



► Team 2011 Training Manual

Transport Role Specific Section

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 Haere Mai!

Welcome to Rugby World Cup Transport! We thank you for your time, your enthusiasm and your commitment to being part of Team 2011.

What is Functional Area Specific Training?

The first face-to-face component of your training covered general aspects of Rugby World Cup and included information essential to all members of Team 2011.

In Functional Area specific training, we go into more detail regarding the role you will be performing during the Tournament, including our expectations and job specific requirements.

We are very fortunate to have within Team 2011 an immense wealth of experience and skills which will enable us to present a world class event with passion and professionalism. We hope you will also learn from and enjoy this more specific training session.

Welcome to Transport

During the Pool phase Transport operations will occur across all match regions, Team locations and inter-city relocation routes. From a national perspective, simultaneous regional operations will 'switch on' and 'switch off' across New Zealand daily. It is expected that most days will be different. National and regional mapping by day will provide a visual mechanism for tracking this.

The Transport functional area will be operational for a period of 68 days, managed nationally from the Transport Manager based at the Travel Service Group (TSG) Bureau in Wellington. Transport Coordinators will deploy to the match regions to deliver operations for the Rugby World Cup 2011 which has a duration of 44 days.

Each Transport Coordinator will be responsible for the planning and delivery of all operations in their allocated regions. An identical project plan for each region will be assigned, outlining the scope of work to be delivered. Supporting reference documents will include the:

- Rugby New Zealand 2011 Event Schedule
- Transport Service Level Agreement
- Transport Policies
- Transport Concept of Operations
- Travel Services Group Concept of Operations.

Additionally, Transport Coordinators will coordinate a function supporting the Transport team.

Examples of functions include:

- Fleet Operations
- Coach Operations
- Tournament Management System (TMS)
- Mapping & Route Planning
- Furniture, Fittings and Equipment (FF&E)
- Overlay and Stationery
- ICT and Training.

Transport Coordinators will liaise with other functional areas to develop Transport-related services, systems and operations. Examples include:

- Accreditation for workforce and vehicles
- In-Venue Logistics for Signage
- Airports for Transport operating spaces
- Freight for Fleet Centre equipment relocation scheduling between match regions
- Tournament Management Systems (TMS) data entry, daily scheduling and scheduling amendments.

Transport operations can be categorised according to the scope of deliverables:

- Directly in scope – Transport is responsible for delivery
- Indirectly in scope – Transport is not responsible for delivery but cooperative planning is required with project owner
- Out of scope – Transport is not responsible for delivery.

Transport will work closely with internal stakeholders to integrate planning and deliver seamless transport services to Tournament participants.

For more information refer to Transport Forms:

- Scope of Transport Deliverables
- Transport Deliverables and Dependencies.

Transport Objectives

The objective of Transport is to deliver fleet and coach services to eligible constituents. This will be achieved through the roll out of the Transport Service Level Agreement, which defines how services will be delivered, to whom and when.

The Transport Service Level Agreement will mitigate the likelihood of receiving non-critical requests, as it clearly outlines entitlements for all Tournament participants.

The main goals of the Transport Team are:

- Ensure all visitors feel welcome and have a positive experience
- Provide information about Rugby World Cup, the Tournament, your region, the fan zones and festivals, Transport hubs, airport and visitor information sites
- Ensure all workplace locations are supported to achieve optimal efficiency
- Provide directional support, ensuring large crowds are well managed.

Scope Summary - Key Facts and Figures

Operating Period

Number of event days for the Rugby World Cup 2011	44
Number of days Transport will be operational	68

Clients

Number of Teams to service	20
Number of VIP's to service	440
Number of RNZ 2011 Tournament/Match Officials to service	150
Number of RWCL Tournament Officials to service	102
Number of workforce to service (approx)	250
Number of Media to service (approx)	900

Vehicles - Estimates

Number of coaches	26 – 29
Number of fleet vehicles (Hertz)	241
Number of fleet vehicles (other Supplier)	87

Workforce - Estimates

Paid Transport Coordinators & Support Staff	17
Volunteer	8
Contracted	35 (approx)
Total	70

Number of Operating Sites by Venue Type

NZ Airports	19
Match Venues	12
Fleet Centres	22
Accommodation	79
Training Grounds	85
VIP Events (eg. Powhiri, dinners, meetings, Awards)	55
Main Operations Centre	1
Regional Offices	3
Total	276

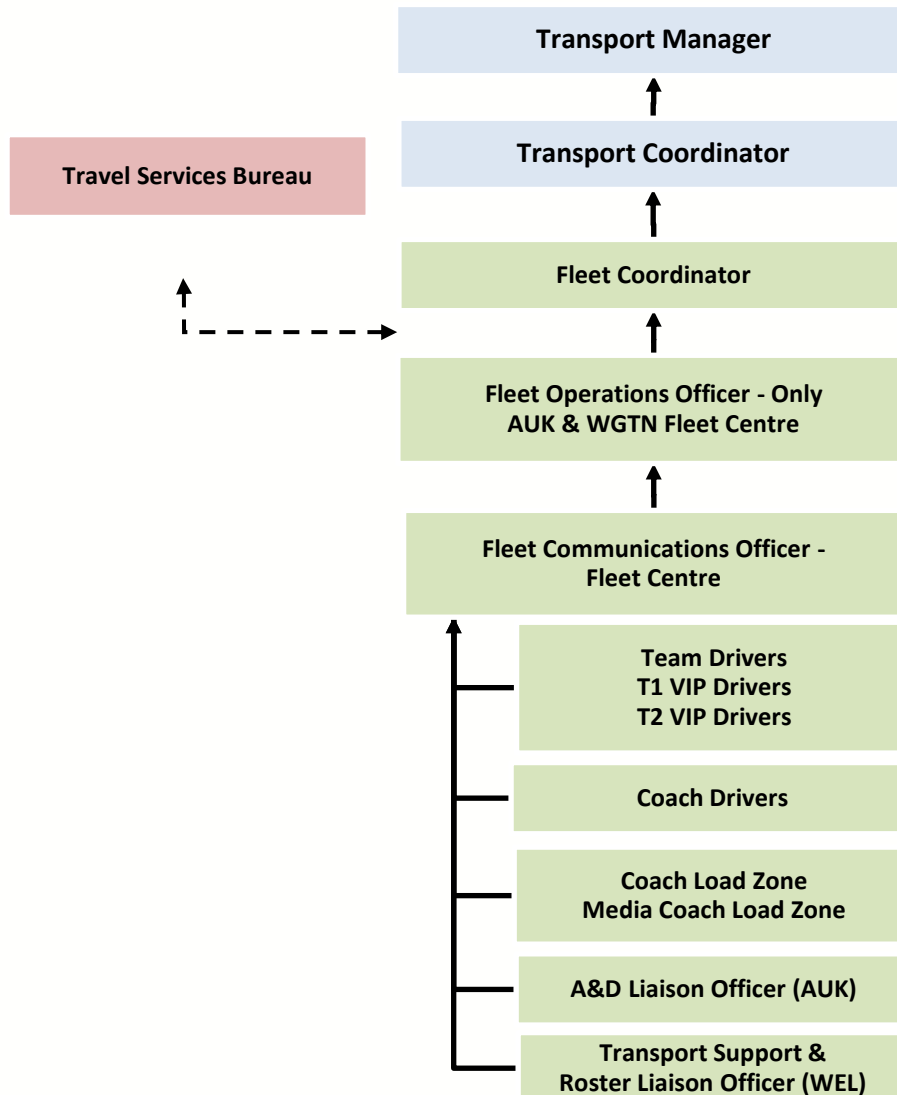
Other Key Transport Facts and Figures - Estimates

Estimated number of meals	9600
Estimated number of uniforms	900
Estimated number of workforce shifts	9600
Estimated number of two way radios	130
Estimated number of mobile phones	370

Notes:

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Transport Reporting Structure



Transport Fleet Centre

What is a Fleet Centre?

There will be 22 Fleet Centres in the Tournament Transport Network Plan. Each match region will have a Fleet Centre with the exception of North Shore, which will be managed from the Auckland Fleet Centre.

A Fleet Centre is a combination of an office, a Drivers' lounge and a car park, all co-located. It is the base for managing Rugby New Zealand 2011 fleet operations in each match region. Fleet Centre systems and roles are identical across New Zealand. The venues will differ, depending on the availability of operationally feasible existing facilities. Fleet Centres may be existing built facilities or greenfield sites. It is always preferable to obtain a built facility that can immediately function.

Fleet Centre Office

Fleet Centre management and non-driving roles are office based roles. Activities include driver dispatch, booking confirmation, driver communication and administration. The Fleet Centre office must be a secure location as it will house the keys and spare keys for the vehicles, the two way radios, the mobile phones, ICT equipment and other sundry items. It will function like a standard business office with clear roles and responsibilities, systems, and command and control. Scheduling and changes to rosters occur here.

The Travel Services Group (TSG) and Liaison Officers will contact the Fleet Centre for new bookings, amendments and cancellations. The office has a front of house function to handle customer requests and a back of house function to administer and operate services.

The Fleet Coordinator, Fleet Communications Officer and Fleet Operations Officer are based here.

The Regional Transport Coordinator is based here although has a mobile function.

Fleet Centre Drivers Lounge

A room with chairs and tables where drivers can read newspapers, eat meals, talk to each other and relax.

Fleet Centre Driver Briefings

Drivers are briefed at the beginning of their shift about the key movements and changes or additions to operations resulting from the previous day. Meal vouchers, radios, phones, folders and keys are distributed. Drivers with jobs depart the Fleet Centre. Drivers with immediate job bookings depart, while the remainder stay at the Fleet Centre.

Fleet Centre Car Park

The car park is the secure, preferably covered area for managing and storing Tournament vehicles managed by the Rugby New Zealand 2011 Fleet Centre. It is not a general car park for Rugby New Zealand 2011 or the public. Other vehicles do not park in this location. Exceptions may be made subject to availability for operational requirements, e.g. when a Fleet Centre is located at a match venue and a one-off parking requirement arises. This will be determined by the Fleet Centre Coordinator.

The car park is set up according to the parking plan. Each car has a unique identifier and a sign displaying this number is attached to the fence or wall at the rear of the space. The corresponding car always parks in this location.

Fleet Centre Security

It is the responsibility of all Team 2011 Transport Team members to ensure the security of Rugby New Zealand 2011 property and to act in such a manner as to not jeopardise this at any stage. This includes treating any Rugby New Zealand 2011 keys or access codes in Team 2011 team member's possession with the same responsibility and respect as if it was your own.

In return, Rugby New Zealand 2011 Transport Team promises to implement procedures and surroundings that ensure the security of property throughout the duration of the Tournament.

Fleet Centre Housekeeping

The Fleet Centre is considered all Team 2011 Transport Team members workplace. There will not be any cleaning services provided at the fleet centres.

It is each individual's responsibility to clean up after themselves. Cleaning products will be provided to each fleet centre and the replenishment of any necessary cleaning products will be done so at the discretion of the Fleet Centre Coordinator.

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Fleet Centre Bump in/Bump Out process

Signage

Appropriate signage for major fleet centre areas will be provided by Rugby New Zealand 2011. If any additional signage is required, the Fleet Centre Coordinator can arrange this.

External Lighting

Where required, each fleet centre will have suitable outdoor lighting for the car park. This lighting is to be left on overnight when the fleet centre is not operational, to act as a deterrent. This lighting should be switched off during the day.

Notice Board

Within each fleet centre a notice board and information area will be set up to provide Team 2011 Transport members with general updates, fleet centre information, contacts list and labelled photos of clients and key staff members.

Fleet Centre Breaks

The Fleet Coordinator will manage transport members break time. The Fleet Operations Officer or Fleet Communications Officer may be asked to communicate the best time for transport staff to take a break to ensure that the Break area is not over crowded.

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Transport Driver Break Times

Work Time Requirements

Work time applies to anyone legally required to manage driving hours, including transport service operators and drivers, organisations that employ or contract drivers and transport logistics companies.

Work time is time spent performing work-related duties, including driving vehicles, loading and unloading vehicles, maintaining and cleaning vehicles, administration or recording and any other paid employment.

In general, drivers must take a break of at least 30 minutes after 5½ hours of work time - no matter what type of work takes place during that period.

Meal Break Vouchers

A meal is provided to those Team 2011 members who are working longer than 4 hours. The daily schedule will indicate who should receive a meal voucher.

- Snacks will be provided to all Team 2011 working 4 hour shifts
- Meals will be provided to all Team 2011 working over 4 hours.

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Transport Team Member Shortages

Throughout the Tournament it is likely that some areas will encounter attrition. The Fleet Coordinator will notify and work with the Fleet Operations Officer or Fleet Communications Officer for “No Shows” and determine if this attrition needs to be back filled.

In some cases there might be a need to deploy new staff members and in other cases we will redeploy Team 2011 member:

- Ask people at check in if they are available to fill shift gaps the next day
- Ask people to check messages on whiteboards
- Call, text, email Team 2011 Transport members or new staff members
- Assist new / redeployed Team 2011 members, ensuring they have the correct access on their accreditation cards
- Ensure redeployed Team 2011 members are provided with adequate support. If they are from another venue or FA, do they know their supervisor, the venue or their role?

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Workforce Recognition

Recognising the work and commitment that people are giving to the Tournament is a critical piece of Team 2011. We need to ensure that Transport Team 2011 is supported and prepared for their day and also thanked for their contribution so that optimum performance & morale is achieved.

A reward and recognition program has been developed centrally to ensure all Team 2011 members are recognized equally.

The Fleet Coordinator will implement the program by:

- Handing out the items at check in
- Always welcome members warmly
- Thank them for contributing to the Tournament
- Taking photos and posting these in the break areas
- Assisting with transport communications.

Notes:

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Transport Check in Process

Check-in process for Transport staff

There is no formal digital check-in process for Transport staff:

- The Fleet Communications Officer ticks Transport staff off the daily check-in schedule
 - Verifies that the start time coincides with the check-in time
 - If a Team 2011 member does not appear on the schedule, notify the Transport Coordinator or Fleet Coordinator
- Transport members arriving at the venue when they are not scheduled to work that day or without the correct accreditation will not be admitted.

Checking Uniforms:

- Check that the staff member is wearing the correct clothes/uniform for his or her role
- Check the uniform is clean and tidy
- Should this not be the case, notify the Transport Coordinator.

Check out process for Transport

There is no formal digital check-out process for Transport staff. Please inform your Team Leader when your shift has completed.

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Transport Golden Rules

Smile and be friendly and polite at all times.

Be patient with people who speak English as a second language and speak clearly and slowly.

Be well presented, clean and tidy. This is particularly important of Team 2011 members assigned to Transport.

Know your local workplace and amenities available.

If in doubt, ask! Never say 'I don't know', always offer to find out an answer or, find assistance wherever practicable.

Always wear your accreditation and carry your Rugby World Cup Pocket Guide.



Listen carefully to the query.

Your uniform identifies you as a Rugby World Cup host, always be well presented, clean and tidy.

Be aware of your surroundings.
Be observant of what is happening around you and be in a position to provide assistance when required.

Set a good example to all Transport Team 2011.

General Expectations and Behaviour

Every interaction that you have with a Tournament participant, fan or any other person while you are performing your role will reflect on the region you are working within, New Zealand and the Tournament. We therefore want you to perform your role in a way that will enhance the reputation both of your region and New Zealand as a fantastic place to visit and New Zealanders as great hosts, thereby contributing to the success of Rugby World Cup 2011.

In light of this, we expect you to, at all times:

- Perform your role to the best of your ability
- Perform any other duties as reasonably requested by your team
- Provide assistance in a timely manner
- Act in a professional, courteous, pleasant, respectful, and friendly manner
- Be committed, enthusiastic, passionate, and helpful
- Be customer and solution-focused
- Go the extra mile in order to deliver the best experience possible for all Tournament participants and fans
- Demonstrate a high standard of customer service when dealing with people, regardless of their age, ability, cultural background, or nationality
- When interacting with people with a disability, focus on the person, not the disability
- Work openly, co-operatively, and collaboratively with your fellow team members.

Driver Etiquette

1. As a Transport Team 2011 member punctuality is key. Our guests should never be kept waiting by staff. Our ability to perform our role to the highest standard relies on punctuality.
2. Upon arrival at your pick up point, advise the Fleet Centre of your arrival and readiness. Introduce yourself to the VIP Host, send a text if they are unavailable, informing them you have arrived. If possible, confirm the details of the transport movements to ensure no changes to the itinerary have been made.
3. Park near your collection point so you can observe the area, in case your guests move early. However, do not interfere with business as usual at a venue when awaiting the next movement.
4. As a Team 2011 Transport member, you should always be well groomed, in a clean and well-presented Team 2011 uniform. Please do not add accessories to the uniform or use strong smelling fragrances on your person. The uniform ensures you are identifiable by our guests as a member of Rugby World Cup 2011.
5. Excellent planning will result in excellent service. Know and understand your itinerary, the pick-up and drop off locations and anticipate traffic volumes prior to a movement. You may be asked how long the journey may take, or to provide advice in relation to local amenities.
6. Preparation is the key. Know where you are going and how long it may take. If you don't know an answer to something - say you "are unsure" but you will find out and get back to them. Never guess an answer. Your Fleet Centre is there to assist in your success, ask for information if it is required. Identify break times within your itinerary. Have some snack food available, sometimes you may not get much of a break in a program. Be prepared to move at short notice.

7. Always carry with you your mobile phone, some money, pens x 2, vehicle folder, Rugby World Cup itinerary, appropriate Accreditation, reference cards and important contact numbers.
8. Remain aware of your surroundings. Be observant of what is happening around you and be in a position to provide assistance when required by our guests. Know your vehicle features intimately i.e. operation of air conditioning, interior lights, radio etc.
9. Working within the Transport functional area means you are exposed to VIP's conversations and behaviour. It is expected that at all times you remain discreet and maintain confidentiality for our guests.
10. Your driving skills will establish the level of comfort a guest enjoys on a journey. Focus on slow even acceleration and braking. Anticipate traffic behaviours and drive with passenger comfort in mind. Ensure your passenger does not have to cross roads upon arrival or departure and can enter or exit directly onto the kerb with comfort. If the location is on a hill, the preference is for the car to face downhill for ease of access/ exit.
11. Be prepared to carry out various "ad hoc" responsibilities and assist where required. The transport staff will work as a team, with flexibility being the key for example, changing from driver to baggage handler at a hotel or airport as required. No job or task will be too small or menial; it is all about "the customer experience".
12. It is important that as a Team 2011 member you follow protocol and etiquette as befits a quality driver, this includes such things as opening car doors, holding entrance doors, if needed, and greeting our VIPs appropriately.
13. Always introduce yourself to the VIP Host at the first meeting. Be very brief in the introduction, provide your name and confirm contact details. If they want to initiate a conversation, it is okay to engage. But remember less is more. They will be focused on the guests needs. Always keep a respectful distance from the VIP and only speak when spoken to. Keep any conversation short and succinct.

14. Always address dignitaries by their official title e.g. "Your Royal Highness" and thereafter Sir or "Your Excellency" thereafter Ma'am (as in ham not Ma'am as in farm). If you are in doubt always use Sir and Ma'am as your fall back title to address them by.
15. Remain proactive and positive. Don't say "it's not a problem" – that implies what they've said to you was a problem in the first place. Reply "I can organise something suitable for you" or something similar.
16. Take the time to know your VIPs. Read their biographies; remember where they are from and the roles they perform, their partner's names etc. Make the VIP feel that you have taken the time to know them and that they are important to you. However refrain from initiating conversation.
17. Follow good mobile phone etiquette at all times. **Keep the volume low or on silent.** Never receive a call when you are driving. Await an opportunity at your destination to return the call. If you take a call within the vicinity of the VIP answer and excuse yourself and move away to answer the call. Never keep the VIP waiting whilst you make or complete a call.
18. Keep your Fleet Centre informed about any itinerary changes for the VIP at the earliest opportunity; do your best to identify these requirements well in advance of the event. "No surprises" is a good rule to follow. However, you should be ready for the unexpected; and anticipate situations that might arise. Work closely with your VIP Coordinator to establish the next movements and timings of the itinerary. Identify any issues relating to driving hours or shift changes with your Fleet Centre as soon as possible.
19. When in doubt about procedure or how to behave, ask the VIP Host in the first instance or seek advice from your Fleet Centre.

For further information on expectations and behaviour for all members of Team 2011, please refer to the Policies: Code of Conduct.

Transport Roles & Responsibilities

The Transport Team is responsible for delivering ground transport services to Rugby World Cup 2011 guests, including Teams, VIPs, Tournament Officials, Match Officials and Workforce. Transport's role is to deliver on-time services and facilitate the smooth and safe movements of Tournament guests between venues, enhancing their experience of Rugby World Cup 2011.

Key Responsibilities

This delivery can be broken down into two sections:

- Pre-Tournament
- Tournament Time.

Pre-Tournament

Prior to the Tournament, the Transport Team's key responsibilities include:

- Attend all training and be ready for kick off!
- Become familiar with FANZONES, festival sites and programmed activity, walking route, visitor information sites, Accreditation hubs, airport location and services
- Become familiar with your role & responsibilities, your team and your team leaders
- Advise your team leaders of any change to your availability
- Team 2011 functional teams are responsible for the delivery of training and scheduling with the support of the Workforce Team who will provide guidelines and tools.

Tournament Time

Tournament time is the time to support! This is when the Transport Team becomes active, as the welcoming supportive face for all Team 2011 members. Transport will work with key New Zealand transport authorities to integrate planning and deliver a seamless and efficient experience for Rugby World Cup 2011. Fleet Centres will be established in match regions, supplying volunteer car-and-driver services and self-drive services to Tournament guests. A dedicated coach operator will supply services to teams, VIPs and other clients.

The main goals of the Transport Team are:

- To be welcoming, friendly and reliable
- To provide passenger and logistical vehicles, information and a positive customer experience.

Notes:

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Transport Team 2011 Roles

- **Transport Manager**
- **Transport Coordinator**
- **Fleet Coordinator**
- **Fleet Operations Officer**
- **Fleet Communications Officer**
- **Fleet Driver (T1, T2 and Team Driver)**
- **Coach Load Zone Officer**
- **Roster Liaison Officer**
- **Arrivals and Departures (A&D) Representative.**

Rugby World Cup 2011 is a major event on an international scale and change is guaranteed. Some Fleet movements will be scheduled in advance while others will be requested and actioned during the event. The environment can be fast-paced at times, standard-paced at others.

Every day will be different.

Transport Manager

Description

The Transport Operations Manager will oversee the National Transport operational delivery for all client groups and Rugby New Zealand 2011 stakeholders for the duration of the Tournament.

This role is responsible for leading the planning, project management and delivery of the Transport Operations, policies and procedures for Rugby New Zealand 2011.

Reporting Structure

The Transport Operations Manager is accountable to the Group Manager Tournament Logistics and, during Tournament time, will be based within the Wellington regional office at the TSG Bureau. The Transport Operations Manager will travel on a limited basis to venues as required from an operational need perspective.

Transport Coordinator (Regional)

Description

The Transport Coordinator is the key role in the operational delivery of the transport programme. During the detailed planning phase, the Transport Coordinator must plan and account for all aspects and requirements for transport in their assigned region. This includes Fleet Operations and Coach Operations.

The Transport Coordinator is responsible for the set up and day to day running of the Fleet Centre. They will manage all fleet movements, the Fleet Centre staff, systems and vehicles and issue resolution.

The role's scope covers the entire region, including the vehicle rental outlet(s), match venue, CBD, Fleet Centre, airport, training venues, hotels, VIP function venues and the connecting road network, including ad-hoc requests from eligible Tournament participants to new venues such as a restaurant or tourist attraction within the regional boundary.

There is a Transport Coordinator in every match region. Their daily shift covers the activity that bears the highest delivery risk, i.e. important airport arrivals, the Captains Run and match days.

Reporting Structure

The Transport Coordinator reports directly to the Transport Manager. The Transport Coordinator is responsible for the allocated Fleet Centre and all Team 2011 Transport members that work within that Fleet Centre.

Fleet Coordinator (Volunteer)

Description

This is a busy, hands-on supervisory role overseeing the daily operation of the Fleet Centre.

It has two main focuses:

- One is maintaining the systems and processes that keep the Fleet Centre functioning smoothly, including office and depot
- The other is ensuring the Fleet Drivers have the tools and information available to deliver services daily.

A Fleet Coordinator must possess:

- The desire to deliver excellent results along with the proven experience managing a Fleet Transport facility with staff supervisory experience
- High level customer service skills and communication are essential as this role may involve telephone and face-to-face liaison with Rugby New Zealand 2011 management and other key stakeholders
- A proven ability to use computer and manual systems is essential, as is the ability to multi-task, trouble shoot and resolve local issues
- Fleet Coordinators should be comfortable with a moderate level of responsibility, working under pressure, dealing with staff throughout the day and decision making at the depot level. Issues of a more serious nature may be escalated.

Reporting Structure

This role reports to the Regional Transport Coordinator (not a Volunteer role) who may not be located on site. This role will also liaise with the Transport Coordinator for delivery of ad-hoc Fleet requests. The Fleet Operations Officer, Fleet Communications Officer and Fleet Driver roles report directly to this role.

Licence Requirements

- Class 1 – car licence
 - Full licence required
 - No Learners or Restricted licences.

Fleet Operations Officer (Auckland & Wellington only)

Description

This hands-on role assists with the coordination of the daily Fleet Centre operations. It has two focuses: ensuring the Fleet Drivers are supported to deliver services, and maintaining the systems supporting the smooth running of the Fleet Centre, including office and depot. It is based at the Fleet Centre for the duration of the Tournament.

Reporting Structure

This role reports to the Fleet Coordinator. There are no direct reports to this role, although Fleet Drivers may defer to the Fleet Coordinator for questions and assistance.

Licence Requirements

- Class 1 – car licence
 - Full licence required
 - No Learners or Restricted licences.

Fleet Communications Officer

Description

This role is strongly communications-based and primarily focuses on the two-way flow of information between the Fleet Centre and the Fleet Drivers. It coordinates and tracks Fleet vehicle movements via two way radio and mobile phone. The role knows the position of all Fleet vehicles at all times and provides Fleet Drivers with a collective link to the Fleet Centre.

Reporting Structure

This role reports to the Fleet Coordinator. There are no direct reports to this role, although Fleet Drivers may defer to it for questions and assistance.

Fleet Driver (T1 VIP)

Description

This service-focused role involves driving a Rugby New Zealand 2011 Fleet vehicle to exclusively transport a VIP (and partner if required) or Team personnel to and from venues. These may include airports, hotels, match venues, training venues, VIP function venues, special events, media engagements, meetings and other destinations in and around the match region. Services may be scheduled or ad hoc. There may be waiting periods between movements. The role is often dedicated to a client and a vehicle.

T1 Fleet Drivers need to be self-accommodated within the city boundary of the VIP or Team personnel location where they will be working e.g. a VIP hotel in Auckland; or a Team personnel hotel in Gisborne. T1 Fleet Drivers must have their own reliable transport to and from work each day.

Reporting Structure

This role reports to the Fleet Coordinator. In some cases it may also report to a Liaison Officer. There are no direct reports to this role.

Licence Requirements

- Class 1 – car licence
 - Full licence required
 - No Learners or Restricted licences.

Fleet Driver (T1 Team) & Fleet Driver (T2)

Description

This role involves driving a Rugby New Zealand 2011 Fleet vehicle as part of a pool service to transport VIPs (and partners if required) and other nominated Rugby New Zealand 2011 clientele to and from venues as required. These may include airports, hotels, match venues, training venues, function venues, special events, media engagements, meetings and other destinations in and around the match region. Services may be scheduled or ad hoc. There may be waiting periods between movements. The role is not dedicated to a particular client or vehicle.

This role also supports the Fleet Coordinator ensuring all Fleet vehicles are operationally and visually ready for dispatch.

Reporting Structure

This role reports to the Fleet Coordinator. There are no direct reports to this role, although support will be provided by the Fleet Operations Officer and Fleet Communications Officer.

Licence Requirements

- Class 1 – car licence
 - Full licence required
 - No Learners or Restricted licences.

Coach Load Zone Officer

Description

This role monitors and coordinates the smooth arrival and departure of Rugby New Zealand 2011 coaches at match venues and other key locations. It maintains the coach load zone and/or coach parking areas. It liaises with Rugby New Zealand 2011 staff, Coach Drivers and Liaison Officers representing Teams and VIP's kerbside. The role may work independently at smaller venues and in teams at larger venues. Most coach movements will be scheduled, though some may be ad hoc.

Reporting Structure

This role reports to the Fleet Coordinator. When operating within the Match Venue, this role reports to the Transport Coordinator. This role supports Team 2011 Coach Drivers' kerbside

Roster Liaison Officer

Description

This role is communications and customer service-based. It supports the Transport functional area pre-event and may transition to one of the Transport volunteer roles for the Tournament. It has a dual purpose. It supports Transport volunteers with roster and role telephone inquiries.

The Roster Liaison Office supports the Transport functional area by capturing and communicating change requests. Once change requests are vetted it communicates the outcome to the Transport volunteers. It follows a process to determine an outcome for each inquiry.

Reporting Structure

This role reports to the Transport Manager and has regular daily contact with all Transport Coordinators and Fleet Coordinators during Tournament time. There are no direct reports to this role.

Arrivals and Departures (A & D) Liaison Officer (Auckland only)

Description

This role is Auckland based and is responsible to coordinate and contribute to the Transport function – plan coordination and delivery of arrivals and departures Transport operations for Rugby New Zealand 2011 client groups at key venues in the Auckland region.

Reporting Structure

This role reports to the Transport Operations Manager and Transport Coordinator. The Transport Volunteers report directly to this role.

Transport Team 2011 Personnel

A Day in the Life of a Fleet Coordinator

Description

Manage and support the overall transport operations at a Fleet Centre, and manage transports workforce.

The Fleet Coordinator serves as the “right hand” of the Transport Coordinator. This is mainly a coordination and administration position within the Transport fleet centre, though there may be some activities performed outside.

Reporting Structure

The Fleet Coordinator reports directly to the Transport Coordinator who will manage the regional fleet centres.

Key Tasks

- Manage the Fleet Centre and workforce
- Preparing daily Transport briefings
- Manage the commissioning and de-commissioning of rental vehicles
- Organise to provide additional resources at load zones or other transport areas as required
- Assist with the distribution of equipment and radios
- Maintain day-pass/VAPP records and ensure that all vehicles comply with policy
- Proactively lead the workforce and act as a role model for Rugby World Cup 2011 values.

Dress for the Weather

- Bring additional layers as you may be required to be stationed outside for brief periods
- Pack additional layers in your Team 2011 (or non-branded) bag that you can carry with you for the duration of your shift.

Special Equipment

- You may be required to wear a safety vest and use a safety wand, depending on your activity. This will be provided at the venue. You may be required to use a cell phone and/or radio provided at the venue
- If you are unsure of how the radio and cell phone work, set up a brief training session with your supervisor prior to starting your shift.

Safety Always!

- Do not step out onto oncoming traffic or try to control traffic in the roadway.

Other Useful Information

- Your role may require knowledge of certain client systems. Talk to your supervisor
- Ask your supervisor for Daily Run sheets, a short debrief on the client systems, which parking permitting areas are active, and a daily staffing list.

If You Don't Know.....

- If you don't know something, ASK
Your supervisor is always willing to answer your questions and provide guidance.

Before Your Shift

- Have a nutritious meal before leaving home
- Leave enough travel time to arrive at the Fleet Centre before your shift starts
- Remember to wear your uniform and accreditation pass.

AM and/or PM Shift

- ✓ When you arrive at the Fleet Centre, proceed to the office area
- ✓ Begin the preparation for the shift – print backup documents which include; rosters, job allocations and accreditation or commissioning documents. Check radios are charged
- ✓ Confirm meal and break times fit the roster, and sufficient resource is in place for the day
- ✓ Check the catering arrangements
- ✓ Review and confirm fleet bookings and check where you have additional capacity for the day (pre planning) and where pinch points will happen
- ✓ Make copies of the Daily Run sheets, VAPP board-information sheets and any other relevant information to be distributed to the Fleet Communications Officer
- ✓ Prepare information that will assist your team to successfully complete their roles
- ✓ Confirm that all workforce have checked in for their start time. If Team 2011 members are scheduled and have not checked in, follow up and confirm why they are not on shift and liaise with the roster scheduler to fill in any gaps
- ✓ Confirm that all information collected from the previous day has been recorded in the relevant files
- ✓ Provide operational assistance at transport areas as required
- ✓ Look at the work for the next shift and sort out any issues in rosters or resource
- ✓ Review reports and information
- ✓ Follow up and resolve any operational issues
- ✓ Scan the weather forecasts to identify any potential weather issues or delays
- ✓ Record any issues so you can discuss any issues or concerns with the Fleet Coordinator taking over from you
- ✓ Hand over all of the relevant information collected from your day, and discuss any shift changes, or issues that need to be communicated for the next shift or into the next day
- ✓ Complete a walk around the fleet centre and check on key areas and interact with your workforce.

A Day in the Life of a Fleet Communications Officer

Description

Actively coordinate and track all scheduled and ad-hoc Fleet vehicle movement expected for Rugby World Cup 2011.

The Fleet Communication Officer serves as the main conduit between the Fleet drivers and the Fleet Centre operations.

Reporting Structure

The Fleet Communications Officer reports directly to the Fleet Coordinator.

Key Tasks

- Coordinate and track all fleet vehicle movements for Rugby World Cup 2011
- Communicate effectively with all fleet drivers via two way radio and mobile phone
- Dispatch Fleet Centre jobs and assist with administration of the Fleet Centre
- Assist in the preparation of daily reports that include ongoing and daily issues, resolutions and updates for Transport Coordinator
- Schedule the commissioning and decommissioning of fleet vehicles
- Manage the communications equipment and the sign in – sign out tracking system
- Proactively lead the workforce and act as a role model for Rugby World Cup 2011 values.

Dress for the Weather

- Bring additional layers as you may be required to be stationed outside for brief periods
- Pack additional layers in your Team 2011 (or non-branded) bag that you can carry with you for the duration of your shift.

Special Equipment

- You may be required to wear a safety vest and use a safety wand, depending on your activity. This will be provided at the venue. You may be required to use a cell phone and/or radio provided at the venue.
- If you are unsure of how the radio and cell phone work, set up a brief training session with your supervisor prior to starting your shift.

Safety Always!

- Do not step out onto oncoming traffic or try to control traffic in the roadway.

Other Useful Information

- Your role requires knowledge of Microsoft Excel and Word, client systems, parking and permit areas on the venue and volunteer activities
- Ask your supervisor for Daily Run sheets, a short debrief on the client systems, which parking permitting areas are active, and a daily staffing list.

If You Don't Know.....

- If you don't know something, ASK
Your supervisor is always willing to answer your questions and provide guidance.

Before Your Shift

- Have a nutritious meal before leaving home
- Leave enough travel time to arrive at the fleet centre before your shift starts
- Remember to wear your uniform and accreditation pass.

AM and/or PM Shift

- ✓ When you arrive at the Fleet Centre, proceed to the office area
- ✓ Begin the preparation for the shift – print backup documents which include; rosters, job allocations and accreditation or commissioning documents. Check radios are charged
- ✓ Confirm meal and break times fit the roster, and sufficient resource is in place for the day
- ✓ Make copies of the Daily Run sheets, VAPP board-information sheets and any other relevant information to be distributed to the Fleet Communications Officer
- ✓ Prepare information that will assist your team to successfully complete their roles
- ✓ Confirm that all workforces have checked in for their start time. If volunteers are scheduled and have not checked in, follow up and confirm why they are not on shift and liaise with the roster scheduler to fill in any gaps
- ✓ Provide operational assistance at transport areas as required
- ✓ Scan the weather forecasts to identify any potential weather issues or delays
- ✓ Record any issues so you can discuss any issues or concerns with the Fleet Communications Officer taking over from you
- ✓ Hand over all of the relevant information collected from your day, and discuss any shift changes, or issues that need to be communicated for the next shift or into the next day.

A Day in the Life of a Fleet Driver

Description

This role involves driving a Rugby New Zealand 2011 Fleet vehicle as part of a pool service to transport VIPs (and partners if required) and other nominated Rugby New Zealand 2011 clientele to and from venues as required.

These may include airports, hotels, match venues, training venues, function venues, special events, media engagements, meetings and other destinations in and around the match region. Services may be scheduled or ad hoc. There may be waiting periods between movements. The role is not dedicated to a particular client or vehicle.

This role also supports the Fleet Coordinator ensuring all Fleet vehicles are operationally and visually ready for dispatch.

Reporting Structure

This role reports to the Fleet Coordinator. There are no direct reports to this role, although support will be provided by the Fleet Operations Officer and Fleet Communications Officer.

Before your shift

- Have a nutritious meal before leaving home
- Leave enough travel time to arrive at your workplace before your shift starts, ensure that you arrive 15 minutes before your shift start time
- Remember to wear your uniform, suitable footwear and accreditation pass
- Wear or pack enough layers for your shift. You may be working outdoors in changing weather conditions
- Pack your personal belongings into your Team 2011 issue backpack that you can carry with you for the duration of your shift. There may be no secure storage for personal belongings at your workplace.

At your workplace location

1. Check in to fleet centre for shift sign in

For each and every shift, the first task a fleet driver is required to do is 'sign in'. This is extremely important as it confirms to the Fleet Coordinator that those fleet drivers who are rostered to be working at a particular time have arrived and are available to complete bookings made by our clients.

2. Collect vehicle, radio, mobile phone and individual bookings

Once a fleet driver has 'signed in' for their shift they will need to collect all the important items and equipment which have been allocated to them to help them perform their role. These items include:

- ✓ Keys to vehicle
- ✓ Pre-deployment checklist
- ✓ Radio
- ✓ Mobile phone
- ✓ Meal voucher (the voucher/s received will depend on the length of the shift being worked)
- ✓ Clip board folder, containing bookings and associated route maps allocated to the driver
- ✓ High visibility vest.

Signing in and collecting the above items also helps us to keep track of who is responsible for the equipment during each shift.

3. Attend fleet driver briefing

Each shift will formally commence with a fleet driver briefing session, conducted by the Fleet Coordinator. This will outline any key messages for the day and highlight important vehicle movements. The briefing will also address any issues, concerns or questions from fleet drivers.

4. Conduct daily vehicle inspection

Before you are deployed to complete fleet vehicle jobs for clients, it is the responsibility of each driver to complete an internal and external inspection of the vehicle they have been allocated this is called a pre-deployment check. This includes the following:

- ✓ Checking for any scratches or damage on the vehicle. If any damage is found, please inform the Fleet Coordinator immediately. This will need to be noted on an incident report form
- ✓ Safety checks for the key components of the vehicle, tyres, brakes, fluid levels, safety equipment
- ✓ Checking for any dirt on the exterior of the vehicle, including windows and wheels. If there is any dirt, this will need to be cleaned prior to completing a job
- ✓ Checking for any dirt or rubbish in the interior of the vehicle. If there is any dirt or rubbish, this will need to be cleaned prior to despatch
- ✓ Check the fuel gauge. If the fuel is showing at half full or less, the vehicle will require re-fuelling prior to completing a job.

Completing these vehicle checks at the commencement of each shift will ensure that we offer a high level of service and promote the Rugby World Cup vehicle fleet in the best possible light to our clients at all times. Safety and reliability are important factors in our service delivery.

5. Plan workload, breaks, etc

The key to an excellent fleet driver is **preparation**. Each driver will have their own individual way of doing things, however it is advisable for drivers to check their bookings for the shift and plan how their day will work most effectively. Whilst completing jobs for our clients, fleet drivers also need to stop for meal breaks, toilet breaks, re-fuelling and check back in with the fleet centre for any additional jobs.

6. Complete assigned jobs for shift

Fleet driver's most important task is to deliver high level transport service to our clients.

- ✓ You must complete all paperwork prior to finishing a shift.

Any incident of service failure must be reported immediately so follow up can take place and the event is logged. We are not in "the blame game" as a team there will always be lessons to learn – report it so we can pass this knowledge on.

7. Venue checks and access

As part of your preparation, a Fleet driver should familiarise themselves with the routes to and from match venues, training venues and accommodation, as well as the drop off and pick up points for their clients. Use the information from the training manual to familiarise yourself with layouts and pick up points.

8. Interact with guests, other Team 2011 staff and general public

- ✓ Less is more – interactions should be kept to a minimum
- ✓ Always be polite and friendly
- ✓ Always confirm the next movement and time for the client
 - The next scheduled collection time
 - The collection location i.e. from here next
 - The next delivery location i.e. where to next.

9. Check in with fleet centre

It is important to keep the fleet centre advised of your location and status.

- ✓ Advise the fleet centre when you have cleared (completed) a job
- ✓ Advise the fleet centre when you have arrived at a collection point and are awaiting the client
- ✓ Advise the fleet centre if you are delayed or stuck in traffic, especially if you may not arrive on time
- ✓ Advise the fleet centre when you are having a break or returning to the fleet centre for a break
- ✓ Always advise the fleet centre if bags or personal effects need to be in the car for the next movement.

10. Groom car

We will be judged by the presentation of our vehicles and volunteers. A clean well organised and groomed vehicle sets the scene for a quality experience.

The cleanliness of your vehicle portrays a sense of professionalism to the client and general public. Cars should be fully clean when you are allocated them. During your shift, and between jobs, try to keep the car up to standard. At the end of your shift you must leave the vehicle in a clean and fuelled state ready for immediate use.

Use the **vehicle pre-deployment checklist** to ensure that the vehicle is set up correctly and all equipment and any extra items. Any defects or issues must be reported.

11. Complete paperwork

It is important that we record all details pertaining to costs, safety, performance and incidents. Each role is required to complete key documents to provide information to Rugby World Cup 2011. Please refer to the day in a life for your specific role and documents you will need to complete. If you are not sure something should be recorded ask your Fleet Communications Officer or Fleet Coordinator.

12. Shift handover / return vehicle, radio and mobile phone to fleet centre.

You will need to sign your equipment back in and do one final check of your vehicle to ensure it is clean and tidy.

You must see your Fleet Coordinator before signing out for your shift.

At the completion of your shift

- Ensure that all resources and tools are returned and in good working order
- Complete any attrition, incident or accident reports
- Complete any performance reports or Team 2011 recognition nominations
- Thank all Team 2011 Transport Team members for their input, hard work and enthusiasm during their shift.

A Day in the Life of a T1 & T2 VIP Driver

Description

Provide transport services to Rugby World Cup 2011 clients as required.

Drivers are the main representatives of the Transport function and interact directly with and are responsible for the transport requirements of clients. They maintain strong lines of communication with fleet management staff and keep them updated on tasks and changes. This service may be operated on a call-up system or scheduled, depending on the client requirements.

RWC has several client groups that have agreed service levels, hence the different types of vehicles and expectations of the drivers to deliver these service levels.

Reporting Structure

The transport driver reports directly to the Fleet Communications Officer.

Key Tasks

- Deliver safe and secure passenger transport services
- Receive and execute transport orders from fleet centre staff (usually a Fleet Communications person)
- Communicate with the Fleet Communications Officer, provide status updates and ensure quality service
- Maintain vehicle cleanliness and a minimum of half a tank of petrol
- Maintain a polite and courteous environment for clients
- Transport clients safely between transport points
- Maintain equipment necessary for carrying out duties such as two-way radio/mobile phones
- Complete documentation in a timely manner and to a high standard
 - Client-specific requirements will be explained at the fleet centre training
Along with a driver assessment.

Dress for the Weather

- Bring additional layers of clothing
- Pack additional layers in your Team 2011 (or non-branded) bag that you can carry with you for the duration of your shift.

Special Equipment

- You may be required to wear a safety vest and use a safety wand, depending on your activity. This will be provided at the venue. You may be required to use a cell phone and/or radio provided at the venue.
- If you are unsure of how the radio and cell phone work, set up a brief training session with your supervisor prior to starting your shift.

Safety Always!

- Drive in a safe manner at all times and adjust your driving techniques to the weather conditions
- Remember, on wet roads and in bad weather conditions, the easiest way to improve safety is to slow down.

If You Don't Know.....

- If you don't know something, ASK
Your supervisor is always willing to answer your questions and provide guidance.

Before Your Shift

- Have a nutritious meal before leaving home
- Leave enough travel time to arrive at the venue before your shift starts
- Remember to wear your uniform and accreditation pass, and have your driver's licence with you
- Wear or pack enough layers for your shift.

AM and/or PM Shift

- ✓ When you arrive at the fleet centre, proceed to the check in area. Your arrival will be confirmed against the roster and you will be given a meal voucher for your shift
- ✓ After check-in, confirm your job assignments and vehicle allocation
- ✓ Confirm your meal and break times. Confirm availability for other shifts on the roster
- ✓ Attend the Transport team briefing
- ✓ Get your assigned vehicle number and pick up the vehicle keys for your shift
- ✓ Pick up your vest and any other equipment or forms required for your shift
- ✓ Let the Fleet Communications Officer know you are going to check your vehicle and complete the pre-deployment form
- ✓ Conduct a vehicle pre-deployment check to ensure the vehicle is safe to operate and report any damage according to Rugby World Cup 2011 policy
- ✓ Transport clients as directed by the Fleet Communications Officers using the assigned route and job information
- ✓ Check with client upon arrival at destination when next movement is required and confirm if any items are left with you when they should be returned
- ✓ Conduct a thorough search of the vehicle when the client has exited to ensure no property has been left behind unintentionally
- ✓ Contact the fleet centre and indicate you are clear of your passengers, forward any information on left luggage and confirm next movement details for the client
- ✓ Advise your intentions to the fleet centre i.e. where you are headed next or if you are waiting or having a break
- ✓ At the shift changeover, discuss any issues or concerns with the volunteer taking over from you
- ✓ Conduct a final walk-around of the vehicle and record any changes
- ✓ You should check out with your supervisor before leaving at the end of your shift and return any necessary information or equipment.

A Day in the Life of a Team Driver

Description

Provide transport services to Rugby World Cup 2011 team support vehicles as required.

Drivers are the main representatives of the Transport function and interact directly with and are responsible for the transport requirements of clients. They maintain strong lines of communication with fleet management staff and keep them updated on tasks and changes. This service may be operated on a call-up system or scheduled, depending on the client requirements.

Rugby World Cup has several client groups that have agreed service levels, hence the different types of vehicles and expectations of the drivers to deliver these service levels.

Reporting Structure

The team driver reports directly to the Team Liaison Officer attached to each team. The Team driver will also report into the Fleet Communications Officer.

Key Tasks

- Deliver safe and secure passenger transport services
- Receive and execute transport orders from fleet centre staff (usually a Fleet Communications person)
- Communicate with the Fleet Communications Officer, provide status updates and ensure quality service
- Maintain vehicle cleanliness and a minimum of half a tank of gas
- Maintain a polite and courteous environment for clients
- Transport clients safely between transport points
- Maintain equipment necessary for carrying out duties such as two-way radio/mobile phones
- Complete documentation in a timely manner and to a high standard
 - Client-specific requirements will be explained at the fleet centre training as will a driver assessment.

Dress for the Weather

- Bring additional layers of clothing
- Pack additional layers in a (non-branded) bag that you can carry with you for the duration of your shift.

Special Equipment

- You will be issued a radio and/or mobile phone in order to communicate with venue transport management staff
- If you are unsure of how the radio and cell phone work, set up a brief training session with your supervisor prior to starting your shift.

Safety Always!

- Drive in a safe manner at all times and adjust your driving techniques to the weather conditions
- Remember, on wet roads and in bad weather conditions, the easiest way to improve safety is to slow down.

If You Don't Know.....

- If you don't know something, ASK
Your supervisor is always willing to answer your questions and provide guidance.

Before Your Shift

- Have a nutritious meal before leaving home
- Leave enough travel time to arrive at the venue before your shift starts
- Remember to wear your uniform and accreditation pass, and have your driver's licence with you
- Wear or pack enough layers for your shift.

AM and/or PM Shift

- ✓ When you arrive at the hotel, report to the TLO. Your arrival will be confirmed against the roster and you will be given a meal voucher for your shift
- ✓ After check-in, confirm your job assignments and vehicle allocation
- ✓ Confirm your meal and break times
- ✓ Confirm availability for other shifts on the roster
- ✓ Attend the Transport team briefing
- ✓ Get your assigned vehicle number and pick up the vehicle keys for your shift
- ✓ Pick up your vest and any other equipment or forms required for your shift
- ✓ Let the Fleet Communications Officer know you are going to check your vehicle and complete the pre-deployment form
- ✓ Conduct a vehicle pre-deployment check to ensure the vehicle is safe to operate and report any damage according to Rugby World Cup 2011 policy
- ✓ Transport clients as directed by the Fleet Communications Officers using the assigned route and job information
- ✓ Contact the fleet centre and indicate you are clear of your passengers, forward any information on the next movement
- ✓ Advise your intentions to the fleet centre i.e. where you are headed next or if you are waiting or having a break
- ✓ At the shift changeover, discuss any issues or concerns with the Team 2011 member taking over from you
- ✓ Conduct a final walk-around of the vehicle and record any changes
- ✓ You should check out with your TLO before leaving at the end of your shift and return any necessary information or equipment.

A Day in the Life of a Coach Load Zone Officer

Description

Assist passengers in the unloading and loading of buses or vehicles at load zones.

Coach Load zone officers work outside. Coach Load Zone Officers will be rotated round the different system load zones (Media collection points, Venues, Airports, Bus hubs).

Reporting structure:

This role reports directly to the Fleet Coordinator or Fleet Operations Officer (mobile). There are no direct reports to this role, although it supports Team 2011 Coach Drivers' kerbside.

Key Tasks

- Ensure the safe loading and unloading of clients at load zones
- Greet clients in a friendly manner
- Provide destination information and approximate drive times if required
- Check clients' accreditation to ensure they have appropriate transport and access privileges
- Provide general venue and transport information
- Group clients based on their destination location
- Queue clients to ensure the efficient and effective movement of vehicles
- Monitor vehicle traffic flow in each area load zone and ensure the correct vehicles are using the load zone; report any misuse to the supervisor.

Dress for the Weather

- Dress in layers as you will be spending most of the day outside
- Pack additional layers in your RWC2011 pack that you can carry with you for the duration of your shift. Ensure you have wet weather clothing.

Special Equipment

- You will be required to wear a safety vest provided at the venue. You may also be given a safety wand. Radio use may also be required
- Be sure to collect your equipment when you sign- in and return your equipment at the end of your shift.

Safety Always!

- Do not step out onto oncoming traffic or try to control traffic in the roadway.

Other Useful Information

- Your role may require knowledge of certain client systems. Talk to your supervisor.
- Ask your supervisor for Daily Run sheets and updates on the timing of your client system.

If You Don't Know.....

- If you don't know something, ASK
Your supervisor is always willing to answer your questions and provide guidance.

Before your shift

- Have a nutritious meal before leaving home
- Leave enough travel time to arrive at the fleet centre before your shift starts
- Remember to wear your uniform and accreditation pass
- Wear or pack enough layers for your shift
- Pack your personal belongings into a RWC 2011 or non branded bag that you can carry with you for the duration of your shift. There will be no secure storage for personal belongings at the venue.

AM Shift/ PM Shift

- ✓ When you arrive at the Fleet Centre check in with Fleet Coordinator. Your arrival will be confirmed against the roster and you will be given a meal voucher for your shift
- ✓ After check-in attend the Transport team briefing
- ✓ Confirm which location you will be starting your shift on
- ✓ Collect the equipment you require such as a safety vest, clipboard from the Communications Officer or designate
- ✓ Confirm meal and break times with your supervisor. Confirm your next shifts on the roster
- ✓ Gather any information that will assist you with load zone operations, including the expected time of the first vehicle arrival
- ✓ See the Fleet Communications Officer or Fleet Coordinator for the Daily Run Sheets
- ✓ VAPP board information and any other relevant documents to assist you at the load zone
- ✓ Manage queues at the load zone and record passenger counts for media shuttle services only departing vehicles
- ✓ At the shift changeover, discuss any issues or concerns with the fleet coordinator before handing over to the volunteer taking over from you
- ✓ Your supervisor will inform you when you can leave your post and finish your shift
- ✓ You should check out with your supervisor before leaving at the end of your shift and return any necessary information or equipment to the fleet centre.

A Day in the Life of a Roster Liaison Officer

Description

Assist Transport management in arranging appropriate services for accredited clients.

The role is based in an Airport or hotel and is intended to facilitate an efficient end-to-end transport system.

Reporting Structure

The A&D representative reports directly to the Fleet Coordinator.

Key Tasks

- Provide information to clients about the transport options and schedules.
- Provide information about transport routes (travel times/route, vehicle descriptions), schedules (hours/dates of operations, frequency and timing) to accredited clients.
- Resolve transport issues with accredited clients
- Collect arrival and departure information at the Transport desks
- Assist with the tagging and bagging and help clients with mishandled luggage (link with hotels)
- Work collegially with other Team 2011 members to provide a high level of service to accredited clients.

Other Useful Information

- Your role requires knowledge of airport operations, the arrivals and departures process, transport booking systems and hotel locations for the clients we provide transport services to.

Before Your Shift

- Have a nutritious meal before leaving home
- Leave enough travel time to arrive at the Fleet Centre before your shift starts
- Remember to wear your uniform and accreditation pass
- Wear or pack enough layers for your shift
- Pack your personal belongings into Rugby World Cup 2011 or non-branded bag that you can carry with you for the duration of your shift. There will be no secure storage for personal belongings at the venue.

AM and/or PM Shift

- ✓ When you arrive at the Fleet Centre, check in with the Fleet Coordinator. Your arrival will be confirmed against the roster and you will be given a meal voucher for your shift
- ✓ After check-in, check in with the Fleet Coordinator arrange & confirm transport to venue for a shift start
- ✓ Attend the Transport team briefing if time permits
- ✓ Confirm meal and break times with your supervisor. Confirm your next shifts on the roster
- ✓ Collect only the equipment you require such as a safety vest, and clipboard and run sheet
- ✓ Gather any information about that will assist you with load zone operations, including the expected time of the first client arrival
- ✓ See the Fleet Coordinator for the Daily Run Sheets, and any other relevant documents to assist you at the load zone
- ✓ Take receipt of a departures and arrivals run sheet for the venue
- ✓ At the shift changeover, discuss any issues or concerns with the volunteer taking over from you
- ✓ Your supervisor will inform you when you can leave your post and finish your shift
- ✓ You should check out with your supervisor before leaving at the end of your shift and return any necessary information or equipment.

Arrivals and Departures (A & D) Liaison Officer (Auckland only)

Description

Assist Transport management in arranging appropriate services for accredited clients.

Reporting Structure

The A&D representative reports directly to the Fleet Coordinator.

Key Tasks

The role is based in an Airport or hotel and is intended to facilitate an efficient end-to-end transport system:

- Provide information to clients about the transport options and schedules.
- Provide information about transport routes (travel times/route, vehicle descriptions), schedules (hours/dates of operations, frequency and timing) to accredited clients.
- Resolve transport issues with accredited clients
- Collect arrival and departure information at the Transport desks
- Assist with the tagging and bagging and help clients with mishandled luggage (link with hotels)
- Work collegially with other Workforce volunteers to provide a high level of service to accredited clients.

Other Useful Information

- Your role requires knowledge of airport operations, the arrivals and departures process, transport booking systems and hotel locations for the clients we provide transport services to
- Speak to your supervisor to learn more about the transport systems and client.

If you Don't Know.....

- If you don't know something, ASK
- Your supervisor is always willing to answer your questions and provide guidance.

Before your shift

- Have a nutritious meal before leaving home
- Leave enough travel time to arrive at the Fleet Centre before your shift starts
- Remember to wear your uniform and accreditation pass
- Wear or pack enough layers for your shift
- Pack your personal belongings into Rugby World Cup 2011 or non-branded bag that you can carry with you for the duration of your shift. There will be no secure storage for personal belongings at the venue.

AM and/or PM Shift

- ✓ When you arrive at the Fleet Centre, check in with the Fleet Coordinator. Your arrival will be confirmed against the roster and you will be given a meal voucher for your shift
- ✓ After check-in, check in with the Fleet Coordinator arrange & confirm transport to venue for a shift start
- ✓ Attend the Transport team briefing if time permits
- ✓ Confirm meal and break times with the supervisor.
- ✓ Collect only the equipment required such as a safety vest, and clipboard and run sheet
- ✓ Gather any information that will assist with load zone operations, including the expected time of the first client arrival
- ✓ See the fleet coordinator for the Daily Run Sheets, and any other relevant documents to assist at the load zone
- ✓ Take receipt of a departures and arrivals run sheet for the venue
- ✓ Your supervisor will inform you when you can leave your post and finish your shift
- ✓ You should check out with your supervisor before leaving at the end of your shift and return any necessary information or equipment.

Fleet Centre Run Sheet Responsibilities

Run Sheet Responsibilities for the Transport Coordinator

AM

1. Check reports from overnight and identify key issues
2. Contact personnel and key stakeholders for any issues
3. Review Commissioning/Decommissioning/Accreditation Plan
4. Receive MOC Updates
5. Check in with the Fleet Centre regularly
6. Go to venue on Match Days
7. Relationship management
8. Crisis Management / Issue Resolution
9. Health & Safety
10. Depot Inspection
11. Logon to TMS
12. Information distribution and updates to team
13. Review bookings for up to three days ahead consider resource levels
14. Confirm resources
15. VAPP board info sheets
16. Oversee run sheets
17. Distribute information to team
18. Confirm all info collected from previous day has been recorded in relevant files
19. Check in with Travel Services Group (TSG)
20. Prepare management briefing/report
21. Research Traffic / Weather / Airports next two days consider issues and alternates
22. Prepare afternoon briefing

PM

23. Coordinate handovers and briefings for P.M team
24. Update TSG on any issues
25. Report on performance to MOC
26. Create AM briefing.

Run Sheet Responsibilities for the Fleet Coordinator

AM

1. Open up Fleet Centre
2. Print backups (hard copy)
3. Double Check / Walk around
 - a. Vehicles / security / job sheets / job allocation
 - b. Compare to roster
4. Logon to TMS portal
5. Equipment/Vehicle/Fleet Centre maintenance
6. "Player of the day" considerations
7. Forward Planning (AM - PM - AM)
8. Check all volunteers have signed in and have work allocated
9. Catering Plan & meal breaks for team
10. End of Shift Report to Transport Coordinator
11. Administration from previous shift
12. Gather daily schedule
13. Organise workspace & ensure sufficient supplies
14. Answer Transport related queries
15. Discuss any issue/concerns with Transport Coordinator/Fleet Communications Officer or volunteers
16. Follow up any luggage issue
17. Confirm all info collected from previous day has been recorded in relevant files
18. Distribute information to team
19. Debrief with a.m. shift
20. Check resource levels and job allocations prior to handover
21. Brief incoming Fleet Coordinator.

PM

22. Deliver briefing and highlight any notings
23. Feedback to Transport any issues from briefings
24. Print backups (hard copy)
25. Double check / Walk around
 - a. Vehicles / security / job sheets / job allocation
 - b. Compare to roster
26. Discuss any issue/ concerns with the Transport Coordinator/ Fleet Communications Officer or volunteers
27. Forward planning roster/resources/equipment/environment
28. Tasks and issues identified for tomorrow
29. Review and make changes to daily run sheet
30. Debrief the next (PM) shift.

Notes:

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Run Sheet Responsibilities for the Fleet Communications Officer

AM & PM

1. Research Traffic / Weather / Airports
2. Access TMS to identify changes
3. Prepare relevant information for driver briefing Jobs /Resources /Issues
4. Check the roster and the delivery plan to ensure they align
5. Update Fleet Coordinator if required on any issues
6. Create Run sheets/driver rosters
7. Update info board / log book
8. Prioritise and deal with any issues
9. Confirm Itineraries
10. Catering Plan
11. Gather daily schedule
12. Keep record of movement and an issues register up to date
13. Organise workspace & ensure sufficient supplies
14. Answer transport related queries
15. Follow up any luggage issue
16. Prepare handover - identify any service issues
17. Check resource levels and job allocations prior to handover
18. Brief incoming Fleet Communications Officer.

Notes:

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Run Sheet Responsibilities for the Fleet Drivers

AM & PM

1. Signs in/Meal (voucher)/Equipment/Checks
2. Pre-deployment vehicle checks
3. Report defects and deal with any issues relating to the vehicle and equipment
4. Attend Driver briefing
5. Identify workload and research jobs
 - a. Check if an itinerary is available and reconnaissance (recce) if required
6. Passenger exit checks at venue when client delivered and call clear
7. Luggage coordination ensure any left luggage recorded
8. Return to Fleet Centre or move to next job
9. Vehicle Grooming between jobs or at conclusion of shift
10. At completion of shift return to depot, debrief with Fleet Coordinator if there are any issues
11. Fleet Centre maintenance/cleaning
12. Follow up any luggage issues
13. Prepare handover
14. Return equipment and complete any paperwork
15. Prepare handover of vehicle if required
16. Check the next shifts roster to ensure availability
17. Sign off if cleared to finish shift.

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Rugby New Zealand Driving Principles

This Policy sets out the Rugby World Cup 2011 statement in relation to the safe and effective driving of Tournament vehicles, as well as the essential requirements in relation to the use and maintenance of such vehicles, these are:

- Rugby World Cup 2011 promotes safe driving. All Team 2011 members should ensure that they drive with their safety and those of other road users in mind
- Rugby World Cup 2011 encourages environmentally friendly road usage. Team 2011 members should carefully plan their vehicle use to maximise the business potential and manage travel times effectively
- Rugby World Cup 2011, in selecting the vehicles it provides for Tournament car use, considers all options within the specifications of the vehicle for safety and environmental factors
- Team 2011 members are encouraged to ensure that the Tournament vehicle or vehicle used for company purposes is maintained and serviced with safety, fuel economy and general environment protection in mind
- Team 2011 members should always think ahead and be prepared for the unexpected whilst driving. Drivers should take particular care during adverse driving conditions
- Team 2011 encourages Team 2011 members to plan for the winter conditions during the event and adjust driving styles accordingly.

General

- The Tournament vehicle is provided for Rugby World Cup business use only (or for company use and private use for normal social and domestic activities)
- All Team 2011 members who drive or use vehicles are required to produce their full driving licence and complete the appropriate clearance documentation prior to taking possession of any Rugby World Cup vehicle
- Rugby World Cup 2011 reserves the right to require the production of the full licence at other times on giving reasonable notice. A failure to produce may result in disciplinary action and potential suspension from using the vehicle until the company is satisfied with the explanation for non-production
- Team 2011 members are required to notify the company immediately they incur any form of penalty or licence endorsement. In the event that their licence is rescinded they must notify Rugby World Cup 2011 immediately and they must cease driving forthwith
- You should ensure that you drive in a safe manner at all times
- You must not undertake any road maneuvers that may place others at risk
- You should plan your journey ahead and provide adequate journey time in order that you do not speed
- Any employee who commits a road traffic offence may be subject to disciplinary action and in serious matters may face termination of employment
- Team 2011 members will be liable for any road traffic fines including any speed camera or similar fines
- No Team 2011 members may drive a company vehicle where they are physically or mentally unfit to drive
- Team 2011 members should immediately notify the company of any condition that may affect their ability to drive
- Team 2011 members must never allow an unauthorised person to drive the vehicles unless it is an emergency situation and preferably with prior company approval
- No signage or accreditation is to be removed or transferred from the vehicle without consent from the Fleet Coordinator
- No Team 2011 members is authorised to use a vehicle for personal use or travel without the written consent of the company.

Driver's Responsibilities when using the Vehicle

The driver's responsibilities with respect to the use of the vehicle are:

- Only pre- approved persons can drive the fleet vehicles anyone else is prohibited from using the vehicle
- Check the vehicle daily using the **vehicle pre-deployment checklist** provided and report any faults
- The vehicle is for business use only
- All mileage and expenses must be accounted for using the log provided
- Driving responsibly and legally at all times
- Drivers are responsible for immediately reporting all accidents or any damage to vehicles.

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Transport Driver Tips

Defensive Driving

Drivers should be aware of road hazards and road conditions that may affect their vehicle. Drivers should not let outside distractions deter them from safe driving habits:

- Billboards, homes, pedestrians, etc., can be observed, yet should not consume one's full attention
- Drivers must realize that an awareness of the road is vital in safe driving, yet a wandering eye can be deadly
- Emergency vehicles would not constitute outside distractions; rather they should be considered one of the primary concerns of the driving task
- Drivers should not get caught up in sightseeing or scenery but should keep their mind focused on the road.

Drivers should alter their visual habits if they are not conducive to the safe operation of a motor vehicle. Wandering eyes and a basic lack of attention to the road all heighten the collision potential. Drivers should train themselves to scan ahead two seconds looking for immediate hazards and from 10-12 seconds down the road for potential hazards.

In rural areas, the 10-12 second distance is determined by the speed of the vehicle, by picking a fixed object on or near the road, and counting one thousand and one, one thousand and two, etc., until you reach ten or twelve. This will give a visual reference for what this distance would be. In urban areas, you do the same scanning techniques, but because of the lower speeds this distance is about 400 metres. This allows you to recognize potential trouble signs ahead of you, such as a stalled truck and trailer, construction, or other hazards.

By seeing the hazard well in advance, you leave yourself adequate reaction time to deal with the hazard. Periodically glancing at the rear-view mirror and the speedometer to get an adequate determination of your vehicle speed and positioning in regard to other traffic and road conditions, would also be a good idea.

To be a defensive driver, you have to see what's going on.
The best way to spot potential trouble is by scanning.
Avoid a fixed, straight-ahead stare that may let you drift off
into daydreams while on the road.

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Techniques to aid the Driver

1. **Aggressively scan the roadways:**

2. **Look Ahead:**

Good drivers keep an eye on what's happening about 10-12 seconds ahead. That's about a block in city driving.

3. **Look to the Sides:**

As you approach any place where other cars, people or animals may cross your path, look to both sides.

4. **Looking Behind:**

Check the traffic behind you frequently (several times a minute) so you'll know if somebody is tailgating, coming up too fast, or trying to pass.

5. **Check Blind Spots:**

These are areas near the left and right rear corners of your vehicle that are not visible in your mirrors.

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Never Rely on your Mirrors Alone

Before you make any move to the sides, quickly turn your head to see if your blind spot is clear. Also avoid driving in someone else's blind spot. It's as important for other drivers to see you as for you to see them. Drivers should adequately position their vehicles away from vehicles they are immediately following as to give ample stopping distance in case of an emergency.

Ways to avoid collisions at intersections include awareness of traffic patterns, increasing visibility by scanning the road ahead, controlling the speed of the vehicle, and using the "look left, right, left" technique prior to proceeding when the light changes.

Van Safety and Driving Tips

As a van driver, you have a responsibility to your passengers, to RWC 2011 and to the general public with whom you share the road

Driving a van may not be a daily experience for you, so be especially careful. This vehicle is likely larger and heavier than your personal vehicle and therefore handles differently. Driving a van requires extra caution at all times. Although a van handles differently from a car, you can still compensate for its characteristics and operate it smoothly and safely. In addition to the instructional and practical guidance given in the Driver Safety Program, here are some tips to keep in mind when driving a van.

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Following Distance

- Increase following distances in poor weather conditions or when fully loaded
- A loaded van is more difficult to stop than an automobile travelling at the same speed
 - Therefore, you should use a four-second following rule for a van
 - The four-second rule works as follows: Count 1,001 - 1,002 - 1,003 - 1,004 after the rear of the vehicle you are following passes a fixed object
 - If the front of your vehicle passes the same object before you count to 1,004, you are following too closely. **Slow down.**

Height of Van

The height of the van has advantages and disadvantages for the driver.

On the plus side:

- It gives you a better view of the road ahead

On the negative side:

- Some garages are not high enough to accommodate a van. You also have to watch for overhead obstructions such as trees and limbs
- A van can block the view of passenger cars following you. Drivers may attempt to pass you at an unsafe time or place, and thus, threaten to involve you in an accident. Watch both outside mirrors for these manoeuvres.

Blind Spots

Vans have blind spots on each side. Adjust your mirrors to reduce these as much as possible.

- To avoid striking a pedestrian, stop well before you reach a pedestrian crossing
- Watch out for your own passengers walking across the front of the van as they board or leave
- When in a line of stop-and-go traffic, never get so close to the vehicle in front that you lose sight of its brake lights and directional signals.

Backing Up

Your best defence is to back up only when necessary. Avoid backing into traffic.

If you must back up:

1. Back into a space so that you can drive out
2. Engage 4-way flashers
3. Sound the horn twice to alert pedestrians and other drivers
4. Look over both shoulders
5. Use all mirrors
6. Utilize a spotter whenever available
7. Avoid blindside backing
8. Back slowly and cautiously.

Parking and Loading/Unloading

Watch for normal hazards, such as low branches and wires, fences, walls and posts, and choose a spot that will be easy to pull in and out of. It is also essential that you lock the van when it is left unattended.

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Transport Driver Assessment

Pre-trip Vehicle Inspection

- You will be tested to see if you know whether your vehicle is safe to drive
- You will be asked to do a pre-trip inspection of your vehicle and explain to the instructor what you would inspect and why.

• Test Your Knowledge

The vehicle inspection report tells the driver about problems that may need fixing. Keep a copy of your report in the vehicle folder when completed for one day. That way the next driver can learn about any problems you have found.

- What is the most important reason for doing a vehicle inspection?
- What things should you check during a trip?
- What three kinds of emergency equipment must you have?
- Why is the minimum tread depth for vehicles important?
- Name five things you should check on the front of your vehicle during the walk around inspection
- These questions may be asked at your assessment test.

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Basic Vehicle Control

You will be observed and assessed based on the information we have discussed to date.

- You will be tested on your skill to control the vehicle
 - You will demonstrate planning, preparation and execution of defined manoeuvres
 - You may be asked to move your vehicle forward, backward, and turn it within a defined area during this assessment
 - The instructor will tell you how each control test is to be done
 - Key components that must be demonstrated are control, hazard identification, positioning of vehicle, awareness, passenger comfort and confidence whilst driving.
-
- **Test Your Knowledge**
 - How far ahead does the manual say you should look?
 - What are two main things to look for ahead?
 - What's your most important way to see the sides and rear of your vehicle?
 - What does "communicating" mean in safe driving?
 - What three things add up to total stopping distance?
 - If you go twice as fast, will your stopping distance increase by two or four times?
 - What is hydroplaning?
 - What is "black ice"?
 - These questions may be on the test.

On-road Test

You will be tested on your skill to safely drive your vehicle in a variety of traffic situations. The situations may include left and right turns, assessing hazards and commentary whilst driving.

- **Test Your Knowledge**

- How do you find out how many seconds of following distance space you have?
- What is a hazard?
- Why make emergency plans when you see a hazard?

Notes:

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- **Key learnings:**

Start in the Proper Position

- Put the vehicle in the best position to allow you to back safely
- This position will depend on the type of backing to be done.

Look at Your Path

- Plan and prepare before manoeuvring
- Look at your line of travel before you begin
- Get out and walk around the vehicle. Identify obstructions or hazards
- Check your clearance to the sides and overhead, in and near the path your vehicle will take.

Execute your manoeuvre safely and competently

- Position vehicle accurately
- Remain aware of surroundings
- Control vehicle at all times.

- **Test Your Knowledge**

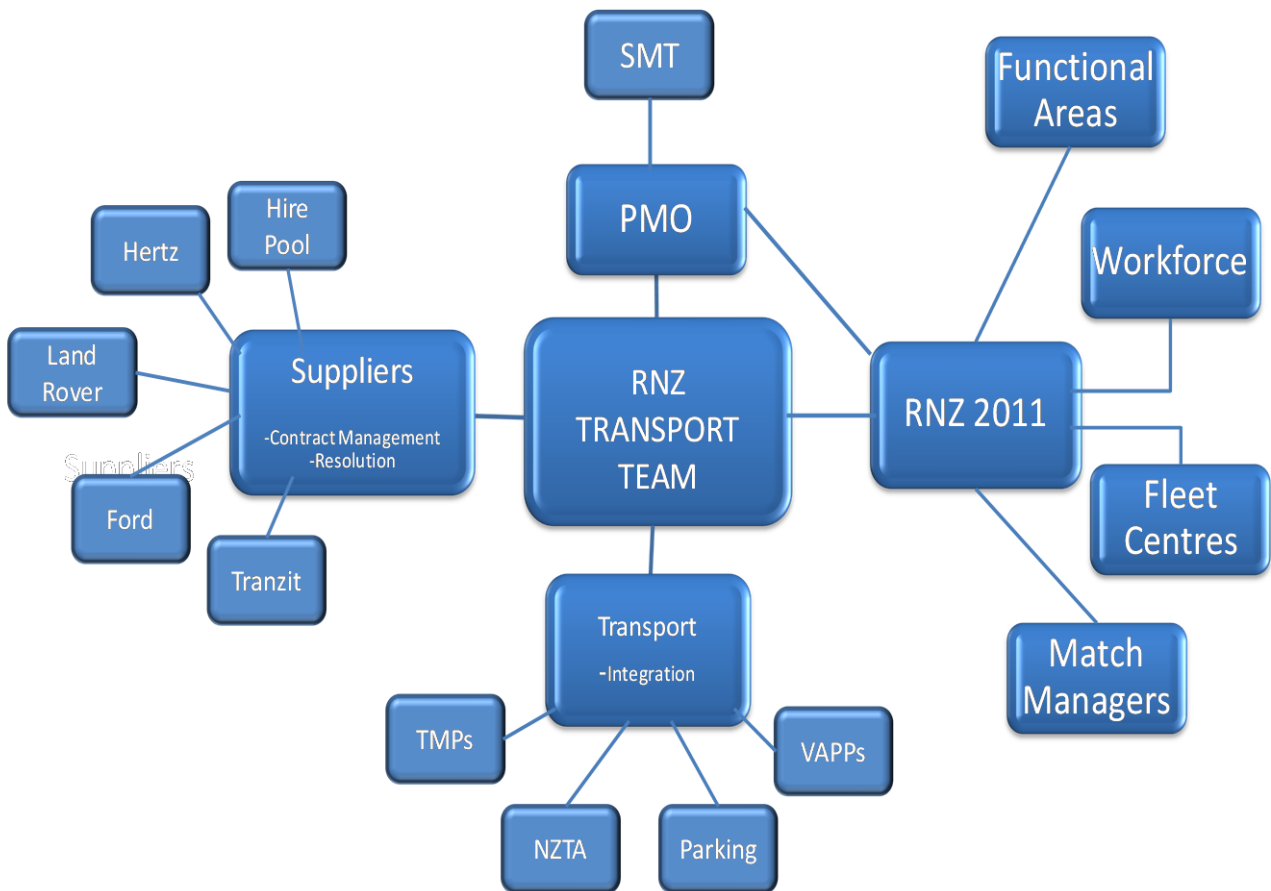
- Why should you back toward the driver's side?
- When backing, why is it important to use a helper?
- What's the most important hand signal that you and the helper should agree on?

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Our Clients

Team 2011 Transport Team provides services to a wide range of functional areas, internal clients and external suppliers.



Transport Fleet Vehicle Supplier Arrangements - Overview

Transport has agreements with the following suppliers for the provision of fleet and coach vehicles during the Tournament.

Below is a list of vehicles supplied by each Supplier:

Supplier	Description
Hirepool	<ul style="list-style-type: none"> • Mini Van Small (10 pax) • Mini Van large (12 pax) • Caro Van Small (6m3) • Cargo Van Large (11m3)
Tranzit Coachlines	<ul style="list-style-type: none"> • 5 Star Luxury Team and VIP Coaches
Ford	<ul style="list-style-type: none"> • 35 Ford Mini Vans (12 pax) • 35 Ford Transit Hi Top Cargo Vans (11m3) • 2011 Model
Land Rover	<ul style="list-style-type: none"> • 17 Land Rover Discovery • 13 Range Rovers Sports • All models will be the 2011 design. <ul style="list-style-type: none"> ○ Vehicles will be located largely in Auckland with some being positioned with the central North Island, Wellington and Dunedin as required to meet the needs of the client group
Hertz	<ul style="list-style-type: none"> • Sedans (1.8L compact vehicles) • Mid Range Sedans (2.0 vehicles) • Executive Sedans (4.0L e.g. Ford Futura) • People Movers (5-7 pax).

Servicing and Maintenance

- Team 2011 members are responsible for ensuring that the vehicle is checked in accordance with the required checklist for the particular vehicle on a regular basis to ensure reliability and safe operation. Under no circumstances must repair work be undertaken on any vehicle without approval from the Fleet Coordinator
- Team 2011 members should ensure that the vehicle is road worthy at all times and ensure that they undertake normal routine checks on the vehicle, in particular in relation to tyre pressure, oil levels and screen wash levels. Any defect that may affect road safety should be reported to the Rugby World Cup Fleet Coordinator at the earliest opportunity. Employees should ensure that they use the correctly specified items when undertaking any top up of oils, fluids etc. A check sheet for your vehicle is supplied and must be completed regularly
- You should take care to ensure that the correct fuel and correct grade of fuel is used for the vehicle. A failure to do so may render Team 2011 members liable for the remedial costs to the vehicle together with potential disciplinary action
- Vehicles should be kept clean and tidy but there is no need to undertake excessive washing of vehicles. Once weekly is suggested unless the vehicle is used as a transport based vehicle which must be presentable at all times
- The fuel tank should be maintained above half full, so that any other user is not inconvenienced and operational effectiveness is maintained.

Safety Factors

- Team 2011 members must check the safety of the vehicle before commencement on any journey
- Team 2011 members must not drive whilst they may be, in any way, under the influence of alcohol or similar nor whilst they may be subject to effects from the taking of any drug or other similar substance
- Team 2011 members who are required to take any form of medication must notify the company of this fact in writing and they should desist from driving until they receive written confirmation that they may continue driving
- Fatigue is a major contributing factor to accidents which cause injury and damage. Team 2011 members should not drive whilst over tired or fatigued. In the event that you feel tired or drowsy you should stop at the earliest safe opportunity and take a break until you feel able to proceed
- Drivers of a vehicle who feel that their driving abilities may be impaired must cease operating the vehicle immediately. Team 2011 members who believe another employee is impaired have a duty to prevent that person from driving a vehicle. Contact your Fleet Controller for assistance with transport if you or a colleague is fatigued or unwell
- Always plan your journey in advance and allow time for breaks and unexpected delays
- Always drive safely within the restrictions of the particular road conditions
- Team 2011 members should take special care during adverse weather conditions
- As winter approaches employees should ensure that the vehicle is checked for use. Ensure that the vehicle has an emergency kit if not contact the company to arrange for this. Plan your journey carefully and make sure that your route is known to others. Be prepared by taking warm clothing, hot drink and emergency kit including a light. Remember, check for likely weather conditions prior to setting out on your journey if in doubt consult the company to see if the trip is essential
- Do not be distracted whilst driving, do not eat or drink whilst driving as this may place you at enhanced risk of an accident. It is better for your health and safety to take a break.

Prohibited actions

- The use of a vehicle for hire and reward or personal gain
- The use of vehicles for off - road or recreational purposes
- Modifications to any vehicle including affixing signs, stickers, antennas, bike racks, ski racks, or similar without the express approval of the fleet coordinator
- Reckless driving, speeding or any unlawful action
- The driver is impaired by fatigue, alcohol, drugs or any other condition which affects performance
- Smoking in a Tournament vehicle
- Installation or use of any electronic devices without prior approval
- Use with trailers or hauling of any load
- The use of the fuel card for personal use in any manner.

Smoking

- The company is aware of the risks that smoking has to health and the risk caused by passive smoking. The company has adopted a general no smoking policy
- The company does not permit any smoking in its vehicles at any times whether in or outside company hours
- Passengers should be reminded of this policy and asked not to smoke whilst in the vehicles.

Transport Accreditation

Accreditation is an integral part of the overall security and workforce management of Rugby World Cup 2011. The Accreditation team is responsible for creating the operational system for managing accreditations.

General Information

Accreditation provides physical evidence of the right to access a zone or zones at one or more venues.

The objective of issuing accreditations is to identify officials and personnel at the Rugby World Cup 2011, indicating the individual's specific role at the Tournament, and confirming each individual's specific access rights. This will ensure a high level of security and organisational efficiency.

- An accreditation does not give the right to a spectator seat
- An accreditation is bound to a specific job or task and does not indicate or confer any special status
- Accreditation devices remain the property of Rugby World Cup 2011, New Zealand Local Organising Committee.

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Captains Run

During Captain's Run on Match Day -1 the zones in which the teams will operate (zones 1 and 2) will be controlled by the security team . Accreditees with the correct zone(s) on their pass will be permitted to enter and operate within these zones. If you do not have the correct zone on your pass you will be refused access. Supplementary Access Devices will not apply.

Stadium Capability

How the Access Control System Works

The access control system works by creating a secure perimeter and controlling access into the venue by means of an accreditation device. This would most commonly be a personalised Accreditation pass.

There are four main types of Access Control Passes

- Tournament accreditation pass, this is personalised to the accredittee and includes a photo, match and non match venues the accredittee has access too and zones within the venue they can access
- Day Pass, this is non personalised and is valid for only one day
- Match Pass, this is personalised to an accredittee and is valid for only one day
- Set-up Pass, not valid from MD -5 hours until MD + 3 hours. Valid all other times.

Stadium Access

Plans must meet local authority and emergency services standards for approved flow of people into and out of the stadium.

Accreditation Categories / Colours

All groups with specific roles at Rugby World Cup 2011 will be assigned to a specific category. Each category will be identified by a specific colour, to be printed on the accreditation pass. The categories contain a range of sub-categories (also indicated on the accreditation), according to the function of the group.

Groups will be assigned to categories as follows:

- RWCL/IRB/IMG – Red
- VIP – Purple
- Teams & Officials - Green
- Workforce 2011 – Dark Blue
- Regions – Light Blue
- Host Broadcast – Black
- Limited Rights Holders – Grey / Brown
- Rights Holder Broadcast – Grey
- Media – Yellow
- Non Rights Holders - Brown
- Contractors – Orange
- Corporate Partners – Pink.

Description of Access Zones

Every stadium at Rugby World Cup 2011 will be divided into a set number of zones.

The zones are only activated on match day -1 and match days. The appropriate zone number(s) will be printed onto the accreditation pass.

Zone Numbers	Zone Area Descriptions
Zone 1 – Field of play*	<ul style="list-style-type: none"> • Field of play • Reserves' bench • Sin Bin / Blood Bin • Technical Zones • Photographers' positions • On-field TV Camera positions.
Zone 2 – Tunnel and Dressing Rooms*	<ul style="list-style-type: none"> • Players dressing rooms • Tunnel and access to field of play • Match Officials dressing rooms • Ball boys rooms • Medical room • Coaches Boxes • TMO Box • RWCL competition offices – where applicable including Match Commissioner • Doping control room • Corridors (with access to the dressing rooms).

Zone Numbers	Zone Area Descriptions
Zone 3 – Operational areas	<ul style="list-style-type: none"> • RWCL offices (if not in Zone 2) • Rugby New Zealand 2011 offices (if not in Zone 2) • RWCL storage areas (if not in Zone 2) • Rugby New Zealand 2011 storage areas (if not in Zone 2) • IT room, Ground announcer / Big Screen operator, emergency medical room, Venue control room (also needs specific venue code – VCR) • Rugby News Service (also needs specific venue code – RNS) • Venue / PU offices.
Zone 4 – Media Areas	<ul style="list-style-type: none"> • Venue Media Centre* (if inside venue on match day requires a ticket) • Media Tribune * (specific match ticket also required) • Media catering areas • Photographers room • Developing and service centre's for media • Mixed Zone * (first come first served) • Press Conference Room * (first come first served).
Zone 5 – Broadcast Areas	<ul style="list-style-type: none"> • TV compound • Right Holders - Radio and TV Studios • Right Holders - Radio and TV Commentary Positions (specific match ticket also required) • Flash interview room (requires specific SAD as located in Zone 2).
Zone 6 – VIP Areas	<ul style="list-style-type: none"> • VIP reception rooms / RWCL boxes • VIP Tribune (specific match ticket also required).

Zone Numbers	Zone Area Descriptions
Zone 7 – Hospitality Areas (Partnership with RTH hospitality Accreditation)	<ul style="list-style-type: none"> • Hospitality Village for Official Partners and Sponsors • Hospitality Village • Hospitality lounges / boxes • Sky boxes.
Zone 8 – Public Areas /Venue Access only	<ul style="list-style-type: none"> • (To access the venue without a ticket you must have a Zone 8) • Entry to the venue without a ticket • Miscellaneous public corridors and access areas • Public WC facilities • Public Sales Areas • First aid facilities • Volunteer Centre (only if located within venue) • Spectator stands (BUT no access to a seat without a ticket).
NO Zone – No venue access	<ul style="list-style-type: none"> • Associated with the event, but requires no venue access. e.g. Host Volunteers • Volunteer Centre (if located outside venue).

Note: * As from -90 minutes prior to kick-off, zones marked with a star (*) may only be accessed with a Supplementary Accreditation Device (SAD). For certain groups like Broadcast, Security, and Photographers etc a Bib is also required as an identification device. Every person occupying a position in Zone 1 must be able to be clearly identified.

The Zone system does not apply at the following official locations:

- MOC (Main Operations Centre)
- MMC (Main Media Centre, non match days only)
- IBC (International Broadcast Centre)
- Team Training Grounds.

However all people having access to these facilities must have the correct location code.

Match Day (MD) Operations

Entry to Stadium

Entry to the stadium for all parties will be controlled during the exclusive use period of the venue hires i.e. Match Day – 10 to Match Day +2.

There will be differing levels of access control applied during these timelines:

Term	Access
MD-10 to MD-6	Anyone accessing the venue will be required to have a set up pass or full Tournament accreditation. There will be limited gates through which accredited personnel may enter the venue and when required personnel may be asked to show ID to ensure the pass belongs to them.
MD – 5 to MD -3	Anyone accessing the venue will be required to have a set up pass or a full Tournament accreditation. There will be limited gates through which accredited personnel may enter the venue and they will be required to sign in, show ID as they enter the venue.
MD -2 to MD – 1	<ul style="list-style-type: none"> Any accredited party who is not entitled to an alternative stadium access device will be required to enter the ground via the workforce check-in process. Both set up passes and Tournament accreditations are valid at workforce check-in, all personnel must sign in and show either their personalised accreditation or proof of identification to validate their entry. Colour / date specific wristbands will be used to confirm they have been through the check-in process and any bags permitted access to the venue will be tagged.
Match Day (MD) - Match Day until KO – 5 hours	Access is controlled as above. Deliveries will still be permitted and will be managed through the MDS, until 6 hours before kickoff. All deliveries must be complete 5 hours before match kickoff.
Match Day – KO -5 hours until close of stadium	Note: For ticketing purposes, stadium opening hours are match kick-off – 2hrs. At this point the stadium will be open for all persons who have valid match day tickets.
Entrance Control Accredited Person	Accredited persons entry to the venue will be controlled during the exclusive period.

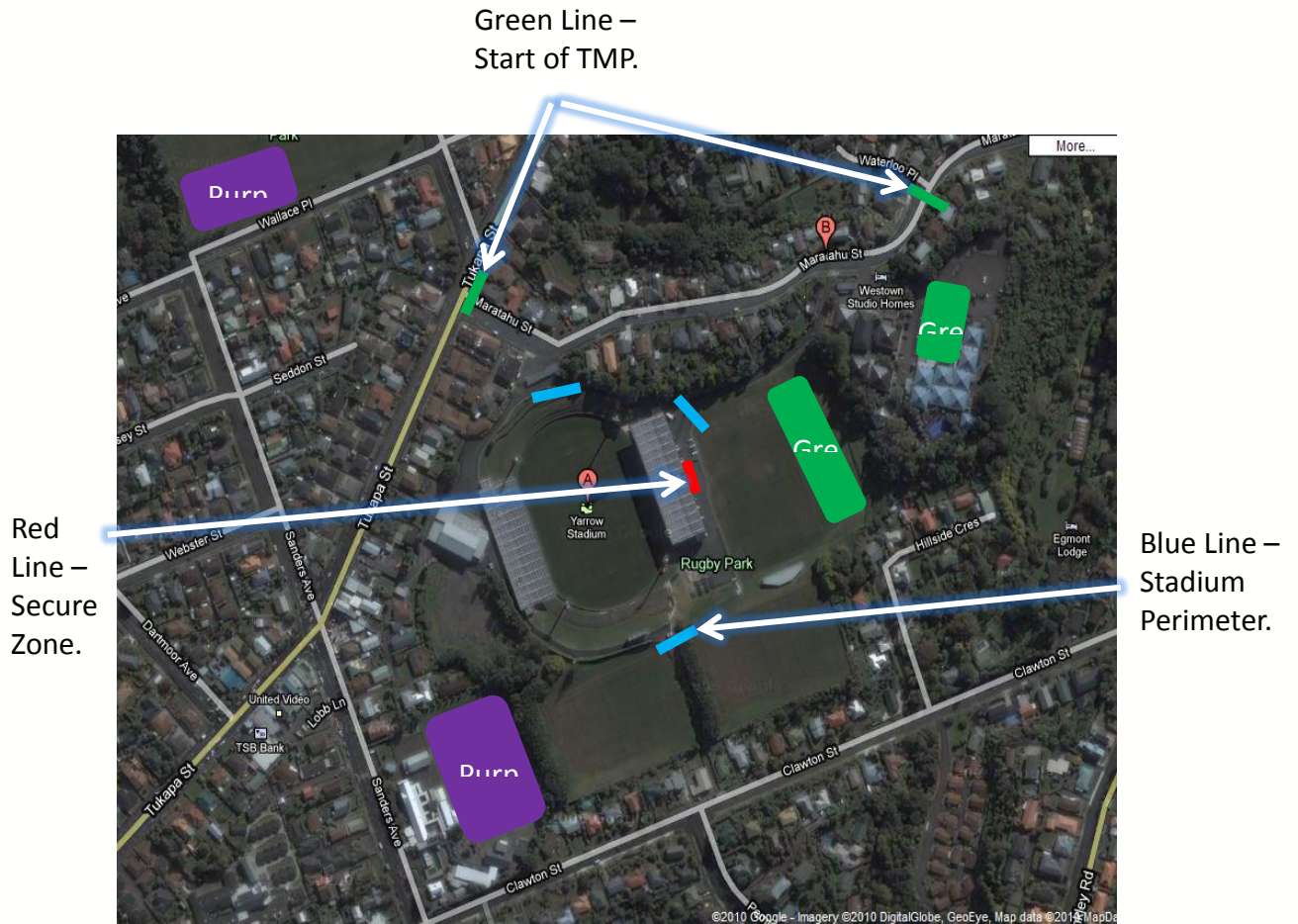
Term	Access
Rugby World Cup 2011 Lockdown	<ul style="list-style-type: none"> Lockdown starts match kick-off – 90 mins and ends in Zone 1 one hour after the match ends. Zone 2 ends when both teams and match officials have left the stadium, although certain areas such as Doping Control may require extended controls. ** By exception only the Rugby New Zealand 2011 Match Manager after consulting with the Match Commissioner / Rugby New Zealand 2011 Security Manager can extend or reduce the lockdown period in either Zones, depending on operational requirements ** At this time all persons need the correct SAD to remain within either zones. People found within these zones without the proper access privileges will be asked by security to leave the area. Note: To access a Zone 1 or 2 during lockdown, you must have the correct SAD and Zone number on your Accreditation. For groups like TV technical who do not otherwise receive SADs, lockdown ends for Zone 1 (FoP) 60 minutes after the Teams have left the pitch.

See the CADs displayed at the regional Fleet Centre.

The levels of control necessary on a Match Day are achieved through perimeters set around the stadium, with access managed and further restricted at each perimeter line.

Examples of how the perimeters are set up around a stadium are:

Area	Description	Access Controls
Green Line Check Point (Perimeter 1)	The first checkpoint for vehicle access is at the start of the Traffic Management Plan (TMP) - road closures or traffic restrictions.	<ul style="list-style-type: none"> Control over access to area around the stadium (starting at the beginning of the TMP) Unauthorised vehicles are restricted from entering the area controlled by the TMP Possibility of car parks outside of the TMP being managed by Rugby New Zealand 2011 for staff/sponsor/guest parking.
Green Car Parks (I, II)	There may be car parks in the 'green zone' for people who need to park nearby but not directly in the stadium.	<ul style="list-style-type: none"> Car parks outside of the venue, but inside of the TMP, can be managed and reserved for use as per Rugby New Zealand 2011 allocations
Blue Line Check Point (Perimeter 2)	<p>The next checkpoint is the perimeter of the stadium</p> <p>Parking in the stadium will be highly restricted. Spaces will be numbered and pre-allocated.</p>	<ul style="list-style-type: none"> Control over access to stadium perimeter
Red Line Check Point (Perimeter 3)	<ul style="list-style-type: none"> The final checkpoint is the secure zone This denotes the area that teams will be brought in to, as well as VVIPs or IPP's. 	<ul style="list-style-type: none"> Control over access to secure drop zone in venue
Purple (I, II) Car Parks	Car Parks that will be reserved for staff, volunteers and other stakeholders, but situated outside of the TMP. We may not have them at all grounds, but it gives us the flexibility to reserve some additional parking if necessary.	<ul style="list-style-type: none"> Parking spaces allocated and managed within stadium



Match Day -1 Operations

MD-1 can be treated in one of three ways:

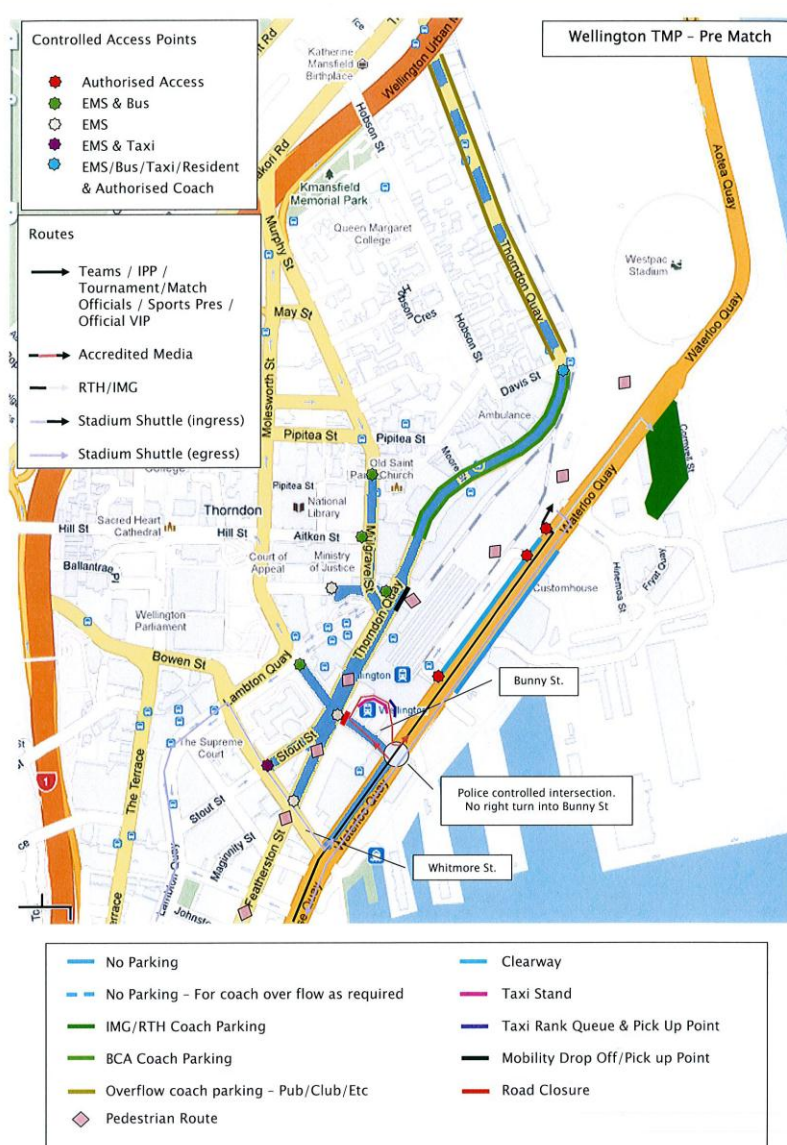
1. It can be considered the same as match day, so the same pass applies
2. It can be treated the same as a set up day, so set up pass and rules apply
3. It can be treated as its own entity and an additional pass developed.

Where a MD-1 is treated as its own entity, it allows the following MD-1 VAPP levels of control to be in place. A MD-1 VAPP needs to look different to a MD VAPP in order to maintain clarity for all users and particularly for identification purposes for security check in:

Area	Access Controls
Green Line Check Point (Perimeter 1)	<ul style="list-style-type: none"> On MD-1 the TMP will not (or is unlikely to) be in operation, so the green line check point does not apply. The secure zone may not be in operation, or only used temporarily while teams are on site for the Captains Run.
Green Car Parks (I, II)	Parking spaces allocated and managed within stadium.
Blue Line Check Point (Perimeter 2)	Control over access to stadium perimeter.
Red Line Check Point (Perimeter 3)	Control over access to secure drop zone in venue.
Purple (I, II) Car Parks	<ul style="list-style-type: none"> Car parks outside of the venue can be managed and reserved for use as per Rugby New Zealand allocations. Depending on staffing and requirements, some car parks may be maintained and managed outside of the stadium perimeter as per match day.

A Traffic Management Plan (TMP) will be implemented for every match, in every match region. The primary purpose of the TMP is to manage the safe and efficient access and flow of vehicular and pedestrian traffic to and from the match venue. In most instances the TMP will be in place 3 hours prior to kick off, until 1 hour after the final whistle. In some instances the TMP may be in place earlier and finish later. Access to the road network and car parks surrounding the match venue will be as per normal prior to the TMP implementation.

The TMP is planned and delivered by the match region city council. The TMP C3 includes a communication line to the Match Manager.



Vehicle Accreditation

Every Rugby New Zealand vehicle will display vehicle accreditation in the form of a Vehicle Access Parking Permit (VAPP). This applies to passenger vehicles including fleet vehicles and coaches, as well as delivery vehicles.

Non- Rugby New Zealand clients permitted to park in-venue will also display a VAPP. This could include a match-critical Commercial Programme role and VIP Transport vehicles providing transfers for guests of government.

Vehicle access control points ensure only authorised vehicles are permitted to access match venues on match days. Access control points will be shown on the Traffic Management Plan (TMP). Personnel staffing the access control points will be provided with VAPP recognition training. An escalation pathway will also be provided to assist in managing access control issues unable to be resolved locally.

Personal accreditation is not a substitute for vehicle accreditation. If a vehicle is not accredited, it is not entitled to enter a match venue on a non-match or match day. There are no exceptions.

Vehicle Access Parking Permit (VAPP) Concept

A Vehicle Access Parking Permit (VAPP) is a physical pass that is affixed to a vehicle to authorise the vehicle for venue access (delivery, drop off and/or parking).

The function of a VAPP for Rugby World Cup 2011 will be to control the movement of vehicles in and around any match venue during the Tournament.

Vehicles are allocated a VAPP based on the access required at a venue/match as per the Priority guidelines. A VAPP register will be managed by a delegated representative of each Match Manager / Fleet Centre Coordinator. The register will record the vehicle registration, collection date and signature of the person collecting the VAPP.

All passenger and delivery vehicles entering a Rugby New Zealand 2011 match venue “zone” and / or car park must display a VAPP.

All passengers and the driver in an accredited vehicle must show personal accreditation at the venue entry point for in-venue car park access.




Non-accredited persons may travel in an accredited vehicle and gain access to an out-of-stadia carpark.

Vehicle Access Passes

VAPP size is A4 for vehicles, A3 for Coaches and A5 for Delivery & Police Motorbikes. The VAPP is to be displayed on the front nearside window of all vehicles. Police will be at Vehicle Access Control Points on Match Days, to check VAPPs to permit entry.

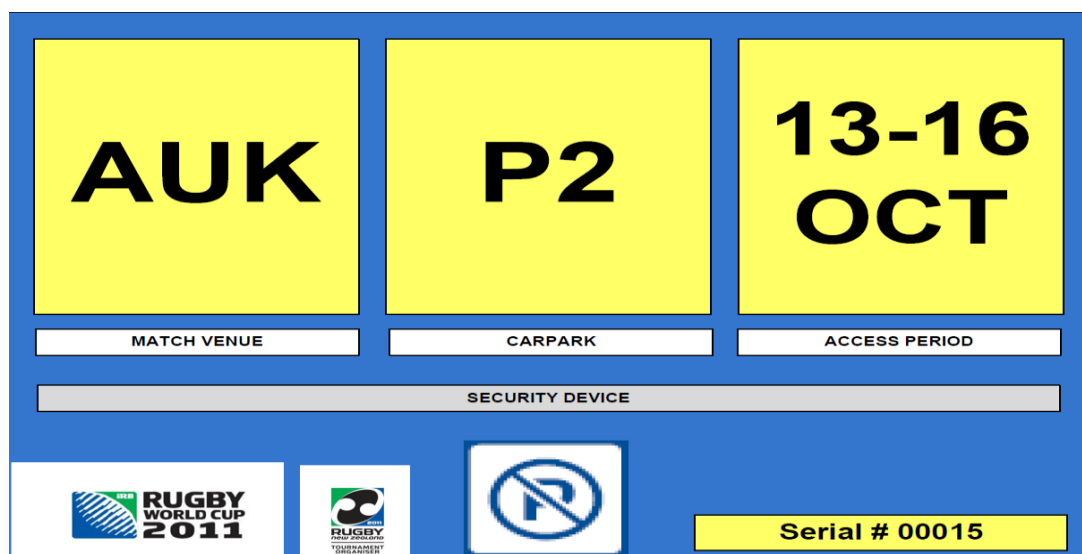
VAPPs will be provided to the following client groups:

- Rugby New Zealand 2011 Fleet vehicles including self-drive and pool cars
- Rugby New Zealand 2011 Coaches – VIPs, Teams, Sports Presentation, Media, & Ceremonies (AUK only)
- IPPs in Crown vehicles, including Police motorbike escorts
- Venue Operations staff
- Contractors – Delivery VAPP (match day only)
- Contractors or Suppliers – Parking VAPP, including media and broadcast
- Emergency Services
- Venue Tenants
- IMG / RTH
- Auckland Transport public event shuttle buses will be included in the Rugby New Zealand 2011 VAPP system.

AUK	P1	8-9 SEP
MATCH VENUE	CARPARK	ACCESS PERIOD
SECURITY DEVICE		
		
Serial # 00014		

* Sample VAPP Only

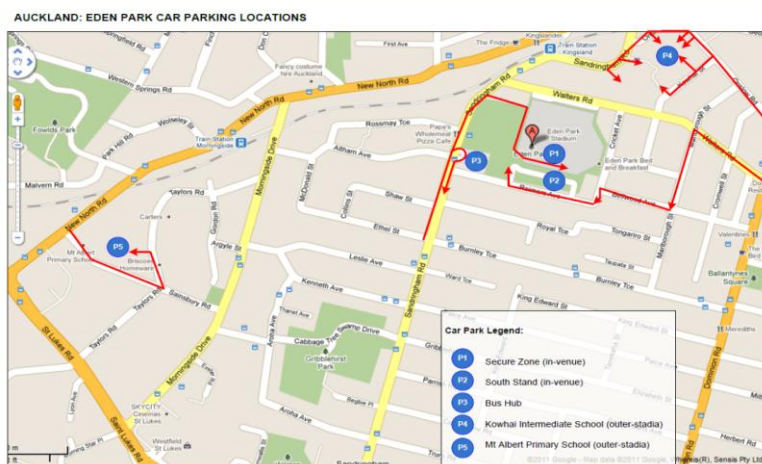
Vehicle Pass Components



*Sample VAPP only

Box 1 = Match Venue Code
Box 2 = Parking area (P 1 – P 7)
Dates

Each pass will have a unique serial number and security feature. The VAPP also shows if Parking or Load Zone access is authorised.



Maps and Terms & Conditions are on the reverse side of the VAPP.

Sample VAPP only

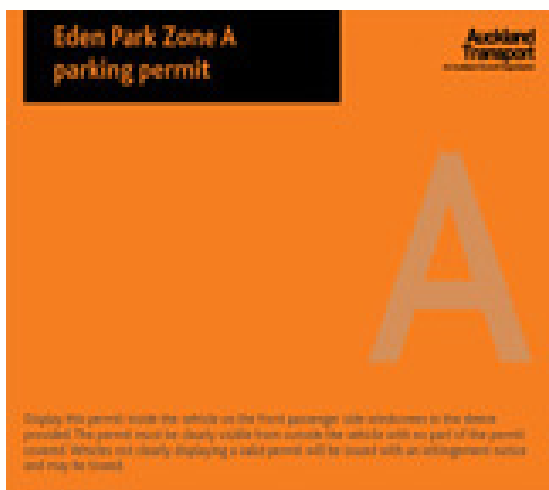


Delivery VAPP will allow vehicle access through outer check point, to MDS check point and if OK on to delivery area. Each delivery VAPP will include the vehicle registration (handwritten) as per MDS.

Delivery VAPPs will be distributed prior to Tournament by Venue Logistics to Functional Area Managers in Venue. It is the responsibility of each functional area to record all VAPPs issued, with a register being maintained by the Venue Logistics Manager of which FA's have the Delivery VAPP.

The FA manager will then distribute the VAPPs on to the service providers.

Resident Pass Samples



Transport Parking

Match Venue Car Parking

Match venue car parking is classified according to whether it is on site or off site. On site is referred to as in-venue parking. Off site is referred to as outer-stadia parking.

Car parking is allocated on a priority basis at in-venue and in outer-stadia car parking areas. Operational car parking takes precedence, followed by Commercial Programme parking.

All vehicles accessing a Rugby New Zealand 2011 operated car park will display a permit.

Car parking is managed by Match Managers during the Tournament delivery period.

Non-Match Day Car Parking

Car parking is available at match venues for nominated Tournament vehicles on non-match days.

Tournament vehicles permitted to park at match venues on non-match days will display accreditation (or a permit) to gain entry. Parking in an Rugby New Zealand 2011 car park for non-accredited vehicles, including those driven by staff, is not permitted.

Access to car parking at match venues may differ from non-match days to match days. Some vehicles park on site on non-match days and off site on match days.

In-venue Parking

In-venue car parking is limited to nominated Rugby New Zealand client groups: Teams, Match Officials and Rugby World Cup Limited Directors. Internationally Protected Persons will also park on site, as well as match-critical personnel, core utilities, and emergency services vehicles. Tournament vehicles permitted to park at match venues on match days will display accreditation to gain entry. All other Tournament vehicles with allocated parking will park off site.

Outer-Stadia Parking

Outer-stadia car parking is allocated on a priority basis to operational vehicles.

Surplus parking will be transferred to the Commercial Programme for Sponsors.

Outer-stadia car parking operated by Rugby New Zealand will be within proximity of the match venue. Parking in a Rugby New Zealand 2011 car park for non-accredited vehicles, including those driven by staff, is not permitted.

Visiting Teams

Team transportation

Throughout the Tournament, a 48-seat coach will be dedicated to each Team. Additional vehicles are specified below. Team coaches will be available 24 hours a day for local travel, however the final Team travel itineraries must be provided to the Team Liaison Officer at least 48 hours in advance. The timeline, process and payment mechanism to request additional coach use will be conveyed to Teams in due course. All coaches will be fitted with 48 reclining seats, TV/DVD and toilet.

Team fleet vehicles

In addition to the Team coach, each Participating Union will be issued with the following set of vehicles throughout the Tournament.

- 1 mini van (10-12 seater)
- 1 light vehicle (5-7 seater)
- 1 gear van (capacity 11m³).

Please note that the exact specifications may vary based on the confirmed vehicle supplier.

All fleet vehicles will be provided for the sole use of the Teams and will be driven by drivers from the Volunteer Driver Workforce. Team Liaison Officers, Assistant Team Liaison Officers and Police Liaison Officers will also be nominated Team vehicle drivers for after hour's service provision.

Team Members (both Players and Team Officials) are not permitted to drive Rugby New Zealand 2011 fleet vehicles or coaches. Fleet vehicles can only be driven by Volunteer Fleet Drivers, Team Liaison Officers, Assistant Team Liaison Officers and Police Liaison Officers. Team coaches can only be driven by Coach Drivers from the appointed coach supplier.

Coach Load Zones and Parking Match Day

Coach Load zones

Most Rugby New Zealand match day coach passengers will be set down and picked up at a load zone at or near the match venue. The exceptions to this are the Team coaches that will set down and remain parked on site during the match.

Coach Parking

Every match venue is supported by a coach parking precinct. In some cases coaches will set down at a match venue load zone and relocate to the coach parking precinct. In other cases coaches will park and this becomes the load zone as patrons walk to and from the match venue.

Some match regions will manage a booking system for the match day coach parking precinct to ensure Tournament coaches are allocated with priority parking spaces.

Car Parking (Teams)

Eight parking spaces must be available for team use at each match. Each team will have one 48 seat bus, one mini van people mover and a luggage van that will need to be parked at the venue.

Preferably these team parking spaces should be in close proximity to the player entrance, with the players' entrance away from or separate to public entrances.

Car Parking (Sponsors, Match Day Staff and Fans)

Exclusive parking areas must be provided for sponsors, staff and fans. Space will also be required for hospitality villages and public catering. Actual requirements will be determined on a venue-by-venue basis and advised closer to the Tournament.

Car Parking (VIPs)

Spaces must be made available for Tournament VIPs. The number of spaces required will be confirmed in discussion with each venue but will not exceed 30 in most cases.

Public Access

Public transport to the match venue must be available. This may be regularly scheduled services and / or special timetables for the Tournament itself.

It is likely however, that capacity will need to be significantly enhanced from that experienced day to day, outside Tournament time.

Provision should also be made in conjunction with the host town, city or region for some form of public transport planning, with the preferred options either an integrated ticketing plan or free public transport for Rugby World Cup 2011 matches.

Venues must also prepare a traffic management plan and have the plan approved by the Police and other relevant local authorities plus Rugby New Zealand 2011.

Deliveries

A delivery schedule will be operated by Venue Logistics. If Transport requires venue access for any of its suppliers then the Transport Coordinator should arrange this with the Venue Logistics.

Teams

Will enter the stadium in accredited vehicles and must show valid accreditation on leaving the vehicle.

Airport Operations Plan

To provide a seamless transport solution for all Rugby New Zealand 2011 client groups who are entitled to transport service under the Host Union Agreement.

As part of agreed service levels, the Rugby New Zealand 2011 Transport team will deliver a consistent approach to providing a high level of customer service across all regions, in line with the theme of Team 2011 – one team.

We only get one chance to make a first impression. In all cases, whether it is domestic or international travel, we aim to deliver a “no gaps” service that will provide all of our customers with a lasting impression of New Zealand as a welcoming and friendly place.

Arrivals and Departures

Rugby New Zealand 2011 Transport will achieve this in three key ways:

1. The facilitation of all client groups from airport arrivals halls through to kerbside load zones to board Rugby World Cup transport
2. Management of kerbside load zones. This includes the coordination of coaches and fleet vehicles to/from designated Rugby World Cup load zones, as well as
3. Notification of the client group's arrival and movements to the regional Fleet Centre. This allows the onward movements of the client group to be validated and workforce resources confirmed for future shifts.

Refer to the list of Airport Transport Maps in the Transport Functional Manual held at the Fleet Centre.

Vehicle Communication & Safety

Use of in Car Electronic Equipment

- Team 2011 members should not play electronic radios, CDs, MP3 players at a volume that could endanger their health or their road concentration
- Team 2011 members should consider not having any distractions of this nature in the vehicle when they are driving in more difficult or hazardous conditions
- The use of satellite navigational aids in vehicles should be done in a safe way and they should not distract a Team 2011 member from essential safety factors
- The company may place vehicle tracking devices on its company vehicles. This is done for security purposes however, the company reserves the right to check logs to ensure that employees are not abusing the use of the vehicle and are providing an accurate log of visits made including distances travelled, driving times and speeds. This information may be used in any subsequent disciplinary action.

Notes:

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Mobile Telephones

- Team 2011 members who do not have hands free mobile telephones should switch their telephones off and should not make or receive any calls whilst they are driving or deemed to be in control of the vehicle for the purposes of the law
- Where Team 2011 members have hands free telephones they should avoid making any telephone calls unless absolutely necessary. They should also not take any calls where the conditions would place them or other road users at any risk
- If a call is received and the driving conditions are potentially difficult or hazardous the call should be terminated politely with an undertaking to return the call when you have been able to park safely and able to do so
- Wherever possible avoid being distracted by the use of such items whilst driving, concentrate on the driving and ensure a safe journey.

Standard Radio Equipment

Things to remember when you are using the radio

Always:

- Be brief!
- Speak slowly and clearly
- Keep radio chatter to event related information
- Keep the volume of your voice at a conversational level.

Never:

- Use profanity or slang
- Give confidential information over the radio, use a telephone or face-to-face conversation
- Put your radio down unattended. Your radio is your responsibility
- Report any lost, stolen or malfunctioning radios to the radio distribution room attendant (Team Talk)

Tips:

- THINK - about what you need to say
- LISTEN - to ensure your talk group is clear
- PRESS - and hold the Press to talk button
- BREATHE – take a breath
- SPEAK – holding the microphone about 5cm from your mouth
- RELEASE – The Press to talk button

Keep information exchanges brief – it is not a mobile phone or fixed line network.

Sandwich Method

- When initiating a radio the Sandwich Method will be the standard Tournament time protocol
- THEM...YOU...THEM...OVER
- Example: If User 1 (Accreditation Manager) needs to speak with User 2 (Technology Manager), the communication would be like this: “User 2 this is User 1, User 2 Over”...
- Making a call – “**(Other call sign), this is (your call sign) (other call sign), come in**”, e.g., **Farmer 2, this is Farmer 1 Farmer 2 come in**”
- Receiving a call – “(Your call sign),, receiving”, e.g., “TEC 1, receiving.”
- End call “Over” – to indicate you expect a response. E.g., “TEC 1, receiving, over.”
- End conversation – to indicate you are finished with the conversation. E.g., “TEC 1 Over and Out.”

Rugby World Cup 2011 Transport Fuel Cards

How does the fuel card work?

- The Fuel Card will be accepted at all Shell, BP, Mobil, Caltex and Gull Petrol Stations
- Present your card to the service station attendant along with the kilometer reading and vehicle license plate details
- Attach the fuel receipt to the Motor Vehicle Running Sheet. Hand in this sheet at the completion of the shift.

All workforce operating a Tournament vehicle must sign the **Fuel Card Conditions Of Use agreement**, that outlines the users obligations whilst in possession of a Rugby World Cup 2011 fuel card.

Reporting

- Each day the fuel card supplier will provide Rugby World Cup 2011 with a fuel usage report
- The Fleet Coordinator will reconcile all transactions on a daily basis.

Use of Fleet Fuel Card

- A mileage reading at the time of fuel purchase must be recorded with the service station
- All vehicles are to be fuelled using the fuel card supplied for the vehicle
- The fuel card is to be used for fuel purchases for Tournament vehicles
- Use of the card for personal purchases is prohibited.

Loss and or damage, replacement of Fuel Card

- If the fuel card is lost, stolen or damaged, please contact the Fleet Communications Officer and report the missing card immediately. The missing card will be cancelled and a replacement card will be issued from the fleet centre.

Can I use my fuel card to fill up another vehicle?

- No, the fuel card can only be used to purchase fuel for that specific vehicle. The card may inadvertently be cancelled if it is used with the wrong vehicle. Please advise the Fleet Communications Officer of any error to ensure the fuel card remains active.

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Transport Incident Management

The Fleet Coordinator will track all incidents, using a report card system, that happen to any Team 2011 Transport members while on shift. The aim is to ensure that all incidences are not only reported but also resolved.

The Fleet Coordinator will:

- Ensure incident report cards are available at the Fleet Centre check in location
- Ensure the Transport Manager is aware if any incident cards are returned
- Pass on any information provided to you verbally to the Transport Manager
- Direct people to the Transport Manager to report incidences.

Accidents

- In the unfortunate situation of an accident the Team 2011 members should ensure their safety and that of any other passengers where they are able to do so
- Details of the accident should be noted together with the full details of any other vehicles or persons involved in the accident
- Where ever possible, the Fleet Centre should take a photograph of the accident and/or the damage to the vehicle or building.
- Under no circumstances should any admission of liability be made. Details for the other party involved are included in your driver handbook
- Should the vehicle require towage then establish where the vehicle is being taken
- If the accident has been due to any failure or neglect on your part then disciplinary action may be taken once the full facts of the incident have been obtained

- As soon after the accident as possible you should report the details to the company by contacting your Fleet Coordinator in the first instance. You should complete the company accident report form and return within 48 hours of the accident wherever possible
- Any repairs to the vehicle must have Fleet Coordinator and insurer approval prior to repair being undertaken
- Your Fleet Coordinator will be able to discuss a replacement vehicle with you if required so please let them know of your accident as all damage needs to be reported.

Breakdown Schemes

RWC Transport fleet service provides a comprehensive breakdown and recovery service for fleet vehicles through its preferred supplier program. Should assistance be required following a car breakdown, contact the Fleet Communications Officer.

To ensure minimum delay please have the following information available:

- Registration number
- Location, name and contact telephone number
- Car make, model and colour
- Automatic or manual transmission
- Description of problem.

Note: If the car is immobile request a replacement car from the Fleet Communications Officer to enable completion of the journey as this may not be something offered as a matter of course.

Overview of Hertz Roadside Assistance

Hertz Roadside Assistance is a national service available 24/7, exclusively for use when driving a Hertz rental vehicle.

This gives you the reassurance of knowing expert assistance by qualified technicians and customer service representatives is just a telephone call away whenever, or wherever it may be required, simply by calling 0800 633 611 at any time.

What services does Hertz Roadside Assistance provide?

- Telephone based technical advice upon the vehicle, including warning or safety lights
- Roadside Repair Assistance, minor breakdown related repairs (where possible)
- Battery Jumpstart and Parts Replacement (where available to effect mobilisation)
- Emergency Fuel – delivery of limited fuel supply, or towage to a refuelling station
- Key Replacement/Locksmith, recover keys locked in a vehicle, or source spare keys
- Emergency Message Transmission, in the event of an emergency or breakdown
- Towing assistance, when the vehicle is unsafe to drive, or requires repair
- Accident Coordination Assistance – in the event you are involved in a collision
- Telephone medical advice – directly connect with an English speaking physician
- Arrangement of Appointments with Local Doctors for Treatment if injured in a collision.

What information will I need to provide when seeking assistance?

The Hertz Roadside Assistance operator will ask you for the following information to help identify you, and ensure the appropriate assistance is provided:

- The registration number of the vehicle (you may also be asked for the make & colour)
- Your name and a contact telephone number (in case we need to call you back)
- The location of the vehicle, please note a street number is very helpful
- What has happened, and the state of the vehicle (i.e. flat battery, accident damage).

What will Hertz Roadside Assistance do to assist me?

- Their technicians will attempt to resolve the issue over the telephone where able, and in the event that physical intervention is required, we will activate one of our providers nearest to your location to attend and provide assistance.
- The operator will obtain from the provider an estimated time of arrival to your location (which may vary pending location, proximity to the nearest provider and traffic conditions) and advise you of this. Under normal circumstances a provider will be with you within 30 minutes of your initial call, and sooner where able.
- They will where possible, mobilise the vehicle so you can continue your journey with minimal disruption or, where required, will arrange to tow the vehicle to a Hertz authorised repairer, and assist you to liaise with Hertz for a replacement vehicle.

What events are not covered by Hertz Roadside Assistance?

- Hertz Roadside Assistance will meet the costs for the service and associated provider charges, when you have suffered an accident, or a breakdown due to a mechanical or electrical fault of the vehicle.
- In the event you require assistance, due to a circumstance within your reasonable control (as detailed below) Hertz Roadside Assistance can still assist you, however this is subject to a case management fee payable over the telephone, in addition to the costs of the attending provider which can be settled directly with the provider on completion of the service.
- Hertz Roadside Assistance will assist to obtain a quotation from the provider upon your behalf, and is able to provide a GST receipt on request for the case management fee.

This will apply for the following in the following circumstances:

- Flat battery due to the driver leaving headlights, internal lights on, or door open/ajar
- Flat tyre/puncture due to “kerbing” the tyre (i.e. running the wheel against the gutter)
- Recovery of keys locked in the vehicle, or delivery of replacement keys when lost/misplaced
- Emergency fuel delivery due to insufficient refuelling (where no technical fault exists)
- Where the breakdown is caused due to use of the vehicle outside of the terms and conditions of hire, or illegal use of the vehicle.

For further clarification upon your benefits, the available services, or for any other queries you may have in relation to the Hertz Roadside Assistance Service, please contact us at your convenience on 0800 633 611.

Vehicle Usage

- Vehicles may only be driven by duly authorised Team 2011 members who have completed the appropriate documentation and been cleared to drive Tournament vehicles
- All Team 2011 members driving company vehicles must possess a valid, full driving licence permitting the driving of the particular type of vehicle
- All Team 2011 members must have confirmed that they will be responsible for the payment of any fines imposed as a result of the use of the vehicle or incurred whilst the vehicle is in their care and control or being driven by them
- Vehicles may only be used for legitimate company business or Tournament activities.
- Tournament vehicles or those insured through the company or a third party Insurance Policy may not be used outside of the designated region without the express written consent of the company

Vehicle Return

It is the responsibility of the Transport Coordinator to ensure that the Tournament vehicle is returned in a clean and tidy condition, with a full fuel tank. The rental companies charge additional costs to refuel and groom returning vehicles.

Notes:

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Transport Driver License Process

The contract agreements with Hertz, Hirepool, Land Rover and Ford have different insurance provisions, however the common factor across all Fleet vehicle Supplier agreements is that all individuals authorised to drive a Rugby New Zealand 2011 Tournament vehicle must hold a valid driver's license or else the insurance provisions with each Supplier are null in void.

It is also a requirement of every workforce person to carry their driver's license on them at all times; this is common New Zealand Law.

An authorised driver's list (ADL) needs to be developed and maintained for the duration of the Tournament by Transport. This list is to contain the following information:

- The individual's full name
- The individual's drivers license number
- The expiry date of the driver's license.

During the Tournament vehicles will be driven by Rugby New Zealand 2011 employees, Team 2011 members and approved Suppliers providing services in accordance with the agreement they have with Rugby New Zealand 2011.

Transport Training Workshop Scenarios

Training workshop – Group Activity Scenarios

Scenario 1

A T1 Driver phones into the Fleet Centre, the driver is stuck in very slow moving traffic on the way to collect the passenger from the airport; there may be an accident up ahead, the driver is not sure what is causing the delay. The driver is due to be at the airport and staged in five minutes according to the schedule, but thinks it could be up to thirty minutes at the current rate of travel. The driver left on time from the Fleet Centre.

Questions to answer:

1. Who would you expect to be fielding this phone call from the driver?

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2. What information will the Fleet Coordinator or Fleet Communications Officer need to consider?

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3. What options will need to be considered to come up with a plan B should the driver continue to run late due to the traffic conditions?

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4. Who will monitor and decide what happens next?

5. What does the driver need to do now that they have rung the Fleet Centre?

Notes:

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Scenario 2

A driver is completing the pre-deployment checks on the allocated vehicle as part of the start of the first shifts processes and procedures.

The driver is half way through the check and finds that the left rear indicator is not working. The first job scheduled requires that the driver needs to leave the Fleet Centre in fifteen minutes.

Questions to answer:

1. What should the driver do now that they know the indicator is not working?

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2. Should the driver report this defect or go out on the road to do the job?

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3. Who should be told about the indicator not working?

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4. What options are likely to be available to the Fleet Centre Operations Team?

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Scenario 3

A driver calls into the Fleet Centre very distressed that they have been involved in a car accident.

The driver and passenger are both ok and uninjured, however the vehicle is badly damaged and they were heading to the match but are unable to continue now that this has happened.

Questions to answer:

1. What information does the Fleet Centre require?

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2. What action needs to be taken immediately?

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3. What's the priority at the time of making the call?

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4. What happens to the driver and passenger?

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5. Who needs to know this accident has happened?

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6. What paperwork needs to be completed?

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Notes:

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Glossary

ACRONYM	TITLE	DESCRIPTION
ADC	Anti Doping Commissioner	An RWCL representative at the Match Venue responsible for all antidoping activities
AKL	Auckland Airport	
APS	Accommodation Procurement System	A system that has been set up to aid in the booking of accommodation within the OAB
AM2	Arena Manawatu #2 (Palmerston North)	RWC 2011 Training Venue
ARC	Audit and Risk Committee	RNZ 2011's Audit and Risk Committee established by the Board
ARU	Australian Rugby Union	
ASG	Ashburton Show Grounds	RWC 2011 Training Venue
AUK	Eden Park (Auckland)	RWC 2011 Venue
BAP	Bay Park - Mt Maunganui	RWC 2011 Training Venue
BCA	Bus and Coach Association	An association that is made up of all bus and coach companies
BHE	Blenheim Airport	
CADs	Computer Aided Drawings	Technical diagrams of venues
CAR	Carisbrook Training Venue - Dunedin	RWC 2011 Training Venue
CATS	Catering, Accommodation, Transport and Social	Operational areas of the Tournament that will be looked at by the CATS team

ACRONYM	TITLE	DESCRIPTION
CCO	Christ's College - Christchurch	RWC 2011 Training Venue
CHC	Christchurch Airport	
CHR	Stadium Christchurch	RWC 2011 Venue
CGR	Caledonian Ground - Dunedin	RWC 2011 Training Venue
COG	Cooks Gardens - Wanganui	RWC 2011 Training Venue
CRFU	Canadian Rugby Football Union	
DPMC	Department of Prime Minister and Cabinet	The government department responsible for providing advice to the Prime Minister and Cabinet
DUD	Dunedin Airport	
DUN	Carisbrook	RWC 2011 Training Venue
DUN	The Otago Stadium	RWC 2011 Venue code depending on final selection
EDANZ	Economic Development Association of New Zealand	EDANZ is a membership based organisation with various stakeholders who all have a role in stimulating sustainable economic development and increasing prosperity in regional and local communities. EDANZ members are the regional and local Economic Development Agencies (EDAs) throughout New Zealand and other significant stakeholders are local government and the central government agencies that influence and contribute to economic development.
EOI	Expression of Interest	A document sent out to prospective organisations asking them to express whether they are interested in submitting a proposal for work
FFR	Fédération Française de Rugby	French Rugby Union

ACRONYM	TITLE	DESCRIPTION
FIR	Federazione Italiana Rugby	Italian Rugby Union
FPR	Federação portuguesa de rugby	Portugal Rugby Football Union
FRU	Fiji Rugby Union	
GIS	Gisborne Airport	
HAM	Waikato Stadium (Hamilton)	RWC 2011 Venue
HB	Host Broadcaster	Sky are the Host Broadcaster for RWC 2011
HIS	Hospitality Standards Institute	An organisation that looks and improves hospitality standards within NZ
HLZ	Hamilton Airport	
HRG	Hutt Recreation Ground (Hutt Old Boys RFC) - Wellington	RWC 2011 Training Venue
HSG	Hospitality Steering Group	A group made up of hospitality and catering organisations to focus on deliver hospitality aspects of the Tournament
HU	Host Union	The NZRU are the Host Union for RWC 2011
HUA	Host Union Agreement	The contract signed between RWCL and the NZRU to host the Tournament
IBC	International Broadcast Centre	The location where the broadcast feeds are taken by the Host Broadcaster.
IMG	International Management Group	RWCL's commercial agents
INV	Rugby Park Stadium (Invercargill)	RWC 2011 Venue
IRB	International Rugby Board	The world governing body for Rugby and the event owners

ACRONYM	TITLE	DESCRIPTION
IRFU	Irish Rugby Football Union	
IVC	Invercargill Airport	
JLT	Jardine Lloyd Thompson	RNZ 2011's insurance broker for the placement of Event Cancellation Insurance
JO	Judicial Officer	An RWCL judicial representative with responsibilities for citing and anti-doping incidents
KAT	Kaitia Airport	
KKE	Kerikeri, Bay of Islands Airport	
KER	Kerikeri Sports Complex	RWC 2011 Training Venue
KES	Kensington Sports Centre Whangarei	RWC 2011 Training Venue
LAB	Linton Army Base - Palmerston North	RWC 2011 Training Venue
LAP	Lansdowne Park (Malborough RFC) - Bleheim	RWC 2011 Training Venue
LIM	Licensing in Motion	The company contracted by RWCL to act as the official Master Licensee for Licensing and Merchandise
LEP	Lloyd Elsmore Park (Pakuranga RFC) - Auckland	RWC 2011 Training Venue
LGO	Les George Oval (Southland RFC) - Invercargill	RWC 2011 Training Venue
LGP	Linwood Rugby Club (Linwood RFC) - Christchurch	RWC 2011 Training Venue

ACRONYM	TITLE	DESCRIPTION
MAC	Main Accreditation centre	The main location for issuing and distributing accreditation
MC	Match Commissioner	The most senior RWCL representative at the Match Venue responsible for all elements of match management
MED	Ministry of Economic Development	The government department with specific responsibility for RWC 2011
MEMA	Major Events Management Act 2007	Legislation to protect sponsors from ambush marketing. The Act is administered by MED.
MfE	Ministry for the Environment	The government department with specific responsibility for the environment
MMC	Main Media Centre	The location of the offices for media outside of venues at Tournament time
MMM	Match Management Manual	
MO	Match Officials	Any official that is required to officiate at a match - Referee, Assistant Referee, TMO
MOC	Main Operations Centre	The location of the Tournament operations headquarters during Tournament time
MPO	Match Press Officer	An RWCL representative at the Match Venue responsible for all media activates
MRO	Masterton Airport	
MS2	Mt Smart Stadium #2 - Auckland	RWC 2011 Training Venue
MTA	Match and Team Allocation	The process used by RNZ 2011 to allocate matches and team to venues and host regions/cities
MVPS	Match Venue Planning Sessions	Set up by match services to undertake planning sessions
NAP	McLean Park (Napier)	RWC 2011 Venue
NCR	Napier City Rovers - Hawkes Bay	RWC 2011 Training Venue

ACRONYM	TITLE	DESCRIPTION
NEL	Trafalgar Park (Nelson)	RWC 2011 Venue
NEP	Newton Park - Wellington	RWC 2011 Training Venue
NEW	Stadium Taranaki (New Plymouth)	RWC 2011 Venue
NHS	North Harbour Stadium (Albany)	RWC 2011 Venue
NPB	New Plymouth Boy's High School	RWC 2011 Training Venue
NPE	Napier Airport	
NPL	New Plymouth Airport	
NSN	Nelson Airport	
NZRU	New Zealand Rugby Union	The governing body of Rugby in New Zealand and the Host Union of the Tournament
OAB	Official Accommodation Bank	Set up by RNZ 2011 and run by Willimants Travel this is a bank 3+ star hotel accommodation that can be used by stakeholders and OTAs
OAM	Oamaru Airport	
OCHA	Official Corporate Hospitality Agent	A company appointed by RTH to sell official corporate hospitality at the Tournament
ODP	Owen Delany Park - Taupo	RWC 2011 Training Venue
QE2	QEI Park - Christchurch	RWC 2011 Training Venue
QEC	Queenstown Events Centre	RWC 2011 Training Venue
OOC	Out of Competition testing	Anti-doping testing done outside of a match day
OND	Onewa Domain (Takapuna RFC) - North Shore	RWC 2011 Training Venue

ACRONYM	TITLE	DESCRIPTION
QST	Queenstown	Host City
OTA	Official Travel Agent	A company appointed by RTH to sell official travel programmes for the Tournament
PAL	Arena Manawatu (Palmerston North)	RWC 2011 Venue
PMO	Programme Management Office	The department within RNZ 2011 dedicated to planning and coordination
PMR	Palmerston North Airport	
POP	Porirua Park - Wellington	RWC 2011 Training Venue
PU	Provincial Union	NZRU Provincial Union
QU	Qualified Union	One of the 20 IRB Member Unions qualified to take part in the Tournament
RAB	Research Advisory Board	A group of senior researchers set up by RNZ 2011 to measure success of the Tournament from a New Zealand perspective
RBH	Rotorua Boy's High School	RWC 2011 Training Venue
RCG	Regional Coordination Group	Regional groups established to coordinate regional participation in the Match and Team Allocation process
RFP	Request for Proposal	A document sent out to prospective organisations requesting them to submit a proposal for an area of work to be undertaken
RFU	Rugby Football Union	
RHB	Rights Holding Broadcaster	Any broadcaster that has paid for the right to broadcast matches
RLP	Rugby League Park - Wellington	RWC 2011 Training Venue
RNS	Rugby News Service	A service provided to the media at the Tournament that provides statistics and journalistic information

ACRONYM	TITLE	DESCRIPTION
RNZ 2011	Rugby New Zealand 2011 Limited	The company formed by the NZRU and the NZ Government to deliver the Tournament
ROR	Rotorua International Stadium	RWC 2011 Venue
ROT	Rotorua Airport	
RPP	Rights Protection Programme	The project that ensures the marks, emblems, logos and sponsors are protected for the Tournament
RPG	Rugby Park (Poverty Bay RFC) - Gisborne	RWC 2011 Training Venue
RTH	Rugby Travel and Hospitality	The company appointed by RWCL to run the official travel and hospitality programmes for RWC 2011
RTP	Right to purchase	A preferential right for the purchase of a match ticket
RUP	Rugby Park (Canterbury RFC) - Christchurch	RWC 2011 Training Venue
RWCL	Rugby World Cup Limited	The company owned by the IRB to run and manage RWC
SAD	Supplementary Accreditation Device	Something that is needed in addition to accreditation to gain entry to particular areas of venues
SARFU	South African Rugby Football Union	
SAC	Saxton Cricket Oval - Nelson	RWC 2011 Training Venue
SAF	Saxton Field - Nelson	RWC 2011 Training Venue
SBH	Southland Boy's High School - Invercargill	RWC 2011 Training Venue
SCO	Smallbone Cricket Oval - Rotorua	RWC 2011 Training Venue
SCM	Soldiers & Cameron Memorial Park (Wairapa Bush RFC) - Masterton	RWC 2011 Training Venue

ACRONYM	TITLE	DESCRIPTION
SMT	Senior Management Team	The CEO and General Managers of RNZ 2011
SST	Southland Stadium - Invercargill	RWC 2011 Training Venue
SPARC	Sport and Recreation New Zealand	The government department responsible for sport and recreation matters
SPE	St Peter's College - Hamilton	RWC 2011 Training Venue
SPA	St Paul's College - Hamilton	RWC 2011 Training Venue
SRC	Silverdale Rugby Club - Rodney	RWC 2011 Training Venue
SRI	The Sports and Rugby Institute - Palmerston North	RWC 2011 Training Venue
SRU	Scottish Rugby Union	
SRU	Samoa Rugby Union	
TAD	Tauranga Domain	RWC 2011 Training Venue
TET	TET Stadium Inglewood (Inglewood RFC) - New Plymouth	RWC 2011 Training Venue
TI	Tournament integrator	Gen-i are contracted to integrate all Tournament IT systems
TIS	Tournament Information System	The system that supports the RNS
TIU	Timaru Airport	
TMO	Television Match Official	The Match Official who reviews decision from the television feed
TMS	Tournament Management Systems	The IT system that manages all Tournament resources (people and logistics)

ACRONYM	TITLE	DESCRIPTION
TOP	Terms of Participation	Each Qualified Union must sign the Terms of Participation - a detailed document confirming the rules and regulations of the Tournament
TPK	Te Puni Kokiri	The government department (aka Ministry of Maori Development) responsible for advising on Crown-Maori relationships
TRF	Tremain Field (Marist Old Boys RFC) - Hawkes's Bay	RWC 2011 Training Venue
TRFU	Tongan Rugby Football Union	
TRG	Tauranga Airport	
TRS	Trusts Stadium - Auckland	RWC 2011 Training Venue
TUO	Taupo Airport	
TWP	Tourism Working Party	A working party set up by Tourism NZ to look at tourism aspects of the Tournament
UAR	Union Argentina de Rugby	Argentina Rugby Union
UNO	University Oval (Otago RFC) - Dunedin	RWC 2011 Training Venue
USARFU	The United States of America Rugby Football Union	
VIP	Very Important Person	People invited to attend the Tournament with certain privileges associated
WAG	Wanganui Airport	
WEL	Wellington Regional Stadium	RWC 2011 Venue

ACRONYM	TITLE	DESCRIPTION
WES	Western Springs (Ponsonby RFC) - Auckland	RWC 2011 Training Venue
WHA	Northland Events Centre (Whangarei)	RWC 2011 Venue
WHK	Whakatane Airport	
WKA	Wanaka Airport	
WLG	Wellington Airport	
WRE	Whangarei Airport	
WRU	Welsh Rugby Union	
WSZ	Westport Airport	
WWP	Worldwide partner	The top level sponsorship category for the Tournament
ZQN	Queenstown Airport	

Transport Appendices

- **Appendix 1: Transport Policies**
- **Appendix 2: Training Workshop Scenario Answers**

Appendix 1: Transport Policies

- TRN - 23.1 Drivers licence requirements
- TRN - 23.2 Traffic or parking infringements
- TRN - 23.3 Vehicle accidents and breakdowns
- TRN - 23.4 Lost property
- TRN - 23.5 Traffic delays
- TRN - 23.6 Primary and contingency routes
- TRN - 23.7 Passenger conduct
- TRN - 23.9 Transport service level agreement
- TRN - 23.15 Workforce use of fleet vehicles
- TRN - 23.16 Volunteer fleet driver performance
- TRN - 23.17 Fleet centre communications and reporting
- TRN - 23.18 Fleet parking requirements (non match days)
- TRN - 23.19 T1 Fleet parking at match venues - teams and match officials
- TRN - 23.21 Fleet load zones and staging areas
- TRN - 23.24 Coach driver dispatch
- TRN - 23.26 Coach load zones and staging areas
- TRN - 23.28 High visibility vests
- DRAFT Policy TRN - 23.20 Fleet fuelling

Appendix 2: Training Workshop Scenario Answers

- Scenario 1: Answers
- Scenario 2: Answers
- Scenario 3: Answers

Note: Appendix 2 will be handed out by the training workshop Facilitator.

Notes:

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