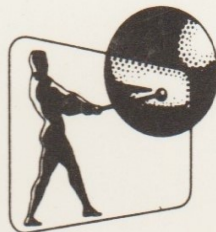


RANK LEISURE SERVICES

THEATRE DIVISION

**THEATRE
OPERATING STANDARDS
AND ROUTINES**



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OPERATING STANDARDS

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OPERATING DRILLS AND ROUTINES

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PROGRAMME PRESENTATION

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO PRESENT FULL PROGRAMME INFORMATION AWAY FROM AND AT THE THEATRE AND TO ENSURE FAULTLESS DAILY PRESENTATION	1) CUSTOMERS AWARENESS OF PROGRAMME CONTENT AND PROGRAMME TIMING. 2) OBSERVATION BY FREQUENT CHECKING IN THE AUDITORIUM BY MANAGEMENT AND STAFF.

METHOD

1. Time the programme to suit the customers' needs and local conditions.

i.e. Shift work population
Commuter percentage
Car trade
Public services
2. Customer information must be concise and complete in all detail using all available media to best advantage.

e.g. (a) Full use of programme promotion cards.
(b) Playing times displayed wherever possible.
(c) Planned layout of press copy.
(d) Poster sites selected, and revised at regular intervals, to ensure optimum awareness of programme i.e. at points of continued density of customer passage.
3. All telephone enquiries must be answered in accordance with the official Telephone Answering Procedure.
4. Newspaper advertising must be checked by proof reading prior to publication.
5. Front of House advertising material to be squarely mounted, free from creases and in clean frames.

6. The readergraph must be dressed with correct programme details, including times where possible.
7. Set-up and agree with Chief Projectionist and Zone Engineer a planned maintenance programme for all projection equipment to include thorough daily testing prior to opening.
8. Use all technical equipment to best advantage to generate a "sense of occasion"
 - i.e. Stage curtains
 - Stage lighting
 - Effects lighting
 - Colour combinations
9. Set-up daily running schedule for each programme, detailing interval music, link music, lighting effects, taped announcements, to match the programme content.
10. The programme must be rehearsed prior to the first public performance.
11. The programme must be cued during first public performance to establish correct sound levels and possible variations.
12. Train staff to report immediately any variation in running order, poor picture quality, loss of sound, extreme variation in sound volume, picture breakdowns, stage effects or light failure, during daily performances.
13. Ensure auditorium temperature is maintained at 20°C (68°F) and ventilation equipment is used correctly.
14. Train staff to report variations or extremes of temperature.

STAFF PERFORMANCE

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO IMPROVE WORK PERFORMANCE AND PROVIDE AN EFFICIENT CUSTOMER SERVICE THROUGH A FULLY TRAINED AND STATIC STAFF	<ol style="list-style-type: none">1) MINIMUM TURNOVER OF STAFF.2) STAFF CAPABLE OF HANDLING CUSTOMER FLOW AT ALL LEVELS OF BUSINESS.3) OBSERVE STAFF ACTIVITY DURING OPERATIONAL HOURS.4) NOTE CUSTOMER REACTION.

METHOD

1. The advertising of staff vacancies shall be phrased to emphasis the benefits of the Theatre Establishment Scheme, pay and conditions of work; and the advertising media used should be selected to suit the individual needs of the unit (i.e. press, employment exchange, window postcards etc.)
2. Applicants at interview should be measured against the approved recruitment specification.
3. On engagement, the recruit should be fully informed of the requirements of his duties through the medium of a job specification.
4. Formal training in the routines of the job specification to be given, incorporating the staff training plan and programme learning texts.
5. The level of staff performance and good teamwork should be maintained through regular retraining and staff meetings. See "Standard Staff Meeting" Check List.
6. The company's equipment and accessories must be adequate and readily available and maintained in working order for the fulfilment of the requirements of the job specification e.g. Torches, Uniforms.

7. Statutory and Union Agreements should be strictly observed to ensure that Staff enjoy all possible benefits and fringe benefits related to their job.
8. Staff uniforms, accommodation and amenities should be such that they attract and retain employees of the required calibre.

MARKETING

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO USE THE AVAILABLE RESOURCES, PRODUCT, MERCHANDISE, EQUIPMENT AND STAFF, TO ATTRACT A GREATER NUMBER OF CUSTOMERS AND PROVIDE AN AGREED LEVEL OF SERVICE TO PRODUCE MORE PROFITABLE TRADING.	1) PROFIT TARGETS ACHIEVED. 2) SATISFIED CUSTOMERS.

METHOD

1. Analyse the product to determine points of appeal i.e. Star value, Story value, Settings, Production.
2. Determine the customer profile by identifying its social strata (AB, C1, C2, D.E.)
3. Locate the customer profile within density of population, and transport facilities.
4. Account for competitive leisure activities.
5. Evaluate the business opportunity presented (bearing in mind (a) Product, (b) Profile, (c) Competition) and forecast an admission achievement. Refer to previous results and similar product. Produce a Profit Plan.
6. Exploit the business opportunity forecast by promotional activities in the areas where the audience profile is concentrated. Use appropriate media in these areas in a planned campaign, i.e. Newspapers, Posters, Telephone Selling, Direct Mail, Cross Merchandising, Front of House Details, Programme Promotion, Display Cards.
7. Agree objectives with subordinate staff to achieve a planned sales campaign.
 - (a) Range of Merchandise
 - (b) Planned Kiosk Display

- (c) Stock Ordering
- (d) Auditorium Sales Coverage
- (e) Peak time staff employment
- (f) Daily sales targets for Kiosk, and Auditorium

8. Monitor daily results, and investigate gap between actual achievement and targets. Take remedial action immediately in sales plan. i.e.

Change planned display
Kiosk dressing
Change Tray loading
Increase auditorium coverage

9. Analyse profit plan actuals to gain knowledge and experience for future planning and more accurate forecasting and costing.

MERCHANDISING – (a) Kiosk

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO DRESS THE KIOSK WITH A PLANNED DISPLAY TO GENERATE MAXIMUM PROFIT	AGREED TARGETS ACHIEVED

METHOD

1. Establish a routine of ordering stock at correct times and in the correct quantities to meet anticipated demand in accordance with type of audience.
2. Review sales of supplementary lines and revise ordering as appropriate.
3. Rotate stock by date to ensure freshness of product.
4. Dress kiosk in accordance with Planned Display to reflect customers' requirements, bearing in mind (a) Programme (b) Time of Day (c) Weather.
5. Replenish during operating period to maintain display.
6. Use appropriate aids to high-light particular lines e.g. Showcards, Dumper Baskets.
7. Train staff in a routine to ensure cleanliness, tidiness and attractive presentation of the whole sales unit, including Hot Dog Unit, Cooler, utensils and Vending Machines.
8. Train staff to smile, to be courteous and to ~~sell~~ as well as serve. Ensure they are smartly turned out, on duty in time and carry out routines of presentation.
9. Plan adequate staff coverage according to demand.

10. Screen Sales trailers and use audio announcements where appropriate.
11. Supervise intervals to motivate staff.
12. Be alive to unusual opportunities.
13. Set and agree meaningful staff targets and monitor results regularly.

MERCHANDISING – (b) Auditorium Sales

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO OPERATE THE AUDITORIUM SELLING IN ORDER TO GENERATE MAXIMUM PROFIT	AGREED TARGETS ACHIEVED

METHOD

1. Order supplies in good time and in correct quantities to meet anticipated customer demand.
2. Maintain refrigerator room and equipment in hygienic condition.
3. Arrange new stock appropriately to ensure freshness of product.
4. Arrange tray loading to reflect customers' requirements bearing in mind (a) Programme (b) Time of day.
5. Ensure adequate float, straws and spoons.
6. Arrange additional stock availability in the auditorium to ensure continuing effective selling.
7. Exchange tray stock to ensure good condition of product.
8. Organise patrolling with regard to (a) Position (b) Route (c) Speed.
9. Train staff in a routine method of loading trays and clearing after use. Display planned tray loading in fridge room.
10. Train staff to smile, be courteous, be smart and to **sell** as well as serve.
11. Plan adequate staff coverage for all business levels.
12. Use all screen trailers and audio selling aids to optimise sales.

13. Supervise intervals to motivate staff.
14. Arrange adequate duration of sales interval.
15. Set meaningful staff targets and monitor results regularly.

CUSTOMER SERVICE – Information

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO MAKE THE CUSTOMERS AWARE OF ALL THE FACILITIES OFFERED IN THE THEATRE	CUSTOMERS AVAIL THEMSELVES OF THE FACILITIES OFFERED WITHOUT UNDUE CONFUSION

METHOD

1. Theatre facilities must be clearly indicated at relevant points and must be in working order.
2. All staff must be aware of all the facilities offered. i.e. Bar, Restaurant, Club.
3. A check list must be prepared and available at the cash desk/A.B.O./ Telephone covering:—
 - (a) Local transport
 - (b) Other entertainments
 - (c) Forthcoming Product
 - (d) Catering facilities
 - (e) Local places of interest
 - (f) Public Telephones
 - (g) Parking facilities
 - (h) Emergency Services
 - (i) Taxi
 - (j) Information Centre

CUSTOMER SERVICE – COMPLAINTS

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO RESOLVE ALL COMPLAINTS TO THE CUSTOMERS' ENTIRE SATISFACTION	GOODWILL OF CUSTOMER MAINTAINED.

METHOD

1. Train all staff in a routine of contacting the Management immediately when a complaint is received.
2. Take immediate and remedial action! If necessary make refunds on the spot! Conciliate!
3. Acknowledge all written complaints, other than insurance matters within 24 hours and follow by a personal visit wherever possible.
4. Acknowledge complaints relating to matters outside the direct control of the theatre within 24 hours and forward to the appropriate Head Office department.
5. Forward complaints relating to major insurance claims (over £5) to Central Insurance Office.
6. Deal with complaints which may involve criminal proceedings as set out in the Manager's Handbook. Train staff in this routine.
7. Use complaints as a basis for re-training.

CLEANING

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO PRESENT A FRESH AND CLEAN APPEARANCE AND TO MAINTAIN ALL ACCESSIBLE AREAS OF THE THEATRE FREE FROM DUST AND DIRT	THOROUGH TESTING, SIGHT AND SMELL

METHOD

1. The methods and routines described in the cleaning Handbook to be applied and followed.
2. Ensure adequate issue of stock to meet the cleaning task.
3. Train the staff in the requirements of the job specification and the method and routines.
4. Produce and keep up to date duty rotas for cleaning staff, to cover the requirements of the cleaning task.
5. Inspect the theatre daily with the Head Cleaner, and make thorough inspections of specific areas daily with the cleaning staff involved.
6. Maintain equipment in working order in accordance with manufacturers' instructions.
7. Ensure full advantage is taken of product specifications and maintain liaison with manufacturers' representative.

MAINTENANCE

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO CONTROL THE REPAIR AND MAINTENANCE OF THE STRUCTURE PLANT FITTINGS AND FACILITIES OF THE THEATRE IN PROPER WORKING ORDER AND AT EFFECTIVE COST LEVELS	<ol style="list-style-type: none">1. COMFORT AND SAFETY OF BOTH CUSTOMERS AND STAFF ASSURED2. THE BUILDING WIND AND WATERTIGHT3. INSURANCE CLAIMS MINIMIZED4. ALL EQUIPMENT OPERATES WITH A MINIMUM NUMBER OF BREAK-DOWNS.

METHOD

A. Exterior

1. Inspect the roof and associated fittings every three months.
2. Test all fire-fighting equipment at regular intervals.
3. Ensure doorways, exit ways and staircases conform with licensing requirements and safety of customers.
4. Ensure car park and theatre surrounds give free access and are clear of deposited rubbish and weeds, and the surface is in good repair.
5. Arrange routine lamp checks of all exterior lighting, and replace lamps as necessary.
6. Ensure all exterior notices and signs are clean, visible and repaired, repainted or replaced as necessary.
7. Ensure all doors and windows are complete and where appropriate can be secured.

8. Arrange repair, repainting and replacement programmes of doors, exit ways, window frames, gutters, pipes, metal work, escape ladders, publicity displays and any other exterior fittings as required.

MAINTENANCE

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO CONTROL THE REPAIR AND MAINTENANCE OF THE STRUCTURE PLANT FITTINGS AND FACILITIES OF THE THEATRE IN PROPER WORKING ORDER AND AT EFFECTIVE COST LEVELS.	<ol style="list-style-type: none">1. COMFORT AND SAFETY OF BOTH CUSTOMERS AND STAFF ASSURED2. THE BUILDING WIND AND WATERTIGHT3. INSURANCE CLAIMS MINIMIZED4. ALL EQUIPMENT OPERATES WITH A MINIMUM NUMBER OF BREAK-DOWNS

METHOD

B. Interior

1. Carry out daily inspection of domestic plumbing i.e. toilets, refrigerator room, staff rooms, and arrange repairs as necessary.
2. Inspect major plumbing every three months and seek professional advice on any possible irregularity.
3. Ensure regular maintenance procedure is carried out in accordance with manufacturers' instructions on heating and ventilation systems.
4. Carry out weekly inspections of heating and ventilation plant.
5. Arrange daily routine lamp checks of all interior lighting including stage fittings and pageants and ensure staff report to Management lighting failures during operational hours.
6. Carry out daily inspection of seating to ensure comfort and safety of customers – and arrange maintenance of seats, arm rests, ash trays as required.

7. Inspect all carpet, lino, tiles and stair treads and nosings daily to ensure proper fitting and safety and comfort of customers.
8. Inspect all foyer and lounge and exit way decorative curtains daily for damage and to ensure correct hanging and arrange dry cleaning when necessary.
9. Inspect all stage curtains, screen masking and stage cloth for damage and to ensure correct hanging and fit. Establish a routine of vacuum cleaning for screen masking and stage cloth. Arrange dry cleaning and fire-proofing of stage curtains when necessary.
10. Inspect control gear, cable and runners weekly for damage and take remedial action.
11. Arrange emergency treatment by Pest control contractors when necessary.
12. Ensure daily planned maintenance of projection equipment is carried out.
13. Keeps voids, spare rooms and cupboards clear of all rubbish.

ADMINISTRATION

<u>STANDARD</u>	<u>MEASUREMENT</u>
TO RECORD AND CONTROL THE BUSINESS ACTIVITY OF THE UNIT TO CONFORM WITH COMPANY PROCEDURES AND LEGAL REQUIREMENTS	<ol style="list-style-type: none">1. SATISFACTORY AUDIT REPORTS2. ADMINISTRATION OF THE THEATRE FUNCTIONS EFFICIENTLY THROUGH ALL LEVELS OF BUSINESS

METHOD

1. Apply approved Administration Diary and routines.
2. Complete all forms accurately, legibly and in ink, and despatch at specified times.
3. Deal with all Company correspondence to meet earliest mailing date, and outside correspondence as early as possible.
4. File all correspondence and forms in accordance with Company procedures.
5. Reconcile all stocks and cash daily/weekly.
6. Reconcile all ticket sales daily with cash taken.
7. Prepare and agree daily banking with WRS.
8. Carry out banking daily as set out in the Managers' Handbook.
9. Check theatre float weekly.
10. Observe and apply all statutory requirements, i.e. N.H.I. P.A.Y.E., G.P.

11. Keep all inspection certificates up to date and readily available.
12. Display all legal, union and safety notices where appropriate.
13. Train staff in correct emergency procedure, hold fire drills, and maintain record book.
14. Forward any relevant local information to press officer.

STANDARD DUTY MANAGER OPERATING ROUTINE

The member of management in charge of theatre is responsible for the following:-

1. Morning inspection of theatre in sufficient time to rectify defects.
2. Banking (including night-safing) – with escort.
3. Maintenance of theatre security.
4. Effective telephone service during hours agreed with Operations Manager.
5. Checking projectionists on duty in ample time for action in case of absence.
6. Theatre opening drill.
7. Emergency (fire) drill if called for.
8. Opening of ABO (when appropriate) at advertised time.
9. Neon and other signs illuminated in accordance with requirements.
10. Inspection of all staff coming on duty, ensuring they are on time and to standard.
11. Inspection of all public parts of the Theatre, prior to opening and throughout operating hours.
12. Appointing staff for regular toilet checks and supervision to ensure satisfactory standard.
13. Cloakroom service (where operated).

14. Safe custody of all deliveries and ensuring that only authorised persons sign for same.
15. Personal handling of all customer complaints and passing any difficulties to superiors.
16. Being on F.O.H. for each change of house and particularly to supervise queuing whenever this is necessary.
17. Maintain cash in payboxes to a maximum of £50 (or such sum as has been agreed with Operations Manager).
18. Check programme presentation (see Programme Presentation Standard).
19. Ensuring member of management is wearing evening dress from 6.00 p.m. (or evening opening time).
20. Carrying out theatre closure drill.
21. Complete duty log book as instructed.
22. The promotion of sales by:-
 1. Check agreed sales plan and carry it out.
 2. Sales staff inspected for correct dress and tray or kiosk loading and ready in good time for service. (5 minutes prior).
 3. Check hot dog unit for cleanliness prior to operation, and at regular intervals.
 4. Check adequate change at all sales points.
 5. Allocating positions to sales staff.
 6. Check all sales intervals and rectifying faults at once.

STANDARD FIRE DRILL

There should be no outward sign of panic amongst staff. The word fire should never be used, always use the word "**ALERT**". Go about these drills calmly and methodically, never run and help the customers as much as possible.

IF YOU DO NOT PANIC THE CUSTOMERS WILL NOT

DRILL UPON DISCOVERY OF FIRE

1. If the fire is small put it out and report to Manager.
2. If the fire is out of hand report to Manager at once.
3. The Manager will call the fire brigade and decide if the theatre is to be cleared.

DRILL TO CLEAR THE THEATRE

The Manager informs:—

1. The projectionist on duty.
2. The cash kiosk.
3. The head receptionist.
4. And all other sections of the building (restaurant, ballroom, shop etc., there is an alert and the theatre is to be cleared.

DRILL FOR MANAGER ON DUTY

1. Switch cleaners' lights ON.
2. Proceed to stage or front of auditorium.
3. Make following announcement:—

"LADIES AND GENTLEMEN, DUE TO CIRCUMSTANCES BEYOND OUR CONTROL, WE ARE UNABLE TO CONTINUE WITH THIS PERFORMANCE. WILL YOU THEREFORE LEAVE THE THEATRE AS QUICKLY AS POSSIBLE BY USING YOUR NEAREST EXIT."

Drill for Manager on Duty.....Cont'd.

4. Await report of theatre "*ALL CLEAR*"
5. Proceed tolocation and take roll call.

DRILL FOR PROJECTIONIST ON DUTY

1. See the cleaners' lights go ON.
2. Shut down the projector.
3. Close house curtains.
4. Bring up the house lights.
5. Play emergency record "*Three Blind Mice*", fade out when Manager reaches stage, fade in after announcement.
6. When Manager signifies "*ALL CLEAR*" close down projection box then proceed to location for roll call.

DRILL FOR FLOOR STAFF

1. See cleaners' lights go ON, film stops, emergency record plays, this signifies the theatre is to be cleared.
2. Male receptionists — stop customers who have bought tickets but have yet to enter auditorium.
3. Female receptionists — proceed to nearest auditorium exit and await Manager to finish announcement.
4. On the word "*EXITS*" open all exit doors.
5. Call out clearly and loudly "*THIS WAY OUT PLEASE*".
6. Close all exit doors.
7. Check all toilets.
8. Report to Manager "*ALL CLEAR*".
9. Report to location for roll call.

DRILL FOR CASH/KIOSKS

1. Close and lock cash desk and kiosk.
2. Collect all money.
3. Report to location for roll call.

STANDARD OPENING ROUTINE

30 Minutes prior to Opening

Location

General Office

Check exit chains displayed.

Cash/Kiosk check in.

Check presentation.

Issue kiosk float and keys, cash desk float and keys, daily return, complimentary book and special tickets.

15 Minutes prior to Opening

Location

General Office

Reception Staff check in.

Check presentation.

Issue torches, ticket strings, authority tickets.

10 Minutes prior to Opening

Location

Stalls Foyer/F.O.H.

Detail positions for reception staff.

Check Kiosk open – Grills removed and stored.

Check Refrigerator room manned.

Issue cigarette stock.

Check Hot Dog equipment ON.

Check Foyer lighting ON.

Check F.O.H. lighting ON.

5 Minutes prior to Opening

Location

Front of Auditorium

Check House lights ON.

Check Ice Cream girl in Auditorium ready to sell.

Staff report exit ways clear, all toilets operational and lighting ON.

Cue projection for stage lights and music.

2 Minutes prior to Opening

Location

Stalls Foyer/F.O.H.

Check ticket positions manned, ticket strings in position.

Check Kiosk ready, change sorted.

Check cash desk ready, change sorted, ticket numbers recorded.

Cue Doors Open.

STANDARD CLOSING ROUTINE

15 Mins prior to the National Anthem

Location

Check Hot Dog unit for sufficient stock to cover end of show.

Check Main Stock Room. Cigarettes away.

Lights OFF. Alarm ON. Door locked and secure.

2 Mins prior to the National Anthem

Location

F.O.H.

Check F.O.H. Doors open.

As the feature ends

Location Stalls/Circle

Check Exit Doors from Stalls/Circle to Foyer Open.

1 Min after the National Anthem

Location

Front of Auditorium

Check Male Receptionist on front promenade directing theatre.

Check all customers out of Auditorium.

Cue Projection fade music.

Check Male and Female Receptionists executing theatre check.

Switch ON cleaners lights.

Cue projection fade house lights and stage.

Check staff report: ALL exits clear.
ALL toilets clear.
ALL ash trays checked.

5 Mins after the National Anthem

Location
Stalls Foyer

Check all customers clear of Foyer Areas.

Check Hot Dog Unit empty and stock removed to deep freeze.

Check Hot Dog Unit switched OFF.

Check Kiosk Grills in position and secure.

Check Kiosk locked.

Check Refrigerator Room. Cabinets secured. All switched ON.

Lights OFF. Main Door locked and secured.

Check F.O.H. doors locked and secured.

Issue Exit door chains.

Location General Office

Issue Fire Inspection Book.

10 Mins after the National Anthem

Location
General Office

Check all staff report duties complete.

Check Kiosk Keys, Refrigerator room keys, late sales Monies handed in.

Check torches handed in.

Check exit chain keys displayed.

Check fire inspection book handed in and signed.

Dismiss staff.

10 Mins after the National Anthem.....Cont'd

Secure late sales monies, kiosk keys, refrigerator room keys, and fire inspection book in safe.

Check safe locked.

Check staff room keys returned and displayed and report from holder all staff clear.

Cue duty projectionist to switch OFF all lights.

Check General Office lights OFF.

Lock General Office.

Check Night safety lights ON.

Check Projectionist reports all main lights OFF.

Lock and secure street pass door.

STAFF MEETING ROUTINE

Frequency : Weekly (Sunday)

All staff including projection

1. Review past week :

Sales Results.
Customer Handling.
Ask questions :—
Reactions to programme.
Standard of projection.

State your own comments.
Give praise to section if deserved.
State weakness in section and suggest ways of improvement.

2. Plan for coming week:

Discuss Time Sheet.
Amend Rotas.
Underline sales breaks.
Ask questions to prove understanding
of requirement.
State type of customer expected.
State Tray loading required.
State Kiosk dressing required.
Pin point variations in projection routine
if required i.e. extend sales breaks for last
house and run x mins. late.
As for comments.
Listen to answers.
Note reaction.
Implement suggestion if valid.

3. Future Plan :

State future product.
State change in policy i.e.
Advance Booking
Rationalised Matinees
State your expectancy for future
Business Trends

4. Check presentation of staff during discussion

Check: Hair Style
 Make-up
 Uniform — fit — condition
 Hands + nails — clean
 Stockings — clean — tidy
 Shoes — clean — conform

5. Note Sub-standard
Draw attention to standard required.
Speak generally
Speak to individual in private after meeting
and underline standard.

