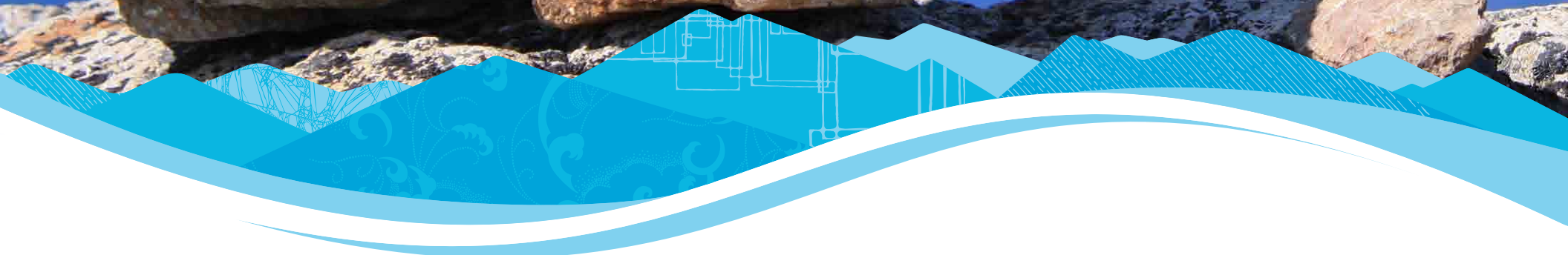






# VANCOUVER 2010 JOB SPECIFIC TRAINING BOOKLET Event Services



## How To Use This Booklet

There are a few ways to navigate through this Adobe PDF document.

- You may use the page up  or page down keys  if they are available on your keyboard.
- You may also use the blue navigation icons at the top right of each page.
- If you would like to navigate directly to a section, you may click on the bookmarks visible on the left hand side, or the table of contents at right.
- You can press CTRL+H to open “reading mode,” which will make the file easier to read on your monitor. If you wish to zoom in or out, you can do so by pressing CTRL+Y.
- When in reading mode, if you wish to bring up the bookmarks, please click View > Navigation Panels > Bookmarks.
- Finally, if you would like to print this document, print it from your computer as you would any other PDF document. Remember to set the page/print setup as landscape or horizontal, letter size.

## Table of Contents

<b>Vancouver 2010 Welcomes You</b>	<b>02</b>
<b>What is Events Services?</b>	<b>04</b>
<b>The Roles We Perform</b>	<b>07</b>
Spectator Marshal	<b>07</b>
Pre-Magnetometer Information Marshal (PIM)	<b>09</b>
Pacer	<b>11</b>
Ticket Taker	<b>12</b>
Usher	<b>14</b>
Access Monitor	<b>16</b>
Information Booth Host	<b>21</b>
Support Operations Host	<b>23</b>
Communications Operator	<b>25</b>
<b>Duties Common to All Roles</b>	<b>27</b>
<b>Working at the Games</b>	<b>35</b>
<b>Staying Safe</b>	<b>38</b>
<b>Appendices</b>	<b>41</b>

# The Vancouver 2010 Olympic and Paralympic Winter Games Welcome You

## Once In A Lifetime

Every journey begins with a vision. Ours began about 13 years ago with a compelling belief that we could bring the Olympic Games to Canada. Today, we can proudly say that we are well on our way to delivering memorable Olympic and Paralympic Winter Games in 2010.

Such a vision could not be achieved without the extraordinary effort of tens of thousands of people – you are one of them. We now enter the final leg of this remarkable journey. Everyone has a part to play that is critical to Games' success. We thank you for your time and dedication to this project and for making this remarkable adventure a priority in your life.

As the opening of the 2010 Winter Games draws closer, this is the time for teamwork. No matter what the task, make it matter – this is your legacy, too! Together, we will deliver truly memorable Games.

**John A. Furlong**  
Chief Executive Officer

## Welcome to Event Services (EVS)

You are joining a dynamic team that will deliver services to thousands of people from all over the world. Regardless of their role at the event, we will provide each guest attending the Games with outstanding service, leaving a lasting impression on everyone we come into contact with.

We want every member of our team to have a positive experience and to come away from this event feeling as though they have touched the nation and inspired the world. Getting to know each other and sharing our experiences as we strive to stage extraordinary Games will be one of the most rewarding aspects of working for Event Services.

We are confident the time you spend with us will be exciting and enjoyable. We look forward to working with you as we take part in this exciting and challenging experience.



## What is Job Specific Training?

The Creating Team 2010 session you attended covered general aspects of the Games and provided information that was applicable to all workforce members, regardless of role or venue.

In job specific training, we dive into more detail regarding the role you will be performing as an Event Services team member during the Games. This session is about what you will do, how you will do it and how your team will operate.

A further component of your training will be venue specific training. This training will cover all aspects of working at the specific venue(s) to which you have been assigned – where you will do your job and who you will be working with. You will also meet your co-workers at this training.



## About Your Training Booklet

The training booklet you are reading provides you with a detailed description of Event Services and the roles you will be performing at the Games. Together with your job specific training session, this booklet will help you build a working knowledge of your role and establish a clearer picture of what to expect during the Games.

Once you are working, Event Services management will conduct a daily briefing for your whole team. Your team leader will provide you with exact instructions each time you are deployed to a work area. They are all there to provide answers and assistance when you need help.

The scope of Event Services is extensive and there is a great deal of information to take in and understand. Take it one step at a time. If something is unclear after both the training session and reading the booklet, don't worry! Your team leader and supervisor will be there to ensure you are successful.



## INTRODUCTION

Have you attended a hockey game before? How about another sporting event? Do you remember the staff that validated your ticket, helped you find your seat or directed you to the concession stands? They may also have helped you when you lost something or someone. These are the roles Event Services performs at the Games.

We perform a wide range of activities and services all focused on warmly welcoming and addressing the needs and concerns of our Olympic and Paralympic guests. These activities and services include providing directions, taking tickets, ushering, access monitoring and a variety of support operations.

The workforce at each venue is assigned to different areas according to the tasks to be performed. However, every member of that workforce is part of one venue team reporting to the venue general manager. Some of the other areas Event Services works closely with are Ticketing, Law Enforcement, Medical and Snow Removal, Cleaning and Waste. Event Services is one the largest functions working at the Olympic and Paralympic Winter Games.

The Event Services team is often called the “Face of the Games.” Typically, our staff will be the first and last faces spectators and other accredited guests will encounter during their Games experience. As such, we have the unique opportunity to significantly and positively influence the quality of their experience at the 2010 Winter Games.

### Our Mission statement:

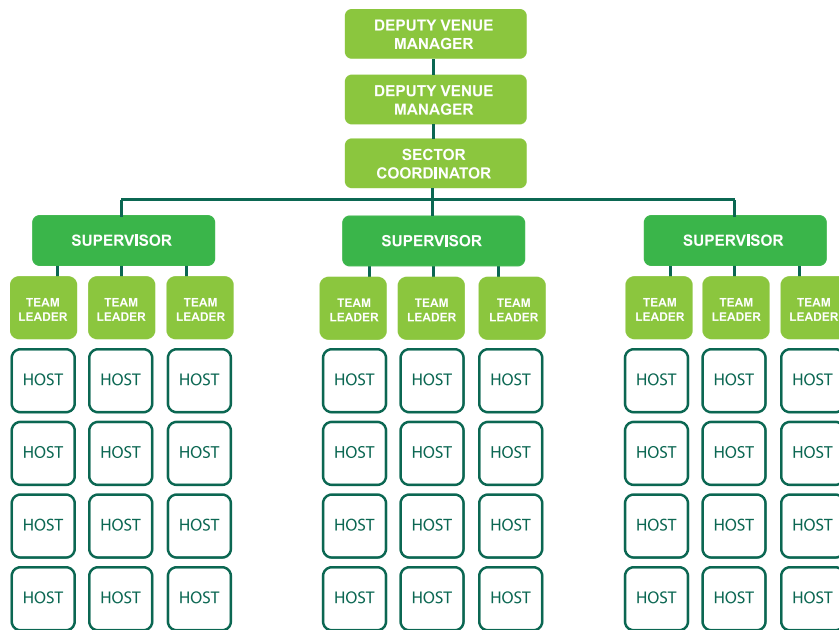
**“To be knowledgeable, gracious and proactive Event Services Staff. To work as a team and perform all our roles at the highest level to ensure an enjoyable, memorable and safe Olympic and Paralympic Games experience for all.”**



# EVENT SERVICES STRUCTURE

This chart describes our “chain of command and communication.” This lets members of our team know whom they should contact when they cannot resolve an issue or an issue is beyond their authority. Making decisions in isolation does not work well in events, so it is important to always work within this chain of command.

It also shows how information is regularly (and quickly) shared with the entire team. Though each role within Event Services has different responsibilities and levels of authority, we always work together as a team. This chain of communication allows all of us to perform at an optimal level.



## HOST

As an Event Services host, you will perform two or more of the roles outlined in this booklet. At the venue, hosts will rotate between positions throughout the day. A host will be on the ground, interacting directly with customers and co-workers. As a result, you will be in the best position to report changes and problems to your team leader. Team leaders will provide hosts with information and support throughout their shifts.

## TEAM LEADER

An event services team leader is responsible for showing hosts to their positions, providing them with the equipment they require, briefing them so they understand their role and ensuring they are looked after during their shift. A team leader will typically have 6 to 12 hosts on their team. If any issues arise, they will report them to their supervisor.

## SUPERVISOR

An event services supervisor oversees the implementation of the operational plan for a particular area of a venue. A supervisor will have three to four team leaders under his or her supervision. If there is an issue, the supervisor will either take action or escalate the issue to the event services sector coordinator, deputy venue manager or venue manager.

## SECTOR COORDINATOR

An event services sector coordinator is an experienced specialist in event management who supports the deputy venue manager and venue manager by resolving issues and providing advice.

## VENUE MANAGER/DEPUTY VENUE MANAGER

The event services venue manager and deputy venue manager are responsible for the overall planning and management of Event Services activities in a venue. If there are any major issues affecting these activities, they will consult managers of other teams in the venue before deciding the most appropriate course of action.



## THE PEOPLE WE SERVE

### TICKETED GUESTS

Spectators of all ages and nationalities come to the Games to share in the excitement of witnessing a once-in-a-lifetime event. They will come with great anticipation and high expectations, as well as different experiences and cultural backgrounds. Some may be new to the sport they are watching or new to the venue. It is our job to assist them however we can.

We will interact with spectators all over the venue; from the venue entrances and ticket validation points all the way to the stands and the concession areas. Spectators will be asking for directions and information about the venue facilities as well as seeking help if they lose something. They will expect a warm welcome from excited staff and assistance to be readily available.

Some of these spectators will be members or guests of our proud sponsors and partners. They will also be coming to our venues as ticketed spectators, and will often come as groups escorted by guides with large signs.

### ACCREDITED GUESTS

Accredited guests are those who have been issued an accreditation pass because they have work to do at the venue.

Accredited people include:

- athletes and coaches
- referees and judges
- journalists and photographers
- TV broadcasters
- members of the International Olympic and Paralympic Committees, International Sport Federations and National Olympic and Paralympic Committees. These groups are members of the Olympic and Paralympic Family.
- Games workforce

We will interact with our accredited guests at venue entrances, athlete changing rooms, media work areas and Olympic and Paralympic Family Lounges. They will also be looking for information about the venue facilities and seeking assistance.

Each group of accredited guests has a different focus and a different task to perform. For example, while coaches and athletes will be focused on competing, journalists may be rushing to file reports. When on assignment, keep this in mind when interacting with these different groups. They will expect quality service from warm and friendly staff.

### PEOPLE WITH SPECIFIC NEEDS

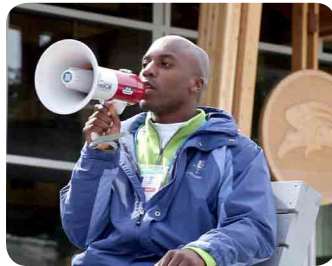
Some of our guests, whether they are spectators or accredited people, may have specific needs. These individuals can be people with mobility impairments, people with hearing or sight impairments, people with injuries, seniors, pregnant women or parents with babies.



## SPECTATOR MARSHAL

Upon arriving at a Games event, spectators will move together, often by the thousands, from transportation terminals into venues.

Spectator marshals help crowds move in and around a venue. They are positioned at strategic locations around the venue to provide clear directions to incoming spectators. They also keep crowds moving to prevent congestion and ensure guests line up in an orderly manner.



- Use large, clear arm movements to indicate the direction where the crowd needs to move. Make eye contact and provide directions to people 10-15 metres away. Anyone closer will not have time to react to your directions.
- People can become angry when there are delays or the unwritten rules of lining up are broken. To manage this, continually provide information, redirect people to shorter lines and ask people not to push or join a line from the side.

### SAMPLE COMMUNICATION

**Spectator:** "Hello, can you tell me where to find the toilets?"

**Marshal:** "Hello! Welcome! The toilets are located under the stands and beside the food concessions."

**Spectator:** "And do you know how I can get to the Canada Line from the Richmond Olympic Oval?"

**Marshal:** "Of course! When you leave the Richmond Olympic Oval, head east along the dyke beside the Fraser River. That pathway will take you right to Aberdeen Station where you can board the Canada Line. It should be about a 15 minute walk."

**Spectator:** "Thank you!"

**Marshal:** "Thank you! Merci!"

### TASKS

- Greet spectators warmly
- Provide information and directions
- Ensure people line up in an orderly manner
- Keep pathways clear of people standing (as this can create crowd circulation problems)

### TIPS

- Smiling makes people feel comfortable and welcomed.
- Assist guests where needed. Spectators normally approach you if they need help, but watch out for people who look lost or confused. Let them know you are there to assist them if needed.
- Avoid getting caught up answering questions. If you are asked a question, answer it briefly. Try not to get distracted from directing or informing the majority of spectators.
- If you do not know the answer to a question, ask your team leader or send guests to the information booth.



## SPECTATOR MARSHAL (cont...)

### TOOLS

#### Megaphone

A megaphone and written announcements are used to provide messages to large numbers of people. A megaphone has a trigger to press when you want to speak and a dial to control the volume.

When using a megaphone remember:

- direct the megaphone towards the oncoming crowd
- speak steadily and clearly
- repeat messages for approaching crowds

Megaphones have an emergency button. Please do not use this button unless directed by your team leader. It is loud and may cause panic if pressed.

#### Umpire chairs

Umpire chairs will be positioned in various areas surrounding the venue so spectator marshals can have a better view of incoming crowds. Having the spectator marshal in a raised position also helps make the use of megaphones more effective.

When using an umpire chair, note:

- step up or down with caution. It may be slippery due to weather.
- do not get on the umpire chair if you do not feel comfortable

### SAFETY

If there is any equipment or machinery moving faster than 30 km/hr in the area where you are working, you will need to wear an illuminated/ high visibility vest. Your team leader will provide you with a vest before you are assigned to this position. Please wear it at all times. If you are not provided with a vest, please request it.

### KNOWLEDGE TEST: TRUE OR FALSE?

**Question 1:** *If you do not know the answer to a question, ask your team leader or send guests to the information booth.*

**Question 2:** *A spectator marshal using a megaphone should answer questions briefly so they are not distracted from providing directions and instructions to the majority of spectators.*

**Question 3:** *Spectator marshals will need to think of their own messages when using a megaphone.*

ANSWERS: 1. True, 2. True, 3. False

## PRE-MAGNETOMETER INFORMATION MARSHAL (PIM)

Have you ever been to an airport to travel for business or holidays? Did you have to go through a security screening, empty your pockets and put your bag through an x-ray machine? If yes, then you already have a good idea what you'll find at a pedestrian screening area (PSA). If not, don't worry, it is not as complicated as it may sound!



Before guests can enter an Olympic or Paralympic venue, they are required to go through a security screening. This ensures those entering Games venues are not carrying any prohibited items that will impact the safety and well-being of other guests.

PSAs are located at venue entrances. Screening is conducted through the use of magnetometer gates (to identify metallic items) as well as x-ray machines and hand searches to examine the inner contents of a bag. Members of the Royal Canadian Mounted Police, Security and Event Services staff will operate the pedestrian screening areas. Many people refer to PSAs as "mag and bags" because of the magnetometer gates and bag search.

A pre-magnetometer information marshal (PIM) is positioned ahead of a screening area and prepares spectators for the security screening process.

### TASKS

- Direct guests to the appropriate lane. Guests carrying a small bag (15 cm x 15 cm x 10 cm) or no bag are directed to the express lane screening. If the guest is carrying a large bag, they will be directed to the large bag screening lane. Signage at venue entrances will display the various sizes of bags and outline what is considered a large or small bag.
- Direct accredited guests and people with specific needs to an operations gate.

- Direct sponsor groups to sponsor priority lanes.
- Check that guests have a ticket to the event.
- Ask guests to prepare for the security screening by emptying their pockets, putting all loose items into their bags or - if they are not carrying a bag - into the trays provided and to open their coats.
- Perform a visual check for restricted items (see page 34 for more information).

### TIPS

- Many people are likely to carry their bags on their backs or under their arms and it will be difficult to assess how big their bags actually are. When an approaching spectator is about five to six metres away, ask them to show you their bag.
- If groups of spectators who come together, like friends or family, are carrying different-sized bags, they will have to separate and join the appropriate lane. They will be able to meet again after passing through the PSA. Do not, however, separate parents and children.
- If a person informs you that they use a medically related device and are concerned about going through a magnetometer, direct them to the operations gate.
- Avoid getting caught up answering questions. If you are asked a question, answer it briefly. Try not to get distracted from directing the majority of spectators.
- If you miss a spectator and he or she has already entered the wrong lane, do not attempt to resolve the situation as you could potentially get distracted from directing other spectators.
- Observe the length of lines in your area. Continually redirect guests to the shortest lines, while keeping express lanes exclusively for spectators with small bags or no bags.



## PRE-MAGNETOMETER INFORMATION MARSHAL (PIM) (cont...)

### SAMPLE COMMUNICATION

#### PIM:

*"Welcome to [name of venue]. If you have a bag with you please line-up in lane three. If you have no bags, or small bags, please line-up in lanes four or five."*

*"Excuse me sir, you have a large bag. You will have to join this line."*

*"Today's session is the men's ski jumping semifinal. Please check to make sure you have the correct ticket."*

*"Please empty your pockets and put all loose items into your bag or prepare to place them in the trays provided."*

*"Excuse me ma'am, for safety reasons, skis are a restricted item at this venue. Unfortunately, you will not be able to bring them inside."*



### KNOWLEDGE TEST: TRUE OR FALSE?

**Question 1:** *It is best to have accredited guests and people with mobility impairments and their escorts go through the same pedestrian screening lanes as spectators.*

**Question 2:** *Sponsor groups can enter the venue through a priority lane.*

**Question 3:** *Spectators line up at the Pedestrian Screening Area (PSA) according to the size of the bag they are carrying.*

ANSWERS: 1. False, 2. True, 3. True

## PACER

Before the start of an Olympic or Paralympic event, there will be thousands of people arriving at the venue at the same time. In order to help these guests enter the venue quickly and efficiently, pacers are on hand to prepare spectators to go through the screening process. Pacers will control the flow of spectators as they enter the magnetometer gates.



While a PIM stands well ahead of the PSA, a pacer stands one-half metre in front of the magnetometer gate on the opposite side of the search table.

### TASKS

- Ask guests to empty their pockets and place any loose items either into their bags or into the trays provided.
- Ask guests to open their jackets and step up to the yellow line in front of the magnetometer gate.
- Make eye contact with the magnetometer operator (a security staff member) standing behind the magnetometer gate. If the magnetometer operator signals they are ready, allow the guest to proceed through the gate.
- Use arm as a stop sign to prevent the next guest from entering.

### TIPS

- Coordination with the magnetometer operator is one of a pacer's most important activities. This is the person who decides when you should let a spectator proceed through the gate. Make sure you can see them, and they can see you, at all times.
- Provide clear information and directions. Crowd noise may mean you will need to speak louder in order to be heard. Be careful not to sound forceful or aggressive.

- Repeat messages so spectators who are fourth or fifth in line can start getting ready.
- Occasional small, motivational conversations with spectators while they wait will make the experience easier for both you and for them.
- Save your energy by managing the pace and the volume of your messages. Take short breaks between messages and occasionally have small sips of water.
- Do not touch spectators as they are waiting to proceed through the magnetometer.
- Let parents hold their babies in their arms or hold their child's hand when going through the magnetometer.
- Do not leave your post to help a spectator who has problems emptying his or her items into the trays. The bag searcher can provide the proper assistance and instructions.

### SAMPLE COMMUNICATION

#### Pacer:

*"Good morning sir, could you please open your bag and place it on the table, empty your pockets into the trays provided and open your jacket?"*

*"You can proceed now. Do not forget to collect your items. Thank you! Merci!"*

### KNOWLEDGE TEST: TRUE OR FALSE

**Question 1:** *The magnetometer operator is the person who decides when a pacer should let the spectator to go through the gate.*

**Question 2:** *Parents can hold their babies in their arms, or hold their child's hand, when going through the magnetometer.*

ANSWERS: 1. True, 2. True

# TICKET TAKER

Spectators require a valid Games ticket to enter a competition or ceremony venue. If spectators without tickets (or invalid tickets) are allowed into the venue, it will affect the capacity and safety of the venue, as well as the seating arrangements of paying spectators.



Ticket takers receive tickets from every spectator entering our venues, scan the tickets with an electronic scanner and then direct spectators towards the seating area. They will also restrict the access of those attempting to gain admission without proper authorization.

In your role as a ticket taker, there are two types of tickets you will come across: a souvenir ticket and a point of sale or thermal ticket.



← Date, Time, Venue

← Hologram  
← Session Indicator

← Barcode

Regardless of the ticket type, a ticket will have the same characteristics, as illustrated below left.

## TASKS

- Greet guests.
- Make sure the number of spectators matches the number of tickets given.
- Scan the ticket.
- Allow entry or provide directions in resolving issues.

Scanning Guidelines: You will be using an electronic scanner to validate the tickets.

- Direct the scanner across the barcode.
- Press the buttons on top left or top right to activate the laser.
- Listen for validation sound.
- Watch the scanner's screen for validation information.
- If the scanner accepts the bar code, the screen will display a green arrow with the word GO. Allow the spectator to enter the venue.
- If the scanner does not accept the bar code, the screen will display a red STOP sign. Check the unique session indicator (ID) code and date. If the ticket information is not valid, contact a ticketing representative or your team leader to assist you.



Ripping Guidelines: In case there is a problem with the scanners, your team leader will ask you to start ripping tickets in order to validate them. Do not rip a ticket without authorization from your team leader.



## TICKET TAKER (cont...)

- Check that unique session ID code matches that of the current session.
- If the ticket is valid, rip the perforated portion of the ticket.
- Keep the small portion of the ticket and return the large portion to the spectator.
- Place ticket stub into the apron provided.

### TIPS

- A ticketing representative will be standing behind the ticket validation point to assist you with ticketing issues. If the ticketing representative is not available, ask your team leader for support.
- A ticket holder arriving with a child aged two or younger may take one child inside the venue without a separate ticket. However, the child must sit in the guardian's lap at all times and not take up an extra seat.
- Keep the scanner facing downwards when scanning a ticket. This will prevent the laser from shining into someone's eyes.
- If people ask questions, answer briefly in order to not hold up the line. If you are unable to answer the question briefly, direct the guest to event services hosts positioned after the ticket validation point.

### SAMPLE COMMUNICATION

**EVS Ticket Taker:** "Welcome. May I see your ticket please?"

**Spectator:** "Here you are."

**EVS Ticket Taker:** "Excuse me sir. The ticket is damaged and the scanner cannot read the barcode. You'll need to wait here with me while I call a ticketing representative to ensure the ticket is valid."

**Spectator:** "Oh, really? Why? You can see it is valid, right?"

**EVS Ticket Taker:** "I will need the ticketing representative to advise me. It will take just a few minutes."

**EVS Ticket Taker to Ticketing representative:** "Hi. The ticket is damaged and the scanner cannot read the barcode. Would you mind looking into it?"

**Ticketing representative:** "Of course!"

### EQUIPMENT

#### Ticket Scanner

The scanner is slightly larger than a mobile phone and looks similar to a Personal Digital Assistant (PDA). The scanner features a number of different buttons, however you will only need to use the buttons on the top left or top right of the scanner. These buttons activate the laser which validates the ticket.

The scanner is water resistant but not waterproof. Do not expose it to rain or snow. Direct sunlight can also make the screen difficult to read so be sure to stay within the covered portion of the ticket validation area.

#### Apron

If your team leader directs you to start ripping tickets, you will need to collect the stubs and place them into the apron provided.

### KNOWLEDGE TEST

**Question 1:** Where on the scanner are the buttons to activate the laser?

- A - Top left
- B - Top right
- C - Both top left and top right

**Question 2:** If during your work you are confronted with ticketing problems, you can...

- A - Ask for help from another ticket taker
- B - Ask for help from a ticketing representative or your team leader
- C - Escort the spectator to the ticket box office

ANSWERS: 1.C 2.B

## USHER

After spectators have entered a venue, they will expect to reach their seats easily with friendly assistance along the way. For many spectators, this will be their first time visiting the venue. It may be difficult for them to locate their seating or standing areas and they may become lost or confused. Others will know the venue, but be unfamiliar with how the venue is set up for the 2010 Winter Games.



Event services ushers will work in the seating and standing areas to assist spectators in finding their seats as well as other facilities and services within the venue (for example the washrooms). Ushers will remain in position throughout a session to answer spectator questions, monitor the seating area in case of problems and assist in handling incidents that may arise. It is the responsibility of the usher to ensure house rules are followed throughout the event. They will also assist people in leaving the venue safely at the end of the session.

### TASKS

- Greet guests.
- If a guest needs assistance, check their tickets for aisle, row and seat details.
- Provide brief directions to seat locations.
- Assist in resolving seating issues (for example: people in the wrong seat or a broken seat).
- Monitor the crowd for restricted items and actions. Ask guests to comply with the conditions of entry.
- Keep concourses and aisles clear of people standing.

### TIPS

- Familiarize yourself with the seating area. Pay particular attention to seat numbers and letters. Know where other seating sections are so you can redirect people.
- Ticket-related seating issues might arise, such as broken seats or duplicate tickets. Deal with any complaints or questions politely and contact your team leader who will contact Ticketing for assistance.
- If you notice a large flag or banner disrupting the view of spectators or a person smoking in their seat, approach the spectator and politely ask them to comply with the conditions of entry. Explain what action the guest will need to take.
- Direct people with disabilities or specific needs to the accessible seating area. Escort spectators and their companions to their seating location. Let people know where you will be if they require any assistance.
- Focus on your guests. If you get caught up watching the event, you could miss a situation which requires your attention.
- Look professional. Spectators will be watching you and your behaviour. Stand up straight and try not to slouch or lean over railings. Do not sit in the seating area.
- Do not block the views of our guests. Look behind you to make sure no one is struggling to see over you.
- Say goodbye to the spectators and thank them for attending. Ensure your seating area is clear of spectators. Any items you find that may have been left behind are taken to the information booth.



## USHER (cont...)

### SAMPLE COMMUNICATION

**Usher:** "Welcome!"

**Spectator:** "Hello, can you help us find our seats?"

**Usher:** "Of course! Walk down to Row G. Turn left and you will come to seat 14. Enjoy the event!"

**Spectator:** "Thank you! Can you also tell me where the closest toilets are?"

**Usher:** "Absolutely! Go to ..."

**Spectator:** "Thank you!"

**Usher:** "Thank you! Merci!"

### EQUIPMENT

#### Flashlights

In some venues, spectators may be entering the seating areas when lighting is limited, for example at the Opening and Closing Ceremonies. Flashlights help ushers check spectator tickets and illuminate the path to their seats.



### KNOWLEDGE TEST

**Question 1:** Ushers resolve ticket-related seating issues such as missing or broken seat(s) by...

- A. Asking spectators to go to an unoccupied seat.
- B. Contacting their team leader for assistance.

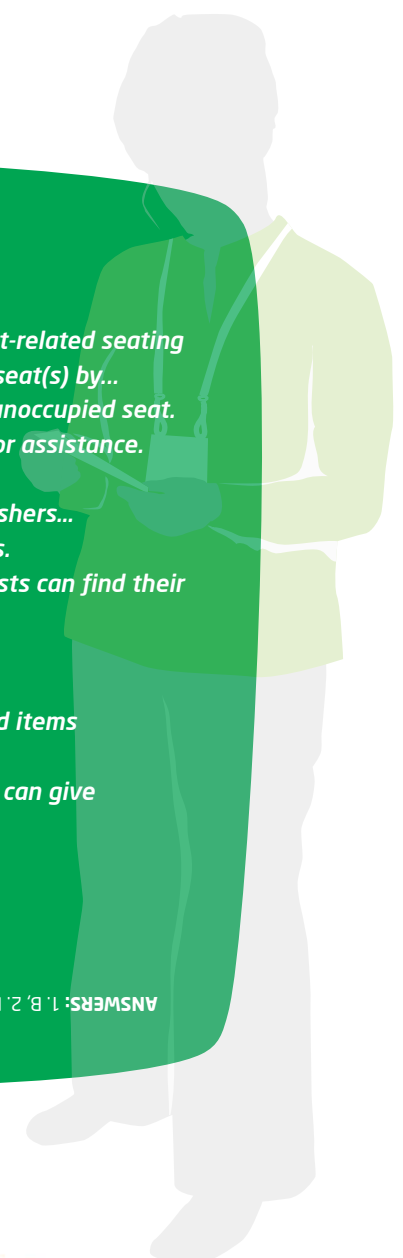
**Question 2:** During their shift, ushers...

- A. Escort spectators to their seats.
- B. Provide clear directions so guests can find their seat easily by themselves.

**Question 3:** Ushers will also...

- A. Monitor their area for restricted items and actions.
- B. Watch the competition so they can give updates to spectators.

ANSWERS: 1. B, 2. B, 3. A



## ACCESS MONITOR

Accredited people are those guests who have been issued an accreditation pass because they have work to do at a venue. These people (including athletes, officials, journalists, workforce, Olympic and Paralympic Family members and dignitaries) will be using an accreditation pass to access a venue. Accreditation passes include information explaining where an individual will be allowed to go within a venue. For example, only athletes should be able to enter athlete changing rooms.



An access monitor limits entry into restricted areas by checking that people have the correct accreditation pass.

### TASKS

- Ask the guest to show you their pass.
- Check to see if the photo matches the guest.
- Reference the access control board, which indicates what access privileges are required to pass through the point you are monitoring.
- Check that the pass has the correct access privileges.
- If any of the access privileges are not met, the person is not allowed to enter.
- Provide directions and assistance in resolving issues (for example: alternate routes to destination, direct guest to venue accreditation office for help).

### TIPS

- Ask to see the accreditation pass without touching the patron. Hold up your pass to indicate what you want them to do. Some people may be wearing their accreditation under their jacket or other layers of clothing. If the pass is not visible to you, politely ask the person to stop and show you their accreditation.
- Some people may rush through the access control point because they are in a hurry or because they do not have the proper accreditation. Ask these people politely to stop and show you their accreditation.
- Be friendly but firm.
- Check every pass every time, even if you have seen the individual before. A person's access privileges can change throughout the course of an event.
- An accredited person cannot escort an unaccredited person through an access control point.
- If a person ignores your request to stop and/or pushes past you, let them go. Try to make note of what the person is wearing and report it to your team leader as soon as possible.
- Know the facilities around your post so you can redirect accredited people who may be lost.
- Do not leave the post without your team leader's permission.

### SAMPLE COMMUNICATION

#### **Access Monitor:**

"Good morning sir, could you please show me your accreditation?"

"Thank you, have a good day!"

"I am sorry ma'am, your pass does not have the proper access rights for this entry. You can speak to the person who issued you your pass, who will be able to assist you."

# ACCESS MONITOR (cont...)

## ACCREDITATION

Venues are divided into accreditation zones to limit the number of people who are allowed access to certain areas. The venues or zones a person can enter are indicated on their accreditation pass by codes, colours or numbers. An accreditation pass may contain these and other elements as shown below:



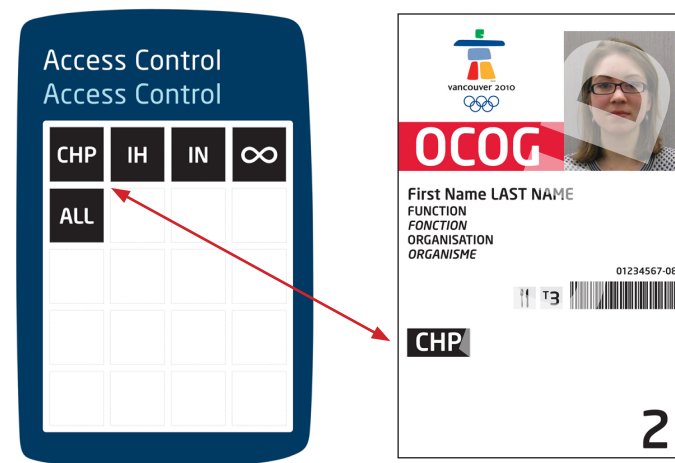
Venue and sport codes control access into a venue. Venue codes have three letters, such as CHP (Canada Hockey Place) whereas sport codes have two, such as IH (ice hockey). There are also other codes, such as ALL, which provide access to people who need to work at or visit different venues throughout the Games.

Colours and numbers control access into designated areas within a venue. Each type of work area has a designated colour, as follows:

- White** Common areas
- Red** Admin/Operational offices
- Blue** Field of play/Athlete areas
- 2** Athlete preparation areas
- 4** Press Areas
- 5** Broadcast Areas
- 6** Olympic and Paralympic Family Areas

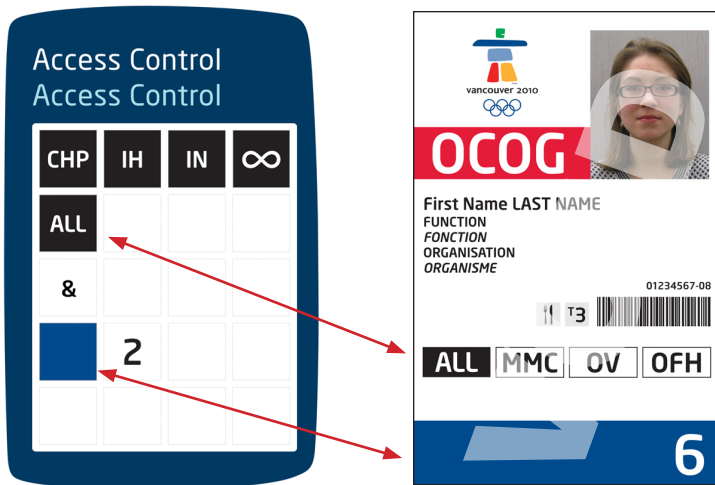
At every access control point, there are signs letting all parties know what is required to enter through that point. If the codes, colours or numbers that appear on the person's accreditation pass match the sign, the person can gain access to that venue or zone. We call these signs access control boards.

The access control board below displays two codes: CHP (venue code: Canada Hockey Place) or IH (sport code: ice hockey). When the codes on the board are one beside the other, you will need to check that the person has at least one of the codes on their pass to enter. This pass has CHP so the guest should be allowed to enter.



## ACCESS MONITOR (cont...)

In some cases, you will see boards that have an ampersand or '&' symbol. This means a guest's pass needs to have at least one of the codes from the upper portion of the board and at least one of the colours or codes from the lower portion. The access control board below requires the pass to have at least one code of the first line and (&) at least the colour blue or the number two. This pass has the code ALL and the colour blue so the guest should be allowed entry.



### First Part Pass

In some cases you may see people with a small pass, approximately half the size of a regular pass. These passes are issued mostly for people who will be working at multiple venues throughout the Games. These people need to have this pass and an access card behind it to provide them with access to the venue and the venue zones.



### Upgrade Card

There will be situations where an individual may need to access a zone they are not normally accredited to enter in order to resolve an issue or assist with certain operations. In these situations, they will be given an upgrade card. An upgrade card is not valid on its own; the person must also be wearing their standard accreditation pass.



### Supplementary Devices

A supplementary device is required to enter a zone in conjunction with a person's standard accreditation card. The most common supplemental devices you may come across are a vest, armband or sleeve. These are worn by photographers and members of broadcast media.



### Day Pass

Day passes are designed to accommodate temporary access needs in a venue where an individual's accreditation is not valid. They are also used in emergency cases, for example if a pass owner has lost or forgotten his or her credentials and needs immediate access for operational reasons. A day pass is valid only for the day it is issued and can be requested and used by accredited persons only.



### EQUIPMENT

Every access control point must have an access control board. An access monitor may be provided with a radio to contact his or her team leader in case of an emergency (see Appendix 0.2: How to Use a Radio).



# ACCESS MONITOR (cont...)

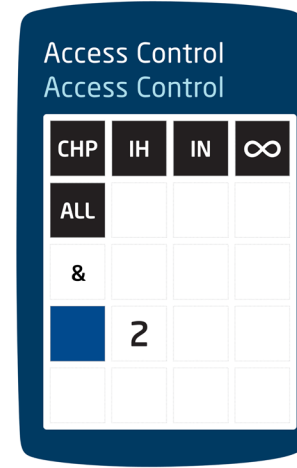
## KNOWLEDGE TEST: TRUE OR FALSE?

**Question 1:** An access monitor does not need to check an accreditation pass every time if you have seen the individual before.

**Question 2:** An access monitor should refer to the access control board indicating what access privileges are required to pass through that point.

ANSWERS: 1. False, 2. True

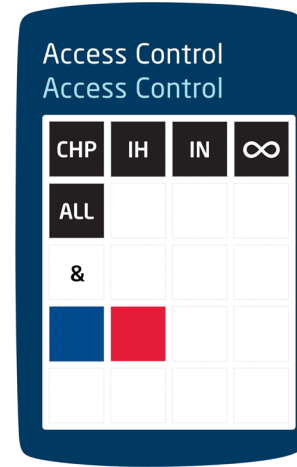
2.



## KNOWLEDGE TEST: CAN I ENTER OR NOT?

Does the pass have the proper access privileges to enter according to the board?

3.



1.



ANSWERS: 1. Yes (Pass has ALL), 2. Yes (Pass has CHP & 2), 3. Yes (Pass has IN & red)

## ACCESS MONITOR (cont...)

### SECURE ACCESS PROGRAM (SAP) – ACCESS MONITOR

At the venue perimeter access control points, access monitors will have to check accreditation passes using the normal process outlined above, in addition to scanning accreditation passes. The scanner will be connected to a computer with a program called Secure Access Program installed. The Secure Access Program (SAP) performs the following tasks:

- verifies accreditation pass authenticity
- displays guest's photo on laptop screen, making it easier for the access monitor to see
- selects level of screening the guest requires

### CRITICAL TASKS

The access monitor at SAP stations will have to:

- check that the pass has the correct access privileges according to the access control board
- scan the pass
- look at the laptop screen to ensure the photo matches the guest
- Provide directions according to information on the screen.

### SAP SCREEN INFORMATION

The primary things you need to look for are the photo, the colour of the frame and the status on the bottom left side.



If the colour of the frame is **Green** – the status is **Access Granted**.

- Ask guest to proceed without going through security screening.

If the colour of the frame is **Blue** – the status is **Random Security Screening**.

- Ask guest to proceed to the security screening area.

If the colour of the frame is **Red** – the status is **Access Denied**.

- Deny access and inform the security supervisor.
- Let security supervisor take over.

If the colour of the frame is **Black** – the status is **Not on File or Error (Problem with the computer server)**.

- Inform the security supervisor.
- Check the accreditation pass manually.
- If the pass is valid, ask guest to proceed to the security screening area.

### TIPS

- Ask the guest to show you the accreditation pass so you can scan it. If the guest presents the pass in a way that makes it difficult for you to scan, ask politely if you can hold the pass while you scan it.
- The SAP scanner is very easy to use. Direct the scanner across the barcode and press the trigger.
- The security supervisor is the person assisting with the SAP operations. Make sure you introduce yourself to him or her before you start checking passes. Your team leader is responsible for any other issues you have.
- Keep the scanner facing downwards when scanning a pass. This will prevent the beam from shining into a guest's eyes.

## SPECIALIZED ROLES

**Note:** These roles will not be performed by all hosts. Specialized training is required.



## INFORMATION BOOTH HOST

Spectators at an event need a central point of information where all their questions can be answered. To meet this need, all competition and ceremony venues will have at least one public information booth.



The information booth host will receive specialized training. These hosts will provide general and venue-specific information to spectators, loan equipment to guests with accessible needs, operate a lost and found service and manage stroller storage. The information booth will also be the central point where guests seeking assistance in French will be directed.

There are one or two information booth hosts per booth, depending on the venue.

Almost all information booths will have three additional staff members: a ticketing representative, a tourism host and a Visa representative. General tourist information can be provided by the tourism representative. The ticketing representative can resolve ticket-related issues for spectator seating areas and the Visa representative helps with credit card issues.

### TASKS

- Provide venue-specific information to spectators (sports, competitions, how to get around the venue, concessions).
- Provide general information to spectators (transportation, cultural events, information about the Games, local entertainment/attractions).
- Provide assistance to spectators with lost and found items and people.



## INFORMATION BOOTH HOST (cont...)

- Provide wheelchair and assisted hearing device loan service.
- Handle stroller storage for spectators.

### TIPS

- Stay up to date as to what events take place at your venue each day.
- It is important to realize that guests may ask questions related to areas outside the venue (for example: other Games venues, nearest shops) and not just about the venue where you are working.
- You will need to be familiar with the layout of your venue, in particular, knowing where a guest can go and the best way to get there. You will have a large map of your venue at the information booth to help you direct guests to the area they are seeking.
- You do not have to learn all the information in your booth; you have many tools to assist you. Knowing where to find the information is important.
- Your supervisors and team leaders are a good resource for advice and information. They will have detailed knowledge of your venue. If you are uncertain about your instructions or unclear about any information, ask them.
- Rumours and misinformation can spread quickly throughout a team in an event environment. It is crucial that you do not react to, or rely on, information that is not confirmed through our chain of command. Otherwise, we run the risk of providing misinformation to our guests or other staff. If you hear of any changes, advise your team leader immediately.

### SAMPLE COMMUNICATION

**Spectator:** "Hello, I am wondering how I can get from the Richmond Olympic Oval to the Victory Ceremonies at BC Place?"

**Info Booth Host:** "Hi there! Getting to BC Place from the Richmond Olympic Oval is very easy. If you'll take a look at this map, simply follow the spectator pathway to your right once you leave the venue. That will take you to Aberdeen Station. From there, you can take the Canada Line to downtown Vancouver. If you get off the train at City Centre Station it's just a short walk to BC Place. Head one block south on Granville Street, then east on Robson Street."

**Spectator:** "Great, thanks for your help!"

**Info Booth Host:** "My pleasure! Thank you! Merci!"

### TOOLS

An information booth will contain many items to assist hosts with their work:

- a computer with internet access and printer
- a telephone and a two-way radio
- information materials (public information manual, spectator guide, tear-off maps, brochures)
- a whiteboard for posting up-to-the-minute results and notices
- lost and found forms, bags, boxes, storage bins and a cabinet
- two-part tags for stroller storage
- colouring books and crayons to keep found children occupied
- assisted listening devices, wheelchairs, as well as both a large print and a Braille spectator guide to assist people with disabilities



## INFORMATION BOOTH HOST (cont...)

### KNOWLEDGE TEST: TRUE OR FALSE?

**Question 1:** *An information booth host only needs to know information about their venue, and not about the city, region, Olympic and Paralympic Winter Games and other topics.*

**Question 2:** *Information booths provide lost and found services to anyone front-of-house, including other workforce.*

**Question 3:** *Information booth hosts will work alongside tourism partners as well as Ticketing volunteers.*

ANSWERS: 1. False, 2. True, 3. True

## SUPPORT OPERATIONS HOST

The number of Event Services personnel in a venue may range from 50 at a small venue to 600 at a larger one. Each of these staff members will need to be checked in, assigned to a position and receive the appropriate equipment to perform their roles. Support operations hosts assist with these tasks by preparing for the arrival of event services hosts and assisting front-line staff throughout the event.



### TASKS

- Assist with staff check in.
- Manage work schedules as well as any staffing issues that may arise, such as schedule inquiries, late arrivals or staff deployment.
- Manage the daily distribution and collection of equipment.
- Prepare and collate paperwork (for example: sign-in sheets and briefing documents) for the next shift.
- Perform front-line Event Services roles (ushering, info booth, etc) in case of staff attrition or if there is a need for extra help.
- Take lead in morale and team building.

### TIPS

- Support operations hosts will be among the first people to arrive at the venue. Your support may be required all over the venue, but the areas where you will be performing most of your tasks are the workforce check-in area, the Event Services equipment distribution room and the Event Services briefing area.

## SUPPORT OPERATIONS HOST (cont...)

- One of your first tasks during your shift will be to complete an inventory of all equipment, check that the equipment works and prepare it for distribution. Supervisors and team leaders will collect equipment for themselves and their teams.
- There will be specific forms to sign equipment in or out, as well as log damages or requests.
- You will be circulating around the venue to distribute water, replace radio batteries and hand out equipment whenever possible.
- Provide a positive and friendly welcome to staff during check in and assist front-line staff during a shift. The support operations host provides practical and emotional support to team members and plays an integral role within the team.

### TOOLS

Most team leaders will have a designated plastic box in order to store their teams' equipment. You will need to ensure these boxes are kept in good order, are clearly labeled and contain an updated list of contents.

The main items you will be using or managing are:

- check-in list with staff names
- equipment sign-in/out forms
- clipboards with maps and documents to assist team leaders and supervisors in managing staff
- radios, megaphones, flashlights, aprons, batteries, tape and vests
- computer, printer and phone with voicemail

### KNOWLEDGE TEST: TRUE OR FALSE?

**Question 1:** *A support operations host may need to perform the role of other hosts in case of staff attrition.*

**Question 2:** *Support operations hosts will be staying in the workforce check in area or the EVS equipment distribution room the whole day.*

**Question 3:** *Team leaders will collect equipment for themselves and their teams.*

ANSWERS: 1. True, 2. False, 3. True

# COMMUNICATIONS OPERATOR

The size of some venues and the distances between staff members often make it difficult to communicate face-to-face. For this reason, every function in a venue, such as Event Services, Venue Management, Ticketing, Medical and others will carry radios.



Every function communicates on a separate, dedicated channel or talk group. This is because some functions will communicate confidential information over their radios. If staff from one function need to communicate with another function, they do so through the Venue Communication Centre (VCC).

To learn more about using a radio and the Venue Communication Centre, please refer to Appendix 0.2: How to Use a Radio.

## TASKS

- Listen and respond to messages and conversations on the radio network.
- Log notable incidents in the VCC log form.
- Respond to requests for assistance, pass on information and pass on messages to other operators.

## TIPS

- The most common requests or reports to the VCC are regarding incidents which require assistance from a specific function.
- When logging notable incidents in the VCC log forms and advising the VCC manager, the form will require the communications operator to record the date, time, call-sign, target call-sign, nature and details of the request and how the request was handled. If the person you are speaking to doesn't volunteer all the information you need, ask for them for it.
- Be sensitive to the language and terms you use when transmitting a message. Radios are distributed to many team members and it is likely that audio from radios will be overheard by spectators, press and other staff.
- EVS communication operators report to both the EVS venue manager and the VCC manager.

If you receive an emergency call:

- stay calm
- log the call
- ask caller to stay on the line or standby while a response is organized
- alert the VCC manager
- continue to inform the VCC manager, who will coordinate and advise the appropriate actions



## COMMUNICATIONS OPERATOR (cont...)

### SAMPLE COMMUNICATION

**EVS Supervisor (Super Entry):** "Base, this is Super Entry for Base, over"

**Base (EVS Operator):** "Go for Base, over"

**EVS Supervisor (Super Entry):** "Base, there is a spill at the concession area at the main venue entrance. Can you please send support to clean the area?"

**Base (EVS Operator):** "Copy that Super Entry, there is a spill at the concession area after the venue main entrance. We will advise Cleaning and Waste, out."

At this point, the Communications Operator will talk with the Operator who manages the Cleaning and Waste Talk Group.

**EVS Operator:** "Can you please send cleaning support to the concession area at the main venue entrance? There is a spill and it is dangerous for spectators."

### TOOLS

- Radio base station with microphone
- VCC binder with key contact information
- Map of the venue with the positions of all the EVS staff and their call signs
- Daily run sheet to describe what happens at the venue and when
- Phone

### KNOWLEDGE TEST: TRUE OR FALSE?

**Question 1:** *Many larger functions communicate on a separate, dedicated channel or Talk Group.*

**Question 2:** *The communication operator does not need to log an incident because all conversations are being recorded.*

**Question 3:** *EVS communication operators report to both the EVS venue manager and the VCC manager.*

ANSWERS: 1. True, 2. False, 3. True

# SERVICE EXCELLENCE

## WELCOMING THE WORLD

Guests from around the world will come to the Games expecting spectacular events and exceptional service. To help ensure they have an unforgettable experience, it is our role to be:



### Welcoming and Friendly

Greet guests in order to immediately make them feel welcome and increase their anticipation of the event.

### Visible and Proactive

We will be positioned where we are easily accessible and identifiable. We will also approach guests with an offer of assistance so they do not have to go searching for help.

### Knowledgeable and Informed

Guests will depend on us for accurate, up-to-date information and directions.

## ANSWERING QUESTIONS

Most guests will be in an unfamiliar environment and will have questions about where to find venue amenities. Becoming familiar with the venue layout is critical to knowing where a guest can go for service and the best way to get there.

English and French are the official languages of the Olympic and Paralympic Winter Games and of Canada and, as such, many of our guests will be French speakers. In order to assist these guests, there will be a number of French-speaking hosts at each venue.

These hosts will be wearing a "Bonjour" lapel pin so they can be easily identified. If you are approached by a French-speaking guest,

seek assistance from one of these volunteers. If there are none available, direct the guest to the Information Booth.

Spectators will ask where key facilities are located including:

- Food concessions
- Merchandising outlets
- Ticket box office
- Toilets or washrooms
- Lost and found

Accredited guests will ask about back-of-house services including:

- Workforce check-in and break areas
- Venue accreditation office
- Olympic and Paralympic Family lounge and seating
- Athlete changing rooms
- Press conference rooms

### DID YOU KNOW?

*When surveyed, a series of event services professionals listed the following as the types of questions hosts are most likely to receive.*

*55% of questions were about key facilities and services for guests  
20% were about information regarding the event/competition  
12% were about general information about the Games and the host city  
8% were about transportation information  
and 5% of the questions fell under the category "other."*

## GUESTS FROM DIFFERENT CULTURES

Guests from around the globe will enrich the Games with their diverse cultural backgrounds, languages and accents. This diversity provides an exciting experience for our team but can sometimes be challenging. To minimize communication difficulties and to ensure guests from all cultures and language groups are respected, keep in mind the following tips:

### **Listen**

Take the time to understand what the guest is saying. Repeat what you have heard to the customer in order to double-check that you have understood correctly. Be patient as it will take both of you a little longer to communicate.

### **Speak clearly, not loudly**

Enunciate your words and make one point at a time. People with a limited knowledge of English or French usually take in one word at a time and translate it into their own language. Repeat if necessary.

### **Avoid slang, jargon and acronyms**

Use simple, frequently used words. The literal or “dictionary definition” of words is easier to understand than everyday terms or culture-specific phrases.

### **Use gestures and props**

Use your arms or hands to give directions or emphasize a point. Use your pocket guide and venue map to point out where the guest wishes to go. If you need a person to show you their accreditation, point to your pass.

### **Respect physical space**

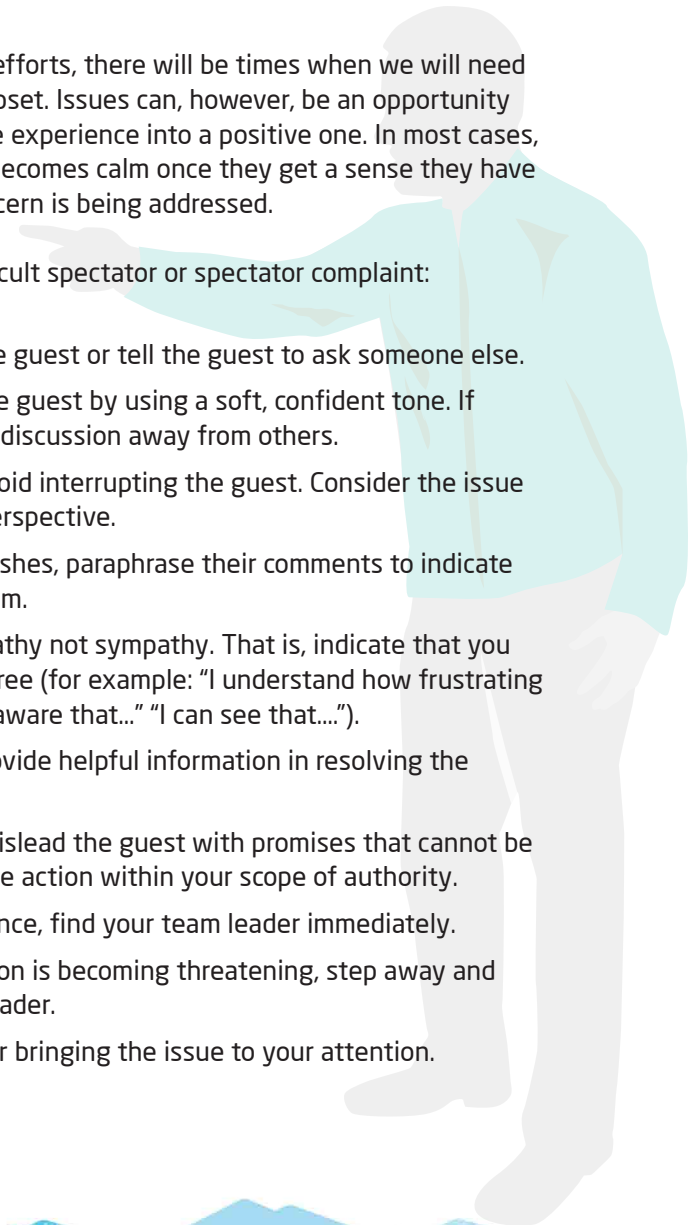
Be aware of your proximity to others and their level of comfort with you when speaking. Avoid touching strangers, including handshakes and pats on the back, unless initiated by the customer.

## DEALING WITH A SPECTATOR COMPLAINT

Despite everyone’s best efforts, there will be times when we will need to help people who are upset. Issues can, however, be an opportunity to turn a guest’s negative experience into a positive one. In most cases, an upset person quickly becomes calm once they get a sense they have been heard and their concern is being addressed.

When dealing with a difficult spectator or spectator complaint:

- Do not abandon the guest or tell the guest to ask someone else.
- Attempt to calm the guest by using a soft, confident tone. If possible, move the discussion away from others.
- Listen carefully. Avoid interrupting the guest. Consider the issue from the guest’s perspective.
- Once the guest finishes, paraphrase their comments to indicate you have heard them.
- Communicate empathy not sympathy. That is, indicate that you understand, not agree (for example: “I understand how frustrating that can be,” “I am aware that...” “I can see that....”).
- Where possible, provide helpful information in resolving the guest’s concern.
- Be careful not to mislead the guest with promises that cannot be kept. Take corrective action within your scope of authority.
- If you need assistance, find your team leader immediately.
- If you feel a situation is becoming threatening, step away and notify your team leader.
- Thank the guest for bringing the issue to your attention.



## ASSISTING PEOPLE WITH DISABILITIES

Event Services is responsible for providing information and assistance to people with disabilities, however, we do not provide services typically undertaken by a personal caregiver or companion.



### PUT THE PERSON FIRST

When referring to a person with a disability, mention the person first and not what you perceive to be a disability (for example “spectator with a hearing impairment” instead of “hearing impaired spectator”). This will ensure you address the needs of all guests in a respectful, effective manner.

### JUST ASK, JUST LISTEN

Like all customers, always ask if a guest would like assistance. If they say yes, ask them how. If they say no, please respect their wishes.

### COMMUNICATE EFFECTIVELY

- Speak directly to the person and not to their companion.
- Indicate your understanding. Paraphrase the guest’s words and then wait for the person to respond.
- Listen carefully when speaking with someone you have difficulty understanding. Be patient and wait for the person to finish, rather than speaking for them or completing their sentences.
- Treat adults as adults.
- Identify yourself and anyone else who is with you when you meet someone who is visually impaired.
- Treat wheelchairs as an extension of personal body space. Do not touch a wheelchair unless invited to do so.

- Place yourself at eye level when speaking with a person who uses a wheelchair.
- Move into the field of vision of a person who is hearing impaired or wave your hand to get their attention. Look directly at the person and speak clearly, slowly and expressively to determine if they can read your lips.
- Relax and don’t worry if you make a mistake.

### KNOW THE VENUE LAYOUT

Olympic and Paralympic venues and services have been designed to be as accessible as possible to all guests. Some guests may require the use of accessible pathways or ramps, elevators or escalators, shuttle service, seating areas and accessible washrooms. It is our responsibility to know where they are located to be able to direct people to these amenities.

If you see a person with a disability approaching the venue entry:

- Approach the person and offer assistance. If the person declines the offer, accept this decision and provide standard assistance and/or information.
- If the offer is accepted or assistance is requested, direct the person to the most appropriate entry gate (for example: the operations gate).
- Once through the venue entry point, another host should direct or escort the person, if necessary, along the accessible route to the seating/viewing area using any facilities (for example an elevator) available.
- The host will then hand the guest over to an usher who will ensure the guest(s) are seated comfortably and provide assistance during the session as required.



## ASSISTING PEOPLE WITH DISABILITIES

- The usher will ensure the guests are assisted during egress.

### ASSISTING A WHEELCHAIR USER

A wheelchair user may ask you to push him or her; wait until they ask. It is your choice whether to assist the guest or not. If you do not feel comfortable, inform your team leader. If you do feel comfortable:

- Ask the guest where they want to go and then proceed slowly and steadily.
- Grip the handles, lean forward, push forward and begin moving slowly.
- Ask the guest how best to go up or down ramps.
- Watch for obstacles including snow, bumps on the ground and other spectators.
- Always indicate your intentions. Let the guest know when you will be starting, changing directions and stopping.

### KNOWLEDGE TEST: TRUE OR FALSE?

**Question 1:** *Everyone you encounter will like to stand close when speaking, be touched by strangers, shake hands or be patted on the back by someone they don't know.*

**Question 2:** *Do not hang on or lean on someone's wheelchair as the person considers the wheelchair part of their personal body space.*

**Question 3:** *If you see a person with a wheelchair approaching the entry to a venue, direct them and their caregiver, family or friends to the operations gate.*

ANSWERS: 1. False, 2. True, 3. True

## RESPONDING AND REPORTING

In most work positions, it should be possible to see your team leader and catch their attention. Some teams will be spread over large areas, so it may take a little longer for your team leader to respond if you need assistance. Every team leader will do their best to visit your area as often as possible.

In some cases, you may be provided with a radio to communicate with your team leader more effectively. Two-way radios are the primary means of communication within the Event Services team and with other teams in the venue (see Appendix 0.2: How to use a Radio).

The event services venue manager, supervisors and team leaders will all have radios. They will be able to contact the Venue Communication Centre (VCC) and to pass messages and requests to other teams (for example: Snow Removal, Cleaning and Waste, Medical, Ticketing).

# RESPONDING TO AN INCIDENT

Because Event Services staff are posted throughout the entire venue, we will often be the first to observe problems and incidents. You are the “eyes and ears” for many other teams such as cleaners, medical and site management staff.

If you see any spills on the floor, broken or fallen items, objects blocking pathways and exits, cables across walkways when you are at your position, you should follow the steps and actions listed below:

1. Keep the area clear of other guests.
2. Do not put yourself in any danger.
3. Resolve the problem safely (for example: moving a trash can away from an emergency exit).
4. If the problem needs support or urgent attention, report it to your team leader.
5. Record the details on an incident report card and hand it in to your team leader.

**Games Time Incident Report Card**

Complete this Card for all types of incidents and hand it in to Workforce Check-in

Serious incidents\* involving the safety of people, property or the environment are to be reported to the VCC IMMEDIATELY

Incident Type: Personal Injury  Property Damage/Loss  Environmental Incident\*\*   
Near Hit (Miss)  Hazard  Other

Date	Time	<input type="checkbox"/> am <input type="checkbox"/> pm
Venue	Area	

Incident Description: What, Where, When, Who (Use reverse for additional spaces.)

The following attended the scene: Ambulance  Police  Fire Dept.  First Aid  MED

Immediate Actions Taken:

Injured Party: Paid-Staff  Volunteer  Contractor  Spectator   
Other  \*Pls. specify (Use reverse when there is more than one person)

Name	Phone
Address	

Witnesses to Incident: Paid-Staff  Volunteer  Contractor  Spectator   
Other  \*Pls. specify

Name	Phone
Name	Phone

Incident Reported To: Supervisor  VCC  VEM  MED  911-Police/Fire/Ambulance

Name	Phone
------	-------

Your team leader will be carrying a radio and will be able to request support. In case the situation is urgent, find another person with a radio to contact the Venue Communication Centre and your team leader.

## MEDICAL INCIDENTS

You will often be the first contact the public will have with a facility authority, and your actions will make a major difference in the lives and comfort of our guests.

At any venue, a guest may slip, trip or fall. At mountain venues, people may start experiencing hypothermia, altitude sickness or dehydration.

First, remain calm and positive and take the following steps:

- ask your team leader or the closest person with a radio to call Medical
- assure the guest that a trained medical professional will arrive shortly
- stay with the person and try to keep them calm
- NEVER move the person, especially if you suspect a back or neck injury
- when Medical arrives, brief them and hand over the situation
- keep the area clear of other guests

Only provide first aid if you are suitably qualified; otherwise, wait for support.

## SECURITY INCIDENTS

If you observe a major violation of the law or threatening security issue (for example: fight or altercation among guests), do not attempt to intervene in the situation and don't strike or push a person. Remember that our primary responsibility is to seek appropriate assistance. Immediately call your team leader.

## LOST AND FOUND ITEMS AND PEOPLE

### LOST AND FOUND PEOPLE

You may be approached by a guest who has lost a friend or family member who is unable to care for themselves (for example, a child), or you may find a person who has become separated from their companion(s) and is unable to care for themselves. If this happens:

- reassure them that every effort will be made to reunite them with their companion(s)
- ask them where they became separated from their companion(s)
- signal/call your team leader or wait until they visit your position
- remain with the person in the same location until your team leader arrives

Your team leader will take over and you can continue with your assigned role. Most lost people are reunited within 15 minutes, very close to the area where they last saw their companion.

### LOST AND FOUND ITEMS

If you are approached by a guest indicating they have lost an item in the venue, direct the guest to the information booth.

If you find an item or if a guest gives you a found item, give it to your team leader when they visit your position. Note where and when you found it as your team leader will need to report it.

## UNATTENDED ITEMS

When you inspect an area, you may find items that have been left behind or are unattended. Sunglasses, clothing or an umbrella are not items to worry about, but an unattended bag requires us to be more careful. If you are unsure about the item, consider it suspicious.

- Do not touch, tilt or tamper with the item.
- Calmly ask anyone in the area if the item belongs to them.
- Make a note of the item's characteristics and location.
- Inform your team leader.



## CONDITIONS OF ENTRY, RESTRICTED ITEM AND ACTIONS

At any major event, there are conditions which must be met before a guest can enter. At the 2010 Games, there are certain items and actions which are restricted in order to maintain the comfort and safety of guests.

In your role as an Event Services host, you will need to look out for these items or actions at all times. Event Services only performs visual checks for restricted items and does not search individuals or bags.

Restricted items cannot be stored at a venue. At the venue entry, ask people carrying restricted items to either return the items to their point of origin or dispose of them immediately.

If, somehow, someone manages to enter the venue with a restricted item and starts using it in the stands, we can ask them to put it away. If you are unsure of what to do, or the person will not comply with your request, call your team leader.

Law enforcement is responsible for supporting Event Services staff in preventing restricted items from entering a venue and responding if the individuals carrying these items refuse to comply, as required.

### KNOWLEDGE TEST: TRUE OR FALSE?

**Question 1:** *After every major incident, you need to record the details on an incident report card and hand it in to your team leader.*

**Question 2:** *Flags of non-participating nations and banners with commercial messages are restricted items.*

**Question 3:** *If you find an unattended item that looks suspicious, you should open it to see what it is.*

ANSWERS: 1. True, 2. True, 3. False

## CONDITIONS OF ENTRY, RESTRICTED ITEM AND ACTIONS (cont...)

To access Vancouver 2010 venues, you must:

- Carry a valid ticket (unless under 2 years old) or valid accreditation. Undergo and pass a Security screening.
- Respect the venue code of conduct and all house rules, including those concerning prohibited and restricted items and actions listed below.

Persons not complying with the above conditions of entry may be asked to leave the venue; tickets will not be refunded.

In order to obtain entry into a venue or secure perimeter, spectators are bound by the "Ticket License Agreement" that can be found at the Vancouver 2010 Winter Games website – [vancouver2010.com](http://vancouver2010.com).

Images of the Vancouver 2010 Winter Games obtained with cameras, video and/or audio devices or other means cannot be used for broadcast, publication or any other commercial purposes under any circumstance

If you choose to leave the venue, there is no re-entry with a previously validated ticket.

This area is under video surveillance.

### PROHIBITED ITEMS AND ACTIONS



- Ammunitions
- Criminally prohibited weapons
- Explosive substances
- Firearms, replica firearms, toy guns
- Knives
- Pepper spray
- Public incitement of hatred
- Wilful promotion of hatred

### RESTRICTED ITEMS AND ACTIONS



- Aerosol sprays, flammable liquids, fireworks
- Animals (except service animals)
- Balls, Frisbees, rackets, hockey sticks, pucks and other sport items
- Bicycles, scooters, skateboards, skates, skis, snowboards, sleds
- Broadcast and lighting equipment by entities other than rights-holding accredited broadcasters and host broadcaster
- Broadcasting and recording through the use of cellular phones or other transmitting devices for commercial purposes
- Dangerous, disruptive behaviour or behaviour which disturbs spectators or session
- Devices capable of causing a disturbance
- Illegal substances, drugs, needles, prescription-strength medicines not validly prescribed for the ticket bearer by a physician
- Flash photography and other lighting devices (including lasers)
- Food and beverages, including alcohol, brought from outside of the venue (except for medical needs)
- Folding chairs or benches
- Glass containers or bottles
- Golf umbrellas, open umbrellas in seating areas
- Large bags, containers, coolers, ice chests
- Large banners, flags or poles; flags of non participating countries; unauthorized temporary signage and promotional products
- Smoking (except in designated areas)
- Strollers in a seating bowl or viewing area
- Unauthorized collection of money or commercial activity (such as hawking, ticket resale), sale of counterfeit goods
- Use of radio frequency devices not registered with Industry Canada

## A DAY AT THE GAMES

### BEFORE YOUR SHIFT

**At Home** – Double-check transport services and timetables. When leaving home, you should be wearing your full uniform and your accreditation pass. Bring your pocket guide, sunglasses, hat, gloves, extra socks and any prescription medication. Do not bring valuables.

**Getting to the venue** – You will need to allow time for travel to your venue. Be aware that due to an increase in vehicular traffic during the Games it is likely to take longer to make the journey than it would normally.

**Check In** – When you arrive at the venue, you will need to check in so that the management team is aware that you are present for your shift. You are expected to arrive at least 15 minutes prior to your scheduled start time. When you check in you will be issued a meal voucher and any documents you may need during your shift (for example: incident report card).

### DURING YOUR SHIFT

**Briefing** – After check in you will be directed to the Event Services briefing area where the event services venue manager and deputy venue manager will provide you with the latest updates regarding the event.

**Deployment** – At this stage, you will be divided into teams and proceed to the area of the venue where you will be working. At your position, your team leader will provide you with the instructions and equipment you need to carry out your role.

**While at work** – During your shift you will be moved or redeployed to other positions. This is because certain areas are busy at different times, but also to provide you with variety and keep you active. When you are moved, you will receive instructions relevant to your new position. Your team leader will coordinate your breaks.

**Shift End** – Your team leader will inform you when you can leave your position and finish your shift. You will need to return any equipment and any incident report cards. This is also the time to provide feedback about your shift.

### AFTER YOUR SHIFT

**Work Schedule Changes** – If you need to make changes to your work schedule, the Event Services support operations team will have forms available for schedule changes.



## WHAT TO EXPECT

At your venue, there will be a profound sense of excitement as athletes arrive, compete and create sporting history. This atmosphere will fill you with energy and enthusiasm that will fuel your daily interaction with our guests and leave them with great memories of Vancouver and its people.

### PHYSICAL WORK

The nature of Event Services means that you may be on your feet – in one position or covering an area – for extended periods of time. Your team leader will move you around and arrange breaks where possible.

### BUSY AND QUIET PERIODS

Most of the time, you will be hard at work. However, at certain times, areas of your venue will be relatively quiet. While this is a part of any event, Team Leaders will make every effort to rotate hosts between busy and quiet areas to give you variety.

### WORK SCHEDULE

Changing weather or other factors means that sometimes a competition session may start late, or run over time. When circumstances like this arise, you may be asked to work a little longer than expected, depending on your needs and schedule. In these cases, your team leader will provide you with as much notice as possible.

### WORK ENVIRONMENT

In your role, you may be exposed, at times, to the changing elements of weather. For an outdoor assignment, keep in mind the following guidelines to help protect yourself:

- Your uniform is designed to retain heat and protect you from wind and water.
- Dress in layers so you can add or remove items to adapt to changes in conditions or temperatures.

- Be careful not to overdress which can actually cause cooling through excessive perspiration.
- Wear waterproof and insulated footwear, gloves and headwear designed to keep you warm in extreme cold.
- Wear sunscreen, lip protection and sunglasses to protect you from the sun.
- Remember to drink water (even in cold weather).

### APPEARANCE AND GROOMING

You are expected to wear the complete Games uniform throughout every assigned shift. The following uniform guidelines apply to everyone:

- Exhibit good personal hygiene.
- It is your responsibility to keep your uniform clean and neat.
- Vests and jackets should be snapped and zipped to at least chest high.
- Your accreditation pass must be worn with the photograph visible at all times.
- Personal clothing items must be consistent with the uniform and must not contain obvious references to non-sponsor manufacturers or brand names.



## WHAT TO EXPECT

### PERSONAL ITEMS

There are no personal storage facilities available at Games venues, so please only bring items which can be carried in a backpack.

### BREAKS AND MEALS

At scheduled times during your shift you will be allowed to take breaks. Meal vouchers will be issued to each team member during staff check in.

Team members may not bring food or beverages into the venue. There will be no refrigeration, microwave or food preparation facilities available. Specific medical or dietary needs should be discussed with your venue manager or deputy venue manager.

Limit the use of your mobile phone to when you are on a break.

You may not smoke while on duty. Smoking is permitted in the designated back-of-house smoking areas, and only during breaks as approved by your team leader.

### CONDUCT WITH GUESTS

- Asking athletes or VIPs for autographs or photos is not appropriate while at the venue or in uniform.
- All requests from the media for comments or information should be politely directed to a Venue Media Centre or your team leader.
- You may not engage in personal business or other interests during your work shift, while at the venue, or when in uniform.



## STAYING SAFE

### SAFETY FIRST

The safety, health and wellness of everyone connected to the Games is our top priority. For that reason, Team 2010 works closely with WorkSafeBC and our Games partners to ensure all Games events are conducted in a manner that ensures workforce, athlete and public safety.

Safety requirements exist for everyone's protection and should be followed at all times. We all share a responsibility for safety and should exercise care and consider safety in all aspects of our work to prevent injury. Keep a watchful eye on your work area at all times. If you see a problem, no matter how small, report it immediately to your supervisor.

### HAZARDS

It is a legislative requirement that we ensure you are aware of the potential hazards you may encounter in your role and what you need to do to keep yourself safe from them.

While working at a venue, Event Services hosts will encounter incidents ranging from customer service complaints to medical situations. Your primary responsibility is to report the location of the incident as quickly as you can to your team leader or the Venue Communication Centre (VCC). They will then require support from the appropriate party.

If you feel a situation becomes threatening or your location is unsafe, step out of the way and ask your team leader for support.

## HEALTH AND WELLNESS

Staying safe and well is about more than following rules; it is about looking after your physical health.

### Keeping hydrated

In order to properly perform tasks and undertake strenuous work, you need to stay hydrated. In the cold, there is a tendency to not notice thirst so it is extremely important to keep drinking (a combination of water or fruit drinks, or other healthy drinks) throughout the day in order to prevent fatigue and dehydration.

### Stretching before, during and after your shift

Your role may require strenuous work, repetitive motion and/or long periods of sitting or standing. Stretching helps to reduce muscle fatigue associated with prolonged physical activity or non-activity and helps you remain agile, alert and safe.

### Taking breaks

Your body needs time to regenerate to restore energy. Be sure to take all your breaks, even if you do not feel like you need to.

### Fueling up with nutritious food and eating regularly

You need to take in energy in order to have energy output. Food is the fuel that keeps you going so be sure to eat regularly and start the day off with a nutritious breakfast.

### Knowing your limits

Never push yourself beyond what your body is capable of doing. If you need assistance with anything, such as lifting a heavy box, ask for help, either from another workforce member, your team leader or another supervisor.



## HEALTH AND WELLNESS

### TIPS FOR STANDING

In your role, you may be asked to stand for prolonged periods of time. Below are tips to help reduce leg, back and foot pain:

- Wear good shoes/boots with proper support. Brand new shoes are not recommended.
- Keep your feet warm and dry.
- Shift positions while standing. Keep mobile by pacing around your scheduled post or keep one foot slightly forward (ideally elevated on a curb or ledge).
- Be conscious of your posture and stand erect. Keep your back straight, rotate your hips forward, shoulders back and don't lock your knees.
- Stretch your legs, back, arms and neck throughout the day to promote good blood circulation and prevent stiffness.

## REFUSING UNSAFE WORK

You have the right not to perform work if you believe there is a risk of harm or accident. If you have health or safety concerns, you should let your team leader or supervisor know immediately.

If something feels unsafe, tell your immediate supervisor and explain why you are not comfortable. In most cases, your supervisor will be able to fix the problem. If your supervisor cannot fix the problem, contact your venue workforce manager or venue safety representative.

## SAFETY AND WELLNESS SHIFT VOLUNTEER

At the beginning of each shift, your supervisor will ask for a safety and wellness shift volunteer. This person will act as the safety and wellness champion for the shift and remind fellow workforce members of our key messages.

## FIRST AID/MEDICAL ATTENTION

Knowing where to get first aid/medical treatment before you or someone else suffers an injury means treatment will be quicker and the outcome will be better. Each venue and functional area has developed a first aid plan for their workforce members to follow in the event that they or someone else suffers an injury.

### What you need to do:

- Attend venue specific training where the first aid/medical response plan will be explained.
- Find out what will be expected of you in the event you or someone else is injured.
- Find out where the first aid/medical stations are and how to get to them.
- Let your supervisor know if you have any allergies or medical conditions that a first aid or medical officer would need to know about before they treat you.



## EMERGENCIES

Knowing what to do in the event of an emergency, wherever you are, is extremely important; not only to ensure your safety, but also the safety of everyone around you. Each venue and functional area has developed a response plan for their workforce members to follow in the event of an emergency.

### What you need to do:

- Attend venue specific training where the emergency response plan will be explained.
- Find out what you will be expected or directed to do in an emergency situation.
- Find out where all the emergency exits are and how to get to them.
- Find out where you need to assemble if you are asked to evacuate the venue.

## FREQUENTLY ASKED QUESTIONS

### Who is my supervisor?

Your event services team leader is your direct supervisor and is your first point of contact for all safety concerns as they are the person in the best position to resolve them immediately.

### Who do I contact if I have a safety concern I can't talk to my team leader about?

If you are uncomfortable approaching your team leader or your team leader is not available, you should then contact an event services supervisor. You may also contact the venue workforce manager, your event services venue manager or event services deputy venue manager.

### How do I contact them?

The event services supervisor, venue manager or deputy venue manager can be reached through a dedicated Event Services telephone number. This number will be provided to you at venue specific training. Venue workforce managers can be found at workforce check in.

### Will I be working alone in my role (for example without ready access to first aid or emergency assistance)?

We all work within a team but depending on your position and what you are doing at a specific time you may be alone. If you are alone you will be given a radio to use as a means of contact.

### Will I be at risk of workplace violence when I am performing my role (for example threat of physical assault by a non-workforce member)?

We will do everything possible to maintain a safe workplace. If you ever feel threatened, contact your supervisor or another workforce member immediately.



## 0.1 PRIVACY AWARENESS

### PRIVACY POLICY

VANOC has a mandate to plan, organize, finance, and stage the Vancouver 2010 Winter Games. As part of carrying out this mandate, VANOC will need to collect, use, and disclose personal information about those participating in the Games as well as its employees, volunteers, ticket purchasers, spectators, and individual customers and clients. VANOC has implemented a Privacy Policy to ensure the personal information it collects and has in its possession is protected.

**Privacy is defined as:** the right of individuals to choose when and how their personal information is used or shared. Personal information is defined as any information about an identifiable individual. However, business contact information (typically, the information on a business card) is not considered personal information.

### PRIVACY LEGISLATION

The collection, use, and disclosure of personal information and the right of an individual to control how his or her personal information is used, is governed by Canadian federal legislation, and where applicable, provincial legislation. British Columbia has its own privacy legislation, called PIPA, which applies to VANOC. Federal privacy legislation (PIPEDA) may apply to VANOC when information is transferred between provinces or internationally.

### VANOC'S PRIVACY POLICY POSITION

VANOC is committed to complying with PIPA and all other privacy legislation, including PIPEDA, and maintaining principles of integrity and trust with respect to all personal information.

### PRINCIPLES OF PRIVACY

There are eight principles of privacy you should be aware of:

#### 1. Accountability

VANOC is responsible for the personal information it collects. VANOC has appointed a Chief Privacy Officer supported by the Privacy and Security Awareness Team (PSAT) to ensure our compliance with privacy principles and policies.

#### 2. Identify purposes for collection

When we collect personal information, we need to inform individuals of why we are collecting the information either before or while we collect the information.

#### 3. Limiting collection

We will collect only the personal information that is required to fulfill purposes deemed necessary for business purposes.

#### 4. Limiting use, disclosure and retention

We will use and disclose the personal information only for the purpose for which it was collected. We can retain personal information only for as long as it is needed for the purpose for which we obtained consent. Once it is no longer required, we must destroy or make it anonymous.

#### 5. Access and accuracy

All individuals may make a request to access any of their personal information we have on record. We are obliged to keep personal information as accurate, complete and as up-to-date as it needs to be for the purpose for which we are using it. Individuals have a right to request that.

#### 6. Safeguard or proofreading

We must secure personal information according to:

- its degree of sensitivity
- where it is stored (electronic or paper files)

The more sensitive the information, the greater the responsibility for protecting it.



## 0.1 PRIVACY AWARENESS (cont...)

### 7. Openness

All individuals including athletes, employees, secondees and volunteers should have access to information about our privacy policy and practices.

### 8. Obtaining consent

We need to get an individual's consent to collect, use and share his or her personal information.

### HOW TO HANDLE PERSONAL INFORMATION

- Obtain an individual's consent before collecting their personal information.
- Once collected, employees and volunteers are responsible for keeping personal information safe.
- Keep personal information up-to-date.
- Do not release personal information to anyone asking for it.
- Keep personal information out of the public eye at work and lock up all paperwork with personal information at the end of the day.
- Do not leave personal information at the printer and the fax machine.
- Do not e-mail sensitive personal information like credit card numbers. It's not secure enough.
- Only access the personal information needed to perform your duties.
- Only use personal information for the purpose for which it was collected.
- Keep all passwords secure and do not share them with anyone.

## 0.2 HOW TO USE A RADIO

### ANATOMY OF A RADIO

Below is a picture of the radio that many workforce members will use during Games-time. We have highlighted the functionalities of the radio that you may use. This will be discussed in more detail in your face-to-face training.



### COMMUNICATING OVER THE RADIO NETWORK

Each venue will have its own communication plan and radio network. Here are some specific definitions to help you understand how a radio network is structured and recognize some of the vocabulary that you will hear.

#### Talk Group

Each radio user will be assigned a Talk Group, which is the equivalent to a radio channel. A Talk Group consists of a group of radio users who share similar on-venue responsibilities and need to speak with each other most often.



## 0.2 HOW TO USE A RADIO (cont...)

### Call-sign

Each radio user will have a designated call-sign. A call-sign is a means of identifying a radio user by their position and responsibility (For example, the Event Services Manager will go by the call-sign: EVS1, whereas the Event Services Deputy Manager will go by the call-sign: EVS2). Personal names should not be used when communicating over the radio, only call-signs.

### Venue Communication Centre (VCC)

The Venue Communication Centre (VCC) is similar to a radio dispatch centre. It is the main communication hub at a venue. The VCC is staffed with VCC Operators who are responsible for assisting the venue team by completing the following tasks:

- Monitoring radio traffic and documenting issues that arise.
- Facilitating 2-way radio traffic between radio users that are not located on the same Talk Group (radio channel).
- Providing venue and event related information to the venue team when needed.

Each monitored Talk Group will have its own dedicated VCC Operator. The call-sign for the VCC on every monitored Talk Group is BASE.

### THE BASICS OF RADIO TERMINOLOGY

In this chart, you will see the basic terminologies that we use to communicate over the radio. These words identify specific meanings and will allow radio users to follow your message accurately. Consider this your “radio language.”

Radio Terminology	What it Means
This is	Who is making the call.
Go for	Who is answering the call.
Over	I am finished talking now and awaiting your response.
Out	I am ending this radio conversation.
Say again	Repeat your last transmission, I did not understand.
Stand by	Wait a few minutes while I finish other business, I will radio you when I am ready to talk.
Copy	I understand/Message received.

### INITIATING A RADIO CALL

When initiating a radio call, we use the “Sandwich Method”:

#### **THEM... YOU ...THEM, OVER**

#### **Example**

If VENUE 1 (the Venue General Manager) needs to speak with FAB 1 (the Food and Beverage Manager) it would sound like this:

**FAB1, this is VENUE1 calling FAB1, Over.**

(Receiver.....caller.....receiver)

VENUE1 has initiated the call by stating the Food and Beverage Manager’s call-sign twice. This is to ensure that FAB1 has two opportunities to hear and register that they are being called. In a busy event, it is common for radio users to miss a call when they are preoccupied. The “Sandwich Method” is used to help alleviate this.



## 0.2 HOW TO USE A RADIO (cont...)

### ANSWERING A RADIO CALL

When answering a radio call, we say:

**GO FOR... [Your Call-sign], OVER**  
(receiver call-sign)

This is to notify the initiating caller that you are entering the radio conversation and awaiting a message.

#### Example

If Press1 (the Press Operations Manager) initiates a call to Site1 (the Overlay Manager) it sounds like this:

**SITE1, this is PRESS1 calling SITE1, Over.**

The Overlay Manager would then respond to the call and enter the radio conversation by saying:

**Go for SITE1, Over.**

### AVOIDING HAZARDOUS LANGUAGE

Radio users must be sensitive to the language and terms they use when transmitting a message. Radios are distributed to many team members. It is likely that audio from their radios will be overheard by spectators, press and other staff.

The chart at right indicates the language that should be substituted for common terms that are not appropriate for radio communication as they may cause alarm or panic.

Correct Terminology	What it Means	What it replaces
Incident	An incident has occurred, and descriptive terminology cannot be used	"explosion" "crash"
Item of Interest	An item has been found that is giving cause for concern – perhaps is thought to be a threat.	"bomb" "suspicious package" "gun" "firearm" "weapon"
Medical Incident	An occupant of the venue is observed to have been injured, or is experiencing physical distress	"seizure" "heart attack"
Disturbance	An incident involving members of the venue population requiring control by VANOC or VISU (Security)	"fight" "riot"
Law Enforcement Required	An incident is occurring that requires Law Enforcement response.	"crime" "cops!"
Fire Protection Required	Smoke or Fire has been observed, and the Fire Department is needed	"Fire!"



## 0.2 HOW TO USE A RADIO (cont...)

### RADIO ETIQUETTE AND GUIDELINES

#### Using the 6-step Process:

Whether you are learning to use a radio for the first time or you consider yourself a seasoned veteran, use the following guidelines to assist you when you are making a radio call.

- **THINK** about what you need to say before you begin to transmit.
- **LISTEN** to ensure your Talk Group is clear of any radio transmissions in progress.
- **PRESS** and hold the Push-To-Talk (PTT) button.
- **WAIT** for the talk-permit tone before speaking (Otherwise the beginning of your message will not transmit).
- **SPEAK** into the microphone, holding it about 3 inches from your mouth.
- **RELEASE** the Push-to-Talk (PTT) button once you have completed your transmission.

### THINGS TO REMEMBER WHEN YOU ARE USING THE RADIO

#### Always:

- Be Brief!
- Speak slowly and clearly
- Keep radio chatter to event related information
- Stay on the Talk Group you've been assigned unless instructed to switch by your supervisor or the VCC

#### Never:

- Use profanity or slang
- Give confidential information over the radio – use a telephone or face-to-face conversation
- Put your radio down unattended

#### Your radio is your responsibility:

- Report any lost, stolen or malfunctioning radios to your supervisor



## 0.3 GLOSSARY OF TERMS

Terms	Definitions
<b>A</b>	
<b>Access Control Point (ACP)</b>	An access control point is the location where a person's credential (Accreditation Pass) is checked as (s)he enters a venue or zone within a venue.
<b>Access Monitor</b>	The host who checks a person's accreditation pass as (s)he enters a venue or zone within a venue.
<b>Access Card</b>	Access card provides access to an individual to a zone who is not normally accredited to enter to resolve an issue or assist with certain operations. An access card is not valid on its own; the person must also be wearing their standard accreditation pass.
<b>Accreditation Pass</b>	A standard credential (accreditation pass) containing the person's photograph, name, title and access privileges.
<b>Ambush Marketing</b>	The attempt by entities other than Official Games Sponsors to profit from perceived association with the Games.
<b>Assisted Listening Device</b>	A hearing augmentation system which can be placed around an area to enable people with hearing aids to tune in to the PA announcements and commentary.
<b>B</b>	
<b>Back Of House (BOH)</b>	Back of house refers to the area "behind the scenes" within a venue that is used by appropriately accredited people. Spectators are not permitted to access back-of-house areas.
<b>Briefing</b>	Short information session where staff receive information they need for the upcoming shift.

Terms	Definitions
<b>C</b>	
<b>Call Sign</b>	Each radio user is allocated a call-sign. This replaces personal names and identifies a radio user's position. It is used during radio communications with others.
<b>Concession</b>	An outlet selling items (food, merchandise) within a venue.
<b>D</b>	
<b>Daily Run Sheet (DRS)</b>	A Daily Run Sheet is a timeline of scheduled activities at a venue.
<b>Day Pass</b>	An accreditation pass issued to a person who needs to enter a venue for which they are not accredited on a particular day.
<b>Deployment / Re-deployment</b>	The process of assigning staff or equipment to work positions and moving them around as required during a shift.
<b>E</b>	
<b>Egress</b>	The period of time when spectators leave a venue at the end of a session.
<b>EVS</b>	Event Services
<b>F</b>	
<b>Field-of-Play (FOP)</b>	The area used for sporting competition.
<b>Front-of-house (FOH)</b>	Front-of-house is the area within a venue accessible to ticketed spectators. It is located after the ticket validation point and usually contains services for spectators such as toilets and catering outlets.

## 0.3 GLOSSARY OF TERMS

Terms	Definitions
<b>F</b>	
<b>Function Area (FA)</b>	Group within venue team responsible for a particular function or activity (for example: Spectator Services is a Function Area).
<b>H</b>	
<b>HDE (High Demand Event)</b>	Media demand for some sessions or events may be greater than the allotted seating to either press or broadcasters. Those events are considered as Media High Demand events and require a ticket to be presented at the relevant venue together with accreditation. Policies may vary and may be applied differently for press and broadcasters.
<b>Holding Area or Waiting Area</b>	An area where spectators gather (and queue in lines) before they enter a venue.
<b>I</b>	
<b>Incident Report Card</b>	Form used to record details of an incident for later review and investigation. Details include incident location, description and date and time.
<b>Information Booth</b>	A booth where information and directions are provided to spectators. Information Booths will also be the location of Lost and Found operations.
<b>Ingress</b>	The period of time when spectators enter a venue for the start of competition.
<b>L</b>	
<b>Lost and Found Service</b>	The system to reunite lost objects with their owners or people with their party. This system is present at all competition venues. After an event, unclaimed lost objects are sent to a central claim centre that services all venues.

Terms	Definitions
<b>M</b>	
<b>“Mag and Bag” or Pedestrian Screening Area (PSA)</b>	The security checkpoint area where the metal and bag inspection takes place before the spectators may enter the venue. Magnetometer (Mag) Gate – a gate which creates a magnetic field to detect metal. An electronic walkthrough metal detector (also known as a “mag”). The device is used most often in conjunction with a bag search (known as a “mag and bag”).
<b>Marshalling</b>	The art of moving crowds in the desired direction by use of voice, hand and arm motions.
<b>Megaphone</b>	A device or tool that electronically amplifies the human voice for communicating to large crowds.
<b>Mixed Zone</b>	Area where media interview and/or photograph athletes directly after competing.
<b>MOST (Mobile Operations Support Team)</b>	Team of volunteers used at multiple venues, for example, during the non-event days on one venue to meet shift staffing demands at other venues.
<b>O</b>	
<b>Olympic Family</b>	Members of the International Olympic Committee (IOC), International Paralympic Committee (IPC), International Federations (IF), National Olympic Committees (NOC), heads of state, heads of government, royal families and domestic accredited members.
<b>Operations Gate (Ops gate)</b>	A venue entry gate set up to allow priority access to various groups (e.g. accredited persons, persons with a disability).

## 0.3 GLOSSARY OF TERMS

Terms	Definitions
<b>P</b>	
<b>Pacer</b>	The host who stands in front of the Magnetometer Gate, asks the spectators to open their bags, empty their pockets of any metallic items.
<b>PEA (Prime Event Limitation)</b>	Some sessions or events, for which the demand of the Olympic Family for seating exceeds the available seats, are considered as Prime Events and require a Prime Event Access (PEA) status on accreditation. Certain Olympic Family accreditation functions don't have the PEA status and require a ticket to attend those events.
<b>Pre-mag Information Marshal - PIM</b>	The host who stands 10 metres in front of the Pedestrian Screening Area, requesting the spectators to use the queue with less people and to prepare for the security inspection.
<b>PSA (Pedestrian Screening Area)</b>	A designated area where spectators and accredited personnel are security screened (Mag and Bag) prior to entering the venue or secured area, in order to ensure no prohibited or restricted items enter the venue.
<b>Q</b>	
<b>Queue</b>	The system in which a crowd awaiting an individual service is gathered. For example, spectators awaiting entry to a venue, waiting to buy from a concessionaire or have their ticket scanned.
<b>R</b>	
<b>Redeployment</b>	To move something or someone to a different place or job.

Terms	Definitions
<b>Restricted actions</b>	List of actions contrary to venue rules (disruptive behaviour, gambling, smoking).
<b>Restricted items</b>	Items that persons may not carry into the venue so the safety and enjoyment of all spectators is preserved (glass, large flags, weapons).
<b>Rights-holding broadcaster</b>	A broadcasting organization that has subscribed for the rights to broadcast the Olympic or Paralympic Games
<b>Rotation</b>	The action of moving staff to different posts in order to have variety on what they are doing to provide fair treatment to all staff.
<b>S</b>	
<b>Session ID</b>	A unique reference number to a specific session of sport or ceremonial event.
<b>Spectator Marshal</b>	The volunteer (host) who direct spectators outside and inside the venue.
<b>Supervisors</b>	Part of the Event Services team that is responsible for supervising team leaders and their operations within a geographical area of the venue
<b>Supplementary Device</b>	A Talk Group is a radio channel that is shared by certain staff members that need to communicate together to carry out their duties.
<b>T</b>	
<b>Talk Group</b>	A Talk Group is a radio channel that is shared by certain staff members that need to communicate together to carry out their duties.
<b>Team Leaders</b>	Part of the Event Services' team that manages hosts within an assigned area ensuring their performance is in accordance with agreed the procedures.

## 0.3 GLOSSARY OF TERMS

Terms	Definitions
<b>Ticket aprons</b>	Type of equipment used at entry gate to store ticket stubs. Worn by hosts when ripping tickets.
<b>Ticket Validation Point</b>	Area in a venue where tickets are scanned and validated.
<b>Ticket stub</b>	A ticket stub is the smaller portion of an event ticket that is torn off at the perforated lines. The stub is kept to verify attendance and to show that the ticket has been used.
<b>Ticket Taker</b>	The host who checks, scans or rips the tickets and places the stubs in the ticket aprons.
<b>U</b>	
<b>Unattended item</b>	An item that has no obvious owner or is left unattended or cannot be accounted for.
<b>Usher</b>	A host whose duties include assisting spectators in finding their seats, monitoring crowds for potential conflicts and directing crowds on egress or in case of emergency.
<b>V</b>	
<b>VAO (Venue Accreditation Office)</b>	An office in the venue where the venue accreditation manager is based. Locations with access to VANOC accreditation information and where accreditation issues may be resolved.
<b>VCC (Venue Communication Centre)</b>	The VCC manages the communication within and outside the venue by receiving, monitoring and directing radio transmissions, telephone calls, messages, faxes and weather reports.
<b>Venue Team</b>	The group of individuals from all function areas who work together to plan and operate a specific facility.

## Congratulations!

On behalf of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games, we want to thank you for participating in job specific training.

Putting on an event of this magnitude is a challenging task, one that would be impossible without you.

Your dedication, enthusiasm and hard work will be invaluable in making the 2010 Games a great success.

We hope you enjoy the next steps in your training journey and look forward to working with you at the Games!

Thank you! Merci!

**The Event Services Team**

