

WORKFORCE

**RUGBY NEW ZEALAND 2011
LIMITED**



SCOPING AND INITIATION PLAN

**RUGBY NEW ZEALAND 2011
LIMITED**

WORKFORCE SCHEDULING

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1 Purpose & Context

The purpose of this paper is to establish the concept of operation for the Workforce Scheduling system.

The aims are to:

- Clarify the scope of the workforce system
- Define workforce scheduling principles
- Provide a consistent way of managing workforce scheduling
- Incorporate this system into the event operations

In addition, it will serve as a valuable communication tool to inform and educate other key functional areas across the organisation

2 Concept of Operations

2.1 Objectives

The objective of the scheduling system is to provide an easy and efficient method of scheduling and managing workforce across all venues and regions.

To achieve this objective, workforce will:

- Establish scheduling principles
- Provide an online system for functions to utilise
- Provide training and support to all functional areas
- Provide methodology to assist and manage change requests
- Develop communication tools to be utilised

2.2 Rationale

Scheduling is required to ensure efficient management of workforce and to provide vital information across functional areas.

The key areas scheduling will provide clarity for are:

1. Rosters - It provides us with a consistent way to produce rosters for distribution to all workforce members. When managing a workforce of over 8000 people we need an efficient and effect way of communicating shifts in a timely manner. This allows us to produce the rosters so we can provide them to our workforce who can then plan for their tournament time.
2. Meal requirements - it enables us to forecast & budget for meal requirements that will be provided at each venue on any day throughout tournament.

3. *Operationally clean venues* - Provides a way to establish if a person is actually needed to work or if they are trying to enter the venue without a match day Ticket.

2.3 Scheduling scope

Workforce scheduling is mandatory for all Team 2011. This includes all volunteers, PU Staff and paid workforce. It will not include contracts such as catering, security, police or broadcasters.

All workforce will be scheduled in a web based scheduling system called MyScheduler. This is an interactive system that will allow us to schedule people efficiently & ensuring our Workforce regulations are followed.

2.4 Workforce Scheduling Principles

To ensure all workforce are managed efficiently and responsibly, Workforce has developed the following scheduling principles. These need to be adhered to when scheduling your volunteer workforce, different principles will be followed for RNZ & PU staff.

- Volunteer shifts should be 6 - 8 hours in duration
- A minimum 10 hour break between shifts should be scheduled
- No more than 5 consecutive days should be scheduled for a volunteer

**Workforce will manage exceptions with FA Managers*

Volunteers have been asked to commit to a minimum of days based on their regions. This multiplied by the headcount equates to the maximum number of shifts each region is allowed to allocate:

Formula for maximum approved shifts = Headcount x regional minimum shift number

Region	Minimum shift Number
Auckland	11
Wellington	8
All other Regions	5

* If you do not know your allocated headcount please ask your RNZ Workforce Manager.

* If you want to increase the number of shifts you schedule it increases the catering costs which need to be carefully managed within budget. Regions will need to pay for more meals if shift numbers are over the planned allocation.

Paid workforce will be scheduled; however, they will not be bound by the above scheduling principles.

2.5 Workforce Entitlements

We are committed to ensuring each and every member of Team 2011 is well managed & enjoys their experience at RWC2011. Part of our management and ensuring people's well being is the provision of meals/ snacks when on shift. We will be providing all workforce with a snack and/or a meal when on shift. What each member receives will be based on the below entitlements:

Workforce entitlement based on shift duration

- Work period 2 - 4 hours = 1 snack;
- Work period 4 - 6 hours = 1 snack & 1 meal;
- Work period 6 - 8 hours = 2 snacks & 1 meal;
- Work period 8+ hours = 1 snack & 2 meals.

2.6 Scheduling Methodology

When initially determining schedules we need to think about the factors that might affect the start or finish time of the shifts. Things to consider, that might need to be scheduled into your shifts are:

- Check in - how long will it take for them to get through the check in process
- Briefing - how long will each briefing take
- Equipment distribution- who needs to collect equipment (such as radios); how long will this process take.
- Deployment - getting from the briefing area to their actual post
- Check out - can they check out via their team leader or do they need to return to check-in to return equipment

2.7 Workforce Guidelines

Workforce has established a set of principles to assist guiding you when establishing your schedules.

- 15 minutes for check in
- 15 minutes for briefing and redeployment if within venue or close proximity
- 30 minutes for briefing, deployment and equipment collection if the post is more than a 5 minute walk
- Check-out is done through team leaders. There is no need to go back to the Workforce Check-in / Workforce centre unless equipment needs to be returned or bags collected. Please note, Workforce will be encouraged not to bring any valuables and advised that there is no space to store personal items at Workforce Centres.

3 Communication

A key aspect of scheduling is how rosters are communicated and what we communicate with them to ensure people understand their rosters and to minimize the change management required. The scheduling system has a built in communication tool that allows us to email and SMS. Some communication will be managed centrally while each function will also be able to utilise the tools to communicate with their specific workforce.

3.1 Central Communication

A number of communications will be automated, these include:

- An email when rosters are initially published/ communicated
- An email when changes are made to an individual roster after it has been published
- A reminder email 24 hours before each shift
- A reminder SMS 1 hour before each shift

The wording in the central communications will be set out by Workforce

Please see *Appendix 1* as an example of generic roster communication.

SMS functionality will be managed centrally and utilised for quick mass communication.

4 Change Management

Workforce will build & populate the initial schedules for all Team 2011. Once this is complete rosters will be sent out in a PDF format via email. While the initial communication will try to discourage change requests we do expect that people will need to change shifts. To ensure that the change management is managed we are implementing a RNZ call centre along with procedures around changing shifts.

Functions and Regions have an option to either manage their own schedules at this stage or default to the RNZ Call Centre for them to manage the process.

4.1 Decentralised Change Management

Volunteers contact a person in your region/ function or email an inbox managed by the region/ function to request changes. The region/ function take over the management of scheduling and manage all change requests in the system. This will allow region/ function to work closely with the volunteers pre-Tournament. For this process to work we need:

- Contact information, either names, phone numbers or an email address for questions and issues that volunteers may have;
- The contact person to attend a scheduling training session to be able to manage changes within the system;

4.2 Centralised Change Management

Volunteers call a call centre based at RNZ and we manage changes centrally before transferring volunteers to the regions / functions closer to the Tournament. Changes will be managed depending on how if the role is a match day role or not. The percentage of shifts filled for a given day will be taken into account before changes are approved. Where possible we will try to discourage changes.

The RNZ Call Centre will be in place to manage changes until all regions/ functions are operational or until August 15th which is after the last My Schedule training session.

Please see Appendix 2 for change management procedure.

5 Tournament time management & support

During tournament it is imperative that rosters are kept up to date. The rosters will be used to produce meal requirement reports and check in reports. If people do not appear on the daily check in report they will not be allowed into the

venue and will not receive meals. Therefore we need to ensure they remain up to date.

Shift changes (name changes not adding new shifts) should be made in the system by 11pm the day before so workforce can print correct check in list for the following day. If this deadline is missed you will need to verbally provide the information to Workforce so it can manually be added to the check in report for the next day.

If new shifts are being added to the system this needs to be done **48 hours** ahead of time so catering can accommodate the change in their meal plans.

Tournament shift change request forms will be used to manage changes to rosters. These will be made available at the Workforce check-in or Workforce Centre and will need to be signed by the supervisor/ manager of the person requesting a change.

Once a function or region is operational, i.e. their tournament time schedules have started, someone from the functional area will need to manage changes in the online scheduling system. Workforce will be available to assist if problems arise.

Please see **Appendix 3** for tournament shift change request forms

6 Process and timeline

Date	Activity	Assigned to
May 30 – June 10	Determine shift dates, times and number of staff required	Regions / FA's
June 13 – 18	Initial build of shifts in system	RNZ WRK
June 13 – 18	Training session on "MyScheduler"	Regions / FA's
June 20 – July 6	Allocation of all Workforce to shifts	RNZ WRK
July 7-14	Review of schedules	Regions / FA's
July 15 – 22	Schedules sent to volunteers	RNZ WRK
Aug 10-Aug 12	Training session on "MyScheduler" for regions/ functions who haven't been managing changes	RNZ WRK
Aug 15	Regions / FA's take responsibility for their area	Regions / FA's

APPENDIX 1



Team 2011

Kia ora Nanine Artup,

We are happy to announce that we have completed your roster for Rugby World Cup 2011!

With over 5,000 individual rosters created and over 100,000 shifts to fill, scheduling has been an enormous task. We have tried to take into account people's individual requests while also ensuring that all shifts are covered for the Tournament. Please review your attached roster. Print it out now and place it on the fridge so you don't forget!

When reading your roster, note the venue name. The venue could vary across your Tournament schedule.

We appreciate you accepting the roster that has been set for you. If you don't contact us we will assume you accept your allocated shifts - thanks! With the large number of people and shifts, changes can be lengthy to resolve. Should you need to request any changes contact us as soon as possible on 0800 RWC VOL (0800 792 865)

We are excited about you joining us in this great event - 'you gotta be there'!

Thanks and cheers,
Team 2011

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volunteer@rugbynz2011.com.

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APPENDIX 2

Call Centre Flow Chart - Scheduling

- 1) Identify caller in Workforce Managers Portal
 - a. Check email address
 - b. Physical address
 - c. Date of birth

- 2) Confirm role
 - a. Make sure job role is accepted
 - b. Sell them the role!
 - c. Update their status

SCHEDULING ISSUE

- 1) Look below to see if able to make change yourself or have to check with Functional Areas
- 2) Fill in the change management excel sheet
- 3) Make change while on the phone if you can:
 - a. Find replacement for shift change
 - b. Remove from shift / allocate new person
 - c. Send email notification
4. If unable to make change (based on notes in boxes below)
 - a. Advise that this is a Match Day (MD) role hence they are needed for all Match Days
 - b. If not available for all MDs advise:
 - i) We will fill in change request form
 - ii) Check with the Functional Areas (FA) Manager , we cannot make guarantees on changes,
 - iii) Will get back to them via either phone or
 - iv) They will receive an email with their new schedule attached
 - v) Please be patient, if they haven't heard anything in a week call back!

<p><i>Functions that must work Match Days</i></p> <ul style="list-style-type: none"> • All these functions have a Match Day(MD) commitment & hence must work MD's • MD -1/ MD +1 can be a little bit flexible <p>➤ Discourage change – needs to be reviewed</p> <p>➤ If they cannot work MD it might lead to a role change.</p> <p>➤ Advise – I will need to speak to the Regional Manager about this!</p>	<p>RUGBY NEWS SERVICE (RNS)</p> <p><i>(can also be non match days)</i></p>
	<p>CATERING</p>
	<p>TICKETING</p>
	<p>SPORTS PRESENTATION</p>
	<p>SPECTATOR SERVICES</p>

	MEDIA OPERATIONS <i>(can also be non match days)</i>
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Functional Areas with limited people <ul style="list-style-type: none"> • These functions have limited numbers & hence we do not have people who could fill their shift for them • These people have a specific skill hence why they were allocated this role <p>➤ Discourage change – needs to be reviewed by Functional Manager</p>	VIP
	MATCH SERVICES
	IN-VENUE LOGISTICS

Other Functional Areas <ul style="list-style-type: none"> • These roles have more days to cover and hence more people in their headcount • We should be able to change their shift day <p>➤ If you can do this while on the phone please do.</p> <ul style="list-style-type: none"> ➤ If the shift is over 80% full – you can change ➤ If shift is less than 80% full – advise you will review, need to find someone to fill the shift 	TRANSPORT
	ACCREDITATION
	CITY OPERATIONS
	TOURIST INFORMATION
	WORKFORCE



Rugby World Cup 2011 Tournament Shift Change Request Form

Complete this Form for all roster change requests. Discuss the request with your supervisor or if they are not available discuss the change with the Workforce staff. All changes need to be approved so we can ensure we have sufficient cover for all shifts. Once approved changes will need to be updated into the scheduling system so the daily check in report is correct.

SHIFT CHANGE REQUEST	
Name	
Accreditation number (TMS ID)	
Functional Area	
Supervisor's name (optional)	
Current Shift (date & time & venue)	
Reason for shift change	
Suggested new shift (date & time)	
Additional shifts I'm able to work the following days	
Approval	
Supervisor's signature	
Date	
OFFICE USE	
Date processed	
Volunteer notified (email, verbal)	
Processed by	
Signature	

