

RUGBY NEW ZEALAND 2011 LIMITED
KEY LEARNINGS REPORT

RUGBY WORLD CUP 2011
VOLUNTEER PROGRAMME

FEBRUARY 2012

INTRODUCTION

The role of the Rugby World Cup 2011 (RWC 2011) Volunteer Programme (“Volunteer Programme”) was to provide a 5000+ strong volunteer workforce to help with the delivery of the RWC 2011 Tournament and associated events. The Volunteer Programme was a highly visible “flagship” initiative for RWC 2011.

In consultation with Government, a decision was made to have an integrated volunteer programme that covered not only core Tournament services, but also the wider spectator experience, with the inclusion of city host roles in conjunction with regional partners.

To ensure that the Volunteer Programme was of an international standard that would be valued by both visitors and New Zealanders alike, a decision to invest in a comprehensive training and uniforming programme to support the Volunteer Programme was made.

The Volunteer Programme comprised the following key projects:

Volunteer Programme (pre-Tournament)

- Strategic Planning
- Stakeholder Engagement
- Volunteer Recruitment
- Data Management
- Communications
- Recognition

Workforce Planning and Delivery (Tournament time)

- Scheduling
- Training
- Uniforms
- Workforce Delivery

Rugby New Zealand 2011 Limited (RNZ 2011) considers that the Volunteer Programme was an outstanding success that fully achieved what RNZ 2011 set out to do in terms of operational delivery and with regard to raising the profile of volunteering in New Zealand and highlighted the friendly Kiwi character to overseas visitors.

KEY MILESTONES AND SUCCESSES

The following summarizes RNZ 2011's key milestones and successes of the Volunteer Programme as well as the key learnings.

Total number of volunteer registrations received	18,000
Number of volunteers accredited for a Tournament time role	5,564
Number of recruitment rounds	Two face to face recruitment rounds plus an additional phone interview process nearer to Tournament time for late recruitment needs
Police vetting pass rate	96%
Minimum age for a volunteer ¹	17 (due to police check requirements)
Number of uniforms ordered	7650 complete uniform sets (includes 10% contingency for attrition and 10% contingency for sizing variances) (61,200 individual uniform items)
Approximate number of uniform swaps requested	1000
Number of surplus uniform items for fire sale/ post-Tournament disposal	8,000 individual uniform items
Number of volunteers completing orientation training	96%
Attendance ratio at Team Leader training	75%
Completion rate for role specific training	84%
Attendance rate for Workforce Captain's Run training	80%
Total number of RNZ Staff working within the Volunteer Programme Team pre-Tournament (including full-time contractors)	17 The HR/Workforce team also provided two resources focused full-time on planning for workforce operations.

¹ Excludes Provincial Union volunteer appointments. Eg: ball boys/girls

Total number of Volunteer Programme Team paid staff (including full-time contractors) during Tournament time	22 The Volunteer Operations Manager and volunteer coordinators transitioned to regional workforce managers during Tournament time (together with two staff from the Workforce planning team)
Number of Regional Workforce Managers	7
Number of Venue Workforce Managers	12
Number of Host Workforce Managers	20
Number of scheduled shifts	51,000
Estimated number of volunteer hours worked	357,000
Number of major volunteer-related issues escalated to the Main Operations Centre over the six-week Tournament window	6
Average in-venue volunteer attendance	92%
Oldest volunteer	83!

RETENTION

The Volunteer Programme planned for a 10% attrition rate, based on other major event models. Actual attrition was 7%.

Attendance in-venue on match day was tracked through workforce check-in. Out of 11996 scheduled shifts, a total of 11029 shifts were filled, a 92% attendance rate. Those not showing were a combination of “no-shows” and those unable to attend at the last minute (eg: illness).

In terms of Functional Areas within RNZ 2011 (FAs), in-venue attendance rates on match-day were as follows:

Accreditation	99%
Catering	87%
Match Services	93%
Spectator Services	91%
Media Operations	94%
Ticketing	95%
Sports Presentation	90%
VIP Programme	94%
Workforce	99%

When “no-shows” were identified, essential gaps were filled from other FA volunteer allocations. For example, Workforce volunteers were transferred to Spectator Services positions once workforce check-in was completed.

Once Auckland was the only remaining venue, volunteers from other venues also volunteered to come to Auckland and fill gaps in scheduling.

KEY LEARNINGS

Rugby World Cup 2011 had one of the largest event-based volunteer programmes in New Zealand. The following is a summary of the key learnings from Rugby World Cup 2011 so that future major events in New Zealand can learn from RNZ 2011's experiences and further develop and build volunteering within New Zealand.

Strategic Planning

- Ensure sufficient time is provided for the testing of people (the volunteers) and of technologies as with a finite and fixed delivery date, there is minimal time for error.
- Always assume that some things thought to be okay will go wrong. Lack of time to appropriately plan for getting 'wayward' matters back on track will put increased and unnecessary pressure on staff in the planning phase.

Workforce Management

- Develop the Tournament time Workforce vision in the early planning stages to avoid misperceptions e.g. this is for volunteers (those publicly recruited and unpaid roles only).
- Make an investment in recruitment of paid staff for the Volunteer Programme upfront to ensure a highly committed and effective team. With any major event, a lot is asked of the paid staff and they need to have not only the skills for the role but the ability to operate at all levels and commitment to the success of the programme.
- Include a Volunteer/Workforce Communications role (solely assigned resource) to be based within the team from the planning stage through to the end of Tournament.
- Employ a dedicated senior resource in time to work with each functional area to prepare and plan the workforce scheduling process and ensure it is resourced properly. During Tournament time, their role is to manage the workforce programme that runs throughout the Tournament.
- At the larger venues, plan for a total workforce number across the Tournament, allowing for attrition and shift flexibility rather than fixing a number per FA per match on the assumption all volunteers will work all shifts (which may not always be achievable with a number of matches).
- Ensure a fully integrated HR/Workforce team operating under one umbrella to ensure there is minimal division between paid and unpaid operational staff.
- Have the Host programme closely aligned to the overall programme.
- Focus on one workforce team for delivery rather than separating operational policies between volunteers and employees (where possible).
- In addition to the roles recruited for RWC 2011, look to provide a database administrator role at the time of recruitment and an internal communications resource closer to Tournament time.
- Establish workforce parameters and advise FAs early (number of shifts, hours etc) so as to support FAs in the workforce build process to ensure robust staffing numbers.

Stakeholder Engagement

- Implement a national advisory committee as this will provide a useful approach to ensuring best practice is maintained within the voluntary sector.

Recruitment

- Consider the methods used to advertise the opportunity to Volunteer and whether it should be a national or local recruitment drive
- Establish a call centre at the time of volunteer recruitment and use the call centre to do late recruitment so the Volunteer team can transition to Tournament-time Workforce operational roles.

Data Management

- With large numbers of workforce, ensure IT solutions are streamlined and able to be synchronised with each other. As such, it is important to determine needs first and then pick a system. If possible, link all requirements into one system (recruitment scheduling, communications, uniform, training).

Communications

- Despite the many efficiencies gained by electronic communication with volunteers, ensure a personal touch as it is important to have that personal touch early on to engage with workforce where possible (i.e.: call centre).
- Deploy an effective communications tool that can be effectively and efficiently managed to track communications to individuals.

Scheduling

- Scheduling should be integrated with headcount reviews across the organisation.

Training

- Ensure that FAs are actively engaged, trained and resourced so as to not be over-reliant on the volunteer team in the planning phase.
- Make sure FAs give due emphasis to planning and preparing their volunteer staff and to understanding the FA requirements at Tournament Time.
- Factor the principle of “Centralised Planning, Decentralised Delivery” into all planning and fully embraced by all FAs.
- Assign resourcing to assist Functional Areas with their operational planning e.g. what do you need your Tournament time roles/team to do?
- Arrange cross-functional workshops to ensure all necessary activities are included in the roles to avoid duplication and gaps in the delivery of the Tournament.
- The training of paid staff needs to encompass volunteer management and working with volunteers. It needs to be a focus to ensure a smooth operating team.

Uniform

- Look at climate conditions for the event and ensure adequate uniform range to cope with outside conditions without the need to compromise the look and feel.
- Plan for slightly more than 10% contingency if you have to pre-order uniforms without knowing the right sizes.

Other

- Implement a pre-Tournament Volunteer Programme as this can lead to good learning experiences from implementing a 'model' programme and, equally importantly, giving a good profile of the volunteers within the organising committee. In turn, this can lead to a strengthened understanding and appreciation of volunteers by paid staff who may not be accustomed to working with volunteer staff. It also can help to further consolidate and give more meaning to the 'One Team' concept.

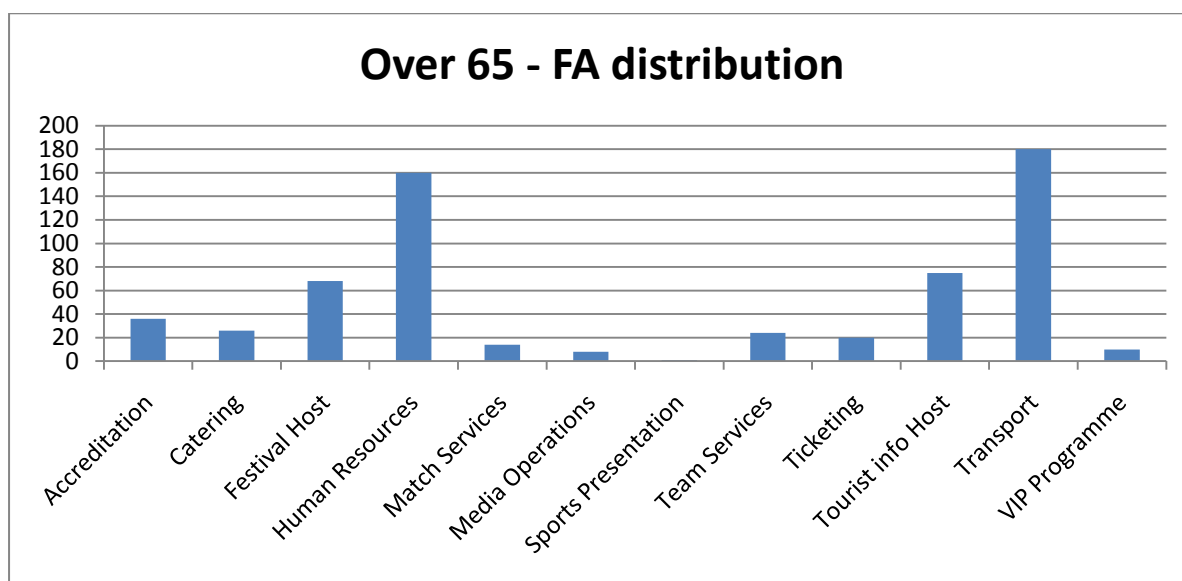
AGE DEMOGRAPHICS

The table below reflects the break-down of volunteers by age.

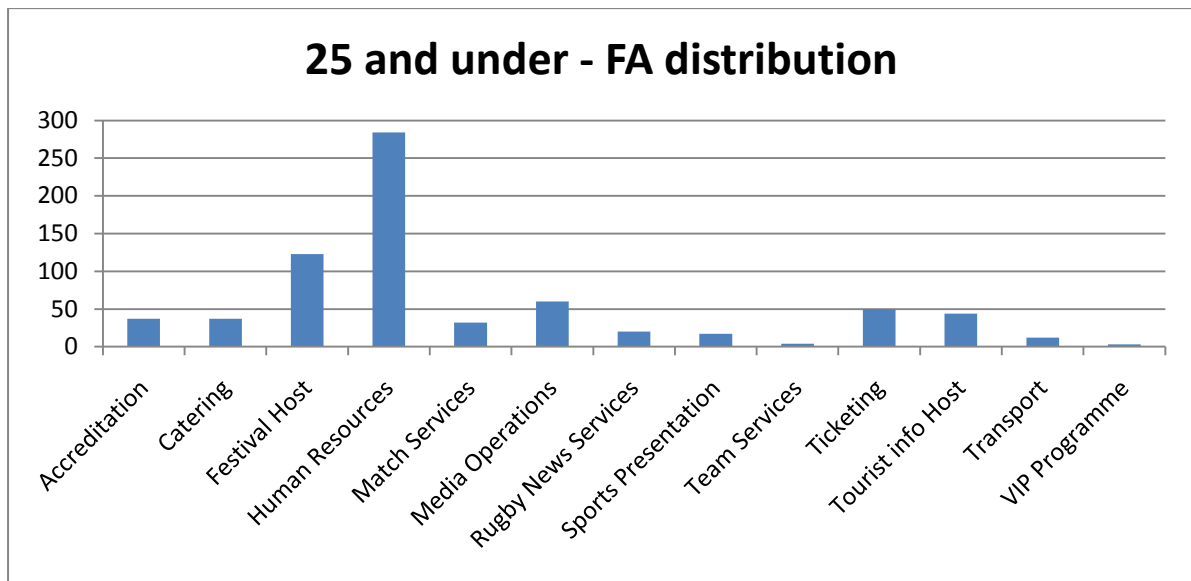
Age of Volunteer	Percentage
25 and under	15.23%
26 - 30	6.86%
31 - 35	6.49%
36 - 40	9.53%
41 - 45	11.61%
46 - 50	12.27%
51 - 55	11.08%

Age of Volunteer	Percentage
56 - 60	8.11%
61 - 65	7.73%
66 - 70	7.12%
71 - 75	3.26%
76 - 80	0.63%
81 - 85	0.07%

A large number of volunteers aged 65 and over were in roles within the transport team or city hosting roles (Festival Host and Tourist Info Host roles) which operated on a number of non-match days as well as match days. In-venue, the customer-facing roles were the most popular for this age group.



At the other end of the scale, those under 25 were predominantly in venue-based Human Resources roles (being Spectator Services or Workforce).²



² Note: Data excludes ball boys/girls

GENDER

Female volunteers slightly outnumbered the number of males who were accredited.

GENDER	PERCENTAGE
Female	58%
Male	42%
Grand Total	100%

SCHEDULING SUMMARY

Reports Created during System Operation	835
Total number of shifts used	51213
Total number of events	2668
Total number of venues with scheduled shifts	169
Average number of shifts per day (9 Sept - 21 Oct)	914
Average number of shifts per person	7

TRAINING DATA

Training Course	Completion Rate
Role-Specific Workshops	80%
Team Leader Sessions	68%
Workforce Captains Run – In-stadia	74%
Workforce Captains Run – Out-of-stadia	80%