



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

Canadian Food Inspection Agency



Our vision:

To excel as a science-based regulator, trusted and respected by Canadians and the international community.

Our mission:

Dedicated to safeguarding food, animals and plants, which enhances the health and well-being of Canada's people, environment and economy.

Quality Management System in CFIA

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Canada

Presentation Overview

- **Who is CFIA**
- **What is CFIA**
- **QMS Tool in CFIA**
- **QMS Objectives**
- **QMS Lessons Learned**
- **The future of QMS**



Who is CFIA

Created on April 1st, 1997

- *to consolidate and enhance the effectiveness and efficiency of federal inspection and related services for food, animal and plant health*
- *to increase collaboration with federal departments and other orders of government in this area such as*
 - *Health Canada*
 - *Public Health Agency of Canada*
 - *Fisheries and Oceans Canada*
 - *Agriculture and Agri-Food Canada*
 - *Canada Border Services Agency*
- *the largest science-based regulatory agency in Canada*

Who is CFIA

Our People

We have more than 7000 dedicated and highly trained professionals working across Canada.

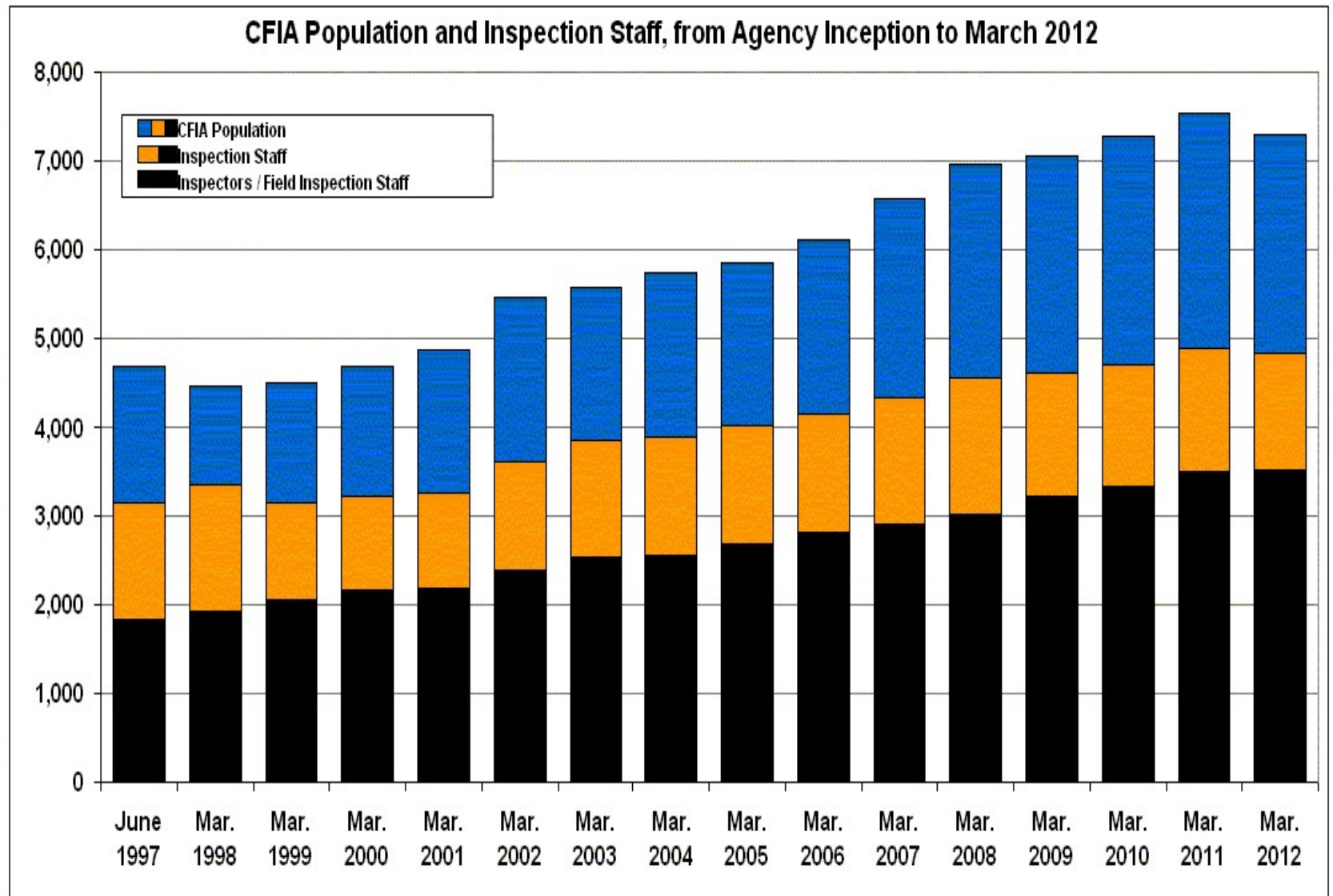
The CFIA is organized into four operational Areas (Atlantic, Quebec, Ontario and Western):

- 18 regional offices
- 185 field offices (including border points of entry)
- 408 offices in non-government establishments, such as processing facilities

The Agency also has 12 laboratories and research facilities.



Who is CFIA



What is CFIA

Vision :

Our vision is to excel as a science-based regulator, trusted and respected by Canadians and the international community.

Mission:

We are dedicated to safeguarding food, animals and plants, which enhances the health and well-being of Canada's people, environment and economy.

What is CFIA

The CFIA's Legislative Authority

The CFIA administers or enforces 13 acts and 42 sets of regulations:

- *Food and Drugs Act**
- *Fish Inspection Act*
- *Health of Animals Act*
- *Meat Inspection Act*
- *Plant Breeders' Rights Act*
- *Plant Protection Act*
- *Fertilizers Act*
- *Feeds Act*
- *Seeds Act*
- *Agriculture and Agri-Food Administrative Monetary Penalties Act*
- *Canada Agricultural Products Act*
- *Canadian Food Inspection Agency Act*
- *Consumer Packaging and Labelling Act**

*As it relates to food



Why has the CFIA Implemented QMS?

Consistency reviews in Sept/2003 identified 5 key areas as opportunities to improve consistency:

1. Legislation/Policy
2. Manuals
3. Internal and External Communication
4. National Training
5. Oversight, Review and Feedback Mechanisms

QMS supports the corporate strategy to implement quality management throughout the Agency.



Main objectives of a QMS

A corporate approach that drives corporate processes or activities to work together in a better or smarter way, continuously improving quality work and goal achievement

QMS is a set of coordinated activities to direct and control CFIA activities in order to continually improve the effectiveness and efficiency of its performance:

- 1. Improve Quality of Program Design**
- 2. Improve Consistency of Program Delivery**

QMS Background

What is Quality and what does it mean

- To senior management, to an inspector, to the industry and public confidence

Successful organizations...

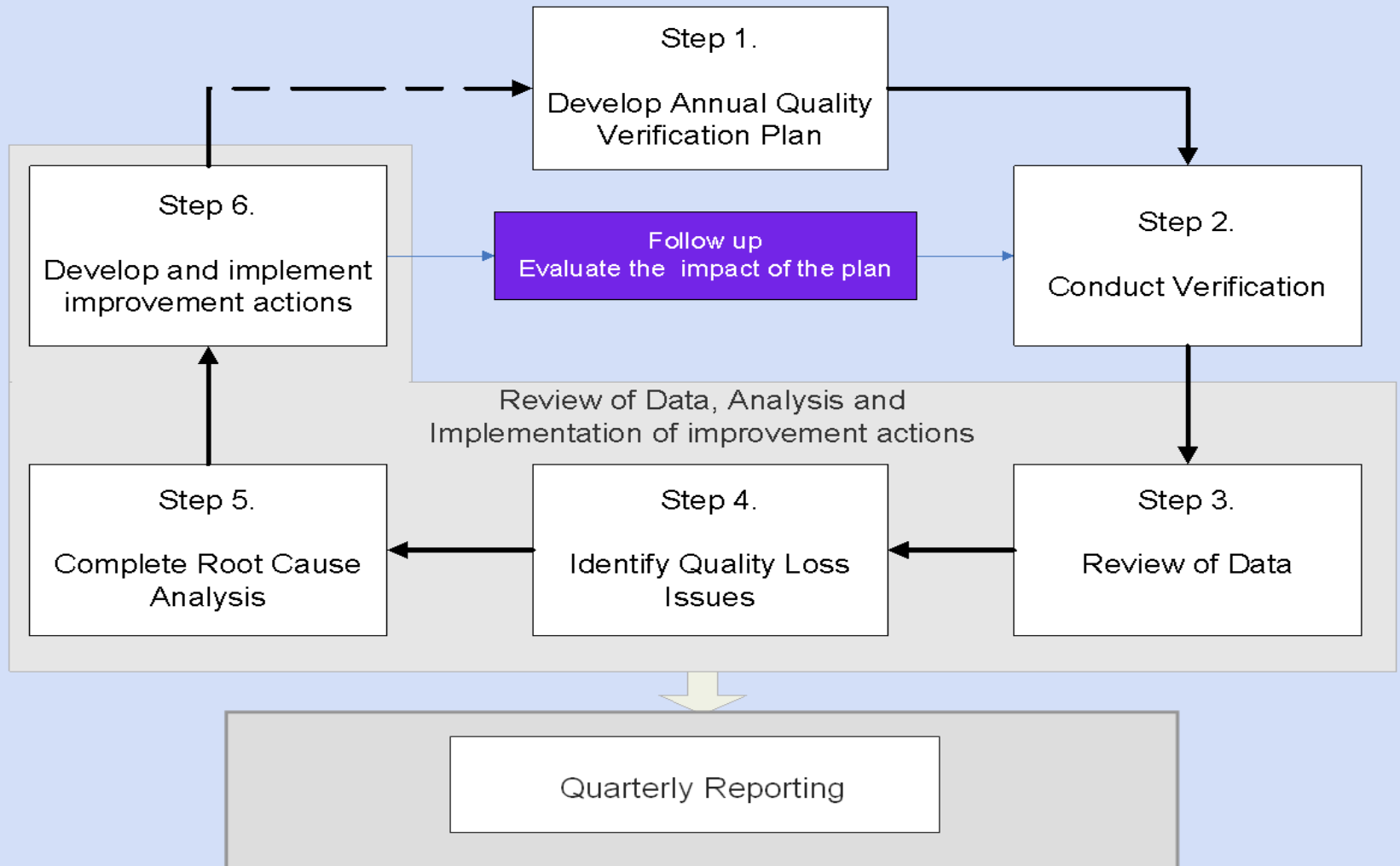
- Understand and document their processes to ensure success
- Evaluate the effectiveness of their processes
- Have a culture of continuous improvement

Drivers for renewal of QMS

- Enhance confidence
- OAG
- International Market
- Foreign recognition

QMS Governance

The Quality Verification/Improvement Cycle



QMS and Operations Branch

- Quality verifications are conducted at every level in Operations, involving inspectors, supervisors, regional officers, area program specialists, and program managers.
- There is a QMS work plan for every sub district location (approx 330 sub district locations / 362 supervisors)
- Quality Verifications are conducted to assess 42 different Core Activities, covering 475 Reportable Activities.
- There are QMS coordinators in each area, most regions, as well as a national QMS manager.
- QMS comprises 10% (~ 9000 QVs) of an inspection supervisor's time

Our QMS strategy

Where we are now

- Operations driven
- Number of planned QVs too aggressive, not prioritized
- QLIs are recurrent and the validation is not accurate
- Reactive approach
- Bottom up approach
- Inconsistent approach for program design, policy development and training
- Inspection procedures vary by Programs
- No QMS Framework

Where we want be

- Fully integrated system with uniform and consistent linkages **between Programs and Operations** : QMS network across all programs
- Prioritize the workplans based on the needs and risks rather than a blanket approach covering all Core Activities
- Proactive approach - Utilize QMS to influence program review and design – expand to benefit all programs
- Track efficiently and effectively the resolution of issues to minimize recurrence and to improve program design
- Strengthen QMS performance reporting
- Use QMS framework to address the quality of design and delivery of inspections in the Agency
- Concise and clear QMS framework

QMS Framework Initiative

Goals

- to establish a uniform/consistent linkage within the business lines
- to track resolution of issues to minimize recurrence and to improve program design
- to prioritize workplanning based on needs and risks rather than a blanket approach covering all Core Activities
- to strengthen QMS performance reporting

Action Plan 2012/2013 – **Three Pillars**

- Update QMS governance and Workplanning
- Strengthen/expand the QMS network across all programs
- Improve Performance Reporting

QMS Framework will be a success if
Programs and Operations
work together to improve the program design and delivery

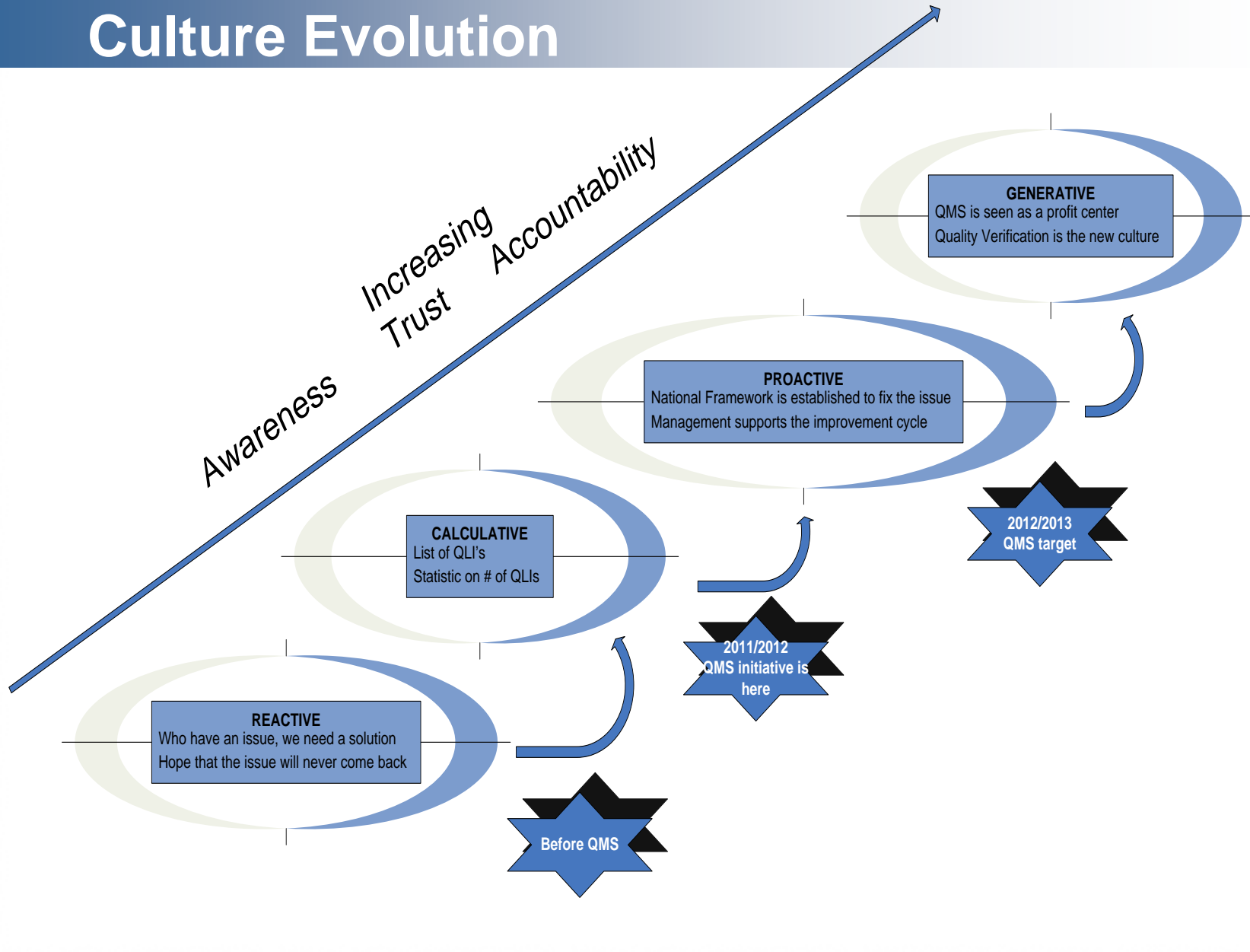


Implementing a QMS - Lessons Learned

- Bottom up vs Top Down Approach
- Senior management Support
- Communication and Engagement
- Patience and Perseverance
- Create a culture



General QMS Culture Evolution



Contact

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Our Iceberg is Melting

John Kotter

- Create a Sense of Urgency
- Pull Together the Guiding Team
- Develop the Change Vision and Strategy
- Communicate for Understanding and Buy-In
- Empower Others to Act
- Produce Short Term Wins
- Don't let up
- Create a New Culture

