



**COLEAD**  
Job Descriptions Framework



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# THE COMMITTEE LINKING - ENTREPRENEURSHIP - AGRICULTURE - DEVELOPMENT (COLEAD)

*The development of a sustainable global food system is crucial to meeting the challenges of reducing poverty and inequality, ensuring food security for all and protecting our planet. COLEAD's ambition is to contribute to the transition of the agricultural sector towards more sustainable agri-food systems adapted to local contexts.*

COLEAD is a network of companies, professional organisations, experts and private and public partners working in the agricultural and food sector, the world of development and the transmission of knowledge and expertise.

Our mission is to facilitate and implement all actions that directly and/or indirectly increase the contribution of agricultural sectors to achieving the Sustainable Development Goals (SDGs).

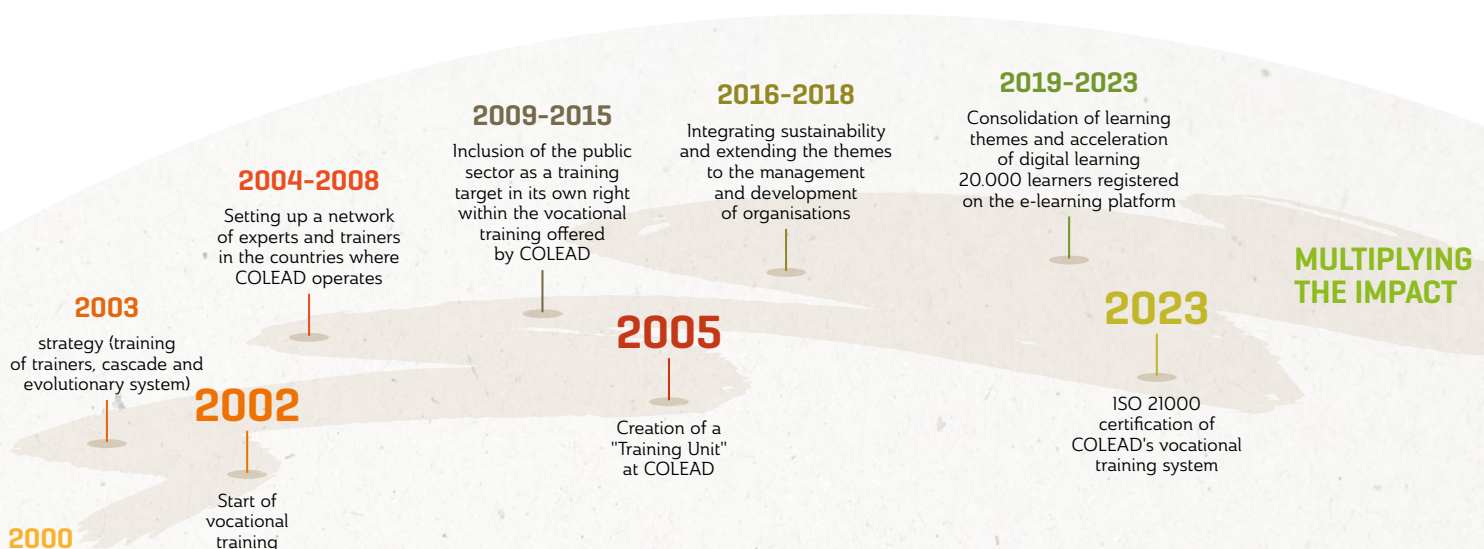
In practice, through development programmes, we provide online and on-the spot technical assistance, professional training and support services in the areas of regulatory monitoring, market knowledge, partnerships, research and innovation brokerage and access to finance. COLEAD is thus a toolbox at the service of players in a sustainable agri-food system.

The growing complexity of the world, the repeated crises of the last 50 years and those of today (post-Covid economic turbulence, accelerating climate change, the war in Ukraine, etc.) demand intelligent policies and force us to remain humble in the face of the unknown and the volatility of the global economy. There is no single approach to prescribe and no miracle solution, apart from the certainty that we need to create greater resilience at all levels. To be able to absorb shocks and crises, to adapt and, finally, to engage in genuinely transformational approaches over the longer term. This is the gamble that COLEAD is taking, by focusing its action on human capital.

That's why vocational training is at the heart of COLEAD's expertise and vision: "Growing People".

**Growing people** is COLEAD's vision, according to which the mandatory and ongoing change to the global agri-food model is, and will be, achieved through capacity building and ongoing training for current and future generations of producers, entrepreneurs, consultants, technicians, public service and educational workers, and in general for all the economic players in the agricultural and food system. This is particularly the case in sub-Saharan Africa, where the opportunities are as great as the challenges, and where sustainable agriculture is a driving force for a sustainable future.

COLEAD's training system, based on the organisation's values (Performance-Continuous Improvement-Commitment-Difference-Humanity), is the result of more than 20 years' experience in the member countries of the OEACP (Organisation of African, Caribbean and Pacific States), particularly in the horticultural sector.



COLEAD's training system is currently based around three strategic areas:

- Axis 1: Guarantee a coherent, structured, high-quality training offer that meets the needs and expectations of learners and enables their organisations, and the agricultural sector in general, and the horticultural sector in particular, to maintain, adapt and develop in the long term.
- Axis 2: Strengthen the expertise and skills, both technical and educational, of local human resources so that they can provide day-to-day support to players in the agricultural sector in their projects.
- Axis 3: Increase the number of people benefiting from skills enhancement through relay training organisations and by encouraging the systematic and cascading transfer of knowledge and skills.

Every operator, from managers to workers, from middle managers to small producers, has a role to play in ensuring the sustainability of agriculture and food. We are also convinced of the importance of having an appropriate legal framework and effective public services to supervise and control operators. That's why it's essential that our learning methods and tools are designed to match the skill levels and needs of each of these links in the chain. By involving local and international experts at the heart of this system, we rely on their ability to come up with training solutions tailored to local realities.

Training means continually capitalising on and disseminating knowledge, know-how and specialised expertise to contribute to the profound transformation of

agriculture and ensure that it can play its full role in food security, ecosystem preservation and economic growth. Our training system must contribute to the long-term enhancement of learners' skills to enable them to realise their projects.

To meet these challenges, COLEAD's training courses cover eight key themes:

1. Sustainable production and trade
2. Agricultural production and processing
3. Environmental management
4. Food safety
5. Plant health
6. Respect for the individual and professional development
7. Company management and development
8. Training methodologies

From sustainable agricultural production to environmental management, food safety and professional development, COLEAD emphasises the crucial importance of education and training in achieving the United Nations' Sustainable Development Goals (SDGs). COLEAD's training programmes are designed to contribute directly and indirectly to the achievement of these SDGs. These programmes enable the development of specific skills and knowledge, while promoting a holistic approach to sustainability.

*Growing people is about progress, growth and sustainable growth by giving companies and people the means to flourish while respecting the environment and the humanity of each individual.*

COLEAD's training system incorporates two frameworks

1. A training framework with learning objectives, which can be found in our [training catalogue](#).
2. A skills framework which is detailed here in the form of job descriptions.

### What is a skills framework?

How to set the objectives of a vocational training course? Ideally, by analysing the job for which the training is intended and by identifying, on the basis of current practices in a sector, the necessary skills, abilities, knowledge, practices and attitudes.

For each "job" identified as essential for the accomplishment of a given process (e.g. plant health control, recruitment, production, transformation, management, training, etc.), a skills framework describes the context in which the function is carried out as well as the nature of the missions and activities, i.e. the professional situations encountered in this job.

In practice, the "skills framework" refers to a structured set of job descriptions that bring together all the specific

competencies required to carry out all the tasks and activities and exercise the particular responsibilities of these jobs. These job descriptions are organised by sector (public sector, company, service provider) and by level of responsibility (senior management, middle management, executive).

### Why create a skills reference framework?

The skills framework is the keystone of a relevant and coherent training offer.

It compares the skill requirements for a job/function with the qualifications acquired by the staff of companies or other organisations (Professional Organisations, public services, various providers). It therefore allows an objective measurement of the gap and the identification of capacity building needs for each individual.

The skills framework thus constitutes the basis of the **system for steering training actions**. It justifies and refers to the didactic transposition of the needs of competences specific to the various jobs into training plans, learning journey and training programmes.



## What is a "job description"?

The main tasks and responsibilities (managerial and/or technical) are described in a "job description" and refer to the know (knowledge), know-how (skills) and soft-skills (behaviour) required to carry them out.

To characterise a job, its profile will be defined mainly by specifying :

- The title or usual name given to this function and the definition of the job (what it consists of, what is its purpose)
- The context: the framework in which the job is usually carried out (e.g. regulatory context)
- Main responsibilities (broken down into various activities) and expected skills (to carry out the various activities)
- Degree of Responsibility and autonomy of the role
- Internal relations and external relations: an indication of the exchange of information between the various functions (e.g. superiors, colleagues or customers).

## How has COLEAD constructed this skills framework?

**The list of professions presented is adapted to the target audiences of COLEAD's training courses.**

The list of occupations presented in this catalogue is tailored to the target audience for COLEAD courses. There are other occupations related to the horticultural or agricultural sector that are not included here, such as informatician or mechanic. The list presented is based above all on the analysis of processes linked to Food Safety and plant Health, Agricultural Production and Processing, Sustainable Environmental Management, Business Management, Social Responsibility, Business ethics and Training methods.

**The job descriptions have been validated by professionals from ACP countries.**

The job descriptions were validated by means of a broad survey (surveys via targeted mailings, focus groups) of professionals from the public and private sectors (French and English speakers). The feedback received was compiled, checked, cross-referenced and finally integrated to produce a finalised version of the job description. On the one hand, the job descriptions will evolve as the jobs themselves evolve within the horticultural sector, and

on the other hand, they may be completed if new target audiences are concerned by COLEAD training activities.

## Resources relevant to any agricultural sector.

These Job Descriptions have been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. These resources can be used by other agricultural stakeholders who wish to invest in their human capital.

## How do you use the skills framework?

There are several benefits to be gained from a skills framework, both for COLEAD staff and trainers and for the beneficiaries. It is at the same time a communication tool, a steering tool and a tool for continuous improvement of the Training Management System.

For COLEAD partner-beneficiaries

- It is a **general management tool** because it clarifies roles, areas of responsibility and relationships between staff members and between departments themselves.
- It is a **human resources management tool**: it facilitates the definition of functions and levels of responsibility; it can be used to define the positions to be filled during recruitment; it can contribute to the analysis of staff CVs and to planning the development of internal skills; it helps the manager to perceive the limits of internal capacities
- It is a tool that can be used **to formulate training demands**, in particular by defining learning objectives based on the types of skills targeted.

## Description of the model used:

File N° ...

## JOB TITLE

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	Usual and objective designation of the job function: must be representative of the position and of the main area of activity.
<b>Alternative job titles</b>	Examples of other titles used for the same job.
<b>General context</b>	Description of the context in which the function is carried out (regulations, standards). Should also predict any potential technological, economic, social and political changes to the context (over 3–4 years).
<b>Job goals</b>	Description of the job. Contribution of the job to the organization's goals (achievement of the organization's expected performance; overall purpose).
<b>Operational status</b>	Place of the person in the organization; working situation in the organization (services/ departments in which the job is located), relationships.
<b>Main responsibilities</b>	<ul style="list-style-type: none"><li>› List of the main activities that make up the core business (numbered from 1 to n)</li><li>› Activities (carried out for each responsibilities) <i>(list / description of activities)</i></li><li>› Expected skills (for each assignment) <i>(list of skills relating to these activities)</i></li></ul>
<b>Responsibility and autonomy</b>	The degree of responsibility and autonomy of the role. Use as criteria: <ul style="list-style-type: none"><li>› Hierarchical relationships (Who gives orders? Who receives orders?)</li><li>› Managerial responsibilities (making decisions, allocating resources to accomplish tasks)</li><li>› Enforcement responsibilities (following instructions)</li><li>› Monitoring responsibilities (arrangements for the control, monitoring and evaluation of activities)</li></ul>
<b>Relationships</b>	Level of non-hierarchical professional relationships: <ul style="list-style-type: none"><li>› Within the department (internal)</li><li>› Outside the department but within the organisation (internal)</li><li>› Outside the organisation: partners, subcontractors, etc. (external)</li></ul>
<b>Qualifications</b>	Qualifications required and accepted (diploma, certificate, professional experience, continuing education, etc.), any previous or further training required



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# COMPETENT AUTHORITIES





# DIRECTOR OF A SPS COMPETENT AUTHORITY

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Director of a Competent Authority</b>
<b>Alternative job titles</b>	SPS focal point, executive director of a food agency
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and voluntary private standards (e.g. ISO22000; the GLOBALG.A.P. Good Agricultural Practices, the British Retail Consortium Global Standard for Food Safety (BRC), International Featured Standard (IFS) for Food, etc.).</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ('hygiene package') and Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law.</p> <p>The competent authority is in charge of assessing and managing the risks associated with foodstuffs, and of communicating these risks.</p> <p>Risk management is achieved through the introduction of 'national food safety control systems' (where sanitary and phytosanitary aspects are often combined; there may also be several competent authorities in the same country).</p> <p>Effective national food control systems are essential to protect the health and safety of consumers. These systems help to assure the safety and quality of foods entering international trade, and to ensure that imported foods conform to national requirements (as well as phytosanitary requirements if the national plant protection organisation (NPPO) is, for example, integrated into a single food agency). Considerable obligations are imposed on States to strengthen their food control systems and to enforce risk-based food control strategies (FAO/WHO, 2003).</p>
<b>Job goals</b>	<p>The director of a competent authority is first and foremost a civil servant who performs a variety of administrative tasks to manage the infrastructure needed to enforce effective food risk assessments, establish and conduct surveillance and inspection programmes and report on their findings. They must ensure that a sanitary (and, in some cases, phytosanitary) policy and a legislative framework are established and applied in order to achieve a level of performance sufficient to guarantee compliance with international standards and obligations (e.g. successfully demonstrate the equivalence of their system during Food and Veterinary Office (FVO) audits).</p> <p>The director of a competent authority, in conjunction with policymakers, determines public targets in the field of food security on the basis of regulations and the results of risk assessment, with a 'farm to fork' approach, provides guidance on how to achieve them, manages an 'overall action plan' for addressing sanitary (and, in some cases, phytosanitary) risks and manages the operating budget.</p>
<b>Operational status</b>	<p>The director of a competent authority heads up a government-appointed official department to carry out the activities described in the FAO/WHO Guidelines (Guidelines for Strengthening National Food Control Systems, 2003). National legislation gives the competent authority the legal authority and responsibility to fulfil food safety and food quality obligations. The director of a competent authority manages the body responsible for food safety and quality and the relationships with all stakeholders in the food supply chain.</p> <p>The director of a competent authority manages all the departments involved in food safety, including public-sector contaminant analysis laboratories.</p>

## Main responsibilities

- › Organising the national food control system (putting in place the necessary infrastructure for all the functions required) and developing its strategy
- › Providing operational leadership to the departments concerned (risk assessments, programming, surveillance and inspection systems, import checks and export certifications, communication) and the effective application of SPS measures
- › Managing human resources (staffing, training needs, etc.) and physical resources (facilities, finance, laboratories) to ensure that the competent authority functions effectively
- › Performing a regular review of how the competent authority is operating, reviewing incidents and organising regular audits (internal and external)
- › Overseeing documentary research, scientific investigation and regulatory monitoring in the field of food safety
- › Managing systems for internal and external communication with the FVO and stakeholders, and reporting on the competent authority's activities

## Responsibility and autonomy

The director of a competent authority generally reports to the Minister for Health, Agriculture or Trade, depending on the State concerned. The role of a competent authority or food agency is to ensure the safety of the food chain and quality of foods in order to protect the health of humans, animals and plants.

Sufficient resources must be allocated (from the government budget) and provided to the competent authority to cover the costs of field visits, inspections, surveillance activities, analysis and communication.

## Relationships

Internally, depending on the State, the director of a competent authority reports to a Minister and is accountable to the government. They supervise all of the civil servants involved in managing food safety, including:

- › The head of risk assessment and other experts involved in performing risk assessments
- › The director of the analytical laboratory and experts working there
- › Administrative or support staff (secretaries, accountants, archivists, drivers, security officers, etc.)

Externally, the director of a competent authority reports on the activities undertaken and provides feedback on the findings of inspection, surveillance and certification programmes to the competent minister(s).

They have ongoing relationships with other national agencies/services and with the FVO (if there are exports to the EU). They inform third countries if a food safety issue is identified (notification, alert via the EU RASFF (Rapid Alert System for Food and Feed) system).

## Qualifications

The director of a competent authority will either be:

- › a scientist with a degree-level qualification that may be in a range of disciplines (biology, agronomy, statistics, human and veterinary medicine, etc.), with advanced management skills demonstrated by their initial and further training and professional experience.
- › or an experienced manager appointed by the government as director of a competent authority.



# DIRECTOR OF A NATIONAL PLANT PROTECTION ORGANISATION

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Director of an NPPO</b>
<b>Alternative job titles</b>	Head of NPPO, Head of the Plant Protection Department; SPS focal point
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). International Standards For Phytosanitary Measures (ISPM) No. 1 - Phytosanitary principles for the protection of plants and the application of phytosanitary measures in international trade – and other ISPM standards.</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>The requirement to make provision for establishing a National Plant Protection Organisation (NPPO) as official competent authority for plant protection is one of the key obligations of the contracting parties that was included in the new revised text of the International Plant Protection Convention (IPPC) (1997). This document sets out clear functions for the NPPO. The contracting parties have established various models for an NPPO. These are based largely on their competencies and understanding of the range of functions and responsibilities of the NPPO, as well as on their level of appreciation of the importance of the NPPO in food security and market access, and the protection of national environments, biodiversity and plant resources from pests (in IPPC Guide).</p> <p>The duties of the NPPO are defined by the Convention (Article IV.2) and specified in the IPPC Guide – Establishing a National Plant Protection Organization. The objectives of an NPPO may be translated into three broad areas of responsibility:</p> <ul style="list-style-type: none"> <li>› to protect plant resources (including cultivated, wild and aquatic plants) through implementation of appropriate phytosanitary measures</li> <li>› to support national food security and a healthy environment through effective pest exclusion procedures</li> <li>› to facilitate market access and safe international trade in agricultural commodities by establishing effective phytosanitary certification systems and procedures.</li> </ul>
<b>Job goals</b>	<p>The director of an NPPO is first and foremost a civil servant who performs a variety of administrative tasks to manage the infrastructure needed to enforce effective surveillance and inspection programmes in accordance with the schedule set. They must ensure that phytosanitary policy and legislation are established and applied.</p> <p>The director of an NPPO determines public targets in the field of plant protection, provides guidance on how to achieve them and manages an 'overall action plan' for addressing phytosanitary risks.</p>
<b>Operational status</b>	<p>The NPPO is the official service established up by the government to discharge the functions specified in the IPPC. National legislation gives the NPPO the legal authority and sole responsibility to discharge of its functions, as outlined in the IPPC. The director of an NPPO manages the body responsible for phytosanitary certification and protection.</p> <p>The director of an NPPO manages all departments involved in plant protection, including public-sector diagnostic laboratories.</p>

## Main responsibilities

- › Organise the national plant protection system (putting in place the necessary infrastructure for all the functions required under the IPPC) and develop its strategy
- › Provide operational leadership for the departments concerned (pests risk assessments, programming, surveillance and inspection systems, import verifications and export certifications) and check the effective implementation of SPS measures
- › Manage human resources (staff time, training needs etc.) and physical resources (facilities, finance, laboratories) to ensure that the NPPO functions effectively
- › Perform a regular review of how the NPPO is operating, reviewing incidents and organising regular audits (internal and external)
- › Oversee documentary research, scientific investigation and regulatory monitoring in the field of plant protection
- › Manage systems for internal and external communication with the IPPC and stakeholders, and reporting on the NPPO's activities

## Responsibility and autonomy

The director of an NPPO generally reports to the Minister for Agriculture, Health or Trade and/or the Environment, depending on the IPPC member state.

Sufficient resources must be allocated (from the government budget) and provided to the NPPOs to cover the costs of field visits, inspections, surveillance activities, diagnostics and communication.

## Relationships

Internally, depending on the IPPC member state, the director of an NPPO generally reports to a Minister for Agriculture, Health, Trade and/or the Environment. They supervise all of the civil servants involved in plant protection, including:

- › The head of phytosanitary risk assessment (PRA) and other experts involved in performing these assessments
- › The director of the diagnostic laboratory and experts working there
- › Administrative or support staff (secretaries, accountants, archivists, drivers, security officers, etc.)

Externally, the director of a NPPO reports on the activities undertaken and provides feedback on the findings of inspection, surveillance and certification programmes to the competent minister(s).

They have ongoing relationships with the IPPC and other NPPOs and regional plant protection organizations (RPPOs). They inform the IPPC and RPPO if a pest is identified in a given area.

## Qualifications

The director of an NPPO will be:

- › a scientist with a degree-level qualification that may be in a range of disciplines (biology, agronomy, statistics, human and veterinary medicine, etc.), with advanced management skills demonstrated by their initial and further training and professional experience.
- › or an experienced manager appointed by the government as director of the NPPO.

# HEAD OF SPS RISK ASSESSMENT

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Head of (the coordination of) SPS risk assessment</b>
<b>Alternative job titles</b>	Overall coordinator of risk assessment; risk unit manager
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and voluntary private standards (e.g. ISO22000; the GLOBALG.A.P. Good Agricultural Practices, the British Retail Consortium Global Standard for Food Safety (BRC), International Featured Standard (IFS) for Food, etc.).</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ('hygiene package') and Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law. All legislation on high-risk contaminants (pesticide residues; heavy metals and other chemical contaminants; microbiological contaminants, etc.).</p> <p>International Plant Protection Convention (IPPC, 1997).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>SPS risk assessment is a fundamental pillar of the food safety and plant health management system. All measures that are applied must have a scientific justification based on an independent and scientific assessment of the risks. Risk assessment is a process managed separately from risk management.</p>
<b>Job goals</b>	<p>The head of (the coordination of) SPS risk assessment is in charge of overseeing the organisation of risk assessment and scientific analysis work, organising a scientific secretariat to prepare all administrative and scientific documentation and present this at experts' committees, ensuring that work is reported on and that the results of the work of health or pest-risk assessment scientific expert committees is communicated (e.g. publication of opinions).</p> <p>Alongside scientific tasks, they are also in charge of administrative tasks.</p>
<b>Operational status</b>	<p>The head of (the coordination of) SPS risk assessment is an officer within a competent authority (including NPPO).</p> <p>They ensure that the work of expert committees can proceed, but they do not form part of those committees and they are not the hierarchical superior of those experts, since the experts are independent.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Overseeing the organisation of expert appraisal and risk assessment work</li> <li>› Ensuring that all administrative and scientific documentation required for the work of the expert committees is prepared</li> <li>› Ensuring that the independence of the experts and the scientific quality of the work is guaranteed</li> <li>› Overseeing the publication of scientific backing and opinions of the work</li> </ul>
<b>Responsibility and autonomy</b>	<p>The head of (the coordination of) SPS risk assessment works within a competent authority. Their function is clearly defined and established by the competent authority, to which they report.</p> <p>Sufficient resources must be made available (from the government budget) and provided to the scientific secretariat and to the experts to cover the costs of carrying out their work and publishing their opinions.</p>



## Relationships

Internally, the head of (the coordination of) SPS risk assessment supervises the tasks of all staff at the scientific secretariat made available to the expert committees.

Externally, the head of (the coordination of) SPS risk assessment liaises with other national risk assessment bodies, with the IPPC and with other international organisations. They report on their work to the competent authority's senior management.

## Qualifications

The head of (the coordination of) SPS risk assessment will be:

- › a scientist with a degree-level qualification that may be in a range of disciplines (biology, agronomy, statistics, human and veterinary medicine, etc.), with advanced management skills demonstrated by their initial and further training and professional experience.
- › or an experienced manager appointed as head of (the coordination of) risk assessment (sanitary and phytosanitary)



# HEAD OF OFFICIAL SPS CONTROLS

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Head of official SPS controls</b>
<b>Alternative job titles</b>	Director of the control department; head of the control department; head of the inspection department
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995). Each year, the Competent Authorities for SPS controls must draw up a plan for inspections in production areas, in establishments and at points of entry and exit. 'Responsibility for food safety must be shared by all actors involved in the food chain, from production to consumption, including producers, manufacturers, regulators, distributors, retailers and consumers. It is, however, governments that are responsible for establishing an appropriate institutional and regulatory framework for food safety' (FAO, 2007).</p> <ul style="list-style-type: none"> <li>› UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), the Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and voluntary private standards (e.g. ISO22000; the GlobalGAP Good Agricultural Practices, the British Retail Consortium Global Standard for Food Safety (BRC), International Featured Standard (IFS) for Food, etc.).</li> <li>FAO Manual 89 – Manual for the inspection of foods</li> <li>Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law.</li> <li>Regulation (EC) 852/2004 of 29 April 2004 on the hygiene of foodstuffs ('hygiene package'). Effective national food control systems are essential to protect the health and safety of consumers.</li> <li>› International Plant Protection Convention (IPPC, 1997). International Standards For Phytosanitary Measures (ISPM) 1 - Phytosanitary principles for the protection of plants and the application of phytosanitary measures in international trade – and other ISPM standards, including ISPM 31.</li> <li>Regulation (EU) 2016/2031 on protective measures against pests of plants.</li> <li>The national plant protection organisation (NPPO) is the official service established up by a government to discharge the functions specified in the IPPC. The NPPO must: (a) inspect, sample and analyse plants, plant products and other regulated articles for the purposes of phytosanitary certification; (b) detect and identify regulated pests (= any species, strain or biotype of plant, animal or pathogenic agent harmful to plants or to plant products). Phytosanitary inspection: official visual examination of plants, plant products or other regulated articles to determine the presence or absence of pests and/or ensure compliance with phytosanitary regulations.</li> </ul>
<b>Job goals</b>	<p>The head of official controls is generally a 'head of department' in charge of programming, scheduling and supervising the performance of all official controls (in plots, businesses, packaging stations, at ports and airports and at border posts through which plant products transit). Official control programmes cover all types of controls, including controls that do not necessarily require taking and analysing samples. These are inspections of operators, inquiries, visits to businesses following complaints, etc. They also provide for activities such as control and surveillance plans that require samples to be taken in a laboratory.</p> <p>Alongside technical and scientific tasks, the head of official controls must also carry out a large number of administrative and management tasks.</p>

<b>Operational status</b>	<p>The head of official controls is a civil servant who works for a competent authority. They manage the 'inspection department'.</p> <p>They are able to organise, supervise and carry out official controls in accordance with the legislative and regulatory requirements and with international rules, and in compliance with the prevailing procedures, depending on the targets and sectors to be controlled, including at borders.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Scheduling and planning all official SPS controls by developing (annually) a 'national control plan' based on SPS risk evaluation</li> <li>› Providing operational leadership for the inspection department (sanitary and phytosanitary inspections, import checks and export certifications, communication) and the effective application of SPS measures</li> <li>› Managing the inspection department's human resources (staff time, training needs etc.) and physical resources (facilities, finance, laboratories) to ensure that official controls function effectively</li> <li>› Organising and supervising the sampling outlined in the control plan and the transfer of samples to the competent laboratories</li> <li>› Specifying the actions to take when the findings and/or results of the inspections are not satisfactory</li> <li>› Drafting an annual report on official controls</li> <li>› Conduct a regular review of the control department's performance</li> </ul>
<b>Responsibility and autonomy</b>	<p>Heads of official controls play an essential role in seed system security assessment (SSSA). They have significant responsibilities and autonomy in carrying out their duties. They manage the resources allocated to them by the Director of the competent authority, to which they report, and by the government. They manage a significant number of staff.</p>
<b>Relationships</b>	<p>Internally, heads of official controls reports directly to the senior management of the competent authority. They have ongoing relationships with senior legal advisers, data managers, heads of phytosanitary treatment and laboratory directors.</p> <p>Externally, the heads of official controls liaise with all stakeholders and with international organisations working in the field of SPS (e.g. regional plant protection organizations (RPPOs), the IPPC, FAO/WHO, the Codex, etc.).</p>
<b>Qualifications</b>	<p>The head of official controls will be:</p> <ul style="list-style-type: none"> <li>› a scientist with a degree-level qualification that may be in a range of disciplines (biology, agronomy, statistics, human and veterinary medicine, etc.), with advanced management skills demonstrated by their initial and further training and professional experience.</li> <li>› or an experienced manager appointed by the government as department manager</li> </ul>



*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Head of data management</b>
<b>Alternative job titles</b>	Data administrator, assistant management controller, data manager
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003). International Standards For Phytosanitary Measures (ISPM) 1 - Phytosanitary principles for the protection of plants and the application of phytosanitary measures in international trade – and other ISPM standards.</p> <p>Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law.</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Government bodies and their officers, and organisations, collect a wealth of data (whether on paper or in digital records). This is information deriving from field observations (general surveillance programme, surveys, inspections, etc.) by a range of department heads and forwarding agents, third countries, international networks (e.g. EUROPHYT interceptions, EU Rapid Alert System for Food and Feed (RASFF) messages, etc.), and a range of databases.</p> <p>The data collected may be very useful for competent authorities in analysing and managing risks, for identifying trends, helping to establish pest-free areas, for predicting changes in the status of pests and for evaluating the effectiveness of official control programmes.</p> <p>This information can help organisations to improve how they are run and to adapt their commercial strategies.</p>
<b>Job goals</b>	<p>The head of data management is either a civil servant or an employee of an organisation, but their functions are virtually the same.</p> <p>Their work consists of devising and establishing solutions for organising, processing, verifying and archiving this data (observation data, reports or products and suppliers, financial results, etc.), to make them meaningful and accessible to users. They are the key contacts for data quality, integrity and security, and for database reliability (removing duplicates and inaccurate information, or information that is not of value for the competent authority or business, etc.). They determine the conditions for the collection, storage, use and destruction of data.</p>
<b>Operational status</b>	<p>The head of data management works within:</p> <ul style="list-style-type: none"> <li>› A competent authority (e.g. a national plant protection organisation (NPPO))</li> <li>› Or a business (production/processing/preparation for the market)</li> </ul>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Gathering, storing and managing data</li> <li>› Ensuring security, integrity and data</li> <li>› Using data to extract useful information for managers</li> </ul>
<b>Responsibility and autonomy</b>	<p>In the public sector, the head of data management works within a framework defined by the country's legislation and with resources allocated by the State. They perform the functions entrusted to them by the competent authority or NPPO.</p> <p>In the private sector, they work at deputy level within the senior management team.</p>

## Relationships

Internally, the head of data management works closely with the senior management of the competent authority or NPP0, but also with other departments and heads (e.g. the head of human resources). In businesses, they work with Directors and Chief Financial Officers (CFOs) or heads of human resources.

They report on their work to senior management.

## Qualifications

The head of data management will have a degree-level qualification in a scientific discipline. This may range from biology or agronomy to statistics, mathematics or computer science, etc. They will have completed between 2 and 5 years of higher education studies.



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<b>Job title</b>	<b>Head of legislation</b>
<b>Alternative job titles</b>	Officer in charge of legislation, legal advisor, legal expert
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003).</p> <p>All EU regulatory texts covering SPS aspects.</p> <p>Functions relating to sanitary and phytosanitary control may only be exercised within a legislative framework that complies with provisions laid down by international institutions (e.g.: Codex Alimentarius, International Plant Protection Convention (IPPC)). An effective legislative framework is one of the key requirements of EU Food and Veterinary Office (FVO) audits.</p> <p>Third-country requirements, forms, certificate requests, etc., and the recommended technical solutions, are continually and rapidly evolving. The legislation of each country should therefore be continuously adapted. This requires the presence within the competent authority of a qualified officer (legal expert). Generally speaking, the phrase 'food laws' refers to all laws and regulations governing the production, sale, transport, processing and disposal of foodstuffs. In the EU, it more specifically means all 'the laws, regulations and administrative provisions governing food in general, and food safety in particular, whether at Community or national level'.</p> <p>To 'achieve the general objective of a high level of protection of human health and life, food law must be based on risk analysis, except where this is not appropriate to the circumstances or to the nature of the measure', the precautionary principle may be applied. This risk analysis must be 'based on the available scientific evidence and undertaken in an independent, objective and transparent manner' (Regulation (EC) 178/2002).</p>
<b>Job goals</b>	<p>The head of legislation is a civil servant whose main duty is to draft and update all legislative instruments and administrative documents (e.g. certificates, market access papers, import permits and other official documents) to respond to changing developments in the requirements of local and destination markets. They perform ongoing monitoring work (of case-law, codes, laws and regulations, legal reviews are 'dissected' and 'picked apart' to answer internal requests).</p> <p>The legal adviser is consulted as an expert on matters relating to the law. They provide support in the drafting and validation of administrative documents for which the government is responsible.</p>
<b>Operational status</b>	The head of legislation works within an authority competent for sanitary and/or phytosanitary risks.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Regulatory monitoring to identify legislation that needs to be updated</li> <li>› Drafting or updating administrative texts and documents</li> <li>› Providing legal advice and protecting the interests of the competent authority or national plant protection organisation (NPPO) in the event of disputes</li> <li>› Build capacity of CA/NPPO staff to comply with relevant legislation and standards</li> </ul>



### Responsibility and autonomy

The head of legislation works within a framework defined by the country's legislation and with the resources allocated by the State.

They perform the functions entrusted to them by the competent authority or NPPO.

### Relationships

Internally, the head of legislation works closely with the senior management of the competent authority and NPPO and with other departments and heads (e.g. head of human resources).

Externally, they liaise with international institutions (FAO, IPPC, EU, AU, etc.).

They report on their work to the senior management of the competent authority or NPPO.

### Qualifications

The head of legislation will have a degree-level qualification in administrative law (legal expert, lawyer).



# HEAD OF PLANT HEALTH SURVEILLANCE PROGRAMMES

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Head of plant health surveillance programmes</b>
<b>Alternative job titles</b>	Director in charge of surveillance
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). International Standards For Phytosanitary Measures (ISPM) No. 6 - Surveillance IPPC Guide - Surveillance of pests. ISPM standard No. 31 on sampling.</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Surveillance is one of the core activities of national plant protection organisations (NPPOs). It provides NPPOs with a technical basis for several phytosanitary measures, for example on phytosanitary import requirements, pest-free areas, reporting the eradication of pests or the status of a pest in an area. It plays a crucial role in market access documents.</p> <p>National surveillance systems cover general surveillance as well as specific surveillance. The national surveillance system includes surveillance programmes and the infrastructure required to update them. Surveillance protocols set out the method of surveillance, whether general or specific. The components underpinning a national surveillance system are phytosanitary policies and legislation, priority-setting, scheduling, resources, documentation, training, audits, communication, stakeholder engagement, phytosanitary diagnosis, information management systems and pest reporting.</p>
<b>Job goals</b>	<p>The head of plant health surveillance programmes is first and foremost a civil servant who performs a variety of administrative tasks to manage the infrastructure needed to ensure surveillance programmes are implemented effectively, in line with the schedule established, legislation, phytosanitary policy and in accordance with the protocols. As a manager, they are in charge of:</p> <ul style="list-style-type: none"> <li>› operational management of surveillance programmes</li> <li>› managing human resources (staff time, training needs, etc.)</li> <li>› the surveillance strategy</li> <li>› managing resources (facilities, finances)</li> <li>› communication with stakeholders and diagnostic laboratories</li> </ul>
<b>Operational status</b>	<p>The NPPO is the body responsible for plant health surveillance.</p> <p>The diagnostic laboratory is either a public-sector laboratory reporting directly to the NPPO, or a private laboratory (under a government subcontracting agreement; when external services are engaged, ultimate responsibility remains with the NPPO).</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Managing the national surveillance system (surveillance programmes and the infrastructure required to implement them)</li> <li>› Designing surveillance programmes (general and specific surveillance), taking into account phytosanitary legislation and policy</li> <li>› Organising general surveillance</li> <li>› Setting up surveys for carrying out specific surveillance</li> <li>› Establishing registers of pests and providing scientific and technical support within the NPPO, such as for preparing market access dossiers</li> </ul>



## Responsibility and autonomy

The head of plant surveillance programmes works within a framework defined by the country's legislation and with the resources allocated by the State. They perform the functions entrusted to them by the NPPO. Sufficient resources must be allocated (from the government budget) and provided to the surveillance programmes to cover the costs of field visits, diagnostics and communication.

## Relationships

Internally, the head of plant health surveillance programmes supervises the tasks of all specialist staff in this field (various surveillance areas).

This may also include:

- › The head of the diagnostic laboratory and experts working there
- › Administrative or support staff (secretaries, accountants, archivists, drivers, security officers, etc.)

Externally, the head of surveillance provides feedback on the findings of the programmes to the Director of the NPPO.

They inform the IPPC if a pest is identified in a given area.

They report on their work to the NPPO's senior management.

## Qualifications

The head of plant health surveillance programmes will be:

- › a scientist with a degree-level qualification that may be in a range of disciplines (biology, agronomy, statistics, human and veterinary medicine, etc.), with advanced management skills demonstrated by their initial and further training and professional experience.
- › or an experienced manager appointed as head of surveillance.





# HEAD OF PHYTOSANITARY CONTROL

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Head of Phytosanitary Control</b>
<b>Alternative job titles</b>	Officer in charge of organising phytosanitary treatments
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). International Standards For Phytosanitary Measures (ISPM) 14 - The use of integrated measures in a systems approach for pest risk management. ISPM 28 - Phytosanitary treatments for regulated pests.</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>The purpose of the IPPC is to 'prevent the spread and introduction of pests among plants and plant products, and to promote appropriate measures to control them'. All phytosanitary measures must be justified from a technical perspective (IPPC).</p> <p>ISPM 2 (Framework for pest risk analysis), ISPM 11 (pest risk analysis for quarantine pests) and ISPM 21 (pest risk analysis for regulated non-quarantine pests) provide general indications for the management of phytosanitary risks.</p> <p>When a pest present in a country is regulated as a quarantine pest or regulated non-quarantine pest, the contracting party must ensure that this pest is subject to official control. Integrated measures that seek to manage phytosanitary risk, when applied in a defined manner, may provide an alternative to individual measures to achieve the appropriate level of protection of an importing contracting party. Preventative or remedial control is one of the SPS measures, and requires the application of phytosanitary treatments, among others.</p> <p>Several phytosanitary treatments are used in international trade. Five types of treatment can be carried out using a range of techniques: fumigation, temperature treatment, modified atmosphere treatment, irradiation treatment, and finally pesticide treatment (or plant protection products, PPP). In practice, many countries use the same or similar treatments for specific pests. Harmonised phytosanitary treatments support effective phytosanitary measures in a range of circumstances and improve mutual recognition of treatment efficacy.</p>
<b>Job goals</b>	<p>The head of phytosanitary control is first and foremost a civil servant who is responsible for putting in place integrated SPS measures to destroy, deactivate, eliminate or sterilise pests. They also perform a variety of administrative tasks to ensure control measures are implemented effectively and in compliance with protocols. As a manager, they are in charge of:</p> <ul style="list-style-type: none"> <li>› operational management of control programmes</li> <li>› managing human resources (staff time, training needs, etc.)</li> <li>› the pest control strategy</li> <li>› managing resources (equipment, finances)</li> </ul>
<b>Operational status</b>	<p>The head of phytosanitary control forms part of the national plant protection organisation (NPPO), which is the competent authority responsible for phytosanitary control. They have responsibility for a department and for staff.</p>

## Main responsibilities

- › Develop a systemic risk management approach by evaluating critical control points in a sector
- › Manage phytosanitary control by applying a systemic approach that integrates several SPS measures on the basis of risk assessment's findings
- › Evaluate individual and overall effectiveness, as well as the expediency of combining SPS measures, and work with others on the preparation of market access dossiers
- › Organise and supervise phytosanitary treatments

## Responsibility and autonomy

The head of phytosanitary control works within a framework defined by the country's legislation and with the resources allocated by the State.

They perform the functions entrusted to them by the NPPO.

Sufficient resources must be allocated (from the government budget) and provided to the surveillance programmes to cover the costs of field visits, diagnostics and communication.

## Relationships

Internally, the head phytosanitary control supervises the tasks of all specialist staff in this field.

This may include administrative or support staff (secretaries, accountants, archivists, drivers, security staff, etc.).

Externally, the head of phytosanitary control provides feedback on the findings of the programmes to the Director of the NPPO.

They report on their work to the NPPO's senior management.

## Qualifications

The head of phytosanitary control will be:

- › a scientist with a degree-level qualification that may be in a range of disciplines (biology, agronomy, statistics, human and veterinary medicine, etc.), with advanced management skills demonstrated by their initial and further training and professional experience.
- › or an experienced manager appointed as head of phytosanitary control.





# HEAD OF PHYTOSANITARY CERTIFICATION

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Head of Phytosanitary Certification</b>
<b>Alternative job titles</b>	Manager of the phytosanitary certification system
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995).</p> <p>International Plant Protection Convention (IPPC, 1997). International Standards For Phytosanitary Measures (ISPM) No. 7 - Certification systems ISPM 12 - Phytosanitary certificates.</p> <p>IPPC Guide -Certification of exports.</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>The guarantee that measures have been taken in the producer country to comply with the sanitary and phytosanitary requirements of the destination country is provided through 'certificates' issued by a competent authority (in accordance with the procedures and models specified by the IPPC).</p> <p>The national plant protection organisation (NPPPO) must have a 'certification system' that provides an assurance of compliance with all legislative and administrative requirements associated with phytosanitary certification. There must therefore be a person (a service) within the NPPPO that is in charge of the phytosanitary certification system (ISPM 7).</p> <p>The phytosanitary certificate and the phytosanitary transportation documents (e.g. analysis report, etc.) must be carefully drafted for the export of plants and plant products, and issued by competent staff. However, to export to a third country, the competent authorities of third countries may require a number of other certificates from the consignor:</p> <ul style="list-style-type: none"> <li>› certificates (general model accepted by the destination country or a model specific to the destination country) containing the identification of the consignment products and setting out the conditions they must meet; these certificates must accompany the consignment</li> <li>› certificates used as part of record-keeping (for a product or an establishment, export authorisation, etc.)</li> <li>› a health certificate for the export of certain foodstuffs</li> <li>› a standards verification certificate (or alternatively, proof of notification), intended for customs for the export of fresh fruit and vegetables, attesting that the plant products satisfy the prevailing requirements for being placed on the market</li> <li>› approved certificate of conformity from a third country</li> <li>› industrial processing certificate.</li> </ul>
<b>Job goals</b>	<p>The head of certification is a civil servant who works for an NPPPO and whose main duty is to draft, verify and issue administrative documents that accompany consignments of plant products to third countries (e.g. certificates) in order to meet the needs of the destination markets.</p> <p>They are the in charge of the 'certification system' and therefore also carry out management tasks.</p> <p>Third-country requirements, forms, certificate requests, etc., are continually and rapidly evolving. They therefore carry out ongoing monitoring work in conjunction with the competent authority's legal adviser (e.g. the NPPPO).</p>



<b>Operational status</b>	<p>The head of certification works within an authority competent for sanitary and/or phytosanitary risks (e.g. an NPPO).</p> <p>The NPPO of the exporter country must have staff available with the technical skills and qualifications required for the tasks and responsibilities associated with conducting phytosanitary certification activities (ISPM 7).</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Drafting and issuing phytosanitary certificates</li> <li>› Keeping phytosanitary certification system documents, general instructions and procedures up to date and conserving data</li> <li>› Ensuring that non-conformities, inquiries and disputes are followed up, and testing the performance of the certification system</li> </ul>
<b>Responsibility and autonomy</b>	<p>The head of certification works within a framework defined by the country's legislation and with the resources allocated by the State.</p> <p>They perform the functions entrusted to them by the competent authority/NPPO.</p> <p>They are responsible for the skills and independence of the people authorised to issue phytosanitary certificates.</p>
<b>Relationships</b>	<p>Internally, the head of certification works closely with the senior management of the competent authority/NPPO and with other departments and officers (e.g. head of human resources; legal adviser).</p> <p>Externally, they liaise with international institutions (the Food and Agriculture Organization (FAO), IPPC, European Union (EU), African Union (AU), etc.), forwarding agents, stakeholders (e.g. in the event of disputes, etc.).</p> <p>They report on their work to the NPPO's senior management.</p>
<b>Qualifications</b>	<p>The head of certification will have ideally a degree-level qualification in administrative law, or be a science graduate who has acquired skills in the relevant field through further training and experience.</p> <p>Persons in charge of certification must be able to demonstrate that they work entirely independently in carrying out their official functions (demonstrate the absence of conflicts of interest).</p>



# HEAD OF COMMUNICATION ON SPS RISKS

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Head of Communication on SPS risks</b>
<b>Alternative job titles</b>	Communications officer on SPS risks
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003).</p> <p>International Plant Protection Convention (IPPC) Guide – Guide to pest risk communication. Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Communication on risks is one of the core activities of competent authorities, including national plant protection organisations (NPPOs). It facilitates dialogue and understanding between and among stakeholders (including the general public). Communication on sanitary and phytosanitary risks seeks to reconcile the views of all interested parties in order to achieve a common understanding of pest risks, develop credible pest risk management options (public-private dialogue) together and develop consistent and relevant regulations and measures, enhancing the overall effectiveness of the risk management and assessment process.</p> <p>Stakeholders must therefore develop communication strategies to improve their decision-making and the development of consistent policies. Sharing information on risks enables competent authorities/NPPOs and all stakeholders to take informed and transparent decisions on how to address risks and to adopt control measures among operators.</p>
<b>Job goals</b>	<p>The head of communications on SPS risks is a civil servant whose main duty is to inform on SPS issues, but who also carries out a variety of administrative tasks for the effective organisation of communications. As a communicator, they aim to:</p> <ul style="list-style-type: none"> <li>&gt; Achieve mutual understanding</li> <li>&gt; Build trust</li> <li>&gt; Raise stakeholders' level of awareness</li> <li>&gt; Contribute to SPS crisis management</li> </ul> <p>They put actions in place as part of an overall communications strategy. They may therefore contribute to public relations campaigns, organise events, carry out promotional initiatives and manage crisis situations.</p>
<b>Operational status</b>	The head of communication on SPS risks works within an authority competent for sanitary and/or phytosanitary risks.



## Main responsibilities

- › Identify stakeholders and address challenges to effective pest-risk communication with them
- › Produce a communications plan and develop communication and information tools/materials
- › Provide information about the regulatory context and questions relating to sanitary and phytosanitary risks
- › Act as spokesperson for the competent authority/NPPO and communicate effectively

## Responsibility and autonomy

The head of communication on SPS risks works within a framework defined by the country's legislation and with the resources allocated by the State.

They perform the functions entrusted to them by the competent authority/NPPO.

Sufficient resources must be allocated (from the government budget) to cover the costs of communication.

## Relationships

Internally, the head of communication on SPS risks works closely with the senior management of the competent authority/NPPO so that messages can be approved. They communicate messages to staff.

Externally, they develop and nurture networks with the press and relevant public and private contacts, for example via social media.

They report on their work to the competent authority/NPPO's senior management.

## Qualifications

The head of communication on SPS risks will have a degree-level qualification in communications or be a scientist (e.g. chemist, agronomist, biologist, etc.) who has acquired skills in communications (through training and/or experience).





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<b>Job title</b>	<b>NPPO Internal Auditor</b>
<b>Alternative job titles</b>	Plant health auditor; internal and external audit manager of NPPOs
<b>General context</b>	<p>Regulation (EU) 2016/2031 on protective measures against plant pests.</p> <p>National plant protection organisations (NPPOs) have a number of responsibilities under the IPPC in relation to activities within their territories, including surveillance, inspections, conducting a pest risk analysis, setting phytosanitary import requirements, phytosanitary certification, conducting or supervising treatments as a phytosanitary measure, and staff training.</p> <p>To help them carry out these responsibilities effectively, NPPOs must increasingly use internal audits to ensure that phytosanitary systems and procedures are achieving their objectives. According to ISPM 47 (Audit in the phytosanitary context), audits must be conducted by each national plant protection organisation in the phytosanitary context, either on its own territory or with another NPPO on its territory. Unlike supervision, an audit does not involve constant observation and direction of activities, but rather provides an assessment of a phytosanitary system or procedure, or particular elements of a system or procedure, at a given time.</p> <p>An audit of a phytosanitary system or procedure is a thorough examination (gathering objective evidence) to assess its effectiveness and compliance with the requirements of the auditing NPPO. This type of audit is used to determine whether the system or procedure complies with the requirements, whether the requirements are effectively implemented to achieve the phytosanitary objectives, and whether the audited entity has sufficient capacity to implement the system or procedure.</p> <p>A targeted audit is a review of specific elements of a phytosanitary system or procedure to assess its effectiveness and compliance with the requirements of the auditing NPPO. This type of audit is used to determine whether the system or procedure is properly implemented and maintained. Targeted audits may be carried out periodically, at regular or random intervals, or as a result of particular circumstances (e.g. increasing interceptions; new import channels; new regulations, etc.).</p>
<b>Job goals</b>	<p>An audit in the phytosanitary context consists of a documented and systematic review of a «phytosanitary system» or «phytosanitary procedure» in order to assess its effectiveness, to ensure that it complies with the requirements (set by the auditing NPPO, i.e. the NPPO responsible for the audit), and to assess whether it is effective in achieving the intended phytosanitary objectives.</p> <p>An NPPO internal auditor should gather evidence (observations, test results, reading of documents, measurements, interviews, ...) to determine whether the NPPO's missions and activities are conducted in accordance with ISPM requirements.</p> <p>An internal NPPO auditor may carry out audits to verify the compliance of the internal system and procedures of his NPPO and the systems and procedures of entities that have been approved by the NPPO. But he can also carry out external audits of NPPOs in partner countries, to ensure that the required phytosanitary measures are being applied and that their systems and procedures are effective.</p> <p>It makes a critical judgement on the NPPO's organisation, responsibilities, procedures, results obtained, safeguarding and circulation of information. An internal auditor must be able to identify areas for improvement and make recommendations and thus contribute to reinforcing the effectiveness not only of phytosanitary systems and procedures but also of the performance of the systemic approaches implemented (ISPM14), which reduce phytosanitary risk.</p>

**Operational status** The NPPO internal auditor belongs to a NPPO and is mandated by that NPPO to carry out internal or sometimes external audits; he is not mandated by an external certification body (ICB).  
He/she reports to the Director of the NPPO and/or the Director of a Competent Authority in his/her country.

- Main responsibilities**
- › Develop and maintain a running audit programme
  - › Carrying out system audits and targeted audits
  - › Ensure follow-up of requested corrective actions and responses to non-conformities
  - › Preparing for the arrival of external auditors from NPPOs in partner countries

**Responsibility and autonomy** As a collaborator of the NPPO manager, he/she must ensure that he/she has the necessary delegation of authority to carry out his/her audits.  
It must be able to work freely, in complete independence, without being subject to pressure from the Management or the heads of the various NPPO departments, in order to identify objectively and transparently the shortcomings and dysfunctions observed during the audit.

**Relationships** The internal auditor works within a NPPO.  
He/she works under the authority of the Head of the NPPO, with whom he/she is in permanent contact.  
He or she is required to visit greenhouses, fields or orchards as well as packing stations, warehouses, ports, airports, border control posts and offices of the central administration and decentralised services.

**Qualifications** To work in this profession, it is preferable to have a higher education diploma in agronomy or biology, or, failing that, a diploma of Bac+3 level with several years of experience in a NPPO.  
The NPPO internal auditor should be familiar with the requirements of the plant health regulations of the importing and exporting countries in relation to IPPC requirements. He/she should be trained in auditing methods.  
He/she will preferably have experience in conducting audits.



# DIRECTOR OF A PHYTOSANITARY DIAGNOSTICS LABORATORY

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Director of a Phytosanitary Diagnostics Laboratory</b>
<b>Alternative job titles</b>	Laboratory manager; Head of laboratory
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). ISPM 27 - Diagnostic protocols for regulated pests.</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Diagnosis is therefore fundamental for science-based phytosanitary measures. The capacity to offer specific and timely diagnostic services and to report on the results of these diagnoses is therefore of crucial importance for the functioning of a national plant protection organisation (NPPPO) and for implementing the IPPC.</p>
<b>Job goals</b>	<p>Although they usually have initial scientific training (at university level), the laboratory director is first and foremost a manager, a civil servant (or private employee) who carries out a variety of administrative tasks, ensuring above all that the technical diagnostic tasks are carried out with maximum effectiveness. As a manager, they are in charge of:</p> <ul style="list-style-type: none"> <li>› the laboratory's operational management</li> <li>› managing human resources (staff time, training needs, etc.)</li> <li>› the business plan and strategy</li> <li>› finances and contracts</li> </ul>
<b>Operational status</b>	<p>The NPPPO, as required under ISPM 27 (Diagnostic protocols for regulated pests), is the body responsible for carrying out plant pest identification services (= phytosanitary diagnostics).</p> <p>The diagnostics laboratory is either a public-sector laboratory reporting directly to the NPPPO, or a private laboratory (under a government subcontracting agreement; when external services are engaged, ultimate responsibility remains with the NPPPO).</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Organise and manage a phytosanitary diagnostics service</li> <li>› Manage the diagnostics laboratory resources (staff, premises, equipment, supplies)</li> <li>› Develop and implement a business plan and development strategy to ensure the sustainability of diagnostics services</li> <li>› Prepare senior management reviews and quality audits with a view to certification of the diagnostics laboratory</li> <li>› Ensure the necessary finances are available for the functioning of the diagnostics laboratory and managing service provision contracts</li> <li>› Communicate with competent authorities (NPPPO and others) and the IPPC</li> </ul>
<b>Responsibility and autonomy</b>	<p>The laboratory director works within a framework defined by the country's legislation and the business plan approved by the competent authority.</p> <p>They perform the functions entrusted to them by the competent authority.</p> <p>Sufficient resources must be allocated (from the government budget) and provided to laboratories to cover the costs of analyses and maintaining equipment, reference substances and facilities.</p>



## Relationships

Internally, the diagnostic laboratory director supervises the tasks of all specialist diagnostics staff (various sections; experts in diagnostics from a range of disciplines).

These may include:

- › The laboratory's quality control officer (if accreditation or quality system in place)
- › Administrative or support staff (secretaries, accountants, archivists, drivers, security staff, etc.)

Externally, the diagnostic laboratory director reports on the findings of diagnoses to the NPPPO and/or to customers (e.g. exporters).

They notify the IPPC if a pest is identified.

They report on their work to the NPPPO's senior management.

## Qualifications

The laboratory director will be:

- › a scientist with a degree-level qualification that may be in a range of disciplines (biology, agronomy, statistics, human and veterinary medicine etc.), with advanced management skills demonstrated by their initial and further training and professional experience.
- › or an experienced manager appointed as director of a laboratory.



# DIRECTOR OF A CONTAMINANT ANALYSIS LABORATORY

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Director of a contaminant analysis laboratory</b>
<b>Alternative job titles</b>	Head of laboratory, laboratory manager
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and voluntary private standards (e.g. ISO22000; the GLOBALG.A.P. Good Agricultural Practices, the British Retail Consortium Global Standard for Food Safety (BRC), International Featured Standard (IFS) for Food, etc.).</p> <p>Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law. All legislation on high-risk contaminants (pesticide residues; heavy metals and other chemical contaminants; microbiological contaminants, etc.). The regulation requires competent authorities to have a surveillance and control programme for the entire food chain; sampling plans provide for the type and number of analyses to be carried out.</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ("hygiene package"): own-checks by private-sector operators (including inputs).</p> <p>Analysis of foodstuffs in a laboratory forms an integral part of a comprehensive inspection. Without analyses, the food inspection (control) service is not complete (FAO). The capacity, performance and reliability of analytical laboratories is a core component of 'equivalence' and is considered during Food and Veterinary Office (FVO) audits of food safety systems in third countries that trade with the EU.</p> <p>The requirement for traceability in the food chain and for notification to the competent authorities if standards are breached.</p>
<b>Job goals</b>	<p>Although they usually have initial scientific training (at university level), the laboratory director is first and foremost a manager, a civil servant or otherwise who carries out a variety of administrative tasks, ensuring above all that the technical diagnostic tasks are carried out with maximum effectiveness. As a manager, they are in charge of:</p> <ul style="list-style-type: none"> <li>› the laboratory's operational management</li> <li>› managing human resources (staff time, training needs, etc.)</li> <li>› the business plan and strategy</li> <li>› finances and contracts</li> </ul>
<b>Operational status</b>	<p>The analysis laboratory is a public-sector laboratory reporting directly to the competent authority, or a private laboratory (subcontracted by the State; when external services are engaged, ultimate responsibility remains with the competent authority).</p> <p>The task of laboratories is to provide accurate results within lead times that are reasonable but as short as possible, and at economically justified prices.</p>

## Main responsibilities

- › Organising and managing an analysis service (chemical or microbiological)
- › Managing the laboratory resources (staff, premises, facilities, supplies)
- › Developing a development strategy and business plan to ensure the sustainability of the analysis services
- › Preparing senior management reviews and quality audits with a view to accreditation (ISO 17025) or Good Laboratory Practices (GLP) certification of the laboratory
- › Ensuring the necessary finances are available for the laboratory to function and managing contracts for the provision of services
- › Communicating with the competent authorities (national and third country; Food and Veterinary Office (FVO) audits)

## Responsibility and autonomy

The laboratory director works within a framework defined by the country's legislation and the business plan approved by the competent authority.

They perform the functions entrusted to them by the competent authority.

Sufficient resources must be allocated (from the government budget) and provided to laboratories to cover the costs of analyses and maintaining equipment, reference substances and facilities.

## Relationships

Internally, the laboratory director supervises the tasks of all staff, but liaises closely with analysis experts in a range of disciplines. These may include:

- › The laboratory's head of quality control (if an accreditation, certification or quality system is in place)
- › Administrative or support staff (secretaries, accountants, archivists, drivers, security staff, etc.)

Externally, the laboratory director reports analysis results to the competent authority and/or to customers (including where a standard is breached).

They report on their work to the competent authority's senior management.

## Qualifications

The laboratory director will be:

- › a scientist with a degree-level qualification that may be in a range of disciplines (biology, agronomy, statistics, human and veterinary medicine, etc.), with advanced management skills demonstrated by their initial and further training and professional experience.
- › or an experienced manager appointed as director of a laboratory.



# EXPERT IN PEST RISK ASSESSMENT

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Expert in Pest Risk Assessment</b>
<b>Alternative job titles</b>	SPS expert, specialist in pest risk management and analysis; PRA expert; risk assessor
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Contracting parties to the IPPC may only apply phytosanitary measures when these measures are necessary and scientifically justified (based on a PRA) to prevent the introduction and/or spread of quarantine pests, or to limit the economic impact of regulated non-quarantine pests.</p> <p>Pest risk analysis (agreed interpretation): process of evaluating biological or other scientific or economic evidence to determine whether a pest is harmful, whether it should be regulated, and the strength of any phytosanitary measures to be taken against it [International Standards For Phytosanitary Measures (ISPM) 2, 1995; IPPC revised, 1997; ISPM 2, 2007]</p>
<b>Job goals</b>	<p>The expert in pest risk assessment (a scientist, an academic, an independent expert or civil servant) is in charge of:</p> <ul style="list-style-type: none"> <li>› pest risk assessments (for example conducting a PRA (Pest Risk Assessment) for a given pest);</li> <li>› preparing export market access dossiers;</li> <li>› drafting opinions intended for competent authorities;</li> <li>› contributing to health crisis resolution;</li> <li>› issuing an (independent and transparent) scientific opinion on the surveillance and inspection programme of a national plant protection organisation (NPPO) (of a country), and on the phytosanitary measures recommended by the NPPO.</li> </ul>
<b>Operational status</b>	<p>The expert pest risk assessment works within an (or several) independent 'Scientific Committee' (or panel of experts).</p> <p>The committee may be within a body designated by the State, but there is no hierarchical relationship between its members and this body, and it has its own budget managed autonomously by the committee.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Organising and conduction pest risk analyses</li> <li>› Commenting on a surveillance or phytosanitary control programme</li> <li>› Drafting reasoned scientific opinions intended for the competent authorities</li> <li>› Preparing export market access dossiers</li> <li>› Proposing appropriate SPS measures to the competent authorities</li> </ul>
<b>Responsibility and autonomy</b>	<p>Experts work autonomously in independent 'Scientific Committee(s)' Even when they are appointed by a government institution or body, they carry out their work in their own name, without being required to report back and with full hierarchical independence.</p> <p>Experts must avoid and declare any conflict of interests, or any external pressure (including from their hierarchy).</p> <p>Sufficient resources must be made available (from the government budget) and provided to experts to cover the costs of carrying out their work and publishing their opinions.</p>

## Relationships

Experts organise themselves within a 'Scientific Committee': internal rules and regulations; appointments of the chairperson and secretary; nomination and renewal of members for a term of office; publication of opinions and external communications; professional ethics etc.

All members are placed on an equal footing. The opinions/conclusions of PRAs are approved by simple majority of members (depending on internal rules and regulations), but a minority position may be incorporated into the published opinion.

## Qualifications

The expert in pest risk assessment will preferably be:

- › a scientist whose background may be in a range of disciplines, such as biology, agronomy, statistics, human and veterinary medicine. They will also have advanced expertise, demonstrated by scientific publications, in: entomology, nematology, phytopathology, virology, botany, crop protection, phytopharmacy, analytical chemistry, toxicology, ecotoxicology, biosecurity, applicable standards and legislation.
- › or a civil servant with proven professional experience within government departments such as: the ministry of agriculture, trade or health, customs or transport.



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<b>Job title</b>	<b>Expert in Health Risk Assessment</b>
<b>Alternative job titles</b>	Food safety expert; FS expert; specialist in health risk management and assessment; risk assessor; food safety and quality management expert
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and voluntary private standards (e.g. ISO22000; the GLOBALG.A.P. Good Agricultural Practices, the British Retail Consortium Global Standard for Food Safety (BRC), International Featured Standard (IFS) for Food, etc.).</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ('hygiene package') and Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law. All legislation on high-risk contaminants (pesticide residues, heavy metals and other chemical contaminants, microbiological contaminants, etc.).</p> <p>The requirement for traceability in the food chain and for notification to the competent authorities. Self-checks by private-sector operators (including of inputs).</p> <p>Effective national food control systems are essential to protect the health and safety of consumers. These systems help to ensure the safety and quality of the foods entering international trade, and to ensure that imported foods conform to national requirements. Considerable obligations are imposed on States to strengthen their food control systems and to enforce risk-based food control strategies (FAO/WHO, 2003).</p>
<b>Job goals</b>	<p>The expert in health risk assessment (scientist, academic, independent expert or civil servant) is in charge of:</p> <ul style="list-style-type: none"> <li>› assessing the health risks of foods</li> <li>› studying emerging risks</li> <li>› contributing to Food and Veterinary Office (FVO) audits or responding to audit questions</li> <li>› drafting opinions intended for competent authorities</li> <li>› contributing to health crisis resolution</li> <li>› issuing an (independent and transparent) scientific opinion on the surveillance and inspection programme of the competent authority (of a country), and on the control measures recommended by the that competent authority and by the private sector.</li> </ul>



<b>Operational status</b>	<p>The expert in health risk assessment works within an (or several) independent 'scientific committee' (or panel of experts).</p> <p>The committee may be within a body designated by the State, but there is no hierarchical relationship between its members and this body, and it has its own budget managed autonomously by the committee.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Organising and conducting a health risk assessment on foods</li> <li>› Validating the prioritisation of risks (risk ranking)</li> <li>› Commenting on a surveillance or sanitary control programme for the entire food chain (including imports)</li> <li>› Validating sampling plans (public or private sector)</li> <li>› Drafting reasoned scientific opinions intended for the competent authorities</li> <li>› Proposing appropriate risk control measures to the competent authorities (which are effective and feasible for the State and sector)</li> <li>› Communicating health risks to the sectors and the public</li> </ul>
<b>Responsibility and autonomy</b>	<p>Experts work autonomously in independent 'scientific committee(s)' Even when they are appointed by a government institution or body, they carry out their work in their own name, without being required to report back and with full hierarchical independence.</p> <p>Experts must avoid and declare any conflict of interests, or any external pressure (including from their hierarchy).</p> <p>Sufficient resources must be made available (from the government budget) and provided to experts to cover the costs of carrying out their work and publishing their opinions.</p>
<b>Relationships</b>	<p>These experts organise themselves within each 'scientific committee': internal rules and regulations; appointments of the chairperson and secretary; nomination and renewal of members for a term of office; publication of opinions and external communication; professional ethics, etc.</p> <p>All members are placed on an equal footing. The opinions/conclusions of pest risk analyses (PRAs) are approved by simple majority of members (depending on the internal rules and regulations), but a minority position may be incorporated into the published opinion.</p>
<b>Qualifications</b>	<p>The expert in pest risk assessment will preferably be:</p> <ul style="list-style-type: none"> <li>› a scientist whose background may be in a range of disciplines, such as biology, agronomy, statistics, human and veterinary medicine. They will also have advanced expertise, demonstrated by scientific publications, in: entomology, nematology, phytopathology, virology, botany, crop protection, phytopharmacy, analytical chemistry, toxicology, ecotoxicology, biosecurity, applicable standards and legislation.</li> <li>› or a civil servant with proven professional experience within government departments such as: the ministry of agriculture, trade or health, customs or transport.</li> </ul>

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<b>Job title</b>	<b>Expert in analysis of plant protection products (PPPs)</b>
<b>Alternative job titles</b>	Specialist laboratory technician, formulation analyst
<b>General context</b>	<p>World Trade Organization (WTO) SPS Agreement (1995), UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), FAO Specifications on pesticides, Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and voluntary private standards (e.g. ISO22000; the GLOBALG.A.P. Good Agricultural Practices, the British Retail Consortium Global Standard for Food Safety (BRC), International Featured Standard (IFS) for Food), Collaborative International Pesticides Analytical Council (CIPAC) standards for PPP formulations.</p> <p>Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law. All legislation on high-risk contaminants (pesticide residues, heavy metals and other chemical contaminants, microbiological contaminants, etc.). Regulation (EC) 882/2004 requires competent authorities to have a surveillance and control programme for the entire food chain, including inputs; sampling plans provide for the type and number of analyses to be carried out.</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ("hygiene package"): own-checks by private-sector operators (including inputs).</p> <p>The analysis of PPP (Plant Protection Products, pesticide formulations or commercial products) is necessary to ensure their conformity with marketing authorisations and the safety of users and consumers.</p> <p>There is a requirement for traceability and for notification to competent authorities if the CIPAC titer and standards are not adhered to (including packaging and labelling).</p>
<b>Job goals</b>	<p>The analysis laboratory must provide effective and reliable analysis services for PPP quality control and conformity checking (content, impurities, emulsion or suspension, wetting ability, persistent foam, storage stability, acidity/alkalinity, dispersibility, flash point, etc.).</p> <p>Perform PPP analyses as part of the competent authority's control plan.</p> <p>Depending on legislative requirements for PPP market entry, formulations must, as a minimum, meet FAO specifications (titer, physical-chemical properties, packaging) within the tolerance limits set for each property (FAO).</p>
<b>Operational status</b>	<p>The task of laboratories is to provide accurate results within lead times that are reasonable but as short as possible, and at economically justified prices.</p> <p>The analysis laboratory is in the public sector and reports directly to the competent authority or is private (subcontracted by the State; when external services are engaged, ultimate responsibility remains with the competent authority).</p> <p>The expert in PPP analysis is also responsible for managing the quality system (e.g. ISO 17025 accreditation), maintaining measurement chains, validating analysis methods, reporting, etc.</p>

## Main responsibilities

- › Organise the analysis activities (of the section) of the laboratory
- › Assess the feasibility of requests vis-à-vis those prescribing analyses (public or private sector)
- › Carry out analyses (titration) and physico-chemical tests, using validated methods and ad hoc CIPAC methods respectively
- › Establish analysis reports, interpreting the results
- › Prepare, coordinate and verify performance of the tasks entrusted to technical and support staff and to assistants
- › Take responsibility for leading projects (e.g. developing methods, CIPAC tests, validation adapted to changing analysis requests)
- › Train laboratory staff (colleagues, technicians and support staff), organise and monitor the accreditations and skills of staff
- › Organise monitoring of their field of activity and engage in further training

## Responsibility and autonomy

The expert in PPP analysis (formulations) is responsible for their analyses and for the results of their work. They must maintain their analysis capacity at a level of excellence that guarantees the reliability of their findings.

They are responsible for the safety of staff and facilities, for the integrity of data and records, and for the analysis reports issued.

They decide entirely autonomously on the techniques and methods to apply to achieve the best result while preserving as many laboratory resources as possible (e.g. supplies).

They report directly to the laboratory director.

## Relationships

Internally, the expert in PPP analysis maintains relationships with hierarchical superiors (organisation of duties; budget) and with their colleagues (other disciplines) and with technical support staff.

Externally, they may provide food safety experts with useful data/information for carrying out a risk assessment and the public services of competent authorities with data for scheduling official controls.

## Qualifications

The expert in PPP analysis will be a scientist with a degree-level qualification that may be in a range of disciplines, such as chemistry or agronomy. They will also possess advanced skills in analysis techniques, knowledge of CIPAC tests, and in interpreting the results of these measures, as demonstrated by their training (including internships and further training) and years of professional experience in analytical chemistry and physical chemistry.





# EXPERT IN CONTAMINANT ANALYSIS

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Expert in (Chemical or Microbiological) Contaminant Analysis</b>
<b>Alternative job titles</b>	Analyst; specialist laboratory analysis technician
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and voluntary private standards (e.g. ISO22000; the GLOBALG.A.P. Good Agricultural Practices, the British Retail Consortium Global Standard for Food Safety (BRC), International Featured Standard (IFS) for Food, etc.).</p> <p>Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law. All legislation on high risk contaminants (pesticide residues; heavy metals and other chemical contaminants; microbiological contaminants, etc.). The regulation requires competent authorities to have a surveillance and control programme for the entire food chain; sampling plans provide for the type and number of analyses to be carried out.</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ("hygiene package"): own-checks by private-sector operators (including inputs).</p> <p>Analysis of foodstuffs in a laboratory forms an integral part of a comprehensive inspection. Without analyses, the food inspection (control) service is not complete (FAO). The capacity, performance and reliability of analytical laboratories is a core component of 'equivalence' and is considered during Food and Veterinary Office (FVO) audits of food safety systems in third countries that trade with the EU.</p> <p>The requirement for traceability in the food chain and for notification to the competent authorities if standards are breached.</p>
<b>Job goals</b>	<p>The analysis laboratory must provide effective and reliable analysis services in the following disciplines: analytical chemistry and/or microbiology. Perform analyses for the purposes of the competent authority's control plan.</p> <p>As laid down in the legislation on foodstuffs, the expert in contaminant analysis will detect and/or identify concentrations (chemical contaminants: pesticide residues, heavy metals, mycotoxins, nitrates, etc.) or numbers of pathogens (microbiology: detection analyses and/or population counts of benign and pathogenic flora in foodstuffs, e.g. viruses, bacteria or pathogenic fungi) in order to ensure that foodstuffs placed or introduced onto the market comply with legislation (adherence to thresholds, rules, international recommendations, microbiological criteria).</p>
<b>Operational status</b>	<p>The task of laboratories is to provide accurate results within lead times that are reasonable but as short as possible, and at economically justified prices.</p> <p>The analysis laboratory is in the public sector and reports directly to the competent authority, or is private (subcontracted by the State; when external services are engaged, ultimate responsibility remains with the competent authority).</p> <p>The expert in contaminant analysis is also responsible for managing the quality system (e.g. ISO 17025 accreditation), maintaining measuring chains, validating analysis methods and reporting, etc.</p>

## Main responsibilities

- › Organise the laboratory's analysis activities (of the section), monitor how facilities and equipment under their responsibility operate, evaluate needs based on the analytical section (e.g. analytical chemistry; microbiology)
- › Assess the feasibility of requests involving public or private-sector analysis specifiers
- › Undertake tests and analyses
- › Establish analysis reports, interpreting the results
- › Prepare, coordinate and verify performance of the tasks entrusted to technical and support staff and to assistants
- › Take responsibility for leading projects (e.g. developing methods, analysis tests, validation, etc., adapted to changing analysis requests)
- › Train laboratory staff (technicians, colleagues and support staff), organise and monitor the accreditations and skills of staff
- › Organise monitoring of their field of activity and engage in further training

## Responsibility and autonomy

Experts in (chemical or microbiological) contaminant analysis are responsible for their analyses and for the results of their work. They must maintain their analysis capacity at a level of excellence that guarantees the reliability of their findings. They are responsible for the safety of staff and facilities, for the integrity of data and records, and for the analysis reports issued.

They decide entirely autonomously on the techniques and methods to apply to achieve the best result while preserving as many laboratory resources as possible (e.g. supplies).

They report directly to the laboratory director.

## Relationships

Internally, experts in contaminant analysis maintain relationships with their hierarchy (organisation of duties; budget) and with their colleagues (other disciplines) and with technical support staff.

Externally, they may provide food safety experts with useful data/information for carrying out a risk assessment and the public services of competent authorities with data for scheduling official controls.

## Qualifications

Experts in contaminant analysis will be scientists with a degree-level qualification that will be in a range of disciplines (chemistry, microbiology, biology, molecular biology, agronomy, human or veterinary medicine, etc.), with advanced expertise in analysis techniques and interpreting results, demonstrated by their training (including internships and further training) and years of professional experience in analytical chemistry and/or microbiology.

# EXPERT IN PHYTOSANITARY DIAGNOSIS

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Expert in Phytosanitary Diagnosis</b>
<b>Alternative job titles</b>	Specialist laboratory technician; diagnostician
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). International Standards For Phytosanitary Measures (ISPM) 27 - Diagnostic protocols for regulated pests.</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Diagnosis is fundamental for science-based phytosanitary measures. The capacity to offer specific and timely diagnostic services and to report on the results of these diagnoses is therefore of crucial importance for the functioning of a national plant protection organisation (NPPPO) and for implementing the IPPC.</p>
<b>Job goals</b>	<p>The diagnostics laboratory must provide diagnostic services in one or more of the following disciplines: bacteriology, molecular biology, botany, entomology, mycology, nematology and virology.</p> <p>The expert in phytosanitary diagnosis provides diagnostic and advisory services on exotic and emerging diseases and pests that affect plants or the terrestrial ecosystem as part of border surveillance, investigation and identification programmes, and post-entry quarantine after crossing borders.</p>
<b>Operational status</b>	<p>The NPPPO, as required under ISPM 27 (Diagnostic protocols for regulated pests), is the body responsible for carrying out plant pest identification services (= phytosanitary diagnostics).</p> <p>The diagnostics laboratory is either a public-sector laboratory reporting directly to the NPPPO, or a private laboratory (under a government subcontracting agreement; when external services are engaged, ultimate responsibility remains with the NPPPO).</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Carry out tests and analyses to identify the pest present in the sample</li> <li>› Interpret the results and recommend the phytosanitary measures to be taken</li> <li>› Take responsibility for leading projects relating to diagnostics (e.g. developing methods, tests, validation, etc.)</li> <li>› Set up and manage a collection of reference specimens</li> <li>› Prepare images for the image library</li> <li>› Train laboratory staff (technician colleagues and support staff)</li> <li>› Organise monitoring of their field of activity and engage in further training</li> </ul>
<b>Responsibility and autonomy</b>	<p>Experts in phytosanitary diagnosis are responsible for their analyses and for the results of their work. They must maintain their diagnostic capacity at a level of excellence that guarantees the reliability of their findings.</p> <p>They are responsible for the safety of staff and facilities, for the integrity of data and records, and for the diagnostic reports issued.</p> <p>They decide entirely autonomously on the techniques and methods to apply to achieve the best result while preserving as many laboratory resources as possible (e.g. supplies).</p> <p>They report directly to the laboratory director.</p>



## Relationships

Internally, experts in phytosanitary diagnostics maintain relationships with their hierarchy (organisation of duties; budget) and with their colleagues (other disciplines) and with technical support staff.

Externally, they may provide SPS experts with useful data/information for carrying out a pest risk analysis (PRA) or preparing a market access dossier.

They provide information to the NPPO and other competent authorities in order to help them prepare surveillance and control programmes.

## Qualifications

The expert in phytosanitary diagnosis will be a scientist with a degree-level qualification that may be in a range of disciplines, including microbiology, biology, molecular biology, agronomy, human or veterinary medicine. They will also have advanced expertise demonstrated by their professional experience in entomology, nematology, phytopathology, virology, botany, immuno-assays, enzyme-linked immunosorbent assays (ELISA), polymerase chain reactions (PCRs), image processing, biosecurity and legislation.



# TECHNICIAN IN AN ANALYTICAL LABORATORY

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Technician in an Analytical Laboratory</b>
<b>Alternative job titles</b>	Laboratory technician; technical support staff; laboratory assistant
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and voluntary private standards (e.g. ISO22000; the GLOBALG.A.P. Good Agricultural Practices, the British Retail Consortium Global Standard for Food Safety (BRC), International Featured Standard (IFS) for Food, etc.).</p> <p>Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law. All legislation on high risk contaminants (pesticide residues; heavy metals and other chemical contaminants; microbiological contaminants, etc.). The regulation requires competent authorities to have a surveillance and control programme for the entire food chain; sampling plans provide for the type and number of analyses to be carried out.</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ("hygiene package"): own-checks by private-sector operators (including inputs).</p> <p>Analysis of foodstuffs in a laboratory forms an integral part of a comprehensive inspection. Without analyses, the food inspection (control) service is not complete (FAO). The capacity, performance and reliability of analytical laboratories is a core component of 'equivalence' and is considered during Food and Veterinary Office (FVO) audits of food safety systems in third countries that trade with the EU.</p>
<b>Job goals</b>	<p>The analysis laboratory must provide effective and reliable analysis services.</p> <p>The analytical laboratory technician performs analyses as part of the competent authority's control plan, in accordance with the prevailing procedures and methods validated in the laboratory.</p> <p>They are involved in a range of laboratory activities, such as facilitating the work of analysis experts (e.g. receiving, preparation and extraction, disposing of samples, checking measurement chains, preparation of solutions, calibration curves, etc.) and ensuring that premises and equipment are maintained.</p>
<b>Operational status</b>	<p>The task of laboratories is to provide accurate results within lead times that are reasonable but as short as possible, and at economically justified prices.</p> <p>The analysis laboratory is in the public sector and reports directly to the competent authority or is private (subcontracted by the State; when external services are engaged, ultimate responsibility remains with the competent authority).</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Receive, record and conserve samples that enter the laboratory</li> <li>› Make a rapid and preliminary identification of the type of analysis to perform (classification and forwarding to the requisite analytical expert)</li> <li>› Prepare and process samples for analysis using an appropriate method (e.g. extraction; concentration; dilution)</li> <li>› Dispose of samples after analysis</li> <li>› Prepare and conserve reference solutions in order to establish calibration curves and validate measurement chains</li> <li>› Adhere to prevailing procedures (quality system) and validated methods</li> </ul>



**Responsibility and autonomy**

Analytical laboratory technicians generally have responsibilities restricted to the proper performance of tasks requested of them and have a limited degree of autonomy (this varies greatly from one laboratory to another).

They are in charge of a range of tasks supporting diagnostic work.

They report directly to the diagnostic expert(s).

**Relationships**

Internally, analytical laboratory technicians liaise with their hierarchy (scheduling of tasks; compliance with procedures) and with their colleagues (other disciplines).

**Qualifications**

The analytical laboratory technician will be a technician whose qualification may be in a range of disciplines, including analytical chemistry or molecular biology. They will also have general technical expertise in organising and maintaining a laboratory, and specific expertise linked to the nature of the analyses carried out at the laboratory (e.g. chromatography; spectrophotometry; atomic absorption; isolation, etc.).





# TECHNICIAN IN A PHYTOSANITARY DIAGNOSIS LABORATORY

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Technician in a Phytosanitary Diagnosis Laboratory</b>
<b>Alternative job titles</b>	Technical support staff; laboratory assistant
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). International Standards For Phytosanitary Measures (ISPM) 27 - Diagnostic protocols for regulated pests.</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Diagnosis is fundamental for science-based phytosanitary measures. The capacity to offer specific and timely diagnostic services and to report on the results of these diagnoses is therefore of crucial importance for the functioning of a national plant protection organisation (NPPPO) and for implementing the IPPC.</p>
<b>Job goals</b>	<p>The diagnostic laboratory must provide diagnostics services in one or more of the following disciplines: bacteriology, botany, entomology, mycology, nematology and virology.</p> <p>The phytosanitary diagnosis laboratory technician performs tests as part of the competent authority's control plan, in accordance with the prevailing procedures and methods validated in the laboratory.</p> <p>They are involved in a range of laboratory activities, such as facilitating the work of experts in diagnosis (e.g. receiving, preparing, disposing of samples) and ensuring that premises and facilities are maintained.</p>
<b>Operational status</b>	<p>The NPPPO, as required under ISPM 27 (Diagnostic protocols for regulated pests), is the body responsible for carrying out plant pest identification services (= phytosanitary diagnostics).</p> <p>The diagnostics laboratory is either a public-sector laboratory reporting directly to the NPPPO, or a private laboratory (under a government subcontracting agreement; when external services are engaged, ultimate responsibility remains with the NPPPO).</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Managing the receipt of samples and their recording in the database</li> <li>› Making a rapid and preliminary identification of the type of pest to be identified (classification and forwarding to the requisite expert)</li> <li>› Preparing and processing samples so that pests can be identified by an expert</li> <li>› Disposing of samples after diagnosis</li> <li>› Preparing specimens for their inclusion in a reference collection or for the image bank</li> <li>› Maintaining reference collections and images</li> </ul>
<b>Responsibility and autonomy</b>	<p>The phytosanitary diagnosis laboratory technician generally has responsibilities restricted to the proper performance of tasks requested of them, and has a limited degree of autonomy (this varies greatly from one laboratory to another).</p> <p>They are in charge of a range of tasks supporting diagnostic work.</p> <p>They report directly to the diagnostic expert(s).</p>

## Relationships

Internally, the phytosanitary diagnosis laboratory technician liaises with their hierarchy (scheduling of duties; compliance with procedures) and with their colleagues (other disciplines).

## Qualifications

The technician in phytosanitary diagnosis laboratory will be a technician whose qualification may be in a range of different disciplines, including biology, molecular biology, agronomy, human or veterinary medicine, genetics. They will also have general technical expertise in organising and maintaining a laboratory, and specific expertise linked to the nature of the analyses carried out at the laboratory (e.g. preparation/archiving of reference specimens or samples; managing collections; immuno-assays, enzyme-linked immunosorbent assays (ELISA), polymerase chain reactions (PCRs), biosecurity (disposal of samples, treatment of waste) and image processing.





# LABORATORY ASSISTANT

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Laboratory Assistant</b>
<b>Alternative job titles</b>	Technical staff; assistant laboratory technician
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and voluntary private standards (e.g. ISO22000; the GLOBALG.A.P. Good Agricultural Practices, the British Retail Consortium Global Standard for Food Safety (BRC), International Featured Standard (IFS) for Food, etc.).</p> <p>Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law. All legislation on high-risk contaminants (pesticide residues; heavy metals and other chemical contaminants; microbiological contaminants, etc.). The regulation requires competent authorities to have a surveillance and control programme for the entire food chain; sampling plans provide for the type and number of analyses to be carried out.</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ("hygiene package"): own-checks by private-sector operators (including inputs).</p> <p>Analysis of foodstuffs in a laboratory forms an integral part of a comprehensive inspection. Without analyses, the food inspection (control) service is not complete (FAO). The capacity, performance and reliability of analytical laboratories is a core component of 'equivalence' and is considered during Food and Veterinary Office (FVO) audits of food safety systems in third countries that trade with the EU.</p>
<b>Job goals</b>	<p>The analysis laboratory must provide effective and reliable analysis services.</p> <p>The laboratory assistant is involved in a range of laboratory activities, such as facilitating the work of specialist technicians and experts in analysis (e.g. receiving and disposing of samples; cleaning vessels, work surfaces and premises; maintaining equipment; disposing of waste, etc.) in accordance with the procedures put in place at the laboratory.</p>
<b>Operational status</b>	<p>The task of laboratories is to provide accurate results within lead times that are reasonable but as short as possible, and at economically justified prices.</p> <p>The analysis laboratory is in the public sector and reports directly to the competent authority, or is private (subcontracted by the State; when external services are engaged, ultimate responsibility remains with the competent authority).</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Contribute to the receipt of samples entering the laboratory</li> <li>› Dispose of samples after analysis</li> <li>› Ensure the laboratory's products/reagents are properly stored</li> <li>› Ensure vessels, work surfaces and the premises are kept clean and hygienic</li> <li>› Follow the procedures in force (quality system)</li> </ul>
<b>Responsibility and autonomy</b>	<p>Laboratory assistants generally have quite restricted responsibilities, limited to the proper performance of the basic tasks requested of them. They have a very limited degree of autonomy (varying greatly from one laboratory to another), since they must adhere strictly to procedures.</p> <p>They are in charge of a range of basic tasks supporting analysis work.</p> <p>They report directly to the technicians and expert(s) in analysis.</p>



**Relationships**

Internally, the laboratory assistant liaises with their hierarchical superiors (fulfilment of tasks; compliance with procedures).

**Qualifications**

The laboratory assistant will not generally have higher level qualifications, and will be trained internally in the procedures (e.g. cleaning procedure; waste disposal procedure, etc.) associated with maintaining a laboratory.



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<b>Job title</b>	<b>Sanitary Inspector</b>
<b>Alternative job titles</b>	Inspection Officer; Food Inspector; Inspector of Food Products
<b>General context</b>	<p>World Trade Organization (WTO) Sanitary and Phytosanitary (SPS) Agreement (1995), Food and Agriculture Organization (FAO)/WTO Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codes of Practice of the Codex Alimentarius (CAC/RCP 1-1969, REV. 4-2003), Codex standards and voluntary private standards (ISO22000; GLOBALG.A.P.; BRC; IFS...).</p> <p>Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law. All legislation on risky contaminants (pesticide residues; heavy metals and other chemical contaminants; microbiological contaminants; etc.). The regulation (requires the Competent Authorities to implement a programme of surveillance and controls throughout the entire food chain; sampling plans must specify the type and number of analyses to be carried out.</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ("hygiene packet"): self-monitoring among private-sector operators (including inputs).</p> <p>Inspection based on risk analysis is a fundamental component of modern food control systems. This is essential to protect consumers by implementing appropriate inspections which aim to guarantee that foodstuffs produced in the country concerned, or imported thereto, are correctly handled, stored, packaged, processed, transported, prepared, served and sold in accordance with national laws and regulations. Furthermore, the inspection and certification of foods for export reinforce confidence in the safety and quality of exports, which is essential for international trade (FAO, 2010). Inspection of imported foodstuffs involves a series of steps which may begin before the arrival of shipments and end only after the products have been officially approved for sale.</p>
<b>Job goals</b>	<p>A Sanitary Inspector is an officer specialized in conducting official inspections (in companies, laboratories, border crossing points, etc.). Some of the most qualified technical officers oversee or participate in official inspections by supervising other junior technical officers (controllers, inspectors). A Sanitary Inspector visits agri-food companies, food processing, transportation and storage facilities and catering services to verify whether the processes and methods used meet the requirements of the laws and regulations governing the safety, hygiene and quality of food products and storage premises. He/she conducts sampling and verifies labelling and packaging.</p> <p>The inspection of imported foodstuffs involves dealing with all kinds of products arriving in every conceivable type of packaging that may present numerous reasons for rejection on the grounds of non-compliance with the country's requirements. The training received by a Sanitary Inspector should enable him/her to conduct sampling operations in accordance with the rules, and to plan in advance the equipment that may be required for this purpose.</p>

## Operational status

A Sanitary Inspector is a civil servant, notably within veterinary services. Civil servants within official control departments are able to oversee and conduct official controls in accordance with the requirements laid down in regulations and international standards, and in accordance with the procedures in force, depending on the targets and sectors to be inspected, including at borders.

A Sanitary Inspector is one of the key components of every food product inspection programme, including imported products (surveillance and control).

It is essential to be able to rely on a body of professional sanitary inspectors who are trustworthy, well-trained, well-organized and with personal attributes, and that they in turn are supported by an infrastructure that enables them to carry out the tasks entrusted to them and perform their “public relations” role.

## Main responsibilities

- › Planning and preparing inspections
- › Conducting inspections (documentary, visual, etc.) in companies in the horticultural sector or at border inspection posts (BIPs) for foodstuffs, and detecting regulatory non-compliance, in compliance with procedures and codes of conduct.
- › Conducting samplings and transferring the samples to the competent laboratories
- › Taking appropriate action when the findings and/or results of analyses are not satisfactory (seizures, destruction, etc.)
- › Drawing up an inspection report and managing the administrative follow-up of an inspection

## Responsibility and autonomy

The Sanitary Inspector’s responsibilities are generally limited to the successful performance of the tasks required of them and have a limited degree of autonomy (although this varies greatly from one inspection service to another).

They report directly to the Senior Management of the inspection service.

## Relationships

Internally, Sanitary Inspectors maintain relations with their reporting lines (planning inspections; complying with procedures; reporting and following up inspections) and with their colleagues.

Externally, a Sanitary Inspector is the professional who, in performing his/her responsibilities, represents the Competent Authority. He/she is the first, if not sometimes the only, point of contact between the Competent Authority and the operators. A Sanitary Inspector must inspire confidence among service users through his/her competence, whether those users are exporters, importers or their agents, customs officials, quarantine services or other administrations called upon to intervene at a country’s borders.

## Qualifications

A Sanitary Inspector is generally a graduate (bioengineer, dietician, chemist, veterinarian, biologist, laboratory technician, etc.) and qualified through professional experience and internal training programmes for the procedures and ethical standards. Depending on the case at hand and place in the hierarchical structure, the qualifications are as follows:

- › Level A: a basic three-year academic degree (e.g. bachelor’s or master’s diploma) from a university or higher education institution
- › Level B: professional higher education diploma (vocational graduate diploma, professional graduate diploma) or university induction year level higher education certificate/university induction year level higher adult education certificate.
- › Level C: senior secondary school leaving certificate

The continuing training provided to a Sanitary Inspector will cover product inspection and sampling, food technology, border operations and authorizations required.



*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

**Job title** **Phytosanitary Inspector**

**Alternative job titles** Inspection officer; inspector ; phytosanitary controller

**General context** World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). The objective of the IPPC is to ensure common and effective action to prevent the spread and introduction of pests that are harmful to plants and plant products (FAO, 2002). Regulation (EU) 2016/2031 on protective measures against harmful organisms of plants. National plant protection organisation (NPPPO): An official service established by a government to perform the functions specified by the IPPC. The NPPPO must: (a) inspect, sample and test plants, plant products and other regulated articles for phytosanitary certification purposes; (b) detect and identify regulated harmful organisms (= any species, strain or biotype of plant, animal or pathogenic agent harmful to plants or plant products). Each year, the NPPPO must draw up an inspection plan for production areas.

- › Regulated harmful organism: Quarantine or non-quarantine regulated harmful organisms [IPPC, 1997]
- › Quarantine pest: A harmful organism which is of potential importance to the economy of the area under threat and which is not yet present in the area or which is present but not widely dispersed and is being officially controlled [FAO, 1990; revised FAO, 1995; IPPC, 1997]
- › Non-quarantine regulated pest: A pest which is not a quarantine harmful organism, the presence of which in plants intended for planting affects the intended use of the plants, with unacceptable economic impact, and which is therefore regulated in the territory of the importing Contracting Party [IPPC, 1997]
- › Inspection: Official visual examination of plants, plant products or other regulated articles to determine whether harmful organisms are present or absent and/or to determine compliance with phytosanitary regulations

**Job goals** The phytosanitary inspector is an officer specialised in identifying pests and their symptoms or damage who is in charge of carrying out official controls (on land parcels, in companies (packing stations, warehouses), ports and airports and at border posts through which plant products transit). Some of the most qualified technical officers supervise or participate in official controls by supervising other basic technical officers (controllers, inspectors). The phytosanitary inspector also carries out sampling, based on symptoms/ traces, and sends the samples to a diagnostic laboratory (entomological, microbiological, botanical, nematological analysis, etc.).

The phytosanitary inspection involves dealing with all kinds of products arriving in every conceivable type of packaging that may present countless reasons for rejection for non-compliance with the country's regulations. The training received by the inspector should enable them to carry out sampling operations properly and to plan the equipment they may need for this purpose in advance.

## Operational status

The phytosanitary inspector is a civil servant (possibly sworn in, equivalent to a judicial police officer) who works for the NPP0. Officers of official control services are able to supervise and carry out official controls in accordance with the requirements laid down in regulations and international standards, to draw up reports or take SPS measures, complying with the procedures in effect, depending on the targets and the sectors to be controlled, including at borders.

The body of phytosanitary inspectors is one of the main components of any surveillance, inspection and certification programme for imported and exported plant products (surveillance and control).

It is essential to be able to rely on a body of professional sanitary inspectors who are trustworthy, well-trained, well-organized and with personal attributes, and that they in turn are supported by an infrastructure that enables them to carry out the tasks entrusted to them and perform their “public relations” role.

## Main responsibilities

- › Planning and preparing phytosanitary inspections
- › Conducting phytosanitary inspections of plant products in companies or at border inspection ports (BIP) and detecting the presence of regulated harmful organisms, in accordance with procedures and code of conduct
- › Conducting sampling and transferring samples to competent diagnostic laboratories
- › Taking the necessary measures when the findings and/or results of the inspection are not satisfactory (issuing official reports, sampling, seizing goods, phytosanitary treatment, destruction, etc.)
- › Writing an inspection report and managing the administrative follow-up of the inspection (e.g. following-up official reports)

## Responsibility and autonomy

The phytosanitary inspector’s responsibilities are generally limited to the successful performance of the tasks required of them and have a limited degree of autonomy (although this varies greatly from one inspection service to another).

They report directly to the senior management of the inspection department.

## Relationships

Internally, the phytosanitary inspector maintains relations with their reporting lines (planning inspections; compliance with procedures; reporting and follow-up of inspections) as well as with their colleagues.

Externally, phytosanitary inspectors are those who, in performing their duties, represent the competent authority. They are the first, if not sometimes the only, point of contact between the competent authority and the operators. The phytosanitary inspector’s competence must inspire confidence in users of the service, be they exporters, importers or their officers, customs officials, quarantine services or other administrations called upon to intervene at the country’s borders.

## Qualifications

The phytosanitary inspector is generally a technician qualified through professional experience and internal training in procedures and ethical standards. Depending on the case at hand and their place in the reporting lines, the qualifications are as follows:

- › Level A: basic 2nd cycle university degree (e.g. bachelor’s or master’s diploma) or long-cycle, post-secondary education
- › Level B: short-cycle, post-secondary education diploma (non-university higher education diploma, vocational upper-secondary school leaving certificate) or first-cycle university-level certificate/academic higher education diploma

The continuous training received by the phytosanitary inspector will cover inspection, recognition/detection of pests, their biological characteristics and sampling of products, border control operations (imports and exports) and phytosanitary certification (e.g. correct completion of phytosanitary certificates).

# PLANT PROTECTION MONITORING OFFICER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Plant Protection Monitoring Officer</b>
<b>Alternative job titles</b>	In situ surveillance officer; crop/field scout
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). International Standards For Phytosanitary Measures (ISPM) No. 6 - Surveillance IPPC Guide - Surveillance of pests. ISPM standard No. 31 on sampling.</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Surveillance is one of the core activities of national plant protection organisations (NPPOs). It provides NPPOs with a technical basis for numerous plant health measures, e.g. concerning phytosanitary import requirements, pest-free areas, reporting and eradicating of pests or the status of a pest in a specific area.</p> <p>National supervisory systems encompass both general and specific supervision.</p> <p>Controlling plant pests requires a system for monitoring from the land parcel (nursery, cultivation parcel, orchard, greenhouse) to shipment of the products.</p>
<b>Job goals</b>	<p>The plant protection monitoring officer is in charge of scouting crops regularly and rigorously (nurseries, cultivation parcels, orchards or greenhouses) and detecting the presence of a pest, disease or weed, sending an alert to the head of plant health surveillance programmes, which, when necessary (and most often) leads to an intervention (chemical or temperature treatment, eradication, etc.).</p> <p>They must be fully familiar with crop scouting and/or capture methods that aid determination of the presence or absence of a regulated pest.</p>
<b>Operational status</b>	The plant protection monitoring officer is attached to a public service (normally the NPPO). They have an important role in monitoring the presence and prevalence of pests. Plant protection monitoring officer visit the land parcels of growers and production companies to scout the crops and take samples. They report to a NPPO managing officer, who is in charge of disseminating monitoring programmes and procedures.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Planning crop scouting of cultivated parcels or greenhouses</li> <li>› Conducting crop scouting and taking samples when necessary (testing for pests)</li> <li>› Communicating the results of crop scouting to the line manager (reporting)</li> </ul>
<b>Responsibility and autonomy</b>	<p>The responsibilities of plant protection monitoring officers are generally limited to proper performance of the tasks required of them and they have a sufficient degree of autonomy to perform their tasks (e.g. planning field visits).</p> <p>They report directly to the head of plant health surveillance programmes.</p>
<b>Relationships</b>	<p>Internally, the plant protection monitoring officer works alone or in a team, reporting to the head of plant health surveillance programmes.</p> <p>In their work, they liaise with stakeholders (companies, in particular).</p>
<b>Qualifications</b>	<p>The plant protection monitoring officer is trained to identify various pests (depending on the crops to be monitored and the region), to scout crops and in capture techniques through external and internal training courses.</p> <p>The plant protection monitoring officer is preferably an agricultural technician specialising in crop protection.</p>



## PPP APPLICATION OFFICER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>PPP Application Officer</b>
<b>Alternative job titles</b>	Operator; PPP dispenser
<b>General context</b>	<p>World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (1995) and International Plant Protection Convention (IPPC, 1997). International Standard for Phytosanitary Measures (ISPM) 28 - Phytosanitary treatments for regulated pests.</p> <p>ISPM 42- Requirements for the use of temperature treatments as a phytosanitary measure. Requirements for the use of (five) phytosanitary treatments adopted as a «phytosanitary measure» (IPPC Specification No 62, 2015 - technical indications for the use of types of phytosanitary treatments).</p> <p>ISPM 15, which covers all forms of wood packaging material that can spread plant pests. Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Many plant protection products are used in international trade. The treatment of plants and plant products against pests is among the phytosanitary measures.</p> <p>Five types of treatment can be applied using various techniques: fumigation, heat treatment, modified atmosphere treatment, irradiation treatment and finally treatment with pesticides (or plant protection products (PPP)).</p> <p>Treatment with chemicals (fumigation, PPP) presents risks for the operator. It is therefore advisable to handle them with care to avoid contamination and in accordance with recommended good practices to avoid accidental intoxication.</p>
<b>Job goals</b>	<p>PPP application officers are in charge of applying techniques (e.g. steam temperature treatment) or PPPs in accordance with the guidelines (dose/ha, nozzle, spray volume, etc.) set out by a national plant protection organisation (NPPPO) managing officer.</p> <p>They must ensure that the instructions (e.g. temperature, duration) are complied with so as not to destroy or affect the treated plant material (given the potential effects of treatments on the quality of products).</p> <p>They must be familiar with techniques (particularly temperature treatment) and, for PPPs, with good plant protection practices (health and safety rules, storage rules, respect for the environment, etc.).</p>
<b>Operational status</b>	The PPP application officer is attached to a public service (normally the NPPPO). They have a responsibility to ensure the efficiency of treatment for regulatory compliance of product batches. They report to a NPPPO managing officer who is in charge of disseminating treatment procedures.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Using the recommended non-chemical treatment technique in accordance with the instructions specified by the NPPPO manager (e.g. air/water temperature, treatment time)</li> <li>› Using a recommended fumigation technique in accordance with the instructions for use</li> <li>› Applying a recommended phytopharmaceutical product in accordance with the instructions for use</li> </ul>

### Responsibility and autonomy

PPP application officers are “operators” who generally have responsibilities that are restricted to the proper performance of the tasks required of them and have a limited degree of autonomy (although this varies greatly from one NPP0 to another). They do not choose the techniques, gases or PPPs to be used, nor the methods of application, they apply the instructions given and check that these are strictly adhered to. They report directly to the senior management of the NPP0.

### Relationships

Internally, the PPP application officer works in a team. They liaise with their line manager (who gives instructions and checks the correct performance of the treatment) and with the stock manager or storekeeper (release of PPPs and personal protective equipment (PPE)).

### Qualifications

The PPP application officer is trained in treatment techniques (especially for the use of gases in fumigation) and in good plant protection practices through specialised external and internal training courses.





# COMPANIES





*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Company Manager</b>
<b>Alternative job titles</b>	Company head; company director; company boss
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Crop production is dependent on the availability of arable land and varies in particular depending on the yields, macroeconomic uncertainty and consumption patterns. It has a strong impact on the prices of agricultural products. A farm’s production system is characterised by the combination of its productive activities and its means of production.</p> <p>Faced with the current demographic challenge, «sustainable intensification» of crop production is necessary: producing more crops on the same amount of land while conserving resources, reducing negative environmental impacts and improving natural capital and the flow of ecosystem services (Food and Agriculture Organization - FAO).</p> <p>To meet the challenges of climate change, agricultural production must also adapt (e.g. varietal selection of crops, plant breeding, agricultural methods and ecosystem management approaches) and become resilient to changes (frequency and intensity). Agricultural production can itself contribute to climate change mitigation.</p> <p>A number of risks (sanitary and phytosanitary), which must be controlled, are linked to the primary production of plant products.</p>
<b>Job goals</b>	<p>Company managers lead their company in all aspects. They develop the overall strategy of the company and thus company objectives, in particular commercial objectives. Their objective is above all economic profitability.</p> <p>They are the main moral, legal and financial representative of their company. They develop the strategies and rules for company operations and company development in the short, medium and long term. They must be capable of intervening in all areas of the business, whether commercial, technical, administrative or financial.</p>
<b>Operational status</b>	The company managers are usually independent from a hierarchical point of view, making and taking decisions on their own. In the case of a farm, they usually work only on the land of their farm (which they own or rent). In the case of a company with shareholders, the CEO is accountable to the shareholders.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Identifying and modelling entrepreneurial opportunities</li> <li>› Defining and understanding the internal organisational model with respect to governance and human resources management</li> <li>› Controlling the cost and revenue structure of the company and ensuring proper business administration</li> <li>› Determining the company’s strategic approach and ensuring the implementation of development projects</li> <li>› Identifying, analysing and seizing business development opportunities</li> <li>› Communicating, disseminating knowledge and training employees in activities in the various areas impacting the life of the company</li> <li>› Identifying, analysing and controlling the company’s commercial and financial risks</li> </ul>

## Responsibility and autonomy

The company manager alone decides the fate of the company (they are at the top of the pyramid), although they may be accountable to a board of directors. They have maximal autonomy.

## Relationships

Internally, the company manager has privileged relationships with senior managers who are in charge of administrative and financial aspects (head of administration and finance), commercial aspects (manager of marketing and communications, sales manager), human resources management (Head of HR, HR manager), technical aspects (production manager, purchasing manager). They also liaise with middle management (crop protection managers, packing managers). In most cases, they also have a direct link with the quality and traceability manager when this function exists in the company.

Externally, the company manager liaises with clients, suppliers, other professionals, local or international consultants, the world of research and local authorities. They represent their company at events and trade shows, and participate in information sessions on their sector in order to keep abreast of probable market developments.

## Qualifications

In order to practise this profession, technical training and solid notions in the fields of management and accounting are necessary. Management skills are essential for this profession, as well as the ability to adapt to manage the various situations an entrepreneur often encounters. They must also have strong communication and leadership skills. In addition, the company manager must have a sound technical background in all technical aspects of their business, as well as knowledge of management, accounting and marketing in order to be able to make decisions in all areas and at all stages.

Experience in the company's field of business is an important prerequisite.

There is no real qualification dedicated to the profession of company manager, but some degree-level courses could be beneficial, particularly those directly related to the skills expected of a company manager, namely business administration, management or accounting.



# FARM OWNER/MANAGER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Farm Owner/Manager</b>
<b>Alternative job titles</b>	Farm operator; farmer ; agri-businessman
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Crop production is dependent on the availability of arable land and varies in particular depending on the yields, macroeconomic uncertainty and consumption patterns. It has a strong impact on the prices of agricultural products. A farm’s production system is characterised by the combination of its productive activities and its means of production.</p> <p>Faced with the current demographic challenge, «sustainable intensification» of crop production is necessary: producing more crops on the same amount of land while conserving resources, reducing negative environmental impacts and improving natural capital and the flow of ecosystem services (Food and Agriculture Organization - FAO).</p> <p>To meet the challenges of climate change, agricultural production must also adapt (e.g. varietal selection of crops, plant breeding, agricultural methods and ecosystem management approaches) and become resilient to changes (frequency and intensity). Agricultural production can itself contribute to climate change mitigation.</p> <p>A number of risks (sanitary and phytosanitary), which must be controlled, are linked to the primary production of plant products.</p>
<b>Job goals</b>	<p>Farm owners/managers’ objective is to obtain consumable foodstuffs for themselves and their families and/or to supply a remunerative market.</p> <p>More than any other type of farmer, farm owners/managers must fully master certain techniques: crop selection, soil preparation, sowing, planting, fertilizer application, production protection, harvesting and storage, using increasingly sophisticated equipment. They must limit discharges that are toxic to the environment (sustainable agriculture). They must also sell their products and adapt to a fluctuating market, standards and competition.</p> <p>Farm owners/managers have the same concerns and needs in terms of skills as all entrepreneurs (cash flow, resource management, planning, etc.). Their activity varies according to the type of production, the season and the size of the farm.</p>
<b>Operational status</b>	<p>Farm owners/managers are most often self-employed persons who are not accountable to anyone else. They alone make, and assume responsibility for, their decisions. They generally only work on the land on their own farm (which they own or rent), but may also carry out contract work for other farmers (services).</p> <p>They may also organise themselves into a cooperative or group together with other farm owner/managers.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Directing and managing the farm, and making strategic choices for agricultural operations (depending on the case, in conjunction with a management team)</li> <li>› Producing agricultural goods which meet market demand and requirements</li> <li>› Negotiating and ensuring agricultural products are sold at profitable prices</li> </ul>



## Responsibility and autonomy

A farm owner/manager acts like any other business manager. They carry out technical as well as administrative tasks, such as recruiting, training and supervising agricultural technicians, the repair of machinery, administrative follow-up of their professional activities, and also monitor their production in order to be able ultimately to sell it and satisfy their customers.

Being in charge of their production, they have (partial or total) responsibility for:

- › developing the farm's crops
- › adapting production patterns
- › daily management of crops
- › marketing their productions
- › liaising with the professional world.

As technicians, they must decide how to achieve the most economically efficient production. Farmers are also a key environmental managers; managing around 50% of the land, their activities have an influence on both biodiversity and on the landscape.

They are therefore involved in protecting the environment and must justify their choices in terms of "sustainable development".

They must be able to base their decisions on sound technical background knowledge so that the actions they take are duly reasoned and justified. In addition to this, they have specialised technical knowledge focused on agricultural crops (handling living material, applying plants protection products or fertilizers, using increasingly sophisticated tools, materials and equipment).

## Relationships

Farm owners/managers are self-employed, but rarely work alone on their farms. They are assisted by workers or members of their family.

Externally, they may be a member of a group of farms, formed among relatives or neighbouring farmers. They often benefit from the technical (and financial) support of cooperative and mutual networks represented by agricultural cooperatives, economic interest groups and other networks.

## Qualifications

To practise this profession, it is essential to be a person who is passionate about nature and able to meet the demands of the profession (work environment, climate change, etc.) and to have a solid background in agriculture, regardless of the size of the farm to be managed.

Ideally, on large farms, a vocational diploma at least equivalent to upper secondary level (in farm management) or a diploma in agricultural engineering is required. Most often, farm owners/managers will have acquired their skills (in part) through long practice and coaching by their seniors on the farm.

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<b>Job title</b>	<b>Horticultural Producer</b>
<b>Alternative job titles</b>	Market gardener; horticulturist; producer ; grower
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Crop production is dependent on the availability of arable land and varies in particular depending on the yields, macroeconomic uncertainty and consumption patterns. It has a strong impact on the prices of agricultural products. A farm’s production system is characterised by the combination of its productive activities and its means of production.</p> <p>Faced with the current demographic challenge, «sustainable intensification» of crop production is necessary: producing more crops on the same amount of land while conserving resources, reducing negative environmental impacts and improving natural capital and the flow of ecosystem services (Food and Agriculture Organization - FAO).</p> <p>To meet the challenges of climate change, agricultural production must also adapt (e.g. varietal selection of crops, plant breeding, agricultural methods and ecosystem management approaches) and become resilient to changes (frequency and intensity). Agricultural production can itself contribute to climate change mitigation.</p> <p>A number of risks (sanitary and phytosanitary), which must be controlled, are linked to the primary production of plant products.</p>
<b>Job goals</b>	<p>Horticultural producers aim to produce consumable foodstuffs for themselves and their families, using the surplus or certain crops (e.g. vegetables, fruit) to supply a profitable local market and/or packaging stations.</p> <p>Horticultural producers must be proficient in a range of basic agricultural techniques: crop selection, soil preparation, sowing, planting, fertilizer application, etc., using increasingly sophisticated equipment. They must limit discharges that are toxic to the environment (sustainable agriculture) and waste.</p> <p>Their activity varies according to the type of production, the season and the size of the farm.</p>
<b>Operational status</b>	Horticultural producers are most often self-employed persons who are not accountable to anyone else. They alone make, and assume responsibility for, their decisions. They generally only work on the land on their own farm (which they own or rent), but may also carry out contract work for other farmers (services).
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Managing crops and the farm in accordance with sustainable management of the environment</li> <li>› Producing agricultural goods that meet client demands and requirements</li> <li>› Negotiating and ensuring that agricultural products are marketed at profitable prices</li> </ul>

### Responsibility and autonomy

Horticultural producers are first and foremost agricultural technicians with modest means, who must allocate their means correctly to achieve the most economically efficient production.

They must also deal with conserving soils, protecting the environment, water, etc., and must therefore practise “sustainable agriculture” to maintain the fertility of their land and ensure long-term production.

They manage their land and production autonomously.

### Relationships

Horticultural producers are self-employed, but rarely work alone on their farms. They are assisted by workers or members of their family.

Externally, they may be a member of a group of farms, formed among relatives or neighbouring farmers. They often benefit from the technical (and financial) support of cooperative and mutual networks represented by agricultural cooperatives, economic interest groups and other networks.

### Qualifications

To practise this profession, it is essential to be a person with a passion for nature and the ability to meet the demands of the profession (work environment, climate change, etc.).

In most cases they will have acquired their training in the agricultural field through experience.





# HEAD OF ADMINISTRATION AND FINANCE

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Head of Administration and Finance</b>
<b>Alternative job titles</b>	Administration and finance manager; chief financial officer, CFO
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Agricultural production requires the coordination of many activities and the management of financial and human resources. And the complexity increases as a company grows. Management specialists in agricultural businesses have responsibilities that are linked to the nature of the resources implemented, deal with the material resources (production management), financial resources and human resources required for the business. Administrative management may be required to take charge of sales activities, communications, management, human resources and production as part of their duties.</p> <p>Business management is the utilisation of the company’s resources with the aim of achieving predetermined objectives (turnover, market share, etc.). Each company or organization has a management system characterized by a certain unity and coherence. Each company is required to organise its management system and to revise it periodically depending on changes in its policies, the nature of its resources and the relationships it must establish with its national and international environment. Despite the diversity and plasticity of the ways in which management systems are organised, a set of typical administrative management tasks can be identified.</p>
<b>Job goals</b>	<p>Head of administration and finance determine and supervise the administrative (procedures, operations, legal affairs, regulatory compliance, etc.) and financial (cash flow, accounting, management control, financial strategy, etc.) management of a structure based on the strategic choices adopted by the governing bodies and in line with national or international regulations (financial, tax and commercial). They have several tasks: supervising accounting, determining the budget, managing and optimising cash flow, monitoring investments and banking transactions, guaranteeing legal and regulatory obligations, managing administrative and legal files, overseeing information systems, providing advice to department heads and senior management.</p>
<b>Operational status</b>	<p>The head of administration and finance is a company executive. Directly reporting to senior management, they are very often a member of the senior management committee. They work closely with the managing director, to whom they provide the information on which strategic choices and investments are based.</p> <p>On a daily basis, they plan, manage and coordinate the company’s administrative, financial and accounting activities. They are also accountable (in terms of providing balance sheets, results, dashboards) to the board of directors and supervisory authorities.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Determining and supervising the administrative (procedures, operations, legal affairs, human resources, general services, etc.) and financial (accounting, cash flow, taxation, management control, internal audit, purchasing, etc.) management of the company</li> <li>› Optimising operating expenses and keeping costs at an acceptable level, with a view to ensuring profitability in line with the objectives set, and controlling risks</li> <li>› Defining the indicators necessary for (permanently or periodically) monitoring activities and for reporting (debriefing) to senior management and the board of directors</li> <li>› Advising the board of directors and company senior management on the definition of objectives and implementation strategies. Managing communication, when necessary</li> </ul>

## Responsibility and autonomy

The head of administration and finance reports to the company management.

They are in charge - among other things - of tax and accountancy declarations, cash flow management, debt management and debt repayment, provisional budgets, inventories, setting up management and control tools, and monitoring the reliability of data from administrative and financial departments.

As the guarantor of compliance with statutory obligations, they ensure the application of regulations and legislation (financial, tax and commercial) related to the activity of their company.

## Relationships

Internally, the head of administration and finance liaises closely with the company manager. As a contact and decision-making hub for all executives, heads of administration and finance collaborate with all internal departments.

As managers, heads of administration and finance devotes much of their time to monitoring teams in terms of: recruitment, training, coaching and career management.

Externally, they represent the company in dealings with financial contacts, suppliers, tax authorities, investors, owners or shareholders, depending on the powers of representation conferred on them by the board of directors. They are in contact with numerous external contacts: chartered accountants, auditors, banks and insurance companies, government administrations, etc.

## Qualifications

The position of head of administration and finance is not accessible to inexperienced candidates. The head of administration and finance must have several years of experience in positions of responsibility in the administrative, financial and/or legal fields (e.g. in an accountancy company, as a management controller or as a company executive).

In order to undertake this profession, sound training in the fields of management and/or accounting is necessary. The position of head of administration and finance requires a high level of education, generally five years of higher education, or professional experience considered to be equivalent.

Indeed, the ideal training for this qualification is a master's degree in economics or management, accounting studies or corporate finance, a degree in business administration, commerce, engineering with additional internationally recognised training: MBA (Master of Business Administration) and EMBA (Executive Master of Business Administration).

# HUMAN RESOURCES DIRECTOR

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Human Resources Director</b>
<b>Alternative job titles</b>	Personnel Manager; Head of Human Resources; HR Manager
<b>General context</b>	<p>Employment Law is the benchmark legislation used in most countries with regard to the conditions for performing a professional activity for the benefit of an employer.</p> <p>In addition, incorporation of the concept of corporate social responsibility, governed by Standard ISO 26 001, created additional requirements for greater consideration of the needs of employees within a company.</p> <p>Agricultural production is a labour-intensive sector involving plantations, packaging stations, and production and/or packaging units.</p> <p>Today, human resources management is a well-established discipline with tools and methods that seek to ensure that the workplace can always benefit from skilled and motivated staff.</p>
<b>Job goals</b>	Attract and incorporate profiles that reflect the company's ambitions; manage the life cycle of staff under conditions that guarantee the fulfilment, health, safety and motivation of human resources in performing in their roles.
<b>Operational status</b>	Under the supervision of the Chief Executive Officer, the Human Resources Director is an executive who is a member of the Management Team and other governance bodies relating to human resources, such as: discipline, careers, staff representation, etc. He/she represents the company with the social security authorities in particular.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Develop and implement human resource management policies within the company with a view to creating an environment conducive to the blossoming of talent and the well-being of employees.</li> <li>› Build and lead human resource strategy in order to provide the company with the necessary skills at the corresponding posts.</li> <li>› Draw up organisation charts for the company and the various departments, and document job descriptions.</li> <li>› Maintain relations with the authorities (Employment, Social Security, Tax Office, etc.) and professional bodies (trade unions in particular), and guarantee a favourable employee/ employer relationship.</li> <li>› Coordinate the work of staff in the department and manage the HR budget.</li> </ul>
<b>Responsibility and autonomy</b>	<p>The role of the Human Resources Director is to:</p> <ul style="list-style-type: none"> <li>› Implement the human resources guidelines drawn up by the Board of Directors or the Chief Executive Officer.</li> <li>› Give a final opinion on all significant initiatives handled by his/her staff and implement the department's budget.</li> <li>› Manage the operation of governance bodies related to human resources and be responsible for implementing resolutions.</li> <li>› Monitor, verify and check that managers implement the human resources strategy as laid down in policies and other guidelines.</li> </ul>



## Relationships

The Human Resources Director works closely with:

- › All directors, managers in general and the Accounts department for payroll;
- › The social security authority and public bodies involved with employment and corporate taxes;
- › Recruitment, training and IT support agencies.

## Qualifications

A 2-year master's diploma in human resources management, management, law or the equivalent with 2 to 3 years of professional experience in an agricultural production sector.



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<b>Job title</b>	<b>Business Manager</b>
<b>Alternative job titles</b>	Marketing Director; Sales Director, Commercial Director
<b>General context</b>	<p>Marketing horticultural products for domestic and international markets is regulated by a number of regulatory requirements and private standards to guarantee not only the commercial quality but also the safety of the food products. As regards products marketed, production, transport and dispatch to importers and consumers are subject to export health standards and to the control by the competent authorities.</p> <p>As regards Europe, standards for export to the European Union cover several areas, including: food safety and traceability (Regulation EC 178/2002 - «Food law», laying down the general principles and requirements of food law), hygiene control (through the HACCP system) (Regulation (EC) 852/2004), compliance with maximum pesticide residue limits (Regulation (EC) 396/2005), compliance with maximum limits for various contaminants, including heavy metals and mycotoxins (Regulation (EC) 1881/2006), rules on food labelling and allergen labelling (Regulation (EU) 1169/2011).</p> <p>On another note, transactions between producers and clients through the marketing department are also regulated by a series of documents, including business contracts, terms and conditions, and the product sheet.</p> <p>Activities involving the marketing of horticultural products to local, national or international markets are currently strongly influenced by digital marketing.</p> <p>It is becoming important for all sales staff to have the related skills.</p>
<b>Job goals</b>	Generate the company's turnover through sales of the company's products and services and be responsible for demands made by clients in order to satisfy them.
<b>Operational status</b>	Under the supervision of the Chief Executive Officer, the Business Manager is an executive who is a member of the Board of Directors and who coordinates a marketing, sales and after-sales team.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Conduct a strategic analysis of the company within its market and undertake market studies to determine market trends and the relevant action to be taken to improve the company's competitiveness.</li> <li>› Produce the strategic marketing plan and the provisional dashboard and monitor the implementation of activities that will ensure that the sales targets set can be achieved.</li> <li>› Oversee institutional and sales communications and public relations, including implementation of corporate social responsibility requirements.</li> <li>› Oversee implementation of the sales roadmap with a view to marketing products and generating turnover.</li> <li>› Oversee management of client requests and complaints about company services and ensure client satisfaction.</li> </ul>
<b>Responsibility and autonomy</b>	<p>The recommendations made in the studies they commission are subject to the approval of the Chief Executive Officer or the Board of Directors.</p> <p>The Business Manager has full responsibility for implementing the strategic marketing plan, including generating turnover through sales volumes.</p>



## Relationships

The Business Department works closely with:

- › Internally, the Production Director and the Finance Director, particularly as regards monitoring compliance with standards and product volume, and financing work.
- › Within the Department, they coordinate the work of the Marketing Manager, the Communication & CSR Manager, and the Sales and Customer Services Manager.
- › Marketing research firms, communication and events consultancies and contact centre service providers.

## Qualifications

The Business Manager position is a managerial role which can be accessed by a manager from a sales profession (marketing, sales, customer relations) with 3 to 5 years' professional experience.

The holder of this position must also have worked in a food processing or export company and have an academic qualification at least equivalent to a 2-year master's degree.

Fluent English is an important asset.





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<b>Job title</b>	<b>Production Manager</b>
<b>Alternative job titles</b>	Crop manager; foreman; parcel manager
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Crop production is dependent on the availability of arable land and varies in particular depending on the yields, macroeconomic uncertainty and consumption patterns. It has a strong impact on the prices of agricultural products. A farm’s production system is characterised by the combination of its productive activities and its means of production.</p> <p>Faced with the current demographic challenge, «sustainable intensification» of crop production is necessary: producing more crops on the same amount of land while conserving resources, reducing negative environmental impacts and improving natural capital and the flow of ecosystem services (Food and Agriculture Organization - FAO).</p> <p>To meet the challenges of climate change, agricultural production must also adapt (e.g. varietal selection of crops, plant breeding, agricultural methods and ecosystem management approaches) and become resilient to changes (frequency and intensity). Agricultural production can itself contribute to climate change mitigation.</p> <p>A number of risks (sanitary and phytosanitary), which must be controlled, are linked to the primary production of plant products.</p>
<b>Job goals</b>	<p>The production manager’s objective is to produce crops in accordance with the instructions (crop plan; calendar of crop operations) given by their direct manager (e.g. farm owner/manager). Production managers mainly organise crop and harvest work: They draw up the crop plan and manage changes in the use of the land parcels. They monitor the state of the crops in order to programme the work to be carried out.</p> <p>The production manager must be proficient in basic agricultural techniques: crop selection, soil preparation, sowing, planting, fertilizer application, etc., using increasingly sophisticated equipment. They must limit discharges that are toxic to the environment (sustainable agriculture). The production manager is also responsible for part of the management of the farm: staff supervision, recruitment, analysis of production results, management of supplies. They manage teams of staff (less qualified workers, day labourers).</p> <p>They propose the acquisition of new machinery or the introduction of new crops to the farm owner/manager.</p> <p>Their activity varies depending on the type of production, the season and the size of the farm on which they work.</p>
<b>Operational status</b>	<p>The production manager is an employee of an agricultural company, in charge of production, working under the orders of the company manager or farm manager. They implement decisions made by the latter. On a large farm, the production manager is an employee assisting the farmer. They are in charge of organising work and are consulted on the choice of productions.</p> <p>Although they work outside much of the time, the production manager is also an “office” worker, particularly in terms of planning and data entry work.</p> <p>The combination of the role with the position of “farm owner/manager” is common in small and medium-sized companies.</p>

## Main responsibilities

- › Produce agricultural goods that meet market demand and requirements
- › Manage and supervise production and teams of harvest workers

## Responsibility and autonomy

The production manager carries out technical and managerial tasks and supervises agricultural workers. They are partially responsible for:

- › Establishing the farm's crops
- › Adapting production schemes

As technicians, they must decide how to achieve the most economically efficient production. They must respect the environment. The horticultural crop manager may be required to organise the harvesting, packaging, conservation, storage and, possibly, the first marketing operations.

As subordinates, they must put their technical know-how into practice through handling living materials, applying products and using increasingly sophisticated tools, materials and equipment.

## Relationships

Production managers are employees, working as part of a team on the farm. They are assisted by workers. Horticultural production managers work on a farm or in a community (cooperative). They operate under the authority of the farm owner or manager with whom they are in permanent contact. They work with crops above ground, under shelters (greenhouses or tunnels), or in open fields (thus in the open air). Their tasks vary according to the plant and season.

## Qualifications

To practise this profession, it is essential to be a person with a passion for nature and the ability to meet the demands of the profession (work environment, climate change, etc.). Basic training in agriculture is required. Most often, they will have acquired their skills through long-standing practice and supervision by farm managers.



*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Nurseries Manager</b>
<b>Alternative job titles</b>	Production manager; Head of nursery
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>The production of quality plants is a necessity and an asset for the company. It is preferable, and generally easier, to avoid problems in the nursery by producing pest-free/disease-free and vigorous plants to get a crop off to a good start. In addition, the nursery stage is the stage where plants can, if necessary, be treated with chemicals (e.g. against virus vectors) without worrying too much about residues (given the length of time before these future plants will be harvested). Sowing in a nursery makes it possible to sow a large number of vegetables in a small space for later transplantation. Sowing in a nursery has many advantages, principally that it allows certain plants to grow in optimal conditions. When plants leave the nursery, it is useful to check the sanitary conditions, including through testing (e.g. biological indexing of viruses; enzyme-linked immunosorbent assays (ELISA); etc.).</p> <p>Every plant has its own water requirements. Watering too intensively can asphyxiate the roots. Poor pruning at the wrong time will prevent plant regrowth.</p>
<b>Job goals</b>	<p>This middle business manager is in charge of the sowing and producing/rejecting plants to be transplanted. Starting from young plants, the nursery manager grows them for use or sale.</p> <p>The Nurseries Manager works in a planting stock nursery or forcing nursery, i.e. only developing plants which have already been supplied. They work alone or in a team. They work outdoors or sometimes in greenhouses. They provide the production manager with the necessary number of plants of the variety required.</p>
<b>Operational status</b>	The Nurseries Manager is a company (middle) manager. They have an important position in the company but are specialised in a specific field. Combining this role with the position of “production manager” is common among small and medium-sized companies.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Plan the sowing and/or production of plants to be transplanted</li> <li>› Produce healthy and good-quality plants</li> <li>› Ensure the good phytosanitary health of plants produced in the nursery</li> <li>› Train and supervise nursery staff</li> </ul>
<b>Responsibility and autonomy</b>	<p>Nurseries Managers generally have responsibilities restricted to the proper performance of the tasks required of them and have a limited degree of autonomy (although this varies greatly from one company to another).</p> <p>They report directly to the farm manager, production manager and/or company senior management.</p>
<b>Relationships</b>	<p>Internally, the Nurseries Manager liaises with production managers as well as with other production-related middle managers and warehouse workers.</p> <p>They also supervise the workers in charge of carrying out the work in the nursery.</p>



## Qualifications

The Nurseries Manager is a qualified manager (holder of an upper-secondary school-leaving certificate as an agricultural technician specialising in fruit nurseries) and with practical training (agronomist, horticultural technician, etc.). As they increase their knowledge, they take on more responsibility for specific tasks. Subsequently, with proven skills and additional training in cultivation techniques, they will be able to become a crop manager.

The continuous training received by the Nurseries Manager covers cultivation, hygiene, sanitary quality, good practices and safety at work.



*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Crop Protection Manager</b>
<b>Alternative job titles</b>	Head of treatments; head of plant health control
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against harmful organisms of plants.</p> <p>Crop protection managers choose the methods for monitoring (detection; counting) and crop protection (chemical or alternative methods; a combination as part of integrated pest management). They must ensure compliance with good plant health practices (hygiene and safety rules for their staff, storage rules, respect for the environment, etc.).</p> <p>They must also ensure that they comply with local legislation on plant protection products (PPPs): choice of authorised products; compliance with the biodiversity action plans (BAPs); compliance with standards (maximum residue limits) for harvested products.</p> <p>Putting in place a system for monitoring land parcels, own-checks and the traceability of operations at farm level comes in addition to the general inspection activities conducted by the competent authority and calls for training in crop protection principles.</p>
<b>Job goals</b>	<p>This company’s middle manager is in charge of crop protection (before sowing, during growth and after harvest) to prevent or eliminate harmful organisms (fungi, viruses or pathogenic bacteria; nematodes; insects or mites; weeds).</p> <p>They are in charge of monitoring land parcels to detect and identify pests present (including regulated harmful organisms) at an early stage and, through scouting and counts, determine whether thresholds are or will be reached (exceeding the economic damage threshold, or mere presence in a land parcel or batch) and will decide whether or not to intervene by one or another means.</p>
<b>Operational status</b>	The crop protection manager is a company (middle) manager. They have an important position in the company but are specialised in a specific field. Combining this role with the position of “production manager” is common among small and medium-sized companies.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Identifying different pests, including regulated harmful organisms, and understanding factors which favour their propagation</li> <li>› Scouting land parcels and determining whether the threshold for intervention has been reached</li> <li>› Choosing different methods of crop protection</li> <li>› Ensuring crop protection by complying with good plant protection practices (GPPP) and good agricultural practices (GAP)</li> <li>› Organising and conducting in-house training to strengthen the skills of staff responsible for applying PPPs</li> </ul>
<b>Responsibility and autonomy</b>	<p>Crop protection managers generally have responsibilities restricted to the proper performance of the tasks required of them and have a limited degree of autonomy (although this varies greatly from one company to another).</p> <p>They report directly to the farm manager, production manager and/or company senior management.</p>



## Relationships

Internally, the crop protection manager liaises with production managers as well as with other production-related middle managers and stock managers. They also supervise the workers responsible for carrying out plant treatments.

Externally, the crop protection manager liaises, where necessary, with input suppliers.

## Qualifications

The crop protection manager is a qualified manager with practical training (agronomist, biologist, etc.).

The continuous training received by the crop protection manager will cover harmful organisms detection and identification, epidemiology, trapping techniques, pest control methods, good plant health practices and safety at work.





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<b>Job title</b>	<b>Irrigation Manager</b>
<b>Alternative job titles</b>	Water management and control technician ; Irrigation-fertigation manager
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector application operators (including inputs).</p> <p>Irrigation is an operation consisting of artificially supplying water to cultivated plants in order to increase their production and enable their normal development in the event of a water deficit induced by a lack of rainfall, excessive drainage or a fall in the water table, particularly in arid areas. Irrigation can also be used to provide nutrients either to the soil or, by sprinkling, to the leaves (foliar fertilization): this is called fertigation.</p> <p>Surface irrigation («furrow irrigation», «flood irrigation» or «gravity irrigation») uses gravity through a network of canals and gullies of decreasing size. Sprinkling consists of imitating the effect of rainfall: the water, conveyed under pressure through flexible hoses, is propelled into the air in the form of droplets, which fall back onto the crops around each sprinkler. Micro-irrigation consists of transporting water to the roots of the plants in a very localised way and only in the necessary quantity, which also avoids run-off, a source of loss of soluble minerals and nutrients.</p> <p>Inadequate or poorly designed irrigation can be a source of pathogen propagation (pseudomonas, amoeba cysts, eelworm larvae and eggs of parasites, including nemathelminths, plathelminths, trichomonas, whipworm, etc.), pollutants (drug residues, biocides, etc.) in crops; this is the case with the use of grey or waste water, especially in some arid countries. In arid areas, the risk of salinisation is high.</p>
<b>Job goals</b>	<p>The irrigation-fertigation manager collaborates in implementing agricultural irrigation and/or fertigation projects and provides support for their installation, operation and maintenance by ensuring that the theoretical bases for the design of a hydraulic project and the laws and standards (sustainability or sanitary) governing the use of irrigation water are applied and respected.</p> <p>They are responsible for supervising a team of manual employees (workers and installation labourers) and office workers (secretary, storekeeper, etc.), but they always carry out their tasks under the supervision of a company manager and in collaboration with other managers: production manager, crop manager.</p>
<b>Operational status</b>	The irrigation manager is an agronomist or specialised technician in charge of implementing irrigation operations, training and supervising a team of workers.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Estimating crop water requirements and choosing an efficient irrigation technique</li> <li>› Coordinating the installation and implementation of irrigation-fertigation equipment and networks</li> <li>› Checking the quality of irrigation water</li> <li>› Monitoring the operating criteria for the network and supervising its maintenance</li> <li>› Supervising a team in charge of irrigation-fertigation operations</li> <li>› Monitor the environmental and social impact of the operation’s water use</li> </ul>
<b>Responsibility and autonomy</b>	<p>The irrigation manager has great responsibility (which varies greatly depending on the size of the business) given the impact of irrigation and the cost of water.</p> <p>They choose the techniques, irrigation methods and volumes to be applied, ensuring sustainable use of water and reducing costs.</p>

## Relationships

Internally, the irrigation manager liaises with the company manager, their colleagues in positions of responsibility in the production department and the staff they supervise in their field (irrigation technicians). They also liaise with purchasing manager and stock manager for supplies.

Externally, the irrigation manager liaises, where necessary, with water suppliers.

## Qualifications

The irrigation manager must be proficient in mechanical, hydraulic and electrotechnical techniques.

This job requires the irrigation-fertigation manager to be familiar with all stages of the design, monitoring and control processes for the implementation of irrigation-fertigation projects and to have a good grasp of the various operations involved in their functioning, upkeep and maintenance.

It also requires considerable professional conscientiousness, planning skills, teamwork and note-taking skills, stamina, a sense of responsibility, autonomy, initiative, rigour and compliance with hygiene, health, safety and environmental rules and standards.

Effective communication and a good knowledge of plant development, water requirements, irrigation techniques and methods, and marketing also help this employee to be more effective.





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<b>Job title</b>	<b>Harvest Manager</b>
<b>Alternative job titles</b>	Production manager
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Harvesting refers to all the agricultural work involved in gathering plants, fruit and vegetables (the most common object of a crop) by picking, mowing, uprooting, and transporting them to a shelter for more or less temporary storage (in a barn, shed, cellar, silo) before consumption or processing (family, craft or industrial production). Operations are still often manual and most often require abundant, unskilled and seasonal labour. Harvesting often requires several operations staggered over time, especially when the maturity of the products is likewise staggered over time and it is necessary to repeat the process several times, or when the products are too fragile. The optimum stage for harvesting fruit determines, firstly, the quality the consumer will be able to enjoy and, secondly, its marketing destination. However, harvesting early, when the fruit has not yet reached full sensory maturity, is a common practice to ensure safe handling of the fruit after harvest and to maintain its characteristics during transport and marketing.</p> <p>Harvesting is a key moment in production and must be seen as «risky» operation for the product: risk of quality deterioration (e.g. injuries), but also of contamination (e.g. contact with the ground, with dirty hands or clothing, with dirty containers, etc.).</p>
<b>Job goals</b>	<p>This middle manager is in charge of harvesting operations for plant products. Harvest managers work on a fruit and vegetable farm and supervise a large number of workers. The harvest manager usually works in the open air, but sometimes also under cover (greenhouses or polytunnels) depending on the farm and the crop. As part of a team, they report directly to the farmer or a crop manager. Their hours change to meet seasonal requirements but remain regular. They know how plants develop and must be observant in order to be able to identify the stage of maturity but also possible anomalies (parasites, diseases, etc.). They must know how to be delicate at harvest time (avoiding knocks) and how to protect the products immediately after harvesting (e.g. by placing them in the shade and in a cool place; rapid removal).</p>
<b>Operational status</b>	<p>The harvest manager is a company (middle) manager. They have an important position in the company, but are specialised in a specific field. Combining this role with the position of “production manager” is common in small and medium-sized companies.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Scouting crops and identifying the right time to harvest (e.g. stages of maturity; average pod diameter; sugar content; etc.)</li> <li>› Organizing and supervising harvest operations</li> <li>› Organising an initial sorting of products</li> <li>› Organising the removal of products and their transport to a packaging station</li> </ul>
<b>Responsibility and autonomy</b>	<p>Harvest managers generally have responsibilities restricted to the proper performance of the tasks required of them and have a limited degree of autonomy (although this varies greatly from one company to another).</p> <p>They report directly to the farm manager, production manager and/or company senior management.</p>



## Relationships

Internally, harvest managers liaise with production managers as well as with other production-related middle managers and stock managers.

They also supervise workers responsible for carrying out harvest operations. They liaise with driver-hauliers (e.g. traceability of batches; transport notes).

Externally, harvest managers liaise with producers and harvesting technicians (or trackers).

## Qualifications

Harvest managers are qualified managers with practical training (agronomist, horticultural technician, etc.). As they acquire their knowledge, they take on more responsibility for specific tasks. Later on, with proven skills and additional training in cultivation techniques, they will be able to become crop managers.

The continuous training received by harvest managers encompasses hygiene, sanitary quality, good practices and safety at work.



# MAINTENANCE MANAGER

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<b>Job title</b>	<b>Maintenance Manager</b>
<b>Alternative job titles</b>	Technical manager; maintenance technician
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Production and packaging of fresh and perishable agricultural products.</p> <p>The production and packaging of plant products requires the use of a wide range of equipment and machinery. Adequate maintenance of machines, mechanisms and electrical systems, as well as control devices, is essential for optimum performance. Maintenance work must be planned and managed through a specific action programme setting out clearly the operations to be carried out, the frequency and any corrective measures. Any lack of equipment maintenance can lead to product deterioration (e.g. production chain stopped for several hours) or contamination (e.g. by oil or grease, staples, bolts, etc.).</p>
<b>Job goals</b>	<p>Maintenance managers occupy a key position in a company’s organisation as they help to ensure the smooth operation and repair of apparatus in the production and packaging departments.</p> <p>Their main role is to monitor the proper functioning of facilities and to carry out preventive maintenance in order to detect technical problems in good time and to ensure the long-term operation of the facilities. If a breakdown occurs, it must be repaired in order to minimise production disruptions. They can intervene on three levels:</p> <ul style="list-style-type: none"> <li>› maintenance: based on predetermined schedule specific to each machine, they must check and replace worn parts and used fluids</li> <li>› prevention: if a machine shows signs of slowing down, a diagnosis must be carried out and any components at risk of failing must be replaced</li> <li>› troubleshooting: a machine or production line stops, etc. Here too, a diagnosis is necessary in order to repair or replace failing components</li> </ul> <p>In addition to pure maintenance tasks, this technician may also be involved in work to install, programme or modify equipment.</p> <p>The maintenance manager works in the following fields: design and assembly, adjustment and maintenance. Depending on the context and position, the job/profession is carried out alone or in a team, mainly in a closed environment, but also sometimes outside the company. Although this activity requires travel, the hours are generally regular but, depending on the company, a certain amount of flexibility in terms of working time will be required (breaks, on-call duty).</p> <p>The conditions under which work must be undertaken call for rigorous compliance with safety rules.</p>
<b>Operational status</b>	The maintenance manager is a company (middle) manager. They have an important position in the company, but are specialised in a specific field. Combining this role with the position of “production manager” is common in small and medium-sized companies.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Ensuring that production processes run smoothly</li> <li>› Participating in routine and preventive maintenance of machines and carrying out the necessary repairs (predictive maintenance)</li> <li>› Defining and preparing maintenance work on installations and contributing to the improvement of facilities (safety, performance, equipment life cycle)</li> <li>› Defining, checking and enforcing safety procedures</li> </ul>



### Responsibility and autonomy

Maintenance managers generally have responsibilities restricted to the proper performance of the tasks required of them and have a limited degree of autonomy (although this varies greatly from one company to another).

They report directly to the farm manager, production manager and/or company senior management.

### Relationships

Internally, maintenance managers liaise with production managers as well as with other production-related middle managers and stock managers. The work is carried out in teams. Furthermore, their employer may ask them to manage a team of operators or to coordinate all maintenance on a production site. In particular, they work in collaboration with the HSE manager to ensure the safety of staff.

Externally, maintenance managers liaise with equipment suppliers or subcontractors.

### Qualifications

The maintenance manager is a qualified manager with practical training (mechanical, electrical, electrical engineering, etc.).

This job/profession is mainly open to those with an upper secondary lower vocational aptitude certificate or upper secondary advanced vocational diploma in maintenance or electrical installation. Some companies are now focusing their recruitment on those with a 2-year higher education diploma. Knowledge of electronics is increasingly appreciated.

Job retraining and continuing education are generally provided in automation and electronics.





# HEALTH, SAFETY AND ENVIRONMENT MANAGER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>HSE Manager</b>
<b>Alternative job titles</b>	Company head; company director; company boss
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Production and packaging of fresh and perishable agricultural products.</p> <p>The production and packaging of plant products calls for a large number people to be employed who work in teams, outdoors or in packaging stations. Serious companies have long recognised the importance of their image and reputation. Corporate Social Responsibility (CSR) means looking at how a company can incorporate its economic, social and environmental impact into the way in which it operates. Thus, health and safety at work:</p> <ul style="list-style-type: none"> <li>› helps to show that a company is socially responsible</li> <li>› protects and enhances brand image and value</li> <li>› contributes towards optimizing worker productivity</li> <li>› strengthens workers’ skills</li> <li>› reduces company costs and work disruptions</li> <li>› enables companies to meet customers’ CSR expectations</li> </ul>
<b>Job goals</b>	<p>The health, safety and environment (HSE) manager guarantees optimal working conditions for a company’s employees and assesses the impact of the company’s activities on the environment. Within a company, the HSE manager determines and oversees the health, safety and environmental policy of the employing company. HSE managers assess and prevent workplace and environmental risks of the company.</p> <p>They draw up prevention programmes for company employees and put in place technical measures and solutions to control the risks presented by chemical, biological or physical agents present in the general environment or in the workplace. They are vigilant and put in place measures to limit workplace risks, such as work-related accidents, occupational illnesses, fires and even industrial pollution.</p> <p>To this end, they ensure that the prevailing safety, health and environmental standards are complied with and assist in-house teams in deploying the HSE objectives set by the HSE manager for the company: wearing personal protective equipment (PPE) (e.g. compulsory wearing of PPE when handling plant protection products (PPPs)), banning smoking in offices, etc. They must propose effective solutions as part of the company’s HSE policy.</p> <p>They must ensure raise awareness among staff and possibly even provide them with training. They must keep themselves abreast of new regulations and ensure that these are enforced. He puts in place security measures to protect the company against pandemics if necessary (e.g. Covid19).</p>
<b>Operational status</b>	The HSE manager is a company (middle) manager. They have an important position in the company, but are specialised in a specific field. Combining this role with the position of “production manager” is common among small and medium-sized companies.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Drawing up prevention programmes and putting in place measures to reduce the risk of accidents or illnesses</li> <li>› Ensuring compliance with health and environmental protection legislation</li> <li>› Contribute to determining the company’s HSE policy</li> <li>› Raising the awareness of staff and providing them with training on HSE issues</li> </ul>

## Responsibility and autonomy

The HSE manager generally has fairly extensive responsibilities and autonomy (although this varies greatly from one company to another).

They report directly to the company manager.

They work with the company manager (and the manager's team) to determine the company's HSE policy.

## Relationships

Internally, the HSE manager liaises with the top management, production managers as well as with other production-related middle managers and stock managers (storage, maintenance and supply of PPE).

The HSE manager may liaise with all staff; but they also work closely with the technical manager.

Externally, they may liaise with subcontractors, service providers, suppliers or any partner (doctors, fire brigade, labour inspectorate, insurance, etc.).

## Qualifications

To become a HSE manager, the candidate must have a diploma attesting to 2 years or to 5 years of higher education, such as that for a technician or from an engineering school, or a master's diploma with a specialisation in, for example, environmental studies.

This position is mainly offered to people with between 5 and 10 years of experience.



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<b>Job title</b>	<b>Purchasing Manager</b>
<b>Alternative job titles</b>	Purchasing director; head of purchasing and procurement planning; buyer
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Production and packaging of fresh and perishable agricultural products.</p> <p>Production and packaging of plant products requires the purchase and use of a lot of equipment, inputs and machinery, but also the use of external services (e.g. occupational health inspectorate; auditors; consultants; trainers; etc.). The «purchasing» role is an increasingly strategic position for all companies. The «purchasing» role is relatively recent in companies, and generally arises when the company’s activities grow after several years of existence. For example, few SMEs have a properly organised purchasing role. However, whatever its size or sector of activity, managing purchases is a key lever for improving performance and margins, while reducing costs and contributing to the innovation. In an increasingly fierce competitive context, the purchasing role is being reconsidered by managers, who are now giving it a central role in improving company performance.</p>
<b>Job goals</b>	<p>The purchasing manager negotiates and concludes purchases of all products or services necessary for the company’s production and for its smooth operation under optimal conditions in terms of quality, price and deadlines. The purchasing manager helps to ensure more profitable production.</p> <p>The purchasing manager determines the purchasing strategy in conjunction with the company’s general management and ensures its implementation through a targeted choice of products/services and suppliers. They negotiate procurement contracts and coordinate the supply chain and routing flows.</p> <p>A purchasing manager makes an important contribution to the positive dynamic of their company’s business. Indeed, the core purpose of this position is to minimize the company’s purchasing expenses in order to maximize the profits on sales. On the other hand, the qualities of the products or services purchased must correspond to the requirements set by senior managers.</p>
<b>Operational status</b>	<p>The purchasing manager is a company (middle) manager. They have an important position in the company, but are specialised in a specific field.</p> <p>Combining this role with the position of “production manager” is common among small and medium-sized companies.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Defining programmes and budgets for the purchase of services and products and monitoring their implementation</li> <li>› Explore new market outlets, selecting suppliers able to meet the company’s strategic needs and negotiating supply terms and conditions (in terms of cost, quality, lead time, payment terms, etc.)</li> <li>› Drawing up technical specifications setting out the company’s needs and drafting procedures for purchasing services and products</li> <li>› Ensuring the availability and routing of goods until delivery to the managers concerned (production managers, station managers, stock managers, etc.)</li> </ul>
<b>Responsibility and autonomy</b>	<p>The purchasing manager generally has fairly extensive responsibilities and a degree of autonomy (although this varies greatly from one company to another).</p> <p>They report directly to the senior management of the company.</p>



## Relationships

Internally, the purchasing manager liaises with production managers as well as with other production-related middle managers and stock managers.

Externally, purchasing managers liaise with inputs and equipment suppliers or subcontractors.

## Qualifications

Purchasing managers are qualified executives with two to four years of specialist higher education in purchasing or logistics, or five years of higher education in a business or engineering school (with a specialisation in a technical field, logistics, production management, supply chains, purchasing, etc.) or six years of higher education specialising in purchasing or logistics.



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<b>Job title</b>	<b>Packing Manager</b>
<b>Alternative job titles</b>	Head of the packing station; station manager; head of packing ; Packhouse Manager
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Packing is an activity that is essential for agricultural products before marketing can take place. It involves numerous indispensable steps of varying degrees of complexity to guarantee the quality and safety of the product.</p> <p>Packing makes it easier to transport and store products pending their retail sale, it reduces losses (vitamins and water) by protecting them from excessive handling by vendors and consumers; it makes it possible to differentiate between operators in the sector: packaging and marking make identification and tracing possible (especially as regards origin) and improves shelf management on the retailer premises by facilitating purchasing (no weighing, no filling, barcodes, etc.) and saving on staff costs. Packing creates added value for the product, but only if it is carried out in sufficiently hygienic conditions, which usually requires a place adapted to the various operations required: this is the «packing station».</p>
<b>Job goals</b>	<p>This corporate middle manager is in charge of management of a packing station for fruit and vegetables (including fresh or dried fruit or fruit juices) with the main aim of optimising flows.</p> <p>The packing manager, in conjunction with the sales department and the harvesting or supply department, optimises the flow of products to be packaged: they forecast and update a volume of products on a daily basis, check stocks and send this data to the sales department. The job requires excellent interpersonal skills, a sound sense of organisation, anticipation and responsiveness. The pace of work can be seasonal and varies according to harvest periods.</p>
<b>Operational status</b>	<p>The packing manager works in an agricultural cooperative, for a trader, or on large farms. Reporting to the company director or sector manager, they are organised around the other departments: sales, harvesting, supply, production, quality and maintenance. They regularly present a report to the senior management on their activities, including a summary relating to quality and profitability and giving new forecasts.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Optimising the flow of products to be packed, in conjunction with the sales department and the harvesting or supply department (in particular harvest technicians/trackers)</li> <li>› Supervising packing operations</li> <li>› Managing the material and human resources of the packhouse</li> </ul>



## Responsibility and autonomy

The packing manager is responsible for the packing of fresh and perishable products, of various kinds but processed simultaneously on specialised chains. They are in charge of:

- › Coordination with producers and trackers (for deliveries) and senior management on export programmes (for the release of packaged products)
- › Quality control and compliance with sanitary and phytosanitary rules of products entering and leaving the pakchouse
- › Preparation of summary reports

They work closely with positions upstream and downstream (liaising with the harvesting department and sales department).

They report directly to the senior management of the company.

## Relationships

Internally, the packing manager reports to senior management, liaising closely with the team leaders ("foremen"). Reporting to the company director or sector manager, they are organised around the other departments: sales, harvesting, supply, production, quality and maintenance. They report on their activities directly to senior management.

Externally, the packing manager liaises with production managers, harvest technicians (trackers) and all suppliers, as well as with hauliers for the organisation of deliveries.

## Qualifications

The packing manager must have a qualification ranging from a two-year higher education diploma to a vocational bachelor's or master's diploma (in agricultural engineering/agri-food or any other diploma), with at least 3-5 years of professional experience in a position of responsibility in packing, and have a true ability to manage large numbers of staff.

The packing manager must have sound technical knowledge (agricultural products, equipment, types of packaging, etc.), good communication skills and be entirely familiar with quality management systems.





*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Processing Manager</b>
<b>Alternative job titles</b>	Agri-food operator; agri-food production manager
<b>General context</b>	<p>Standards and recommendations of the Codex Alimentarius.</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs). Directive 2000/13/EC on presentation and labelling. Regulation (EC) 1234/2007, known as the «CMO» (Common Market Organisation) Regulation, Annex I, Part X.</p> <p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry.</p> <p>Agricultural processing is seen as an excellent way of reducing post-harvest losses and improving the value chain for certain products. Raw materials of plant origin used in food processing are perishable and sensitive to contamination. Preparation and preservation are challenges which companies must overcome in order to ensure that the quality of their food and ensure the food is safe and nutritional for consumers. All food products must be processed under stringent hygiene conditions. Each processor is responsible for the sanitary quality of the products market and has a performance obligation.</p>
<b>Job goals</b>	<p>The processing manager is responsible for monitoring and regulating a preparation-packaging line or a food production machine (drying oven, grinder, etc.), ensuring full compliance with hygiene and safety rules, as well as with production requirements (deadlines, quality, costs, etc.). They are also in charge of checking the conformity of materials and products during production. The processing managers may also be required to carry out manual operations for a given product (garnishing, etc.), set up and adjust equipment and deal with first-level maintenance. Their role includes also the coordination of a team of workers (drivers, operators, etc.).</p>
<b>Operational status</b>	<p>The processing manager is an employee of a company, in charge of processing the harvested products (including “initial processing” such as drying or juice production). Processing is integrated into a production line.</p> <p>Even if they work on the processing line, processing managers are also an “office” person, notably for planning and data recording.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Organising the processing of products to meet customer demand and market and regulatory requirements</li> <li>› Processing agricultural products in accordance with good hygiene practices (GHP) and standards (the Codex and others)</li> <li>› Implementing a food safety management system based on a hazard analysis critical control point (HACCP) approach and ensuring the traceability of operations and batches</li> <li>› Conducting own-checks (sampling and chemical and bacteriological analyses)</li> </ul>
<b>Responsibility and autonomy</b>	<p>The processing manager carries out technical and managerial tasks and supervises workers specialised in the food industry. They are responsible for:</p> <ul style="list-style-type: none"> <li>› Putting in place and managing the transformation/production line</li> <li>› The conformity and quality of processed products</li> <li>› Adapting processing/production patterns</li> </ul> <p>As technicians, they must decide how to achieve the most economically efficient and sustainable production of processed products. They must comply with quality, health and environmental standards.</p>

## Relationships

Internally, the processing manager must liaise closely with the production manager, packing manager and sales manager (their hierarchical position varies from company to company) and with the HSE manager when exist. They are assisted by workers. They also liaise with the stock managers for the delivery of supplies (e.g. packaging) and have ongoing relationships with the quality and traceability manager.

Externally, they liaise with the suppliers and customers of the processed products.

## Qualifications

To occupy the position of agri-food processing/production manager, an upper-secondary lower vocational aptitude or vocational studies certificate or upper-secondary school leaving certificate in the food sector is required. Production technician positions in the food industry require, moreover, a post-secondary vocational training diploma for technicians or a vocational university-level technology diploma in the food industry.

Professional experience in the processing industry sector gives access to the position of agri-food production officer, without requiring a specific diploma.

Some companies may ask for electrical hazards accreditation, one or more safe driving aptitude certificates or even a certificate of medical fitness, to be renewed as necessary.

Anyone who handles food must be trained in food hygiene and follow good hygiene practices.





# QUALITY AND TRACEABILITY MANAGER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Quality and Traceability Manager</b>
<b>Alternative job titles</b>	Head of quality (assurance); quality test manager; quality and traceability officer; quality assurance technician; quality control officer; quality control director; quality control engineer (reliability/control)
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. A certain number of risks (sanitary and phytosanitary), which must be controlled, are linked to the primary production and packing of plant products.</p> <p>For many years, the agri-food industries have put in place various tools to ensure that products marketed are of the highest quality in terms of hygiene: checks of raw materials on receipt, work in progress and finished products, supplier audits, hazard analysis critical control points (HACCP), good hygiene practices, increasingly efficient traceability systems, etc.</p> <p>At the same time, the food sector has developed and continues to develop numerous standards in the field of hygiene quality. These include both general standards, such as ISO 22000 on food safety management systems (FSMSs), and more technical standards, such as modus operandi for microbiological quality analysis. In addition, for plants, there are requirements for the control of regulated pests.</p>
<b>Job goals</b>	<p>Quality and traceability managers determine and implement the company quality assurance policy by incorporating indicators and control processes. They are responsible for ensuring that the company’s products or services comply with internal and external requirements (compliance with standards, legal requirements, customer expectations, etc.). They coordinate management and performance monitoring of the company’s quality assurance procedures and methodologies. As such, they are the guarantor of their company’s reputation.</p> <p>They are also guarantor of compliance with the operating rules and procedures associated with the certification, and manage quality control teams, supplier quality control technicians, manufacturer quality control technicians, and ensure a regulatory watch in the field of the environment and occupational health and safety, which are major issues for certified companies and organisations.</p> <p>The quality and traceability manager manages a team in charge of ensuring the quality of goods produced but also the quality of the production process.</p>
<b>Operational status</b>	The quality and traceability manager has a cross-cutting position in respect of the company’s activities. As the person in charge of the company’s quality assurance management, he raises awareness of all those involved in the company’s business to see the importance of continuous improvement, along the lines of the Kaizen principles, and to use working methods that are in line with the PDCA (plan–do–check–act or plan–do–check–adjust) approach.



## Main responsibilities

- › Identifying needs through normative and regulatory monitoring
- › Implementing a quality assurance policy, managing an approach to quality within the company and obtaining certifications
- › Ensuring the quality of processes and products
- › Monitoring staff compliance with sanitary and phytosanitary hygiene measures and instructions
- › Checking the effectiveness of the quality management system (food safety management system -FSMS) by organising internal and external quality audits
- › Checking that the traceability system is effective
- › Controlling the sanitary and phytosanitary quality of products throughout the production and packing process
- › Training staff on aspects linked to product quality

## Responsibility and autonomy

Quality and traceability managers have a wide range of responsibilities.

They are at the top of the hierarchical ladder within the company and work directly with senior management. They are central to decision-making and work in conjunction with all departments within the company.

They have a great deal of independence to avoid pressure from colleagues.

## Relationships

Internally, the activity of the quality and traceability manager involves close collaboration with internal departments: sales department (customer satisfaction), studies, production, methods and maintenance (technical problems).

Externally, the quality and traceability manager has contacts with client companies, and frequent contacts with suppliers and subcontractors.

## Qualifications

To practise this profession, it is essential to have sound training (at least high school diploma with a specialisation in quality management). They must be familiar with the company and the workings of each department. They must also have a thorough knowledge of the company's activity and of each product or service sold. Because they monitor all the company's activities, the quality manager must have sound human qualities. They must be capable of listening, understanding, training and, above all, taking the opinion of each worker into account, given that all employees within a company are involved in maintaining and optimising quality. They must be precise, rigorous and methodical. They must have some legal knowledge to be able to understand and draw up quality standards.

Some training centres make it possible to acquire a skills set within the space of a few months that can be put into operation once incorporated into working life; this may be sufficient in small or medium-sized enterprises (SMEs).



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<b>Job title</b>	<b>Forwarding Agent</b>
<b>Alternative job titles</b>	Shipping agent; logistics manager; customs broker; authorized customs broker
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs). Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law, (EC) 669/2009, 1152/2009 and 297/2011 (on food hygiene safety certifications).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Before signing a contract with a commercial partner, it is important to first check that the product that the company wishes to export is authorized for import into the country in question and whether a «certificate» is required by the competent authority of the importing country. The competent authorities of other countries may indeed require the shipper to guarantee that the products exported from the country of origin meet certain sanitary, plant health and food safety requirements. The shipment will therefore need to be accompanied by a number of certificates:</p> <ul style="list-style-type: none"> <li>› certificates (a general model accepted by the country of destination or a model which is specific to the country of destination) setting out the identification details and the conditions to be met by the products in the shipment and that must accompany the shipment;</li> <li>› certificates used for registration (of a product or an institution, export approval, etc.);</li> <li>› phytosanitary certificate (and phytosanitary shipment document, analysis report, etc.) for the import of plants and plant products: a general certificate to which it is possible to add additional declarations;</li> <li>› health certificate for the export of certain foodstuffs;</li> <li>› compliance inspection certificate (failing proof of notification), intended for customs when exporting fresh fruit and vegetables, and certifying that the plant products meet the prevailing standards for marketing;</li> <li>› certificate of conformity issued by the authorized importer country;</li> <li>› industrial processing certificate.</li> </ul>

<b>Job goals</b>	<p>Administrative formalities are important in the field of the freight logistics network, particularly in cases where a series of hauliers are used. And when the shipment is international, these procedures are even more complex. The international forwarding agent is therefore of great assistance in dealing with administrative procedures.</p> <p>They are a legal entity governed by private law (a corporation, company) the main or secondary purpose of which is to carry out the formalities for the transfer of goods from one customs territory to another for third parties. By definition, a forwarding agent is an intermediary who manages the shipment of goods requiring one or more successive changes in transport. Put simply, the shipping agent takes care of administrative documents and much of the transport logistics.</p> <p>In a company specializing in transport, the forwarding agent or transit agent works at the crossroads of several activities: administrative, legal, logistical and commercial. The forwarding agent is central to the transport and logistics sector. The operations they must manage are complex and constantly evolving due to frequent regulatory changes.</p> <p>On an administrative level, they manage all documents, forms and papers required for the formalities inherent in the shipment of goods: customs documents, shipping documents and various certificates (perishable foods, dangerous and fragile materials, etc.).</p> <p>For plant products, they must check and manage all the documents that accompany the shipments, such as inspection certificates, phytosanitary certificates, transport documents, etc.</p>
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<b>Operational status</b>	As a professional in the organization of international shipments of goods (import and export), the forwarding agent works for a company providing shipping services, or for the shipping department of a large company with its own facilities. They are either an employee or self-employed.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Drawing up shipping quotes (lead times, prices, etc.) for the products concerned, the mode of transport, the destinations concerned and the requirements specified by the customer, for whom they are the main contact</li> <li>› Organizing the shipping itself (routes, modes of transport (train, lorry, boat, plane, combined, etc.)), ensuring compliance with legislation and hygiene rules and protection of the shipped products</li> <li>› Checking and managing all administrative documents accompanying products, including phytosanitary certificates, customs documents, transport documents, etc.</li> <li>› Managing claims or complaints</li> </ul>
<b>Responsibility and autonomy</b>	<p>The forwarding agent signs an agency agreement, under which they are bound by a best-efforts obligation only. They simply carry out their client's orders, with limited liability. They, therefore, do not choose the service providers, and are only responsible for their own errors.</p> <p>A freight forwarding broker signs a commission contract, giving them more freedom and responsibility. They are furthermore bound by a performance obligation. They organize and coordinate transport logistics, select subcontractors and negotiate with them (deadlines, prices, conditions for loading goods, etc.). They have considerable autonomy in organizing their work and that of any team. They are also responsible for errors made by subcontractors chosen by them.</p> <p>Freight forwarders have very important responsibilities, in particular, in ensuring that products are not damaged or contaminated between the time when they leave the company and when they are shipped. Checking the conformity of documents (especially phytosanitary certificates) is a key responsibility.</p>
<b>Relationships</b>	<p>Internally, freight forwarders liaise directly with production managers, processing and packing managers, as well as with the company's administrative managers.</p> <p>Externally, they liaise with the customers of the products shipped and the hauliers responsible for the freight.</p>
<b>Qualifications</b>	<p>The range of training courses available to become a freight forwarder is relatively broad and depends on the degree of responsibility envisaged. However, although an upper-secondary advanced vocational diploma is a good way to start in the profession, a two-year higher-education diploma is now strongly recommended, and the position is generally open to those with a vocational undergraduate diploma (in logistics and transport management, international trade, air and maritime freight transport, multi-modal and international transport operator; a vocational bachelor's diploma in logistics and flow management, airport sector logistics, etc.). A vocational master's diploma allows to be able to manage a team or a department.</p> <p>Specialized in air, sea or road transport, both for import and export, the forwarding agent usually occupies a sedentary position, even if they sometimes travel to the place of loading/unloading.</p> <p>They use computers, specialized software and modern means of communication and real-time information on a daily basis: tracking goods and routing, foodstuff traceability, etc. They must have a sense of negotiation and good powers of persuasion to manage claims and complaints.</p>



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<b>Job title</b>	<b>Marketing Manager</b>
<b>Alternative job titles</b>	Promotion Manager; Marketing Director
<b>General context</b>	<p>Marketing horticultural products for domestic and international markets is regulated by a number of regulatory requirements and private standards to guarantee not only the commercial quality but also the safety of the food products. As regards products marketed, production, transport and dispatch to importers and consumers are subject to export health standards and to the control by the competent authorities.</p> <p>As regards Europe, standards for export to the European Union cover several areas, including: food safety and traceability (Regulation EC 178/2002 - «Food law», laying down the general principles and requirements of food law), hygiene control (through the HACCP system) (Regulation (EC) 852/2004), compliance with maximum pesticide residue limits (Regulation (EC) 396/2005), compliance with maximum limits for various contaminants, including heavy metals and mycotoxins (Regulation (EC) 1881/2006), rules on food labelling and allergen labelling (Regulation (EU) 1169/2011).</p> <p>On another note, transactions between producers and clients through the marketing department are also regulated by a series of documents, including business contracts, terms and conditions, and the product sheet.</p> <p>Activities involving the marketing of horticultural products to local, national or international markets are currently strongly influenced by digital marketing.</p>
<b>Job goals</b>	Know the stakeholders (competitors, customers, prospective customers, etc.) and the requirements and opportunities in the market in which the company is evolving and make recommendations for the introduction of efficient marketing action.
<b>Operational status</b>	Under the supervision of the Sales Manager, the Marketing Manager is an executive who carries out strategic analysis for drawing up the strategic marketing plan and ad-hoc marketing studies to benefit the entire sales team.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Carry out strategic analysis and draw up the strategic marketing plan in the short and medium terms.</li> <li>› Carry out marketing studies (market studies, competitive intelligence, offer opportunity study, etc.) and make efficient commercial recommendations.</li> <li>› Draw up the quarterly marketing roadmap with an estimation of the projected turnover.</li> <li>› Produce operational reports and manage overall commercial performance.</li> </ul>
<b>Responsibility and autonomy</b>	<p>The recommendations made in the studies Marketing Managers carry out are subject to the approval of the Chief Executive Officer or the Board of Directors.</p> <p>The Marketing Manager has full responsibility for the techniques, methods and tools used for the research they carry out.</p>
<b>Relationships</b>	<p>The Marketing Manager works closely:</p> <ul style="list-style-type: none"> <li>› Internally, with the Administrative and Financial Department in order to draw up the business plan, the budget or Board recommendations.</li> <li>› Within the Department, with the Communication &amp; Sales Manager and the Customer Services Manager who are responsible for implementing the business action plans and ensuring the company's public image</li> <li>› External marketing research agencies for specific research.</li> </ul>

## Qualifications

The post of Marketing Manager is a managerial role which can be accessed by a manager from a commercial profession (marketing, sales, customer relations) with 6 to 12 months' professional experience.

The holder of this position must also have worked in a food processing or export company and have an academic qualification at least equivalent to a two-year higher education diploma or vocational undergraduate diploma in marketing.

Fluent English is an important asset.



# CAREER DEVELOPMENT MANAGER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Career Development Manager</b>
<b>Alternative job titles</b>	Skills & Career Manager; Jobs and Skills Forecast Management Officer
<b>General context</b>	<p>Employment Law is the benchmark legislation used in most countries with regard to the conditions for performing a professional activity for the benefit of an employer.</p> <p>In addition, incorporation of the concept of corporate social responsibility, governed by Standard ISO 26 001, created additional requirements for greater consideration of the needs of employees within a company.</p> <p>Agricultural production is a labour-intensive sector involving plantations, packaging stations, and production and/or packaging units.</p> <p>Today, human resources management is a well-established discipline with tools and methods that seek to ensure that the workplace can always benefit from skilled and motivated staff.</p> <p>Food health safety requirements necessitate the definition of specific skills to perform activities involved in the food product production chain.</p> <p>The progressive introduction of mechanised farming within the horticulture sector will create a skills evolution incorporating a dimension connected to the tools involved. The employment market will see the arrival of new profiles.</p>
<b>Job goals</b>	Guarantee the adequacy of the skills of holders of posts based on the corresponding job descriptions. Assess skills, ensure capacity building and mobilise skills in the direction of suitable positions.
<b>Operational status</b>	Under the supervision of the Head of Human Resources, the Career Development Manager is an executive able to assist the Head of Human Resources within all the organisational, staff assessment and job mobility decision-making bodies.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Introduce a system for setting individual goals and assessing skills/individual performance.</li> <li>› Organise and conduct skills uplift activities for staff presenting discrepancies as compared to the profile of the position concerned.</li> <li>› Monitor changes in the employment market and in the skills that the company requires and adapt the succession plan.</li> <li>› Ensure management of staff mobility with a view to guaranteeing career development linked to skills uplifts and the needs of the organisation.</li> </ul>
<b>Responsibility and autonomy</b>	<p>Career Development Managers:</p> <ul style="list-style-type: none"> <li>› Do not have any staff below them in the hierarchy. They work as a project manager whose main contacts are the directors and managers.</li> <li>› They conduct all target setting and skills assessment skills/individual performance sessions. They approve the regularity of the process and implement the resulting resolutions.</li> <li>› They implement the human resource strategic plan to guarantee the skills required to effectively achieve the company's operational activities.</li> <li>› They carry out their tasks under the supervision of the Head of Human Resources.</li> </ul>



## Relationships

The Career Development Manager works closely with:

- › All functional directors and operational managers
- › Finance Managers for payroll management
- › Training and skills uplift agencies

## Qualifications

Two-year higher education diploma or vocational undergraduate diploma in human resources management, social sciences, management or the equivalent with 6 to 12 months' professional experience.



# COMMUNICATIONS AND CSR MANAGER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Communications and CSR Manager</b>
<b>Alternative job titles</b>	Coms & CSR Manager; Coms Manager; CSR Manager; Corporate Social Responsibility Manager
<b>General context</b>	<p>Marketing horticultural products for domestic and international markets is regulated by a number of regulatory requirements and private standards to guarantee not only the commercial quality but also the safety of the food products. As regards products marketed, production, transport and dispatch to importers and consumers are subject to export health standards and to the control by the competent authorities.</p> <p>As regards Europe, standards for export to the European Union cover several areas, including: food safety and traceability (Regulation EC 178/2002 - «Food law», laying down the general principles and requirements of food law), hygiene control (through the HACCP system) (Regulation (EC) 852/2004), compliance with maximum pesticide residue limits (Regulation (EC) 396/2005), compliance with maximum limits for various contaminants, including heavy metals and mycotoxins (Regulation (EC) 1881/2006), rules on food labelling and allergen labelling (Regulation (EU) 1169/2011).</p> <p>Activities involving the marketing of horticultural products to local, national or international markets require good communication between producers and their customers and a positive brand image. It is about making the company and its products known. Furthermore, the marketing of fruit and vegetables is also strongly influenced by digital marketing.</p>
<b>Job goals</b>	<p>Communications and CSR Manager ensures that the company's good reputation with the public (customers, partners and competent authorities).</p> <p>He/she must promote the company's products and services with the target market.</p> <p>He/she must ensure that the requirements of all stakeholders are taken into consideration in the corporate social responsibility (CSR) plans deployed by the company.</p>
<b>Operational status</b>	Under the supervision of the Business Manager, the Communications and CSR Manager is an executive charged with carrying out communication campaigns directed at the targets identified in accordance with the deployment plan established (Coms. Brief).
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>➢ Assess perception of the company's image and design, develop and provide circulation of institutional communication tools in the dedicated areas.</li> <li>➢ Promote products and make business spaces and sales procedures known to prospective customers.</li> <li>➢ Create the company's digital communication interfaces, design the content and facilitate the participation of visitors in order to attract the target concerned.</li> <li>➢ Building the ethical culture and implementing the ethics agenda.</li> <li>➢ Ensure communication to internal stakeholders, partners, authorities and the general public in the event of a crisis.</li> </ul>
<b>Responsibility and autonomy</b>	<p>The Communications and CSR Manager is responsible for producing communications tools in accordance with the specifications set by the campaign specifiers.</p> <p>The Communications and CSR Manager independently chooses the circulation spaces and channels in close collaboration with the beneficiaries of the communications activities.</p> <p>The Communications and CSR Manager is responsible for collecting and providing clear, complete and accurate information to the authorities and the general public in the event of a health crisis.</p>



## Relationships

The Communications and CSR Manager works closely:

- › Internally, with the Chief Executive Officer for all areas of crisis communication (institutional, commercial, health, etc.) given their impact on the company
- › Within the department, with all the other managers (marketing and sales, and customer service)
- › Consultancy firms working on designing communications tools, advertising authorities and printers, etc.

## Qualifications

The Communications and CSR Manager is a business executive with a high level of expertise in the worlds of media and communication.

In this regard, Communications and CSR Managers should have an academic qualification equivalent to a 2 or 3-year university course in marketing, business communication or similar subjects, with 6 to 12 months' professional experience.

Otherwise, he/she should have a proven track record in a similar position (with identical tasks and responsibilities) and be able to demonstrate at least 5 years of successful experience in this type of function.





# SALES AND CUSTOMER SERVICE MANAGER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Sales and Customer Service Manager</b>
<b>Alternative job titles</b>	Sales Manager; Customer Service Manager; After-sales Manager; SCS Manager
<b>General context</b>	<p>Marketing horticultural products for domestic and international markets is regulated by a number of regulatory requirements and private standards to guarantee not only the commercial quality but also the safety of the food products. As regards products marketed, production, transport and dispatch to importers and consumers are subject to export health standards and to the control by the competent authorities.</p> <p>As regards Europe, standards for export to the European Union cover several areas, including: food safety and traceability (Regulation EC 178/2002 - «Food law», laying down the general principles and requirements of food law), hygiene control (through the HACCP system) (Regulation (EC) 852/2004), compliance with maximum pesticide residue limits (Regulation (EC) 396/2005), compliance with maximum limits for various contaminants, including heavy metals and mycotoxins (Regulation (EC) 1881/2006), rules on food labelling and allergen labelling (Regulation (EU) 1169/2011).</p> <p>On another note, transactions between producers and clients through the marketing department are also regulated by a series of documents, including: business contracts, terms and conditions, and the product sheet.</p> <p>Activities involving the marketing of horticultural products to local, national or international markets are currently strongly influenced by digital marketing. It is important for all sales staff to have the related skills.</p>
<b>Job goals</b>	<p>Market the company's products with a view to generating turnover.</p> <p>Recruit and manage distributors in order to cover the market and drive sales.</p> <p>Ensure that customers who contact the company for whatever reason are satisfied.</p>
<b>Operational status</b>	Under the supervision of the Business Manager, the Sales and Customer Service Manager is an executive responsible for selling and distributing the company's products and looking after customers in the event of additional requests or complaints.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Deploy sales outlets (permanent or temporary) and/or ensure the sale of the company's products to clients/consumers.</li> <li>› Create and organise a network of distributors/importers to sell the company's products to offshore customers.</li> <li>› Monitor movements of stocks/sales of products to distributors, assess performances and remunerate the results in accordance with the terms and conditions.</li> <li>› Use a multichannel approach to deal with customer requests and complaints relating to the purchase or consumption of the company's products.</li> </ul>
<b>Responsibility and autonomy</b>	<p>The Sales and Customer Service Manager is responsible for identifying the most effective sales and distribution procedures for achieving the sales and turnover goals (subject to the legal terms and conditions of sale).</p> <p>Sales and Customer Service Managers independently determine the skills level, procedures and channels appropriate for providing suitable responses to customer requests.</p>

## Relationships

The Sales and Customer Service Manager works closely:

- › Internally, with the Legal Manager in formalising contracts and managing business disputes; the Financial Controller who certifies turnover; Likewise with the warehouse operations manager who manages the finished products withdrawn; sales and customer service teams;
- › Within the Department, with other managers (Marketing, as regards what the company offers, and Communications, for sales promotion);
- › Externally, transporters and other intermediaries to ensure the movement of stock or revenue.

## Qualifications

The Sales and Customer Service Manager is a business executive with high level of expertise in canvassing, presenting sales arguments, contracting and delivering the company's products to prospective clients.

In this regard, Sales and Customer Service Managers should have an academic qualification equivalent to a 2 or 3-year university course in marketing, marketing campaigns, negotiation and sales, or similar subject areas, with 6 to 12 months' professional experience.



# HUMAN RESOURCES ADMINISTRATION MANAGER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Human Resources Administration Manager</b>
<b>Alternative job titles</b>	HRA Manager
<b>General context</b>	<p>Employment Law is the benchmark legislation used in most countries with regard to the conditions for performing a professional activity for the benefit of an employer.</p> <p>In addition, incorporation of the concept of corporate social responsibility, governed by Standard ISO 26 001, created additional requirements for greater consideration of the needs of employees within a company.</p> <p>Agricultural production is a labour-intensive sector involving plantations, packaging stations, and production and/or packaging units.</p> <p>Today, human resources management is a well-established discipline with tools and methods that seek to ensure that the workplace can always benefit from skilled and motivated staff.</p> <p>Food health safety requirements necessitate the definition of specific skills to perform activities involved in the food product production chain.</p> <p>The progressive introduction of mechanised farming within the horticulture sector will create a skills evolution incorporating a dimension connected to the tools involved. The employment market will see the arrival of new profiles.</p>
<b>Job goals</b>	Ensuring the availability of the HR required by the organisation through the identification of needs and recruitment. Managing the administrative aspects of the staff (personnel files, payroll, etc.). Contribute to the good management of the social climate of the organisation.
<b>Operational status</b>	<p>Under the supervision of the Head of Human Resources, the Human Resources Administrative Manager is an executive capable of assisting the Head of Human Resources within all the bodies involved in the recruitment, remuneration, disciplinary management and coordination of staff.</p> <p>In this regard, Human Resources Administrative Managers interact with all heads of department and operational managers on the aforementioned topics relating to their staff.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Determine the company's staffing needs and undertake recruitment with a view to acquiring effective resources in accordance with the Human Resources Strategic Plan.</li> <li>› Manage the Human Resources Information System, document events in the lives of staff and secure customer files.</li> <li>› Manage payroll and provide details of salaries and regulatory deductions in accordance with the policy on remuneration and social benefits.</li> <li>› Assist the Head of Human Resources in managing the corporate climate, facilitate trade union activity and raise staff awareness of the key features of the company's HR policy.</li> </ul>



## Responsibility and autonomy

Human Resources Administration Managers:

- › Are operationally hierarchically superior to their points of contact (managers or directors) with regard to recruitment, payroll management, personnel file management, etc.
- › Decide the ideal recruitment strategy in accordance with need or skills required. These issues have an impact on the Human Resources Department's budget, for which they are one of the controllers.
- › Implements the Human Resources Strategic Plan, the Recruitment Policy, the Remuneration Policy, etc.
- › Performs recruitment activities, payroll management, documentation of staff files, etc., under the supervision of the Head of Human Resources.

## Relationships

The HRA Manager works closely with:

- › All functional directors and operational managers.
- › Finance managers for payroll management.
- › Recruitment firms and the IT department for human resources information system management.

## Qualifications

A university bachelor's diploma in Human Resources Management, Management, Law or the equivalent, with 6 to 12 months of professional experience in an agricultural production sector.



# ACCOUNTING AND FINANCIAL MANAGER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Accounting and Financial Manager</b>
<b>Alternative job titles</b>	Chief Accountant; Accountant; Treasurer
<b>General context</b>	<p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Agricultural production, transformation and distribution require the coordination of many activities and the management of financial and human resources. And the complexity increases as a company grows. Management specialists in agricultural businesses have responsibilities that are linked to the nature of the resources implemented, deal with the material resources (production management), financial resources and human resources required for the business. Administrative managers may be required to take charge of sales activities, communications, management, human resources and production as part of their duties.</p> <p>Business management is the utilisation of the company's resources with the aim of achieving predetermined objectives (turnover, market share, etc.). Each company or organization has a management system characterized by a certain degree of unity and coherence. Each company must organise its management system and to revise it periodically to reflect changes in its policies, the nature of its resources and the relationships it must establish with its national and international environment. Despite the diversity and plasticity of the ways in which management systems are organised, a set of typical administrative management tasks can be identified.</p>
<b>Job goals</b>	Perform the accounting for all the company's incoming and outgoing financial movements and produce correct, sincere and balanced financial reports. Research and manage the company's financial assets for the purposes of profitable investment.
<b>Operational status</b>	Under the supervision of the Head of Administration and Finance, the Accounting and Financial Manager holds an executive financial and budgetary role within the company.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Contribute to determining the financing required for the company's line of work, choose financing options and sources, and implement the Financing Plan.</li> <li>› Put in place the accounting system, keep a record of the company's financial transactions and produce regular financial reports.</li> <li>› Manage the company's cash flow and secure its funds.</li> <li>› Carry out financial assessments of opportunities and product costs.</li> </ul>
<b>Responsibility and autonomy</b>	<p>The Accounting and Financial Manager is responsible for keeping a record of the company's financial transactions in accordance with the requirements of the applicable chart of accounts.</p> <p>At the request of a key partner, Accounting and Financial Managers may express this data in accordance with another chart of accounts (such as that based on International Financial Reporting Standards (IFRS)).</p> <p>They also work independently to implement relevant finance options for the company and to secure funds.</p>



## Relationships

The Accounting and Financial Manager works closely:

- › Internally, with the Marketing Manager, to assess opportunities and produce projected financial reports, as well as the Financial Controller with respect to the budget or financial audits
- › Within the Department, with the Head of Administration and Finance for whom they are the main point of contact on all strategic issues. They may delegate some activities to the Paying Accountant, depending on their availability, but they provide the instructions for any financial movements to be made
- › With financial authorities (tax and customs), tax, accounting and finance consultancy firms, audit firms and statutory auditors.

## Qualifications

The Accounting and Financial Manager must be a financial executive with expert knowledge of all financial disciplines.

An academic qualification equivalent to a 3-year university course (or a higher degree) in accounting, finance, tax, management control or other disciplines, combined with experience with an agricultural producer, is an asset.





*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

**Job title** Financial Controller

**Alternative job titles** Controller; FC

**General context** The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Agricultural production, transformation and distribution require the coordination of many activities and the management of financial and human resources. And the complexity increases as a company grows. Management specialists in agricultural businesses have responsibilities that are linked to the nature of the resources implemented, deal with the material resources (production management), financial resources and human resources required for the business. Administrative managers may be required to take charge of sales activities, communications, management, human resources and production as part of their duties. Business management is the utilisation of the company's resources with the aim of achieving predetermined objectives (turnover, market share, etc.). Each company or organization has a management system characterized by a certain degree of unity and coherence. Each company must organise its management system and to revise it periodically to reflect changes in its policies, the nature of its resources and the relationships it must establish with its national and international environment. Despite the diversity and plasticity of the ways in which management systems are organised, a set of typical administrative management tasks can be identified.

**Job goals** The mission of the Financial Controller is to ensure that the overall strategy of the company is aligned with the tactical choices of the different functions of the company. Draw up and monitor implementation of the company's budget, which should serve as an economic and financial barometer for the financial year. Audit overall management of the company and the financial reports in order to certify the accuracy of the financial dashboards as compared to the situation on the ground.

**Operational status** With direct coordination from the Chief Executive Officer, the Financial Controller is responsible for correctly determining and implementing the budget in order to enable the company to achieve its financial and business goals.

**Main responsibilities**

- › Ensure alignment between the overall company strategy and the tactical choices of the different company functions.
- › Analyse marketing estimates, cost resource requirements and income opportunities, and draw up the projected budget.
- › Check the compliance of significant expenditure initiatives, approve budget availability, and monitor expenditure and update of the budget.
- › Check that the chart of accounts is compliant and that the accounting records are correct (general ledger, financial statements, balance sheet, cash flow, etc.).
- › Perform a regular financial audit of the financial ratios (liquidity, cash flow or activity, solvency or debt, profitability and market ratios) and performance indicators.
- › Maintain relations with the statutory auditors, financial auditors and/or financial authorities.



## Responsibility and autonomy

The function is more proactive than reactive. The financial controller acts as an internal consultant to the General Management.

The Financial Controller is responsible for conducting checks and audits in accordance with the business requirements and the strategies he/she has chosen to reporting on the reality of the financial situation.

Financial Controllers have the discretion to decide whether expenditure requested by managers is appropriate in terms of the budget or ask for a budgetary trade-off to adapt it to the context.

## Relationships

The Financial Controller works closely:

- › Internally, with the Accounting and Financial Manager, and the managers responsible for managing the budget and those calling for expenditure
- › Within the department, with the Chief Executive Officer to whom Financial Controller reports on the company's financial situation over and beyond the regular assessments
- › With financial authorities (tax and customs), tax, accounting and finance consultancy firms, audit firms and statutory auditors.

## Qualifications

The Financial Controller must be a financial executive with expert knowledge of all financial disciplines, particularly Management Control.

An academic qualification equivalent to a 3-year university course (or higher) in budgetary control, management control or financial audit and statutory auditing, combined with experience with an agricultural producer, is an asset.

Otherwise, he/she should have a proven track record in a similar position (with identical tasks and responsibilities) and be able to demonstrate at least 5 years of successful experience in this type of function.





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<b>Job title</b>	<b>Risk Manager</b>
<b>Alternative job titles</b>	RM
<b>General context</b>	<p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Agricultural production, transformation and distribution require the coordination of many activities and the management of financial and human resources. And the complexity increases as a company grows. Management specialists in agricultural businesses have responsibilities that are linked to the nature of the resources implemented, deal with the material resources (production management), financial resources and human resources required for the business. Administrative managers may be required to take charge of sales activities, communications, management, human resources and production as part of their duties.</p> <p>Business management is the utilisation of the company's resources with the aim of achieving predetermined objectives (turnover, market share, etc.). Each company or organization has a management system characterized by a certain degree of unity and coherence. Each company must organise its management system and to revise it periodically to reflect changes in its policies, the nature of its resources and the relationships it must establish with its national and international environment. Despite the diversity and plasticity of the ways in which management systems are organised, a set of typical administrative management tasks can be identified.</p>
<b>Job goals</b>	<p>Provide well-reasoned assurance of being in command of any situations, events or obstacles which could alter the normal conditions under which the organisation performs its activities.</p> <p>The Risk Manager carries out process analyses to identify all types of risks that could affect the organisation and implements preventative/corrective action to avoid or limit their impact.</p>
<b>Operational status</b>	<p>The Risk Manager's field of operation covers the entire organisation. Risk Managers therefore work under the supervision of the Chief Executive Officer.</p> <p>Although not a head of department, the Risk Manager is responsible for the company's Internal Monitoring system. Each employee responsible for a process assumes responsibility for controlling the risks associated with their process and implements the appropriate controls.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Identify process risks and assess their criticality.</li> <li>› Draw up and implement a risk management strategy</li> <li>› Developing and updating the internal control framework.</li> <li>› Pilot the management of incidents and crises and the procedure for returning to normal conditions.</li> </ul>
<b>Responsibility and autonomy</b>	<p>The Risk Manager is a specialist in risk professions who is fully responsible for independently applying techniques for risk management, whatever the category.</p> <p>Risk Managers have autonomy, independence and objectivity in conducting audit assignments in order to assess the efficiency of the internal monitoring system.</p>



## Relationships

The Risk Manager works closely:

- › Internally, all process managers responsible for risk control and management
- › The Quality and Traceability Manager for operational risks (including SPS risks)
- › Management Control for financial risks
- › The Head of Communication (in the context of crisis management)
- › The public authorities and bodies responsible for managing each specific dimension of risk
- › Consulting firms in the context of consulting or other services

## Qualifications

The Risk Manager must be a safety and security manager. Beyond the technical skills required to perform the assignments for this post, exemplary moral and ethical standards are indispensable.

An academic qualification equivalent to a 3-year university course (or higher) in management control, audit, budgetary control or investigation is an asset.



# CROP/FIELD SCOUT

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Crop/Field Scout</b>
<b>Alternative job titles</b>	Scout; Plant Pest Crop/Field Scout
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector application operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Dangerous chemical products that leave residues are still often the method of choice to combat plant pests in general and harmful organisms in particular. They should only be used to avoid unnecessary and costly treatments that encourage resistance to plant pests and produce more residues on harvesting. An integrated approach, where intervention is limited to food safety, economic or plant health reasons, is recommended.</p>
<b>Job goals</b>	<p>Crop/Field Scout must regularly and carefully inspect crops, identify the presence of a pest, disease or weed and, if possible, perform counts or other observations (e.g.: percentage of diseased leaves; evidence of necrosis or chlorosis; signs of galls; etc.) and measurements (e.g. affected areas in a field) to try to determine if the «intervention threshold” (or economic damage threshold) has been reached or exceeded and warn the crop protection manager, a step which, where applicable (but usually), will lead to intervention (chemical treatment, pruning, capture, release of beneficial organisms, uprooting, harrowing, etc.).</p> <p>Crop/Field Scout must have knowledge of the scouting and/or capture methods that aid determination of the intervention thresholds.</p>
<b>Operational status</b>	Crop/Field Scouts are operators attached to a company. They play an important role in the company, specialising in a specific area. They work alone or as part of a team.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Organising scouting of cultivated plots or greenhouses</li> <li>› Scouting (plant pests and beneficial organisms)</li> <li>› Communicating the results of a scouting exercise</li> </ul>
<b>Responsibility and autonomy</b>	<p>The responsibilities of Crop/Field Scouts are generally limited to correct performance of the tasks requested of them and they have a limited degree of autonomy (but this can vary widely, depending on the companies involved).</p> <p>They report directly to the Crop Protection Manager and/or the Production Manager.</p>
<b>Relationships</b>	<p>Internally, crop/field scouts work alone or as part of a team.</p> <p>They have relationships with the Crop Protection Manager and/or the Production Manager.</p>
<b>Qualifications</b>	Crop/Field Scouts receive training on the identification of various plant pests (depending on the crops to be monitored and the region) and on scouting and capture techniques through internal training courses, usually organised by the company. Crop/field scouts can sometimes be agricultural technicians specialising in crop protection.

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<b>Job title</b>	<b>Stock Manager</b>
<b>Alternative job titles</b>	Warehouse officer; stores manager; warehouse forklift operator, warehouse operator; Warehouse Operations Manager
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>The activities (such as receipt and storage of goods/inputs) are carried out in a warehouse and contribute to optimal goods circulation. Warehouse operators work within small and medium-sized firms as well as large companies.</p>
<b>Job goals</b>	<p>Stock Managers perform an activity which can be understood in both its broadest sense (warehouse operations) and in a more limited sense (stock management) in a location (a warehouse or a production or distribution depot) where goods are stored. Stock Managers receive, store and prepare input «products” (e.g. PPP, boxes, fertiliser, irrigation pipes, nozzles, spare parts, etc.) which are stored in the company’s warehouses (depot, quay, premises, cold room, etc.) and which are to be issued to operators/labourers during the production season. Stock Managers receive products at the company’s storage facility; they check that they comply with the delivery note and register them (e.g. using logistics monitoring and stock management tools). Stock Managers therefore participate in monitoring stock and stocktaking. They store the “products” in the appropriate place (shelves, refrigerators, depots, etc.). They handle boxes and pallets using forklift trucks, pallet trucks, hand trucks, etc. They prepare the products or items required for the company’s activities, issue them and ensure stock is monitored.</p>
<b>Operational status</b>	<p>Stock Managers work within firms, agricultural cooperatives, brokers or large agricultural establishments. They perform their tasks under the authority of their line manager.</p> <p>Stock Managers look after the stock (in real time) so that inputs and other products are permanently available for the production, protection, processing, packaging and maintenance managers.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Receiving and checking the compliance of products delivered</li> <li>› Managing stock: monitoring product rotation (FIFO), verification of their condition and their availability, supply requests to the purchasing manager, storage, inventory of products in stock</li> <li>› Transporting products to the storage area</li> <li>› Securing access to stock and releasing products to authorised individuals</li> <li>› Maintaining and cleaning warehouse materials and equipment</li> </ul>
<b>Responsibility and autonomy</b>	<p>The tasks may change depending on the size of the company. For example, tasks may vary more within a smaller company than within a large firm. Depending on the firm, Stock Managers work in an environment which is either manual or automated. Stock Managers work under the orders of a team leader or the production manager. Their level of autonomy depends on the structure of the company.</p> <p>It is therefore essential that they comply with the work procedures in place because their work has a direct impact on the compliance of the finished product.</p>



## Relationships

Internally, this is individual work carried out under the management of a supervisor and a line manager but they have numerous relationships with a company's other managers (e.g. production manager, purchasing manager, crop protection manager, packing manager, maintenance manager).

## Qualifications

Stock Managers do not generally receive training which leads to a qualification. They have acquired their skills through practice and internal training courses (e.g. operations to be carried out, stock monitoring, rules on hygiene, safety and waste management, compliance with traceability, cleaning of premises or tables, etc.). Usually, former forklift drivers or order pickers move into this role during their career with a company within the framework of internal promotion.

Stock Managers must be organised, methodical and precise, with a good ability to memorise products and their locations. They must be in good physical condition (standing and crouching tasks, load carrying) and be able to tolerate an environment with toxic products or that is noisy. They do not mind repetitive tasks.



# PLANT PROTECTION PRODUCTS APPLICATION OPERATOR

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Plant Protection Products Application Operator</b>
<b>Alternative job titles</b>	Application Operator
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector application operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Dangerous chemical products are still often the method of choice to combat plant pests in general and harmful organisms in particular. They should therefore be used with care to avoid contamination and in accordance with the recommended Best Practices to avoid accidental poisoning of consumers or an undesirable impact on the environment (water, soil, air, biodiversity).</p>
<b>Job goals</b>	<p>Application Operators are responsible for applying plant protection products (PPPs) in accordance with the instructions (dose/ha, nozzle, volume of mixture, etc.) of the Crop Protection Manager.</p> <p>They must comply with the instructions in order to guarantee effective treatment (correct distribution of the PPP) without excessive risk (to themselves, the consumer and the environment).</p>
<b>Operational status</b>	PPP Application Operators are operators attached to a company. They play an important role in the company, specialising in a specific area. They work as part of a team.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Preparing the mixture in accordance with the instructions of the Crop Protection Manager (quantity to be prepared and mixed)</li> <li>› Applying the mixture in accordance with instructions</li> <li>› Cleaning the application equipment and personal protective equipment (PPE)</li> <li>› Managing effluents and toxic waste in accordance with the instructions</li> <li>› Record relevant data related to crop protection applications</li> </ul>
<b>Responsibility and autonomy</b>	<p>The responsibilities of PPP Application Operators are generally limited to correct performance of the tasks requested of them and they have a limited degree of autonomy (but this can vary widely, depending on the companies involved).</p> <p>They report directly to the Crop Protection Manager and/or the Production Manager.</p>
<b>Relationships</b>	<p>Internally, PPP Application Operators work as part of a team.</p> <p>They have relationships with the Crop Inputs Inventory Manager (PPP).</p>
<b>Qualifications</b>	PPP Application Operators are trained in good plant protection practices through internal training courses, usually organised by the company.



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<b>Job title</b>	<b>Irrigation Technician</b>
<b>Alternative job titles</b>	Irrigation/fertigation technician; water management and control labourer
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector application operators (including inputs).</p> <p>Irrigation is the artificial supply of water to crop plants to increase production and enable normal development in the event of a water shortfall caused by a lack of rain, excessive drainage or a fall in the water table, particularly in arid areas. Irrigation may also be used to supply fertiliser, either to the soil or, through spraying, to the leaves (leaf fertilisation): this is known as fertigation.</p> <p>Unsuitable or poorly designed irrigation systems can lead to the propagation of pathogens (pseudomonas, amoeba cysts, nematode larvae and parasite eggs, including nemathelminthes, plathelminthes, trichomonas, trichocephalus, etc.) and pollutants (residues from medicines, biocides, etc.) in crops; this is the case with the use of grey or residual water, particularly in some arid countries. There is a high risk of salinisation in arid areas.</p>
<b>Job goals</b>	<p>Irrigation technicians are technical staff who install and maintain the equipment required to distribute water (depending on the technique used for irrigation). They must monitor the operational parameters for the network, and operate and maintain an irrigation/fertigation network.</p> <p>They work under the authority of an irrigation supervisor/manager. They must ensure compliance with the planned distribution of water.</p>
<b>Operational status</b>	Irrigation technicians are manual workers (specialised or otherwise) responsible for implementing irrigation operations under the supervision and recommendations of the irrigation and water management manager.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Setting up the equipment required for irrigation (pumps, pipes, hoses, drippers, etc.) or checking their condition (e.g. channels)</li> <li>› Monitoring and measuring water flow to comply with the anticipated irrigation plan</li> <li>› Maintaining the irrigation network (including pumps) and repairing any leaks observed in the network</li> </ul>
<b>Responsibility and autonomy</b>	<p>Irrigation technicians are “operators” (or manual workers) whose responsibilities are generally limited to the correct performance of the tasks requested of them and they have a very limited degree of autonomy (but this can vary greatly from one company to another).</p> <p>They do not choose the techniques, irrigation methods or volumes to be supplied but apply the instructions given to them and check strict compliance with those instructions. They report directly to the irrigation manager in the event of a problem.</p>
<b>Relationships</b>	Internally, irrigation technicians work as part of a team over a given area. They have a relationship with their line manager (the irrigation manager or the production manager who gives the instructions) and they check that the water supplies are functioning properly.
<b>Qualifications</b>	Irrigation technicians do not have any particular qualifications. They acquire their skills through practice and internal training courses provided by their line managers.



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<b>Job title</b>	<b>Harvest Technician</b>
<b>Alternative job titles</b>	Cropping technician, harvest coordinator, harvester, tracker
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. A certain number of (sanitary and phytosanitary) risks, which must be controlled, are associated with the primary production of plant products. Harvest time is a critical operation: any loss of quality or contamination of products (e.g. bacteria, soil fungi) is to be avoided. Products which will be rejected must not be brought to the packaging locations.</p>
<b>Job goals</b>	<p>Harvest technicians specialise in picking/harvesting operations for mature fruits (e.g. harvesting of mangoes, avocados, etc.). Their work varies depending on the type of production and the season.</p> <p>They collect/purchase fruits from producers that will then be transported to the packaging station. Once cutting/harvesting has been concluded, harvest technicians sort through the products to see what can be kept/purchased and taken to the packaging station. Producers require harvest technicians when they themselves do not have a good knowledge of harvest techniques (cutting point) and quality requirements (selecting products in the orchard), and because the cost of transport is too high.</p>
<b>Operational status</b>	<p>Harvest technicians act as intermediaries between producers and the packaging stations run by exporters (or processors). They sometimes act as growers (and hire cutters/harvesters).</p> <p>Harvest technicians are usually self-employed persons working on behalf of export firms, but have sole liability for their own financial risks and decisions. They generally work in orchards or fields for a set of producers in a given region/area.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Organise the harvest and initial selection of products in the field or orchard.</li> <li>› Check that the sanitary and phytosanitary condition of the product is good</li> <li>› Ensure rapid transport and delivery of the product to the packaging station</li> </ul>
<b>Responsibility and autonomy</b>	Harvest technicians are either self-employed or employed by a firm. They have a high level of autonomy in organising their work.
<b>Relationships</b>	<p>Harvest technicians have relationships with the product-destination firms and the producers they visit.</p> <p>Harvest technicians are sometimes grouped into a professional organisation.</p>
<b>Qualifications</b>	<p>Knowledge of the characteristics of fruit maturity and of the hygiene rules to be followed is indispensable for this role.</p> <p>Harvest technicians usually acquire their training through experience.</p>

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<b>Job title</b>	<b>Driver-Haulier</b>
<b>Alternative job titles</b>	Driver; haulier; delivery driver
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Every part of the food chain must comply with hygiene rules, including the transportation of foodstuffs. This stage of the process generally faces risks with regard to both the quality of products (e.g. exposure to the sun and/or excessively high temperatures; jarring during transportation; poor handling) and product safety (contamination of foodstuffs during transportation; traceability breach).</p> <p>Lack of care during transportation risks compromising all the efforts made to produce a high-quality product. Vehicle storage compartments must be clean and in a good state of repair, designed and built to be properly cleaned and/or disinfected. They must be used for transporting foodstuffs only. The collection of dangerous substances which could alter sanitary and qualitative characteristics through contamination, odours, pollution or toxic inputs (e.g. fertiliser, pesticides, fuels) is forbidden before, during or after the transportation of foodstuffs.</p> <p>In the event that different foodstuffs are being transported at the same time, it must be possible to separate them. Foodstuffs must be positioned and protected in such a way as to reduce the risk of external contamination, including by pests.</p> <p>Vehicle storage compartments and/or containers used to transport foodstuffs must be capable of maintaining food at the appropriate temperatures and permit the control of those temperatures.</p>
<b>Job goals</b>	<p>These qualified workers are responsible for driving a vehicle, but they must also ensure that the products are delivered in accordance with safety and hygiene rules, and regulations on how their cargo should be driven and its integrity.</p> <p>They must drive a vehicle to make deliveries or collect goods over a short or medium distance, generally between plots of land and the packaging station or between the latter and the destination town, port or airport.</p> <p>They look after the goods (quantities and quality) throughout loading, transportation and delivery (e.g. avoiding theft).</p>
<b>Operational status</b>	<p>Driver-hauliers spend a large part of the day on the road to deliver as many products as is possible to as many clients as possible in as little time as possible.</p> <p>They may be self-employed or employed, either by a firm specialising in transportation or a producer/exporter.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Preparing the transportation and delivery of products to their destination</li> <li>› Organising loading and unloading of the transport vehicle using appropriate handling techniques and in accordance with safety instructions</li> <li>› Checking the category, quantity and good condition of the products loaded and delivered</li> <li>› Adopting an appropriate driving method and keeping the transportation vehicle in good condition</li> <li>› Communicating</li> </ul>

## Responsibility and autonomy

Driver-hauliers are responsible for product safety (compliance with the cold chain, hygiene during transportation, cross contamination, etc.) during loading and unloading or during transportation.

Driver-hauliers must demonstrate autonomy and organise or adapt their delivery round to take into consideration times when the roads will be busy and when packaging stations or customs offices close, etc.

They report directly to the production manager, the packing manager and/or their firm's management team.

## Relationships

Internally, driver-hauliers have relationships with their line management (route planning; compliance with procedures; reporting and follow-up of deliveries) as well as with their colleagues.

Externally, they are in contact with harvest technicians and clients. When delivering products driver-hauliers represent the image of their company. Even if they work alone all day, they are in contact with clients and must be friendly and cheerful with them.

## Qualifications

Driver-hauliers must have a valid driving licence which is suitable for the type of vehicle to be used to carry out the various tasks. They must have good knowledge of the route, the geographical location of the clients and the characteristics of the goods.

Driver-hauliers do not have formal qualifications (occasionally a vocation diploma in driving or delivery) but are generally trained within the company. Their qualifications come from inhouse training, coaching and the professional experience they have acquired over time. The inhouse training driver-hauliers must receive will cover:

- › Driving a motorised vehicle
- › Reading a road map
- › Rules and procedures for loading preparation, transportation and delivery (including local regulations)
- › Hygiene and food safety rules
- › Traffic and parking rules in built-up areas
- › Mechanics and vehicle maintenance
- › Handling of products





# PRODUCTION/PROCESSING LINE OPERATOR

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Production/Processing Line Operator</b>
<b>Alternative job titles</b>	Production officer; food-processing worker; sorter; packer; operator; packaging officer
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs ("hygiene package"): own-checks by private-sector operators (including inputs).</p> <p>It is essential to sort, process and package products before they are placed on the market. A number of crucial stages of varying complexity are required to guarantee the quality and safety of the product.</p> <p>Sorting ensures that products that do not meet the quality and safety specifications are removed. Processing gives the product added value.</p> <p>Packaging makes it easier to transport and store products before retail selling, ensures any losses (vitamins and water) are reduced by protecting them from excessive handling by sellers and consumers, and allows operators in the sector to make a crucial differentiation: packaging and branding enable a product to be identified and traced (particularly its source) and enable a distributor to improve shopfloor management by facilitating purchases (no weighing, no filling, barcode, etc.) and reducing staff costs.</p>
<b>Job goals</b>	<p>Production/processing line operators work for a company in a food-processing sector/ industry (e.g. production, fruit and vegetable packaging). They work at a set workstation (repetitive work) under the responsibility of a manager (station manager, production line supervisor) in an industrial production environment.</p> <p>Production/processing line operators often perform a large number of different manual tasks, such as: handling, sorting and calibrating products; supplying, monitoring and regulating a machine or an automated processing line for food products; participating in cleaning premises and tables; storing products; boxing up; palletising, etc.</p> <p>Production/processing line operators must comply with hygiene and safety rules, as well as production procedures and priorities (deadlines, quality, costs, etc.). They often need to use physical strength to carry or move loads and must be able to hold uncomfortable positions when cleaning places which are hard to reach.</p> <p>Different requirements may arise depending on the food-processing industries in which production/processing line operators carry out their work.</p>
<b>Operational status</b>	<p>Production/processing line operators work within firms, agricultural cooperatives, traders or large agricultural establishments. They perform their tasks under the authority of their line manager.</p> <p>Production/processing line operators ensure that the quality of the product is prepared in accordance with the quality and output requirements specified by the processing manager and/or packing manager.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Participate in various tasks on the production/processing line, carry out manual (or automated) operations in accordance with an established production/processing or packaging operating method</li> <li>› Participate in maintaining the cleanliness of the premises and the production line</li> <li>› Take finished products to storage areas</li> </ul>

**Responsibility and autonomy**

Depending on the firm, production/processing line operators work in an environment which is either manual or automated. Production/processing line operators work under the orders of a team leader or the production manager. Their level of autonomy depends on the structure of the company.

It is therefore essential that they comply with the work procedures in place because their work has a direct impact on the compliance of the finished product.

**Relationships**

Internally, this is principally individual work carried out under the management of a supervisor or direct manager. They must coordinate with the other operators.

**Qualifications**

Generally speaking, entry-level production/processing operators will have not received any training leading to a qualification. They will have acquired their skills through practice and internal training courses (e.g. operations to be carried out, rules on hygiene, safety and waste management, compliance with traceability, cleaning of premises or tables, etc.).



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<b>Job title</b>	<b>Labourer</b>
<b>Alternative job titles</b>	Manual worker; day labourer
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>It is essential to prepare and package products before they are marketed. A number of crucial operations and stages of varying complexity are required to guarantee the quality and safety of a product.</p> <p>Many handling procedures are usually required during and after these production/processing and packaging operations (storage, cleaning of tables and premises, etc.). They require the presence of a large number of less qualified staff alongside labourers specialising in food processing.</p>
<b>Job goals</b>	<p>Labourers work for a company in a food-processing sector/industry (e.g. production, processing, fruit and vegetable packaging). They work at a set workstation (repetitive work) under the responsibility of a manager (station manager, production line supervisor) in an industrial production environment.</p> <p>Labourers often perform a large number of different manual tasks such as: sorting and handling products; participating in cleaning premises and tables; storing products; boxing up; palletising; etc. Labourers must comply with hygiene and safety rules, as well as production procedures and priorities (deadlines, quality, costs, etc.). They often need to use physical strength to carry or move loads and must be able to hold uncomfortable positions when cleaning places which are hard to reach. Different requirements may arise, depending on the food-processing industries in which labourers carry out their work.</p>
<b>Operational status</b>	Labourers work within firms, agricultural cooperatives, traders or large agricultural establishments. They perform their tasks under the authority of their line manager.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Participating in various tasks on the production/processing line, carrying out manual (or automated) operations in accordance with an established production or packaging operating method</li> <li>› Participating in maintaining the cleanliness of the premises and the production line</li> <li>› Taking finished products to storage areas</li> </ul>
<b>Responsibility and autonomy</b>	<p>Depending on the firm, labourers work in an environment which is either manual or automated. They work under the orders of a team leader or the production manager. They do not have any autonomy.</p> <p>It is therefore essential that they comply with the work procedures in place because their work has a direct impact on the compliance of the finished product.</p>
<b>Relationships</b>	Internally, this is principally teamwork carried out under the management of a direct supervisor or manager.
<b>Qualifications</b>	Labourers do not have any particular qualifications. They have acquired their skills through practice and internal training courses (e.g. palletising, hygiene, safety, waste management, cleaning of premises or tables, etc.).



# EXECUTIVE ASSISTANT

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Executive Assistant</b>
<b>Alternative job titles</b>	Assistant to the Chief Executive Officer; Management Assistant
<b>General context</b>	<p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Agricultural production, transformation and distribution require the coordination of many activities and the management of financial and human resources. And the complexity increases as a company grows. Management specialists in agricultural businesses have responsibilities that are linked to the nature of the resources implemented, deal with the material resources (production management), financial resources and human resources required for the business. Administrative managers may be required to take charge of sales activities, communications, management, human resources and production as part of their duties.</p> <p>Business management is the utilisation of the company's resources with the aim of achieving predetermined objectives (turnover, market share, etc.). Each company or organization has a management system characterized by a certain degree of unity and coherence. Each company must organise its management system and to revise it periodically to reflect changes in its policies, the nature of its resources and the relationships it must establish with its national and international environment. Despite the diversity and plasticity of the ways in which management systems are organised, a set of typical administrative management tasks can be identified.</p> <p>Faced with the current demographic challenge, «sustainable intensification» of crop production is necessary: producing more crops on the same amount of land while conserving resources, reducing negative environmental impacts and improving natural capital and the flow of ecosystem services (Food and Agriculture Organization - FAO). A number of risks (sanitary and phytosanitary), which must be controlled, are also linked to the primary production of plant products.</p>
<b>Job goals</b>	<p>Assist the Company manager and/or other directors to complete their administrative tasks, keep their diaries, draft/manage correspondence and, where applicable, monitor certain strategic projects.</p> <p>In the case of a very small company, this post may combine the functions of Human Resources, Purchasing, Logistics, Supply and, where applicable, Management Control.</p>
<b>Operational status</b>	Under the supervision of the company manager, this is a senior role charged with assisting the manager and, depending on the level of activity, other managers in order to consolidate administrative activities spanning several departments or between the company and the outside.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Hold the company's switchboard, receive calls and direct them to the recipients and/or initiate telephone contacts on request.</li> <li>› Keep the diary of the company manager and/or managers, and organise internal or external meetings initiated by them.</li> <li>› Follow-up, draft and send written correspondence (letters or e-mails) between the manager and other managers or external organisations.</li> <li>› On behalf of the company manager, monitor the implementation of action plans or completion of ongoing projects.</li> <li>› Consolidate regular activity reports or company dashboards and keep a petty cash register for small financial transactions.</li> </ul>

## Responsibility and autonomy

The Executive Assistant:

- › Does not have any decision-making powers. The opinions and proposals of Executive Assistants are put to the director or company manager's signature for approval.
- › Manages the management's petty cash register which is supplied and monitored by the Administrative and Financial Department.

## Relationships

The Executive Assistant works closely with:

- › the company manager and the managers depending on the Executive Assistant's availability
- › the Financial Manager
- › the heads of strategic projects and priority action plans.

## Qualifications

A 2/3-year vocational undergraduate course in managerial assistance, bilingual secretariat, corporate management assistance, reception and customer relations, or the equivalent, with 3 to 6 months of professional experience.



# CUSTOMER RELATIONSHIP OFFICER

*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Customer Relationship Officer</b>
<b>Alternative job titles</b>	Customer Adviser; Customer Relationship Manager; Sales Assistant; After-Sales Service Officer
<b>General context</b>	<p>Marketing horticultural products for domestic and international markets is regulated by a number of regulatory requirements and private standards to guarantee not only the commercial quality but also the safety of the food products. As regards products marketed, production, transport and dispatch to importers and consumers are subject to export health standards and to the control by the competent authorities.</p> <p>As regards Europe, standards for export to the European Union cover several areas, including: food safety and traceability (Regulation EC 178/2002 - «Food law», laying down the general principles and requirements of food law), hygiene control (through the HACCP system) (Regulation (EC) 852/2004), compliance with maximum pesticide residue limits (Regulation (EC) 396/2005), compliance with maximum limits for various contaminants, including heavy metals and mycotoxins (Regulation (EC) 1881/2006), rules on food labelling and allergen labelling (Regulation (EU) 1169/2011).</p> <p>On another note, transactions between producers and clients through the marketing department are also regulated by a series of documents, including: business contracts, terms and conditions, and the product sheet.</p> <p>Activities involving the marketing of horticultural products to local, national or international markets are currently strongly influenced by digital marketing.</p>
<b>Job goals</b>	<p>Market the company's products in order to generate turnover.</p> <p>Recruit and manage distributors in order to cover the market and boost sales.</p> <p>Ensure that customers who contact the company for whatever reason are satisfied.</p>
<b>Operational status</b>	The Customer Relationship Officer is a marketing officer responsible for implementing the marketing strategy under the supervision of the Sales and Customer Service Manager.
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Canvass for potential clients, argue the benefits of the products, formalise contracts and take orders from customers.</li> <li>› Deal with requests for information or assistance and customer complaints, and provide customers with a satisfactory response.</li> <li>› Analyse customer behaviour (purchase, turnover, contact, payment), identify any potential shortcomings and take action to retain and build customer loyalty.</li> <li>› Organise and manage customer satisfaction measurement, analyse the results and make recommendations.</li> </ul>
<b>Responsibility and autonomy</b>	<p>The Customer Relationship Officer is responsible for seeking to appropriately and ethically turn a potential customer into an actual customer, a critical or dissatisfied customer into a satisfied customer, a potential but hesitant customer into an active customer and a neutral or satisfied customer into a loyal customer.</p> <p>The Customer Relationship Officer does not have any autonomy as regards the marketing mix levers established. If necessary, Customer Relationship Officer can approach the Sales and Customer Service Manager to request an exemption.</p>



## Relationships

The Customer Relationship Officer works closely:

- › Internally, with the Marketing Manager (structure of offers and sales pitch), the Communications and CSR Manager (marketing documentation) and the warehouse operations manager and storekeepers.
- › Within the department, with the hierarchical superior and the Sales and Customer Service Manager, in particular.
- › With external service providers responsible for developing and maintaining sales outlets or infrastructure.

## Qualifications

The Customer Relationship Officer is a marketing officer responsible for operations which contribute to sales and management of customer satisfaction.

To this end, Customer Relationship Officers should have an academic qualification equivalent to a high school diploma or two-year higher education diploma in marketing, marketing campaigns, negotiation and sales, with or without professional experience.



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<b>Job title</b>	<b>Payroll Accountant</b>
<b>Alternative job titles</b>	Paying Accountant; Payroll Officer; Accountant; Cashier
<b>General context</b>	<p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”): own-checks by private-sector operators (including inputs).</p> <p>The aim of agriculture is to produce food for people and domestic animals, as well as the raw materials used in industry. Agricultural production, transformation and distribution require the coordination of many activities and the management of financial and human resources. And the complexity increases as a company grows. Management specialists in agricultural businesses have responsibilities that are linked to the nature of the resources implemented, deal with the material resources (production management), financial resources and human resources required for the business. Administrative managers may be required to take charge of sales activities, communications, management, human resources and production as part of their duties.</p> <p>Business management is the utilisation of the company’s resources with the aim of achieving predetermined objectives (turnover, market share, etc.). Each company or organization has a management system characterized by a certain degree of unity and coherence. Each company must organise its management system and to revise it periodically to reflect changes in its policies, the nature of its resources and the relationships it must establish with its national and international environment. Despite the diversity and plasticity of the ways in which management systems are organised, a set of typical administrative management tasks can be identified.</p>
<b>Job goals</b>	<p>Assist the Accounting and Financial Manager with entering accounting operations into the accounts, performing record-based inventories and filing supporting documents for financial transactions.</p> <p>In addition, the Paying Accountant must also manage the cash available within the organisation. The Paying Accountant is responsible for covering day-to-day expenditure and urgent expenditure, and collecting cash inflows.</p>
<b>Operational status</b>	<p>The Paying Accountant collaborates directly with the Accounting and Financial Manager within the Administrative and Financial Department.</p> <p>Paying Accountants have a dual accountancy role: performing accounting operations for financial transactions and managing the company’s cash desk.</p>
<b>Main responsibilities</b>	<ul style="list-style-type: none"> <li>› Assist the Accounting and Financial Manager with entering financial information into the ledgers and accounts.</li> <li>› Check the probity of the cash ledger documents provided by specifiers and monitor the compliance of purchases and services.</li> <li>› Manage the company’s cash ledger, execute orders to pay invoices or transactions and collect cash deposits.</li> </ul>
<b>Responsibility and autonomy</b>	<p>The Paying Accountant is an officer with expert knowledge of the financial role who works under the supervision of the Accounting and Financial Manager. Paying Accountants perform operational actions with a low financial impact.</p> <p>The Paying Accountant’s activities are framed by strict procedures that leave no room for manoeuvre.</p>



## Relationships

The Paying Accountant works:

- › Internally, with the Financial Controller with regard to reconciliations and monitoring;
- › Within the Finance department, directly with the hierarchical superior, the Accounting and Financial Manager, who organises the work and assigns the Paying Accountant to the role of cashier at particular times of day for
- › Suppliers and customers who might use the cash desk for transactions in cash.

## Qualifications

The Paying Accountant is a financial officer who has accounting management skills and basic knowledge of cash flow, disbursements and remittances.

An academic qualification equivalent to a high school diploma or a two-year higher education diploma in accounting or financial management, with or without professional experience.





# SERVICE PROVIDERS





*This job description has been designed based on specific needs of the horticultural sector in African, Caribbean and Pacific countries. It be used by other agricultural stakeholders who wish to invest in their human capital.*

<b>Job title</b>	<b>Expert Trainer</b>
<b>Alternative job titles</b>	Expert in support and advice; coach; trainer; service provider; trainer of trainers; internal trainer; training manager
<b>General context</b>	<p>UN Food and Agriculture Organisation (FAO)/World Health Organisation (WHO) Guidelines (Guidelines for Strengthening National Food Control Systems, 2003), Codex Alimentarius Codes of Practice (CAC/RCP 1-1969, REV. 4 - 2003), Codex standards and private voluntary standards (ISO22000; GLOBALG.A.P.; British Retail Consortium Global Standard for Food Safety (BRC); International Featured Standard (IFS) Food; etc.).</p> <p>Regulation (EC) 852/2004 on the hygiene of foodstuffs (“hygiene package”) and Regulation (EC) 2017/625 on official controls and other official activities to ensure the enforcement of food law.</p> <p>The International Plant Protection Convention (IPPC, 1997).</p> <p>Regulation (EU) 2016/2031 on protective measures against pests of plants.</p> <p>Capacity building (particularly staff training) is a necessity for companies that want to meet the requirements of private voluntary standards (e.g.: GlobalGAP (Global Good Agricultural Practice), TNC (transnational corporations) standards, ISO22000, etc.). These frameworks and standards establish requirements with regard to training in “good practices”, quality management system procedures, etc.</p> <p>It is also a requirement imposed by competent authorities such as national plant protection organisations (NPPOs). Indeed, the IPPC explicitly states that staff training is one of the main tasks of NPPOs. “The responsibilities of an official national plant protection organization shall include the following: ...training and development of staff.” (IPPC, Art. IV.2).</p> <p>Training courses for managers and the most highly qualified officers are generally external, while courses for operators and entry-level officers are usually in-house. Consequently, executive management and middle management staff should also have training and communication skills to raise awareness and train their staff.</p>

## Job goals

Expert trainers provide training and/or technical assistance services:

- › they operate as trainers and/or trainers of trainers (TTs) or as coaches for those individuals (training, facilitation, coaching, etc.) within a particular skills area;
- › they provide technical assistance to civil servants or company managers to introduce “systems” or respond to requirements (regulatory or otherwise), or even achieve certification, within a particular field (e.g. food safety, traceability, crop protection, corporate social responsibility (CSR), environment, management, diagnostic techniques, quality management systems, ISO14001 or 22000 standards, hazard analysis critical control point (HACCP) principles, GlobalGAP, seed system security assessment (SSSA) analysis, market access files, phytosanitary risk assessments (PRAs), etc.).

Alongside service providers, there are also “coaches” who are attached to a professional organisation or a public service, and even civil servants who work under contract as external expert trainers or who provide in-house training courses. Company executives also provide in-house training courses (either as part of their specific role as company trainers or, more usually, in addition to other roles).

Providing training (or training for trainers) usually requires a command of not only of technical skills (e.g. knowledge of the ISO 26000 standard, HACCP, GlobalGAP, ISO 14001, sustainable water management, crop protection, etc.) but also training skills (communication, group facilitation, coaching, skills assessment, etc.). Indeed, building the capacity of training recipients generally requires technical assistance alongside or after a training course.

Under the cascade system, experts trained in training methods are also required, for example, to strengthen the communication skills of corporate senior and middle management or inspection services managers for internal staff training (training of internal trainers or facilitators through Training Activities for example).

## Operational status

Expert trainers are:

- › either service providers working freelance or attached to a firm and qualified in at least one of COLEAD’s priority areas: food safety, crop protection, plant health, sustainable production systems, product processing, corporate management, corporate social responsibility (CSR), respect for individuals, training, etc. with proven skills (e.g. diplomas, certificates, CVs, etc.) in their specialist area;
- › or coaches/trainers attached to a professional organisation, public service, NGO or firm;
- › or civil servants (from various ministries or agencies) with equivalent qualifications and proven professional experience within a government department (e.g. competent authority/NPPO, Ministry of Agriculture, etc.) who can work as expert trainers.

## Main responsibilities

- › Draw up a training programme (group training, online training, training of trainers, etc.)
- › Prepare a training session (group training, online training, training of trainers, etc.)
- › Facilitate a training session (group training, online training, training of trainers, etc.)
- › Assess those taking part in a training session
- › Assess a training session (group training, online training, training of trainers, etc.)
- › Coach participants after a training course
- › Provide technical or training support to participants (officers, company executives, expert trainers, etc.)

## Responsibility and autonomy

The work of expert trainers is usually provided as part of a service governed by a contract. Their assignment is framed by the assignment’s terms of reference (TOR). However, they must demonstrate responsibility and autonomy in organising and implementing the assignment; in particular, they must be able to adapt to unexpected circumstances or adapt their programme on the basis of requests from participants.

At the end of the assignment, they must report to the sponsor (e.g. COLEAD) in the form of a written report (activities carried out, assessments, statement of expenses, etc.).

In the case of in-house training courses (within public services or companies), the assignment is framed by the needs identified, the staff to be trained and the request from senior management.



## Relationships

Expert trainers are often freelance service providers but their status can vary greatly. In the case of in-house training courses (within public services or companies), they must report to their direct supervisor (e.g. certification manager; production manager; station manager; processing manager; etc.).

Expert trainers have relationships with the sponsor, the beneficiaries, other trainers, the logistics coordinator, etc.

## Qualifications

Expert trainers are usually a degree-level graduates (2-5 years of higher education studies) who have studied various disciplines (chemistry, microbiology, biology, agronomics, statistics, human and veterinary medicine, etc.) with skills demonstrated by their initial and continuing training, and through their professional experience (preferably assignments of the same kind carried out with comparable target audiences and in the same areas). For certain "training" aspects, these experts may be educational sciences graduates or have receiving additional training in training methods.





