

Safefood 360

Food Safety Management Software

WHITEPAPER



Complaints Handling under GFSI

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Summary



Complaints represent one of the most important information sources for any food safety management system. They provide a food business with the opportunity to identify emerging or existing problems and take actions early to prevent a crisis.

This whitepaper covers the essential elements of an effective complaints handling procedure as required under the GFSI and retailers' technical standards. It sets out best practice with practical examples of how the requirements can be met.

1 The Need for an Effective Complaints Handling System

Most managers responsible for food safety dread a customer complaint. Whether it is received directly from the consumer or from a retail customer, at best it represents in their minds, a failure of their food safety management system. In the worst case scenario it can trigger a crisis management situation leading to a recall or withdrawal of product from the market. Complaints can be costly leading to a loss of business and customer confidence. In many ways, customer complaints are one of the more obvious indications that improvement can be achieved and this responsibility usually falls to the food safety manager.

At the same time complaints are a fact of life for any food business. They are practically unavoidable. A food process, like any other process, experiences variation and other failures which can lead to complaints. While accepting this reality we should never be comfortable with it. As people producing food for consumption we should always maintain a reasonable level of discomfort regarding process variation and the resultant issues. This is the basis upon which we build a culture of dealing with complaints professionally. Core to this is the complaints handling procedure and the supporting management practices that ensure we maintain complaints at acceptable levels, address critical complaints correctly, protect public health and embrace continuous improvement.

The objective of any food safety management system is protection of the health of the consuming public. This is driven by the legal, commercial and moral obligations of the food business not to cause harm, injury or death to any individual who consumes its products. Food safety management is an effective tool in meeting these obligations. As is the case with any management system the identification, collection and analysis of data is essential to allow decisions to be made and actions taken. When it comes to the safe production of food any data which indicates a real or pending failure in control is enormously valuable. Customer complaints are one such data source that provides the management systems with high quality information necessary for effective control and to generate improvement in food safety programs.

An effective complaints handling system will comprise the following:

- Policy and complaints handling procedure
- Clear identification of all possible complaint sources
- Complaint capturing
- Investigation and root cause analysis
- Corrective action
- Complaint trending and analysis
- Continual improvement

The above elements are typically required to meet the specific requirements of the multiple food retailers and other customers. The system is focused on maximising the value of the data collected, ensuring it is accurate and feeds in to a process designed to determine the actual cause, take actions to address the customer's immediate concerns and prevent the reoccurrence. Further to this the above approach requires that more detailed analysis of the general body of complaints data is analysed and used as the basis for on-going improvements.

2 GFSI Requirements for Complaints Handling

The Global Food Safety Initiative's (GFSI) group of approved schemes set out very prescriptive requirements for the handling of customer complaints. Below we have examined three of these schemes.

2.1 BRC Issue 6 Requirements

The following are the specific requirements for complaints handling under certification to the BRC standard and are found in clause 3.10.

Customer complaints shall be handled effectively and information used to reduce recurring complaint levels.	
Clause	Requirements
3.10.1	All complaints shall be recorded, investigated and the results of the investigation and root cause of the issue recorded where sufficient information is provided. Actions appropriate to the seriousness of the problems identified shall be carried out promptly and effectively by appropriately trained staff.
3.10.2	Complaint data shall be analysed for significant trends and used to implement on-going improvements to product safety, legality and quality and to avoid recurrence. This analysis shall be made available to relevant staff.

Under BRC the company must have in place an effective complaints handling procedure capable of capturing information on complaints which is then used to identify the cause and the appropriate actions to prevent recurrence. The second element of the requirements goes on to analyse this data in such a way that on-going improvements in complaint performance is achieved. Complaint handling is not a fundamental requirement of the standard however it remains a critical component of management's toolbox for achieving safe food production.

2.2 SQF Code 7 Requirements

The following are the specific requirements for complaints management as required under the SQF Code 7. These requirements may be found under section 2.1.5 of the Code.

LEVEL 1 Food Safety Fundamentals (accredited certification)	LEVEL 2 Food Safety Plan (accredited certification, GFSI recognition)	LEVEL 3 Food Quality Plan (accredited certification, GFSI + Quality Management)
2.1.5 Complaints Management	2.1.5 Complaints Management	2.1.5 Complaints Management
This clause is not applied at level 1.	2.1.5.1 The methods and responsibility for handling and investigating the cause and resolution of complaints from customers and authorities shall be documented and implemented.	2.1.5.1 The methods and responsibility for handling and investigating the cause and resolution of complaints from customers and authorities shall be documented and implemented.
	2.1.5.2 Trends of customer complaint data shall be investigated and analysed by personnel knowledgeable about the incidents.	2.1.5.2 Trends of customer complaint data shall be investigated and analysed by personnel knowledgeable about the incidents.
	2.1.5.3 Corrective action shall be implemented commensurate with the seriousness of the incident and as outlined under 2.5.5.	2.1.5.3 Corrective action shall be implemented commensurate with the seriousness of the incident and as outlined under 2.5.5.
	2.1.5.4 Records of customer complaints and their investigations shall be maintained.	2.1.5.4 Records of customer complaints and their investigations shall be maintained.

Requirements under SQF start with the need to document responsibilities and the procedure for handling and investigating complaints. Again we also find the requirement to trend and analyse complaint data and for corrective actions to be taken based on the seriousness of the issue. In the case of the SQF standard there is no specific mention of root cause analysis however this should not prevent the company from adopting this approach. Finally there is a requirement to maintain records for all complaints and subsequent investigations.

2.3 IFS Standard Requirements

The following are the specific IFS requirements for the management of complaints from authorities and customers. These requirements may be found in clause 5.8.

5.8	Management of complaints from authorities and customers
5.8.1	A system shall be in place for the management of product complaints.
5.8.2	All complaints shall be assessed by competent staff. Where it is justified appropriate actions shall be taken immediately, if necessary.
5.8.3	Complaints shall be analysed with a view to implementing preventive actions which avoid the recurrence of the nonconformity.
5.8.4	The results of complaint data analysis shall be made available to the relevant responsible persons and to the senior management.

The requirements of the IFS standard demand a system to be established for the management of complaints. In this standard the importance of 'authorities' is highlighted. The standard also requires that competent staff assess complaints and drive actions. Once again we see the importance of analysis of complaints to avoid recurrence.

3 Complaints Policy and Procedure

The first step in putting in place an effective complaints handling system is to clearly define your complaints policy and procedure. This should be documented and cover all the elements as previously described. The policy should be consistent with legal and commercial requirements and sufficient to ensure consumer protection. The policy should describe the managements comment to the customer and application of resources to support the complaints handling processes. The procedure should define in detail the steps to be followed in handling complaints and include complaint capturing, investigation, analysis, recording and reporting. It may be linked to other relevant procedures such as:

- Management review
- Corrective actions
- Crisis and incident management (recalls and withdrawals)

The policy and procedure should indicate the criteria that would trigger a review of complaint performance. For example a certain number of complaints linked by complaint type, product or production line might trigger a review.

The following is a sample of how a complaint handling policy and procedure might appear.

Quality & Food Safety Manual

Reference: 95
Authorised By: George Howlett
Version: 2
Responsible: Quality Manager

Page: 1 of 2
Issue Date: 20 OCT 2011
Document Type: Management Procedure

Complaints Handling

1.0 Methodology

- 1.2 On receipt of a complaint from a customer, the recipient will either pass the complaint directly on to the Quality Manager or take detailed notes of the complaint and pass this on to the Quality Manager.
- 1.2 The Quality Manager using the Complaints Module in Safefood 360, will record the details of the complaint on a Customer Complaint Record, which will be assigned a unique reference number by the system. Any written documentation provided by the customer shall be attached to this Record.
- 1.3 Where required, the Quality Manager on behalf of the Company will send a standard letter of acknowledgement to the customer. This will not contain any report on the cause of the non-conformance.
- 1.4 The details recorded on the Customer Complaints Record shall include the following:
- Customer Details
 - Consumer Details
 - Product Details including traceability information
 - Complaint and non-conformance category.

Where practical, arrangements shall be made by the Quality Manager to collect the sample for investigation.

Complaint Risk Assessment

- 1.6.1 Complaints are classified as high, medium or low risk.
- 1.6.2 High and Medium Risk Complaints: These are complaints relating to products which if consumed by the customer may cause illness, injury or death.
- 1.6.3 Low Risk Complaint: Is a complaint in relation to the quality and appearance of the product which does not pose a risk to the consumer. The following are examples of what would constitute High, Medium and Low risk complaints.

High / Medium	Low
Metal Contamination	Damaged packaging, label etc
Physical Contamination: Glass, Plastic, Wood, Insects etc	Quality Issues such as off taste, colour, etc
Pathogenic Contamination	Packaging print quality
Chemical Contamination	Incorrect quantity in bottle
Allergen Contamination	

2.0 Standard

- 2.1 All complaints received from any source shall be recorded.

- 2.2 *All complaints shall be investigated consistent with the level of risk and corrective action taken. All complaints shall be presented to management for review and used as a basis for improvement.*

3.0 Corrective Action

3.1 Corrective Action – High / Medium Risk Complaints

- 3.1.1 *Upon receipt of the product, the Quality Manager shall make a determination as to the risk of the complaint.*
- 3.1.2 *High and Medium Risk complaints or Low Risk complaints which are part of an emerging trend shall trigger an investigation to determine the source of the non-conformance. Details of this investigation should be documented on the related Corrective Action record. For high / medium risk complaints the source and impact of the complaint must be determined. Where required, the Quality Manager may seek external assistance from consultants, department officials or laboratories in the identification of the complaint, the risk involved and the action required.*
- 3.1.3 *For high risk complaints, the Quality Manager shall consider a product recall, where the risk is deemed to be real and serious. Refer to product recall procedure.*

3.2 Corrective Action – Non-Critical Complaints

- 3.2.1 *Low risk complaints should all be logged as per the above procedure and a letter of explanation detailing corrective / preventive action taken will be sent directly to the customer by the Quality Manager. This is to ensure that feedback is given to all parties concerned.*

3.3 Monitoring & Reporting

- 3.3.1 *Each month at one of the weekly production meetings, the Quality Manager shall present details of any complaints received during that month. The Quality Manager shall ensure that sufficient information is communicated to relevant staff members to allow for effective investigation and corrective action.*
- 3.3.2 *The Quality Manager shall also prepare annually a report, which will be presented to the Management Review Team. It shall include the following:*
- *Total Number of Complaints*
 - *Trend Analysis of Complaints against previous performance and targets.*
 - *Complaints per '000*
 - *Complaints by Type (Pareto)*
- 3.3.3 *This will provide a basis for setting targets and objectives for the coming year.*

4.0 References & Records

Safefood 360 Customer Complaints Module

This procedure should form part of your food safety management system and be audited and reviewed to ensure it remains in place and effective.

4 Complaint Sources

Complaints from all sources should be covered in your procedure. This is important to ensure that your system captures the maximum information and that no party or stakeholder is neglected in the management of issues, concerns, feedback, or legality. Sources may include the following:

- Consumers who are the final users of your products
- Customer representatives from retailers or contract customers
- Retail stores retailing your products
- Central buying departments
- Wholesale and distribution centres
- Retailer customer complaints departments
- Law enforcement bodies, authorities and agencies
- Internal departments (e.g. operational departments)
- Output from quality assurance processes e.g. taste panels

It is usually good practice to define the scope of sources where a complaint should be captured. This will allow for analysis of complaints by source type.

5 Complaint Capturing

Your internal complaints procedure will define how complaint information and data is captured when received. Complaints may be received from a number of methods including:

- Post
- Telephone
- Email
- Personal visit
- Via company representatives

Regardless of the actual method of receipt it is important to give some consideration to how practically complaint data is captured to ensure resources are applied efficiently and you gain the maximum benefit from each complaint received. A number of approaches and systems may be employed to capture complaint data:

System	Description
Manual paper systems	In this approach the company uses a standard paper form to record details of each complaint received. It is a manual process and requires users to collect and collate the data to meet requirements for trending and analysis. These systems can be quick and inexpensive to set up, do not require much training but can lead to significant variation in the data recorded and the time required to analyse and trend it.
Spread sheets and in-house databases	These systems employ standard software applications such as MS Excel and Access. The recording system can be developed internally by IT and non-IT staff and can be used to standardise the capturing of data and assist in report development. These systems are an advance on manual paper systems and reduce the time required to produce trend reports and data analysis. They may require some expertise in the software to develop a system but can also be limited in terms of meeting specific requirements.
Specialised complaint management software solutions	These are specialised software packages designed specifically to handle the capturing and processing of complaint data. They automate much of the processes and workflows required for effective complaint management and can produce high quality reports on demand. These systems range from generic solutions designed for all sectors to industry specific solutions for food safety management. They can vary widely in terms of costs and the consultancy required for their set-up and maintenance.

An effective complaints handling system will usually have two main elements for capturing complaint information - the complaints log and complaint form.

5.1 Complaint Log

The best way to approach the capturing of complaint information is to maintain a log based on a standard complaints capturing form. The log itself should be based on a unique reference number for each individual complaint. Below is a sample of how a complaints log might appear.

Picture: Sample Complaints Log

No. ▲	Date	Name	Product	Customer	Complaint	Risk	Completed By
1	14/08/2008	Complaint (1)	250ml PET still sports	FourCourt International Ltd.	Product non-conformance: Foreign body contamination.	High	George Howlett
2	20/11/2008	Complaint (2)	500ml Still Flat Cap	Dunnes	Product non-conformance: Foreign body contamination.	High	George Howlett
3	25/03/2010	Complaint (3)	250ml PET still sports	Simply Fresh Ltd	Product non-conformance: Foreign body contamination.	High	George Howlett
4	14/06/2010	Complaint (4)	19Lt Still	FourCourt International Ltd.	Product non-conformance: Unknown		George Howlett
5	03/09/2010	Complaint (5)	5L Still Water	Dunnes	Product non-conformance: Foreign body contamination.	High	George Howlett
6	17/09/2010	Complaint (6)	19Lt Still	Simply Fresh Ltd	Product non-conformance: Foreign body contamination.	High	George Howlett
7	23/09/2010	Complaint (7)	19Lt Still	FourCourt International Ltd.	Product non-conformance: Foreign body contamination.	High	George Howlett
8	14/01/2011	Complaint (8)	1Lt PET Still Sports	FourCourt International Ltd.	Product non-conformance: Unknown		George Howlett
9	11/03/2011	Complaint (9)	750ml PET Still Sports	Dunnes	Product non-conformance: Foreign body contamination.	High	George Howlett
10	02/05/2011	Complaint (10)	500ml Still Flat Cap	Simply Fresh Ltd	Product non-conformance: Unknown		Brian Walsh

It should indicate some basic information including:

- Unique reference number
- Date
- Product
- Customer
- Complaint nature
- Risk

5.2 Complaints Form

The complaints form is usually a standard controlled form which captures the finer detail of the complaint. It should be used in all cases by any member of staff with responsibilities in the complaint procedure. Staff should be trained in the completion of the form in order to reduce variation and errors. The form should be developed by a

senior manager or group of senior managers to ensure it meets the requirements of customers, regulatory inspectors, food safety standards and other functions within your business e.g. sales. The data captured in the standard form should also facilitate easy collation for trending and reporting. This is particularly important where a paper manual system is being used. There are certain data that should always be collected when a complaint is being recorded. This should start with basic information on the customer and/or the consumer.

Picture: Sample Complaints Form (Customer & Consumer Details)

The screenshot displays the 'Complaints' section of the Safefood 360 software. At the top, a navigation bar includes 'Dashboard', 'HACCP', 'Management', 'PRP Control', 'Utilities', and 'Documents'. The user 'George Howlett' is logged in. The main heading is 'Complaint (1)' with a green 'COMPLETED' status and an 'Actions' dropdown. Below this is a table with one entry:

No.	Date	Name	Product	Risk	Recorded By
1	28/11/2012	Complaint (1)	Fully Cooked Meat	High	Safefood 360 Support User

Below the table is a 'Complaint Details' section with two sub-sections:

Customer & General Details

Date	28/11/2012
Name	Simply Fresh Ltd
Source	Retail Customer Complaint Department Ms J Smith
Method	Email
Sample Request and Collection Details	Sample has been requested and returned

Consumer

Name	Mr. George Howlett
Address	123 Sky High Road GH 34523
Purchased	The Loca Shop
Phone	01 23456789
Mobile	01 23456789
Email	george@safefood360.com

This basic information can be expanded to include the source of the complaint, method of receiving and details of sample request and collection where relevant. Remember to always include a unique reference number and date of receipt. The system should also record the name of the person logging and recording the complaint. The next section of the complaint form should capture as much detail as possible on the product to which it relates. Product information should include Product Name, Date of Manufacture, Durability Date, Lot or Batch Number, Brand and Line.


Finally, information should be recorded on the complaint itself. The more information recorded the better. Two key items of information are important. The first is the specific non-conformance e.g. 'Foreign Matter – Glass'. This is important to support trending and analysis later on. Second is a detailed description of the complaint. All information provided by the source should be recorded including the circumstance under which the complaint was detected, alleged impacts on the consumer and any other relevant information. It is essential that sufficient

information is gathered about the complaint. Where this information is not available attempts should be made to gather more from the source. This should include return of the complaint sample if possible. Initial Action following capturing of complaints include:

- Sample receipt and preservation
- Initial risk assessment and categorisation of the complaint
- Acknowledgment of complaint to customer or consumer

Picture: Sample Complaints Form (Product and Complaints Details)

Product	
Product	Fully Cooked Meat x 1
Date of Manufacture	16/10/2012 03:00
Durability Date	17/04/2013 Use By
Lot / Batch Number	123456
Brand	Premium Brand X
Line	Cooked Ham Line 1

Complaint	
Nonconformance	Product non-conformance: Foreign Matter 
Description	Glass fragments found in the product.

Corrective Action Determination		
Non-conformances	Details of non-conformance / issue	Risk
	Cooked Ham - Premium Brand: Glass fragments found in product	High View

5.3 Complaint Categories

In order to correctly identify trends in complaints it is essential that that system is built on clearly defined categories. Categories should be defined for:

- Product non-conformances
- Brands
- Production Lines / Sources
- Product types

Non-conformances should be categorised according to risk to trigger the appropriate responses, actions and times. For example complaint non-conformances may be categorised as High, Medium or Low risk or as Critical or Noncritical. In manual systems, categories should be defined in a register and be available to those completing forms. In automated systems these can be set up in a database.

Picture: Sample Categories List for Product Non-Conformances

Categories				
<div> <div> Add Category </div> </div>				
<div> <div>Nonconformance</div> <div>Brands</div> <div>Production Lines</div> <div>Units</div> <div>Reports</div> </div>				
No.	Date	Group: Category	Description	Risk
22	13/12/2012	System non-conformance: Incorrect Bar Code	The bar code does not match the product, diferent (more than one) barcodes for t...	
20	21/11/2012	Service non-conformance: Insomnia Returns - Unknown	Insomnia may return products because they made a mistake in the order and some o...	
21	23/11/2012	Service non-conformance: Incorrect Product	The customer received the wrong product or something that he didn't order.	
19	19/09/2012	Product non-conformance: Wrong BBD	Wrong Best before date	Medium
2	31/08/2012	Product non-conformance: Visual	Visual appearance not to specification	
8	31/08/2012	Product non-conformance: Under Weight	Product under weight specification	
6	31/08/2012	Product non-conformance: Texture	Product texture and mouth feel unaccpetable	
9	31/08/2012	Product non-conformance: Taste	Product taste unacceptable	
18	31/08/2012	Product non-conformance: Short Dated Product	Product delivered to customer with insufficient shelflife	Low
4	31/08/2012	Product non-conformance: Microbial: Mould	Mould growth on product	Medium

Picture: Sample Non-conformance Category Form

Categories

Nonconformance (5)

Nonconformance

Name

Foreign Body Contamination: Metal

Group

Product non-conformance

Description

Metal contamination from various sources

Risk

High

May cause injury to consumer

Intolerable risk - specific action required

Save

Cancel

6 Complaint Investigations and Corrective Action

6.1 Investigation and root cause analysis

Following the proper capturing of the complaint information you should then commence a work flow designed to investigate the complaint and identify the root cause of the issue. Recent revisions to the GFSI have seen the introduction of root cause analysis to ensure that resultant corrective actions are focused on preventing a recurrence. Root cause analysis attempts to distil the issue down to its actual cause. There are various tools and techniques that can be employed to conduct effective root cause analysis which can be found in a specific

whitepaper on the subject. Again the GFSI standards define how issues should be investigated. The following example shows a workflow that may be employed to meet these requirements.

Picture: Sample Corrective Action Form

Demo George Howlett | Go to | Settings | Help | Logout

Dashboard HACCP Management PRP Control Utilities Documents

Corrective Action

Corrective Action (30)

COMPLETED Actions

No.	Date	Name	Source	Risk
30	13/01/2013	Corrective Action (30)	Complaint (1)	High

Corrective Action Details
Cooked Ham - Premium Brand: Glass fragments found in product

Nonconformance / Issue Details

Date: 13/01/2013

Details of Nonconformance / Issue: Cooked Ham - Premium Brand: Glass fragments found in product

Risk: High
Intolerable risk - specific action required

Edit

All complaints must be investigated in detail by competent personnel. The investigation must determine whether the complaint is product specific or an issue which may affect more than one product. Foreign Bodies, Alleged Illness, Taste, Quality, Correct Quantity etc. Full records must be kept and the outcome of the investigation promptly reported to relevant personnel and departments. All instances of foreign body contamination, alleged illness and trends need to be investigated. Isolated incidences where a customer doesn't like the taste or there is a quality perception issue may not require a full investigation; however they do need to be monitored.

Picture: Investigation and Root Cause Analysis

Investigation / Root Cause Analysis

Date: 16/11/2012

Report: Investigation of the complaint found that a glass panel on the oven door was cracked and resulted in contamination of the product. Root cause analysis determined this occurred due to a failure in the glass and hard plastic auditing system whereby the item was not registered and therefore was not checked as part of the weekly inspection. Root cause therefore was due to the manager responsible updating the register when a new item of equipment was introduced into the process.

Signed : George Howlett, 13/01/2013 19:42

Edit

6.2 Corrective Actions

Corrective actions should always depend on the seriousness of the issue. For serious issues the actions taken should be timely and sufficient to prevent or reduce the impact of the issue on the consumer. In some cases this will require a product recall. Actions should also be focused on preventing a recurrence of the complaint and this can be facilitated by an analysis of the root cause. Actions should be defined clearly with responsibility assigned to a competent person with the authority to affect the required work or change. Deadlines should be set and agreed. Records of the action should be maintained including the completion date. All actions should be reviewed for effectiveness and closed out formally.

Picture: Corrective Action Workflow

The screenshot displays a web-based form for a Corrective Action Workflow, organized into three main sections: Action Details, Review, and Close-out. Each section includes a signature line and an 'Edit' button.

Action Details

Action Required	Responsible	DeadLine	Action Taken	Completed By	Completed
Establish a new system for risk assessment of all new items of processing equipment. This shall include a check if it needs to be added to the glass register	Ms. Kristine Dougherty	22/11/2012	New checklist introduced	Ms. Kristine Dougherty	22/11/2012
Add glass panels on oven to the register	Ms. Kristine Dougherty	22/11/2012	Register updated	Ms. Kristine Dougherty	22/11/2012

Signed : George Howlett, 13/01/2013 19:46

Review

Date: 26/11/2012

Report: Register was checked and the item has been added. The new system for checking new items has been documented and is now in place. Relevant staff members have been trained in the new procedure.

Signed : George Howlett, 13/01/2013 19:47

Close-out

Report: The action taken is sufficient to prevent a recurrence of the complaint.

Signed : George Howlett, 13/01/2013 19:47

6.3 Handling serious complaints

Serious complaints should be handled in a manner appropriate for their impact. Your procedure should define how they are handled and address the following:

- Timelines for investigation, analysis and corrective workflows.
- Complaints where there is likely or actual threatened litigation.
- Risk assessment and the necessity for a product recall / withdrawal.
- Obligations for the notification of the issue to customers and regulatory authorities.

6.4 Responding to the complainant

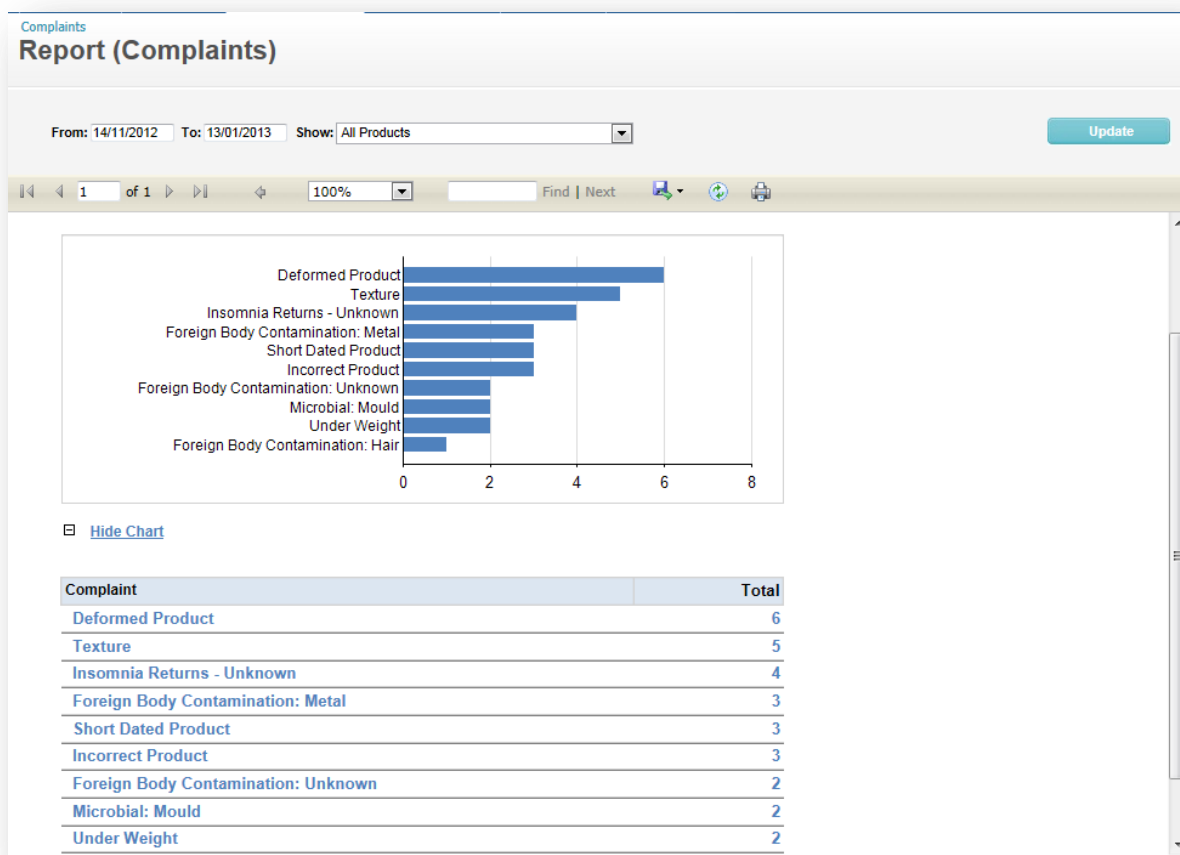
The complaints handling procedure should address how the complainant is responded to depending on the nature and seriousness of the issue. It is good practice to always inform the complainant of the outcome of investigations and corrective actions and where there is a protracted timeline in the workflow they should be notified of this and given regular updates on any progress.

7 Complaint Monitoring & Trending

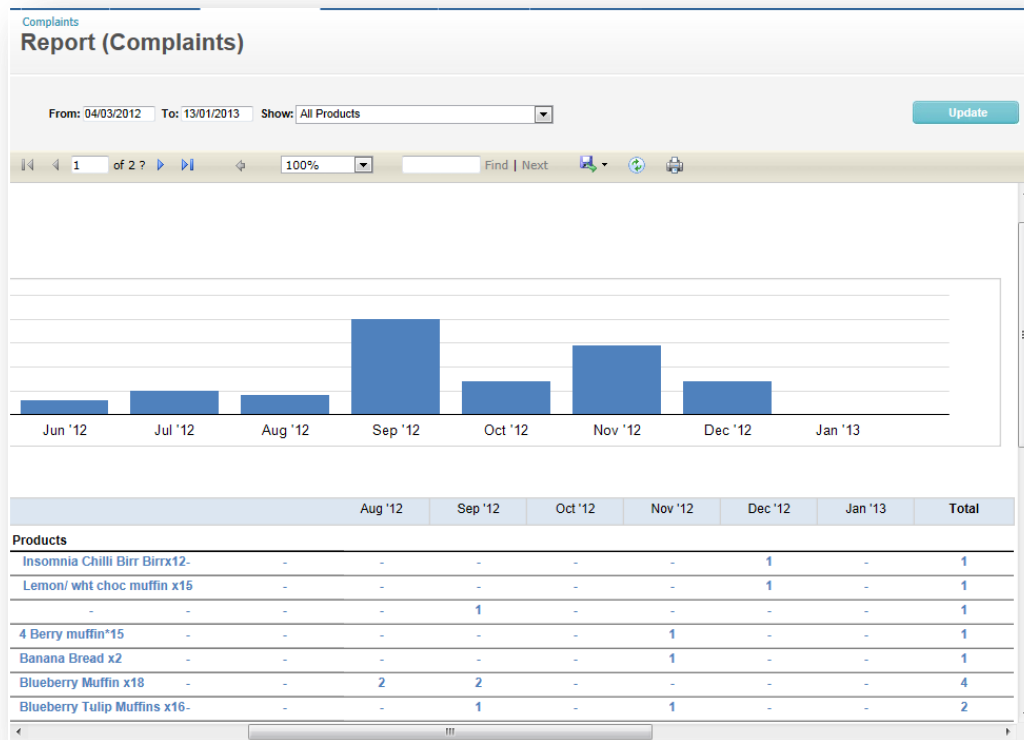
As part of your complaints handling procedure, complaint trends should be monitored. This can include complaint numbers which can be tracked against units sold and complaint type. It is good practice to build into your system a requirement that an increase in complaints must prompt an investigation. You can set targets and have a plan in place to reduce complaint levels in general and for worst offending categories/products.

Information from trend analysis of complaints should be communicated to the site management and production teams where appropriate. Complaint trend information can also be graphically displayed on suitable notice boards at site access points to ensure staff are always aware and up to date on complaints being received. Examples of complaints may also be displayed to increase awareness e.g. foreign bodies. Mechanisms should be in place for briefing and discussing preventative action with production teams including works and employee meetings held on a scheduled basis. The following are examples of how complaint data may be trended and presented.

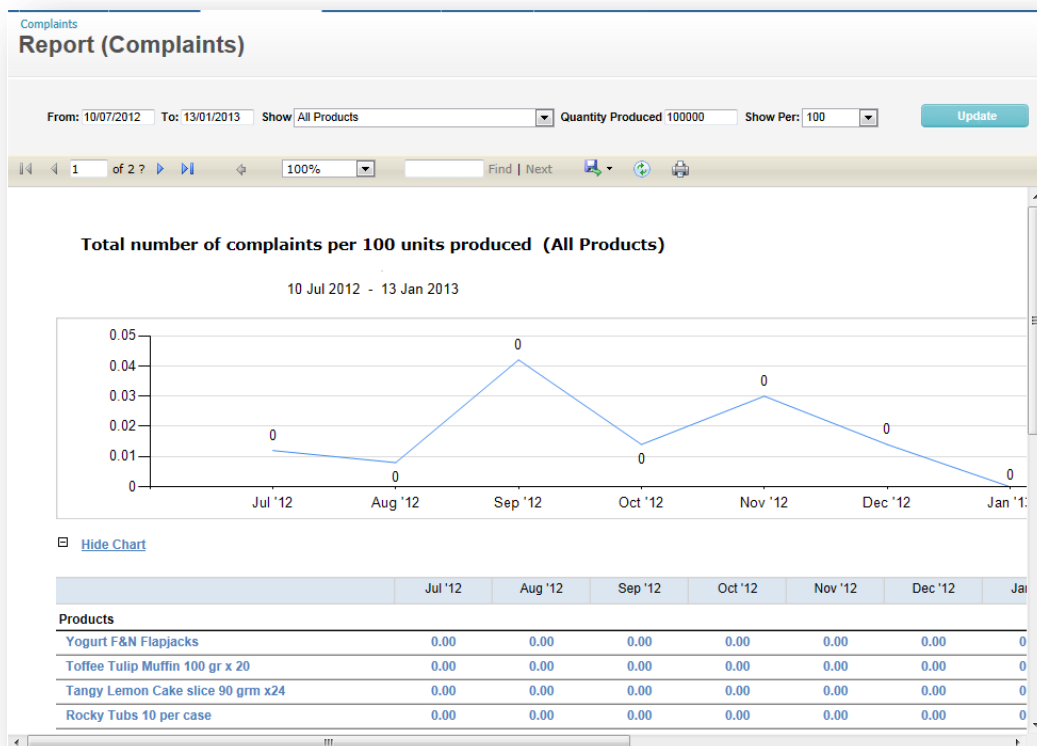
Picture: Top 10 Complaints



Picture: Total Number of Complaints



Picture: Complaints per Quantity Produced



8 Continuous Improvement

Most of the GFSI standards require a food business to use the information collected from complaints to be used to drive continuous improvement. This is achieved by feeding the data into the food safety management system and management effecting change. Practically this is achieved as follows:

System	Description
Policy	Complaints policy should be reviewed by management to ensure it remains capable of effecting improvement in complaint performance.
Objectives	The site must set targets and have a plan in place to reduce complaint levels in general and for worst offending categories/products.
Management Review	Management should review complaint data and trends to identify areas where improvement is required and can be achieved.

Safefood 360 Products

Safefood 360 Software Editions

Standard

Everything you need for full compliance to GFSI and retailer technical requirements.



Premium

Packed full with additional time saving features and tools ideal for the busy food safety manager.



Enterprise

Multisite functionality, remote oversight and integration with other enterprise software.



Who are we?

Safefood 360 is a young, innovative technology company dedicated to developing and supplying the global food industry with compliance software solutions that work. Our team is made up of practitioners from both the Food and IT industries who know the needs of our end users because we worked in these roles. This experience and insight is built into our solutions from day-one making them powerful, intuitive and a pleasure to use...



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