

OPERATIONS MANUAL
FOR OPERATIONS DEPARTMENT

IGUANACON, PHOENIX, AZ, 1978

THIS MANUAL WAS WRITTEN BY GARY FARBER WITH SECTIONS BY KATHI SCHAEFER. MAJOR INPUT WAS PROVIDED BY ROSS PAVLAC AND COLUMBUS MOTLEY CREW. CYCLES OF CON SECTION STOLEN FROM ROSS PAVLAC. ENTIRE CONTENTS COPYRIGHT 1978 BY GARY FARBER, 606 15TH AVE. E. SEATTLE WA 98112. THIS MANUAL HURRIEDLY PUT TOGETHER FOR IGUANACON, THE 36TH ANNUAL WORLD SCIENCE FICTION CONVENTION HELD IN PHOENIX, ARIZONA AT THE HYATT REGENCY, ADAMS HOTEL, AND CIVIC PLAZA, WITH ADDITIONAL OVERFLOW AT THE RAMADA INN DOWNTOWN, SAN CARLOS HOTEL, AND RAMADA INN RESORT EAST. AUGUST-SEPTEMBER 1978.

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I. INTRODUCTION:

WELCOME TO IGUANACON. UNLESS SOMETHING BIZARRE HAPPENS BETWEEN THE WRITING OF THIS OPERATIONS MANUAL AND THE OPENING OF THE CONVENTION WE LOOK TO HAVE THE LARGEST ATTENDENCE OF ANY WORLD SCIENCE FICTION CONVENTION YET. WE HAVE OVER 4,200 PREREGISTERED, AND LOTS OF LOCAL PUBLICITY. IT'S QUITE POSSIBLE WE MAY GO OVER THE 5,000 ATTENDING, AND DON'T HAVE A HEART ATTACK IF THE NEWS COMES DOWN THAT WE'VE HIT 6,000. WE MAY. THIS NATURALLY, WILL UP THE AMOUNT OF WORK FOR ALL OF US, AND THE BURDEN OF IT WILL FALL ON OPERATIONS AS THE DEPARTMENT THAT PICKS UP THE PIECES.

WE ARE PROBABLY THE MOST SPREAD OUT WORLDCON YET. WE HAVE REGISTRATION, THE INFORMATION DESK, HEADQUARTERS, THE FILM PROGRAM (EXCEPT ON SUNDAY) THE AUTHORS FORIMS, AND SOME SMALL AMOUNTS OF PROGRAMMING IN THE HYATT (MOST NOTABLY, THE BANQUET, THE OPENING AND CLOSING CEREMONIES, AND THE FAN CABARET AT NIGHT). MOST IMPORTANTLY TO YOU, THE HYATT RUSSELL A,B,& C ROOMS ARE CONVENTION HEADQUARTERS. THE ADAMS HAS THE MAJORITY OF OUR PROGRAMMING, INCLUDING THE NEOFANS ROOM, ROOM OF OUR OWN, AND THE FILMS ON SUNDAY. THE CIVIC PLAZA CONTAINS THE ART SHOW IN THE FLAGSTAFF ROOM, THE HUCKSTER ROOM IN THE EXHIBIT HALL, AND THE REMAINING PROGRAMMING. THE ONLY OTHER FUNCTION SPACE WE HAVE IS THE GOLD ROOM OF THE RAMADA INN, FOR BABYSITTING (IN ADDITION TO THE BABYSITTING ROOM IN THE HYATT.). OUR GUESTS ARE SPREAD THROUGHOUT THE HYATT (650 ROOMS AT PEAK), THE ADAMS (530 AT PEAK), THE RAMADA INN (75 ROOMS), AND THE SAN CARLOS (100 ROOMS). ALL OF THE ABOVE ARE BOOKED SOLID. AS WELL, WE ARE PASSING OVERFLOWS ON TO THE RAMADA INN RESORT 5 MILES DOWN ON VAN BUREN, AND THERE ARE VARIOUS TINY MOTELS AROUND THAT WILL DOUBTLESS CONTAIN PEOPLE. PARTIES WILL PROBABLY BE CHIEFLY IN THE ADAMS AND HYATT, BUT WE CAN ANTICIPATE ELSEWHERE IN SMALL QUANTITIES.

IT'S GOING TO BE VITAL FOR US, AS STAFF, TO WORK TOGETHER AS SMOOTHLY AND CLOSELY AS POSSIBLE, DESPITE PERSONAL AND/OR POLITICAL DIFFERENCES, IF WE WANT THIS CON TO COME OFF WELL.

THIS CON WILL RETAIN MOST OF IT'S OPERATING PERSONNEL FROM OUTSIDE PHOENIX. MANY OF YOU WILL KNOW EACH OTHER, MANY OF YOU WON'T. TRY AND TAKE TIME TO GET TO KNOW EACH OTHER, FIND OUT WHO THE OTHER PERSON IS. TRY NOT TO STEP ON SOMEONE'S TOES, JUST BECAUSE THEY'RE A MEMBER OF THE BIDDING COMMITTEE COMPETING WITH YOU--YOU'LL PROBABLY ALL HAVE TO WORK TOGETHER ON THAT TOO, SOME YEAR. REMEMBER THAT THIS IS THE PHOENIX WORLDCON.

III. Outline of Scope of Operations.

Operations co-ordinates the operating of the convention (see diagram). It watches for the things that fall thru the cracks of the other departments, and picks up the pieces of any problems that can't otherwise be solved. We troubleshoot, ~~problem-solve~~, and in general try to keep things going.

A. Operations coordinates the convention, and Headquarters coordinates the coordination. Headquarters will be running 24 hours a day for the run of the convention. Russell C will serve as Treasury office and will be off limits. Russell B will have the radio base station and will serve as Duty HQ for troubleshooting. The shift supervisor will work out of Russell B. Russell A will have everything including workspace for other departments. (programming, registration, etc.) Borein B is Staff Headquarters and Staff Lounge--staff will be encouraged to hang out there, and stay out of Operations HQ. The Staff HQ will be responsible for knowing who's doing what when, and making sure that priorities of personnel are kept straight. Operations HQ is the nerve center of the con, it'll be the interface for all departments, hotels and outside interests. HQ maintains communications thru pigeonhole messages, and bulletin board announcements. Press will be referred to the Press Room in the board announcements. Info requests will be referred to the Information desk, etc.

B. Operations motto (other than "do good, avoid evil and throw a room party") is "We Maintain". We will provide communications thru the radio net, the phones, and thru runners. We dispense supplies, and arrange for personnel. If someone else isn't doing it, Operations is.

*This page to shortly re-appear
in re-release*

II. Philosophy

(Aristotle is better than Plato, Thomas is better than Augustine, Nozick is better than Rawls, Rand is better than Rothbard, Kant is infinitely to be preferred over Hegel.....)

The convention is for the fans. "Despite the fact that attendance is becoming very large, we believe that a convention should be relaxed and personal, with emphasis on small-scale events and personal interaction, rather than on speedy mass-handling of fans."

-The Phoenix Worldcon booklet, p. 6.

The essential things to remember are that the convention is being put on for the benefit of the attendees, and that anything which gets in the way of people having a good time at their convention is not only superfluous, but Wrong. Personal power tripping and secrecy are to be avoided. Establish the amount of authority you need to do your job-no more, no less. Do your job. Avoid obstructing others in the performance of their jobs.

Do good. Avoid Evil. Throw a room party.

It is the devout hope of the Kumquats that operations will entirely invisible at this Worldcon. If everything goes smoothly, no convention attendee will ever have to come in contact with any of us except at wonderful parties whereat we will all have a good time. We are planning things so that everything can fall apart and we will still be able to hold it together; we are pessimistically planning for the worst contingencies possible. Then we are hoping optimistically that nothing will go wrong, and that the aforementioned parties will be attended by all of us. Right. Anyway, convention attendees should not notice that there are people with radios at their waists running around. Be unobtrusive. Do not ever be pompous or self-important.

Solve as many problems as possible at the lowest level possible but don't be afraid to ask for help when you need it. It will be available.

Remember, operations staffs did not exist at Worldcon till MAC. The only reason Worldcons need them now is to catch errors and things from falling between the cracks. If a department is running well without help from us, let it alone. Don't interfere with something that's working properly, even if you think it's in your bailawick. Tell HQ about it and leave it alone.....

When nothing else is happening, everyone is a gopher. No exceptions.

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IV. Personnel Qualifications, and Responsibilities.

1) Qualities needed in all Operations Staff.

- a. a sense of responsibility
- b. self-knowledge--the ability to know what you can do and what you can't, and the sense to know what you can't do and pass the buck.
- c. Tact and Calmness--to be able to keep your cool and your patience in almost any situation, no matter how obnoxious a person you're dealing with, or impossible a situation. Cope, do not panic.
- d. Ability and willingness to work thru the chain of command, stay within the structures of organization and follow orders when necessary.
- e. Ability to keep your mouth shut when necessary--this includes your best friends, the other members of your club, your roommates, etc.
- f. A sense of humor.
- g. Ability to print clearly.
- h. Flexibility.

2) All staff are expected to follow the requirements laid down. If you feel you can't or that you know a better way, talk to a supervisor in a non-stress situation and inform them--maybe we'll change it. IN THE MEANTIME, DO IT OUR WAY. Or inform us that you can't work that way in advance. Staff must be dependable to do the job they've agreed to do.

3) All staff will eat at least two meals a day, and get 5 hrs. of sleep per day. This is quite serious. If you don't you start running your body into the ground, lose most of your competence, get irritable, and generally become more of a pain than an asset. If you don't follow this requirement you will be fired.

4) There will be absolutely no drinking on duty (1-2 beers are allowable no more), and absolutely no other kinds of enhancement. We expect you to abstain for the previous 6 hours. Anyone found showing up for duty chemically enhanced on anything stronger than caffeine or nicotine (and we frown on that) will be fired.

5. When you're on the job, and engaged in a specific task, we expect you to get the task done. This means before stopping to talk with your friends, wandering through the huckster room, stopping to check on a piece of programming, going to get a candy bar etc. if you're on some kind of detached duty, troubleshooting, etc. this sort of thing is of course expected. But, if you're specifically supposed to be accomplishing something, you damn well better get it done and reported back that it is done, before you do anything else. If you are unreliable we have no choice other than to relieve you, since you are no use to the staff then.

6. All staff will keep headquarters informed of what they're doing, where and when. Report back when you've done something, make sure we know you're going off duty, and where you're reachable. Supervisory personnel and Concom will be required to log in and out of HQ.

B) Operations Sections.

1. Information Desk

a. Staff

1. Information Desk Head--Bob Lackey

- a. Responsible to Director of Operations thru shift supervisor.
- b. On call 24 hrs.
- c. Over-all responsibility for running of information desk. Keeps it going, makes sure it's continually staffed, and that all necessary reference materials are present. Responsible for passing buck higher.

2. Information Desk Staff.

- a. Responsible to Information Desk Head.
- b. 2 hour shifts, at least 1 per day.
- c. Responsible for interfacing with attendees, giving out reference materials, passing on necessary info to attendees, passing buck on up to information desk head, or his designated supervisors.
- d. Must be polite and courteous, and incredibly patient.

b) Supplies

1. Reference materials: telephone books, lists of committee, lists of staff, programs, hotel maps, lists of local restaurants, local hotels Phoenix information, hospital information, hotel references, etc.

2. Other: walkie-talkie for info requests to HQ, pencils to give out. Scratch pads and pens for making notations and messages.

c) Policies

General Policies of the Information Desk is, of course, to be as courteous as possible. This, after registration is where we the convention committee will be having our largest direct contact with the attendees. Much of how they feel about the convention will depend on how they feel about the staff they've dealt with. If they find us to be polite, friendly and trying hard, they'll feel good. If they catch us feeling impatient or nasty, they'll think we're shits, and that so is the convention. In general, be as solicitous as possible. Ask if you can be of any help. Try your hardest to help. Use your brain, be creative, don't just let something go by with an "I dunno", and turn them away. Ask other people try to get other input, pass the problem on up the line--think. You'll be dealing with obnoxious people, abusive people, drunk people, people who think they can walk all over you. We don't expect you to let them but make every effort to extend them every courtesy--then if there's any problem call your supervisor in, and they may call for a troubleshooter.

d) Specific Problems and Policies

1. Hotel complaints (about people's rooms, or problems with hotel staff) are to be dealt with as best as possible, and then if you haven't satisfied the complaint, call Bill Patterson, our hotel/Guest Liason. His Beeper puts him in constant call from HQ. Bill and his staff will take the problem off your hands.

2. Registration problems will be passed back to the Registration

Special Problems Desk, or Carol Hoag as Registration head. Details will be worked out.

3. Medical problems will be handled by either informing the person of the nearest hospital, or informing HQ. Under no circumstances are you to attempt to treat anything. This includes putting on a band-aid.

4. Lost and found are to be refered to the Hotel's own lost and found (inquire at Hotel Registration) and HQ, for our lost and found. Do not give out any description of found items.

5) Any complaints about SFWA or a professional writer or member of the program are to be referred to HQ.

6) Any complaints about individual staff or committee members are to be referred to HQ.

7) Any complaints about Harlan are to be referred to HQ.

8) Any complaints about the program are to be stroked.

9) We will not accept messages, People can leave notes on bulletin boards. WE will accept messages only for committee, and our GOH's. These are to be passed to HQ.

10) Complaints about ERA are to be stroked.

11) We will try to have a Spanish speaking person available. Any language problems should be dealt with as best as possible.

12 12) Requests for information on fandom can be referred to the Neofan's room in HOPI A of the Adams. Don't waste your time on these.

E) Summary

In general, try to deal with a problem/complaint at the lowest level possible. If you can solve a problem, do it. Don't clog the channels and your supervisor's time with things you can do yourself. However, if it's anything at all serious that you've solved, log it and verbally inform your supervisor. Do not neglect this. In general, you'll spend a lot of time saying, "that's the way to the huckster room that's the way to the art show, here's a restaurant list, and yes you

can have a pencil," Most complaints can be dealt with with some information and some stroking. Don't forget the Stroking. If something keeps coming up, and there's no established policy, buck it and we'll establish one. Maintain the log book.

2) Hotel Liason

a. Staff

1. Hotel Liason Section Heads: Gary Farber and Kathi Schaefer

a) Responsible for overall dealings with hotels. Have policy making authority. Deal with problems as they come up from underneath. Deals directly with hotel management.

b. on call 24 hours.

2. Hotel/Guest Liason--Bill Patterson

a) Responsible to Heads of Hotel Liason Section

b) Responsible for dealing with hotel/guest interaction. Deals with room complaints, hotel complaints about guests, problems of payment room service, housekeeping, credit, etc. Try's to keep both hotel and attendees happy with each other.

c) on call 8 hrs. day on duty. and 24 hrs. in emergency.

3. Additional staff as necessary.

b. Policies

Keep things moving as smoothly as possible. Do good. Avoid evil. Throw a room party.

3) HeadQuarters

a. Staff

1. Office Manager--HQ Section Head: Pat Mueller

a. Responsible to Director and Associate Director of Operations thru staff supervisor.

b. On duty 8-10 hours per day. Daylight peak hours.

c. Has the responsibility for maintaining HQ, and keeping it running, Is responsible for the order of HQ, and can preemptorily order people out if HQ is getting too crowded or noisy. Will maintain all paperwork not otherwise specifically delegated, and see that it is done, filed properly, orderly and proper. Make sure that HQ is kept physically straight and neat. Can order Emergency Clean ups, and deputize cleaner-upers. Also maintains proper use of phones, proper use of work space, and checks supplies in out. Is responsible for co-ordinating shopping runs with Operations Staff Supervisor. Will check that logs are maintained, and Raise Hell if they're not. Has authority over supplies.

2. General HQ Staff.

a. Responsible to Office Manager

b. On call during duty hours; 4 hour shifts

c. Will handle general filing, duties, typing, and paperwork.

Will handle phones, and information interfacing. Maintain bulletin boards, phones requests for information (internal and external).

Will do general staff work.

B. Supplies:

1. typing paper
2. memo pads
3. pens and pencils
4. pencil sharpener
5. thumb tacks
6. tape measures
7. stapler
8. file cards
9. poster making materials
10. scotch tape
11. lost and found
12. masking tape
13. extension cords
14. program books, pocket programs
15. carbon paper
16. paperpunch
17. rulers
18. scissors
19. hand trucks
20. electric typewriters
21. adding machines
22. safe and lockable cabinet
23. polaroid camera and film
24. Borein A has refridgerator which is to be used for sealed cans and bottles only.

C. Physical Layout and Usage

Russell A is Assigned General Usage. Russell B is radio Net and Duty Headquarters. Russell C is Treasury. Borein A is Staff Headquarters.

D. Policy

The proper running of headquarters is essential to the running of the con. It must be kept neat and orderly. The Office Manager is responsible for maintaining this running, and her authority is to be responded to.

1. No one is to be allowed in any of the HQ's who is not authorized. No attendees should be allowed in any HQ unless brought in by a member of the committee who checks it with the shift supervisor, or office manager. Members of the committee who are not specifically doing something should hang out in the Borein Room, not in one of the Russell rooms. Members of the committee staff who are not doing something essential to operations should stay out of Russell B. This is not a whim of authority, but a genuine need for quiet to operate the radio net. No one not specifically authorized by Treasury will at any time be allowed in Russell C. The Office Manager and Shift Supervisor Retain the authority to ask people to leave at any time, including any committee personnel.

2. Petty cash is signable by Treasury, Dir. Ops. , Ass. Dir., Ops., Shift Supervisor and Office Manager, Programming Director.

3. No Bulletins are to be posted in HQ without OK of Shift Supervisor or Office Manager.

4. Working areas are to be kept neat, and put away when not being used.

5. All equipment taken out of HQ is to be signed out and for in Equipment log book kept by Office Manager.

6. All committee documents are confidential.

E. Procedures

1. Phone Answering. (See Separate Phone Instructon Sheet)

2. Logging.

a. The phone is to be signed as according to the instructions on the phone sheet.

b. the Radio Log is kept by radio base operator in accordance with set procedure.

c. The equipment sign-out is kept by the Office Manager, or shift Supervisor when she is off duty, and all equipment taken out of the room is to be signed for with name, use, place of use and estimated time of return. No equipment is to be used without authorization. If a supply of something runs out, bring it to the immediate attention of the Office Manager.

d. The Committee location is to be signed in and out by everyone who has their name in it. Check. You'll find a page with your name. Everytime you are going to be somewhere longer then 20 minutes. 1/2 hour, notify HQ to sign you there. (Note, obviously if your job entails running about the con floor, you won't sign in with each room

every three minutes. Notations of "Hyatt 2nd floor", "Adams Basement" etc. are sufficient. "Going out to eat " is not , if it will be over 1 & 1/2 hours.) Use your sense, and keep us informed. "Partying " will be sufficient, but tell us which hotel.

e. Set-ups log will be kept by the Office Manager.

f. Operations Duty Log will be kept by the Shift Supervisor. They are responsible for maintaining it, although individual troubleshooters may write up their own entries. This is to keep track of all problems as they come up, and should include everything of any seriousness. Details to be noted are time, place, people involved, type of problem and resolution. Add as much detail as seems informative within common sense. If in doubt check with Shift Supervisor.

3. Room numbers of committee and GOH'S are not to be given out.

4. Messages may be left for committee and GOH'S in pigeonboxes.

5. All rumors are to be noted in Duty manual, and logged as to heard from whom, and what degree of emphasis. Estimate of how widespread.

6. Read all Messages on Bulletin Boards.

7. Lost and Found is under the supervisor of Office Manager. If found, attach tag to item with date, time and location, and name of person who found. Put it in "Found" box. If item is valuable, it will be locked up by shift supervisor, a log will be kept. If an item is reported "lost" it will be logged. Use discretion when giving out information about found items.

5. Fixed Services

a. Staff

1. Fixed Services Section Head--Bruce Dane.

a. Responsible to Director and Associate Director of Operations thru shift supervisor.

b. On call whenever.

c. Responsible for maintaining security over fixed area's of convention. Will be checking con badges in program and convention areas. Maintains security over facilities, equipment, treasury.

2. Fixed Services Aides

- a. Responsible to Fixed Services Section Head.
- b. On call whenever.
- c. Supervise Fixed Services Personnel.

3. Fixed Services Personnel

- a. Responsible to fixed Services Supervisors.
- b. On call when on duty--4 hr. shifts.
- c. Maintain status quo of Security (see FS OPs Manual)

C. Policy

See FS Manual

General: FS will be working extremely closely with the programming dept., huckster room and art show. It should be stressed that these FS personnel are to be responsive to the needs of the respective personnel and heads of these sections, as well as the requests of the roving troubleshooters.

6. Troubleshooters

Staff.

- a. Responsible to Director and Assistant Director of Operations.
- b. On duty in 4 hour shifts. May be pressed into service as needed.
- c. Responsible for maintenance of status quo of convention. Will deal with emergencies as they come up. Are to be the eyes, ears and arms of HQ on the con floor. Will attempt to solve everything they can, or pass it on up. Will deal with drunks, requests, fights, requests, damage, requests, pass on info to HQ, etc..

Policy

Do good, avoid evil, throw a good party,..... to be written up.

7. Operations Staff Scheduling

Gofer requests, to be written up.

V. General Cycles of Con by Ross Pavlac

1. Philosophy

" A large, long convention has very definite cycles to the mood and flow of things. These cycles are different from those of a small-to-medium weekend regional. An understanding of those cycles and how they relate to the individual department is essential to the proper planning of each department's needs.

2. Daily Cycle

Requests for information are most prevalent from about 11 AM, when people start to wake up, until about 7 PM, when plans are being made by the attendees for their evening activities. Major staff work is done mostly from about noon until about midnight, when the major program item for the day is finished. Minor staff work seems to go on from about 10 AM until the dinner hour. After the major evening events and before the con starts business the next morning are the real slack times for Headquarters.

3. Cycle of the Convention As a Whole

Before the opening of the con, the primary task is to perform the various tasks necessary for convention setups.

During the opening days of the con, there are two things that almost totally occupy the attention of the con staff: the smooth running of registration (both hotel and con) and supplying information to attendees.

During the middle part of the convention, the most pressing business is the operation of the con and the coordination of the various teams working on separate projects. Requests for information continue, but are fewer.

During the final portion of the convention, there are few real calls upon HQ other than fans having problems checking out of the

hotel. The major concern at this time is the orderly winding down and dismantling of the con. One of the key internal problems at this time is lack of staff because of fans leaving early or feeling that they have "finished doing their share" -- this places a strain upon the extant staff that is as bad as that experienced during the opening of the con.

Oh yes, one point to remember: crises don't pay any attention to cycles. "

VI Benefits

If you work on the con, you get special seating at the Hugo Ceremonies and Masquerade. You also can hang around the staff lounge, and get free soda pop and munchies. In addition there will be a special chance to meet Harlan, and any other pro's you like. You also get to wear a "staff" badge.

PLEASE NOTE:

There are certain clauses in our Hotel contracts that may interest people. They are the following.

1. The traditional discussion parties at this type of convention tend to run right on through to breakfast. While a certain amount of extra noise is inherent, it is unlikely that there will be cause for serious complaints. In any case, it is understood that any complaints of a behavioral nature; i.e. noise, outrageous behavior etc., will be referred to the committee for handling. Any act of violence either to the hotel or human being may be acted on immediately by hotel security staff, but if at all possible, the committee will be notified prior to such action, or as soon as possible. Prior to calling in an outside agency for the handling of any problem, the committee will be notified. The whole purpose of this paragraph is to insure that room party noise at reasonable levels will be tolerated by the hotel at all hours, as well as some of the personal eccentricities of convention attendees. And that any possible boistrousness or incipient belligerance that can best be handled by peer pressure from the committee will not be taken out of the committee hands.

2. The hotel coffee shop will be open until 2:00 AM Wednesday and Thursday nights, and 24 hours Friday, Saturday and Sunday nights. Although a skeleton staff will be all that's needed between 4:00AM and

8:00 AM, all grills, ovens and fryers shall remain on to allow for hot meals by attendees at any time. The rest of the time, the coffee shop shall be fully staffed for rush hour business.

3. The hotel will contract with the local Coca Cola distributor to keep the soft drink machines on all floors properly stocked and maintained for the duration of the convention.

4. The ice machines will be kept properly filled and maintained for the duration of the convention. Should all ice machines be emptied, special arrangements will be made to provide ice to the authorized members and no charge to either convention or attendee.

5. The swimming pool will be available to attendees on a 24 hour basis during the run of the convention. Swimming pool activities will not be restricted except by law or safety requirements.

Any cases of excess noise or abuse of pool privilege will be referred to the committee as per general Item 4.

Type composition by Mary Paterno, and Steve Posner. We take responsibility for all boo-boos.