

CHAPTER 4

Role of Management

Top management shall review the organization's food safety management system at planned intervals to ensure its continuing suitability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for change to the food safety management system, including the food safety policy. Records of management reviews shall be maintained.

Review input

The input to management review shall include, but is not limited to, information on:

- a) Follow-up actions from previous management reviews,
- b) Analysis of results of verification activities,
- c) Changing circumstances that can affect food safety,
- d) Emergency situations, accidents and withdrawals,
- e) Reviewing results of system-updating activities,
- f) Review of communication activities, including customer feed-back, and
- g) External audits or inspections.

The data shall be presented in a manner that enables top management to relate the information to stated objectives of the food safety management system.

Review output

The output from the management review shall include decisions and actions related to:

- a) Assurance of food safety,
- b) Improvement of the effectiveness of the food safety management system,
- c) Resource needs, and
- d) Revisions of the organization's food safety policy and related objectives.

4.1 Provision of Human Resources

The organization shall provide adequate resources for the establishment, implementation, maintenance and updating of the food safety management system.

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

Where the assistance of external experts is required for the development, implementation, operation or assessment of the food safety management system, records of agreement or contracts defining the responsibility and authority of external experts shall be available.

4.2 Competence, Awareness and Training

The organization shall:

- a) Identify the necessary competencies for personnel whose activities have an impact on food safety,

- b) Provide training or take other action to ensure personnel have the necessary competencies,
- c) Ensure that personnel responsible for monitoring, corrections and corrective actions of the food safety management system are trained,
- d) Evaluate the implementation and the effectiveness of a), b) and c),
- e) Ensure that the personnel are aware of the relevance and importance of their individual activities in contributing to food safety,
- f) Ensure that the requirement for effective communication is understood by all personnel whose activities have an impact on food safety, and
- g) Maintain appropriate records of training and actions described in b) and c).

An organization should establish a process for assessing existing staff competencies against changing business needs and prevailing trends. Check for evidence that all staff which work under your organization's control are competent, and that evidence continuing competence is maintained as documented information in accordance.

Define competency requirements by:

- Actively identifying training requirements
- Actively delivering training
- Actively monitoring the effectiveness of training

Training should never be performed as a knee-jerk reaction with no real objectives, but instead, it should be geared toward empowering each employee with the skills and knowledge they need to move the organization forward and enhance customer satisfaction.

Staff should be trained to improve their skills and overall performance. Comparing existing performance to post-training performance is a simple way of assessing the effectiveness of training.

Consider making provision for the following audit questions:

What training is given to new employees?

How is training evaluated?

What steps are taken when training is deemed ineffective?

What types training records are maintained?

Should I document our competence, training and awareness?

It is not a mandatory requirement to document your competence, training and awareness process, but since the competency of your staff is vital to achieving product and service conformance, you should always look to define and control this process. The implementation of a competence, training and awareness procedure should be a priority of all businesses.

Measuring competence, training and awareness effectiveness

Training alone is not sufficient to demonstrate competence; this must be demonstrated through tests, observations, results, etc. Auditors need to find objective evidence in order to determine that the competency requirements have been met.

If the people are found not to be competent, your organization is required to take action. The actions taken need to be evaluated for effectiveness in raising competence to the required level. Examples of action may include remedial training, recruitment or the use of external people in order to acquire the necessary competence.

Identification of employee training needs is typically the first step in developing a competency-based training programme. In addition to existing workers, new hires, temporary workers and outside contractors must be included when identifying training needs. Your organization must demonstrate that the training needs for these employees were identified.

After developing a list of these employees, the management representative or human resources manager should establish the appropriate training programme for each person based on the type of employee interaction with each significant impact or risk.

Even though some personnel may have the same job, the type or level of training may vary according to each person's past education, training, and experience.

A register containing information on specified levels of education, training, and experience must be established for each employee whose work is involved with any significant impact. The planned training programme for each individual then should be listed. The training sessions should, at a minimum:

1. Make the employee aware of the aspects and hazards, and the impacts and risks associated with their work;
2. Include training required by applicable regulatory requirements and management system requirements;
3. Include training necessary to obtain/retain required licenses or registrations;
4. Emphasize responsibility for minimizing significant impacts and risks associated with their work;
5. Identify potential consequences of departures from specified operating procedures;
6. Address the benefits of improved personal performance.

4.3 Provision of Infrastructure, Work Environment

Infrastructure

The organization shall provide the resources for the establishment and maintenance of the infrastructure needed to implement the requirements of this International Standard.

It should include essential buildings, pieces of plant and equipment which are necessary to achieve product conformance must be maintained, specifically:

- Buildings and workspaces
- Process equipment, both hardware and software
- Support services, such as transport and communication

It is not a mandatory requirement to implement a procedure to control how you manage your infrastructure. However, you should always look to adequately define and control any operational process that directly impacts product quality.

Measuring infrastructure management effectiveness

The effectiveness of infrastructure management might be determined by reviewing how it affects product conformity, e.g. ‘do our buildings, services and equipment add to the overall quality of our products? What could be changed to enhance product conformity?’

Work environment

The organization shall provide the resources for the establishment, management and maintenance of the work environment needed to implement the requirements of this International Standard.

The working environment must be managed to achieve a conforming product, such as:

Human factors:

- Safety rules and guidance
- Ergonomics

Physical factors:

- Hygiene, cleanliness
- Noise, vibration
- Heat, light, air-flow
- Security