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# FOOD SAFETY INSPECTION IN EGYPT

INSTITUTIONAL, OPERATIONAL, AND STRATEGY REPORT

April 28, 2008

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# FOOD SAFETY INSPECTION IN EGYPT

INSTITUTIONAL, OPERATIONAL, AND STRATEGY REPORT

TECHNICAL ASSISTANCE FOR POLICY REFORM II

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# EXECUTIVE SUMMARY

The top priority of the new Food Safety Agency (“FSA” or “the Agency”) is to protect the domestic food supply and to improve the ability for Egypt to provide safe food products to world markets. The prevention of food-borne illness through a program targeting the risk associated with food handling will pay great dividends to both the citizens of Egypt and the economy. The objective of the Agency is to prevent harm from any human food product whether domestically produced or imported.

The Agency’s effectiveness will only be as strong as the integrity of the Inspection Sector. The Inspection Sector must perform its duties with the highest degree of ethical standards and professionalism that will foster respect from those regulated and the consuming public. The Agency’s methods should be well published and administered in a fair and uniform way.

The basic foundations for obtaining a highly respected food safety agency will be the quality of the field inspection force. Each inspector employed by the FSA will be required to have a bachelors’ degree in food science, dairy science, or veterinary medicine. Each applicant will be required to undergo a rigid interview process conducted by a board consisting of representatives from the human resources sector and individuals with experience conducting food safety inspections. Communication skills and critical thinking skills will be evaluated during the interview process. The initial hires for the position of Inspector must be of the highest quality possible for the success of this entire endeavor depends heavily on how this core group performs. Continuous education programs will be a valuable part of the efforts to keep all employees current with the highly technical world of food safety.

The Inspection Sector will be responsible for administering the food safety law and all applicable regulations for ensuring the safety of the human food supply. The inspection activities will be designed based on risk assessment putting the greatest emphasis on potentially hazardous foods. Food establishments will be reviewed and categorized based on their risk level; high, medium or low. The frequency at which each establishment will be inspected will be established once the firm has been categorized high, medium or low risk.

The Inspection Sector will have a Consumer Complaints Technical Advisor to enable consumers or industry to register a complaint whether against a food product, an inspector, or a decision made by the Agency. A trusted and effective food protection organization must provide an avenue for the consumer and the regulated industry to lodge a complaint with assurance that follow-up will be conducted. Complaints are an excellent source for identifying problems either with a food or with an Inspector. Of course, retribution for filing a complaint must not be tolerated in form.

A new sampling program will be part of the Inspection Sector’s regulatory program as well. To better utilize resources for the field inspection sector and the laboratories, a system will be initiated that will target high risk foods (potentially hazardous foods) and a predetermined number of samples will be requested from various segments of the regulated industry for laboratory analysis. One regulatory agency taking the samples and sending to one pre-identified Agency-approved laboratory will be a great improvement over the current system.

Uniform application of the law and regulations is a standard that will be embraced by this new food safety agency. In addition to the various areas already discussed, a method of conducting each type of activity the Inspection Sector will be involved in will be published and followed by all inspectors throughout the Agency. The procedures for each area of

activity are outlined in Standard Operating Procedures (SOPs). The Supervisors and the Performance Auditor will be responsible for making sure these SOPs are followed consistently throughout the system.

The purpose of this report is to set forth the institutional, operational, and strategic aspects of the FSA's Inspection Sector.

# INSTITUTIONAL FRAMEWORK

## VISION

Ensure that food consumed, distributed, marketed or produced in Egypt meets the highest standards of food safety and hygiene.

## MISSION

Improve public health and agri-food sector through the execution of science-based inspections using risk assessment principles. The FSA food safety inspection service will conduct inspections along the entire food chain and in establishments where food is sold/consumed by consumers in a professional, transparent and equitable fashion.

## OBJECTIVES

The objective of the FSA's inspection work is to modernize, strengthen and maintain capacity of food inspection services to:

- Unify food inspection in a single agency and ensure that it reflects national food safety strategy and regulations;
- Ensure adequate geographical coverage, i.e. rural and urban areas;
- Ensure a balanced attention to imported, exported and food produced for local market;
- Develop the capacity of food inspection officials in modern techniques including risk-based inspections, sampling procedures, and Hazard Analysis and Critical Control Points (HACCP) auditing;
- Develop mechanisms to facilitate communication and cooperation between the food inspection service and other institutions involved in food control, particularly food control laboratories and food-borne diseases surveillance systems;
- Develop communication and awareness mechanisms with the food industry and with consumers at large;
- Ensure continuous updating of human and logistic resources.

## LEGAL FRAMEWORK

The legal framework that the FSA Inspection Sector will operate under consists of the FSA law, which outlines the FSA mandate and functions; the unified food safety law, which will bring together all laws regulating food, whether they pertain to particular food types (e.g. meat and dairy products) or other aspects of food (e.g. fraud), and implementing regulations. The latter will provide some detail as to how particular aspects of food inspection, including sampling, traceability, product recalls, emergency management, consumer complaints, etc., will be handled by the FSA. Based on these laws and regulations the Inspection Sector will prepare a food inspection guide (similar to the food guide prepared by Egypt's Ministry of

Health and Population in 2003) and standard operating procedures for inspecting different types of food establishments.<sup>1</sup>

## **FUNCTIONS**

In performing its inspection functions the Agency will:

- Administer the unified food safety law and all applicable regulations with respect to food inspection to ensure the safety of the human food supply;
- Grant health certificates associated with exporting locally produced food upon the exporter's request;
- Administer inspection procedures in a uniform and consistent manner throughout the country;
- Conduct inspections on domestic and imported food based on a risk assessment system;
- Prevent the distribution of any food domestically produced or imported if it is shown to be unfit for human consumption;
- Identify unlicensed production units and integrate them in the legitimate system;
- Ensure food establishments apply HACCP and Good Manufacturing Practices (GMP) programs as appropriate;
- Observe highest degree of ethical standards and professionalism in conducting inspections;
- Develop Standard Operating Procedures necessary for conducting inspections, including for slaughterhouses, sampling, imports, food storage, food service, food sales, food processing, complaints, and transportation;
- Publish Agency's inspection procedures;
- Maintain a qualified and well-trained inspector work force;
- Respond to consumer complaints whether against a food product, an inspector, or inspection-related decisions made by the Agency;
- Ensure that sampling methods and procedures are based on international best practices and that samples are sent to be analyzed in accredited food laboratories;
- Develop procedures for implementing laws and regulations concerning recalls and emergency situations;
- Conduct public awareness for food industry to encourage good hygienic food practices.

## **STRUCTURE**

The Inspections Sector of the new Food Safety Agency will be under the direction of an Inspection Sector Head who will be assisted by a Deputy Inspection Sector Head. The Agency will then be divided into four functioning Departments which include a Technical Advisory Department, a Food Imports Department, a Domestic Foods Department, and a Slaughterhouse Department.

The Technical Advisory Department Head will have four assistants working with him consisting of a Retail Food Technical Advisor, the Food Processing Technical Advisor, the Performance Auditor, and the Food Complaint Technical Advisor. These individuals will not actually be in the chain of command of the inspectors but will have significant input as to

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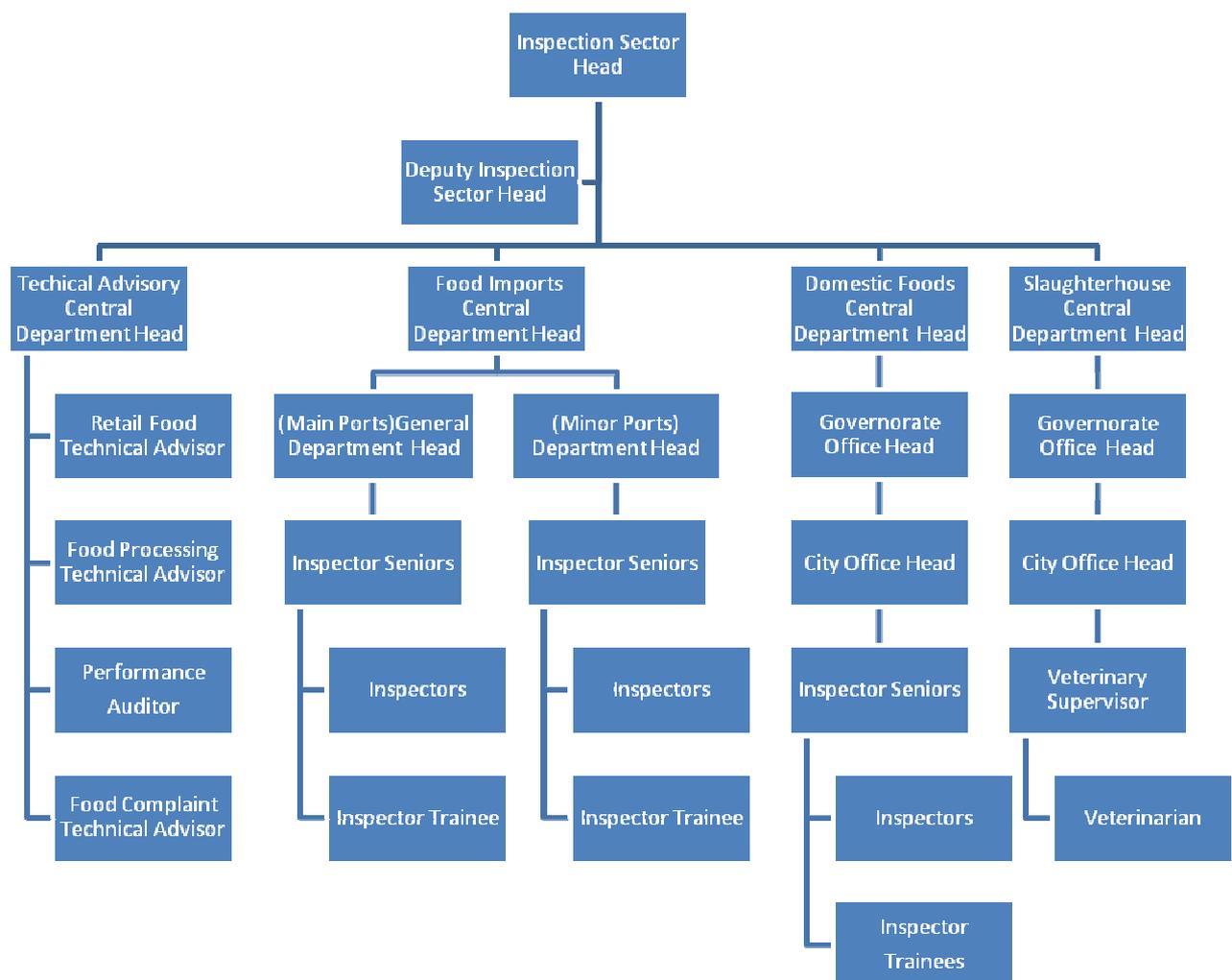
<sup>1</sup>The food guide prepared by MOHP was based on the U.S. Food Code, which was further revised in 2005. The MOHP guide will, therefore, also need to be updated. More importantly FSA senior officials and inspectors need to be trained in implementing policies outlined therein. Draft SOPs, as pointed out in this document, have been prepared to use as guidance.

how inspections of establishments in their particular field of specialty are conducted. These individuals will provide technical direction to both the inspection personnel and to other internal and external stakeholders as well.

The other three Departments will be the actual inspection arms of the Inspection Sector. The first will be the Food Imports Department having the responsibility of enforcing the requirements on all food imported into Egypt and the supervision of all Inspection personnel assigned to regulate the import food segment. The second will be the Domestic Foods Department having the responsibility of protecting the supply of food produced and sold for consumption within Egypt. It will have the supervisory responsibility for all Inspection personnel assigned to regulate the Domestic food industry as well. The fourth department is responsible for compliance within the Slaughterhouses. This department will be responsible for the inspection activities of all veterinarians assigned to slaughterhouses throughout the country. The field inspectors and veterinarians will be assigned under the three Departments having actual inspection responsibilities.

We propose that the Inspection Sector be structured along the following lines (Figure 1):

**Figure 1: Proposed Organizational Structure of the FSA Inspection Sector**



Below is a summary of the work that will be performed at all levels of the organizational structure:

- **INSPECTION SECTOR HEAD:** Directs all activities of the Inspection Sector
- **DEPUTY INSPECTION SECTOR HEAD:** Assist Sector Head in the day to day operation of the Inspection Sector as required and acts in the absence of the Section Head as necessary.
- **TECHNICAL ADVISORY CENTRAL DEPARTMENT HEAD:** Manages the Central Department of technical advisory services and directs the planning, organizing and implementation activities of the food inspection program.
- **RETAIL FOOD TECHNICAL ADVISOR:** Provides guidance to inspection personnel for the planning, organizing and implementation of the food safety program for retail food sales/service sector.
- **FOOD PROCESSING TECHNICAL ADVISOR:** Provides guidance to inspection personnel for the planning, organizing and implementation of the food safety program for food processing sector.
- **PERFORMANCE AUDITOR:** Visits facilities and offices in the field to conduct inspections for purposes such as evaluating general operations and overall performance of inspectors; monitoring compliance with applicable rules, regulations, policies, procedures, court orders, laws, etc; and identifying and recommending resolutions of problem areas.
- **FOOD COMPLAINT TECHNICAL ADVISOR:** Receives complaints and inquiries concerning regulated food and determines appropriate investigational activities. Receives complaints and inquiries concerning all food regulated by the Food Safety Agency in a polite and professional manner.
- **FOOD IMPORTS CENTRAL DEPARTMENT HEAD:** Supervises a staff of Inspectors assuring the compliance with applicable food safety laws for all food imported through the ports system.
- **(MAIN PORTS) CENTRAL DEPARTMENT HEAD:** Supervises a staff of Inspectors in the large ports to assure the compliance with applicable food safety laws and import laws for all food coming into assigned port.
- **(MINOR PORTS) GENERAL DEPARTMENT HEAD:** Supervises a staff of Inspectors in the small ports to assure the compliance with applicable food safety laws and import laws for all food coming into assigned port.
- **DOMESTIC FOOD CENTRAL DEPARTMENT HEAD:** Supervises a staff of Inspectors assuring the compliance with applicable food safety laws for all food processed and/or sold in Egypt.
- **DOMESTIC FOOD GOVERNORATE OFFICE HEAD:** Supervises a staff of Inspectors assuring the compliance with applicable food safety laws for all food processed and/or sold within an assigned Governorate.
- **DOMESTIC FOOD CITY OFFICE HEAD:** Supervises a staff of Inspectors assuring the compliance with applicable food safety laws for all food processed and/or sold within an assigned City.
- **SLAUGHTERHOUSE CENTRAL DEPARTMENT HEAD:** Supervises a staff of Veterinarians to insure compliance with the food law and regulations applicable to slaughterhouse operations in Egypt.
- **SLAUGHTERHOUSE GOVERNORATE OFFICE HEAD:** Supervises a staff of Veterinarians to insure compliance with the food law and regulations applicable to slaughterhouse operations within an assigned Governorate.
- **SLAUGHTERHOUSE CITY OFFICE HEAD:** Supervises a staff of Veterinarians to insure compliance with the food law and regulations applicable to slaughterhouse operations within an assigned City.

- **SLAUGHTERHOUSE SUPERVISORY VETERINARIAN:** Supervises a staff of Veterinarians to insure compliance with the food law and regulations applicable to slaughterhouse operations within an assigned Slaughterhouse.
- **SLAUGHTERHOUSE VETERINARIAN:** Conducts anti-mortem and post-mortem inspections on all animals in an assigned slaughterhouse.
- **INSPECTOR SENIOR:** Provides limited supervision to a staff of assigned Sanitarians and/or Trainees in addition to inspecting an assigned territory.
- **INSPECTOR:** Inspects and investigates food establishments in an assigned territory.
- **INSPECTOR TRAINEE:** Trains to inspect and investigate food establishments in an assigned territory.

Inspection of food imports, led by the Food Imports Central Department head, will be performed by the FSA import offices at border entry points. The Food Imports Central Department will consist of the following:

- Headquarters: Food Imports Central Department
- Main ports:
  - General Department for Cairo Airport
  - General Department for Alexandria and Dekhaila Port
  - General Department for the Suez Port (covers three ports)
  - General Department for Damietta Port
  - General Department for Port Said Port
- Secondary ports:
  - Department of Nouzha Airport
  - Department of Luxor Airport
  - Department for Sallum Port
  - Department for Safaga Port
  - Department for Noweiba Port
  - Department for Aswan Port
  - Department for El Baharia Port
  - Department for 10th of Ramadan City
  - Department for 6th of October City
  - Department for El-Arish-El Ouga City

Other minor entry points exist. Inspection of domestic foods, led by both the Domestic Foods and Slaughterhouse Central Department heads, will be performed by the FSA Governorate (27) and City/Neighborhood (234) Offices as shown in Appendix A.

## **OFFICE LOCATION AND FACILITIES**

While major offices will be located in Egypt's ports and the Cairo Airport and will be used both for import and domestic food inspection, over 200 offices will also need to be established in other Egyptian cities for domestic inspection, including for slaughterhouses. An FSA office start-up manual will need to be prepared by the inspection sector leadership to ensure that FSA offices have consistent office location characteristics, inspection equipment and supplies, procedures, etc.

In choosing and setting up an FSA city office, the following characteristics should be borne in mind:

- **Accessible:** the office should be centrally located so as to minimize transport for inspectors and be accessible to the public.
- **Cleanliness:** each FSA city office will represent the FSA to the public. Offices need to be well-organized and clean and reflect the image and idea of safe food.
- **Secure:** the offices should be both physically and IT-secure.
- **Internet-capable:** Inspectors need to be able to upload inspection forms over a secure internet connection. Internet access will be necessary for inter-FSA office communication.
- **Training:** FSA offices, particularly in ports and governorates, need to have training facilities or have access to training facilities.
- **Parking:** the office should have enough parking for both FSA staff and visitors.

## HUMAN RESOURCES

The FSA will have authority over all food inspectors to include their recruitment, training, professionalism (including ethics), reporting procedures, performance evaluation, etc. These procedures will be developed and implemented jointly by the inspection and human resource departments.

The FSA Inspection Sector will consist of managerial, technical, and administrative staff. The staff qualifications and job descriptions for managerial and technical staff are set out in Appendix B.

## Code of Ethics

The field staff's contact with the regulated community and the consuming public is perhaps the most important tool in the agency's ability to build a good reputation. In order to maintain the public trust, it is essential that the government function in a manner consistent with the highest ethical standards. In carrying out their official duties and obligations, officers and employees of FSA must work solely for the public good, striving vigilantly to avoid even the appearance that their actions are motivated by private or personal interest. It is in the best interests of Egypt that consistent policies on ethics be applied to all executive officers and employees. Employees should use their powers and resources to further the public interest and not for any financial or other personal benefit, other than salaried compensation and employer-provided benefits.

FSA food inspectors must operate in a fully transparent manner with a recognizable uniform, proper identification papers, and a procedure for taking samples that is known to the food vendor.

A strict code of ethics must be established and well published for inspectors. A strict, but fair, management control system is always a critical aspect of the success or failure of any program. Monitoring inspectors' performance and all official activities is going to be probably the most critical task once startup begins.

FSA must set and enforce data management policies for the protection of proprietary information such as HACCP plans, construction plans, processing flow plans, etc. Industry is very protective of its processing information, sales data, future plans, etc. and do not like the idea of anyone outside their company having access to this data. Trust of the new FSA will

not be instantaneous, but will increase with time and show of commitment. A proposed Code of Ethics is included as part of the Operations Manual (separate document).

## **Recruitment Process**

Recruitment for senior managerial positions needs to be an open and competitive process. Job announcements should be made in local newspapers and on the FSA website and applicants should meet minimum qualifications, have food industry experience, and interview with a panel before being selected.

As important as recruiting senior managers is, recruiting technical staff, i.e. inspectors, senior inspectors, and inspector trainees, is critical not only to the functioning of the inspection department but to the credibility of the FSA as a whole. An inspector recruitment committee should be appointed by the upper management of the Agency consisting of experienced human resources persons and experienced food establishment inspection persons.

The appointed committee should develop a written set of procedures to follow during the hiring process to ensure the process stays on course and progresses to the successful goal of hiring qualified and motivated inspectors. Part of this committee's early activities will be to develop the initial job announcement. Inspector positions will require at least a Bachelors' degree in Agriculture specializing in Food Science or Dairy Science. Preference should be given to applicants, who, in addition to meeting the minimum qualifications, possess knowledge, skills and abilities in working with Windows computer operating systems and applications.

The Human Resources department should assist the Inspection Sector in developing a written test covering hypothetical questions on food safety situations that the applicant might encounter and supervisory questions to test managerial skills. The HR department might also administer a personality test to screen applicants. Questions need to be included that would test their thinking skills as well. The appointed panel would have the responsibility of reviewing and grading all applications and tests submitted. Once the panel completes its review, it would be required to make a recommendation to management for a predetermined number of applicants that should be interviewed face to face.

Inspectors from agencies that currently conduct food inspections, including those of MOHP, the General Organization for Export and Import Control (GOEIC), Industrial Control Authority, Ministry of Agriculture and Land Reclamation (MALR), etc., will be allowed to apply for the FSA inspectors' jobs. Because of the lack of credibility of current food inspectors, particularly with respect to their qualifications and integrity, it is important for all incoming FSA inspectors to go through the same rigorous recruitment process.

The target number of inspectors for the start-up phase should be five inspectors for each Governorate. These individuals will form the core group that will have the opportunity of being promoted to the position of Senior Inspector. This initial group will have the responsibility of beginning the inspection process and then training new Inspectors as they are hired during the second recruitment process.

A suggested annual salary for the position of Inspector which was made at the Ein Sukhna workshop held January 30 – February 1, 2008 was LE 30,000. Salary compensation must be based on educational qualifications and set at a level that will enable the inspector to earn a livable wage and thus not be inclined to accept gifts, etc. from regulated food establishments. When new inspectors are hired as Inspector Trainees, they would be required to serve for twelve months at the end of which, if their job performance is acceptable and they pass a competency test (see below), they would be promoted to the Inspector level at LE30,000 annual salary. An Inspector that is promoted to the position of

Senior Inspector should be given an appropriate increase in salary to compensate for the additional responsibilities.

Two incentive plans should be implemented as tools to keep good employees and those willing to spend the time and effort to increase their education level. The first is a plan that would award those inspectors that work hard and remain with the Agency and have very good performance appraisals year after year. This award would consist of additional compensation for their loyalty and dedication to the programs of the Agency. This longevity raise would be awarded in the sixth years and then every five years after. Each time, an inspector must have satisfactory performance appraisals to be eligible. The second incentive program that needs to be implemented is awarding an increase in compensation for those inspectors who, on their own initiative, continue their formal education and obtain a higher degree. Both these plans would benefit by retaining highly qualified and trained inspectors and those with higher than the minimum degrees required.

Finally, the Agency must pay all expenses incurred by each Inspector while performing official duties. This would include approved expenses for purchasing samples, shipping samples, postage, telephone cost, transportation, and any other pre-approved expense. All forms and sample shipping containers would be furnished by the Agency. In terms of transportation either it should be provided through Agency vehicles, or an approved rate of compensation must be paid for miles traveled during the performance of the Inspector's official duties.

In summary, we propose that the recruitment of inspectors include the following elements:

- **Job vacancy announcement:** The vacancy announcement will be made through local newspapers. The number of inspectors to be hired will be determined by senior management and based on the risk assessment system and food establishments in each governorate and city.
- **Minimum educational requirements:** FSA candidates need to have at least Bachelor's degrees in Agriculture (Food Science/Dairy Science) or Veterinarian Medicine degree (Food Hygiene/Food Control). No prior experience in food inspection is required, though work in the food industry is desirable.
- **Administer a written test:** Applicants will be required to pass a brief written test to help determine character, minimum knowledge of food safety, ability to work in teams, etc. A personality test may also be administer to screen applicants.
- **Conduct face to face interviews:** Applicants need to meet and interview face-to-face with the recruitment committee (consisting of FSA supervisors and HR personnel) to further ensure they are a good fit for the FSA.
- **Competency test:** After meeting the above criteria, qualified candidates are hired on a probationary basis for 12 months as inspector trainees (a core group of five inspectors from each governorate will be hired directly, i.e. not as trainees). During the first year of their employment inspector trainees have to pass a competency test to be an FSA Registered Professional Food Inspector (RPFI), after which they will no longer be on probation. Employees on probation will have two chances to pass the competency test.

## Pay Scale

We propose the following pay scale for the FSA inspection sector technical staff (Table 1):

**Table 1: Proposed Pay Scale for FSA Inspection Staff**

<b>Personnel (headquarters)</b>	<b>Monthly Salary (LE)</b>
Head of Inspection Sector	20,000
Assistant Director	15,000
Technical Advisory Office Head	15,000
Domestic Inspection Head	15,000
Import Inspection Head	15,000
Slaughterhouse Inspection Head	15,000
Retail Sales/Service Head	10,000
Food Processing Head	10,000
Complaints Head	10,000
Performance Auditor	10,000
Technical staff (non-inspectors working in headquarters)	5,000
<b>Personnel (other offices)</b>	
Head of Import Inspection (at ports)	10,000
Head of Domestic Inspection	10,000
Head of Slaughterhouse Inspection	10,000
Senior Inspectors	4,000
Inspectors	2,500
Inspector trainees	2,000

## Skills Training

The activity of the field inspector will be the key to the success of the new agency. How the inspector interacts with the facility managers will also be critical for the agency's success. A risk-based inspection system and science-based law with appropriate rules and regulations will provide a rock-solid foundation for the new food safety agency. A program can be tough as long as it is administered fairly across the board. As pointed out in numerous reports, the new system has to also be very transparent. The qualifications and training regiment must be so designed that each inspector has a very good technical understanding of food safety and an excellent knowledge of the laws, rule and regulations, and agency policies.

A well-trained inspection force will be the first step to building a solid foundation for an effective and respected food safety program for the citizens of Egypt, visitors, and industry. Training must stress in great detail that this will be a new system with strict performance standards for the inspector core and a meaningful set of standards for industry enforced uniformly and equitably throughout Egypt.

We propose that before conducting any training for inspectors that senior FSA management participate in a **study tour to the U.S.** where the group would participate in conducting actual inspections, perhaps with members of the Michigan Department of Agriculture, and visit the Philadelphia port's facility to review documentation and inspection procedures for imported foods.

We would then propose that all new FSA management and inspection personnel undergo a comprehensive and intensive **two-week training plan** on FSA policies, organizational structure, communication, inspection procedures, etc. The training course will be given by expatriate and local consultants. The "Applications of Basics of Inspection and

Investigations” course should ideally be conducted by a certified instructor from the Association of Food and Drug Officials by instructors (certified by the U.S. FDA).

The basic agenda for the initial two weeks training session would be as follows:

- FSA Orientation and Training Management SOP
- Familiarization with new Food Safety Agency
- Organizational Structure
- Leadership-Chain of Command
- Workday
- Dress code (Uniform)
- Code of Ethics
- Communications procedures
- Equipment issue and use instruction
- Agency policies (travel, etc.)
- Philosophy of Risk Based Inspections
- Sampling Procedures and practical training on taking samples
- Registration process for ‘Registered Professional Inspector’ classification
- Data collection system
- Forms and documentation procedures
- Inspection SOPs
- Implementation Strategy
- Association of Food and Drug Officials (AFDO) ‘Applications of Basics of Inspection and Investigations’ course
- Review, testing and graduation

Beyond this initial training, additional courses will be offered to inspectors to update their knowledge on a continuous basis. Those would include HACCP, Low-Acid Canned Food, GMP, etc., as well as management courses for those being promoted up through the ranks within the Agency.

Many excellent training programs already exist that can be reviewed and adapted for use in Egypt. Two very good programs that would be very valuable for continuing education purposes of the Inspector Sector personnel can be accessed through the web sites below:

<http://europa.eu/scadplus/leg/en/lvb/f80503.htm>

<http://online-continued.msu.edu/program.asp?program=41>

## **Performance Appraisal**

The FSA Human Resource department will develop a performance appraisal system for all FSA staff, including inspectors. In developing such a system it should review best international practices, specifically in evaluating and improving inspectors’ performance. We may propose a program similar to the one used by the U.S. state of Georgia’s Department of Agriculture to evaluate its employees, including inspectors. The system, including the main evaluation form used, is attached in Appendix C. Below is a summary of how the system would work.

## **Planning**

Prior to the beginning of the new performance period, the supervisor:

- Sets responsibilities and performance expectations for the employee and indicates which responsibilities are critical to the job;
- Sets any additional expectations related to terms and conditions of employment that are specific to the job or work unit;
- Reviews the preliminary plan with his or her manager to ensure that the proposed responsibilities and expectations are appropriate in light of overall unit plans and work assignments.

In a planning session at the beginning of the performance period, the supervisor and the employee:

- Discuss the responsibilities and expectations for the coming year, making changes or additions as necessary;
- Identify any developmental or training goals for the upcoming performance period;

## **Annual Performance Evaluation**

At the end of the performance period, the supervisor uses the Performance Management Form (PMF) to document the evaluation of the employee's performance. The supervisor rates the employee's performance on individual items. Those items include:

- Teamwork
- Customer service
- Organizational commitment
- Works when scheduled
- Requests and uses leave appropriately
- Dresses appropriately
- Observes health, safety and sanitation policies
- Follows all other rules and policies

The supervisor notes any progress the employee has made in meeting developmental or training goals. The supervisor also enters an overall rating for Job and Individual Responsibilities and an overall rating for Terms and Conditions of Employment.

The supervisor indicates whether the employee is eligible for a performance increase. In order to be eligible, the employee must receive an overall rating of Met Expectations or higher on the Job and Individual Responsibilities component of the evaluation. An employee who receives an overall rating of Did Not Meet Expectations on either Responsibilities or Terms and Conditions is not eligible for an increase. Employees receiving an overall rating of Needs Improvement on the Terms and Conditions may or may not be eligible for a performance increase.

The completed PMF is reviewed by the supervisor's manager. The supervisor then conducts the performance evaluation meeting with the employee. Both parties sign the document to indicate that the meeting has taken place. After the PMF is signed by the reviewing manager, it is filed according to agency policy, a copy is given to the employee, and the supervisor retains a copy.

## **KEY PERFORMANCE INDICATORS**

While the FSA performance management system targets employee performance, key performance indicators need to be designed for the Inspection Sector as a whole with the

overarching mission to ensure that food consumed, distributed, marketed or produced in Egypt meets the highest standards of food safety and hygiene. KPIs can be classified along categories of prevention, intervention, and response.

#### ***A. PREVENTION***

**Task:** Number of food safety awareness courses jointly conducted with food industry representatives to strengthen science-based voluntary prevention efforts, including developing best business practices and food safety guidelines.

**Measurement:** One program per month

**Task:** Partner with food industry and consumer groups to strengthen public understanding of food safety in terms of risks and vulnerabilities.

**Measurement:** One project every three months.

**Task:** Provide food safety compliance tips through Agency website to update licensed establishments concerning new research data and/or new steps industry can use to address vulnerabilities.

**Measurement:** One per week.

#### ***B. INTERVENTION***

**Task:** Inspect all licensed food establishments at required frequency.

**Measurement:** Complete minimum number inspections based on assigned risk level.

**Task:** Collect food samples as assigned and deliver to laboratory for analysis based on target sampling program.

**Measurement:** 100% of total number assigned by Central Department Head.

**Task:** Respond to consumer and/or industry complaints.

**Measurement:** Within set times established by Agency policy.

**Task:** Inspect food import shipments for safety and proper documentation.

**Measurement:** 100% of required shipments according to Agency policy.

**Task:** Take samples of imported foods according to Agency policy based on risk assessment.

**Measurement:** 100% required based on Agency direction.

**Task:** Monitor all slaughterhouse activity and ensure compliance with Agency law and regulations while facility is operating.

**Measurement:** 100% of all animals entering slaughterhouse.

**Task:** Conduct a Post-Mortem inspection on animals after slaughter.

**Measurement:** 100% of all animals slaughtered.

### ***C. RESPONSE***

**Task:** Coordinate all food recalls originating from domestically produced foods or those from imported foods.

**Measurement:** Notify consumers and industry within two hours of becoming aware of potential problem.

**Task:** Seek administrative action and/or legal action against a non-compliant food establishment.

**Measurement:** Mitigate situation within 30 days.

**Task:** Number of Court decisions against the Agency due to action taken by the Agency.

**Measurement:** Zero actions (with proper training and following strict guidelines for handling each type case the Agency should not have an adverse decision)

**Task:** Assist Ministry of Health with any Food Borne illness investigations that might be related to a food regulated by the Food Safety Agency.

**Measurement:** Immediately upon notification of potential food borne illness investigation.

**Task:** Communicate with the Public, Industry and Other Stakeholders of any food related emergency effecting the health of the citizens of Egypt.

**Measurement:** Immediately upon learning of a food related emergency that would effect the health of the citizens of Egypt.

## **INFORMATION SYSTEM**

Domestic food Inspectors need to be equipped with a checklist type inspection form which is available in an electronic format. One of the key needs for an effective data management system is to support and facilitate uniformity of inspections throughout the entire regulated area. This is a key component for protecting the health of the consuming public and for ensuring that all food establishments are indeed adhering to the same set of laws and regulations at an equal level of enforcement throughout the jurisdiction. Inspectors need to have an efficient method of collecting Inspection data along with other relevant data, pictures, pest control records, etc. which also has the capability to quickly transmit that data to Agency management personnel.

Inspectors need to have access to historical inspection data as well as laws and regulations to better serve stakeholders, both consumer and industry. Inspection notes, flowcharts, graphs, other electronic documents, digital photographs and even videos should be stored together with the inspection history of an establishment.

As quickly as food moves in the global community today management must have the ability to have real time data and be able to review multiple sets of data away from the inspection

site and with a high level of certainty to ascertain the level of compliance by the regulated industry and the proficiency of the inspector as well. Data entry errors are greatly decreased resulting in a higher level of managerial confidence when making a decision as to whether administrative action is required against a particular establishment or a product. Better data means a higher level of consumer and industry confidence in the entire inspection process.

A data management system should be able to connect sampling information and laboratory analysis results to an individual establishment's records. All relevant data then is in a single electronic file which facilitates quicker review and provides for more efficient monitoring.

Data dissemination and data sharing capability tools should be sufficient to support current information demand required to effectively track and monitor trends in food safety and track movement of goods. An enhanced electronic data base would greatly facilitate access to historical data for recall purposes. Working in a partnership mode with industry during a crisis situation will enable the two data bases, industry and regulatory, to quickly identify locations of problem products.

Data concerning food imports must be handled electronically to provide for the best allocation of resources. All food shipments can be categorized using the level of risk each may pose to the consuming public. Historical inspection data along with required documentation for imports can be stored in a single easily retrievable data file which is accessible to all managers throughout the system at the same time.

Finally, there are many benefits associated with a modern data management system but one of the greatest benefits of an electronic data management system is its ability to provide an almost unlimited array of reports. Whether charting trends of violations or foodborne illnesses or as a workload management tool, most systems are only limited by their operators. Every conceivable way of reporting data is available with most current off-the-shelf electronic data management systems. Additional benefits of an electronic data management system include massive savings on travel expenses due to the sheer distances between the territories outside of the major cities. Less travel time translates into less travel expenses and more time for inspections. As the new Agency starts recording establishment information, this data base will be the first time that food establishments within Egypt will be entered into a system that will actually allow officials and economists to fully understand the true impact of the food industry in Egypt. A highly modern electronic data handling system will greatly improve accountability of the food safety inspectors and thus will be a useful tool to help improve the health of the citizens of Egypt.

The FSA electronic data management system should consist of the following data elements and capabilities:

- Data on all licensed food establishments in Egypt by governorate, type of food establishments, address, size, contact information.
- Detailed data on food imports by shipment, port of entry, importer contact information, etc.
- Inspection forms that can be uploaded into the system.
- Inspection history for each food establishment by type of establishment, city, and governorate, including results of inspections, compliance issues, etc.
- Inspection history for each imported food by food type and by port of entry, including results of inspections, compliance issues, etc.
- Ability to store photos, video, scanned documents such pest control records, etc. for each food establishment.

- Ability to track samples as they are given and retrieved from labs, with a secured link between this system and laboratory information systems (to be implemented by FSA Labs Department)
- Ability to run any kind of inspection report for food establishments and food imports.

An important short to medium-term goal is to evaluate existing inspection electronic data management systems, including those in use in other Arab countries, e.g. Jordan, Lebanon, Saudi Arabia, and UAE, which use Arabic applications.

## TRANSPARENCY

Transparency needs to be a common characteristic throughout the FSA. The Inspection Sector will feature at minimum the following transparency elements:

- Regulations and decrees that relate to inspection will be easily accessible in both Arabic and English, at minimum through the FSA website
- Both the private sector and other WTO Members will need to receive draft regulations of any changes in the food safety inspection system if it affects trade
- Inspection procedures, including Standard Operating Procedures, will be made available through the FSA website
- Key FSA personnel names and contacts will be published on the FSA website
- A complaints department will handle complaints about industry, inspectors, procedures, etc. Summary information about complaints will be published in the FSA website, as long as it does not violate confidentiality rules.

## COMMUNICATIONS

The FSA Inspection Sector will need to develop systematic means of communicating with its various stakeholders, including the business community, public, media, FSA employees, and the international audience (e.g. donors, importers, exporters, international organizations, etc.).

- **Business community:** communication lines between the FSA Inspection Sector and the business community are most critical. The Inspection Sector will need to develop food hygiene guides for different types of food establishments; conduct workshops on HACCP and GMP; be responsive to complaints or queries from the food industry, including regarding inspectors' credentials and lab results.
- **Public:** the FSA will need to educate the public about good food safety practices (from a consumer's perspective); take action during recalls and emergency situations, including by comforting the public that the situation is under control; and anticipate and respond to food safety rumors using the media and other means. This will be led by the FSA PR office with input and participation from the Inspection Sector.
- **Media:** The FSA's relationship with the media is critical because an informed media is instrumental to an informed public, especially during food scares (real or perceived). The FSA PR office, with input from the Inspection Sector, will need to communicate often with the media through newspapers, TV interviews, radio spots, and, of course, through the FSA website.

- **FSA employees:** The FSA inspectors and senior management will be dispersed throughout the country. Without effective communication means between FSA employees food safety problems in one city or governorate can easily spread to others; procedures and inspectors' decisions may be applied differently; and the FSA's credibility will be in jeopardy. It is critical that strong intra-FSA communication systems be put in place during the FSA establishment process.
- **International audience:** A wide-ranging audience will be interested to know the latest developments in food safety in Egypt, including those concerning inspections (especially at the border). The FSA website will play a critical role in conveying laws and regulations, FSA procedures, contact information, etc., to both domestic and international audiences, which will potentially have a significant impact on Egyptian trade and tourism.

## BUDGET

We have estimated a budget for the Inspection Sector based on several broad assumptions. These assumptions will obviously need to be revised as plans to deploy inspectors become more specific.

- There will be one head office in Cairo, 15 major FSA offices in Egyptian ports that will double as Governorate offices, 12 Governorate offices that will double as city offices, and 234 smaller City/neighborhood offices.
- The head office will require constructing a new building but the other offices will be rented. Construction of a new building is not included in the inspection department budget though it needs to be covered in the overall FSA budget.
- Equipment cost is a one-time expenditure and is not a recurring cost. All other costs are on annual basis. Maintenance and upgrade expenditures will be needed in the future.
- Deployment of FSA offices will not occur all in the same year. Therefore, though expenditures will be significant, they will be spread out over several years.
- The salary budget is based on the organizational structure proposed earlier in this section with the addition of administrative staff.
- Though the draft law establishing the FSA allows the FSA to charge fees for service, e.g. training, licenses, etc., the budget does not include any inspection revenue.<sup>2</sup>

Table 2 shows a budget summary for the inspection sector.<sup>3</sup>

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<sup>2</sup> Because of time constraints, this report does not explore these different revenue options. Those could be significant however, and should be explored further.

<sup>3</sup> Detailed budget data is available from TAPRII.

**Table 2. Estimated Annual Budget for FSA Inspection Sector (LE) 1/**

<b>Cost Item</b>	<b>Head Office 1</b>	<b>Port/Gov. Offices 15</b>	<b>Gov. (non-port) Office 12</b>	<b>City/Nbhd Office 234</b>
Salaries	4,702,800	1,651,200	1,531,200	769,200
Equipment	2,230,900	842,200	833,100	435,600
Running Costs 2/	500,000	100,000	100,000	50,000
Training, Conferences and Workshops 3/	1,000,000	500,000	500,000	100,000
<b>Total</b>	<b>8,433,700</b>	<b>46,401,000</b>	<b>35,571,600</b>	<b>317,023,200</b>
<b>Grand Total</b>				<b>407,429,500</b>

1/ Equipment is a one-time, i.e. not annual, expense until maintenance and upgrades are needed. Since not all offices will start up at once, this cost will be spread out over several years.

2/ General estimates are used for running costs.

3/ General estimates are used for training, conferences, and workshops.

# OPERATIONS

The top priority of the new food safety agency is to protect the citizens of Egypt while at the same time address food safety for the tourism industry. A highly qualified inspection force, which follows set standards of operations and enforces these standards uniformly, fairly, transparently, and ethically in each and every licensed establishment, would also help the Egyptian food industry further thrive in export markets. This section summarizes the proposed manual of operations, standard operating procedures, risk-based inspection system, and workload planning for the FSA.

## MANUAL OF OPERATIONS

We have developed a manual of operations for the FSA inspectors (separate document), which lays out general procedures to be followed by the inspectors in their day-to-day work. The purpose of this Manual is to:

- (1) Guide inspectors in their daily inspection work
- (2) Act as a reference Manual so that inspection work is performed in the same manner by all inspectors, and
- (3) Create a spirit of teamwork among all field inspectors.

The manual specifically contains the following information (some fields will necessarily be filled out when the FSA inspection team is in place):

- Staff Directory
- Organization Chart
- Contact Information
- Administrative Policies
- Work Day
- Dress Code
- Code Of Ethics
- Communications Procedures & Equipment
- Travel Expense Policies
- Numbered Memos
- Licensing Firms
- Basic Regulatory Requirements
- Pre-Inspection Procedures
- Inspection Documentation
- Types Of Inspection
- Post-Inspection Procedures
- Licensing New Facilities
- Firm & Location Codes
- Label Reviews

- Label Review Policy
- Label Review Checklist
- Nutritional Label
- Nutritional Label Information
- Food Recalls (procedures to be developed)
- Emergency Procedures (procedures to be developed)
- Truck Wrecks, Fires & Floods
- Forms
- Quick Reference Section
- Basic Information Required For Food Labels
- Food Specification Sheet
- The Food Thermometer
- Food Storage Chart

## **STANDARD OPERATING PROCEDURES**

A good inspection system must ensure that both domestic food establishments and imported food products are safe, wholesome and do not present a health risk to the consuming public. Through adherence to a rigid set of standard operating procedures, proper training and oversight, the inspection segment of the new agency can live up to its obligations. A well educated and highly motivated staff of inspectors will indeed be a very important key to the success of the Agency.

Guidelines or Standard Operating Procedures (SOPS) have been developed to be followed by each Inspector so that uniform inspections are conducted for all establishments in every location throughout Egypt. The SOPs below (and provided separately) were developed using information from internationally recognized programs and sources. procedures for establishment inspections are as follows:

- Food Imports
- Slaughterhouse
- Food sales
- Food service
- Food transportation
- Food processing
- Storage/warehouse

SOPs for procedures have been developed in the areas of:

- Sampling procedures
- Handling complaints
- Orientation and training management

To determine if an inspection has been properly conducted, inspectors will be continuously monitored by their supervisors using a published set of performance standards. Supervisors will visit establishments to ensure that the inspector has followed set procedures and properly identified any area that does not conform to set standards required by the law and all applicable food regulations.

## RISK-BASED INSPECTION SYSTEM

The focus of an aggressive inspection program that is to improve the food supply must focus the majority of its resources and efforts toward the category of potentially hazardous foods. A potentially hazardous food means a food that requires time/temperature control for safety to limit pathogenic microorganism growth or toxin formation. Potentially hazardous foods include: (a) an animal food that is raw or heat-treated; a plant food that is heat-treated or consist of raw seed sprouts, cut melons, or garlic-in-oil mixtures that are not modified in a way that results in mixtures that do not support pathogenic microorganism growth or toxin formation; and (b) a food that because of the interaction of its water activity and pH values may support pathogenic microorganism growth.

With the concept in mind of risk based inspections, the new agency will categorize all establishments based on their potential risk along with their size of operations in order to determine a frequency of inspections schedule. The frequency of inspections will be a major determining factor in establishing the number of inspectors needed to properly perform the duties assigned to the Agency. Risk categories for food establishments, as used in the U.S. (per the U.S. Food Code), are contained in Table 3 below. The FSA, through its Scientific Committee, will need to develop a similar designation for food establishments and foods imported into Egypt in order to determine the frequency of inspections.

Targeting high risk and potentially hazardous foods can do more in less time to improve the health of the citizens of Egypt. A strong risk-based inspection program should be based on internationally recognized standards and principles. The main advantage of using such a system is that it provides a more efficient use of financial and personnel resources.

The same set of food safety standards needs to apply equally to all foods sold in Egypt, whether imported or domestic. Importers will be held responsible for the safety of foods that they import into Egypt. Egypt should have additional provisions for products that are commonly traded domestically and internationally that are considered potentially hazardous or categorized as high or medium risk products.

**Table 3. Food Establishments and Risk Categories Used in the U.S.**

RISK CATEGORY	DESCRIPTION	FREQUENCY #NR
1	Examples include most convenience store operations, hot dog carts, and coffee shops. Establishments that serve or sell only pre-packaged, nonpotentially hazardous foods (non time/temperature control for safety (TCS) foods). Establishments that prepare only nonpotentially hazardous foods (nonTCS foods). Establishments that heat only commercially processed, potentially hazardous foods (TCS foods) for hot holding. No cooling of potentially hazardous foods (TCS foods). Establishments that would otherwise be grouped in Category 2 but have shown through historical documentation to have achieved active managerial control of foodborne illness risk factors.	1

RISK CATEGORY	DESCRIPTION	FREQUENCY #NR
2	Examples may include retail food store operations, schools not serving a highly susceptible population, and quick service operations. Limited menu. Most products are prepared/cooked and served immediately. May involve hot and cold holding of potentially hazardous foods (TCS foods) after preparation or cooking. Complex preparation of potentially hazardous foods (TCS foods) requiring cooking, cooling, and reheating for hot holding is limited to only a few potentially hazardous foods (TCS foods). Establishments that would otherwise be grouped in Category 3 but have shown through historical documentation to have achieved active managerial control of foodborne illness risk factors. Newly permitted establishments that would otherwise be grouped in Category 1 until history of active managerial control of foodborne illness risk factors is achieved and documented.	2
3	An example is a full service restaurant. Extensive menu and handling of raw ingredients. Complex preparation including cooking, cooling, and reheating for hot holding involves many potentially hazardous foods (TCS foods). Variety of processes require hot and cold holding of potentially hazardous food (TCS food). Establishments that would otherwise be grouped in Category 4 but have shown through historical documentation to have achieved active managerial control of foodborne illness risk factors. Newly permitted establishments that would otherwise be grouped in Category 2 until history of active managerial control of foodborne illness risk factors is achieved and documented.	3
4	Examples include preschools, hospitals, nursing homes, and establishments conducting processing at retail. Includes establishments serving a highly susceptible population or that conduct specialized processes, e.g., smoking and curing-, reduced oxygen packaging for extended shelf-life.	4

The number of annual inspections will be based on a risk assessment of the products produced and/or handled in a particular facility. Budgetary considerations will also have an impact in determining the number of inspectors and the resources required to conduct inspections.

For imports inspection frequencies can be adjusted to reflect the history of compliance associated with importers and products. Where non-compliance is determined, products from specific foreign exporters may be targeted. On occasion, products from a country or region may be subject to increased verification if problems are discovered with shipments coming into Egypt or discovered by other countries.<sup>4</sup>

## WORKLOAD PLANNING

Workload planning will be performed once there is more specific data about import shipments (including types and number of shipments coming in through each port of entry) and domestic food establishments (including specific addresses and contact points, which is already available for food industries).

<sup>4</sup> At the time of writing this report another TAPRII consultant was also drafting a report concerning how the FSA would utilize risk assessment principles in its work, particularly for inspection. That report can be obtained from TAPRII.

However, given several assumptions as to food establishment size, length of an inspection visit, frequency of inspection according to risk, percentage of random inspections, etc., we can already estimate the number of domestic inspectors that will be needed to work in each governorate based on the number and type of food establishments that are registered in those governorates. This will help estimate the number of inspectors that will be needed by the FSA for budget and planning purposes.<sup>5</sup>

## **OTHER OPERATIONAL ISSUES**

Though time constraints have not allowed us to go further, there are other operational issues that the FSA inspection team will need to look into. Those include, for example, how the FSA inspection department will collaborate with other government agencies and the food industry in assuring food safety and how the FSA inspectors – and the department as a whole – will be monitored and audited to ensure its integrity.

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<sup>5</sup> A spreadsheet showing estimated number of domestic food inspectors (excluding slaughterhouses) needed by governorate and by type of food establishment is available from the TAPRII project.

# STRATEGY GOING FORWARD

We propose to deploy the FSA inspectors throughout Egypt through the following phases and steps.<sup>6</sup>

## Phase 1: Preparatory Stage

1. FSA transition team is in place in Cairo headquarters, including inspection head
2. Review and adopt inspection department strategic plan, including governorate-by-governorate deployment strategy
3. Update food safety guide used by MOH (based on the U.S. Food Code)
4. Hire heads of inspection departments (technical advisory office, domestic inspection, import inspection)
5. Develop and issue new inspection regulations (based on new unified food law)
6. Develop new inspection procedures based on the new regulations and best practices
7. Prepare food safety guide for food establishments (in collaboration with Chamber of Food Industries)
8. Develop and install electronic data management system in Cairo Central Office (see if this can be based on the GOEIC Inspection Monitoring System).
9. Develop detailed hiring procedures for experienced inspectors and other inspectors
10. Develop standard FSA office start-up guide
11. Develop detailed training program for experienced (training of trainers) inspectors and other inspectors
12. Review estimate of number of inspectors needed in each governorate based on approximate number and type of food establishments in that governorate, food shipments by type coming through each port, and finalize target number.

## Phase 2: Deploying in Five Largest Ports, Including Pilot Office

13. Hire senior managers and core group of experienced inspectors (import and domestic) to be deployed in governorates with five largest ports (**Cairo Airport in Cairo Governorate, Alexandria/Dekheila in Alexandria Governorate, Port Said in Port Said Governorate, Damietta in Damietta Governorate, and Suez in Suez Governorate**). Inspectors will be from those regions
14. Train core group of experienced inspectors (import and domestic) to be deployed in governorates with five largest ports
15. Select one of five governorates as a pilot to test new inspection procedures. Lab working group suggested Suez area because of good labs nearby, relatively small population, and popular tourist spots.
16. Set up an FSA office in Suez Governorate (in the port) including data management system.
17. Hire inspectors in Suez Governorate

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<sup>6</sup> A timeline for these steps is available in MS Project format from TAPRII.

18. Train inspectors in Suez Governorate
19. Identify/verify all food establishments and their addresses in Suez Governorate, identify areas of highest food safety risk
20. Inform stakeholders in Suez Governorate of good hazard control practices through workshops, leaflets, television/radio programs, etc. as a joint effort with the Food Industry.
21. Set up an inspection plan for inspectors (e.g. food establishments to be inspected by which inspectors, how frequently, etc.) in Suez Governorate
22. Implement inspection plan in Suez Governorate
23. Set up FSA offices in other governorates with next four largest ports (offices in ports)
24. Hire and train inspectors in four other governorates
25. Identify/verify all food establishments and their addresses in those four other governorates, identify areas of highest food safety risk
26. Inform stakeholders in those four other governorates of good hazard control practices through workshops, leaflets, television/radio programs, etc.
27. Set up an inspection plan for inspectors (e.g. food establishments to be inspected by which inspectors, how frequently, etc.) in those four other governorates
28. Implement inspection plan in four other governorates

### **Phase 3: Deploying in Remaining Seven Ports/Entry Points**

29. Hire and train senior managers and core group of experienced inspectors (import and domestic) to be deployed in remaining seven governorates with ports/customs entry points (**El-Sallum in Matruh Governorate, Safaga in Red Sea Governorate, Noweiba in South Sinai Governorate, Aswan in Aswan Governorate, 10th of Ramadan in Sharqia Governorate, 6th of October in Giza Governorate, and El Arish in North Sinai Governorate**)
30. Set up FSA offices in all seven ports including electronic data management system.
31. Hire and train inspectors in those other seven governorates
32. Identify/verify all food establishments and their addresses in those other seven governorates, identify areas of highest food safety risk
33. Inform stakeholders in those other seven governorates of good hazard control practices through workshops, leaflets, television/radio programs, etc. as a joint effort with the Food Industry.
34. Set up an inspection plan for inspectors (e.g. food establishments to be inspected by which inspectors, how frequently, etc.) in those other seven governorates
35. Implement inspection plan in those other seven Governorates

### **Phase 4: Deploying in Capital Cities in Next Four Most Populous Governorates**

36. Hire and train senior managers and experienced inspectors (import and domestic) in capital cities of the next four most populous governorates (**Mansura in Dakahlia Governorate, Damanhur in Beheira Governorate, Banha in Qalyubia Governorate, and Minya in Minya Governorate**)
37. Set up FSA offices in those four governorates
38. Identify/verify all food establishments and their addresses in those four governorates, identify areas of highest food safety risk

39. Inform stakeholders in those four governorates of good hazard control practices through workshops, leaflets, television/radio programs, etc.
40. Set up and implement an inspection plan for inspectors (e.g. food establishments to be inspected by which inspectors, how frequently, etc.) in those four governorates

#### **Phase 5: Deploying in Capital Cities in Next Four Most Populous Governorates**

41. Hire and train senior managers and experienced inspectors (import and domestic) in capital cities of the next four most populous governorates (**Tanta in Gharbia Governorate, Sohag in Sohag Governorate, Asyut in Asyut Governorate, and Shibin el-Kom in Menoufia Governorate**)
42. Set up FSA offices in those four governorates
43. Identify/verify all food establishments and their addresses in those four governorates, identify areas of highest food safety risk
44. Inform stakeholders in those four governorates of good hazard control practices through workshops, leaflets, television/radio programs, etc.
45. Set up and implement an inspection plan for inspectors (e.g. food establishments to be inspected by which inspectors, how frequently, etc.) in those four governorates

#### **Phase 6: Deploying in Capital Cities in Next Four Most Populous Governorates**

46. Hire and train senior managers and experienced inspectors (import and domestic) in capital cities of the next four most populous governorates (**Qena in Qena Governorate, Kafr el-Sheikh in Kafr el-Sheikh Governorate, Faiyum in Faiyum Governorate, and Beni Suef in Beni Suef Governorate**)
47. Set up FSA offices in those four governorates
48. Identify/verify all food establishments and their addresses in those four governorates, identify areas of highest food safety risk
49. Inform stakeholders in those four governorates of good hazard control practices through workshops, leaflets, television/radio programs, etc.
50. Set up and implement an inspection plan for inspectors (e.g. food establishments to be inspected by which inspectors, how frequently, etc.) in those four governorates

#### **Phase 7: Deploying in Capital Cities in Last Three Most Populous Governorates**

51. Hire and train senior managers and experienced inspectors (import and domestic) in capital cities of the next three most populous governorates (**Ismailia in Ismailia Governorate, Luxor in Luxor Governorate, and Kharga in New Valley Governorate**)
52. Set up FSA offices in those three governorates
53. Identify/verify all food establishments and their addresses in those three governorates, identify areas of highest food safety risk
54. Inform stakeholders in those three governorates of good hazard control practices through workshops, leaflets, television/radio programs, etc.
55. Set up and implement an inspection plan for inspectors (e.g. food establishments to be inspected by which inspectors, how frequently, etc.) in those three governorates

# **APPENDIX A**

## **LISTING OF PROPOSED FSA OFFICE LOCATIONS IN EGYPTIAN CITIES/NEIGHBORHOODS**

<b>Governorates</b>	<b>Cities/Neighborhoods</b>
<b>Cairo (38)</b>	Garden City, Zamalek, Qasr el Nil, Heliopolis, Nozha, Nasr City, Al Waili, Abbassia, Al Basatin, El-Quba, Ain Shams, El-Marg, Bulaq, Shoubra, Al Hussein, El Sahel, Zaitun, Zawya el Hamra, Al Shurabeya, Rod el Farag, Mataria, Mounira al Gedida, Old Cairo, Rhoda, Maadi, Helwan, Al Masara, Al Tebbin, Wasat Al Qahera, Al Moski, Al Khalifa, Muqatam, Bab el Sheereya, Al Sayeda Zeinab, Hai el Salam, Monshaet Naser, Mohandessin, Shubra El Khiema
<b>Alexandria (52)</b>	Agami, Amreya, Anfoushi, Assafra, Attarine, Azarita, Bab Sidra, Bahari, Bachus, Bulkeley, Burg el-Arab, Cleopatra, Dekheila, Fleming, Gabbari, Gianaclis, Glym, Gumrok, Hadara, Ibrahimeya, King Mariout, Kafr Abdu Karmous, Kom el-Dik, Labban, Laurent, Maamoura Beach, Mandara, Mansheya, Mex, Miami, Montaza, Muharram Bey, Mustafa Kamel, Ramleh, Ras el-Tin, Rushdy, Saba Pasha, San Stefano, Shatby, Schutz, Sidi Bishr, Sidi Gaber, Smouha, Sporting, Stanley, Syouf, Tharwat, Victoria, Wardeyan, Western Harbor, Zizinia, Eastern Harbour
<b>Giza (22)</b>	Embaba, Oseem, El-Hawamidiyah, Tamooh, Kerdasa, Giza, 6th October City, Madinat Al sheikh Zayed, El Badrashin, El Ayat, Atfih, El Wahat El Bahareya, El Saf, El Dokki, El Haram, E I Omraneya, Abo El Nomros, Monshaet El Kanater, El Warak, El Agouza, El Bawity, Boulak, Beau Lac
<b>Al Dakahleya (22)</b>	Al Mansoura, Al Manzalah, Al Gammaliyyah, Dikiris, Al Kurdi, Meit Ghamr, Aga, Talkha, Belqas, Al Senbellawein, Sherbeen, Menyat Al Nasr, Bani 'Ebeid, Meit Salseel, Temayy Al Amdeed, AL Matariyyah, Mahallat Damanah, Ekhtab, Gamasa, Nabarowh, Al reyad, Al Hamideya
<b>The Red Sea (6)</b>	Ras Ghareb, Safaga, Marsa Alam, Al kousir, Hurghada, Shalateen
<b>Al Beheira (16)</b>	Damanhour, Rashid, ShoubraKhit, Etay el baroud, Abou Hommos, Hosh Isa, Kafr el Dawar, Al Delengat, Kom Hammada, El Mahmoudeya, Edco, Abou el Matamir, Al Rahmaneya, Al Nobareya El Gedida, Wadi El Natroun, Madinet Badr
<b>Al Fayoum (6)</b>	El Fayoum, Ebsheaway, Etsa, Senouras, Tamia, Youssef El Seddik
<b>Al Gharbeya (8)</b>	Tanta, Samanoud, Qetour, El Santa, Zefta, Basyoun, El Mahalla Al Kobra, Kafr El Zayat
<b>Ismailia (7)</b>	Ismailia, El Tal El Kebir, Fayed, El Qantara Shark, El Qantara Gharb, Abo Sowair, El Assasin
<b>Al Menoufeya (10)</b>	El Bagour, Berket El Sabe, Menouf, Madinet El Sadat, Sers El Layan, Tala, El Shohada, Shebin El Kom, Qoaisna, Ashmoun
<b>El Menya (9)</b>	Abu Qirqas, Beni Mazar, Deir Mawas, Menya, Samalut, El Idwa, Matai, Maghagha, Mallawi
<b>Al Qalyoubeya (10)</b>	Qalyub, Al Qanater El Khaireya, Shubra El Khema, Banha, Khanka, Kafr Shokr, Shibir Al Qanater, Tukh, Al Obour, Qaha
<b>Luxor (9)</b>	Luxor, El Bayadeya, El Qebly, Qabola, El Aqaleta, El Dabeya, El Edaysat, El Tod, El Baghday, El Zayteya, El Ashy

<b>Governorates</b>	<b>Cities/Neighborhoods</b>
<b>The New Valley (4)</b>	Dakhla, Kharga, Farafra, Baris
<b>Al Sharkeya (17)</b>	Zagazig, Abou Hammaad, Abu Kabeer, Awlaad Saqr, Belbeis, Al Husaineya, Deyarb Najm, Al Salheya, Al Asher Ramadan, Faqous, Kafr Saqr, Menya Al Qamh, Hehya, Mashtoul El Souk, Al Ebrahemeyah, Al Qarin, Al Qenayaat
<b>Suez (5)</b>	Suez, El Arbein, Ataka, El Ganayen, Faisal
<b>Aswan (10)</b>	Aswan, Edfu, Kom ombo, Draw-Nasr, El Noba, Abu Sombul, Calabsha, El Radiseya, El Bosaileya, El Sobaeya
<b>Asyut (11)</b>	Asyut, Dairut, El Qusiya, Abnub, Manfalut, Abutig, El Ghanayem, Sahel Selim, El Badari, Sedfa, El Fateh
<b>Beny Sueif (7)</b>	Beni Sueif, Naser (Bosh), El Fashn, Bebbba, Ahnasia, El Wasta, Samasta
<b>Port Said (6)</b>	Port Said, Port Fouad, El Shark, El Arab, El Dawahy, Hay El Zehour
<b>Dameitta (10)</b>	Demyat El Gedida, Ezbet El Borg, Kafr El Batikh, Mit Abo Ghaleb, El Roda, El Sarw, Fareskour, Kafr Saad, El Zarka
<b>South Sinai (7)</b>	Taba, Nuweiba, Dahab, Ras Sedr, Sharm El Sheikh, Saint Catherine, Tor Sina
<b>Kafr El Sheikh (10)</b>	Al Hamool, Beila, Kellien, Metobas, Kafr El Sheikh, Desouk, Balteem, Salem Saiedy, Al Riad, Foah
<b>Matruh (8)</b>	Matruh, El Hammam, El Alamein, El Dabaa, El Negila, Barani, El Salloum, Siwa
<b>Qena (11)</b>	Abu Tesht, Farshout, Nag Hammadi, El Wakf, Deshna, Qena, Qift, Qus, Naqada, Armant, Esna
<b>North Sinai (6)</b>	EL Arish, Bir El Abd, Nakhl, Elhosna, El sheikh Zowayed, Rafah
<b>Sohag (12)</b>	Akhmim, El Balyana, Girga, Dar El Salam, Juhayna, Sakulta, Sohag, Tima, Tahta, El Maragha, El Mansha, El Usayrat

# **APPENDIX B**

## **KEY INSPECTION STAFF POSITIONS AND QUALIFICATIONS**

Position	Description	Qualifications	Experience
<b>Inspection Sector Head and Deputy Inspection Sector Head</b>	<p>-Supervises the Inspection and investigational activities of FSA Domestic/ Ports Inspection personnel (heads of Governorate/City/Port offices will supervise activities within their jurisdiction).</p> <ul style="list-style-type: none"> <li>- Manages human resource functions and ensures subordinate compliance with FSA policies, rules and regulations.</li> <li>- Assist Sector director with development and implementation of changes in program policies, procedures, laws and/or regulations.</li> <li>- Supervises the day-to-day operation of an assigned office.</li> <li>- Creates and maintains a high performance environment characterized by positive leadership and a strong team orientation.</li> </ul>	<p>Masters degree in food science M. D. in Dairy Science or B. Sc. of Veterinary Medicine preferred, Arabic &amp; English language skills, strong customer service orientation.</p>	<p>At least 8-10 years management experience in food-related industry</p>
<b>Technical Advisory Office Head</b>	<ul style="list-style-type: none"> <li>- Manages the Central Department of technical advisory services and directs the planning, organizing and implementation activities of the food inspection program.</li> <li>- Advises supervisors and inspection personnel on technical issues regarding food sanitation and consumer protection; accurately interprets applicable health and sanitation laws, and regulations, and responds to inquiries in a timely manner.</li> <li>- Coordinates food safety programs with other agencies in an active manner in order to prevent food borne illness; directs follow-up Inspection and/or investigational activities relating to food bone illness.</li> <li>- Coordinates training and evaluations of all inspection personnel.</li> </ul> <p>Reviews and evaluates current and proposed laws and regulations which may affect food safety programs including making appropriate recommendations for rule changes, program guidelines and methods of enforcement as needed.</p> <ul style="list-style-type: none"> <li>- Provides complete and accurate information to the general public, industry personnel, and to other agencies concerning requirements for new firms including construction design requirements.</li> </ul>	<p>Master Degree in Food Science, M. D. in Dairy Science or B. Sc. of Veterinary Medicine preferred, Arabic &amp; English language skills, strong customer service orientation</p>	<p>8-10 Years experience in food processing with a food related industry</p>
<b>Domestic Inspection Head</b>	<p>Supervises a staff of Inspectors assuring the compliance with applicable food safety laws for all food produced and consumed domestically and directs the operation of technical and clerical staff.</p> <ol style="list-style-type: none"> <li>1. Directs subordinates in effectively resolving difficult and/or unusual problems in a timely matter.</li> <li>2. Ensures effective application of applicable health and sanitation laws and regulations.</li> <li>3. Analyzes and formulates proper solutions to problems relative to Agency programs to insure efficiency and effectiveness of operations.</li> <li>4. Develops new methods, policies and</li> </ol>	<p>B. D. in Food Science, B.D. in Dairy Science or B. Sc. of Veterinary Medicine</p>	<p>Minimum 5 years experience in an inspection program or quality control audit program</p>

Position	Description	Qualifications	Experience
	<p>procedures to enhance program goals on a continuing basis.</p> <p>5. Directs all activities of the Domestic Foods Central Department.</p> <p>6. Collaborates with, Inspection Sector Head, Other Central Department Heads, agency personnel, and industry officials to insure effective and timely implementation of Agency's regulatory duties.</p> <p>7. Provides appropriate and timely guidance to field personnel in interpreting applicable health and sanitation laws and regulations.</p> <p>8. Reviews and approves Domestic Foods Central Department expenditures and budget request as necessary.</p>		
<b>Import Inspection Head</b>	<p>Supervises a staff of Inspectors assuring the compliance with applicable food safety laws for all food imported through the ports system and directs the operation of technical and clerical staff.</p> <ul style="list-style-type: none"> <li>- Directs subordinates in effectively resolving difficult and/or unusual problems in a timely matter.</li> <li>- Ensures effective application of applicable health and sanitation laws and regulations.</li> <li>- Analyzes and formulates proper solutions to problems relative to Agency programs to insure efficiency and effectiveness of operations.</li> <li>- Develops new methods, policies and procedures to enhance program goals on a continuing basis.</li> <li>- Directs all activities of the Food Imports Central Department.</li> <li>- Collaborates with, Inspection Sector Head, Other Central Department Heads, agency personnel, and industry officials to insure effective and timely implementation of Agency's regulatory duties.</li> <li>- Provides appropriate and timely guidance to field personnel in interpreting applicable health and sanitation laws and regulations.</li> </ul> <p>Reviews and approves Food Imports Central Department expenditures and budget request as necessary.</p>	<p>B. D. in Food Science, B.D. in Dairy Science or B. Sc. of Veterinary Medicine</p>	<p>Minimum 5 years experience in an inspection program or quality control audit program</p>
<b>Slaughterhouse Inspection Head</b>	<p>Supervises a staff of Veterinarians assuring the compliance with applicable food safety laws for all animals slaughtered in approved slaughterhouses and directs the operation of technical and clerical staff.</p> <ol style="list-style-type: none"> <li>1. Directs subordinates in effectively resolving difficult and/or unusual problems in a timely matter.</li> <li>2. Ensures effective application of applicable health and sanitation laws and regulations.</li> <li>3. Analyzes and formulates proper solutions to problems relative to Agency programs to insure efficiency and effectiveness of operations.</li> <li>4. Develops new methods, policies and procedures to enhance program goals on a continuing basis.</li> </ol>	<p>B. Sc. of Veterinary Medicine</p>	<p>10 years experience supervising veterinarians in a slaughterhouse operation</p>

Position	Description	Qualifications	Experience
	<p>5. Directs all activities of the Slaughterhouse Central Department.</p> <p>6. Collaborates with, Inspection Sector Head, Other Central Department Heads, agency personnel, and industry officials to insure effective and timely implementation of Agency's regulatory duties.</p> <p>7. Provides appropriate and timely guidance to field personnel in interpreting applicable health and sanitation laws and regulations.</p> <p>8. Reviews and approves Slaughterhouse Central Department expenditures and budget request as necessary.</p>		
<b>Retail Food Technical Advisor</b>	<p>Provides guidance to inspection personnel for the planning, organizing and implementation of the Food Safety Program for retail food sales/service sector.</p> <p>1. Advises Supervisors and inspection personnel on technical issues regarding food sanitation and consumer protection; accurately interprets applicable health and sanitation laws, and regulations, and responds to inquiries in a timely manner.</p> <p>2. Coordinates food safety programs with other agencies in an active manner in order to prevent food borne illness; directs follow-up Inspection and/or investigational activities relating to food bone illness.</p> <p>3. Coordinates training and evaluations of all inspection personnel.</p> <p>4. Reviews and evaluates current and proposed laws and regulations which may affect food safety programs including making appropriate recommendations for rule changes, program guidelines and methods of enforcement as needed.</p> <p>5. Provides complete and accurate information to the general public, industry personnel, and to other agencies concerning requirements for new firms including construction design requirements.</p>	<p>Master Degree in Food Science, M. D. in Dairy Science or B. Sc. of Veterinary Medicine preferred, Arabic &amp; English language skills, Strong customer service orientation</p>	<p>8-10 Years experience in food processing, retail food sales or retail food service with a food related industry</p>
<b>Food Processing Technical Advisor</b>	<p>Provides guidance to inspection personnel for the planning, organizing and implementation of the Food Safety Program for food processing sector.</p> <p>1. Provides guidance to inspection personnel for the planning, organizing and implementation of the Food Safety Program for retail food sales/service sector. Advises Supervisors and inspection personnel on technical issues regarding food sanitation and consumer protection; accurately interprets applicable health and sanitation laws, and regulations, and responds to inquiries in a timely manner.</p> <p>2. Coordinates food safety programs with other agencies in an active manner in order to prevent food borne illness; directs follow-up Inspection and/or investigational activities relating to food bone illness.</p>	<p>Master Degree in Food Science, M. D. in Dairy Science or B. Sc. of Veterinary Medicine preferred, Arabic &amp; English language skills, Strong customer service orientation</p>	<p>8-10 Years experience in food processing with a food related industry</p>

Position	Description	Qualifications	Experience
	<p>3. Coordinates training and evaluations of all inspection personnel.</p> <p>4. Reviews and evaluates current and proposed laws and regulations which may affect food safety programs including making appropriate recommendations for rule changes, program guidelines and methods of enforcement as needed.</p> <p>5. Provides complete and accurate information to the general public, industry personnel, and to other agencies concerning requirements for new firms including construction design requirements.</p>		
<p><b>Performance Auditor</b></p>	<p>Provides guidance to field personnel in the area of inspection procedures conducts training programs and monitors job performance of Inspectors.</p> <p>A. Provides necessary coordination, evaluation, consultation, training, technical assistance, and guidance to management staff and offices in the field.</p> <p>1. Draws on considerable expertise to provide appropriate coordination, evaluation, consultation, training, technical assistance, and guidance to field management staff and others in the general operations.</p> <p>2. Provides necessary support and assistance in a timely manner, and works to ensure that facilities and offices are run in compliance with applicable rules, regulations, policies, procedures, guidelines, court orders, laws, etc.</p> <p>3. Serves as an effective problem solver in troubleshooting problems and providing or recommending viable solutions to management staff.</p> <p>B. Visits facilities and offices in the field to conduct inspections for purposes such as evaluating general operations and overall performance; monitoring compliance with applicable rules, regulations, policies, procedures, court orders, laws, etc; and identifying and recommending resolutions of problem areas.</p> <p>1. Visits facilities and offices on a regular basis, as assigned, or as needed to conduct on-site inspections in order to evaluate and/or monitor general operations and performance, compliance, problem areas, etc. as personnel issues, budget matters and policy/procedure compliance.</p> <p>2. Adequately conducts inspections and audits in appropriate operational areas to ensure compliance with applicable policies, procedures, and guidelines.</p> <p>3. Identifies deficiencies, problems, and areas of non-compliance and makes recommendations or initiates corrective action to address them, providing appropriate feedback to managers and directors.</p>	<p>Master Degree in Food Science, M. D. in Dairy Science or B. Sc. of Veterinary Medicine preferred, Arabic &amp; English language skills, Strong customer service orientation</p>	<p>8-10 Years experience in food processing, retail food sales or retail food service with a food related industry</p>

Position	Description	Qualifications	Experience
	<p>C. Develops, conducts, and/or coordinates training associated with the Consumer Protection Division field operations inspection and audit process, regulatory compliance, and/or related topics, for departmental staff and others.</p> <ol style="list-style-type: none"> <li>1. Develops lesson plans derived from sources such as laws, court orders, rules and regulations, policies, SOPs, and directives to effectively support a transfer of knowledge and acquired skills to those undergoing training.</li> <li>2. Selects, develops, and/or utilizes appropriate training media, materials, presenters, and other resources.</li> <li>3. Effectively conducts and/or coordinates training sessions (e.g., classroom, on-site, etc.) to ensure that those being trained receive necessary instruction in appropriate areas relative to inspections, audits, regulatory compliance, etc.</li> <li>4. Modifies and revises training as necessary based on evaluation of data and changing directives and priorities.</li> </ol>		
<b>Food Complaints Technical Advisor</b>	<p>Receives complaints and inquiries concerning regulated food and determines appropriate investigational activities. Receives complaints and inquiries concerning all food regulated by the Food Safety Agency in a polite and professional manner.</p> <ol style="list-style-type: none"> <li>1. Categorizes complaints and inquiries in terms of potential health hazards and initiates action to include reviewing, evaluating, and appropriate follow-up in a timely manner.</li> <li>2. Coordinates investigational activities between sanitarian personnel, consumer, industry, departmental laboratories, and Federal agencies in an efficient manner.</li> <li>3. Initiates appropriate follow-up correspondence on completed investigations with concise information.</li> <li>4. Maintains consumer complaint log to ensure efficiency of response and to establish accurate and complete documentation.</li> <li>5. Advises Agency Management of problems and/or trends within the food industry which may be developing as identified through complaints.</li> </ol>	<p>Master Degree in Food Science, M. D. in Dairy Science or B. Sc. of Veterinary Medicine preferred, Arabic &amp; English language skills, Strong customer service orientation</p>	<p>8-10 Years experience in food processing, retail food sales or retail food service with a food related industry preferably with a quality control program</p>
<b>Inspector Trainee, Inspector, Inspector Senior</b>	<ul style="list-style-type: none"> <li>- Inspects and investigates food firms to include: sales establishments, such as wholesale and retail grocery stores, food processing and storage establishments, performing duties in a manner to ensure compliance with applicable rules and regulations and other applicable requirements. Provide advice to food firm owners, managers and/or personnel concerning compliance issues.</li> <li>- Collects samples of food products as necessary from all firms in assigned area of responsibility and/or as directed according to established procedures and distributes</li> </ul>	<p>Bachelor's degree in Agriculture (Food Science/Dairy Science) or Veterinarian Medicine degree (Food Hygiene/Food Control)</p>	<p>No prior experience required</p>

Position	Description	Qualifications	Experience
	<p>samples to laboratories for analysis.</p> <ul style="list-style-type: none"> <li>- Provides limited supervision as a Inspector Senior to a staff of assigned Inspectors assisting in guiding and encouraging each supervised employee to attain maximum job performance following established procedures for the periodic review of performance.</li> <li>- Conducts investigations of consumer complaints relative to food products to include outbreaks of possible food-borne-illness, unsanitary conditions, product labeling, packaging, and false advertising according to applicable rules and regulations.</li> <li>- Conducts HACCP Inspections, Shellfish Inspections and any other specialized inspections as assigned.</li> <li>- Maintains knowledge of current policies, laws, regulations and developments in the field by reading appropriate policy notices, interpretations and attending training sessions, meetings and conferences.</li> <li>- Provides consultation, information, technical assistance and in-service training to food personnel, industry and other personnel regarding health and food sanitation, rules and regulations and their enforcement and maintains relationship with food industry and related entities, including other agencies as assigned.</li> <li>- Prepares and completes agency forms.</li> <li>- Creates and maintains a high performance environment characterized by positive leadership and a strong team orientation.</li> </ul>		

# **APPENDIX C**

## **SAMPLE PERFORMANCE APPRAISAL SYSTEM (U.S. STATE OF GEORGIA DEPARTMENT OF AGRICULTURE)**



## Instructions for Use of the Performance Management Form (PMF)

### General

The Performance Management Form (PMF) is used to document employee performance plans and two types of evaluations based on those plans. The evaluations documented on the PMF are:

- (1) annual performance evaluations leading to salary increase recommendations, and
- (2) evaluations performed at the end of working test periods to support permanent status decisions.

### Please note:

- (1) To document permanent status decisions, agencies may choose to use the shorter Management Review Form (MRF), rather than using the PMF.
- (2) The MRF cannot be used to document a salary increase decision: a full evaluation, documented on the PMF, is required for the annual performance evaluation that determines salary increase recommendations.
- (3) The same PMF may be used to document both a salary increase decision and a permanent status decision, so long as:
  - (a) the same performance plan is in effect,
  - (b) the PMF documenting one type of decision has been completed no more than 90 days prior to the effective date for the other type of decision, and
  - (c) the agency policy does not require that a new PMF be completed.
- (4) A PMF must be completed and signed not more than 90 days prior to the effective date of a salary increase.

The PMF consists of nine sections:

- |  |                                   |
|--|-----------------------------------|
| 1: Employee Information                | 6: Salary Increase Recommendation |
| 2: Performance Plan Signatures         | 7: Employment Status              |
| 3: Job and Individual Responsibilities | 8: Evaluation Signatures          |
| 4: Terms and Conditions of Employment  | 9: Employee Development Plan      |
| 5: Overall Ratings                     |                                   |

Additional pages may be attached to any section of the form if space is insufficient.

### Planning

Prior to the beginning of the new performance period, the supervisor:

- enters in *Section 3* responsibilities and performance expectations for the employee and indicates which responsibilities are critical to the job;
- enters under Performance Expectations in *Section 4* any additional expectations related to terms and conditions of employment that are specific to the job or work unit;
- reviews the preliminary plan with his or her manager to ensure that the proposed responsibilities and expectations are appropriate in light of overall unit plans and work assignments.  
In a planning session at the beginning of the performance period, the supervisor and the employee:
- discuss the responsibilities and expectations for the coming year, making changes or additions as necessary in *Section 3*;

- review the pre-printed responsibilities in *Section 3* and check the boxes that apply to the employee and the job. (Agency should have a policy on whether inclusion of any or all of these responsibilities is required on every employee's Plan or is discretionary on the part of the supervisor.);
- review the preprinted Performance Management Responsibility in *Section 3* and, if the employee directly supervises other employees, mark it as "Critical";
- review the expectations related to terms and conditions outlined in *Section 4*;
- identify any developmental or training goals for the upcoming performance period and enter in *Section 9*;
- enter signatures and dates in *Section 2*. (The PMF, with responsibilities and expectations entered, constitutes the employee's individual Performance Plan. After the Plan is reviewed and signed by the reviewing manager, the supervisor retains a copy, gives a copy to the employee, and processes/files other copies as directed by agency policy.)
- if a significant change is made to the Performance Plan during the year, following discussion of the change, the supervisor should have the employee sign in the indicated space in *Section 2*.

### Annual Performance Evaluation

At the end of the performance period, the supervisor uses the Performance Management Form to document the evaluation of the employee's performance. The supervisor rates the employee's performance on the individual items in *Sections 3 and 4*. In *Section 9*, the supervisor notes any progress the employee has made in meeting developmental or training goals. In *Section 5* the supervisor enters an overall rating for Job and Individual Responsibilities and an overall rating for Terms and Conditions of Employment.

In *Section 6*, the supervisor indicates whether the employee is eligible for a performance increase. (Actual *awarding* of increases is subject to availability of funds and to modification of pay delivery policies.) In order to be eligible, the employee must receive an overall rating of Met Expectations or higher on the Job and Individual Responsibilities component of the evaluation. An employee who receives an overall rating of Did Not Meet Expectations on *either* Responsibilities *or* Terms and Conditions is *not* eligible for an increase. Employees receiving an overall rating of Needs Improvement on the Terms and Conditions may or may not be eligible for a performance increase, depending on individual agency policy.

The completed PMF is reviewed by the supervisor's manager. The supervisor then conducts the performance evaluation meeting with the employee. Both parties sign the document in *Section 8* to indicate that the meeting has taken place. After the PMF is signed by the reviewing manager, it is filed according to agency policy, a copy is given to the employee, and the supervisor retains a copy.

### Permanent Status Review

If the PMF is used to document an evaluation leading to the granting of permanent status, the form is completed in the same way as for an annual performance evaluation, but instead of indicating a salary increase recommendation in *Section 6*, the supervisor puts a checkmark in the "Permanent Status Approved" box in *Section 7* (or puts checkmarks in both sections, if the PMF is being used simultaneously for both types of evaluation). Follow agency policy for filing and distribution of copies.

# PERFORMANCE MANAGEMENT FORM (PMF)

Department Name

Print Date

Department ID

<b>Section 1: Employee Information</b>			
Last Name, First Name MI	Employee ID	Position No.	Performance Period From: _____ to: _____
Class/Job Title	Class/Job Number	Supv. Position No.	Supervisor's Title and Class/Job Number
<b>Section 2: Performance Plan Signatures</b>			
<p style="text-align: center;"><b>Performance Plan Signatures--Employee</b></p> <p>I understand my job and individual responsibilities, the performance expectations, and the terms and conditions under which I am expected to work.</p> <p>Comments:</p>   <p>_____</p> <p style="text-align: center;">Date <span style="margin-left: 150px;">Employee Signature</span></p> <p>I understand the changes made to my responsibilities and performance expectations or terms and</p>		<p style="text-align: center;"><b>Performance Plan Signatures--Supervisor/Manager</b></p> <p>I have discussed the job and individual responsibilities, performance expectations, and terms and conditions with the employee.</p> <p>Comments:</p>   <p>_____</p> <p style="text-align: center;">Date <span style="margin-left: 150px;">Evaluating Supervisor Signature</span></p> <p>I have reviewed the Performance Plan and find the requirements appropriate.</p>	

<p>conditions.</p>  <p>_____</p> <p>Date Employee Signature</p>	<p>Comments:</p>  <p>_____</p> <p>Date Reviewing Manager Signature</p>
<p><input type="checkbox"/> Annual Performance Evaluation      <input type="checkbox"/> Permanent Status Evaluation</p>	<p><input type="checkbox"/> Personnel File      <input type="checkbox"/> Employee Copy      <input type="checkbox"/> Supervisor Copy</p>
<p>Agency Official to whom request for review of the contents of this form should be submitted.</p>	

### Section 3: Job and Individual Responsibilities

**Instructions:** Describe the employee's key responsibilities. These may be Job Responsibilities (ongoing responsibilities typically performed by incumbents in the job) or Individual Responsibilities (responsibilities assigned to this particular employee, such as time-limited special projects or individual developmental goals). Indicate the responsibilities -- typically no more than three -- that are critically important to successful performance of the job. Describe performance expectations for each responsibility. At the end of the performance period, describe the employee's actual performance and indicate the rating achieved.

Job or Individual Responsibility	Performance Expectations	Actual Performance	Performance Rating
<input type="checkbox"/> Critical			<u>Expectations</u> <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
<input type="checkbox"/> Critical			<u>Expectations</u> <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
<input type="checkbox"/> Critical			<u>Expectations</u> <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
<input type="checkbox"/> Critical			<u>Expectations</u> <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
<input type="checkbox"/> Critical			<u>Expectations</u> <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded

Responsibility	Performance Expectations	Actual Performance	Performance Rating
<input type="checkbox"/> Critical			<u>Expectations</u> <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
<input type="checkbox"/> Critical			<u>Expectations</u> <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
<input type="checkbox"/> Critical			<u>Expectations</u> <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
<p><u>Instructions:</u> Performance Management is a key responsibility of all supervisors and must be marked as critical on each supervisor's performance plan. Check "Not Applicable" only if employee does not supervise.</p> <p><input type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Critical</p> <p><b>Performance Management Responsibility</b></p> <p>Creates and maintains a high performance environment characterized by positive leadership and a strong team orientation.</p>	<ol style="list-style-type: none"> <li>1. Defines goals and/or required results at beginning of performance period and gains acceptance of ideas by creating a shared vision.</li> <li>2. Communicates regularly with staff on progress toward defined goals and/or required results, providing specific feedback and initiating corrective action when defined goals and/or required results are not met.</li> <li>3. Confers regularly with staff to review employee relations climate, specific problem areas, and actions necessary for improvement.</li> <li>4. Evaluates employees at scheduled intervals, obtains and considers all relevant information in evaluations, and supports staff by giving praise and constructive criticism.</li> <li>5. Recognizes contributions and celebrates accomplishments.</li> <li>6. Motivates staff to improve quantity and quality of work performed and provides training and development opportunities as appropriate.</li> </ol>		<u>Expectations</u> <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded

Instructions: Listed below are responsibilities which support the State's strategic goals. If any of these "statewide" responsibilities do not apply, they should be marked "not applicable." Check the appropriate box to indicate whether the responsibility is "not applicable," "applicable" or both "applicable and critical."

Responsibility	Performance Expectations	Actual Performance	Performance Rating
<input type="checkbox"/> Not Applicable <input type="checkbox"/> Applicable <input type="checkbox"/> Applicable and Critical  <b>Teamwork</b>  Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works cooperatively with others to achieve goals.	<ol style="list-style-type: none"> <li>1. Communicates accurate information to others in a professional and courteous manner; conveys a willingness to assist.</li> <li>2. Shows consideration for others, works cooperatively with any co-worker, provides constructive feedback without undue criticism of others; displays appreciation of differences in approaches, personalities, and viewpoints of others.</li> <li>3. Solicits input of those who are affected by plans or actions; gives credit and recognition to others who have contributed; demonstrates concern for treating people fairly and equitably.</li> <li>4. Accepts responsibility for own mistakes and takes action to prevent similar occurrences; works to resolve conflicts and to identify solutions in which all parties benefit.</li> <li>5. Identifies team goals and ways to work with coworkers to accomplish those goals; works to keep group activities productive/focused on results.</li> </ol>		<u>Expectations</u>  <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
<input type="checkbox"/> Not Applicable <input type="checkbox"/> Applicable <input type="checkbox"/> Applicable and Critical  <b>Customer Service</b>  Works and communicates with the general public, internal customers and/or external customers to provide information and quality services and/or products targeted to meet customer expectations.	<ol style="list-style-type: none"> <li>1. Treats customers with respect, courtesy and tact; listens to customer and interacts with customer as a person while maintaining business relationship.</li> <li>2. Communicates with customers and obtains all information necessary to determine and address their specific needs; tactfully explains why, if service cannot be provided.</li> <li>3. Offers options, as appropriate, so that customers can decide what they want to do; demonstrates fairness and good judgement when seeking possible exceptions or in going the extra mile to meet customers' expectations.</li> <li>4. Responds to customers in manner and timeframe promised or follows up to explain status; demonstrates understanding of, and concern for, the customer's situation and perspective.</li> <li>5. Provides clear, accurate information; explains procedures or materials or provides supplemental information; anticipates problems and questions; asks for customer feedback on procedures, products or services.</li> </ol>		<u>Expectations</u>  <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded
<input type="checkbox"/> Not Applicable <input type="checkbox"/> Applicable <input type="checkbox"/> Applicable and Critical  <b>Organizational Commitment</b>	<ol style="list-style-type: none"> <li>1. Demonstrates eagerness to learn and assume responsibility; seeks out and accepts increased responsibility; displays a "can do" approach to work.</li> <li>2. Shows persistence and seeks alternatives when obstacles arise; seeks alternative solutions; does things before being asked or forced to by events.</li> <li>3. Works within the system in a resourceful manner to accomplish reasonable work goals; shows flexibility in response to process changes and adapts to and accommodates new methods and procedures.</li> </ol>		<u>Expectations</u>  <input type="checkbox"/> Did Not Meet <input type="checkbox"/> Met <input type="checkbox"/> Exceeded

<p>Displays a high level of effort and commitment to performing work; operates effectively within the organizational structure; demonstrates trustworthiness and responsible behavior.</p>	<p>4. Accepts direction and feedback from supervisors and follows through appropriately.</p>		
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### Section 4: Terms and Conditions of Employment

**Instructions:** Every employee must be evaluated on each of the six categories of terms and conditions shown below. Specific performance expectations that pertain to the agency, the work unit, or the particular job should be entered under Performance Expectations. At the end of the performance period, describe the employee's actual performance and indicate the appropriate rating for each category.

Terms and Conditions	Performance Expectations	Actual Performance	Performance Rating
<p><u><b>Works When Scheduled</b></u></p> <p>Works when scheduled; begins and ends work as expected; calls in according to policy when arriving late for work or when absent; observes provisions of Fair Labor Standards Act; observes policies on break and lunch periods; uses work time appropriately.</p>			<input type="checkbox"/> Did Not Meet <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Met
<p><u><b>Requests and Uses Leave Appropriately</b></u></p> <p>Submits leave requests on a timely basis. Requests and uses the proper type of leave in accordance with established rules and policies. Provides documentation for use of leave when required.</p>			<input type="checkbox"/> Did Not Meet <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Met
<p><u><b>Dresses Appropriately</b></u></p> <p>Presents a neat, clean appearance; dresses appropriately for job. Practices personal hygiene. Wears clothing suitable to job task and environment based on clientele served. Wears full, regulation uniform, if required.</p>			<input type="checkbox"/> Did Not Meet <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Met
<p><u><b>Observes Health, Safety and Sanitation Policies</b></u></p> <p>Observes established policies on health, safety, security and sanitation; notifies proper authorities of circumstances or situations that present potential health hazards.</p>			<input type="checkbox"/> Did Not Meet <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Met

<p><b>1.0 Adheres to HIPAA Regulations</b></p> <p>Adheres to established policies on privacy and security requirements for compliance with the Health Insurance Portability and Accountability Act ("HIPAA"), as applicable by Agency policy.</p>			<input type="checkbox"/> Did Not Meet <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Met <input type="checkbox"/> Not Applicable
<p><u>Follows All Other Rules and Policies</u></p> <p>Performs work according to rules, regulations, policies, and guidelines. Ensures required licensures and certifications are current. Does not improperly use or knowingly permit others to use state property improperly. Does not engage in activities other than official business during working hours. Does not engage in prohibited political activity. Does not report for work under the influence of alcohol or drugs.</p>			<input type="checkbox"/> Did Not Meet <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Met

Section 5: Overall Ratings		Section 6: Increase Recommendation
<b>Overall Rating for Job &amp; Individual Responsibilities</b>	<b>Overall Rating for Terms &amp; Conditions</b>	<input type="checkbox"/> NOT Eligible for Performance-Based Increase* <input type="checkbox"/> Eligible for Performance-Based Increase
<input type="checkbox"/> Did Not Meet Expectations* <input type="checkbox"/> Met Expectations <input type="checkbox"/> Exceeded Expectations	<input type="checkbox"/> Did Not Meet Expectations* <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Met Expectations	<b>Section 7: Employment Status</b>
		<input type="checkbox"/> Working Test/Permanent Status Approved <input type="checkbox"/> Not Applicable

**\* Note: Any employee rated in Section 5 as Did Not Meet Expectations is ineligible for a Performance-Based Increase**

**Section 8: Evaluation Signatures**

Employee Signature and Comments	Supervisor/Manager Signatures and Comments
<p>I have reviewed the contents of this form with my supervisor and have been advised of my ratings and employment status or increase eligibility status. I have made any comments I wish in this section. My signature does not necessarily indicate agreement.</p>          <p>_____</p>	<p>This rating reflects my evaluation of the employee's performance. I have discussed this evaluation with the employee.</p>          <p>_____</p> <p style="text-align: center;">Date</p> <p style="text-align: right;">Evaluating Supervisor Signature</p> <p>Reviewing Manager Comments (if any):</p>          <p>_____</p> <p style="text-align: center;">Date</p> <p style="text-align: right;">Reviewing Manager Signature</p>

Date	Employee Signature	Date	Appointing Authority Signature (optional)
Agency Official to whom request for review of the contents of this form should be submitted.			

**Section 9: Employee Development Plan**

Instructions: List developmental goals or areas for improvement that will be addressed by on-the-job development assignments and/or by formalized training experiences. Indicate actions to be taken by supervisor and/or employee and specify the time frame for their completion. At the end of the performance period, describe any progress the employee has made in meeting development or improvement goals.

<b>Developmental Goals/Areas for Improvement</b> (Employee's and Supervisor's Input)	<b>Planned Development/Training Activities</b> (Agreed Upon by Employee and Supervisor)	<b>Actual Progress</b>

## ***Instructions for Use of the Management Review Form (MRF)***

### **2.0 General**

The Management Review Form is designed to assist supervisors in providing performance feedback to employees. The form also serves as documentation that the supervisor and employee have met to review and discuss the employee's performance. The following types of reviews are documented on the MRF:

#### **2.1 Working Test Mid-Point Review**

By state statute, a management review must be completed within 10 calendar days of the date a classified employee has completed one-half of the working test period or as near to such date as is practicable.

#### **2.2 Annual Interim Progress Review**

An interim review of employee performance should occur approximately midway through the designated performance period.

#### **2.3 Working Test/Permanent Status Review**

A working test/permanent status review should be held just prior to the classified employee's permanent status effective date.

#### **2.4 Other Reviews**

The supervisor may wish to use the MRF to document other reviews that occur during the performance cycle; for example, performance reviews are recommended quarterly or as needed when the employee is experiencing difficulty in performing at the expected level.

#### **Please note:**

(1) A review documented on the Management Review Form (MRF) must be based on the employee's performance plan.

(2) The MRF cannot be used to document a salary increase decision; a full evaluation, documented on the Performance Management Form (PMF) is required

for the annual performance evaluation that determines salary increase recommendations.

(3) If an employee has been evaluated on the Performance Management Form for a salary increase decision no more than 90 days prior to the permanent status effective date, completion of a MRF is not required for documenting the award of permanent status.

### **2.5 Definition of Performance Status Codes**

#### **2.6 M = Meets Expectations**

(Performance has been acceptable for the time the employee has been on the performance plan.)

#### **2.7 E = Exceeds Expectations**

(Performance has been exceptional for the time the employee has been on the performance plan.)

#### **2.8 NI = Needs Improvement**

*(Performance in this area must improve in order to reach an acceptable level.)*

#### **NA = Not Applicable**

(The responsibility was not assigned during this period or there was no opportunity to observe it.)

### **3.0 Completing the Form**

(1) At the top of the form, indicate type of review being completed.

(2) Fill in employee and agency identifying information.

(3) Under Job and Individual Responsibilities, fill in the first few words of each responsibility statement from the performance plan, and then check the appropriate box to indicate performance status.

(4) In the section headed Recognition/Comments, enter any positive comments (e.g., examples of outstanding performance) that apply to the employee's performance for the period of review.

(5) Under Performance/Terms and Conditions Improvements Needed, describe any performance problems or shortcomings that need to be addressed in order to improve job performance.

(6) In the Development Goals section, describe specific actions that need to be taken to address problems and improve performance.

(7) If purpose of the review is to document awarding of permanent status, enter a checkmark in the "Permanent Status Approved" box.

(8) Enter signatures and dates as indicated and follow agency policy for filing and distribution of copies.



- Working Test Mid-Point Review
- Working Test/Permanent Status Review

## MANAGEMENT REVIEW FORM

- Interim Progress Review
- Other Review

Name	Employee ID.	Hire/Promotion Date			
Class/Job Title	Position No.	Review Date			
Company (Agency)	Department Name	Department ID	Review Period		
			From	To	
<b>Statewide Responsibilities</b>	M	NI	DNM	N/A	
1. Teamwork [ ] <input type="checkbox"/>					[ ] [ ]
2. Customer Service	[ ]	[ ]	[ ]	<input type="checkbox"/>	
3. Organizational Commitment	[ ]	[ ]	[ ]	<input type="checkbox"/>	
4. Performance Management	[ ]	[ ]	[ ]	<input type="checkbox"/>	
<b>Terms and Conditions</b>	M	NI	DNM	N/A	
1. Works When Scheduled	[ ]	[ ]	[ ]	<input type="checkbox"/>	
2. Requests and Uses Leave Appropriately	[ ]	[ ]	[ ]	<input type="checkbox"/>	
3. Dresses Appropriately	[ ]	[ ]	[ ]	<input type="checkbox"/>	
4. Observes Health, Safety and Sanitation Policies	[ ]	[ ]	[ ]	<input type="checkbox"/>	
5. Follows All Other Rules and Policies	[ ]	[ ]	[ ]	<input type="checkbox"/>	
6. Adheres to HIPAA Regulations	[ ]	[ ]	[ ]	<input type="checkbox"/>	
<b>Job and Individual Responsibilities</b> (Give 4-5 word Identifier)	M	NI	DNM	N/A	
	[ ]	[ ]	[ ]	<input type="checkbox"/>	
	[ ]	[ ]	[ ]	<input type="checkbox"/>	
	[ ]	[ ]	[ ]	<input type="checkbox"/>	
	[ ]	[ ]	[ ]	<input type="checkbox"/>	
	[ ]	[ ]	[ ]	<input type="checkbox"/>	

Recognition/Comments		
Performance/Terms and Conditions Improvements Needed		
Developmental Goals		
I have discussed the contents of this form with my supervisor and have been advised of my performance status relative to the responsibilities/terms and conditions stated on my performance plan.	I have discussed the progress of this employee relative to the responsibilities/terms and conditions stated in the employee's performance plan.	Permanent Status Approved [ ] Not Applicable [ ]
		<hr/>
Employee's Date	Signature	Supervisor's Date
	Signature	Reviewing Manager's Signature
		Date

**Technical Assistance for Policy Reform II**  
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