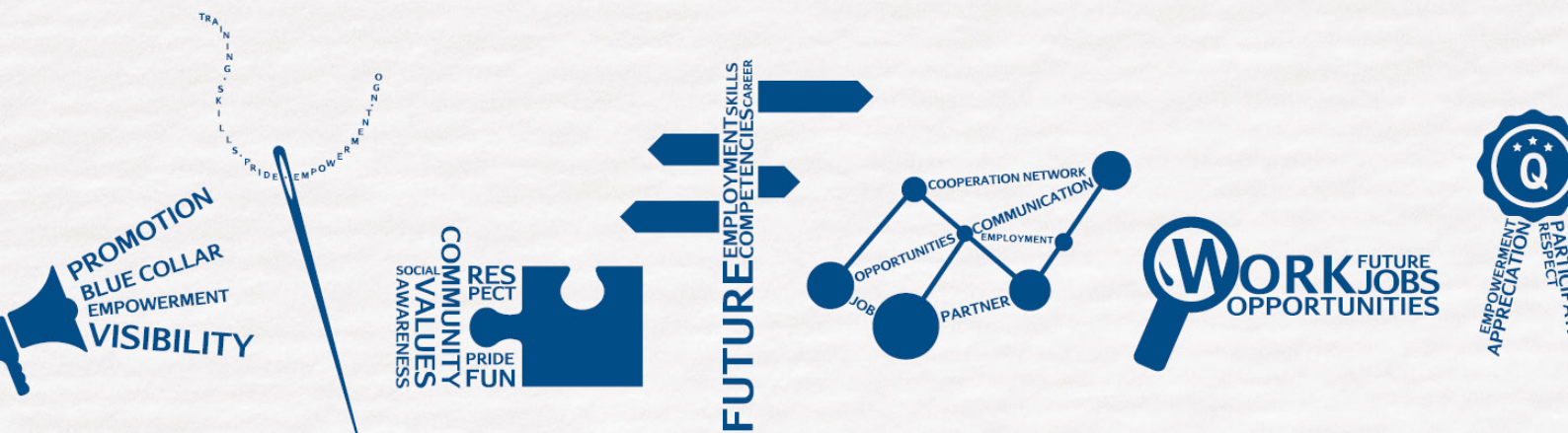




5.2 SELECTION OF PRACTICAL EXAMPLES OF JOB QUALITY MEASURES AS REALISED IN EGYPTIAN COMPANIES



Lokman Safe and Healthy Workplace

“providing safe and healthy working conditions”



Company Name	Lokman Sons Bakery
Sector	FMCG
Location	Helwan
Sales Turnover	800,000 EGP
Size	15 employees (67% blue collar workers)
Market Access	Local market
Project Duration	01.04.2013 – 30.09.2013
Contact Details	Sayed Lokman koka_220@hotmail.com

Description

Lokman Sons Bakery aims to offer its current and potential employees a cleaner and safer work environment. This includes improving the firefighting system to safeguard them in addition to installing a better ventilation system, healthcare services and unobstructed mobility in the bakery. The bakery is meant to become a source of attraction for workers that provides them with a fair income and decent environment.

Aim

- Improve the working and safety conditions
- Maintain the workers' physical, psychological and mental well-being
- Increase loyalty of current workers and attract new workers
- Serve as a best practice example for other bakeries

Activities

- Renovations of bathrooms (male/female)
- Installation of a new ventilation system, transportation tool, boiler, freezing room for dough and oven tables with safer stainless steel covers
- Establishment of a first aid unit and training by the Egyptian Red Crescent Team
- Training on occupational health and safety procedures for 5 workers

Difficulties

- Compliance to international financial standards
- Resistance of employees at the beginning for change

Impact

- Satisfaction and safety of workers and their willingness to work
- Increased affiliation of workers to the workplace
- Increased productivity

Sustainability

- Replace any item that depreciate over time
- Upgrade the ovens and refrigerators
- Train new workers on the job



New clinic at the bakery



Lokman bakery products

“Good working conditions are the precondition of good work”
**Sayed Lokman, Owner,
 Lokman Sons Bakery**

Benchmark Apprenticeship Program

“fostering a culture of learning and developing career progression plans”



Benchmark

Company Name	Benchmark Facilities Management
Sector	Property management
Location	6 th of October
Sales Turnover	3,000,000 EGP
Size	150 employees (90% blue collar workers, 25% women and 5% disabled)
Market Access	Local market
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Hossam Allam hossam.allam@allamsons.com

Description

Benchmark FM decided to tackle its high turnover rate and difficulty of recruiting qualified staff by creating an “apprenticeship program” that provides career clarity and guidance to employees. The program promotes a learning environment and creates a mentorship community within the company with the aim of increasing the motivation of blue collar workers. The additional aim is to encourage their continued presence by giving them concrete chances of upward mobility through the improvement of skills.

Aim

- Attract untrained staff
- Reduce costs by hiring the right level of experience
- Increase retention as workers buy into the career progression plan
- Foster a learning culture without the need for a large training organization
- Give recognition and satisfaction to senior staff for their mentoring role

Activities

- Development of a housekeeping curriculum and a corresponding training video for the housekeeping staff
- Development of a maintenance curriculum and a skills passport in addition to incentive pins for the maintenance staff
- Delivery of a train-the-trainer and mentoring program to senior staff

Difficulties

- Scarce housekeeping consultancy skills in Egypt
- High amount of work especially for developing the housekeeping curriculum
- Short implementation period

Impact

- Improvement and formalisation of the housekeeping training
- Clarity about development and promotion track in the maintenance field
- Fear of the staff from the emphasis on performance and accountability
- Increased sense of ownership of the staff
- Emergence of role models in the company
- Availability of tools to the staff for high-quality performance
- Increased attention of the management to the role of mentoring and coaching

Sustainability

- Develop staff assessment metrics aligned with the training material
- Perform the assessment of new hires by mentors and managers
- Tie the skills passport to job and salary progression
- Continue to nurture the sense of ownership and involvement; and create role models



High elevation window cleaners “Spiders”



Skills passport

“We want our staff to be proud. If they are proud, they will stay in the company. If they stay in the company, the quality of our work will rise and we will be more competitive” **Hossam Allam, Managing Director, Benchmark FM**

Mediterranean Garden Communication and Development Area

“making the workplace enjoyable”



Company Name	Mediterranean Garden for Agribusiness
Sector	FMCG
Location	10 th of Ramadan
Sales Turnover	2,500,000 EGP
Size	35 employees (77% blue collar workers and 50% women)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Mostafa Hashem mostafa@mga-eg.com

Description

Mediterranean Gardens for Agribusiness aims at creating a professional HR system, improving working conditions and creating social, communication and development areas that include cafeteria, nursery and training rooms among others. In addition they are focused on creating a working environment that encourages the application and retention of female blue collar workers.

Aim

- Attract new blue collar worker especially female workers
- Increase retention of workers
- Provide better working conditions

Activities

- HR system (employee handbook, work contracts, job descriptions, HR application forms, performance appraisals, org. chart and technical training)
- Creation of a “Communication and Development Area” including a kitchen, dining, training, nursery, sports and prayer room, and separated toilets in addition to ventilation, heaters, water coolers and lockers
- Provision of free and healthy daily lunch
- Transportation to- and from- work

Difficulties

- Political and security situation
- Inflation rate
- Implementation beside the normal business operations

Impact

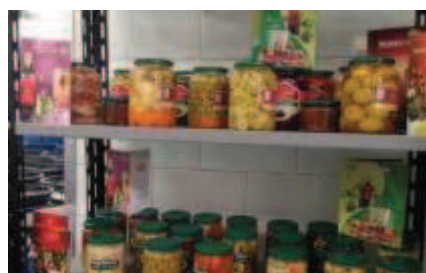
- Higher employee morale and higher sense of belongingness
- Smooth accessibility of employees to the workplace
- Professionalization and improvement in HR procedures
- Gap bridging between management and employees
- Increase in the number of employees and reduction in the turnover rate
- Higher productivity

Sustainability

- Deliver the sports and nursery services to neighbouring companies
- Give more financial benefits to employees as a result of the productivity gains
- Extend the activities to also implement a medical insurance program



MGA workers with the new uniforms performing their jobs



MGA products

“Our future is in our workers. Our future is in our work. Through the experiences that we took from the initiative, we were able to know what job quality means and we managed to get hold of the key to success” **Mostafa Hashem, CEO, MGA**

EVA Montessori Kindergarten

“empowering working mothers”



Company Name	EVA Cosmetics
Sector	Pharm and cosmetics
Location	6 th of October
Sales Turnover	180,000,000 EGP
Size	780 employees (70% blue collar workers and 54% women)
Market Access	Local and international markets
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Mona Rabbat mona.rabbat@eva-cosmetics.com

Description

Eva Cosmetics intends to ameliorate lives and provide better chances for the future of its workers. It seeks to provide better work opportunities for women by establishing an in-house Montessori kindergarten that educates the children through learning programs and caters to their health through the provision of healthy meals and medical services.

Aim

- Empower women and retain them in the company
- Invest in the future of the nation (the children)
- Create better business relationships with neighbouring companies

Activities

- Cooperation with One World for Training and Consultancy (1 year contract)
- Establishment of the Montessori kindergarten (premises, classroom furniture, Montessori activity tools, playground and planting)
- Capacity building for 2 Montessori teachers (staff orientation, on the job training and MEPI diploma) in addition to awareness sessions for the parents

Difficulties

- Different stakeholders and the need to align the interests of each party

Impact

- Reduction in the number of leave days of employees to stay with their children
- Improved psychological status of employees, especially of working women
- New work opportunities for other parents and mothers
- Higher productivity levels
- Stronger responsible business conduct towards employees and the community
- Change in the mind-set of the management and the parents
- Satisfaction of workers about the kindergarten
- Sense of development by the parents of their children and outstanding relationship with the company and the kindergarten

Sustainability

- Continue in running the kindergarten as it presents a priority of the top management
- Meet the financial and human requirements of the kindergarten
- Encourage and support teachers to obtain the MEPI diploma



Kid in the Montessori classroom



Working woman

“I hope we all become role models for the community. Together we can reach so much” **Mona Rabbat, Vice President, EVA Cosmetics**

El Deeb Workers' Empowerment

"participating in the decision making leads to better work and working conditions"



Company Name	El Deeb for Towing and Maintenance
Sector	Automotive
Location	Cairo
Sales Turnover	1,500,000 EGP
Size	41 employees (83% blue collar workers)
Market Access	Local market
Project Duration	01.04.2013 – 15.10.2013
Contact Details	Aly El Deeb Alieldeeb@eldeeb-eg.com

Description

El Deeb is concerned about the satisfaction and well-being of their blue collar workers. Morale issues have led them to address the establishment of an in-house kitchen and the provision of daily meals to their employees. In addition, they seek to provide safer working conditions as well as training and incentive schemes.

Aim	<ul style="list-style-type: none"> ▪ Increase the satisfaction of workers and their retention ▪ Enhance the skills and knowledge of workers ▪ Improve the working conditions in the company
Activities	<ul style="list-style-type: none"> ▪ Training delivery on Supply Chain Management ▪ Provision of high quality personal protective equipment and lockers ▪ Kitchen upgrading providing free and healthy daily meals ▪ Creation of incentive schemes – “Employee of the Month” who gets to spend a recreational week-end with the family at the Red Sea ▪ Establishment of new bathrooms
Difficulties	<ul style="list-style-type: none"> ▪ Time management, budgeting and coordination ▪ Great efforts to realise the project in the planned timeframe
Impact	<ul style="list-style-type: none"> ▪ Great satisfaction and improved morale of workers ▪ Emergence of innovative ideas from the employees and the management ▪ Stronger team spirit ▪ Creation of a new job quality vision for the company
Sustainability	<ul style="list-style-type: none"> ▪ Reserve a budget to fund future training and develop a new training scheme ▪ Maintain the other activities as they present a priority for the top management



Tools are better organized after the supply chain management course



The workshop

"The competition gave us the unique opportunity to focus on retention and improve our quality. The project resulted in the emergence of innovative ideas from the workers and the management" Ali El Deeb, Owner, El Deeb for Towing and Maintenance

Express Transportation and Safety System

“getting to work easily”



Company Name	Express Factories Group
Sector	Home Appliances
Location	Alexandria
Sales Turnover	14,500,000 EGP
Size	300 employees (90% blue collars workers)
Market Access	Local and international markets
Project Duration	01.04.2013 – 30.09.2013
Contact Details	Samy el Sayed express_co_@hotmail.com

Description

Express Factories Group decided to provide safer transportation and upgrade the health and safety measures and equipment for their workers.

Aim	<ul style="list-style-type: none"> Improve transportation to- and from-work Improve health and safety at the workplace
Activities	<ul style="list-style-type: none"> Provision of bus transport to- and from- work Extension of the firefighting system and first aid measures in the factory. Installation of a new ventilation system Provision of safety clothing
Difficulties	<ul style="list-style-type: none"> Need for an accurate implementation of the plan
Impact	<ul style="list-style-type: none"> Satisfaction of employees as well as the management Increased safety at the workplace
Sustainability	<ul style="list-style-type: none"> Maintain the different activities and extend them to include social activities like entertainment and sports



Workers in the factory



New bus to transport employees

“We always aim that the relations between the small group, which is the small workforce and the management are humane. These relations must be humane as currently we’re facing fast labour turnover” **Samy El Sayed, Advisor, Express Factories Group**