



Friends of the Bot River Estuary & Environs

Project Roles and Job Description

Project for Botfriends Alien Clearing Program

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1 Overview

Key objectives of the project are:

- to get the alien species cleared from the environs of the Bot River Estuary, especially on the eastern side of the estuary where alien species have entered a logarithmic phase of expansion because of very little work having been done in the last decade.
- to reestablish three functioning wetland corridors from the estuary to the mountains, on the east bank.
- to clear and establish legislation to protect these areas
- to provide an overall environmental plan of the area towards which all other initiatives can work towards

Background leading to the creation of the proposed roles below

The project requires oversight to assist the project director with unforeseen issues that may arise to delay or derail the project which will be provided by the sponsors and project board. The project, likewise, requires strong leadership from the project director to keep the project on track to deliver on time and within budget and not falter as has happened with so many other similar projects at both local and national level. There is a minimum of administration staff, with the bulk of the funds being spent on local workers from within the community. Employing community workers will also act as a catalyst for more community involvement and the maintenance of the stable and sustainable environment that will be established by the project.

Development funds are beginning to pour into this area, without a clear environmental development plan. The project will be able to supply sound data for correct environmental assessments in terms of space and costs and maintain a pleasant and stable environment within and surrounding the extended housing development. Most importantly, the objectives of the Kogelberg Biosphere, of which this is a part, and the maintenance of the stable and sustainable RAMSAR estuary site, can be maintained and reduce the risks of a fire or pollution disaster.

2 Job descriptions

Botfriends sees BCAP as operating with the following operatives:

Project Sponsors

Lead the project board, accept the visioning, purpose and objectives, approve the requirements and provision of funds, authorise the final solution delivered.

Project Board

Oversee progress, resolve high level risks, issues and change requests, ensure the project team has everything it needs to deliver successfully.

Project Director

The project director is responsible for the whole project reporting to the board and sponsors and must manage the entire project, this is a limited time project, with a definite end point in three years.

Undertake all activities and tasks within the specified time, cost and quality constraints to deliver the project objectives in the required time, within budget and time allocation.

Admin Manager

Undertake all tasks allocated by the project director in running the administration office of the project, keeping all records up to date and facilitating the data records as per the project plan, reporting to the project director. Reporting progress of the execution of tasks, escalating risks and issues to be addressed by the project director frequently.

Field Manager

Undertake all tasks allocated by the project director by running the field operations of the project, keep all field records up to date and submit these to admin as per the project plan, reporting to the project director. Reporting progress of the execution of tasks, escalating risks and issues to be addressed by the project director frequently.

Marketing/fund raiser

Undertake all tasks allocated by the project director and/or admin manager. This is a part time job. They will need to operate primarily from the administration office. They will generate publicity, market the project and be involved with community and schools.

Team Leaders

Undertake all tasks allocated by the project director and/or field and admin managers. Train and run the team, allocate tasks and give constant supervision of team progress in terms of productivity and quality. Keep field records of tasks, timesheets and other labour issues and escalate any problems timeously to the project managers.

Workers

Undertake all tasks allocated by the team leaders within the scope of the project.

3 Responsibilities

Project Sponsor

- lead the project board and give guidance to the project director
- accept the visioning, purpose and objectives
- approve the requirements and provision of funds
- authorise the final solution delivered

Project Board

- oversee progress
- resolve high level risks, issues and change requests
- ensure the project team has everything it needs to deliver successfully

Project Director

The purpose of the project director is to integrate the project to deliver on the objectives within the proposed budget.

The project director's first task is the initiation of the project in consultation with the sponsor/s by appointing the project board, and management staff as per the proposed project outline.

Next the project director needs to review the business case, the project charter and all other data compiled by Botfrends.

The project director needs to be thoroughly familiar with Fynbos vegetation and the invasive species which commonly occur in the area. A sound knowledge of management of invaded areas, management tools including a thorough knowledge of fires in invaded areas and their interactions with indigenous species is required.

Initiation phase responsibilities include:

- accept or revise the documentation
- act as the procurement, communications, quality and risk manager
- establish the project office together with the admin manager with the necessary equipment and consumables to start the project
- schedule the tasks of the admin and technical manager
- define the quality standards, targets and procedures required to achieve the project objectives
- schedule resources, budget and risk plans
- document the criteria for each deliverable
- produce a clear communication, quality and risk plan

- finalise the necessary time, cost, quality, change, risk, issues, acceptance and communication processes with the necessary documentation
- write an initiation report to be circulated to the board and sponsors

Execution phase responsibilities include:

- appoint the rest of the staff together with his managers
- deal with local industry standards, health and safety procedures, planning and reporting to other local bodies using the available project management methodology (MPMM)
- help with training of staff and oversee all stages of the project
- have monthly meetings with all staff, to keep them informed of progress and clarify any issues which staff have
- meet with team leaders once a week
- monitor progress
- control expenditure
- monitor quality and productivity targets
- deal with change requests
- define risks and implement risk actions
- identify and resolve issues
- monitor deliverables
- is responsible for, or will delegate, all outside communication on the project
- report to the Board and sponsors
- keep all stakeholders informed
- attend the Botfriends monthly meetings to deliver brief progress reports
- write quarterly progress reports and deliver them to the board and sponsors

Project closure responsibilities are:

- finalise all documentation on the project, including closure documentation
- close the project
- communicate the project closure to all stakeholders
- There may be other projects, such as a maintenance project or an expansion project which may arise from this project. However, this is in the future and will depend on the ability of this project to deliver on its objectives and be measurable.

Field Manager

- undertake all tasks allocated by the project director by running the field operations of the project
- have a reasonable knowledge of indigenous and invasive vegetation
- have the ability to manage teams of workers
- report to the project director directly, and frequently
- liaise with the admin manager
- maintain wage timesheets daily and submit signed completed records to admin
- keep all field records up to date and submitting these to admin as per the project plan
- report progress of the execution of tasks
- escalate risks and issues to be addressed by the project director frequently
- controls the team leaders and the workers
- issue and control the use of machinery and be responsible for maintenance and servicing
- be primarily responsible for the vehicles including servicing
- control the tools
- be responsible for site security
- be responsible for field measurements

Admin Manager

- undertake all tasks allocated by the project director in running the administration office of the project
- report progress of the execution of tasks, escalating risks and issues to be addressed by the project director frequently.
- keeping all records up to date including reports from the technical manager and team leaders
- control and pay staff wages

- control telephone and emails
- maintain contact with councils
- distribute report files and collect reports
- maintain the accounting records diligently
- contact with funders and the board through the project director
- facilitate the data records and produce the necessary maps and summaries, as per the project plan, reporting to the project director
- need to be familiar with accounting packages, word and data packages, both for inputting and extracting information

Marketing/fund raiser

- This is a professional post with skills involving marketing
- undertake all tasks allocated by the project director
- be responsible for marketing the project, liaising with the community, schools and other organisations involved with the environment
- Raise additional funds for specific small marketing projects

Team Leaders

- undertake all tasks allocated by the project director and field manager and/or admin manager
- be responsible for the quality and productivity of the team
- training and run the team
- allocate tasks on a daily basis and give constant supervision of team progress in terms of productivity and quality
- keep field records of tasks, timesheets, etc. delivered by the field manager
- escalate any problems to the project managers timeously

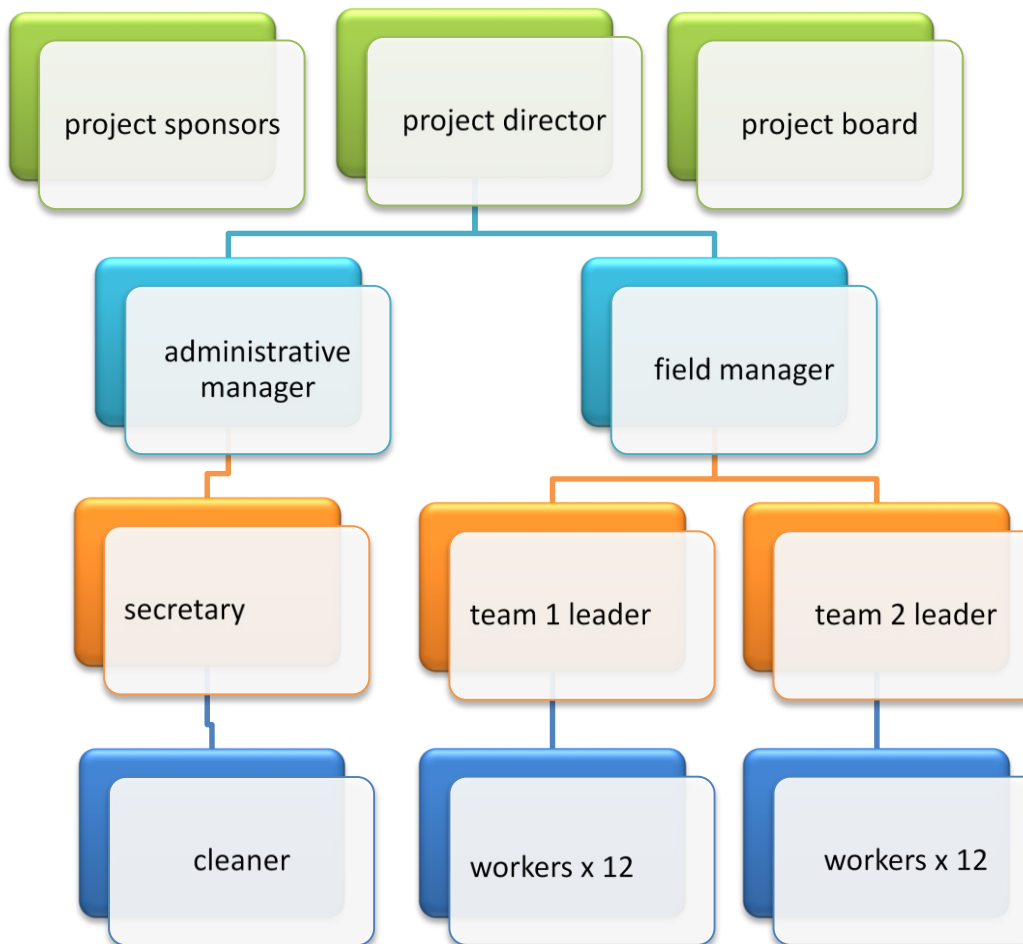
Workers

- undertake all tasks allocated by the team leaders
- be responsible for carrying out their allocated tasks diligently

4 Organisation

The following organisational chart is proposed

Botfriends Alien Clearing Programme Flow Chart



5 Relationships

As a limited time, sponsored project this will be dependent on the whole team delivering quality work, on time and within the budget.

The objective is to encourage open and good communication up and down the project ladder. In general, because this is a limited project over only three years, using sponsored funds, with a relatively small team, the main requirements of all personal are:

- the ability to work as part of a team
- open and honest communication
- willingness to learn new techniques and be hard-working

6 Skills Experience and Qualifications

Experience is the primary requisite required for all the different levels of this project. The technical requirements required below the project director are not onerous and can be taught. The project director will require the skills to explain and coach the managers and team leaders who will be responsible for maintaining quality and productivity in an integrated manner such that costly errors of mismanagement (which have been all too common in the recent past) do not derail the project. The effects of errors and mismanagement are reasonably long-term and may only manifest themselves by the following year.

7 Performance Criteria

The project director will list the criteria that will provide a basis for assessing the performance of the persons in their roles. All performance criteria listed should be specific, measurable, relevant, and achievable.

8 Work Environment

There will be a proper administration office building, with three desks and additional chairs for meetings. There will be a secure storage facility for equipment.

Most of the work will be outside, in the open. Appropriate clothing will be issued to field workers when required. Inclement weather may cause delays or no work being done for the day by field workers. Normal work hours will be 8 hours/ day for all staff.

The workers will be paid for hours worked with detailed contracts being drawn up for managers and team leaders. Because of the relatively short term of the project contracts will be for a maximum of 6 months with clear guidelines for renewal.

9 Salary

As described elsewhere.
All above minimum wage levels.

10 Special Conditions

Managers and team leaders are required to have driving licenses.

Normally no after-hours work will be necessary. Management may require some short periods of after-hours work and timeous arrangements will be made. Meetings will usually be after-hours. The project director will need to attend other meetings which are usually scheduled after-hours or on Saturdays.

All team members will be expected to arrive at the admin building by 08h00 on work days and depart from their workplace at 17h00. No transport from or to their residences is envisaged. Taxis and buses are available on the routes.

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