

**BMM WHS NOMINATION DOSSIER  
APPENDIX Q:  
STAFF TRAINING NEEDS ANALYSIS**

# **BARBERTON – MAKHONJWA MOUNTAINS WORLD HERITAGE SITE PROJECT**

## **Initial Training Needs Analysis**

**by**

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**Version 1.1**

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## 1. Introduction

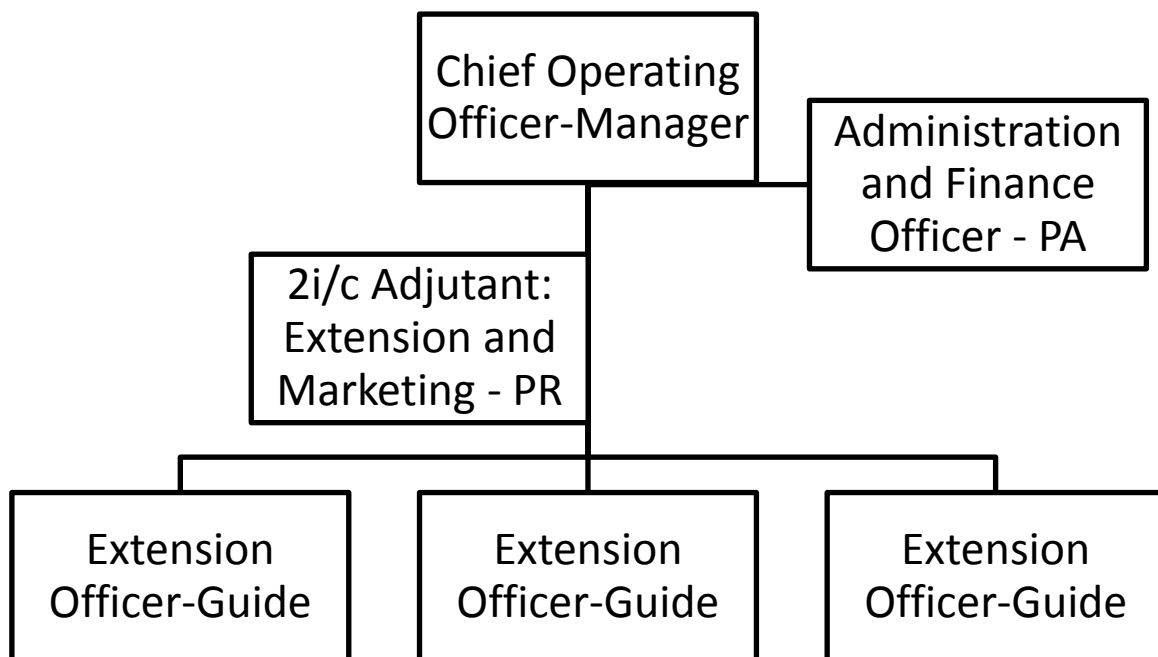
The following tasks were requested to determine initial job descriptions and potential training needs for the BMM WHS Management Agency:

1. Identify initial staff positions and functions to establish the WHS
2. Determine Knowledge, Skills and Attitudes for positions required
3. Draw up position duties & responsibilities
4. Determine some position selection criteria

## 2. Identify Initial Staff Positions Needed

### 2.1 Needs at Establishment

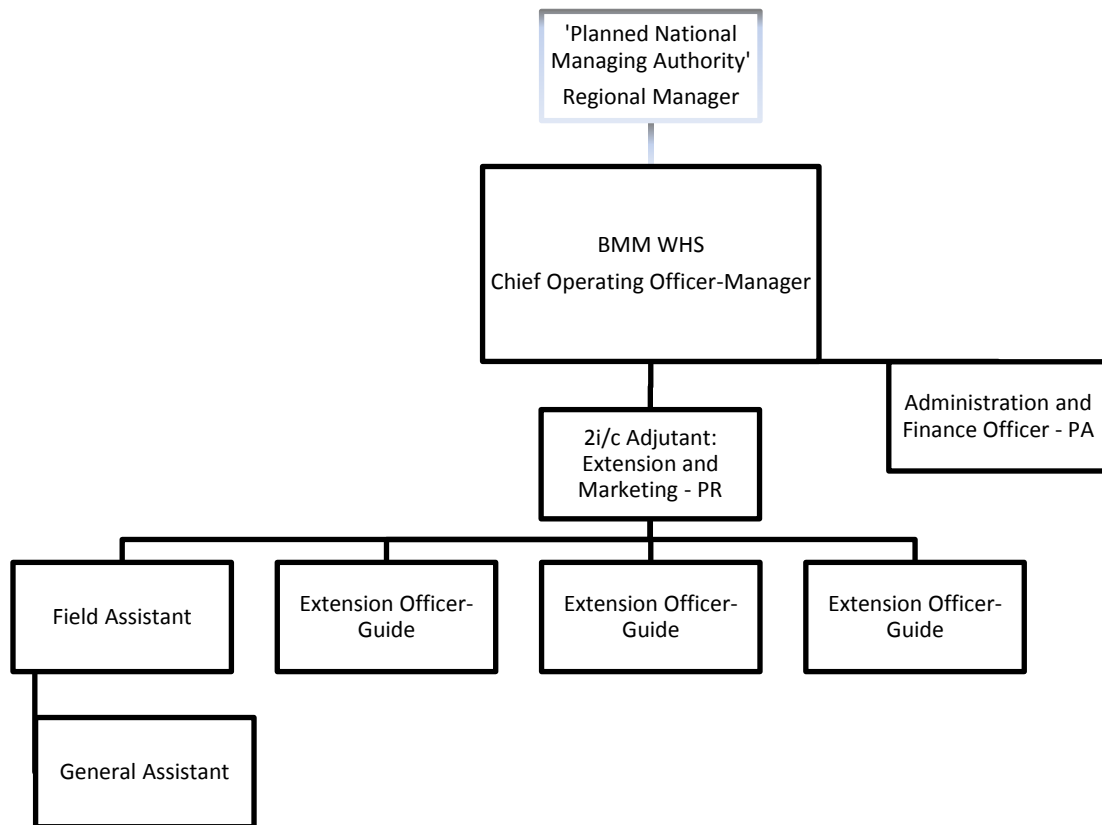
Figure 1 below illustrates the simplest staff organogram based on minimal staff for initial start-up.



**Figure 1.** Barberton Makhonjwa Mountain Land Initial Start-up Organogram

## 2.2 Needs on Formal Proclamation

Once the area is declared a World Heritage Site and has been granted legal status under the World Heritage Convention Act (#49 of 1999) then additional positions will be required. Figure 2 illustrates the above initial staff, including added positions required to manage the site in keeping with its increased status and consequent increasing tourism development, maintenance and overall management needs. As above, each block represents a single staff member.



**Figure 2.** Barberton Makhonjwa Mountain Land Organogram

## 3. **Determine Knowledge, Skills and Attitudes for Positions Required**

Based on the above identified positions (both Figures 1 and 2) with their indicated roles and responsibilities, the following personnel characteristics will be needed to jointly perform the task of managing the BMM WHS as a property with Outstanding Universal Value.

### 3.1 Chief Operating Officer - Manager (1)

#### **Job Description**

- a. Lead and Manage staff
- b. Develop and Implement the Property's Five Year Strategic Business Plan (Develop Brand and Products as well as Generate and Manage Revenue streams)

- c. Secure, develop and maintain established Geo-Sites to International Interpretive Standards
- d. Initiate and implement training of staff
- e. Understand and promote the property's Geo Tourism potential
- f. Guide 2i/c in marketing priorities, issues and requirements
- g. Establish and foster healthy Partnerships with all Stakeholders and Landowners ( MTPA, SAPPI, approximately 12 other Landowners, Immediate Communities, Roads Department, SAPS, Council for Geoscience, other Government agencies and NGOs)
- h. Catalyse Community Benefits with initial focus on job creation and entrepreneurial development projects
- i. Visitor Management within established IMP guidelines
- j. Manage contractors and service providers
- k. Develop management and maintenance schedules through 2<sup>nd</sup> tier managers
- l. Protect Geo-Sites from: Fires, Vandalism, Problem Plants and establish visitor-friendly crime preventative measures
- m. Technical & legal understanding of the BMM Geology sufficient to promote it effectively
- n. Ensure legal Compliance (WHCA; NEMPAA; Nat. Heritage Resources Act; Tourism Act; etc.)
- o. Liaise with Visitor Information Centre in Rimer's Creek (once established)

#### **Knowledge, Skills & Attitudes Required**

- a. Excellent High Level leadership skills (Director / CEO type)
- b. Strong Management and & Interpersonal skills
- c. Sound Business Skills including Financial issues
- d. Ability to Develop Business Plans
- e. Good negotiator
- f. Good liaison and communication skills
- g. Good Understanding of Environmental Education and Interpretation requirements
- h. Has a passion for Outdoors
- i. Natural Leadership with initiative and vision
- j. Pragmatic – get the job done approach
- k. Attention to detail
- l. Implements Maintenance Scheduling
- m. Adheres to Global customer standards that meet International Tourist expectations
- n. Has an interest in Geology

#### **Selection Criteria**

- a. English language fluency both written and spoken – international requirement
- b. Two of the official indigenous languages at a conversational level with preference for local languages such as siSwati & Afrikaans
- c. Tertiary qualification: Business Management preferred
- d. Additionally a Tourism/Life Sciences/Conservation tertiary qualification is recommended
- e. At least 5 years relevant Management level experience
- f. Politically astute being able to deal with diverse groups of stakeholders

- g. Driver's licence (EB as a minimum with a PDP) and initially own vehicle preferred
- h. Honesty and integrity a critical requirement (money, employing staff, stakeholder trust)
- i. Disqualifiers will include : arrogance; non-people-person; lacking in managerial and leadership skills
- j. Willingness to undergo geological and other technical training
- k. Project management skills would be useful
- l. No police criminal record

### 3.2 2i/c Adjutant: Extension and Marketing - PR (1)

#### **Job Description**

- a. Develop comprehensive Extension Programme (mutual learning) with local communities
- b. Guide and Supervise Extension officer staff
- c. Promote the BMM WHS Brand in conjunction with the COO and all stakeholders
- d. Market the Brand both Nationally and Internationally via selected media
- e. Promote the BMM WHS Product via shows and mass media
- f. Marketing to Secondary and Tertiary level Educators whose students could benefit from visiting existing Geo-Sites as well as other sites. Secondary focus will include tourism organisations and relevant Tour Operators
- g. Integrate Geotourism into local social structures and processes for the mutual benefit of local communities and the Management Authority
- h. Liaise with social NGOs to support integration of tourism
- i. Liaise with Science, Education, Youth, Tourism and Business organisations
- j. Design and co-ordinate market research
- k. Commission and implement surveys
- l. Provide support to the COO-Manager

#### **Knowledge, Skills & Attitudes Required**

- a. Excellent communication skills– verbal, written and presentations
- b. Understanding of Interpretation and Education needs
- c. Strong digital media (including social media) management skills
- d. Understanding of Environmental Education / Outdoor Interpretation requirements
- e. Ability to create the required Branded Interpretive Products
- f. Pragmatic – get-the-job-done approach
- g. Good organisational, scheduling and planning skills
- h. Creativity in graphics and media
- i. Self-confident and sociable – ability to network effectively

#### **Selection Criteria**

- a. English language fluency especially when dealing with international visitors
- b. Local indigenous language speaker in siSwati and Afrikaans(as above)
- c. At least 5 years relevant Marketing and/or Social Science experience particularly in developing Brands and implementing the products (experience should include Digital Media)

- d. Tertiary qualification in Marketing with emphasis on International product branding
- e. Positive helpful personality
- f. Peoples' person with good 'selling skills'
- g. Willing to undergo training to understand the geoheritage and other values of the Property
- h. Driver's licence (EB minimum) and initially own vehicle preferred
- i. Has a proactive, results-driven attitude and solid work ethic
- j. Project management skills would be useful
- k. No police criminal record

### 3.3 Extension Officer-Guide (3)

#### **Job Description**

- a. Liaise with relevant stakeholders: local communities, education and youth institutions, tour operators, hospitality& accommodation businesses, etc.
- b. Facilitate sound community understanding of, and 'buy-in' to, the benefits of Geotourism and the BMM WHS
- c. Maintain a good understanding of current Community, Education and Tourism needs pertaining to the BMM WHS and Geology related issues
- d. Organise tours for, presentations to, and meetings with diverse groups
- e. Safely and Informatively Guide visitors to and from Geo-Sites and within the area
- f. Give regular feedback to senior staff on Community and Visitor Management needs, including Attitudes and Education around geotourism
- g. Facilitate training / familiarisation of potential Guides from local Communities.

#### **Knowledge, Skills & Attitudes Required**

- a. Excellent communication skills with fluency in at least English (required of a Registered Guide)
- b. Ability to articulate the 'geological story' at each Geo-Site to diverse audiences, as well as value-added guiding such as birding, plants and traditional uses, landscapes, etc.)
- c. Understanding of Environmental Education / Interpretation principles
- d. Has a customer service mentality where guest safety, especially in transport is top priority
- e. Calm under pressure and able to handle difficult customers
- f. Good situational awareness especially in Fire Season and pertaining to potential crime
- g. Punctual, reliable, honest and having a humble confidence (arrogance will be a disqualifier)
- h. Life-long learner

#### **Selection Criteria**

- a. Candidate should have a relevant Tertiary Qualification ( Social Science, Tourism, Conservation, Life Sciences, or similar)
- b. Experience with or strong interest in community outreach (intention to benefit both the community and the BMM WHS purpose and mission)



- c. A passion for empowering local communities in positive ways
- d. A background and evident interest in rural environments
- e. Has the confidence to approach schools & teachers to make use of local geoheritage
- f. Currently registered as a NQF4 Guide as per the Tourism Act (#3 of 2014)
- g. At least two years Guiding experience preferably in related fields
- h. Environmental Education experience will be a recommendation
- i. Has an interest in Geology and willing to learn more
- j. Has no police criminal record

Disqualifiers: sub-standard English, including scientific clarity; arrogance; no attitude of life-long learning.

### 3.4 Administration and Finance Officer – Personal Assistant (1)

#### **Job Description**

- a. Implement administrative and financial systems
- b. Ensure efficient and effective office management
- c. Process all official finances and administrative matters
- d. Work closely in support of the COO-Manager for all operational office matters

#### **Knowledge, Skills & Attitudes Required**

- a. Excellent organisational skills
- b. Computer literacy in at least word processing and spread sheets
- c. Use relevant bookkeeping software
- d. Precise, with attention to detail
- e. Sensitive to needs of COO-Manager and other staff as a service function
- f. Good front-of-office skills: welcoming, helpful, telephone skills

#### **Selection Criteria**

- a. At least two years middle management experience in Admin and Financial procedures
- b. Bookkeeping & financial skills including ability to use applicable book keeping software
- c. Matric with excellent Accounting and English passes minimum but preference given to appropriate Tertiary qualification
- d. Punctual, reliable, honest and helpful
- e. Preference given to candidates who have acted as a Personal Assistant or similar
- f. Personal financial affairs are free of any legal administration order
- g. Has no criminal record

### 3.5 Field Assistant (1)

#### **Job Description**

- a. Take instructions from immediate supervisor
- b. Maintain Grounds and Surrounds of Geo-Sites
- c. Drive materials and personnel to and from various locations

- d. Undertake path and parking area maintenance and removal of problem plants; etc.
- e. Remove litter and other materials from Geo-Sites

**Knowledge, Skills & Attitudes Required**

- a. Be able to communicate clearly in good English
- b. Has a willing, can-do, work ethic;
- c. Able to improvise.
- d. Matric certificate with excellent passes in English, and in Biology/Geography/Agriculture/Tourism would be a recommendation

**Selection Criteria**

- e. Matric certificate with passes in English (+ optional in science/ Agriculture / Tourism)
- a. Valid Driver's licence (no endorsements) - Professional Driver's Permit preferred
- b. Able Bodied with helpful and vigorous work ethic
- c. Prepared to do additional jobs not yet in job description
- d. Able and willing to study to become at least a Local Site Guide (Nature) or higher
- e. No criminal record

3.6 General Assistant (1)

**Job Description**

- a. Carry out instructions from immediate supervisor
- b. Maintain Grounds and Surrounds of Geo-Sites
- c. Undertake any other duties assigned by supervisor

**Knowledge, Skills & Attitudes Required**

- a. Able to communicate clearly in good English (potential for promotion)
- b. Has strong work ethic
- c. Matric certificate with pass in English
- d. Experience with diverse manual work skills, tools and machinery (handyman)

**Selection Criteria**

- a. Prepared to do additional jobs not yet in job description
- b. Able bodied, willing worker
- c. Has ambition and ability to study to become promotable
- d. A driver's licence will be given preference
- e. No criminal record

4. Additional Observations

According to experience at the Cradle of Humankind WHS, two added management level positions may be required in the short-term future. These are a Beneficiation Manager (Extension Specialist) who would catalyse tangible benefits to local disadvantaged communities, and an Infrastructure Manager who would undertake minor construction works and ensure needed infrastructure is developed and maintained. Should income flow increase substantially then separating the Admin-

Finance appointment into two positions of an Administration Manager and a Finance Manager is also recommended.

Recommendation: These staff characteristics and capabilities, especially for the senior positions, can be refined by reference to the views of key stakeholders / land owners within the Property. This would make use of the Career Architect Portfolio Sort Cards in interviews with the most active and involved stakeholders and landowners in this project. This would take approximately an hour at most for each interview.

## 5. **References**

This has been primarily a desktop study with reference to a limited number of publications and sites with which the author is familiar.

<http://resources.workable.com/job-descriptions>  
<http://whc.unesco.org/en/businessplanningtoolkit/>  
<http://whc.unesco.org/en/series/1/>  
<http://www.businessballs.com/jobdescription.htm>  
<http://www.careerharvest.com.au/possibilities>  
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<https://targetjobs.co.uk/careers-advice/job-descriptions>  
<https://www.linkedin.com>  
<https://www.prospects.ac.uk/job-profiles>

Persons consulted include:

- Initial briefing by Tony Ferrar (CCC)
- Louis Looock (MTPA)
- Duncan Ballantyne (SAPPI)
- Pete Mills (Cradle of Humankind, Gauteng)
- Danisile Lusiba (MTPA Tour Guide Registration)
- Nico Oosthuizen (BATOBIC)

## 6. **Acronyms**

BMM	-	Barberton Makhonjwa Mountains
COO	-	Chief Operating Officer
MTPA	-	Mpumalanga Tourism and Parks Agency
NEMA	-	National Environmental Management Protected Areas Act (No. 57 of 2003)
PDP	-	Professional Driver's Permit

- PR - Public Relations
- SAPPI - South African Paper and Pulp Industry
- SAPS - South African Police Services
- WHCA - World Heritage Convention Act (#49 of 1999)
- WHS - World Heritage Site