



TRAINING THAT DEVELOPS  
*REAL CAPABILITY*



**Strategic Leadership & Crisis  
Management Planning in the  
Food Industry – ISO 22361**

FS051

# Strategic Leadership & Crisis Management Planning in the Food Industry – ISO 22361

Crisis Management Planning is a form of risk assessment that can protect your business, customers and consumers. It involves creating a structured approach to anticipating, risk assessing and preventing a crisis occurring in the first place. If a crisis does occur you are prepared and you will respond appropriately. How you manage recovery and learn to become a more resilient FBO is the silver lining. Product withdrawals and recalls have never been more frequent than at present. Food hygiene from a structural and operational perspective has never been better yet the enhanced focus on detectability of hazards by competent authorities and FBOs themselves under microbiology criteria regulations have undoubtedly increased the numbers of withdrawals and recalls.

ISO22361:2022 has emerged from PAS 200:2011 as an extremely insightful document for strategic crisis management planning. There are numerous clauses in the standard with clause 4 introducing the seven principles and clause 5 the seven steps. Those HACCP Team members amongst you who are familiar with the seven HACCP principles and 12 Codex steps will recognise this logical approach. As with the HACCP preventive approach the first three of the seven step process are to prevent the crisis. The standard explores the relationship between an issue, an incident and a crisis.

An issue could escalate to an incident, then a crisis. The organization should recognize the change in the situation and be flexible so it can adjust its response accordingly.

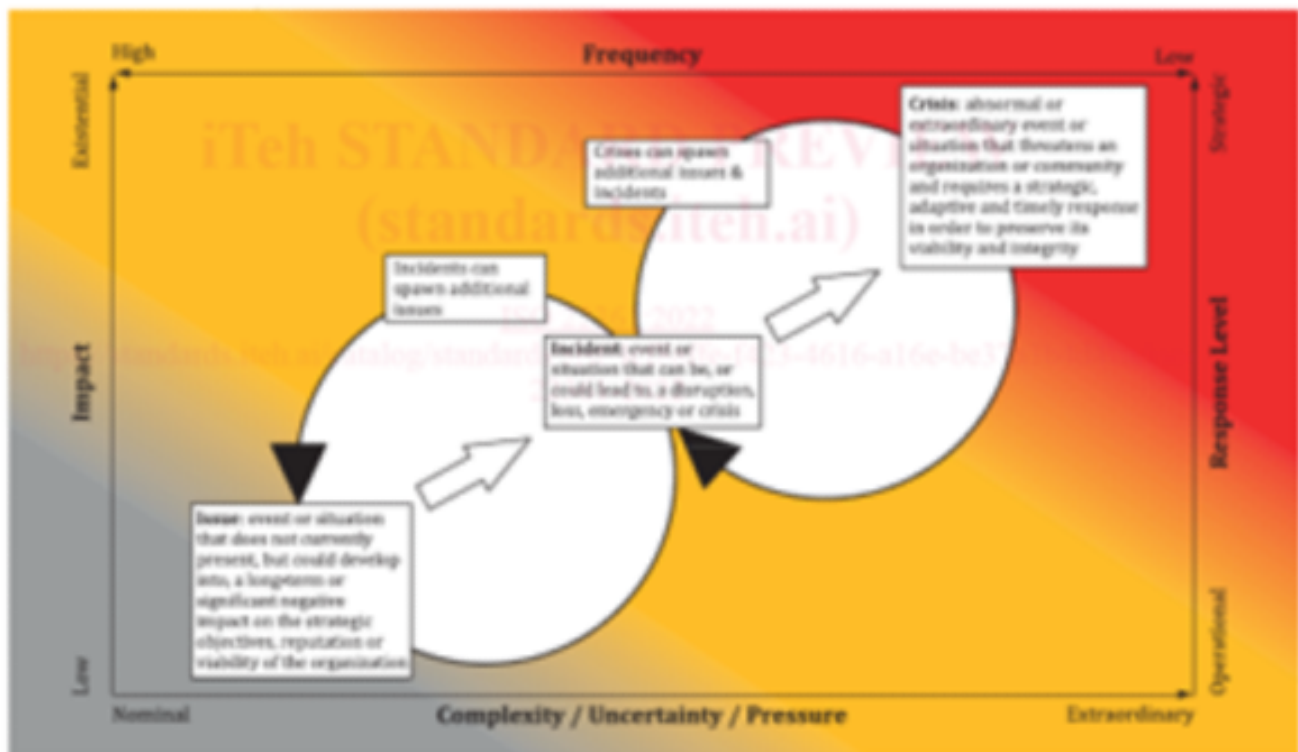


Figure 2 — Relationships and characteristics between an issue, incident and crisis

An issue could escalate to an incident, then a crisis.

#### Issue

- Premises is poorly zoned
- Heat treatment process step not validated

#### Incident

- Environmental pathogen identified within the RTE Manufacturing environment
- Pathogens noted in the RTE product post heat treatment

#### Crisis

- Post heat treatment contamination of RTE product resulting in product recall or withdrawal
- Competent authority withdrawal of licence pending detailed root cause analysis of the incident

Many FBOs have product recall procedures and once per year they undertake a mock recall.

This is generally sufficient for the FBO's annual GFSI certification audit but will it be sufficiently robust to support the business in an actual crisis.

## Duration & Price

Duration: TBC

Public Virtual Training: €395

Delivery mode: This programme is available In-Company, and via Public Virtual Training

## Dates & Locations

### **Date**

20 Feb 2026

### **Venue**

Virtual

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## In-Company Training

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## What's covered?

### ISO 22361 Crisis Management – Introduction (9 Clauses)

- Clause 1 - Scope
- Clause 2 - Normative References
- Clause 3 - Terms & Definitions

Clause 4 - Crisis Management – context, core concepts & principles  
Readiness to respond and recover

#### Clause 4.5 - 7 Principles of Crisis Management:

1. Governance
2. Strategy
3. Risk Management
4. Decision Making (FSAI GN – Product Withdrawal / Recall)
5. Communication
6. Ethics
7. Learning

#### Clause 5 - Building Crisis Management Capability (Framework)

- Leadership
- Structure
- Culture
- Competence

Clause 5.3 - Crisis Management Process  
7 Steps

#### Clause 6 - Crisis Leadership

#### Clause 7 - Strategic Crisis Decision Making

#### Clause 8 - Crisis communication

#### Clause 9 - Training, Validation & Learning

## Who should participate?

- General Managers
- Compliance & Regulatory Personnel
- Crisis Management Team Leaders
- Crisis Management Team Members
- IT Personnel / Security Personnel
- Quality / Technical Personnel
- Operations Personnel
- Engineering Personnel
- Human Resources
- Finance Personnel

Delegates need to have some experience in the food industry in one of the functions listed above. This experience will provide the necessary knowledge and competency to participate in the decision making as part of a Crisis Management Team.

## What will I learn?

Participants achieve the following learning outcomes from the programme;

- Understand the structure of ISO 22361
- Understand the difference between an Issue, an Incident and a Crisis
- Understand the context, core concepts and principles of Crisis Management
- Know the seven principles of Crisis Management
- Understand how to build Crisis Management capability
- Understand the Crisis Management framework and process
- Understand the role of leadership in Crisis Management decision making
- Understand the importance of clear, concise communication in crisis management situations

## What Our Learners Say

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