



Welcome!

**Thank you for attending Scottsdale Arts'
Volunteer Orientation and Training**

The **2016–17** season promises to connect audiences to artists, artists to the community and Scottsdale to the world. We appreciate your time and dedication and hope that participating in our volunteer program will make your valuable time worthwhile.

We love our Volunteers!

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VOLUNTEER PROGRAM MISSION STATEMENT

“To present a professional, knowledgeable and considerate volunteer group, capable of providing a safe and enjoyable experience for our patrons”

Let's Connect!

If any of you are on social media, please take a moment to "like" Scottsdale Arts, Scottsdale Center for the Performing Arts, SMOCA, Scottsdale Public Art and Scottsdale Arts Festival on **Facebook** and follow each organization on **Instagram**. Social media is being utilized all over the world and will give you instant access to what's going on. We appreciate your support!

Volunteer Opportunities

There are many areas that can benefit from volunteer time. The usher program requires an annual training and the concierge program requires ongoing trainings and meetings throughout the season. Other areas will usually provide on-the-job training. You will have opportunities to volunteer within the following departments and events:

Usher Program	Brazil Day
Catwalk Lounge	Celebration of the Arts for Children with Disabilities
Box Office	Scottsdale International Film Festival
Concierge Program	Canal Convergence
Museum Store	Scottsdale Arts Festival
	Scottsdale Culinary Festival

Venues and Spaces

- Dayton Fowler Grafman Auditorium
- Mezzanine Conference Room (MCR) – Catwalk located here
- Young at Art Gallery (YAAG)
- Virginia G. Piper Theater (853 seats)
- Stage 2 (137 seats)
- Amphitheater (2000+ seats)
- Scottsdale Museum of Contemporary Art and SMOCA Lounge

Volunteer Hour Requirements

Complimentary Tickets: Eight hours of service required. Complimentary ticket offers are sent throughout the season by email with specific instructions on how to redeem.

Volunteer Appreciation Event: 25 hours of service in one season required.

Hours donated are calculated per season, but your total hours accumulate on your home page year to year. Our program is entirely paperless, so please make sure that we always have your current information.

Volunteer Duties

Ushers – Scan tickets, hand out programs, stuff program inserts and assist patrons in the Virginia G. Piper Theater, Stage 2 and Amphitheater. Specific black and white dress code required.

Concierge – Attend specialized trainings throughout the year to learn about our programming at SCPA, SMOCA and Scottsdale Public Art. Engage with patrons in the atrium and at special events and festivals, encourage patrons to purchase memberships and share information about Scottsdale Arts events.

Catwalk Lounge – Meet and greet guests interested in going up to the MCR for Catwalk Lounge, which opens 1 ½ hours prior to selected performances in the Virginia G. Piper Theater. Requires handling money, Square iPad software (credit card transactions) and being knowledgeable of the evening's events and the Catwalk Lounge.

Box Office/Will Call – Assist Box Office staff in helping patrons pick up their will call tickets.

Retail/The Store – Assist patrons in viewing merchandise and selling merchandise for select artist performances.

Scottsdale Arts Guest Experience Training

Guest Experience Philosophy

We strive to be memorable and give each guest an experience that exceeds expectations.

Scottsdale Arts Service Standards

- Respect – Show regard and consideration for the needs, wants and expectations of all people.
- Knowledge – Value learning and sharing information openly and proactively.
- Consistency – Provide a seamless, smooth operation by removing barriers to ensure the best possible results with the resources available.
- Appearance – Ensure our facilities, staff and activities are presented with as much care as a work of art.

1. **Greet guests with respect and a positive, welcoming attitude:** Welcome every guest with a smile. Before words are exchanged, say hello with your eyes and a smile. A non-verbal “body language welcome” will ensure dialogue; and remember, a good first impression is critical and sets the tone for the rest of the experience. Treat all people with respect independent of their status or appearance.

The Standard: Greet guests promptly and politely. Be sure to use please and thank you during each guest interaction. If you are working with another guest or in the middle of something, acknowledge the new guest with a simple hello and let them know you will be with them as soon as possible.

Verbally welcome with “Welcome to Scottsdale Arts, the Center, Scottsdale Museum of Contemporary Art or Scottsdale Public Art, or

Start off by asking “How are you today?” or “Have you been here before?”

If you ask, “How may I help you?” or “Do you have any questions?” You may put the guest on the defensive. Break the ice first!

Be polite. Say “Yes” instead of “Yeah,” say “Please” and “Thank you.” Do not say, “No Problem.”

Never point when giving directions. Your hand should be extended palm up. If a guest is looking for a certain place, it is preferable for you to take them in the direction they should go.

- Say goodbye with a smile and thank each guest for visiting. Always end the interaction with “Thank you for coming and I hope you enjoyed your visit. I hope to see you again.” And then say goodbye with a smile.
- Be consistent with your interactions.

Let them like you! Be likeable! We all like to be around someone who’s upbeat and cheerful. Guests want to feel loved and respected just as much as you do. They want to feel appreciated for making the effort to come to the Center, SMOCA or our events. They want to know that we care about them. With so many choices of places they have to spend their free time, they chose to spend that time here.

The Standard: Have a smile on your face when a guest enters. Be warm, engaging and appreciative in your interactions.

- To improve the guest's experience, be friendly, polite and outgoing.
- Be knowledgeable about exhibitions, events, shows, directions, local attractions and restaurants.
- While helping a guest, take the lead and make recommendations about Scottsdale Arts' activities.
- It all adds up to a warm and likeable atmosphere!

2. **Be present and proactive:** Be present with guests and don't be distracted by personal issues, business or company politics. If you are aware, it will be easier to notice if a guest has a need before they verbally share it.

The Standard: Be proactive and approach a guest who looks like they have a question or need help.

- *Proactive* guest service is about taking active steps to ensure exceptional guest experiences, while *reactive* guest service is about passively responding to a guest.
- Be observant. If a guest appears to have a problem, looks disoriented or has question, greet them with a smile and eye contact and ask, "Hi, welcome to the Center, SMOCA... "Do you have a question about something I might be able to assist you with?" or "How can I help you"?"
- Stay with them until they seem satisfied.

3. **Practice active listening and body language:** It is important to be intentional with regard to listening. Every single guest is a very individual person who comes with his or her own perspective, experiences and thoughts. Providing excellent guest service to a diverse group means paying attention. Often, body language speaks louder than words!

The Standard: Listen actively without speaking while a guest is relaying their request or issue. Repeat their request or issue. Tell them what your next step will be. Communicate clearly, transparently and with detailed information. Pay attention to their and your body language.

- Make and keep direct eye contact.
- Lean slightly toward the guest to show you're interested in what they are saying.
- Do not interrupt when the other person is speaking.
- Ask open-ended questions to gain additional information. Open-ended questions encourage full responses rather than a brief "yes or no" response and allow the guest to talk more than you.
 - Some key phrases to use in these situations:
 - Have you been here before?
 - How are you enjoying the show, exhibition event?
 - Which is your favorite exhibition, show or event?
- Repeat back what you heard to clarify and check your understanding by clarifying ("I want to make sure I understand...").
- Provide a solution to clarify what you are or will be doing to assist.
- Do not cross arms, do not put your hands in pockets or on hips, do not clench your fists, make random movements or frown. These body language positions are negative.
- Consider yourself "on-stage" when at the Scottsdale Cultural Council facilities or events, even during slow times or when you are off-duty.

- Always present an open, professional and approachable appearance.

4. If you don't know the answer, seek it and follow through

The Standard: Guest experience is exceeded through prompt and professional handling of questions with appropriate follow up. Tell the guest, "That is a good question, let me..."

- Present yourself by giving your name and asking for the guest's name.
- Acknowledge the question by restating it to confirm you understand.
- Apologize for any inconvenience for not having the answer.
- State that "That's a good question, I'm happy to find that out for you."
- Provide an answer by going and finding out.
- When possible, ask another staff member for the answer and provide a prompt response to the guest. If you do not have access to an answer, ask for the guest's contact information (phone and email), give the guest your name and reassure them that you will follow up as soon as possible.
- Route the question to the appropriate staff person, ask for confirmation of the receipt for your request and the results of the inquiry.
- Follow up with the guest when appropriate.

5. Turn a mistake into an opportunity to go above and beyond: When a mistake has been made or when a guest perceives one has been made, every effort should be taken to remedy the situation.

The Standard: Mistakes or errors should be remedied as soon as possible, or as soon as you are notified of a problem using these tactics:

- Identify the error as quickly and specifically as possible by asking questions.
- Do everything you can to rectify the situation:
 - By providing the guest with what was originally required
 - By providing as close as possible what the guest originally required.
 - By exceeding the guest's expectations with an unexpected additional benefit.
- If guests are upset, help them cool off by listening and saying "I understand how you feel" or "I'm glad you mentioned that."
- Involve and inform a supervisor or colleague of the situation so they are aware and can respond if necessary.

6. Handle complaints and difficult situations with grace: Guest experience will be exceeded through prompt and professional handling of complaints and difficult situations. Use your training to think on your feet to resolve situations.

The Standard: Show genuine interest, listen, acknowledge, empathize and address the issue, then tell the guest what your next steps will be.

- Listen. Do not interrupt or try to problem-solve before the guests explains.
- Acknowledge and empathize with the guest. Express understanding of how they feel. Ask questions to help in problem solving now.
- Some key phrases to use in these situations:

- “I would like to help.”
- “That must have been really frustrating.”
- “I see that this is important and I understand”
- “Would you feel better about this if I could...”
- Focus on the issue and not emotions.
- Be mindful of your body language. No hands on hips or crossed arms over chest. Use a helpful tone of voice.
- Take steps to solve the problem. Tell the visitor how you will solve the situation. Strive to over deliver on rectifying the situation. Tell your supervisor about the problem when appropriate.
- Follow up, if appropriate.

You can use the **CARP** system to remind yourself about the four major pieces of defusing a situation:

1. **Control:** the key in reasserting control is to stay very calm and breathe.
2. **Acknowledge:** It is important that the angry person see that you understand his/her emotional state and the situation. Apply empathy, understanding and active listening and apologize.
3. **Refocus:** Make the transition from dealing with the emotions to dealing with the actual problem.
4. **Problem-Solve:** Get and give information, suggest possibilities and appear helpful, offering choices and following through.

Some key phrases to use in these situations:

- “I understand your concerns. I’m so sorry, let’s see what we can do.”
- “I know this is frustrating, I’m glad you mentioned it.”
- “Thank you for your patience.”

7. Stress Management

The Standard: Recognize that managing workplace stress ensures a positive guest experience and improves an individual’s physical and emotional health. Staff and volunteers are encouraged to identify and manage stress.

Remember: Each of us has options in how we choose to handle stress!

- Be aware and recognize when you or others are experiencing excessive stress.
- Take a break — If you believe you are experiencing excessive stress, take a short break. Take a deep breath, relax and decompress.
- Share the situation at the appropriate time – we are all in this together. Feel free to share challenges, concerns and problems with a colleague or supervisor. Occasionally “venting” can clear the air and get things back into perspective (NEVER in front of guests or within earshot; always back of house).
- Look for humor, not sarcasm, in the situation – In almost every situation, we can find something funny if we just look for it. Guests can sense your stress and often laughter is one of the best stress relievers available.
- Be aware of your body language. Harness the stress and use it to motivate or regroup and understand that within groups, every guest is an individual and should be treated with respect.

8. Personal and work environment appearance: To ensure guests have a welcoming experience, please adhere to the following guidelines:

- The standard dress code is business casual. For some situations, a uniform may be required.
- You must have a clean, neat appearance.
- Clothing should fit you appropriately—not too tight or too baggy.
- Please follow dress guidelines established by your department.
- Please keep public and office areas tidy and organized For example: Pick up stray trash and close doors to back of house.

9. The send-off: A good send-off statement is important in creating a lasting impression to our guests.

The Standard: “Thank you for coming,” “I hope to see you again soon,” or “I hope you enjoyed your visit.”

- Guests will take away an impression of their encounter with the facilities and events. Make sure that impression is positive.

10. Serving guests with disabilities: Scottsdale Arts welcomes people with disabilities. Our goal is to welcome them and provide service that respects the dignity and independence of our guests.

- Identify yourself when you approach the guest.
- If a guest has a service dog, do not distract, feed or pet the service dog.
- Do not touch or move wheelchairs or other mobility devices without the guest’s consent.
- Be considerate. It might take extra time for a person with a disability to say or do things.
- Speak clearly and distinctly. Showing might be more effective than telling.
- Be confident, reassuring, and respectful.

11. Serving guests from foreign countries: Understand that guests from other cultures may have different values, different norms (for example, personal space), conversation dos and don’ts, physical gestures and ways of addressing other people. Follow cues from them where possible. Your best presentation is to be non-defensive and helpful.

USHER PROGRAM PHYSICAL REQUIREMENTS

- Ability to walk up and down stairs
- Work in dimly lit conditions
- Read small print on tickets
- Be able to stand for up to 2 hours or more
- Provide own flashlight

USHER PROGRAM REQUIRED ATTIRE

We expect our ushers to create a professional appearance as they are the face of the Scottsdale Center for the Performing Arts. A plain, neat (wrinkle-free, please) blouse and black slacks or skirt is required. Wearing a watch is encouraged; please disable any beeping or alarm on the watch. Jewelry that dangles or makes any noise is discouraged. The best accessory to a big smile!

- Plain black bottoms: a modest skirt or ankle length slacks/ trousers; no patterns, prints or capri-length bottoms.
- White top: a blouse, shirt or polo-type collared shirt with no insignias or logos. No t-shirts, sweatshirts or sweaters, please. The top should be a pure white. No cream, ivory or eggshell. Men are encouraged to wear a black tie to all events.
- Comfortable all-black shoes and black socks; no high heels.
- Solid black or white blazers/cardigans allowed over clothes.
- For amphitheater events (more casual): black pants, black jeans or black shorts in good condition; white casual tops such as a polo or golf-type shirt (no t-shirts, please), with no logos or prints.
- No purses or fanny packs are allowed in the theater. Arrangements will be made to secure any valuables.
- Ushers are not allowed to carry water bottles during a shift except at outdoor amphitheater performances. Please contact the Volunteer Coordinator if this presents a problem.

SCHEDULING

Volunteers who sign up for many shows (rather than just favorites) and who are flexible find that they work more frequently. Volgistics automatically sends out a reminder email two days in advance of your shift. If you need to cancel within two days of your shift, you must notify the volunteer coordinator or Carolyn Sedlak (if usher related) via email or phone. Please leave a detailed message indicating the date, time and name of the event for which you have to cancel your scheduled shift.

PATRON INTERACTION

- Always greet patrons with a smile; be courteous and helpful.
- When scanning tickets, do not offer your hand to hold the ticket, rather allow the patron to hold their ticket up to be scanned.
- Program ushers should greet patrons using the name of the show. For example, "Good Evening, Welcome to Steppin' Out With Ben Vereen."
- Be able to direct patrons to the restrooms, water fountains, elevator or box office.
- Recognize special-needs patrons and offer assistance; note where they are seated.
- Talking in the theater disturbs patrons. Move to the lobby if it is necessary to talk.
- No alcohol consumption before or during the shift.
- No gum chewing, noisy jewelry, strong colognes or perfumes
- When giving directions, don't point; instead motion with the entire hand, palm up.

- Be able to say “Welcome” and “Follow me” in American Sign Language (ASL) and Spanish.
 - “Welcome” = “Bienvenido”
 - “Follow Me” = “Sigueme” (SEE-ga-mee)
 - “Welcome” ASL: The sign "WELCOME / hire / invite" is done by holding the flat hand palm up out away from your body (off to the right a bit) and then bringing the hand in toward your torso:
<http://www.signingsavvy.com/search/welcome>
 - “Follow me” ASL: Both A-hands (fist, with thumb outstretched), one comes in line behind the other and then follows behind it as it moves forward:
<http://www.signingsavvy.com/search/follow+me>

ACCOUNTABILITY

The Scottsdale Center for the Performing Arts is a high public profile organization and our ushers are the pinnacle of our standards of excellence commitment. To maintain the best levels of customer service and patron interaction possible, we ask that each volunteer hold themselves accountable for agreeing to abide by the guidelines set forth in this handbook and by our house and theater managers. In the unlikely event that a volunteer appears unable or unwilling to follow the guidelines, they may receive a warning or possibly be sent home. If needed, warnings will be given verbally to the volunteer, recorded in the house report and submitted to the volunteer office. Three warnings during the season may result in re-assignment or termination.

NOTE: All volunteers in the Usher program must attend a mandatory training session every season to remain on the active usher roster. These training sessions are important because theater information can change with every new season. Usher volunteers can attend one of the two sessions offered in the fall, or the single session offered each January. Ushers who do not attend training will not be scheduled to usher any performance until training is completed. A completed photo release form and a handbook acceptance form must be turned into the Volunteer office before any ushering assignments are confirmed.

THEATER REGULATIONS

- Cameras or recording devices are NOT allowed to be used in the house because they can violate copyright laws and a flash can distract or endanger performers. Please be patient and understanding. We realize cell phones are in constant use and not everyone is trying to record or take photos.
 - If you see a patron with any audio or visual recording device, please talk to the patron directly or advise a house manager immediately.
 - Ushers will be advised of any exceptions.
- Food and Beverage
 - Virginia G. Piper Theater – Food and/or beverage are allowed inside the theater, provided they are purchased from the concession inside the atrium.
 - Stage 2 – food and beverage allowed inside the theater.
 - Amphitheater – no outside food or beverage allowed, except for bottled water.
 - Dayton Fowler Grafman Atrium – during events that include food, no outside food or beverages are allowed to be brought into the Atrium.
- Dressing rooms and green rooms are strictly off limits
 - Patrons, volunteers and house staff are never permitted to visit the dressing rooms or green room.
 - If a patron believes they have been invited to visit the dressing room, contact a house manager to check with the artist representative on duty.

- **Accessibility**

- Service animals are welcome in all venues.
- Elevators are available in all multi-level venues.
- Assistive Listening Devices can be checked out at the box office at all venues. They should be returned to the Box Office by the patron.
- If a performance is scheduled to be American Sign Language interpreted, Audio-Described or Open-Captioned, ushers will be advised of this prior to the performance and signage will be placed in the lobby alerting patrons.
- ADA requirements allow ushers to ask only two questions when confronted by a person with a dog or small horse claiming that it is a "service animal":
 - 1) Is this animal required for a disability?
 - 2) What skill has this animal been trained to perform?
- Service animals do not need any documentation.
- "Therapy" animals are not ADA-recognized service animals and are not allowed no matter what documentation may be presented.

Procedures

THE BASIC TIMELINE OF A SHIFT

- Arrive on time to your shift
 - For Amphitheater performances, an usher's shift begins at 5:30 p.m. because the gates open at 6 p.m.
 - For the VGP, please arrive one hour before show time.
- Pre-show duties
 - Ushers insert materials in programs.
 - Ushers receive performance details (i.e. door opening time, performance timing, late seating instructions and accessibility arrangements.)
 - Ushers are given individual assignments for each performance.
 - In some cases, ushers are given refreshers on training for ticket scanners, or seating protocol.
- Ticket taking duties
 - Ticket handling is a fast-paced job and requires accuracy.
 - Ticket scanners will now check every ticket for the correct venue, event, date and time.
 - If the patron has:
 - Correct event ticket: ticket scanner will display a green box that indicates OK, and a "happy" noise will sound.
 - Incorrect event ticket: ticket scanner will display a red box that indicates there is a problem with the scanned ticket, alert a house manager and send patron directly to the box office for resolution.
- Seating
 - It is necessary to be familiar with the seating arrangements in all theaters. Memorize rows, sections and location of wheelchair seating in all theaters so that you may seat patrons quickly and accurately.
 - When escorting patrons in the dark, always point your flashlight toward the floor by the patron's feet. Never point the light at seated patrons or the stage.
 - If patrons are double-seated (i.e. both patrons have tickets for the correct time, date, event and location in the same seats), please alert a house manager.
 - Fire regulations forbid sitting on the stairs or floor in any theater.
 - Fire regulations forbid patrons standing in the back of the house.
 - Fire regulations also forbid baby strollers, walkers, wheel chairs, etc. to be in aisles or on stairs. These items can be placed in the lobby or hallway adjacent to the theatre. Ushers may move these and return them to the patrons after the performance.
 - Patrons are not allowed to put their feet on the backs of seats or on the stage. Please advise the patron to comply. If there are any problems, contact the house manager.
 - Occasionally, there will be room for ushers to sit in open seats. Do not sit unless instructed by house staff and never cross over a patron in a row to take a seat. Ushers never sit on the stairs or on the floor.
- Showtime
 - Doors close when all patrons have entered the theater or as the House staff directs.
 - Ushers then move to their stations and the show will start shortly.
 - Patrons are not allowed to stand in the back of the house and should be directed to their seat.
- Intermission or post performance
 - Doors are opened when house lights come up for intermission or at the end of the performance.
 - Ushers are required to help collect programs and loose trash from the aisles after patrons exit the theater.
 - Ushers help collect trash on the lawn after an amphitheater show ends.

- Lost and found items should be given to security. It is helpful if you remember the row or seat where it was found.
- If there is a food or beverage spill, ushers should notify a house manager as soon as possible so that Environmental Services can clean up the spill at their earliest convenience.

EMERGENCY PROCEDURES AND SAFETY

- Medical emergency: stay with the person in need of help and remain calm. Ask another usher to contact house staff or protection services.
- Evacuation emergency: Remain calm and follow directions of the house managers on duty to assist with evacuation of patrons.
- Become familiar with the Theater Evacuation plans
- Always know your exits or “safe zones.”
- During an emergency, elevators shut down.

CONTACTS

- Lead House Managers: Carolyn Sedlak, Earl Teteak
- House Managers: Lesley Gibbs, Marla Hattabaugh, Mary Milne, Jack Mitchell, Eileen Strauss, Sandra Wagner
- **House Phone: (480) 874-4621**
- Associate Director of Patron Experience: Jamie Prins