

Management Responsibility

FSKN I 1

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GFSI Intermediate Requirement

- The company shall establish a clear organizational structure which defines and documents job functions, responsibilities and reporting relationships of at least those staff whose activities affect food safety.



Key Criteria

1. Commitment
2. Food Safety Policy
3. Allocation of responsibility, authority and supervision
4. Team management
5. Training and Education
6. Communication

Management Commitment

- The ability to provide adequate resources to develop, implement, maintain and improve a food safety management system
- Dependant upon personal 'attitude', commercial stability and 'vision'
- Define and follow a Food Safety Policy
- Define and follow food safety objectives
- If a food manufacturer cannot consistently produce safe food, this is totally unacceptable
- Customers regard management commitment as highly desirable

ISO Definition- Management Commitment

ISO 22000:2005

‘Overall intentions and direction of an organisation related to food safety as formally expressed by top management’

Food Safety Policy

- ‘Statement of commitment’ or ‘Pledge’ or ‘Promise’ or ‘Obligation’
- Should be short in length and concisely worded
- As a minimum should include reference to food safety, quality and commitment to customer requirements
- Developed and authorised by the most senior manager in the company
- Management shall personally demonstrate commitment to the policy i.e. Personal hygiene, attendance at meetings



Communication of Policy

- Policy should be communicated to **all** staff
- Policy should be easily accessible, for example on notice boards and staff handbooks
- Include in induction program for all staff and ensure they understand



Food Safety Objectives

- Clearly defined and communicated to managers and supervisors
- Objectives must be fully understood and agreed with the responsible individuals
- Objectives shall be measurable, achievable and reflect the resource available to the individual allocated responsibility
- Food safety objectives are not only owned by the food safety or quality department.

Resources

- The adequate provision of human and financial resources is critical
- ‘Adequate’ is subjective but a well structured assessment of needs is vital to understand the requirements
- As the food safety professional you should be in a position to advise senior management on what is ‘adequate’
- The company management shall allocate responsibility to maintain/replace equipment , facilities and services to an agreed specification



Responsibility

- Difficult to ‘measure’, but critical to success
- The correct understanding of individual’s responsibility has a direct effect on company performance, both technically and commercially
- As a food safety manager you should be in a position to influence and guide the company management with regard to food safety requirements
- There is a need to understand dependencies within the company organisational structure i.e. how departments and individuals interact

Organisational Structure

(Example)

‘Map’ the company structure



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Organisational Chart Development

- Always use the job title and not the name of person alone
- Ensure an accurate chart is developed and highlight direct and indirect reporting relationship ,i.e. develop the individual chart structure by department
- Ensure the number of staff with the same job title are recorded on the chart
- Confirm with the top management that the chart is accurate

Responsibility

- Review the food safety requirements and allocate activities effecting food safety to the individual job titles

For example:

Warehouse supervisor-

1. Check the condition of suppliers vehicles delivering raw materials
2. Place a lot number on each delivery of raw material
3. Ensure the raw materials are stored in the appropriate area

Job Descriptions

- Job descriptions should be developed for every job title relevant to food safety
- Once food safety activities have been allocated ensure these are clearly defined in the relevant job descriptions
- Work with departmental managers to ensure they are aware of their obligations and agree these job descriptions
- Cross reference job descriptions to ensure training requirements are clearly defined
- Where activities are key to food safety there must be provision made for deputises to be in place in the absence of the normal job holder and defined in the job description.

Team Management

- All activities in relation to food safety management must be identified and responsibility for controls and monitoring allocated
- Develop a control matrix and agree this with management
- Senior managers must work together to ensure all activities in relation to food safety are in place at all times

Control Matrix

(Example)

Food Safety Activity	Control / Monitoring Responsibility (Job Title)	Deputy (Job Title)
Condition of Raw Material Delivery Vehicle	Warehouse Manager	QA
Inspection of Raw Materials against specification	QA Assistant	QA Manager to allocate
Storage of raw materials	Warehouse Manager	Warehouse Manager to allocate
Raw Material Quarantine	QA Assistant	QA Manager to allocate

Training and Education

- Management shall not only have to responsibility to ensure adequate staff numbers are in place to maintain food safety, but they must ensure the staff are correctly trained and are competent to carry out their duties
- Appropriate supervision should be in place at all times

Communication

- External Communication

- Suppliers
- Contractors
- Customers
- Consumers
- Government authorities

- Internal Communication

- Management team
- Change management
- Dissemination of food safety information across departments and within departments

Management Review

- The company management shall undertake regular review of the food safety management system
- This review is not just the responsibility of the food safety manager but the management team
- The review should focus on the continued conformance with the Food Safety Policy and should review performance indicators
- The review should be recorded

Management Review

A typical management review will assess;

- Supplier performance
- Complaints
- Product rejection
- Incidents
- Corrective actions
- HACCP system
- Previous management records
- Training requirements
- Resource requirements

Actions agreed at the Management Review should be recorded and carried out by the relevant department

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