GUIDELINES
FOR COACHING ON FOOD SAFETY



IFC International Finance Corporation
WORLD BANK GROUP
Creating Markets, Creating Opportunities

CONTENTS

INTRODUCTION

This document provides guidelines for food safety specialists and consultants on coaching client food safety teams. The main objective of the document is to ensure a consistent approach across all food safety projects. The guidelines are not intended to replace engagement with experienced specialists or consultants during the project.

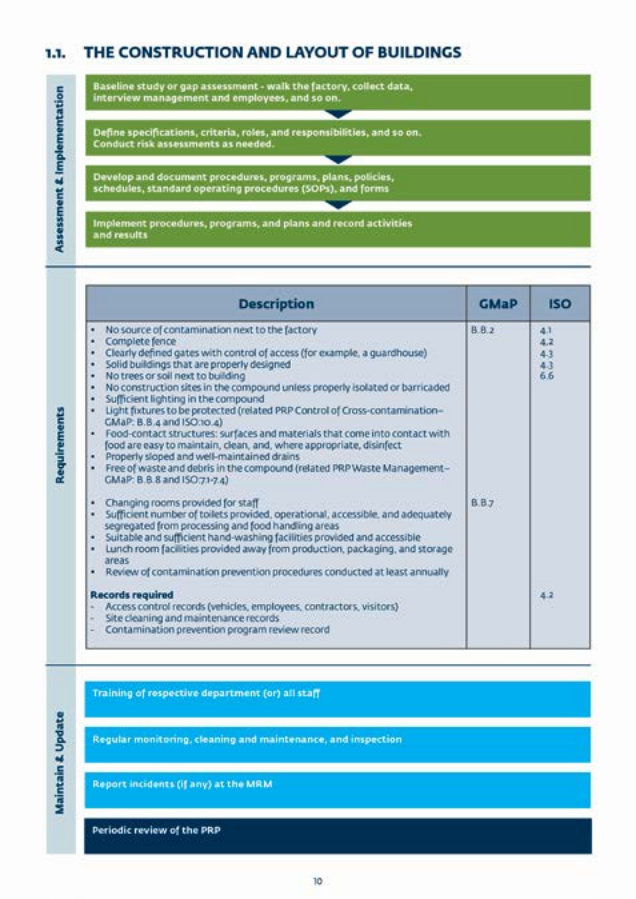
Assess, train, coach, and reassess is the approach of the International Finance Corporation (IFC) in providing food safety advisory services. To ensure that all specialists and consultants have the same understanding, each activity is clearly defined. Brief explanations are as follows:

- *Assessment* involves the use of a set of criteria or a food safety standard, making a judgment on which of the requirements are fulfilled and which are not yet fulfilled. An initial food safety assessment report usually covers any gaps identified in the effort to meet the food safety standard and a relevant implementation plan.
- *Training* involves an established curriculum that is delivered on a one-to-many basis. The focus is on building skills or individual behavioral change.
- *Coaching* involves a personalized plan that has been devised by the coach and the protégée and that is delivered on a one-to-one or one-to-few basis. While the focus may be on building skills, it is more often viewed as an opportunity for strategizing or for the coach to serve as a thinking partner.

Because the competency and capability of each client food safety team and the complexity of each process vary, no single solution should be considered better for coaching every team. This document is best used as a compass while walking the client through the journey during implementation. It is not necessary to follow every step mentioned under every heading. The topics in this document have been selected to conform to the Global Food Safety Initiative's (GFSI) Global Markets Program (GMaP), the International Organization for Standardization (ISO) 22000 food safety management standard, and the ISO 22002-1 technical specification (TS). It is thus the consultant's responsibility to understand the client's needs, make necessary adjustments during implementation by, for example, providing coaching on additional requirements, achieve the targeted certification, and meet applicable local norms, exporting country regulations, and the requirements of customers.

The food safety specialists and consultants should coach the client's food safety team according to these guidelines, explain the reasons behind each procedure, and clarify all documented information. A good understanding of the why will help the team not only establish a viable food safety management system (FSMS), but also maintain and update the system as required. Every IFC Food Safety Advisory Project begins with an initial assessment and an implementation plan, which may then be followed by a project tracker. A template for tracking the progress of a project and for checking if all items are addressed is provided in annex 1. These guidelines can be used in face-to-face or virtual coaching. There are some differences between in-person and virtual deliveries. Appropriate tips on virtual training and coaching are provided in annex 2 to assist the consultant in delivering the services effectively.

In general, there are three phases in coaching a client food safety team, as follows: (1) use the initial assessment as a guide and analyze the current situation and condition underlying each element of the prerequisite program (PRP) or FSMS, (2) adopt a step-by-step approach to the implementation of specific elements of the PRP or FSMS and to additional requirements, and (3) maintain and update the FSMS that has been implemented by the food safety team. These three phases are explained under each topic by relying on a color-coded format, as follows:



- The title of each page may refer to a PRP, an element of the FSMS, or a key item in the hazard analysis critical control point (HACCP).
- The bar above describes the phases: assessment and implementation, system requirements, and maintenance and update. The phases are also color-coded.
- A description in bold or a step in dark blue are the intermediate level requirements of the GMaP; the reader may also refer to the clause number.
- The numbers in the right columns refer to the clauses of the GMaP or the ISO 22000 and ISO/TS 22002-1 requirements.
- Food fraud is also covered. It has become more important to protect food products from contamination or adulteration that is aimed at causing public health problems or business losses.

GENERAL GUIDELINES FOR COACHING CLIENT FOOD SAFETY TEAMS

Assessment & Implementation

Baseline study or gap assessment - walk the factory, collect data, interview management and employees, and so on.

Define specifications, criteria, roles, and responsibilities, and so on. Conduct risk assessments as needed.

Develop and document procedures, programs, plans, policies, schedules, standard operating procedures (SOPs), and forms

Implement procedures, programs, and plans and record activities and results

In this phase, the consultant gets to know the details of the specific food business more clearly by walking the factory and having conversations with management and employees. The consultant's role is to identify gaps between the current conditions and the requirements of the standard. The output of earlier steps feeds into the next steps.

Requirements

Description	GMaP	ISO
Implementation requirements	**Ref clause**	**Ref clause**
Record requirement		

System requirements

GMaP Clause no. ...

ISO 22000 Clause no. **4.1**

The requirements of the GMaP and ISO22000 or ISO/TS 22002-1: The clauses can be seen in the columns or separately in the color-coded format. The consultant needs to ensure that the client's FSMS meets the targeted food safety certification requirements, local and export country regulations, and customer needs. Documented record requirements are shown in italics.

Maintain & Update

Training of respective department (or) all staff

Monitoring, recording, and evaluation

Monthly trends and corrective action and preventive actions (CAPA), if needed

Report trends and significant changes at the management review meeting (MRM)

Periodic review of the PRP

This shows what the food safety team needs to do to sustain the FSMS implemented at their site. Client involvement beginning at the assessment phase is key to sustaining the system after the consultant has completed the implementation and departed from the client's team.

PREREQUISITE PROGRAMS

1.1. THE CONSTRUCTION AND LAYOUT OF BUILDINGS

Assessment & Implementation

Assess the current situation: the external environment, fences, entrances, roof, building design and layout, employee facilities, external lighting, drainage, wastewater system, surroundings of buildings, external cleaning and maintenance, waste collection areas

Develop – (1) improvement plan (if needed) and (2) external cleaning and maintenance program

Follow up on progress; Implement the external cleaning and maintenance program

Requirements

Description	GMaP	ISO
• No source of contamination next to the factory • Complete fence • Clearly defined gates with control of access (for example, a guardhouse) • Solid buildings that are properly designed • No trees or soil next to building • No construction sites in the compound unless properly isolated or barricaded • Sufficient lighting in the compound • Light fixtures to be protected (related PRP Control of Cross-contamination–GMaP: B.B.4 and ISO:10.4) • Food-contact structures: surfaces and materials that come into contact with food are easy to maintain, clean, and, where appropriate, disinfect • Properly sloped and well-maintained drains • Free of waste and debris in the compound (related PRP Waste Management–GMaP: B.B.8 and ISO:7.1-7.4)	B.B.2	4.1 4.2 4.3 4.3 6.6
• Changing rooms provided for staff • Sufficient number of toilets provided, operational, accessible, and adequatelysegregated from processing and food handling areas • Suitable and sufficient hand-washing facilities provided and accessible • Lunch room facilities provided away from production, packaging, and storageareas • Review of contamination prevention procedures conducted at least annually	B.B.7	
Records required - *Access control records (vehicles, employees, contractors, visitors)* - *Site cleaning and maintenance records* - *Contamination prevention program review record*		4.2

Maintain & Update

Training of respective department (or) all staff

Regular monitoring, cleaning and maintenance, and inspection

Report incidents (if any) at the MRM

Periodic review of the facility environment

1.2. THE LAYOUT OF PREMISES AND THE WORKSPACE

Assessment & Implementation

Check the internal environment: walls, floors, ceilings, doors and windows, storage areas, drain points, drains, equipment design and layout; review the locations of high- vs. low-risk zones; review production lines

Define risk zones; develop pathways of materials and people; develop an improvement plan (if any changes are required); develop building cleaning & maintenance program; develop environmental monitoring program (sampling, testing, reporting, trending)

Follow up on progress; implement building cleaning & maintenance program

Requirements

Description	GMaP	ISO
Related FSMS element 2.11. infrastructure – ISO: 7.1.3. Proper doors, windows, screens, physical barriers (for example, shoe change bench) or effective procedures in place	B.B.4.	
Internal layout design is available. Good hygiene and manufacturing practices are followed.		5.1
Internal layout and traffic patterns and routes (raw materials, products, waste, personnel) and entry and exit points are available.		5.2
Suitable materials and design in construction, curved wall-floor junctions, dry or drainable floors,ceilings, screened windows, vents are in place. Doors are closed when not in use.		5.3
Hygienic design and appropriate location of equipment.		5.4
Laboratory activities are controlled in designated areas.		5.5
Design and location are assessed; additional assessments are conducted if there are hazards associated with temporary or mobile premises and vending machines.		5.6
Storage areas are identified and marked. All items are placed off the floor by using pallets, and sufficient space is maintained for inspections. Chemical and other hazardous substances are stored in designed storage areas only. Bulk storage procedures are established and followed. ***Records required*** *- Assessment records* *- Temperature, relative humidity records on storage areas*		5.7
A documented building maintenance program is established	I.B.10	
An effective building maintenance program is implemented		
Hygiene and clearance procedures for all maintenance activities are in place		
Hygiene procedures for maintenance activities are reviewed and their effectiveness has been verified		
Suitable materials are used for maintenance and repair ***Maintenance records*** *- Building maintenance program review record* *- Hygiene control records and area clearance records* *- Review records on hygiene procedures for maintenance activities*		

Maintain & Update

Training of all staff

Regular monitoring, cleaning and maintenance, and inspection

Report incidents and changes (if any) at the MRM

Periodic review of premises and workspaces

1.3. UTILITIES: AIR, WATER, ENERGY

Assessment & Implementation

Check existing air and water supply: from source to point of use; product contact air vs. ventilation vs. compressed air; portable vs. technical water supply vs. return lines; treatment (if any); stagnation; differential pressure; flow disturbance; user point treatment, filtration, cleaning; air and water quality monitoring program; check electricity lines and backup energy system

Develop a maintenance program (such as drain water lines, air filter cleaning and replacement); air and water quality monitoring program (sampling, testing, reporting, trending, and review)

Implement quality monitoring program and maintenance program

Requirements

Description	GMaP	ISO
Control measures implemented to ensure the quality of water and guarantee that steam and ice do not compromise the safety of food products	B.B.6.1	6.1 6.2
Potable water is physically segregated from non-potable water, and lines are color-coded orlabelled; water quality requirements are specified and met	B.B.6	6.2
Ingredient water, cleaning water, product contact air, and room air are monitored through the respective programs; residual chlorine is checked at the point of use		6.1/6.4 6.2
Water that may come indirectly into contact with products are identified and checked to ensure it meets specified quality and micro requirements		6.2
(Recommendation) potable water pipes should be accessible to disinfection		6.2
Boiler chemicals should include only approved additives, stored separately, and secured		6.3
Filtration, relative humidity and micro requirements are established; controls are in place on air that comes into contact with products Sufficient ventilation should be provided; correct air flows from high- to low-risk zones, systems are cleanable; periodic inspections are carried out of external filters and air intakes Quality monitoring and control and correct pressure differentials in room air are maintained		6.4
Compressed air and other gases: construction and maintenance to prevent contamination;food grade; filtered; use of oil-free compressors or food grade oil ***Records required*** *Water, steam, and ice test records and results* *List of approved chemicals* *Air monitoring test records and results, room temperature and relative humidity records, differential pressure records, filter cleaning and replacement records* *Certificate of analysis or test results of compressed air and other gases*		6.5

Maintain & Update

Training of all staff

Regular monitoring, cleaning and maintenance, and inspection

Report incidents and changes (if any) at the MRM

Periodic review of facility environment

1.4. WASTE MANAGEMENT

Assessment & Implementation

- **Identify waste generation points and temporary storage locations**
- **Define the waste transfer route(s)**
- **Develop storage, transfer and disposal methods based on waste types**
- **Implement a waste management program**

Requirements

Description	GMaP	ISO
Identified waste generation points	B.B.8	7.1
Waste bins have lids and are color-coded and labeled Waste bins are located in designated areas Waste bins are properly utilized and cleaned		7.2
A waste transfer route has been defined (related PRP: Layout of building premises and workplace GMaP: B.B.4, ISO: 5.2), and waste is transferred over this route		7.3
The temporary waste collection bin is at least 10 feet from the building and regularly cleaned		
Waste disposal by a third party has been organized		
A procedure for managing 'waste containing labels and packaging materials' has been established		
Drains are properly designed (sufficient to handle flow, only to flow from high- to low-hygiene zones, and so on), maintained, and cleaned		7.4
Waste disposal record		

Maintain & Update

- **Training of all staff**
- **Monitoring, recording, and inspection**
- **Monthly record of CAPA (if any)**
- **Report at the MRM (if necessary)**
- **Periodic review of the waste management system**

1.5. EQUIPMENT SUITABILITY, CLEANING, AND MAINTENANCE

Assessment & Implementation

- **Identify and prepare a list of equipment**
- **Ensure the suitability of construction materials, lubricants, and hygienic design**
- **Prepare preventive maintenance master plans**
- **Identify roles and responsibilities**
- **Identify maintenance methods and tools**

Requirements

Description	GMaP	ISO
Documented cleaning procedures (facility, utilities, and equipment) are in place. The effectiveness of cleaning is verified. A cleaning master plan for equipment, including cleaning tools, is available.	B.B.3.1	8.5
Cleaning tools are color-coded and clearly marked. Cleaning chemicals are marked and stored separately.	B.B.3.2	
Personnel who undertake cleaning and disinfection have been trained.	B.B.3.3	8.6
Food contact surfaces are made of suitable materials (can be cleaned and disinfected). Hygienic design requirements for equipment have been met. Food contact surfaces are made of suitable materials (impermeable, free of rust and corrosion, fit for temperature and holding conditions).		8.1 8.2 8.3 8.4
A preventive maintenance program is in place. Corrective maintenance procedures are available. Temporary vs. permanent repair and the priorities of maintenance requests are identified. Lubricants and heat transfer fluids are food grade. Post-maintenance cleaning, sanitizing, and release; the pre-use inspection of processes and equipment are undertaken.		8.6
Records required *Equipment cleaning and maintenance records* *Hygiene control records for maintenance activities* *Food grade certificates for lubricants* *Post-maintenance inspection record and verification records; test results (where necessary)*		

Maintain & Update

- **Training of maintenance and all staff**
- **Cleaning, preventive and corrective maintenance activities**
- **Incident management, CAPA, and change control records**
- **Report at the MRM (if necessary)**
- **Periodic review of maintenance program effectiveness**

1.6. MANAGEMENT OF PURCHASED MATERIALS

Assessment & Implementation

Assess current purchasing practices and norms
Make a list of all existing suppliers of both material and services
Collect data on receiving criteria for materials and service agreements and contracts
Review sampling, testing, and receive and reject processes

Determine appropriate supplier selection processes and develop approved supplier list
Plan to improve sampling, testing, and receive and reject processes (if needed)
Develop a supplier performance appraisal program

Implement a supplier selection program and conduct performance reviews

Requirements

Description	GMaP	ISO
Incoming material requirements: the condition of delivery vehicles is checked; materials areinspected and tested or are covered by certificates of analysis. A documented verification method has been established. Risk assessment and thefrequency of inspection are defined. A procedure for handling materials that are out of specification is in place. Accessing, sampling, testing, and release procedures exist for bulk materials (if needed).	I.A.13 I.A.14	9.3
A supplier selection process is in place. An approved supplier list is available. Raw material specifications and receiving procedures are available and applied. A procedure for handling materials that are out of specification has been designated. The verification of supplier performance is conducted. ***Records required*** *Incoming vehicles inspection records* *Raw materials inspection and testing records* *Sampling and testing records* *Out of specification handling records* *Test results and release records* *Updated, approved supplier list* *Supplier performance review records*		9.2

Maintain & Update

Training of staff involved in purchasing, receiving, and warehousing

Receiving, sampling, and testing are ongoing as specified by procedures

Regular monitoring of supplier performance (at least annually)

Review of supplier performance and update of approved supplier list

1.7. MEASURES FOR THE PREVENTION OF CROSS-CONTAMINATION

Assessment & Implementation

Assess the hazards in each building, zone, and area; review and evaluate if barriers and routes are sufficient for the prevention of cross-contamination

Review the potential of physical, chemical, microbial, and allergen cross-contamination through movement and the use of materials, including tools

Develop an improvement plan for segregation and contamination control (if needed)

Implement contamination control procedures

Requirements

Description	GMaP	ISO
The risk of physical, chemical, and microbiological contamination of products is minimized Physical barriers are established where needed (see also the PRP Layout of Premises and the Workspace, GMaP: B.B.4, ISO: 5.1) The separation of raw materials from in-process and finished products Physical contamination control procedures (glass policy, inspection, breakage management, and so on) The management of wooden pallets, tools, rubber seals, and personal protective clothing and equipment	B.B.4	10.1 10.4
Zoning map and traffic routes (see also the PRP Layout of Premises and the Workplace, GMaP: B.B.4, ISO: 5.1) A contamination hazard assessment is conducted in each area The access to high-risk zones is controlled		10.2
A documented allergen management procedure is in place (related PRP: 1.14. Product Information and Consumer Awareness, GMaP: B.A.2.4; ISO: 1.7)	B.C.2	10.3
Records required *Glass, brittle materials inspection records* *Wooden pallet inspection records* *Allergen management records (for example, allergen cleaning record)*		

Maintain & Update

Training of all staff

Regular monitoring, cleaning and maintenance, and inspection

Report incidents (if any) at the MRM

Periodic review of contamination control procedures

1.8. CLEANING AND SANITIZING

Assessment & Implementation

Assess current cleaning practices – Define types of cleaning: dry vs. wet; equipment cleaning in place vs. cleaning out of place

Prepare cleaning and disinfection master plans

Define roles and responsibilities

Develop and implement cleaning methods

Verify cleaning and sanitization program effectiveness

Implement cleaning and sanitization program

Requirements

Description	GMaP	ISO
Cleaning and sanitation master plan, including cleaning the cleaning tools, is established. Cleaning in place lines are separated from product lines. Cleaning in place and cleaning out of place plans, including cleaning parameters and criteria to trigger cleaning, have been defined.	B.B.3.1	11.1 11.4
Cleaning and sanitization verification program is in place. Equipment monitoring plan has been established (critical surfaces). Post-cleaning inspections and pre–start-up inspections are set up. Cleaning verification procedures are in place.	B.B.3.1	11.1 11.3 11.5
Cleaning tools are color-coded and marked. The storage of cleaning tools and cleaning and sanitation chemicals has been provided Methods for cleaning tools are defined.	B.B.3.2	11.2
Trained, qualified people are involved in cleaning and disinfection.	B.B.3.3.	
Records required *Cleaning and sanitation records* *Cleaning in place and cleaning out of place records* *Cleaning verification records* *Cleaning validation records* *Training records* *Tool cleaning records* *Cleaning tools and cleaning and sanitation chemical inventory records*		

Maintain & Update

Training of all staff

Regular cleaning, sanitation, and inspection

Environmental monitoring trends and CAPA

Report at the MRM

Periodic review of the cleaning and sanitation program

1.9. PEST CONTROL

Assessment & Implementation

Assess site situations (process, pest presence, site cleanliness, people's behavior, and staff capability) and choose one option that is outsourced or in-house

Outsourced	In-house
Identify pests at the site	Identify pests at the site
Conduct pest risk assessment	Conduct pest risk assessment
Assign person in charge of pest control	Identify target pests
Get quotation (including service specifications)	Assign pest control team and leader
Interview and select suppliers	Train staff and acquire licenses
Sign contracts	Develop and implement solutions

Requirements

Description	GMaP	ISO
Pest control procedures are in place, and there is no evidence of pest infestation on site	B.B.5.1	12.1
A pest monitoring program that includes monitoring methods and devices, schedule, trap maps, records, trends, inspections, and actions is available. Pest proofing and other harborage and infestation preventive measures are in place. Regular inspections on the breach of pest proofing and signs of pest infestation are conducted, and the findings lead to rectification. Control procedures, including chemical controls, such as on baits and pesticides, have been established. Eradication is conducted if any infestation occurs, eradication records are maintained.	B.B.5.2	12.2 12.5 12.3 12.4 12.6
List of approved chemicals, product information, and material safety data sheets are available.	B.B.5.3	12.2
An inspection program is undertaken by a trained person at an appropriate frequency Licensing and legislative requirements on the use of chemicals are met.	B.B.5.4	
Records required *Training records, licensing for pest controllers and in-house pest control team* *Pest risk assessment and list of target pests; pest trap layout map* *Daily or weekly monitoring records and monthly trends* *List of approved chemicals, product information, material safety data sheets* *Site inspection records, findings, CAPA, and closure of findings*		

Maintain & Update

Training of all staff to ensure awareness and to report pest sightings

Recording, trend reporting for the pest monitoring program, recommended actions (if needed)

Regular site inspections, findings, and follow-up eradication actions

Report at the MRM (if any significant issues) arise

Periodic review of pest management system effectiveness

1.10. PERSONAL HYGIENE AND EMPLOYEE FACILITIES

Assessment & Implementation

Assess whether employee facility requirements are fulfilled

Conduct risk assessments on hygiene

Identify gaps and develop hygiene control procedures

Implement procedures

Requirements

Description	GMaP	ISO
Personal hygiene measures are applied for relevant contractors, visitors, and others. Sufficient dedicated handwashing stations with hands-free features, rest rooms with handwashing and sanitizing facilities, changing facilities, eating and personal food storage areas are available.	B.B.1.1	13.1 13.2
Personal hygiene requirements comply with legal requirements (if applicable).	B.B.1.2	
Hygiene procedures are communicated to employees, contractors, and visitors. Personnel are informed about how to report cases of Illness or injury.	B.B.1.3	13.6
A qualified person is assigned to manage health and hygiene controls on individuals. Pre-employment medical examinations and regular checkups on health status are conducted.	B.B.1.4	13.5
Personal hygiene requirements are communicated through visitor hygiene control forms, visual instructions, briefings, training, and refresher courses. Personal cleanliness is inspected regularly. Procedures for checking and taking action, including retraining, are observed if any improper personal behaviors (smoking, eating, and so on).	B.B.1.5	13.7 13.8
Employees, contractors, and visitors are informed about requirements and procedures on uniforms and protective clothing. Protective clothing (uniforms, shoes, gloves, and so on) meet hygiene requirements.	B.B.1.6	13.4
Staff canteens and designated eating areas are located properly.		13.3
Records required *Training and communication records* *Posters on handwashing and other hygiene controls* *Health and hygiene checkup records on employees* *Hygiene controls and personal property control forms that are to be completed before contractors and visitors enter the premises* *Copy of local regulations (if applicable)* *Employee health examination records (pre-employment and regular examinations)*		

Maintain & Update

Training and communication among all staff, contractors, and visitors on health and hygiene requirements

Regular monitoring, inspection, and follow-up actions for violations

Report incidents (if any) at the MRM

Periodic reviews of program effectiveness

1.11. REWORK

Assessment & Implementation

Identify points of rework generation

Define labelling requirements for rework

Review storage, transport, expiration, and rework usage guidelines and develop an improvement plan (as needed)

Implement rework procedures

Requirements

Description	GMaP	ISO
Specifications are available for all product inputs (raw materials, ingredients, additives, packaging materials, rework) and finished products.	B.A.1.1	14.1
Rework procedures with traceability for work in progress, post-treatment, and rework are established Storage areas have been assigned for rework. Labeling requirements for rework—label color and detailed information requirements on label (classification, date of generation, reason for rework, designation)—are defined and being implemented.	B.A.2.2	14.2
Recording procedures for the generation, storage, and use of rework are in place.	B.A.2.3	
Handling procedures for the removal and segregation of packaging materials and contamination controls while rework is being generated from packed products are active.		14.3
Instructions for reuse (acceptable quantity, process steps, methods of addition, and preprocessing if required) are clearly defined and communicated to personnel.		14.3
Records required *Specifications* *Training records on rework procedures* *Records of generation, storage, testing, and reuse or rejection of rework* *Hygiene and packaging materials control records for rework generated from packed products*		

Maintain & Update

Training of all staff on awareness of rework handling

Recording generation, storage, and use of rework (ongoing)

Follow-up for inspection findings

Report incidents (if any) at the MRM

Periodic review of the waste management system

1.12. PRODUCT WITHDRAWAL AND RECALL

Assessment & Implementation

Review if any withdrawal and recall procedures are in place and effective

Develop and refine procedures and the roles and responsibilities of individuals for incidents Management Team

Implement revised withdrawal and recall procedure

Verify traceability and test effectiveness by conducting a mock recall

Requirements

Description	GMaP	ISO
Affected products can be withdrawn and recalled. - Related FSMS Element 2.14. Traceability–GMaP: B.A.2, I.A.2; ISO: 8.3 - The effectiveness of the traceability system is tested at least annually and the system is updated - Related FSMS Element 2.19 Withdraw and Recall Records of incidents are maintained.	B.A.3 B.A.2 I.A.2 I.A.3	
Documented incident management system that addresses incident reporting, product withdrawal, and product recall is in place. Products failing to meet required food safety standards can be identified, located, and removed from any point of the supply chain.	I.A.3.3.	15.1
Communication plan with designated responsible persons identified to provide information to customers, consumers, and regulatory authorities has been established. A list of key contacts in the event of a recall is available. Mock recall and internal and external incident communication have been tested.	I.A.3.4	15.2
The incident management system is reviewed, tested, and verified at least once a year	I.A.3.5	
All incidents are recorded; their severity and consumer risks are assessed. If products are withdrawn because of immediate health hazards, the safety of other products produced under the same conditions must be evaluated. The need for public warnings should also be considered.	I.A.3.6	15.2
Records required *Incident reports* *(Incident management system) review record* *Mock recall reports*		

Maintain & Update

Training of staff on withdrawal and recall procedures

Conduct a mock recall annually and maintain a record

Report on the mock recall exercise at the MRM

Periodic review of the effectiveness of the procedure

1.13. WAREHOUSING

Assessment & Implementation

Review warehouse procedures and storage practices (including vehicles)

Develop an implementation plan on good warehousing practices as needed

Implement good warehousing practices

Requirements

Description	GMaP	ISO
Facilities for the storage of food and ingredients are adequate.	B.B.9.1	
Food storage facilities are constructed of materials that can be cleaned and maintained. Separate storage areas for waste materials and chemicals has been established. Separate areas or segregation of nonconforming materials.	B.B.9.2	16.2 16.2
Appropriate transport is used to transport foods. Warehouse temperature, humidity, and other environmental conditions are controlled. Lower layers are protected (limiting stacking height, using pallets for ventilation, and so on)	B.B.9.3.	16.2 16.3
Specify first in, first out; first expired, first out.		16.2
A documented product transport procedure is available and effectively implemented.	I.B.9.1	
A documented transport vehicle procedure is available and effectively implemented. Gasoline- or diesel-powered fork-lifts are not allowed in food ingredient or food product areas.	I.B.9.2	16.2
Documented maintenance and hygiene processes for vehicles and equipment for loading and unloading are available and effectively implemented. Vehicles, conveyors, and containers are to be well-maintained and protect products against damage and contamination. (Where the same vehicle is used for food and nonfood items), cleaning is carried out before use with food items. Dedicated bulk containers are used for food.	I.B.9.3	16.3 16.3
Records required *Records of food storage (with location ID) and transport* *Records on material receiving, storage, and use* *Records of temperature, humidity, and so on, for storage and food transport (as appropriate)* *Cleaning records (where necessary)* *Good warehousing practice review records*		

Maintain & Update

Training of warehouse and related staff (dispensing, purchasing sections, and so on)

Regular monitoring, cleaning and maintenance, and inspection of storage areas and vehicles

Report incidents (if any) at the MRM

Periodic review of good warehousing practices

1.14. PRODUCT INFORMATION AND CONSUMER AWARENESS

Assessment & Implementation

Review all labels and revise if necessary
Review the label management process

Develop an improvement plan for meeting labelling requirements and for label and information management

Implement proper checks to ensure labelling requirements are met and label information is well managed

Requirements

Description	GMaP	ISO
Clear labeling procedures are in place and ensure continuous identification of products through all stages of production and delivery. - Related FSMS Element 2.14. Traceability–GMaP: B.A.2, I.A.2; ISO: 8.3 - Related PRP 1.13. Warehousing–GMaP: B.A.9; ISO: 16 - Related PRP 1.7. Measures for the prevention of cross-contamination - (Allergen Control–GMaP: B.B.4.; ISO: 10.3)	B.A.2.4	
Labeling guidelines are available and meet legislative requirements (if any). The information to be communicated with customers or consumers is clearly defined. Information is communicated with customers and consumers though labels and descriptions on contracts.		17
Records required *Bin cards, labels, and so on for raw materials through all stages up to finished product* *Finished product labels* *Samples of communication with customers through contracts*		

Maintain & Update

Training of relevant staff (production, warehouse, procurement, marketing, and so on)

Regular controls on labelling

Report incidents (if any) at the MRM

Periodic review of labelling requirements

1.15. FOOD DEFENCE, BIO-VIGILANCE, AND BIOTERRORISM

Assessment & Implementation

Establish a food defence team and define roles and responsibilities

Identify threats in the environment and the process

Perform a threat assessment and critical control point (TACCP) analysis and develop a relevant action plan

Implement action plan

Requirements

Description	GMaP	ISO
Assess the hazard to products posed by potential acts of sabotage, vandalism, or terrorism and implement proportional protective measures, such as the following: - The compound is well protected. - Access to the workplace is controlled by security guards at entrances. - Security patrols and closed-circuit television systems are active. Potentially sensitive areas within the establishment should be identified, mapped, andsubjected to access controls. Where feasible, access should be physically restricted by use of locks, electronic card keys, or alternative systems.	I.C.4.1	18.1 18.2
Points in the process that are vulnerable to intentional product tampering or intentionalcontamination have been identified and subjected to additional access controls.	I.C.4.2	
Control measures are in place to address what to do with products if prohibitedaccess has taken place and the product may have been tampered with or intentionally contaminated.	I.C.4.3	
Records required *Threat assessment critical control point* *Hygiene and personal property control forms to be completed by contractors and visitors before they enter the premises (see also: 1.10 Personal Hygiene and Employee Facilities)* *Security personnel duty roster*		

Maintain & Update

Training of food defence team and all staff

Regular security checks and ad hoc inspection if necessary

Report incidents (if any) at the MRM

Periodic review of effectiveness of the action plan

1.16. FOOD FRAUD

Assessment & Implementation

- **Establish the food fraud team**
- **Map and verify the food supply chain**
- **Conduct a vulnerability assessment and critical control point (VACCP) analysis**
- **Determine VACCP points and mitigation actions**
- **Implementation and verification**
- **Documented information**

Requirements

Description	GMaP	ISO
List of members of the food fraud team Supply chain flow chart Records of vulnerability assessment Records of risk assessment List of VACCP points Food fraud mitigation plan Food fraud review schedule Review food fraud program Record corrective action Verification and testing records		4.1
Records required *Vulnerability assessment* *Risk assessment* *Verification and testing records* *Records of corrective actions*		

Maintain & Update

- **Training of food fraud team and related staff**
- **Mitigation plan implementation, monitoring, and testing**
- **Root cause analysis and corrective action implementation**
- **Periodic review and updating**

FOOD SAFETY MANAGEMENT SYSTEM

2.1 CONTEXT OF THE ORGANIZATION

Assessment & Implementation

Identify internal and external context and issues

Organizational context analysis tools

Activity planning

Monitoring and review

Requirements

Context of the organizational system requirements

- A process for understanding key issues
- Internal and external issues
- Strengths, weaknesses, opportunities, and threats (SWOT) analysis
- Relevancy to those that affect the intended results of the FSMS
- Strategy and action plan to address issues
- Monitoring and review of context
- Update information
- Record of the MRM

GMaP Clause no. ... **ISO 22000 Clause no.** **4.1**

Maintain & Update

Training of the team

Monitoring, recording, reviewing, and updating

Trends and CAPA

Report at the MRM

Periodic review of the context

2.2. NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

Assessment & Implementation

Identify relevant interested parties

Determine needs and expectations

Rank interested parties in terms of power and interest

Set objectives and priorities

Monitoring and review

Requirements

Needs and expectations of interested parties: system requirements

- Roles and responsibilities
- Relevant interested party register
- Ranking criteria; results of ranking; record
- Objectives and priorities in addressing requirements
- Regular review, monitoring, and updated information
- Records of the MRM

GMaP Clause no. ... **ISO 22000 Clause no.** **4.2**

Maintain & Update

Training of all staff

Monitoring, recording, reviewing, and updating

Trends and record of CAPA

Report at the MRM

Periodic review of interested parties

2.3. SCOPE OF THE FOOD SAFETY MANAGEMENT SYSTEM

Assessment & Implementation

Determine the boundaries and applicability of the FSMS

Specify the products and services, processes, and production sites

Consider the context of the organization

Maintain documented information

Requirements

Scope of the FSMS requirements

- Boundaries and applicability of the FSMS
- Processes, products, services, and production sites
- Results of the SWOT and interested party analysis
- Evaluation results on the influences of activities, processes, products, and services on food safety of end products
- Documented information
- Scheduled review

GMaP Clause no. ... **ISO 22000 Clause no.** **4.3**

Maintain & Update

Training of management and the food safety team

Boundaries and applicability of the FSMS

Updated SWOT and interested party analysis

Strategic directions of the organization

Report at the MRM

Periodic review of the scope of the FSMS

2.4. THE FOOD SAFETY MANAGEMENT SYSTEM

Assessment & Implementation

- **Determination of FSMS processes**
- **Specify the products and services, processes, and production sites**
- **Define methods and criteria for each process**
- **Monitoring and evaluation of FSMS processes**
- **Improving FSMS processes**
- **Retain documented Information**

Requirements

FSMS process: system requirements

- Roles and responsibilities for each process
- Processes and process Interactions
- Process descriptions
- Records of process monitoring
- Key performance indicators

GMaP Clause no.	**I.A.10.1**
ISO 22000 Clause no.	**4.4**

Maintain & Update

- **Training of all process owners**
- **Process monitoring and implementation of key performance indicators**
- **Implementation of corrective action**
- **Periodic review and updating**

2.5. THE FOOD SAFETY POLICY

Assessment & Implementation

- **Define food safety policy**
- **Approval and communication of the food safety policy**
- **Understanding the food safety policy**
- **Monitor and review of the food safety policy**
- **Update the food safety policy**
- **Maintain documented information**

Requirements

Food safety policy: system requirements

- Roles and responsibilities
- Food safety policy
- Communication plan and attendance
- Records of policy communications
- Records on policy understanding
- Records of reviews and updates
- Documented information

GMaP Clause no. ... **ISO 22000 Clause no.** **5.2**

Maintain & Update

- **Training of all staff**
- **Review and communication of policy**
- **Periodic testing of policy understanding**
- **Periodic review and update of the policy**

2.6. ORGANIZATIONAL ROLE, RESPONSIBILITY, AND AUTHORITY

Assessment & Implementation

- **Define roles, responsibilities, and authority**
- **Approval and communication of responsibilities and authority**
- **Establishing the food safety team and the team leader**
- **Report on the performance of the FSMS**
- **Define the responsibility and authority to initiate and document actions**
- **Responsibility to report on problems in the FSMS to relevant individuals ISO 22000**

Requirements

Organizational role, responsibility, and authority: system requirements

- Job description
- Organigram/ Organization Chart
- Team and team leader assignment letter
- Report on FSMS performance
- Letter of assignment and minutes to initiate and document action
- Report on problems in the FSMS to relevant individuals

GMaP Clause no. ... **ISO 22000 Clause no.** **5.3**

Maintain & Update

- **Training of human resource staff, the food safety team, and the team leader**
- **FSMS performance reporting and review**
- **Report problems and initiate document action**
- **Monitor, review, and update responsibilities and authority**

2.7. RISKS AND OPPORTUNITIES

Assessment & Implementation

Identification of risks and opportunities

Evaluation and prioritization of risks and opportunities

Define actions to address risks and opportunities

Monitor, review, and update

Documented information

Requirements

Risks and opportunities: system requirements

- List of risks and opportunities
- List of risks related to FSMS processes
- Risk assessment process and methodology
- Risks and opportunities mitigation action plan
- Monitoring and review: records

GMaP Clause no. ... **ISO 22000 Clause no.** **6.1**

Maintain & Update

Training of management, team, and department managers

Performance monitoring on risks and opportunities Management implementation

Corrective actions

Regular review and update

2.8. FOOD SAFETY OBJECTIVES

Assessment & Implementation

Establish food safety objectives which are consistent with food safety policy

Establish specific, measurable, attainable (or achievable), realistic, and time-bound (SMART) food safety objectives that reflect food safety requirements

Objectives should be defined at relevant functions and levels

Planning to achieve food safety objectives

Monitor, review, and update

Documented information

Requirements

Food safety objectives: system requirements

- Lists of FSMS objectives at relevant functions and levels
- Links with food safety policy
- Organizational and departmental baseline data
- Action plan for achieving food safety objectives
- Results of performance monitoring and evaluation

GMaP Clause no. ... **ISO 22000 Clause no.** **6.2**

Maintain & Update

Training managers

Performance monitoring and evaluation of food safety objectives and implementation

Corrective action implementation

Periodic review and update

2.9. CHANGE MANAGEMENT

Assessment & Implementation

Establish the team

Determine any changes in the FSMS (processes, procedures, inputs, resources, suppliers, personnel, output, interested parties, and so on)

Determine the purpose and consequences of each change (risk and opportunity assessment of the changes)

Planning the changes (consider the effects on the integrity of the FSMS, the allocation of resources, the staff, and so on)

Communicate, implement, and monitor the changes

Documented information

Requirements

Change management: system requirements

- Changes generated by different sources
- The need for the changes
- Records on the risk and opportunity assessment of the proposed changes
- Information for relevant interested parties
- The results of implementation and monitoring
- Maintain and retain documented information

GMaP Clause no. ... **ISO 22000 Clause no.** **6.3**

Maintain & Update

Training managers

Risk and opportunity assessment of changes

Monitoring the implementations of the changes and corrective actions

Periodic review and update

2.10. COMPETENCE

Assessment & Implementation

Establish a process for assessing existing staff competencies and determine gaps in competence

Determine the need for action

Define actions to address the competence gaps, including any needs in training

Implement actions

Evaluate the effectiveness of the actions taken

Documented information

Requirements

Competence: system requirements

- A process to carry out competency assessment
- Competence requirements for each job
- Organigram
- List of competence gaps
- A multidisciplinary food safety team
- Lists of actions to fill existing competency gaps
- A list of all employees
- Training needs assessments
- Competency matrix, including training
- Results of implementation and effectiveness evaluations
- Competency evaluation records
- Maintain and retain documented information

GMaP Clause no.	B.A.9 I.A.9	ISO 22000 Clause no.	7.2

Maintain & Update

Training of human resource and process managers

Implementation of a competency assessment process

Monitoring the implementations and evaluation of actions

Periodic review and upgrading

2.11. INFRASTRUCTURE

Assessment & Implementation

Identify the infrastructure necessary for the FSMS and for process operations and control

Evaluate the adequacy of the necessary infrastructure

Provide the necessary infrastructure

Maintain infrastructure to ensure continuing suitability

Documented information

Requirements

Infrastructure: system requirements

- Lists of necessary infrastructure
- Resources plan and budget
- Suitable infrastructure for FSMS and process operations
- Preventive maintenance schedule
- Maintenance procedures
- Maintenance records
- Maintenance orders
- Trend analysis
- Results of infrastructure monitoring and evaluation
- Maintain and retain documented information

See also 1.2. Layout of premises and the workspace

GMaP Clause no. ... **ISO 22000 Clause no.** **7.1.3**

Maintain & Update

Training a maintenance team

Implementation of preventive maintenance schedules and procedures

Monitoring and corrective actions

Periodic review and upgrading

2.12. WORK ENVIRONMENT

Assessment & Implementation

Determine the resources needed for the establishment, management, and maintenance of the work environment necessary for the FSMS

Provide and manage the work environment necessary for the FSMS and for product conformity

Monitor and maintain the work environment needed

Documented information

Requirements

Work environment: system requirements

- A budget plan for the work environment
- Lists of human and physical factors in the work environment
- Regulations
- Records of personal protective equipment provision and use
- Results of monitoring and maintenance
- Records on work environment inspections
- Maintain and retain documented information

See also 1.2. Layout of premises and the workspace and 1.10. Personal hygiene and employee facilities

GMaP Clause no.	...	ISO 22000 Clause no.	7.1.4

Maintain & Update

Training all staff and the occupational health and safety team

Managing the work environment

Monitoring and maintenance

Periodic review and updating

2.13. COMMUNICATION

Assessment & Implementation

Identify internal and external communications relevant to the FSMS

Define a communication plan on what, who, when, and how to communicate

Communicate the plan and make the communication process transparent

Monitor and control internal and external communications

Documented information

Requirements

Communication: system requirements

- Communication process and procedures
- Communication plan
- Records of communications with relevant interested parties
- Results of monitoring and control
- Documented information

GMaP Clause no.	...	ISO 22000 Clause no.	7.4

Maintain & Update

Training managers

Communication plan implementation

Monitoring and control of communications

Periodic review and updating

2.14. DOCUMENTED INFORMATION

Assessment & Implementation

Identify the documented information required by the FSMS standard, the organization, and statutory and regulatory requirements

Define methods for creating, identifying, reviewing, indexing, retrieving, and updating FSMS documented information

Control documented information

Monitor documented information

Maintain and retain documented Information

Requirements

Documented information: system requirements

- Lists of documented information
- Creation and updating of procedures
- Master lists of FSMS documents
- Distribution lists
- Results of monitoring and evaluation
- Records on the management and retrieval of FSMS records
- Documented information

GMaP Clause no.	I.A.10.1 I.A.10.2	ISO 22000 Clause no.	7.5

Maintain & Update

Training all staff

Consistent implementation of procedures for the creation, updating, and control of documented information

Monitoring the process and corrective actions

Periodic review and updating

2.15. TRACEABILITY

Assessment & Implementation

Define a process and procedures for traceability

Implement an identification and traceability system

Monitor and test the traceability system

Retain documented information

Requirements

Traceability: system requirements

- Identification and traceability process and procedures
- Unique identification codes
- Records of raw materials in receiving, the production process, testing, monitoring, and dispatch
- Records of product status
- Schedule for testing and verification
- Records of traceability testing and verification
- Results of monitoring and control
- Documented information

See also 1.12. Product withdrawal and recall

GMaP Clause no. **I.A.2**

ISO 22000 Clause no. **8.3**

Maintain & Update

Training supply chain staff

Periodic testing and verification

Process monitoring and control

Periodic review and updating

2.16. EMERGENCY PREPAREDNESS AND RESPONSE

Assessment & Implementation

Establish procedures to identify and respond to emergency situations and incidents

Identify potential emergency situations and incidents

Take steps to reduce the consequences of emergency situations and incidents

Monitoring and periodical testing of procedures to respond to emergencies and incidents

Review and revise emergency preparedness and response procedures

Documented information

Requirements

Emergency preparedness and response: system requirements

- A procedure to respond to emergency situations and incidents which shall also be aligned with Workplace Safety requirements
- Lists of potential emergency situations and incidents
- Emergency preparedness and response plan
- Results and records of monitoring and periodical testing
- Documented information

GMaP Clause no.	...	ISO 22000 Clause no.	8.4

Maintain & Update

Training all staff

Implementation of emergency preparedness and response plan

Monitoring and periodic testing of procedures and corrective actions

Periodic review and updating

2.17. CONTROL OF MONITORING AND MEASUREMENT

Assessment & Implementation

Identify monitoring and measurement methods and equipment

Establish a calibration and verification plan

Ensure monitoring and measurement methods and equipment are reliable

Monitor and verify monitoring and measurement methods and equipment

Documented information

Requirements

Control of monitoring and measurement: system requirements

- Lists of monitoring and measurement methods and equipment
- Calibration and verification plan
- Records of calibration and verification
- Calibration status of each piece of equipment
- Results and records of monitoring and verification
- Documented information

GMaP Clause no.	**I.A.8**	**ISO 22000 Clause no.**	**8.7**

Maintain & Update

Training the quality, production, and maintenance team

Implementation of the calibration and verification plan

Monitoring and verification of calibration and verification

Periodic review and updating

2.18. NONCONFORMITY AND CORRECTIVE ACTIONS

Assessment & Implementation

Identification of nonconformity

Define methods to react to nonconformity

Evaluate the need for actions to eliminate the causes of nonconformity

Implement any necessary actions

Review the effectiveness of any corrective actions taken

Documented information

Requirements

Nonconformity and corrective action: system requirements

- A procedure for handling nonconformity and corrective actions
- Lists of nonconformities
- Area for the segregation of nonconformity and quarantine
- Records of root cause analysis and corrective actions
- Action plan to eliminate causes of nonconformity
- Records on the effectiveness of corrective actions
- Documented information

GMaP Clause no.	B.A.4 B.A.5	ISO 22000 Clause no.	10.1

Maintain & Update

Training all staff

Root cause analysis and implementation of corrective action

Monitoring and review of the effectiveness of corrective actions

Periodic review and updating

2.19. WITHDRAWAL AND RECALL

Assessment & Implementation

Identification of potential withdrawals and recalls

Convene the withdrawal and recall team

Evaluate the need for product withdrawal and quarantine

Identify the batches affected, isolate stocks, and identify where the product has been distributed

Notify relevant bodies and conduct product withdrawal or recall

Review and verify the effectiveness of a withdrawal or recall

Documented information

Requirements

Withdrawal and recall: system requirements

- A procedure for withdrawals and recalls
- List of the withdrawal and recall team
- Minutes on decisions and actions
- Distribution route and contact lists of direct customers
- Records on quarantined products
- Records of root cause analysis and corrective actions
- Notification letter to authorities and customers
- Press release and media communication
- Templates of withdrawal and recall records
- Documented information

See also 1.12. Product withdrawal and recall

GMaP Clause no.	B.A.3 I.A.3	ISO 22000 Clause no.	8.9

Maintain & Update

Training the sales and recall team

Root cause analysis and implementation of corrective actions

Monitoring and review of the effectiveness of withdrawal and recall

Periodic review and updating

2.20. PERFORMANCE EVALUATION

Assessment & Implementation

Define process monitoring, measurement, analysis, and evaluation

Evaluate the performance and effectiveness of the FSMS

Analysis and evaluation of data and information

Review the FSMS

Documented information

Requirements

Performance evaluation: system requirements

- Monitoring and measurement plan
- Records of monitoring and measurement
- Internal audit (related FSMS Element 2.21. Internal Audit)
- Results of data and information analysis
- MRM schedule (related FSMS Element 2.22. Management Review Meeting)
- FSMS review minutes
- Records on corrective actions

GMaP Clause no.	...	ISO 22000 Clause no.
		9.1
		9.2
		9.3

Maintain & Update

Training the management and evaluation team

Monitoring, measurement, analysis, and evaluation

Root cause analysis and implementation of corrective actions

Periodic review and updating

2.21. INTERNAL AUDIT

Assessment & Implementation

Form the internal audit team

Conduct IFC internal audit training among the team

Develop an internal audit plan

Implement an internal audit program

Requirements

Internal audit: system requirements

- Internal audit team
- Internal audit master plan
- Internal audit reports
- CAPA and audit closures

GMaP Clause no.	...	ISO 22000 Clause no.	9.2

Maintain & Update

Communicate the internal plan to the organization

Conduct internal audit according to the defined schedule

Ensure the CAPA are effective and then close the audit

Report incidents (if any) at the MRM

Periodically review the effectiveness of the internal audits

2.22. MANAGEMENT REVIEW MEETING

Assessment & Implementation

Assess current communications in the organization

Plan the MRM

Implement the MRM

Requirements

MRM: system requirements

- List the invitees
- MRM presentation format
- Meeting minutes
- Action plan, CAPA, and closure
- Evaluation whether the FSMS conforms to the food safety policy and meets the objectives of the FSMS

GMaP Clause no. ... **ISO 22000 Clause no.** **9.3**

Maintain & Update

Communicate the MRM plan to the organization

Conduct the MRM according to the schedule

Record decisions and action plans

Follow up on CAPA closures and continuous improvement

Periodic review of the effectiveness of the MRM

HAZARD ANALYSIS CRITICAL CONTROL POINTS

3.1. DEVELOPMENT OF THE HACCP PLAN

Assessment & Implementation

Assemble the food safety–HACCP team

Describe food and the distribution of food
Describe the intended use and the consumers of the food

Develop a flow diagram that describes the process
Verify the flow diagram (Worksheet 3)

Define the scope of the HACCP (Worksheet 1)
Describe the product and ingredients (Worksheet 2)
Analyze the hazards at each process step (Worksheet 4)
Use a decision tree and select operational PRPs (OPRPs) and critical control points (CCPs) (Worksheet 5)
Validate control measures (Worksheet 6)

Finalize the HACCP plan, including identified control measures, critical limits, corrective actions, and responsibilities (Worksheet 7)

Verify the HACCP plan (Worksheet 8)

Refer to 3.2 for system and training requirements

Maintain & Update

Train OPRP and CCP operators on control and actions

Overview of HACCP training for all staff

Maintain records on OPRPs and CCPs (ongoing)

Corrections and corrective actions, the if/when parameter is out of critical control limits

Follow up with CAPA to close incidents

Periodic review of HACCP plan effectiveness

3.2. HACCP SYSTEM REQUIREMENTS

System & Training Requirements

Description	GMaP	ISO
Business is in compliance with regulatory and customer requirements related to processes and products	B.C.1	
The HACCP plan is in place, as follows: Food safety hazards are to be controlled at the OPRP and CCP Critical limits are set at the CCP or the action criteria for the OPRP Monitoring procedures Correction to be made if critical limits or action criteria are not met Responsibilities and authorities	I.C.3	8.5.4.1 8.5.4.2
The HACCP monitoring plan is in place, as follows: Measurements or observations that provide results within an adequate time frame Monitoring methods or monitoring devices are used Applicable calibration methods or, for the OPRPs, equivalent methods for the verification of reliable measurements or observations Monitoring frequency Monitoring results Responsibility and authority for monitoring Responsibility and authority for the evaluation of monitoring results		8.5.4.3
Action plan to ensure the following: Potentially unsafe products are not released The cause of nonconformities is identified The parameters controlled at the CCP or by the OPRP are within the critical limits or action criteria Recurrence is prevented		8.5.4.4
Updates are undertaken in the HACCP plan if/when changes occur in the following: Characteristics of raw materials, ingredients, and product contact materials Characteristics of end products Intended use Flow diagrams and descriptions of processes and the process environment		8.6
Controls and calibration of monitoring and measurement equipment are in place		8.7
A verification plan is in place		8.8
Training requirements • IFC Food Safety Handbook, HACCP training for food safety, HACCP team • CCP and OPRP training for relevant staff who deal with CCPs or OPRPs • Training in the HACCP plan for all staff • Refresher training at least annually		
Records required *Letter of appointment for the food safety–HACCP team* *Product descriptions (including raw materials, packaging materials, finished products, and storage and distribution conditions), intended product use, target consumers* *Process flow diagram and verification record* *Hazard analysis* *HACCP plan and verification records* *OPRP and CCP monitoring records* *Corrective action records* *Calibration records for testing and measuring devices at the CCPs* *Relevant training records*		

ANNEXES

ANNEX 1: TIPS FOR VIRTUAL TRAINING AND COACHING

Assess, train, coach, and reassess is the model IFC food safety team uses in delivering advisory services. Specialists and consultants should ensure that they have reviewed the assessment thoroughly so that attention is tailored during training and coaching. Because the COVID-19 pandemic has imposed travel restrictions, the modality of service delivery has changed and become mostly virtual or a mixture of virtual and face-to-face training and coaching. While virtual delivery saves on trips to the food business, specialists and consultants obviously need to spend additional effort and energy on thorough preparation, delivery, and summary analysis. They also need to be more flexible and adaptable in managing the challenges compared with face-to-face training and coaching.

Virtual training

Tips that the consultant can use in virtual training are as follows:

- Do not create virtual relationships; create real relationships virtually (reference: The Modern Virtual Classroom Experience: Facilitating the Experience: Developing Competence and Creating Engagement, link to Amazon provided below)
- Pay attention to these five competencies of a trainer-facilitator—virtual classroom fluency, digital literacy, cultural intelligence, time management, and adult learning principles.
- Manage risks—technology risks and people problems or behavioral risks (attached: disaster prevention tips and an infographic).
- In virtual training, develop whenever possible a checklist for the facilitator and the producer and define roles and responsibilities, including details on pre-session, online session, and post-session activities.
- Maintain interactive training as much as possible.
- Do not forget to undertake icebreaker, stretching, or Yoga activities in the virtual classes.

https://tinyurl.com/xjspse8

Virtual coaching

This is the point at which specialists and consultants switch roles from trainer to coach. Clearly communicate with the client team that the specialists or consultants will now take on the role of coach and will perform the following:

- Prepare agendas for coaching sessions in advance and in consultation with the coachees.
- Arrive with the materials and mindset to deliver professional coaching services.
- Attend all coaching sessions as planned.
- Inform the developer at least 48 hours in advance if they cannot attend a session.
- Use continuous improvement tools to support the development of the developer.
- Identify additional advisors or services the developer may need.
- Be available by e-mail and phone as needed.
- Review the assessment results and report on them prior to the first session.
- Provide guidance as appropriate to address questions and concerns.
- Track sessions and progress.
- [Add as desired]

And the coachee will undertake the following:

- Commit to seeking to understand and apply the continuous improvement tools.
- Commit to and follow through on strategic action plan next steps.
- Understand that there are no guaranteed results, even if the work is done.
- Provide input on coaching session agendas.
- Be prepared for, schedule, and ensure that the appropriate people are present, attend, and actively participate in all coaching sessions.
- Create, update, and maintain the strategic action plan.
- Inform the coach of any changes that may impact the progress toward the goals.
- Inform the coach at least 48 hours in advance if they cannot participate in the session.
- [Add as desired]

How to prepare technically for virtual coaching

In coaching virtually, specialists and consultants need to consider the following:

- Choose a platform where the audience can see face-to-face, access the session through various audio options (phone, computer), and share screens and documents.
- Create a shared space (SP, OneDrive, Dropbox) where documents may be shared.
- Plan to capture the discussions and action plan. Use meeting memos or a shared document to record this material, update between sessions, and follow up during the next section.
- Check often throughout the call that the connection is good and that the other person is able to view the shared screen.
- Use various features available on the platform to engage the participants.
- Log into the call early.

How to prepare a conducive learning environment

Virtual learning requires more effort by coaches, too. Consultants are also encouraged to prepare the learning environment as much as possible.

ANNEX 1: TIPS FOR VIRTUAL TRAINING AND COACHING

- A coaching session that is too long will exhaust the coaches and risk losing the focus of the sessions.

The recommended duration and frequency are as follows:

- Twice a week for one hour a day or once a week for two hours a day
- If the session lasts for two consecutive hours, add a five-minute break after one hour
- As often and as practical as possible, allow fewer people to connect individually through their own devices to lower network connection issues and to create a learning environment together; for instance, use a conference room where the majority can gather together.
- Include relevant personnel, depending on the subject of the coaching session (such as waste management, purchasing, and so on)
- Use a platform that is user friendly, that is, it takes into account the limitations of some groups of people, for instance, people with special needs.

How to prepare the coachees

Before starting the delivery of the coaching:

- Spend time assessing the knowledge of participants on food safety.
- Ensure the coach knows which type of participants will be present and adapt the delivery form accordingly (for example, talking speed, the mandatory use of video by the trainer in the case of people with special needs.

How to plan a coaching session

The coaches are encouraged to have a planning session with the coachee before coaching begin to nail the following things down:

- What are the goals of the coaching sessions?
- When and how frequently should the sessions be held?
- Where should the sessions be held?
- What is the measure of success?
- Who should attend?
- Has everyone taken the required courses?

How to conduct a coaching session

Before sessions:

- Ensure that the meeting logistics are clearly agreed and communicated.
- Prepare by reviewing documentation and listing any questions.

During sessions:

- Make introductions
- Check in on the developer's frame of mind using key coaching questions—attitude, challenges, and success
- Clarify the objectives of the coaching session
- Review the outcomes and action items of the previous session
- Address the meeting content specific to the session
- Set action items for the next session
- Wrap up and assess the session

After sessions:

- Share the documentation captured during the session

How to engage the participants during coaching

Start each session by asking a few check-in questions to gauge the mood and mindset of participants.

Examples of check-in questions include the following:

- How did the last session affect you and your work?
- What is challenging you today?
- What is the one accomplishment you want to achieve through today's session?

Ask questions such as the following:

- What progress are you making on your action items?
- What challenges have you faced?
- Do we need to revise the plan or adjust how we view deadlines?
- What lessons have you learned in working on your action items?
- What continuous improvement tools did you use?

Use features available on the platform:

- The chat function to comment or raise question without disturbing the flow of discussion
- Use the hand raising function to get the coach's attention and ask or answer a question or make a comment
- Create a poll or a multiple choice exercise for decision-making
- Use whiteboard or annotation to share comments and opinions, and so on

In addition to the above, the four Ps help them identify what participants want to achieve and why.

- Position: What position (or goal) do you want to achieve?
- Problem: What problems or challenges are you encountering?
- Possibilities: What are the possible solutions to this problem?
- Plan: How do you plan to implement the chosen solution?

Thinking about the problem in this order helps avoid incorrect assumptions and incorrect conclusions. It also helps the developer learn a structured problem-solving approach.

Remember the following:

- Be the coach. The task is to coach and mentor, not to do the work.
- Celebrate success. Take time to congratulate each other.
- Help identify additional resources or training needs. You do not need to be the only resource or trainer.
- Above all, help leaders understand that proficiency building is a continual process, not a one-time activity.

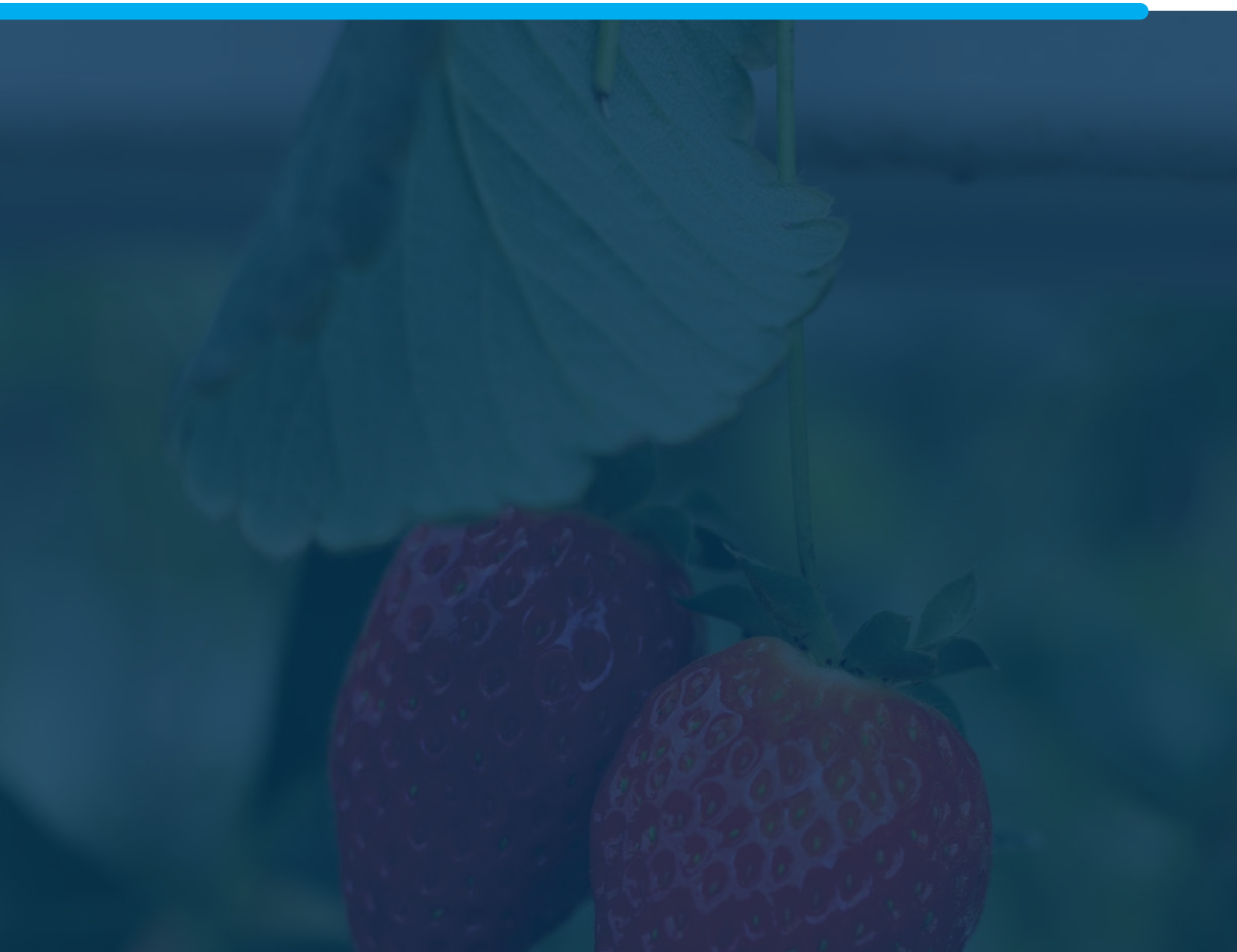
ANNEX 2: SCHEDULING AND PROJECT TRACKING

Objectives

The IFC food safety team has prepared a tracker for planning and keeping track of the project. The objective of tracking food safety projects is to understand the progression of projects across the board as well as to provide support for projects that are slow in achieving progress.

How to use this project tracker

- This tool is to be used as a guideline for scheduling and tracking the progress of advisory service delivery.
- It is recommended that a mutually agreeable implementation plan be prepared with the client food safety team—set a clear timeline, identify the milestones in major activities, and update the schedule regularly.
- In case of any unforeseen circumstances that might cause a delay in the project or if there are any changes in ownership of activities, the tracker should be updated.
- Most of the PRPs, HACCP, and FSMS elements can be scheduled in parallel, but successful implementation is based not only on the consultant, but also on the client's ambition for certification, the resources available, and the capacity of the assigned personnel.
- In preparing the schedule, the modality of training and coaching (face-to-face, virtual, or a combination) should also be considered so that an adequate time can be allocated for activities.
- The Excel file includes two worksheets. The first is a project tracker, and the second is list of the documented information required for GMaP, ISO22000-2018, and ISO 22002-TS.
- The tracker is prepared in the Excel format with the following columns. However, the specialist or consultant may make necessary adjustments.
  - The activities required to meet the GFSI checklist
  - The respective GFSI clause
  - Task leads: the consultant and food safety team lead or designated client team member
  - Target deadline
  - (Revised deadline)
  - Status
  - Notes
- Project tracker



PROJECT TRACKER IFC ADVISORY TIMELINE FOR FOOD SAFETY IMPLEMENTATION

Update		O = Outstanding / En retard	C = Completed / Acheve

Phase	Activity	GFSI clause	Task Lead IFC	Task Lead Client	Deadlines	Revised deadlines (if any)	Status	Notes
1,0	**Food Safety Initial Assessment**							
1,1	Conduct baseline assessment							
1,2	Provide Food Safety Assessment report with action plan and summary							
1,3	Review results of baseline assessment with Senior Management							
2,0	**IFC Food Safety Courses**							
2,1	Provide IFC Food Safety Foundation course							
2,2	Provide IFC Food Safety Handbook Training							
2,3	Provide training for internal auditors							
3,0	**Develop and implement prerequisite programs (PRP) against ISO/TS 22002-1 (clauses 4-18); ISO 22000 clause 8.2 and FSSC additional req.**							
					Deadline for Document Development & Implementation	**Deadline for Infrastructure Upgrades Completion**		
3,1	Construction and layout of buildings/ PRP4; Clause 8.2.4.a	B.B.2						
3,2	Layout of premises and workspaces; zoning/ PRP 5; Clause 8.2.4.b	B.B.2						
3,3	Utilities - air, water, energy; other utilities/ PRP6; Clause 8.2.4.c	B.B.6						
3,4	Waste disposal; sewage disposal and supportive services/ PRP7	B.B.8						
3,5	Equipment suitability, cleaning and maintenance/ PRP8; Clause 8.2.4.e	B.A.8; I.A.8; I.B.10						

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Phase	Activity	GFSI clause	Task Lead IFC	Task Lead Client	Deadlines		Revised deadlines (if any)	Status	Notes
					Deadline for Document Development & Implementation	Deadline for Infrastructure Upgrades Completion			
3,6	Management of purchased materials (supplier approval; reception; specifications)/ PRP9; 8.2.4 f and g	I.A.13; I.A.14; B.A.1							
3,7	Measures for prevention of cross contamination/ PRP10; Clause 8.2.4.h (FSSC see below-Allergen)	B.B.4; B.C.2;							
3,8	Cleaning and Sanitizing (disinfection)/ PRP11 ; Clause 8.2.4.i	B.B.3							
3,9	Pest Control/ PRP12; Clause 8.2.4.d	B.B.5							
3,10	Personnel hygiene and employee facilities/ PRP13; Clause 8.2.4.j	B.B.1; B.B.7							
3,11	Rework/ PRP14								
3,12	Product recall procedures/ PRP15								
3,13	Warehousing/ PRP16; Clause 8.2.4.g	B.B.9; I.B.9							
3,14	Product information & consumer awareness/ PRP17; Clause 8.2.4.k								
3,15	Food defence, biovigilance and bioterrorism/ PRP18. FSSC 2.5.3 Food defence plan (threat assessment, Plan)	I.C.4							
3,16	Verification of PRPs (ISO 22000 requirements - Clause 8.2.4 and 8.8)								
3,17	Updating the information specifying the PRPs/ (ISO 22000; Clause 8.6)								

PROJECT TRACKER IFC ADVISORY TIMELINE FOR FOOD SAFETY IMPLEMENTATION

Update		O = Outstanding / En retard	C = Completed / Acheve

Phase	Activity	GFSI clause	Task Lead IFC	Task Lead Client	Deadlines	Revised deadlines (if any)	Status	Notes
4,0	Develop and implement FSMS ISO 22000: 2018							
4,1	Context of the organization (FSMS scope, interested parties)/ Clause 4.1- 4.4							
4,2	Leadership and commitment/ Clause 5.1	B.A.6: I.A.6						
4,3	Food Safety policy and it's communication/ Clause 5.2							
4,4	Organizational roles, responsibilities and authorities/ Clause 5.3							
4,5	Planning, Risk and Opportunities, Planning changes/ Clause 6.1 and 6.3							
4,6	FSMS Objective/ Clause 6.2							
4,7	Support; Resources/ Clause 7.1 (7.1.1-7.1.6)							
4,8	Competence and Awareness/ Clauses 7.2- 7.3	B.A.9; I.A.9						
4,9	Communication (Internal, External)/ Clause 7.4							
4,10	Documented Information/ Clause 7.5	B.A.7.; I.A.7; I.A.10						
4,11	Operation; Planning and control/ Clause 8.1							
4,12	Prerequisite programmes/ Clause 8.2; See phase 3.0 above							

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Phase	Activity	GFSI clause	Task Lead IFC	Task Lead Client	Deadlines	Revised deadlines (if any)	Status	Notes
4,13	Traceability system/ Clause 8.3	B.A.2; I.A.2						
4,14	Emergency preparedness and response/ Clause 8.4	B.A.3; I.A.3:						
4,15	Control of Monitoring and Measuring/ Clause 8.7; See above phase 3.5	B.A.8; I.A.8						
4,16	Control of product and process nonconformities/ Clause 8.9	B.A.4; I.A.12						
4,17	Correction and corrective Actions; complaints handling/ clause 8.9.2-8.9.3	B.A.5; I.A.11						
4,18	Handling of potentially unsafe products/ Clause 8.9.4							
4,19	Withdrawal/recall/ Clause 8.9.5; see above phase 3.12 (PRP 15)							
4,20	Performance Evaluation (Monitoring, measuring, analysis and evaluation)/ Clause 9.1							
4,21	Internal audits/ Clause 9.2							
4,22	Management Review/ 9.3							
4,23	Improvement; Continual/ Clause 10.2							
4,24	Improvement; Non-conformity and corrective action/ Clause 10.1							
4,25	Update of the FSMS/ Clause 10.3							

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Update		O = Outstanding / En retard	C = Completed / Acheve

Phase	Activity	GFSI clause	Task Lead IFC	Task Lead Client	Deadlines	Revised deadlines (if any)	Status	Notes
5.0	**HAZARD Control; ISO 22000 Clause 8.5; Clause 8.6; Clause 8.8**							
5.1	Preliminary Steps to enable hazard analysis/ Clause 8.5.1	GFSI B.C.1 & I.C.3						
5.2	Characteristics of raw materials, ingredients, contact materials and end product; Intended Use/ Clause 8.5.1.2; Clause 8.5.1.3; Clause 8.5.1.4							
5.3	Production processes flow-charts and on-site verification/ Clause 8.5.1.5.1; Clause 8.5.1.5.2							
5.4	Description of process and process environment/ Clause 8.5.1.5.3							
5.5	Hazard analysis; Hazard identification and determination of acceptable level/ Clause 8.5.2; Clause 8.5.2.1; Clause 8.5.2.2							
5.6	Hazard assessment/ Clause 8.5.2.3							
5.7	Selection and categorization of control measure(s)/ Clause 8.5.2.4							
5.8	Validation of Control measures and combination of control measures/ Clause 8.5.3							
5.9	Hazard Control Plan (HACCP/OPRP Plan); CCP and OPRP/ Clause 8.5.4.1							

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Phase	Activity	GFSI clause	Task Lead IFC	Task Lead Client	Deadlines	Revised deadlines (if any)	Status	Notes
5,10	Determination of Critical Limits for each CCP and action criteria for OPRP/ Clause 8.5.4.2							
5,11	Monitoring system at CCPs and OPRPs/ Clause 8.5.4.3							
5,12	Action when critical limits or action criteria are not met/ Clause 8.5.4.4.							
5,13	Implementation of hazard control plan/ clause 8.5.4.5							
5,14	Updating the information specifying the Hazard control plan/ Clause 8.6							
5,15	Verification of Hazard control Plan(analysis of verification results)/ clause 8.8							
6,0	**Performance Evaluation**							
6,1	Conduct internal audit along with trained internal auditors/							
6,2	Conduct Management Review Meeting/							
7,0	**Food Safety Final Assessment**							
7,1	Final prep for certification (Final Assessment)							
7,2	Develop and provide Assessment report to the company							
7,3	Certification (FSSC 22000)							

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Phase	Activity	GFSI clause	Task Lead IFC	Task Lead Client	Deadlines	Revised deadlines (if any)	Status	Notes
8,0	**FSSC 22000 v5.1 Additional requirements**							
8,1	Management of services and Purchased materials /2.5.1							
8,2	Product labelling/ 2.5.2 - see above phase 5.2							
8,3	Food defence plan (threat assessment, Plan)/ 2.5.3 - See above phase 3.15	I.C.4						
8,4	Food Fraud (Vulnerability assessment, Food fraud mitigation plan)/ 2.5.4							
8,5	Logo use/ 2.5.5							
8,6	Allergen management (plan)/ 2.5.6 - See above phase 3.7	B.B. 4; B.C. 2;						
8,7	Environmental Monitoring - Plan/ (category C, I, K)							
8,8	Storage & Warehousing/ 2.5.10 - See above phase 3.13							
8,9	PRP verification / 2.5.12 - See above phase 3.16							
8,10	Product development / 2.5.13