



Senior Management Commitment Module for Food Operations

Food Safety Culture Expected Behaviors
Senior management are committed to delivering a "It is how we do things here" food safety culture

Senior Management Action

- Leadership – starting from the top
- Demonstrating visible commitment
- Determine & communicate expected behaviours
- Effective communication of company philosophy and policy on food quality and safety
- Ensuring there is accountability from the top of the organisation to the bottom
- Developing employee confidence and mutual trust
- Developing reward schemes including 'Employee of the Month' award
- Ensuring all employees are accountable, engaged and understand the value of integrity and proactivity
- Developing an action plan for the development and continuing improvement of food safety culture

AFC

Food Safety Policy

The company's food safety policy is to provide consistent products and services of the highest standard of performance and reliability. By achieving this goal, the company will continue to satisfy the individual needs and expectations of its customers, achieve business success and ensure that our products are always safe to consume and conform to statutory and regulatory requirements.

Senior Management are committed to implementing and maintaining an effective food safety and quality management system, and to ensure that the system is effective and meets the requirements of all relevant standards. As part of this commitment, Senior Management have established policies and procedures to ensure the effectiveness of the food safety and quality management system including internal audits, corrective action, preventive action, root cause analysis and management review.

The Company recognizes that a successful food safety culture can be achieved only by following safe working practices and procedures, providing high effective hazard analysis, training and education of all employees, and ensuring continuous improvement. The Company's food safety and quality management system is based on Codex Alimentarius Hazard Analysis and Critical Control Points (HACCP) and is designed to ensure the effectiveness of the food safety and quality management system. The HACCP system is designed to ensure that the food safety and quality management system is effective and meets the requirements of all relevant standards.

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Food Safety Objectives

Manufacturing that complies with the year food safety certification requirements, produced, stored, handled and transported in accordance with the appropriate requirements for the preparation of food are reduced to a tolerable level of risk. The HACCP system is designed to ensure that the food safety and quality management system is effective and meets the requirements of all relevant standards.

Food Safety Culture

Food safety culture is the product of individual and group values, attitudes, perceptions, competencies, and the style and senior management plan for the development and maintenance of a "It is how we do things here" food safety culture by:

- Leadership – starting from the top
- Demonstrating visible commitment
- Determine & communicate expected behaviours
- Effective communication of company philosophy and policy on food quality and safety
- Ensuring there is accountability from the top of the organisation to the bottom
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- Ensuring all employees are accountable, engaged and understand the value of integrity and proactivity
- Developing an action plan for the development and continuing improvement of food safety culture

Management Review

Senior Management will implement a management review system for the site to regularly improve site effectiveness at meeting customer requirements.

Senior Management will ensure that the management review system is effective and meets the requirements of all relevant standards.

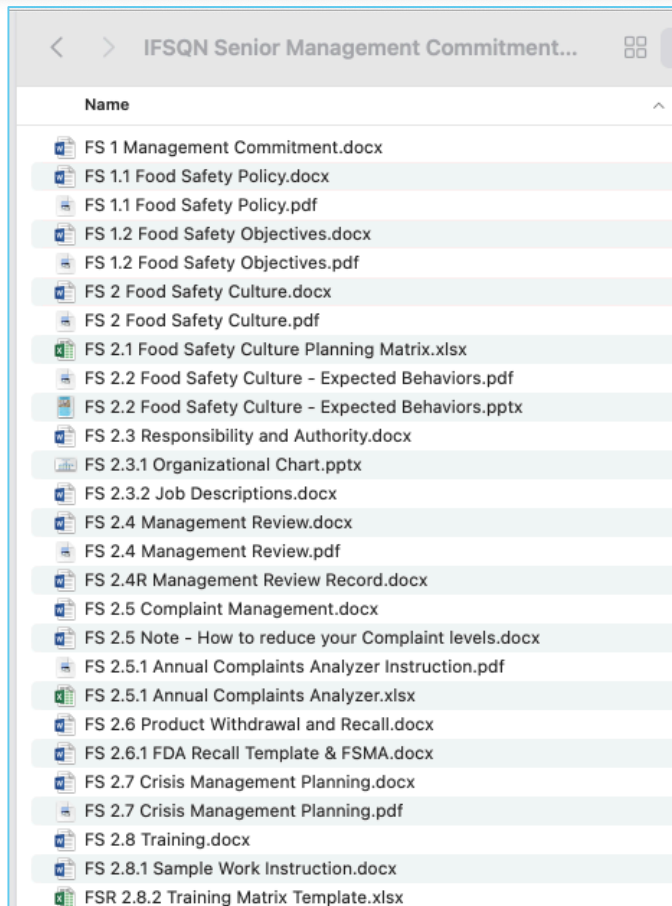
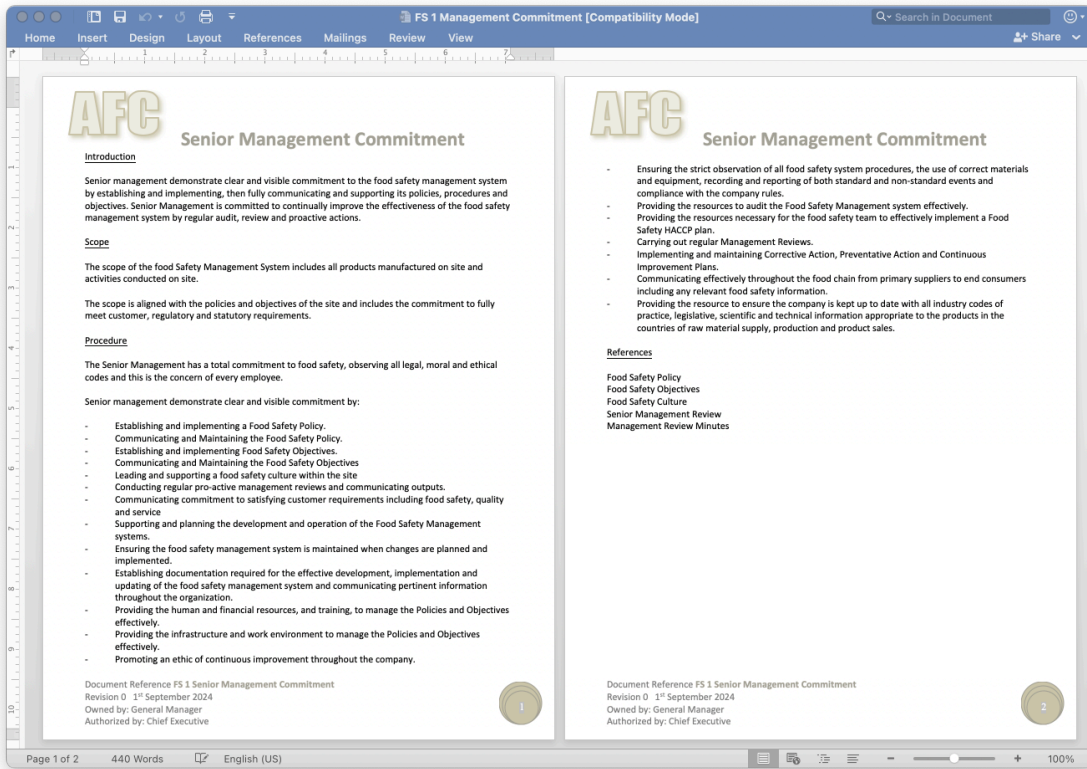
Crisis Management Planning

Senior Management will implement a Crisis Management Procedure for the site to deal with emergencies which do not normally occur and are not covered by the site's normal operating procedures.

Senior Management will ensure that the Crisis Management Procedure is effective and meets the requirements of all relevant standards.

Document Reference: FS 1.1 Food Safety Policy
Version: 1.0 (September 2014)
Owner: General Manager
Approved: General Manager
Authorised: Chief Executive

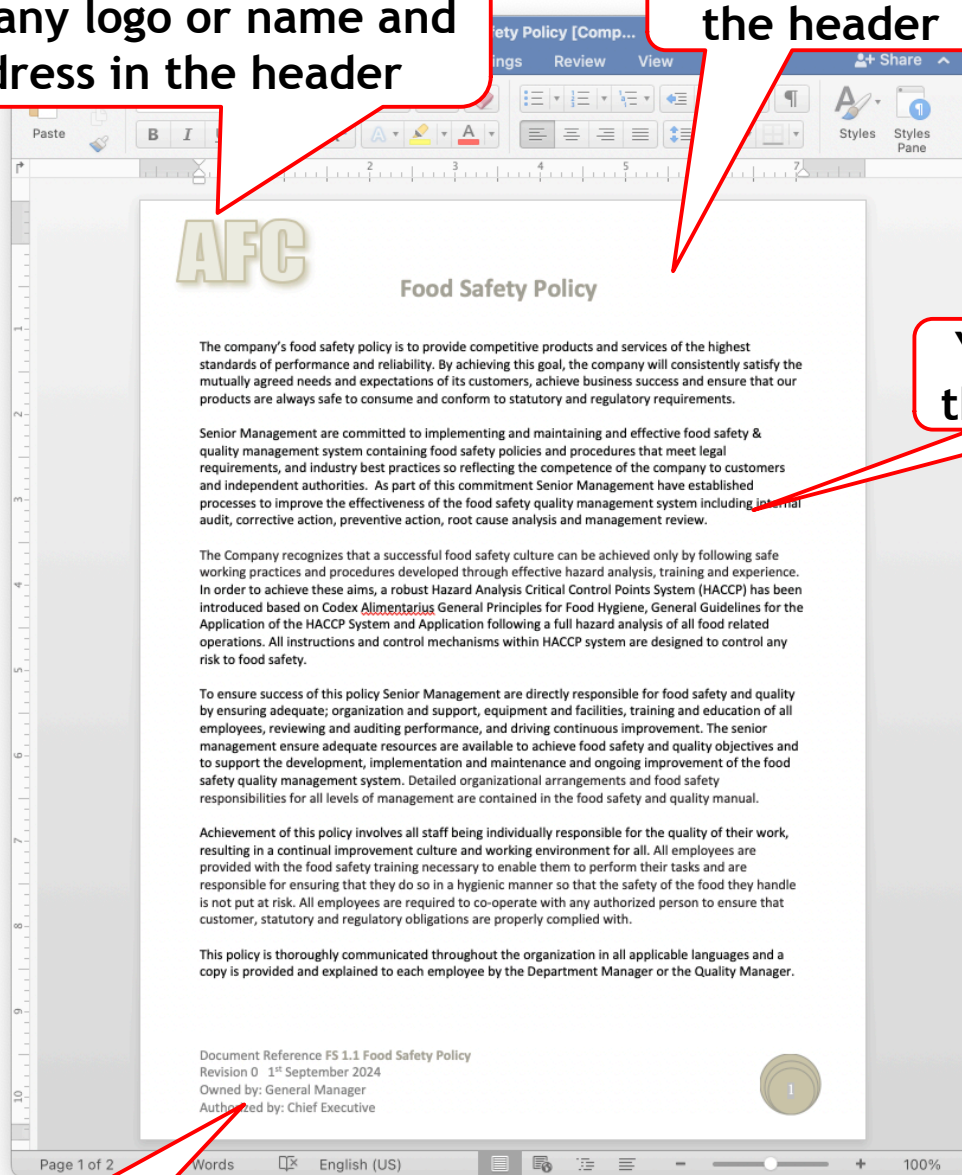
The Senior Management Commitment Module includes top-level management documentation and tools



Editable Procedures and Records in Microsoft Word format

For example put your company logo or name and address in the header

You can edit the header

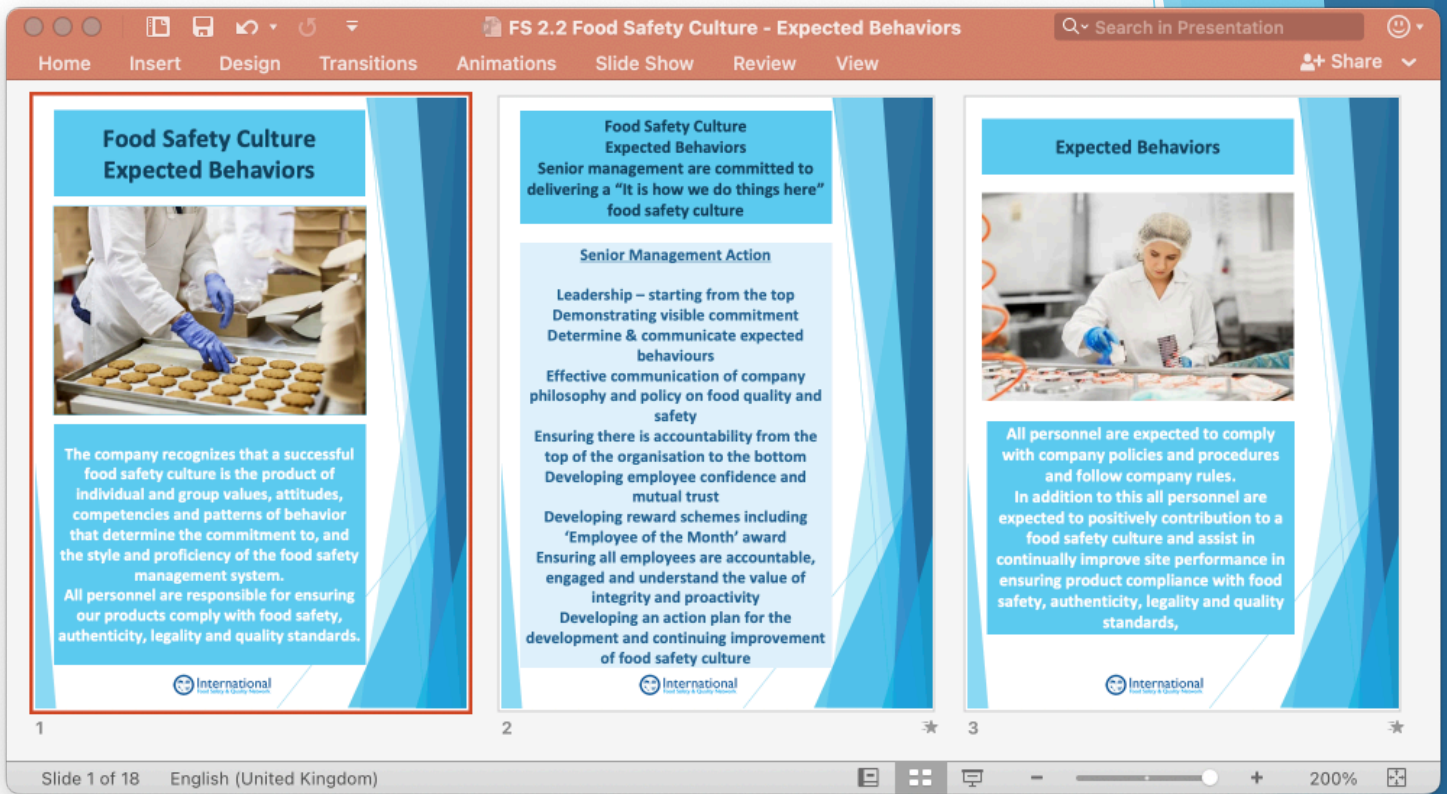


You can edit the main text

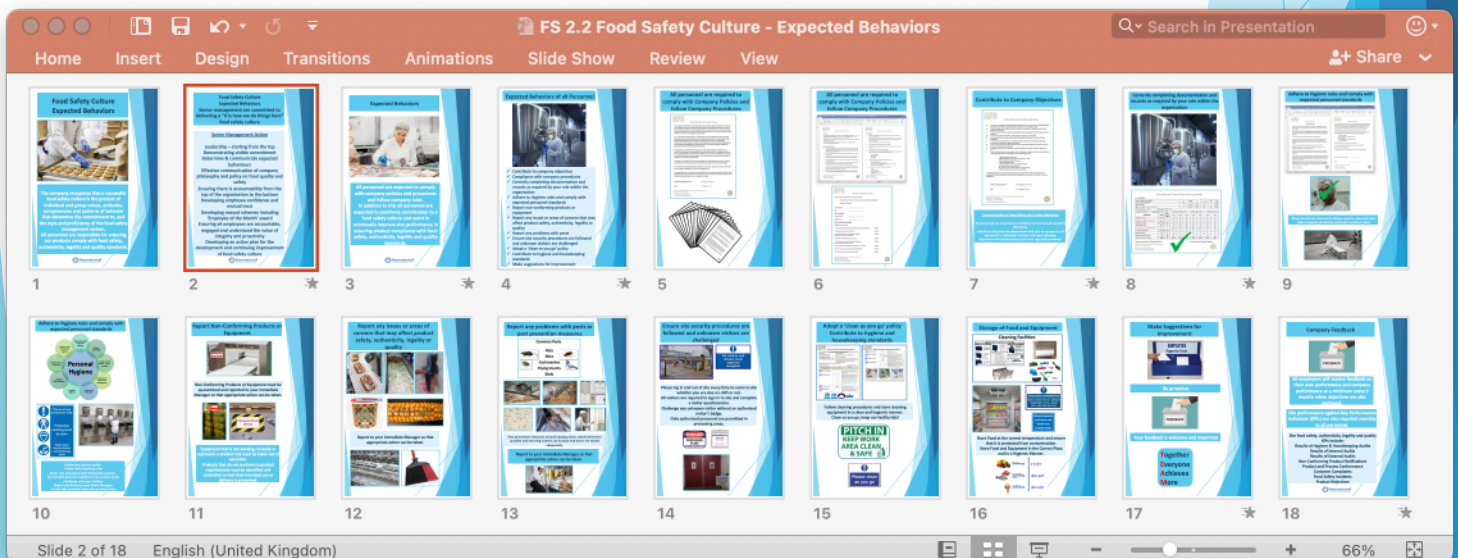
You can edit the footer

These templates give you the foundations to establish your Senior Management documentation including policy, objectives, review and organizational responsibilities and authorities.

The module also contains a Food Safety Culture - Expected Behaviors PowerPoint presentation



Food Safety Culture - Expected Behaviors PowerPoint presentation can be used for staff briefings and to generate posters for staff notice boards



The Module contains documents and tools to assist with establishing Responsibilities and Authority

The screenshot displays the first two pages of a Microsoft Word document titled "FS 2.3 Responsibility and Authority [Compatibility Mode]". The document is in "Compatibility Mode" and features a ribbon with tabs for Home, Insert, Design, Layout, References, Mailings, Review, and View. A search bar is visible in the top right corner.

Page 1: The page is titled "AFC Responsibility and Authority". It includes an "Introduction" section stating that the company has established clear levels of responsibility and authority. A "Scope" section defines the responsibility for all staff. The "Responsibility and Authority" section lists responsibilities for senior management and provides a bulleted list of items to monitor: Customer complaints, Audit results, Product analysis, Corrective actions and Product withdrawal and recall. It also states that all personnel must be competent and trained, and that the site organizational chart shows the company structure.

Page 2: This page continues the "Responsibility and Authority" section. It states that all key personnel have agreed and signed job descriptions. It lists responsibilities for senior management, including ensuring site personnel meet competency requirements and reporting to senior management. It also mentions the appointment of a Quality Manager and the role of the Food Safety Team Leader, who retains responsibility and authority for:

- Ensuring that Food Safety Management systems are established, implemented, maintained and updated.
- Taking appropriate action to maintain the integrity of the Food Safety Management System.
- Reporting directly to senior management regarding system performance and suitability.
- Presenting FSMS information for senior management review so that actions for improvement can be determined.
- Ensuring that the Food Safety team are fully qualified and trained.
- Ensure the development of the Good Manufacturing Practices and the Food Safety Plans.
- Promotion of the awareness of customer requirements throughout the company.
- Communicating to relevant personnel all information essential to ensure the effective implementation and maintenance of the Food Safety Management System.
- External communication and liaison regarding the management systems.
- Ensuring the company is aware and keeps up-to-date with all applicable legislation through web updates or communications from trade organizations, consultants or retail customers.
- Ensuring the company is aware and keeps up-to-date with all scientific or technical developments within the industry sector and applicable industry codes of practice.
- Ensuring specifications for raw materials, ingredients, packaging materials, in-process products and finished products meet the standards set by regulation in the country of origin and the country of intended destination including maximum residue levels, allergen declarations and in particular, in-country labeling requirements.

Both pages include document reference information: "Document Reference FS 2.3 Responsibility and Authority, Revision 0, 1st September 2024, Owned by: General Manager, Authorized by: Chief Executive". The status bar at the bottom indicates "Page 1 of 11", "2657 Words", and "English (US)".

The screenshot displays the fifth and sixth pages of the "FS 2.3 Responsibility and Authority" document. The layout is consistent with the previous pages, showing the ribbon, search bar, and document title.

Page 5: This page is titled "AFC Responsibility and Authority" and contains sections for "Food Authority Communication" and "Internal Communication". The "Food Authority Communication" section states that the Quality Manager retains responsibility for external communication. The "Internal Communication" section describes the Senior Management Team's responsibility for ensuring communication processes are established and maintained. It lists communication processes including Team briefings, Staff reviews, Daily Management meetings, Shift Handover meetings, Newsletters, and Notice boards. It also notes that regular communication is important for keeping employees aware of company performance and objectives.

Page 6: This page continues the "Internal Communication" section, listing key information communicated regularly: Key Performance Indicators, Results of External Audits, Results of Customer visits, Results of Inspections by Regulatory Authorities, Preventive actions, Serious complaints, Product withdrawal, New product launches, Changes in raw materials, ingredients and services, Changes in processes, production systems, packaging, equipment and/or products, Changes in cleaning and disinfection procedures, Customers or customer requirement changes, Changes in production premises, equipment (including location), storage systems, distribution systems and the surrounding environment, and Management Changes and changes in levels of responsibility and authority. It also includes a "Requirement for the Owner, Operator, or Agent in charge of the Facility" section, which states that the owner, operator, or agent must sign and date the Preventive Controls food safety plan when initially drafted and when any modification occurs. A "References" section lists various documents such as Management Review minutes, Site and Departmental Annual Objectives and targets, Appendix 1 Site Management Teams, Appendix 2 Food Safety Responsibilities, Appendix 3 Key Personnel and Nominated Deputies, Appendix Organizational Chart, and Appendix Job Descriptions.

Both pages include the same document reference information as the previous pages. The status bar at the bottom indicates "Page 5 of 11", "2657 Words", and "English (US)".

The Module contains documents and tools to assist with establishing Responsibilities and Authority

FS 2.3 Responsibility and Authority [Compatibility Mode]

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AFC Responsibility and Authority

Appendix 1 Site Management Teams

Senior Management Team		
Job Title	Name	Role in Team
Chief Executive Officer		Chairman
General Manager		Deputy Chair
Operations Manager		Operations Reporting Food Defense Team Leader
Quality Manager		Food Safety Reporting Food Safety Team Leader
Planning Manager		Planning and Capacity Reporting
Purchasing Manager		Purchasing and Food Authenticity Team Leader
Distribution Manager		Distribution Reporting
Maintenance Manager		Services and Engineering Provision
Finance Manager		Financial Reporting
Human Resources Manager		Resource reporting

Food Safety Management Team			
FSMS Team Member	Name	Position	Qualification
FSMS Team Leader			
FSMS Assistant Leader			
FSMS Team Members			

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AFC Responsibility and Authority

Food Safety and Quality Audit Team

FSQMS Audit Team	Name	Position	Qualification

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		General Manager	
Distribution Failure		Distribution Manager	
Extortion or Sabotage		General Manager	
Product quality or safety		Quality Manager	

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AFC Responsibility and Authority

Appendix 2 Examples of Food Safety Responsibilities

Process	Responsible Persons	Activity
Purchases	Purchasing Manager	Purchase ingredients from approved and certified sources Ensure purchase orders comply with applicable specifications Food Authenticity/Fraud Team Leader
	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 Purchase Order 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
Store and product release	Store Manager, Store Executives and QA/QC	Ensure Good Storage Practices Follow FIFO stock rotation principles Check correctness of DO prior to stock release

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AFC Responsibility and Authority

Process	Responsible Persons	Activity
Transportation	Logistic executive	Check conditions of stock and packaging before loading Check vehicle for pest infestations Compliant of transportation requirements as per food safety contract Where external logistic is used, check compliance of agreed procedures
Product/process validation	QA/QC	Check CCP are effectively monitored and controlled. Check set critical limits are effective and valid. Ensure end products meet food safety objectives Ensure end products meet legal and customers' requirements
Cleaning and Sanitation	Production Supervisor & Operators	Follow cleaning and sanitation schedules and methods as documented Ensure workplace meets environmental safety requirements Follow personal hygiene practices as documented
Pest Control	Internal pest control Executive	Ensure bait station plan is engaged Recording on pest activity and rodent checklist is complete Review to analyze infestation trending
Education and Training	HR Manager, QC Executive, Production Manager, Production Supervisor & Operators	Follow standard induction training programs for new employees On-going provision of education and training programs to all food handlers in food safety practices. Hygiene – Code of Hygiene Practices awareness Information update on food safety issues

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The Module includes an Organizational Chart Template and Example Job Descriptions



FS 2.3.2 Job Descriptions [Compatibility Mode]

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Page 1 of 17 2572 Words English (US) 35%

The image displays a grid of 12 sample job descriptions for various roles within the International Food Safety & Quality Network. Each job description includes the following sections:

- Job Title:** General Manager, HR Manager, Maintenance Manager, Quality Manager, Operations Manager, Distribution Manager, Purchasing Manager, Assistant Quality Manager, Production Manager, Warehouse Manager, and Production Supervisor.
- Reports to:** General Manager, Assistant Quality Manager, Production Manager, Warehouse Manager, and Production Supervisor.
- Responsibilities:** Detailed descriptions of the role's primary duties and objectives.
- Qualifications:** Required education, experience, and skills for the position.
- References:** Document references and revision dates.

The Senior Management Commitment Module includes a Management Review Procedure and Record

FS 2.4 Management Review [Compatibility Mode]

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AFC Management Review

Introduction

The company has established, documented and implemented a management review system for the site. Regular reviews are conducted in order to assess the suitability, adequacy and effectiveness of the Food Safety Management System with the aim of continually improve site effectiveness at meeting international standards and exceed customer expectations.

Scope

The scope of the Management Review includes all activities conducted on site and products handled on site.

Procedure

Senior management review the entire food safety management system, at a minimum, annually to ensure its continuing suitability, adequacy and effectiveness.

The review includes assessing opportunity for improvements, the need for amendments to the systems, the effectiveness of the food safety management system including Food Safety Plan (s).

The review meeting is chaired by the Chief Executive and includes Senior Management from Technical, Operations, Engineering, Planning, Distribution and Quality departments.

Review inputs include:

- Review of the Food Safety Policy
- Review of the Food Safety Objectives
- Review of Management Changes
- Minutes and Follow-up actions from previous management review meeting
- Review of changes to food safety management system documentation including policies, procedures, specifications, food safety plan(s)
- Hazard and risk management system review
- Food Safety Culture performance review
- Results and Outstanding Non-conformances from internal and external audits
- Review and trend analysis of Customer and Supplier complaints
- Analysis of the results of validation and verification activities
- Key Performance Indicators Review
- Emergencies and Accidents
- Process and product conformity
- Corrective and preventive action status

Review Input may include:

- Environmental performance and incidents
- Health and Safety performance and accidents

Review outputs include:

- Revisions of the Food Safety Policy and Objectives
- Corrective and Preventative Actions identified as a result of the review
- Actions for Improvement in food safety management system effectiveness
- Decisions and actions related to the assurance of food safety
- Opportunities for improvement
- Change or elimination of non-productive elements, systems or procedures
- Supply of resource needed for further improvements.

The results of the Management Review meetings are documented in the minutes of the meeting and include a summary of all review outputs. All reviews and major changes to the food safety management system are recorded by the Quality Manager, including the reasons for any changes and the actions taken as a result of changes or reviews.

Additional review activities to ensure compliance with objectives include:

- Management meeting (daily) to review recent -performance and issues arising by exception
- Key Performance Indicator Reviews (monthly) to review previous month's performance.
- HACCP verification reviews

The Quality Manager updates site management on a monthly basis on matters impacting the implementation and maintenance of the food safety management system. Updates and management responses are documented.

FS 2.4R Management Review Record [Compatibility Mode]

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AFC 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

Chief Executive Officer - Chairman
 General Manager – Deputy Chair
 Operations Manager
 Engineering Manager
 Supply Chain Manager
 Distribution Manager
 Quality Manager

Review Inputs		
	Performance, Review Comments & Details	Corrective or Preventative Action Required
Review of the Food Safety Policy	-	-
Review of the Food Safety Objectives	-	-
Review of Management Changes	-	-
Minutes and Follow-up actions from previous management review meeting	-	-
Review of changes to food safety management system documentation including policies, procedures, specifications, food safety plan(s)	-	-
Hazard and risk management system review	-	-
Food Safety Culture performance review	-	-
Results and Outstanding Non-conformances from internal and external audits	-	-

Document Reference FSR 2.1.2 Management Review Record
 Revision 0 1st September 2024
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AFC Management Review Record

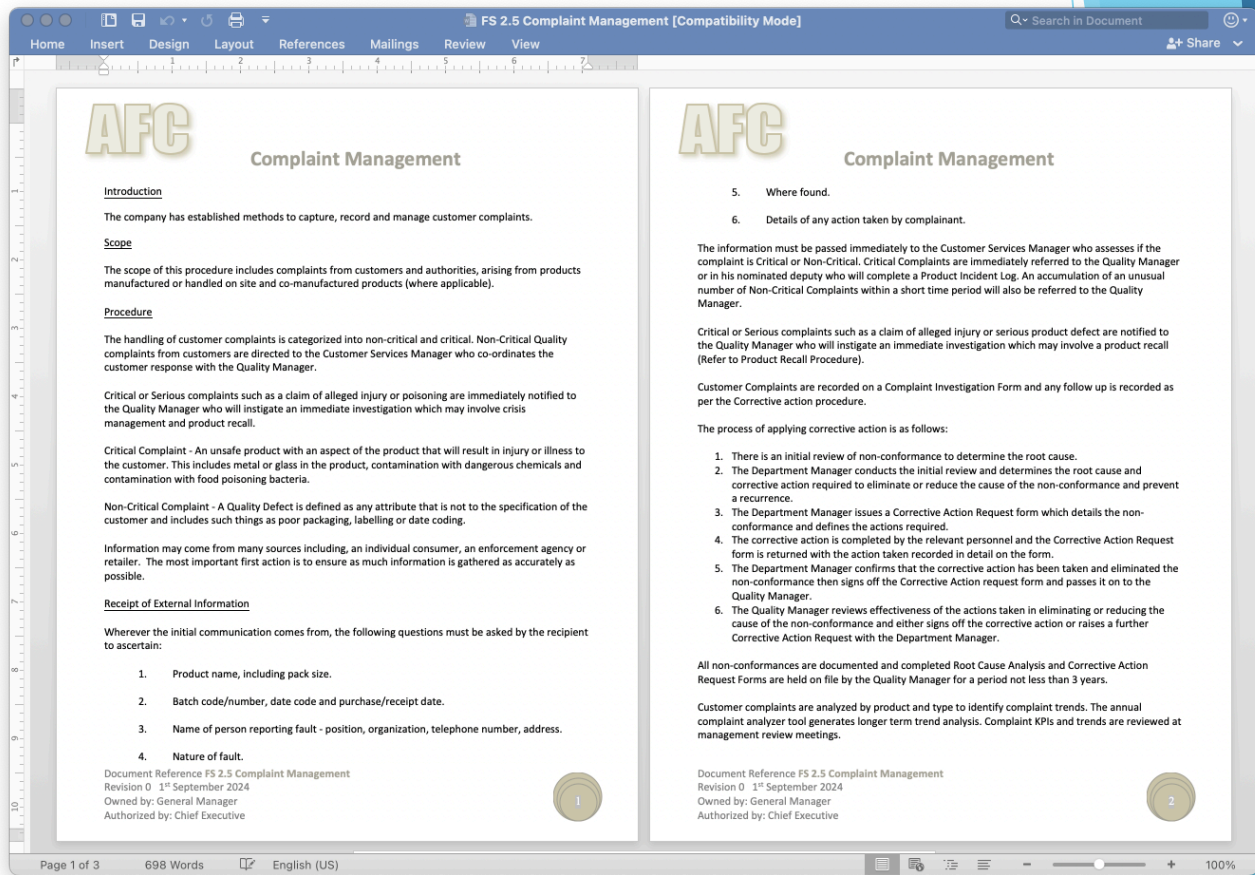
Review and trend analysis of Customer and Supplier complaints	-	-
Analysis of the results of validation and verification activities	-	-
Key Performance Indicators Review	-	-
Emergencies and Accidents	-	-
Process and product conformity	-	-
Corrective and preventive action status	-	-
Food Safety incidents including allergen control and labelling non-conformances, recalls, withdrawals, safety or legal issues	-	-
Review of changes to legislation and food safety related scientific information	-	-
Review of Resources and effectiveness of Training	-	-
Recommended Improvements	-	-
Customer feedback and Sales levels are reviewed to give an indication of trends	-	-

Review Outputs		
	Performance, Review Comments & Details	Corrective or Preventative Actions Raised
Revisions of the Food Safety Policy and Objectives	-	-
Corrective and Preventative Actions identified as a result of the review	-	-
Actions for Improvement in food safety management system effectiveness	-	-
Decisions and actions related to the assurance of food safety	-	-

Document Reference FSR 2.1.2 Management Review Record
 Revision 0 1st September 2024
 Owned by: General Manager
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The Module includes an Complaint Management Template, a Complaints Analyzer & Instructions and Guidance on reducing Complaint Levels



Product	Category	Type
A	Illness	Suspected bacterial food poisoning
B		Suspected toxin food poisoning
C		Suspected chemical food poisoning
D		Suspected allergic reaction
E		Other
F		
	Packaging faults	Leaking
		Poor seal
		Tamper evident tab
		Other
	Foreign body	Glass
		Wood
		Metal
		Plastic
		Insect
		Stone
		Bone
		Hair
		Cardboard
		Paper
	Other	
	No date code	



Reducing Complaint levels

I have been involved in many projects to improve product quality and reduce food complaint levels. One of the best tools for indicating where action for improvement needs to be applied is by analyzing your complaint data appropriately.

Whilst you can identify faults in your factory your customers are your 100% inspection service so respect their feedback. Whilst all of your customers will not complain when they find a problem so you will not capture all of your product faults you will however identify trends.

The first step is to collate all of your complaint data. Your data should then be categorized by product type, complaint type and size. Analyzing complaints by numbers alone will not give you a real picture of your performance. What you need to know is the proportion of complaints you are getting for each product. By far the most practical way of doing this is by using the sales volumes to calculate the proportion of complaints you get for each product. Some people use weight or volume such as complaints per ton or 1000 Liters. My preference is to use complaints per million units.

So, you analyze your complaint data product type, complaint type and size per million units. From this data, you can easily spot the worst performing product lines.

You should then analyze the results for the worst performing products:

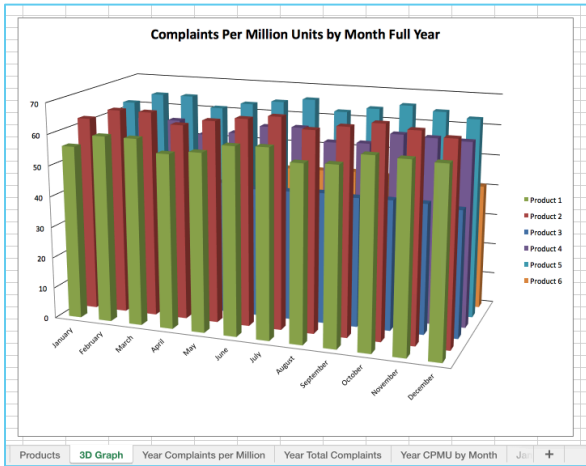
Are they all the same size?

Are they produced on the same filling machine/production line?

Is it the same type of complaint?

The answers to these questions will generate your corrective action plans. If products with the highest complaint levels are all the same size it could be a particular problem with that size of packaging. If it is all the same type of complaint then why are some product lines worse than others?

The Module includes an Complaint Management Template, a Complaints Analyzer & Instructions and Guidance on reducing Complaint Levels



Go to the March Data Entry Sheet and enter the complaint numbers in the correct categories



The Complaints Analyzer enables you to identify trends, the worst performing products and reason for the complaints thus enabling investigation and action to reduce Complaint Levels

FS 2.5.1 Annual Complaints Analy... Search Sheet

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January Complaints per Million Units

Complaint Type	Product						
	Product 1	Product 2	Product 3	Product 4	Product 5	Product 6	
Illness	Suspected bacterial food poisoning	0.4	0.7	0.6	0.4	0.7	0.6
	Suspected toxin food poisoning	0.4	0.7	2.2	0.4	0.7	2.2
	Suspected chemical food poisoning	1.2	1.3	1.2	1.2	1.3	1.2
	Suspected allergic reaction	3.6	1.0	0.6	3.6	1.0	0.6
	Other	0.0	1.7	1.0	0.0	1.7	1.0
Packaging Issues	Leaking	4.4	4.0	1.8	4.4	4.0	1.8
	Poor seal	0.4	0.7	0.6	0.4	0.7	0.6
	Tamper evident tab	0.4	0.7	2.2	0.4	0.7	2.2
Foreign Body	Other	1.2	1.3	1.2	1.2	1.3	1.2
	Glass	3.6	1.0	0.6	3.6	1.0	0.6
	Wood	0.0	1.7	1.0	0.0	1.7	1.0
	Metal	4.4	4.0	1.8	4.4	4.0	1.8
	Plastic	0.4	0.7	0.6	0.4	0.7	0.6
	Insect	0.4	0.7	2.2	0.4	0.7	2.2
	Stone	1.2	1.3	1.2	1.2	1.3	1.2
	Bone	3.6	1.0	0.6	3.6	1.0	0.6
	Hair	0.0	1.7	1.0	0.0	1.7	1.0
	Cardboard	4.4	4.0	1.8	4.4	4.0	1.8
Labeling/ Coding	Paper	0.4	0.7	0.6	0.4	0.7	0.6
	Other	0.0	1.7	1.0	0.0	1.7	1.0
	No date code	4.4	4.0	1.8	4.4	4.0	1.8
	Incorrect date code	0.4	0.7	0.6	0.4	0.7	0.6
	Cannot read label	0.4	0.7	0.6	0.4	0.7	0.6
Spoilage	Undeclared allergen	0.0	1.7	1.0	0.0	1.7	1.0
	No label	4.4	4.0	1.8	4.4	4.0	1.8
	Other	0.4	0.7	0.6	0.4	0.7	0.6
	Off	0.4	0.7	0.6	0.4	0.7	0.6
	Gas/blowing	0.0	1.7	1.0	0.0	1.7	1.0
Quality	Moldy	4.4	4.0	1.8	4.4	4.0	1.8
	Yeasty	0.4	0.7	0.6	0.4	0.7	0.6
	Off taste	0.4	0.7	0.6	0.4	0.7	0.6
	Other	0.0	1.7	1.0	0.0	1.7	1.0
	Poor taste	4.4	4.0	1.8	4.4	4.0	1.8
Quantity	Lack of	0.4	0.7	0.6	0.4	0.7	0.6
	Other	0.4	0.7	0.6	0.4	0.7	0.6
	Underweight	0.4	0.7	0.6	0.4	0.7	0.6
Quantity	Overfilled	0.0	1.7	1.0	0.0	1.7	1.0
	Other	4.4	4.0	1.8	4.4	4.0	1.8
	Total Complaints/Million Units	56.0	63.0	42.2	56.0	63.0	42.2
Units Sold	2500000	3000000	5000000	2500000	3000000	5000000	

FS 2.5.1 Annual Complaints Analy... Search Sheet

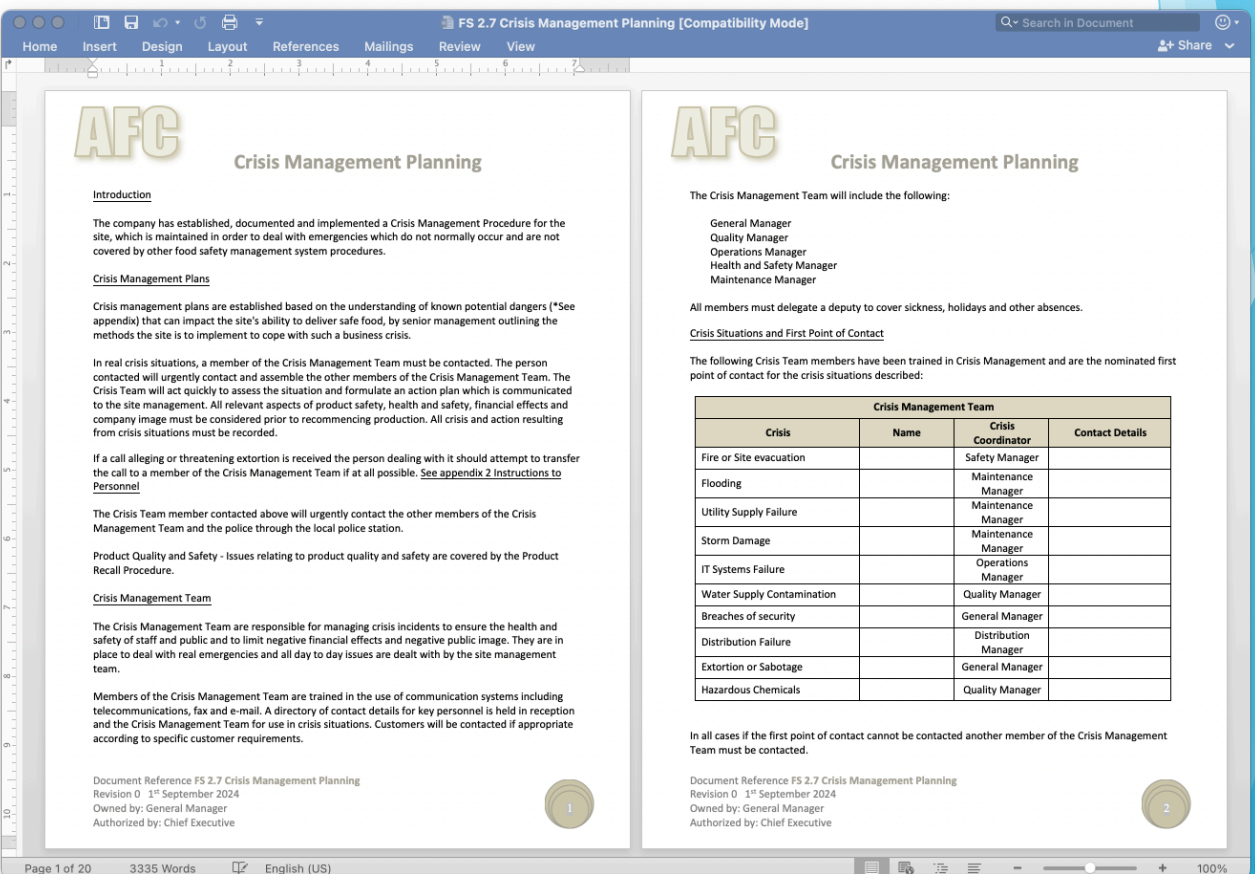
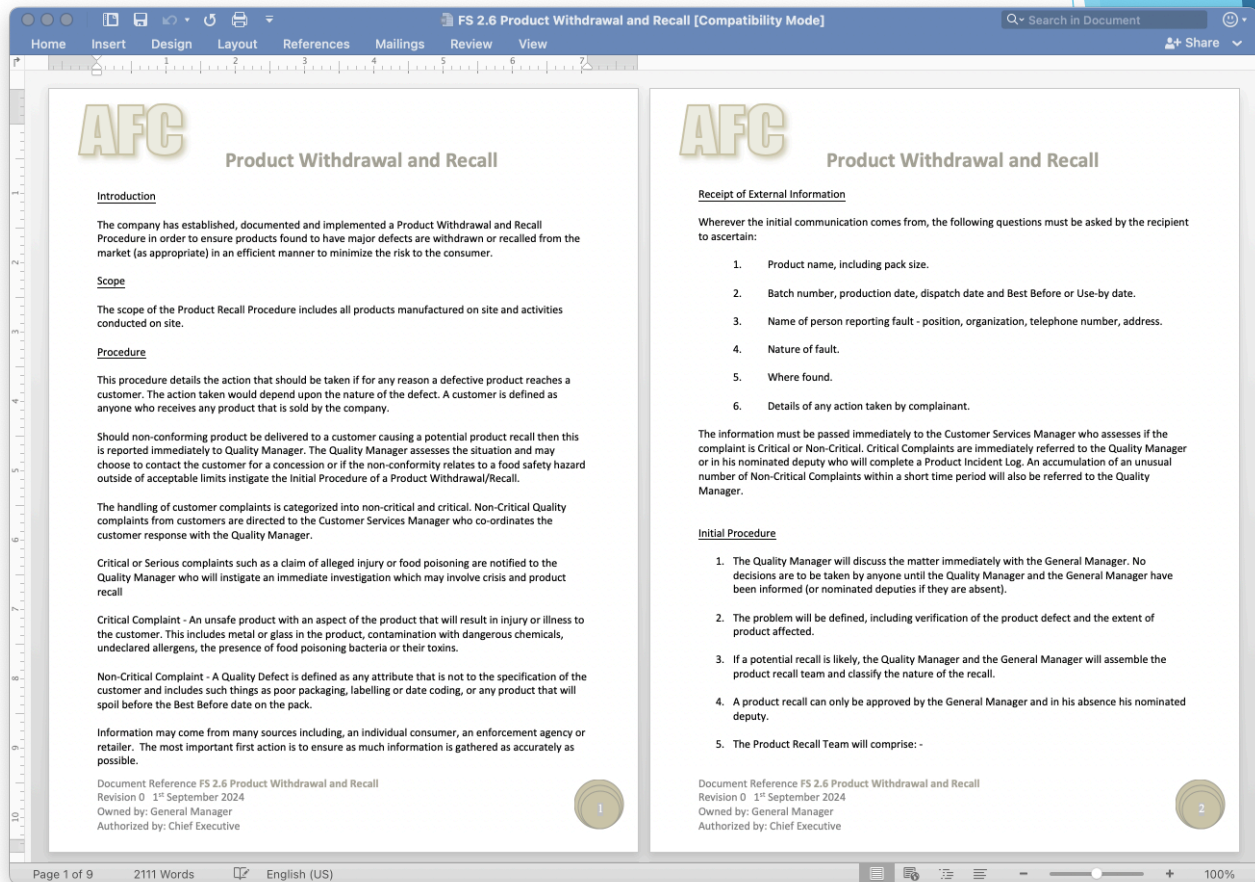
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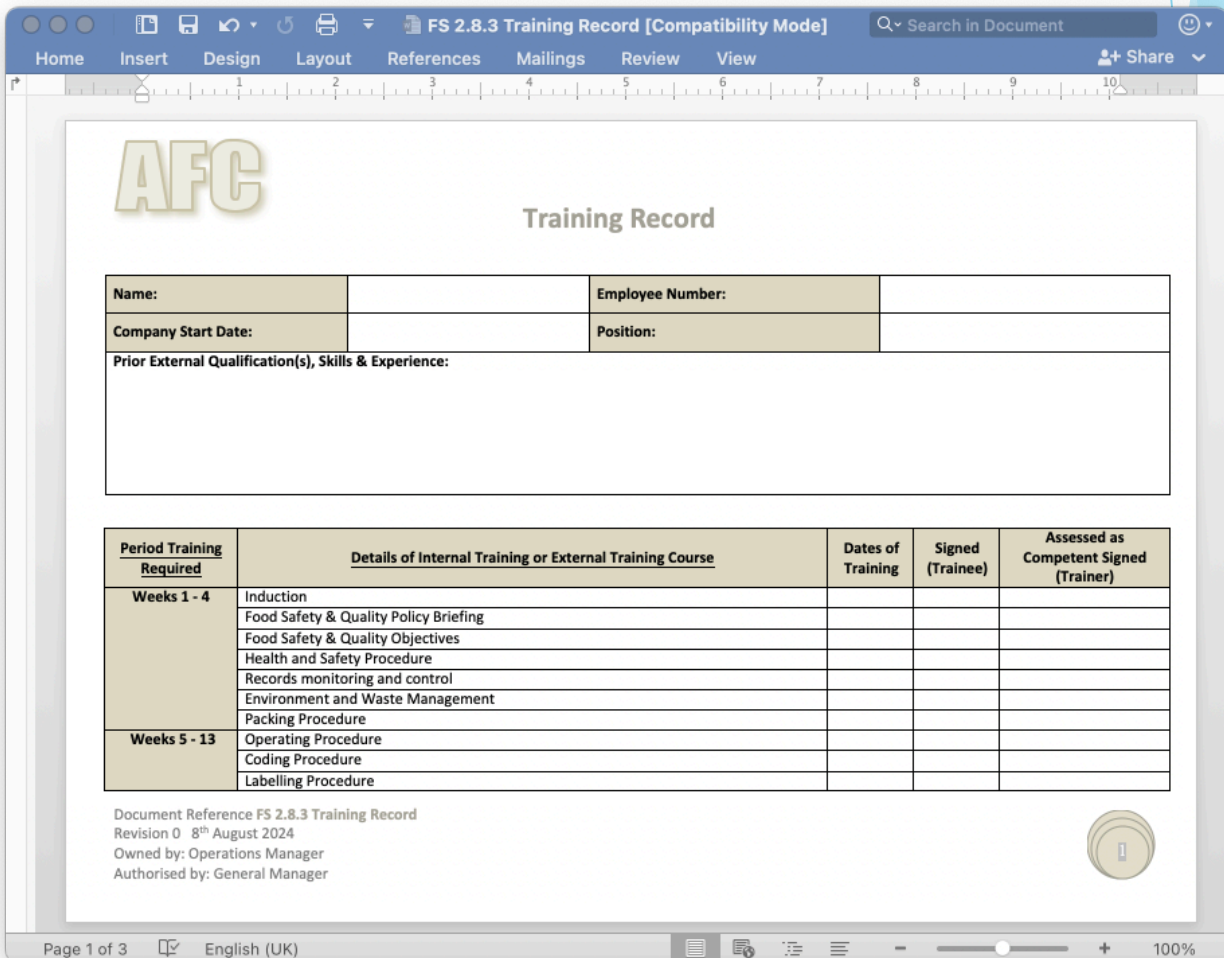
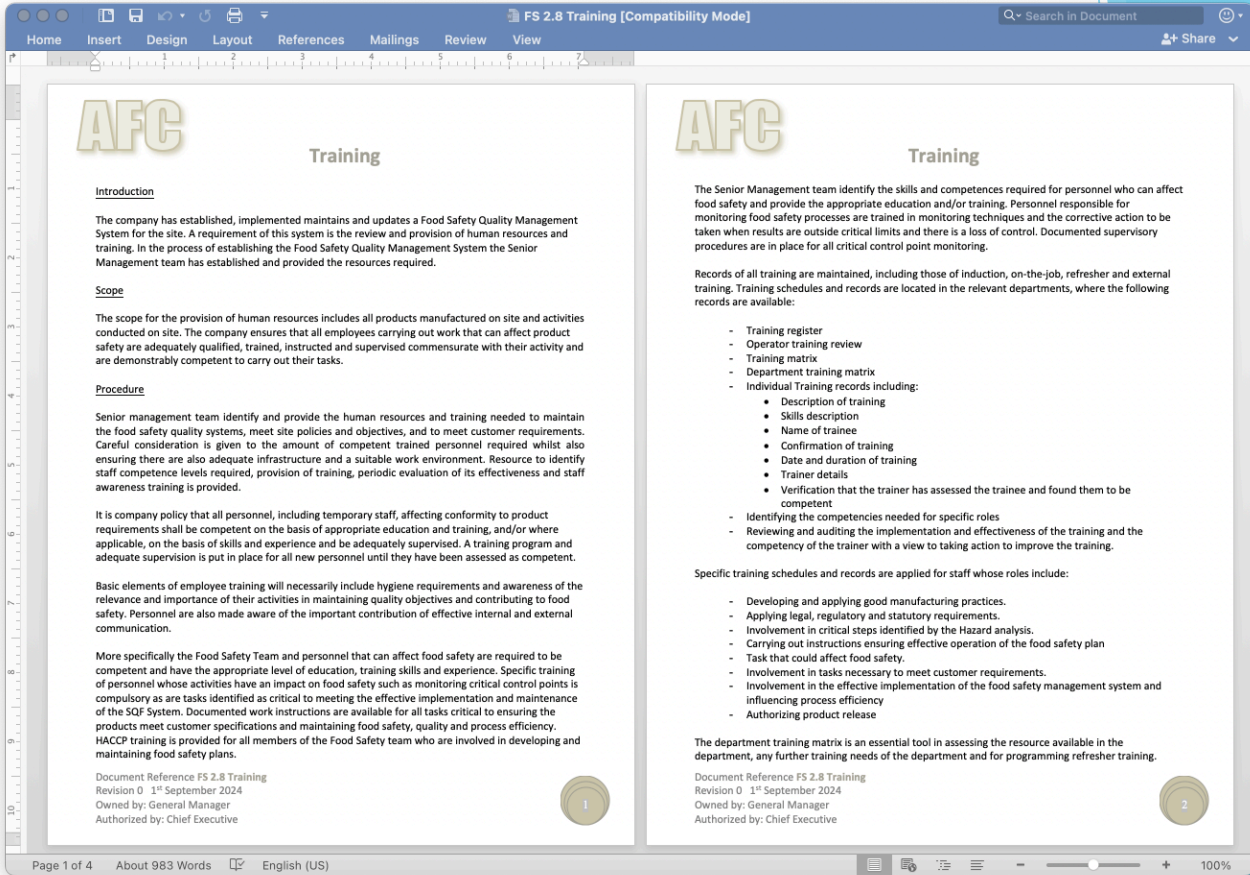
Complaints per Million Units by Product and Complaint Category

Complaint Type	Product						
	Product 1	Product 2	Product 3	Product 4	Product 5	Product 6	
Illness	Suspected bacterial food poisoning	1.71	1.78	1.00	1.73	1.78	1.00
	Suspected toxin food poisoning	1.48	1.50	1.57	1.40	1.50	1.57
	Suspected chemical food poisoning	1.00	1.17	1.43	1.00	1.17	1.43
	Suspected allergic reaction	1.80	1.25	1.30	1.80	1.25	1.30
	Other	1.57	1.19	0.98	1.57	1.19	0.98
Packaging Issues	Leaking	2.13	1.97	1.22	2.13	1.97	1.22
	Poor seal	1.97	2.11	1.15	1.97	2.11	1.15
	Tamper evident tab	1.69	1.61	1.33	1.69	1.61	1.33
Foreign Body	Other	1.17	1.42	1.08	1.17	1.42	1.08
	Glass	3.60	1.97	1.00	3.60	1.97	1.00
	Wood	0.53	1.44	0.90	0.53	1.44	0.90
	Metal	2.80	2.67	1.75	2.80	2.67	1.75
	Plastic	0.87	0.86	0.60	0.87	0.86	0.60
	Insect	1.23	0.89	1.62	1.23	0.89	1.62
	Stone	1.37	1.61	1.15	1.37	1.61	1.15
	Bone	3.23	1.78	0.93	3.23	1.78	0.93
	Hair	0.47	1.61	0.97	0.47	1.61	0.97
	Cardboard	4.07	3.72	1.70	4.07	3.72	1.70
Labeling/ Coding	Paper	0.40	0.67	0.60	0.40	0.67	0.60
	Other	0.00	1.67	1.00	0.00	1.67	1.00
	No date code	4.40	4.00	1.80	4.40	4.00	1.80
	Incorrect date code	0.40	0.67	0.60	0.40	0.67	0.60
	Cannot read label	0.40	0.67	0.60	0.40	0.67	0.60
Spoilage	Undeclared allergen	0.00	1.67	1.00	0.00	1.67	1.00
	No label	4.40	4.00	1.80	4.40	4.00	1.80
	Other	0.40	0.67	0.60	0.40	0.67	0.60
	Off	0.40	0.67	0.60	0.40	0.67	0.60
	Gas/blowing	0.00	1.67	1.00	0.00	1.67	1.00
Quality	Moldy	4.40	4.00	1.80	4.40	4.00	1.80
	Yeasty	0.40	0.67	0.60	0.40	0.67	0.60
	Off taste	0.40	0.67	0.60	0.40	0.67	0.60
	Other	0.00	1.67	1.00	0.00	1.67	1.00
	Poor taste	4.40	4.00	1.80	4.40	4.00	1.80
Quantity	Lack of	0.40	0.67	0.60	0.40	0.67	0.60
	Other	0.40	0.67	0.60	0.40	0.67	0.60
	Underweight	0.40	0.67	0.60	0.40	0.67	0.60
Quantity	Overfilled	0.00	1.67	1.00	0.00	1.67	1.00
	Other	4.40	4.00	1.80	4.40	4.00	1.80
	Units Sold	3000000	3600000	6000000	3000000	3600000	6000000
Complaints Per Million Units	59	66	42	59	66	42	

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