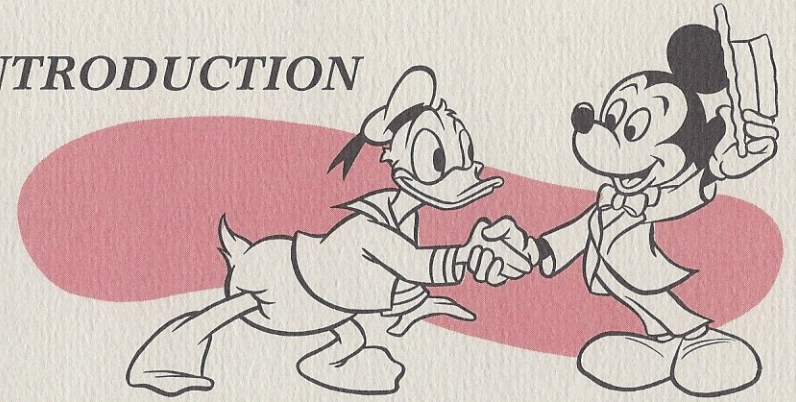


# DISNEY COURTESY POLICIES

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## *INTRODUCTION*



The Disney philosophy of courtesy is that a positive attitude on the part of the Disneyland Cast combined with a positive work experience will result in a positive Disneyland experience for our guests.

Courtesy is more than a fleeting smile or an occasional "thank you." All behavior--verbal and non-verbal--affects the way you are perceived by both guests and fellow Cast Members. Courteous behavior requires a common sense approach to each individual situation, and respect for the person with whom you are dealing.

Disney Courtesy is an acquired talent which must be constantly practiced and reinforced. Anything less than courteous behavior on the part of the Disneyland Cast will result in a less positive experience for our guest, and thus diminishes our Show. This booklet has been developed to ensure that our goal of courtesy and outstanding guest service is achieved. It establishes policies and provides specific tools and techniques which will bring Disney courtesy into all work environments and assure the best possible experience for our Disneyland guests.

## **CAST MEMBER POLICIES**

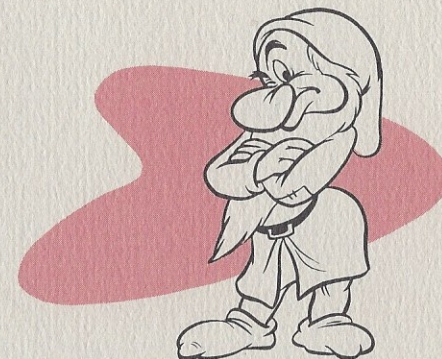
Disneyland is world-renowned for its unique show, its cleanliness, and the friendliness and courtesy of its Cast. In fact, our reputation as the leader in the outdoor entertainment industry has been built on our concept of courtesy and guest service. Maintaining this concept and our reputation cannot just happen--it must be constantly nurtured through the conscious efforts of each member of our Cast. Disney Courtesy is a fact of our lives that is reflected in every personal encounter during our Disneyland day. It is more than just being polite; it is understanding and respecting another's point of view. We exhibit Disney Courtesy both verbally and non-verbally, especially in the sensitive situations that can occur in our unique environment.

### ***Non-Verbal Communication***

Several factors contribute to the way we communicate non-verbally with our guests and with our fellow Cast Members. It is important to be aware of these factors and how each can be used to create positive communications.

### ***Attitude***

There is no other factor that has a greater impact on your ability to deal with people than your own attitude. Your personal feelings toward yourself and your job are instantly recognized by those with whom you come into contact, and these feelings have a direct effect on the type of communication that results. It is most important, then, that you enjoy what you are doing and project that enjoyment to others. Be aware of how your attitude is being perceived and present a positive image at all times. Your first responsibility is to create



an enjoyable atmosphere for our guests, and no dictated policy can replace your desire to make others happy.

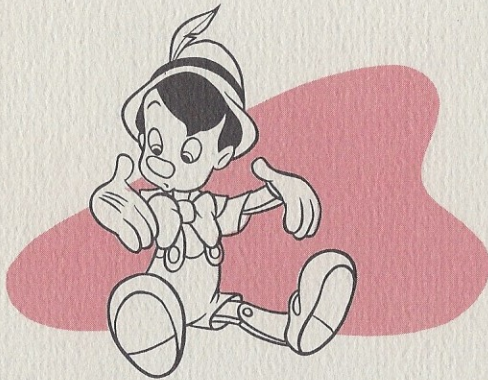
### ***Body Language***

Your posture, gestures, facial expression, manner, and general attitude combine to amplify the positive, warm and friendly non-verbal communication required of Disney Courtesy. There are several techniques that should be used to ensure that your body language is saying what you want it to say:

1. Always stand or sit erect and look attentive. This lets people know that you are interested in helping them and that you are approachable. A guest should never feel he is intruding if he needs assistance. Always appear patient and willing to listen to any problem. Some negative postures that must be avoided are:

- \* Leaning on rails, counters, etc. This implies that you're just too tired to be bothered.
- \* Putting your feet up on rails, etc. Again, this tells the guest that you are unapproachable and disinterested.
- \* Crossing your arms in front of your chest. This is a blatant "do not disturb" signal, and a very defensive gesture. It says plainly "keep away."
- \* Putting your hands in your pockets.

2. Look directly at each guest. Eye-to-eye contact is the fastest and most effective form of communication. It establishes an immediate rapport by indicating a receptiveness to listen and understand. This contact should be maintained throughout your communication.

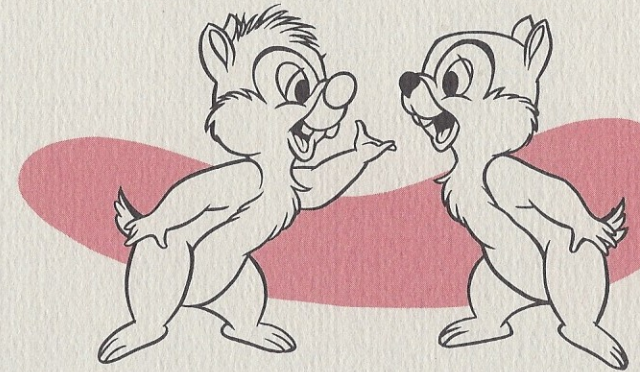


3. Be attentive at all times; show genuine concern. Never ignore a guest by turning your back to them or by talking with fellow Cast Members.
4. Project a friendly, concerned, and respectful attitude. Your respect for the feelings of others will earn you their respect in return.
5. Smile! Use positive facial expressions. Remember, your attitude will automatically be reflected in your face.
6. When giving directions, use courteous phrases accompanied by appropriate gestures and hand signals where necessary.

### **Appearance**

Everyone knows the Disney Look. It is clean, fresh, and attractive. Your appearance tells others that you care, and that you are proud of your job. Your appearance also enhances your non-verbal communication. Some things to remember in regard to your Disney appearance are:

- \* Always wear your correct nametag where it is instantly visible. Many guests feel much more comfortable approaching you if they can call you by name.
- \* Confine your eating and drinking to the Backstage area. You can't answer questions with your mouth full. Also, gum-chewing and smoking are never allowed On Stage.
- \* Wear sunglasses only when it's absolutely necessary. You will not be able to establish that important eye-to-eye contact behind dark glasses.



### **Verbal Communication**

Verbal communication includes not only what we say, but how we say it. Your choice of words, tone of voice, and use of polite phrases all convey a secondary message when you are conversing with a guest or with fellow Cast Members. Good verbal communication is an excellent tool for promoting Disney Courtesy, but, like any other skill, it must be studied and practiced.

### **Delivery**

To achieve the goal of Disney Courtesy, the way you deliver your message must result in creating a positive interaction between you and the guest or fellow Cast Member. Never assume a defensive attitude when answering questions or explaining a situation. Patience and empathy are essential in assuring good verbal communication. Other traits to develop include:

- \* Sincerity - your tone should let your listener know that you are interested and that you care.
- \* Warm, friendly tone - the way you speak should put the other person at ease.
- \* Suitable volume - your voice should be well-modulated, never strident or loud.
- \* Positive conclusion - always end your conversations on a positive note. (e.g., "I was happy to be able to help;" "I hope you enjoyed your meal--the attraction, show, etc.;" "I hope you'll come back again.")
- \* Polite phrases - use appropriate polite phrases to complement the conversation. (e.g., "Please;" "Thank you;"



"May I help you?" "Have a nice day;" "How are you today?"

\* Approach - use an active rather than passive approach in most situations. Be on the lookout for guests who may be confused, and offer your assistance before being asked.

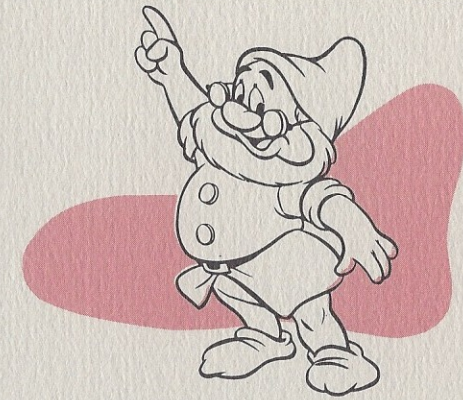
### **Salutations**

A friendly greeting will set a positive mood for any experience. If you are working a position in which you are the guests' first encounter at a facility or location, your greeting will make them feel welcome and increase their anticipation of a pleasant experience. Some key greeting positions are at the Toll Gates, Main Entrance, the attractions, and restaurant hostess.

Appropriate greetings must also be extended to fellow Cast Members throughout the day. Whether you are conversing with a guest or with a fellow Cast Member in your Backstage role, be sure to give that person individual attention. Never intentionally ignore anyone.

### **Questions**

As a Disneyland Cast Member, regardless of where you work, you will be asked a variety of questions each day--most of them more than once. Courtesy and patience are vital in answering all questions. Acknowledge a question as soon as possible; never make a guest wait for your attention. Establish eye contact immediately and project a friendly, concerned at-



titude. When answering, be positive in manner, tone and volume. Some basics to follow in answering questions are:

- \* Know the answers to as many guest questions as possible. Each day you should become familiar with Park operating hours, entertainment, special events, rehabs, etc. You must also be familiar with your area (restrooms, drinking fountains, restaurants, attractions, etc.). Never answer a question with "I don't know." If you don't know an answer, find out--either by asking someone else, or by phoning for the information when possible.
- \* Be familiar with basic Park policy and procedures to be able to answer both guest and Cast Member questions.
- \* Always give the correct information; don't be misleading. If you don't know the answer, make an effort to find out, or refer the requestor to an appropriate location.

### **Directions**

Although you may be very familiar with Disneyland, many of our guests can and do become disoriented at times. They will look to you for direction. Always offer direction in a positive manner, tone and volume. Never become exasperated or sarcastic; our guests do not always know the correct names of locations, or they may not understand our terminology. Show empathy for their predicament and a willingness to listen. If you notice someone entering an unauthorized area, approach them respectfully to get their attention (i.e., "Excuse me, may I help you?" "Sir," etc.). Always offer explanations and/or alternatives whenever possible.



### **Phone use**

Phone courtesy is an often overlooked, yet essential element in our Disney courtesy goal. There are specific policies regarding the use of telephones in the Park.

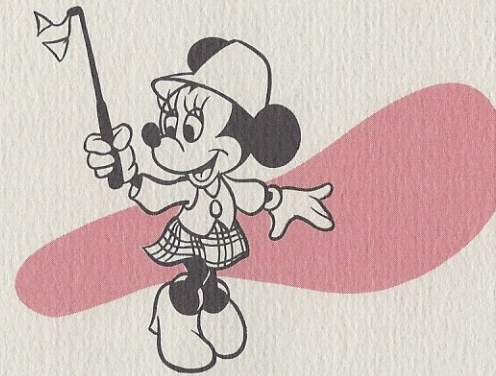
- \* When answering the phone at your work location, always give your name and location. This informs the caller immediately if the correct extension has been reached.
- \* Location phones are for conveying Park information as efficiently as possible, and they are not for personal use.
- \* Polite, courteous language must be used during any telephone conversations. Never become abusive to a caller.
- \* Our On Stage areas are for our guests. This applies also to the public telephones. Pay phones are provided in each break area for the convenience--and privacy--of our Cast Members.

### **On Stage Presentation**

While On Stage, every Disneyland Cast Member is playing a role in our show. Regardless of which role you play, your "performance" is vital to the success of the show. Remember, too, that if your Disneyland role is performed Backstage, that is your "On Stage" area, and all On Stage performance standards apply. You must be constantly aware of how your words and actions are being perceived by others.

### **Playing the role**

When On Stage it is important that you remain "in character" at all times. This means that personal matters are never



discussed On Stage. Our guests are here to escape the "real world" for a few hours. Their day must not be disturbed by any hint, either verbally or visually, of your personal concerns. Likewise, work-related personal business or operating problems are to be discussed only in off-stage areas.

### **Guest Service**

Service to the guest is our first priority. Don't hesitate to actively approach a guest who seems to have a question or problem. Whenever possible, stop your work activity or conversation if a guest is in need of attention. Occasionally a guest will want to take up more of your time than you can reasonably afford. If prolonged attention to a single guest is interfering with your job responsibilities to the point of affecting the experience of other guests, tactfully remove yourself from the situation by directing the guest to another source of information, or suggesting an alternative activity.

### **Cast Grouping**

The atmosphere of the On Stage area is one of the most important elements of our Show. To preserve the mood and to avoid disturbing the Show, Cast Members should not congregate in the On Stage areas. Whenever possible, in-costume Cast Members should meet off stage; once off duty, Cast Members may not return On Stage to visit friends or to loiter around On Stage facilities.

### **Sensitive Situations**

Disneyland hosts millions of guests each year. They come from around the world with different personalities and a



variety of expectations. It's only natural that with this volume and diversity, situations will arise that require special care. This is when your expertise in Disney Courtesy can be the deciding factor in a guest's ultimate Disneyland experience.

### ***Guest Complaints***

Although we pride ourselves on our Show and our service, there are times when we fail to meet a guest's expectations. In these instances, patience and empathy are the key words. Handle all guest complaints with delicate concern, using all standards previously stated. Above all, put yourself in the guest's place; convince him that you understand and care about his problem. Specific policies regarding guest complaints are:

- \* If you can take corrective action, do so. If you can't, call your Working Lead or Supervisor immediately. Do not direct guests to City Hall.
- \* Be supportive and provide helpful information for resolving the problem. However, do not mislead guests with promises.
- \* Attempt to quiet volatile guests by using a soft, confident tone. If possible, move the discussion out of the area of other guests and Cast Members. Never respond in kind to a verbally abusive guest!

### ***Location Clearing***

At times it will become necessary to clear a location during normal operating hours. If the clearing occurs because of a breakdown, and especially if evacuation is involved, special



care must be taken to answer questions and direct guests as courteously and efficiently as possible. Whenever an operation must close, provide guests with an explanation as to why you are clearing the location (i.e., the location closes at dusk; imperfect show; technical difficulties; etc.). Whenever guests have been inconvenienced or a disruption in normal operation has occurred, they deserve an appropriate explanation and courteous apology (e.g., attraction breakdown).

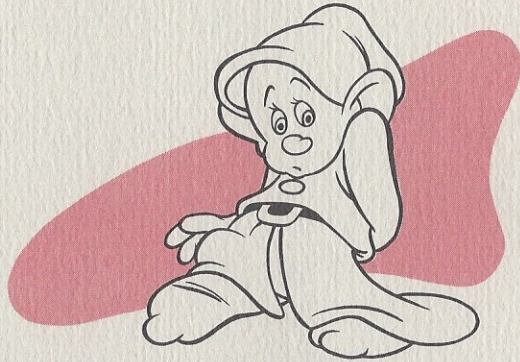
### ***Park Clearing***

At the end of our operating day the Park must be cleared of its remaining guests. This is to be done as efficiently as possible without making guests feel they are being rushed out. Patience and professionalism will facilitate the Park clearing without antagonizing guests.

- \* If you encounter guests in the area, advise them that the Park has ended its normal operating hours, and direct them down Main Street to exit (or to the Monorail, if still operating).
- \* Allow them reasonable time to gather their belongings and children, take last-minute pictures, make restroom stops, etc.
- \* Be sure you have accurate information necessary to answer any guest questions relative to Park hours, lost family members, Lost and Found, etc.

### ***First Aid***

In the event of an accident or illness, First Aid may be summoned to the location or you may be required to escort the in-



dividual to First Aid. These situations must always be handled deftly and discreetly, with involved Cast Members maintaining a professional and confident demeanor at all times. While all necessary attention is afforded the injured or ill individual, other guests should be shielded or routed away from the scene. Never discuss or speculate about the incident with guests or with other Cast Members in the presence of guests.

### ***Guest Control***

During special events or parades, or at facilities with unusually long lines, Guest Control positions are established to ensure a safe and efficient operation. When working Guest Control, interact with guests who are waiting by answering questions, discussing the show or event, and offering suggestions for other Park activities. If your position involves the blocking of normal access routes (e.g., parades), be positive and courteous when directing guests to alternate routes.

### ***Lost Children***

With the number of guests we entertain each day it is inevitable that some children will become separated from their families. This is generally a terrifying and bewildering experience for both child and parent. Remember that the courtesy and consideration we find so easy to give to a crying child should also be extended to the "lost" parent. Be sure to stay in the area with a lost child for a few minutes before proceeding to the Lost Children facility. Many times the parents are just a few steps away.



