

## GOVERNMENT OF MONTSERRAT

### TERMS OF REFERENCE

#### DIRECTOR OF TOURISM

##### **Overview:**

Developing an island-wide sustainable economy based on tourism, is the key priority in the coming years. The construction, and subsequent operation of the seaport in early 2020, will create many opportunities for on-island and inward investors, be they large or small.

The island is rich in heritage, is environmentally important, has some stunning scenery and is warm and welcoming. Investment opportunities include Tourism accommodation, food and beverage, retail as well as experiences: amazing sports fishing, diving, golf, walking, guiding, experiential etc.

The island is an open economy that needs, and therefore welcomes, expertise and capital; A British Overseas territory, Montserrat is a very stable and reliable environment, has the added benefits of a great tropical climate, is very safe and friendly.

The sea port construction will commence in 2019 and will contribute to transforming Montserrat into a high-value tourism driven economy which will also benefit other sectors.

Economic Development is supported through the Government's Economic Growth Strategy (EGS), Sustainable Development Plan (SDP) and Tourism Strategy (TS). Ideally the post holder will support the Private Sector growth and development through sea port opening; the initial appointment will be for two years, renewable by mutual agreement.

**Organisation:** Office of the Premier

**Section:** Tourism Division

**Supervision:** The Director will assume sector responsibility for Tourism Development, with direct line supervision by the Permanent Secretary (PS)/Chief Executive Officer (CEO) in the Office of the Premier

##### **Job Outline:**

The Tourism Director will be responsible for executing the Tourism Strategy for Montserrat. The director will facilitate an active relationship with hotels/restaurants &

attractions in Montserrat. Work involves marketing Montserrat to stimulate economic development and promote tourism. The director will report directly to the Permanent Secretary (PS)/Chief Executive Officer (CEO). This role will be based in Montserrat with the requirement to travel. This includes the following:

1. Work with the PS/CEO to develop strategies, programs, and policies to promote tourism including identifying and delivering on capital assets.
2. Develop a capacity development plan for the unit within 6 months of appointment, this will include professional training for staff and clear succession planning.
3. Develop and implement a tourism marketing & PR plan for Montserrat working closely with hotels, Guest Houses, restaurants, tourist attractions and tourist providers.
4. Maintain tourism budget.
5. Organize various media information and make affordable and effective media buys to promote tourism in Montserrat.
6. Oversee design/printing of marketing & PR publications.
7. Develop relationships with national, international and regional tourism based publications and writers, tours operators and travel agents.
8. Liaise directly with tour and cruise operators to manage and promote visits to the island.
9. Design, develop and conduct familiarization tours of Montserrat for media, event planning, tour operators and travel agents.
10. Implement cooperative advertising programs integrating the tourism related segments that exist in Montserrat (merchants, food/lodging, the arts, recreation, parks)
11. Promote attractions & community events to visitors
12. Contribute to and monitor the flow of new web content.
13. Coordinate with the web maintenance provider to create a bi-monthly report on the effectiveness of the website
14. Provide education training program for hotel personnel on attractions/events in Montserrat
15. Will be one of the key official spokespersons for Montserrat - both domestic and international - on tourism issues
16. Responsible for the content and updating of Montserrat tourism's social media channels.

### **Special Conditions:**

The post holder will be occasionally required to work outside normal office hours, including weekends and public holidays; be prepared to undertake international travel, both scheduled and unscheduled, as may be required; undertake product and development visits to accommodation, eating establishments, visitor attractions, and other tourism products.

The post holder must be able to work under pressure and deal with complex situations.

## **Personal Qualities and Skills Required:**

The main gateway to Montserrat is Antigua and we are a niche tourism destination with challenging connections and access from its main long haul markets, the UK, Canada and the United States. Montserrat is linked to Antigua through multiple short flights a day and a ferry service (which sometimes experiences weather disruptions).

The person we are looking for should have experience of working with other tourist boards and authorities in the region and have built good working relationships with them. Desirable to the post is experience in working for remote, niche destinations as we do not have direct flights to our key supply markets.

This post requires strong interpersonal and strategic thinking skills. The post holder will deal with a wide range of on and off-island stakeholders, including local businesses and associations, senior government officials, and prospective international investors. The post holder must have a substantial knowledge about the Caribbean region including the local culture. It is desirable for the post holder to have good knowledge of and contacts with current cruise and tour operators and other private sector players in the sector in the region, and be able liaise with them directly to promote Montserrat as a destination.

Understanding and experience with the policies and procedures, organisation and functions of a Tourism Department is important to performing this role. Existing knowledge of the geographic layout of the Caribbean, including tourist attractions is desirable as well as knowledge of the tourist attractions of the surrounding areas.

Familiarization with the available resources of Montserrat and the surrounding region is also considered a plus. General knowledge of modern office practices, procedures, equipment, modern accounting and bookkeeping methods, policies, procedures and practices is a necessary skill set. Working knowledge of the principles and practices of supervision and the ability to supervise a small group of employees is a necessary attribute. The ability to communicate effectively in oral and written form is mandatory.

The successful applicant must be capable of exercising independent judgment, discretion and initiative while utilizing tact and courtesy in frequent contact with business and industrial representatives, government officials and the general public.

This position requires a combination of education and/or experience equal to five years in tourism specifically, with experience in hospitality sales, marketing and public relations. An emphasis will be placed on those who have worked with the promotion of tourism and those who have marketing experience. Demonstrated skills in planning, organization and effective communication are essential. Previous experience in a Convention and Visitors Bureau is highly desirable. Previous experience with an advertising agency and/or with media negotiations is helpful.

## **Qualifications, Experience and Skills Required:**

### Essential:

- A postgraduate qualification in Tourism and/or Hospitality Management or closely related field and professional membership in a relevant international organisation;
- Minimum of seven years active experience in a senior leadership and/or management role in the Tourism industry;
- Strong leadership, motivational and communication skills and experience.
- A broad range of industry contacts and working relationship with tour operators in the US and Europe (and potentially beyond) that currently sell the Caribbean and more remote and specialised long haul destinations in the region as well as in Latin America and Africa.
- An excellent knowledge and experience of international travel shows and events - both trade and consumer - that can benefit tourism to Montserrat.
- A good understanding of and working relationship with the Caribbean Tourism Organization.
- Experience in the planning, marketing and delivery of high value tourism products.
- A knowledge of the cruise industry, with the potential to target and talk to the appropriate cruise lines and encourage them to visit Montserrat.
- Good working understanding in MS Office productivity tool, particularly MS Word, MS Powerpoint and MS Outlook;
- A key skill will be the person's understanding of social media and how to use it such as the Facebook, Twitter and Instagram to profile the island.

### Desirable: Including some of following:

- The contacts, ability and knowledge to co-ordinate Montserrat's presence at international travel shows. From stand design and the material required for the shows, to choosing appropriate members of the island's delegation and setting up meetings. As well as marketing publications, the person should have the experience of developing promotional and marketing material
- An understanding of the key health and safety issues that are required by international travel companies, with the ability to explain these to shareholders on island.
- Happy working in a small team with minimal supervision, requiring a hands-on approach.
- Existing familiarity with other small island experience.
- Strong organisational skills.
- An understanding of what visitors, media and the travel trade expect from sustainable and environmentally responsible tourism and be able to advise the Montserrat Government on such issues.
- Experience in building capacity of junior staff and supporting/leading organisational reform.
- An understanding and experience of "Crisis and Reputation Management"

## **Functions/ Deliverables and Timeframes**

The Director of Tourism is expected to achieve the following deliverables, among others, at the end of their contract:

- Three year Strategic Plan developed within three months of appointment, to effect key strategies and action plans outlined in the National Tourism Policy and Tourism Master Plan;
- Annual Operational and Resourcing Plans emanating from Strategic Plan for product development, to optimize the existing tourism infrastructure;
- Recruitment and selection of a Deputy Director of Tourism within the first six months, who will be trained and mentored, to undertake the role of Director of Tourism on a long-term basis;
- A Marketing Plan targeting niche aspects of Montserrat's tourism product;
- A fully implemented and functioning institutional framework for development of tourism sector;
- Development Programme for staff members to effectively carry out their duties;
- System for continually strengthening and engaging with private sector and key stakeholders
- A well-developed information and communication programme, and;
- Development and implementation of industry standards for by-products of tourism – hotel, restaurant, tour & tax, arts and culture.

## **Reporting and Management Arrangements**

The Director of Tourism will report directly to the Permanent Secretary/Chief Executive Officer in the Office of the Premier.

The Director will be required to submit detailed quarterly progress reports to the Permanent Secretary/Chief Executive Officer. In pursuance of these duties, the Director will also prepare annual work objectives and agree these with the Permanent Secretary/Chief Executive Officer, as a basis for assessing his/her performance.