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CONFIDENTIAL REPORT

CAMPDEN

FOOD
& DRINK
RESEARCH
ASSOCIATION

CAMPDEN FOOD AND DRINK RESEARCH ASSOCIATION
CHIPPING CAMPDEN, GLOS, GL55 6LD

TRAINING AND ADVISORY PROGRAMME FOR IMPROVING THE QUALITY AND MARKETABILITY OF FROZEN FOOD PRODUCTS IN HUNGARY, PHASES I AND II

FINAL REPORT

UNIDO Project No. TF/HUN/90/914

UNIDO Contract Nos: Phase I - 92/213; Phase II - 93/133

CFDRA Project No. 12278

Work Commissioned By
United Nations Industrial Development Organisation (UNIDO)

Report By
L. Bratt

September 1994

LB/PF/921

SUMMARY

1. This project has been successful in increasing the awareness of a significant part of the Hungarian food industry in the need for, and benefits to be gained from, the implementation of quality management systems.

2. A total of seven Hungarian personnel from industry and the Mirelite Development and Quality Institute of Frozen Food Industry have received quality management training by virtue of attendance at scheduled training courses organised in the United Kingdom by Campden. Four of the trainees have successfully passed the lead assessors examination, which is recognised by the Governing Board of the National Registration Scheme for Assessors of Quality Systems.

3. Personnel receiving quality management training in the United Kingdom have, in turn, been able to provide training in Hungary for people working within their own food industry. The Mirelite Institute is already able to provide courses in internal auditing and hazard analysis critical control point (HACCP), and it is planned to increase the range of courses significantly, with participation by Campden, in 1995.

4. HACCP has been fully implemented at Székesfehérvár Frozen Foods plc, and the results of the studies have instigated a number of physical improvements in the fabric of the factory which are intended to reduce the risk of foreign body or microbial contamination of product.

5. A fully documented quality system, in accordance with the requirements of ISO 9002, has been designed, written, and implemented at Székesfehérvár Frozen Foods plc. The company is due to receive an accreditation audit in November 1994 to be conducted by Lloyds Register.

6. The quality management work undertaken at Székesfehérvár has been publicised to the frozen food industry, and to the Hungarian food industry in general, by virtue of two meetings held at the factory and a public meeting held at the Hungarian Scientific Society for Food Industry.

7. A fully documented quality system, in accordance with the requirements of ISO 9002, has been designed, written, and is in the process of being implemented for the analytical services offered by the Mirelite Institute.

8. A three-day seminar was provided at the premises of the Mirelite Institute to include the subjects of marketing, market research, and new product development. The seminar was undertaken by five suitably qualified members of Campden's staff.

9. A public meeting on the subject of marketing was held for personnel within the Hungarian food industry at the Hungarian Scientific Society for Food Industry.

10. The project has provided the opportunity for increasing closeness of co-operation between Campden and the Mirelite Institute in providing services for the Hungarian food and drinks industries. At the present time seven quality management related projects are ongoing with Hungarian companies on a confidential commercial basis. Two HACCP courses have also been provided by the Mirelite Institute on a licensed basis from Campden, and the intention is to significantly extend the range of courses and services offered during 1995.

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Production Manager	Mr Zoltán Baráth
Laboratory Manager	Mr István Binder

Székesfehérvár Frozen Foods plc is a privatised organisation, originally one of the twelve members of the Frozen Food Trust, and is situated about fifty kilometres west of Budapest. The factory has the capacity to process about 20,000 tonnes of frozen foods per annum and, in addition, operates a commercial cold storage facility. Major products include green peas, sweetcorn, root vegetables, raspberries, cherries, and, more recently, prepared ready meals suitable for microwave reheating.

* Now working for the Mirelite Foreign Trade Company

INTRODUCTION

In 1991 the Campden Food and Drink Research Association undertook a project in Hungary aimed to provide recommendations to the Hungarian frozen food industry on how to best modernise their processing methods and improve their quality standards in order to become more attractive to the increasingly discerning buyers in western Europe. The Hungarian collaborative organisation during this project was the Mirelite Institute for Quality and Development of Frozen Food Industry.

The project was organised by the United Nations Industrial Development Organisation (UNIDO) and was funded through the Know How Fund of the British Foreign and Commonwealth Office. The UNIDO project number was TF/HUN/90/905.

The technical recommendations made included the important requirements to improve the hygienic standards of operation within the factories and to recognise the need for the attainment of consistently acceptable quality performance.

This current project was formulated in order to address these issues and provide further help to the frozen food industry in general and also to the Mirelite Institute. Primary considerations were that it should promote the ability for further self-help within Hungary (once training had been completed), and should have an element of demonstration to ensure that the benefits of the programme and the means for progress could be perceived and adopted by the frozen food industry as a whole.

Major elements within the programme were to implement both hazard analysis critical control point (HACCP) procedures, together with a fully documented quality system, in compliance with the requirements of ISO 9000, in one demonstration factory.

The frozen food factory at Székesfehérvár was chosen to be the subject of the study because it was felt that the management would be committed to carrying out the considerable tasks required in terms of training, documentation, and implementation, and also because, in Hungarian terms, the factory had a relatively sophisticated quality control system.

The project was actually agreed in two phases. The first phase was agreed in December 1992 and the second phase officially in June 1993. The terms of reference for both phases are appended to this report (Appendix 1).

CAMPDEN FOOD AND DRINK RESEARCH ASSOCIATION

The Campden Food and Drink Research Association is an independent organisation primarily funded by, and providing a range of services to, the food and related industries. Approximately 650 industrial companies (food manufacturers, packaging and equipment suppliers, and retail organisations) pay annual subscriptions and effectively become members of the Association. The greater part of the subscription monies is used to fund a programme of pre-competitive research over which the members themselves are able to exercise direction through a number of research panels and a Research Committee.

In addition to research work collectively funded by the members, Campden also undertakes a considerable programme of research on behalf of UK Government departments, principally the Ministry of Agriculture, Fisheries and Food, and also participates in a number of the collaborative programmes funded by the European Commission such as FLAIR, AIR, and Brite-EuRam.

The major part of Campden's income, however, is provided through specific projects undertaken for individual companies, or small groups of companies, on a confidential commercial basis. Campden is able to provide consultancy advice on a wide range of topics generally related to the implementation of new products or technological processes, and concerned with the efficiency of manufacture and attainment of consistent acceptable quality and product safety for the consumer. In recent years, and of relevance to this project, Campden has pioneered the use of hazard analysis critical control point (HACCP) in Europe and has developed expertise with regard to the design and implementation of quality management systems within the food industry.

Campden also provides a considerable number of training courses, both on a scheduled basis and also at the demand of client organisations, and these may take place literally anywhere in the world.

The staff of Campden numbers 220 individuals organised into ten operational departments, approximately 50% of whom possess first or higher degrees. The divisional structure of Campden is included at Appendix 2 of this report, and the staff includes food processing, product development, and market intelligence specialists, as well as the more scientifically based microbiologists, chemists and mathematicians.

Campden has worked in Hungary since 1988 on projects funded by the World Bank and on the forerunner to this particular project (TF/HUN/90/905) organised through UNIDO.

In 1993 Campden signed a formal letter of collaboration with the Mirelite Development and Quality Institute for Frozen Food Industry to provide mutual help to each other and to deliver a range of services to the Hungarian food industry. A dual-language brochure describing this collaboration is provided at Appendix 3.

MIRELITE DEVELOPMENT AND QUALITY
INSTITUTE FOR FROZEN FOOD INDUSTRY

The Mirelite Institute was originally a central organisation within the state-controlled frozen food industry of Hungary. The Institute provided technological support to the twelve frozen food companies which had been established geographically throughout the country. This included the design of food processing equipment, new product development, routine analyses, quality assessment, and on-site help as required.

With the process of privatisation, the Institute has now become part of the Mirelite Foreign Trade Company which is based in Budapest and which is both a producer and exporter of frozen foods. The Institute has retained its contacts with all its former partners and indeed continues to undertake work on their behalf as requested. In addition, however, it has forged increasing links not only with the newer frozen food companies which are being established in Hungary, but also with other sectors of the food and drink manufacturing business.

The staff of the Institute numbers about twenty food engineers, chemists, and quality specialists. Dr Sebök, the Deputy Director, has been quick to recognise the importance for Hungarian food companies to provide safe food of consistently acceptable quality if the Hungarians are to be commercially successful in exporting to Western Europe. He has therefore set out to build up local expertise within the Institute in the important subjects of HACCP and quality system management so that appropriate help may be provided to the Hungarian industry.

PROGRAMME OF WORK UNDERTAKEN

The programme of work undertaken within this project has included the provision of consultancy and training services within the following elements:

1. Training for a number of Hungarian delegates on various scheduled courses at Campden relating to quality management subjects.

2. Individual training for Dr Sebök on the practical implementation of quality management systems.

3. Introduction of HACCP at Székesfehérvár Frozen Foods plc.

4. Design, production and implementation of a quality system to comply with the requirements of ISO 9002 at the Székesfehérvár Frozen Foods plc factory.

5. Design, production and implementation of a quality system to comply with the requirements of ISO 9002 for the routine analytical services offered by the Mirelite Institute.

6. Publicising of the quality management work undertaken by means of seminars and other public meetings.

7. Provision of a three-day seminar for members of the frozen food industry on the subjects of marketing, market research, and new product development.

8. Development of closer collaboration between Campden and the Mirelite Institute in order to provide an increasing range of necessary services to the Hungarian food and drinks industries, supporting the process of privatisation within a market economy.

TRAINING COURSES UNDERTAKEN IN THE UNITED KINGDOM

It was an important feature of this project that a number of Hungarian personnel should receive training in certain quality management related subjects. They, in turn, would then be capable of providing training to further individuals within the Hungarian food industry and, by this means, a multiplication effect of learning would be achieved.

A total of seven Hungarian delegates have therefore attended a number of scheduled courses organised in the United Kingdom. The internal auditing course and HACCP workshops were organised solely by Campden, whereas the lead assessors course was held in conjunction with Lloyds Register, one of the authorised ISO 9000 accreditation bodies.

Details of Hungarian personnel who received training in the UK, together with courses attended, are as follows:

Delegate/Company	Internal Auditing Campden 10-11 Sep 92	HACCP Workshop Campden 8-9 Sep 92	HACCP Workshop Campden 2-3 Mar 93	Lead Assessors Wood Norton 19-23 Apr 93
Dr András Sebök Deputy Director, Mirelite Institute	✓	✓		✓
Mrs Margit Bleszkán Food Engineer, Mirelite Institute	✓	✓		✓
Dr Arpád Bánhidi Microbiologist, Mirelite Institute			✓	
Mr Attila Berczeli Food Engineer, Mirelite Institute			✓	
Mr István Csepregi Food Engineer, Mirelite Institute	✓	✓		✓
Mr István Binder Quality Manager, Székesfehérvár	✓	✓		✓
Ms Julia Mátai Production Manager, Arvit, Györ	✓	✓		✓

Outline details for these courses are provided below and, in addition, the advertising data sheets and course timetables are given in Appendix 4.

Internal Auditing

The delegates received instruction in the design of audit schedules and in the planning, preparation and undertaking of an internal company audit, with special reference to the requirements for such audits as part of an ISO 9000 quality system.

HACCP Workshop

The two-day HACCP workshop provided practical training on the principles of HACCP and their implementation in the factory environment, both for existing products and for those under development.

Following attendance at the Campden HACCP workshop, Dr Sebök initially established a self-help group, supported by occasional assistance from Campden, to bring the concept of HACCP to a much wider audience within the Hungarian frozen food industry.

As confidence and experience has been gained, Campden has authorised Dr Sebök to run "Campden HACCP courses" on a commercial basis in Hungary under a licence agreement. Two such courses have been run to date, with D. Stephens providing lecturing and administrative support during the first.

Lead Assessors Training Course

ISO 9000 is the International Standards Organisation's standard for quality systems. A requirement of the standard is that companies which wish their own system to be accredited against the standard must be audited by an authorised lead assessor. One of the requirements for undertaking such an audit is that the individual must have attended an approved lead assessors course and have passed the course examination.

The Campden/Lloyds training course is registered by the Governing Board of the National Registration Scheme for Assessors of Quality Systems and meets the training requirements for registration of individual assessors under that scheme.

The course at Campden is specifically designed for the food and drink industries and provides delegates with a thorough understanding of the requirements of ISO 9000 and the assessment process, and also provides practical experience in auditing.

As stated above, the lead assessors course is examined. On the first occasion, Dr Sebök and Mrs Bleszkan passed the examination, and subsequently Mrs Mátai and Mr Binder also passed in a repeat examination organised through the British Council in Budapest.

Individual Training for Dr Sebök, 1st-8th June 1994

In addition to participation in scheduled courses, Dr Sebök also received individual training based at Campden, but including visits to two companies which had implemented fully documented quality systems as required by the ISO 9000 standard. Dr Sebök was able to discuss with the quality managers involved the problems of implementation and administration of their systems, and also the perceived benefits, both within the companies themselves and in their external relations with suppliers and customers.

The training period also included an introduction to management skills and training methods relevant for the implementation of quality systems.

Full details of this individual training period are included at Appendix 5.

IMPLEMENTATION OF HACCP AND QUALITY MANAGEMENT SYSTEM AT SZÉKESFEHÉRVÁR FROZEN FOODS PLC

The major content of this project has involved providing on-site training and consultancy advice to relevant personnel at the Székesfehérvár Frozen Foods factory in order to implement both HACCP procedures and to design and implement a documented quality system that is scheduled for accreditation against the ISO 9002 standard.

An explanation of HACCP, the ISO 9000 standard, and the inter-relationship between them is provided at Appendix 6.

In order to accomplish these objectives, visits have been made to the factory at periodic intervals as follows:

Week commencing 5th October 1992
Week commencing 25th January 1993
Week commencing 15th March 1993
Week commencing 21st June 1993
Week commencing 27th September 1993
Week commencing 1st November 1993
Week commencing 24th January 1994
Week commencing 21st February 1994
Week commencing 1st May 1994
Week commencing 3rd July 1994
Week commencing 29th August 1994

In general, the visits were of three days' duration and were made by D. Stephens and, on most occasions, L. Bratt. Dr Sebök of the Mirelite Institute always provided translation, as necessary, from English into Hungarian, and the visits were normally attended by two members of Dr Sebök's staff.

The last visit, on 29th August, took the form of an independent pre-accreditation audit which was conducted by Mr John Gymer, a registered lead assessor.

In undertaking this project, it was vital to secure the commitment of the senior management at Székesfehérvár due to the considerable resource of time required from factory personnel at all levels.

Consequently, at the initial visit to the factory during week commencing 5th October 1992, a presentation was given to all of the senior management team on the subjects of HACCP, ISO 9000, and total quality management (TQM). Copies of the acetates used in this presentation are appended to this report (Appendix 7). After the presentation, individual interviews were conducted with the key managers in order to answer specific questions and emphasise the importance of this project both for this particular factory and for the Hungarian frozen food industry as a whole.

The conclusions from this initial visit were that:

a. support was indeed forthcoming from Mr Berczeli, the General Manager.

b. there was no strategic reason why HACCP and ISO 9000 should not be introduced at this company, with subsequent long-term development into TQM.

c. The workload involved in these projects would require skilled management and a phased approach (i.e. to concentrate initially on HACCP before progressing with ISO 9000).

d. External assistance, i.e. the consultancy team, would be required to advise on the most appropriate techniques and to minimise the resource requirements.

HACCP Team at Székesfehérvár

A HACCP team was formed at the Székesfehérvár factory comprising members of the factory staff, with additional support from the Mirelite Institute. Guidance and review of progress was provided during the course of initial studies by D. Stephens and L. Bratt as part of their periodic visits.

The HACCP team comprised:

Zoltán Baráth	Production Manager, Székesfehérvár	(Team leader)
György Mayer	Engineer, Székesfehérvár	
István Binder	Laboratory Manager, Székesfehérvár	
Andrea Bajkal	Microbiologist, Székesfehérvár	
Judit Kincses	Chemical Engineer, Mirelite Institute	
András Sebök	Deputy Director, Mirelite Institute	

HACCP Studies Undertaken

Full HACCP studies have now been undertaken for all of the major products from the Székesfehérvár factory. These include:

- Green beans
- Peas
- Sweetcorn
- Carrots and other root crops
- Sour cherries
- Plums
- Redcurrants
- Blackcurrants
- Brussels sprouts
- Semi-finished and finished meals

A copy of the documentation for one of the HACCP studies is appended to this report (Appendix 8) as a typical example. The format used is that recommended in Campden's Technical Manual No. 38.

Factory Modifications as a Result of HACCP Studies

As a result both of HACCP studies undertaken and advice received from the consultancy team, a number of important modifications have been undertaken within the factory building. These include the following and are measures to improve factory hygiene and to reduce the risk of foreign body and microbial contamination:

- Enclosure of the final packing area within a new wall

- Replacement of a much criticised glass wall with aluminium at the infeed end of the main processing hall

- Installation of hand-washing facilities at the personnel entrance to the intermediate packing hall

- Positioning of signs at all entrances re hand washing etc

- Deployment of high pressure, low volume cleaning equipment for the processing and intermediate packing halls

DESIGN AND IMPLEMENTATION OF ISO 9000 SYSTEM AT SZÉKESFEHÉRVÁR

The major effort of this project undoubtedly involved the design and implementation of the documented quality system. Mr Binder was appointed as the management representative responsible for the administration of the system, and over a period of 18 months, periodic consultancy visits by Campden staff, with further occasional and additional support from Mirelite personnel, were made with the aim of reviewing progress to date, providing necessary help and training, and defining targets for future work.

Over the months of the project, the following matters were covered in stages:

1. Presentations to board members of the Székesfehérvár company on the benefits and implications of implementing a quality system to comply with ISO 9000.

2. Appointment of Mr Binder as Quality Manager.

3. Initial training on system requirements for area co-ordinators (key personnel who would be responsible for writing system documents within their own operational areas).

4. Agreement on outline structure for documented system.

5. Design of standard format for system documents.

6. Production of company mission statement to be signed by the Managing Director and subsequently transmitted to all members of factory staff as a means of confirming the commitment of the senior management to quality.

7. Detailed listing of policy and procedure documents required.

8. Writing of policy and procedure documents. As documents were written by area representatives, a process of review and harmonisation was necessary in order to finish with documents of uniform style and technical competence. This writing exercise is extremely time consuming, each document taking perhaps four to six hours to produce, and from the factory's viewpoint represents the major commitment in time and labour.

9. Implementation of procedures. Having produced the documents, they were introduced in stages into the factory. This required additional training at operational levels and subsequent review of the documents to ensure that they were practicable in operation.

10. Arrangement for pre-audit assessment. It is necessary to demonstrate to the ISO 9000 accrediting auditor that the quality system has been successfully in operation for a period of several months. It has been agreed that the official audit at Székesfehérvár will be undertaken by the Lloyds Register company in November 1994. Prior to this date, a pre-assessment audit was undertaken by a registered lead assessor, Mr John Gymer, to provide a final review and last minute advice on any changes necessary to the system.

Notes

1. The document numbering system for the quality manual follows that of ISO 9001 rather than ISO 9002 so that if, in the future, it is thought desirable to increase the scope of accreditation to include the new product development function, complete re-numbering of the system will not be necessary.

2. Writing and implementation of the quality system at the Székesfehérvár factory has not always been easy. The major disruption was caused when a number of personnel, including Mr Lénárt, the Commercial and Production Director, left the company. This had an inevitable effect on the time scale of the project, extending it by perhaps three months.

3. A copy of the company's mission statement, typical policy and procedure documents in the Hungarian language on correctly headed paper, and a set of policy documents translated into the English language are included as Appendices 9, 10 and 11 of this report.

4. As stated above, the system is due to be audited by Lloyds Register in November 1994 for accreditation against ISO 9002.

5. A complete list of level II procedures included in the quality system appears below.

LIST OF LEVEL II PROCEDURES
SZÉKESFEHÉRVÁR FROZEN FOODS PLC

Number	Title
4.0/01	Mission statement
1/02	Organisation tree
1/03	Quality responsibilities
1/04	Management review
2/01	Quality system structure
2/02	HACCP application
2/03	Policies and procedures
2/04	Temporary change of process
3/01	Handling customer specifications
4/01	New product development
5/01	Issue and recall of policies and procedures
5/02	Preparation of raw material specifications for fruits and vegetables
5/03	Preparation of raw material specifications for packaging
6/11	Approved suppliers - preliminary approval
6/12	Approved suppliers - ongoing auditing
6/13	Approved suppliers - annual review

Number	Title
6/02	List of approved suppliers
6/03	Raw material specifications (about 30)
6/04	Packaging material specifications
6/06	Pest control contract
7/07	Handling customer-supplied material - packaging Handling customer-supplied material - food
8/01	Product identification - delivery to despatch
8/02	Product recall
8/03	Customer complaints - domestic retail Customer complaints - domestic wholesale Customer complaints - export
8/04	Coding control and administration
9/01	Process sheet administration and format
9/02	Process sheets
9/03	Hygiene and cleaning procedures
9/04	Weight control
9/05	Metal detectors
9/06	Auto checkweighers

Number	Title
9/07	Auto filling machines
9/08	Blanching
9/09	Freezing
9/10	Corn cutter handling
9/11	Cutting machines
9/12	Grading machines
9/13	Packing, palletising - final product
9/14	Packing, palletising - coding and labelling
9/15	Packing, palletising - palletising
9/16	Insectocutors
9/17	Computer system
9/18	Flotation washer
9/19	Waste water
9/20	Broken glass procedures
9/21	Personnel hygiene - general Personnel hygiene - area separation Personnel hygiene - industrial handling
9/23	Raw materials acceptance

Number	Title
9/24	Temporary storage of raw materials
9/25	Waste solids handling
10/01	Testing of final products
10/02	ampling incoming good and production goods, packaging and ingredients
10/03	Final product sampling - sensory
10/04	Analytical testing
10/05	Microbiological testing
10/06	Sensory testing
10/08	Water quality testing
10/09	Testing packaging/bar codes
10/10	Shelf-life determination
10/11	Monitoring shelf-life
11/01	Calibration requirements
11/02	Calibration methods
11/03	Weighing machine calibration
11/04	Sensory tester calibration
12/01	Identification of product status

Number	Title
13/01	Quarantine and disposal
13/02	Dangerous material handling
13/03	Non-conforming product handling
13/04	Quarantine product handling
13/05	Review of non-conformance
14/01	Corrective action - reporting
14/02	Corrective action - prevention
14/03	Analysis of corrective action
15/01	Storage requirements
15/02	Monitoring of frozen stores
15/03	Stock rotation
16/01	Quality documentation
17/01	Audit
17/02	Audit plan
18/01	Training and documentation
20/01	Statistical techniques

MIRELITE INSTITUTE - QUALITY MANAGEMENT SYSTEM FOR ANALYTICAL SERVICES

The Mirelite Institute provides routine services for chemical, microbiological and sensory analyses for the Hungarian food and drink industries.

Part of this project was to help in the design and implementation of a fully documented quality system which could at some future date be accredited against the ISO 9000 standard. (It is recognised at this stage that some improvements to the fabric of the Institute's premises are desirable but that funding for significant change is unlikely to be immediately available.)

Dr Olga Kovacs was appointed Quality System Manager, and a series of consultancy meetings were held at the Institute between Dr Kovacs, Dr Csaba, Dr Bánhidi and L. Bratt in order to progress the required quality system. Dates of the meetings were:

22nd March 1993
21st June 1993
27th September 1993
21st February 1994
18th July 1994

The system documents are now complete and the system itself is in process of implementation. Copies of the mission statement and typical policy and procedure documents, together with a full list of policies and procedures, are included as Appendices 12, 13 and 14.

PROJECT DEMONSTRATION MEETINGS

Two meetings were organised at the Székesfehérvár factory for interested personnel within the frozen food industry to learn of the background to this project and of the progress being made and the problems encountered.

At both meetings presentations on specific subjects were provided by L. Bratt, D. Stephens and Mr Binder, and necessary translation from English into Hungarian was provided by Dr Sebök.

The dates of the meetings and main presentations were as follows.

Székesfehérvár Boardroom, 29th June 1993

L. Bratt	Background to the project; importance of UNIDO support; findings of earlier project TF/HUN/90/905
D. Stephens	Description of requirements for HACCP and ISO 9000; approaches being taken at Székesfehérvár
I. Binder	Experiences during initial implementation, particularly in relation to HACCP; work involved; effect on factory morale and environment
A. Sebök	Overall summary

The visitors were also able to visit the factory processing areas in order to observe the physical changes and modifications which had been made as a result of HACCP studies.

Székesfehérvár Staff Canteen Meeting Room, 24th February 1994

L. Bratt	Introduction to the current status of the project, with major effort relating to writing of procedure documents
D. Stephens	Planned modifications to the ISO 9000 standard; handling of non-conforming materials and corrective actions

I. Binder	Experiences during continued design and implementation of a documented quality system, particularly benefits noted, problems encountered and time taken
A. Sebök	Overall summary

A list of the delegates attending both of the above meetings is included at Appendix 15.

MARKETING COURSE

One of the further needs for the Hungarian food industry, identified in the earlier project (TF/HUN/90/905), was to increase the understanding and application of marketing techniques, together with related subjects such as new product development and market research.

Consequently, a three-day training course or workshop was held at the Mirelite Institute from 1st to 3rd of November 1993 to an invited audience from the Hungarian frozen food companies. The lecturers were all appropriate experts in their subjects and permanent members of Campden staff. The course timetable and list of personnel attending are appended to this report (Appendix 16), but, in essence, day one was concerned with marketing, day two with new product development, and day three with market research.

PUBLIC SEMINARS

In order to publicise the work of this project to a wider audience of the Hungarian food industry, two public meetings have been held at the premises of the Hungarian Scientific Society for Food Industry.

The first of these, on 29th September 1993, was a food quality seminar, and importantly was attended by Mr Miranda da Cruz of UNIDO and Dr Antal Szabo, the Hungarian Government representative for UNIDO, both of whom gave presentations.

The second meeting, a food marketing seminar held on 4th November 1993, provided an introduction to the important subjects of the application of sensory science, market research, market place intelligence, and new product development.

Programmes for both of these meetings and lists of delegates attending are provided at Appendix 17.

As a footnote, the success of these meetings is seen in the wider work generated on a commercial basis. The Köbánya Brewery, Coca Cola Amatil, and Cerbona (a flour milling and pasta company) have all commissioned quality management work, and a Unilever company has commissioned sensory analysis training, as a direct result of attending these meetings.

DISCUSSION

The period 1993-94 has not been easy for the Hungarian food industry. Companies have struggled to survive during a period of high inflation, expensive borrowing rates, and total loss of trade with the former Soviet Union, whilst at the same time undergoing the difficult process of privatisation. Ideally, companies have tried to secure Western investment, but nevertheless retain their own controlling interest. Within the frozen food sector, some companies have been successful in this aim and others are now controlled by multinational companies.

This timely project has provided the means to make companies aware of the benefits to be gained by improved quality management, both to ensure that their own operations are under control and also to provide confidence for their customers and potential investors. Although the project has been specifically centred on the Székesfehérvár Frozen Foods company, the fact that it has been undertaken as a demonstration project has enabled many more companies to benefit in practice. As a result of this project, it is estimated that through public meetings and additional training courses, more than two hundred individuals have received some quality management training, and seven commercial contracts are being jointly undertaken by the Mirelite Institute and Campden for the implementation of quality management systems.

The success of the project has undoubtedly hinged on the strong relationship that exists between the two technical organisations. The Hungarian Institute, through Dr Sebök, has in-depth local knowledge and contacts within the industry, has respect from that industry, and has been able to stimulate interest in the process for change in the future. Campden has also been very keen for the Hungarian industry to succeed in overcoming its current difficulties, and has been able to offer the necessary Western ideas and expertise which must be part of that process for change.

APPENDIX 1

TERMS OF REFERENCE FOR PHASES I AND II

26 May 1993

Terms of Reference
for
The execution of a training and advisory programme for improving the quality and marketability of frozen food products in Hungary
Phases I and II

(i) Description of the project

1. The United Nations Industrial Development Organization is to carry out a training and advisory programme for improving the quality and marketability of frozen food products in Hungary. The programme is to result on the introduction of the application of the Total Quality Management - TQM System into the Hungarian frozen food industry. The programme shall be carried out through British expertise and training activities in the field of TQM in order to enable the Development and Quality Institute of the Frozen Food Industry in Hungary to provide technical support to frozen food manufacturers to meet the quality requirements of EEC customers from 1993 onwards.

(ii) Background information

2. The Development and Quality Institute of the Frozen Food Industry is a technical centre, working as a joint venture of 13 Hungarian frozen food manufacturers, representing more than 70% of the national frozen food production. The Institute carries out experimental and development work, and provides advisory and training services on yearly contractual basis for its member companies in the following fields:

- R & D, as well as trial application of food processing methods;
- Product development;
- Quality control (analytical, sensorial and microbiological tests) and standardization of frozen food products;
- Mechanical design;
- Information service;
- Training the staff of the manufacturing companies;
- Marketing information (this activity has been initiated at the beginning of 1991).

3. Regular meetings, training courses, and workshops are held for the staff of the frozen food producers. A quarterly Technical Information Bulletin is published for the members. The Bulletin forms a regular channel for transferring the experience of the Institute through direct application of the results of the training courses to the manufacturing companies. In this way the achievements of the Institute are disseminated to the Hungarian frozen food industry expeditiously and effectively.

4. Aiming at the fulfillment of the quality requirements of the European Economic Community - EEC for frozen foods, which will become obligatory in 1992, the Institute has requested technical assistance through UNIDO from the British Trust Fund.

5. The transfer of British experience to the Institute was initiated through project TF/HUN/90/905[1] and was carried out in the following areas of activities: a) Research and Development (R & D); b) quality control and quality management; c) auditing system for frozen food products exported to the EEC; and d) training of the technical staff of its member companies.

6. As a result of project TF/HUN/90/905 The British experts concluded that the Hungarian frozen food industry would benefit greatly from a change to Total Quality Management - TQM[2]. As a result of the training programme, Hungarian experts learned the philosophy and basic knowledge of TQM and realized the benefits and importance of the system. Although this training programme has provided the necessary information for the Hungarian staff to identify the main tasks and opportunities for improvement and to start to work on introduction of such a system, further British technical assistance and specialized training would accelerate this process to keep up with the time pressure imposed by the requirements of the EEC market.

7. Both parties have agreed that a demonstration project for the introduction of TQM discipline and for the implementation of such a system at a suitable factory could promote, on an operational basis, the TQM thinking and bring benefits to the whole industry. The project would be carried out by a joint work of the Development and Quality Institute of the Frozen Food Industry and by a sub-contracting company in U.K[3]. The Székesfehérvar Frozen Food PLC, which is one of the largest frozen food producers in Hungary, was recommended as the most appropriate manufacturer for application of the model system. This company, which produces c.c.a. 15,000 t of IQF[4] vegetables and fruits and several semi-finished and ready made dishes indicated its wish and intention for cooperation. The company has a well organized quality control system and a computer based data entry and retrieval system, which can serve as a good starting base for the project.

8. Although the current training programme (being carried out as part of project TF/HUN/90/905) is still being completed, several activities were initiated by the Institute already for the practical application of the newly acquired skills, which could help the implementation of the follow-up project:

- a quality management working group was organized, which is due to meet every month (the first meeting was held in January with the

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[1] "Training programme for improving the quality of frozen food products"

[2] Progress report prepared by CAMPDEN Food and Drink Research Association (page 6, paragraph d; page 18, paragraph 6.6).

[3] During the first Technical Assistance project provided under the U.K. Know-How fund, a company named Campden Food and Drink Research Association was sub-contracted to carry out the work.

[4] IQF - Individual Quick Frozen.

participation of c.c.a. 30 representatives of 11 companies) to discuss and be acquainted with the elements of TQM. Training packages, applicable for training of staff of the companies will be introduced.

- Several demonstration meetings and seminars on TQM systems are being held in Hungary by the Institute in cooperation with Campden FDRA (for chief executives of the companies Institute, 05. March ; for senior management teams - Campden FDRA/Institute, 17. March; introduction to TQM - Campden FDRA/Institute, jointly, later this year).

- direct contact was made with three of the companies making presentations during the training programme in U.K. to upgrade the technical level of Hungarian professionals and manufacturing companies.

9. In the present project proposal the additional transfer of the British expertise is expected to promote and accelerate the practical application of the TQM discipline and philosophy, learned by the Hungarian experts during the training programme carried out under project TF/HUN/90/905.

10. With the British assistance and with setting up of a trained Hungarian task group and a model system, it is expected that the quality and marketability of Hungarian frozen foods to be exported to the EEC will be improved and a long-term business cooperation will be set up between the Institute in Hungary and a U.K. Technical Institution in the field of frozen food production.

(iii) Responsibilities and duties of the contractor

11. Under general coordination of UNIDO, the contractor will be working in close cooperation with officials from the Development and Quality Institute of the Frozen Food Industry in Hungary, which will be the national counterpart institution. The contractor will be responsible, in summary, for carrying out in two phases the training programme; the preparation of the guidelines; the design of the system; the design of the documentation system; auditing and revising the work of the Hungarian staff. The following specific activities shall be carried out by the contractor[5]:

Duties	To be completed by the end of[6]
a) Organization of a group training in UK for one (1) week for five (5) participants from the Institute and from the Hungarian frozen food	

[5] During Phase I, the duties described below under items a), b), c), and partially under items i) and k) would be implemented. The remaining duties would be performed during Phase II of the sub-contract.

[6] Months after signing the sub-contract agreement.

Industry[7]. Topics to be covered:
- Internal Auditing of Quality Systems
- Documentation for Quality Systems

with the same content as on the regular courses for British companies (Possible attendance of a regular course for the first topic). — month 02 (preferentially Oct.92)

b) Initial review of factory TQM requirement, at Székesfehérvár Frozen Food PLC., establishment of plan for quality system, provision of initial training as required, and initiation of programme of work. To involve <u>two</u> British experts, five days each in Hungary (10 man-days). — month 04

c) Preparation of a report specifying the main tasks to be solved, during the implementation of the model system. — month 04

d) Organization of a group training programme in U.K. for one (1) week for the same participants as above (iii-11a) as stage II. of their training[7]. Topics to be covered:
- BS 5750/ISO 9000 Lead Assessor's Training. (Possible attendance at a regular course) — month 07 (preferentially March 93)

e) Organization of training programme on marketing issues in Hungary for up to 25 Hungarian staff in order to stimulate awareness and application of the marketing skills necessary within a free market economy, using the benefits of TQM systems. A three-day seminar will address relevant issues. To involve <u>three</u> U.K. experts, seven <u>man-days</u> each (in Hungary) (21 man-days) — month 09 (preferentially May 93)

f) Participation on the establishment of a total quality management advisory service, based at the Hungarian Institute, using primarily Hungarian personnel but

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[7] Only training fees <u>included</u> in the sub-contract agreement; Air-fares Budapest-London to be paid by the Hungarian counterpart; Daily Subsistence allowances in London to Hungarian participants to be paid directly by UNIDO to the national counterpart institution.

with some continuing direction from the UK Technical Institution.To involve one British expert for five days in Hungary. (5 man-days) — month 10 (preferentially June 93)

g) Consultancy on accreditation of the chemical and microbiology laboratories of the Institute. One U.K. expert (10 man-days) — month 16

h) Assistance in the final attainment of accreditation to ISO 9000 for TQM system at Székesfehérvár. One British expert five days in Hungary. (5 man-days) — month 19

i) Design and implementation of the model system, including the necessary fielding of the British experts. Progress visits to provide continuing advice and direction within the development and implementation of the quality system. Visits scheduled at months 2,3,5,8,11,14 and 17 in Hungary[5]. To involve one British expert, five days each visit in Hungary (35 man-days). — month 20

j) Presentation of project progress (including field demonstrations at Székesfehérvár) to other frozen food factories at months 5, 11 and 17. To involve one British expert, five days each visit in Hungary (15 man-days). — month 20

k) Provision of assistance from UK to the Székesfehérvár factory by normal communication (telephone/fax etc).Provision of one man-day per month in UK.(18 man-days) — month 20

l) Participation in the preparation of a long-term business cooperation agreement between the Institute and the sub-contracting company in U.K. on Total Quality Management, Marketing and Management training for Hungarian and third East-European markets, where the local knowledge and business relations of the Institute and the internationally acknowledged experience of the U.K. sub-contracting company be effectively combined. — month 20

m) Preparation of the final report describing the results and providing recommendations for disseminating the TQM system to the remaining Hungarian frozen

food manufacturing companies. month 20

(iv) Working language

English

(v) General programme schedule

a) The contractor's team leader is required to visit UNIDO Headquarters for 1 day briefing before travelling to Budapest to initiate the field work.

b) The entire training and advisory programme - field work and home office work as outlined in principle under para. (iii), above - is to be completed within eighteen months from the date of signing the first contract (Phase I).

c) The contractor will submit to UNIDO three copies of project progress reports within 5 (Phase I) and 11 months (Phase II) from the date of signing the first contract and a draft final report within 18 months from the date of signing the first contract.

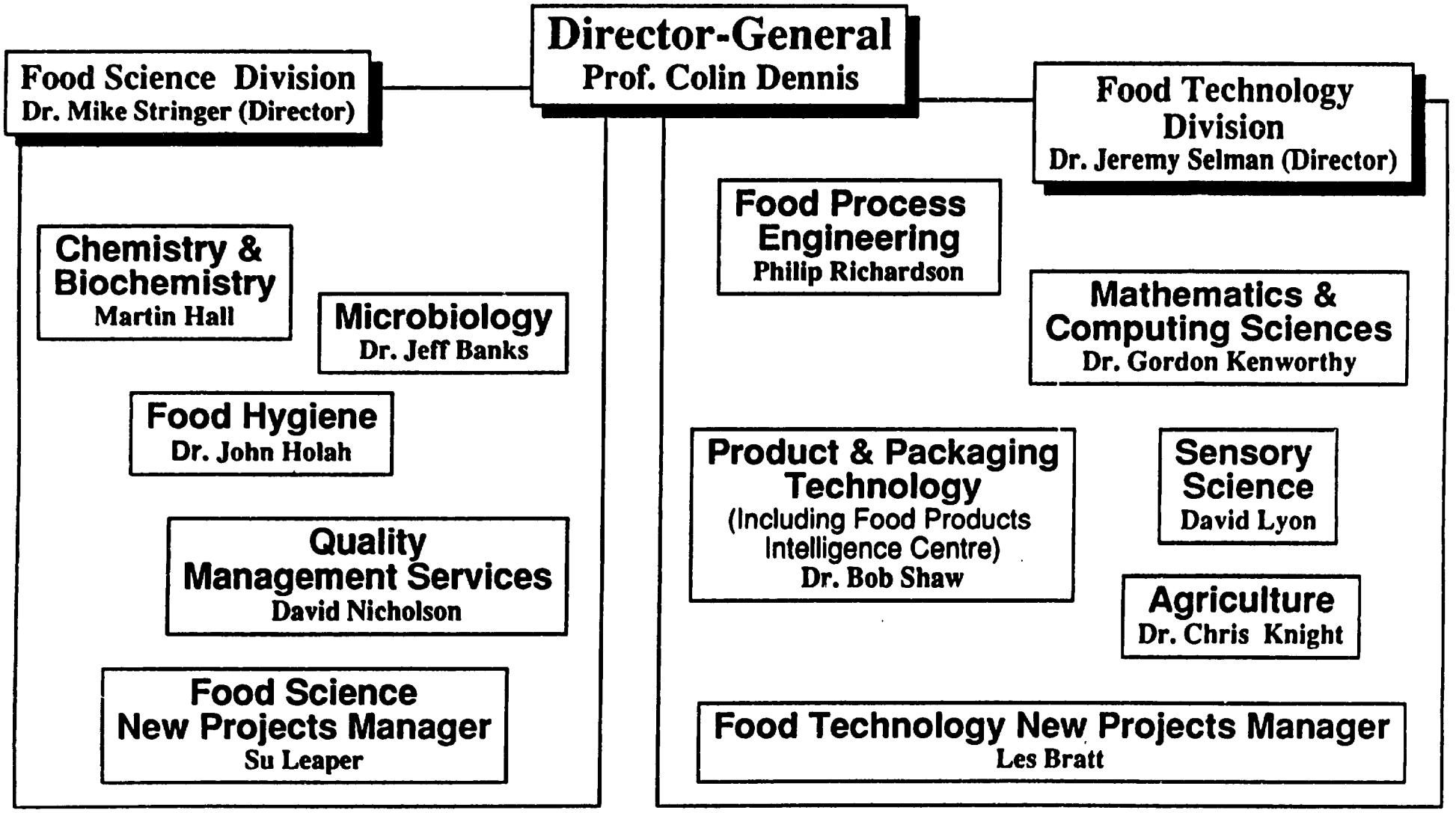
d) The contractor will be available at UNIDO Headquarters for 1 day for discussions on the draft document and debriefing at a date and time to be agreed upon.

e) Based on the debriefing discussion results (para.(v)d.above), the contractor will prepare the final document (10 copies), which is to be submitted to UNIDO within two weeks from the date of the debriefing discussion at UNIDO Headquarters.

APPENDIX 2

DIVISIONAL STRUCTURE OF CAMPDEN FOOD AND DRINK RESEARCH ASSOCIATION

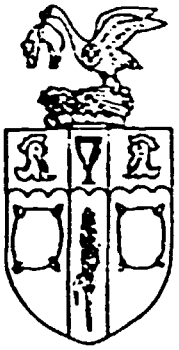
CFDRA Scientific and Technical Function



APPENDIX 3

CAMPDEN/MIRELITE COLLABORATION HANDOUT

CAMPDEN
FOOD & DRINK RESEARCH ASSOCIATION



Mirelite Rt.
Hűtőipari
Fejlesztési és
Minőségvizsgáló Intézet

Angol-magyar élelmiszeripari tanácsadó szolgáltatás

A Campden Élelmiszer és Italkutató Egyesülés és a Mirelite RT. Hűtőipari Fejlesztési és Minőségvizsgáló Intézet megállapodott, hogy a jövőben közös élelmiszeripari tanácsadó szolgáltatást nyújt a magyar vállalatok számára az európai minőségi és élelmiszerbiztonsági követelmények teljesítése és a piacgazdaság fel ételeihez történő alkalmazkodás elősegítése érdekében.
Campden az Egyesült Királyság egyik legnagyobb független kutatóközpontja, amely számos területen végez kutatást és nyújt technológiai segítséget az élelmiszeripar számára.
Campden 1988 óta a magyar hűtő- és konzerviparban is végez munkát.

A Hűtőipari Fejlesztési és Minőségvizsgáló Intézet a magyar hűtőipari vállalatok jelentős ipari tapasztalatokkal rendelkező kutató-fejlesztő bázisa.

Az Európához való csatlakozás és a piacgazdaságra való áttérés során egyre fontosabb szerepet játszanak azok a területek, melyeken a nyugat európai tapasztalat, a szaktudás és a helyi ismeretek kombinálásán alapuló tanácsadó és oktató tevékenységünket kínáljuk a magyar élelmiszeripari vállalatok gyakorlati problémáinak megoldására.

- *HACCP elemzések*
- *Üzemek átvilágítása*
- *Piackutatás*
- *ISO 9000*
- *Piaci és fogyasztói vizsgálatok*
- *Feldolgozástechnológiák*

További felvilágosítást ad

Angliában:

Mr. Les Bratt

Campden Food and Drink
Research Association
Chipping Campden
Glos
GL55 6LD
Tel : 0386 - 840319
Fax: 0386 - 841306

Magyarországon:

dr. Sebők András

Mirelite Rt.
Hűtőipari Fejlesztési és
Minőségvizsgáló Intézet
1094 Budapest , Márton u. 3/b.
Tel: (36)1-215-5521/215-0815
Fax: (36)1-215-0815

CAMPDEN
FOOD & DRINK RESEARCH ASSOCIATION

Mirelite Rt.
Hűtőipari Fejlesztési és Minőségvizsgáló Intézet

Consultancy Services for the Hungarian Food and Drink Industry

A formal letter of collaboration has been signed between the Campden Food and Drink Research Association and the Hungarian Development and Qualitiy Institute of Frozen Food Industry to provide a range of consultancy services to the Hungarian food and drink industry, important in meeting the demanding reqirements of the EEC for Quality and Food Safety and in facilitating change to operation under a Market Economy.

Campden is one of the major independent centres of excellence in the United Kingdom, undertaking research and providing technological assistance to industry on a wide range of topics. Campden has also worked, since 1988, in both the frozen and canned food sectors in Hungary.

The Hungarian Institute is an Industrial Research Association staffed by professional scientists and technologists and with long standing experience with the Frozen Food Industry.
With increasing contact across Europe and with the transformation to market economy conditions, the combination of western expertise and local knowledge will provide the Hungarian food industry with crucial help in solving practical problems relating to these important issues.

These include particularly the provision of advice and training in:

- *HACCP studies*
- *Auditing*
- *Market research*
- *ISO 9000*
- *Marketplace intelligence*
- *Processing technologies*

Further information may be obtained from:

in England:

Mr. Les Bratt

Campden Food and Drink
Research Association
Chipping Campden
Glos
GL55 6LD
Tel: (44) 386 840319
Fax: (44) 386 841306

in Hungary:

dr. András Sebók

Mirelite Rt.
Hűtőipari Fejlesztési és
Minőségvizsgáló Intézet
1094 Budapest, Márton u. 3/b
Tel: (36)1 215 5521/215 0815
Fax (36)1 215 0815

APPENDIX 4

DATASHEETS AND COURSE TIMETABLES

Training Datasheet

(Module 4)

Internal Auditing of Quality Systems

This course teaches how to plan, prepare and conduct an internal audit, demonstrating how to apply a systematic approach to quality manage-ment issues.

The programme has been designed to enable delegates to create an internal audit regime for their organisation which will satisfy the requirements of BS5750/ISO9000/EN29000.

The Internal Auditor Training course at Campden also meets the training requirements for registration as an internal auditor under the National Registration Scheme.

Course Content

- Objectives and benefits of auditing - BS 7229 (ISO 10011)
- Responsibilities of the auditor and auditee
- Audit planning and preparation
- Preparing a checklist
- Conducting the audit
- Interview skills
- Closing meetings, corrective action plans and follow-ups
- Principles of BS5750/ISO9000/EN29000

This course includes a case study.

Who should attend

Personnel from any discipline who are or will be involved in internal audit programmes to support BS5750/ISO9000/EN29000 and/or to stimulate continuous improvement.

Other relevant courses

Training for quality management. Introduction to TQM and quality systems (Module 1); Supplier quality assurance (Module 2); Documentation for quality systems (Module 3); Quality costing in the food and drink industries (Module 5); The design of calibration regimes to BS5750/ISO9000/EN29000 requirements (Module 6).

Relevant reading

BS5750 (ISO9000/EN29000)
BS7229 (ISO10011)

25-26 January 1994
22-23 February 1994
22-23 March 1994
26-27 April 1994
24-25 May 1994
28-29 June 1994

Members £400.00
(plus VAT)

Non-members £530.00
(plus VAT)

CAMPDEN FOOD & DRINK RESEARCH ASSOCIATION
Chipping Campden, Gloucestershire, GL55 6LD, U.K.

Tel: 0386 840319 Fax: 0386 841306

CAMPDEN FOOD AND DRINK RESEARCH ASSOCIATION
CHIPPING CAMPDEN, GLOS, GL55 6LD

INTERNAL AUDITING

Thursday/Friday 10-11 September 1992

(Training Room 2)

(P. 11451)

LIST OF PARTICIPANTS

Mrs Margit Bleszkán	Frozen Food Institute, Budapest*
Mr István Binder	Frozen Food Institute, Budapest*
Mr David Brewin	Frigoscandia Ltd*
Mr Martin Burrell	Cravendale Foods
Mrs Marion Butlin	Golden Wonder*
Mr István Csepregi	Frozen Food Institute, Budapest*
Mr Stewart French	Brake Bros Foodservice Ltd*
Mr Ken Grey	CFDRA
Mrs Julia Mátai	Frozen Food Institute, Budapest*
David Morgan	Morning Foods Limited (Friday only)
Dr Naresh Patel	CFDRA
Miss Kate Scholey	Katie's Kitchen
Dr András Sebök	Frozen Food Institute, Budapest*
Mr John Sharpe	Shell International Petroleum Co Ltd
Mrs Wendy Trory	Forrester Foods*
Mr Hugh Wilkinson	Cravendale Foods

* Members of CFDRA

CAMPDEN FOOD AND DRINK RESEARCH ASSOCIATION
CHIPPING CAMPDEN, GLOS. GL55 6LD

INTERNAL AUDITING OF QUALITY SYSTEMS - MODULE 4

Thursday/Friday 10-11 September 1992

(Training Room 2)

(P.11451)

TIMETABLE

DAY 1

DESCRIPTION OF SESSION	DURATION	TIME	SPEAKER
Course Introduction	15 mins	0930-0945	Alan Cavalier
Audit - BS7229 (ISO 10011) - requirements - types - objectives - benefits	1 hour	0945-1045	John Gymer
Coffee	15 mins	1045-1100	
Responsibilities of the auditor and auditee	30 mins	1100-1130	John Gymer
Audit Video and discussion	45 mins	1130-1215	John Gymer
Audit planning and preparation - initiation - schedule - plan - checklist	45 mins	1215-1300	John Gymer
Lunch	1 hour	1300-1400	
Interview Skills	1 hour	1400-1500	Alan Cavalier
Case Study	45 mins	1500-1545	John Gymer
Tea	15 mins	1545-1600	
Case study - review	30 mins	1600-1630	John Gymer
BS 5750 (ISO 9000) - principles - the assessment process - audit requirements	30 mins	1630-1700	John Gymer

DAY 2

DESCRIPTION OF SESSION	DURATION	TIME	SPEAKER
Conducting the audit - interviewing - sampling - observation - recording - agreeing non-compliances - reporting - auditing documentation	1 hour	0900-1000	John Gymer
Preparing a Checklist	1 hour	1000-1100	John Gymer
Coffee	15 mins	1100-1115	
Closing meeting, corrective action plans, follow ups	45 mins	1115-1200	John Gymer
Managing meetings - video	1 hour	1200-1300	Adam Chappell
Lunch	1 hour	1300-1400	
Case study - an auditing exercise	1hr 30 mins	1400-1530	John Gymer/ David Nicholson
Case study - review	15 mins	1530-1545	John Gymer/ David Nicholson
Tea	15 mins	1545-1600	
Course review	15 mins	1600-1615	Adam Chappell

Training Datasheet

Hazard Analysis Critical Control Point (HACCP) provides the basis for quality management systems (such as BS5750/ISO9000/EN29000) and can assist in a 'due diligence' defence should one be required.

The benefits of applying the principles of HACCP are extensive. It is the most cost-effective way to prevent foodborne disease in food and drink production.

Campden's two day HACCP workshop is a practical training programme providing guidance on the implementation of HACCP principles in the factory environment, both for existing products and new product development.

The course is constantly updated to keep pace with changing technology and legislation both in Europe and America. Attendance is strictly controlled to keep the groups small; this maximises individual instruction and learning opportunity.

HACCP Workshop

Course Content

- Hazard Analysis Critical Control Point (HACCP: background, principles and benefits)
- Identification of safety hazards (chemical, physical and/or biological)
- Selection of control measures
- Identification of critical control points
- Practical application and implementation of HACCP
- Participants, working in groups, will be shown how to conduct a HACCP study

Who should attend

Staff involved in the production and safety assurance of food including management, technical staff and engineers. Caterers and retailers would benefit greatly by attending this course.

Other relevant courses

Lead assessor training
Internal auditing of quality systems (Module 4)

Relevant reading

HACCP: A Practical Guide. CFDRA Technical Manual No. 38
(included in the course fee)

5-6 January 1994
2-3 February 1994
2-3 March 1994
19-20 April 1994
25-26 May 1994
22-23 June 1994

Members £450.00
(plus VAT)

Non-members £590.00
(plus VAT)

CAMPDEN FOOD & DRINK RESEARCH ASSOCIATION
Chipping Campden, Gloucestershire, GL55 6LD, U.K.

Tel: 0386 840319 Fax: 0386 841306

CAMPDEN FOOD AND DRINK RESEARCH ASSOCIATION
CHIPPING CAMPDEN, GLOS. GL55 6LD

HACCP WORKSHOP

Tuesday/Wednesday 8-9 September 1992

(Conference Room)

(P.11450)

LIST OF PARTICIPANTS

Mr Stewart Bissell	McCormick Foods*
Mr Alistair Carruthers	Brake Bros Foodservice*
Mr Syd Clark	PAS (Grantham) Ltd
Ms Helen Entwistle	Burtons Biscuits Ltd
Mr David Escolme	Burton's Biscuits
Mr Ken Farlow	Beni Foods Ltd
Mr Nigel Lusby	Oscar Mayer Ltd
Mr Trevor Mann	Burton Son & Sanders Ltd*
Ms Georgina McGarrity	Weetabix Ltd*
Ms Gail McGovern	Silvercrest Foods*
Mr Anthony McMullen	Noon Products plc*
Dr Susan Morgan-Jones	Scottish Office Agriculture & Fisheries Dept
Miss Jacqueline Nash	Harvestime Ltd
Mr Nobuyuki Ochiai	Mitsubishi Materials*
Ms Judi Oven	Burton's Biscuits
Mr Jitesh Patel	CFDRA
Mr Robert Rodrigues	Panificio Italiano (Falconis)*
Mr Ahmin Vavda	SmithKline Beecham Consumer Brands*
Dr Richard Williams	ADAS*
Miss Anne Wolstenholme	Brake Bros Foodservice*

* Members of CFDRA

+ Mrs Margit Eleszkán, Mr István Binder, Mr István Csepregi, Mrs Julia Mátai, Dr András Sebök - Frozen Food Institute, Budapest Hungary

HACCP WORKSHOP
(P.11450)

Tuesday/Wednesday 8-9 September 1992

PROGRAMME

DAY 1

	Coffee on arrival	
10.30	Welcome and Introduction	Su Leaper
10.45	Building Quality Systems to Achieve Maximum Benefit	David Nicholson
11.15	Principles of HACCP	Su Leaper
12.00	Problem Solving Techniques	David Stephens
12.45	Buffet Lunch	
1.30	Introduction to Participative Exercises	Su Leaper
2.15	Group Exercise Identification of Potential Hazards and Possible causes	Participants in groups with Su Leaper and David Stephens
3.15	Feedback by Groups	
3.40	Tea	
4.00	Group Exercise Selection of Control Measures	
5.00	Feedback by Groups	
5.30	Identification of Critical Control Points	Su Leaper
6.00	Close of Day 1	

DAY 2

9.00	Review of DAY 1	Su Leaper
9.10	Predictive Microbiology and its application to a HACCP Study	Sue Davis
10.00	Documentation and Auditing	David Stephens
10.30	Coffee	
10.45	Group Exercise - Part 1	Participants in groups with Su Leaper and David Stephens
11.30	Feedback by Groups	
12.15	Group Exercise - Part 2	"
1.00	Buffet Lunch	
1.40	Feedback by Groups	
2.10	Group Exercise - Part 3	"
3.00	Tea	
3.10	Feedback by Groups	
3.40	Implementation of HACCP	David Stephens
4.15	Workshop Discussion	Su Leaper
4.30	Workshop ends	

Training Datasheet

BS5750/ISO9000/ EN29000 Lead Assessor Training

(Jointly run with Lloyds Register Quality Assurance Limited)

10-14 January 1994
7-11 February 1994
21-25 March 1994
11-15 April 1994
9-13 May 1994
13-17 June 1994

Members £1090.00*
(plus VAT)

Non-members £1290.00*
(plus VAT)

* Fee includes accommodation

This training programme is registered by the Governing Board of the National Registration Scheme for Assessors of Quality Systems and meets the training requirements for registration of individual assessors under that scheme.

On completion of this course, participants will be able to conduct internal audits and be able to contribute to the preparation of a quality system to a standard required for certification. Individuals will learn how to effect improvements in quality systems and carry out audits.

Designed specifically for the food and drink industries, this course will provide delegates with a thorough understanding of the requirements of BS5750/ISO9000/EN29000 and the assessment process, and provide practical experience in auditing.

Course Content

- The advantages of systems assessment
- Planning and preparing assessments
- Conducting audits
- Effecting improvements in quality systems
- Managing meetings
- Performing assessment interviews
- Communicating quality information both orally and in writing
- Explaining auditing techniques
- Presenting assessment findings

This course includes a case study.

Who should attend

Quality managers, quality controllers, factory and production management, technical staff involved with BS5750/ISO9000/EN29000 assessing suppliers or those conducting internal audits.

Other relevant courses

Internal auditing of quality systems (Module 4)

Relevant reading

BS5750/ISO9000/EN29000 documents

CAMPDEN FOOD & DRINK RESEARCH ASSOCIATION
Chipping Campden, Gloucestershire, GL55 6LD, U.K.

Tel: 0386 840319 Fax: 0386 841306

CAMPDEN FOOD AND DRINK RESEARCH ASSOCIATION
CHIPPING CAMPDEN, GLOS, GL55 6LD

LLOYDS/CAMPDEN LEAD ASSESSORS TRAINING COURSE

Monday-Friday 19-23 April 1993

Venue: BBC Conference Centre, Wood Norton (Tel: 0386 45123)
Wednesday only: CFDRA (Training Room 6)

(P.13073)

LIST OF PARTICIPANTS

Mr Graham Andrews	Cadbury Ltd*
Mr Peter Bates	The Jacob's Bakery*
Mr István Binder	Szekesfehervar Frozen Food Factory*
Mrs Margit Bleszkán	Szekesfehervar Frozen Food Factory*
Dr Tony Burns	South Bank University
Ms Rosemary Byrde	
Mr István Csepregi	Szekesfehervar Frozen Food Factory*
Mr Paul Grenfell	Cadbury Ltd*
Mr Eugene Kordzinski	H J Heinz Co Ltd*
Mrs Julia Mátai	Arvit Frozen Food Factory*
Mr Alan Moorehead-Lane	Tiffany Sharwood's Frozen Foods Ltd*
Mr Ravindra Patel	Express Dairy*
Miss Elizabeth Price	Barnett & Foster International*
Miss Fiona Reed	Goldenfry Foods
Mr Calvirs Reid	Grace, Kennedy & Co Ltd*
Mr Chris Riley	Cavaghan & Gray*
Dr András Sebök	Mirelite Frozen Food Research Institute*
Mr Richard Vowles	Cadbury Ltd*
Mr Andrew Willsher	Bluecrest Frozen Foods Ltd

Tutors:
Mr John Gymer
Mr John Roberts

*Members of CFDRA

DAY ONE

TIME	SESSION	METHODOLOGY	MATERIALS	CONTENT	LEADER
0845	REGISTRATION				1
0900	INTRODUCTIONS & OBJECTIVES	LECTURE	ACETATES	A	1 2
0945	QA BASICS WHAT IS AN AUDIT?	LECTURE	ACETATES LECTURE NOTES FLIP CHARTS	A C	2
1030	COFFEE				
1045	QUALITY STANDARDS and SYSTEMS	LECTURE	LECTURE NOTES ACETATES	B	2
1115	LECTURE: THE REQUIREMENTS OF ISO 9000	LECTURE	ACETATES LECTURE NOTES	B A	2
1300	LUNCH				
1345	THE REQUIREMENTS OF ISO 9000	LECTURE	ACETATES LECTURE NOTES	B	2
1600	TEA				
1615	INTRODUCTION TO THE ASSESSMENT PROCESS	LECTURE	ACETATES FLIP CHARTS LECTURE NOTES	C	3
1645	INTRODUCTION TO THE CASE STUDY	LECTURE	ACETATES LECTURE NOTES	A B H	2 3
1715	GROUP WORK - CASE STUDY	DISCUSSION			2 3
1800	EVENING MEAL				
2000	CASE STUDY	GROUP WORK	ACETATES	A B H	2 3

The objective for the first Case Study exercises will be to analyse the notes provided and identify systems deficiencies against the requirements of ISO 9000. In addition, analysis of the way in which the assessment is handled in the case study will be made. Data will be recorded for presentation and general discussion tomorrow.

1 = ALAN CAVALIER
2 = JOHN GYMER
3 = JOHN ROBERTS

DAY TWO

TIME	SESSION	METHODOLOGY	MATERIALS	CONTENT	LEADER
0830	REVIEW DAY 1 - IMPORTANCE OF DOCUMENTED SYSTEMS	LECTURE	FLIP CHART SUMMARIES	A B C R H	2
0900	PRESENTATION OF CASE STUDY FINDINGS	GROUP WORK WORKSHOP	ACETATES	A B H	3 2
•	COFFEE				
	CONTINUATION OF PRESENTATIONS	LECTURE - LEARNING POINTS	ACETATES	A B H	3 2
1130	ASSESSMENT PLANNING AND PREPARATION - Pre Assessment Visits - Documentation Review - Preparation of Audit Programmes - Checklists - Opening Meeting	LECTURE	ACETATES FLIP CHARTS LECTURE NOTES	D E	2 3
1300	LUNCH				
1400	INTERVIEW TECHNIQUES/ MEETINGS Use of checklists	LECTURE ROLE PLAY	LECTURE NOTES VIDEO	H	1
•	TEA				
1600	AUDIT ROLE PLAY	LECTURE	ACETATES LECTURE NOTES VIDEO	H G	3
1730	CASE STUDY Introductory Lecture	LECTURE	ACETATES LECTURE NOTES		3 2
	COMMENCE GROUP WORK	GROUP WORK	ACETATES		2 3
1800	EVENING MEAL				
2000	CASE STUDY	GROUP WORK			3 2

The case study work is designed to help define the role of the assessors, pre-audit planning and activities, defining the scope of the assessment, the reviewing of documentation, the audit programme and the opening meeting.

• Working coffee/tea to be taken.

DAY THREE

TIME	SESSION	METHODOLOGY	MATERIALS	CONTENT	LEADER
0830	REVIEW DAY 2	LECTURE	FLIP CHARTS SUMMARIES	J K	3
0900	PRESENTATION OF FINDINGS AND DISCUSSION	GROUP WORK			3 2
•	COFFEE				
	CONTINUATION OF MORNING PROJECT	LECTURE QUESTIONS	LECTURE NOTES	J K	3
1115	CONDUCT OF ASSESSMENTS AND AUDITS including NCNs	LECTURE	LECTURE NOTES ACETATES	H J K	2 3
1230	BRIEFING ON PROCESS HALL AUDIT				
•	LUNCH				
1400	. PROCESS HALL AUDIT . TRAINING AUDIT	AUDITS DONE IN GROUPS CASE STUDY	NOTE BOOKS	H	2 1 3
•	TEA				
	. PURCHASING AUDIT . CALIBRATION AUDIT	GROUP WORK AND REVIEW	CASE STUDIES	H	1 2 3
1730	AUDIT REPORTS	GROUP WORK	ACETATES	M	3 2
1800	EVENING MEAL				
2000	AUDIT REPORTS/ NCNs	GROUP WORK	ACETATES	M	3 2

The case study work is designed to help define the role of the assessors, audit planning and activities, the reviewing of documentation in relation to the evidence observed and assessing the relevance to requirements of ISO 9000.

• Working coffee/lunch/tea to be taken.

DAY FOUR

TIME	SESSION	METHODOLOGY	MATERIALS	CONTENT	LEADER
0900	CASE STUDY FINDINGS AND DISCUSSION	GROUP PRESENTATIONS	Non-Compliance Notes	A B E	3 2
1030	COFFEE				
1045	REVIEW DAY 3 (including Hygiene)	LECTURE	FLIP CHARTS SUMMARIES		3
1145	CONDUCT OF ASSESSMENTS AND AUDITS - Closing Meeting - Assessing Corrective Actions - Audit Reporting - Follow Ups, Re-assessments and Close Out of Non-Compliances	LECTURE DISCUSSION	LECTURE NOTES ACETATES	H K L M J N	3 2
1300	LUNCH				
1400	SYSTEM MONITORING - Surveillance Visits - Successive Assessments	LECTURE	LECTURE NOTES ACETATES	P	3
1430	THE ROLE OF THE ASSESSOR/LEAD ASSESSOR	LECTURE QUESTIONS	LECTURE NOTES ACETATES	R	3
	LEAD ASSESSOR REGISTRATION SCHEME	LECTURE	IQA BROCHURE	S	3
1515	BRIEFING FOR EXAMINATION	LECTURE			2 3
1530	TEA				
1545	BRIEFING FOR CLOSING MEETING ROLEPLAY	LECTURE	LECTURE NOTES ACETATES	N	2 3
1600 onwards	SYNDICATE PREPARATION FOR ROLE PLAY and INDIVIDUAL PREPARATION FOR EXAMINATION	GROUP WORK	CASE STUDIES		2 3
1700	CLOSING MEETING ROLE PLAY VIDEOED	GROUP WORK			3 2 1
1930	SOCIAL EVENING				

The case study/roleplay work is designed to finalise the intensive training course by giving the students an interview meeting under stressful and unpredictable circumstances. During this session (which will be videoed for a general discussion afterwards) they will be expected to review their group's findings on the audit reports studied during the week. They will be asked to justify and substantiate their comments, against both the clock and the "Board" of the assessed company.

DAY FIVE

TIME	SESSION	METHODOLOGY	MATERIALS	CONTENT	LEADER
0900	INTRODUCTION TO EXAM				1 2
0915	WRITTEN EXAM				1 2
1115	COFFEE				
1130	REVIEW OF ROLE PLAY	ANALYSIS AND DISCUSSION	VIDEO RECORDER		2
1230	WRAP UP SESSION COURSE REVIEW	GENERAL DISCUSSION	QUESTIONS		1 2
1300	LUNCH				

APPENDIX 5

INFORMATION CONCERNING INDIVIDUAL TRAINING FOR DR SEBÖK
1ST-8TH JUNE 1994

REPORT ON INDIVIDUAL TRAINING AT
CAMPDEN FOOD AND DRINK RESEARCH ASSOCIATION,
CHIPPING CAMPDEN, UK
1st-8th June 1994

UNIDO/Know How Fund Reference TF/HUN/90/914

NAME OF PARTICIPANT

Dr András Sebök, Deputy Director of the Mirelite Development and Quality Institute of Frozen Food Industry.

SUBJECTS OF TRAINING

1. Practical implementation and experience of ISO 9000 quality systems in the food industry.

2. Management techniques and training skills for introducing quality systems.

CONTENT

The training was organised by the Campden Food and Drink Research Association as a combination of consultancy sessions, individual practical exercises, and visits to two companies implementing ISO 9000 quality systems.

1st June	p.m.	-	Consultation on practical questions which have emerged during the implementation of quality systems in the Hungarian food industry
		-	Introduction to the European Food Safety Inspection Service (EFSIS) system, an audit system administered by Campden and the Meat and Livestock Commission
2nd June		-	A full-day visit to Christian Salvesen's frozen food plant at Peterborough
3rd June		-	A full-day visit to Lawson Mardon Can at Sutton-in-Ashfield
6th June	a.m.	-	Consultation on management techniques
	p.m.	-	Consultation on developing handouts, case studies, selection of visual aids for quality system training

7th June a.m. - Evaluation of the training programme developed by the trainee, including case studies, handouts and visual aids

p.m. - Consultation on management techniques

RESULTS

Experiences on Practical Implementation of Quality Systems in the Food Industry

1. Christian Salvesen, Peterborough

During the visit to Christian Salvesen's, the practical application of the ISO 9000 quality systems at a frozen food manufacturer was demonstrated. The system has been accredited for three years and is applied at several company sites. The company quality assurance manager, Mr Brian Bruce, the company quality auditor, Mr D. MacMillan, and the site quality assurance manager participated at the meeting.

The following subjects were covered and demonstrated in practice:

- Document control, use of indexes and amendment records, organisation of manuals
- Communication of quality information to operators, practices in using reading stations
- Training of internal auditors, course content, practical exercises, handling of audit reports, organisation of audits
- Calibration systems
- Use of log sheets, signing off
- Training system.

2. Lawson Mardon Can, Sutton-in-Ashfield

The quality system has been under development for several years, and certification is expected during the second half of the year. Experiences concerning the preparation for certification were very useful, especially as three Hungarian frozen food companies are working with the Mirelite Institute and are in a similar situation. Mr F.M.B. Page (Development Director) and Mr Mike Rogers (Quality System Manager) participated at the meeting.

The following subjects were covered during the on-site demonstration and meeting:

- System used to select and approve suppliers
- Lot traceability
- System structure, balance between procedures, work instructions and on-the-job training
- Training of internal auditors
- Identification of training needs

- Collecting quality records
- Handling of non-compliances, guarantee system
- Management review
- Calibration records

3. Consultation at Campden

During the consultation, complex problems were discussed with reference to the solutions incorporated into Campden's own documented system, in particular:

- the balance between details included in procedures, work instructions and on-the-job training
- the benefits and disadvantages of centralised and delegated document control systems
- managing small, non-regular suppliers, where written specifications are not available
- the selection of service suppliers.

Detailed information was given about the new independent EFSIS audit service for the food industry, which covers food safety, food hygiene and quality management.

The system was developed and recently jointly launched by the Meat and Livestock Commission and Campden to provide an independent service in replacement or reduction of third party and customer audits for food buyers (manufacturers and retailers) in Europe.

The opportunities for introduction and application of this system to Hungary were discussed in order to help Hungarian food manufacturers meet the requirements of Western buyers.

Training in Management Skills and Training Methods to Introduce Quality Systems

A face-to-face consultation was organised on the subjects listed below, which are necessary and useful during the introduction of quality systems.

After the first part of the consultation, a wide range of visual aids, training handouts and case study development instructions were provided to the trainee. It is necessary to develop a two to three days' training course for managers of Hungarian companies which wish to develop and introduce quality systems in the food industry. The trainee was required to select videos, develop case studies, select and develop handouts, and plan group exercises. The developed course was evaluated and discussed, and a further consultation session was held on the key subjects for Hungary.

The following subjects were covered:

- Planning and setting up measurable goals
- Policies
- Organisation structure and quality systems

- Delegation
- Internal communication
- Organisation and management of meetings
- Motivation of employees
- Appraisal systems, job descriptions
- Identification of training needs
- Leadership styles
- Managing the change

PRACTICAL APPLICATION SUBSEQUENT TO THE RETURN FROM TRAINING

The individual training provided essential information which was of immediate practical application in Hungary.

Dr Sebök has carried out detailed documentation reviews on the quality manuals of three companies since that time, and several weaknesses and failures were detected and improvements made. The other members of the Hungarian team at the Institute have been further trained by the Deputy Director in these new skills.

- Several new solutions, based on the experiences, were proposed to the Hungarian food companies to solve their practical difficulties during the implementation of the quality systems.

- The content of the internal audit training provided by the Institute was further developed. A follow-up training session will be provided to three companies in August/September and the new, extended version will be given to a fourth company.

- The training material for the management skills training was translated into Hungarian, and new training modules, applicable during quality system organisation, were developed.

- A presentation meeting of the EFSIS system has been planned for September.

APPENDIX 6

HACCP AND ISO 9000 - EXPLANATION AND INTER-RELATIONSHIP

HACCP

The following Executive Summary is taken from Campden's Technical Manual No. 38, "HACCP: A Practical Guide". Published in November 1992, this has become an industry standard on this subject, with over 1,000 copies sold within Europe.

> "HACCP is the acronym for Hazard Analysis Critical Control Point. It is an analytical tool that enables management to introduce and maintain a cost-effective, ongoing food safety programme. HACCP involves the systematic assessment of all the many steps involved in a food manufacturing operation and the identification of those steps that are critical to the safety of the product. This allows management to concentrate technical resource into those manufacturing steps that critically affect product safety. A HACCP analysis will produce a list of Critical Control Points (CCPs), together with operating targets, monitoring procedures and corrective actions for each CCP. For continuing safety, full records must be kept of each analysis and the efficacy of the study must be verified on a regular basis, and when aspects of the operation change.
>
> HACCP is applicable to the identification of microbiological, chemical and physical hazards affecting product safety. The technique can also be used to identify hazards and CCPs associated with microbial spoilage and quality of products. HACCP must be applied to a specific process/product combination, either to an existing process or as part of a development brief, and will require the full commitment of senior management and technical staff to provide the resources necessary for successful analysis and subsequent implementation.
>
> One of the many advantages of the HACCP concept is that it will enable a food manufacturing or catering company to move away from a philosophy of control based primarily on end product testing (i.e. testing for failure) to a preventative approach whereby potential hazards are identified and controlled in the manufacturing environment (i.e. prevention of product failure).
>
> HACCP is a logical and cost-effective basis for better decision making with respect to product safety. It provides food manufacturers with a greater security of control over product safety than is possible with traditional end

product testing and when correctly implemented may be used as part of a defence of 'Due Diligence'. HACCP has both national and international recognition as the most cost-effective means of controlling foodborne disease and is endorsed as such by the Joint FAO/WHO Codex Alimentarius Commission."

Implementation

There are 14 practical stages involved in a HACCP study:

Stage 1: Definition of Terms of Reference

What hazards are being addressed (microbiological/chemical/foreign body etc), for what product, and the start and end points of the study.

Stage 2: Selection of the HACCP team

It is important to bring as wide a breadth of knowledge to the team as possible. It would be normal to include a microbiologist, chemist, production specialist, engineer and quality controller, plus others as thought appropriate. A team leader needs to be appointed, together with a team secretary.

Stage 3: The product is described in detail

This should include the composition, manner of processing, packaging system, storage and distribution conditions, required shelf-life and instructions for use.

Stage 4: Definition of intended use

The intended use of the product by the consumer, and the consumer target groups, should be defined.

Stage 5: Flow diagram

A flow diagram is drawn showing the stages of manufacture within the defined scope. Each process step is uniquely numbered.

Stage 6: Verification of the flow diagram by physical inspection of the factory processing area

The flow diagram should be amended to truly represent the actual situation if anomalies are found to occur.

Stage 7: List of hazards

All the hazards associated with each process step are listed, together with the measures either in place or required for their control.

Stage 8: Decision tree

The HACCP decision tree is applied to each process step in order to identify the CCPs. The decision tree is shown in Appendix 3 to this report.

Stage 9: Target levels and tolerances are established for each CCP

Stage 10: A monitoring system is established for each CCP

Monitoring procedures must be able to detect loss of control at the CCP and, ideally, this information should be provided in time for corrective action to be taken before out-of-specification material is manufactured which will require segregation or rejection.

Stage 11: A corrective action plan is established

The actions to be taken in the event of loss of control of a CCP are defined.

Stage 12: Establishment of record keeping and documentation

Efficient and accurate record keeping is essential to the successful application of HACCP to a food process. It is important for a food producer to be able to demonstrate that the HACCP principles have been correctly applied and that complete and accurate records have been kept of all HACCP activities. Documented HACCP procedures at all process steps should be assembled and included in a manual or integrated into a controlled quality management system.

Stage 13: Verification by the team that the HACCP procedure is working correctly

Verification should cover two aspects: that the HACCP procedure is still appropriate, and are the monitoring procedures and corrective actions still being properly applied.

Stage 14: Review of the HACCP plan

It is necessary to have a system in place that will automatically trigger a review of the HACCP plan prior to any changes to raw materials/product/ process etc.

ISO 9000

The current environment for food manufacturing companies is not easy. The safety of food is an increasingly politically sensitive subject. In Europe we are seeing the introduction of considerable new food legislation, the most recent being the horizontal Food Hygiene Directive containing within it the obligation for HACCP. In the UK we have commercial concentration of the retail industry into five extremely powerful organisations able to impose their quality standards on to their customers.

There is consequent need to satisfy both government agencies and customers that systems are in place which provide for safe food manufacture to the specified quality standards.

Although it is not anticipated at this stage that accreditation to ISO 9000 will become a statutory requirement, the fact that many company inspectors and auditors have now

received lead assessor training according to the ISO 9000 standard will tend to dictate that companies are inspected with regard to the matters described within the standard.

A quality system comprises the documented policies and related procedures by which a company intends to achieve its quality objectives. ISO 9000 is important in that this is the only internationally recognised quality system model against which a company may obtain accreditation after the necessary auditing procedures.

The relationship between HACCP, ISO 9000 and TQM is worth noting. In fact, HACCP and ISO 9000 provide successive building blocks in the progression towards total quality management. The use of HACCP is used to ensure that the documented procedures in ISO 9000 do in fact produce food products which are safe for the consumer. In turn, the quality system as a whole is a necessary component in building the factory culture of TQM.

ISO 9000 is a document which contains 20 paragraphs and covers all aspects of company business which affect the quality of product and services supplied to the customer. It ranges from contract review and raw material acquisition to manufacturing procedures and the training of factory personnel. There is a requirement for management commitment and for the translation of company quality policy into all aspects of the business. The quality system requires controlled documentation and a further feature is for audit and management review to ascertain that the system is both being correctly applied and is still valid for its intended purpose. In essence, ISO 9000 requires that a company states what it is going to do, does it, and is able to prove that it has done so. The advantages of having a quality system are:

1. Provision of customer satisfaction leading to commercial success.

2. Establishment of customer confidence.

3. Knowledge that the business is under control in that authorities and responsibilities are defined.

4. Reduction of waste, the philosophy of get it right first time, providing financial savings.

5. Planned response to emergencies.

6. Documented system providing retrospective proof of operations.

7. Accreditation to international standard providing additional recognition.

The implementation of ISO 9000 is not an easy exercise. It is expensive in terms of manpower and requires very positive commitment both at board and subsequent managerial levels in order to realise satisfactory progression. The time scale from undertaking HACCP studies and devising and implementing ISO 9000 is likely to be in the region of 18 months, depending upon the complexity of the site. The stages of implementation include:

1. Board level commitment to proceed.

2. Appointment of quality manager (management representative).

3. Quality policy statement authorised by managing director and company board.

4. Appointment of area co-ordinators.

5. Provision of training in the requirements of the system (documentation and audit).

6. Listing all policies and procedures required.

7. Contents of quality policy, and intentions for implementation of ISO 9000 conveyed to all personnel.

8. Production of quality manual (quality system documentation based on actual working practices).

9. Implementation and test by internal audit.

10. Seeking of external accreditation.

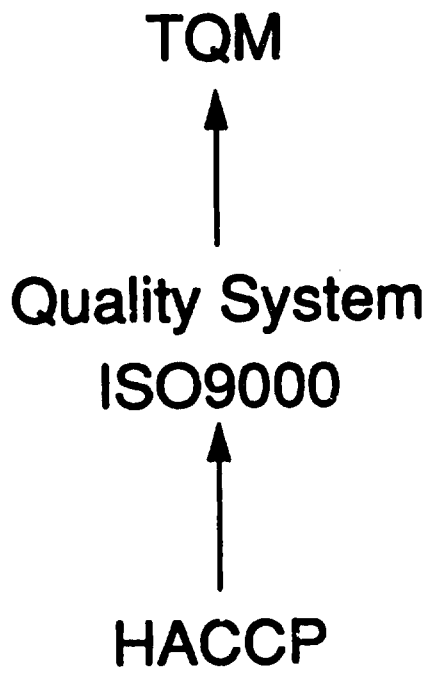
One of the major tasks is the production of the quality manual, including the policy and procedural statements. In general, there will be three levels of documents. Level I documents are policy statements normally of one page only in length which are authorised at board level. There will normally be at least one policy statement for each

of the twenty paragraphs of the ISO 9000 standard. Level II documents contain the outline procedures for all aspects of the business, are normally of one to three pages in length, and may be authorised either at board or managerial level. Level III documents are training manuals or works instructions, are as long as required in length, and will generally be authorised by a department manager.

The writing of the Level II procedures generally involves the greatest amount of personnel time. In principle, the Level II documents should be written by their users because these are the experts who know precisely how work is undertaken in practice. The documents should reflect actual practice, and if the practice is demonstrably seen to be wrong, it should be changed. Data and parameters should not be stated in the description text of Level II procedures but attached as appendices. Data and parameters must not be repeated in different documents or in the same document. Circulation of copies of documents must be kept to a minimum on the basis of "need to know". All management having an accountability specified in a procedure must be included on the circulation list of that document.

APPENDIX 7

COPY OF ACETATES USED AT PRESENTATION IN OCTOBER 1992



HACCP and ISO9000 are successive building blocks in the attainment of TQM

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Ref: JLS1784

HAZARD ANALYSIS CRITICAL CONTROL POINT

(HACCP)

HACCP is a systematic approach to the identification and assessment of hazards and risks associated with all stages of a food operation and the definition of means for their control

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HACCP

HAZARD - The potential to cause harm

Hazards may be microbiological,
chemistry or physical

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HACCP - SCOPE OF ANALYSIS

- Microbiological safety
- Foreign body elimination
- Chemical contamination
- Quality improvement
- Increased production efficiency / reduced wastage
- Product / process design and development
- Personnel safety
- Environmental safety
- Plant deterioration

STAGES IN A HACCP STUDY

1. Define terms of reference
2. Select the HACCP team
3. Describe the product
4. Identify intended use
5. Construct a flow diagram
6. On-site verification of flow diagram
7. List all hazards associated with each process step
8. Apply HACCP decision tree to each process step in order to identify CCP's
9. Establish target levels and tolerance for each CCP
10. Establish monitoring system for each CCP
11. Establish corrective action plan
12. Establish record keeping and documentation
13. Verification
14. Review the HACCP plan

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HACCP PRINCIPLES (1)

1. Conduct a hazard analysis. Prepare a flow diagram of the steps in the process. Identify and list the hazards and specify the control measures

2. Identify the CCP's in the process using a decision tree

3. Establish target level(s) and tolerance which must be met to ensure each CCP is under control

4. Establish monitoring system to ensure control of the CCP by scheduled testing or observations

HACCP PRINCIPLES (2)

5. Establish the corrective action to be taken when monitoring indicates that a particular CCP is moving out of control

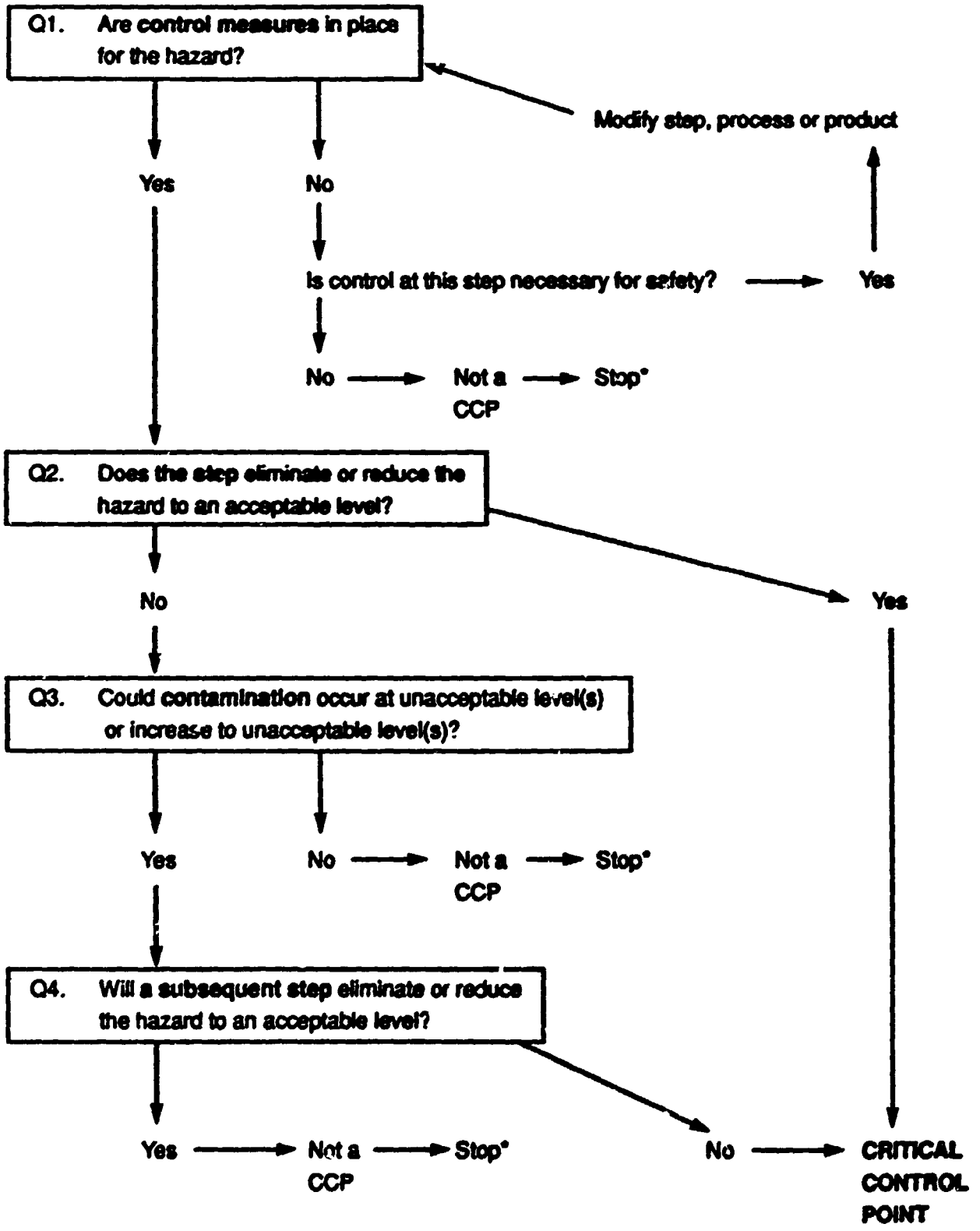
6. Establish documentation concerning all procedures and records appropriate to these principles and their application

7. Establish verification procedures which include appropriate supplementary tests, together with a review which confirms that HACCP is working effectively

Figure 2.

CCP Decision Tree

Answer each question in sequence at each step for each identified hazard



* Proceed to next step in the described process

HACCP

The Benefits of HACCP

- HACCP is a systematic approach covering all aspects of food safety from raw materials growth, harvesting and purchase to final product use. It provides better understanding of the food manufacturing operation

- Use of HACCP moves a company from a solely retrospective end product testing approach towards a preventative quality assurance approach

- HACCP provides a sound technological input into the design of quality management systems

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The Benefits of HACCP (2)

- The use of HACCP focuses technical resources into critical parts of the process

- HACCP is now being incorporated into EC legislation in recognition of its value as an aid to the manufacture of food, safe for the consumer

- The preventative approach of HACCP provides economies in a number of ways:
  - Reduced material wastage
  - Targeted technical control
  - Reduced reject materials

- Recognition by customers and potential customers

ISO 9000

SAY WHAT YOU INTEND TO DO

DO IT !

PROVE YOU HAVE DONE IT

ISO 9000

SCOPE

THE WHOLE BUSINESS PROCESS ;

FROM RECEIPT OF PURCHASE ORDER

TO DELIVERY AT THE CUSTOMER

INCLUDING

ALL ASPECTS OF HOW THE BUSINESS IS ORGANISED TO ACHIEVE A

QUALITY PERFORMANCE

ISO 9000

SCOPE

THE WHOLE BUSINESS PROCESS ;

FROM RECEIPT OF PURCHASE ORDER

TO DELIVERY AT THE CUSTOMER

INCLUDING

ALL ASPECTS OF HOW THE BUSINESS IS ORGANISED TO ACHIEVE A

QUALITY PERFORMANCE

ISO 9000

QUALITY MANUAL STRUCTURE

LEVEL I POLICIES

WHAT
WHY

LEVEL II PROCEDURES

WHAT
WHERE
WHEN
WHO
DATA

LEVEL III TRAINING MANUALS

HOW
WHY

ISO 9000

4.1 MANAGEMENT RESPONSIBILITY

POLICY
ORGANISATION
REVIEW

4.2 QUALITY SYSTEM

DOCUMENTED

4.3 CONTRACT REVIEW

WHAT DOES THE CUSTOMER WANT
ARE WE CAPABLE ?

ISO 9000

4.4 DESIGN CONTROL

PLANNING
INPUT
OUTPUT
VERIFICATION
CHANGES

4.5 DOCUMENT CONTROL

APPROVAL
CHANGE CONTROL

4.6 PURCHASING

SUPPLIER ASSESSMENT
DATA
VERIFICATION
SPECIFICATIONS

ISO 9000

4.7 CUSTOMER MATERIALS

CONTROL

4.8 TRACEABILITY

SHELF LIFE
BAR CODES

4.9 PROCESS CONTROL

WORK INSTRUCTIONS
STANDARDS / CRITERIA
MONITORING
SPECIAL PROCESSES

ISO 9000

4.10 INSPECTION AND TESTING

RECEIPT
POSITIVE RELEASE
PROCESS TESTING
FINAL INSPECTION
RECORDS

4.11 TEST EQUIPMENT

CALIBRATION
RECORDS
TASTING

4.12 INSPECTION AND TEST STATUS

ISO 9000

4.16 QUALITY RECORDS

4.17 INTERNAL AUDITS

PLAN

METHOD

4.18 TRAINING

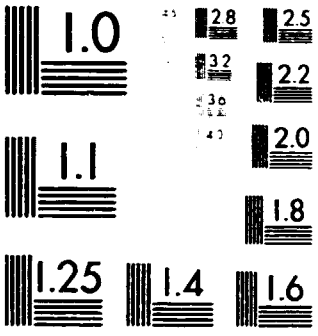
CRITERIA

RECORDS

4.19 SERVICING

4.20 STATISTICS

UNIDO



MICROCOPY RESOLUTION TEST CHART

24x

ISO 9000

4.16 QUALITY RECORDS

4.17 INTERNAL AUDITS

PLAN

METHOD

4.18 TRAINING

CRITERIA

RECORDS

4.19 SERVICING

4.20 STATISTICS

T.Q.M.

DEFINITION

PHILOSOPHY and PRACTICES

to :-

HARNESS HUMAN and MATERIAL RESOURCES

MOST EFFECTIVE WAY

to :-

ACHIEVE THE ORGANISATIONS OBJECTIVES

BS 7850

T.Q.M.

FUNDAMENTAL REQUIREMENTS

COMMITTMENT

CUSTOMER SATISFACTION

QUALITY LOSSES

INVOLVEMENT OF ALL

T.Q.M.

PROCESS MEASUREMENTS

CONTINUOUS IMPROVEMENT

PROBLEM IDENTIFICATION

CORPORATE OBJECTIVES v
INDIVIDUAL ATTITUDES

PERSONAL ACCOUNTABILITY

PERSONAL DEVELOPMENT

T.Q.M.

IMPLEMENTATION

ORGANISATIONAL STRUCTURE

- REWARD
- RESOURCE
- SUPPORT
- ENVIRONMENT
- TRAINING
- PROCESSES/PRO-CEDURES

MANAGEMENT

- ROLES AND ACCOUNTABI-LITIES
- CUSTOMERS
- STANDARDS

T.Q.M.

IMPLEMENTATION (contd.)

TRAINING

- MANAGEMENT
- TECHNICAL
- PROCESS
- PROBLEM SOLVING
- COMMUNICATION
- TEAM

QUALITY SYSTEM

T.Q.M.

IMPLEMENTATION (contd.)

MEASURES.

- COST
- TIME
- QUALITY
- CUSTOMER SATISFACTION
- etc.

PLANNING CYCLE.

T.Q.M.

TOOLS

- DATA COLLECTION
- AFFINITY GROUPING
- BENCHMARKING
- BRAINSTORMING
- CAUSE and EFFECT (ISHIKAWA)
- FLOW CHARTS
- TREE DIAGRAM
- CONTROL CHARTS
- HISTOGRAMS
- PARETO
- SCATTER
- PAIRED COMPARISON

T.Q.M.

BENEFITS

- **IMPROVED COMPANY IMAGE**
  - FOCUS ON CUSTOMER NEEDS
- **IMPROVED PRODUCTIVITY**
  - FOCUS ON REMOVING BOTTLENECKS
  - HARNESSING SKILLS / KNOWLEDGE OF THE WHOLE WORKFORCE
  - MOTIVATION
- **COST REDUCTIONS**
  - PREVENTION NOT CORRECTION
  - RIGHT FIRST TIME EVERY TIME

T.Q.M.

BENEFITS (cont.)

- **MORALE**
  - COMPANY REPUTATION
  - INVOLVEMENT & RECOGNITION
- **MANAGEMENT**
  - SELF DISCIPLINE
  - DELEGATION WITH CONFIDENCE
  - CLEAR COMMON COMPANY OBJECTIVES
  - IMPROVED EXPERTISE & THINKING TIME
- **COMMITTED CUSTOMERS**
  - CUSTOMER FOCUS LEADING TO RECIPROCAL COMMITMENT

APPENDIX 8

EXAMPLE OF DOCUMENTATION OF HACCP STUDY UNDERTAKEN

Az alábbi gyártovonalakra készült HACCP elemzés:

Gyf. kukorica

Gyf. zöldbab

Gyf. gyökér

Gyf. zöldborsó

Gyf. lecsó

Gyf. gyalult tök

Gyf. bodza, ribiszke

Gyf. uborka

Gyf. kartiol

Gyf. meggy, szilva

Gyf. egres

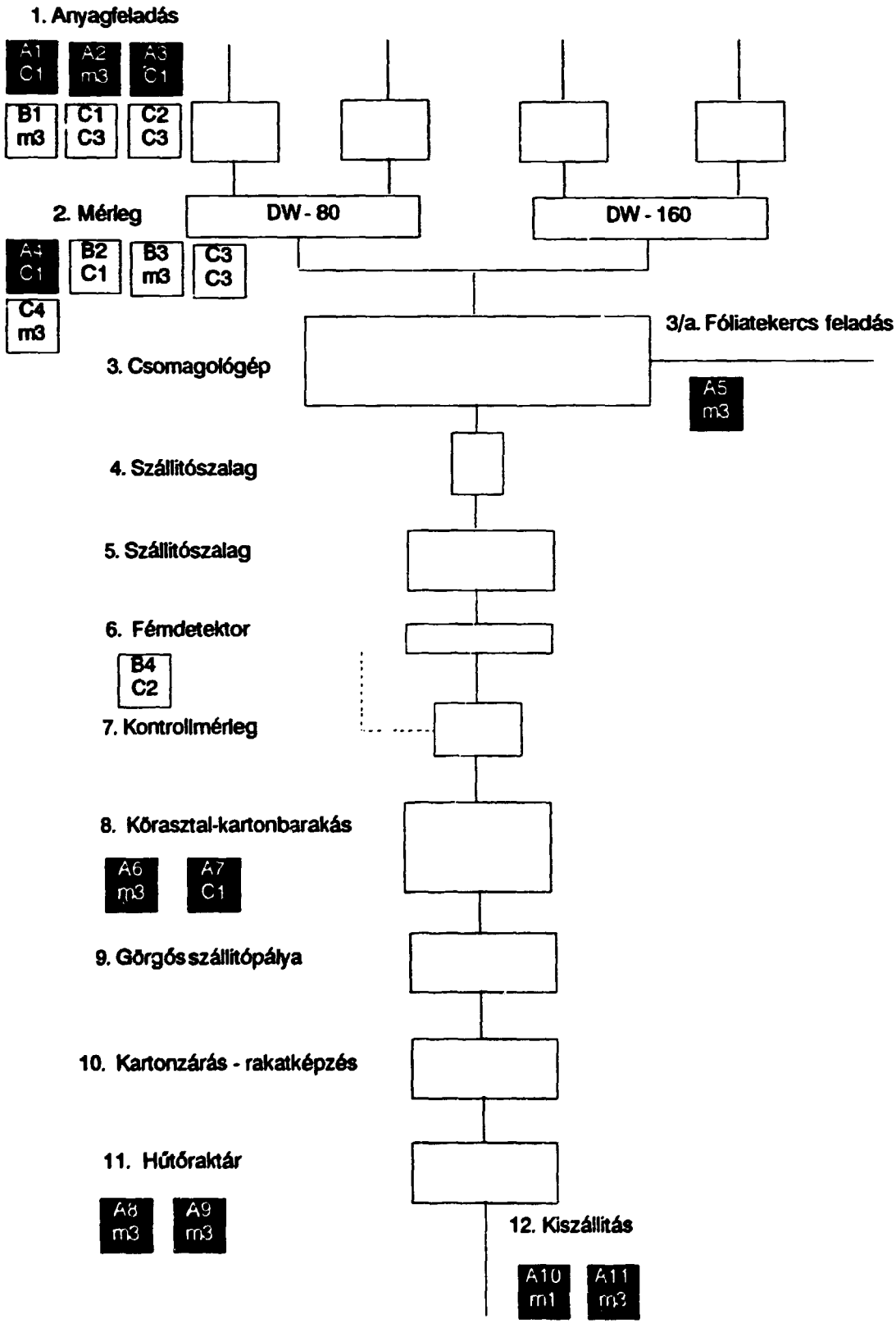
Kliklok

Rovema

Bosch

Bosch csomagológép HACCP

Élelmiszerbiztonság



Vállalat: SZTÁRAI HÚSIPARI RT

Dátum: 993 MÁRCIUS

Termék: BOSCH CSOMAGOLÓGÉP

Jóváhagyta:

HACCP . VIZSGÁLAT: ÉLELMISZER BIZTONSÁG

PATOGÉN ÉS ROMLÁST OKOZÓ MIKROORGANIZMUSOK

Oldal 1 /Oldalból

Kiadás száma:

No.	CCP Müvelet	Kitűzött szint és tűrés	Figyelő, ellenőrző eljárás	Hibajavító intézkedések
A1	Kontaktfertőzés anyagfeladásnál	Kéztisztasági előírások szerint	Kéztisztasági vizsgálat Vizuális kontroll	Azonnali kézmosás, oktatás, [illegible]
A2	Várakozási idő a felöntésig	Technológia szerint	Vizuális kontroll	Felhalmozódott termék zárolása, selejtezése, [illegible]
A3	Tapadó párás a felöntőkamrában	ø	Vizuális kontroll	Felhalmozódott termék selejtezése, [illegible], [illegible] kitakarítása, [illegible]
A4	Tapadós a perselyeken	ø	Vizuális kontroll	[illegible] kétóránként [illegible], perselyek lehúzása [illegible]
A5	Fóliakésekre kontaktfertőzés	ø	Mikrobiológiai vagy Vizuális kontroll	Fólia csere

Vállalat ....

Dátum ....

Termék Bosca

Jóváhagyta ....

HACCP. VIZSGÁLAT: ÉLELMISZER BIZTONSÁG

Oldal 2 /Oldalból ....

Kiadás száma: ....

ÉS I

No.	CCP· Művelet	Kitűzött szint és tűrés	Figyelő, ellenőrző eljárás	Hibajavító intézkedések
A6	Kidobott tasakok számlálása kon-taminációja	Kézikönyv előírás szerint	Kézikönyv vizsgálat	Azonnali intézkedés, oktatás, belső audit
A7	Kibontott termék feldolgozása	∅	Vizuális kontroll	Feldolgozott termék zárolása, ok, hely és felülvizsg.
A8 A11	Csom. a szintén	∅	Vizuális kontroll	Sérült csom. termék újracsom. - zárolása, ok
A9	Tárolási paraméterek	Technológiai utasítás szerint	Hőkontroll dokumentálás	Ellenőrzés, termék zárolása, oktatás
A10	Szállítási paraméterek	Technológiai utasítás szerint	Hőkontroll	Ellenőrzés, termék zárolása, oktatás

Vállalat: Szfvár Hűtőip.Rt

Dátum: 1993. március

Termék: BOSCH csomagológép

Jóváhagyta:

HACCP VIZSGÁLAT: ÉLELMISZER BIZTONSÁG

Egészséget veszélyeztető mérgező anyag

Kiadás száma:.....

CCP· Művelet		Kitűzött szint és tűrés	Figyelő,ellenőrző eljárás	Hibajavító intézkedések
No.				
C 1	Takaritószermarad-	Ø	Takaritás kontrollja	Okt, belső aud, zárolás,
C 3	vány			selejtezés
C 2	Vonalról a termék-	Ø	Csak minősitett gépek	Géposere,minősitett gép
	be került nehéz-		beállitása és ennek ellen-	beállitása és működte-
	fémek		őrzése	tése

Vállalat: Szfvár Hűtőip.Rt.
Dátum: 1993. március
Termék: BOSCH csomagológép
Jóváhagyta:

HACCP VIZSGÁLAT: ÉLELMISZER BIZTONSÁG

Egészséget veszélyeztető idegen anyag

Kiadás száma:.....

CCP· Művelet		Kitűzött szint és határ	Figyelő, ellenőrző eljárás	Hibajavító intézkedések
No.				
B 2	Fém a mérlegből	Ø	Vizuális kontroll	Tétel zárolása, újra-detektálás
B 4	Fémdetektor hibás működése	Ø	Rendszeres ellenőrzés	Azonnali beállitás Legyártott tételek át-vizsgálása
B 3	Életveszélyes id. bekerülése mérlegnél	Ø	Rendszeres ellenőrzés Vizuális kontroll	Tétel zárolása,selejtezés belső aud.
B 1	Életveszélyes i.a. anyagfeladónál	Ø	Alapanyagból mintavétel, ellenőrzés	Tétel zárolása, beszál-litók újraauditálása

APPENDIX 9

SZÉKESFEHÉRVÁR - MISSION STATEMENT

MINŐSÉGPOLITIKA

A SZÉKESFEHÉRVÁRI Hűtőipari Rt. kül- és belföldi vásárlói számára egyenletesen magas szinvonalú minőségi termék és szolgáltatás biztosítására törekszik gyorsfagyasztott és egyéb élelmiszer termelő, tároló és forgalmazó tevékenysége során.

Egyik legfőbb erőforrásunk és versenyképességünk fontos eleme vevőink megelégedettsége. Célunk, hogy vásárlóink és részvényeseink érezzék, hogy pénzükért minőséget és értéket kapnak.
A vállalat valamennyi dolgozójának meg kell értenie e célokat és minden tevékenysége során törekednie kell azok elérésére a munka minőségének folyamatos javításával.
Tudatában vagyunk az élelmiszerbiztonság és a minőség alapvető fontosságának. Ezért csak az érvényben lévő nemzetközi E.C. és magyar előírásoknak megfelelő élelmiszerek előállításával és forgalmazásával kívánunk foglalkozni. Valamennyi belső követelményünk a célok elérésére irányul.

Céljaink elérése érdekében az alábbiakat kívánjuk megvalósítani:
- egyenletesen jó, vásárlóink igényeinek mindig megfelelő és megbízható minőségű termékek előállítása
- a minőségi szinvonalat elismerő törzsvásárlókör kialakítása
- önálló, elismert minőséget kifejező belföldi márkanév kialakítása
- a dolgozók rendszeres tájékoztatása és oktatása, hogy azonosuljanak a vállalat minőségi céljaival és munkájukat folyamatosan tökéletesítve segítsék azok elérését.
- a gazdaságos tevékenységet elősegítő, folyamatosan ellenőrzött és tökéletesített minőségi rendszer létrehozása és működtetése
- a beszállítók rendszeres tájékoztatása minőségi céljainkról, hogy megnyerjük együttműködésüket azok eléréséhez.

APPENDIX 10

SZÉKESFEHÉRVÁR - POLICY AND PROCEDURE DOCUMENTS IN HUNGARIAN

SZÉKESFEHÉRVÁRI HŰTŐIPARI RT.

MINŐSÉGÜGYI KÉZIKÖNYV

POLITIKA

Hivatkozási szám: **4.2**

Cím:

MINŐSÉGÜGYIRENDSZER

Kiadás dátuma:	Kibocsátás száma:	Oldal..1../..1..Oldalból	Egyetért:	Jóváhagyta:

1.0. Cél

1.1. A vállalatnál alkalmazott minőségügyi rendszer elveinek a meghatározása

2.0. A politika leírása

2.1. A vállalat dokumentált minőségügyi rendszer alapján működik

2.2. A minőségügyi rendszer az ISO 9000-1987 szabvány alapján működik

2.3. A minőségügyi rendszer 3 szintű dokumentumokból épül fel

2.4. A rendszerben a politikák kifejezik a vállalat céljait és elvárásait. Az eljárások tartalmazzák a részletes utasításokat, amelyeket a dolgozóknak mindig követniük kell tevékenységük során a politikák megvalósítása érdekében

2.5. Az eljárások utasításait olyan részletességgel kell elkészíteni, hogy pontosan leírják a tevékenységeket.

2.6. A dokumentált rendszert rendszeresen felül kell vizsgálni és naprakész állapotban kell tartani

2.7. A dokumentumokat egységes formában és szerkezetben kell elkészíteni

2.8. A 4.2B politikában meghatározott területeken a minőségi rendszer a HACCP (Veszély Elemzés Kritikus Irányítási Pontokon) elemeinek alkalmazására épül

2.9. A dokumentált rendszer karbantartására és nyilvántartására a vállalatvezetés felelős vezetőt nevez ki

3.0. Felelősség

3.1. Jelen politika megvalósításáért az elnök-vezérigazgató a felelős

3.2. A politikák és eljárások meghatározására, elkészítésére és jóváhagyására a vállalatvezetés felelős személyeket nevez ki

3.3. Politikát csak igazgatók hagyhatnak jóvá

4.0. Elosztási lista

4.1. Eljárás megtalálható:

-Elnök-vezérigazgató
-Igazgatók
-Osztályvezetők

A megelőző kiadás dátuma:	A módosítás oka:

SZÉKESFEHÉRVÁRI HŰTŐIPARI RT.	MINŐSÉGÜGYI KÉZIKÖNYV	
	ELJÁRÁS	Hivatkozási szám: 4.2/01

Cím:

A MINŐSÉGI RENDSZER SZERKEZETE

Kiadás dátuma:	Kibocsátás száma:	Oldal..1../..3..Oldalból	Egyetért:	Jóváhagyta:

1.0. Cél

1.1. A vállalat minőségi rendszer felépítésének meghatározása a 4.2.A sz. vállalati politikának megfelelően

1.2. A minőségi rendszer létrehozásával és karbantartásával kapcsolatos felelősségek meghatározása

2.0. A minőségi rendszer szerkezete

2.1. A dokumentált rendszert a Minőségügyi kézikönyv tartalmazza, amely a gyártott késztermékek és szolgáltatások minőségének fenntartásához szükséges eljárásokból áll

2.2. A dokumentált rendszert fejezetekbe rendezzük, amelyek az ISO 9001-1987 szabvány szerkezetét követik az alábbi módon:

4.1

4.2.

4.3.

2.3. A rendszer három szintű (típusú) dokumentumokból áll, amelyekhez, ahol szükséges, részletes speciális szakmai mellékletek, dokumentumok csatlakoznak.

2.3.1. **1.szint: Politikák**

A politikák leírják a vállalat céljait, azaz mit akarunk tenni és miért. A politikák lehetnek általánosak vagy csak egy meghatározott területre korlátozódhatnak. A vállalati küldetés olyan speciális politika, melynek alkalmazását részletesen a 4.1/01. eljárás írja le.

2.3.2. **2.szint: Eljárások**

A második szintű eljárások jellemzője, hogy kiképzett, a tevékenységet jól ismerő személyek tevékenysé- gére vonatkoznak. Ezek az eljárások leírják, hogy mit, hol, mikor, kinek és hogyan kell végezni

Az eljárások tartalmazhatják:

- olyan cselekvéssorozatok leírását, amelyeket az üzleti tevékenység valamennyi érintett területén követni kell [Ezeknek az eljárásoknak összhangban kell lenniük a politikákkal és biztosítani kell azok helyes végrehajtását (azaz hogyan, mikor, ki)]
- vállalati előírások, szabályok, szabványok, elvárások meghatározása
- a szükséges adatlapokat, kitűzött szinteket tartalmazó leírásokat mellékletként kell az eljárásokhoz csatolni

2.3.3. **3.szint: Oktatási kézikönyvek, munkaleírások, gépkönyvek**

A harmadik szintű eljárások olyan szakmai, műszaki speciális dokumentumok, amelyek olyan részletességgel adják meg a tevékenységek elvégzésének szabályait, hogy annak alapján azt kiképzetlen dolgozók is el tudják végezni, azaz oktatási, betanítási célra is használható legyen. Ezek az eljárások részletesen foglalkoznak a hogyan és miért kérdéseivel. Ahol ezek az eljárások már léteznek más

A megelőző kiadás dátuma:	A módosítás oka:

dokumentumokban, egyértelműen azonosítható módon hivatkozni kell rájuk

2.3.4. Mellékletek

A politikákat és eljárásokat szükség esetén mellékletekkel (adatállományok, szabványok, kezelési utasítások, törvényi előírások) lehet kiegészíteni, melyekre egyértelműen azonosítható módon hivatkozni kell

2.3.5. A második szintű dokumentumoknak összhangban kell lenniük a politikákkal és a 3. szintű dokumentumoknak összhangban kell lenniük a politikákkal és a 2. szintű eljárásokkal

2.4. A rendszer számozása és hivatkozási rendszere

2.4.1. A politikákat a 2.2. bekezdésben leírt rendszer szerint kell számozni. A politikák számozását továbbá egy betű utótaggal kell kiegészíteni, pl. rendszer szerkezet 4.2.A

2.4.2. Az eljárásokat minden fejezetben egy törtvonallal és egy kétjegyű növekvő sorszámmal kell megjelölni, pl. eljárás a minőségi rendszer szerkezetére 4.2/01. Megjegyzés: az eljárás száma arra a fejezetre utal, amelyben a politiksa található és nem utal magára a specifikus politikára

2.4.3. A képzési (oktatási) kézikönyveket, feladatleírásokat, gépkönyveket egy további törtvonallal és növekvő sorrendben kétjegyű számmal kell ellátni. Azaz pl. az oktatási kézikönyv a Logitech-Finesse softver használata politikák és eljárások készítése 4.2/01-01

2.4.4. Oktatási kézikönyveknek, feladatleírásoknak, gépkönyveknek nem kell feltétlenül egy specifikus eljáráshoz kötődniük, hanem több különböző eljárásra is vonatkoznatnak. Ebben az esetben az eljárás számát kettős kötőjellel -- helyettesiti, pl. kezelési útmutató a fémdetektorhoz 4.9/--/01

2.4.5. Azokon a helyeken, ahol egy tárgyhoz több dokumentum szükséges, többszörös eljárásokat kell alkalmazani, pl. csomagolási specifikációk. Ilyen esetekben az eljárás számát egy kötőjel - és minden csomagolóanyagra egy egyedi azonosító követi

2.4.6. A mellékleteket a hozzájuk tartozó eljárások számával kell azonosítani

2.5. A rendszer adminisztrációja

2.5.1. A politikákat és a 2. szintű eljárásokat a minőségügyi kézikönyvben kell összegyjteni

2.5.2. A 3. szintű eljárásokat, illetve az ezeknek megfelelő gépkönyveket, kézikönyveket, stb. csak az egyes felhasználó részlegek tartják maguknál. A 3. szintű eljárások azonosító lapjait, melyek megadják az eljárás nevét és azt, hogy hol található az adot eljárás,a minőségi kézikönyv törzspéldánya mellékleteként kell őrizni. Ezen azonosító lapokat az eljárások formai és szerkezeti követelményeinek megfelelő fejléccel kell ellátni

2.5.3. A minőségi kézikönyv törzspéldányát mellékleteivel együtt a minőségi rendszerért felelős részleg tartja magánál

2.5.4. A rendszer dokumentumait ellenőrzés és szabályozás alatt kell tartani az alábbi szabályoknak megfelelően

a/ minden politkának és eljárásnak azonos egységesített formája legyen

b/ a politikák és eljárások érvényes kiadásai mindig rendelkezésre álljanak valamennyi érintett részlegnél

c/ a politikák és eljárások valamennyi változását jóvá kell hagyatni a felelős személyekkel és közölni kell az érintett részlegekkel (4.5/01)

d/ a politikák és eljárások változtatásairól megfelelő (4.5/01) nyilvántartást kell vezetni

3.0. Felelősség

3.1. Jelen eljárás megvalósításáért a minőségügyi rendszerért felelős vezető a felelős

3.2. Valamennyi vezető, akinek a birtokában 3. szintű eljárás van, felelős annak biztosításáért, hogy azok pontosak és megfelelőek legyenek

3.3. Valamennyi vezető felelős a 2.5.4. bekezdés végrehajtásáért

4.0. Szabályozott példányok elosztása

Valamennyi osztályvezető, felsővezető, igazgató, vezérigazgató

A megelőző kiadás dátuma:	A módosítás oka:

APPENDIX 11

SZÉKESFEHÉRVÁR - POLICY DOCUMENTS IN ENGLISH

POLICY

4.1 Management Responsibility

1.0 Objective:

2.0 Description of policy:

2.1 The management of Székesfehérvár Frozen Foods PLC states its commitment to quality through a communicated quality policy.

2.2 In order to achieve the objectives stated in the quality policy, the operation of the company follows a determined management structure described in procedure 4.1/02.

2.3 All managers of the company have defined responsibilities and authorities to achieve specified quality objectives of products and services. The responsibilities and authorities of other employees are defined in the quality system.

2.4 Procedures are operated by the company which define activities necessary to verify meeting quality standards. Necessary resources and trained personnel are provided for performing these activities.

2.5 A quality system manager, having defined authority and responsibility, is appointed for controlling, maintaining and improving the quality system.

2.6 A management review meeting is convened by the managing director of the company, at least twice a year in order to review and improve the quality system.

2.7 Procedures describing the implementation of this policy are contained in section 4.1 of the quality system.

3.0 Responsibilities:

The managing director is responsible for the implementation of this policy.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager

Agricultural manager
Master copy

POLICY

4.2 Quality System

1.0 Objective:

To define the principles of the quality system operated at Székesfehérvár Frozen Foods PLC.

2.0 Description of policy:

2.1 A quality system following the requirements of the ISO 9002 1987 standard is operated by the company. The system is numbered in accordance with the structure of ISO 9001.

2.2 The quality system of the company is based on controlled documents of three levels having uniform format: level I, policies; level II, procedures; and level III, work instructions, training and operating manuals, and other referenced documents. Policies describe management objectives; procedures state, for trained employees, how to implement policies; and level III documents contain detailed instructions which are applicable for both operational and training purposes.

2.3 Specified quality records and forms are part of the system.

2.4 Quality system documents are regularly reviewed and updated.

2.5 Systematic analyses based on the principles of HACCP are carried out regularly to ensure that safety of consumers is achieved and quality requirements are met. The findings of these analyses and the actions to be taken are built into the procedures of the system.

2.6 All policies of the system are approved by the managing director before issue.

2.7 Procedures to implement this policy are described in section 4.2 of the quality system.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and the senior managers are responsible for its implementation within the areas under their control.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)

Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.3 Contract Review

1.0 Objective:

To define the principles of the contract review system, which ensures that the ability of the Székesfehérvár Frozen Foods PLC to meet specified customer requirements is checked before a contract is signed.

2.0 Description of policy:

2.1 The Székesfehérvár Frozen Foods PLC operates procedures to ensure that customer requirements specified in the contracts can be met.

2.2 Customer requirements specified in the contracts must be agreed with the managers responsible for the relevant departments before a contract is signed and this agreement must be recorded.

2.3 Product samples may be sent by authorised personnel only.

2.4 Customer requirements are documented, and necessary information about production, qualification, handling, storage and despatch will be made available to the relevant departments.

2.5 The handling of approved specifications is controlled by procedure 4.3/05.

2.6 All circumstances which hinder the acceptance of meeting the requirements of the customer must be agreed with the customer.

2.7 Products are sold by the company's own specifications in cases where customer specifications are not provided.

2.8 The implementation of this policy is described in the procedures in Section 4.3 of the quality system.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and senior managers are responsible for implementing the policy within the areas under their control.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director

Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.4

STATEMENT

Székesfehérvár Frozen Foods PLC is seeking accreditation for its quality system against ISO 9002.

Therefore, a policy statement against paragraph 4.4 of the standard is not required.

However, the numbering system of standard ISO 9001 has been used throughout in case, at some time in the future, it is thought desirable to increase the scope of the accreditation to ISO 9001.

POLICY

4.5 Document Control

1.0 Objective:

To control the handling of documents of the quality system of Székesfehérvár Frozen Foods PLC.

2.0 Description of policy:

2.1 A procedure (4.5/01) is operated by the company to control the way of issuing, changing and recalling documents of the quality system.

2.2 Changes of procedures may be initiated by all employees of the company through the managers of the relevant area.

2.3 Managers are responsible for preparing and updating the documents describing the activities in the areas under their control.

2.4 Documents must be reviewed by authorised personnel before being issued. The approval is controlled by procedure 4.5/01.

2.5 The changing and updating of policies is initiated by the quality manager through the area managers, and is approved by the managing director.

2.6 It is the responsibility of the quality system manager that

- the valid issues of all documents will be available at all places where they are used
- records will be maintained about valid issues of all documents
- a master copy of policies and procedures will be maintained and updated.

2.7 Document control must be extended to all elements of the quality system.

2.8 The implementation of this policy is described in the procedures in section 4.5 of the quality system.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and senior managers are responsible for implementing the policy within the areas under their control.

4.0 Circulation:

Managing director
Technical director

Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.6 Purchasing

1.0 Objective:

To define quality related purchasing activities of Székesfehérvár Frozen Foods PLC.

2.0 Description of policy:

2.1 Székesfehérvár Frozen Foods PLC seeks to purchase raw materials, packaging materials and services from approved suppliers where it is practical and economic for its manufacturing and service activities.

2.2 To ensure this, the company continuously investigates and evaluates the performance of the suppliers in order to build up an approved list of suppliers.

2.3 In all cases where the need for raw materials, packaging materials or services can be met by non-approved suppliers, the performance of the non-approved supplier is checked with extra care and materials are not used before testing.

2.4 The performance of the supplier is measured at all times against quality requirements and findings are recorded in the form of test results or an appropriate qualification system.

2.5 Decisions for accepting someone to or deleting someone from the list of approved suppliers are based on the above-mentioned performance evaluation.

2.6 Purchase documents, which clearly describe materials and services to be purchased, are reviewed and approved by authorised personnel.

2.7 If required by the customer, the opportunity for checking purchased materials and services is provided.

2.8 The implementation of this policy is controlled by procedures contained in section 4.6 of the quality system and by procedures 4.3/ , 4.10/ , 4.15/ .

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and implementation for specific materials and services is the responsibility of the relevant area managers.

4.0 Circulation:

Managing director
Technical director
Finance director

Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.7 Purchaser Supplied Product

1.0 Objective:

To define rules for handling materials owned by the customers.

2.0 Description of policy:

2.1 Materials supplied by customers must be handled as stated in the specification in the contract.

2.2 The company ensures the separate storage and handling of customer supplied materials.

2.3 The recording, administration and accounting of these materials is controlled separately. The owner of the material must be informed in all cases when

- the quality and conditions of handling and storage are different from those agreed
- the material is damaged or lost.

2.4 The implementation of this policy is controlled in detail in procedure 4.7/01. of the quality system.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and the specific implementation in the different areas is the responsibility of the managers of the related departments dealing with handling, storage and documentation of customer owned materials.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.8 Product Identification and Traceability

1.0 Objective:

To define the principles of the system applied by Székesfehérvár Frozen Foods PLC for the identification and traceability of product.

2.0 Description of policy:

2.1 Székesfehérvár Frozen Foods PLC operates procedures to identify its products properly and to trace back production processes to the necessary extent. Procedures describe physical and computer identification of products and the maintenance of traceability to the required extent. The extent of traceability is determined by the company if specific requirements are not requested by the customer.

2.2 Based on identification and traceability of vegetable and fruit raw materials and products, customer complaints may be properly investigated and products may be effectively recalled if necessary. The manner of implementation and responsibilities for these activities are controlled by separate procedures.

2.3 Product identification and traceability data are used by the company to measure its own performance, to analyse processes, to develop corrective actions, and to qualify suppliers.

2.4 The content of this policy is controlled by procedures described in section 4.8 of the quality system of the company.

3.0 Responsibilities:

The managing director is responsible for the implementation, and the managers involved in product identification and traceability activities are responsible for the application of this policy.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager

Agricultural manager
Master copy

POLICY

4.9 Process Control

1.0 Objective:

To define the principles of controlling manufacturing procedures at Székesfehérvár Frozen Foods PLC which directly influence the quality of the products.

2.0 Description of policy:

2.1 The company recognises the analysed, planned and controlled production process as one of the main elements in assuring quality of products and services.

2.2 Therefore, manufacturing on the main fruit and vegetable processing lines is made under controlled conditions. The controlled production conditions and parameters are contained in process sheets, operating instructions, cleaning instructions, and other referenced documents of the machinery and production lines.

2.3 Monitoring and test criteria are defined by process sheets, where necessary.

2.4 Separate procedures control activities necessary to meet food hygiene and food safety requirements.

2.5 The implementation of these principles is described in the procedures contained in section 4.9 of the quality system.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and the senior managers are responsible for its implementation in the areas under their control.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.10 Inspection and Testing

1.0 Objective:

To define the principles of activities of Székesfehérvár Frozen Foods PLC which are used for inspection of and testing for the conformity of raw materials, semi-finished and finished products.

2.0 Description of policy:

2.1 Székesfehérvár Frozen Foods PLC continuously tests the quality of materials and vegetable and fruit products. Its objective, by carrying out the necessary tests, is to grade its products by their actual quality, and to meet customer specifications, legal requirements or internal standards.

2.2 The inspection and testing activities of the company cover raw materials, semi-finished and finished products, and packaging materials. For the evaluation of product quality, sensory, chemical and microbiological methods are used.

2.3 Test and inspection results are recorded as part of the system and are identified in relation to the product.

2.4 Finished products may be despatched normally only after all required tests have been completed and the conformance of products verified. If, under special circumstances, it is necessary to release product before testing is complete, effective recall procedures must be ensured in case recall becomes necessary.

2.5 The principles described in this policy are controlled by procedures in section 4.10 of the quality system.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and the senior managers are responsible for its implementation in the areas under their control.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager

Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.11 Inspection Measuring and Test Equipment

1.0 Objective:

To determine the calibration principles for inspection, measuring and test equipment used by Székesfehérvár Frozen Foods PLC which have direct influence to product and service quality.

2.0 Description of policy:

2.1 Instruments and equipment used for testing the conformity of the product or key process parameters must be kept in a calibrated status.

2.2 Procedures are operated by the company to control calibration activities. Control includes the selection of equipment necessary for calibration, its accuracy, calibration frequency and method, documentation, and responsibilities for calibration.

2.3 The calibration must be capable of being traced back to a national standard, wherever possible, or the basis of the calibration otherwise specified.

2.4 The company ensures the identification of the calibrated equipment, its status, and maintenance of calibration status.

2.5 Székesfehérvár Frozen Foods PLC, as a food manufacturer, ensures that its employees participating in the final sensory testing of the products will be trained for sensory evaluation and that their ability for this testing is verified.

2.6 The content of this policy is controlled by procedures contained in section 4.11 of the quality system.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and the senior managers are responsible for its implementation in the areas under their control.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager

Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.12 Inspection and Test Status

1.0 Objective:

To determine the manner of identification of inspection and test status of materials and products at Székesfehérvár Frozen Foods PLC.

2.0 Description of policy:

2.1 Inspection and test status of materials and products is identified by physical means or by the computerised system at all stages of manufacturing, as necessary. The responsibilities for the release of the products are defined.

2.2 Only products and materials which have passed the necessary checks will be further used or despatched.

2.3 The implementation of this policy is described in procedures 4.12/01 and 4.8/

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and the senior managers are responsible for its implementation in the areas under their control.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.13 Control of Non-conforming Product

1.0 Objective:

To define the principles of handling non-conforming products at Székesfehérvár Frozen Foods PLC.

2.0 Description of policy:

2.1 Székesfehérvár Frozen Foods PLC will identify non-conforming products produced during its operation. The handling and identification control measures for such products are described in separate procedures.

2.2 A non-conforming product is one which does not meet any of the standard quality specifications accepted by the company.

2.3 Based on the extent of non-conformance, the products are graded as

- industrial goods for reprocessing
- substandard products
- quarantined products

2.4 Continuous control of the quality of manufactured and stored products is maintained by the company. If a non-conformance is found, products may be reviewed, re-worked, or re-graded, a concession may be asked, or product may be disposed of if the failure cannot be corrected.

2.5 The authority for decision-making about non-conforming products will be identified in the procedures.

2.6 The implementation of this policy is controlled by procedures described in section 4.13 of the quality system.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and the senior managers are responsible for its implementation in the areas under their control.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)

Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.14 Corrective Action

1.0 Objective:

To define the principles of application of corrective actions at Székesfehérvár Frozen Foods PLC.

2.0 Description of policy:

2.1 Procedures are operated to ensure that short-term corrective and long-term preventative actions take place.

2.2 During corrective actions, the Székesfehérvár Frozen Foods PLC will seek to

- identify and record non-compliances, failures and other mistakes
- analyse the causes of significant non-conformance
- determine actions to prevent non-conformances (short-term and longer-term actions and their recording)

2.3 Procedures control the manner of implementation and the review of the efficiency of corrective actions.

2.4 The review of efficiency of corrective actions is a standard item on the agenda of management review meetings.

2.5 The implementation of this policy is controlled by procedures 4.14/01 on 4.1/04 of the quality system.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and the senior managers are responsible for its implementation in the areas under their control.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager

Computer department manager
Agricultural manager
Master copy

POLICY

4.15 Handling, Storage, Packaging and Delivery

1.0 Objective:

To define principles for handling, storage, packaging, and delivery of products within the quality system of Székesfehérvár Frozen Foods PLC.

2.0 Description of policy:

2.1 Procedures are operated by Székesfehérvár Frozen Foods PLC to control handling, storage, packaging, and delivery of its products.

2.2 These procedures are to ensure that products will keep their quality and reach customers safely and in good quality in accordance with the quality objectives of the company.

2.3 Raw materials will be stored in the manner that minimises their deterioration.

2.4 Székesfehérvár Frozen Foods PLC gives emphatic importance to cold storage and to the maintenance of proper conditions for cold storage.

2.5 The cold storage area will be continuously and safely monitored by the company.

2.6 The proper sequence of despatch from the stores and stock rotation will be monitored.

2.7 Packaging operations are controlled by specific procedures as part of the manufacturing activity.

2.8 The implementation of this policy is controlled by the procedures in section 4.15 of the quality system and by procedures 4.6/ , 4.9/22., 4.9/ .

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the managing director, and the senior managers are responsible for its implementation in the areas under their control.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer

Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.16 Quality Records

1.0 Objective:

To define the principles for the handling, maintenance and storage of the quality records of the quality system of Székesfehérvár Frozen Foods PLC.

2.0 Description of policy:

2.1 The handling, maintenance and storage of quality records are controlled by procedures issued by the company in order to operate the documented quality system efficiently.

2.2 Specified quality records of the quality system must be stored in a manner which provides proper identification, recording and retrievability. Quality records may be provided for reviewing to authorised personnel and customers, if requested. Quality records must be stored in a way which provides this availability during the storage time specified in the procedures.

2.3 The owners of the records are responsible for the proper handling and storage of quality records.

2.4 The implementation of this policy is controlled by procedure 4.16/01.

3.0 Responsibilities:

The general implementation of this policy is the responsibility of the general manager, and following this policy is the responsibility of those managers in whose departments quality records are produced and maintained.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.17 Internal Quality Audit

1.0 Objective:

To define the principles of the internal quality audit system within the quality system of Székesfehérvár Frozen Foods PLC.

2.0 Description of policy:

2.1 Székesfehérvár Frozen Foods PLC maintains an internal quality audit system controlled by specific procedures for investigating and improving the efficiency of its quality system.

2.2 The internal quality audit activity is applied to the whole quality system of the company.

2.3 The internal quality audit activity is carried out in accordance with the audit plan prepared by the quality system manager. All procedures and documents will be audited at least once each year.

2.4 Internal quality audits are carried out by trained auditors, independent from the area under investigation.

2.5 The findings of the internal audit must be explained to the manager responsible for the audited area, who is responsible for implementation of any necessary corrective actions. A follow-up audit must be carried out to ensure that any non-conformances have been corrected.

2.6 Audit results and findings must be documented.

2.7 A summary of the audit findings will be included in the agenda of the management review meetings as a standard item.

2.8 The implementation of this policy is controlled by the procedures in section 4.17 of the quality system of the company.

3.0 Responsibilities:

The implementation of this policy is the responsibility of the general manager and the quality manager, and the execution on the specific areas is the responsibility of the area managers.

4.0 Circulation:

Managing director
Technical director

Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

POLICY

4.18 Training

1.0 Objective:

To define the principles of the training system applied at Székesfehérvár Frozen Foods PLC to ensure that employees having direct influence on product and service quality will be appropriately trained.

2.0 Description of policy:

2.1 Székesfehérvár Frozen Foods PLC recognises training of employees as one of the key elements of product and service quality.

2.2 Therefore, the company ensures that all employees will be trained as necessary for their job.

2.3 Qualifications and training of employees are recorded by the company.

2.4 The training system of the company consists of

- general training
- job specific training
- advanced training

2.5 Within the general training, food hygiene and food safety requirements are specifically emphasised.

2.6 For all relevant employees, ongoing training is maintained regarding the policies and procedures of the quality system.

2.7 Training needs are reviewed and identified by the area managers. They determine the subjects and schedule of training, and are responsible for the execution and documentation of the training.

2.8 The implementation of this policy is described in the procedures of section 4.18 of the quality system.

3.0 Responsibilities:

The general manager and the personnel director are responsible for the general implementation, and the area managers are responsible for the implementation of this policy in their specific fields.

4.0 Circulation:

Managing director
Technical director
Finance director
Personnel director
Laboratory manager (quality control)
Production manager
Chief engineer
Export manager
Domestic sales manager
Finance and administration manager
Computer department manager
Agricultural manager
Master copy

APPENDIX 12

MIRELITE INSTITUTE - MISSION STATEMENT

MINŐSÉGPOLITIKA

Mirelite Rt.
Hűtőipari
Fejlesztési és
Minőségvizsgáló Intézet

A Hűtőipari Fejlesztési és Minőségvizsgáló Intézet arra törekszik, hogy az ipar igényeinek és a nemzetközi piac követelményeinek megfelelő korszerű élelmiszeripari kutató-fejlesztő, minőségvizsgáló és tanácsadó szolgáltatást nyújtson partnereinek.

Célunk, hogy megbízóink és részvényeseink mindig érezzék,hogy kiváló minőségű, megbízható és a gyakorlatban használható szolgáltatást és értéket kapnak és tudatában legyenek annak, hogy az Intézet mindig készségesen rendelkezésre áll problémáik megoldásában és az információkat bizalmasan kezeli. Valamennyi munkatársunktól elvárjuk, hogy gondos és igényes munkájával erősítse az Intézet szakmai tekintélyét.

Kiemelten fontosnak tartjuk munkatársaink önálló kezdeményezőkészségét, felelősségvállalását és innovatív szellemét, segítjük ezen képességek fejlesztését.

Céljaink elérése érdekében az alábbiakat kívánjuk megvalósítani:

- magas színvonalú, egyenletes minőségű, megbízható, határidőre elkészített , az ipar gyakorlati igényeit figyelembevevő szolgáltatások nyújtása,
- a megbízóinkkal fenntartott szoros kapcsolatok megőrzése és bővítése,
- a szakmai ismeretek folyamatos fejlesztése, a munkatársak továbbképzése, az alkotó szellem ösztönzése,
- a munkatársak rendszeres tájékoztatása és oktatása, hogy azonosuljanak az Intézet minőségi céljaival és munkájukat folyamatosan tökéletesítve segítsék azok elérését,
- a hatékony működést elősegítő, folyamatosan ellenőrzött és tökéletesített, dokumentált ISO 9000 szerinti minőségi rendszer létrehozása és működtetése.

1993 szeptember

Igazgató

APPENDIX 13

MIRELITE INSTITUTE - TYPICAL POLICY AND PROCEDURE DOCUMENTS

MINŐSÉGPOLITIKA

Mirelite Rt.
Hűtőipari
Fejlesztési és
Minőségvizsgáló Intézet

A Hűtőipari Fejlesztési és Minőségvizsgáló Intézet arra törekszik, hogy az ipar igényeinek és a nemzetközi piac követelményeinek megfelelő korszerű élelmiszeripari kutató-fejlesztő, minőségvizsgáló és tanácsadó szolgáltatást nyújtson partnereinek.

Célunk, hogy megbízóink és részvényeseink mindig érezzék,hogy kiváló minőségű, megbízható és a gyakorlatban használható szolgáltatást és értéket kapnak és tudatában legyenek annak, hogy az Intézet mindig készségesen rendelkezésre áll problémáik megoldásában és az információkat bizalmasan kezeli. Valamennyi munkatársunktól elvárjuk, hogy gondos és igényes munkájával erősítse az Intézet szakmai tekintélyét.

Kiemelten fontosnak tartjuk munkatársaink önálló kezdeményezőkészségét, felelősségvállalását és innovatív képességét,segítjük ezen képességek fejlesztését.

Céljaink elérése érdekében az alábbiakat kívánjuk megvalósítani:

- magas színvonalú, egyenletes minőségű, megbízható, határidőre elkészített , az ipar gyakorlati igényeit figyelembevevő szolgáltatások nyújtása,
- a megbízóinkkal fenntartott szoros kapcsolatok megőrzése és bővítése,
- a szakmai ismeretek folyamatos fejlesztése, a munkatársak továbbképzése, az alkotó szellem ösztönzése,
- a munkatársak rendszeres tájékoztatása és oktatása, hogy azonosuljanak az Intézet minőségi céljaival és munkájukat folyamatosan tökéletesítve segítsék azok elérését,
- a hatékony működést elősegítő, folyamatosan ellenőrzött és tökéletesített, dokumentált ISO 9000 szerinti minőségi rendszer létrehozása és működtetése.

1993 szeptember

Ügyvezető

Minőségvizsgáló Labor	MINŐSÉGÜGYI KÉZIKÖNYV	Hivatkozási szám: 4.17

Cím: Belső minőségügyi felülvizsgálat

Kiadás dátuma:	Kibocsátás száma: 1	Oldal: 1 / 1 Oldalból	Jóváhagyta: 1

A laboratórium rendszeres belső minőségügyi felülvizsgálatot tart a dokumentált eljárásnak megfelelően, amely során kiképzett független auditorok ellenőrzik, hogy a minőséggel kapcsolatos tevékenységek megfelelnek-e az előírt követelményeknek és biztosítják-e a minőségügyi rendszer hatékony működését.

A belső minőségügyi felülvizsgálatokat tervezett módon a tevékenység fontossága alapján kell meghatározott gyakorisággal minden eljárásra legalább évente egyszer kell elvégezni.

A belső minőségügyi felülvizsgálat eredményeit dokumentálni és ismertetni kell az auditált terület vezetőjével.

Az auditált laboratórium vezetője felelős a feltárt hibák határidőre történő kijavításáért.

A megelőző kiadás dátuma:	A módosítás oka:

APPENDIX 14

MIRELITE INSTITUTE - COMPLETE LIST OF POLICIES AND PROCEDURES FOR ANALYTICAL SERVICES

MIRELITE INSTITUTE QUALITY SYSTEM
LIST OF POLICIES AND PROCEDURES

4.1. Management responsibility
- 4.1/01. Quality policy
- 4.1/02. Organisation
- 4.1/03. Responsibility and authority
- 4.1/04. Verification, resources and personnel
- 4.1/05. Management review

4.2. Quality system
- 4.2/01. Structure description
- 4.2/02. Structure of laboratory methods
- 4.2/03. General form of policies and procedures
- 4.2/04. Temporary change of procedures

4.3. Contract review
- 4.3/01. General contract acceptance
- 4.3/02. Incidental order acceptance

4.5. Document control
- 4.5/01. Document approval, issue and removal
- 4.5/02. Document handling and retention

4.6. Purchasing
- 4.6/01. Assessment of suppliers
- 4.6/02. List of approved suppliers
- 4.6/03. Procedure on the way of purchasing
- 4.6/04. Assessment of sub-contractors

4.7. Purchaser supplied products
- 4.7/01. Sample handling and recording

4.8. Product identification and traceability
- 4.8/01. Sample identification and traceability

4.9. Process control
- 4.9/01. Approved list on analytical procedures and personnel
- 4.9/02. Entering data in the register-book
- 4.9/03. Entering data in the workbook
- 4.9/04. Handling and form of analytical results sheets
- 4.9/05. Report of examination
- 4.9/06. General rules of chemical examinations
  - 4.9/06-1. Determination of water-soluble dry matter content by refractometer
  - 4.9/06-2. Gravimetric determination of dry matter content
  - 4.9/06-3. Peroxidase enzyme activity
  - 4.9/06-4. Determination of raw fibre content

4.9/06-5. Determination of total acid content of preserved food products according to a potentiometric method
4.9/06-6. Determination of total acid content of preserved food products according to a visual titrimetric method
4.9/06-7.
4.9/06-8. Determination of nitrite content
4.9/06-9. Determination of nitrate content
4.9/06-10. Determination of starch content in meat products
4.9/06-11. Determination of chloride content according to the method of Mohr
4.9/06-12. Rapid test for determining the carotene content of carrot
4.9/06-13. Determination of sulphur dioxide content
4.9/06-14. Determination of protein content according to the method of Kjeldahl
4.9/06-15. Determination of mineral content in quick-frozen products
4.9/06-16. Determination of ash content
4.9/06-17. Determination of ash and sand content insoluble in hydrochloric acid
4.9/06-18. Determination of the proportion insoluble in alcohol
4.9/06-19. Determination of fat content according to the method of Soxhlet
4.9/06-20. Determination of the acid number and the free fatty acid content in quick-frozen fatty products
4.9/06-21. Determination of the peroxide number in quick-frozen fatty products

4.9/07. General rules of examination of residual pesticide content
4.9/07-1. Chlorinated hydrocarbon residue
4.9/07-2. Organophosphorus residue

4.9/08. General guidance for microbiological examinations
4.9/08-1. Semiquantitative direct rapid method for assessing the hygiene status
4.9/08-2. Simultaneous detection and enumeration of total coliforms including *E.coli* - MPN technique
4.9/08-3. Aerobic count of microbes - colony count technique at 30°C
4.9/08-4. Enumeration of moulds - colony count technique at 25°C
4.9/08-5. Enumeration of *Staphylococcus aureus* colony count technique
4.9/08-6. Detection of salmonellae
4.9/08-7. Enumeration of enterococci - MPN technique at 37°C
4.9/08-8. Enumeration of total number of presumptive sulphite reducing clostridia - MPN technique at 37°C
4.9/08-9. Enumeration of Enterobacteriaceae - colony count technique
4.9/08-10. Enumeration of coliforms - colony count technique at 30°C

4.9/09. Sensory testing - description of the method
4.9/10. Adoption of new testing methods
4.9/11. General labour - safety regulation for the laboratory
4.9/12. General hygiene measures for the laboratory

4.10. Inspection and testing
4.10/01. Checking the incoming materials

4.11. Inspection, measuring and test equipment
- 4.11/01. Checking the measuring and test equipment
- 4.11/02. Control of measuring equipment
- 4.11/03. Calibration of sensory testing personnel

4.12. Inspection and test status
- 4.12/01. Identification of inspection and test status

4.13. Control of non-conforming product
- 4.13/01. Misreported result

4.14. Corrective action
- 4.14/01. Corrective action

4.15. Handling, storage, packaging and delivery
- 4.15/01. Storage requirements
- 4.15/02. Handling of chemicals
- 4.15/03. Destruction of sample

4.16. Quality records
- 4.16/01. Retention of quality records

4.17. Internal quality audits
- 4.17/01. Description of auditing method

4.18. Training
- 4.18/01. Identification of training needs
- 4.18/02. Training records

APPENDIX 15

LISTS OF DELEGATES FOR PROJECT DEMONSTRATION MEETINGS

JELENLÉTI ÍV

Készült a Székesfehérvári Hűtőipari Részvény-
társaságnál 1993. június 29-én.

Név	Munkahely, beosztás	Látogató kártya száma
Czakóné Kolencsár Mária	Miskolci Hűtőipari RT	041
[illegible]	HFFI	032
[illegible] Judit	– " –	031
[illegible]	[illegible]	[illegible]
Csaba László	Fejlesztési Intézet	039
Deák István	Debreceni Hajdufrost	023
[illegible]	– " –	050
[illegible] Endre	ARVIT GYŐR	024
[illegible] László	– " –	048
Ozora Monika	– " –	035
[illegible]	– " –	037
[illegible] Erzsébet	Bajai Hűtőip. RT	038
[illegible]	– " –	028
Gyulai [illegible]	– " –	033
Szabó [illegible]	– " –	025
Dr. [illegible]	CAMPDEN F.D.R.A.	021
[illegible]	Campden FDRA	044
[illegible]	[illegible] Hűtőip. Fejl. Intézet	042
[illegible]	Szegedi Hűtőip RT	012
Dr [illegible] József	Nagyrédei Hűtőház	026
[illegible]	– " –	022
[illegible] Gyuláné	Zalaegerszegi Hűtőház	027
Bálint László	Zalaegerszegi Hűtőház	043

JELENLÉTI ÍV

Készült a székesfehérvári Hűtőipari Részvénytársaságnál 19[illegible]. június 29-én.

Név	Munkahely, beosztás	Látogató kártya száma
Deák Edit	PHRT Albertirsa laborvezető	047
[signature]	—"—	046

UNIDO bemutató 1994. február 28. Székesfehérvári Hűtőipari Rt.

Jelenléti ív

Név	Munkahely, beosztás	Aláírás
HAJNER GYÖRGY	MIRSA Rt. Gyártásvezető	[illegible]
Czakóné Kolozsvár Mária	Miskolci Hűtőipari RT. min. bizt. v.	Czakóné
[illegible]	–"– labor vez.	[illegible]
[illegible]	HTI Bpest műv. fejl	[illegible]
[illegible]	–"–	[illegible]
Bálint László	GOLDSUN Rt. Zalaegerszeg fejl. mérnök	Bálint László
DEÁK ISTVÁNNÉ	HAJDUFROST DEBRECEN laborv.	Deák
[illegible]	–"– tech.	[illegible]
Zsófi Lajos	–"– műv. vez	Zsófi Lajos
[illegible] Zoltán	–"– mű. vez.	[illegible] Zoltán
Dr. [illegible] Józsefné	Szőlőskert szöv. Hűtőháza laborvez.	Dr. [illegible] Józsefné
dr. Kelet Ágnes	CERBONA RT Min. bizt. vez.	[illegible]
[illegible] György	CERBONARC [illegible]	[illegible]
[illegible] Gyetli Enikő	CERBONA RT fejlesztő technológus	[illegible]
Csodó Tiborné	CERBONA RT kolomerció	Csodó
[illegible]	[illegible] RT. főművezető	[illegible]
[illegible]	–"– ü. [illegible]	[illegible]
[illegible]	–"– MEO vez	[illegible]
[illegible] Magdolna	–"– mikrobiol. [illegible]	[illegible] Magdolna
Schlotta [illegible]	Dunakeszi MEO vez	[illegible]
Tóth Balázs	ARVIT Rt, Győr term. és műsz. ig.	Tóth [illegible]
[illegible]	–"– mikrobiológus	[illegible]
Nagyné Budai Veronika	–"– gyárt. v. h.	[illegible]
Szűcs Balázsné	–"– fejl. [illegible]	[illegible]
dr. [illegible] Ágnes	Mirelite [illegible] Hűtőipari RT. lab. vez.	[illegible]

APPENDIX 16

COURSE TIMETABLE AND LIST OF PERSONNEL ATTENDING MARKETING COURSE, NOVEMBER 1993

MARKETING COURSE

BUDAPEST

Day One - Monday 1st November: MARKETING

09.00	Introduction to the Course	-	Bob Shaw/Les Bratt
09.30	Introduction to Marketing	-	Celia Price
10.00	Choice of Promotional Technique	-	Celia Price
10.30	Advertising & Marketing:		
	- the role of advertising	-	Celia Price
	- how an advertising agency works		
	- the media		
	- product advertising: brand building		
	- CASE STUDY: Cadbury		
	- Corporate advertising - TV, press		
	- CASE STUDY: J. Sainsbury		
	- trade press advertising		
	- preparing an advertising brief		
	- PRACTICAL EXERCISE		
	- understanding the market: tracking studies		
15.00	Public relations	-	Celia Price
15.30	Brand marketing versus retailer label	-	Bob Shaw
16.00	Retailing in the UK: how major supermarkets and retailer brand managements operate	-	Bob Shaw

Day Two: 2nd November

DEVELOPMENT OF NEW PRODUCTS

09.00	Product development in the food industry: rationale and motivation	- Bob Shaw
09.30	Marketplace intelligence: a vital product development tool	- Celia Price
10.00	New frozen food products in the UK: trends and themes	- Celia Price
10.30	Product development: (some of the following topics will be covered by presentations, others will feature in the lecture notes)	
	- Idea generation - Creating and understanding the brief - Product costing - Getting started - Professionalism in the development kitchen - Scale-up - Factory trials and production implementation - Building-in quality - Supplier inspection and auditing - Packaging design - Cooking and user instructions - Ingredients and nutritional declarations - Developing products for microwave reheating - Meeting the needs of western European retailers	- Bob Shaw/Les Bratt
15.30	Video on product development and discussion	- Bob Shaw

Day Three: Wednesday 3rd November - Market Research and Sensory Science

MARKET RESEARCH

09.00 Introduction - Juliet Dixon

- What is market research
- Why do we have market research
- How to use market research
- When to use market research
- Researching consumers and products

10.00 Review of Research Methodologies - Juliet Dixon & Jean McEwan

- Desk research - secondary data
- Quantitative Research
- Sample sizes
- Demographics
- Types of quantitative studies, i.e. hall test, survey, home placement telephone, postal, omnibus, tracking, etc. (With examples).

- Qualitative Research: Types of qualitative research, i.e. group discussions, in depth interviews, (examples).

11.00 Problem Solving - Juliet Dixon & Jean McEwan

Quantitative research

- Case studies
- Advantages and disadvantages of each method
- When to use quantitative research

(i) Problem Solving Exercise

Video on quantitative research

Practical exercise on questionnaire design

(ii) Qualitative research

- Structure of groups/group dynamics/matched pairs/triads.
- Running children's groups
- Methods used, i.e. projective techniques etc. (using examples)
- Video on qualitative research
- Practical exercise
- Summary on when to use qualitative research and quantitative research, together with the advantages and disadvantages of each.

14.00 The interviewer and moderator - Juliet Dixon

- Skills of the interviewer
- Skills of the moderator

Designing a brief - Jean McEwan

- The proposal
- Report writing

Case studies using various methodologies - Juliet Dixon

- Problem solving exercise - choosing the right methodology

15.00 SENSORY SCIENCE - Jean McEwan

The application of Sensory Science to Marketing and Product Development

15.00 CONCLUSION - Les Bratt

A Campden Food and Drink Research Association és a Mirelite Hűtőipari és Minőségvizsgáló Intézet által az UNIDO támogatásával szervezett

MARKETING TANFOLYAM

programja

1993. November 1 -3

1. Nap: November 1. Hétfő: MARKETING

10,00	A tanfolyam bevezetése	Bob Shaw/Les Bratt
10,30	Bevezetés a marketingbe	Celia Price
11,00	A promóciós módszer kiválasztása	Celia Price
11,30	Hirdetés és marketing - A hirdetés szerepe - Hogyan működik egy hirdetési ügynökség - A médiák - Termék hirdetés:a márka kiépítése - Esettanulmány Cadbury - Vállalati hirdetés:TV, ujság - Esettanulmány: J Sainsbury - Kereskedelmi sajtó hirdetés - Hirdetési célkitüzés és utmutató készítése - Gyakorlat /csoportmunka/ - A piac megértése: felderitő,nyomonkövető vizsgálatok	Celia Price
	KÖZBEN EBÉDSZÜNET	
16,00	Public relations	Celia Price
16,30	Márkás termékek hirdetése és a kereskedelmi láncok márkái	Bob Shaw
17,00	Kereskedelmi hálózatok Nagy-Britanniában	Bob Shaw

Hogyan müködnek a nagyobb szupermarketek és hogyan menedzselik saját márkájukat

2.nap. November 2. Kedd UJ TERMÉKEK FEJLESZTÉSE

9,00	Gyártmányfejlesztés az élelmiszeriparban: alapelvek, okok és motiváció	Bob Shaw
9,30	Piacfigyelés: a gyártmányfejlesztés egyik alapvető eszköze	Celia Price
10,00	Új gyorsfagyasztott termékek Nagy-Britanniában,trendek és témák	Celia Price
10,30	Gyártmányfejlesztés /Az alábbi témák egy részét előadások tartalmazzák, más részük az irott jegyzetben található/	
	- Ötletgyártás	Bob Shaw/Les Bratt
	- Az irányelv és utmutató kialakitása és megértése	
	- Termék költségtervezés	
	- Hogyan kezdjük el	
	- Profizmus a gyártmányfejlesztő konyhában	
	- Léptéknövelés	
	- Üzemi kisérletek és gyártási alkalmazás	
	- A minőség beépitése	
	- A beszállítók vizsgálata és auditálása	
	- Csomagolástervezés	
	- Főzési és felhasználási javaslatok	
	- Adalékanyagok és beltartalmi jelölések	
	- Mikrchullámú sütőkre tervezett termékek fejlesztése	
	- A nyugat-európai kereskedelmi hálózatok követelményeinek kielégitése	
	KÖZBEN EBÉDSZÜNET	
15,30	Video a gyártmányfejlesztésről	Bob Shaw

3. nap. November 3. Szerda: PIACKUTATÁS ÉS ÉRZÉKSZERVI MÓDSZEREK

9,00	Bevezetés - Mi a piackutatás - Miért végzünk piackutatást - Hogyan használjuk a piackutatást - Mikor használjuk a piackutatást - A fogyasztók és termékek kutatása	Juliet Dixon
10,00	A kutatási módszerek áttekintése - Irodalmazás /másodlagos adatok - Kvantitativ piackutatás - Minta méret - Demográfiai tényezők - A kvantitativ módszerek fajtái: vásárcsarnok teszt, vizsgálat, családokhoz kihelyezett minták, telefon, postai körkérdés, omnibus, nyomkövetés stb. /példákkal - Kvalitativ piackutatás: a kvalitativ piackutatás módszerei: csoport vizsgálatok, mélyreható egyéni kérdezés /példákkal/	Juliet Dixon/Jean Mc Ewan
11,00	Probléma megoldás Kvantitativ piackutatás - Esettanulmányok - Az egyes módszerek előnyei,hátrányai - Mihez használjuk a kvantitativ piackutatást? i/ Probléma megoldási gyakorlat Video a kvantitativ piackutatásról Kérdőív tervezési gyakorlat	Juliet Dixon/Jean Mc Ewa.

ii/ Kvalitativ piackutatás

- a csoportok szerkezete, csoportdinamika, páros, hármas összehasonlitások
- gyermek csoportokkal végzett vizsgálatok
- módszerek pl.projektiv technikák
- video a kvalitativ piackutatásról
- gyakorlati feladat
- összefoglalás: mikor használjunk kvalitativ és kvantitativ piackutatást, az egyes módszerek előnyei, hátrányai

KÖZBEN EBÉDSZÜNET

14,00 A kérdező és a moderátor

- Mit kell tudnia a kérdezőnek
- Mit kell tudnia a moderátornak

A célkitüzés és irányelv megterveszése

- a javaslat
- a jelentés irás

Esettanulmányok az egyes módszerek felhasználásával

- Probléma megoldó gyakorlat - a helyes módszer kiválasztása

15,00 Érzékszervi vizsgálatok

Az érzékszervi birálati módszerek

markating és gyártmányfejlesztési célú alkalmazása.

16,00 **ZÁRSZÓ**

JELENLÉTI IV

az 1993. november 1-én tartandó Marketing tanfolyamról

Név:	Munkahely:
SZABÓ MARGIT	
KISS ZOLTÁN	ALFIT HŰTŐIPAR RT.
MARKÓ PÉTER	
RECK ÁDÁMNÉ	NAGYREDE, HŰTŐHÁZ
KÚTHY LÁSZLÓ	SZÉKESFEHÉRVÁR
BINDER ISTVÁN	- " -
PÁZMÁNDI MIHÁLY	- " -
KAINER PÉTERNÉ	MIRELITE BUDAPEST RT / Hallier u.
SZABÓ RUDOLF	Miskolc
Deák Edit	PHLT
dr. Földesi [illegible]	Hajdúszoboszló [illegible]
Fekete [illegible]	MIRELITE Budapest
[illegible]	Mirelit Miskolc
Liposits Vera	Zalaegerszegi Hűtőipari [illegible]

JELENLÉTI IV

az 1993. november 2 -án tartandó Marketing tanfolyamról

Név:	Munkahely:
Jagyné Budai Veronika	ÁRUVI RT Győr
Csizsák Mihály	ARUVIT RT Győr.
Tóth Balázs	ÁRUVIT RT Győr,
RECK ÁDÁMNÉ	NAGYKÉDE HŰTŐHÁZ
Kótai Gyöngyi	Csepeli Győr
Deák Edit	PHRT, Úllőtávia
KAINER Éva	MIRELITE Bp.
Binder István	Szefam Hűtőipari Kft
Kitley László	-"- -"-
Pázmándi Mihály	-"- -"-
Bálint László	Zalaegerszegi Hűtőipari Rt.

JELENLÉTI IV

az 1993. november 3 -án tartandó Marketing tanfolyamról

Név:	Munkahely:
dr. Földesi Adrienn	Hajdufrost
Nagyné Bodó Veronika	ARUIT RT Győr
Danházi Mihály	— " —
Nagy Attila	— " —
ZECK ÁDÁMNÉ	NAGYREDE, HŰTŐHÁZ
Diák Edit	PHRT, Hűtőház
Bender Katalin	Szfundr. Hűtő
[illegible] Sándor	Szfundr Hűtő
Pázmándi Mihály	Szfundr Hű "
Kalmer Éva	Mirelit Bp.
[illegible]	"
Lippert [illegible]	Zalaegerszegi Hűtőipari KFT

APPENDIX 17

PROGRAMMES AND LISTS OF DELEGATES FOR PUBLIC SEMINARS

CAMPDEN
FOOD & DRINK RESEARCH ASSOCIATION

Mirelite Rt.
Hűtőipari Fejlesztési és Minőségvizsgáló Intézet

Invitation

Food Quality Seminar

29th September 1993

at 10 o'clock

Venue: Hungarian Scientific Society for Food Industry (MÉTE)
Budapest, V., Akadémia u. 1-3. room I. 195.

A seminar on food quality and on requirements within the Western European Market will held at MÉTE, organised by Campden Food and Drink Research Association, Chipping Campden (UK) and by Mirelite, Development and Quality Institute for Frozen Food Industry, Budapest.

Campden is one of major independent centres of excellence in the United Kingdom, undertaking research and providing technological assistance to industry on a wide range of topics. Campden has also worked, since 1988, in both the frozen and canned food sectors in Hungary.
The several projects were supported by the British Know How Fund and by the UNIDO.

A formar letter of collaboration has been signed between the Campden FDRA and the Hungarian Institute wich is an Industrial Research Association staffed by professional scientists and tecnologists and with long standing experience within the frozen food industry.

These include particularly the provision of advice and training in:

- HACCP studies
- Auditing
- Market research
- ISO 9000
- Marketplace intelligence
- Processing technologies

CAMPDEN
FOOD & DRINK RESEARCH ASSOCIATION

Mirelite Rt.
Hűtőipari Fejlesztési és Minőségvizsgáló Intézet

Meghívó

Élelmiszer Minőség Szeminárium

1993. Szeptember 29.

10 óra

Helye: Magyar Élelmezésipari Tudományos Egyesület
Budapest, V., Akadémia u. 1-3, I.em. 195. terem

Az angol Campden Food and Drink Research Association, Chipping Campden és a Mirelite Hűtőipari Fejlesztési és Minőségvizsgáló Intézet közös szemináriumot szervez az élelmiszerek minőségével és a nyugat-európai piac követelményeivel kapcsolatos kérdésekről.

Campden az Egyesült Királyság egyik legnagyobb független kutatóközpontja, amely számos területen végez kutatást és nyújt technológiai segítséget az élelmiszeripar számára.
Campden 1988 óta a magyar hűtő- és konzerviparban is számos programban résztvesz, melyek közül többet az angol Know How Fund és az UNIDO támogatott.

A Campden Élelmiszer és Italkutató Egyesülés és a Hűtőipari Fejlesztési és Minőségvizsgáló Intézet - amely jelentős ipari tapasztalatokkal rendelkező élelmiszeripari kutató-fejlesztő bázis - megállapodott, hogy a jövőben közös élelmiszeripari tanácsadó szolgáltatást nyújt a magyar vállalatok számára az európai minőségi és élelmiszerbiztonsági követelmények teljesítése és a piacgazdaság feltételeihez történő alkalmazkodás elősegítése érdekében az alábbi területeken:

- **HACCP ELEMZÉSEK**
- **ISO 9000**
- **ÜZEMEKÁTVILÁGÍTÁSA**
- **PIACI ÉS FOGYASZTÓI VIZSGÁLATOK**
- **PIACKUTATÁS**
- **FELDOLGOZÁSTECHNOLÓGIÁK**

CAMPDEN
FOOD & DRINK RESEARCH ASSOCIATION

Mirelite Rt.
Hűtőipari Fejlesztési és Minőségvizsgáló Intézet

Food Quality Seminar

organized by
Frozen Food Section of Hungarian Scientific Society for Food Industry
Campden Food and Drink Research Association
Mirelite, Development and Quality Institute for Frozen Food Industry with the Support of the UNIDO

PRGRAMME

10.00	Opening
10.05--10.30	dr. Antal Szabó, Secretary of Hungarian National Committee of UNIDO: Management aspects of Quality Systems
10.30--11.00	Les Bratt - dr. András Sebők: Introduction to the activities of Campden Food and Drink Research Association and of the Mirelite Institute Projects Supported by the British Know How Fund and UNIDO
	COFFEE
11.15--12.15	David Stephens: Application of Hazard Analysis Critical Control Point (HACCP) method in the food industry, and its relation to ISO 9000 Quality Systems
	Invited speaker for remarks: István Binder, Székesfehérvár Frozen Food PLC

12.15--13.00	Les Bratt - dr. András Sebők: Services offered within Hungary and the UK to achieve quality performance - Training - Audit (Including the European Food Safety Inspection Service (EFSIS)) -Consultancy/Advice -Product development
13.00--14.00	BUFFET LUNCH
14.00--14.30	Les Bratt: Requirements for Food Processors within the Western European Market Place - The Retail Organisations - Legislation - Quality Standards
14.30--15.00	Les Bratt: Market Research, including the Campden Food Products Intelligence Centre
15.00--15.20	Questions
15.20	Sergio Miranda da Cruz: Close

JELENLÉTI IV

A MÉTE Hűtőipari Szakosztály 1993. szeptember 29-i rendezvényéről
a CAMPDEN/MIRELITE Élelmiszer Minőségi Szeminárium

	Név:	Munkahely:	Aláírás:
1			
2	dr. Bartucz Károly	Dunakeszi Hűtőház	
3	dr. József András	MIRSA Hűtőház,Albertirsa	
4	Jáki Csaba	Pestmegyei ÁÉEÁ,Gödöllő	
5	dr. Makay Piroska	ÁÉEÁ, Nyiregyháza	
6	Danilo Mária	ANDREOLI Kft. Gasztrofol,Miskolc	
7	dr. Nóvé László	ÁÉEÁ, Szeged	
8	dr. Pitrik Imre	ÁÉEÁ, Szeged	
9	dr. Mohlné Koska Mária	ÁÉEÁ, Szeged	
10	Kovács Márta	ÁÉEÁ, Győr	
11	dr. Keleti Ágnes	CERBONA Rt. Székesfehérvár	
12	Büki Istvánné	ÁÉEÁ, Székesfehérvár	
13	Szipola Ilona	ÁÉEÁ,Székesfehérvár	
14	dr. Szigeti Tamás	ÁÉEÁ,Székesfehérvár	
15	Orbain Ferencné	HUNGANA Kft. Szabadegyháza	

JELENLÉTI IV

	Név:	Munkahely:	Aláírás:
16	Gartai Kamilla	ÁÉEÁ, Salgótarján	Gartai Kamilla
17	Iglóváriné Molnár Mária	ÁÉEÁ, Sajgótarján	
18	dr.Kovácsné Kovács Mária	ÁÉEÁ,Debrecen	dr Kovácsné Kovács Mária
19	Bálint Zoltán	Bonduelle Kft. Nagykörös	Bálint Zoltán
20	Gólya Istvánné	ÁÉEÁ,Szombathely	Gólya Istvánné
21	dr. Szeghalmi Jenő	ÁÉEÁ, Kecskemét	
22	Gere Sándor	MODIUS Sütőipari Kft. Dunaújváros	
23	Kondor József	MODIUS Sütőipari Kft. Dunaújváros	
24	Gombás Attila	Sütőipari Vállalat Székesfehérvár	Gombás Attila
25	Táborosiné Bihari Mária	Sütőipari Vállalat Székesfehérvár	
26	Rotter Jenő	Kenyérgyár Székesfehérvár	Rotter Jenő
27	Czibrik Jánosné	ÁÉEÁ, Miskolc	Czibrik Jánosné
28	Fehérvári Margit	ÁÉEÁ, Pécs	Fehérvári Margit
29	dr. Orbán Gyula	ÁÉEÁ, Szekszárd	dr. Orbán Gyula
30	Bencsik Géza	Bonduelle Kft Nagykörös	Bencsik Géza

JELENLÉTI IV

	Név:	Munkahely:	Aláírás
31	dr. Guath Lajos	ÁÉEÁ, Veszprém	
32	Raffai Istvánné	ÁÉEÁ, Veszprém	
33	Browh EiLeen	URTER.	
34	Mátyás Györgyné	ÁÉEÁ, Komárom	
35.	Egerszegi Sándor	Globus Konzervipari Rt Budapest	
36	Timár Katalin	Globus Konzervipari Rt Budapest	
37	Biró Béláné	Globus Konzervipari Rt. Budapest	
38	Fleischer Lászlóné	Globus Konzervipari Rt. Budapest	
39	Ivanics József	COCA-COLA Kft.	
40	Nagyné Fónagy Margit	SOLAM Húsipari Rt.	
41	Kerényi Mártonné	DEKÖFOOD Kft. Debrecen	
42	Illy András	UNILEVER Kft.Veszprém	
43	Ivan Attila	UNILEVER Kft._Veszprém	
44	Gönczi Beáta	UNILEVER Kft.Veszprém	
45	Besztercei Noémi	UNILEVER Kft.Veszprém	

JELENLÉTI IV

	Név:	Munkahely:	Aláírás
46	Simon Dezsőné	Kőbányai Sörgyár,Bp.	
47	Mikkos Jánosné	Kőbányai Sörgyár,Bp.	
48	Kánási Jánosné	Kőbányai Sörgyár,Bp.	
49		Kőbányai Sörgyár,Bp.	
50		Kőbányai Sörgyár,Bp.	
51	Balajti József	MERTCONTROL Minőségell. Rt.	
52	Harsányi Péter	MERTCONTROL Minőségell.Rt.	
53	Hegyesi Lászlóné	ALBAHÚS Kft Székesfehérvár	
54	Dr. Nagel Vilmos	Orsz. Élelmezési Int.	
55	Királyné	Dunaharaszti Konzervgyár	
56	Róza Péter	Dunaharaszti Konzervgyár	
57	Vidács Ferencné	Konzervkutató Intézet	
58	Kalmár [illegible]	Konzervkutató Intézet	
59	Újhelyi Sándor	FM	
60	FABINYI FERENC	Győri ÁÉEÁ	
61		Győri ÁÉEÁ	

JELENLÉTI ÍV

Név	Munkahely	Aláírás
~~62 Szabó Erzsébet~~	~~KÉKI~~	
63 dr Iregszemi Jenő	Kecskeméti ÁÉEA	[illegible]
64. Nádasdi József	EKO Kft.	Nádasdi
65. BUZINKAY ANDRÁS	ESKIMO Veszprém	Buzinkay András
66. dr. Schlotter Györgyné	Inwal. Kft.	Schlotterné
67. Szegediné Takács Katalin	Heves m-i ÁÉEÁT	Szegediné
68 Szabó Erzsébet	KÉKI	[illegible]
69 Gyarak Zoltán	FÁÉEA	[illegible]
70 [illegible]	Szabadalmi Hivatal	[illegible]
71 Poór	Dr. [illegible]	Szabadalmi Hiv.
72. Suja Radics	Orvostudományi Egyetem	Suja
73 Nagy Edit	Szabadalmi Hivatal	Nagy
~~74 dr Boczkai Kálmán~~	~~PEST M. ÁÉÁ~~	
74 Rose Péter	Dunaharaszti Konzervgyár	[illegible]

CAMPDEN
FOOD
& DRINK
RESEARCH
ASSOCIATION

Mirelite Rt.
Hűtőipari
Fejlesztési és
Minőségvizsgáló Intézet

Élelmiszeripari Marketing Szeminárium

1993. November 4.

10 óra

Helye: Magyar Élelmezésipari Tudományos Egyesület
Budapest, V., Akadémia u. 1-3, I.em. 195. terem

Az angol Campden Food and Drink Research Association, Chipping Campden, a Mirelite Hűtőipari Fejlesztési és Minőségvizsgáló Intézet és a MÉTE Hűtőipari Szakosztálya az UNIDO támogatásával szemináriumot szervez az élelmiszerek piackutatásával, gyártmányfejlesztésével és a nyugat európai piac követelményeivel kapcsolatos kérdésekről, melyre ezennel meghívja Önt és kedves munkatársait.

Program

10.00	Megnyitó
10.05 - 10.25	A Campden Food & Drink Research Association és a Mirelite Rt. Hűtőipari Fejlesztési és Minőségvizsgáló Intézet bemutatása. Les Bratt - dr. Sebők András
10.25 - 11.15	Az érzékszervi vizsgálati módszerek élelmiszeripari alkalmazási lehetőségei. Jean McEwan
11.15 - 11.30	Kávészünet
11.30 - 12.30	Piackutatás Juliet Dixon
12.30 - 12.50	Új termékek piacfigyelése Les Bratt
12.50 - 13.10	Gyártmányfejlesztés Les Bratt
13.10	Vita, zárszó

CAMPDEN
FOOD & DRINK RESEARCH ASSOCIATION

Mirelite Rt.
Hűtőipari Fejlesztési és Minőségvizsgáló Intézet

Food Marketing Seminar 4th November 1993 at 10 o'clock

Venue: Hungarian Scientific Society for Food Industry (MÉTE)
Budapest, V., Akadémia u. 1-3. room I. 195.

A seminar on food market research and product development and on requirements within the Western European Market will held at MÉTE, organised by Campden Food and Drink Research Association, Chipping Campden (UK), by Mirelite, Development and Quality Institute for Frozen Food Industry, Budapest and by the Frozen Food Industry Section of the Hungarian Scientific Society for Food Industry with the support of the UNIDO.

Programme

10.00 - 10.05	Opening
10.05 - 10.25	Introduction to Campden Food & Drink Research Association and the Mirelite Frozen Food Institute Les Bratt - András Sebők
10.25 - 11.15	The Application of Sensory Science for the Food Industry Jean McEwan
11.15 - 11.30	Coffee Break
11.30 - 12.30	Market Research Juliet Dixon
12.30 - 12.50	Market Place Intelligence Les Bratt
12.50 - 13.10	New Product Development Les Bratt
13.10	Questions & Close

JELENLÉTI IV

az 1993. október 4-én rendezendő MÉTE Marketing szemináriumról

Név:	Munkahely:	Aláírás:
[illegible]	Bp. Hűtőipari RT	[illegible]
[illegible]	-"-	[illegible]
Bérces Mihály	-"-	[illegible]
	-"-	
MARI TIBOR	Bajai Hűtőip. RT	[illegible]
[illegible]	-"-	[illegible]
[illegible]	Albertirsa MIRSA RT	
Deák István	Debrecen Hajdu Sörház	[illegible]
Pin Mária	Tejipari V. Szeged	Pin
dr. Alföldi Ágnes	Mirelite Bp Hűtőip. RT.	Alföldi Ágnes
Keresztes Hédi	DEKO FOOD Kft.	[illegible]
[illegible]	HFMJ	[illegible]
dr Varga Istvánné	Glóbus konzervgyár	
Ivanics József	Coca-Cola Amatil	[illegible]
[illegible]	Globus RT	[illegible]
Nicolas MAROTTE	DANONE KFT	[illegible]
Czuppon György	Globus RT.	[illegible]
KADÁR TIBOR	ARVIT H. RT.	[illegible]
Nagy Adrien	MIRSA RT.	Albertirsa
Deák Edit	MIRSA RT	Albertirsa
Kovács Zoltán	Szeg. i Hűtőip. KFT.	[illegible]
[illegible]	Mirelite RT.	[illegible]
Pécsi Balázs	FM	[illegible]
[illegible]	FM Tud. ir. fő	
PETROVICS LÁSZLÓ	ZALAEG. HŰTŐIP.	[illegible]

JELENLÉTI IV

az 1993. október 4-én rendezendő MÉTE Marketing szemináriumról

Név:	Munkahely:	Aláírás:
Giret Sándorné	Miskolci Hűtőipari RT.	Giret Sándorné
Tímár Katalin	Gyulai Konzervipari RT	Tímár Katalin
Petriné Gaál Ágnes	SOLAHI Hűtőipari RT.	Petriné Gaál Ágnes
Bognár Éva	— " —	Bognár Éva
Könyves Attila	Globus Konzervip.	[illegible]
Balinth Zoltánné	FERROGUT KFT	Balinthné
VARGA IMRÉNÉ	— " —	Varga Imréné
Hangay János	Globus Konzerv RT	[illegible]
Mihálovits Katalin	EN-RT [illegible]	Mihálovits
Nyul Miklós	BÁCSTEJ Kecskemét	
Hegyané Tamás Ilona	— " —	
Szabó Ernőné	— " —	

JELENLÉTI IV

az 1993. október 4-én rendezendő MÉTE Marketing szemináriumról

Név:	Munkahely:	Aláírás:
Nagy László	kőbányai [illegible]	[illegible]