



I was posted at the gate of an exhibition which was to run for three days. On the second day, a man showed me a ticket which allowed entry for the first day only. He told me he had not been able to go on that day, and asked if he could be allowed entry for today, as an alternative.

I explained to him that if I allowed him that entry there might be a safety problem as the organisers would not know who was in the exhibition hall if there was an emergency. I offered to take him to the box office to see if they would exchange his ticket.

- How would you have dealt with this customer?
- What might have happened if you told the customer there was nothing you could do because he had the wrong ticket, and refused him entry?

I was at the opening of a new department store in the city centre and the store's marketing department had advertised the event on TV, radio, internet and local papers. There were a number of special offers – some real bargains for people who could get in first! An event company and the police were involved in the planning and risk assessment, but they completely underestimated the number of people who turned up.

Just before the store was due to open, hundreds of people arrived all at once. The police called for reinforcements, due to the risk of people being crushed, but it was too late. The pressure of people pushing and shoving from behind, with nowhere to go at the front of the queue, led to injuries. It even damaged the structure of the store.

- How would you deal with this situation?
- How could this situation have been avoided?

I work in a large arena where I direct people to their seats and make sure that fire exits are always kept clear. One evening a spectator approached to say he had a ticket to an area of the event where there was hardly any view of the stage. He said he had paid a lot of money to get into the venue, only to find out that he couldn't see anything and wanted to complain to the organiser.

It was very difficult to see the stage from that position and I could immediately empathise with the customer, but it was not my role to try to resolve the problem. I have an important job to do and it would be unsafe for me to move from my position.

- What would you do if you received a complaint as this?
- What would you advise the customer to do?
- What information would you need to obtain from the customer before informing your supervisor or control room?

While monitoring my designated area I noticed a family with two small children who were obviously tourists. They were surrounded by a group of about 200 young men gesticulating and chanting loudly. From their body language you could see that they were uncomfortable and concerned.

- How would you deal with members of the public who feel intimidated by the surrounding crowd?
- What is your main priority? Is it needed to be impartial to everyone, or to prevent possible conflict and disorder by caring for customers?

I am an experienced event steward used to different types of crowds, and over the years I have seen the many ways in which they react to events.

Before I go out in the morning I think about my attitude and how it is likely to affect my behaviour. I know my attitude changes daily depending on what has happened in my personal life and how I feel generally. I even stand in front of the mirror after I have put my uniform on and think, 'How approachable do I look today?

- How do you think you look to other people? For example, do you appear approachable, friendly and helpful?
- How would you check to make sure you have the right attitude and behaviour before you meet the public?

I was working at one event where thousands of people were trying to leave at the same time. It was late at night and pouring with rain. There were not enough taxis and buses and people were getting cold, wet and annoyed.

I saw a young man being pushed from behind by a number of people due to sudden crowd movement as a bus appeared. The man started to act unreasonably and a full-blown argument with another person broke out, which was totally out of proportion to the incident.

- What do you think you should do to prevent conflict?
- What do you think could have been done at the planning stage to reduce the chances of this occurring?

Last year was a very hot summer and I was working at a large park as a steward. It was a bank holiday and my role was to monitor a queue of around five hundred people waiting to enter the gates, which were not going to be open for at least an hour. I was with a large team keeping people informed about the length of time they would need to wait. We had been provided by a sponsor.

A member of the public started complaining that his feet hurt and wanted to go inside so he could sit down. He said he would never come again unless I did something. Other people were getting fed up with him, and one said that if I didn't do something they would deal with him themselves. I offered bottles of water and sun hats, but the first man threw his on the ground and came towards me shouting.

- What do you think the best of plan of action would be under these circumstances?
- Do you consider that you have treated everyone fairly?
- Have you shown empathy and consideration?
- Have you communicated in a way that is likely to defuse conflict?
- Were you able to finish with a 'win-win' situation?

I've been involved in dealing with overcrowding problems at a couple of events. At this particular one, a colleague at an exit gate had contacted the control room requesting assistance to deal with an overcrowding issue. My team was instructed to go to the area to help out, but we had difficulty reaching the area because of the density of the crowd and we got split up. I couldn't see my colleagues. I reported to the control room, who contacted the rest of my colleagues and they guided us towards each other. We were then able to get to the root of the problem and assist at the exit gate.

How could you and your team use this experience to improve on the work that you do? You should ask the following questions and answer them in a logical way.

- What happened?
- What can I learn for next time so I can improve?
- Why did it happen?
- Is there an opportunity or need for further training?