

**D.2.3 Validation of the educational dossiers and contents for the 8 in-room training courses-pilot training courses**

**ANNEXE 3**

## **Training course**

**QUALITY MANAGEMENT SYSTEMS**

**(ISO 9001:2015)**

**Final report**

**FOODQA partner:** Agricultural University of Athens (AUA)

**Local Scientific coordinators:** Theofylaktos Massouras and Evangelia Daratsanou (AUA)

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# 1 Syllabus and Contents

**TITLE:** Quality Management Systems (ISO 9001:2015)

**Teaching/contact time:** 20 hours

## **A: Target group**

- Practitioners of the food chain sector
- Experienced professionals
- Undergraduates
- Master degree students, PhD

## **B: Learning outcomes**

The aim was for trainees to be able to:

- understand the basic purpose of quality management systems, as for ISO 9000,
- understand the seven quality management principles and their correlation to organizational context and performance improvement,
- adopt a threats and opportunities approach to quality management,
- understand the purpose of ISO 9001:2015 and its effects on Quality Management Systems,
- understand the concepts and requirements defined in ISO 9001:2015 and how they differ from ISO 9001:2008,
- understand the impact of ISO 9001:2015 on ISO 22000 and Food Safety Management Systems.

## **C: Minimum knowledge pre-requisites**

Minimum requirements (knowledge): N/A

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**D: Contents**

	<b>Sub-topic</b>	<b>Teaching material</b>
1.	<b>Quality Management Systems as for ISO 9000</b> <ul style="list-style-type: none"> <li>• Rationale for QMS</li> <li>• Development of QMS over time</li> </ul>	Powerpoint presentation , infographics, e-book
2.	<b>The seven quality management principles</b> <ul style="list-style-type: none"> <li>• Rationale of the seven principles</li> <li>• Explanation of the seven principles</li> <li>• Actions taken by applying the seven principles</li> </ul>	Powerpoint presentation, case examples, e-book
3.	<b>ISO 9001:2015 QUALITY STANDARD</b> <ul style="list-style-type: none"> <li>• Key Benefits of the seven principles</li> <li>• Clause 0-3 – Introduction and scope of the standard</li> <li>• Clause 4 – Context of the organization</li> <li>• Clause 5 –Leadership</li> <li>• Clause 6 – Planning</li> <li>• Clause 7 – Support</li> <li>• Clause 8 – Operation</li> <li>• Clause 9 Performance evaluation</li> <li>• Clause 10 – Improvement</li> <li>• ISO 9001:2015 vs ISO 9001:2008</li> </ul>	Powerpoint presentation, case examples, group work, infographics, e-book
4.	<b>The Impact of ISO 9001:2015 on ISO 22000 and Food Safety Management Systems</b> <ul style="list-style-type: none"> <li>• Clauses 4 to 10 of ISO 9001 grouped in relation to Plan-Do-Check-Act operating principle (PDCA)</li> <li>• List of mandatory documents required by ISO 9001:2015</li> </ul>	Powerpoint presentation, case examples, group work, e-book

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	Sub-topic	Teaching material
	<ul style="list-style-type: none"> <li>Basic steps towards implementing the system</li> </ul>	

**E: Complementary activities**

- A tour to the Agricultural University of Athens premises, including laboratories, workstations, simulation farms, etc.
- A visit at the YIOTIS food company in collaboration with the “Quality Management Systems (ISO 9001:2015)” Training Module that was presented on April 16 & April 17 by AUA. Presentation of the company’s processes, laboratories etc.

**F: Evaluation: self-evaluation**

4 questions per subtopic were to be answered by the participants.

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## 2 Planning and Organisation

### Organisational information

**Training courses:** Quality management Systems (ISO 9001:2015)

**Training Venue:** Agricultural University of Athens (Iera Odos 75, 11855 Athens, Greece) - Central Administration Building – 1st floor

**Responsible partner:** AUA

### Schedule at glance

**15 April:** Arrival in Athens for the first module “Quality Management Systems (ISO 9001:2015)” that took place on April 16 & April 17, for which AUA was the responsible partner (classes, assessment, training evaluation, tour to AUA premises including laboratories, workstations, simulation farms, etc.)..

**18 April:** Visits to AUA premises and to YIOTIS Food Company.

### Location of the training venue

The participants received analytical information regarding their stay in Athens, tickets and transportation, access to the training venue, etc.

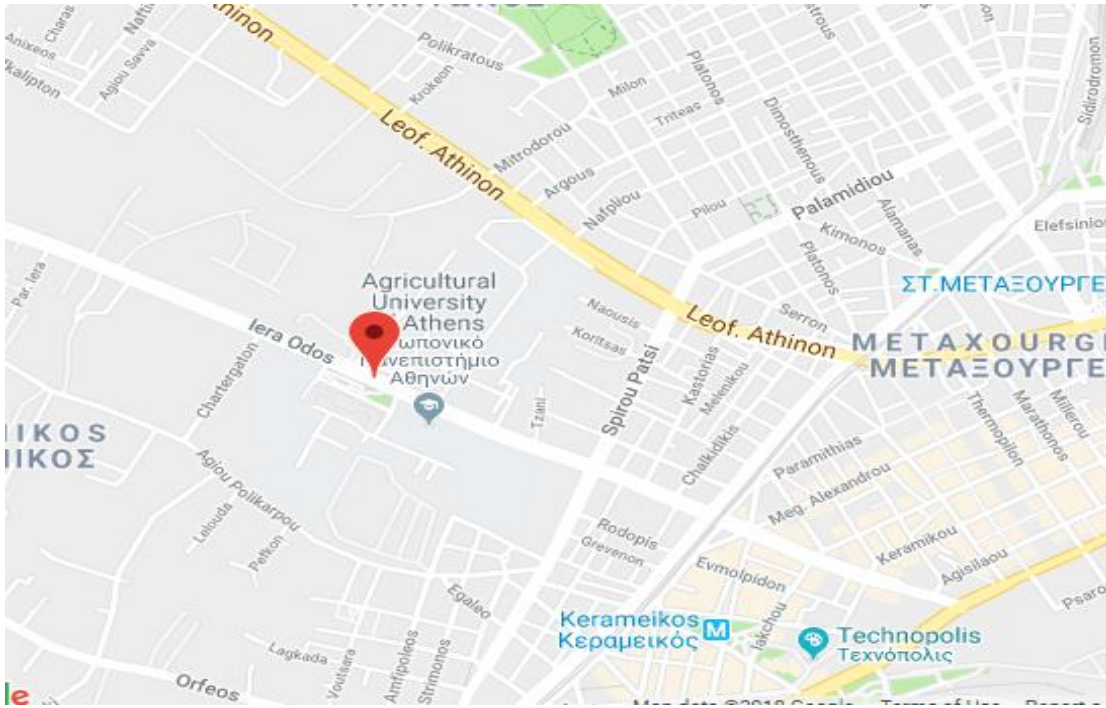
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AGRICULTURAL UNIVERSITY OF ATHENS

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## 3 Training Course Timings

### 3.1 Schedule

Training Day 1, Monday, 16 <sup>th</sup> April 2018 Subject: Quality management systems (ISO 9001:2015)		
09:00 – 09:30	<b>Welcome to Day 1</b>	Vice-rector Prof. Paplomatas (AUA) & Prof. Theofilos Massouras (AUA)
09:30 – 11:00	<b>Quality Management Systems as for ISO 9000</b> <ul style="list-style-type: none"> <li>• Rationale for QMS – The Learning Organization</li> <li>• Development of QMS over time</li> <li>• Major changes on ISO 9001:2015</li> </ul>	Ms Daratsanou (AUA)
11:00 – 11:15	<b>Break</b>	
11:15 – 12:30	<b>The seven (7) Quality Management principles</b> <ul style="list-style-type: none"> <li>• Rationale of the seven principles</li> <li>• Explanation of the seven principles</li> <li>• Actions taken by applying the seven principles</li> </ul>	Ms Daratsanou (AUA)
12:30 – 12:45	<b>Break</b>	
12:45 – 14:15	<b>ISO 9001:2015 Quality standard (Design &amp; Implementation of Quality Management System (QMS), according to EN ISO 9001: 2015</b> <ul style="list-style-type: none"> <li>• Introduction – Definitions</li> <li>• Structure &amp; Requirements of the ISO 9001: 2015 Standard</li> <li>• Benefits of certification</li> </ul>	Ms Daratsanou (AUA), Mr. Lampros Sakkas (AUA)
14:15 – 14:30	<b>Break</b>	

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14:30 – 15:30	<b>ISO 9001:2015 Quality standard (Design &amp; Implementation of Quality Management System (QMS), according to EN ISO 9001:2015)</b> <ul style="list-style-type: none"> <li>• Case Study</li> </ul> <b>Summary of the day - Discussion</b>	Ms Vassilaki (External Auditor)
15:30	<b>Closure of the training Day 1</b>	

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**Training Day 2, Tuesday, 17<sup>th</sup> April 2018**  
**Subject: Quality management systems (ISO 9001:2015)**

09:00 – 11:00	<b>Standard’s Requirements – Analysis/Actions – Documentation Examples/Evidencing - Examples of Measurement and Performance Indicators:</b> <ul style="list-style-type: none"> <li>• Clause 0-3 – Introduction and scope of the standard</li> <li>• Clause 4 – Context of the organization</li> <li>• Clause 5 –Leadership</li> <li>• Clause 6 – Planning</li> </ul>	Ms Daratsanou (AUA), Mr. Lampros Sakkas (AUA)
11:00 – 11:15	<b>Break</b>	
11:15 – 12:30	<b>Standard’s Requirements – Analysis/Actions – Documentation Examples/Evidencing - Examples of Measurement and Performance Indicators:</b> <ul style="list-style-type: none"> <li>• Clause 7 – Support</li> <li>• Clause 8 – Operation</li> <li>• Clause 9 - Performance evaluation</li> <li>• Clause 10 – Improvement</li> </ul>	Ms Daratsanou (AUA), Mr. Lampros Sakkas (AUA)
12:30 – 12:45	<b>Break</b>	

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12:45 – 14:15	<b>The Impact of ISO 9001:2015 on ISO 22000 and Food Safety Management Systems</b> <ul style="list-style-type: none"> <li>• Food Safety management Systems/Definition of ISO</li> <li>• 22000</li> <li>• Impact of ISO 9001:2015 on ISO 22000 (Structure, Risk-based thinking, PCDA cycle, Documentation, Terminology)</li> </ul> <b>Basic steps towards implementing the system</b>	Mr. Lampros Sakkas (AUA)
14:15 – 14:30	<b>Break</b>	
14:30 – 15:00	<b>Summary of the day - Discussion</b>	Ms Daratsanou (AUA), Mr. Lampros Sakkas (AUA)
15:00 – 15:30	<b>Evaluation</b>	
15:30	<b>Closure of the training Day 2</b>	

**Wednesday, 18<sup>th</sup> April 2018**

09:00 – 11:00    **Tour to AUA premises**

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<p>11:00 – 15:00</p>	<p><b>Visit to YIOTIS Company</b></p> <p>YIOTIS S.A. is a historic Greek food company located in Athens, with products that include baby foods, powder mixes for baking and cooking, chocolates, syrups and chilled desserts. The company was founded in 1930 and offered children food with ingredients from local crops such as corn and rice. From that day on, the company has never stopped innovating. The Company has one of the finest Research and Development Departments in the Greek Food Industry. The company meets the needs of the whole family, with a rich variety of innovative products that make them the homemaker’s "right hand" when it comes to cooking and baking at home. In addition to this, it has been steadily playing its part in strengthening the Greek economy by consistently implementing its investment plans. In 2014, the company invested in acquiring a new warehouse in Mandra, Attica, with a total area of 9,000 sq. m. and capacity for 5,500 pallet stacks. In 2015, YIOTIS S.A. continued its steady investment plan in Greece and completed the construction of its new factory in Agrinio, with a total area of 10,000 sq. m. In 2017 the construction of new company facilities was completed. These 1350 sq. m. facilities house the "Hellenic Research and Innovation Center" (HRIC), which gives the company the ability and the momentum to increase the checks and controls, it carries out on its Food Production. At the same time, the company is dynamically strengthening its presence in foreign markets in all five continents.</p> <p><b>YIOTIS S.A.</b> 130, Kifissou Av. GR-121 31, ATHENS GREECE <a href="http://www.iotis.gr">http://www.iotis.gr</a></p>
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## 3.2 Teachers

### - **Ms Evangelia Daratsanou**

Evangelia is an Economist, Business Consultant and Quality Manager. Project Manager and Researcher/Trainer in various National & EU Projects, in terms of management, entrepreneurship and industrial development.

She, currently, consults SME's for the optimum exploitation of co-funded investments, QMS and modern business tools and products.

She is an evaluator within The “Competitiveness, Entrepreneurship and Innovation” (EPANEK) Operational Programme.

### - **Mr. Lambros Sakkas**

Lambros is a Veterinarian. He holds an MSc in Food Science and Nutrition. He is, also, a PhD student in Food Science and Technology-Dairy Research and a Quality Assurance and Food Safety consultant for various Greek food companies.

### - **Ms. Popi Vassilaki**

Kalliopi (Popi), is a graduate Chemical Engineer of Patras Institute of Technology. Also has a Master’s degree from the National Technical University of Athens in Economic – Engineer Systems (MBA). she specializes in strategic and business planning issues, in the provision of advisory services to support entrepreneurship,

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organizational intervention and operational reorganization. She is an expert on Quality Systems for both the public and the private sector.

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## 4 List of Participants

The training seminar was attended by 23 participants. In the following table the persons that did not attend are noted.

15

UNIVERSITY	No.	TITLE	FULL NAME	
<b>Jordan University of Science and Technology (JUST)</b>	1	Mr.	JASER KHALAF QASEM MAHASNEH	Attended
	2	Mr.	BASHAR HAMMAD ALI AL-DWAIRI	Attended
	3	Mr.	RA'ED KHALED BDAIWI AL-ZOUBI	Attended
	4	Dr.	KHALID IZEDDIN BARAKAT ALKHATIB	Attended
	5	Prof.	MAJDI ALI MEFLEH AL - MAHASNEH	Attended
	6	Dr.	ANAS ABDEL – RA'UOF MAHMOUD ALNABULSI	Attended
	7	Dr.	HADIL SHAFEE MAH'D SOBIH	Attended
	8	Dr.	HANA AWWAD MOHAMMAD ALKHALIDY	Attended
<b>Jerash University (JU)</b>	9	Dr.	EBRAHEEM SULIMAN YOUSUF AL TAHA'T	Attended
	10	Dr.	AHMED MOHAMMD MAHMOUD AL-HAWAMDEH	Attended
<b>The Jordan Food and Drug Administration (JFDA)</b>	11	Eng.	SAFA'A REDWAN ASAD AL-SMADI	Attended
	12	Eng.	NAWAL AHMAD ABDELQADER ALSAKARNEH	Attended
	13	Eng.	OMAR M. A. ADWAN	Attended
	14	Eng.	RA'AFAT KHALAF ALI ALHALAKI	Attended
<b>University of Jordan (UJ)</b>	15	Prof.	MOHAMMAD ALI MOHAMMAD ALOMARI	Attended
	16	Prof.	(MOHAMMED ISAM) AHMAD MOHAMMED YAMANI	Attended
	17	Prof.	MAHER MAHMMUD BASHEER DABBAS	Attended
	18	Mr.	RA'ED ABDOLELAH OTHMAN ALSAIED AHMAD	Attended

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<b>Al-Balqa` Applied University (BAU)</b>	<b>19</b>	Eng.	BASIM ABDEL RAHMAN AHMAD ALDABABSEH	Attended
	<b>20</b>	Eng.	ASEEL KHALED MOHAMMAD ALRAHAHLEH	Attended
	<b>21</b>	Eng.	MOHAMMED NOURI ABDALLAH ABU HAZEEM	Attended
	<b>22</b>	Eng.	LAMA MOHAMMAD AHMAD ABU HAMOUR	Attended
	<b>23</b>	Dr.	MAHDI AHMAD MUSA NISIRAT	Attended

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## 5 Signatures

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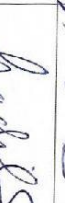
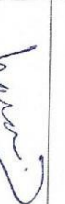








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**Training course: Quality management systems (ISO 9001:2015) &  
Visit to Greek Food company – YIOTIS S.A**

**Attendance Sheet: LIST of participants & Signatures**

UNIVERSITY	No.	TITLE	FULL NAME	16/04/2018	17/04/2018	18/04/2018
Jordan University of Science and Technology (JUST)	1	Prof.	MAUDI ALI MEELEH AL-MAHASNEH			
	2	DR.	ANAS ABDEL-RAUOF MAHMOUD ALNABULSI			
	3	DR.	HADIL SHAFEE MAH'D SOBIH			
	4	DR.	HANA AWWAD MOHAMMAD ALKHALIDY			
	5	Mr.	JASER KHALAF QASEM MAHASNEH			
	6	Mr.	BASHAR HAMMAD ALI AL-DWAIRI			



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UNIVERSITY	No.	TITLE	FULL NAME	16/04/2018	17/04/2018	18/04/2018
Jordan University of Science and Technology (JUST)	7	Mr.	RA'ED KHALED BDAWI AL-ZOUBI			
	8	Dr.	KHALID IZEDDIN BARAKAT ALKHATTIB			
	9	Dr.	EBRAHEEM SULIMAN YOUSUF AL TAHA'T			
Jerash University (JU)	10	Dr.	AHMED MOHAMMID MAHMOUD AL-HAWAMDEH			
	11	Eng.	SAFA'A REDWAN ASAD AL-SMADI			
The Jordan Food and Drug Administration (JFDA)	12	Eng.	NAWAL AHMAD ABDELQADER ALSAKARNEH			
	13	Eng.	OMAR M. A. ADWAN			
	14	Eng.	RA'AFAT KHALAF ALI ALHALAKI			



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UNIVERSITY	No.	TITLE	FULL NAME	16/04/2018	17/04/2018	18/04/2018	
University of Jordan (UJ)	15	Prof.	MOHAMMAD ALI MOHAMMAD ALOMARI				
	16	Prof.	(MOHAMMED ISAM) AHMAD MOHAMMED YAMANI				
	17	Prof.	MAHER MAHMMUD BASHHEER DABBAS				
	18	Mr.	RA'ED ABDOULELAH OTHMAN ALSAIED AHMAD				
	19	Eng.	BASIM ABDEL RAHMAN AHMAD ALDABARBEH				
	20	Eng.	AHEEL KHALED MOHAMMAD ALRAHAHLEH				
	Al-Balqa` Applied University (BAU)	21	Eng.	MOHAMMED NOURI ABDALLAH ABU HAZEEM			
		22	Eng.	LAWA MOHAMMAD AHMAD ABU HAMOUR			
		23	Dr.	MAHDI AHMAD MUSA NISIRAT			



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## 6 List of Additional Training Materials

DAY 1	Articles Seven Principles of Quality Management in ISO 9001:2015 – Clause by Clause Explanation of ISO 9001:2015	Evangelia Daratsanou – Lampros Sakkas
DAY 2	Articles ISO 9001:2000 Implementation of ISO in the Greek Food Sector, ISO 9001:2015 How Ready You Are	Evangelia Daratsanou - Lampros Sakkas
DAY 3	YIOTIS MATRRIAL	

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## 7 Assessment

The final assessment of the acquired knowledge was carried out using a questionnaire made of 10 questions.

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## 7.1 Training Assessment Questionnaire

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**X. ASSESSMENT**

The final assessment of the acquired knowledge was carried out by a questionnaire made of 10 questions.

Final Assessment Training in Quality Management System (ISO 9001:2015), Athens, Greece from Monday 16/04/2018 to Wednesday 18/04/2018.

Name:  
Surname:  
e-mail:

**Questions:**

- (1) Please, describe in simple words, what is a Quality Management System:
  
- (2) Which of the seven management principles you consider the most important and why?
  
- (3) Only organizations with more than 30 employees can apply and implement the ISO 9001:2015 Quality Management Standard  
  
A. Correct:  
B. Not correct:



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- (4) What is the High-Level Structure (HLS), in a sentence?
- (5) With which clauses is the “Plan” step from the PDCA cycle connected?
- (6) In risk-based thinking, only threats are taken into consideration.  
A. Correct:  
B. Not correct:
- (7) What is a Food Safety Management System?
- (8) The expected impact of ISO 9001:2015 on ISO 22000 includes:  
A. Structure of the Standard  
B. Terminology  
C. Documentation  
D. All above
- (9) In line with ISO 9001:2015, the new version of ISO 22000 is expected to:  
A. place less emphasis on process approach  
B. place more emphasis on management commitment  
C. include a requirement for a food safety manual
- (10) Which will be the benefits of implementing the new version of ISO 22000?

## 7.2 Assessment Results

All trainees have taken the exam, with average correct responses to questions 76,09%. All participants had correct responses above 60%.

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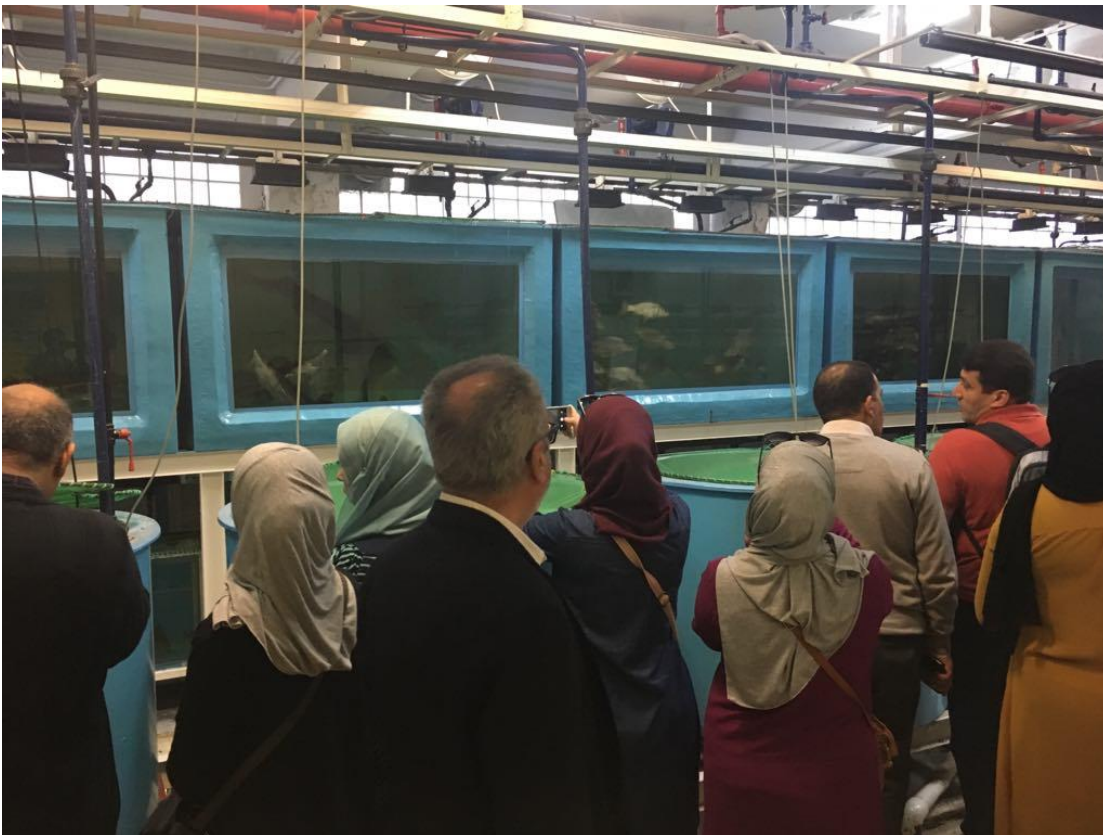
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## 8 Pictures

1. At the Fish, Microbiology and Dairy Laboratories, AUA

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2. At the tour and presentations in YOTIS facilities:

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**3. Training Sessions with Ms Evangelia Daratsanou and Mr. Lampros Sakkas**

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## 9 Training Evaluation

**Work Package:** 2-Development of training courses

**Seminar/Training Course Title:** Quality Management Systems

**Location of training:** Athens, Greece

**Date:** 16-18 April

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**Final Report: Training course “Quality Management Systems (ISO 9001:2015)”**

Please answer each question with a grade between 1-5, where 1 is Fully disagree and 5 is Fully agree.

	<b>weighted average</b>
<b>(1) Please rate the overall training experience.</b>	
a) The training was well planned and organised.	76%
b) The training facilities were adequate and comfortable.	79%
c) The technical resources used were satisfactory.	74%
d) Materials provided were helpful.	73%
e) The objectives of the training were clearly defined and met.	77%
f) The training content was well organised.	77%
g) The topics of the training were clear and easy to follow.	75%
h) Length of training was sufficient.	79%
i) The training enhanced my understanding on the subject.	78%
j) Training was relevant to my needs.	74%
k) The training will be useful to my work and my professional growth.	84%
l) Training met my expectations.	76%
<b>(2) What is your opinion of the Trainers, regarding:</b>	
a) The trainer was knowledgeable about the training topic.	74%
b) The trainer had the ability to explain and illustrate concepts.	72%

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Please answer each question with a grade between 1-5, where 1 is Fully disagree and 5 is Fully agree.

	weighted average
c) The topics were presented in a clear and understandable manner.	71%
d) The trainer encouraged participation, interaction and answered questions clearly.	81%
e) The trainer’s communication style kept me focused and interested.	68%

<b>(3) Was this training appropriate for your level of experience?</b>	<b>Yes</b> 95%	<b>No</b> 5%
<b>(4) Which topics were not covered or insufficiently covered, in your opinion?</b>		
<ul style="list-style-type: none"> <li>• ISO was not covered well.</li> <li>• most were appropriate</li> <li>• none</li> <li>• standard requirements</li> <li>• how to calculate gaps</li> <li>• all were covered</li> <li>• explaining with more examples</li> <li>• it was covered sufficiently, more case studies were needed</li> <li>• more examples could rich the discussion</li> </ul>		
<b>(5) Which topics were not relevant in your opinion?</b>		
<ul style="list-style-type: none"> <li>• method of presentation</li> <li>• all topics were relevant</li> </ul>		
<b>(6) What did you like best about the training?</b>		
<ul style="list-style-type: none"> <li>• open discussion</li> <li>• the location, Athens</li> <li>• the material used is focused</li> </ul>		

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- the venue
- ability of trainer to explain new clauses modifications
- well planned
- organisation and planning
- helpful and organised staff
- good catering

**(7) What suggestions or comments do you have for making the program more effective?**

- presentation skills could be improved
- more practical part
- put data in flowchart, use table
- give more case studies
- more assignments, more interactive training
- more advanced training
- all perfect
- application of programme on site
- all practical
- more visual illustration needs to be incorporated

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## 9.1 Overall Conclusions

- The overall results of the evaluation of the training are positive as the majority of the trainees agree that the objectives of the training were clearly defined and met, the training enhanced understanding on the subject and that the training was relevant to their needs.
- 70% of the respondents believe that the length of training was sufficient, while 30% had a neutral, or negative response to this question.

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- All agree that the training was well planned and organized, the facilities were adequate and comfortable, and the materials provided were helpful and that the training will be useful to their work as well as to their professional growth.
- The majority agree that the technical resources used were satisfactory, the training content was well organized and that the topics of the training were clear and easy to follow.
- The majority agree that the training workshop met their expectations.
- The majority of the participants consider that the trainers were knowledgeable about the training topic and that they had the ability to explain and illustrate concepts and to engage the audience. However, remarks about the presentation style were made, by a couple of respondents.
- The majority believe that the topics were presented in a clear and understandable manner and that the trainers encouraged participation, interaction and answered questions clearly.
- 68% stressed that the trainers’ communication style kept them focused and interested.
- 95% considers that the level of training was appropriate for their level of experience.

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## 10 Annexes

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**Annex 1:** Quality management systems (ISO 9001:2015, Rationale, Development of the ISO 9001 over time, Seven Management Principles

**Annex 2:** Introduction – Definitions - Structure & Requirements of the ISO 9001: 2015 Standard

**Annex 3:** Benefits from certification - Case study: Customer Service Center of EYDAP S.A.

**Annex 4:** ISO 9001: 2015 Standard, Clauses Analysis and Explanation

**Annex 5:** THE IMPACT OF ISO 9001:2015 ON ISO 22000 AND FOOD SAFETY MANAGEMENT SYSTEMS

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