FOOD SAFETY TRAINING FOR FARMER SUPPORT ORGANIZATIONS, PART 4
DEVELOPING A QUALITY MANAGEMENT SYSTEM

May 16, 2017
Presentation Outline

- Introduction
  
  Jeff Farbman  
  Wallace Center at Winrock International

- Developing a Quality Management System
- Questions and Answers
- Upcoming Sessions
Objective: Strengthen capacities of professionals working with small-scale farmer on food safety compliance and counsel them on adoption of appropriate food safety certifications options, including GroupGAP.

Project of the Agriculture and Land-Based Training Center (ALBA) in Salinas, CA
Supported by Western SARE.
• Market based solutions to a 21\textsuperscript{st} Century food system
• Work with multiple sectors – business, philanthropy, government
• Healthy, Green, Affordable, Fair Food
• Scaling up Good Food
NATIONAL GOOD FOOD NETWORK: VISION
NATIONAL GOOD FOOD NETWORK: GOALS

Supply Meets Demand
• There is abundant good food (healthy, green, fair and affordable) to meet demands at the regional level.

Information Hub
• The National Good Food Network (NGFN) is the go to place for regional food systems stories, methods and outcomes.

Policy Change
• Policy makers are informed by the results and outcomes of the NGFN and have enacted laws or regulation which further the Network goals.

http://ngfn.org | contact@ngfn.org
Presentation Outline

• Introduction

• Developing a Quality Management System
  
  Phil Britton
  Michigan GroupGAP Network

• Questions and Answers
  • Upcoming Sessions
Developing a QMS
The Ground We’ll Cover

➔ About me
➔ QMS...um, what?
➔ Components
➔ Implementation
➔ QMS in Action
➔ Q&A
About Me

- 6 years in medical device manufacturing quality systems
  - Document control, labeling, internal audits
- 3 years in GroupGAP development and implementation
- From Marquette, in Michigan’s Upper Peninsula - “Yooper”
Quality Management System

- Roots in the Industrial Revolution and mass production.
- Developed to consistently meet customer requirements as goods were being made at scale.
- Eventually solidified into different standards or methods, the ISO 9000 series being the most widely adopted, by far (this webinar will riff on ISO 9001:2008).
- Applications are spreading beyond manufacturing into farming, healthcare, law enforcement, community development, etc.
- Quality Management Systems provide a technology for identifying the requirements of customers and key stakeholders, measuring how well they’re being met, and continuously improving on them.
Quality Management System

● Quality - “Degree to which a set of inherent characteristics fulfills requirements” (ISO 9000:2005).

● Customer - Anyone who has a say in what those requirements are.

● Product/Service - The “thing” that encapsulates your part of the transaction.

● System - The collective series of processes that affect those “inherent characteristics”

● “Plan, Do, Check, Act” framework, process approach
Components

Management Responsibility

Resource Management

General Requirements

Measurement, Analysis, & improvement

Customer Requirements

Product Realization

Customer Satisfaction

Input

Output
Components - General Requirements

● The dreaded “D” word - Documentation
  ○ How much?
  ○ Write down what you need to control a process.
  ○ Ensure a consistent way those documents get updated and distributed.
  ○ Records that are generated need to be stored and accessible.

● Quality Manual
  ○ Houses a lot of central info, the “trunk” of the QMS tree.
  ○ Quality Policy
  ○ Customer Identification and Requirements
  ○ Quality Objectives

● Make it usable!
Components - Management Responsibility

- Quality management can’t be a side-hustle of the organization.

- Management commitment begins and ends the quality cycle.

- Management Review
  - Formal review of the performance of the QMS.
  - Looks at nonconformities, corrective actions, complaints, audit results, and other avenues of feedback.
  - Initiates plans for improvement.

- Management also ensures that adequate resources are provided for quality to be met.
Components - Resource Management

- The roles and responsibilities, in the context of the processes that affect quality, should be defined.
- Define the necessary competency/training that each role requires.
- “What does a person in this role need to know?”
- Training can happen externally or internally.
- Goes beyond human resources, as well.
Components - Quick Recap

1. Management Responsibility
2. Resource Management
3. General Requirements
4. Measurement, Analysis, & improvement
5. Product Realization
6. Customer Requirements
7. Input
8. Output

Michigan Group GAP Network
Components - Product Realization

- This is the “Do” part of the cycle.

- How are the processes that have an effect on quality controlled?

- Think about the things you do in-house, as well as any process that’s outsourced, to make your product/deliver your service.

- What about suppliers?

- If you design a new product or service, how do you ensure that you’ve accurately captured customer requirements, and can meet them?

- Document as much of this as you need to (or are required to).
Components - Measurement, Analysis, Improvement

- “How’d we do, how we doin’?”
- Periodically audit your system to identify any shortcomings.
- When a product doesn’t meet requirements (nonconforming), how is it controlled and kept from going out the door?
- How are issues, or identified opportunities for improvement, resolved?
  - Correction: fixed the problem.
  - Corrective Action: fixed the cause of the problem.
  - Preventive Action: fixed the potential cause of similar problems before they become problems.
- The results of these activities become inputs to Management Review, and the process starts all over again.
Components - A Word on Risk

● Risk = the effect of uncertainty on an outcome.

● Risk Management is threaded throughout QMS activities, primarily as Preventive Action.

● Factors into the level of documentation you need.

● For each critical process, what is the **Severity** of it going wrong? What is the **Probability** of that happening? What **Detection** methods do you have in place to catch it if it does go wrong?
Implementation Scenarios - Farm

Management Responsibility

Resource Management

General Requirements

Measurement, Analysis, & improvement

Product Realization

Customer Requirements

Customer Satisfaction
Implementation Scenarios - Farm

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Implementation Scenarios - Farm

1. Resource Management
2. Customer Requirements
3. Input
4. General Requirements
5. Management Responsibility
6. Output
7. Product Realization
8. Measurement, Analysis, & Improvement
9. Customer Satisfaction
Implementation Scenarios - Farm

Management Responsibility

Resource Management

General Requirements

Measurement, Analysis, & improvement

Customer Requirements

Product Realization

Customer Satisfaction
Implementation Scenarios - Food Hub

- Resource Management
- Management Responsibility
- General Requirements
- Measurement, Analysis, & improvement
- Customer Requirements
- Product Realization
- Customer Satisfaction
Implementation Scenarios - Food Hub

Management Responsibility

Resource Management

4 General Requirements

Customer Requirements → Input → Product Realization → Output → Customer Satisfaction

Measurement, Analysis, & improvement

5
Implementation Scenarios - Food Hub

Resource Management

Management Responsibility

General Requirements

Measurement, Analysis, & improvement

Customer Requirements

Product Realization

Customer Satisfaction
Implementation Scenarios - Food Hub

1. Management Responsibility
2. Resource Management
3. General Requirements
4. Product Realization
5. Customer Requirements
6. Measurement, Analysis, & improvement
7. Customer Satisfaction
8. Output

Input

Output
QMS in Action - MI GroupGAP Network

Quality Manual

1. Purpose
   - The purpose of the quality manual is to present an overview of how the MI GroupGAP Network (managed by Cherry Capital Foods) has implemented a Quality Management System, modeled after ISO 9001, to manage its Group GAP program.

2. Background
   - The MI GroupGAP Network is a coordinated statewide GroupGAP certification effort. It is headquartered in Traverse City, MI, but comprised of a collaboration of food hubs and other partners located around the state.
   - The MI GroupGAP Network serves primarily small to mid-sized diversified specialty crop producers. It does not distribute or manage the producers' physical product (see section 3).
   - This QMS was implemented in 2015.

3. Scope
   - The Quality Manual, and the QMS, applies exclusively to the MI GroupGAP Network GroupGAP program.
   - This Quality Manual and wiki encompass all of the documentation needed for the effective operation for this QMS.
   - This QMS does not extend to provide control on-farm processes or participating farmers' produce.

4. Responsibility
   - The Admin Team is responsible for the implementation and maintenance of the Quality Management System, including this Quality Manual.

5. Quality Policy
   - The MI GroupGAP Network is helping build a resilient, socially just food system through food safety collaboration, utilizing a dynamic approach to quality systems and compliance.

6. Quality Objectives
   - Successful GroupGAP certification of all participating members in the program.
   - New and/or increased market opportunities for participating members.
   - Clear plan for implementation for groups wishing to follow.

7. Management Responsibility
7. Management Responsibility

- Management for the GroupGAP program consists of the members of the Admin Team. The Admin Team periodically reports to Cherry Capital Foods’ Food Safety Team.

Customer Focus

- Quality Management begins and ends with the customer. The customers for which this System is designed are:
  - Farmer/Members
  - Wholesale Buyers
- Additional Interested Parties include:
  - USDA
  - Consumers
  - Other Food Hubs/Groups
- Customer inputs, their resulting outputs, and verification/validation activities are documented in the GroupGAP Input/Output Verification/Validation Summary.

Management Review

- Management Reviews are held annually by the Admin Team.
- The content of the Management Review is specified on the Management Review Agenda (found on the downloads page), which also serves as a record of the meeting.

8. Resource Management

Roles, Responsibilities, and Competencies

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
<th>Competency</th>
<th>Documentation</th>
<th>Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin Team Member</td>
<td>Participate in the Management Review process as described above.</td>
<td>Familiar with GroupGAP program.</td>
<td>None</td>
<td>Phil Britton</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td>Kelly Lively</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Evan Smith</td>
</tr>
<tr>
<td>Group Administrator</td>
<td>Oversee and coordinate all processes of the QMS.</td>
<td>At least 2 years’ experience with Quality Management Systems.</td>
<td>Training Records, or other documents, that verify that competencies have been met.</td>
<td>Phil Britton</td>
</tr>
</tbody>
</table>
In Summary

- Quality Management Systems can be a valuable tool for meeting your customers’ requirements, managing risk, and continuously improving.

- Doesn’t need to be complex or heavily documented. Focus on usability and functionality.

- Whether or not you choose to implement a full QMS, applying risk-based and systems thinking throughout your organization will yield major improvements.
Thanks!

Q&A

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Questions and Answers

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(831)758-1469
Food Safety Training for Farmer Support Organizations
All Sessions Start at 12:30 ET, 9:30 PT

- √ Tue 3/21
  Successful Farm Food Safety Audits

- √ Tue 4/4
  Water Requirements for FSMA and GAP

- √ Tue 4/25
  Food Safety Certification Options

- √ Tue 5/16
  Developing a Quality Management System

- Tue 6/6
  Equipment Sanitation: SSOPs and Practices
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