

UPCOMING GFSI EVENTS

▶ GFSI Focus Day, Rosemont Illinois, USA
29th September 2010
<http://usa.tcgffoodsafety.com>

▶ Food Safety Day, Tokyo, Japan
18th October 2010
<http://japan.tcgffoodsafety.com>

▶ Global Food Safety Conference, London, UK
16th - 18th February 2011
<http://www.tcgffoodsafety.com>

Update from the GFSI Chairman

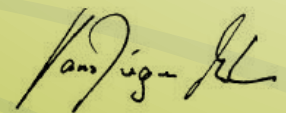
Welcome from the GFSI Chairman – **Jürgen Matern**, Vice President Strategic Quality Management, Metro AG

Welcome to the latest update from the Global Food Safety Initiative. The past few months have been anything but slow, as we prepare for our North America and Asian-based events taking place in September and October. Registrations are increasing on a daily basis so please register soon for these events as space is limited. GFSI is committed to improving its communication efforts across the world, and these events in North America and Japan are a fundamental part of this strategy.



We launched a global stakeholder consultation for our GFSI Guidance Document version 6 in July, and are delighted that so many of you took the time to provide us with your feedback, either individually or through the companies and organizations you collaborate with. Thank you for your valuable input and we look forward to moving forward with the publication of the new Guidance Document once all the comments have been amply reviewed.

Preparations for the Global Food Safety Conference in London, UK from 16 – 18th February 2011 are also well underway. We look forward to sharing the programme with you at the beginning of November. Put this date in your diaries and join us in London to unravel the theme of "Creating a Global Food Safety Culture".



GUIDANCE DOCUMENT VERSION 6 CONSULTATION

The Guidance Document Version 6 Draft 1 was drafted with extensive input from the Supply Chain and Guidance Document Revision GFSI Technical working groups, who have been working together over the past year to revise version 5 and incorporate a risk-based approach to food safety management into the new document. The new document particularly emphasises the control, management and governance of the GFSI-recognised schemes. Part III of the document sets out sector-specific requirements so that applicant schemes for the benchmarking process can apply for a particular scope(s) of recognition.

The first global stakeholder consultation for the GFSI Guidance Document Version 6 was launched on 12th July for a period of 5 weeks. This process received many submissions from various parts of the world on behalf of retailers, manufacturers, certification

bodies, accreditation bodies, scheme owners, service providers and government institutions associated with the food safety industry.

Second Round Consultation

These comments were thoroughly reviewed and integrated into Draft 2 wherever appropriate during a meeting at the end of August by a small taskforce. As this has led to extensive changes in the document, after a recent review, the GFSI Board requested a second consultation round to be held, to ensure that GFSI is able to provide every opportunity for each and every stakeholder to input into the process. This will ensure the document is as robust as possible, and serves the industry well in the years ahead, before the next full revision. The documents for the second consultation round can be found by clicking on the logo on the homepage of www.mygfsi.com. The second round consultation will end on 10th October 2010.

FOOD SAFETY AND FOOD DEFENSE STUDY

FDA Alert Program study announcement

Dr. Monique Turner at the University of Maryland is conducting a study on food safety and food defense and the university wants the food industry represented! If you are a supervisor or manager at your company then they would like your opinion.

Participation takes about 15-20 minutes and is confidential, anonymous, and voluntary.

Click here to participate:

<http://www.surveymonkey.com/s/fooddefensestudy>



BRC GLOBAL STANDARDS
FOR FOOD SAFETY



Global Standard for Food Safety

BRC Global Standards are the proud GOLD SPONSORS of the GFSI Focus Day and will be exhibiting in the main exhibition foyer, so come along and meet the team and hear the very latest news about the BRC Global Standards.

For further information on BRC Global Standards and Guidelines please visit www.brcglobalstandards.com.

To place your order please visit www.brcbookshop.com

The BRC are also sponsoring the lunch and will provide each delegate with an information pack and gift, look out for these in the lunch venue

FOOD SAFETY SURVEY 2020

Biological Risks, Food Supply Contamination Ranked Among Top Issues Facing Food Industry in the Next 20 Years

In 10 years, food industry experts predict three food safety issues to be of highest concern:

- 1) biological risk/microbial safety;
- 2) supply chain management, and
- 3) chemical and physical contaminants.

Experts chose these issues more often than any others in a global survey conducted by Diversey, Inc., in partnership with the Global Food Safety Initiative. More than 700 food industry experts across 53 countries responded to the survey.

21 percent of the total survey respondents identified biological risk as their first-choice food safety issue in 2020. 13 percent selected supply chain management second and 12 percent chose chemical and physical contaminants as third in order of top food safety issues. The survey offered other food safety matters as options, including allergens, bioterrorism, economic, food security, GFSI/standards, genetically modified foods, novel technologies, regulatory, social, sustainability, traceability, and water availability.

Of all respondents, manufacturers, retailers, government and NGO respondents chose biological risk as their first-choice food safety issue 10 years into the future. This group of respondents was split on their second and third choices (see table).

The state of food safety in 2020 will depend on a number of drivers, such as the environment, technology, regulations, consumers, industry associations, and the political and economical environment. As populations continue to grow and the demand on the earth's natural resources and raw materials increases, global food safety will become increasingly important.

Through the survey, the industry has helped identify top food safety issues for the future so producers, processors, retailers, academia, consultants and others can work together today to prevent the concerns from becoming a reality.

More information including the survey data will be available in a book, which will be released at the 2011 Global Food Safety Conference in London.



Industry Sector	Choice #1	Choice #2	Choice #3
Manufacturers	Biological Risk/Microbial Safety	Chemical & Physical Contaminants	Supply Chain
Retailers	Biological Risk/Microbial Safety	Supply Chain	Chemical & Physical Contaminants
Government	Biological Risk/Microbial Safety	Supply Chain	GFSI/Standards
NGOs	Biological Risk/Microbial Safety	Food Security	Chemical & Physical Contaminants

TRADITIONAL FOOD SAFETY MANAGEMENT VS. BEHAVIOR-BASED FOOD SAFETY MANAGEMENT

A couple of years ago, I performed an interesting exercise. I did an internet search on the term food safety management using my favorite search engine. As you can imagine, I came up with numerous hits. Most of the sites I came across were related to food safety management systems, food safety management programs, and food safety management

certifications. There were many. However, not a single one referred to behavior-based food safety management.

Below are some of the key differences between a traditional food safety management approach versus a behavior-based food safety management approach.

Traditional food safety management focuses on processes; behavior-based food safety management focuses on people.

The term food safety management system, as traditionally used, often refers to a system that includes having prerequisite programs in place, good manufacturing practices (GMPs), a Hazard Analysis of Critical Control Point plan, a recall procedure, and so on. It's a very process focused system. Don't get me wrong, well-defined processes and standards are critical. But as we have learned, having

well-defined processes and standards are not enough. A behavior-based food safety management system is process focused, but it's also people focused. Remember, at the end of the day, food safety equals behavior. And to improve the food safety performance of your organization, you have to change people's behaviors.

Traditional food safety management is primarily based on the food sciences; behavior-based food safety management is based on the food sciences, the behavioral sciences, and the scientific knowledge of organizational culture.

Traditional food safety managers are focused on the principles of food safety, temperature control, and sanitation – the food sciences. They believe that managing these scientific principles will lead to food safety success. Behavior-based food safety managers have mastery over the food sciences. But they understand that the food

sciences are not enough. They understand that achieving food safety success requires not only an understanding of the food sciences, but of the behavioral sciences too. Accordingly, they are students of behavioral change theories, the behavioral sciences, and principles related to organizational culture.

Traditional food safety management has an overly simplistic view of behavior change; behavior-based food safety management understands that behavior change is complex.

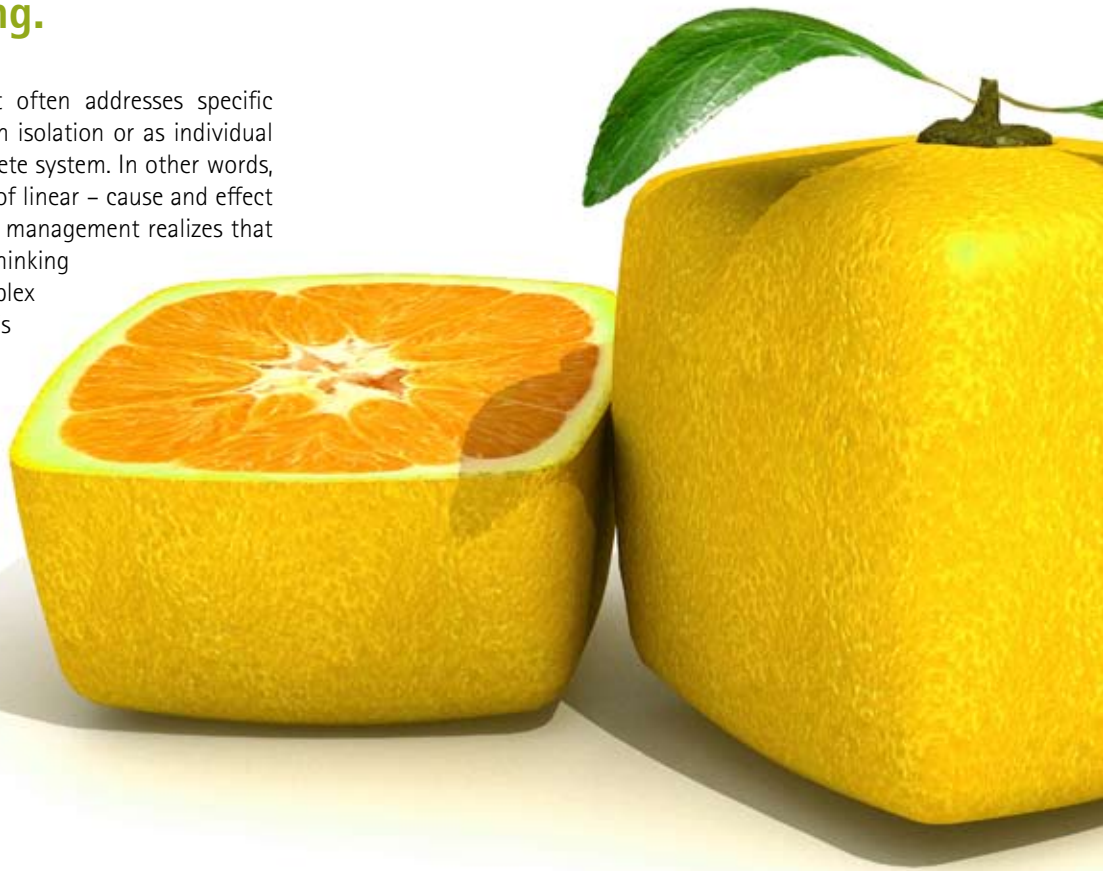
Traditional food safety managers place an overemphasis on training and inspections in an attempt to change behavior and achieve results. They believe that desired behavior change can be achieved by simply training employees and inspecting processes and conditions against established standards. But as stated so elegantly by B.F. Skinner (1953), behavior is a difficult subject, not because it is inaccessible, but because it is extremely complex. While both of these activities

(training and inspections) are important, behavior-based food safety managers realize they are not enough to achieve food safety success. They understand the complexity of behavior and, before jumping to an overly simplistic solution; they study and analyze the cause of the performance problem (lack of skill, ineffective work system, lack of motivation, etc) to propose the right solution.

Traditional food safety management is based on linear – cause and effect – thinking; behavior-based food safety management is based on systems-thinking.

Traditional food safety management often addresses specific food safety concerns and strategies in isolation or as individual components, not as a whole or complete system. In other words, it approaches food safety with a sort of linear – cause and effect thinking. Behavior-based food safety management realizes that this sort of linear – cause and effect thinking – is not fully adequate to address complex issues related to an organization's food safety culture or an employee's adherence to food safety practices. Behavior-based food safety management understands that there are numerous factors (physical, organizational, personal) that affect performance and they consider the totality of the numerous activities an organization may conduct and how they are linked together to influence people's thoughts and behaviors.

And last but not least.



Traditional food safety management is focused on developing a food safety program; behavior-based food safety management is focused on creating a food safety culture.

There is a big difference between the two. Traditional food safety management relies on formal authority to accomplish its objectives. Food safety managers get others to follow them or their program because they have authority over them and hold them accountable to the rules. Behavior-based food safety managers also use a system of checks and balances, but they use them differently. For example, they use them to observe employee behaviors related to food safety, give feedback and coaching (both positive and negative) based on the results, and provide motivation for continuous improvement. More importantly, behavior-

based food safety managers have figured out a way to go beyond accountability. They've figured out a way to get employees at all levels of the organization to do the right things, not because they're being held accountable to them, but because they believe in and are committed to food safety. They create a food safety culture.

In closing, I want to encourage you to start making plans now to attend the GFSI Food Safety Conference in London on Feb 16 -18, 2011. The theme of the next year's conference will be Creating a Global Food Safety Culture. By attending, we'll learn more about the concepts I've written about above and create a food safety culture worldwide, so people can live better.



Frank Yiannas
Vice President - Food Safety
Wal-Mart Stores, Inc.

Portions of this article are reprinted with permission from Yiannas, F. (2009), Food Safety Culture: Creating a Behavior-based Food Safety Management System, Springer, New York

GFSI: BUILDING CAPACITY IN GLOBAL MARKETS

Solutions for Less Developed Businesses

Regular readers of the GFSI newsletter will be aware of the work of the GFSI Global Markets Technical Working Group. We receive many enquiries on this project and would like to take this opportunity to update you on the latest developments.

Context

For owners of small- and medium-scale farms or businesses from developing countries and even OECD countries, market opportunities often exist within formal supply chains where entry requirements are high. These small companies do not necessarily have access to the expertise, technical and financial resources to meet these requirements in terms of food safety.

In 2008, GFSI stakeholders in Amsterdam identified the need for technical assistance and support for these small- and medium-scale farms or businesses in the development of their food safety management systems. The GFSI Board approved the formation of a Technical Working Group to develop a toolkit to streamline continuous development within an agreed framework in which to manage food safety, whilst providing a level playing field and market access for all suppliers.

The toolkit's step by step approach guides small businesses through a programme that will drive the continuous improvement process in food safety management systems and help them achieve certification against a GFSI recognized scheme.

Scope

The GFSI Global Markets Capacity Building programme has been developed with as its scope 'local sourcing for local selling', however the possibility of export opportunities arising from the programme is one of the long-term objectives of the initiative.

Content

Once it is completed, the toolkit will be comprised of:

- ▶ Basic and Intermediate Level Checklists for Primary Production and Manufacturing
- ▶ Protocol and Flow Chart
- ▶ Basic and Intermediate Level Assessor Guideline
- ▶ Assessment Report and Corrective Action Follow Up Form

A protocol has been developed to guide companies through the programme. It provides guidance for implementation of the basic and intermediate level for primary and manufacturing food safety requirements to attain the goal of reaching full certification to a GFSI recognised scheme. On a practical level, it outlines details on how to register for the programme, which documents are to be used at which stage of the process, and the steps which involve certification bodies or assessment service providers. The ultimate aim of the Global Markets Capacity Building Programme is that adopting the protocol will reduce the burden of obtaining immediate certification by providing a pathway that companies can progress along in a systematic way.

Where are we now?

Manufacturing

- ▶ Basic Level requirements:
 - ▶ Finalized and some pilots completed, others underway
- ▶ Intermediate Level requirements:
 - ▶ Requirements were revised following consultation, now subject to revision following pilot programme output
 - ▶ Pilot programmes underway

Primary Production

- ▶ Basic Level requirements:
 - ▶ Consultation round is in progress
 - ▶ Pilots will be performed once these are finalised
- ▶ Intermediate Level requirements:
 - ▶ Will be drafted in next Technical Working Group meeting on 30th September / 1st October

Protocol for implementation

- ▶ Ready and will be updated during the pilots

GFSI: BUILDING CAPACITY IN GLOBAL MARKETS

Three Steps to Certification

The three tier approach to certification is as follows:

Step 1: An unaccredited assessment of a supplier is carried out against the Basic Level Requirements. The technical requirements at this level are comprised of 30% of the key elements of the GFSI Guidance Document, including Food Safety Systems, Good Manufacturing/Agricultural Practices and Control of Food Hazards.

Step 2: An unaccredited assessment of a supplier is carried out against Intermediate Level Requirements, which include the Basic Level Requirements, a further 40% of the GFSI Guidance Document elements, and the Codex Standard CAC/RCP 1-1969 Rev 4-2003.

Step 3: Accredited certification against one of the GFSI recognized standards.



GFSI Global Markets FAQs

Is the programme a new standard?

No, the GFSI Global Markets Capacity Building programme is not a new standard. The documents can be made available to companies to use at their own discretion, who have or would like to start internal programmes with their small suppliers who, as mentioned in this article, lack the resources to meet the full requirements set out in a GFSI recognized scheme. However, as some of the documents are still under development and subject to change following various pilot programmes, GFSI will not take any responsibility for companies who begin to use these documents internally immediately.

GFSI Global Markets and Codex

One of the advantages of the GFSI Global Markets Capacity Building programme is the close alignment with Codex which provides a harmonised, global approach to managing food safety through regulation and food safety standard setting, greater transparency and sharing of information, potential new trade opportunities and ultimately, greater protection of public health.

Benefits of the programme

- ▶ Allows for a systematic action plan to be implemented over a realistic period of time
- ▶ Reassure customers that their supplier is developing effective food safety programmes that will help reduce or mitigate food safety risks
- ▶ Will positively impact the livelihood of producers, workers and their families
- ▶ Increases the availability of safer, higher quality and more affordable products for consumers.

Why would I use this programme within my company?

The answer to this question very much depends on the goals of your organization. The programme can be used to increase the possibilities for local sourcing, and the number of small/local suppliers in a certain market, that your organisation intends to work with on a long-term basis. One important aspect of the programme is that a timeline needs to be established with the supplier, setting the timeline for reaching full certification over time.

Who can carry out assessments against the Basic and Intermediate Level Requirements?

This has been the subject of extensive debate within the working group, and the group decided that if the request to proceed through the GFSI Global Markets Capacity Building programme comes from the retailer or food service party, then the decision on who will carry out the assessment is left to their discretion. However, if the request to proceed through the programme comes from the supplier, then a certification body will carry out the assessment.

GFSI: BUILDING CAPACITY IN GLOBAL MARKETS

Pilot Project Focus

BASIC LEVEL

Egypt: Etrace, UNIDO and METRO/MAKRO Cash&Carry Egypt

- STATUS**
- ▶ 3 – 4th November 2009: Etrace team trained by Kevin Swoffer, GFSI Technical Working Groups Chairman (train the trainer method)
 - ▶ 20 – 22 December 2009 – Training of 45 suppliers individuals for the Basic Level requirements
 - ▶ Average increase in performance between pre and post-assessment training was determined as being 16.3%
 - ▶ Assessment of 18 suppliers against the Basic Level requirements: at the pre-assessment (so before training) 2/3 of the suppliers failed. The post-assessment (after the training) showed that almost 70% passed the Basic Level.

Ukraine: International Finance Corporation and METRO Cash&Carry Ukraine

- STATUS**
- ▶ Basic level materials translated into Ukrainian
 - ▶ Suppliers list defined
 - ▶ Consultants identified and calibrated to carry out training
 - ▶ Suppliers are in the progress of getting trained
 - ▶ Pre-assessment of fresh meat suppliers has begun: at the moment 3 suppliers has been assessed and all failed Basic Level.
- UPCOMING**
- ▶ Pre-assessments of own brand suppliers with a preliminary report on the results of the assessment.
 - ▶ 2-day training workshop following the pre-assessment
 - ▶ Final assessment

Morocco: Eurofins Certification, UNIDO and METRO Cash&Carry Morocco

- STATUS**
- ▶ 5 food safety consultants have been identified
- UPCOMING**
- ▶ Members of UNIDO's Etrace team from Egypt will run the same training as done at the Egypt program with 10-20 suppliers
 - ▶ Further details on the project are pending while funding is being sought

Chile: WalMart

- STATUS**
- ▶ 23 Suppliers were assessed against Basic Level: 1/3 passed the assessment

Tunisia: Eurofins Certification and Carrefour (UHD)

- STATUS**
- ▶ 2 food safety service providers have been selected
 - ▶ Training session for 6 assessors by Eurofins and Carrefour quality managers
 - ▶ Half day conference with 50 Tunisia-based suppliers to present the Global Markets Capacity Building Programme
- UPCOMING**
- ▶ Commitment letter to be circulated to all of the suppliers involved once they have confirmed participation.
 - ▶ Carrefour/UHD and a local service provider are currently looking for financial partners to support the project.

INTERMEDIATE LEVEL

Egypt: UNIDO and METRO/MAKRO Cash&Carry

The close alignment of the GFSI Global Markets Capacity Building Programme with Codex provides a harmonised, global approach to managing food safety through regulation and food safety standard setting, greater transparency and sharing of information, potential new

trade opportunities and ultimately, greater protection of public health. To demonstrate this close alignment, UNIDO will incorporate Codex Codes of Practice into their Intermediate Level pilot programme beginning soon in Egypt in cooperation with METRO/MAKRO Cash&Carry Egypt.

Find out more about these and other pilot projects at the **Global Food Safety Conference, 16 – 18th February 2011, London.**

You can also contact us at gfsinfo@theconsumergoodsforum.com

GFSI AROUND THE WORLD

PAST MEETINGS

Food Safety and Quality Summit, 8th – 9th July, New Delhi



DV Darshane, Director Policy & Standards, Global Quality for The Coca-Cola Company and GFSI Board Member, spoke on behalf of GFSI at the 5th Food Safety and Quality Summit in New. His presentation covered the benchmarking methodology that GFSI employs, the hurdles faced and GFSI's guidelines for food safety management systems that are set out in the Guidance Document. GFSI would like to thank the Confederation of Indian Industry for this opportunity.



DV Darshane,
The Coca-Cola Company

Codex Alimentarius Commission, 5th – 9th July, Geneva

A workshop was organized for the end of this meeting to discuss the issues surrounding the use of public and private standards. GFSI was represented at this meeting by Catherine François, Director of Food Safety Programmes.

IAFP 2010 Annual Meeting, 1st – 4th August, Anaheim, California

Applying GFSI Recognized Management Systems to the Peanut Industry – A Case Study

Introduction - Tatiana A. Lorca, Ph.D. Manager Food Supply Quality Assurance, EcoSure Inc.

The Aftermath of a Recall - American Peanut Council's Role, An Industry Association Perspective - Patrick Archer, President, American Peanut Council.

The ConAgra Experience - Joan Menke-Schaenzer, Chief Quality Officer, ConAgra Inc.

This brief technical session was presented during the International Association for Food Protection's (IAFP) annual meeting in Anaheim, CA. Dr. Lorca provided a brief introduction on the need for credible, internationally recognized food safety programs. Mr. Archer presented some of the changes and support the American Peanut Council (trade association) has helped to enact within the US peanut industry since the large Salmonella outbreak in 2009 associated with peanuts and peanut-based ingredients, highlighting the association's support of the GFSI recognized food safety schemes. Mrs. Menke-Schaenzer presented ConAgra's experience including their position on requiring their plants and suppliers to implement and be certified against a GFSI recognized food safety scheme.

GFSI AROUND THE WORLD

UPCOMING MEETINGS

World Organisation for Animal Health, 10th September, Paris

Catherine François will participate in the next OIE meeting on private standards, taking place in Paris. This meeting will facilitate further dialogue between the OIE and its partners with agri-food industry bodies.

ANSI World Standards Week 2010, 20th – 24th September, Washington DC

Kevin Swoffer, Chairman of the GFSI Technical Working Groups, will be part of a panel taking place on the day dedicated to 'Advancing American Competitiveness through Conformity Assessment: Legal Issues and Best Practices' on the 21st September. Panelists will

discuss the implications of recent recalls and food safety legislation, as well as the conformity assessment mechanisms in place to assure the safety of the global supply chain for food and consumer products.

SSAFE Board Meeting, 27th September, Northbrook, Illinois

Catherine François will attend the SSAFE (Safe Supply of Affordable Food Everywhere) Board meeting at the end of September. Mike Robach, Vice President, Corporate Food Safety & Regulatory Affairs for Cargill and who sits on both Board, will be present as well. The

aim of this meeting will be for the SSAFE members present to gain a general understanding about GFSI and the Consumer Goods Forum (the organization that manages GFSI) and to discuss opportunities for collaboration.

Food and Agriculture Organization of the United Nations, 22nd September, Rome

A meeting will take place with Jan Kranghand, Chairman of the GFSI Global Markets Working Group, Jessica Wigram of GFSI and members of the FAO to discuss progress in the GFSI Global Markets programme currently being developed by GFSI. The toolkit that is

under development will provide a commonly recognised framework in which to manage food safety, whilst providing a level playing field and market access for all suppliers.



GFSI AROUND THE WORLD

GFSI COMMUNICATION

GFSI is a collaboration between some of the world's leading food safety experts from retailer, manufacturer and food service companies, as well as service providers and other stakeholders associated with the food supply chain. GFSI is very grateful to

its GFSI Board or Technical Working Groups members who act as ambassadors GFSI at events around the world. Presentations on GFSI are featured at the following events:



15 September	International Citrus and Beverage Conference	Clearwater, FL, USA	Patricia Wester , Eurofins
15 September	Maple Leaf Food Safety Symposium	Toronto, Canada	Kevin Swoffer , GFSI Technical Working Groups Chairman
16 September	European Food Law Association Congress	Amsterdam, Netherlands	Aldin Hilbrands , Ahold
18 – 19 September	Canadian Packaging Conference	Toronto, Canada	Kevin Swoffer
19-21 September	5th Annual Nation's Restaurant News Food Safety Symposium	Charlotte, North Carolina	Kevin Swoffer
22 – 23 September	Illinois Food Safety Symposium	Peoria, IL, USA	Tom Ford , Ecolab
1 October	HACCP Seminar	Tokyo, Japan	Cenk Gurol , AEON
8 – 12 November	Food Safety Congress	Santiago, Chile	Ana Hooper , Darden Restaurants

GFSI EVENTS

GFSI Focus Day 29 September 2010

GFSI is looking forward to hosting its first regional food safety meeting for North America on Wednesday 29th September 2010 at the Hyatt Hotel, Rosemont, Illinois. This food safety meeting will provide an opportunity for anyone interested in finding out more about the Global Food Safety Initiative, to further introduce GFSI to the US marketplace but it will also serve as a unique opportunity for networking and knowledge exchange. The event is aimed at stakeholders who are new to GFSI and with this in mind, will serve to provide a complete overview of GFSI - the principles behind it, an overview of certification and accreditation, information on the GFSI recognised schemes and insight on how even small businesses can implement the GFSI principles within their company. For more information, please consult our website:

<http://usa.tcgffoodsafety.com>.



Japan Food Safety Day 18 October 2010

The Consumer Goods Forum & GFSI are holding a Food Safety Meeting in Japan on 18th October 2010 at the Tokyo International Forum. This event is free for delegates who work for member companies of The Consumer Goods Forum (see www.theconsumergoodsforum.com or email gfsinfo@theconsumergoodsforum.com for more information on membership status) and a small participation fee will be charged for non-member company delegates. This event will promote discussion on key food safety issues in this region. For more information, please consult our website:

<http://japan.tcgffoodsafety.com>.



Global Food Safety Conference 16 – 18 February 2011

Since 2001, the thematic of this business driven conference have been developed by leading industry experts for the food safety community. It has a global reach, with international speakers providing hands on approach to food safety issues showcasing the Global Food Safety initiative (GFSI) and providing learning through insightful case studies. For more information, please consult our website:

<http://japan.tcgffoodsafety.com>.

