

Rugby New Zealand 2011 Limited

Rugby World Cup 2011 Volunteer Programme Strategic Plan

Terms of Use

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TABLE OF CONTENTS

| | |
|--------------------------------------|----|
| TABLE OF CONTENTS..... | 3 |
| PREAMBLE | 4 |
| PROJECT SYNOPSIS..... | 4 |
| STRATEGY | 5 |
| VOLUNTEER PROGRAMME COMPONENTS | 6 |
| VOLUNTEER PROGRAMME LAUNCH | 10 |
| KEY MILESTONES | 11 |
| BUDGET..... | 11 |

PREAMBLE

RWC 2011 will be the biggest event, sporting or otherwise, ever to have been staged in New Zealand. 20 teams will play a total of 48 matches between early September and late October 2011. RNZ 2011 is anticipating that this event will attract 60-70,000 visitors to New Zealand, sell in excess of 1.5 million match tickets and will generate huge worldwide television and media exposure.

The New Zealand Government and the New Zealand Rugby Union (NZRU) have joined in partnership and have invested heavily in this event not just because of New Zealand's outstanding rugby heritage and the fact that this is rugby's premier event and the world's third largest sporting event.

They have also each invested because the core event provides both rugby in New Zealand and New Zealand itself with one of the best opportunities ever to create something which unites the nation and which creates not only short term benefits but many enduring benefits.

In recent years, volunteer programmes have become an integral feature of major sporting events. Eight years after Sydney delivered what is generally regarded as the "best-ever" Olympic Games and Paralympics, an abiding and very positive memory in the minds of many of the event's participants, organisers, commercial partners, public sector backers, spectators and members of the volunteers workforce themselves is the success of its Olympic and Paralympics volunteer programmes.

The RWC 2011 Volunteer Programme will be a highly visible "flagship" initiative for RWC 2011, the outcome of which will be an important factor in determining the actual and perceived success of the whole RWC 2011 event.

PROJECT SYNOPSIS

This project has received the strong support of the Minister RWC, Cabinet, Government RWC Office and the Government RWC Coordination Group, the members of which are the chief executives of those Government departments and agencies which have a link to and are involved in preparations for the delivery of RWC 2011.

RNZ 2011 anticipates creating and utilising a 5000+ strong volunteer workforce to help our organisation deliver RWC 2011.

Current indications are that there will be in excess of 50 individual job descriptions falling within the following generic functions:

- Volunteer management

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- Venue support
- Team support
- Match support
- Accreditation centre
- Media support
- Hosting

STRATEGY

Vision/Mission

The Rugby World Cup 2011 Volunteer Workforce will provide excellent customer service and be acclaimed by the various stakeholder groups for contributing to an operationally excellent tournament. The RWC 2011 Volunteer Programme will create special memories for everyone attending the Rugby World Cup and associated festival events and enhance the reputation of New Zealanders as great hosts. The RWC 2011 will leave a positive footprint for volunteering at future events in New Zealand.

Guiding Principles

The following principles will guide the development, management and delivery of the Volunteer Programme:

- RNZ 2011 will provide direction and leadership of the Volunteer Programme
- The Volunteer Programme will be conducted in an inclusive and collaborative manner in order to maximise the input of and value to interested stakeholders
- Specific population groups will be targeted when seeking applications for volunteers
- The Volunteer Programme will strive to achieve high volunteer satisfaction levels and high performance expectations of volunteers
- Volunteers will have their expectations managed through proactive communications
- The Volunteer Programme will integrate into a seamless “One Team” approach with a united paid and volunteer workforce
- High standards of excellence will be expected across the entire Volunteer Programme.
- Volunteers will be selected based on getting the right person for the right role
- The Volunteer Programme will have a distinctly New Zealand feel and vibe
- There will be a culture of respect, openness and fun

Objectives

1. Recruit a sufficient number of committed and appropriately skilled people to meet the needs of the Volunteer Programme
2. Train volunteers to a high level of competence that maximises event time performance
3. Maximise retention rates through a first class experience for the volunteer workforce conducive to them achieving meaningful and satisfying memories
4. Effective management of the Volunteer Programme to achieve the highest quality results within time and budget constraints.

In order to meet the above objectives and ensure success of the Volunteer Programme the following will be required:

- Comprehensive planning
- Excellent leadership by RNZ 2011
- Co-operative relationships with Provincial Unions, Territorial Authorities and Government
- Ownership and effective management of volunteers by their functional areas and venues
- Appropriate acknowledgement of the contribution made by volunteers

VOLUNTEER PROGRAMME COMPONENTS

The key components of the Volunteer Programme are:

1. Recruitment and selection

A sufficient number of committed and appropriately skilled people need to be recruited to meet the needs of each functional area including core tournament services and hosting requirements.

There are two categories of roles for the volunteer programme, Specialist and General. Specialist roles will require volunteers to already have specific knowledge, skills and experience. These roles will be filled by targeting recruitment through specific organisations and individuals. General positions are for roles which volunteers can be trained following selection and will be open to the general public.

Each functional area will provide a structure of their workforce requirements highlighting volunteer and paid positions. Each role will have a detailed position description. All positions that are available to the general public will be advertised on the RWC 2011 website and via VolunteerNet (subject to availability) and be supported with a public relations campaign.

Specific target groups will be identified and agreed by RNZ 2011 and the Ministries of Economic Development and Social Development. Specific target groups could include, but not be limited to, participants in Project K and the Blue Light Programme (Police) and those people with previous volunteer experience. These target groups will be approached when seeking applications for volunteer positions.

Screening and selection criteria:

All volunteers, including those who have already expressed an interest, will be required to complete an on-line application followed by a walk-up interview after an initial screening exercise.

Applicants will be screened using the following criteria:

- They meet the skills and commitment required for the particular roles
- They agree to the terms and conditions of participation
- They take responsibility for travel to, and accommodation in, the host city
- They are able to work a minimum number of days. This will vary based on the scoping requirements for each role/venue
- They complete a Police check satisfactorily

- Other criteria as determined through the detailed operations planning and scoping process

Key recruitment and selection assumptions:

- There are enough appropriately skilled and committed people in each region to fill required volunteer numbers
- That New Zealand residents will be given priority in the selection process (due to their ready availability for training and work)
- All volunteers selected will be required to complete a form of acknowledgement and acceptance

See the Key Milestones section for timeframes relating to recruitment and selection.

2. Training

The volunteer training will prepare a large scale workforce of committed and capable people to support the delivery of the RWC 2011. The success of the Volunteer Programme is dependent on training volunteers to a high level of competence in expected attitudes, behaviours and job requirements.

Training will have a practical focus with emphasis on providing the essential skills and knowledge for a particular role in a particular venue. Training will comprise:

- Orientation – generic module likely to be web-based for widest possible coverage
- Job/role specific training
- Venue training
- Leadership training on managing a volunteer workforce
- Train the trainer course for anyone having to train volunteers or do presentations

The Volunteer Programme will oversee the needs analysis and planning of all required training. External providers will be sourced to assist with the planning, design and delivery of the training. Existing training programmes will be reviewed to determine what can be used or customised (e.g. Kiwi Host and Kia Ora Mai) and complemented (e.g. Event Star).

Key training assumptions:

- Training is mandatory for all volunteer and paid workforce
- All training programmes will be managed by the Volunteer Programme
- Suitable external providers are available to design and deliver the required training
- The Volunteer Programme “owns” the orientation programme
- Functional areas “own” the job/roles specific training
- Venues “own” the venue training
- All training presenters will attend the Train the Trainer and leadership training
- Leadership training will be available for, and attended by, all team leaders, shift supervisors and functional area managers

3. Workforce Management

Following selection and training, the Volunteer Programme and the HR department will assist with managing a large workforce of committed and capable volunteers to effectively support the delivery of the RWC 2011. The key objectives of workforce management will be:

1. Deliver support to functional areas and venues to help them best manage their volunteer workforce
2. Develop and implement strategies that help retain volunteers by managing their expectations and providing them with positive and meaningful experiences.

Effective ongoing management is critical to ensuring successful delivery of the RWC 2011. Following recruitment, selection and orientation training, functional areas will assume overall responsibility for their volunteer workforce. At all times though, the Volunteer Programme and RNZ 2011 HR department will be ready to assist functional areas. Closer to RWC 2011 a match delivery structure will be implemented for the volunteer and paid workforce resulting in venue specific teams.

The following six key workforce management processes need to be planned, co-ordinated and managed during the project and on an ongoing basis:

Work schedules – In conjunction with the functional areas, the Volunteer Programme will establish overall guidelines and system requirements for allocating volunteers to

work schedules and communicate these policies, guidelines and system requirements. The allocation of paid and volunteer staff to work schedules will be performed by functional areas within the venue management structure. Distribution of these schedules will also be undertaken by those same functional areas within the venues.

Supervision – functional areas within each venue will perform direct supervision and management of their volunteers. Volunteers are integral to each staffing team. Day to day care and treatment of volunteers will be critical to maximising volunteer retention and ensuring effective delivery of RWC 2011. Each venue will have a dedicated and appropriately skilled HR resource to assist in all aspects of the management of volunteers.

Communication - must be open, honest, two-way, clear, ongoing and comprehensive. The needs of all staff (whether volunteers or paid) and management are to be met and all can effectively work together to achieve clearly understood common goals. At all times volunteers can obtain information and assistance through a central dedicated call centre/number.

Appreciation/Recognition – important to the effective management and retention of volunteers is to plan, implement and communicate clearly defined appreciation methods and procedures. Appreciation of volunteers will be linked to their continued service and their performance. In addition to formal appreciation, simple forms of informal appreciation are important (e.g. care, respect, thank you!). All volunteers will be materially acknowledged in certain ways (to be finalised) before, during and after the RWC 2011.

Volunteer needs – volunteers will be provided with:

- food and drink during their work shifts
- a work uniform (varying dependent on role)
- free public transport to and from their work venue (where possible and appropriate)

Volunteer retention – Job performance will be positive if mutual commitment exists. The following principles will assist with retention:

- Clearly defined expectations on outcomes
- A welcoming environment (at all times)
- Working in roles for which job satisfaction is **most** likely
- Not placing unreasonable demands on volunteers
- Empowering volunteers in matters affecting them
- Recognising and rewarding our volunteers appropriately
- Treating volunteers with respect and care
- Keeping our volunteers busy

Key workforce management assumptions:

- Functional areas within venues are responsible for scheduling their volunteers and the operational management of those volunteers
- All managers and supervisors of volunteers will attend leadership training
- Managers with HR expertise will at all times be available to assist functional areas and venues to manage their volunteers

4. Programme Management

The programme will be managed based on a detailed operations plan which is due to be developed by 31 May 2010. The programme will be managed in accordance with the RNZ 2011 Programme Management Office guidelines. This incorporates project timelines, exception based reporting, risk management and contingency planning.

Reporting on the progress of the Volunteer Programme will be completed on a monthly and quarterly basis in terms of the overall RNZ 2011 reporting requirements and the reporting requirements in the Funding Agreement with Government.

To meet the key milestones and the significant amount of planning required to ensure the success of the Volunteer Programme, recruitment of appropriate staff will be required. Two positions have been advertised for the core tournament and hosting requirements. These positions are due to be in place by April 2010. Other positions that are likely to be required for the Volunteer Programme are:

- Training Manager – in place by May 2010
- Volunteer Programme Administrator – in place by May 2010
- Uniforms and logistics Manager – start date to be determined
- Volunteer Co-ordinator (x2) – start date to be determined

5. Uniforms

RNZ 2011 and the Government have agreed on the parameters around the design of the Volunteer uniform. A range of uniforms will be designed for the Volunteer Programme. These will be used to differentiate:

- Volunteers in an operational role
- Match venue, festival and city hosts

Supervisors will also be clearly identifiable.

Uniforms will be distributed on bulk to all venues for functional areas to kit out their workforce. Uniforms will be available 2 months before the event.

VOLUNTEER PROGRAMME LAUNCH

It is intended that the Volunteer Programme be publicly launched at the beginning of May 2010 by the Minister for Rugby World Cup 2011 the Chief Executive of RNZ 2011.

Whilst planning for the Volunteer Programme has already commenced, there are several reasons why this time frame for a public launch is important:

- The IT infrastructure to manage the application process will be in place and tested,
- The ticket launch will have been completed resulting in heightened public awareness of the Rugby World Cup
- Scoping of volunteer roles will have been completed
- Communications can be put in place to manage expectations about the volunteering experience and to proactively manage the number of applicants
- A regional road show needs to be organised around the launch to more fully communicate the expectations, process and realities of volunteering for the RWC 2011
- The launch will coincide with the final rounds of the Super 14 when interest in Rugby is starting to build momentum

- In advance of the All Whites football World Cup 2010 campaign, therefore leveraging off their build up and the expected anticipation of New Zealand competing in this mega event.

It is proposed that the public launch will announce when the Volunteer Programme will be open for applications. It is envisaged that this launch will be supported by a road show. This launch will be the subject of a separate communications and project plan.

The launch can be completed before the detailed operation plan has been completed.

KEY MILESTONES

The following tasks have been identified

| | |
|--|--------------------------|
| Communication with everyone who has submitted expression of interest | March 2010 |
| Recruitment of Team Liaison Officer and assistant roles commence | March 2010 |
| Scoping roles and requirements completed | April 2010 |
| Operations Managers (Host and Tournament) in place | April 2010 |
| Specific target population groups identified and agreed | April 2010 |
| Public launch of the Volunteer Programme | 3 May 2010 |
| Regional road show for potential volunteers conducted | 4 May 2010 – 21 May 2010 |
| Applications open | 21 May 2010 |
| Training Manager and VP Administrator in place | May 2010 |
| Team Liaison Officers selected | May 2010 |
| Database extracts provided to Volunteer Net | May 2010 – October 2011 |
| Detailed operational plan completed | June 2010 |
| Training programme requirements scoped for each role | July 2010 |
| Volunteer selection and screening commences | July 2010 |
| Initial estimates of volunteer catering requirements advised | July 2010 |
| Agree social development expectations from VP | July 2010 |
| Tournament volunteer roles selected and tested at rugby events | July 2010 – Sept 2011 |
| Training provider(s) selected | September 2010 |
| Uniform design signed off | December 2010 |
| All Core Tournament and Host volunteers selected and confirmed | December 2010 |
| Training content designed and tested | February 2011 |
| Training commences for all Host volunteers | March 2011 |
| Venue based management structure in place | April 2011 |
| Uniform ready for distribution | June 2011 |
| Pre-tournament recognition functions held | August 2011 |
| Bulk of Host and Tournament volunteers commence their roles | 1 September 2011 |
| Tournament finishes | 23 October 2011 |
| Volunteer roles finish | 26 October 2011 |
| Volunteer recognition functions held | Late October 2011 |
| Final reporting completed | December 2011 |

BUDGET

| Expenditure Items | Budget |
|--------------------------|---------------|
| Recruitment | xxx |
| Uniforms | xxx |
| Training | xxx |
| Transport/Accommodation | xxx |
| Catering | xxx |
| Project Management | xxx |
| Total | xxx |