

A step closer towards Globalization: ISO 22000 and PAS 220 in practice.

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Agenda

- **Background**
- **ISO 22000 – A Process based model**
- **FSMS Layout and weaknesses encountered in assessment**
- **Some advantages of the FSMS**
- **Tips on implementation**

Background

Edwards Deming – the visionary



His “14 Recommendations” Changed the History of Japan and The World!

1950 – Deming introduced the concept of **Quality Control/Management to top management** in Japan and outline the techniques to achieve better results.

Outcome: Sales of Japanese cars soared to a new height in **quality and reliability** . It dominated the auto industry for decades to come

Between 1979 – 1982 – Ford lost \$3 billion

Deming was hired to help build quality into the Ford brand cars. By 1986, Ford became the most profitable America auto company with earnings exceeding GM for the first time since 1920

Deming Teachings

Some of the Salient points:

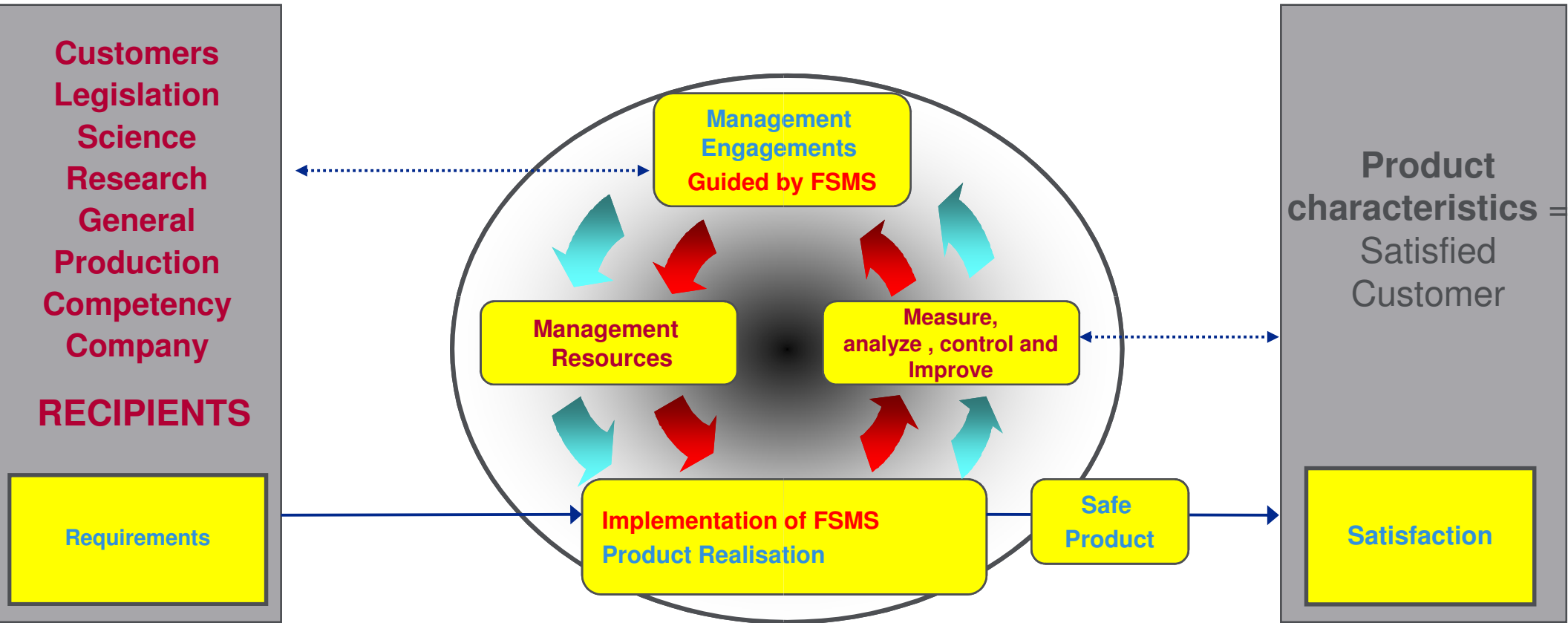
- Learn to appreciate the **system** and understand the **overall processes**— A system is a network of interdependent processes that work together
- A **system** will not manage itself – you need to manage it
- There is no substitute for **knowledge** – institute a vigorous program of education and self-improvement.
- **Management** is an integral part of the process and needs to understand the processes and be committed to it.
- Cease dependence on **inspection**, Build quality into the product in the first place
- **Plan do check and act**

All these principles were incorporated into ISO 9001 when it was ratified in 2000. The same principles were also incorporated into ISO 22000

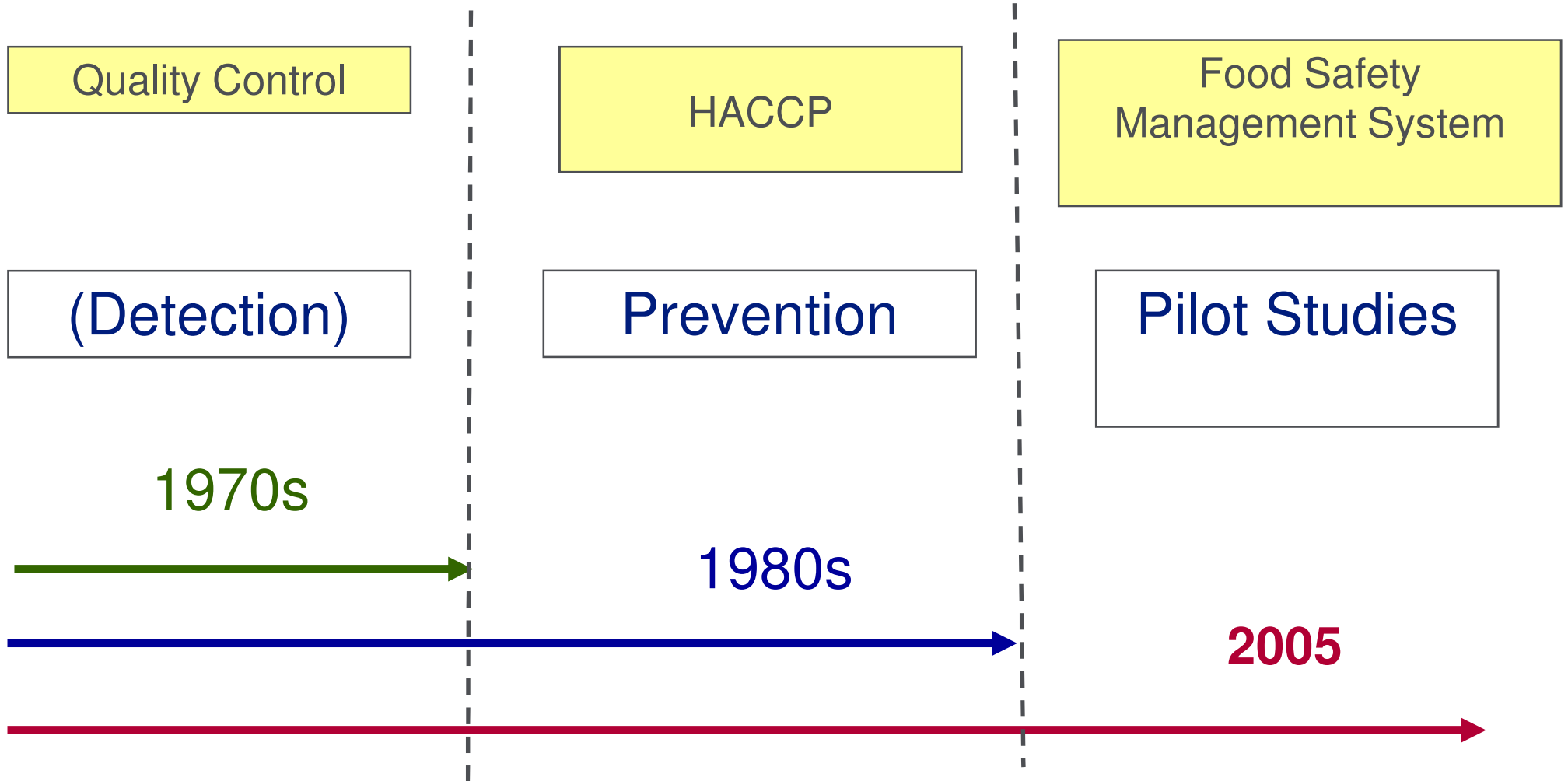


The Process Based approach

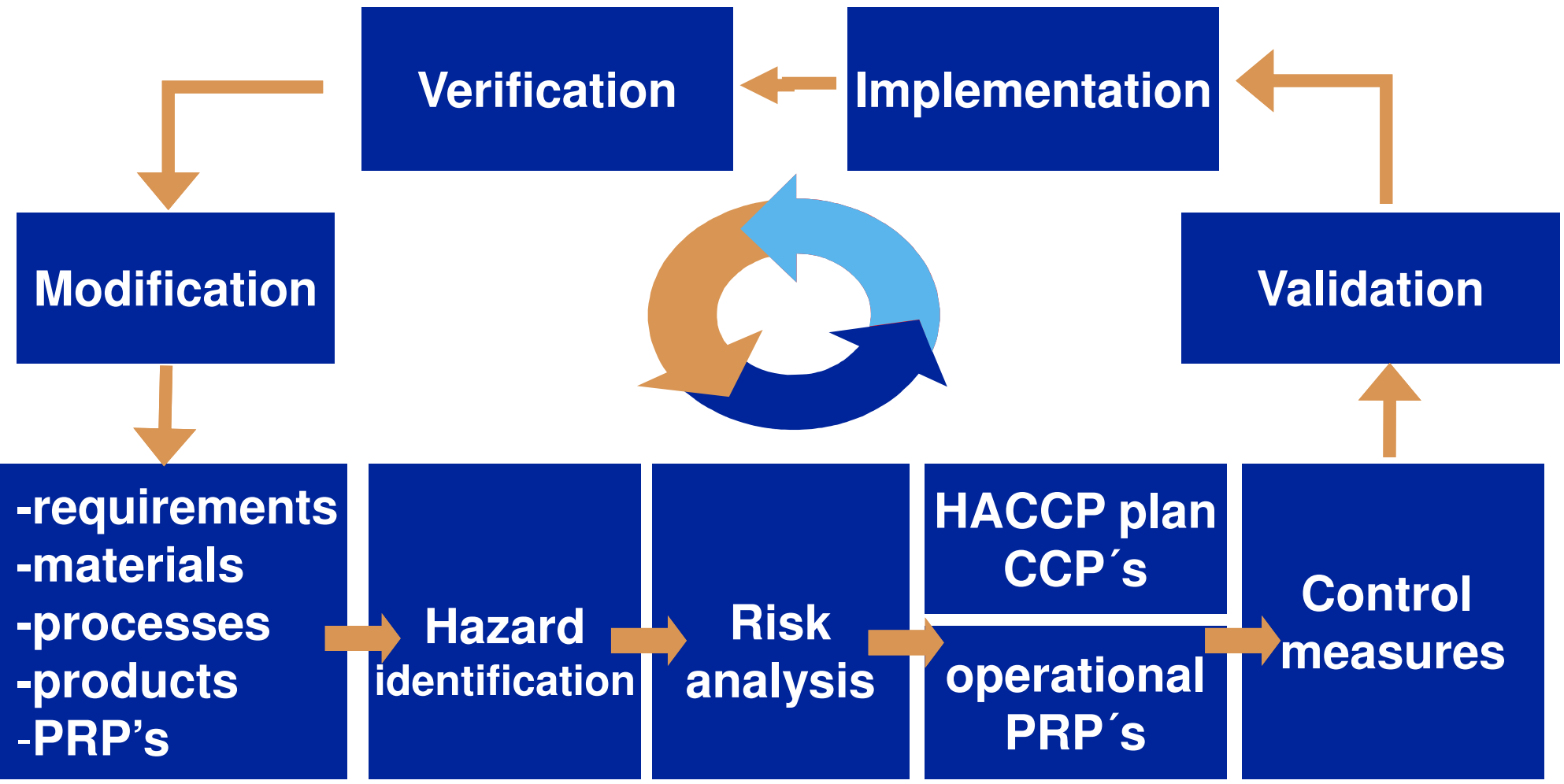
Process based Model of ISO 9001 extended to FSMS



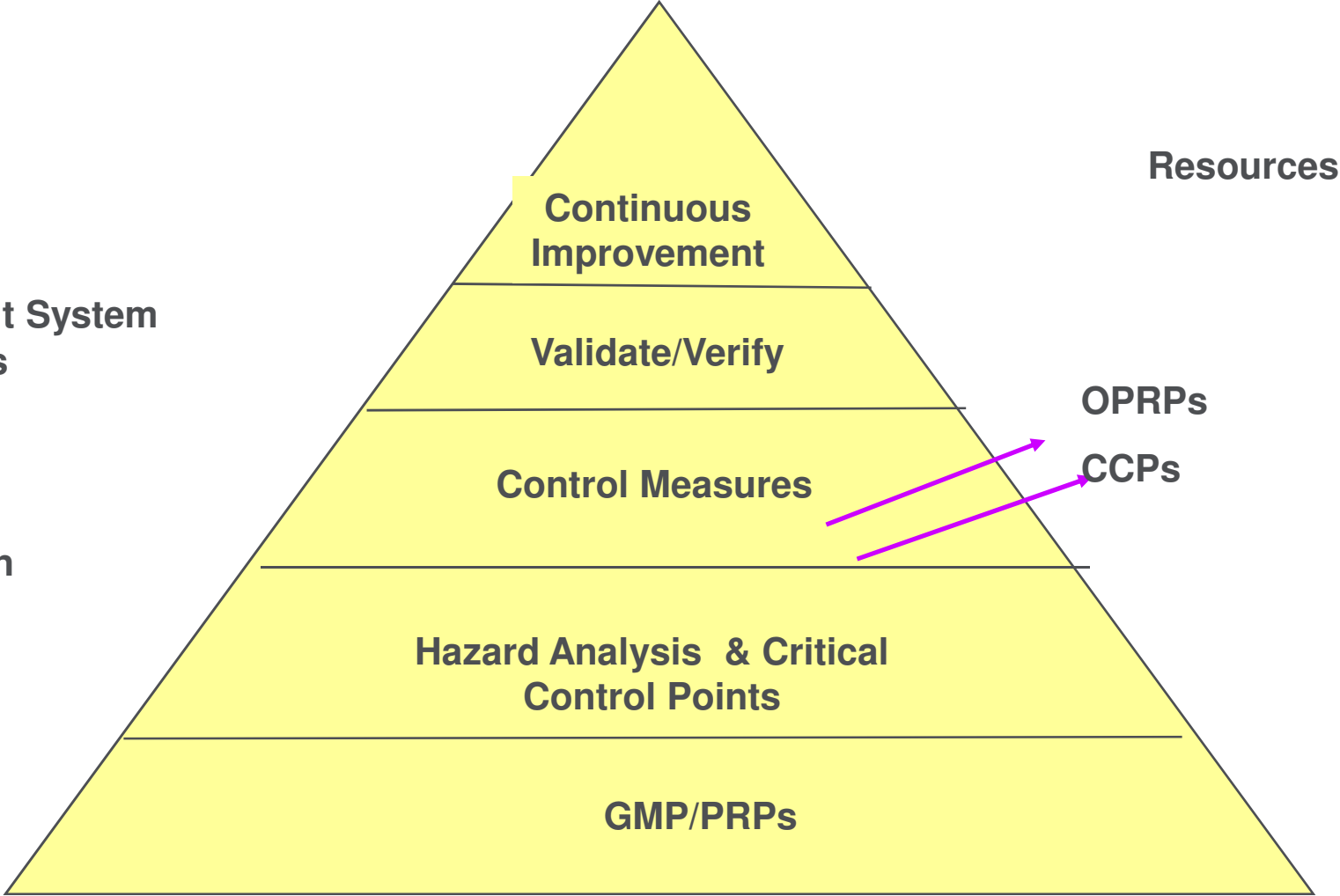
Evolution References



Principle of ISO-22000

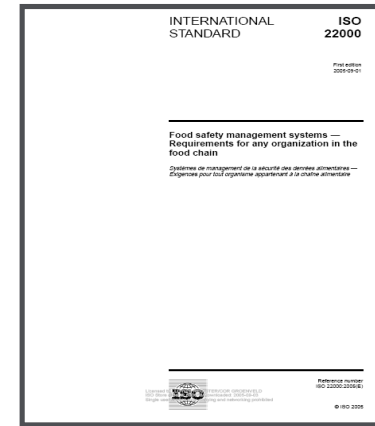


Concept of a typical Food Safety Management System

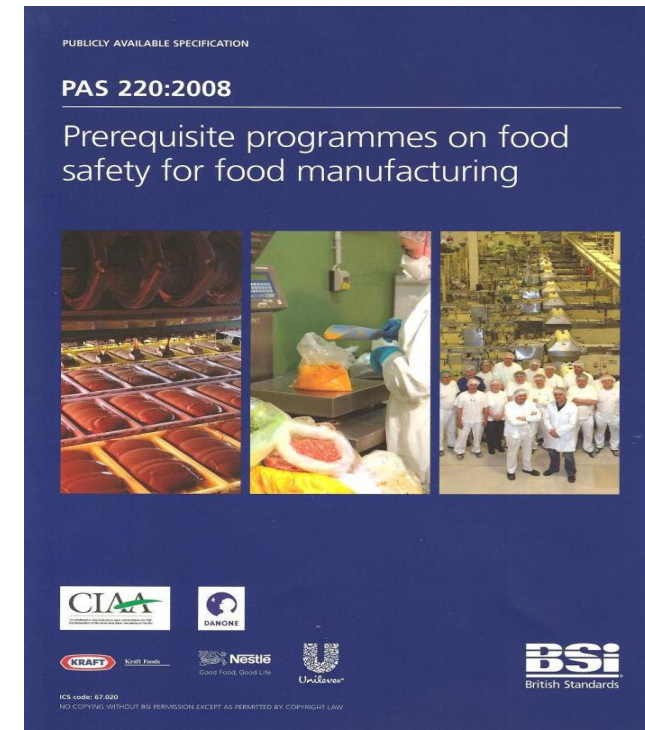
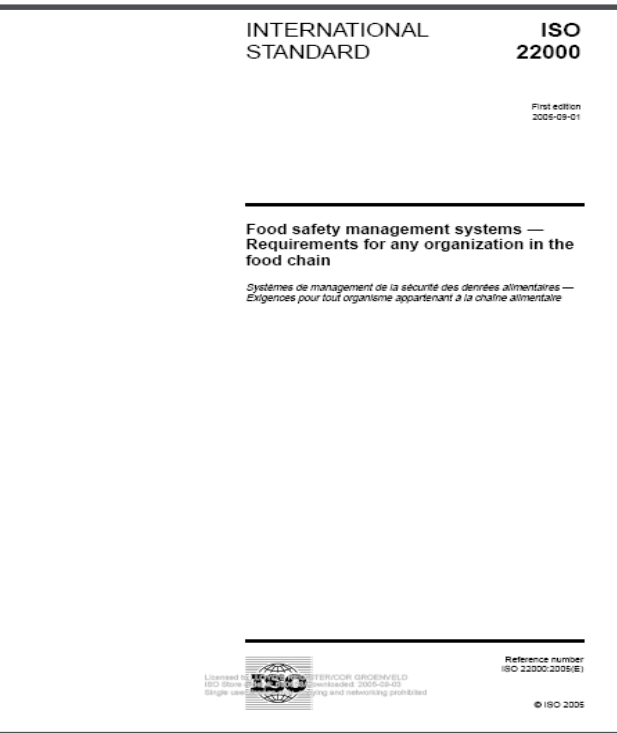


Food Safety Management System Layout

- 1 Scope
- 2 Normative reference
- 3 Terms and definitions
- 4 FSMS
- 5 Management responsibility
- 6 Resource management
- 7 Planning (*includes “establish the HACCP”*)
- 8 Validation, verification and improvement of the FSMS



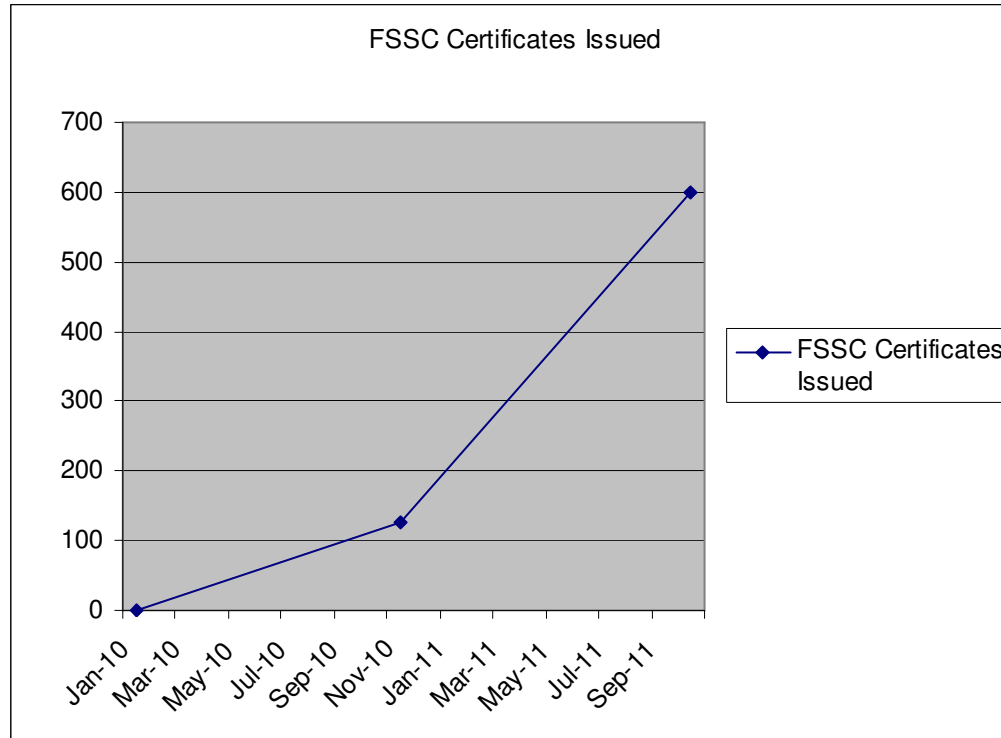
ISO 22000, PAS 220 & FSSC 22000



Taking Stock of FSSC 22000

January 2011, the foundation for Food Safety System Certification started issuing accredited certificates for FSSC 22000.

We believe the number is underestimated



*Overview of FSMS and some comments
based on audit experience*

Clause 4 – Food Safety Management System

Requirements: Food safety hazards are identified, evaluated and controlled and appropriate information is communicated internally and externally and the system is updated.

Clause 4 also covered the administrative side – document requirements including records

Some comments based on audit experience:

- Not all hazards or potential hazards are identified in the hazard analysis*
- Not all documented procedures required by the standard are available*
- There is no differentiation between records and documents and the control required for records are not available*

Clause 5 – Management Responsibility

Management Commitment: Top management shall provide evidence of its commitment to the development and implementation of the FSMS and improve its effectiveness

Some comments based on audit experience:

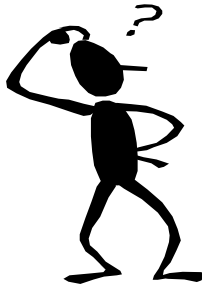
- *Food safety policy is not well defined and updated*
- *Objectives are not measurable and not based on previous challenges encountered*
- *Lack of commitment from management*
- *Management system planning is inadequate*
- *Choosing the food safety team leader*
- *Responsibility and authority of key members of the FSMS*

Clause 5 – Communication

External and Internal communication: the Organization shall establish, implement and maintain effective arrangement for communication with the supply chain and internally

Some comments based on audit experience:

- *Communication channels are not as clear as it should be*
- *Records of communications are not readily available*
- *Evidence of communication with statutory and regulatory bodies are not available*
- *Management of Changes are not communicated to the FST in a timely manner*
- *Not all aspects of management of changes are communicated internally*



Clause 6 – Human Resources

The food safety team and the other personnel carrying out activities having an impact on food safety shall be competent and shall have appropriate training and education

This section also covers Infrastructure and Work Environment



Some comments based on audit experience:

- *Food Safety Team Leader is not chosen on basis of competency*
- *Food Safety Tem is not multidisciplinary*
- *Not all members of the Food Safety Team are properly trained*
- *infrastructure and work environment*



Clause 7 – Planning and Realization of safe products

The Organization shall plan and develop the processes needed for the realization of safe products

Some comments based on audit experience:

- *Weak HACCP program*
- *Vulnerable population not considered for intended use*
- *Poor record keeping for hazard identification, assessment*
- *Lack of understanding between oPRPs and CCPs*
- *Lack of use of decision tree or other tools in the determination of control measures*
- *Not properly assessing Correction and corrective actions*
- *Not properly dealing with non conformities*
- *Inappropriate verification planning*



Clause 8 – Validation, verification and improvement of the FSMS

The food safety team shall plan and implement the processes needed to validate control measures and to verify and improve the FSMS

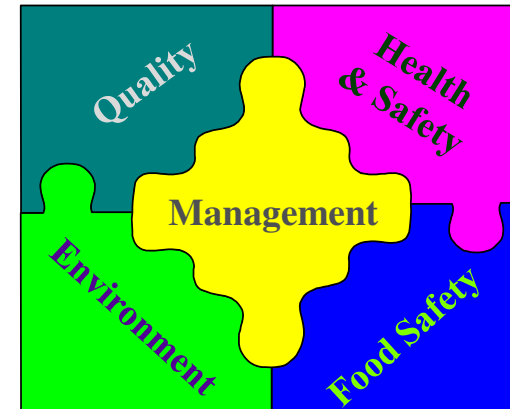


Some comments based on audit experience:

- *Lack of understanding of validation and verification*
- *Inappropriate evaluation of verification results*
- *Incomplete analysis of results of verification and the proper use of the information*
- *No focus on Continual improvement*
- *Not updating FSMS system using a holistic approach*

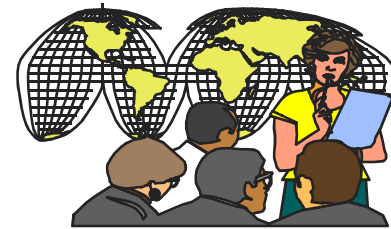
Some advantages of the FSMS

- Holistic approach
- System evaluation vs checklist approach
- Ultimate aim is continual improvement
- Can be integrated with other ISO standards
- International standard
- Base is ISO 22000 and the food sector is developing pre-requisite for other segments of the food industry



FSMS Implementation Tips

- Keep it simple
- Do not recreate the wheel – work with what you have already got
- Start in a logical sequence of implementation
- Instill a culture of food safety from the start
- Ensure management understands the level of commitment needed
- Consider that the ultimate objectives are to control hazards and continually improve your processes
- Adopt the Plan do check Act in all your processes
- Think and Justify actions



Thoughts to ponder....



“The process based approach is analogous to a spider web that relies on interconnection of a systematic structure to provide flexibility and strength preventing a catastrophic failure.”

Mark Overland, Corporate Certification Manager, Cargill

It is not the certificate on the wall that you want but the solid wall behind the certificate

Any Questions?



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