight at all times.

Ask the person if they feel okay. If the answer is no, then ask them where they would like to go, or what they would need to feel okay. Try to accommodate them. If necessary, use your radio to clear the location you want to move to. Remember that in most cases a participant's own camp and friends may be a better choice.

Allow the person to say "No" to any offer you make, including food or drink. Allow the person to maintain as much control as they can over themselves and the interaction. Generally the more in control a person feels, the better they are at coping with the situation.

One-on-one interaction with the person is important. One Ranger speaking with one participant at a time is less threatening. Introduce new Rangers into the situation carefully and by their Ranger name. Keep bystanders away, especially from behind the participant involved.

One of the worst actions a Ranger can take when entering a situation, whether on first contact or as back up, is to run in and try to take over. Also counterproductive is multiple Rangers arguing about the resolution of the situation or what to do next. While you are arguing, nothing gets done, and no one is really paying attention to the situation, which may be escalating while you bicker.

Defer to a more experienced Ranger or a Shift Command Team member if requested. They are there to help; we are all on the same team with the same goals.

Whenever dealing with a naked participant in a crisis or compromising situation, a Ranger of the same gender as the participant should be present; if you need a Ranger of another gender, ask Black Swan to send someone to your scene.

If a participant is making things worse, try to get them off the scene. If they won't back off, emphasise that you are trying to cool things down. Ask the antagonist questions, such as "Am I making sense?" but don't get involved in a fight.

IF THE SITUATION ESCALATES, DON'T HESITATE TO CONTACT BLACK SWAN FOR ASSISTANCE AND SUPPORT. NEVER FORGET TO MAKE YOUR SAFETY AND YOUR PARTNER'S SAFETY YOUR TOP PRIORITY.

Resolution

Before leaving the scene, make sure that all parties understand the resolution. You might need to keep Rangering the situation in order to arrive at an ending place.

If you have called the incident in, remember to advise Black Swan when you are done and what the outcome was: call it in, call it out.

Situations That Must Be Called in Immediately "Must Reports"

Jilakin Rock Rangers are entrusted with considerable flexibility in how they handle the situations they encounter in Jilakin Rock City. Rangers are trained to rely on their own judgment and abilities, and to escalate matters (generally to Black Swan who is part of the Shift Command Team) for assistance when appropriate. There are, however, situations in which Blazing Swan requires that Rangers report what they observe to the Shift Command Team immediately.

The requirement to report is in place to ensure that the Blazing Swan organisation is aware of events that are critical to maintaining agreements we have in place with other departments and agencies, our internal reporting metrics, or legally required or advisable record keeping and reporting.

It is important to note that this policy only requires that a Ranger escalate required information to Black Swan. The Shift Leads will then follow up with appropriate actions, which may be as simple as noting the event in the shift log, or may include further escalation. It is not the individual Ranger's responsibility to contact law enforcement or medical.

Must-Reports:

- Lost or found child;
- Child abuse;
- Domestic violence;
- Sexual assault;

- Non-consensual physical violence;
- Death;
- Medical emergencies;
- Psychiatric emergencies;
- Any situation that is likely to put a Ranger in harm's way and
- Any situation that is likely to put a participant in non-consensual grave danger.

How to Report

All reports begin by calling Black Swan on the radio.

In the case of a medical emergency, request medical response and give a quick description of the nature and severity of the injury to Black Swan. If you believe someone to be dead, call it in as a medical for an "unconscious and not breathing" person and request an immediate face-to-face with Black Swan or the Head Ranger.

In the case of a lost or found child, report the details per the lost child protocol (see page 29).

In the case of a sexual assault or domestic violence incident, follow the appropriate protocol on page 30.

In all other cases, use plain English to clearly explain what the situation is, and, if you know them, what resources you think you need. Black Swan may send other resources as well, and may roll to your location for a face to face.

If you are not sure whether something falls into the above categories, go ahead and report what you see. Let your Shift Leads figure out whether any follow up action is required.

FAILURE TO REPORT A MUST-REPORT SITUATION IS A SERIOUS INSTANCE OF UNRANGEROUS BEHAVIOR.

Ranger Skills

Ranger skills are the techniques employed when engaging in conflict mediation and resolution. F.L.A.M.E. is a useful acronym to help you remember the most basic and essential way Rangers approach and mediate an encountered problem.

- F - Find out
- L - Listen
- A - Analyse
- M - Mediate
- E - Explain

FLAME

F stands for **FIND OUT**. First, stand back and observe. Be aware of safety issues, both your own and the participants. If there is a safety issue where you feel that you, your partner, or participants are in danger, call Black Swan immediately.

When you have determined that it is safe to approach and that you are needed, find out the facts. What is the primary complaint? Who is involved? When did the conflict start/incident occur? Where did it happen?

There will always be at least three sides: the sides of the individuals involved directly in conflict (which may be two or more) and an impartial third perspective, when you can find it. Add to this the perspective you bring to the situation, which encompasses your experience, the general opinion of all the participants, and the 11 principles of Blazing Swan.

L stands for listen. **LISTEN** to all parties: ensure that all stakeholders have had a chance to be heard and give their input. Be aware that at times, you may have to use your judgment as to who is really involved. Concentrate on the parties who need your direct assistance and make time for everyone who has legitimate input. Listening is a powerful tool, not only for getting information and de-escalating conflicts but also for establishing a general rapport and Social Capital with your fellow citizens of Jilakin Rock City.

A stands for **ANALYSE**. Once you have gathered all the information that you can, analyse it with your partner. Take all of the facts that you gathered during the **F** and **L** parts of the process and consider your understanding of the expectations of the citizens of Jilakin Rock City, the policies of the Ranger department, and the ideology and policies of Blazing Swan.

Active deliberation and use of your best judgment is required at this stage in the process and is fully backed by the Ranger organisation. You are an integral part of our team: we have faith in ourselves and in you. This is at the core of Ranging.

M stands for mediate. Your primary role when you **MEDIATE** is to make suggestions as a neutral third party. Mediation allows the participants involved to arrive at the best way to resolve their situation. Determine which participants involved may have room to budge and those whose interests are such that they cannot or will not give in. This is often not based on right and wrong.

Work with all parties involved until an outcome is reached that seems to function well. Whenever possible, facilitate the parties reaching their own joint solution. People are much more likely to stick to a solution when they feel ownership of the process and that the resolution came from them rather than from an authority figure telling them what to do.

E stands for explain. **EXPLAIN** the outcome of the mediation process to everyone involved, ensuring that all parties have come to a consensus that they can live with (...or at least live with for a week).

This is not always the end. Within the Blazing Swan event, while things change constantly, the explanations you give will be repeated and re-requested not only by the parties involved, but also by other participants. You will often be asked by neighbors to explain the outcome, later that day, that evening, the next morning, even months after the event has ended. Do this while respecting the privacy of the individuals involved in any given situation. An ability to accurately recall and explain a situation after the fact is why it is important to take notes in your Ranger notebook throughout any mediation process.

- Notify Black Swan of the what/where/when/how of conflicts and their outcomes during or immediately after your shift (you can drop written reports off at HQ at the end of your shift);
- Always be sure to find out first: FLAME without “F” is just lame and
- New information and new perspectives can often send you back to find out more, listen to new stakeholders, or analyse facts that you didn’t have when you began FLAMEing the situation.

Communication

Communication is a complex process. Differing perceptions may cause difficulties in the communication of ideas and information. Here are some common problems in communication and ways to avoid them:

It’s Greek to Me

Your communication can be effective only when received in a language the receivers can understand. You need to speak not in your own language or style of thinking but in the language and style of thinking of the receivers. Understand their educational level and their demographics and communicate to them accordingly.

Overload

Even when communicating in the language of the receivers, you can still lose them if you overload them with too much information or overly complex ideas. Keep it short and simple.

Biases and Assumptions

Examine your possible biases and personal assumptions about the issues you’re communicating. Disclose your own interests or agendas. The receivers will quickly tune out if they suspect that you have a hidden agenda. By being authentic, you will gain credibility, which is essential for effective communication.

One-Way

Communication is not just speaking. It’s both speaking and listening. One-way communication is no communication at all. Make sure to listen and understand the others’ needs and points of view.

“Yes, But...”

Try to avoid using “yes, but...” It can negate everything that came before it. Instead, trying using “Yes, and...” to connect ideas.

Ambiguity

If your message is not clear, or if it can be interpreted in more than one way, it will leave the receivers wondering about what you mean. Make sure that your message is clear and unambiguous.

Wrong Timing

In effective communication, timing is critical. For example, a message of praise and recognition should not come too long after the fact, or it will lose its effectiveness. “Better late than never” may be true, but a timely message is the best.

Negative Attitude

Most people don't like negative communication and bad news. Passive, weak, or negative communication will turn people off. Even the most negative, critical, or difficult communication will be better received when presented in a positive, affirmative style. Instead of saying, “This is a bad idea,” try, “Tell me how we can make this idea work”.

Active Listening

Listening is the L in FLAME. It's the first thing we do once we determine that a situation needs Ranger intervention. The goal of active listening is twofold:

1. To focus your attention as clearly and carefully as possible on what is being said, so that you understand what's going on and
2. To convey to the person talking that you are listening to and understanding what they are saying.

Tips for active listening:

- When listening, keep eyes on the speaker's eyes (or in the case of someone who's angry, the lower face, since too much direct eye contact can be perceived as a challenge);
- Nod as appropriate and
- Use what are referred to as “minimal encourager” noises. These are the little words and noises you make to indicate that you're listening: uh-huh, okay, right, mmmm, etc.

Paraphrasing

Paraphrasing is a critical skill that helps with active listening. Paraphrasing is restating and summarising what you think the speaker has said, with the intention of clarifying what you heard. This gives the speaker a chance to correct you if you've misunderstood something.

Open and Closed Questions

Open-ended questions invite more participation and detail from a speaker

- Example: “What are you up to today?”.
- Example: “How's your Blaze going?”.

Closed-ended questions invite a yes/no or factual answer

- Example: “Do you understand?”.
- Example: “How old are you?”.

Both are useful in the right context.

Open-ended encourages free communication, closed-ended questions can decrease the level of engagement, which can be useful if you want the person to focus, slow down or be less chatty.

Physical and Emotional Self-Care

Empathy and Empathic Attunement

Empathic attunement is understanding somebody else's emotions and then communicating to them that you understand them. This is important, because feeling understood can be calming/de-escalating for an upset participant, and they are more likely to be open to your input if they feel

understood. Your goal as a Ranger is to understand how someone is feeling without getting caught up in their emotions or taking sides. Remember:

- You don't have to agree with someone to understand what they're feeling;
- You don't need to like or love them to understand what they're feeling and
- Letting them know you understand them is not the same as agreeing with them or telling them what they want to hear.

The point of empathic attunement is not to talk someone out of how they're feeling, it's to tune in to how they're feeling so you can connect with them and thus deal with them more effectively.

A great way to build empathic attunement with another person is this three-step process:

Step 1: notice the emotion the person is expressing.

Step 2: look for the cause of the emotion. Try to figure out what thoughts or beliefs are underlying the emotion.

- With angry people, look for perceptions of unfairness.
- With sad people, look for perceptions of loss.
- With anxious people, look for perceptions of danger.

Step 3: validate the feeling (without necessarily agreeing with the assessment).

Trigger Issues

A trigger issue is something that you react to from a place of deep emotion instead of from reason. Triggers are not minor annoyances or "pet peeves". Rather, trigger issues are things that make you lose objectivity and self-control, and therefore prevent you from Rangering effectively.

You can be triggered by:

- Words (e.g., "bitch," "stupid," "cop");
- Actions (e.g., physical violence) and
- Situations (e.g., lost children, animal abuse)

Learn to recognise when you're being triggered and to acknowledge that you're losing objectivity. If you are aware of the kinds of words, actions, and situations that might trigger you, share them with your partner during your shift. If you find yourself unable to look at a situation from an objective perspective, remove yourself from the situation by kicking it sideways to your partner or to another Ranger team through Black Swan

Self-Care and Responder Trauma

As a Ranger, you may see a side of Jilakin Rock City that you never knew existed. Some of it is really cool, and some of it may be ugly. Mostly, we do nothing. Often, we do something. Rarely, we do very, very intense things. We have to be open to the possibility that we may walk in to a situation that calls upon us to deal with; injury, mental health issues, sexual assaults, violence or even death.

When Black Swan becomes aware of such an issue, they will seek to remove you from the situation and pass it on to a senior Ranger or Committee member. However, be aware that it can have unpleasant psychological effects. Having a very strong response to intensely stressful situations is common in people who deal with emergencies (fire fighters, medics, police etc.) This is called "responder trauma".

Be aware of the warning signs of a traumatic response:

Re-experiencing:

- Intrusive, vivid memories of the situation ("flashbacks") and
- Nightmares about the situation.

Avoidance:

- Avoiding things/places/people that remind you of the situation and
- Inability to remember important aspects of the situation.

Hyper vigilance:

- Unexplained anxiety, irritability, or anger;
- Being easily startled, or having trouble calming down after being startled and
- “Fight-or-flight” response: sweating, shaking, nausea, increased heart rate.

Responder trauma symptoms may be immediate, or you may only notice them after a few days or weeks.

What do you do if you're noticing these signs or symptoms?

- Practice self-care: eat, sleep, exercise, meditate, have a beer, whatever works for you and
- Talk it out (partner, friends, Rangers, Black Swan, Medics).

If it's not resolving, contact the Head Ranger or one of the Committee Members or request assistance directly from medics. If you need help after the event, contact the Head Ranger. There is no stigma attached to responder trauma in the Rangers: you will not get in trouble, and no one will think less of you as a result of talking about what happened. Intense situations are rare, and even very intense situations do not usually result in responder trauma. Most traumatic responses resolve on their own with time. However, if it's not getting better, there are simple, effective counseling interventions that can help. If things get weird, we're here for you.

Conflict Resolution

This section does not replace years of training and experience. More experienced Rangers, including Mentors and Black Swan, can assist in critical situations or in helping you debrief from a situation that has left you with questions. Kick the problem to a more experienced Ranger or Black Swan if you are uncomfortable or find yourself in an escalating situation when you feel it is beyond your scope. Expanding your comfort zone is an important exercise, but our commitment to the community and the participants takes precedence over your personal growth. There may be another Ranger better suited to handling that particular situation.

Intervention and Escalation

We talked about “first do nothing”. But sometimes we need to do something. In general, we start with the least intrusive intervention (unless it's an emergency) and move to more direct interventions if/when it becomes necessary.

The spectrum of intervention techniques, from less intrusive to more intrusive looks something like this:

- Do nothing, say nothing, quietly observe;
- Say “hi” and/or introduce yourself. (This can be a very subtle intervention; just by calling attention to your presence you can influence things);
- “Sorry to bother you, are you doing ok? Do you need any help?”;
- “Hey, could you do me a favour?” (A very polite request; makes it clear it's strictly optional for them to comply. It's a favour, after all);
- “You should know that if you do this...” (Explain consequences);
- “Please don't do that”. (Directly request action);
- “I need you to stay back / slow down / not drive here”. (Demand action);
- STOP!” (Urgently demand action in a dangerous situation) and
- Physical intervention for safety if all else fails – the only Rangers where this is actually part of the job description is for inner burn perimeter.

Conflict Resolution Tips

Rangers F.L.A.M.E. the situation. Sometimes more than once during an incident.

- Remember that everyone thinks they have a good reason for what they do;
- Use active listening skills;
- Never tell someone to “calm down”; calm them down by your presence and performance;
- When body language and words come into conflict, words will lose every time;
- Use “we” and “us” to generate connection with people;
- Separate arguing people if possible, so you and your partner can talk to them individually;
- If you have separated participants, be sure to keep your partner in sight at all times;
- The less ego you bring to the table, the more control you will have over a situation;
- Be aware of your trigger words and your trigger issues;
- Never lose self-control: walk away before you do and defer to your partner;
- Ask involved citizens to think about possible solutions (and give them time to do so);
- You move a crowd one person at a time;
- Treat everyone with equal respect;
- Let involved citizens or passionate observers have the last word, as long as you have the last act;
- Always keep our Social Capital in mind when dealing with participants, staff, and outside agencies and
- A useful follow-up: “If you need anything, come find us.” Assuring folks that we are, after all, on their side and that help is available if something important comes up.

Interest versus Position

One of the most useful conflict resolution concepts is the difference between interests and positions.

An interest is someone’s underlying need or want. For example:

“I’ve been up all night because the neighbor camp is playing loud music”.

My underlying interest is in getting to sleep.

A position is somebody’s stated requirement of how they want to get that interest satisfied. For example:

“I need you jerks to turn off your music right now!”.

Positions are not always unreasonable, just a difficult place from which to negotiate. Identifying underlying interests can be powerful because it helps people generate more options, and thus makes it more likely that the conflict can be resolved. Focusing on positions leads towards an “I win or you win” situation, focusing on underlying interests leads away from that kind of conflict.

De-Escalation

We’ve already discussed two very powerful de-escalation techniques: listening and empathy. Here are some other tips:

- Start by de-escalating yourself. *“Am I feeling overwhelmed or charged by this? Did I just get a jolt of adrenaline?”*;
- When things get heavy, slow down instead of revving up. *“Let me breathe for a second and figure out what I want to do here.”* and
- Separate arguing people. Ideally, get them out of each other’s sight—while maintaining sight of your partner.

Calm people with your presence, actions and example, not by telling them to calm down. It's hard to get people to calm down if you're acting anxious or angry. Never tell anyone to calm down. Ever. Seriously.

A useful warning sign you may need to kick it sideways or call another Ranger pair is if you or the participant are starting to repeat yourselves. This may indicate something has gone wrong in the communication cycle. The speaker may feel misunderstood, or you may be getting overwhelmed or over-involved. If this happens, slow down and ask more questions, or defer to another set of Rangers or Black Swan.

Body Language

Never underestimate the importance of body language. We are social creatures and as such have evolved skills to effectively communicate with our body. We accomplished this long before we had language. Therefore be aware of how you are physically communicating, and also be observant of what is being communicated to you.

- 45 degrees versus face-to-face, leaving sufficient personal space;
- Easy rule: can I see your feet? If I can't, I'm too close;
- Touch: be very cautious and use your best judgment. Touching a participant can calm them down or can make things much, much worse and
- Leave them an out: Never block someone's escape route. In an enclosed space, do not stand between an agitated person and the exit.

Other De-Escalation Tips

- Mirroring/matching: Use the speaker's tone, body language, and words (careful to avoid this turning into mocking);
- Pacing and leading: Match speaker's speed/energy, then gradually slow/calm down;
- Break state: Do anything else. (go for a walk, smoke a cigarette, eat something, ask irrelevant questions);
- Eye contact: enough to show you're paying close attention, not so much that you seem threatening (especially with an angry participant) and
- Writing down: keeps your facts straight and lets the participant know you're taking it seriously.

Responding Without Contradicting

Responding without contradicting is the verbal equivalent of a "45-degree stance." it avoids confrontation without conceding the point. Here are some tips for doing this:

- "Yes, but..." will lead to argument. Try "Yes, and..." or just "Yes";
- "I respect you but I'm upset with you" vs. "I respect you and I'm upset with you";
- "I'm not going to do that" vs. "You're right, and I can't figure out how to make that work" vs. "You're right. Can you show me how it could work?";
- Don't contradict;
- "Wait, I think I might have misunderstood you" works better than "No, you're wrong" and
- "Hang on, maybe I wasn't being clear" works better than "No, that's not what I said".

Finally, help create more options. Often, when people get riled up, options seem to disappear. Offering more options (or helping them think of options themselves) can calm someone down. People without options can feel trapped. (...and this is why interests vs. positions is important).

Transcending the Model

The tools and concepts taught in Ranger training stem from Jilakin Rock Rangers ideas about what makes up a "model Ranger." However, it is not effective to have a "model" walking around Jilakin Rock City, thinking about all of their newly learned skills and trying to use them separately and individually.

A Ranger is more than the sum of a set of tools and concepts. A Ranger rises above the prescribed model, integrating and surpassing what they learned in training. By transcending the model, you will live and work within the boundaries of the tool set provided while finding your own style shaped by your gut, heart, mind, and training. You will become even more than the model Ranger you aspired to be. Transcending the model happens over time. It cannot be forced and it takes practice. All you can do is be who you are and learn from the interactions you have. Be authentic, and Ranger with curiosity and humility. If you are relaxed and not thinking about every move you make, you can instead integrate the concepts of Rangering as your own. You are a Ranger, not a walking toolbox.

Rangering in Jilakin Rock City

Oh, the places you'll go! You will come upon many different situations as you wander Jilakin Rock City as a Ranger. The following pages describe some of them and offer guidelines for how to handle them. Please remember that these are, for the most part, only guidelines: we cannot give you a cookbook or flowchart on how to handle every situation. Rather, we trust Rangers to use their creativity and best judgment in any given situation. Moreover, two different Rangers might handle the same situation differently, and that's a good thing: our diversity is our strength.

Situations You May Encounter

"Where Are the Toilets?"

Despite the impression you might get from Ranger Training and this manual, the reality is that life as an on-duty Ranger is often pretty mundane. You will do an awful lot of walking around Jilakin Rock City, meeting and greeting colourful characters, checking out awesome artwork, and answering lots of questions - the most common of which will be, "Where are the toilets?".

Enjoy this time! Give a hand to folks who need help setting up camp. Feel free to ask if you can join participants and borrow some of their shade. This is a huge part of our job as Rangers, functioning both as Ranger ambassadors (building Social Capital) as well as the eyes and ears of the community (ensuring community safety).

As a relatively new Regional Burn, Blazing Swan attracts a significant number of participants each year for whom this is their first experience of and in the Burner community. Our values and ethos compared to events out in the 'default world' may seem puzzling to some. Questions such as; "Where can I buy...?", "Where's the main stage?", "Where's the best free food/booze?" should be taken as an opportunity to educate participants about the 11 principles and values such as; radical self-reliance, participation, decommodification, gifting, civic responsibility, communal effort etc.

Theft & Theft Prevention

Our primary responsibility is to people, not property. Private property is the responsibility of its owner. Participants should be aware, by reading the Blazing Swan Survival Guide, of the potential for property theft from vehicles and campsites. Participants should secure their campsites and valuable items before leaving the area.

Reporting theft directly to law enforcement is the best option available to participants. Incidents in which Rangers have eyes on the alleged thief should be reported by radio to Black Swan. Encourage people to get to know their neighbours and look out for each other, this is the best way to prevent property crime.

Lost and Found Items

In general, Rangers do not deal with lost property. Any inquiries about lost keys, cameras, or other items should be directed to Ranger HQ. Lost items can be self-searched by participants 24/7. Individuals who have misplaced necessary medicines should be directed to the medics at HQ.

Participants with found items should be directed to HQ, except for bicycles which should remain (or be returned to) where found. When participants have found items that may be of critical importance to another participant (e.g., medication, passports, etc.) Rangers should still direct the participant to Ranger HQ AND radio through to Black Swan to alert them.

Noise

Noise complaints generally fall in to one of two categories: those involving generators or those involving sound camps. Rangers are expected to FLAME any complaints between participants involving noise. Please be aware that the Site Crew has placed the larger generators you encounter. They are shared by Theme Camps and maintained by Blazing Swan.

Considerations around generators:

- Generators should not be run late at night or early in the morning;
- The generator should be placed as far from other camps as possible;
- Generators should be covered with a sound shield or baffle. **They MUST NOT** be buried to shield the noise and
- Power cords must not present a trip hazard.

Theme Camps are placed according to the loudness of amplified music they will be broadcasting and sound restrictions apply.

Lasers

Personal hand-held lasers are **NOT ALLOWED** in Jilakin Rock City. If you encounter a participant with a hand-held laser, engage the participant in a conversation. Education is key here: let them know about the policy, and **WHY** we have that policy. Get them to agree to put it away and not use it anymore. Do not confiscate lasers. If a participant resists your educational efforts and seems insistent on being an asshole with their laser, call Black Swan.

Lasers mounted on Mutant Vehicles or at camps **are allowed**, and will have been inspected by the Safety Team. If you have concerns about a mounted laser, by all means engage the operators in conversation.

Burn Perimeter Protocols

All Rangers are encouraged to participate in burn perimeters for effigy and temple. Sign-up sheets are available at Ranger HQ.

Preparation

- Bring a torch;
- Gather at the meeting point;
- Check in with perimeter lead;
- Receive instructions;
- Proceed to your assigned perimeter location;
- Get to know other Rangers and volunteers near you and
- Radios are NOT issued for burn perimeters.

At Your Position

- Be entertaining, informative, and approachable with participants;
- Educate participants about who we are and why we are holding the perimeter;
- Try to get the front row to help in establishing the perimeter;
- Try to get as many rows as you can to sit down and
- Ask participants to leave bicycles far outside the perimeter.

Once the Festivities Start

- Crouch (rather than sit) so you can move quickly (and don't stand, so you aren't blocking anyone's view) and
- Face the crowd, not the pretty flames or explosions.

Handling Runners

- Be creative: try waving your arms, asking politely and calmly, or just pointing back at the crowd;
- If needed, signal the Rangers on inner-perimeter with your flashlight. Keep the beam trained on the runner and

- Generally, do not give chase or leave your assigned perimeter location; this will leave a gaping and tempting hole in the perimeter that could just cause more runners.

Winding Down

- When the perimeter breaks, get yourself out of the way! Your safety comes first;
- Wait until given the “all clear” by the perimeter leader and then proceed directly to the pre-determined check-in location and
- No one can leave until everyone checks in. If you fail to check in, the entire group will be stuck until you are located.

Must Report Protocols

Must report situations are covered by the following protocols and include any incidents of:

- Lost or found child;
- Domestic violence or child abuse;
- Sexual assault;
- Non-consensual physical violence;
- Death;
- Medical or Psychiatric emergencies;
- Any situation that is likely to put a Ranger in harm’s way and
- Any situation that is likely to put a participant in non-consensual grave danger.

ANY OF THESE ARE MUST REPORT SITUATIONS REGARDLESS OF WHETHER OR NOT THE PARTICIPANT WANTS YOU TO CALL IT IN.

Medical Emergencies

Rangers who encounter participants having medical difficulties while on their shift should engage the participants and call Black Swan to request medical response. Medical calls require you to call in specific information to Black Swan so that emergency services can send the right medical response.

All non-emergency medical requests should be directed to the Medics at HQ. Participants are expected to make their own way there or may be accompanied by the Ranger pair.

Prior to 2017 Rangers used to give responders very specific information of what to expect. In an effort to reduce the response time and ensure the appropriate medical resource is responding, the simplified “I need X at Y for Z” is now used. Rangers should be more succinct when requesting medical. Don’t get bogged down in details. (Example: “infant”, “30s” and “elderly” are all fine descriptors for age. You don’t need to find out if someone is 23 or 28 years old). If you can’t determine someone’s age or gender from a quick look, just call in what you see and what you need.

Things you absolutely need to mention:

- Severe bleeding;
- Difficult, uneven, or no breathing;
- Unconsciousness and
- Any (suspected) broken bones, fractures, head injuries.

If you don’t say any of these things, it will be assumed that the participant is conscious, breathing, and not bleeding heavily. Medics need to know this in order to roll the right resource (i.e on foot or ambulance).

Remember: “**I need X at Y for Z**” for example:

“I need urgent medical assistance at the corner of Halcyon and Esplanade for an unconscious participant with uneven breathing and a suspected head injury”.

“I need immediate medical assistance at Blaze Skate Park on Faux Passe for a male participant with a suspected broken leg”.

“I need medical at No Limit on Esplanade for a male with severe bleeding to their lower leg”.

Once you have called for medical, Black Swan MAY request additional information or ask you to switch to the Medical Radio Channel to be available for further questions from the responding medic.

You **MUST** stay with the participant until help arrives and both the Medic and Black Swan clear you from the scene.

At night, wave a flashlight in a circle to help the Medics find you. Inform Black Swan when the Medics arrive on scene. Medical personnel may request that Rangers on scene provide a perimeter to keep onlookers at a distance while they work. Stand so that you can easily see the crowd, the medics, the patient, and your partner. Recruit participants to help you with your perimeter: two Rangers is a weak perimeter, but two Rangers plus five participants is a strong one.

Be mindful of the environment around you. **Make sure that the same thing that injured the participant doesn't injure you**, and that well-meaning participants don't make the situation worse. Bear in mind that unless you have professional credentials you are NOT qualified to diagnose medical conditions. Describe what is happening in terms of symptoms (dry skin, lowered level of consciousness, burns) rather than making diagnoses (dehydration).

Rangers with medical certification can operate up to their own scope of practice, but must call medics to the scene if the injury is any more serious than injuries that might normally be treated at home by a parent (band-aid, etc).

In any situation involving medical response, there are three points at which you should call Black Swan:

1. When you arrive and assess that medical is needed on scene;
2. When medical arrives and
3. When medical has released you and you are ready to continue your patrol.

Lost Child Protocols

When a child is lost in Jilakin Rock City, finding that child becomes our first priority. Entry and exit from the event is closed to all traffic until the child is found. This is a very important issue to the parents, the child, the Rangers, and Law Enforcement. Note that a child is anyone under the age of 18.

1. Immediately call in that a child is missing. Use “**Break. Break. Break**” to interrupt other radio traffic if necessary.
2. While Black Swan is notifying other departments on different radio channels, gather essential information from the reporting participant:
 - Name;
 - Age;
 - Height;
 - Weight;
 - Eye, hair, and skin color;
 - Clothing worn;

- Location and time last seen;
 - Names of parent/guardians;
 - Camp location (if known) and
 - Relationship of reporting participant to child (if not a parent/guardian).
3. Wait for Black Swan to request info. Black Swan will do so after contacting Gate; in most cases the gate will be closed to outgoing traffic.
 4. Clearly and slowly transmit essential information to Black Swan.
 5. Stay with the parents/guardians and stay available on the radio for Black Swan.
 6. All other Rangers should keep the channel clear except for emergencies.
 7. All other Rangers should write down the info and look for the child.
 8. After the child has been located, Black Swan will arrange for Rangers with the child to meet with the parents.
 9. **Rangers may not release a child without the okay of Black Swan.**

Found Children

Rangers encountering a child who is unsure of where their parents or guardians are should call in the incident to Black Swan as a “found child.” A found child is less urgent than a lost child, but is still a serious incident.

Not every unaccompanied minor in Jilakin Rock City is a found child. Examples of situations that require intervention: the unaccompanied child appears to be lost, frightened, confused, or around something inappropriate for minors (sexuality, alcohol, etc).

Examples of situations that do not generally require intervention: children in groups, children who appear happy and healthy, children moving with clear purpose, children engaged in structured activities. Use your best judgment, and always err on the side of making sure younger participants are having fun at Blazing Swan.

Try to gather the following information from the child:

- Names of parent/guardians;
- Description of parent/guardian;
- Name and location of their camp and
- Location and time they last saw their parents.

You can attempt to help the child find his or her parents, but be sure to check with Black Swan before you do this.

When handling a found child episode, a **Ranger must never be alone with the child**. Make sure that the child is always with a pair of Rangers. If you don't have a partner (are off-duty, separated from partner momentarily, etc.), enlist a nearby participant to hang out with you until you can get a Ranger partner.

Sexual Assault

Sexual assault is any unwanted, forced, or coerced sexual act. It includes inappropriate sexual contact or fondling, acquaintance rape, date rape, stranger rape, child sexual abuse, and incest, whether or not there was penetration.

You may encounter situations in which:

- A participant informs you that they have been sexually assaulted;
- A participant reports that someone else has been sexually assaulted, or
- You have reason to suspect that someone has been sexually assaulted.

Any of these are must-report situations. In such situations, after making sure the scene and victim are safe, you must follow these steps:

1. Ask if medical is needed.
2. Immediately call Black Swan and report a sexual assault at your location. Request medical if needed. Black Swan will activate the law enforcement and medical if appropriate. A Shift Lead will roll to your location. Note: If you believe that participants on scene might be freaked out by hearing you say “sexual assault”, you can call it in as a “Sierra Alpha” (or “SA”).
3. Stay with and care for the victim until help arrives.
4. Ask if the victim is comfortable telling you about their assailant. If they are, begin gathering information regarding the alleged perpetrator that the victim may have, such as their name (default and/or Playa), description (physical and clothing), current location and camp location. Do not ask the victim to tell their story, as that can be traumatizing and law enforcement wants to take that initial report. If the victim wants to tell their story, listen and take notes.
5. If you are at the scene where the assault occurred, do not touch or disturb the scene.

For reporting purposes, sexual assault is any unwanted, forced, or coerced sexual act. It includes inappropriate sexual contact or fondling, acquaintance rape, date rape, stranger rape, child sexual abuse, and incest, whether or not there was penetration.

When caring for the victim, some tips:

- Be sensitive and use appropriate language;
- Be careful not to stigmatise the victim by speaking loudly or calling unnecessary attention to the victim in any way;
- Offer the victim a blanket or something to cover themselves to keep warm;
- Make no comments implying that the victim “asked for it” or is lying. Let the victim know that she/he is believed, that the assault was not her/his fault, and that she/he did not cause it to happen and
- Reassure the victim that only the perpetrator is to blame for an assault.

Domestic Violence

You may encounter situations in which the following have occurred while at Blazing Swan:

- A participant tells you that he or she is the victim of domestic violence;
- A participant tells you that someone else is the victim of domestic violence and
- You have reason to suspect that someone is the victim of domestic violence.

Any of these are must-report situations. Once you have satisfied yourself that you are dealing with a domestic violence situation (see below), then, after making sure that the scene and the victim are safe, you must follow these steps:

1. Ask if anyone needs medical attention.
2. Call Black Swan and report the situation and your location. Be sure to indicate whether medical is needed. Black Swan will activate Law Enforcement and medical (if needed). A shift lead will then roll to your location. Note: If you believe that participants on scene might be freaked out by hearing you say “domestic violence,” you can call it in as a “Delta Victor” (or “DV”).
3. Stay with and care for the victim until help arrives.
4. Ask if the victim is comfortable telling you about their assailant. If they are, begin gathering information regarding the alleged perpetrator that the victim may have, such as their name (default and/or Burner name), description (physical and clothing), current location and camp location. Do not ask the victim to tell their story, as that can be traumatising and law enforcement needs to take that initial report. If the victim wants to tell their story, listen and take notes.

The two defining characteristics of domestic violence are:

- Violence or force has been used; and
- A domestic relationship exists, or has existed in the past, between the parties. The definition of domestic relationship is very broad.

Two people are in a domestic relationship if they:

- Are or were ever married, living together, sleeping together, or even dating; or
- If they are family; or
- Are or have ever been roommates.

You will likely need to gently ask some questions to determine the above.

If you suspect a domestic violence situation but are not able to make a positive determination, call Black Swan and say that in plain English. Likely this means a Shift Lead will come to you to help you make a determination.

Remember that ANY physical assault is a must-report situation, whether or not a domestic relationship exists.

Vehicle Issues

Vehicle Safety

Vehicle safety interactions generally involve ensuring vehicles slow down or are in the right place. Use your best judgment in determining whether a vehicle is posing a safety hazard. Jilakin Rock City is designed for pedestrians and bicycles. Movement of vehicles during Blazing Swan is limited.

Participants must park vehicles at their camp, and are encouraged to leave it there until ready to depart Jilakin Rock City at the end of the event. This limits the number of vehicles moving around on site, making the city safer and helping with dust suppression.

Participants who need to leave JRC at any time during Blazing Swan to go into the Town of Kulin or elsewhere for supplies, will need to pay a \$20 per person fee upon re-entry to the site.

Anyone driving at Blazing Swan must adhere to all Jilakin Rock City Driving Rules. These include:

- Only drive vehicles licensed or allowed to drive in Jilakin Rock City;
- Abide by all applicable state and national laws;
- Drive at a speed of 8 kmph or less (less if kicking up dust, or in hazardous situations such as tight crowds);
- Give the right of way to pedestrians, bicycles, and emergency services vehicles;
- Follow the reasonable and applicable vehicle laws for road safety;
- Stop immediately upon being hailed by any Jilakin Rock City staff member, Ranger, or law enforcement officer;
- No driving under the influence of drugs or alcohol and
- Obey sound policies.

In addition to adhering to the driving rules indicated above, Mutant Vehicles must:

- Create a clear field of vision for the operator, including rear and side mirrors;
- Have ground guides (walkers) if the vehicle is large, has a limited field of vision or is dangerous to pedestrians;
- Have a safe access area and procedures for loading and unloading passengers and
- Clearly display the Mutant Vehicle License in a location specified by the DMT.

Blocked Streets & Intersections

All streets in Jilakin Rock City are fire lanes and need to be clear at all times for emergency vehicles. Vehicles and piles of bicycles blocking the street need to be moved.

It is the responsibility of participants to stow their bikes appropriately, and of theme camps to ensure that the streets outside their camps are clear. If you come upon a street blocked with bicycles, Ranger the situation to determine how best to proceed. In most cases, education of participants is all that is needed. In the case of theme camps, also politely educate the theme camp leaders about their responsibility to keep the streets clear. If the theme camp has a sound system, getting the DJ or camp lead to use it to request participants to clear the street is a great strategy.

Vehicles blocking streets may be subject to towing.

When dealing with blockages, always call Black Swan and ask them to log the incident, so we can track repeat offenders.

Breakdowns and Lockouts

We may be asked by participants to assist with broken down vehicles (e.g. flat tires, jump starts) and lockouts. Generally speaking, Rangers don't provide these services. Instead, encourage the participant to get assistance from their community.

If a participant has locked critical medications in their car, call Black Swan and explain what's going on.

Media and Cameras

Media and Cameras

You will see cameras everywhere at Blazing Swan, from mobile-phones and point-and-shoots to expensive and sophisticated digital recording equipment. Blazing Swan has separate standards for Personal Use Media and Professional Use Media.

Participants engaging in Professional Use Media must apply as Professional Use Media for the Blazing Swan Committee and are expected to register before the event. The registration process is designed to protect the privacy and other rights of participants and to prevent commercial exploitation of Blazing Swan.

Whether the participants are engaging in Personal or Professional Use, the photographer is responsible for respecting the participants they wish to record and seeking their permission before photographing or filming them. If a photographer is asked to stop filming, they must do so immediately.

Photographers have the responsibility not to interfere with the immediate experience of other participants.

Evictions

A situation may arise in which participants are removed from the event. This will only occur when a participant acts in a way that directly contradicts or blatantly disregards the community standards.

An eviction is a last resort and is not undertaken lightly.

Rangers must never threaten a participant with eviction.

In the event of extraordinary or on-going violations or blatant disregard of community standards, Black Swan should be notified.

Black Swan may request that a Blazing Swan Committee member and Event Manager attend to gather more information before identifying the best way to proceed.

Should the Committee member(s) be unable to craft any workable solution to the issue and they agree that the only (or best) solution is eviction from Jilakin Rock City, the participant will be evicted.

Law Enforcement

Law enforcement officers in uniform will be on patrol at various times at Blazing Swan. Some may be undercover and not in uniform.

All State and Federal laws apply at all times during the event.

Blazing Swan is seeking to develop a positive relationship with the police. To help build this relationship and allow us to manage aspects of our event as we feel appropriate, we need to keep our interactions with the police positive and constructive. Thus, when you encounter police officers in Jilakin Rock City, always greet them in a friendly manner. Make them feel that interacting with a Jilakin Rock Ranger is a positive experience. If we treat them as welcome guests, they will, in turn, be much more likely to treat us as a resource they can rely upon.

If you have concerns about an interaction between police officers and participants, do not approach any of officer(s) on scene. Instead, call Black Swan and request advice.

If you witness a police officer drawing a taser or pepper spray, report it to Black Swan immediately and take no other action.

Any Ranger who encounters a situation where a law enforcement presence would be helpful should call Black Swan and request law enforcement at their location.

If you see police officers on scene with participants, do not approach. They are trained to keep a scene under control and treat anyone approaching as a potential threat. Stay away from the scene but remain clearly visible to them. If they need your assistance, they will approach you. If a police officer has requested your assistance as a Ranger, notify Black Swan; after the situation is clear report your status back to Black Swan.

Ranger Resources

Ranger HQ

Ranger HQ is located at Centre Camp. It is the small structure shared with the Medics, Fire Department, Safety Crew and Event Manager, for participants, HQ is a convenient place to find Rangers. Please be aware, that in the event of a serious issue requiring confidentiality, HQ may be closed for a short time to everyone except those dealing with the issue.

Things To Do at HQ

- Debrief with Black Swan or the Head Ranger after your shift;
- Sign up for shifts or double check your schedule;
- Sign in and out of your shifts;
- Check out and return radios & Hi Vis vests;
- Turn in any notes you've taken during your shift that the Black Swan should know about;
- Complete an Incident Report;
- Fill up your water bottle or get a tea/coffee;
- Hang out at the burn barrel and talk to other Rangers and participants and
- If something intense happened on your shift, talk it out with your colleagues.

Facilities

Ranger HQ holds all Ranger and some Event operational resources. There is a large communication board conveying any event pertinent information for that day such as Department shift leads and Rangers currently on duty, active situations and site maps. Lost property is also managed from here.

Water and tea/coffee are available to Rangers who are coming on or off shift, as are the bathroom facilities located at the back of HQ. Rangers on shift can also leave their personal electronic devices on charge at HQ. Please respect that these are strictly limited resources, staff and volunteers who are currently working a shift are given first priority.

Rangers completing a shift are entitled to a shower pog. The management of wastewater is a significant expense at Blazing Swan and you are trusted to keep your hot shower to three minutes or under.

Ranger Organisation

Blazing Swan Committee: Elected members who uphold the constitution of Blazing Swan Inc. and ensure that this awesome event happens each year. Committee members are volunteer burners that have been to Burning Man, America, several times and have also been closely involved in setting up and organising regional burns in South Africa (AfrikaBurn) and the east coast of Australia (Burning Seed).

Head Ranger: The Head Ranger is the person who coordinates the Rangers at Blazing Swan that year. They have attended Burning Man and are a member of the Black Rock Rangers. The Ranger Lead is tasked by the Blazing Swan Committee to ensure that Jilakin Rock Rangers are trained, nurtured and supported before, during and after Blazing Swan.

Ranger Leadership Group: Experienced Rangers who have usually undertaken a Black Swan shift or two. They meet 4 or 5 times a year and provide guidance and transparency to Jilakin Rock Rangers.

Ranger Co-Leads: Experienced Rangers either from Black Rock City or who have Rangered at multiple Regional Burns. They support the Head Ranger, mentor Rangers and help pick-up any gaps in shift scheduling.

Black Swan: Is the call-sign for the on-duty Ranger Shift Lead who holds shift command. Black Swan is the person at the other end of your radio during your shift who will coordinate any resources needed to situations identified by Rangers. Black Swan can advise you during more complex situations and is whom you report any significant incidents to.

Mentor Ranger: Any Ranger volunteering at Blazing Swan who is also a Black Rock Ranger. They are veteran Rangers with a bit more judgment and experience. Mentor Rangers can handle moderately complex situations on their own and are able to give advice to new Rangers.

Ranger: Those awesome, special and unique Blazing Swan participants who volunteer their time out in the dust, walking the streets, interacting with other participants, and offering creative solutions to situations they encounter.

Green Dot: All Green Dot Rangers get the same training as the regular Rangers, but they also take additional training to help participants that are having a difficult time, emotionally, psychologically or otherwise.

Ranger Policies

A FEW IMPORTANT POLICY SUMMARIES ARE LISTED BELOW.

Culture of Feedback

The Rangers strives for open and honest communication and a culture of feedback. This applies to both how we learn from each other and how we interact with the rest of the community.

Giving Feedback: If you have either positive feedback or constructive critique for another Ranger, you are encouraged to tell that other Ranger directly. Did you enjoy the way he or she interacted with a participant? Do you have suggestions for improving his or her approach? Speak up and speak straight. Constructive feedback should follow the SAFE-T model (see ART of Feedback):

Specific;

Actionable (i.e., something the recipient can change);

Factual (don't make stuff up);

Empathetic (give your feedback out of a sincere desire to help the other person) and

Timely (ideally as soon after the incident as practical).

An effective way of delivering feedback is to break it up into three chunks:

1. "Here is what I observed you do...", reporting the incident factually and without judgment;
2. "Here is the impact that your actions had on me or others..." and
3. "Here's what you could do differently..."

Receiving Feedback: Positive feedback is easy to hear and appreciate. Critique is sometimes more difficult. Be open to critique and ask questions if you have any. Breathe and take a moment to observe that you may be feeling an emotion. Resist the urge to argue or become defensive. Instead, just say "thanks" and take some time to reflect on the feedback. Appreciate the courage it takes to deliver a difficult message.

Escalating Feedback: Sometimes, you may not wish to deliver your feedback directly. Did your partner engage in some un-Rangerly behavior and you're uncomfortable discussing it with them? Is your shift over and now you feel that some act or behavior was inappropriate? It is always acceptable, for any reason, to seek out Black Swan or the Head Ranger to give your feedback. These discussions are taken very seriously and are kept confidential. Of course, it's always great to give good news to Black Swan and the Head Ranger too!

Food & Drink Safety

Rangers are a respected part of the city and many participants offer to share their food and drink with them. The possible inclusion of psychoactive substances creates a risk that should not be taken lightly. These offers should be politely declined or only taken-up if they are from a person or Theme Camp that you directly know and trust. If you are so inclined, offer to come back when your shift is done. To be an effective team, all Rangers must "share the same reality." Being aware of and in control of what you consume helps ensure this.

Intoxicants in Uniform

All Rangers must be sober while on duty. One of our unique gifts is the gift of 'sober time'. When off duty and in uniform, there is no specific policy regarding indulging in intoxicants. However, it is important to remember that the Ranger uniform is a key identifier to participants that you are there to help. If you are unable to help, then it is time to change your shirt. We trust your judgment. We admire your discretion.

Un-Rangerly Behavior

The Head Ranger and Blazing Swan Committee takes seriously incidents of un-Rangerly behavior while identifiable as a Ranger (coming on or off shift, while at HQ, anytime you are in uniform or wearing a Ranger laminate). Black Swan or the Head Ranger will follow up on any reported incidents.

Removal from a Shift (De-Shifting)

There are a variety of reasons to remove a Ranger from shift duty. Being relieved from duty can occur when a Ranger is told to take a break and take care of themselves (“compassionate de-shifting”). This is not a disciplinary situation, but a health and safety one.

Un-Rangerly or questionable behavior may also result in a Ranger being removed from shift duty.

De-shifting can also happen when an incident has occurred that Black Swan, or the Head Ranger feel needs further inquiry and believe that allowing the Ranger to stay on duty is not in the best interest of that inquiry.

Removal from the Rangers (De-Lamming)

De-lamming can be the result of a series of incidents or as a result of the seriousness of a single incident. De-lamming requires the consensus of the Head Ranger or the Ranger Leadership team and at least two Blazing Swan Committee members.

Blazing Swan Policies

Harassment

Harassment is defined by Blazing Swan as any unwelcome verbal or physical conduct engaged in on account of a person's race, color, national origin, age, religion, disability status, gender, sexual orientation, gender presentation, or marital status, or the perception of any of these.

Sexual harassment, as defined by Blazing Swan, may consist of, but is not limited to, any unwelcome touching, stalking, repeated requests for a date after someone has said "no," continuing to engage in sexual discussion or banter after being asked to stop, or similar behavior.

While all reports of harassment are treated as 'allegations' until fully investigated, they are not tolerated, regardless of who engages in it.

What should you do if you feel you are being harassed?

If you are uncomfortable with the way in which another Ranger is interacting with you, for any reason, the best thing to do is F.L.A.M.E. the situation with that person, as soon as possible after the interaction. If you have been harassed, or have witnessed someone else being harassed, and F.L.A.M.E.ing the situation has not worked, you should report this to the Head Ranger or Co-Leads. If you are working a dirt shift, request a face-to-face with Black Swan. In harassment situations, people often do not feel comfortable engaging a harasser directly because of fear, anger, embarrassment, hot button issues, etc. If you are not comfortable addressing the situation directly with the Ranger involved, report it to Black Swan or the Head Ranger.

How can you report harassment?

If you have been harassed, or have witnessed someone else being harassed, and F.L.A.M.E.ing the situation has not worked, you should report this to the Head Ranger.

Gossiping about what occurred, posting about it on social media, or taking the matter outside the Rangers is counterproductive and does not ensure confidentiality. You should be aware that anonymous reports are nearly impossible to investigate. Likewise, the Head Ranger cannot take meaningful action when the person making the complaint does not identify the alleged harasser or provide details about what occurred.

What happens if I make a report?

Reports of harassment are very serious. The Head Ranger will investigate reports of harassment and will take remedial measures when appropriate. If you have made a report and are one of the principal people involved, you will be notified of the findings when the investigation is complete.

Will my report be kept confidential?

Information about harassment reports will be kept confidential and only shared with Blazing Swan Committee members on a need-to-know basis to complete the investigation. Rangers' policy with regard to sexual harassment or violence in Jilakin Rock City is one of zero tolerance. We strongly support and adhere to the Blazing Swan policy. Blazing Swan is founded on expectations set by the community standards inherent to it.

One such community standard is creating an environment that is free of sexual harassment and violence by volunteers, staff, or vendors. Any reported occurrences will be investigated and regarded with the utmost compassion and gravity.

11 Principles of Blazing Swan

Radical Inclusion

Anyone may be a part of Burning Man. We welcome and respect the stranger. No prerequisites exist for participation in our community.

Gifting

Burning Man is devoted to acts of gift giving. The value of a gift is unconditional. Gifting does not contemplate a return or an exchange for something of equal value.

Decommodification

In order to preserve the spirit of gifting, our community seeks to create social environments that are unmediated by commercial sponsorships, transactions, or advertising. We stand ready to protect our culture from such exploitation. We resist the substitution of consumption for participatory experience.

Radical Self-Reliance

Burning Man encourages the individual to discover, exercise and rely on his or her inner resources.

Radical Self-Expression

Radical self-expression arises from the unique gifts of an individual. No one other than the individual or a collaborating group can determine its content. It is offered as a gift to others. In this spirit, the giver should respect the rights and liberties of the recipient.

Communal Effort

Our community values creative cooperation and collaboration. We strive to produce, promote and protect social networks, public spaces, works of art, and methods of communication that support such interaction.

Civic Responsibility

We value civil society. Community members should assume responsibility for public welfare and endeavor to communicate civic responsibilities to participants. They must also assume responsibility for conducting events in accordance with local, state and federal laws.

Leaving No Trace

Our community respects the environment. We are committed to leaving no physical trace of our activities wherever we gather. We clean up after ourselves and endeavor, whenever possible, to leave such places in a better state than when we found them.

Participation

Our community is committed to a radically participatory ethic. We believe that transformative change, whether in the individual or in society, can occur only through the medium of deeply personal participation. We achieve being through doing. Everyone is invited to work. Everyone is invited to play.

Immediacy

Immediate experience is, in many ways, the most important touchstone of value in our culture. We seek to overcome barriers that stand between us and a recognition of our inner selves, the reality of those around us, participation in society, and contact with a natural world exceeding human powers. No idea can substitute for this experience.

Consent

Respect the autonomy of the individual: every person has the right to make decisions about their own body, property, and personal space. What you see as a gift might be a curse if it is unwelcome (or unwanted), so when giving a gift, entering someone's personal space, taking a photo or video, or using someone's property, ask permission first. Only proceed if there is consent between all parties. No always means no.

Suggested Reading & Resources

Print

- *Managing from the Heart* by Bracey, Rosenblum, Sanford, Trueblood
- *Tongue Fu!* by Sam Horn
- *Throwing the Elephant: Zen and the Art of Managing Up* by Stanley Bing
- *Blink: The Power of Thinking Without Thinking* by Malcolm Gladwell
- *Leadership & Self-Deception: Getting Out of the Box* by the Arbing Institute

Online

Blazing Swan Rangers Webpage:

<http://blazingswan.com.au/participate/volunteer/rangers/>

Bush Rangers – Blazing Swan Facebook page (closed group):

<https://www.facebook.com/groups/371527319685555/>

Black Rock Rock Rangers:

<http://rangers.burningman.org>

Halcyon's 16th installment of his Burning Man Tips & Tricks about the Black Rock Rangers.

<https://youtu.be/YhxT4hBFd1g>

Zendo Project: Psychedelic Harm Reduction:

<http://www.zendoproject.org>

Multidisciplinary Association for Psychedelic Studies (MAPS):

<http://www.maps.org>

Post-Blaze Ranger Community

Jilakin Rock Rangers are kept up to date through 'Ranger Reflux', an email newsletter published by the Head Ranger approximately 8 times a year. You can opt-in by sending a request to

Rangers@blazingswan.com.au

Advanced Ranger Training (ART) is held throughout the year. Information about these events is published in the newsletter and on the website.

Blazing Swan may also hold community events in default world at which a Ranger presence is required. Currently trained Rangers are encouraged to sign-up for a shift at these.

Other Regional Burning Man events actively encourage trained Rangers to volunteer with them. Keep your ear to the ground and you will hear the call to arms!