



► Team 2011 Training Manual

Getting Ready For Rugby World Cup 2011!

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Welcome from Martin Snedden

On behalf of Rugby New Zealand 2011, thank you for your commitment and support to Rugby World Cup 2011.

This Tournament is the showpiece event in the international Rugby calendar and the seventh Rugby World Cup. It is fitting that in 2011, it is coming to a country where Rugby passions run deep. New Zealand's proud heritage in the Game promises a special experience that will live long in the memories of all who are a part of it.

For New Zealanders, it is especially significant that Rugby World Cup 2011 will take place in our country since we witnessed the birth of this wonderful celebration of Rugby at the inaugural Tournament in 1987. Then, just 16 teams participated and 600,000 fans attended.

When the opening match takes place at Eden Park on September 9, 2011, 20 teams will be preparing to take part in 48 matches. Thousands of fans from more than 100 countries will be preparing to take their seats over the next 45 days to enjoy Rugby at its best.

The Tournament has provided an outstanding platform to grow the great Game of Rugby and spread its wings to the far corners of the globe. We are determined to ensure that Rugby World Cup 2011 continues to build on that.

Team 2011 will play a critical role in Rugby World Cup 2011. Without the commitment and enthusiasm of the several thousand New Zealanders who make up Team 2011, New Zealand could not stage an event of this magnitude.

Our goal has always been one of operational excellence. This training programme is designed to assist you to play your part in achieving that goal. We hope you will find the training useful. It is an important process to understand the significance of the Tournament but also how you can personally contribute in your role to make Rugby World Cup 2011 a success.

I have no doubt we will succeed because of the huge contribution from the members of Team 2011 across a wide range of areas. Your efforts will help us provide the best possible Rugby World Cup experience and ensure that the players, teams and all our guests leave with fond memories from their time in our great country.

Once again, thank you for your time and effort. I hope you enjoy being part of this amazing and special experience.

Regards

A handwritten signature in blue ink, appearing to read "msnedden".

Martin Snedden
Chief Executive
Rugby New Zealand 2011 Ltd

► Our Mission – Embrace the spirit of Rugby ...and welcome the world!

Rugby World Cup 2011 will be a very special Tournament. Held across the country, New Zealand will transform into a stadium of 4 million to deliver a nationwide Rugby festival.

With over 85,000 international visitors expected and millions more to watch, Rugby World Cup 2011 will present an unique experience that only a country with such a rich Rugby tradition and passion can offer.

Central to the success of this international event is you. Team 2011 will be the force behind the Tournament, working to provide a welcoming, fun and memorable experience in an uniquely New Zealand way.

Rugby World Cup 2011 will be a celebration of New Zealand. We will welcome the Rugby world into our magnificent landscapes, our unique regions and towns, and into our homes. We will take pride in sharing our beautiful country – its people, its natural splendor, culture and passion for Rugby.

In Maori, manaaki means to support, take care of, protect and give hospitality.

Team 2011's mission is to support each other while offering genuine hospitality to our guests.

...with open arms



► Our Footprint – What we

leave behind

We want Rugby World Cup 2011 to not only deliver a fantastic Tournament but also to provide enduring legacies for New Zealand, the Tournament, and the Game of Rugby.

Many New Zealanders are passionate about Rugby. We intend to further develop this love for the great Game but also to expand the culture of volunteering in this country.

Rugby World Cup's legacy will be to strengthen the workforce and volunteer infrastructure for 2011 and future tournaments. It will encourage people to share knowledge and experiences and enhance a culture that will contribute to New Zealand's ability to hold major events in the future.

It will expand the workforce and volunteer ethic not only in sport, but within all New Zealand activities where people can help each other out.

"I want to do it all again"



▶ Team 2011 – Who's in the line-up?

Team 2011 is the face of the Tournament.

We are 6000+ passionate, committed New Zealanders who put their hands up to say 'yes!' to be involved in this huge national and international event, this once in a lifetime opportunity.

We are university students, retired people, homemakers, retailers and school leavers. We are professionals and beneficiaries, accountants, academics and artists. We are volunteers, contractors and Provincial Union Staff. We are the team at Rugby New Zealand 2011, the Tournament organiser.

Although we come from a vast range of different backgrounds, we are united over a desire to present a fantastic Rugby World Cup and showcase New Zealand's unique culture and spirit to the world.

Stretching from the Far North to Invercargill, Team 2011 is set to present a seamless and memorable Rugby Tournament to New Zealand and the international Rugby world. Performing a multitude of roles, from Media Assistants to Airport Hosts, Team 2011 will be providing friendly and exceptional service and assistance to our national and international guests.

Rugby World Cup 2011 will be an extraordinary experience for New Zealand. Eleven cities and a host of satellite towns will be providing match venues, accommodation, training grounds and hospitality to players and visitors alike. All four million New Zealanders will be touched by this exceptional event.

It's up to Team 2011 to make this Tournament a success!



▶ Your Position
on the Field

To stage an event of this size, Rugby New Zealand 2011 has been divided into 17 Functional Areas. Each of these areas serves a distinct purpose or manages a specific operation throughout the Tournament.

Some of the Functional Areas require a large workforce, such as the Hosting Team, while others will operate on a much smaller level, such as Medical Services.

All 6000+ Team 2011 members have been assigned to a role within a Functional Area.

The chart on the following pages provides an overview of each Functional Area and describes what services it brings to the Tournament.

Notes:

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Team 2011 Functional Area Overview

Rugby New Zealand 2011, the Tournament organiser, is responsible for the planning and delivery of the biggest sporting event ever to be held in New Zealand. It consists of a multitude of different professionals, support staff and business units to arrange and orchestrate the Tournament. Charged with bringing Rugby World Cup to a stadium of four million, the team is project based and focussed solely on coordinating a Tournament which is a celebration of Rugby, New Zealand and its people.

Ticketing

The **Ticketing Team** is responsible for the commercial and operational delivery of the RWC 2011 ticketing programme. There will be approximately 1.65 million tickets across twelve venues available for purchase for the Tournament.

One of the team's key responsibilities is to manage the gates on match day to ensure only legitimate patrons enter the venue. Providing an excellent customer service experience is essential.

| | |
|------------------|--|
| Transport | <p>The Transport Team is responsible for delivering fleet and coach services to eligible constituents (including participating teams, VIP's, Tournament officials, and Team 2011) during the Tournament. Transport operations will occur across all match regions, team locations and inter-city relocation routes, facilitating the smooth and safe movement of tournament guests between venues, enhancing their experience of the RWC 2011.</p> |
| VIP | <p>The RWC 2011 VIP Team aims to deliver a programme to the highest international standards, setting the benchmark for VIP services at New Zealand sporting events, whilst showcasing the best of New Zealand hospitality. Responsibility includes the strategic development and delivery of the official RWC VIP programme, and for managing the relationships with the shareholders and RWCL to ensure all objectives are met, in line with the directive as agreed by the RNZ 2011 Ltd Board.</p> <p>The VIP Programme will be responsible for overseeing all operations in the regions, working with other RNZ 2011 Functional Areas to oversee all elements of pre-arrival planning, including travel and accommodation, immigration requirements and general VIP itinerary support to ensure seamless Match Day preparation, Match Day delivery and non Match Day events for all VIP guests and visitors.</p> |
| Catering | <p>The Catering Team is responsible for ensuring the delivery and customer service standards required of the commercially approved caterers are being achieved. This includes the quality of the product, personal presentation and grooming.</p> |
| Security | <p>The Security Team maintains safety and security, providing excellent customer services for each match. Security staff will have a good knowledge of stadium layout, emergency procedures and health and safety policies. The team will work closely with other Team 2011 staff to ensure visitors have a safe and enjoyable RWC 2011 experience.</p> |
| Hosting | <p>The Hosting Team is the "face of the Tournament", providing welcoming and consistent customer service across the country and throughout the Tournament.</p> <p>The Hosting Team will support FANZONES, Festival sites, airports and key public transport hubs by providing vital information and a positive host experience to visiting fans and spectators during the RWC 2011.</p> |

Workforce

The **Workforce Team** is a support function, *'the force behind the scrum'* that ensures all functions are delivered to Tournament time in an effective and efficient manner. The Workforce team promotes operational efficiency and effectiveness, and ensures each and every member of Team 2011 enjoys their experience at RWC2011.

Ceremonies

The **Ceremonies Team** is responsible for the Opening and Closing Ceremonies of Rugby World Cup 2011. These events involve large teams of people, and encompass areas from creative development and performance through to operational delivery.

Media Operations

The **Media Operations Team** is responsible for providing the facilities and services to approximately 1,500 accredited written, photographic and non-rights holding media that will cover RWC 2011. The team will manage, coordinate and support the operational delivery for journalists and photographers at the 12 match venues. These roles will be filled by RNZ 2011 staff, media professionals, Provincial Union staff and volunteers.

Medical

The **Medical Services Team** is responsible for providing medical support to touring teams and management teams for the duration of their stay in New Zealand. Each host city will have a City Medical officer who will be responsible for the coordination of medical services. The match day medical team at each Match Venue will be run by the Match Day Medical Team Leader.

Sports Presentation

The **Sports Presentation Team** is responsible for delivering entertainment at each of the 48 matches throughout the Tournament. The Sports Presentation programme will enhance the experience of those attending the matches as well as inform, educate and entertain a broadcast viewing audience of millions.

| | |
|---------------------------|--|
| Spectator Services | <p>The Spectator Services Team assists in the management of spectators both inside match venues and within their immediate vicinities. This includes crowd management, ushering, and the pacing of queues to enable the efficient entry and exit of spectators.</p> |
| ICT | <p>The ICT (Information Communication Technology) Team is responsible for ensuring Rugby World Cup 2011 has the technological services, functionality and capability to perform their job.</p> <p>The ICT team also provides technical support 24 / 7 to all functional areas.</p> |
| Match Officials | <p>The Match Officials Team is seen as the “21st” team and the Match Officials are integral to the successful delivery of Rugby World Cup matches. RNZ 2011, in conjunction with RWCL is responsible for all Match Official selections, match day appointments and operational requirements. The Match Officials Team is made up of an international group of IRB selected Match Officials (including Referees, Assistant Referees and Television Match Officials) and a further 45 Team 2011 working in a variety of support roles including Sub Managers and Venue Match Official Liaison Officers. Paddy O’Brien is the RWC 2011 Referee Manager and he will lead a small management team which will be based in Auckland.</p> <p>The Match Officials management team is responsible for ensuring that the Match Official’s operational requirements are met and any issues are resolved.</p> |



▶ 'CARE' – The four pillars of Team 2011 customer service

Customer service is a very important part of our role as a member of Team 2011

- We aim to deliver a seamless, fun and memorable Tournament to all involved
- Great customer service will help us achieve this. As a Team 2011 member, we need a good understanding of customer service and why it's so important

- 'CARE' is a simple way to keep great customer service on track

| | | |
|---|------------|---|
| C | Customer | Our focus is on our customers and how we can support their needs. Remember, they may be excited, nervous, anxious or confused. Giving clear instructions is paramount, e.g. an elderly visitor might need some extra help in determining the easiest route to the stadium. We may need to find a way that involves the least walking. Look at maps, ask around and see them off safe and happy! |
| A | Attitude | As New Zealanders, we have a great reputation for being genuine with can-do positive attitudes, e.g. if we don't know the answer to a question, ask the other Team 2011 members around us or direct the customer to someone who might know the answer – never say 'I don't know' and leave it at that! |
| R | Respectful | Giving a consistent level of service to everyone is important. All of our customers will have different needs and have different knowledge about the Game, stadium and city. Every question they have is valid and important, e.g. a customer may need some help determining travel time and distances between New Zealand cities – let them in on your knowledge about our country! |
| E | Engaging | It is important to focus on the interaction we are having with the customer and not worry about friends who may be walking past or famous people coming to the Game. Active listening is a great technique to ensure we are paying close attention. We listen and then repeat back to the customer what we understood, e.g. some international visitors will have limited spoken English and active listening is a great tool for this situation. Remember to speak clearly for them to understand our accents! |

When we Score a Try – Celebrating excellence

All of Team 2011 will be playing an integral part in hosting Rugby World Cup 2011.

At times however, it will be clear that someone has gone beyond the call of duty to help another Team 2011 member, a VIP, Kiwi spectator or an international guest. Or perhaps one of your team mates has shown extraordinary initiative and resolved a problem.

We want these people to be given the recognition they deserve and have their efforts celebrated.

There are a few ways you can draw attention to the exceptional work of a team mate:

- Congratulate them on their fine effort!
- Complete a Top Team Player Recognition form and deposit it at your Workforce Centre or give it to your Team Leader
- Tell your team mates and Team Leader the story
- Share the story at your Workforce Centre
- Tell the story on our Team 2011 facebook website

Notes:

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▶ Top Team Player Recognition

When a team member scores a try... tell the world!

Have you seen a Team 2011 member going the extra mile to help out a visitor or another Team 2011 member? Or perhaps they have been doing a great job in their specific role or solved a difficult problem?

We would all love to know about it! Please fill in the form below and give it to your Team Leader or a Workforce Squad member at your Workforce Centre.

Let's celebrate excellence!

Please give us as much detail as you can. Thank you.

Name of the Top Team 2011 member:

Venue/City:

Functional Area:

Date:

What did the Team 2011 member do?

▶ What We're About – Team traits

| What we are | What we're not |
|---------------------|-----------------------|
| <i>Fun</i> | <i>Aloof</i> |
| <i>Friendly</i> | <i>Disrespectful</i> |
| <i>Welcoming</i> | <i>Over the top</i> |
| <i>Cheeky</i> | <i>Insincere</i> |
| <i>Passionate</i> | <i>Cheesy</i> |
| <i>Committed</i> | <i>Arrogant</i> |
| <i>Genuine</i> | <i>Lazy</i> |
| <i>Warm</i> | <i>Disinterested</i> |
| <i>Generous</i> | <i>Aggressive</i> |
| <i>Professional</i> | <i>Unappreciative</i> |

Notes:

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“Everyone comes with skills. We need to read and value these skills and only then can we be called a great team.”

- Dame Lois Muir

Cultural Awareness

Let's welcome the world!

During the Tournament, thousands of people from a vast range of different cultures will be visiting New Zealand. As an integral part of Team 2011, you will be interacting with people from all over the

world and providing vital advice and services to make their visit as seamless and enjoyable as possible.

Being respectful of diverse cultures, life experiences and abilities is a fundamental part of our commitment to service excellence. It is important to remember that different cultures often respond differently to situations and conversations. As Kiwi hosts, we might interpret a visitor's response as abrupt or impolite. In most cases however, it will be a cultural variation and no offence is intended. It is important to be welcoming and polite at all times and give our visitors a taste of genuine Kiwi hospitality. Comments and jokes about particular cultures or ethnicities are not acceptable.

If you are concerned about how you are being treated or spoken to by a visitor, staff member or fellow Team 2011 member, please speak to your Team Leader or Workforce Manager as soon as possible so that a solution can be found.

We want everyone to welcome the Rugby world and take pride in sharing our beautiful country – its natural beauty, its people, culture and passion for Rugby.

For more information about cultural awareness please visit <http://www.hrc.co.nz/>

....with open arms

Disability Awareness

We anticipate that some of our visitors and spectators will have disabilities. Above all, it is important to know that people with disabilities are just people like anyone else and ought to be treated no differently to any other visitor. It's important that anyone wanting to enjoy the Tournament can do so without having to worry about any obstacles in their way.

Let's get ready for Rugby World Cup 2011!

Now that you have completed the Online Orientation you will have a good understanding of what a big, exciting job Team 2011 has to do to stage this world class event.

From a raft of countries as diverse as Georgia is to Tonga, New Zealand will host 600 sportsmen from 20 teams to play nearly 4,000 minutes of international Rugby with a potential global audience of four billion!

Over 45 days, 48 games will be played in 12 stadiums in 11 cities in front of around one and half million spectators.

And it's our job to make that happen!



▶ Team 2011 Pre- Training season

To ensure an enjoyable, successful and safe Tournament for all involved, we need to be confident of what is expected of us and know how to fulfill our roles.

With this in mind, we have developed a number of training programmes, some of which are for all of Team 2011, others for specific roles or Functional Areas.

Orientation – Pre-season Training (Online)

By now, all of you have undergone your Rugby World Cup 2011 Online Orientation. Thank you for giving that time to Rugby World Cup! If there is anything you do not understand or if you have any questions, please speak to your Rugby World Cup training facilitator or Team Leader.



Role Specific Training (Online)

Some Team 2011 members have had extra training due to the type of role they will be filling during the Tournament. Because of safety issues for example, some VIP drivers have had additional online training.

Team Leaders and supporting each other

(Face to Face)

Like every great team, we rely heavily on everyone working together to deliver a great Rugby World Cup. With a team of over 6,000 people, it is particularly important that everyone is informed and aware of what their roles are.

To do this job, Team Leaders have undergone additional training for Rugby World Cup. They will supervise and provide support and guidance to the rest of Team 2011. They will keep their team inspired and motivated to perform their roles and ensure a positive and rewarding experience for all. During the Tournament, please talk to your Team Leader about any issues you feel necessary to raise. We are all in this together and need clear channels of communication!

Team 2011 Overview and Functional Area and Role Specific Training (Face to Face)

Throughout the first section of this training, *Team 2011 Overview*, we will look at general aspects of being part of Rugby World Cup 2011. This is applicable to all roles and all Functional Areas regardless of venue.

The second section is *Functional Area and Role Specific Training*, where you will learn more about the job you will be doing during the Tournament.

Captain's Run – Venue Specific Preparation (Face to face)

Most of Team 2011 will complete their Rugby World Cup 2011 training at the venue in which they will be working during the Tournament. This is where we come together and get to know each other a little better. It's where we put into practice all the knowledge we have learned during the training sessions to make sure we can work as a cohesive team and fulfill our roles.

An important aspect of your Captain's Run will be learning of any health and safety issues specific to the venue or work area. This will include how to respond to emergencies or resolve any hazards that may emerge during the Tournament.

Remember, Team 2011 is the backbone of Rugby World Cup and this is a great opportunity to ask any questions and clarify any procedures you are unsure of before kick off!

The Captain's Run will look different for each Functional Area and will take place at different venues leading up to the Tournament. If your role requires a Captain's Run, you will be given the details as to when and where this will be taking place.

Please note, in the interest of safety and having a professional Team 2011, you will need to have venue specific training before you can begin your first shift.

Flankers, Props & Locks – How to be an effective team player

Staying safe and well and being ready to be an effective team player is more than about following rules – it's about looking after yourself and feeling energised and ready for your shift.

Keep hydrated

In order to perform your tasks, perform strenuous work and be alert, you need to stay hydrated. Even in cooler weather, it is important to keep drinking water throughout the day in order to prevent fatigue and dehydration.

Stretch before, during and after your shift

Your role may require long periods of standing or sitting. Stretching helps to prevent muscle fatigue associated with prolonged physical activity or non-activity and helps you to remain agile, alert and safe.

Take breaks

Your body needs time to regenerate and you need to restore your energy. Be sure to take all your breaks, even if you feel you do not need to.

Fuel up

You need to take in energy in order to have energy output. Please make sure you eat regularly and have a nutritious meal prior to your shift.

Know your limit

Never push yourself beyond what your body is capable of doing. If you need assistance with anything, such as lifting a heavy box, ask for help, either from another Team 2011 member or your supervisor.

Arrive at work calm and ready for the day

If you have an early start, it's a good idea to prepare the night before your shift. Make sure your uniform is complete and clean and your accreditation pass ready to wear.

Block the burn

As most of us are aware, the New Zealand sun can



be fierce - even in cooler weather. If you are going to be working outside, please pack some sun block into your Team 2011 backpack and apply regularly.

Uniform and appropriate clothing

As a member of Team 2011, you are representing both Rugby World Cup and New Zealand to the world. It's important to us that you wear your Team 2011 uniform so that people can identify you. In addition to your uniform, clothes must be free of any logos or branding. Dress in layers underneath your uniform as you may be out in cold weather conditions for the duration of your shift. Please wear comfortable footwear. Please refer to the Workforce guidelines for further information on uniform standards.

Attendance

It is important that you are on time and fulfill all scheduled shifts. If you are going to be late or you will not be able to make your shift due to unforeseen circumstances, please let your supervisor know immediately. You will be given all the necessary contact phone numbers during your venue-specific training.

Getting Ready for Kick-off!

Team 2011 shifts may vary in length. You will be provided with details of the shifts you have been allocated closer to the start of the Tournament.

The details will include:

- Where you need to report to
- When you need to report to that location
- Who you need to report to

► Tournament Time – Bringing it all together!

This is the moment we have all been waiting for! After years of high hopes, preparation, organisation and training, Rugby World Cup 2011 is ready for action.

Armed with information, inspiration and a love of the great game of Rugby, Team 2011 will be ready to perform the multitude of roles a Tournament of this caliber requires. Enjoy!

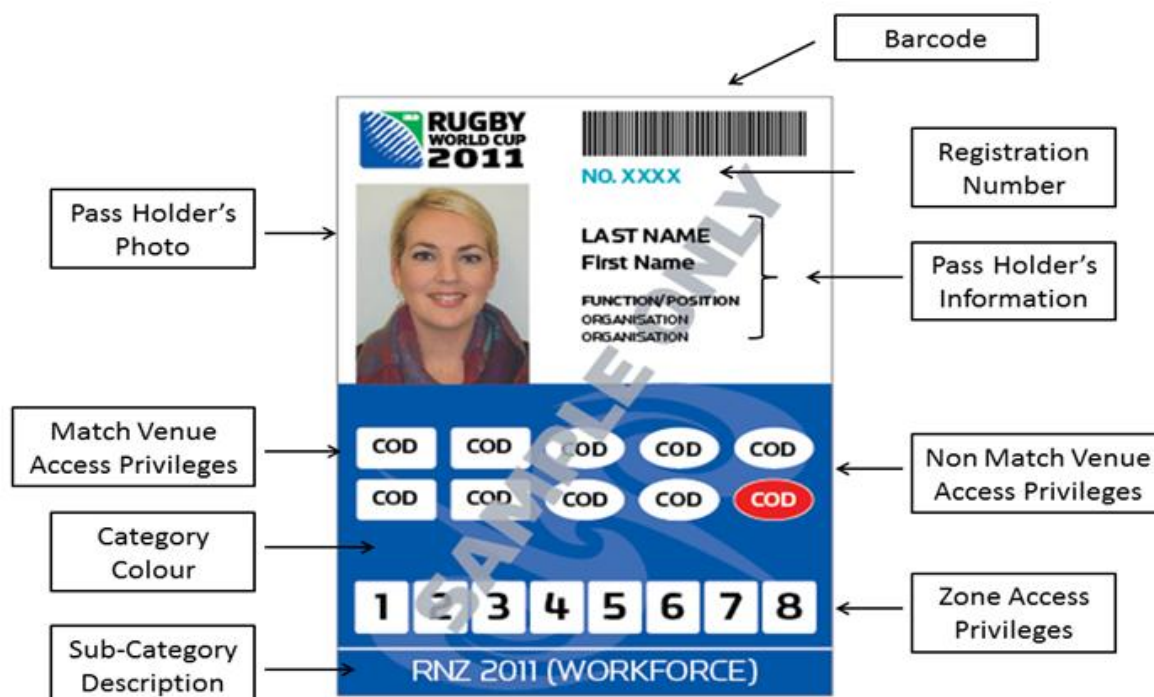
Accreditation and access control

What is Accreditation?

Types of accreditation passes

Tournament Accreditation Pass

A Tournament accreditation pass is valid for the duration of the Tournament. It identifies the pass holder as having an official role at RWC 2011 and provides the necessary access privileges.



| Detail | Description |
|-------------------------------|---|
| Barcode | A unique barcode is printed on each accreditation pass. |
| Registration Number | Every pass is printed with a unique registration number. |
| Pass Holder's Information | This information includes the pass holder's first and last name, the operational role of the individual and the name of the organisation the pass holder belongs to. |
| Pass Holder's Photo | A picture of the pass holder will be printed on the pass. |
| Match Venue Access Privileges | Venue codes will be assigned to each individual based on their access requirements to RWC 2011 venues. Each venue has a dedicated access code. On the pass match venue codes appear in a square. For access to five or more match venues an individual will receive an ALL venue access code in the form of a stadium pictogram. |

| Detail | Description |
|-----------------------------------|--|
| Non Match Venue Access Privileges | Non match venue codes will be assigned to each individual based on their access requirements to RWC 2011 venues. Each venue has a dedicated access code. On the pass non match venue codes appear in a circle. |
| Zone Access Privileges | Zones to which a person has access to are displayed as numbers at the bottom of the pass. |

| Detail | Description |
|--------------------------|---|
| Category Colour | The colour of an accreditation pass identifies the pass holder belonging to an accreditation category. There are 12 categories. |
| Sub-Category Description | This information describes the specific function that the pass holder is a member of within their category. |

Two Part Pass

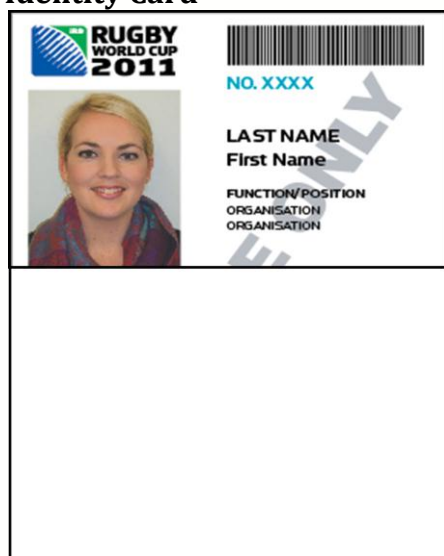
The two part pass consists of two components:

1. **Identity card** containing the pass holder's personal information including name, photo, role and organisation. Alone the identity card will only allow an individual access into the workforce check-in area. The identity card will not provide access into the venue.
2. **Access card** displays the venue and zone access privileges. It is not valid without an identity card. The access card is issued by organisations to their staff at the beginning of a shift and collected in at the end.

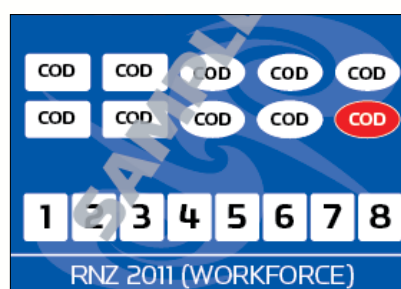
Worn together the identity card and access card act as a Tournament accreditation pass and grants venue and zone access.

The 2 part pass allows organisations with large staff flexibility in scheduling. The access card is transferrable and allows an organisation to redeploy staff around a venue or even among venues on a day-to-day basis.

Identity Card




Access Card



Accreditation Venue Codes

Venue codes represent the controlled RWC 2011 match and non match venues. The right to access a venue is identified on an accreditation pass through the use of a 3-letter code. There are match and non match venue codes. If an individual requires access to five or more match venues they will receive a pictogram that provides them access to all match venues.

| Venue Type | Venue Code | Venue Access |
|------------------|---|--------------------------------|
| Match Venues |  | All Match Venues |
| | WHA | Whangarei |
| | NHS | North Harbour |
| | AUK | Auckland |
| | HAM | Hamilton |
| | ROR | Rotorua |
| | NEW | New Plymouth |
| | NAP | Napier |
| | PAL | Palmerston North |
| | WEL | Wellington |
| | NEL | Nelson |
| | DUN | Dunedin |
| | INV | Invercargill |
| Non Match Venues | IBC | International Broadcast Centre |
| | MOC | Main Operations Centre |
| | MMC | Main Media Centre |
| | EP2 | Eden Park Pavilion |
| | TRV | All Training Venues |

Zones

Zone access rights are represented on the accreditation pass by numbers. In order to gain access to a particular zone the corresponding zone number must appear on the accreditation pass. Zones are not applicable in non match venues.

| Zone | Zone Description |
|----------|---------------------------|
| 1 | Field of Play |
| 2 | Tunnel and Changing Rooms |
| 3 | Operational Areas |
| 4 | Media Areas |
| 5 | Broadcast Areas |
| 6 | VIP Areas |
| 7 | Hospitality Areas |
| 8 | Public Areas |

► Workforce Centres – Our Clubrooms

All Team 2011 members will have access to a Workforce Centre, where you can check in, receive meal vouchers or food and report any anomalies to supervisors.

There are four kinds of Workforce Centres:

- Workforce Centres in stadia
- Workforce Centres out of stadia
- Fleet Centres
- Airport Check-in Centres

The Workforce Centre will be the hub for Team 2011 members during the Tournament. It may incorporate the check-in and the break area and will be managed by the Workforce Manager and the Workforce Squad.

Please report to your Workforce Centre 15 minutes before your shift and check in with the Workforce Squad.

During the Tournament Team 2011 members working in a Match Venue will be issued a colour coded Workforce wristband at your Workforce Centre. This identifies the bearer as registered to work on that specific day.

After checking in you will be advised of meal plans, i.e. either the issue of a meal voucher, a packed meal or a sit-down meal break. You can also discuss future shifts or roster queries and check any general notice board updates.

If your Workforce Centre provides a bag check, check in your bag and leave it at the Workforce Centre during your shift. Do not bring valuables to work. If there are no secure storage facilities at the Workforce Centre where you are stationed, you will be required to keep your belongings with you in your Team 2011 backpack.

Your Team Leader will meet you at your Workforce Centre, give a short team briefing and provide you with any tools you require to do your job. You will then go to your workplace location.

On leaving your Workforce Centre, you will make your way to your workplace location. If this is further than walking distance, transportation will be provided.

Workforce Spaces

Workforce Entrance at Match Venues

Each venue will have a dedicated gate for Team 2011 members. Team 2011 members are required to check in with the Workforce Squad at a Team 2011 Workforce Centre before they proceed to the Workforce Entrance gate.

Access will be denied if you have not been checked in at the Team 2011 Workforce Centre. This is to ensure that we do not have people walking onto venue who are not scheduled to be there.

Workforce Break and Check-in Areas

The Workforce Break and Check-in area will vary between locations. In larger spaces they will be together. In other areas they will be in separate spaces.

The Workforce Check-in Centre for Team 2011 members working in airports will be a designated area inside the airport and this will be confirmed with you during role specific or venue specific training.

Match Venue Workforce Centres will be located at the stadiums. These areas will only be at competition regions and located on the perimeter of the venue.

Workforce Centre Operating Hours

In stadia, the Workforce Check-in will be open five hours prior to the match and will remain open 30 minutes after the last scheduled shift has arrived on site.

Workforce Check-in outside of the match venues will open 30 minutes prior to the first scheduled shift. Closing times will vary, depending on the region and your role.

Specific information around this will be delivered at venue specific training.



At the end of your shift please inform your Team Leader your shift is complete.
There is no formal digital check-out process.

Half Time – Taking a break!

Team 2011 Transport

Transport arrangements for Team 2011 vary from region to region.

You will receive more information regarding transport at your Captain's Run or venue specific training.

Notes:

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How We Stay in Touch

Keeping each other posted

Keep talking to your fellow team mates and Team Leader! At the beginning of each shift, your Team Leader will brief your team – use this time to get to know each other, hear news and receive updates.

Website

www.rugbyworldcup.com/volunteer

Please check in with Rugby World Cup 2011 website for up-to-date information on roles, timelines, Team 2011 updates and frequently asked questions.

Facebook

Keep in touch with what is going on during the Tournament on Facebook.

Exclusively for Team 2011 members, this will be a National forum on which all 6000+ team members can share what is happening throughout the Tournament. Here, we can receive updates, share experiences, discuss roles, post information, celebrate milestones and applaud Team 2011 achievements.

Gilbert, the friendly character who guided you through your online orientation, will be inviting all of Team 2011 to join this page. If you have not received an invitation, you can search for 'Gilbert' or 'Team 2011' on facebook and ask to join.

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Email

A Team 2011 email address has been established (volunteer@rugbyworldcup.com) to answer enquiries. Before sending us an email, please check our website and facebook page.

Help Desk 0800 RWCVOL or 0800 792 865

If you have a question or query that is not being answered or resolved by your Team Leader, our RWC website or facebook site, a help desk number has been established so you can give us a call. Please check the website or facebook page first because it's likely the answer to your question will be there.

Phone and Text Updates

Phone and text messages will be the main form of communication to you at Tournament time due to its immediacy. Please note, you cannot reply to these texts.

Newsletters and Alerts

During the Tournament, regular newsletters and Team 2011 alerts will be made available online and through Workforce Centres.

Newsletters and alerts profile Team 2011 members, keep us informed as to what is going on in the regions, and supply the team with regular updates.

Tournament Time Communications

It is intended to use email, text and phone as our key Tournament time communications methods. Some Team 2011 members may be required to use radios and these will be provided by the Functional Area concerned.

Workplace Guidelines

Please note

These are guidelines to the Team 2011 Code of Conduct. To view a complete Code of Conduct and all other relevant Workforce RWC 2011 policies, please ask your Team Leader. You are also welcome to download the Team 2011 Code of Conduct from the Rugby World Cup 2011 website.

Staying safe and well

The safety of all of Team 2011 and everyone attending the Tournament is paramount to Rugby New Zealand 2011.

We need to look after ourselves, each other and ensure the safety of all visitors and spectators, so please be proactive in taking all practicable steps to ensure that safety.

If you are working outside a venue at night, you must check in with your Team Leader on a regular basis during your shift. If you are supervising someone who is working at night you must check in with them regularly.

If you feel unsafe or at risk of injury at any time while performing your role, please remove yourself from the situation, get to a safe place and notify your Team Leader immediately.

If you are experiencing symptoms of fatigue or illness or suffer any injury while performing your role, please notify your Team Leader.

There will be a first aid kit in every Workforce Centre.

Please report to your Team Leader any circumstance or incident which may be hazardous, suspicious, dangerous or injurious as soon as possible and complete an Incident Report Form at your Workforce Centre.

Uniform & Dress Standard

As a member of Team 2011, you will be issued with a uniform appropriate to your role. We all need to look sharp, clean and tidy. Please do not smoke in a location within view of any Tournament participant, fan or any member of the public.

Almost all of Team 2011 will be provided with the same uniform so you are easily identified.

Each Workforce uniform kit is made up of:

- 1x stadium jacket
- 1x short sleeve Rugby jersey
- 1x short sleeve polo shirt
- 1x work pant
- 1x beanie
- 1x cap
- 1x backpack
- 1x drink bottle and bag

If you need an extra layer of clothing for warmth, please wear a dark, long sleeve top or thermal under your Rugby World Cup uniform polo shirt or short sleeve jersey.



Please do not modify, loan or give your uniform to any other person and notify your Team Leader if any item of your uniform is faulty, damaged or is lost. Please note, your uniform remains the property of Rugby New Zealand 2011 until the day after the last match of the Tournament. Until this date, you cannot wear your uniform unless you are working or on your way to or from work.

Please do your best not to wear or display any branding, logo or trademark on any item of clothing, footwear or other item which you wear in addition to your uniform.

Media

Throughout the Tournament, over one thousand media representatives from all over the world will be accredited to cover the Matches, the players, the Festival, the public, or almost anything they think might be of universal interest.

With a potential global audience of four billion viewers, Rugby World Cup coverage will be beamed into over 238 countries. The Tournament is therefore not just a great opportunity to stage a world-class sporting event, but also a chance to showcase New Zealand to the world.

While performing your role you may hear confidential information.

Confidential information will include any information relating to teams, individual players, VIPs, officials, or any other participant in the Tournament. This may include travel and accommodation arrangements, dietary requirements, matters relating to health or behaviour, selection decisions, incidents or any other matter.

Except as strictly necessary for the performance of your role, you must not discuss or disclose any confidential or commercially sensitive information.

You must not:

- Speak to the media, unless strictly necessary to perform your role, or with approval from your Workforce Manager
- Post any comment/photo and/or video relating to any facet of the Tournament on any blogging or micro-blogging website, online forum, social media website, online newsgroup, or any other website, excluding the 'closed' Team 2011 facebook group.

Privacy Awareness

You must respect the privacy of any Tournament participant you come in contact with while performing your role.

Please do not chat with Tournament participants, except as strictly necessary to perform your role. This includes players, officials and VIPs.

You must not request autographs from, or photos with, Tournament participants.

Volunteer legacy

The New Zealand Government and Sport and Recreation New Zealand (SPARC), as key stakeholders in the RWC 2011 Volunteers Programme, intend to capture a range of lasting benefits from the programme for volunteering in New Zealand.

This may include the use of your voice, image and likeness and positive stories about you and your volunteering experience before, during or after RWC 2011 for promotional use in relation to volunteering.

Please note that in accepting your role, you agree that your voice, image and likeness and positive stories about you and your volunteering experience may be used for these purposes.



Team

▶ Issue Resolution

It's important to us that you have a positive experience as a Team 2011 member. In the unlikely event that you encounter a problem that cannot be easily resolved, or you are unsure how to resolve it, please bring it to the attention of your Team Leader or Workforce Manager immediately.

If the problem continues or is unresolved, escalate it to the next level of management. Team 2011 members are expected to be respectful of others. It is not appropriate to discuss work-related issues in public or with other uninvolved team members.

Serious incidents include (but are not limited to):

- Threats of violence or intimidation
- Damage to or loss of property or equipment
- Injury to any person
- Motor vehicle accidents
- Spills of chemical substances to land, air or water
- Injury or death, or destruction of protected environments
- Fire that causes damage
- Flood
- Disturbance of heritage sites as well as lucky escapes (also called near hits)
- Hazards include spills on the floor, boxes blocking pathways and exits, cables across walkway

Examples of incidents that Workforce members in roles similar to yours might encounter include (but are not limited to):

- Accident, injury
- Damage of Tournament signage or property
- A vehicle accident while driving an RNZ 2011 vehicle
- A busy walking path is blocked due to flooding
- Conversing with a disgruntled Workforce member
- A temporary construction on venue has cables hanging loosely from it

Please keep a watchful eye on your work area at all times. If you see a problem, no matter how small, report it immediately to your Team Leader or Workforce Manager. We all need to do our part to ensure a safe and healthy work environment!

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Rugby World Cup 2011

Incident Report Form

Complete this Form for all types of incidents or issues and either hand it in to the Workforce Centre or your Workforce Manager. Serious incidents involving the safety of people, property or the environment are to be reported immediately to the Workforce Manager

| DETAILS OF INCIDENT | | | | | |
|--|-----------|----------------------------|-------------------|-----------|-------|
| Was it: (Circle one) | Complaint | Property Damage / Theft | Injury / Accident | Near Miss | Other |
| Incident description: (what happened, when did it happen, how did it happen, who was involved) | | | | | |
| | | | | | |
| Location: | | | | | |

| | | | | |
|--------------------------------------|-----------------------------------|---------------------------------------|------------------------------------|--------------------------------|
| Immediate Action taken | | | | |
| | | | | |
| The following attended the scene: | | | | |
| <input type="checkbox"/> AMBULANCE | <input type="checkbox"/> POLICE | <input type="checkbox"/> FIRE SERVICE | <input type="checkbox"/> FIRST AID | <input type="checkbox"/> OTHER |
| Accident: Type of injuries sustained | | | | |
| | | | | |
| Are the injuries: | | | | |
| <input type="checkbox"/> Severe | <input type="checkbox"/> Moderate | <input type="checkbox"/> Minor | | |

| DETAILS OF PERSON INVOLVED IN THE INCIDENT | | | |
|--|-----------------------------------|-------------------------------------|-----------------------------------|
| Name: | | Accreditation number (TMS ID): | |
| Home Address: | | | |
| Contract Phone: | | Sex: | Male / Female |
| WORKFORCE POSITION: | | | |
| <input type="checkbox"/> VOLUNTEER | <input type="checkbox"/> RNZ 2011 | <input type="checkbox"/> CONTRACTOR | <input type="checkbox"/> SUPPLIER |
| <input type="checkbox"/> OTHER: | | | |

| |
|--|
| ACTION / FOLLOW UP: PLEASE DESCRIBE THE ACTIONS / FOLLOW-UP THAT OCCURRED WITH THE PERSON/S OR PROPERTY INVOLVED: |
| |
| NOTE: INJURIES MUST BE REPORTED TO THE WORKFORCE MANAGER WITHIN 24 HOURS: |

| PLEASE CONFIRM THE ABOVE DETAILS BY SIGNING BELOW | | | |
|---|--|-------|-----|
| Involved Person's Signature | | Date: | / / |
| Person Completing the Form (please print name): | | | |
| Signature: | | Date: | / / |

Keeping our Patch Clean & Green

Internationally, New Zealand has a clean, green image, augmented by Tourism NZ's '100% Pure' advertising campaign.

It is important to Rugby New Zealand 2011, Team 2011, our international visitors and New Zealanders in general, that we keep our venues tidy, clean and hazard-free.

An overflowing rubbish bin or litter strewn on stairways is an example of hazardous, unattractive waste that does little to enhance the '100% Pure' message.

If you see an environmental risk or rubbish piling up and nobody seemingly attending to it, please resolve it or escalate it to your Team Leader to have the matter dealt with.



Q & A

What do I do if I need to change one of my shifts?

Please contact your Team Leader or Workforce Manager and let us know as early as you can if you are unable to make a shift.

What do I do if I can't find my accreditation pass?

Please contact your Team Leader or supervisor as soon as possible. Accreditation passes are not easily replaced and no one can gain access into a venue without one. If you do not have accreditation you will not be able to work. It is very important that you take great care not to lose your accreditation pass.

What if I lose my uniform?

The uniform issued to you is a controlled item. Volunteers without uniforms will not be allowed to work. Uniform replacement is unlikely but it will be at the Tournament Organiser's discretion.

Can I send someone else to pick up my uniform and accreditation?

No. Only you can pick up your accreditation and uniform. You will receive further details about your accreditation and uniform pick up.

Can I be a spectator at my venue on a day off when I'm not working?

You will not be admitted into any match venue when you are not on shift unless you are attending as a member of the public (i.e. you have purchased a ticket).

What do I do if I have some questions before my first shift?

Speak to your Team Leader, Workforce Manager or Workforce Squad. The information you need may also be posted up in the Workforce Centre.

Do volunteers get special ticket treatment?

No. There are no free tickets or preferential treatment for tickets. You will need to purchase tickets through the public website www.rugbyworldcup.com/tickets

What if I don't turn up?

We are confident that you will be committed and turn up. In the event of a 'no show', we will look into the reasons for the 'no show'. If the reasons are unsatisfactory, you may have to return your accreditation pass and uniform and therefore will not be able to complete any scheduled shifts.

What is accreditation/access for volunteers?

Accreditation is a special pass required to give you access into certain areas. All volunteers will be accredited. Access will vary depending on the role you are asked to perform.

What if my contact/personal details change?

Please let your Team Leader or Workforce Manager know.

Will I have to pay for my own meals?

Depending on the length of each shift, Team 2011 members will be provided with meals and refreshments.

Rugby World Cup 2011 Glossary

There could be words that you hear during training or the Tournament that you're unsure about. Here are a few that might come up – add any others in the notes section on the back.

| Glossary | Description |
|------------------|---|
| Accreditation | Accreditation is a Tournament pass that registers and identifies everyone involved in the staging of Rugby World Cup 2011. The pass ensures an individual has access to the venues and areas where they are required to perform their role. |
| Ambush Marketing | The act of advertising a product or service through direct marketing within a venue and/or the clean zone surrounding a venue. Includes groups/individuals dressed |

| | |
|------------------|---|
| | in branded clothes and cars marked with advertising. |
| Bump In | Installation of non-fixed RNZ 2011 assets. |
| Bump Out | Removal and recovery of non-fixed RNZ 2011 assets. |
| 'Clean' zone | An area surrounding a venue which must be free from advertising any product or service, excluding official sponsors. Excludes existing established businesses and relevant advertising. |
| Exclusive Access | RNZ 2011 controls and manages the site with regard to construction, operations and access. |
| FA | Functional Area - One of the specialist groups that form part of Rugby New Zealand 2011, the Tournament organiser, e.g. Accreditation, Media Operations, Match Management 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. |
| 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. |
| Overlay | |
| Build/Look | Construction/installation of all fixed and/or temporary structures and fittings. |
| Hardware | Includes seating bowl activities. |
| Install | |
| VAPPS | Vehicle Accreditation and Parking Permits - will be enforced during exclusive access and will limit vehicle access to the venue. A key security procedure. |

Notes:



www.rugbyworldcup.com
www.facebook.com/rugbyworldcup
www.twitter.com/rugbyworldcup