This workbook is provided to assist in the implementation of your IFSQN SQF Code Edition 8.1 & FSMA Implementation Package. The workbook is divided into 8 steps that are designed to assist you in implementing your food safety management system effectively:

- ✓ Step One: Introducing the SQF Food Safety System
- ✓ Step Two: Senior Management Implementation
- ✓ Step Three: Food Safety Management Implementation
- ✓ Step Four: Good Manufacturing Practices Implementation
- ✓ Step Five: Project Planning
- ✓ Step Six: HACCP Implementation
- ✓ Step Seven: Training
- ✓ Step Eight: Final Steps to SQF Certification

Note: The IFSQN SQF Code Edition 8.1 & FSMA Implementation Package includes a Start Up Guide which should be consulted to guide you through the contents of the package.

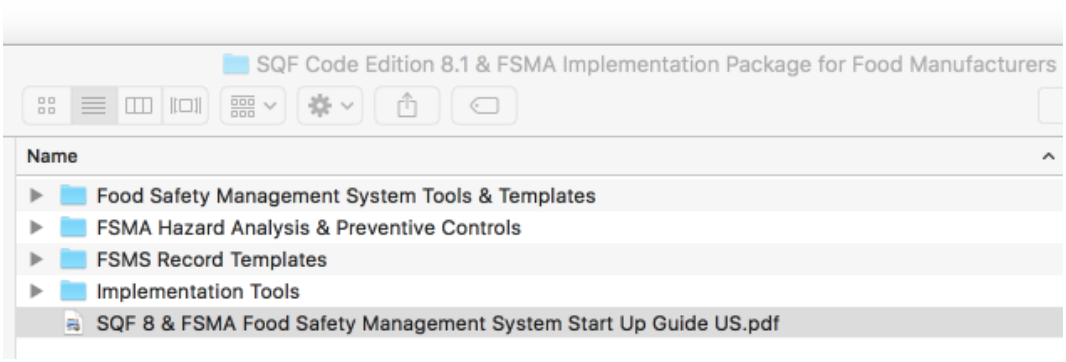
This Implementation Workbook compliments the IFSQN SQF Code Edition 8.1 & FSMA Implementation Package for Food Manufacturers which is an ideal package for organizations looking to meet the requirements of the SQF Food Safety Code for Manufacturing Edition 8.1 and SQFI Guidance for the Implementation of the Preventive Controls for Human Food Rule for SQF Certified Sites.

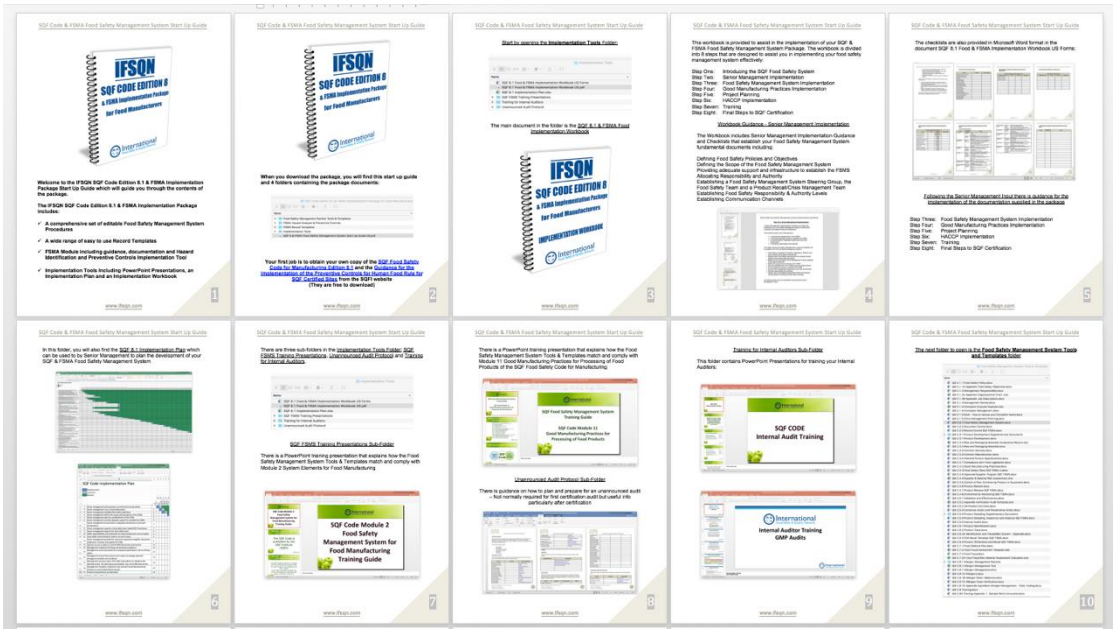
The IFSQN SQF Code Edition 8.1 & FSMA Implementation Package includes:

- ✓ A comprehensive set of editable Food Safety Management System Procedures
- ✓ A range of easy to use Record Templates
- ✓ FSMA Module including guidance, documentation and a Hazard Identification and Preventive Controls Implementation Tool
- ✓ Introduction to the SQF Food Safety Management System Training Modules
- ✓ Allergen Risk Management Tools
- ✓ Food Fraud Risk Assessment Tool
- ✓ Supplier Risk Assessment Tool
- ✓ Internal Auditor and HACCP Training
- ✓ Verification and Validation Record Templates
- ✓ Supplementary Documents and Management Tools
- ✓ Free Technical Support until you achieve certification

As a preliminary to Step 1 we recommend that the you obtain your own copy of the SQF Food Safety Code for Manufacturing Edition 8.1 and the Guidance for the Implementation of the Preventive Controls for Human Food Rule for SQF Certified Sites from the SQFI website
(They are free to download)

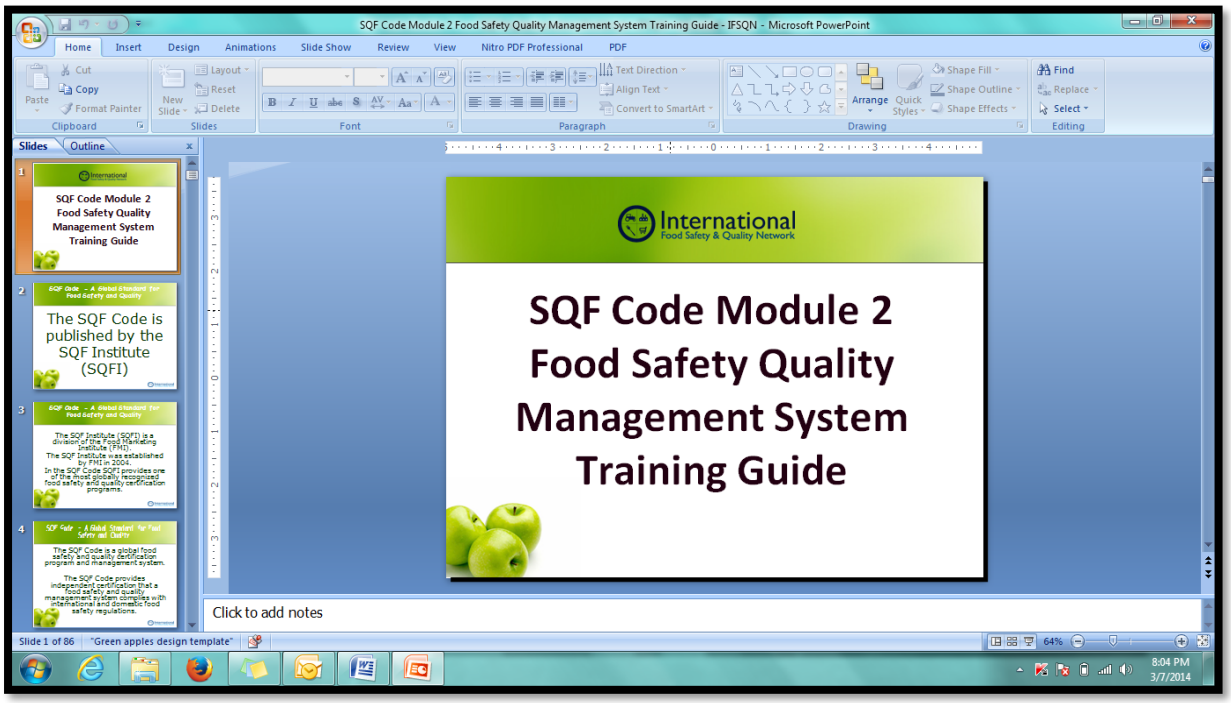
When you download the package, you will find the Start Up Guide and 4 folders containing the package documents:

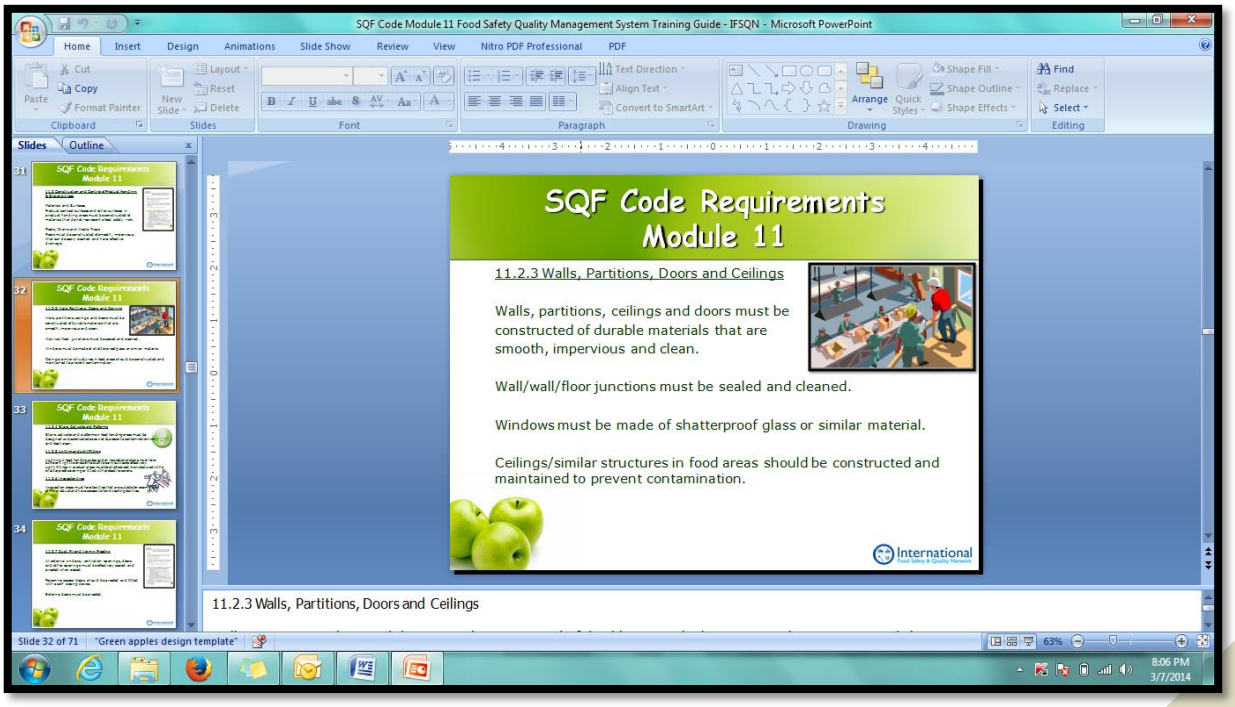




Step One: Introduction to SQF Food Safety Management System

Training Presentations for Module 2: SQF System Elements for Food Manufacturing and Module 11: Good Manufacturing Practices for Processing of Food Products are provided. The presentations will introduce the SQF Food Safety Management System Package to the management team and explain how to start the process of implementing an SQF compliant Food Safety Management System.





Step Two: Senior Management Implementation

A Senior Management Implementation checklist is provided that establishes your Food Safety Management System fundamentals including Food Safety Policies and Objectives.

The checklist guides Senior Management:

- ✓ in planning the establishment of the FSMS
- ✓ in providing adequate support to establish the FSMS
- ✓ in ensuring there is adequate infrastructure and work environment
- ✓ in allocating responsibility and authority

This stage requires the Senior Management to meet and establish the foundations for the Food Safety Management System:

- ✓ Formulating a checklist of Customer, Regulatory, Statutory and other relevant Food Safety requirements
- ✓ Decide which Food Safety requirements the company should address and develop relevant policies.
- ✓ Based on the Food Safety Policy Management Policies establish Food Safety Objectives
- ✓ Define the scope and boundaries of the FSMS
- ✓ Plan the establishment of the FSMS using the project planner
- ✓ Provide adequate support to establish the FSMS
- ✓ Ensure there is adequate infrastructure and work environment
- ✓ Allocate responsibility and authority
- ✓ Assess, plan and establish appropriate internal and external communication (including the food chain) channels

A meeting should now be coordinated involving all the Senior Management Team.

Senior Management FSMS Implementation Meeting

Date

Time

Venue

Agenda

1. Formulating a checklist of Customer, Regulatory, Statutory and other relevant Food Safety requirements
2. Decide which Food Safety requirements the company should address and develop relevant policies.
3. Based on the Food Safety Policy Management Policies establish Food Safety Objectives
4. Define the scope and boundaries of the FSMS
5. Plan the establishment of the FSMS using the project planner
6. Provide adequate support to establish the FSMS
7. Ensure there is adequate infrastructure and work environment
8. Allocate responsibility and authority
9. Assess, plan and establish appropriate internal and external communication (including the food chain) channels

Attendees:

Senior Management Team		
Job Title	**Name**	**Role in Team**
Managing Director		Chairman
Managing		Deputy Chair
Operations Manager		Operations Reporting
Quality Manager		Food Safety and Quality Reporting Management Representative
Planning Manager		Planning and Capacity Reporting
Distribution Manager		Distribution Reporting
Maintenance Manager		Services and Engineering Provision
Finance Manager		Financial Reporting
Human Resources Manager		Resource reporting

Senior Management FSMS Implementation Checklist

The Senior Management FSMS Implementation Meeting should follow the guidelines of the Senior Management Implementation Checklist:

Action (i)	Senior management formulate a checklist of Customer, Regulatory, Statutory and other relevant Food Safety requirements	
	Customer/Regulatory/Statutory/Other	Record Details
	XYZ Customer Requires this	
	SQF Code Edition 8 2017	
	Food Regulations	
	FSMA Final Rule for Preventive Controls for Human Food	
Action (ii)	Senior Management decides which Food Safety requirements the company should address and develop relevant policies.	
	Requirement	Policy Details

Key Personnel and Nominated Deputies

Job Title	Job Holder	Nominated Deputy
Emergency Response Coordinator		
Food Safety Team Leader		
Management Representative		
Managing		
Operations Manager		
Production Manager		
Warehouse Manager		
Maintenance Manager		
Factory Safety Manager		
Human Resource Manager		
Quality Manager		
Production Supervisor		
Packing Manager		
Planning Manager		
Goods Receipt Manager		
Design and Development Manager		
Customer Service Manager		
Laboratory Manager		
Distribution Manager		
Project Manager		

Senior Management Establish a Product Recall/Crisis Management Team

Crisis Management/Product Recall Team			
Crisis	**Name**	**Crisis Coordinator**	**Contact Details**
Fire or Site evacuation		Health and Safety Manager	
Utility Supply failure		Maintenance Manager	
IT systems failure		Operations Manager	
Water Supply Contamination		Quality Manager	
Breaches of security		Managing	
Distribution Failure		Distribution Manager	
Bomb Threat or similar		Managing	
Bioterrorism		Managing Director	
Extortion or Sabotage		Managing	
Product quality or safety		Quality Manager	

Senior Management Establish Food Safety Responsibility & Authority Levels

Example Key Responsibilities

Process	Responsible Persons	Activity
Purchases	Purchasing Manager	Purchase ingredients from approved and certified sources Ensure purchase orders comply with applicable specifications
	Quality Manager	Ensure adequate information on supply application form Ensure suppliers adhere to supply handling practices Perform suppliers audit or review supply status where necessary
Receiving and warehousing	QA/QC & Store Executives	Compare PO and Delivery note or check contracts as per Suppliers Specifications criteria (if applicable) Check receiving temperature, pest infestations, quality, packing conditions and truck hygiene. Observe unloading practices Handle incoming goods as per documented procedures Ensure Good Storage Practices and FIFO rotation principles
Preparation of Ingredients	QA/QC, Production Manager & Production Executive	Follow safe food preparation and handling practices Check environmental hygiene and safety Check equipment process performance and maintenance Check water quality and safety Check raw materials identification and traceability
Production	QC/QC, Production Manager, Supervisor & Operators	Maintain product recipes and characteristics Do not modify recipes prior to approval from top management Follow safe food handling practices Ensure Good Manufacturing Practices are adhered to Follow cleaning and sanitation standards and procedures Follow the handling standards of raw and processed foods
Holding and Filling of Processed Food	Production Supervisor & Operators	Follow safe food holding procedures Hold foods outside the range of danger zone Follow safe food filling procedures into primary packaging
Capping, coding and packing	Production Supervisor & Operators	Follow safe capping procedures Ensure food in primary packaging are hygienically located Ensure coding for traceability is performed to procedures Follow secondary packaging procedures to protect products

Senior Management Establish Food Safety Responsibility & Authority Levels

Process	Responsible Persons	Activity

- Management Changes and changes in levels of responsibility and authority

The following additional key information should be communicated promptly to the food safety team so that they can ensure the information is included in updating the food safety quality management system where appropriate:

- Results of Inspections by Regulatory Authorities and any changes in regulatory requirements
- New information regarding Food Safety Hazards and Control Measures
- Food Safety Issues and Health Hazards associated with the product
- Anything else considered likely to have an impact on food safety

By communicating effectively with all employees all employees will be able to contribute to the effectiveness of the Food Safety Quality Management System.

Senior management assess plan and establish appropriate internal and external communication (including the food chain) channels		
Communication required	Details	Responsibility

Step Three: Food Safety Management System

The SQF Food Safety Management System Package contains a comprehensive top level Food Safety Management procedures templates that form the foundations of your Food Safety Management System so you don't have to spend 1,000's of hours writing compliant procedures:

Module 2 System Elements for Food Manufacturing

QM 2.1.1 Food Safety and Quality Policy
QM 2.1.1A Appendix Food Safety and Quality Objectives
QM 2.1.2 Management Responsibility
QM 2.1.2A Appendix Organizational Chart
QM 2.1.2B Appendix Job Descriptions
QM 2.1.3 Management Review
QM 2.1.4 Complaint Management
QM 2.1.4 Complaint Analyzer Example
QM 2.1.4 Note - How to reduce your Complaint levels
QM 2.1.5 Crisis Management Planning
QM 2.2.1 Food Safety Management System
QM 2.2.2 Document Control
QM 2.2.3 Record Control
QM 2.3.1 Product Development
QM 2.3.1 Product Development Supplementary Documents - Folder - Advanced
QM 2.3.2 Raw and Packaging Materials
QM 2.3.2 Raw and Packaging Materials Acceptance Record
QM 2.3.3 Contract Services
QM 2.3.4 Contract Manufacturers
QM 2.3.5 Finished Product Specifications
QM 2.4.1 Compliance with Food Legislation
QM 2.4.2 Good Manufacturing Practices
QM 2.4.3 Food Safety Plans
QM 2.4.4 Approved Supplier Program
QM 2.4.4 Supplier & Material Risk Assessment
QM 2.4.5 Control of Non-Conforming Product or Equipment
QM 2.4.6 Product Rework
QM 2.4.7 Product Release
QM 2.4.8 Environmental Monitoring
QM 2.5.1 Validation and Effectiveness
QM 2.5.2 Verification Activities
QM 2.5.2 Appendix Verification Audit Schedule

Step Five: Project SQF Implementation

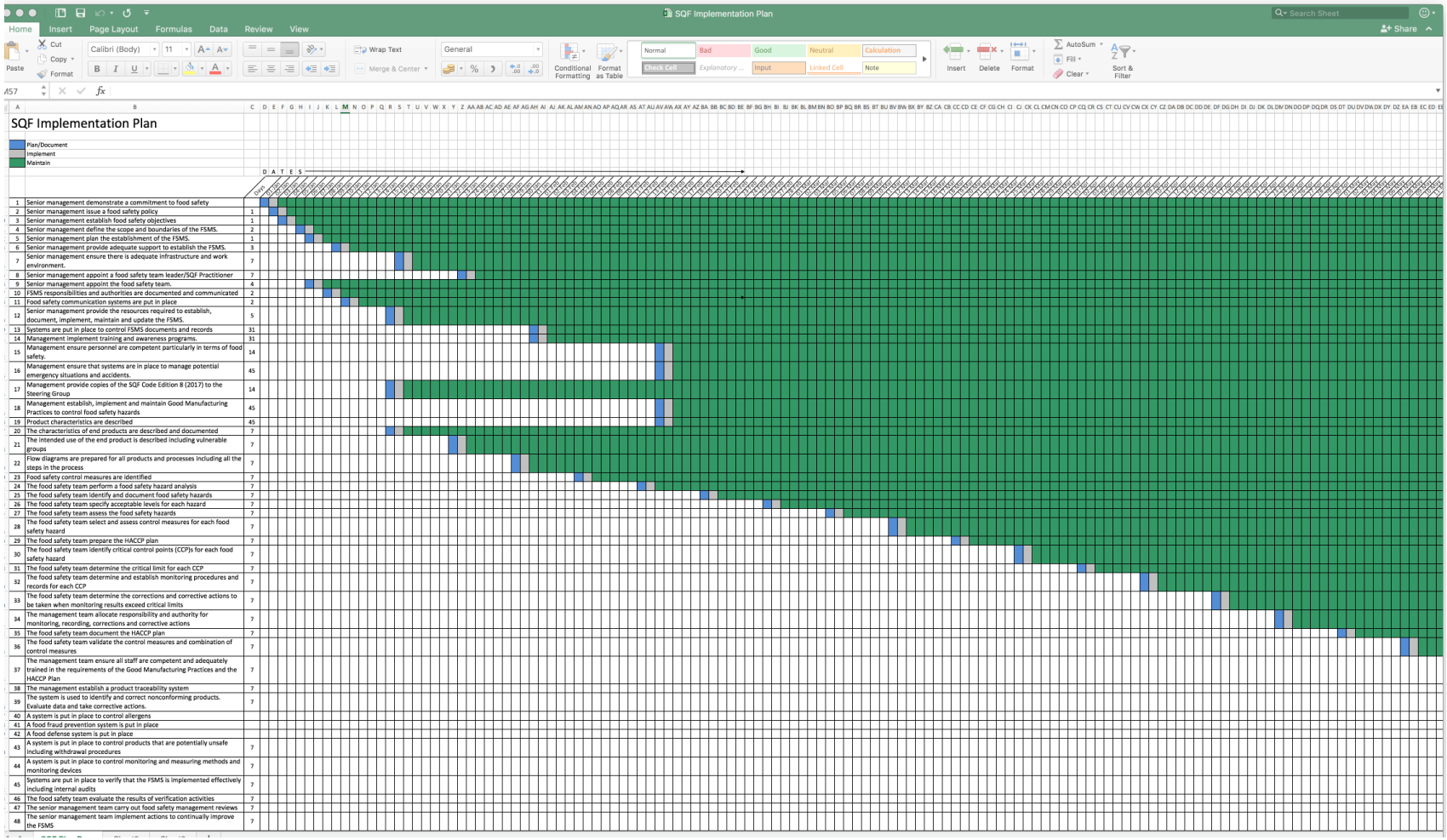
The package contains project tools to assist in achieving SQF certification. In this part of the package you will need to:

- ✓ Make sure that the Steering Group are established and briefed
- ✓ Make sure that the Steering Group take control of the Project Plan established by Senior Management

Food Safety Management System Steering Group			
FSMS Team Member	**Name**	**Position**	**Qualification**
FSMS Team Leader			
FSMS Assistant Leader			
FSMS Team Members			

Project Plan

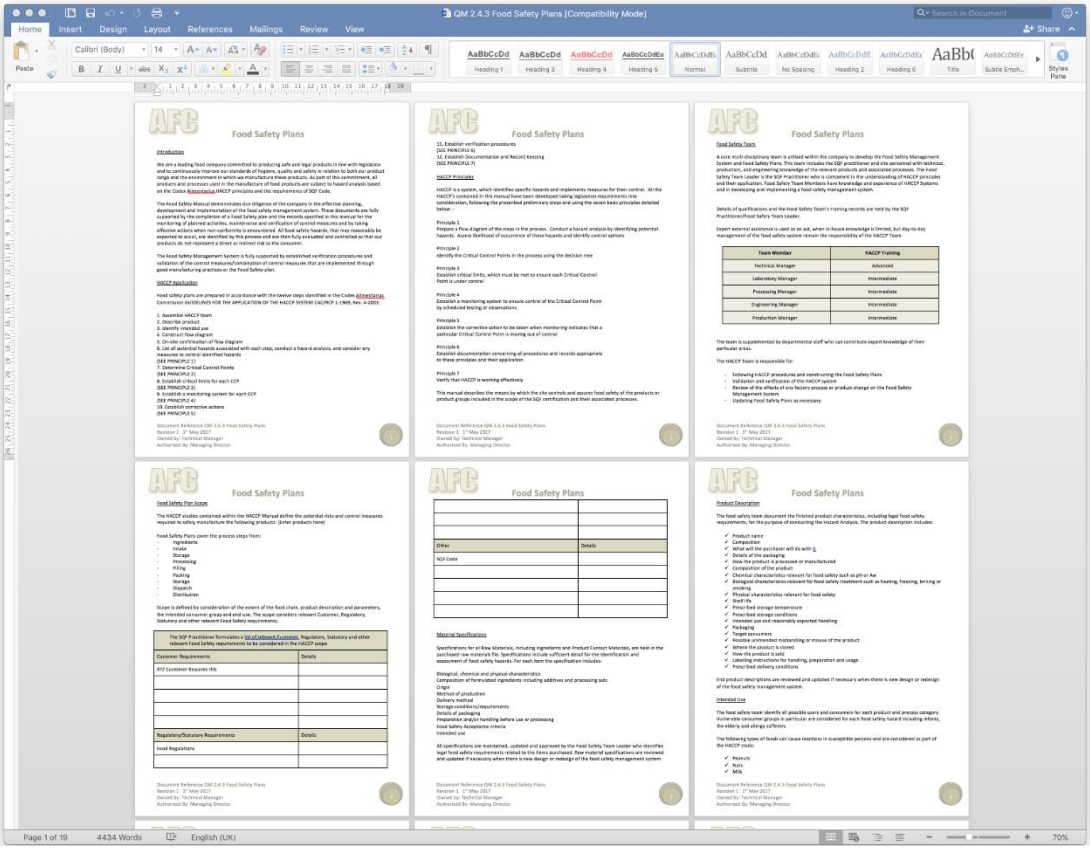
The Steering Group use the Excel Project Plan developed by Senior Management as a step by step guide to implementing the Food Safety Management System.



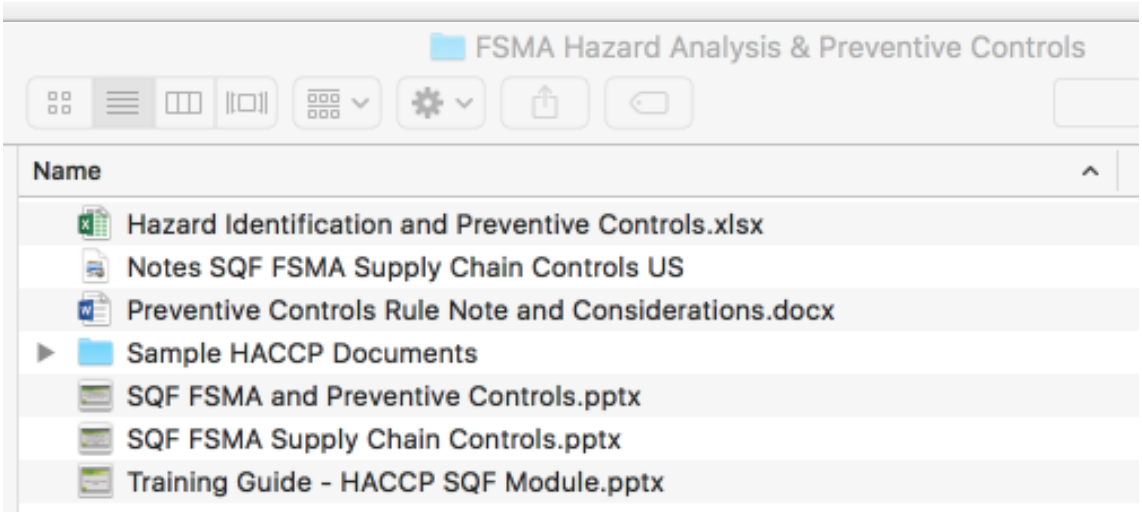
Project Planning Tasks		Responsibility	Comments	Due Date for Completion	Date Completed
1)	Senior management demonstrate a commitment to food safety	Senior Management Team	Completed in Step 2		
2)	Senior management issue a food safety policy	Senior Management Team	Completed in Step 2		
3)	Senior management establish food safety objectives	Senior Management Team	Completed in Step 2		
4)	Senior management define the scope and boundaries of the FSMS.	Senior Management Team	Completed in Step 2		
5)	Senior management plan the establishment of the FSMS.	Senior Management Team	Completed in Step 2		
6)	Senior management provide adequate support to establish the FSMS.	Senior Management Team	Completed in Step 2		
7)	Senior management ensure there is adequate infrastructure and work environment.	Senior Management Team	Completed in Step 2		
8)	Senior management appoint a food safety team leader/SQF Practitioner	Senior Management Team	Completed in Step 2		
9)	Senior management appoint the food safety team.	Senior Management Team	Completed in Step 2		
10)	FSMS responsibilities and authorities are documented and communicated	Senior Management Team	Completed in Step 2		
11)	Food safety communication systems are put in place	Senior Management Team	Completed in Step 2		

Step Six: HACCP Implementation

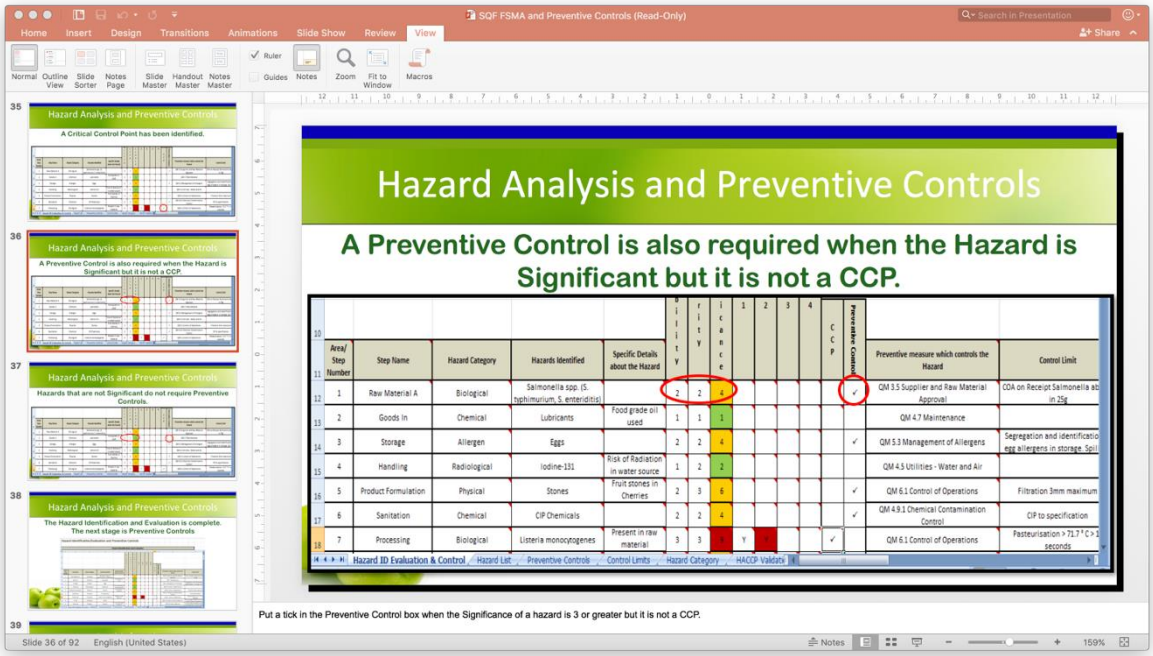
Included in the package there are supplementary documents, tools and guidance to the document QM 2.4.3 Food Safety Plans (19 page HACCP procedural template)



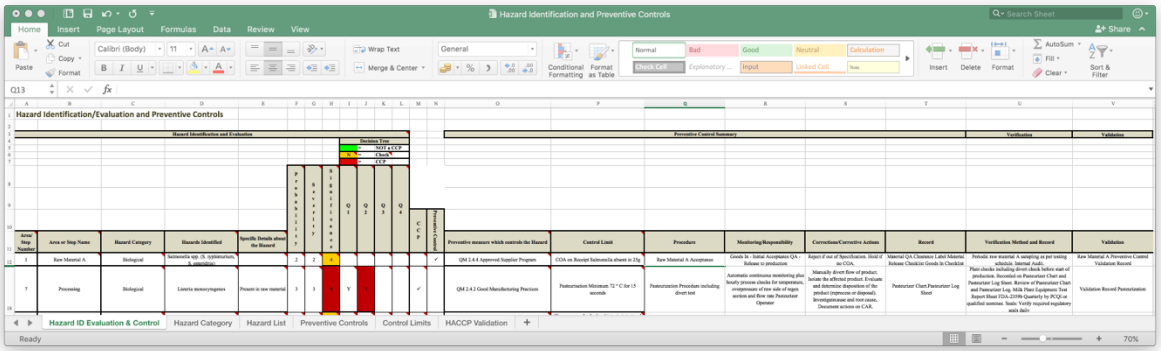
The folder contains sample HACCP Documents, Guidance and Tools for the Implementation of Preventive Controls.

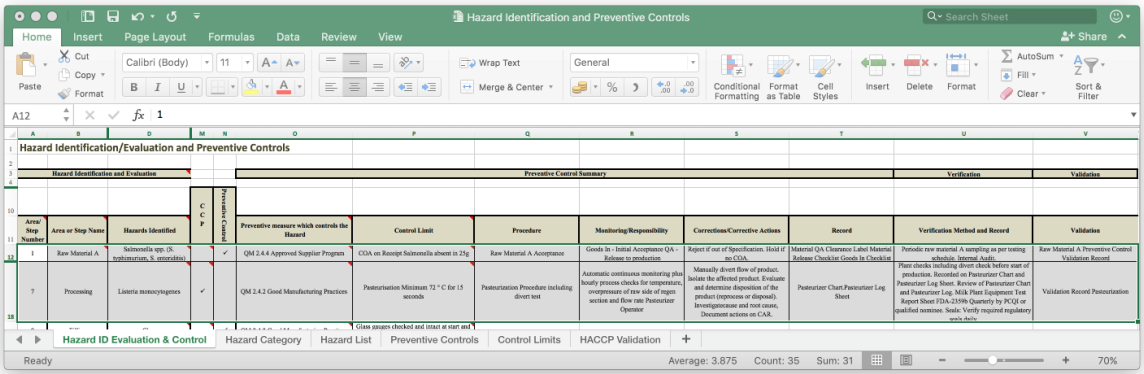


Guidance and Tools for the Implementation of Preventive Controls



Implementation Tool for the Identification of CCPs and Preventive Controls enabling you to create your Food Safety Plans





- Biological characteristics relevant for food safety treatment such as heating, freezing, brining or smoking
- Physical characteristics relevant for food safety
- Shelf life
- Prescribed storage temperature
- Prescribed storage conditions
- Intended use and reasonably expected handling
- Packaging
- Target consumers
- Possible unintended mishandling or misuse of the product
- Where the product is stored
- How the product is sold
- Labelling Instructions for handling, preparation and usage
- Prescribed delivery conditions

Product Description

Product Description Questions	Details
What is the product name?	
What will the purchaser do with it?	
Details of the packaging?	
How is the product processed or manufactured?	
What is the composition of the product?	
Is there preservation from chemical composition such as pH or Aw?	
Does the product receive microcidal treatment such as heating, freezing, brining or smoking?	
What is the Shelf life?	
What is the prescribed storage temperature?	
What are the prescribed storage conditions?	
Who are the target consumers?	
Where is the product stored?	
How is the product sold?	
Labelling Instructions?	
Prescribed delivery conditions?	

* See example in the Sample HACCP Documents Sub-Folder

Task 27 The food safety team assess the food safety hazards

Each potential food safety hazard should now be risk assessed by the Food Safety Team to determine whether its elimination or reduction to acceptable levels is required to produce a safe product and also any controls required to achieve the acceptable levels.

For each step grades of impact (severity of adverse health effects) and probability (likelihood of a food safety hazard occurring) need to be allotted and the combined matrix used to judge the severity and priority for elimination or minimization of the hazard.

The Food Safety Team should identify the hazards that need to be prevented, eliminated or reduced to acceptable levels.

The Food Safety Team need to consider the probability of the hazard occurring, the severity of the hazard on the consumer, the vulnerability of the targeted consumer, the survival and multiplication of any biological hazards and any likely toxin production, the presence of chemicals or foreign bodies, contamination at any stage in the process and possible deliberate contamination or adulteration. This process is assisted using the worksheet Hazard Identification & Preventive Controls Tool:

Taking these factors into account a rating is given for probability and severity. Use the templates provided in the HACCP Manual to assist you.:

Step Number	Step Name	Hazards Identified	Probability	Severity	Significance
1	Delivery of Ingredient A	Bone	1	3	3
1	Delivery of Ingredient A	Campylobacter spp.	2	3	6
1	Delivery of Ingredient A	Contamination with Bacteria from pests	3	3	9
1	Delivery of Ingredient A	Pesticides	3	1	3
1	Delivery of Ingredient A	Salmonella spp. (S. typhimurium, S. enteriditis)	3	3	9
1	Delivery of Ingredient A	Bacteria (spore-forming) General	2	2	4
1	Delivery of Ingredient A	Pest control chemicals	1	1	1

Control Measure Validation

Product Category			
Step Number			
Hazard			
Control Measure			
Validation Methods	Applicable		Comments
	Yes	No	
Third Party Scientific Validation			
Historical Knowledge			
Simulated Production Conditions			
Collection of Data in normal production			
Admissible in industrial practices			
Statistical Programs			
Mathematical Modelling			
Conclusion			
Internal Validation Required?			
If so by which method?			
CCP Confirmed			
Authorized by(Name):			
Signature:			

At this stage, you will now be able to complete Tasks 38 – 44 using the document templates provided:

Task 38: The management establish a product traceability system - QM 2.6.2 Product Trace

Task 39: The system is used to identify and correct nonconforming products. Evaluate data and take corrective actions. - QM 2.4.5 Control of Non-Conforming Product or Equipment & QM 2.5.3 Corrective Action and Preventative Action

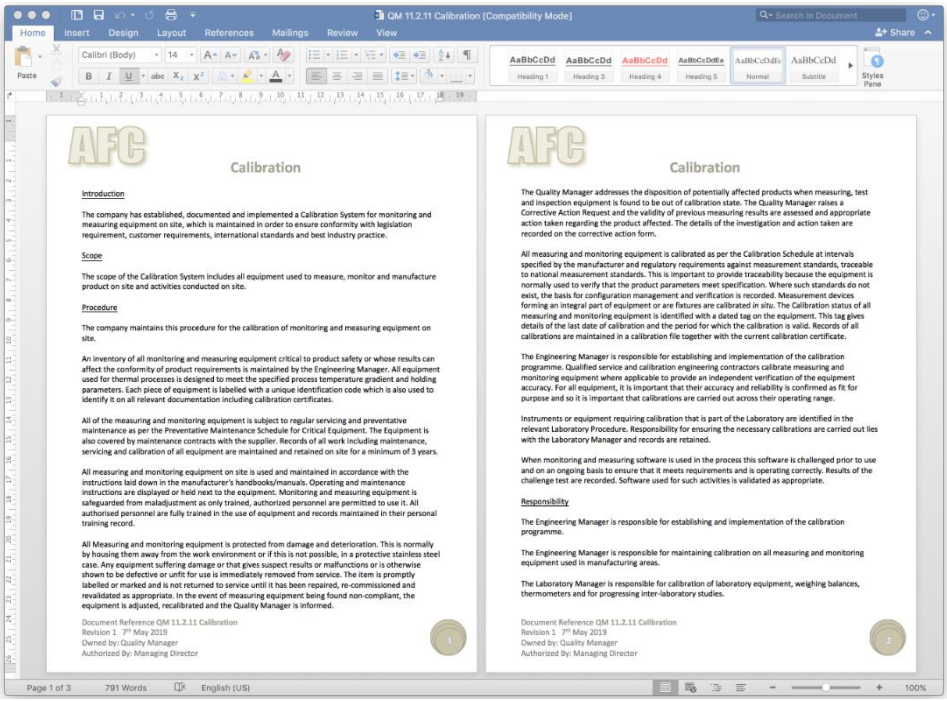
Task 40: A system is put in place to control allergens - QM 2.8.1 Allergen Management

Task 41: A food fraud prevention system is put in place - QM 2.7.2 Food Fraud

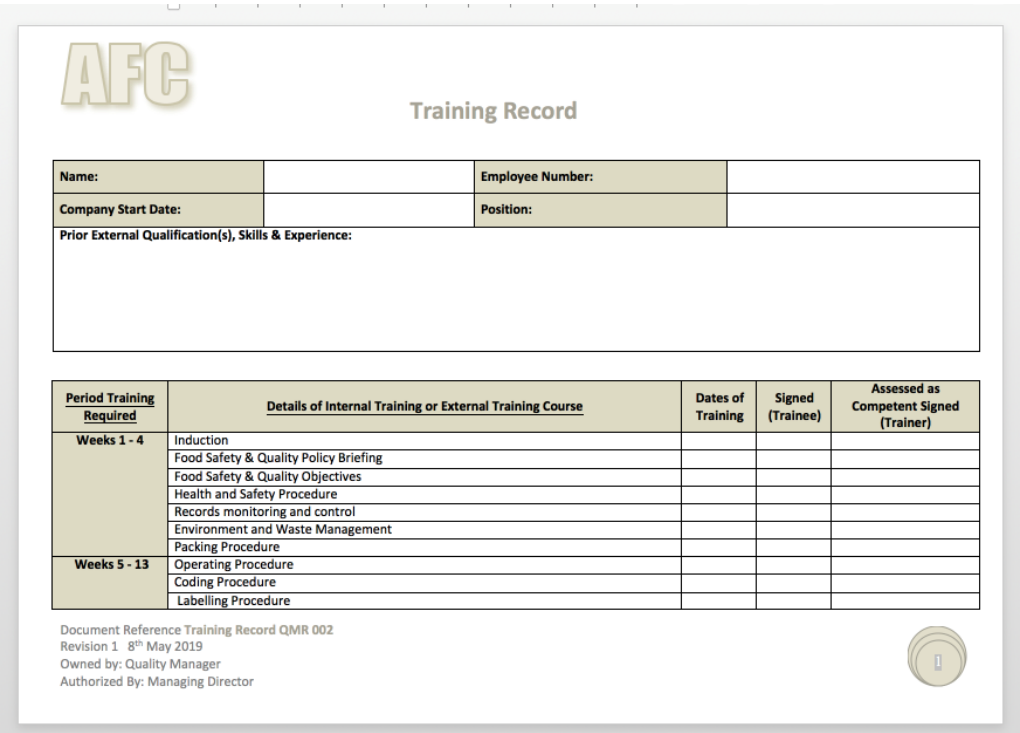
Task 42: A food defense system is put in place - QM 2.7.1 Food Defense Plan

Task 43: A system is put in place to control products that are potentially unsafe including withdrawal procedures - QM 2.6.3 Product Withdrawal and Recall

Task 44: A system is put in place to control monitoring and measuring methods and monitoring devices - QM 11.2.11 Calibration



QMR 002 Training Record



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Training Record

Name:		Employee Number:	
Company Start Date:		Position:	
Prior External Qualification(s), Skills & Experience:			

Period Training Required	Details of Internal Training or External Training Course	Dates of Training	Signed (Trainee)	Assessed as Competent Signed (Trainer)
Weeks 1 - 4	Induction			
	Food Safety & Quality Policy Briefing			
	Food Safety & Quality Objectives			
	Health and Safety Procedure			
	Records monitoring and control			
	Environment and Waste Management			
	Packing Procedure			
Weeks 5 - 13	Operating Procedure			
	Coding Procedure			
	Labelling Procedure			

Document Reference Training Record QMR 002
Revision 1 8th May 2019
Owned by: Quality Manager
Authorized By: Managing Director

Basic SQF Code Training should be given to all staff and also include:

- ✓ Job/Task Performance
- ✓ Company Safety and Quality Policies and Procedures
- ✓ Good Manufacturing Practices
- ✓ Cleaning and Sanitation procedures
- ✓ HACCP
- ✓ Bio security and Food Defense
- ✓ Product Quality and Grading
- ✓ Chemical Control
- ✓ Hazard Communication
- ✓ Blood borne Pathogen
- ✓ Emergency Preparedness
- ✓ Employee Safety
- ✓ Safety Regulatory Requirements/Quality Regulatory Requirements

The Food Safety Team should receive extra training:

- ✓ Internal Audit Training (Conducted in Step Seven)
- ✓ HACCP Training

Remember all food handlers should receive Basic Food Hygiene Training

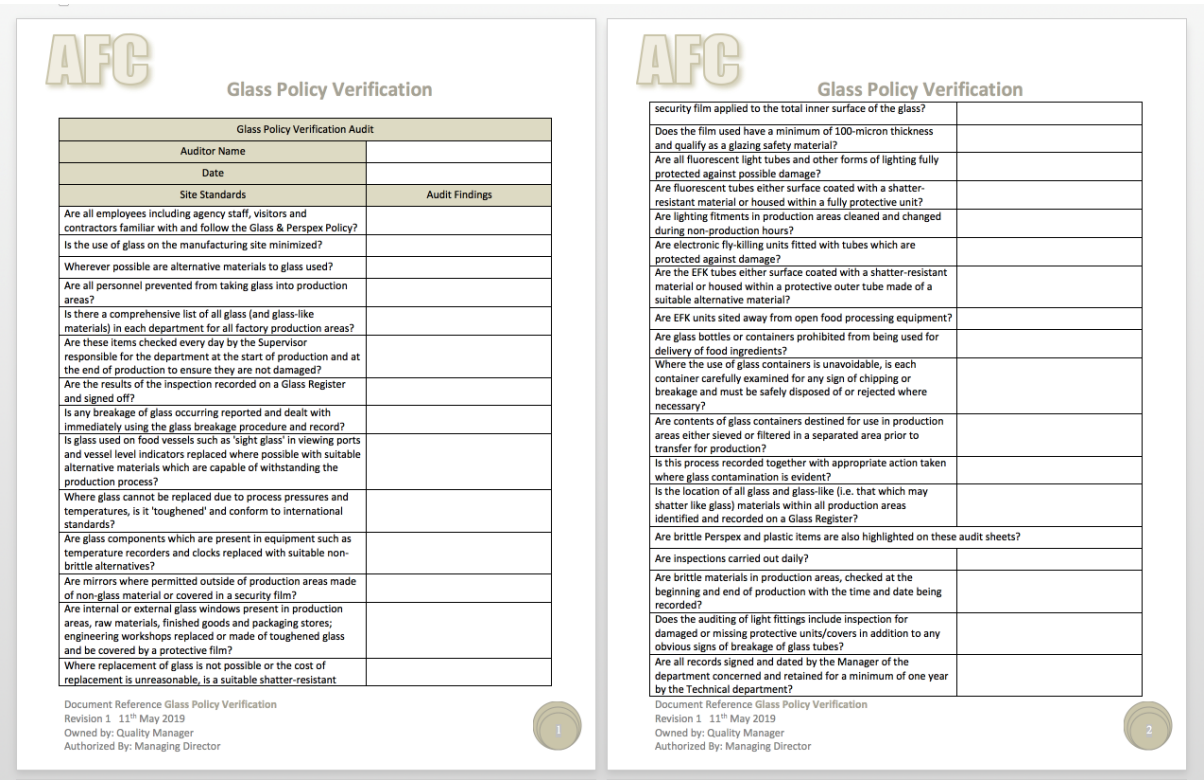
Stage Eight: Final Steps to SQF Certification

There a few final steps to achieving SQF Certification:

- ✓ Verify that the FSMS is implemented effectively including internal audits
- ✓ Evaluate the results of verification activities
- ✓ Carry out Management Reviews
- ✓ Carry out an assessment of your system to make sure that it meets the requirements of the SQF Code and have the appropriate Good Manufacturing using the SQF System Self-Assessment Checklists for Suppliers
- ✓ Ensure any areas requiring corrective action are addressed
- ✓ Choose your Certification Body
- ✓ Agree a Contract with a Certification Body
- ✓ Pre-audit Document Review
- ✓ On-Site Audit
- ✓ Audit Review
- ✓ Certification Body Review
- ✓ Celebrate!
- ✓ Communicate your success!

You can also use the SQF Preventive Control Audit Checklist to assess your Food Safety Management Systems alignment with the FSMA Preventive Controls Rule for Human Food.

Verification Record Example



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Glass Policy Verification

Glass Policy Verification Audit	
Auditor Name	
Date	
Site Standards	Audit Findings
Are all employees including agency staff, visitors and contractors familiar with and follow the Glass & Perspex Policy?	
Is the use of glass on the manufacturing site minimized?	
Wherever possible are alternative materials to glass used?	
Are all personnel prevented from taking glass into production areas?	
Is there a comprehensive list of all glass (and glass-like materials) in each department for all factory production areas?	
Are these items checked every day by the Supervisor responsible for the department at the start of production and at the end of production to ensure they are not damaged?	
Are the results of the inspection recorded on a Glass Register and signed off?	
Is any breakage of glass occurring reported and dealt with immediately using the glass breakage procedure and record?	
Is glass used on food vessels such as 'sight glass' in viewing ports and vessel level indicators replaced where possible with suitable alternative materials which are capable of withstanding the production process?	
Where glass cannot be replaced due to process pressures and temperatures, is it 'toughened' and conform to international standards?	
Are glass components which are present in equipment such as temperature recorders and clocks replaced with suitable non-brittle alternatives?	
Are mirrors where permitted outside of production areas made of non-glass material or covered in a security film?	
Are internal or external glass windows present in production areas, raw materials, finished goods and packaging stores; engineering workshops replaced or made of toughened glass and be covered by a protective film?	
Where replacement of glass is not possible or the cost of replacement is unreasonable, is a suitable shatter-resistant	

Document Reference Glass Policy Verification
Revision 1 11th May 2019
Owned by: Quality Manager
Authorized By: Managing Director

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Glass Policy Verification

security film applied to the total inner surface of the glass?	
Does the film used have a minimum of 100-micron thickness and qualify as a glazing safety material?	
Are all fluorescent light tubes and other forms of lighting fully protected against possible damage?	
Are fluorescent tubes either surface coated with a shatter-resistant material or housed within a fully protective unit?	
Are lighting fitments in production areas cleaned and changed during non-production hours?	
Are electronic fly-killing units fitted with tubes which are protected against damage?	
Are the EFK tubes either surface coated with a shatter-resistant material or housed within a protective outer tube made of a suitable alternative material?	
Are EFK units sited away from open food processing equipment?	
Are glass bottles or containers prohibited from being used for delivery of food ingredients?	
Where the use of glass containers is unavoidable, is each container carefully examined for any sign of chipping or breakage and must be safely disposed of or rejected where necessary?	
Are contents of glass containers destined for use in production areas either sieved or filtered in a separated area prior to transfer for production?	
Is this process recorded together with appropriate action taken where glass contamination is evident?	
Is the location of all glass and glass-like (i.e. that which may shatter like glass) materials within all production areas identified and recorded on a Glass Register?	
Are brittle Perspex and plastic items are also highlighted on these audit sheets?	
Are inspections carried out daily?	
Are brittle materials in production areas, checked at the beginning and end of production with the time and date being recorded?	
Does the auditing of light fittings include inspection for damaged or missing protective units/covers in addition to any obvious signs of breakage of glass tubes?	
Are all records signed and dated by the Manager of the department concerned and retained for a minimum of one year by the Technical department?	

Document Reference Glass Policy Verification
Revision 1 11th May 2019
Owned by: Quality Manager
Authorized By: Managing Director

2

Task 46 The food safety team evaluate the results of verification activities

The Food Safety Team should define the methods, frequencies and responsibilities for verification activities. Verification activities should be put in place by the Food Safety Team to confirm the effective operation of the Food Safety Management System.

The aim of the evaluation of the results of verification activities by the Food Safety Team is to confirm that:

- ✓ HACCP (Food Safety) Plan is implemented and effective
- ✓ GMPP(s) are implemented and effective
- ✓ Infrastructure and Maintenance standards are satisfactory
- ✓ Hazards are below identified acceptable levels
- ✓ All other procedures required for the effective operation of the Food Safety Management System are implemented and effective.

Verification result non-compliances including those from internal/external audits and Key Performance Indicators should be reported by the Food Safety Representative and reviewed by Food Safety Team at regular meetings.

Senior Management Review Meeting Notification

Date

Time

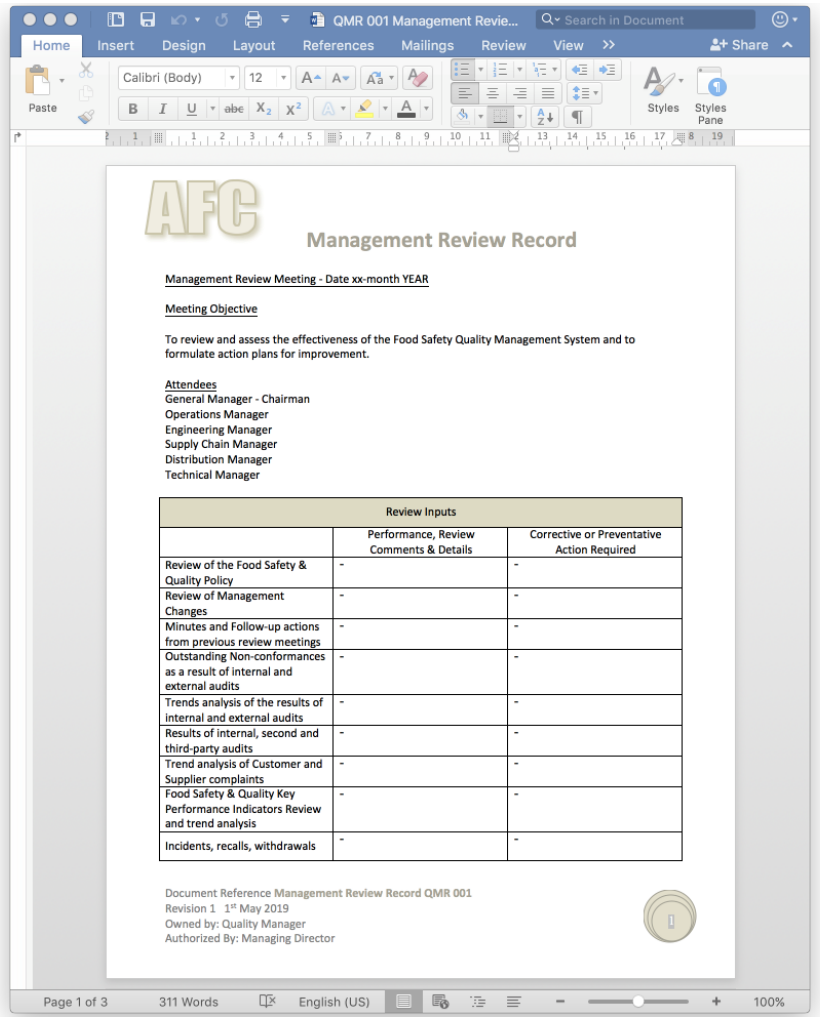
Venue

Agenda

1. Review of the Food Safety Policy
2. Review of Management Changes
3. Minutes and Follow-up actions from previous review meetings
4. Outstanding Non-conformances as a result of internal and external audits
5. Results of external second and third-party audits
6. Trend analysis of Customer and Supplier complaints
7. Analysis of the results of verification activities including internal hygiene and HACCP (Food Safety) Plan verification audits
8. Quality Key Performance Indicators Review and trend analysis
9. Emergencies and Accidents
10. Process performance and product conformity
11. Corrective and preventive action status
12. Food Safety incidents including allergen control and labelling, recalls, withdrawals, safety or legal issues
13. Review of planning and development of the processes needed for the realization of safe products including changes which could affect food safety and the HACCP (Food Safety) Plan (including legislation changes and scientific information)
14. Changes to policies and objectives
15. Communication activities and effectiveness of communication
16. Results of review and system updating
17. Review of Resources and effectiveness of Training
18. Recommended improvements
19. Customer Feedback and Sales levels are reviewed to give an indication of trends
20. A.O.B

Attendees:

Senior Management Team		
Job Title	**Name**	**Role in Team**
Managing Director		Chairman
Managing		Deputy Chair
Operations Manager		Operations Reporting
Quality Manager		Food Safety Reporting SQF Practitioner
Planning Manager		Planning and Capacity Reporting
Distribution Manager		Distribution Reporting
Maintenance Manager		Services and Engineering Provision
Finance Manager		Financial Reporting
Human Resources Manager		Resource reporting



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Management Review Record

Management Review Meeting - Date xx-month YEAR

Meeting Objective

To review and assess the effectiveness of the Food Safety Quality Management System and to formulate action plans for improvement.

Attendees
General Manager - Chairman
Operations Manager
Engineering Manager
Supply Chain Manager
Distribution Manager
Technical Manager

Review Inputs		
	Performance, Review Comments & Details	Corrective or Preventative Action Required
Review of the Food Safety & Quality Policy	-	-
Review of Management Changes	-	-
Minutes and Follow-up actions from previous review meetings	-	-
Outstanding Non-conformances as a result of internal and external audits	-	-
Trends analysis of the results of internal and external audits	-	-
Results of internal, second and third-party audits	-	-
Trend analysis of Customer and Supplier complaints	-	-
Food Safety & Quality Key Performance Indicators Review and trend analysis	-	-
Incidents, recalls, withdrawals	-	-

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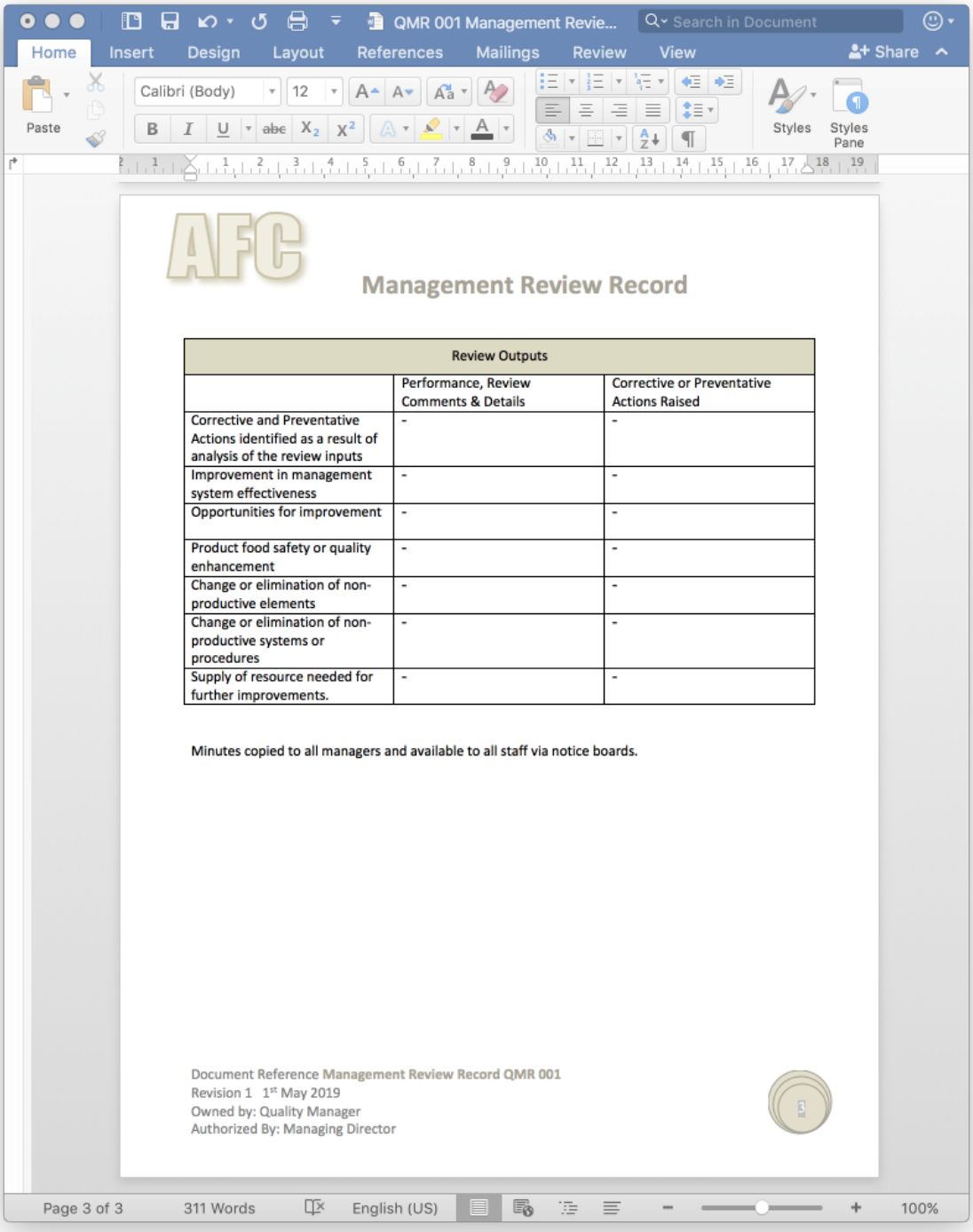
Task 48: The senior management team implement actions to continually improve the FSMS

Senior Management should implement actions to improve the Food Safety Management System. This will normally be as outputs from the Management Review:



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Review Outputs		
	Performance, Review Comments & Details	Corrective or Preventative Actions Raised
Corrective and Preventative Actions identified as a result of analysis of the review inputs	-	-
Improvement in management system effectiveness	-	-
Opportunities for improvement	-	-
Product food safety or quality enhancement	-	-
Change or elimination of non-productive elements	-	-
Change or elimination of non-productive systems or procedures	-	-
Supply of resource needed for further improvements.	-	-

Minutes copied to all managers and available to all staff via notice boards.

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