



Team 2011 Training Manual

Workforce Role Specific Section

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Haere Mai!

Welcome to Rugby World Cup Workforce! 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.

Workforce Overview

The Workforce squad is critical for ensuring the successful delivery of the Rugby World Cup 2011. The Workforce squad looks after the wellbeing of Team 2011 and we embody **He ringa manaaki** — with open arms.

The Workforce team are a support function '*the force behind the scrum*' that ensures all functions are delivered to Tournament time in an effective and efficient manner. We promote operational efficiency and effectiveness, and ensure each and every member of Team 2011 enjoys their experience at Rugby World Cup 2011.

We ensure that Team 2011 is fairly treated, has the right information and receives recognition for their contribution to Rugby World Cup 2011, as we believe a highly motivated and effective workforce delivers a successful and memorable Tournament.

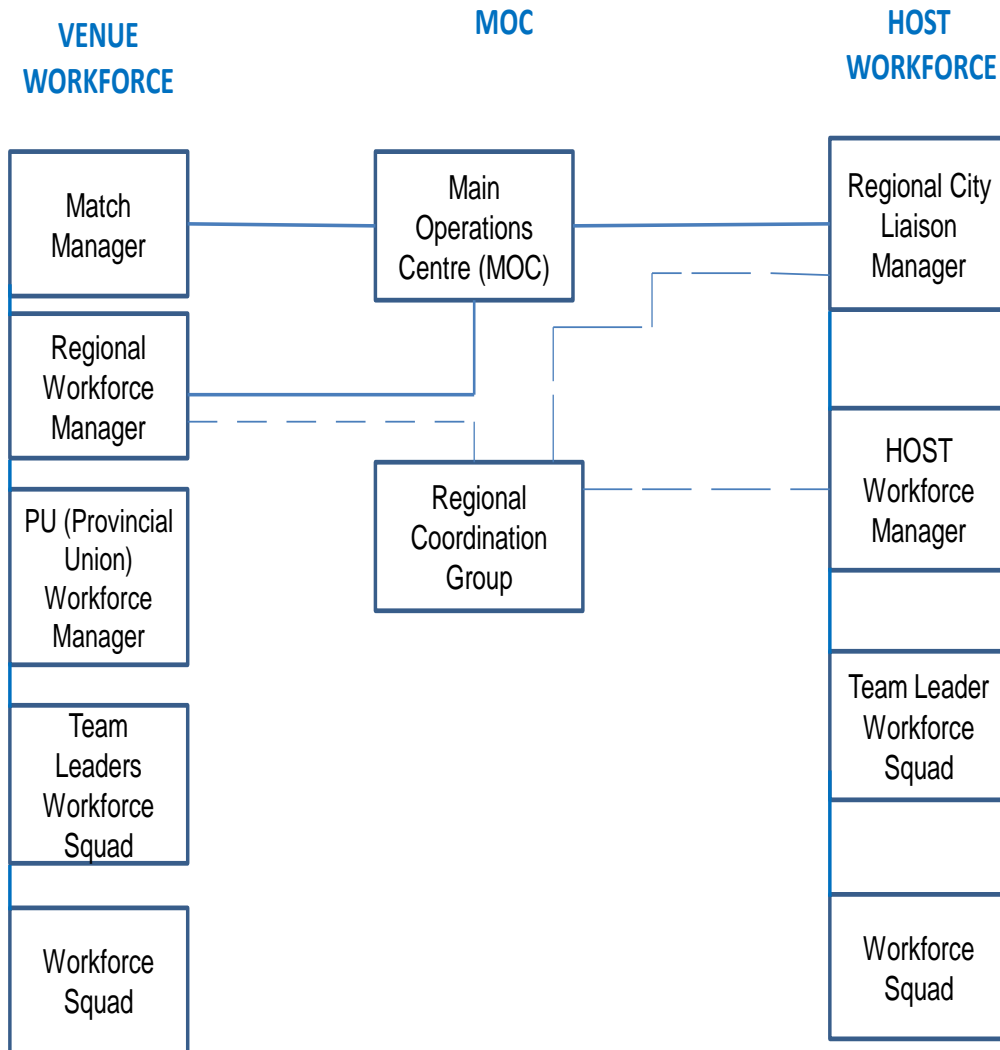
The team efficiently manages the Workforce check-in, assists with scheduling, produces venue specific and Tournament communication and ensure the proper care and treatment of Team 2011.

Workforce Mission Statement

The Workforce squad will energise and inspire Team 2011. It will assist and motivate Team 2011 to provide excellent customer service and contribute to an operationally excellent Tournament. Rugby World Cup 2011 will create special memories for everyone attending. Rugby World Cup 2011 will leave a positive footprint for volunteering at future events in New Zealand.

"The Workforce Squad – the force behind the scrum"

Workforce Team Structure



Workforce Objectives

- Energise and inspire Team 2011 to deliver the best Tournament by truly representing the spirit, culture and passion of New Zealand and Rugby World Cup 2011.
- Welcome the Rugby world with open arms – **He ringa manaaki**.
- Help to motivate a culture of engagement, commitment and pride both before and after Tournament.
- Help facilitate seamless, fun and memorable Tournament experience.
- Ensures that Team 2011 will deliver a Tournament that is long remembered and will receive due credit for their significant contribution.

Our Clients

Team 2011

Team 2011 is the collective group of volunteers, paid staff, Provincial Union staff, venue staff and core contractors. However, the wider Team 2011 also encompasses those suppliers and contractors involved in the Tournament who adopt the values and behaviours of the brand.

Spectators and Tourists

All of Team 2011 is responsible for ensuring that all people that we come in contact with have a positive experience of Rugby World Cup 2011.

Workforce 7 Golden Rules

1. Smile and be friendly and polite at all times.

7. Be well presented, clean and tidy.

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

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



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

3. Set a positive example.

4. Know your local workplace and amenities available.

Workforce Learning Objectives

Role	At the end of the workshop the learner will be able to
Regional Workforce Managers	<ul style="list-style-type: none"> • Manage the Workforce Squad wellbeing • Manage attrition reporting • Implement Workforce policies into daily Team 2011 operations • Manage Team 2011 incidents and reporting • Manage the Workforce check-in • Manage the distribution of meal vouchers • Manage the reward and recognition of the Workforce.
Provincial Union Workforce Managers	<ul style="list-style-type: none"> • Manage the Workforce Squad wellbeing • Manage attrition reporting • Implement Workforce policies into daily Team 2011 operations • Manage Team 2011 incidents and reporting • Manage the Workforce check-in • Manage the distribution of meal vouchers • Manage the reward and recognition of the Workforce.
Host Workforce Managers	<ul style="list-style-type: none"> • Manage the Workforce Squad wellbeing • Manage attrition reporting • implement Workforce policies into daily Team 2011 operations • Manage Team 2011 incidents and reporting • Manage the Workforce Centre check-in • Manage the distribution meal vouchers • Manage the reward and recognition of the Workforce.

Workforce Team
Leaders

- Manage the check-in desk and process
- Provide scheduling solutions to functional areas
- Manage the Workforce breaks
- Reconcile the distribution of meal vouchers
- Keep Team 2011 informed on what is happening around the venue, region and nationally
- Inspire and motivate Team 2011 through communication initiatives
- Manage Team 2011 incidents.

Workforce Squad

- Manage the Workforce Centre check-in
- Provide support to other functional areas for 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.

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Workforce Key Responsibilities

Critical to the success of the Tournament, the Workforce Squad will ensure the efficiency and effectiveness of Team 2011 as well as ensure a positive and rewarding experience.

The Workforce team provides services to Team 2011, as well as supporting the functional areas in each venue.

The 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, Workforce is responsible for ensuring all other functions are preparing to manage their volunteers. This includes ensuring that functions are developing and involved in the delivery of their function's Job Specific training and volunteer 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 Workforce Squad comes active, as the welcoming supportive face for all of Team 2011. We service and support all of Team 2011 to ensure optimum performance and morale during the Tournament.

The main goals of the Workforce Squad are:

- Ensure Team 2011 members are engaged and having fun!
- Look after the welfare of Team 2011
- Ensure Team 2011 is kept informed about Tournament activities.

We will achieve this by providing the following services:

- Workforce check-in
- Workforce scheduling support
- Workforce meal voucher management
- Workforce recognition
- Workforce communication
- Workforce incident management support.

Post Tournament

Once the Tournament is over, Workforce will ensure that all Team 2011 are thanked for their contribution of delivering a successful Tournament and provide information of other opportunities that are just as rewarding.

Workforce Work Spaces

Workforce Centre

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

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

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

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Workforce Check-in at venue

The Workforce Check-in at venues will only be at competition regions and will be located on the perimeter of the venue. The Workforce Check-in is an operationally busy area as all Team 2011 entering the stadium will enter through this area. The Workforce Squad will be in charge of checking in Team 2011, managing the queue and the distribution of the meal vouchers. There will be a separate check-in desk in the Workforce Centre for contractors to utilise and manage.

Workforce Entrance at Venue

Each venue will have a dedicated Workforce entrance gate for Team 2011. When Workforce Check-in is open, Team 2011 are required to check-in at the Workforce Check-in before they proceed to the Workforce entrance gate. Access will be denied if they have not been checked in. When Workforce Check-in is not open, Team 2011 are required to check-in at the Workforce entrance gate. This is to ensure that we do not have people walking onto venue who are not scheduled to be there. We need to ensure we are running a clean and smooth operation, we cannot allow access to people simply because they are a member of Team 2011.

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Workforce Operations

The Workforce team oversees a number of operations to ensure operational efficiency. These operations are:

- Workforce Check-in
- Workforce meal voucher distribution
- Workforce Scheduling Support
- Workforce Recognition
- Workforce Communication
- Workforce Incident Management.

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Workforce Check-in

Purpose

All Team 2011 will need to check-in at the beginning of their shift. This process is in place so we have an understanding, for safety purposes, how many people we have in venue or working around the region, and so we can identify any areas where attrition has occurred.

The exception will be for contractor workforce in-venue, such as caterers. A space and table will be provided to contractor management to check-in their staff at Workforce Check-in.

Operating hours

Workforce Check-in at venues will operate Match day and Match day -1 from 7am to 7pm. Please be aware these times may vary across venues based on match times and the amount of people rostered to work. Specific information around this will be delivered at venue specific training.

There will be no formal check-out process through the Workforce Check-in areas. Team 2011 will check-out through their Team Leaders, Supervisor or Managers who will advise when their job is complete.

Your role at Workforce Check-in

The Workforce Squad will be the first people Team 2011 will see when they arrive on shift. Therefore it is important that you are always welcoming and friendly. The Workforce Squad should:

- Create a welcoming and friendly environment, greeting people as they arrive
- Try to ensure their wait time is not long so they can get to their shift on time
- Ensure Team 2011 is wearing the uniform correctly
- Assist with any scheduling issues
- Provide any daily information.

Workforce Centre Team 2011 check-in



NOTE: This is a single example of a Check-in area in stadia, each venue and region may vary in its layout and location, for more specific details check with the Workforce Squad in your location.

Tasks performed during the check-in process

- Offer a warm friendly welcome – Kia Ora!
- Tick people off the daily schedule
- Distribute meal vouchers
- Distribute any recognition items
- Direct them to any new information - newsletters or notice boards
- Ensure they know where they are going and who they are reporting to.

Here is a more detailed description of the tasks

- Offer a warm friendly welcome – Kia Ora!
- Greet Team 2011 members as they approach the desk. Ask them how they are and if they are enjoying their role.

Tick people off the daily schedule

- Mark each individual off the daily schedule:
 - Each person should appear on the daily report
 - Find the individual's name and verify their start time is in line with their arrival time
- Tick them off the list and ensure they know where they are going
- If questions arise, answer them if you can, otherwise to keep the check-in table clear, direct them to your Workforce Team Leader or Workforce Manager.

Not on daily schedule

- If they do not appear on the schedule, ask the Workforce Team Leader for assistance
- People need to be on the schedule. We do not want Team 2011 members arriving at the venue if they are not required to work that day
- The Workforce Manager will contact the Team 2011's Team Leader or Manager and determine if they should be checked in.

No shows

- While managing the check-in process you might notice a number of people who have not arrived for their shift, please report this to your Workforce Team Leader or Workforce Manager.

Incorrect Uniform

- While checking in Team 2011, please ensure they are in full correct uniform
- Refer to the uniform wear and care guide located in your pocket guide. If a person is wearing an item of clothing that does not comply with our guidelines, please ask them to remove it and remind them of the guidelines and where they can be found
- If they will not comply, report them to your Workforce Team Leader or Workforce Manager.

Distribute Meal vouchers

- Meal vouchers will be provided by catering to the Workforce Team and colour coded daily for Team 2011 who are working longer than 4 hours
- The daily schedule will indicate who should receive a meal voucher
- If it appears that there may not be enough meal vouchers to cover the scheduled Team 2011 members, please advise your Workforce Team Leader or Workforce Manager who will liaise with catering.

Distribute any recognition items

- Hand out any recognition items. A program outlining the recognition items and when they should be distributed will be provided to you by the Workforce Team Leader or Workforce Manager
- These items are to recognise and thank Team 2011 for their assistance, as without them the Tournament would not run
- Remember, the best recognition item is always a heartfelt THANK YOU!

New information - newsletters or flip charts

- Flip charts are a great way of communicating any urgent information
- The Workforce Manager will be responsible for updating the charts in the Workforce Centre, Workforce Check-in area or Workforce break area, so please remind people to read these
- A newsletter will be produced by the Workforce Manager in each region that will be distributed at the Workforce Check-in.

Directing people to the correct locations

- Before people walk away from the check-in desk, politely ask them if they know where they are going and who they are reporting to
- If they do not know direct them to the Workforce Team Leader or Workforce Manager.

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Workforce Meal Voucher Distribution

Catering will be provided by Rugby World Cup 2011 at all venues and Workforce Centres. The Workforce Squad manages the distribution of the meal vouchers. They also ensure we order the correct amount of meal vouchers for each day from catering.

The tasks the Workforce Squad will be undertaking include:

- Reporting the number of workforce expected through the check-in 48 hours ahead of time to catering
- Following the workforce rules when distributing the meal vouchers at check-in
- Returning unused vouchers to the Workforce Team Leader or Workforce Manager
- Monitoring vouchers and report projected shortages to the Workforce Team Leader or Workforce Manager before supply runs out.

Catering

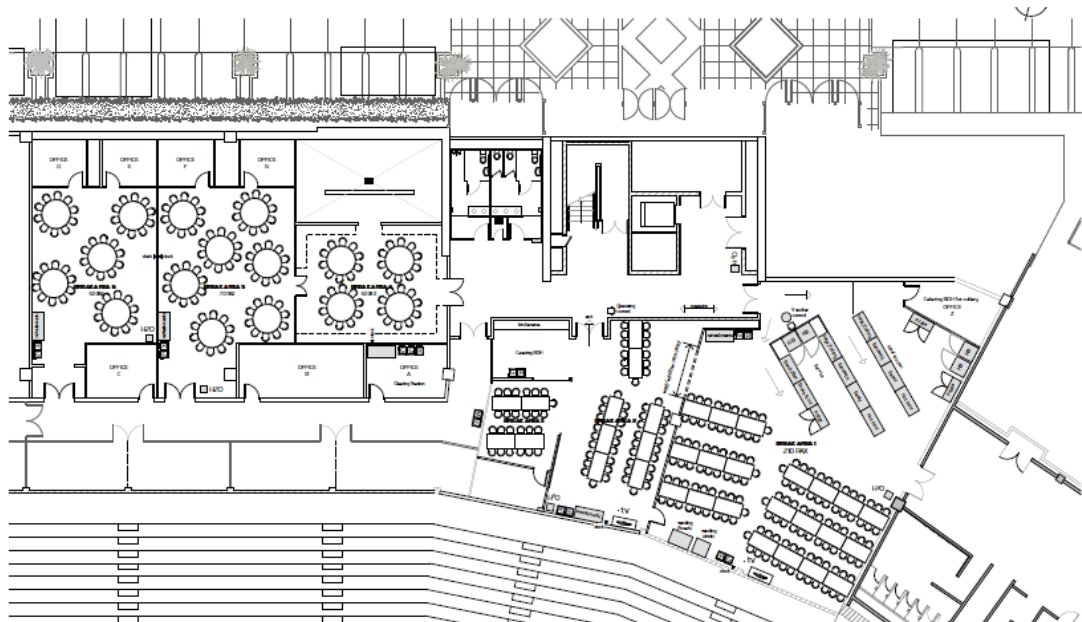
Team 2011 will be able to claim a meal during their shift with a meal voucher received at check-in. This catering may be done on-site or prepared centrally at the main venue and distributed at Workforce break areas.

Workforce Breaks

- Functional Areas will manage their Team 2011 member's break time
- The Workforce team may be asked to communicate the best time for Functional Areas to take a break to ensure that the Workforce break area is not overcrowded.

Workforce Centre Team 2011 break area

Version 3



NOTE: This is a single example of a break area in stadia, each venue and region may vary in its layout and location, for more specific details check with the Workforce team in your location.

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Workforce Scheduling Support

Purpose

After the rush of check-in is complete, some Workforce Squad members might be asked to assist with scheduling updates. It is important that schedules are kept as up to date as possible so that everyone appears on the daily schedule and so we can allocate the correct meals for the day.

Functional Areas will manage the schedule for their own workforce prior to the Tournament, however, during the Tournament they may not have time to log in and change shifts. The Workforce Squad will provide a Tournament Change Request Form to Functional Areas that they can fill in and either provide to Workforce or give to the Team 2011 member who will provide it to Workforce. The Workforce Squad will then manage the changes.

Scheduling Support to Functional Areas

- Ensure Schedule Change Request Forms are available at the check-in desk
- Advise Team 2011 members that they need to address their scheduling issues to their Manager/ Team Leader who will then complete the Schedule Change Request Form for them
- Collect all returned Schedule Change Request Forms
- Make changes in the scheduling system
- Notify Workforce Manager of any changes that do not meet Workforce scheduling guidelines
- Notify Workforce Manager of any changes that leave a Functional Area with shift gaps / workforce shortages.
- Run a new daily report that reflects the scheduling changes.

Workforce Shortages

Throughout the Tournament some areas may encounter attrition. The Workforce Manager will work with Functional Areas to determine if this attrition needs to be back filled. In most cases we will try to redeploy Team 2011 members from within the region as they have already been security vetted and have a uniform. In cases of extreme attrition we might need to deploy new Team 2011 members.

The Workforce Manager might ask you to assist with redeployment. This could be managed in a variety of ways: phone calls, text messages or emails. The Workforce Team Leader or Workforce Manager will provide you with more direction when on shift if this is required.

Redeployment Support

- Call, text, email Team 2011 members
- Ask people at check-in if they are available to fill shift gaps the next day
- Message on notice boards or flip charts
- Notify the Workforce Manager of “No Show” numbers who will address the problem with the Functional Area
- Assist new / redeployed workforce, ensuring they have the correct access on their accreditation passes
- Ensure redeployed Team 2011 is provided with adequate support. If Team 2011 members are from another venue or Functional Area, ensure they know their Team Leader, the venue and 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 the Workforce Squad's role. We need to ensure that the Workforce is supported and prepared for their day and also thanked for their contribution so that optimum performance and morale is achieved.

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

The Workforce Squad will implement the program by:

- Handing out items at check-in
- Always welcoming members warmly
- Thanking Team 2011 for contributing to the Tournament
- Running competitions / quizzes
- Taking photos and posting these in the break areas
- Assisting with Workforce communication.

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Workforce Communication

Keeping Team 2011 informed is an integral part of the Workforce Squad's 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 mass emails.

Text messages

- Assist the Workforce Manager with any mass text messages.

Social media pages

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

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Workforce Incident Management

The Workforce Squad will track all incidents, using an Incident Report Form that happen to any Team 2011 while on shift. The aim is to ensure that all incidences are not only reported but also resolved effectively.

Workforce Squad

- Ensure Incident Report Forms are available at check-in along with a drop off box
- Monitor the drop off box and ensure the Workforce Manager is aware if any forms are returned
- Pass on any information provided to you verbally to the Workforce Manager
- Direct people to the Workforce Manager to report incidences.

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Workforce Roles

- **Regional Workforce Manager**
- **Provincial Union Workforce Manager**
- **Host Workforce Manager**
- **Workforce Team Leader**
- **Workforce Squad.**

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Workforce Team 2011 Personnel

Regional Workforce Manager

Description

The Regional Workforce Manager is responsible for the “Team 2011 experience”. They are trained Rugby New Zealand 2011 Ltd staff who oversee and lead the in-venue Workforce Squad while delivering workforce activities. They ensure all services are delivered to a high standard and maintain workforce principles and behaviour. They provide support and advice to the regional management team, monitor team morale, engage and inspire all of Team 2011 to ensure performance is optimised.

The Regional Workforce Manager is responsible for the delivery of the following services across their region:

- Management & wellbeing of In-Venue Workforce
- Attrition management
- Workforce policy implementation
- Issue / incident management and reporting
- Morale and performance management.

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Provincial Union (PU) Workforce Manager

Description

The Provincial Union Workforce Manager is located in the venue and is responsible for the “Team 2011 experience” in stadia. They manage the in stadia workforce spaces and Workforce team. They are an integral part of the venue team and report to Workforce function.

The PU Workforce Manager is responsible for the delivery of the following services:

- Workforce wellbeing
- Attrition Reporting
- Workforce policy implementation
- Issue / incident management
- Workforce check-in.
- Meal voucher reporting
- Workforce Recognition and Appreciation
- Workforce communications
- Workforce schedule management.

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Host Workforce Manager

Description

The Host Workforce Manager is located in the Workforce Centre and is responsible for the “workforce experience” of workforce who utilise the centre. They are also responsible for the overall management of the Centre(s) within the host city. They are an integral part of engaging the workforce who do not report to venue as they are ensuring that the activities around the cities and towns are running smoothly.

They are responsible for the delivery of the following services:

- Workforce Team wellbeing
- Attrition Reporting
- Workforce policy implementation
- Issue / incident management
- Workforce Check-in and break area
- Meal voucher reporting
- Workforce Recognition and Appreciation
- Workforce Communications
- Workforce Team Schedule Management.

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A Day in the Life of our Regional Workforce Manager, Host Workforce Manager or PU Workforce Manager

Description

The Workforce Managers will manage the Workforce spaces and the Workforce Team. They will inspire and engage all Team 2011 Workforce Team members they are responsible for managing. They provide support and advice to the core regional team; they monitor team morale of all Team 2011 Workforce to ensure performance is optimised.

Key Tasks

Start of shift

- Arrive early in time to attend venue team meeting
 - ✓ Check the Workforce area is set up to requirements
 - ✓ Ensure daily schedules and meal vouchers are at check-in desks
 - ✓ Update notice boards or print newsletters
 - ✓ Prepare any reward & recognition items – i.e. lollies on check-in desk
 - ✓ Check-in any early arrivals
 - ✓ Collect radio.
- Workforce Squad arrives
 - ✓ Workforce squad are scheduled to start 30 minutes prior to the main influx of people on the daily roster
 - ✓ Workforce Squad briefing.
- Workforce is OPEN – Let the fun begin!!
 - ✓ Workforce Team Leader manages desk with the Workforce Squad
 - ✓ Workforce Manager handles any escalation from the Workforce Team leader.
- Peak time at check-in – all hands on deck
 - ✓ Ensure check-in process is smooth and flowing
 - ✓ Workforce Manager - Report any attrition & assist with redeployment.

After the rush hour(s)

- ✓ Break time
- ✓ Check break areas – ensure they are clean, tidy and fun
- ✓ Take photos of volunteers on shift
- ✓ Create the next day newsletter
- ✓ Manage any shift change requests
- ✓ Report catering numbers to catering (48 hours ahead)
- ✓ Print the following day check-in list.

End of shift

- ✓ Assist with any issue as people exit the venue via Workforce Check-in
- ✓ Farewell and thank volunteers
- ✓ Tidy check-in
- ✓ Attend Venue debrief
- ✓ Head home – have a great night and get some SLEEP!

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Workforce Team Leader – Team 2011

Description

The Workforce Team Leader assists the Workforce Managers in managing the workforce areas and the Workforce Squad.

The Workforce Team Leaders are responsible for the delivery of the following services:

- Managing the Check-in desk and process
- Problem solving any scheduling issues
- Meal voucher reconciliation
- Implement Workforce Recognition strategies
- Assist with Tournament Communication
- Oversee incident management.

Workforce Squad

Description

The Workforce Squad assists the Workforce Manager and Team Leaders in ensuring that support is provided to all Functional Areas so that all functions can operate effective and efficiently.

The Workforce Squad is responsible for the delivery of the following services:

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

A Day in the Life of our Workforce Squad Team Leader and Workforce Squad

Description

Workforce Team Leaders and the Workforce Squad are located in the workforce spaces, ensuring support is provided to the Workforce Managers and all Functional Areas so that all functions can operate effective and efficiently.

Key Tasks

Start of shift

- Workforce squad are scheduled to start 30 minutes prior to the main influx of people on the daily roster
 - ✓ Workforce Squad briefing – meet your team for the day
 - ✓ Ensure the check-in space is clean and you can find everything
 - ✓ Familiarise yourself with the daily communications
 - ✓ Ensure Tournament shift change request forms and Incident Report Forms are available
- Workforce is OPEN – let the fun begin!!
 - ✓ Workforce Team Leader manages desk with the Workforce Squad
 - ✓ Team leader escalates any problems to the Workforce Manager
 - ✓ Workforce squad manage any queues. Walks the queue talking to people, ensuring they are in the correct queue or location, and wearing their uniform and accreditation pass
 - ✓ Peak time at check-in – all hands on deck
 - ✓ Ensure check-in process is smooth and flowing
 - ✓ Report any attrition to the Workforce manager and assist with redeployment.

After the rush hour(s)

- ✓ Break time
- ✓ Check break areas – ensure they are clean, tidy and fun
- ✓ Take photos of volunteers on shift
- ✓ Create the next day newsletter
- ✓ Manage any shift change requests and print any requested rosters for Team 2011
- ✓ Print the following day check-in list.

End of shift

- ✓ Farewell and thank Team 2011 as they leave
- ✓ Tidy check-in
- ✓ Check your next shift time
- ✓ Head home – have a great night and get some SLEEP!

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Workforce Policies

Key Workforce policies are included in the Team 2011 Code of Conduct (see appendix). A full list and copies of these 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 RWC2011. This category includes external contractors, sponsor workforce and government agencies.
Early Access	The venue owner controls and manages the site with regard to construction, operations and access. RNZ 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	RNZ 2011 controls and manages the site with regard to construction, operations and access.
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.
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.
MDS	Master Delivery Schedule - will be used to schedule deliveries in the lead up to and during the exclusive access period.
Move In	Functional Area managers move onsite, sign off for their spaces/assets and prepare their spaces for operations.

Glossary	Description
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 RNZ 2011. This category includes full-time staff, part-time staff, temporary staff and existing venue staff.
RNZ 2011	The organising committee engaged to plan and deliver Rugby World Cup (RWC).
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 RNZ 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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Workforce Appendix

- Appendix 1: Team 2011 Workforce Code of Conduct

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