



Team 2011 Training Manual

Hosting Role Specific Section

Table of Contents

Haere Mail.....	5
What is Functional Area Specific Training?.....	5
Hosting Overview	6
Who are we?	6
Hosting Mission Statement	7
Hosting Team Structure	8
Hosting Objectives	8
Our Clients	9
Hosting Golden Rules	10
Expectations and Behaviour	11
Hosting Assistance Scenario	12
Festival / Fanzone Locations	13
Hosting Learning Objectives	14
Hosting Key Responsibilities.....	15
Host Roles.....	16
• Host Workforce Manager	16
• Festival Host Team Leader	16
• Festival Host.....	16
• Transport Hub Host Team Leader	16
• Transport Hub Host.....	16
• Airport Host Team Leader	16
• Airport Host	16
• Host Workforce Squad Host Team Leader (Outside Stadia)	16
• Host Workforce Squad Host (Outside Stadia).	16
Host Team 2011 Personnel	17
Host Workforce Manager	17
Festival Host Team Leader.....	18
Festival Host	21
Transport Hub Host Team Leader	24
Transport Hub Host.....	26

Airport Host Team Leader	29
Airport Host	32
Host Workforce Squad	34
Pre-Tournament	34
Tournament Time	34
Post Tournament	35
Workforce Squad Team Leader (Outside Stadia)	36
Workforce Squad Host (Outside Stadia)	36
Host Workforce Work Spaces	37
Workforce Centre	37
Workforce Centre Operating Hours	38
Workforce Meal Vouchers and Breaks Areas	38
When Team 2011 members check in	39
Team 2011 Communication	41
Internet Usage	42
Confidentiality	42
Privacy	42
Contact with the Media	43
Traffic Management Plan	44
Hosting Policies	45
Glossary	46

Haere Mai!

Welcome to Rugby World Cup Hosting! 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.

Hosting Overview

When we talk about hosting someone we mean welcoming them, making them feel comfortable in a new country or city, assisting them by providing information, giving directions to help them move around your city and ensuring an unforgettable visitor experience.

Anyone can be a good host, just remember to smile, be friendly and welcoming. Enjoy yourself.

The Hosting team will play a vital role in supporting all local and regional activity and delivering an operationally excellent Tournament. Hosting will include Rugby World Cup 2011 Festival activity, management of key public transport hubs, and supporting event and operational areas. Festival activity will be a large part of creating the visitor experience surrounding Rugby World Cup 2011.

Throughout the six weeks of the Tournament, there will be Festival activity occurring across the country to ensure our visitors experience the best of New Zealand culture, people, language, heritage and landscape. Some of these areas will incorporate big screens and provide fans without tickets the opportunity to be part of the Tournament through watching matches live in a Festival environment. The activities will vary in each region, some will have official Fanzones while others will have community based celebrations and Festivals.

Who are we?

The Hosting team is made up of Festival Hosts, Transport Hub Hosts, Airport Welcome Hosts, and Visitor Information Hosts. The host team's number one aim is to be a good host. We are the welcoming face of the Tournament, the Festival sites, on the streets, in the transport hubs and at the airports. We will ensure a positive and unforgettable experience for:

- Visitors – International and Local
- Teams – 20 Teams from around the Globe
- Officials – The people that make the matches happen
- VIPs.

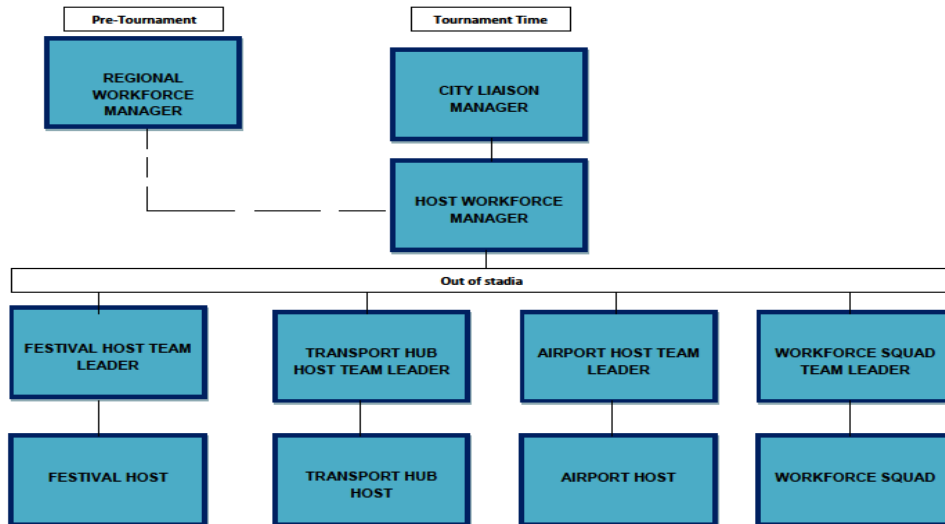
Hosting Mission Statement

- The Host team wants to ensure all visitors receive great customer service that is welcoming, knowledgeable, friendly and reliable
- The host team will ensure that visitors take home a positive and lasting impression
- The host team has been successful when visitors stay longer or, they come back and they tell everyone they know what a great experience they had.

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▶ Hosting Team Structure



▶ Hosting Objectives

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

Our Clients

During the Hosting process, each client of the Hosting team is classified into one of the following categories:

- Visitors – International and Local
- Teams – 20 Teams from around the Globe
- Officials – The people that make the matches happen
- VIPs – Distinguished Guests, Ministers and Dignitaries.

Hosting is a service provider and hence our client list is a long one!

Team 2011: The term Team 2011 describes the collective group of volunteers, paid staff and contractors involved with the Tournament. We are responsible for their wellbeing and experience.

Team 2011 are made up of the following groups:

- Volunteer: An unpaid member of workforce squad who is directly scheduled and managed by Rugby World Cup 2011 and is registered as a volunteer
- Paid staff: A paid member of workforce who is directly managed and scheduled by the Rugby World Cup 2011. This category includes full-time staff, part-time staff, temporary staff and existing non venue staff
- Contractor: A paid member of workforce who is managed and scheduled by a separate business entity who is contracted to provide goods or services to Rugby World Cup 2011. This category includes external contractors, sponsor workforce and government agencies
- Spectators and tourist: Even though we are not directly responsible for this group we want to ensure that all people that we come in contact with have a positive experience of Rugby World Cup 2011.

▶ Hosting Golden Rules

Smile and be friendly and polite at all times.

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.

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



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

Go the extra mile and deliver the best experience to participants and fans.

Know your local workplace and amenities available.

Expectations and Behaviour

The Host team will interact with people from all over the world, it's important to remember that all cultures respond differently to situations and conversations. As kiwi hosts, we might interpret a visitor's response as rude or impolite. In most cases no offence is intended. Remember to be polite and friendly at all times. If you do have a concern in regard to how you are being treated or spoken to by a visitor, staff members or fellow Team 2011 member, be sure to speak to your team leader or supervisor as soon as possible so that a solution can be sought.

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 to 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.

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

Hosting Assistance Scenario

i-SITEs can provide information and book activities and accommodation around the whole of New Zealand at no cost to the consumer. This is not a service that the Host Workforce is able to do.

Please remember to direct visitors to i-SITEs:

- For any bookings, e.g. an activity or travel arrangements;
- If they require detailed information; or
- If they need answers to questions you cannot answer

The following is a story from the Timaru i-site that demonstrates how you can make a difference as host when meeting visitors.

“Two American girls arrived into the i-SITE mid morning, after looking around the retail, they walked up to the counter with two postcards in their hand.

I asked if they wanted stamps, which in turn started a conversation about where they were off to etc.

They said they were heading south, and when asked where they were staying along the way, they said they were not sure, so that in turn lead to me telling them where I thought was some good options to stay and what to do. Told them that Milford Sound was a must see. They said they wanted to go there and I told them they must book to avoid disappointment. I told them that we could do that for them and also suggested that we make sure some of the accommodation was available.

It ended up not just with the postcards but accommodation in Dunedin, Real Journeys Milford trip X Te Anau, two nights' accommodation Te Anau, two nights' accommodation Queenstown and also accommodation in Franz Joseph with a referral to Glacier guides to finish off, I told them after that they were on their own. They were absolutely delighted and couldn't thank me enough.

Never ASSUME that what they have in their hand is all you can sell them.”

Festival / Fanzone Locations



Hosting Learning Objectives

Role	At the end of the workshop the learner will be able to
Hosts	<ul style="list-style-type: none"> • Understand detailed information on Festival and Fanzone programmes and sites • Provide venue safety support to visitors • Have the ability to facilitate crowd movement • Understand their support role of the i-SITES • Know locations of local visitor attractions.
Transport Hub Hosts	<ul style="list-style-type: none"> • Know local transport options, what they are and where to find them • Provide assistance with directions to and from key activity areas • Facilitate crowd movement.
Airport Hosts	<ul style="list-style-type: none"> • Understand their support role to the airport information staff and i-SITES team • Understand their support role with the Team 2011 VIP Airport Host team and Transport Team • Understand their support role with Team Acknowledgements.
Workforce Squad	<ul style="list-style-type: none"> • Manage the Workforce Centre check in, Break and Checkout areas • Provide support or scheduling changes • Assist with the distribution of meal vouchers • Assist with the updating of Tournament briefing or check in area communication whiteboard updates • Assist with the distribution of reward and recognition to the Workforce.

Hosting Key Responsibilities

The Host team will play a vital role in supporting all regional activity and local delivering an operational excellent Tournament. It will include Rugby World Cup 2011 Festival activity and the management of key public transport hubs.

The Host team function will prepare and establish event and operational areas. Some of these areas will incorporate big screens and provide fans without tickets the opportunity to be part of the Tournament through watching matches live in a festival environment. Festival activity will be a large part of creating the visitor experience surrounding Rugby World Cup 2011.

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Host Roles

- **Host Workforce Manager**
- **Festival Host Team Leader**
- **Festival Host**
- **Transport Hub Host Team Leader**
- **Transport Hub Host**
- **Airport Host Team Leader**
- **Airport Host**
- **Host Workforce Squad Host Team Leader (Outside Stadia)**
- **Host Workforce Squad Host (Outside Stadia).**

▶ Host Team 2011 Personnel

Host Workforce Manager

Description

The Host Workforce Manager is an appointed person from the host city capable of leading and inspiring all Team 2011 Workforce Team Members they are responsible for managing.

They provide human resources support and advice to the core regional team they monitor team morale, engage and inspire all Team 2011 Workforce members to ensure performance is optimised. The Host Workforce Manager will also be located in many different hosting areas around the city and region.

Responsibilities

- Team 2011 wellbeing
- Attrition Reporting
- Workforce policy implementation
- Issue / incident management
- Team 2011 recognition & appreciation
- Team 2011 communications
- Team 2011 schedule management.

Notes:

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Festival Host Team Leader

Description

Located in key visitor areas around the city and the region.

Responsibilities

- Understanding the role of the Festival Host and ensure they are armed with the tools and resources required to carry out their role
- Ensuring overall coordination of a team
- Ensuring the team understands the tourism information and detail of the area
- Liaison with the local i-site manager for daily information updates
- Understanding the role of the Visitor Information Host and ensure they are armed with the tools and resources required to carry out their role.
- Ensuring the team supports the smooth running of activity within the site
- Working through any escalated issues
- Monitoring the general morale of the team
- Ensuring staff support through effective and coordinated delivery
- Being an effective and well organised leader
- Setting an example of good customer service
- Monitoring team attendance and service levels.

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A Day in the Life of a Festival Host Team Leader

Description

A Festival Host Team Leader will facilitate the smooth functioning of the Festival Hosts and their activity within Fanzones and other assigned sites. They will ensure staff support through effective and coordinated advice and direction and set a good example in customer service. They will also perform Festival Host duties as required.

Reporting Structure

This role reports to the Host Workforce Manager.

Key Tasks

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 begins
- 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 the start of your shift

- Check in at the Workforce Centre or workplace check-in site for Team 2011
- Ensure that all Team 2011 Festival Hosts have checked in for their shift
- Coordinate deployment of Host team
- Ensure that the required resources and tools are available and ready at the commencement of each shift (such resources may include but not be limited to receiving a meal voucher, schedule run sheet or checklist, I-site information)
- Complete a pre-shift brief on the days coming events
- Communicate any policy or procedure changes.

During your shift

- Support all Team 2011 Festival Hosts throughout the duration of their shift
- Ensure Festival Hosts are armed with the tools and resources required to carry out their role
- Monitor all Team 2011 Festival Hosts morale ensuring that it remains positive and high for a stress free and successful day
- Ensure that policies and procedures are implemented consistently and safely within protocol
- Answer enquiries, providing information on the Festival , Tournament and the region
- Direct people to i-SITES and other key visitor information areas
- Provide directional assistance to visitors
- Provide venue safety to support to visitors
- Facilitate crowd movement.

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 nominations
- Where required, report back to your Workforce Centre or workplace check in location before leaving
- Thank all Team 2011 Festival Host Members for their input, hard work and enthusiasm during the shift.

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Festival Host

Description

The Festival Hosts will be the 'face' of the Festival located in Rugby World Cup 2011.

The Festival Host will also be located in many different areas around the region. These could include:

- Festival and special event sites
- Official Fanzones
- Walking routes to the stadia
- Streets around the stadia
- Streets around the Festival and Fanzones sites
- Answering general enquiries.

Responsibilities

Provide general operational support to ensure the successful delivery of activities outside of the stadia and ensuring each visitor has a positive experience by:

- Answering general enquiries
- Directing people to I-SITES and other key visitor information areas
- Providing directional way finding support and venue safety support to visitors
- Provide information on the on the Fanzone, Festival programme and activity
- Facilitating crowd movement.

A Day in the Life of a Festival Host

Description:

Located at Rugby World Cup 2011 Festival sites and key visitor areas, Festival Hosts will be the 'face' of the Festival, ensuring each visitor has a positive experience. Hosts will offer advice and directions and generally attend to visitors who require assistance and information.

A Rugby World Cup 2011 Festival Host will be located in many different areas around the region.

These could include:

- Festival and special event sites
- Official FANZONES
- Walking routes to and around the stadia
- Town centres and streets around the Festival
- In and around i-SITES.

Reporting Structure:

This role reports to the Festival Host Team Leader.

Key Tasks:

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 begins, or as required for pre-shift briefing
- 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. Your back pack can be checked in at your Workforce Centre. However in some places, there may be no secure storage for personal belongings at your workplace.

At the start of your shift

- Check in at the Workforce Centre or workplace check-in site for Team 2011
- Report to your Festival Host Team Leader
- Receive a team briefing as to the day's duties and events
- Check any changes to the Festival programme you need to be aware of on the Team 2011 notice board.

During your shift

- Answer enquiries, providing information on the Festival , the Tournament and the region
- Direct people to i-SITES and other key visitor information areas
- Provide directional assistance to visitors
- Provide venue safety to support to visitors
- Facilitate crowd movement
- Answer general enquiries
- Perform other duties as required.

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
- Inform your Festival Host Team Leader your shift is finished before departing
- Where required report back to your Workforce Centre or workplace check in location before leaving.

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Transport Hub Host Team Leader

Description

Manage all Transport Hub Hosts within key areas.

Responsibilities

- Understanding the role of the Transport Hub Host and ensure they are armed with the tools and resources required to carry out their role,
- Ensuring the team supports the smooth running of activity within the site
- Working through any escalated issues
- Monitoring general morale of the team
- Setting an example of good customer service
- Monitoring team attendance and service levels.
- Ensuring staff support through effective and coordinated operational delivery being an effective and well organised leader.

A Day in the Life of a Transport Hub Host Team Leader

Description

Transport Hub Hosts Team Leaders will manage the Transport Hub Host team within key areas.

They will ensure these Hosts are armed with the tools, resources and information required to carry out their role. They will ensure the team is supported and the site in which they are stationed is running smoothly. When required, they will also perform Transport Hub Host duties.

Reporting Structure

This role reports to the Host Workforce Manager.

Key Tasks

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 begins, or as required for pre-shift briefing
- 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. Your back pack can be checked in at your Workforce Centre. However in some places, there may be no secure storage for personal belongings at your workplace.

At the start of your shift

- Ensure that all Team 2011 Transport Team Hub Hosts have checked in for their shift
- Ensure that the required resources and tools are available and ready at the commencement of each shift (such resources may include but not be limited to receiving: a meal voucher, schedule run sheet or checklist, I-site information)
- Complete a pre-shift debrief on the days coming events
- Communicate any policy or procedure changes.

During your shift

- Ensure staff support through effective and coordinated operational delivery by being an effective and well organised leader
- Monitor the general morale of the team
- Set an example in good customer service
- Monitor team attendance and service levels
- Answering general enquiries
- Providing regional information
- Directing people to key activity areas
- Provide information on transport options: bus, train, taxi, walking routes
- Facilitating crowd movement
- Directing people to transport information points.

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 nominations
- Thank all Team 2011 Transport Hosts for their input, hard work and enthusiasm during the shift.

Transport Hub Host

Description

The Transport Hub Host is located at key Transport Hubs around the regions cities and towns to ensure that when people arrive or are moving around they are greeted by a friendly face, recognisable in the Rugby World Cup uniform that can assist them.

Other key locations and places around the region could include:

- Train stations
- Bus terminals
- Ferry / port terminals.

Responsibilities

Providing transport and visitor information will be a key part of this role and will be achieved by providing:

- Answering general enquiries
- Providing regional information
- Directing people to key activity areas
- Provide information on transport options: bus, train, taxi, walking routes.
- Facilitating crowd movement
- Directing people to transport information points.

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A Day in the Life of a Transport Hub Host

Description

Located at key Transport Hubs around the regions, cities and towns, Transport Hub Hosts will welcome people as they arrive in the area. They will be a friendly face ready to provide advice and information to visitors.

Transport Hub Hosts will be located at a variety of places around the region. These could include:

- Train stations
- Bus terminals
- Ferry / port terminals.

Reporting Structure

This role reports to the Transport Hub Host Team Leader.

Key Tasks

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 begins, or as required for pre-shift briefing
- 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. Your back pack can be checked in at your Workforce Centre. However in some places, there may be no secure storage for personal belongings at your workplace.

At the start of your shift

- Check in at the Workforce check-in site for Team 2011
- Report to your Transport Host Hub Leader
- Receive a team briefing as to the day's duties and events
- Check if there are any notices on the Team 2011 notice board or specific information you need to be aware of.

During your shift

Provide friendly transport and visitor information, such as:

- Answering general enquiries
- Providing regional information
- Directing people to key activity areas
- Provide information on transport options: bus, train, taxi, walking routes
- Facilitating crowd movement
- Directing people to transport information points.

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
- Inform your Festival Host Team Leader your shift is finished before departing
- Where required report back to your Workforce Centre or workplace check in location before leaving.

Notes:

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Airport Host Team Leader

Description

The Airport Host Team Leader provides a welcoming face and Rugby World Cup 2011 tourism advice and services to visitors travelling through airports across the country throughout the Tournament.

This role needs to:

- Understand the role of the Airport Host and ensure they are armed with the tools and resources required to carry out their role
- Ensure the team supports the smooth running of activity within the site
- Ensure the team supports and works within the protocols and requirements of the Airport
- Ensures the team understand the appropriate safety & security information within the airport environment
- Work through any escalated issues
- Monitor general morale of the team
- Monitor team attendance and service levels
- Set an example of good customer service
- Support staff through effective and coordinated operational delivery by being an effective and well organised leader.

The Airport Host will be required to understand the appropriate safety & security information within the airport environment.

A Day in the Life of an Airport Host Team Leader

Description

Located at airports, Airport Host Team Leaders will manage the Airport Hosts at airports across the country. They will be helping to provide a warm welcome and Rugby World Cup tourism advice and services to visitors arriving throughout the Tournament. They will also perform the Airport Host duties. In some regions, the airport location is isolated and the Team Leader will be the first point of contact and be the liaison and provide communication with the Host Workforce Manager where required.

Reporting Structure

This role reports to the Host Workforce Manager.

Key Tasks

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 begins, or as required for pre-shift briefing
- 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.. However in some places, there may be no secure storage for personal belongings at your workplace.
- You will be advised where your Workforce and Break Area will be.

At the start of your shift

- Ensure that all Team 2011 Airport Hosts have checked in for their shift
- Ensure that the required resources and tools are available and ready at the commencement of each shift (such resources may include but not be limited to receiving a meal voucher, flight schedule or checklist, I-site information)
- Liaise with the airport management and receive a brief on airport operations
- Complete a pre-shift brief on the days coming events
- Communicate any policy or procedure changes.

During your shift

- Ensure staff support through effective and coordinated operational delivery by being an effective and well organised leader
- Monitor the general morale of the team
- Set an example in good customer service
- Monitor team attendance and service levels
- Answer enquiries, providing information on the Festival , Tournament and the local area
- Directing people to i-SITES and other key visitor information areas
- Be the point of contact for airport management and the liaison with the Host Workforce Manager.

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 nominations

Thank all Team 2011 Transport Hosts for their input, hard work and enthusiasm during the shift.

Notes:

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Airport Host

Description

Provide a welcoming face and Rugby World Cup 2011 tourism advice and services to visitors travelling through airports across the country throughout the Tournament.

This will be covered by:

- Answering general enquiries
- Directing people to the airport i-SITES and other key visitor information areas
- Provide information on the Fanzone and Festival programme and activity
- Providing airport specific directional / wayfinding support to visitors
- Assist with Team Acknowledgements, crowd support, wayfinding and general assistance
- Where required, assist the Team 2011 VIP Airport Host team and transport teams.

The Airport Host will be required to understand the appropriate safety & security information within the airport environment.

A Day in the Life of an Airport Host

Description

Located at airports, Airport Hosts will be helping to provide a warm welcome and Rugby World Cup tourism advice and services to visitors arriving throughout the Tournament.

Reporting Structure

This role reports to the Airport Host Team Leader.

Key Tasks

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 begins, or as required for pre-shift briefing
- 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
- You will be advised where your Workforce and Break Area will be.

At the start of your shift

- Check in at the nominated check-in site for Team 2011, you will be advised of this at your venue specific training
- Report to your Airport Host Team Leader
- Receive a team briefing as to the day's duties and event, flight schedules.

During your shift

Provide a welcoming face and Rugby World Cup 2011 tourism advice and services to visitors travelling through airports across the country throughout the Tournament. This will be covered by:

- Answering general enquiries
- Directing people to the airport i-SITES and other key visitor information areas
- provide information on the Fanzone and Festival programme and activity
- Providing airport specific directional / wayfinding support to visitors
- Assist with Team Acknowledgements, crowd support, wayfinding and general assistance
- Where required, assist the Team 2011 VIP Airport Host team and transport teams.

The Airport Host will be required to understand some safety & security information within the airport environment.

At the completion of your shift

- Ensure that all resources and tools are returned and in good working order
- Complete any incident or accident reports
- Inform your Airport Host Team leader your shift is finished and you are departing
- Where required report back to your Workforce Centre or workplace check in location before leaving.

Host Workforce Squad

The Host Workforce team provides services to the entire Workforce (which includes all paid staff and volunteers working on the event) as well as supporting other the functional areas as required.

The Host Workforce team supports all functions to deliver the Tournament in an effective and efficient manner. This delivery can be broken down into three sections:

- Pre-Tournament
- Tournament Time
- Post Tournament.

Pre-Tournament

Prior to the Tournament, the Host Workforce is responsible for ensuring all other functions are preparing to manage their Team 2011 representatives. This includes ensuring that functions are developing and involved in the delivery of their functions Job Specific training and Team 2011 schedules. Team 2011 functional teams are responsible for the delivery of training and scheduling with the support of Workforce who will provide guidelines and tools.

Tournament Time

Tournament time is the time to support! This is when the Host Workforce Squad becomes active, as the welcoming supportive face for all Team 2011 representatives. We service and support all Team 2011 to ensure optimum performance and morale during the Tournament.

The main goals of the Workforce Squad are:

- Ensure all Team 2011 representatives are engaged and having fun!
- Look after the welfare of the Team 2011
- Ensure Team 2011 are kept informed about host and festival activities.

We will achieve this by providing the following services:

- Host Team 2011 Check-in
- Host Workforce Catering
- Host Workforce Scheduling Support
- Host Workforce Recognition
- Host Team 2011 Communication
- Host Workforce Incident Management.

Post Tournament

Once the Tournament is over Host Workforce will ensure that all Team 2011 are thanked for their contribution of delivering a successful Tournament.

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Workforce Squad Team Leader (Outside Stadia)

Description

The Workforce Squad (Outside Stadia) Team Leader is located in key Workforce Centres outside of stadia around the city and the region.

The Workforce Squad (Outside Stadia) Team Leader is required to:

- Understand the role of the Workforce Squad (Outside Stadia) Host and ensure they are armed with the tools and resources required to carry out their role
- Scheduling management
- Ensure the team supports the smooth running of activity of the outside stadia site
- Ensure the team supports and works within the protocols and requirements
- Work through any escalated issues
- Monitor general morale of the team
- Monitor team attendance and service levels
- Set an example of good customer service
- Support staff through effective and coordinated operational delivery by being an effective and well organised leader.

Workforce Squad Host (Outside Stadia)

Description

The Workforce Squad (Outside Stadia) Host assists the Host Team Leaders in ensuring that support is provided so that all functions can operate effective and efficiently.

The Workforce Squad (Outside Stadia) Host is responsible for the delivery of the following services:

- Checking in Team 2011 representatives
- Tournament time scheduling support
- Assisting with meal voucher distribution
- Implement Team 2011 recognition strategies
- Assist with Tournament communication
- Oversee incident management
- Assisting other key visitor information.

Host Workforce Work Spaces

Workforce Centre

There will be a Workforce Centre in all regions that will be accessible for all Team 2011 representatives. This center will be the hub of Team 2011 during the Tournament. It will incorporate the Workforce Centre check in and the break area and will be managed by the Host Workforce Manager and their Workforce Squad.

The Workforce Centre will vary between locations, some regions it will be shared with stadia workforce. In others, they will be in the city.

The Workforce Check in:

- There is only one check in entry at each Workforce Centre where all Team 2011 members will enter
- This process is in place so we have an understanding, for safety purposes, how many people we have deployed and so we can identify any areas where attrition has occurred
- Are operationally busy areas as all Team 2011 members will be coming and going through this area
- Will be managed by the Workforce Squad
- They are in charge of checking-in Team 2011 members, managing queues and the distribution of meal vouchers
- Will assist with scheduling management.

More detail about this will be covered during venue training and you will be advised of the location of your regional Host Workforce Centre.

Workforce Centre Operating Hours

Workforce Centre check-in hours:

- The Host Workforce Centre's will open 30 minutes prior to the first scheduled shift and close 30 minutes after the last scheduled shift has returned or as required.
- Specific information around this will be delivered at Venue Specific Training.

Workforce check out process for Team 2011 members:

- Will be through their supervisor who will advise when their shift is complete or if additional deployment maybe required
- Your Workforce Manager will advise you if you are required to check-out at the end of your shift.

Workforce Meal Vouchers and Breaks Areas

Meal vouchers are colour coded daily and provided to Team 2011 members, where applicable. The daily schedule will indicate who should receive a meal voucher or:

1. Snacks will be provided to all workforce members working 4 hour shifts
2. Meals will be provided to all workforce members working over 4 hours.

Catering will be provided by Rugby World Cup 2011 at all Venues and Workforce Centres for those Team 2011 members eligible to claim a meal during their shift using their meal voucher. All Team 2011 members will be supplied with water for every shift.

Catering solutions will be provided to Host volunteers working away from the Workforce Centre, i.e., airports.

Functional areas (FA's) will manage their Team 2011 members break time. The Workforce Squad may communicate the best time for FA's to take a break to ensure that the Workforce Break Area is not over crowded.

When Team 2011 members check in

The Workforce Squad have been assigned a number of tasks when Team 2011 members check in, these are:

Greetings

- Offer a warm friendly welcome – Kia Ora!
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Daily Check in Schedules

- Tick Team 2011 members off the daily check in schedule
- Verify that the Team 2011 members start time coincides with the check in time
- Where Team 2011 members do not appear on the schedule, notify the Workforce Team Leader, they will contact the Team 2011 members' supervisor to determine if they should be checked in
- Team 2011 members need to be on or redeployed on the daily schedule, Team 2011 members arriving at the Workforce Centre when they are not scheduled to work that day will not be admitted
- "No shows" will be reported to the Team 2011 members Workforce Team Leader or Workforce Manager.
- Assist functional area Managers with any workforce scheduling issues and changes
- Ensure schedule change request forms are available at the check in desk
- Ask Team 2011 members at check in or call, text, email existing Team 2011 members to see if they are available to fill shift gaps for the next day
- Team 2011 members should also check messages on whiteboards in the check in area / break area, these are a great way of communicating any urgent information
- Assist new/ redeployed workforce, ensuring they have the correct access on their accreditation and uniform
- Ensure redeployed Team 2011 members are provided with adequate support where they are from another venue or functional area and direct them to their supervisor or their Workforce Manager.
- Ensure Team 2011 members know where they are going and who they are reporting to.

Checking Uniforms

- Check that Team 2011 members are wearing the correct and full uniform
- If a Team 2011 member is wearing an item of clothing that does not comply with the our uniform guidelines, the Team 2011 member will be asked to remove it
- Refer to the Uniform Ware and Care Guide in your pocket guide.

Distribute Meal Vouchers

- Distribute meal vouchers to eligible Team 2011 members
- The Workforce Squad order meal vouchers and notify catering of workforce numbers 48 hours in advance.

Recognition Forms

- Distribute any recognition items
- Record receipt of any recognition items
- These items are to recognise and thank Team 2011 members for their assistance, as without you, our Team 2011 members, the Tournament would not run.

Workforce Incident Management

- Ensure incident report forms are available at Workforce Centres
- Ensure the Workforce Manager is aware if any incident reports that are returned
- Track all incidents, that happens to any Team 2011 members while on shift
- Pass on any information provided to the Workforce Squad verbally to the Workforce Manager
- Direct people to the Workforce Manager to report issues or incidences
- This ensures that all incidences are not only reported but are also resolved and successful solutions identified.

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Team 2011 Communication

Keeping Team 2011 informed is an integral part of the Workforce Squads role. The Workforce Squad will need to keep Team 2011 up to date with what is happening around the venue, region and nationally.

The Workforce team will utilise the following methods of communication:

Daily Briefings

- Discuss daily activities with the team
- Review any issues from the previous shift
- Validate information – rumours can spread quickly, our job is to ensure they don't spread and that people have the correct information.

Newsletters

- Draft and print the newsletter
- Take photos for the newsletter
- Interview members of the workforce to profile
- Provide the newsletter at check in.

Notice boards or flip charts

- Update notice boards
- Ensure Team 2011 are aware of the updated boards.

Emails

- Assist the Workforce Manager with any bulk emails.
- Text messages
- Assist the Workforce Manager with any bulk text messages.

Portal

- Registration / Online Training links to personal details for Online Orientation and Role Specific training

Social media pages

- A specific volunteer facebook page has been established as a networking mechanism for Team 2011
- Update your regional groups' discussion page.

Internet Usage

As a Host Team 2011 representative, you may be provided with access to computers and the internet. This access is given in order to facilitate our use of the Tournament TMS database. The availability of the internet is a necessary working tool for Hosting and as such its use should not be abused. Personal use of the internet should be infrequent and limited. Please refer to the Rugby New Zealand Internet Policy for further information on the standards for acceptable use and appropriate behaviour for users.

Confidentiality

While performing your role, you may be privy to confidential or commercially-sensitive information relating to teams, players, VIPs, officials, or any other participant in the Tournament. You are not permitted to share any confidential information obtained in your role except as strictly necessary for the performance of your role.

Regarding any confidential information, you must not:

- Post any photos or video clips on any web site
- Post any comments on any blogging or micro-blogging web site, online forum, social media web site, online newsgroup, or any other web site
- Publish any information or make any comment in any public forum.

Privacy

As a member of Team 2011, you must respect the privacy of any Tournament participant you come in contact with while performing your role. Please do not request autographs from or photos with any Tournament participants or chat with Tournament participants except as necessary for your role.

Contact with the Media

Even if speaking informally, anything said in the presence of the media (the clients) could be used in a news story. Be mindful of any personal conversations or remarks that may be overheard by members of the media.

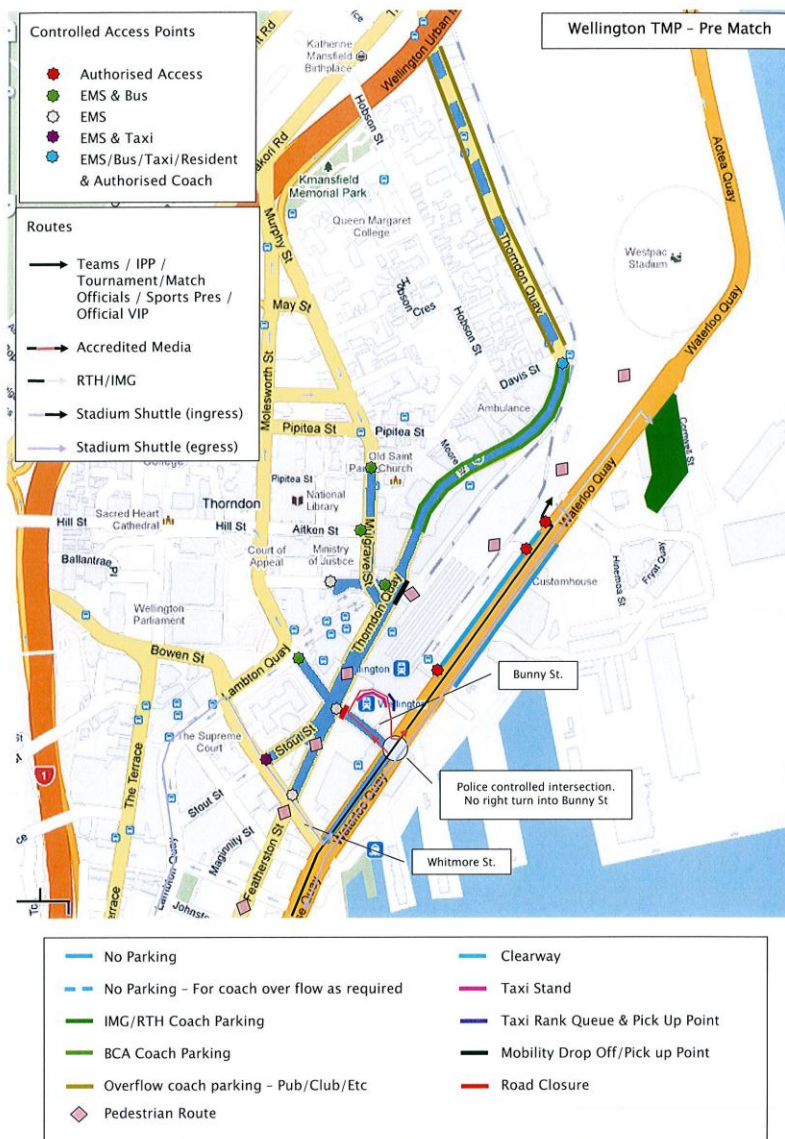
Any request from the media for comments or information should be politely directed to your supervisor.

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Traffic Management Plan

A Traffic Management Plan (TMP) will be implemented for every match, in every match region by the Transport Functional Area. 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.



Hosting Policies

Hosting policies are available on request from your Workforce Manager.

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Glossary

Glossary	Description
Contractor	A paid member of workforce who is managed and scheduled by a separate business entity who is contracted to provide goods or services to RWC 2011. This category includes external contractors, sponsor workforce and government agencies.
Early Access	Venue owner controls and manages the site with regard to construction, operations and access. Rugby New Zealand 2011 able to undertake early works when pre-arranged with venue owner. Primarily ITT works and cabling implementation will occur during this period.
Exclusive Access	Rugby New Zealand 2011 controls and manages the site with regard to construction, operations and access.
Fanzone or FANZONES	Official Rugby World Cup 2011 live sites where the matches will be broadcasted live and celebration activities.
Function, Functional Area or FA	The name of the department representing a group of activities that is required in the management of the Tournament such as Catering, Accreditation, Broadcast, Media Operations and Workforce etc.
FF&E	Furniture, Fittings and Equipment.
FOP	Field of Play.
i-SITES	Visitor information sites
IT&T	Information Technology and Telephones.
IVT	Integrated Venue Timeline.
Lockdown	Venue security sweep, activation of secure perimeter, MDS, Accreditation and VAPPS activated. Access control activated.
Look	Signage, Posters, Banners etc, with the branding of RWC 2011.

Glossary	Description
MD	Match Day
MD – 1	1 day before Match Day
MD + 1	1 day after Match Day
MDS	Master Delivery Schedule - will be used to schedule deliveries in the lead up to and during the exclusive access period.
Move In	FA managers move onsite, sign off for their spaces/assets and prepare their spaces for operations.
Move Out	FA managers move offsite and hand back assets in their areas.
Operations	Tournament commences, venue fully operational.
Paid staff	A paid member of workforce who is directly managed and scheduled by the RWC 2011. This category includes full-time staff, part-time staff, temporary staff and existing venue staff.
RWC 2011	The organising committee engaged to plan and deliver the Rugby World Cup.
Team 2011	The term Team 2011 describes the collective group of volunteers, paid staff and contractors involved with the Tournament.
VAPPS	Vehicle Accreditation and Parking Permits - will be enforced during exclusive access and will limit vehicle access to the venue. A key piece of security procedure.
Volunteer	An unpaid member of workforce who is directly scheduled and managed by RWC 2011 and is registered as a volunteer.
Workforce	Workforce describes the FA whose primary responsibility is managing the workforce experience from end to end. At the venue, Workforce has numerous roles including workforce check-in and creating a daily newsletter.

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