

PRODUCT SAFETY and RECALL DIRECTORY

The Product Safety Managers Resource Guide



An ADK Publication

2021

communication

empathy

problem
solving

knowledge

creativity

leadership

**Product
= Safety
Management**

INSIDE

Tools For The Successful
International Safety Leader

Hired Or Home Grown: Strategies
For Professional Development

New Managing Principles:
Hard Knowledge, Human Skills

Changing Business
And Recalls Forever

Compliance & Safety
In Product Development

and more...

ADK's

Global Impact Award

We are pleased to join hands with our education partner, the Richard A. Chaifetz School of Business at Saint Louis University, in recognizing each year the individual or organization that has made a significant contribution to the field of product safety. The award is designed to call attention to progress in the field of product safety in the areas of technology, compliance, education, or injury/risk reduction.

John Barrera... Product Safety Leadership! 2021 Recipient

If one is looking for a model of global engagement in product safety, that would be John A. Barrera. His career reflects positions in areas of product safety/reliability engineering, product design & development, sourcing, operations, brand management, merchandising, and retail buying & sales. He has been engaged for the past 25 years in key product safety roles with global corporations such as Mattel, M&M/Mars, Amazon.com, The Walt Disney Company, and his current position as Global Director of Product Integrity at Goliath Games. But that is just a career glimpse of John's role on a global scale.

For the past 3 years, John has served as President of the Board of Directors of the Society of Product Safety Professionals®, which has a growing reach in the professional development of peers within the United States, as well as budding interest around the world. In this role, John has been committed to strengthening ties between SPSP and the International Consumer Product Health and Safety Organization (ICPHSO).

"John has collaborated with ICPHSO to further advance product safety between members of our two organizations. He has overseen the submission

of SPSP scholarship contributions to ensure inclusion of harder to reach stakeholders at ICPHSO conferences as well as encouraging dialogue between stakeholders within SPSP and ICPHSO. He's an outstanding recipient for the Global Impact Award," according to Marc Schoem, Executive Director of ICPHSO.

John holds an AAS and BS degree from Purdue University as well as a Master Degree from Arizona State University where his Master's Thesis was entitled "The Safety Hazards of Toys". He has also earned a Certificate of Completion in the field of Early Childhood Development and Preschool Administration from California State University, Certificates in Product Safety Management and Advanced Product Safety Management from Saint Louis University, and is a life member of the Tau Alpha Pi National Honor Society.

This year's honoree for the Global Impact Award joins very distinguished colleagues: Dr. Ik-Whan Kwon, Saint Louis University (emeritus) (2016); R. David Pittle, CPSC Commission member and Consumer Reports (2017); Kitty Pilarz, Mattel/Fisher Price (2018); and Al Kaufman, The Toy Association and Consumer Product Safety Certification Services (2019).



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The Product Safety & Recall Directory® is published by:

ADK Information Services, LLC
4579 Laclede Ave. #326
St. Louis, MO 63108

The Directory also appears online at www.adksafetyinfo.com.

To obtain additional copies of the Directory please forward your request to ADK Information Services, LLC, 4579 Laclede Ave. #326, St. Louis, MO 63108 or e-mail: info@adkprg.com.

Cost of each copy is \$14.95 per issue to include shipping and handling.

For advertising information please e-mail: info@adkprg.com

Printed in the United States of America.

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Cover Story...

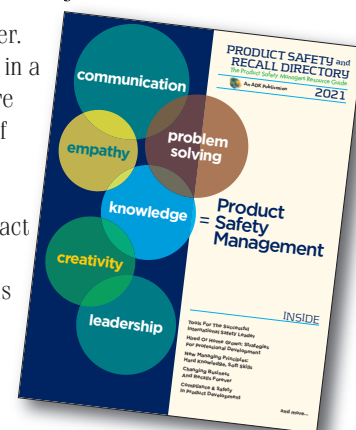
Words matter. We're living in a period where the power of words has never had greater impact on people. This also has impact on world of words in business.

We wanted to understand how product safety professionals feel about words that describe critical skills that product safety managers must master if they are to be effective. This led to a Zoom focus group online in January, 2020, with a group of 12 product safety professionals from across industries and around the globe.

Their charge: what word(s) would you use to describe the skills a product safety manager must master to be an effective professional? Thus, a word cloud session was created and led by Marie-Claude Simard, one of our graduates with a special skill in this area. The output of her leadership is central to the theme and content of the article in our 2021 Product Safety & Recall Directory (page 64).

We then asked our graphic designer Greg Gobberdiel how he might capture the meaning of this exercise, using his own graphic insight to interpret through the use of words and graphic symbols. Greg chose the design of intersecting circles featuring key words and different colors to convey the independence, yet reliance, on joining other circle's and words in the graphic. Their sum is greater than their individual parts. It's a short hop to the concept of product life cycle as an embodiment of this graphic and indeed the critical role that product safety professionals play on the stage of life.

The words selected for our graphic came from the word cloud exercise, which actually contained many more than the 6 descriptive words used in this year's cover art; but the point of the cloud is conceptual, not literal. The field of product safety is filled with many layers of skills and knowledge, too many to try to depict in one 8 1/2 x 11 graphic boundary! We hope you agree that this year's cover art is among the finest pieces of work that Greg has to his credit as our long-time designer.



Introduction...

The topic of change in the product safety management field is recognized as a daily part of the lives of product safety professionals. The issues may vary from year to year, but what doesn't change is the reality that change is fundamental to managing safety in consumer products. Hoverboards, electric scooters, lithium ion batteries, high power magnets, smart appliances, chemicals in products, enhanced data management requirements, standards, wearable technologies...these are some of the developments of the past decade requiring that product safety managers need to understand if they are to stay current in their chosen field.

Not as much in the spotlight, but increasingly felt by many professionals is that the individual skills required to manage safety in consumer products are evolving as well. Most professionals recognize essential elements in designing and managing a compliance program including risk assessment and risk management, product assurance, regulatory requirements, incident management, and product recall planning and implementation. These are considered "hard skills," or basic areas that must be mastered or managed for success by the effective professional.

However, there is a growing recognition that another set of skills required for effective product safety management. These skills fall under a category of "soft skills," which is the theme of the 2021 Directory. To create the boundaries for this theme, we convened a focus group of graduates from the ADK/Saint Louis University Advanced and General Product Safety Management Education Programs. We were interested in a Word Cloud experience and outcome. We asked the group what, in their estimation, were some of the key "soft skills" that are critical for today's product safety professional to master.

Skills described by participants included: empathy, listening, knowledge, factual information, problem solving, compassion, communications, patience, creativity, and objectivity. The cover of the 2021 Directory is a summary snap-shot suggesting several of these skills as conceived by our graphics consultant Greg Gobberdiehl. Our lead article for this year's directory focuses in greater detail on the outcome of this Word Cloud focus group session that was facilitated by graduate Marie-Claude Simard, Product Safety Director of BRG, a Canadian recreation products manufacturer.

Finally, this edition continues the sharing service of best practices which is designed as a meeting place for product safety professionals wanting to share some of their individual contributions to help peers in the field reach higher levels of achievement.

Don Kornblet, Publisher
ADK Information Services LLC
St. Louis, MO, USA
December, 2020

Acknowledgements

The information and product safety management education that ADK produces is the product of a dedicated team of professionals:

Dennis Blasius had led our product safety management education instructional programs for the past three years. For six years prior to his joining ADK as a program consultant, he was a popular instructor in our management education programs. Dennis joined us after retiring from the U.S. Consumer Product Safety Commission, where he served nearly 25 years.

Greg Goberdiel, a professional graphic designer, has a distinguished career as an artist and designer. Greg has designed the covers and content graphics for ADK's *Product Safety & Recall Directory* for the past 7 years.

Lodden Harp, production consultant, has been on the ADK team for the past 3 years helping us in the data management area, as well as webinar production for our education programs.

Larry Mrazek, IT consultant, has been associated with ADK since our start up in 2009. He has supported a broad range of ADK's technology requirements, including the development of our website at www.adksafetyinfo.com, and our weekly *Product Safety Network News*™.

Linda Tyler has been associated with ADK since our start up in 2009. She has designed and analyzed our student surveys capturing information that has been critical to the development of relevant product safety management education.

Harold Zinn, editor of the *Product Safety & Recall Directory*®, joined our team 3 years ago and elevated the quality and appeal of our directory significantly since then. Among the changes he has initiated are the expansion of the editorial section and the introduction of a new "best practices" section. Harold holds a degree in journalism from the University of Missouri School of Journalism.

Our colleagues at Saint Louis University have been instrumental in our work. *Dr. Ik-Whan Kwon*, Director Emeritus and Founder of the Center for Supply Chain Excellence, *Cindy Mebrauer*, Director of the Center for Supply Chain Excellence and her associate *Jessie Turner*, and, since 2017, *Beth-Anne Yakubu*, Director of the Emerson Leadership Institute have been partners for the past 12 years. Without their support and engagement, our programs would not exist.

Last and certainly not least, there are hundreds of friends and supporters from the product safety community who make our services and products come to life. They are advisors, product safety instructors, and the more than 350 professionals who are graduates of our programs who keep the light of product safety university-level education bright and engaging. You know who you are...You are our Heroes and Colleagues. Thank you!

DRK
St. Louis, MO
December 2020

COOPERATING ORGANIZATIONS

The Product Safety & Recall Directory® has enjoyed the support of many different industry groups. Some of these groups have created awareness of the Directory.

Other groups have helped to spread the word on the product safety management education courses offered

appreciates the support shown to us by the community of industry associations highlighted here, and we hope to be able to work closely with a growing number of associations in generating programs that serve their members and help meet their individual association goals.



American Association for Laboratory Accreditation (A2LA)
www.a2la.org

A2LA is a private, non-profit membership association, established in 1978. Its primary mission is to provide comprehensive laboratory accreditation programs.

Over 2,000 scopes of accreditation have been accredited in 17 fields of testing and calibration.

Laboratories are accredited to ISO/IEC 17025 and field-specific requirements developed with government and industry. A2LA also offers programs for accreditation of inspection bodies (ISO/IEC 17020), proficiency testing providers (ILAC G13, ISO/IEC Guide 43), reference material producers (ISO/IEC Guide 34), and bodies operating product certification systems (ISO/IEC Guide 65).

Craft & Hobby Association (CHA)
www.craftandhobby.org



The Craft and Hobby Association (CHA) was formed in 2004 with the merger of the Hobby Industry Association (HIA) and the Association of Creative Crafts Industries (ACCI). CHA is a not-for-profit global

organization comprised of thousands of member companies.

Membership encompasses the manufacture, distribution, and retail sales of products in the near \$30 billion craft and hobby industry.

CHA's vision, simply stated, is to create a vibrant industry with an exciting image, an expanding customer base and successful members.

The goal is to stimulate the sales growth of the craft and hobby industry worldwide by creating consumer demand, helping members succeed and leading the industry.

International Consumer Product Health and Safety Organization (ICPHSO)
www.icphso.org



ICPHSO is a not-for-profit organization incorporated 1993 as an organization dedicated to discussing health and safety issues related to consumer products marketed globally.

IPHSO is unique in that it brings together all the key players in product safety: regulators, retailers, manufacturers, consumers, lawyers, consultants, standards and testing organizations, academics, and researchers to share information and best practices. ICPSHO has grown considerably.

The annual conference now attracts over 500 attendees and is recognized as the pre-eminent event for consumer product safety professionals. In addition to its annual conference, ICPHSO hosts an international meeting and training symposium and a regional product safety workshop held in different cities within the United States.

International Sleep Products Association (ISPA)
www.sleepproducts.org

Established in 1915, the International Sleep Products Association (ISPA) is dedicated to protecting and enhancing the growth, profitability and stature of the mattress industry.

As the industry's trade organization, ISPA represents mattress manufacturers



INTERNATIONAL SLEEP PRODUCTS ASSOCIATION

and suppliers throughout the world. ISPA provides a wide range of services that benefit its membership.

These include exclusive industry surveys and statistics, advocacy support, educational offerings, the industry's ISPA EXPO trade show, safety research through its Sleep Products Safety Council, consumer research and education through its Better Sleep Council, BedTimes and Sleep Savvy publications, the ISPA EarthTM Industry Sustainability Initiative, and more.

Juvenile Products Manufacturers Association (JPMA)

www.jpma.org

The Association is a national trade organization of more than 250 companies in the United States, Canada, and Mexico.

JPMA exists to advance the interests, growth, and well-being of North American prenatal to preschool product manufacturers, importers, and distributors marketing under their own brands to consumers. It does so through advocacy, public relations, information sharing, product performance certification, and business development assistance conducted with appreciation for the needs of parents, children, and retailers.



Missouri Society of Certified Public Accountants (MSCPA)

www.mocpa.org

The Missouri Society of Certified Public Accountants (MSCPA) is the premier professional development organization dedicated to certified public accountants in the state of Missouri.



The MSCPA represents more than 8,500 CPA members in public practice, industry, government, and education.

Established in 1909, the MSCPA provides members with continuing education, governmental advocacy, and networking opportunities, while working to further the future of the CPA profession through student-focused initiatives. MSCPA's membership is diverse — representing all aspects of the CPA profession, as well as every town, city, and municipality in Missouri. More than half of MSCPA's membership resides and works in St. Louis.

Retail Industry Leaders Association (RILA)

www.rila.org

The Retail Industry Leaders Association (RILA) is the trade association of the world's largest and most innovative retail companies. Retail executives choose RILA's unique collaborative



forums, effective advocacy, and premier educational events to advance excellence throughout the retail industry.

RILA members include more than 200 retailers, product manufacturers, and service suppliers, which together account for more than \$1.5 trillion in annual sales, millions of American jobs and operate more than 100,000 stores, manufacturing facilities and distribution centers domestically and abroad.

Society of Product Safety Professionals® (SPSP)

www.productsafetyprofessionals.org

SPSP was formed in 2016 by a group of graduates of the Saint Louis University Supply Chain Center for Excellence who wanted to see additional educational opportunities in the product safety management field. Their leadership helped to launch what would become the Consumer Product Safety Professional Certification Program, offered through the Emerson Leadership Institute at Saint Louis University's Richard A. Chaifetz School of Business. SPSP will confer the designation Certified Consumer Product Safety Professional(tm) upon those who successfully pass the Saint Louis University certification program. The organization has also developed a series of free webinars for product safety professionals, made possible by a grant from Sedgwick's brand protection division. The organization publishes a monthly newsletter, and explores other avenues for professional development.



Toy Association™, Inc.

www.toyassociation.org

Toy Association™, Inc. (TIA) is the not-for-profit trade association representing all businesses involved in creating and bringing toys and youth entertainment products to kids of all ages.



Toy Industry Association, Inc.

TIA's 600 members account for an estimated 85 percent of the annual U.S. domestic toy market of more than \$22 billion. TIA has a long history of leadership in toy safety, including responsibility for the development of the first comprehensive toy safety standard. TIA members and staff continue to work with government officials, consumer groups, and industry leaders on ongoing programs to ensure safe play. TIA serves as the industry's advocate on legislative and trade issues; enhances the image and growth of the industry by promoting toy products at its trade shows and events, in the media, and via other means; and fosters philanthropy to children via the Toy Industry Foundation and its Toy Bank.

Richard A. Chaifetz School of Business Saint Louis University

slu.edu/business

The Richard A. Chaifetz School of Business is more than 100 years old, and is among the top 100 accredited



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business schools in the United States. Saint Louis University's Centers of Distinction bridge the academic experience with the real world and expand our students' horizons beyond the classroom. Product safety management courses are offered through 2 of the schools Centers: the Center for Supply Chain Excellence, and the Emerson Leadership Institute. Over 300 participants from more than 100 domestic and international companies have supported the product safety programs at SLU over the past decade.

ADVERTORIALS & SPONSORSHIPS

We appreciate the interest and support of
industry associations, companies and
professional development organizations.

They enrich the field of product safety and deserve
recognition for their contributions.

PRODUCT SAFETY LEADERS SHARING PRODUCT SAFETY KNOWLEDGE

Our Instructors Panel at Saint Louis University 2010-2020

Alan Abrahams, PhD, Virginia Tech
Patricia Adair, CPSC
Hon. Robert Adler, CPSC
Hon. Dana Baiocco, CPSC
John Barrera, Goliath Group
Karl Bekeny, Tucker Ellis
Dennis Blasisu, CPSC,
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Kenneth Boyce, UL
Brent Boyle, PhD, Saint Louis University
Alison Brown, Arnold & Porter
Mike Brown, Gidding Law
Hon. Ann Marie Buerkle, CPSC
David Callet, Callet Law
Timothy Cassidy, Best Buy
Cathy Choffin, McDonald's Corporation
Neal Cohen, Attorney
Nancy Cowles, Kids In Danger
Dr. Sridhar Condoor, Saint Louis University
Holly Davies, State of Washington
Toxicology Program
Mike Davison, Stericycle
Jan Deconinck, EU General Counsel
Susan DeRagon, QIMA
Kenneth d'Entremont, University of Utah
Mark Dewar, Simmons & Simmons
Quin Dodd, Attorney
Bob Drury, Consultant,
Saint Louis University
Ken Edwards, Stericycle
Matthew Eisenstein,
Arnold & Porter
Dean Eldrenkamp, Intertek
Steve Epner, The Start-up Within,
Saint Louis University
Sarah Esmaili, Arnold & Porter
Cheryl Falvey, Crowell Moring
Bruce Farquhar, International Consultant
Dr. Paul Frantz, Applied Safety
+ Ergonomics
James Fisher, PhD, Saint Louis University
Rod Freeman, Cooley-UK
Sanjeev Gandhi, SGS
Michelle Gillice, Arnold & Porter
Boaz Green, Keller and Heckman

Brian Grochal, UL
Kathryn Guerra, Sears
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Matt Howsare, Cooley-USA
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Kim Hughes, Microsoft
Pratik Ichhaporia, Intertek
Kris Jatana, M.D., ENT surgeon,
Ohio State University
Children's Hospital
Robert Juergens, S-E-A Limited
Jennifer Karmonick, Arnold & Porter
Alan Kaufman, Toy Association
Rohit Khanna, CPSC
Mark Kinzie, LogiTech
David Kosnoff, Hasbro, Inc.
Carol Kraege, State of Washington
Toxicology Program
Dr. Ik-Whan Kwon, Saint Louis University
Joan Lawrence, Toy Association
Kevin Lehrer, 5Horizons Group
Tom Lanzisero, UL
Don Mabry, ClearTrack
Information Network, Inc.
Belinda May, Dentons
Don Mays, Samsung Electronics America
Chelsea Mikula, Tucker Ellis
Paul Milne, SGS
Jerry Miller, Compliance and Risks, Inc.
Sheila Millar, Keller and Heckman
Don Moffett, Consultant
Hon. Joseph Mohorovic, CPSC
Leonard Morrissey, ASTM
Wayne Morris, WCPS
Brandon Mueller, HushBlackwell
Timothy Mullin, Miles Stockbridge
Tony Munns, Brown Smith Wallace

Catherine Niven, Queensland State
Government and Queensland Consumer
Product Injury Research Advisory Group
Carol Pollack Nelson, PhD
Nancy Nord, CPSC
Ann Northup, CPSC
Richard O'Brien, CPSC
Sean Oberle, Product Safety Letter
James O'Reilly, University of Cincinnati
Kitty Pilarz, Mattel/Fisher-Price
Timothy Pine, Consultant
R. David Pittle, Consultant, CPSC,
Consumers Union
Gene Rider, Exponent
Hon. Marietta Robinson, CPSC
Bernardo Altamirano Rodriguez,
Better Business Bureau of Mexico
Kenneth Ross, Bowman & Brooke
Eric Rubel, Arnold & Porter
Charles Samuels, Mintz Levin
Tim Saylor, Baby Jogger
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Laboratory Accreditation
Peter Winik, Latham Watkins
Hong (Jo) Zhou, Deloitte
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icphso®

THE INTERNATIONAL CONSUMER PRODUCT HEALTH AND SAFETY ORGANIZATION

ICPHSO is a global organization that brings together all the key players in product safety: regulators, manufacturers, retailers, consumers, law firms, consultants, testing and certification laboratories, media, consultants, standards testing organizations, trade associations, health educators, academia, researchers, and others to share information and best practices to stay ahead of the latest emerging product safety issues.

We hold three annual meetings each year (Annual Symposium in February, Regional Training Workshop in June, and International Symposium in November) where all product safety stakeholders are encouraged to attend and participate. While you don't have to be a member of ICPHSO to attend our three conferences, members do receive benefits that other attendees do not.

MEMBER BENEFITS:

- Discounted Conference Rates
- Members-Only On-Line Access to Conference Presentations
- Members Only Special Event Opportunities
- Participation in Conference Planning Committees
- Career Center Job and Resume Posting Discounts
- Networking Opportunities Via Members Only Membership Directory

For information on any of our upcoming programs or on becoming a member, visit: www.icphso.org or contact Marc Schoem, Executive Director at mschoem@icphso.org.

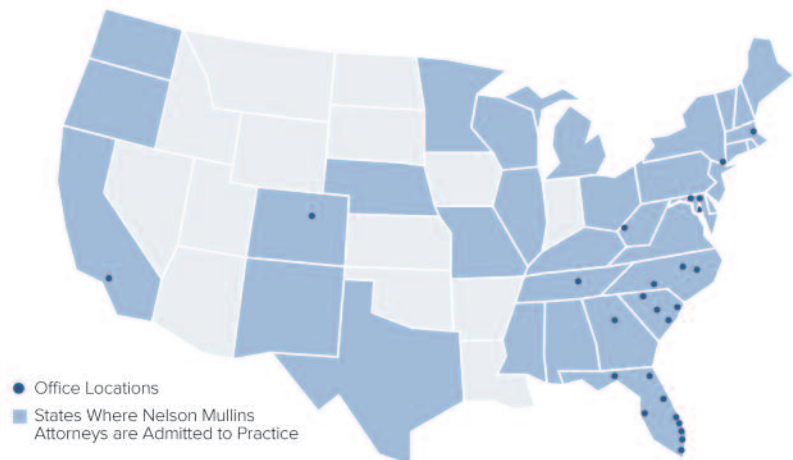
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WWW.ICPHSO.ORG

Helping businesses comply with regulations and avoid exposure

Our Consumer Product Safety, Risk Prevention, and Regulatory practice team has a proven track record of success advising consumer product manufacturers of all types and sizes. From start-ups to Fortune 500 companies, businesses with diverse needs have sought counsel and representation from our experienced team of product liability litigators and counselors. Known as leaders among legal advocates for businesses and manufacturers, our lawyers will guide clients through compliance, protocols, reporting, and other pitfalls in the consumer product landscape.



John F. Kuppens, Partner
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VIEWPOINTS

Presenting facts, analysis and commentary on relevant regulatory and marketplace issues facing product safety professionals by noted subject matter experts, including:

John Berrera
Geraldine Cosh
Rod Freeman
Shelia Gottschalk
Chris Harvey
Carol Holley
Don Kornblet
John Kuppens

Ik-Whan Kwon
Marianne LeClaire
Jennifer Moore
Kelly Reid
Kenneth Ross
Claire Temple
Jay Thompson
Lisa Trofe





Product Safety. Experience. Professional Development.

The Society of Product Safety Professionals is a non-profit, membership organization dedicated to the education and training of product safety professionals working in the consumer product safety field.

SPSP provides member support through:

- Sponsorship of the Certified Product Safety Professional Designation
- Product safety series of webinars
- Archive of white papers, position papers, and articles on product safety topics
- Networking conferences and meetings
- Monthly newsletter
- New activities identified by our stakeholders

Please visit productsafetyprofessionals.org for more information.

PRODUCT SAFETY

An independent weekly for executives concerned with consumer product regulations, legislation and standards. Founded in 1972.

LETTER

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WHAT WE ARE



An independent weekly for executives concerned with consumer product safety regulations, legislation and standards. Founded in 1972.

WHO WE SERVE

In-the-know industry representatives, regulators, consumer advocates and other experts worldwide depend on *Product Safety Letter*.



Visit us at www.productsafetyletter.com.

Also publisher of *Product Safety Forum* and *Product Safety Daily*.

Honoring Our Heroes

We salute and thank all product safety and health professionals who continue to work on behalf of the safety of all consumers to make sure the products we use remain safe. During the past year, even when working remotely, many of you remained on the job, even under difficult circumstances.

THANK YOU TO ALL OUR PRODUCT SAFETY HEROES!



SECTION I

SERVICE PROVIDERS

by Alphabet, Category and Geography

The product safety profession is fortunate to have the support and expertise of a wide range of experts from many fields.

This group mirrors the passion for the product safety mission and has earned the title: Partners in Product Safety.

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Cooley (UK), LLP	
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Attorney	20
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IARM The Accreditation Institute of the Former Yugoslav Republic of Macedonia Economy: THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA 41	NAAU National Accreditation Agency of Ukraine Economy: UKRAINE 42	PAB Philippine Accreditation Bureau Economy: PHILIPPINES 43
IAS International Accreditation Service, Inc Economy: UNITED STATES OF AMERICA 41	NABCB National Accreditation Board for Certification Bodies Economy: INDIA 42	PCA Polish Centre for Accreditation Economy: POLAND 43
INAB Irish National Accreditation Board Economy: IRELAND 41	NABL National Accreditation Board for Testing & Calibration Laboratories Economy: INDIA 42	PJLA Perry Johnson Laboratory Accreditation, Inc Economy: UNITED STATES OF AMERICA 43
INACAL-DA National Institute for Quality Economy: PERU 41	NATA National Association of Testing Authorities, Australia Economy: AUSTRALIA 42	PNAC Pakistan National Accreditation Council Economy: PAKISTAN 43
INN Instituto Nacional De Normalizacion Economy: CHILE 41	NCA National Centre of Accreditation Economy: KAZAKHSTAN 42	PNGLAS Papua New Guinea Laboratory Accreditation Scheme Economy: PAPUA NEW GUINEA 43
IPAC Instituto Portugues de Acreditacao Economy: PORTUGAL 41	NSC-ONSC The National Standardization Council of Thailand-Office of the National Standardization Council Economy: THAILAND 42	RENAR Romanian Accreditation Association Economy: ROMANIA 43
IQMH Institute for Quality Management in Healthcare Economy: CANADA 41	NVLAP National Voluntary Laboratory Accreditation Program Economy: UNITED STATES OF AMERICA 42	RvA Dutch Accreditation Council Economy: NETHERLANDS 43
ISRAC Israel Laboratory Accreditation Authority Economy: ISRAEL 42	OAA Organismo Argentino de Acreditacion Economy: ARGENTINA 42	SA Slovenian Accreditation Economy: SLOVENIA 43
JAB Japan Accreditation Board Economy: JAPAN 42	OGA Oficina Guatemalteca de Acreditacion Economy: GUATEMALA 43	SAC Singapore Accreditation Council Economy: SINGAPORE 43
JANAAC Jamaica National Agency for Accreditation Economy: JAMAICA 42	OLAS Office Luxembourgeois d' Accreditation et de Surveillance Economy: LUXEMBOURG 43	SADCAS Southern African Development Community Accreditation Service Botswana SADCAS Southern African Development Community Accreditation Service Economy: BOTSWANA, ANGOLA, DEMOCRATIC REPUBLIC OF CONGO, LESOTHO, MADAGASCAR, MALAWI, MOZAMBIQUE, NAMIBIA, SEYCHELLES, SWAZILAND, TANZANIA, ZAMBIA, ZIMBABWE 44
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KAN National Accreditation Body of Indonesia Economy: INDONESIA 42	ONA National Accreditation Office Economy: NICARAGUA 43	SANAS South African National Accreditation System Economy: SOUTH AFRICA 44
KCA The Kyrgyz Center of Accreditation (SUSPENDED 4 Nov 2015) Economy: KYRGYZ REPUBLIC 42	ONAC Organismo Nacional de Acreditacion de Colombia Economy: COLOMBIA 43	SAS Swiss Accreditation Service Economy: SWITZERLAND 44 Standards Council of Canada Economy: CANADA 44
KOLAS Korea Laboratory Accreditation Scheme Economy: KOREA 42	ONARC National Accreditation Body of Republica de Cuba Economy: CUBA 43	SLAB Sri Lanka Accreditation Board for Conformity Assessment Economy: SRI LANKA 44
MNAS Mongolian Agency for Standardization and Metrology, Accreditation Department Economy: MONGOLIA 42	OSA Organismo Salvadorea de Acreditacion Economy: EL SALVADOR 43	SNAS Slovak National Accreditation Service Economy: SLOVAKIA 44
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Conformity Assessment
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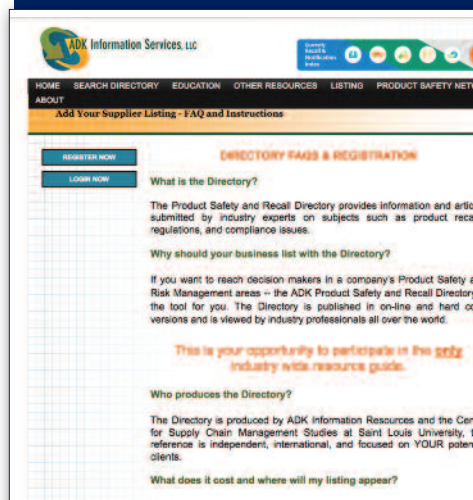
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**List your
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profile, at
adksafetyinfo.com
see "List Your
Company."**



Best Practice tips and techniques from a variety of product safety specialists.

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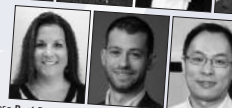
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SECTION II **BEST PRACTICES**



These Best Practices include tips and techniques to help you be a more effective product safety professional and to strengthen your company's product safety program, particularly as we face both day-to-day challenges and an ever-changing business environment.

We would like to express our appreciation to those who have provided these Best Practices.

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Practice Areas: Product Safety Consultation, Product Recall

Practice Description: Ales has a broad experience in EU product regulatory law, including REACH, CLP, POPs, biocidal legislation, food law, medical devices, electronic products and product and food safety. He advises on regulatory compliance of a broad range of products marketed in the EU and represents clients before EU and national competent authorities on compliance and enforcement issues. Ales also advises on product recalls and withdrawals. Ales focuses on EU regulation of chemicals and food, including representing clients in various procedures before the European Chemicals Agency (ECHA) and European Food Safety Authority (EFSA). Prior to joining Keller and Heckman, Ales interned at the European Commission and worked for almost ten years as an EU regulatory associate at two international law firms in Brussels. Mr. Bartl is fluent in English, French, Czech, and Slovak.

Industries Served: Clients requiring support on EU regulation of chemicals and food, including medical devices, electronic products and product and food safety.

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Educated: Monash University

Admitted to Bar: Supreme Court of Victoria, Australia

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Class Action Defense

Practice Description: Tracey Bischofberger is a professional support lawyer in our product compliance and liability team. She provides advice on consumer law, product safety and regulatory issues to clients in the technology and consumer products sectors. Tracey has experience delivering complex multi-jurisdiction projects. She provides advice on global product launches and co-ordinates worldwide recalls and corrective actions. Tracey also has experience working on large group actions helping manufacturers to defend product liability claims. She has a particular interest in regulatory issues associated with new technologies and helps clients monitor forthcoming initiatives that may affect their products.

Industries Served: Consumer products, electrical and electronic equipment, Internet of Things and connected devices, home appliances, toys, sporting goods, clothing and textiles, machinery and telecommunications.

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Educated: University of Miami, J.D., Columbia University, B.A. 1980

Admitted to Bar: Illinois

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Frank has more than 30 years of litigation experience.

He counsels clients on risk management and product safety matters for both consumer and industrial products. In this capacity, he has been responsible for matters pending before various federal and state agencies and committees regulating the importation and sale of goods in the United States. In connection with these efforts, Frank also has counseled clients on crisis management and crisis communications.

Federal Agency Representation: Consumer Product Safety Commission (15 years), Food and Drug Administration (10 years), Environmental Protection Agency (5 years), National Highway Traffic Safety Administration (15 years), Health Canada (15 years)

Industries Served: Retail, Apparel, Jewelry, Consumer Products

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Educated: Warwick University and Lille II

Admitted to Bar: Law Society of England and Wales

Practice Areas: Product Safety Consultation, Product Recall

Practice Description: Mark is a partner in the Intellectual Property and Technology group in London. He has extensive experience of advising on global supply chain contracts, consumer product regulatory issues, food law matters and commercial transactions involving consumer products businesses and has experience of providing strategic advice on co-ordinating on an international basis large multinational products recalls on behalf of leading global brands names.

Industries Served: Consumer Productstoys; retail finance; manufacturing, retail, bicycles; outdoor leisure equipment and vehicles including watercraft; ecigarettes; automotive; telecommunications; stationery; clothing apparel, food and cosmetics; as well as component suppliers

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Educated: University of Queensland (Australia), Universite de Lausanne (Switzerland), University of Glasgow (Scotland)

Admitted to Bar: Australia (Queensland)

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Sarah-Jane Dobson is a Legal 500 "Next Generation Lawyer" and "Rising Star" international products lawyer. With a degrees in Law as well as Science (Biomedical Science, with Honours) she is uniquely placed to provide strategic advice that reflects a deep understanding of the technical underpinnings of her clients' product law issues, especially in life sciences and related areas.

Her experience working in seven jurisdictions (Australia, Switzerland, Scotland, the Netherlands, Germany, England and the USA) and within various different types of organisations (including in-house at Silicon-valley headquartered leading international tech company and at a UN court) means she is adept at complex multi-jurisdictional, multi-lingual matters.

With this background, Sarah-Jane works as a trusted advisor to her clients to provide commercially-focused litigation and regulatory advice in a broad range of sectors across the product life cycle.

She is embedded in policy work, including Brexit and regulation for innovative products. She currently serves on pre-eminent Defense Research Institute (DRI)'s Product Liability Steering Committee.

Industries Served: Cosmetics, medical devices, pharmaceuticals and vaccines, chemicals, clothing and textiles, motor vehicles, food and drink, machinery, construction, electrical and electronic equipment, toys, sporting goods, telecommunications, Internet of Things and connected devices, home devices.

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Educated: Oxford University

Admitted to Bar: England and Wales

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District

Practice Description: Fergal Duggan is an associate in Cooley's London litigation department, and is part of the international product liability and product compliance team.

Fergal advises global companies spanning a wide-range of sectors and jurisdictions on their international product compliance, safety and liability obligations, especially concentrating on new and innovative products.

Industries Served: Consumer products, electrical and electronic equipment, Internet of Things and connected devices, home appliances, toys, sporting goods, clothing and textiles, food and drink, medical devices, machinery and motor vehicles.

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Educated: Pace University School of Law (J.D.); Kings College London (LL.M.) **Admitted to Bar:** District of Columbia, New York, Connecticut

Practice Areas: Consumer Product Safety; Product Compliance; Product Recall

Practice Description: Keller and Heckman's Shanghai office is geographically situated to help domestic and multinational corporations ensure its products fully comply with the laws and regulations of China.

With its technical staff to assist, the firm counsels clients on regulatory compliance, strategic advice, advertising and labeling and crisis management.

Federal Agency Representation: State Administration for Industry & Commerce of PRC (SAIC), General Administration of Quality Supervision, Inspection and Quarantine of PRC (AQSIQ), National Health and Family Planning Commission of PRC (NHFP), and local Chinese Entry-Exit Inspection and Quarantine Bureaus (CIQs)

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Educated: University of Sydney

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Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Rod Freeman is an international products lawyer. With an unique perspective on the global risk environment, he works to solve international problems for product manufacturers and suppliers wherever they may arise. Rod is routinely ranked as a leading product liability lawyer in the major legal directories, where he is described as "the outstanding go-to specialist for product liability matters," and "without a shadow of a doubt the most knowledgeable product liability lawyer in the European space." He works alongside the world's leading global companies, and those at the cutting edge of innovation, to help them solve their product-related issues, protect their reputations, defend their products and build more successful businesses around the world. With a background in high-stakes product liability litigation and more than 20 year's devoted to international products law, Rod understands the challenges faced by international brand names and those investing in new technologies in an increasingly risky global environment. Rod serves as a director of ICPHSO (the International Consumer Product Safety and Health Organisation) where he is responsible for its International Program, and he is a long-standing sustaining member of the Product Liability Advisory Council. Rod also serves as an industry representative on the OECD Working Party on Product Safety.

Industries Served: Consumer products, electrical and electronic equipment, Internet of Things and connected devices, home appliances, toys, chemicals, sporting goods, cosmetics, clothing and textiles, food and drink, medical devices, machinery, pharmaceuticals and vaccines, motor vehicles, telecommunications, asbestos.

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Educated: American University, Washington College of Law (JD); Syracuse University (BS, cum laude)

Admitted to Bar: District of Columbia

Practice Areas: Product Safety Consultation, Product Recall

Practice Description: Michelle represents companies in product safety matters including investigations, reporting obligations, recalls, civil penalty proceedings, premarket compliance review and internal controls, and other regulatory and enforcement matters. Michelle has over nine years of experience as a compliance attorney in CPSC's Office of the General Counsel and office of Compliance and Field Operations, serving as the lead attorney on numerous complex investigations, recalls, and civil penalty matters.

Federal Agency Representation: Consumer Product Safety Commission

Industries Served: Manufacturers, importers, distributors, retailers of clothing, toys and other children's products, household appliances, furniture, heating and cooling equipment, computer equipment, premiums, packaging, cosmetics, and other products

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Educated: Georgetown University Law Center

Admitted to Bar: District of Columbia, New York

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense

Practice Description: Boaz Green practices in the areas of product safety and consumer protection, assisting on regulatory compliance, enforcement and policy questions. In his product safety practice, Mr. Green counsels clients on risk management and product safety strategies, responses to allegations of incidents or unsafe products, as well as on compliance with Consumer Product Safety Commission (CPSC) requirements, including those of the Consumer Product Safety Act, the Consumer Product Safety Improvement Act, the Federal Hazardous Substances Act, the Poison Prevention Packaging Act, and CPSC regulations and guidance. He also helps clients address the increasing array of state consumer product requirements, including various state green chemistry and related questions.

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Educated: Oxford University

Admitted to Bar: England and Wales

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Carol Holley is an associate in Cooley's International Product Liability and Product Compliance team. She advises world leading brands on regulatory matters and litigation, ranging from new product launches, to issues that can arise throughout the life of a product, including handling consumer claims. Carol has a particular interest in policy work and regularly advises clients on new legislation that will affect their business and how to prepare for changes. Carol has spent 7 months on secondment at a global e-commerce business, providing product safety and compliance support. She also has a keen interest in the processes and implications of Britain's exit from the European Union, and assists clients in identifying and understanding areas that may impact their business.

Industries Served: Consumer products, electrical and electronic equipment, home appliances, cosmetics and e-commerce.

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Educated: Wofford College

Admitted to Bar: District of Columbia, South Carolina

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense

Practice Description: Matt is the chair of Cooley's North American product safety practice and a leading global consumer product safety and compliance lawyer who counsels manufacturers, retailers, distributors, trade associations and consumer product companies on issues within all aspects of a product's life cycle. From preventative counseling incorporated before a product launch, to manufacturing and defect management, and recall strategies and governmental compliance adherence, Matt's experience spans the most challenging product related issues faced by companies around the world. Specifically, Matt helps clients find solutions in response to concerns surrounding product safety reporting, recalls, defect investigations, civil penalties, inspections, import seizures, internal compliance programs, compliance safety, as well as civil and criminal litigation resulting from product liability and safety related incidents. Matt advises clients in highly regulated industries such as apparel, children's toys, fitness equipment, office supplies, household furniture, products requiring child resistant packaging, arts & crafts materials, books, recreational and sporting equipment, appliances, lighters, heating and cooling equipment, home decorations, promotional products, household cleaners and many other types of consumer products. Matt previously served as the chair of the consumer safety product practice at Mintz and as the chief of staff at the Consumer Product Safety Commission. Matt is also actively involved in the national and international product safety community. He has served on the board of directors of the International Consumer Product Health and Safety Or-

ganization since 2016 and was recently elected president of the organization.

Federal Agency Representation: Consumer Product Safety Commission (13 years), Federal Trade Commission (13 years), Health Canada (13 years)

Industries Served: Retailers, manufacturers, importers, private labelers, distributors, trade associations, testing laboratories

Humphreys, Jamie Cooley (UK) LLP

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Link to Biography:
cooley.com/jhumphreys
Educated: Leeds University
Admitted to Bar: England & Wales

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Jamie is a litigation and regulatory lawyer. He is a strategic advisor to clients who face critical threats to their business at all stages of the product life-cycle, working with them to ensure the most favourable outcome and manage any reputational impact. He also provides policy advice to clients on proposed legislation and regulations that may introduce profound changes to their business.

He has acted on high profile litigation across a range of different industries, internal investigations into allegations of fraud by global products manufacturers, major corruption investigations for Governments, and B2B product liability disputes, international recalls and consumer claims for well-known global brands.

He is passionate about the impact that new technologies such as 3D printing, AI and Internet of Things will have in the products space and works with clients to ensure they prosper within a dynamic regulatory environment. He is a special counsel in Cooley's litigation department and qualified in 2008.

Industries Served: 3D printing, artificial intelligence, consumer products, electrical

and electronic equipment, Internet of Things and connected devices, home appliances, machinery, motor vehicles, and telecommunications.

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Link to Biography: joernlaw.com
Educated: Knox College 1973, University Of Colorado Graduate School of Public Affairs 1976, DePaul University School of Law 1980
Admitted to Bar: Bar of Illinois, U.S. District Court for Northern District of Illinois, U.S. Appeals Court Seventh Circuit, U.S. Supreme Court

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense

Practice Description: Legal representation of manufacturers, importers, distributors and retailers in the area of consumer product safety laws and product liability litigation. Counseling of clients in CPSC regulatory compliance, mandatory reporting obligations, investigations, recalls, and civil penalty matters.

Federal Agency Representation: Consumer Product Safety Commission (7 years)

Industries Served: Consumer product manufacturers, importers, distributors and retailers.

Jones, Harriet Cooley (UK) LLP

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Educated: Southampton University
Admitted to Bar: England and Wales

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Harriet regularly advises clients on a range of disputes in the construction, home appliance, cosmetics and life sciences sectors. Her work ranges from day to day pre-action/litigation management to providing strategic oversight on claims.

With experience of large-scale investigations, crisis management and recalls, Harriet helps in circumstances where there is a significant threat to the business or reputation of our clients.

Industries Served: Consumer products, electrical and electronic equipment, home appliances, chemicals, cosmetics and medical devices,

Karmonick, Jennifer Arnold & Porter Kaye Scholer, LLP

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Email: jennifer.karmonick@apks.com
Web: apks.com

Blog: sellerbewareblog.com
Link to Biography: apks.com/en/people/k/karmonick-jennifer-a
Educated: George Washington University Law School
Admitted to Bar: District of Columbia

Practice Areas: Product Safety Consultation, Product Recall

Practice Description: Jennifer Karmonick has extensive experience as a product safety lawyer helping companies assess their compliance with CPSC regulations and other product safety laws and standards, improve internal controls, determine when it is appropriate to notify the CPSC of potential safety issues and report on such potential safety issues, develop effective recall plans, and defend CPSC enforcement actions as well as client decisions that a recall is not warranted.

Federal Agency Representation: Consumer Product Safety Commission (16 years)

Industries Served: Manufacturers, importers, distributors and retailers of clothing, toys and other children's products, household appliances, furniture, heating and cooling equipment, computer equipment, premiums, packaging, cosmetics and other products.

**Kuppens, John F.
Nelson Mullins Riley**

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Twitter: @jkuppens

Link to Biography:

nelsonmullins.com/people/john-kuppens

Educated: Clemson University; University of South Carolina School of Law

Admitted to Bar: 1989

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Over 30 years of experience representing product manufacturers, including serving as North American counsel for a leading manufacturer of consumer products.

Evaluates products to assess compliance with consumer product safety regulations, including products governed by the U.S. Consumer Product Safety Commission.

Evaluates corporate product safety risk management systems and counsels regarding regulatory compliance and liability prevention.

Counsels clients regarding product liability risk prevention issues, and evaluates product literature, warnings, labeling, and warranties.

Handles product liability litigation, and has experience with principles of accident reconstruction, metallurgy, design, biomechanics, manufacturing processes, and warnings.

Has defended product liability cases involving a wide range of products, including boilers, lawn and garden products, building products, food products, medical devices, electrical and gas-fired appliances, aerial lifts, and textile machinery.

Federal Agency Representation: Consumer Product Safety Commission (10 years), Health Canada

Industries Served: Product manufacturers and distributors.

**Maskell, Julia
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Web: cooley.com

Blog: products.cooley.com/

Twitter: twitter.com/cooleyllp

Link to Biography: cooley.com/jmaskell

Educated: Nottingham University, BPP Law School

Admitted to Bar: England and Wales

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District

Practice Description: Julia works with companies on a range of product compliance and safety matters, including international recalls, consumer disputes and regulatory investigations. She has experience working with companies across Cooley's global platform in industries including technology, consumer products, medical devices and insurance.

Industries Served: Consumer products, electrical and electronic equipment, Internet of Things and connected devices, home appliances, toys, chemicals, sporting goods, cosmetics, clothing and textiles, food and drink, medical devices, machinery, pharmaceuticals and vaccines, and telecommunications.

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Dentons US LLP**

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Link to Biography:

http://dentons.com/belinda-may

Educated: Saint Louis University, John M. Cook School of Business, Center for Supply Chain Management Studies, Graduate Certificate in Product Safety Management, Washington University School of Law, J.D., Washington University Law Quarterly

Admitted to Bar: District of Columbia (2009), Missouri Bar (1990)

Practice Areas: Product Safety Consultation, Product Recall

Practice Description: Belinda is an active member of the International Consumer Product Health and Safety Organization

(ICPHSO) where she was elected to the global Board of Directors in 2015. In 2016, Belinda was elected to ICPHSO's Executive Committee where she served as ICPHSO's President Elect and Chair of the 2018 Annual Symposium. Belinda became President of ICPHSO in 2018. Belinda May is a member of Denton's Consumer Products, Regulatory and Litigation practices and is listed by Chambers USA as a nationwide recognized practitioner in the area of product liability and mass torts. Belinda specializes in regulatory compliance, disputes and litigation arising in connection with the manufacture and sale of consumer products. Belinda has expertise in all aspects of consumer products law, involving the entire life cycle of a product, beginning with product design, development, safety, manufacturing and production. This includes an immense range of topics including product safety, hazard and critical control point analysis, performance claims, packaging, advertising, supply chain analysis, key sales documents, marketing promotions, regulatory challenges and contested proceedings with competitors, consumers, and applicable agencies. Belinda is also located at: Dentons, 1900, K Street, N.W., Washington, D.C. 20006, **Phone:** 202-408-6446, Direct Line.

Industries Served: Belinda represents manufacturers, retailers and other supply chain stakeholders in connection with a wide array of consumer products, including aerosols, apparel, building materials, cameras, ceramics, children's products and toys of varying type, cleansers, computers, cooking materials, craft items, event and outdoor lighting, furniture, general use items, gift and novelty items, heating and cooling elements and component parts, home décor products, kitchen appliances, lunch packs, mechanical or other issues dealing with food dispensers, office supplies, outdoor furniture, plumbing products, power cords, stationery, pen and pencil sets, tealight candles, toasters, TV's, window locks.

**Millar, Sheila A.
Keller and Heckman LLP**

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Link to Biography:

khlaw.com/Sheila-Millar

Educated: American University, Washington College of Law

Admitted to Bar: District of Columbia

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense

Practice Description: Keller and Heckman has one of the preeminent product safety practices in the country. With its technical staff to assist, the firm counsels clients on regulatory compliance, public policy, strategic advice, advertising and liability defense.

Federal Agency Representation: Consumer Product Safety Commission (30 years), Federal Trade Commission (30 years), Environmental Protection Agency (30 years)

Motlagh, Jasmin Cooley (US) LLP

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Twitter: twitter.com/cooleyllp

Link to Biography: cooley.com/jmotlagh

Educated: University of California

Admitted to Bar: California

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Jasmin Motlagh focuses her practice on defending product manufacturers in litigation, with extensive experience in the aviation industry. Her litigation experience ranges from complex product liability matters and mass tort litigation to catastrophic personal injury claims and wrongful death matters. Jasmin's clients include airlines, aviation product manufacturers, various aviation services companies, as well as consumer product manufacturers.

Jasmin was a Sayre Macneil Scholar at Loyola Law School, a title awarded to the top five percent of each class. She also served as a judicial extern to the Honorable Robert Gary Klausner, US District Court Judge for the Central District of California.

Industries Served: Consumer products and aviation products.

Ross, Kenneth Bowman and Brooke LLP

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Link to Biography: productliabilityprevention.com

Educated: UCLA School of Law

Admitted to Bar: Utah, California, Missouri, Minnesota

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense

Practice Description: Ken has been counseling manufacturers and product sellers for over 40 years on the legal and practical aspects of meeting their pre-sale and post-sale duties, including regulatory compliance. This includes safety management, design, warnings and instructions, contracts, document management, advertising, preparing for recalls, reporting to government agencies, implementing recalls in the U.S. and around the world, defending recalls, and presenting public and inhouse product safety training programs. He has also served as a consulting expert and expert witness for manufacturers and product sellers in litigation involving recalls and safety issues.

Federal Agency Representation: Consumer Product Safety Commission (40 years), Food and Drug Administration (25 years), National Highway Traffic Safety Administration (12 years), Health Canada (12 years)

Industries Served: All industries with a focus on Consumer Products, Medical Devices, Industrial/Commercial Products, Gas and Electrical Appliances and Products, Farm Equipment, Construction Equipment, and Motor Vehicle Equipment, including auto parts, trailers and RV's.

Rubel, Eric Arnold & Porter Kaye Scholer, LLP

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Educated: George Washington University Law School

Admitted to Bar: District of Columbia

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Eric Rubel was General Counsel of CPSC from 1994-1997. He represents companies, both large and small, at all levels of the distribution chain in product safety matters and related litigation, including consumer class actions. Eric has extensive experience with the full range of CPSC matters-e.g. pre-market product review and internal controls, reporting requirements, recalls, penalties, and CPSIA compliance.

Federal Agency Representation: Consumer Product Safety Commission (20 years)

Industries Served: Manufacturers, importers, distributors and retailers of clothing, toys and other children's products, sporting goods, household appliances, furniture, heating and cooling equipment, computer and telecommunications equipment, premiums, building materials, fire safety equipment, packaging, off-road vehicles, pharmaceutical drugs, cosmetics, and other products

Schmeltzer, David David Schmeltzer, Sole Practitioner

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Web: consumerproductsafetyconsultant.com

Link to Biography: consumerproductsafetyconsultant.com

Educated: Brooklyn Law School

Admitted to Bar: New York State Bar, District of Columbia

Practice Areas: Product Safety Consultation, Product Recall

Practice Description: Mr. Schmeltzer provides assistance for CPSC matters including the Consumer Product Safety Improvement Act and CPSC regulation, guidance and interpretations issued by the CPSC and its staff related to the Improvement Act. He represents Sedgwick Brand Protection, a major importer of juvenile products, CPSC consultant for the New York law firm Phillips Nizer LLP. His clients are mostly small and medium manufacturers, vendors and importers of products regulated by the Commission. He represents

companies in matters before the CPSC and its staff, such as mandatory reporting obligations, negotiating product recalls, product defect investigations, and civil penalty matters.

Federal Agency Representation: Consumer Product Safety Commission (25 years), National Highway Traffic Safety Administration (10 years)

Industries Served: Any organization or business that needs assistance with Consumer Product Safety Commission

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Link to Biography: schoemlaw.com

Educated: University of Maryland; American University Washington College of Law

Admitted to Bar: 1973

Practice Areas: Product Safety Consultation, Product Recall

Practice Description: As the former Director of CPSC's office of Compliance (1997-2004, Mr. Schoem provides legal advice and guidance to companies on product safety-related issues including, CPSC "Section 15" reporting, product recalls, civil penalties, importation detention issues, and developing product recall and reporting procedures and manuals. Mr. Schoem also provides expert witness testimony.

Federal Agency Representation: Consumer Product Safety Commission (43 years)

Industries Served: Consumer Product

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Educated: University of Sheffield

Admitted to Bar: England and Wales

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Claire is a Special Counsel in our product compliance and liability team. She specialises in advising clients on regulatory risk, compliance and litigation issues. She helps clients who deal with products and consumers. Claire works with them to help bring both digital and physical products to market, advising on labelling, packaging, regulatory approvals and engaging with regulators and consumers. She also has significant expertise in coordinating and delivering business critical international regulatory and compliance advice and delivering complex multi-jurisdictional projects. Claire also advises clients when things go wrong such as dealing with regulatory and compliance issues, crisis management, handling and coordinating regulatory crises, product recalls and product liability matters, managing customer relations and claims and investigating and defending regulatory investigations and prosecutions.

Industries Served: Consumer products, electrical and electronic equipment, Internet of Things and connected devices, home appliances, toys, chemicals, sporting goods, cosmetics, clothing and textiles, food and drink, medical devices, machinery, motor vehicles and telecommunications.

**Turtle, Edward
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Link to Biography: cooley.com/eturtle

Educated: Cambridge University

Admitted to Bar: England and Wales

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Edward Turtle is a products lawyer, regulatory advisor and litigator with particular experience in the technology, healthcare and con-

sumer product sectors. Edward helps clients with compliance and safety issues, including in the development, launch and marketing of new products. He undertakes European policy work, advising stakeholders on submissions in the context of forthcoming legislation and guidance. Edward is experienced at dealing with regulatory authorities and handling product crises, including global recalls and mass consumer claims. Edward has advised on a wide range of product liability disputes, with an emphasis on multi-jurisdictional claims, including class actions and group litigation. He has acted in relation to one of the key European product liability actions in recent years, and advised on products claims in North America, Asia, Africa and Australasia. Edward joined Cooley in early 2018, after six years at Freshfields. He has spent time on secondment in Germany, and at a major US technology company.

Industries Served: Consumer products, electrical and electronic equipment, Internet of Things and connected devices, home appliances, toys, chemicals, sporting goods, cosmetics, clothing and textiles, food and drink, medical devices, machinery, pharmaceuticals and vaccines, motor vehicles and telecommunications.

**Walker, Jean-Cyril
Keller and Heckman LLP**

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Link to Biography: khlaw.com/Jean-Cyril-Walker

Educated: University of Maryland School of Law

Admitted to Bar: District of Columbia

Practice Areas: Product Safety Consultation, Product Liability Defense

Practice Description: Keller and Heckman has one of the preeminent product safety practices in the country. With its technical staff to assist, the firm counsels clients on regulatory compliance, public policy, strategic advice, advertising and liability defense.

Federal Agency Representation: Consumer Product Safety Commission (6 years), Environmental Protection Agency (15 years)

Industries Served: Chemical, Plastics, Packaging, Electronics, Consumer Products

Wallach, Jessica Cooley (US) LLP

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Link to Biography: cooley.com/jwallach

Educated: University of San Diego

Admitted to Bar: California

Practice Areas: Class Action Defense

Practice Description: Jessica Wallach is an associate in Cooley's business litigation practice. While at the University of San Diego School of Law, Jessica was elected to Order of the Coif and comments editor of the San Diego Law Review. She received CALI awards in legal writing, California torts, and administrative law. Jessica also worked as a judicial intern to the Honorable Thomas J. Whelan, US District Court Judge, Southern District of California, and to the Honorable Timothy Taylor, San Diego Superior Court Judge.

Industries Served: Consumer class action defense

CALL CENTERS

Sedgwick

6026 Lakeside Blvd
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United States

Phone: 888-732-3901

Web: Sedgwick.com/brandprotection

Primary Contacts: Chris Harvey

Email: brand.protection@sedgwick.com

Years in business: 25

Services: Sedgwick's brand protection division specializes in establishing and implementing rapid, highly-scalable recall communication services to notify directly affected parties and indirect customers that may have received recalled products. Our tactics include traceable physical notification, voice broadcast, text and email with 24/7 online reporting. We offer documentation and management of a customer's response to a recall to manage these important details. Trained crisis contact colleagues manage customers' frequently asked questions, appointment scheduling, coordination of replacement product(s), website registrations, con-

sumer complaints and adverse events quickly, responding with expertise and sensitivity to end customers.

Industries Served: Technology, Medical, Pharmaceutical, Industrial, Automotive, Retail, Food & Beverage.

EDUCATION AND TRAINING

ADK Information Services, LLC

4579 Laclede Ave. #326
St. Louis, MO 63108
United States

Phone: 314-497-1797

Web: adksafetyinfo.com

Primary Contact: Donald Kornblet

Email: dkornblet@adkprg.com

Years in Business: 40

Industry: Education and information programs

Programs Offered: Product Safety Management Certificate Course, Advanced Product Safety Management Certificate Course, and customized programs for industry

Program Location: Emerson Leadership Institute. On campus and at client locations

University Affiliation: Richard Chaifetz School of Business at Saint Louis University

Industries Served: Product Safety professionals in any consumer product industry located around the world.

Emerson Leadership Institute

Saint Louis University
St. Louis, MO 63108
United States

Phone: 314-977-3836

Web: eli.slu.edu

Primary Contact: Beth-Anne Yakubu

Email: eli@slu.edu

Industry: Education

Programs Offered: ELI develops and delivers education, research, and community engagement programs that shape and enable ethical leaders.

Program Location: Programs offered on-campus, on-line, and at client locations

University Affiliation: Saint Louis University

Industries Served: All industries and organizations seeking university-level pro-

grams dealing with business leadership and ethics

International Consumer Product Health & Safety Organization (ICPHSO)

Marc J. Schoem, Executive Director
c/o Association Headquarters
1120 Route 73 - Suite 200
Mount Laurel, NJ 08054
United States

Phone: 301-774-3020 or 301-728-2360

Web: icphso.org

Primary Contact: Marc J. Schoem **Email:** mschoem@icphso.org **Years in Business:** 25

Industry: ICPHSO provides training and education programs for health and safety professionals

Programs Offered: ICPHSO provides its members and non-member participants an annual meeting and training symposium, an international symposium, and regional training workshops.

Its programs are designed to provide current information on product health and safety developments, including emerging safety hazards, and compliance training to meet global regulatory requirements. ICPHSO regional workshops offer manufacturers, suppliers and others a more in-depth one day training workshop on regulatory requirements and compliance obligations.

Program Location: Annual Symposium: Orlando, FL/Washington, D.C.; International: Various; Regional Workshop: Various in North America

Industries Served: consumer product health and safety professionals including industry, regulators, consumer and other NGOs.

Society of Product Safety Professionals (SPSP)

4579 Laclede Ave. #326
St. Louis, MO 63108
United States

Web: productsafetyprofessionals.org

Primary Contact: John Barrera

Email:

info@productsafetyprofessionals.org

Years in Business: 4

Industry: SPSP, a non-profit organization, in 2017 was established to provide professional development programs and services to the product safety professional field.

Services: SPSP provides educational programs, including webinars, workshops, and conferences on various topics relevant to product safety professionals. The group supports the Consumer Product Safety Certification Services organization as it develops requirements which can lead to the credential designation of "certified product safety professional."

Industries Served: product safety professionals in the consumer product supply chain

GENERAL SERVICES

A2LA

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Web: A2LA.org

Primary Contact: Kelsey Roberts

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Industry: A2LA is a non-profit, non-governmental, public service, membership society offering programs for the accreditation of testing and calibration laboratories, clinical testing laboratories, inspection bodies, proficiency testing providers, reference material producers and product certifiers. More information about accreditation programs, training and membership in the Association may be found at A2LA.org.

Services: Organizations are accredited to international standards and relevant national regulations (ISO/IEC 17025; ISO 15189 and CLIA, ISO/IEC 17020; ISO 17034; ISO/IEC 17043 and ISO/IEC 17065) as well as field-specific requirements developed with government and industry collaboration.

Industries Served: Laboratories Accreditation

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Phone: 314-497-1797

Web: adksafetyinfo.com

Primary Contact: Donald Kornblet

Email: dkornblet@adkprg.com

Years in Business: 40

Industry: Education and information programs

Programs Offered: Product Safety Professional Certification Courses, Advanced Product Safety Management Certificate Course, and customized programs for industry professionals.

Program Location: Emerson Leadership Institute in St. Louis. On campus, online and at client locations

University Affiliation: Richard A. Chaifetz School of Business at Saint Louis University

Industries Served: Product Safety professionals in any consumer product industry located around the world.

Saint Louis University Emerson Leadership Institute

St. Louis, MO 63108
United States

Phone: 314-977-3836

Web: eli.slu.edu

Primary Contact: Beth-Anne Yakubu

Email: eli@slu.edu

Industry: Education

Programs Offered: ELI develops and delivers education, research, and community engagement programs that shape and enable ethical leaders.

Program Location: Programs offered on-campus, on-line, and at client locations

University Affiliation:
Saint Louis University

Industries Served: All industries and organizations seeking university-level programs dealing with business leadership and ethics

International Consumer Product Health & Safety Organization (ICPHSO)

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Phone: 301-774-3020 or 301-728-2360

Web: icphso.org

Primary Contact: Marc J. Schoem

Email: mschoem@icphso.org

Years in Business: 25

Industry: ICPHSO provides training and education programs for health and safety professionals

Programs Offered: ICPHSO provides its members and non-member participants an annual meeting and training symposium, an international symposium, and regional training workshops. Its programs are designed to provide current information on product health and safety developments, including emerging safety hazards, and compliance training to meet global regulatory requirements. ICPHSO regional workshops offer manufacturers, suppliers and others a more in-depth one day training workshop on regulatory requirements and compliance obligations.

Program Location: Annual Symposium: Orlando, FL/Washington, D.C.; International: Various; Regional Workshop: Various in North America

Industries Served: consumer product health and safety professionals including industry, regulators, consumer and other NGOs.

Society of Product Safety Professionals (SPSP)

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St. Louis, MO 63108
United States

Web: productsafetyprofessionals.org

Primary Contact: John Barrera

Email: info@productsafetyprofessionals.org

Years in Business: 4

Industry: SPSP, a non-profit organization, was established in 2017 to provide professional development programs and services to the product safety professional field.

Services: SPSP provides educational programs, including webinars, workshops, and conferences on various topics relevant to product safety professionals.

The group supports the Consumer Product Safety Certification Services organization as it develops requirements which can lead to the credential designation of "certified product safety professional."

Industries Served: Product safety professionals in the consumer product supply chain

PRODUCT COLLECTION**Sedgwick**

6026 Lakeside Blvd
Indianapolis, IN 46278
United States

Phone: 888-732-3901

Web: edgwick.com/brandprotection

Primary Contact: Chris Harvey

Email: brand.protection@sedgwick.com

Years in business: 25

Services: Sedgwick's brand protection division can respond quickly and efficiently to a variety of retrieval, quality audit and store visit challenges in order to protect your brand, ensure compliance and minimize disruption to your daily business. Our team can mobilize thousands of worldwide field representatives within 24 hours to visit any number of locations and consumer residences. Other services include detailed web-based reporting, recall retrieval and effectiveness checks, retail quality audits, consumer complaint handling, product retrieval and brand integrity.

Industries Served: Technology, Medical, Pharmaceutical, Industrial, Automotive, Retail, Food & Beverage.

PRODUCT RECALL**Sedgwick**

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Phone: 888-732-3901

Web: edgwick.com/brandprotection

Primary Contact: Chris Harvey

Email: brand.protection@sedgwick.com

Years in business: 25

Industry: Crisis Management, Reverse Logistics.

Services: Product recalls impact thousands of companies every year – affecting sales, customer relationships and disrupting supply chains. Without the appropriate plan, expertise and systems in place, a recall event can cause irreparable damage to a company's brand. With extensive knowledge, experience and best practices, Sedgwick's brand protection division navigates through the recall process - from preparation to execution to closeout with regulatory agencies. And, to manage a recall effectively, our tools, services and breadth of expertise help companies protect

their customers, their revenue, their brand and their public image.

Industries Served: Technology, Medical, Pharmaceutical, Industrial, Automotive, Retail, Food & Beverage.

PRODUCT RETURN MANAGEMENT**Sedgwick**

6026 Lakeside Blvd
Indianapolis, IN 46278
United States

Phone: 888-732-3901

Web: edgwick.com/brandprotection

Primary Contact: Chris Harvey

Email: brand.protection@sedgwick.com

Years in business: 25

Services: Sedgwick's brand protection division can respond quickly and efficiently to a variety of retrieval, quality audit and store visit challenges in order to protect your brand, ensure compliance and minimize disruption to your daily business. Our team can mobilize thousands of worldwide field representatives within 24 hours to visit any number of locations and consumer residences. Other services include detailed web-based reporting, recall retrieval and effectiveness checks, retail quality audits, consumer complaint handling, product retrieval and brand integrity.

Industries Served: Technology, Medical, Pharmaceutical, Industrial, Automotive, Consumer Products, Food & Beverage.

PRODUCT SAFETY CONSULTANTS**Applied Safety + Ergonomics**

3909 Research Park Drive
Ann Arbor, MI 48108
United States

Phone: 734-994-9400

Web: appliedsafety.com

Primary Contact: Charles Burhans

Email: info@appliedsafety.com

Years in Business: 25

Services: Applied Safety + Ergonomics (ASE) offers services in both consultation and expert witness capacities, including performing hazard analyses and risk assessments, developing and testing safety symbols, providing custom training in product safety and warnings, evaluating

warnings and instructions, implementing consumer product safety management strategies, developing industry-wide warnings and standards, ensuring compliance with industry standards, and assisting clients in developing product safety labeling, warnings, and user instructions. Since 1994, ASE has answered technical questions about human factors in product safety, incident investigation, and warnings design and evaluation. ASE consultants have been involved in projects or worked for clients in all 50 U.S. states, Puerto Rico, the U.S. Virgin Islands, Canada, Mexico, Brazil, Great Britain, Sweden, Germany, Italy, Israel, Japan, and Australia. ASE consultants have been involved with ANSI Z535 for over 25 years and also contribute to international safety communication standards. Roles have included Z535 committee vice-chair, chair of the subcommittees for product safety labels and for owner's manuals, membership in all Z535 subcommittees, and U.S. delegate for ISO safety symbol standards.

Industries Served: ASE has experience across a wide range of products, including industrial and household chemicals, children's products, toys, cosmetics, consumer electronics, flooring, furniture, industrial equipment, helmets and other protective equipment, medical devices, bicycles and accessories, power tools and equipment, recreational vehicles, sporting goods, hunting equipment, automotive products, home appliances, watercraft, and many others. ASE has worked with the U.S. Consumer Product Safety Commission by conducting research responsive to their technical questions during administrative actions and by presenting on behalf of manufacturer and industry groups.

Freeman, Rod Cooley (UK) LLP

Dashwood, London, EC2M1QA
United Kingdom

Phone: +44 20 7556 4429

Email: rffreeman@cooley.com

Web: cooley.com

Twitter: twitter.com/cooleyllp

Link to Biography: cooley.com/rffreeman

Educated: University of Sydney Admitted to Bar: England and Wales, Australia (New South Wales)

Practice Areas: Product Safety Consultation, Product Recall, Product Liability Defense, Complex And Multi District, Class Action Defense

Practice Description: Rod Freeman is an international products lawyer. With an unique perspective on the global risk environment, he works to solve international problems for product manufacturers and suppliers wherever they may arise. Rod is routinely ranked as a leading product liability lawyer in the major legal directories, where he is described as "...the outstanding go-to specialist for product liability matters," and "without a shadow of a doubt the most knowledgeable product liability lawyer in the European space." He works alongside the world's leading global companies, and those at the cutting edge of innovation, to help them solve their product-related issues, protect their reputations, defend their products and build more successful businesses around the world. With a background in highstakes product liability litigation and more than 20 year's devoted to international products law, Rod understands the challenges faced by international brand names and those investing in new technologies in an increasingly risky global environment. Rod serves as a director of ICPHSO (the International Consumer Product Safety and Health Organisation) where he is responsible for its International Program, and he is a long-standing sustaining member of the Product Liability Advisory Council. Rod also serves as an industry representative on the OECD Working Party on Product Safety.

Industries Served: Consumer products, electrical and electronic equipment, Internet of Things and connected de-

textiles, food and drink, medical devices, machinery, pharmaceuticals and vaccines, motor vehicles, telecommunications, asbestos.

Product Integrity Consulting Services

3191 Brockway
St. Palatine, IL 60067
United States

Phone: 630-253-1903

Primary Contact: Don Moffett

Email: don.moffett@comcast.net

Industry: Product Risk Assessment

Services: Product Risk Assessment Training, Product Evaluation (Risk Assessments), Quality / Product Safety / Business Consulting.

Industries Served: Children's Products (Toys, etc.), Children's Clothing, Consumer Goods.

TECHNOLOGY & SOFTWARE SERVICES

ClearTrack

5301 Virginia Way
Brentwood, TN 37027
United States

Phone: 615-377-440

Toll Free Phone: 877-377-4400

Web: cleartrack.com

Primary Contact: Don Mabry

Email: don.mabry@cleartrack.com

CEO: Harry Allan

Years in Business: 18

Services: Cloud-based software application and information collaboration system automating the monitoring, measurement, analysis and reporting of product quality, safety and compliance control to reduce costs, improve efficiency and minimize risk.

Industries Served: Retail, Consumer Brands, Manufacturers, Automotive and Logistics Services.

ProductIP

Rubensstraat 211
Ede, 6717VE Netherlands

Phone: +31318700622

Web: www.productip.com

Blog: productip.com

Twitter: @productip

Primary Contact: Maarten J. van der Dussen

Email: maaretn@productip.com **CEO:** Maarten van der Dussen

Years in Business: 10

Services: Companies use ProductIP as their trusted source for product requirements and technical specifications for the products they source in China and other parts of the world. And they use the efficient web based ProductIP collaboration platform to create, manage and share product compliance evidence in the supply chain.

Now they can effectively demonstrate to customers and authorities that their products meet relevant customer requirements and legislation. ProductIP's online SAAS solution ensures your supply chain, your customers and authorities to speak the same language, use the same reference. The platform provides quick and easy access to a complete list of applicable legal and company specific requirements for European non-food consumer goods. The platform is currently expanding to cover the whole world.

It also enables users to collect, manage and share product compliance evidence documents quickly and easily. ProductIP users have reduced their labor costs on compliance by over 50%. And if the responsibility is passed to the supplier through ProductIP the cost/time savings may increase to 75%. Already more than 13,500 users from leading companies worldwide rely on ProductIP as their trusted source. They have created 100,000's of technical files with a trade value of over 50 billion euros.

Industries Served: Retail, trade, manufacturing, licensing

VIEWPOINTS

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MANAGING PRODUCT SAFETY IN THE 21ST CENTURY: HARD KNOWLEDGE, HUMAN SKILLS

Dr. Ik-Whan Kwon and Donald R. Kornblet

PAGE 69

LEADING YOUR TEAM THROUGH CHALLENGE AND CHANGE

John A. Barrera

TEST LABS – INDEPENDENT SERVICE PROVIDERS

A2LA

5202 Presidents Court, Suite 220
Frederick, MD 21703
United States

Phone: 240-575-7499

Web: A2LA.org

Primary Contact: Kelsey Roberts

Email: kroberts@A2LA.org

Industry: A2LA is a non-profit, non-governmental, public service, membership society offering programs for the accreditation of testing and calibration laboratories, clinical testing laboratories, inspection bodies, proficiency testing providers, reference material producers and product certifiers. More information about accreditation programs, training and membership in the Association may be found at A2LA.org.

Services: Organizations are accredited to international standards and relevant national regulations (ISO/IEC 17025; ISO 15189 and CLIA, ISO/IEC 17020; ISO 17034; ISO/IEC 17043 and ISO/IEC 17065) as well as field-specific requirements developed with government and industry collaboration.

Industries Served: Laboratories Accreditation

Intertek

545 E. Algonquin Road
Arlington Heights, IL 60005
United States

Phone: 1-800-967-5352

Web: intertek.com/products-retail

Blog: intertek.com/blog

Twitter: twitter.com/Intertek

Primary Contact: Brandy Chesney

Email: product.testing@intertek.com

CEO: André Lacroix

Years in Business: 130

Testing Specialties: Acoustics Vibration, Biological, Calibration, Chemical, Construction Materials, Electrical, Environmental, Medical, Non Destructive

Industries Served: Consumer Electronics, Fashion Accessories, Food, Footwear, Furniture, Games and Premiums, Healthcare and Beauty Products, Home Textiles, Household Appliances, Housewares and Home Décor, IT and Telecoms, Juvenile Products, Medical Devices, Sporting Goods, Textiles and Apparel, Toys and Children's Products

International Locations: Intertek has more than 1,000 laboratory and office

locations in over 100 countries throughout North and South America; Europe, the Middle East & Africa; and Asia Pacific. Please visit intertek.com/contact/ for information about specific locations.

QIMA

352 Sonwil Dr.
Buffalo, NY 14225
United States

Phone: 716-635-1180

Toll Free Phone: 888-264-8988

Web: www.qima.com

Twitter: twitter.com/qimagroup

Primary Contact: Karolyn Helda

Email: customerservice@qima.com

CEO: Sebastian Breteau

Years in Business: 14

Testing Specialties: Chemical

Industries Served: Garments & apparel, textiles & fabrics, footwear, eyewear, electrical & electronics, toys & recreational, jewelry, promotional products, cosmetics, technical parts and other softlines and hardlines.

International Locations: QIMA (formerly AsiaInspection) is a leading provider of supply chain compliance solutions, that partners with brands, retailers and importers to secure, manage and optimize their global supply network.

QIMA has on-the-ground presence in 85 countries, combining industry-leading experts for onsite inspections, supplier audits and lab testing with a digital platform that brings accuracy, transparency and intelligence for quality and compliance data.

For all our clients in 120 countries who use the QIMA platform and benefit from 24/7 support in over 20 languages, QIMA is Your Eyes in the Supply Chain.

S-E-A

7001 Buffalo Parkway
Columbus, OH 43229
United States

Phone: 800-782-6851

Fax: 614-885-8014

Web: SEALimited.com

Primary Contact: Jared Henthorn

Email: jhenthorn@sealimited.com

CEO: Jason Baker

Years in Business: 46

Expert Witness Availability: Yes

Testing Specialties: Chemical, Construction Materials, Electrical, Environmental, Geotechnical, Non Destructive

Industries Served: Electrical, Biomechanical, Biomedical, Materials/Metallurgical, Construction/Structural, Mechanical, Vehicular, Environmental, Geotechnical, Retail

UL

85 John Road
Canton, MA 02184
United States

Phone: 781-644-1600

Toll Free Phone: 877-854-3577

Fax: 781-821-9266

Web: ul.com/CRS

Primary Contact: Michele Jones

Email: Michele.Jones@ul.com

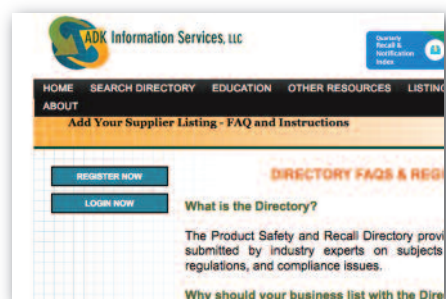
CEO: Jenny Scanlon

Years in Business: 120+

Industries Served: Dietary Supplements; Food and Beverage; Household Cleaners; Jewelry and Watches; OTC and Pharmaceuticals; Promotional Products; Licensed Goods: Toy Premiums; Toys; Juvenile Products; Textiles and Apparel; Footwear International

Locations: Agoura Hills, CA USA Bentonville, AR USA Canton, MA USA Los Angeles, CA USA Mount Pocono, PA USA Rogers, AR USA, Winsor, CT USA Lima, Peru, Los Morales, Mexico DF Sao Paulo, Brazil Barcelona, Spain Cabiante, Italy, Cologne, Germany Istanbul, Turkey Saint-Aubin, France, Reading, United Kingdom Ho Chi Minh City, Vietnam Kowloon, Hong Kong, Kwai Chung, New Territories, Hong Kong, Makati City, Philippines, Nansha District, Guangzhou P.R. China, Seoul, Korea Shanghai, P.R. China Shenzhen, P.R. China Singapore, Taipei City, Taiwan Bangalore, India Dhaka, Bangladesh, Gurgaon-Haryana, India Tunis, Tunisia, Casablanca, Morocco Mississauga, Canada, Warsaw, Poland

List your organization's capabilities and profile, go to adksafetyinfo.com see "List Your Company."



STANDARDS ORGANIZATIONS

ARGENTINA

National System of Standards, Quality and Certification
iram.org.ar

The National System of Standards, Quality and Certification was set up in 1994 and has authority to "promote minimum mandatory safety requisites for products." It is made up of two organizations. The Argentine Accreditation Board is a private organization to accredit certification bodies and laboratories under ISO guidelines.

A consumer representative sits on its Executive Council and consumer associations can join as "active members," within "Group B: Consumer and Public Interest Sectors." The Argentine Standards Institute (IRAM, Instituto Argentino de Normalización), also a private organization, is the national body of standardization.

IRAM standards are accepted as national standards. Consumers have one representative on the IRAM Council. IRAM procedures are conducted according to ISO guidelines on consensus.

Office: Instituto Argentino de Normalización y Certificación – IRAM
 Perú 552/556, AR-C1068AAB Buenos Aires
Phone: +54 11 43 46 06 48
Fax: +54 11 43 46 06 51
Email: ltrama@iram.org.ar

AUSTRALIA

The Joint Accreditation System of Australia and New Zealand
jas-anz.com.au

The JAS-ANZ is a not-for-profit international organization that operates the joint accreditation system in Australia and New Zealand.

The JAS-ANZ offers accreditation programs such as a management systems certification, product certification, personnel certification and greenhouse gas validation and verification.

The JAS-ANZ is one of the four organizations in Australia's standards and conformance infrastructure, which includes National Association of Testing Authorities, Standards Australia and the National Measurements Institute.

Mail Address:
 GPO Box 170,
 Canberra ACT 2601, Australia
Phone: (02) 6232 2000
Fax: (02) 6262 7980

The National Association of Testing Authorities (NATA)
australia.gov.au/directories/australia/nata

The NATA's responsibilities include ensuring all member facilities comply with the relevant international and Australian standards, and so are qualified to provide reliable testing, calibration, measurement and inspection data to government and industries.

NATA also works to facilitate trade by reducing barriers such as technical barriers to trade.

NATA is one of the four bodies that form Australia's standards and conformance infrastructure.

Office: New South Wales
 7 Leeds St., Rhodes, NSW 2138 Australia
Postal Address: O. Box 7507
 Silverwater NSW 2128
Phone: 61 2 9736 8222 (toll-free: 1800 621 666)
Fax: 61 2 9743 5311

National Measurement Institute
measurement.gov.au

The National Measurement Institute (NMI) is the top measurement body in Australia. It is responsible for biological, chemical, legal, physical, and trade measurement. The NMI is a division within the Department of Innovation, Industry, Science and Research. The NMI also provides the technical framework for disseminating measurement standards for the Australian economy. The NMI website contains many useful links, as well as news and publications.

Office: Bradfield Road, West Lindfield NSW 207
Phone: +61 2 8467-360 **Fax:** +61 2 8467-361
Email: info@measurement.gov.au

Standards Australia
standards.org.au

Standards Australia is the top non-government standards organization in Aus-

tralia. Standards Australia's responsibilities include accreditation of standards development organizations, standards development, design assessment programs and international standards information coordination. Their website features a wealth of information on the organization itself, as well as separate sections on developing standards in Australia and the roles that Standards Australia plays in standardization activities.

Office: Level 10, The Exchange Centre, 20 Bridge St., Sydney, GPO Box 476, Sydney NSW 2001
Phone: 1800 035 822 From Overseas: +61 2 9237 6171 **Fax:** 02 9237 6010
Email: mail@standards.org.au

BRAZIL

Brazilian National Standards Organization (ABNT)
abnt.org.br

The Brazilian Association of Technical Standards (ABNT) is the body responsible for technical standardization in the country, providing the necessary basis for technological development in Brazil.

It is a private, nonprofit organization, recognized as the only National Forum for Standardization by Resolution No. 07 of CONMETRO of 24.08.1992. It is a founding member of ISO (International Organization for Standardization), the COPANT (Pan-American Commission of Technical Standards) and AMN (MERCOSUR Standardization Association). ABNT is the official representative in Brazil of ISO, IEC and regional standardization bodies COPANT (Pan-American Commission of Technical Standards) and AMN (MERCOSUR Standardization Association).

Office: Associação Brasileira de Normas Técnicas Av. 13 de Maio, n 13, 28 andar R-20031-901 – Rio de Janeiro-RJ
Phone: +55 11 30 17 36 00
Fax: +55 11 30 17 36 33
Email: abnt@abnt.org.br

CANADA

British Columbia Safety Authority (BC Safety Authority)
safetyauthority.ca/

The British Columbia Safety Authority is

British Columbia's delegated authority, and it mandates the safe installation and use of technical equipment. It is a non-profit organization that administers safety standards through education. The BC Safety Authority also promotes compliance to standards to ensure consistency, and conduct on-site inspections.

Bureau De Normalisation Du Quebec (BNQ) *bnq.qc.ca/en/*

Founded in 1961, the Bureau De Normalisation Du Quebec (BNQ) is a member of the National Standards System of Canada.

It operates in the fields of standards development, product, services, process and personnel certification, as well as the certification of quality and environmental management systems.

Primary goals of the BNQ include development of consensual standards, implementation of certificate programs, and the registration of management systems.

Tel: 418-652-2238 or 1-800-386-5114
Fax: 418-652-2292

System Certification and Laboratory Assessment

Tel: 418-652-2238 or 1-800-386-511
Fax: 418-652-2221 or 514-383-3260

National Research Council Institute for National Measurement Standards (NRC-INMS) *nrc.canada.ca/en*

The NRC Institute for National Measurement Standards (NRC-INMS) is one of the institutes of the National Research Council (Canada).

It is responsible for primary standards of physical measurements. The three main goals that the NRC-INMS focuses on include development of measurement standards, dissemination of measurement science, and support for the Canadian National Measurement System.

Office: NRC Communications & Corporate Relations
1200 Montreal Road, Bldg. M-58 Ottawa, Ontario, Canada K1A 0R6 45

Tel: (613) 993-9101
Fax: (613) 952-9907
Toll-free: 1-877-NRC-CNRC (672-2672)
TTY: (613) 949-3042
Email: info@nrcnrc.gc.ca

The Standards Council of Canada (SCC) *scc.ca/en/*

The Standards Council of Canada (SCC) is a federal crown corporation with the responsibility of promoting efficient and effective voluntary standardization. Based in Ottawa, Ontario, the organization facilitates the development and use of national and international standards. The SCC reports to Parliament through the Ministry of Industry, and oversees Canada's National Standards System. The SCC accredits the many conformity assessment bodies, including testing and calibration laboratories and personnel certification bodies.

Office: 270 Albert Street, Suite 200
Ottawa ON K1P 6N7, Canada
Tel: +1 613 238 3222
Fax: +1 613 569 7808

CHINA-HONG KONG

Certification and Accreditation Administration of the Republic of China (CNCA) cnca.gov.cn

The CNCA is one of the standards and conformity assessment bodies within the ministry of agriculture; however it is responsible for the inspection regimes used for both domestic and foreign products. The CNCA is also responsible for submitting current PRC technical regulations, standards, and quality evaluation procedures to the WTO. The website includes documents detailing regulations and rules for products including toys, vehicles, appliances and medical equipment.

Office: Certification and Accreditation Administration of the People's Republic of China
9A Madian Street, Haidian district, Beijing 100088, PR China

Tel: +86 (10) 8226-2749
Fax: +86 (10) 8226-0799

Standardization Administration of the R. of China (SAC) *sac.gov.cn/templet/english/*

The SAC was established in 2001, and authorized by the State Council to exercise administrative responsibilities by supervising and coordinating standardization works in China. Main responsibilities of the SAC include drafting and adminis-

tration of laws regarding standardization in China, development and revision of national standards, and to represent China in international standards organizations such as ISO and IEC. The website offers information on the organization itself, current laws, and leadership.

No.9 Madian Donglu Haidian District
Beijing 100088, China
Tel: +86 010-82262609

Hong Kong Standards and Testing Center (STC) *customs.gov.hk*

The Hong Kong Standards and Testing Center was established as Hong Kong's first independent, not-for-profit testing, certification and inspection.

The STC tests and certifies most products in its laboratory to make sure they meet the Hong Kong's safety, quality, reliability and performance requirements.

The STC also specializes in several types of consumer goods, such as audio/visual electromagnetic, condoms, and footwear.

The STC website contains an "about me" section, as well as sections on services and products, customer services, news and events, and a solution finder tab that may be useful to businesses.

Office: 10 Dai Wang Street,
Tai Po Industrial Estate
Tai Po, New Territories, Hong Kong

Tel: (852) 2666-1888
Fax: (852) 2664-4353
Email: hkstc@hkstc.org

EUROPEAN UNION

In the European Union, standards created by CEN, CENELEC and ETSI are recognized as "European standards." CENELEC, ETSI and EN form the European system for technical standardization.

European Committee for Standardization or Comité Européen de Normalisation (CEN) *cen.eu/cen/*

The European Committee for Standardization (CEN) is a non-profit organization that provides the infrastructure to interested parties for the development, maintenance and distribution of standards and specifications. The CEN is officially recognized as a European standards body by the European Union, and represents

all sectors other than Electrotechnical and telecommunications. The CEN's 31 national members work together to develop voluntary European standards. The CEN (together with CENELEC) own and run the Keymark, a voluntary quality mark for products and services.

Office:
CEN-CENELEC Management Centre
Avenue Marnix 17 B-1000 Brussels

Tel: +32 2550 08 11
Fax: +32 2550 08 19

European Committee for Electrotechnical Standardization (CENELEC) **cenelec.eu**

The European Committee for Electrotechnical Standardization (CENELEC) is the standards organization for the European Union in the area of Electrical engineering. Together with ETSI and CEN, CENELEC are members of the system of standardization in Europe. CENELEC is a non-profit organization under Belgian law, operating out of Brussels and its members are national electrotechnical standardization bodies of many European countries. Although CENELEC works closely with the European Union, it is not an institution of the EU.

Office: CENELEC
17, Avenue Marnix, B-1000 Brussels

Tel: +322519687
Fax: +3225196919

European Telecommunications Standards Institute (ETSI) **etsi.org**

The European Telecommunications Standards Institute (ETSI) is an independent, non-profit standards organization in the telecommunications industry. ETSI has successfully standardized Low Power Radio, Short Range Device, and GSM Cell phone systems in most European countries. Based in Sophia Antipolis, France, ETSI is officially responsible for standardization of Information and Communication Technologies.

Office: 650, Route des Lucioles
06921 Sophia-Antipolis Cedex, France

Tel: +33(0)492944200
Fax: +33(0)493654716
Email: info@etsi.org

Institute for Reference Materials and Measurements (IRMM) **irmm.jrc.be**

The Institute for Reference Materials and Measurements (IRMM), based in Geel, Belgium, is one of the seven institutes of the Joint Research Centre (JRC). The Institute works on producing and disseminating quality assessment tools, such as validated methods, reference materials, reference measurements and training in best practices. The six main areas that the IRMM focuses on include Reference Materials, Food Analysis, Bioanalysis, Chemical Reference Measurements, Radionuclide metrology, and Neutron Physics.

Tel: +32 (0)14 571 705
Fax: +32 (0)14 590 406
Email: jrc-irmm-rm-sales@ec.europa.eu

Office: European Commission, Joint Research Centre Institute for Reference Materials and Measurements
Retieseweg 111, B-2440 Geel, Belgium
Tel: +32 (0)14 571 211
Fax: +32 (0)14 584 273

INDIA

Bureau of Indian Standards (BIS) **bis.org.in**

The Bureau of Indian Standards (BIS) is the national standards body of India working under the aegis of Ministry of Consumer Affairs, Food & Public Distribution, Government of India. All foreign manufacturers of products who intend to export to India are required to obtain a BIS product certification license. Towards this, BIS launched its Product Certification Scheme for overseas manufacturers in the year 1999. Under the provisions of this scheme, foreign manufacturers can seek certification from BIS for marking their product(s) with BIS Standard Mark. The activities of BIS can be broadly grouped under the following heads: Standards Formulation, Certification: Product/Systems, Laboratory Services, Sales of Indian Standards/other publications, International Activities, Consumer Related Activities, Promotional Activities, Training Services, Information Services, Financial, Resources, Mobilization and Utilization etc.

Office: Manak Bhavan, 9 Bahadur Shah Zafar Mar
New Delhi 110 002, India

Tel: +91 11 23230131, 23233375, 23239402 (10 lines)
Fax: +91 11 23234062, 23239399, 2323938
Email: info@bis.org.in

Standardization Testing and Quality Certification (STQC) **stqc.nic.in**

Standardization Testing and Quality Certification (STQC) Directorate is an attached office of the Department of Information Technology (DIT), Government of India. It provides quality assurance services in the area of Electronics and IT through a countrywide network of laboratories and centers. The services include testing, calibration, training and certification to public and private organizations. These laboratories have national/international accreditation and recognitions in the area of testing and calibration. Besides testing and calibration STQC has specialized institutions such as Indian Institute of Quality Management (IIQM) for quality related training programs; Centre for Reliability (CFR) for reliability related services; and Centre for Electronics Test Engineering (CETEs) for skill based trainings.

Office: Dept. of Information Technology Ministry of Communication & Information Technology Electronics Niketan, III Floor, 6, CGO Complex, Lodi Road, New Delhi – 110 003

Contact: Director General,
Dr. Gulshan Rai

Tel: 011 – 2436308
Email: grai@mit.gov.in

JAPAN

Japan Toy Association **toys.or.jp**

The Japan Toy Association was founded in 1967 in order to contribute to the comprehensive development of the toy industry both in Japan and abroad. The Japan Toy Association deals with issues with production, distribution, exports and usage of toys in Japan. The Japan Toy Association runs the "ST Mark" program, which is the toy safety standard in Japan. The website only has basic information of the Japan Toys Association in English; everything else is in Japanese.

Office: 22-4, Higashi-Komagata 4-chome, Sumida-ku, Tokyo, 130-8611
Japan Tel: +81-3-3829-2513
Email: otoaiawase2010@toys.or.jp

Japanese Industrial Standards Committee *jisc.go.jp*

The Japanese Industrial Standards Committee (JISC) is a standards organization and is the International Organization for Standardization member body for Japan. It is also a member of the International Electrotechnical Commission. The JISC establishes and maintains the Japanese Industrial Standards. The website contains information on standardization (JIS, ISO/IEC), conformity assessment (JIS mark, ISO9000), and JISC's annual report.

Office: 1-3-1 Kasumigaseki,
Chiyoda-ku, Tokyo 100-8901, Japan 47

Email: jisc@meti.go.jp

MALAYSIA

Department of Standards Malaysia (DSM) *standardsmalaysia.gov.my*

The Department of Standards Malaysia is an agency under the authority of Ministry of Science, Technology and Innovation (MOSTI). It is governed by the Standard Malaysia Act 1996 and is established to undertake the statutory roles in national standardization formerly carried out by the Standards and Industrial Research Institute of Malaysia (SIRIM) after its corporatization. DSM's functions include carrying out the activities of standardization and accreditation for organizations and companies. Among DSM functions are to develop, promulgate and promote the usage of Malaysian Standards (MS). MS is a technical document that specifies the minimum requirements of quality and safety for voluntary use by the public.

Office: Century Square, Floor 1 & 2,
Block 2300,
Jalan Usahawan, 63000
Cyberjaya Selangor, Malaysia

Tel: 03-8318 0002 **Fax:** 03-8319 3131
Email:
central@standardsmalaysia.gov.my

MEXICO

ANCE *ance.org.mx*

The Association for Standardization and Certification, is a team specialized in ensuring quality and safety of products and services. ANCE's certificates of products include the electricity, gas and in-

dustrial sectors as well as agribusiness, information verification and shopping centers. They exercise authority over fire extinguishers and management system certification, laboratory testing, verification of certification for food and beverage, as well as Christmas trees, lumber, and sustainability of forests.

They also provide training and technical assistance nationally and internationally. The website is a platform that ANCE uses to spread information about the Mexican Conformity Assessment System and Standardization. Every relation ANCE has abroad nowadays was planned, negotiated and obtained by International Operations Division

Tel: (52 55) 5747-4550

Email: international@ance.org.mx

NORMEX *normex.com.mx/*

NORMEX is the first National Agency for Standardization and Certification with over 50 years of experience in the technology sector for quality.

NORMEX consists of three national institutions: Universidad del Valle de Mexico (UVM), the National Polytechnic Institute (IPN) and the National Chamber of Industry (CANACINTRA), so NORMEX has the representation of the academic scientific, technological and industrial areas.

NORMEX is accredited and approved by various public agencies and accreditation bodies: Ministry of Economy (SE), Ministry of Health (SS), Ministry of Tourism (SECTUR), Ministry of Communications and Transportation (SCT), Mexican Accreditation Entity (EMA), and Standardization and Certification Council of Competition (CONOCER).

Services NORMEX offers to companies include standards that are registered in ten sectors covering 34 industries. It participates in the national standards program in nine Mexican National Standardization Technical Committees.

Their programs mainly include verification that a product complies with various decrees and regulations issued by an authority.

Office: San Antonio Ave #256, Piso 7,
Col. Naples Extension, Del. Benito Juárez
Mexico
Federal District, 03840, Mexico

Tel: (01 55) 5598-3036

NEW ZEALAND

Joint Accreditation System Of Australia And New Zealand *jas-anz.com.au*

The JAS-ANZ is a not-for-profit international organization that operates the joint accreditation system in Australia and New Zealand. The JAS-ANZ offers accreditation programs such as a management systems certification, product certification, personnel certification and greenhouse gas validation and verification. JAS-ANZ is the government-appointed accreditation body for Australia and New Zealand responsible for providing accreditation of conformity assessment bodies (CABs) in the fields of certification and inspection. Accreditation by JAS-ANZ demonstrates the competence and independence of these CABs. JAS-ANZ accredits 92 CABs who in turn certify some 70,000 organizations. Including accreditations and technical assistance projects JAS-ANZ provides services in over 20 countries. JAS-ANZ is a signatory to a number of bilateral, regional and international agreements.

Office: Level 6 Deloitte House,
10 Brandon
St., Wellington 6011

Postal address: Medsaf, New Zealand
Medicines and Medical Devices Safety
Authority
PO Box 5013, Wellington 601

Tel: 04 819 6800 **Fax:** 04 819 6806
Email: becci_slyfield@moh.govt.nz

Standards New Zealand (SNZ) *standards.co.nz/*

Standards New Zealand (SNZ) is New Zealand's leading developer of standards and standards-based solutions and is the trading arm of the Standards Council, a Crown entity operating under the Standards Act 1988. SNZ specializes in developing and marketing national, regional and international standards, offering an independent, efficient and cost-effective service to a wide range of organizations. SNZ represents New Zealand representative at the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). SNZ contains guidance on: general and materials, electrical and electronics, building and civil engineering, mechanical and transportation, information technology, telecommunications and radio.

Office: Standards New Zealand Radio
New Zealand House
Level 10, 155 the Terrace, Wellington
6011

Free phone: 0800 782 632
Tel: +64 4 498 5990
Fax: +64 4 498 5994
Email: enquiries@standards.co.nz

SINGAPORE

SPRING Singapore *spring.gov.sg*

SPRING Singapore is the enterprise development agency responsible for helping Singapore enterprises grow. It serves as the country's national standards and accreditation body. The agency develops and promotes an internationally-recognized standards and quality assurance infrastructure to support Singapore enterprises, products and services, thereby enabling their global competitiveness and facilitating global trade.

Office: 1 Fusionopolis Walk, #01-02
South Tower Solaris, Singapore 138628
Tel: (65) 6278 6666 **Fax:** (65) 6278 6667

SOUTH KOREA

Korea Agency for Technology and Standards (KATS) *kats.go.kr*

The Korean Agency for Technology and Standards (KATS) was established in 1883 originally as the analysis and testing laboratory under the Mint Office. Functions related to industrial criteria and product safety were integrated later into the organization. KATS also runs the Korea Laboratory Accreditation Scheme (KOLAS), and the product safety certification system in Korea. The KATS website offers information for business on how to get products certified, international standardization activities and standards on different products.

Office: 96, Gyoyukwongil, Gwacheon-Si,
Gyeonggi-Do, Republic of Korea, 427-723

Product Safety & Quality Policy Division
Tel: +82-2-509-7238
Fax: +82-2-509-7305
Email: product@kats.go.kr

General Inquiries International Standards
Cooperation Division
Tel: +82-2-509-7400
Fax: +82-2-507-6875
Email: standard@kats.go.kr

Korea Research Institute of Standards and Science (KRIS) *www.kriss.re.kr/eng/main/ main.html*

The Korea Research Institute of Standard and Science provides measurement technologies, measurement solutions and testing and analysis in order to meet regulations on food quality, public health, medicine, safety, and other important standards. Other responsibilities include exploring measurement technologies for emerging industries. Korea Research Institute of Standards and Science

Office: 267 Gajeong-ro, Yuseong-gu,
Daejeon 305-340 Republic of Korea

Phone: +82-42-868-511
Fax: +82-42-868-5252
Email: sky0512@kriss.re.kr

UNITED STATES

American National Standards Institute (ANSI) *ansi.org*

The American National Standards Institute (ANSI) is a private non-profit standards organization that oversees the development of voluntary standards for products, services, systems and personnel in the United States. ANSI also coordinates US standards with international standards. In addition, ANSI promotes US standards internationally, and advocates US policy and technical positions in both international and local standards organizations.

Office: 1899 L Street, NW
11th Floor
Washington, DC 20036

Tel: 202.293.8020
Fax: 202.293.928
Email: info@ansi.org

American Society for Testing and Materials (ASTM) *astm.org/*

ASTM International, or the American Society for Testing and Materials (ASTM), is an international standards organization that develops and publishes voluntary standards for a wide range of products, systems and services. ASTM is headquartered in West Conshohocken, Pennsylvania. Each year, ASTM publishes the Annual Book of ASTM Standards in print,

CD and online versions. ASTM International only publishes voluntary standards, and plays no role in requiring or enforcing compliance with its standards.

Office: 100 Barr Harbor Drive
West Conshohocken, Pennsylvania, USA

Tel: (610) 832-9500
Fax: (610) 832-9555

American Society of Mechanical Engineers (ASME) *asme.org/kb/standards*

ASME is a not-for-profit membership organization that enables collaboration, knowledge sharing, career enrichment, and skills development across all engineering American Society of Mechanical Engineers (ASME) disciplines, toward a goal of helping the global engineering community develop solutions to benefit lives and livelihoods. ASME was founded in 1880. The organization has over 200 sections and 32 technical divisions. It has developed 600 technical standards improving the safety and efficiency of boilers, elevators, cranes, nuclear energy, pipelines, and many other areas.

Office: Three Park Avenue
New York, NY 10016-5990

Tel: 800-843-2763 (U.S./Canada)
001-800-843-2763 (Mexico)
973-882-1170 (outside North America)
Email: CustomerCare@asme.org

Association of Pool & Spa Professionals (APSP) *apsp.org/standards/ansiapsp-standards*

The Association of Pool & Spa Professionals (APSP) is the world's largest international trade association representing the swimming pool, spa and hot tub industry.

APSP's mission is ensuring consumer safety and enhancing the business success of its members. APSP member companies include manufacturers, distributors, manufacturers' agents, designers, builders, installers, retailers, and service professionals. Since 1983, APSP has been the accredited Standards Development Organization for the nation's pool and spa standards and now counts 15 American national standards under its purview.

These national standards establish voluntary minimum guidelines that, when adopted by governments and agencies, have the force of law.

Office: The Association of Pool & Spa Professionals (APSP)
2111 Eisenhower Avenue, Suite 500
Alexandria, VA 22314-4695

Tel: 703.838.0083
Fax: 703.549.0493
Email: memberservices@aps.org

National Institute of Standards and Technology (NIST) *nist.gov*

The National Institute of Standards and Technology (NIST) is an agency of the US Department of Commerce and was founded as the first federal government physical science research laboratory. The Institute's main responsibility is to advance measurement science, standards and technology in order to enhance US innovation and industrial competitiveness. The NIST supplies industry, academia and government with over 1,300 Standard Reference Materials.

Office: NIST, 100 Bureau Drive
Stop 1070
Gaithersburg, MD 20899-1070

Tel: (301) 975-NIST (6478)
TTY: Federal Relay Service
(800) 877-8339
Email: inquiries@nist.gov

UL Standards *ulstandards.ul.com*

UL Standards encompass UL's extensive safety research, scientific expertise and focus on quality. UL Standards are used to assess products; test components, materials, systems and performance; and evaluate environmentally sustainable products, renewable energies, food and water products, recycling systems and other innovative technologies. UL Standards development covers more than

just products; it also includes testing of systems and services. UL develops a wide variety of standards to measure and validate performance, environmental health and sustainability. UL supports harmonization to minimize redundant or conflicting standards where support for such harmonization exists.

Office: 2600 N.W. Lake Rd.
Camas, WA 98607-8542

Tel: 1.877.UL.HELPS (854.3577) **Fax:**
1.360.817.6278
Email: cec.us@us.ul.com

Vietnam

Directorate for Standards, Metrology and Quality (STAMEQ) *tcvn.gov.vn*

STAMEQ is the primary regulatory authority overseeing consumer product safety in Vietnam. In addition, STAMEQ also serves as the primary standards organization in Vietnam. Vietnam's standards system currently consists of over 6,000 national standards (TCVN-based on the Vietnamese language). Vietnam's weights and measures standards are based on the Metric system. The Law on Standards and Technical Regulations was adopted by the National Assembly in June 2006 and took effect on January 1, 2007. This law marked a turning point for standardization activities in Vietnam and comprehensively reformed the system. Under this law, standards and technical regulations are simplified to three levels: national standards (TCCSs) and organization's standards (QCVNs) and local technical regulations (QCDPs). While standards are applied voluntarily, technical regulations are mandatory. The Law also clearly identified the Ministry

of Science and Technology as the responsible agency for issuing and managing national standards, while line ministries are responsible for developing national technical regulations.

Office: 8, Hoang Quoc Viet Road VN-Hanoi

Tel: +8443791163 **Fax:** +84437911595
Email: pth@tcvn.gov.vn

Vietnam Standards and Consumers Association (VINASTAS) *consumersinternational.org/ members/members/vietnam-standards-and-consumers-association-vinastas*

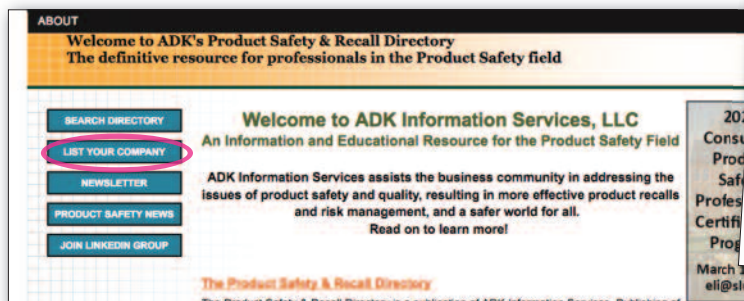
VINASTAS, the Vietnam Standard and Consumers Association, is a not-forprofit non-government organization working at the national level which was founded in 1988. Its mission is twofold: to promote standardization and product safety and to improve consumer protection in Vietnam. 28 province and city based consumer associations are members of VINASTAS.

Its main activities are: contributing to national legislation and policies, consumer information, publishing (*The Consumer*), handling individual consumer complaints and campaigning for consumers in areas such as competition, fair trade, anti fake goods, tobacco control, energy saving. The website allows users to read the recent news and report about quality and safety of food and consumer products in Vietnam market.

Office: Do Gia Phan (Vice-president)
214/22 Ton That Tung, Hanoi, Vietnam

Tel: +84 4 852 7769
Fax: +84 4 852 7769
Email: info@nguoiitiedung.com.vn

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Heather Bramble, Head of Regulatory Affairs at Mattel, Inc.

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For more information: eli@slu.edu

This webinar series is designed and presented by Saint Louis University's Emerson Leadership Institute in cooperation with ADK Information Services.



The program is made possible through contributions by UL, supporting its mission of working for a safer world.

TESTING LABORATORIES ACCREDITING ORGANIZATIONS

Accredited Through International Laboratory Accreditation Cooperation

ILAC is the International Accreditation Cooperation for both laboratory and inspection accreditation bodies formed more than 30 years ago to help remove technical barriers to trade.

By accrediting laboratories and inspection bodies, ILAC builds confidence among countries and consumers that accredited organizations maintain recognized standards to carry out specific activities to ensure their impartiality and competence.

As a service to readers, ADK Product Safety & Recall Directory® provides contact information for full members of ILAC and its Mutual Recognition Arrangement, where they can obtain lists of accredited laboratories and inspection bodies in various economies around the world. (Listed by Acronym/Accreditation Body)

A-S-B (USA) **Accreditation Services** **Bureau (A-S-B) dba** **Laboratory Accreditation** **Bureau (L-A-B)**

Economy: U.S.A.
Tel: +260 637 2705
Fax: +260 637 2791
Email: dleonard@l-a-b.com
Website: l-a-b.com
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 1725

A2LA (USA) **American Association for** **Laboratory Accreditation**

Economy: U.S.A.
Tel: 1 301 644 3248
Fax: 1 240 454 9449
Email: tbarnett@A2LA.org
Website: A2LA.org
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 1720 Medical Testing
ISO 15189 Testing: ISO/IEC 17025

AAC 'Analitica' **(Russian Federation)** **Association of Analytical** **Centers 'Analitica'**

Economy: RUSSIAN FEDERATION Testing:
ISO/IEC 17025

ACCREDIA (Italy) **ACCREDIA- Ente Italiano di** **Accreditamento**

Economy: ITALY
Tel: +39 06 844099 1
Fax: +39 06 8841199
Email: info@accredia.it
Website: accredia.it
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

AIHA-LAP, LLC (USA) **AIHA Laboratory** **Accreditation Programs, LLS**

Economy: U.S.A.
Tel: +1 703 846 0789
Fax: +1 703 207 8558
Email: cmorton@aiha.org
Website: aihaaccreditedlabs.org
Testing: ISO/IEC 17025

AKKREDITIERUNG **(Austria)** **Akkreditierung Austria**

Economy: AUSTRIA
Tel: 43 1 71100 5411
Fax: 43 1 7110 93 5411
Email: norman.brunner@bmwfw.gv.at
Website: en.bmwfw.gv.at/ac-creditation
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 1720 Medical Testing:
ISO 15189 Testing: ISO/IEC 17025

ANAB (USA) **ANSI-ASQ National** **Accreditation Board**

Economy: U.S.A.
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 1720 Testing: ISO/IEC
17025

ASCLD/LAB (USA) **American Society of Crime** **Lab Directors/Laboratory** **Accreditation Board**

Economy: U.S.A.
Scope: Testing: ISO/IEC 17025

ATS (Serbia) **Accreditation Body of Serbia**

Economy: SERBIA
Tel: +381 11 313 03 73
Fax: +381 11 313 03 74
Email: aco.janicijevic@ats.rs
Website: atws.rs
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

BAB (Bangladesh) **Bangladesh Accreditation** **Board**

Economy: BANGLADESH
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

BATA **(Bosnia/Herzegovina)** **Institute for Accreditation of** **Bosnia and Herzegovina**

Economy: BOSNIA and HERZEGOVINA
Tel: +375 17 230 20 36
Fax: +375 17 246 92 52
Email: mandrapa@bata.gov.ba
Website: bata.gov.ba
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Testing: ISO/IEC
17025

BELAC (Belgium) **Belgian Accreditation** **Structure**

Economy: BELGIUM
Tel: 32 2 277 54 34
Fax: 32 2 277 54 41
Email: belac@exonomie.fgov.be
Website: BELAC.fgov.be
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 1720 Medical Testing:
ISO 15189 Testing: ISO/IEC 17025

BLA-DSS (Thailand) **Bureau of Laboratory** **Accreditation, Department** **of Science Service, Ministry** **of Science & Technology**

Economy: THAILAND
Tel: 662 201 7133
Fax: 662 201 7126
Email: dusadee@dss.go.th
Website: dss.go.th
Scope: Testing: ISO/IEC 17025

BLOS-DMSc (Thailand)
The Bureau of Laboratory Quality Standards, Department of Medical Sciences, Ministry of Public Health, Thailand

Economy: THAILAND
Tel: 662 951 000 Ext 99949
Fax: 662 951 1270
Email: blqs@dmshc.mail.go.th
Website: dmshc.moph.go.th
Scope: Medical Testing: ISO 15189
 Testing: ISO/IEC 17025

BoA (Vietnam)
Bureau of Accreditation

Economy: VIETNAM
Tel: 84 437 911 552
Fax: 84 437 911 551
Email: vuthuy@boa.gov.vn vpcongng-han@boa.gov.vn
Website: boa.gov.vn
Scope: Calibration: ISO/IEC 17020
 Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

CAI
Czech Accreditation Institute (Czech Republic)

Economy: CZECH REPUBLIC
Tel: 420 272 096 222
Fax: 420 272 096 221
Email: ruzickaj@cai.cz
Website: cai.cz
Scope: Calibration: ISO/IEC 17025 In-spec-tion: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

CALA (Canada)
Canadian Association for Laboratory Accreditation Inc.

Economy: CANADA
Tel: 1 613 233 5300
Fax: 1 613 233 5501
Email: cbrimley@cala.ca
Website: cala.ca
Scope: Testing: ISO/IEC 17025

CGCRE (Brazil)

Coordenacao Geral de Acreditacao, General Coordination for Accreditation

Economy: BRAZIL
Tel: 55 21 2563 2838
Fax: 55 21 2563 2836
Email: cgcre@inmetro.gov.br
Website: inmetro.gov.br/creden-ciament-to
Scope: Calibration: ISO/IEC 17025
 Inspection: ISO/IEC 1720 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

CNAS (China)
China National Accreditation Service for Conformity Assessment

Economy: CHINA People's Republic of
Tel: 86 10 67105333
Fax: 86 10 87928667
Email: info@cnas.org.cn
Website: http://cnas.org.cn
Scope: Calibration: ISO/IEC 17025 In-spec-tion: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

COFRAC (France)
Comite Francais d'Accreditation

Economy: FRANCE
Scope: Calibration: ISO/IEC 17025
 Inspection: ISO/IEC 1720 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

CYS-CYSAB (Cyprus)
Cyprus Organization for the Promotion of Quality (CYS)-Cyprus Accreditation Body (CYSAB)

Economy: CYPRUS
Tel: 357 22 409309
Fax: 357 22 754103
Email: aioannou@cys.mcit.gov.cy
Website: cys.mcit.gov.cy
Scope: Calibration: ISO/IEC 17025
 Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

DAC (Dubai)
Dubai Accreditation Centre

Economy: UNITED ARAB EMIRATES
Tel: +9714 3027445
Fax: +9714 3362381
Email: dacinfo@dm.gov.ae
Website: http://dac.gov.ae
Scope: Calibration: ISO/IEC 17020
 Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

DAkkS (Germany)
Deutsche Akkreditierungsstelle GmbH

Economy: GERMANY
Tel: +49 30 670591-0
Fax: +49 30 670591-15
Email: contact@dakks.de
Website: www.dakks.de/en
Scope: Calibration: ISO/IEC 17025
 Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

DANAK (Denmark)
Danish Accreditation Fund

Economy: DENMARK
Tel: 45 7733 9536
Fax: 45 7733 9501
Email: va@danak.dk
Website: danak.org
Scope: Calibration: ISO/IEC 17025
 Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

DPA (Albania)
General Directorate of Accreditation

Economy: ALBANIA
Scope: Testing: ISO/IEC 17025

ECA (Costa Rica)
Ente Costarricense de Acreditacion

Economy: COSTA RICA
Tel: +506 2296 0782 Ext 118
Fax: +506 2232 6593
Email: j.acuna@eca.or.cr
Website: eca.or.cr
Scope: Calibration: ISO/IEC 17025
 Inspection: ISO/IEC 17020 Testing: ISO/IEC 17025

EGAC (Egypt)
Egyptian Accreditation Council

Economy: EGYPT
Tel: 202 2 527 5226
Fax: 202 2 527 5224
Email: egac2000@idsc.net
Website: egac.gov.eg
Scope: Calibration: ISO/IEC 17025
 Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

EMA (Mexico) *Entidad Mexicana de Acreditacion a.c.*

Economy: MEXICO
Tel: 52 55 9148 4357
Fax: 52 55 5591 0529
Email: carolina.garcia@ema.org.mx
Website: ema.org.mx
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

ENAC (Spain) *Entidad Nacional de Acreditacion*

Economy: SPAIN
Tel: 34 91 457 3289
Fax: 34 91 458 6280
Email: enac@enac.es
Website: enac.es
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

ESYD (Greece) *ESYD (Greece) Hellenic Accreditation System S.A.*

Economy: GREECE
Tel: 30 210 7204600
Fax: 30 210 7204555
Email: esyd@esyd.gr
Website: esyd.gr
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

FINAS (Finland) *Finnish Accreditation Service*

Economy: FINLAND
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

GAC (Middle East countries) *GCC Accreditation Centre*

Economy: Saudi Arabia, Bahrain, Kuwait, Oman, Qatar, UAE, Yemen
Scope: Testing: ISO/IEC 17025

HAA (Croatia) *Croatian Accreditation Agency*

Economy: CROATIA
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

HKAS (Hong Kong) *Hong Kong Accreditation Service*

Economy: HONG KONG, CHINA
Tel: 852 2829 4819
Fax: 852 2824 1302
Email: hkas@itc.gov.hk
Website: hkas.gov.hk
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

IAJapan (Japan) *International Accreditation Japan*

Economy: JAPAN
Tel: 81 3 3481 1948
Fax: 81 3 3481 1937
Email: iajapan@nite.go.jp
Website: iajapan.nite.go.jp/
iajapan/en/index.html
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

IANZ (New Zealand) *International Accreditation New Zealand*

Economy: NEW ZEALAND
Tel: 64 9 525 6655
Fax: 64 9 525 2266
Email: lrichards@ianz.govt.nz
Website: ianz.govt.nz
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

IARM (Former Republic of Macedonia) *The Accreditation Institute of the Former Yugoslav Republic of Macedonia*

Economy: THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

IAS (USA) *International Accreditation Service, Inc.*

Economy: UNITED STATES OF AMERICA
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Testing: ISO/IEC 17025

INAB (Ireland) *Irish National Accreditation Board*

Economy: IRELAND
Tel: 353 1 614 7048
Email: inab@inab.ie
Website: inab.ie
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

INACAL-DA (Peru) *National Institute for Quality*

Economy: PERU
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Testing: ISO/IEC 17025

INN (Chile) *Instituto Nacional De Normalizacion*

Economy: CHILE
Tel: 562 4458 800
Fax: 562 4410 429
Email: acreditacuib@inn.cl
Website: inn.cl
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 Testing: ISO/IEC 17025

IPAC (Portugal) *Instituto Portugues de Acreditacao*

Economy: PORTUGAL
Tel: 351 21 294 8201
Fax: 351 21 294 8202
Email: acredita@ipac.pt
Website: ipac.pt
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020
Medical Testing: ISO 15189 Testing: ISO/IEC 17025

IQMH (Canada) *Institute for Quality Management in Healthcare*

Economy: CANADA
Tel: 1 416 323 9540
Fax: 1 416 323 9324
Email: lcrawford@IQMH.org
Website: IQMS.org
Scope: Medical Testing: ISO 15189
ISRAC (Israel)

**Israel Laboratory
Accreditation Authority**

Economy: ISRAEL
Tel: 972 3 9702 727
Fax: 972 3 9702 413
Email: israc@israc.gov.il
Website: israc.gov.il
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 **Testing:** ISO/IEC 17025

**JAB (Japan)
Japan Accreditation Board**

Economy: JAPAN
Tel: 91 3 3442 1216
Fax: 81 3 5475 2780
Email: katsuo.kubono@jab.or.jp
Website: jab.or.jp
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 **Testing:** ISO/IEC 17025

**JANAAC (Jamaica)
Jamaica National Agency for
Accreditation**

Economy: JAMAICA
Scope: Medical Testing: ISO 15189
Testing: ISO/IEC 17025

**JAS-ANZ (Australia &
New Zealand)
Joint Accreditation System
of Australia and New
Zealand**

Economy: AUSTRALIA
Tel: 61 2 6232 2004
Fax: 61 2 6262 7980
Email: kylie.sheehan@jas-anz.org
Website: jas-anz.org
Scope: Inspection: ISO/IEC 17020

**KAN (Indonesia)
National Accreditation Body
of Indonesia**

Economy: INDONESIA
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189
Testing: ISO/IEC 17025

**KCA (Kyrgyz)
The Kyrgyz Center of
Accreditation-(SUSPENDED
4Nov 2015)**

Economy: KYRGYZ REPUBLIC
Scope: Testing: ISO/IEC 17025

**KOLAS (Korea)
Korea Laboratory
Accreditation Scheme**

Economy: KOREA
Tel: +82 43 870 5497
Fax: +82 43 870 5679
Email: kolas1@korea.kr
Website: kolas.go.kr/english/
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

**MNAS (Mongolia)
Mongolian Agency for
Standardization and
Metrology, Accreditation
Department**

Economy: MONGOLIA
Tel: +976 51 263907
Fax: +976 11 458032
Email: info@masm.gov.mn
Website: masm.gov.mn
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

**NA (Norway)
Norsk Akkreditering**

Economy: NORWAY
Tel: +47 64 84 86 00
Email: gsa@akkreditert.no
Website: akkreditert.no
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189
Testing: ISO/IEC 17025

**NAAU (Ukraine)
National Accreditation
Agency of Ukraine**

Economy: UKRAINE
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 **Testing:** ISO/IEC
17025

**NABCB (India)
National Accreditation
Board for Certification
Bodies**

Economy: INDIA
Tel: +91 11 2337 8056
Fax: +91 11 2337
8678
Email: ceo.nabcb@qcin.org
Website: qcin.org/nabcb
Scope: Inspection: ISO/IEC 17020

**NABL (India)
National Accreditation
Board for Testing &
Calibration Laboratories**

Economy: INDIA
Tel: 91 12 4467 9700
Fax: 91 12 4467
9799
Email: director@nabl-india.org
Website: nabl-india.org
Scope: Calibration: ISO/IEC 17025
Medical Testing: ISO 15189 **Testing:** ISO/IEC
17025

**NATA (Australia)
National Association of
Testing Authorities,
Australia**

Economy: AUSTRALIA
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189 **Testing:** ISO/IEC 17025

**NCA (Kazakhstan)
National Centre of
Accreditation**

Economy: KAZAKHSTAN
Scope: Calibration: ISO/IEC 17025 Test-
ing: ISO/IEC 17025

**NSC-ONSC (Thailand)
The National
Standardization Council of
Thailand-Office of the
National Standardization
Council**

Economy: THAILAND
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 **Testing:** ISO/IEC
17025

**NVLAP (USA)
National Voluntary
Laboratory Accreditation
Program**

Economy: UNITED STATES OF AMERICA
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

**OAA (Argentina)
Organismo Argentino de
Acreditacion**

Economy: ARGENTINA
Tel: 54 44 4344-489/4881
Email: info@oaa.org.ar
Website: oaa.org.ar
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Test-
ing: ISO 15189
Testing: ISO/IEC 17025

OGA (Guatemala) **Oficina Guatemalteca de Acreditacion**

Economy: GUATEMALA
Tel: +502 2247 2600
Fax: +502 2247 2687
Email: info-oga@mineco.gob.gt
Website: oga.org.gt
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

OLAS (Luxembourg) **Office Luxembourgeois d'Accreditation et de Surveillance**

Economy: LUEMBOURG
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

ONA (Paraguay) **Organismo Nacional de Acreditacion**

Economy: PARAGUAY
Tel: +595 21 526-640
Fax: +595 21 526-640
Email: rbarrios@conacyt.gov.py, acabrera@conacyt.gov.py, ycaballero@conacyt.gov.py
Website: conacyt.gov.py
Scope: Testing: ISO/IEC 17025

ONA (Nicaragua) **National Accreditation Office**

Economy: NICARAGUA
Tel: 2248-9300 Ext 1325
Email: agutierrez@mific.gob.ni
Website: mific.gob.ni **Scope:** Inspection: ISO/IEC 17020
Testing: ISO/IEC 17025

ONAC (Columbia) **Organismo Nacional de Acreditacion de Colombia**

Economy: COLOMBIA
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

ONARC (Cuba) **National Accreditation Body of Republica de Cuba**

Economy: CUBA
Tel: 537 830 0832
Fax: 537 836 8048
Email: acre@ceniai.inf.cu
Website: onarc.cubaindustria.cu
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

OSA (El Salvador) **Organismo Salvadoreño de Acreditacion**

Economy: EL SALVADOR
Scope: Testing: ISO/IEC 17025

OUA (Uruguay) **Organismo Uruguayo de Acreditacion**

Economy: URUGUAY
Tel: 598 2 9164251
Fax: 598 2 9164195
Email: oua@organismouruguayodeacreditacion.org
Website: orgorganismouruguayodeacreditacion.org
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

PAB (Philippines) **Philippine Accreditation Bureau**

Economy: PHILIPPINES
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

PCA (Poland) **Polish Centre for Accreditation**

Economy: POLAND
Tel: 48 22 355 70 00
Fax: 48 22 355 70 18
Email: sekretariat@pca.gov.pl
Website: pca.gov.pl
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

PJLA (USA) **Perry Johnson Laboratory Accreditation, Inc.**

Economy: UNITED STATES OF AMERICA
Tel: +1 248 519 2603
Fax: +1 248 213 0737
Email: Tszerszen@PJLabs.com
Website: pjlabs.com
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

PNAC (Pakistan) **Pakistan National Accreditation Council**

Economy: PAKISTAN
Tel: 92 51 9206044
Fax: 92 51 9209510
Email: dg@pnac.org.pk
Website: pnac.org.pk
Scope: Calibration: ISO/IEC 17025
Testing: ISO/IEC 17025

PNGLAS (Papua New Guinea) **Papua New Guinea Laboratory Accreditation Scheme**

Economy: PAPUA NEW GUINEA
Tel: +675 323 1852
Fax: +675 325 8793
Email: Johnny.Moses@nisit.gov.pg
Website: nisit.gov.pg
Scope: Testing: ISO/IEC 17025

RENAR (Romania) **Romanian Accreditation Association**

Economy: ROMANIA
Tel: 40 21 402 0477
Fax: 40 21 402 0489
Email: renar@renar.ro
Website: renar.ro
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

RvA (Netherlands) **Dutch Accreditation Council**

Economy: NETHERLANDS
Tel: 31 30 239 4500
Fax: 31 30 239 4539
Email: postmaster@rva.nl
Website: rva.nl
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020
Medical Testing: ISO 15189 Testing: ISO/IEC 17025

SA (Slovenia) **Slovenian Accreditation**

Economy: SLOVENIA
Tel: 386 1 547 3250
Fax: 386 1 547 3272
Email: bostjan.godec@slo-akreditacija.si, Primoz.simon@slo-akreditacija.si
Website: slo-akreditacija.si
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Testing: ISO/IEC 17025

SAC (Singapore) **Singapore Accreditation Council**

Economy: SINGAPORE
Tel: 65 6279 1847
Fax: 65 6659 0640
Email: chang_kwei_fern@spring.gov.sg
Website: sac-accreditation.gov.sg
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

SADCAS (Southern African countries)
Southern African Development Community Accreditation Service
Botswana SADCAS Southern African Development Community Accreditation Service

Economy: Botswana, Angola, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Seychelles, Swaziland, Tanzania, Zambia, Zimbabwe

Tel: +267 313 2909

Fax: +267 313 2922

Email: info@sadcas.org

Website: sadcas.org

Scope: Calibration: ISO/IEC 17025

Testing: ISO/IEC 17025

SAE (Ecuador)
Servicio de Acreditación Ecuatoriano

Economy: ECUADOR

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020 Testing: ISO/IEC 17025

SANAS (South Africa)
South African National Accreditation System

Economy: SOUTH AFRICA

Tel: 27 12 394 3764

Fax: 27 12 394 4764

Email: yolandav@sanas.co.za

Website: sanas.co.za

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

**BEST
PrACTICES**

**ONLINE
COMPLIANCE –
WITHOUT BRICK
& MORTAR**

Jennifer Moore

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SAS (Switzerland)
Swiss Accreditation Service

Economy: SWITZERLAND

Tel: 41 31 323 3520

Fax: 41 31 323 3510

Email: rolf.straub@sas.ch

Website: sas.ch

Scope: Calibration: ISO/IEC 17025

Medical Testing: ISO 15189 Testing: ISO/IEC 17025

SCC (Canada)
Standards Council of Canada

Economy: CANADA

Tel: 1 613 238 3222 32x

Fax: 1 613 569

7808

Email: info@scc.ca

Website: scc-ccn.ca

Scope: Calibration: ISO/IEC 17025

Medical Testing: ISO 15189 Testing: ISO/IEC 17025

SLAB (Sri Lanka)
Sri Lanka Accreditation Board for Conformity Assessment

Economy: SRI LANKA

Tel: +94 11 2372638/9

Fax: +94 11

2372629

Email: director@slab.lk

Website: slab.lk

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

SNAS (Slovakia)
Slovak National Accreditation Service

Economy: SLOVAKIA

Tel: 421 948 349 517

Email: snas@snas.gov.sk

Website: snas.sk, snas.eu

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020

Medical Testing: ISO 15189 Testing: ISO/IEC 17025

Standards Malaysia (Mayasia)
Department of Standards Malaysia

Economy: MALAYSIA

Tel: 603 8318 2227

Fax: 603 8918 9339

Email: central@jsm.gov.my

Website: jsm.gov.my

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

Swedac (Sweden)
Swedish Board for Accreditation and Conformity Assessment

Economy: SWEDEN

Tel: 46 33 17 7733

Fax: 46 33 10 1392

Email: merih.malmqvist@swedac.se

Website: swedac.se

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

TAF (China Taipei)
Taiwan Accreditation Foundation

Economy: CHINESE TAIPEI

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

TUNAC (Tunisia)
Tunisian Accreditation Council

Economy: TUNISIA

Tel: +216 1 71 806 431

Fax: +216 1 71

809 407

Email: tunac@tunac.tn

Website: tunac.tn

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020 Testing: ISO/IEC 17025

TURKAK (Turkey)
Turkish Accreditation Agency

Economy: TURKEY

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

UKAS (United Kingdom)
United Kingdom Accreditation Service

Economy: UNITED KINGDOM

Scope: Calibration: ISO/IEC 17025

Inspection: ISO/IEC 17020 Medical Testing: ISO 15189 Testing: ISO/IEC 17025

Vlac (Japan)
Voluntary EMC Laboratory Accreditation Center INC

Economy: JAPAN

Tel: 81 3 3568 2152

Fax: 81 3 3568 2153

Email: sugiyama@vlac.co.jp

Website: vlac.co.jp

Scope: Testing: ISO/IEC 17025

ALBANIA

General Directorate
of Accreditation 40
Accredited Test Labs

ARGENTINA

National System of Standards,
Quality, and Certification. 42
Standards Organization
Phone: +54 11 43 46 08 48
Email: ltrama@iram.org.ar

Organismo Argentino
de Acreditacion. 42
Accredited Test Labs
Phone: +54 44 4344-489/4881
Email: info@oaa.org.ar

AUSTRALIA

Joint Accreditation System of Australia
and New Zealand 32
Accredited Test Labs
Phone: + 61 2 6232 2004
Email: kylie.sheehan@jas-anz.org

The National Association of
Testing Authorities 32
Standards Organization
Phone: +61 2 9736 8222
(toll-free: 1 800 621 666)
Website: nata.asn.au

National Measurement Institute. . . 32
Standards Organization
Phone: +61 2 8467 360
Email: info@measurement.gov.au

Standards Australia 32
Standards Organization
Phone: 1 800 035 822 From Overseas:
+61 2 9237 6171
Email: mail@standards.org.au

National Association of Testing
Authorities, Australia 42
Accredited Test Labs

AUSTRIA

Akkreditierung 39
Accredited Test Labs
Phone: +43 1 71100 5411
Email: norman.brunner@bmwfw.gv.at

BANGLADESH

Bangladesh Accreditation Board . . 39
Accredited Test Labs

BELGIUM

Bartl, Ales 20
Keller and Heckman, LLP (Belgium)
Phone: +32(0)2 645 5085
bartl@khlaw.com

Belgian Accreditation Structure . . . 39
Accredited Test Labs
Phone: +32 2 277 54 34
Email: belac@economie.fgov.be

ProductIP 30
Technology & Software Services
Phone: +31318700622
Email: maarten@productip.com

**BOSNIA AND
HERZEGOVINA**

Institute for Accreditation of Bosnia
and Herzegovina 39
Accredited Test Labs
Phone: +375 17 230 20 36
Email: mandrapa@bata.gov.ba

BRAZIL

Brazilian National Standards
Organization 32
Standards Organization
Phone: +55 11 30 17 36 00
Email: abnt@abnt.org.br

Coordenacao Geral de
Acreditacao, General Coordination
for Accreditation 40
Accredited Test Labs
Phone: +55 21 2563 2838
Email: cgcre@inmetro.gov.br

CANADA

British Columbia Safety
Authority 32
Standards Organization
Website: safetyauthority.ca/

Bureau De Normalisation
Du Quebec 33
Standards Organization and
Systems Certification
Phone: +418 652 2238 or
1 800 386 5114
Website: bnq.qc.ca/en/index.html

Institute for National Measurement
Standards 33
Standards Organization
Phone: +613 993 9101
Email: info@nrc-cnrc.gc.ca

The Standards Council of Canada
Standards Organization. 33
Phone: +1 613 238 3222
Website: scc.ca/en/web/scc-ccn

Canadian Association for
Laboratory Accreditation Inc. 40
Accredited Test Labs
Phone: +1 613 233 5300
Email: cbrimley@cala.ca

Institute for Quality Management in
Healthcare (IQMQ) 41
Accredited Test Labs
Phone: +1 416 323 9540
Email: lcrawford@IQMH.org

Standards Council of Canada 33
Accredited Test Labs
Phone: +1 613 238 3222 32x
Email: info@scc.ca

CHILE

Instituto Nacional
De Normalizacion 41
Accredited Test Labs
Phone: +562 4458 800
Email: acredutacuib@inn.cl

CHINA

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Keller and Heckman LLP, Attorney. Phone:
+86 21 6335 1000
Email: ettinger@kllaw.com

Certification and Accreditation
Administration of the
Republic of China 33
Standards Organization
Phone: +86 (10) 8226-2749
Website: cnca.gov.cn

Standardization Administration of the
Republic of China 33
Standards Organization
Phone: +86 010 82262609
Website: sac.gov.cn/templet/english

China National Accreditation Service
for Conformity Assessment 40
Accredited Test Labs
Phone: +86 10 67105333
Email: info@cnas.org.cn

CHINESE TAIPEI

Taiwan Accreditation
Foundation 44
Accredited Test Labs

COLOMBIA

Organismo Nacional de Acreditacion
de Colombia 43
Accredited Test Labs

COSTA RICA

Ente Costarricense
de Acreditacion 40
Accredited Test Labs
Phone: +506 2296 0782
Email: j.acuna@eca.or.cr

SECTION I SERVICE PROVIDER LISTINGS

CROATIA

Croatian Accreditation Agency . . . 41
Accredited Test Labs

CUBA

National Accreditation Body of
Republica de Cuba 43
Accredited Test Labs
Phone: +537 830 0832
Email: acre@ceniai.inf.cu

CYPRUS

Cyprus Organization for
the Promotion of Quality-Cyprus
Accreditation Body 40
Accredited Test Labs
Phone: +357 22 409309
Email: aioannou@cys.mcit.gov.cy

CZECH REPUBLIC

Czech Accreditation Institute 40
Accredited Test Labs
Phone: +420 272 096 222
Email: ruzickaj@cai.cz

DENMARK

Danish Accreditation Fund 40
Accredited Test Labs
Phone: +45 77339536
Email: va@danak.dk

ECUADOR

Servicio de Acreditacion
n Ecuatoriano 44
Accredited Test Labs

EGYPT

Egyptian Accreditation Council. . . 40
Accredited Test Labs
Phone: +202 2 527 5226
Email: egac2000@idsc.net

EL SALVADOR

Organismo Salvadorea
de Acreditacion. 43
Accredited Test Labs

EUROPEAN UNION

European Committee for
Standardization 33
Standards Organization
Phone: +32 2550 08 19
Website: cen.eu/cen/pages/default.aspx

European Committee for
Electrotechnical Standardization . . 34
Standards Organization
Phone: +322519687

Website: cenelec.eu/Cenelec/Home-
page.htm

European Telecommunications

Standards Institute 34
Standards Organization Phone: +33 (0)
492944200
Email: info@etsi.org

Institute for Reference Materials
and Measurements. 34
Standards Organization
Phone: +32 (0) 14 571 705
Email: jrc-irrm-rm-dsales@ec.eu-
ropa.eu

FINLAND

Finnish Accreditation Service 42
Accredited Test Labs

FRANCE

Comite Francais d' Accreditation . . 40
Accredited Test Labs

GERMANY

Deutsche Akkreditierungsstelle
GmbH Standards. 40
Accredited Test Labs. 39
Phone: +49 30 670591-0
Email: contact@dakka.de

GREECE

Hellenic Accreditation
System S.A. 41
Accredited Test Labs
Phone: +30 210 7204600
Email: esyd@esyd.gr

GUATEMALA

Oficina Guatemalteca
de Acreditacion. 43
Accredited Test Labs
Phone: +502 2247 2600
Email: info-oga@mineco.gob.gt

HONG KONG/CHINA

Hong Kong Accreditation Service. . 41
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Phone: +852 2829 4819
Email: hkas@itc.gov.hk

INDIA

Bureau of Indian Standards. 34
Standards Organization
Phone: +91 11 23230131, 23233375,
23239402
Email: info@bis.org.in

Standardization Testing and
Quality Certification. 34
Standards Organization
Phone: +011-2436308
Email: grai@mit.gov.in

National Accreditation Board for
Certification Bodies 42
Accredited Test Labs
Phone: +91 11 2337 8056
Email: ceo.nabcb@qcin.org

National Accreditation Board
for Testing & Calibration
Laboratories 42
Accredited Test Labs
Phone: +91 12 4467 9700
Email: director@nabl-india.org

INDONESIA

National Accreditation Body
of Indonesia 42
Accredited Test Labs

IRELAND

Irish National
Accreditation Board 41
Accredited Test Labs
Phone: +353 1 614 7048
Email: inab@inab.ie

ISRAEL

Israel Laboratory Accreditation
Authority. 42
Accredited Test Labs
Phone: +972 3 9702 727
Email: israc@israc.gov.il

ITALY

Ente Italiano di Accreditamento. . . 39
Accredited Test Labs
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JAMAICA

Jamaica National Agency for
Accreditation 42
Accredited Test Labs

JAPAN

Japan Toy Association 34
Standards Organization
Phone: +81 3 3829 2513
Email: otoiwase2010@toys.or.jp

Japanese Industrial Standards
Committee 35
Standards Organization Email:
jisc@meti.go.jp Website: jisc.go.jp

International Accreditation Japan . 41
Accredited Test Labs
Phone: +81 3 3481 1948
Email: iajapan@nite.go.jp

Japan Accreditation Board 42
Accredited Test Labs
Phone: +91 3 3442 1216
Email: katsuo.kubono@jab.or.jp

Voluntary EMC Laboratory
Accreditation Center Inc. 44
Accredited Test Labs
Phone: +81 3 3568 2152
Email: sugiyama@vlac.co.jp

KAZAKHSTAN

National Centre of Accreditation . . 42
Accredited Test Labs

KOREA

Korea Laboratory
Accreditation Scheme 42
Accredited Test Labs
Phone: +82 43 870 5497
Email: kolas1@korea.kr

KYRGYZ REPUBLIC

The Kyrgyz Center of
Accreditation 42
Accredited Test Labs

LUXEMBOURG

Office Luxembourgeois d' Accreditation
et de Surveillanc 43
Accredited Test Labs

MALAYSIA

Department of Standards
Malaysia. 35
Standards Organization
Phone: +03 8318 0002
Email:
central@standardsmalaysia.gov.my

Department of Standards
Malaysia. 44
Accredited Test Labs
Phone: +603 8318 2227
Email: central@jsm.gov.my

MEXICO

Ance 35
Standards Organization
Phone: + (52 55) 5747 4550
Email: international@ance.org.mx

Normex 35
Standards Organization
Phone: + (01 55) 5598 3036
Website: normex.com.mx

Entidad Mexicana
de Acreditacion a.c. 41
Accredited Test Labs
Phone: +52 55 9148 4357
Email: carolina.garcia@ema.org.mx

MONGOLIA

Mongolian Agency for Standardization
and Metrology, Accreditation
Department. 42
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Phone: +976 51 263907
Email: info@masm.gov.mn

NETHERLANDS

Dutch Accreditation Council 43
Accredited Test Labs
Phone: +31 30 239 4500
Email: postmaster@rva.nl

NEW ZEALAND

Australia and New Zealand 32
Standards Organization
Phone: +04 819 6800
Email: becci_slyfield@moh.govt.nz

Standards New Zealand 35
Standards Organization
Phone: +64 4 498 5990
Email: enquiries@standards.co.nz

International Accreditation
New Zealand 41
Accredited Test Labs
Phone: +64 9 525 6655
Email: lrichards@ianz.govt.nz

NICARAGUA

National Accreditation Office 43
Accredited Test Labs
Phone: +2248-9300 Ext 1325
Email: agutierrez@mific.gob.ni

NORWAY

Norsk Akkreditering. 42
Accredited Test Labs
Phone: +47 64 84 8600
Email: gsa@akkrediter.no

PAKISTAN

Pakistan National
Accreditation Council. 43
Accredited Test Labs
Phone: +92 51 9206044
Email: dg@pnac.org.pk

PAPUA NEW GUINEA

Papua New Guinea Laboratory
Accreditation Scheme 43
Accredited Test Labs
Phone: +675 323 1852
Email: Johnny.Moses@nisit.gov.pg

PARAGUAY

Organismo Nacional
de Acreditacion. 43
Accredited Test Labs
Phone: +595 21 526 640
Email: rbarrios@conacyt.gov.py, acabrera@conacyt.gov.py, ycaballero@conacyt.gov.py

PERU

National Institute for Quality 41
Accredited Test Labs

PHILIPPINES

Philippine Accreditation Bureau. . . 43
Accredited Test Labs

POLAND

Polish Centre for Accreditation. . . . 43
Accredited Test Labs
Phone: +48 22 355 70 00
Email: sekretariat@pca.gov.pl

PORTUGAL

Instituto Portugues
de Acreditacao 41
Accredited Test Labs
Phone: +351 21 294 8201
Email: sacredita@ipac.pt

ROMANIA

Romanian Accreditation
Association 43
Accredited Test Labs
Phone: +40 21 402 0477
Email: renar@renar.ro

RUSSIAN FEDERATION

Association of Analytical Centers . . 39
Accredited Test Labs

SERBIA

Accreditation Body of Serbia 39
Accredited Test Labs
Phone: +381 11 313 03 73
Email: aco.janicijevic@ats

SINGAPORE

SPRING Singapore. 36
Standards Organization
Phone: + (65) 6278 6666
Website: wwwspring.gov.sg

Singapore Accreditation Council . . 43
Accredited Test Labs
Phone: +65 6279 7847
Email: chang kwei fern@spring.gov.sg

SLOVAKIA

Slovak National
Accreditation Service 44
Accredited Test Labs
Phone: +421 948 349 517
Email: snas@snas.gov.sk

SLOVENIA

Slovenian Accreditation. 43
Accredited Test Labs
Phone: +386 1 547 3250
Email: bostjan.godec@slo-akreditaci-
ja.si, Primoz.simon@slo-akreditacija.si

SOUTH AFRICA

South African National
Accreditation System 44
Accredited Test Labs
Phone: +27 12 394 3764
Email: yolandav@sanas.co.za

SOUTH KOREA

Korea Agency for Technology and
Standards. 36
Standards Organization
Phone: +82 2 509 7238
Email: products@kats.go.kr

Korea Standards Association. 36
Standards Organization
Phone: +82 2 6009 458
Email: ksaicd@ksa.or.kr
Standards Organization
Phone: +82 42 868 511
Email: sky0512@kriss.re.kr

SPAIN

Entidad Nacional de
Acreditacion 41
Accredited Test Labs
Phone: +34 91 457 3289
Email: enac@enac.es

SRI LANKA

Sri Lanka Accreditation Board
(SLAB). 44
Accredited Test Labs
Phone: +94 11 2372638/9
Email: director@slab.lk

SWEDEN

Swedish Board for Accreditation
and Conformity Assessment 44
Accredited Test Labs
Phone: +46 33 17 7733
Email: merih.malmqvist@swedac.se

SWITZERLAND

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TOOLS OF THE TRADE: WHAT IS IN THE TOOLKIT OF A SUCCESSFUL INTERNATIONAL PRODUCT SAFETY LEADER?

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COVID-19 HAS FOREVER CHANGED HOW WE'LL DO BUSINESS AND MANAGE RECALLS

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CONSUMER BEHAVIOUR AND SAFETY INFORMATION IN A CHANGING WORLD

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PUTTING YOURSELF FIRST—NOT SELFISH

Geraldine Cosh

2020 HEADLINES REVIEW

PRODUCT SAFETY NETWORK NEWS® HEADLINES

Issued electronically each Tuesday and Thursday, ADK's Product Safety Network News presents a wide range of articles related to product safety from around the globe. If you are currently not receiving these e-mails each Tuesday and Thursday, you can sign up to get them at no charge by [clicking here](#).

DECEMBER 2019

Ebay to remove all infant incline sleepers from the site
CPSC data: Nearly 80% tip over deaths are kids under 3
Lime Scooters lose contract to operate on Auckland streets
Hong Kong Update: Toy Association monitors protests

JANUARY 2020

Schumer seeks recall of products sold by TJ Maxx, Marshalls
IKEA in \$46 million settlement on tip over death
Cuomo signs new elevator safety measure into New York law
CPSC: Do not use summer infant by the bed sleeper

FEBRUARY 2020

Two companies recall utility vehicles over collision and crash hazards
Coronavirus could delay Xbox Series X, PlayStation 5 releases
Side effect of long commutes: Car seat carcinogens
CPSC announces new age determination guidelines

MARCH 2020

Changing the global manufacturing map
New CPSC Chairperson nominated by White House
CPSC study shows decrease in ATV-related deaths
With coronavirus, industry sees chance to undo plastic bag ban

APRIL 2020

CPSC advance rulemaking on crib bumpers
Forbes: Follow Walmart, Home Depot approach to safety
CDC missteps contaminate test kits, delay testing
Price gouging in the crosshairs during COVID-19

MAY 2020

Health Canada: Trump not alone in promoting dicey cures
Charging hoverboard causes second fire in MA
Customs officers seize 5k lead-contaminated stuffed ducks
Class action suit against Ikea over faulty furniture recall



JUNE 2020

Why empathy is key as employees return to workplaces
He saved us from defective products; Now he needs our help

CPSC issues tips to avoid injury outdoors during quarantine

Dr. Jonathan Midgett: New position as national voice for consumers at CPSC

JULY 2020

Trump CPSC nominee faces stiff bipartisan opposition

What the CPSC says to do if your baby's crib is recalled

Safety rules: *Consumer Reports'* guide to fire pits

Warnings everywhere. But does Prop. 65 really protect you?

AUGUST 2020

Toxics group spurs national efforts to ban PFAS in packaging

CPSC warns of impalement from exposed bicycle handlebars

CA court: Amazon liable for faulty products sold on its site

CPSC best practices for product manufacturers or importers

SEPTEMBER 2020

Amazon backs proposed CA product liability law

Courts hold Amazon liable for faulty products on its site

Glass tables cause 2.5 million injuries annually

3 ways to motivate your team through an extended crisis

OCTOBER 2020

House Passes consumer protection legislation

J & J to pay \$100M in baby powder settlement

CPSC investigation: Data breach wider than reported

CPSC issues business guidance on PPE; Commissioner Biaocco: Guidance on PPE is "not official"

NOVEMBER 2020

CPSC's Feldman wants to increase the agency's enforcement budget

Outgoing CPSC Acting Chair Adler will not seek re-nomination

'I trust Pfizer': Fauci would take vaccine upon FDA approval

Clearer expectations for the CPSC in the Biden era



SECTION II

BEST PRACTICES



These **Best Practices** include tips and techniques to help you be a more effective product safety professional and to strengthen your company's product safety program, particularly as we face both day-to-day challenges and an ever-changing business environment.

We would like to express our appreciation to those who have provided these Best Practices.

ONLINE COMPLIANCE – WITHOUT BRICK & MORTAR

Jennifer Moore

Have you ever sat back and contemplated the fact that your online business is visible to the world? On the worldwide web, anyone with an internet connection can potentially view your website and your products.

KEY TAKEAWAYS

- Understanding compliance challenges for online businesses, being visible to the world
- Managing negative consumer feedback or blatant inaccuracies
- How social media plays a role

It may seem so obvious but understanding who your customers are and where they are located in the world can be key. Depending upon where your business is based, knowing the volume of product that ships in and outside of the U.S. can be very important for your business from both a compliance and product safety perspective.

This can impact not only how your products are displayed online, but the testing requirements based on the various regulations across the world, product labeling, foreign languages, as well as packaging requirements.

Online retailers must consider how products are displayed online; not only the imagery, but text as well. It's critical to ensure that your product descriptions are accurate, and you are displaying any necessary warnings, cautions and age grades (for children's products). Additionally, you'll need to consider that testing requirements and regulations are

different across the world. This is again, why it's extremely important to understand what products are shipping where.

Additionally, online retailers tend to have stronger online engagement with customers in social media; which comes with both the perks and additional risks.

Social media can play a huge role in your business, both good and bad. The good can be phenomenal, but the bad can be devastating. Being an online business, you need to ensure that you stay on top of your policies and procedures in addressing consumer complaints as well as their positive feedback and suggestions.

Keeping your legal fine print, return policies and satisfaction guarantees clearly defined is critical; this information must be readily available to your customers.

What happens when customers have negative feedback? Worse yet, what happens when that negative feedback comes at the hand of an influencer? And worst of all – what if it's not even true? In today's world of all things social media these 'negative' reviews, regardless if they are accurate or not, can be very impactful to an online business, and must be managed swiftly and appropriately.

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BROADENING THE BENEFITS OF PRODUCT SAFETY

Kristin Cordz, CPSP

Product safety is usually a concept that is applied to the design, components and risk assessments of a product and the physical safety of a consumer while using it. However, in today's world brands have an opportunity to leverage product safety in another way by using product safety to actively support and build their reputation management.

When brands think about transparency today many are focusing on aspects of the components of the product, including where they come from, how they sourced, worker treatment. In general, the outward discussion of product safety is providing a standard statement regarding

KEY TAKEAWAYS

- Proactively educating consumers on aspects of product safety will help build a brand's reputation and trust.
- Consumers are asking for more transparency from the brands they buy so by creating understanding of all the product safety considerations will make consumers feel empowered.

product testing and product safety compliance unless there is an issue.

But as consumers continue to ask for greater transparency it would be beneficial for brands to proactively talk about their product safety features, safety design and risk management.

Consumers have greater trust and feel that a brand has their best interests in mind when they make the effort to educate them so they can make informed decisions for them and their families. While consumers will share a negative issue like wildfire, they also want to celebrate the brands they know and trust and will share those stories just as much. So if a brand has taken the extra step to implement additional safety features to a product, they need to proactively share with their consumers the story of why they chose to take that extra safety step and make it a celebrated benefit.

Using social media and other digital methods, brands can educate consumers on relevant aspects of product safety that go beyond a regulatory compliance statement. Some of these areas could include how product safety testing is

done, guiding principles of product design, risk assessments and age grading.

There are ways to educate a consumer in a way that builds trust and understanding without revealing CBI or this could be a campaign by a product category's trade association so that it comes from a collaborative trusted voice.

This kind of transparency would not only increase trust in a brand's products which has a direct impact on their

brand's reputation, but it would also elevate the awareness and understanding of product safety as a whole, which benefits everyone.

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5 BEST PRACTICES FOR MANAGING REGULATORY CHANGE FOR NEW DIGITAL TECHNOLOGIES

Rod Freeman, Cooley, LLP

Product innovation and regulatory policy are currently on a collision course. As the pace of innovation by industry in new digital technologies continues to accelerate, regulators and policy makers around the world are scrambling to ensure that regulatory structures are adequate to deal with the new scenarios, whilst

avoiding measures that would stifle positive innovation that will benefit consumers, economic prosperity, the environment, and the interests of communities generally.

These issues are at the forefront with the rapid advances in the development of connected products and the Internet of Things, virtual, augmented and mixed reality, robotics and other automated technologies, and artificial intelligence.

This is especially challenging for companies involved in these tech-

nologies, as they invest heavily in new ideas, against a background of risk that regulatory changes might subsequently undermine the effort and investment.

At the very least, companies need to keep track of changes around the world, and anticipate what lies ahead, so that the products being developed and produced now can successfully be marketed without the frustration of wasted costs.

Some companies are doing this better than others. Here are five of the more important best practices adopted by companies who are most successful in keeping on top this dynamic global regulatory environment:

Building value in internal partnerships

Work to ensure that product safety and compliance is seen as a driver of the business – an “enabler” that ensures successful products and competitive advantages.

This then builds trust and confidence between internal stakeholders, from design and engineering, to product marketing, finance, and legal. The partnerships that flow

Being smart about how to spend compliance dollars

Dealing with product safety and compliance for an international company is an expensive business. There are significant divergences in the requirements from country to country around the world, with changes occurring regularly, and there are currently no tools that provide a complete solution to the information overload. Every company feels the costs pressures here and needs cost-effective approaches that make sense for the business.

Some aspects of product compliance can be commoditized, and costs saved. Other aspects, especially when dealing with new technologies, require a higher level of analysis, backed by experience and judgement. Successful companies are those that make smart and educated decisions about how to spend finite budgets for compliance and regulatory awareness.

Investing in most trusted advisers

Since new technologies, by their nature, throw up novel issues, they tend to lend themselves less to commoditized solutions and “quick fix” approaches.

It is therefore no surprise that the companies most successful at managing these issues rely heavily on their trusted advisers – external experts who understand the dynamics of the international environment, the broader issues in play, and who have the experience and insight to help the company make the right decisions at the right time.

Successful companies invest in their trusted advisers, working with them to build understanding and shared knowledge, with the confidence to build solutions for the future.

Planning for change

Where innovative technologies are in play, regulatory change is certain. That is the reality of the world we are currently in. Companies that are most successful in the long term understand that. As they build their compliance programs, and as they gather knowledge on regulatory requirements, they build into those activities accommodation for keeping ahead of change and incorporating it into their work. Static compliance programs and information databases for new technologies are doomed to fail. It's as simple as that.

KEY TAKEAWAYS

- Innovation can be a risky business, and the world's most companies need effective, workable strategies to manage regulatory compliance and product risks in a rapidly changing world. The global head of Cooley's renowned International Products Law practice, Rod Freeman, shines a light on what innovative companies can do to help manage these risks in an effective way on a daily basis.

Looking sideways

Sophisticated companies will normally expect to understand their industry and their markets very well and will expect to be experts in managing the regulatory requirements for access to their markets.

These usual rules don't apply so well where technology is creating new markets entirely, or where the nature of the technology is driving regulatory change within existing markets. In those situations, companies need to find ways to avoid the natural "tunnel vision" within their own industry and find tools to be watching and learning from the dynamics in other industries or contexts where comparable issues might arise.

This is not easy for many companies, but it is an essential feature of a successful product safety and compliance plan for innovative companies. For example, reliance upon trusted advisers who have broader experience than exists within the company itself is especially valuable in helping companies anticipate and manage future risks.

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CH-CH CHANGES; SAFETY PROFESSIONALS TURN TO FACE THE STRANGE

Ken Boyce

We live in a world of constant change, and that change is accelerating. Right now, we have about 7.3 billion people and half the world's population lives in cities; by 2050 we will likely have 10 billion people with about two-thirds in urban settings.

The food and water needs for those 10 billion people will require significant innovation. Cities will need to plan for dramatic increases in population while safely and adequately meeting the life, transportation and energy needs of their citizens.

Climate change is having more dramatic effects on our world and its people, as we continue to offset its sources with varying levels of commitment and success. And of course, pandemics have been on everyone's mind with respect to public safety. How can we continue to keep the relentlessly evolving world safe and secure?

Everyone needs to contemplate their actions and decisions, and reduce his or her impact in meaningful ways. Cleaner, less wasteful, more circular, and more sustainable practices are an imperative for all of us to protect the planet and act with justice today and for future generations.

However, technology will surely be a big part of the solution if we are to thrive. Increasing intelligence with embedded, engineered safety through the Internet of Things will be needed.

Sensor technology will continue to expand profoundly in residential, commercial, industrial and Smart City platforms, offering real time access to critical data that promotes more sophisticated responses. Autonomous operation of vehicles,

KEY TAKEAWAYS

- New technologies offer benefits but also introduce new vulnerabilities, hazards and challenges that must be addressed by safety professionals
- The rapid evolution of technology requires safety professionals to update their skills

drones and human assist robots will increase. New approaches to food and medicine will continue to be deployed to meet the increased needs. Electrified transportation will grow significantly.

Each of these advancements offers tangible benefits to the safety and security of our world, just as they each offer new vulnerabilities, hazards and challenges. We, as safety professionals, must push forward, bringing our insights and expertise into the discussions related to these new technologies. We must advocate for safety to be integrated, preferably through engineered solutions using the full capacity of the technology to provide validated, reliable protection. We must continue to act with equity and justice for all people, including protecting those in vulnerable populations.

We must help drive the reasoned evolution of safety and security, using our North Star to provide focus but pushing ourselves to learn new things so our guidance is well informed, balanced and valuable.

We must promote the ability to garner meaningful data from these increasingly intelligent systems and leverage that data to understand the causes of hazards and drive to a safer future.

As safety becomes increasingly more about software and Artificial Intelligence, we must co-evolve safety practices and principles. We must be able to evolve our understanding of both the human factors of technology and our abilities to educate the public in innovative ways about new safety issues.

Safety professionals have always risen to the challenges with commitment and passion, and we will rise to this one as well.

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RETHINKING RISK MANAGEMENT IN A CHANGING ENVIRONMENT

Eric Xu

There are two important dimensions in risk management of product safety and compliance: product risk and supplier risk. I

In the face of the outbreak of epidemics and the increasingly fierce international trade disputes, risk management will face new challenges from changes in retailer strategies and supply chain environments. These problems profoundly affect the supplier's risk management and product risk assessment.

A stable and diversified supply chain means that suppliers will be distributed in more different countries and regions. Geographical attributes will be newly added elements in supplier risk management.

For suppliers in the new region, how to monitor the production quality requires rethinking the geographical location of the SQE (supplier quality engineer) office and the service area of the third-party certification and inspection company. If neither can cover suppliers in the new region, finding a new third-party company that can provide local services would be a good option.

The most severe situation is that there is no third-party company in the local area. At that time, you need to consider

KEY TAKEAWAYS

- Strengthened the training system and third-party cooperation to reduce the risk of scattering suppliers.
- Leveraged third-party partners software to quickly assess the product risk for online business.companys market profile.

the factory self-inspection, including real-time online video inspection (for the factory with a good internet connection) or providing self-inspection report by email (for the factory with a poor internet connection). Of course, for factory self-inspection, early training and qualification process are necessary.

Online retail business provides consumers with varying products and fast market response. Behind the abundant product assortment is the diversification of dealer types. These traditional brand companies, Internet-native brand companies, trading companies, manufacturers, e-commerce companies provide thousands of new products to retailers every day.

Manually review the product risks of each project carefully. This approach consumes a lot of human resources and cannot respond to market demand. Cooperating with a third-party company to develop a B2B product risk assessment software module in ERP, or directly using mature outsourcing software to assess product risk is a good solution.

The changes caused by the pandemic and trade war have created great uncertainties, and none of the above approaches are long-term solutions. To analyze these uncertainties, it is necessary to draw on prior knowledge and make fine-tuning according to changes in time, then to obtain better posterior results.

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WHEN SPEED IS KEY, HOW DO YOU STILL MAINTAIN QUALITY?

Jared Fry

KEY TAKEAWAYS

- Assessing risk of a component parts will shed some light on which areas of a supply chain can have flexibilities and redundancies, while still directing focus to the critical safety and quality control points.
- Emerging tools like virtual modelling and simulations can expedite product evaluations, consumer research, and competitive benchmarking to achieve faster speed to market.

Companies constantly face unpredictable challenges from external economic, political, social, and environmental factors, and staying ahead of these changes isn't always easy.

Last year amidst a strong demand from consumers for more sustainable products, COVID-19 global pandemic upturned supply chains, leaving companies scrambling to produce and deliver products to customers.

Whether trying to maintain continuity in times of crisis or simply staying relevant with consumers' ever-changing preferences, we've all been in situations which demand fast and informed action.

Speed and quality are commonly thought as conflicting attributes, though contrary to popular belief one does not have to result in a sacrifice of the other. Finding the right balance between agility and rigor is a key differentiator for successful companies. Sometimes taking appropriate decisions with a partially complete dataset can result in large competitive advantages when time and cost are at a premium.

One important feature of agile companies is the flexibility in supply chain. Consider a final product at the component level. Understanding the risks from each component and supplier can identify where supply chains have opportunity to expand and where they need to be precise.

As an example, a lower risk component, like an adhesive decal, might allow for expanding to multiple new suppliers provided

some variation between components is acceptable. These components also might not require the same level of testing, IQC, and auditing as a higher risk component, and can instead rely on previous testing results or factory attestation. Because safety must never be compromised, higher risk components often have less flexibility and finding new suppliers will require due diligence.

Certain product categories themselves possess different risk profiles, which can fluctuate over time. For example, last year as the demand for hand sanitizer soared, a heightened awareness of the dangers around defective product did as well.

The category became one that required careful diligence and control to avoid mishaps. Increasing production and cutting lead times for such high-risk categories can spell disaster for companies if they're not careful. Staying atop product recalls and market surveillance alerts can help companies navigate away from higher risk categories.

Finally, virtual modelling is an emerging tool that can substantially accelerate evaluations during product development. You may be surprised to discover that mechanical tests, thermal profiles,

environmental conditioning, shipping tests, or even task analyses can be done with the click of a button, which makes modelling and simulation a powerful tool. Of course, moving to a virtual environment can add some amount of error, so companies must decide if a model's utility fits their specific needs before choosing to invest. In the long run, virtual models can save a company both time and money by removing the need for sample creation, shipping, lab coordination, participant recruitment, etc.

To sum it up, there's a time for agility, and a time for rigor. Consumers' expectations of receiving high-quality products will never change and thus knowing how to operate with speed and agility without sacrificing safety or quality is crucial for companies.

Jared Fry is Section Manager Toy Development & Safety with Mondelez International. He can be reached at Jared.Fry@mdlz.com



WHAT THE 2020 ELECTION MEANS FOR THE PRODUCT SAFETY REGULATORY ENVIRONMENT

Jared Nelson, Edelman

Regardless of the outcome of the 2020 election (this column is being written prior to November 3), it will have significant consequences on the regulatory environment surrounding product safety.

The appointment of a permanent chairman of the CPSC, which will occur no matter who wins November's election, will likely result in a change in the agency's philosophy on rulemaking and enforcement. It may also result in shifting priorities in terms of which key issues the agency allocates resources toward, such as creating mandatory standards for furniture tip-over or changing the CPSC's rule on information disclosure under Section 6(b) of the Consumer Product Safety Act.

And down ballot, if Democrats are able to regain control of the Senate, the pile-up of now-stalled consumer protection bills may get new life.

Product safety manufacturers should consider taking the following steps to prepare for a possible change in leadership in the Oval Office, in Congress and at the CPSC.

- **Take a more proactive approach to consumer product safety.** Think about how your company's actions over the next 3-6 months could position it as a responsible steward of consumer safety for the next group of agency leaders. Create positive dialogue and build relationships with CPSC officials, and if you took a more conservative approach to reporting issues in years past, reconsider this approach moving forward.
- **Understand how change in administration could impact rulemaking in your industry.** Does your company produce baby products, household furniture, products with

KEY TAKEAWAY

- Product manufacturers must take steps proactively to prepare for how the outcome of the 2020 election could affect the regulatory environment surrounding product safety writ large and product categories that are critical to their businesses.

controversial chemicals like PFAS, ATVs or e-scooters? If so, you should be scenario planning for renewed attention around pending (but now-stalled) legislation or previously considered voluntary/involuntary standards regarding those product categories. And accordingly, your company should start an earnest internal conversation about how to communicate with consumers about the safety of your products or educate them on safe usage.

- **Get to know the key players.** Similar to the last point, invest in a few hours of research to understand how candidates for leadership positions at the CPSC or key Senatorial committee positions feel about key product safety issues that are relevant to your industry. And work with your executive committee, government affairs team or external lobbying firm to understand if you have any connections to those individuals.
- **Create a recall plan.** This plan will serve as a helpful shortcut in the event you experience a quality or safety issue. This plan should include best practice guidance for responding to a recall, processes and protocols for responding internally and externally, and templated messaging.
- **Conduct a product recall simulation.** Once you have the recall plan developed, ensure it works by conducting a crisis simulation that practices operational and communications response to a recall. This simulation will also provide your team with valuable experience working together to make quick decisions in an emotionally challenging environment.

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SECTION III

VIEW POINTS



As those who practice product safety around the world face a challenging business climate, we hope this collection of **ViewPoints** proves to be interesting and useful. These articles address a number of different issues and are based on the authors' real life and academic experiences.

We would like to express our appreciation to those who have provided these ViewPoints.



TOOLS OF THE TRADE: WHAT IS IN THE TOOLKIT OF A SUCCESSFUL INTERNATIONAL PRODUCT SAFETY LEADER?

Rod Freeman, Claire Temple and Carol Holley



Introduction

More than ever, product safety is a business-critical issue. As boards and shareholders understand that the consequences of something going wrong are not just financial but can go to the heart of how a company is viewed by

its consumers, safety and compliance is making it onto the board's agenda. However, it is not always easy to ensure that safety is ingrained at all the right levels in what the business does, particularly as companies navigate an international products landscape with increasingly focussed and connected regulators and changing rules. These are significant challenges that companies are facing.

“Safety and compliance need to be seen as a driver of the business. This is an opportunity for you and your business to do great things.”

KEY TAKEAWAYS

- Companies driving a focus and commitment on product safety and compliance have one particular thing in common, they have people within their organisations who have taken on and committed to being leaders in product safety. But how are they doing it and what is in their toolkit? Rod Freeman, Carol Holley and Claire Temple look at the tools in a product safety leader's toolkit and how these can be used to keep safety at the heart of your products company.

So how are the companies that are driving a focus and commitment on product safety and compliance achieving this? These businesses all have one particular thing in common, they have people within the business who have taken on and committed to being leaders in product safety.

But how are they doing it and what is in their toolkit? Here, we look at the tools in a product safety leader's toolkit and how these can keep safety at the heart of your products company.

For anyone involved in product safety within a

business, we urge you to read these and think how they might be helpful to your role.

The Toolkit

When reading this, consider that product safety requires leadership from everyone involved in the design, manufacture, marketing and selling of a product. These core principles and tools are not just for defined leadership roles; they are for everyone.

Leadership comes in many guises — you might: lead a team of product safety experts, be leading a product safety project, be a partner to the business and/or be leading your peers.

1 A Collaborative Culture of Safety

Help not only ingrains safety in the culture of your organisation but brings people in as collaborators (active allies!). Firstly, the board should understand what product safety and compliance is and why it is fundamental to business success to get right.

Then this understanding should flow throughout the business and every function should know what they can do to help and why. Safety should be part of everyday conversation throughout the entire business. This will help guarantee that safety is considered and built into the product from the first inklings of a new product idea.

You also want the conversation to continue

throughout the product's lifecycle and those within the business to collaborate on bringing the culture of safety to life.

So you will also need people throughout the business to collaborate with you at various different stages such as product design, product manufacture, preparing the instructions and warnings, preparing advertisements, ongoing monitoring once your product is on the market.

Think about how you can develop or implement policies and procedures that establish a common approach that keeps safety front and centre such that it becomes cultural. Then think about how you can collaborate with the business in these policies and procedures.

2 A Driver not a Drain

Having safety ingrained at the heart of your business should not be seen as a drain. Safety and compliance need to be seen as a driver of the business. This is an opportunity for you and your business to do great things.

Safe and compliant products do not just strengthen your reputation and brand but can help you build a good relationship with your consumers and with relevant regulators. Effective leaders help the business understand this.

It might sound like a lot of time and effort if you need to make changes in order to bring the safety agenda forward. But consider the potential costs and implications if something goes wrong—there's not just a cost to the brand, or the business of doing corrective action, but we see an increase in enforcement too. That means potential financial penalties. In some cases, there can be criminal liability.

Regulators also have the power to investigate a business, require corrective action, prevent you from selling goods and/or seizing goods. These are financial costs to the business but also lead to a lot of work for people.

Investing in, and thinking about, safety up front can be a great driver for business—avoiding or minimising future “drains” if something does go wrong.

3 Data, Data, Data

It is usually a regulatory obligation to have processes in place to ensure product safety data is collected so that potential safety issues can be identified and dealt with.

But getting this right and having robust systems in place to have that data readily available will ensure that the company can quickly produce an accurate picture of the safety of the product, including any unexpected risks that might arise.

One easy win here is having a really open mind about where you might find useful data about your products and their use. Do not limit yourself to when a consumer contacts you directly.

Think about product reviews online, social media, media articles, consumer agencies, fire brigade data, and distributors in your supply chain. All of these sources could help you build a broad data set, which will help you quickly identify a potential issue.

The bigger your dataset, the more likely you are to be able to understand if your affected product population can be narrowed to a particular batch, component etc.

Also, do more than only visiting data if an incident occurs. Visit and review regularly and ask questions such as: “Are we seeing patterns emerge?” “Is this data giving us enough information to understand what our consumers are doing with this product?” “How are our products performing?”

4 Look Outside

It is not just a matter of looking internally and learning lessons within your own business. There is much to be gained from looking externally, at other businesses experiences to understand whether you can learn from them—both their successes, and their failures. Some businesses have really got it right, some have not, and there is lots to be learned from both.

You can do this by looking in the news for examples of what other companies have done, identifying trade journals relevant to your industry and reviewing these too. You can also consider attending conferences or other panel events, or even speaking with other professionals to discuss best practices or things that have been difficult for them.

The product safety world is good at talking and sharing information, leverage that and become part of the conversation!

5 Horizon Spotting

Looking out for future change to legislation, guidance and standards in the jurisdictions for which you are designing or might design products is very important.

Having an eye on what is coming down the pipeline will help you and your business to be on top of relevant changes. Your colleagues will thank you for the early heads up on important changes, and it will give everyone more time to understand what is required going forward. This makes achieving compliance easier for everyone.

Horizon spotting can be potentially a daunting exercise, but do not be put off! Talk within your business and talk to external suppliers about how to achieve this.

6 Constant Evolution

As may already be clear, achieving compliance and safety is a process. It is not a tick box and it is not something that stops when a product reaches consumers.

There is always more you can learn, develop and do. Whilst it might be tempting to bank some easy wins, an effective product safety leader will continue to identify opportunities to develop—whether it is improving a policy, identifying a gap, or spotting something that might impact the business in the future.

Compliance and safety can also take different forms. Keep a broad perspective on this—think about sustainability, think about formal compliance, think about the many different, diverse consumers who might be using your products (and how).

Conclusion

So, what should someone who is aiming to embrace leadership in product safety and compliance keep front and centre:

- The regulatory and international landscape is constantly changing—you need to be flexible, keen-eyed and proactive in keeping safety at the heart of your business.
- You need to have the mind-set of a safety leader and to push the safety agenda throughout the business, at all levels.
- You might need to educate others; you will need allies—it will be really important to articulate the value in getting compliance and safety right. Framing safety as a positive business driver will help you achieve buy in—particularly at senior levels, but do not be afraid to remind others of the risks of getting it wrong.
- This is not just about a state of mind—it is about making sure the policies, procedures and processes in place are going to capture the information you need to develop a safe product, spot and act on a problem and, ideally, record your learnings.
- Remember, there is always more to learn. So keep having conversations—internally and externally—make safety part of the day to day conversation, and encourage others to be an international product safety leader too.

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COVID-19 HAS FOREVER CHANGED HOW WE'LL DO BUSINESS AND MANAGE RECALLS

Chris Harvey

The global COVID-19 pandemic of 2020 forced businesses and markets to evolve in numerous, sometimes unimaginable ways. Mandatory adjustments spurred by the pandemic such as virtual online meetings, teleworking and office-sharing are here to stay. But in many respects, our experience over the last year has revealed that the way regulators and companies are managing product

KEY TAKEAWAYS

- Effective mitigation of product safety risk requires a more creative approach to recalls.
- Recall risks go far beyond traditional regulatory enforcement and product liability.
- Recall management must evolve with the regulatory and business environment.

safety issues hasn't changed much at all. In fact, if anything, the process has become less efficient and more challenging for companies.

That must change. The way companies manage recalls must evolve if they are to mitigate the growing number of regulatory, legal and reputational risks that come with a product safety crisis.

But first we need to

understand what's holding companies back from advancing the way they handle recalls.

One reason is that, for many companies, the pandemic means managing several crises and reputational risks at any given moment. Given the stress on legal, regulatory affairs, quality assurance, consumer affairs, marketing and communication teams—not to mention financial constraints—recalls have too often become a “check-the-box” exercise for many companies.

Another reason is that the regulatory environment in many ways slowed down considerably in 2020. So much so that the Consumer Product Safety Commission (CPSC) operated with an Acting Chairman and just three commissioners, allowing a seat to remain vacant for more than 12 months.

Consumer advocacy organizations that pressured the CPSC throughout 2019 have quieted. Where we would typically see new standards and evolutions taking shape, we instead saw a focus on black-and-white safety violations.

But don't let the perception of a softer regulatory environment lull you into a false sense of security—especially when it comes to recalls. In fact, the Sedgwick Recall Index, which provides recall data, insight and analysis on a quarterly basis, found that consumer product recall activity overall hasn't changed. On average, four consumer-product recalls were announced each week in the first three quarters of 2020, but the average size dropped significantly.

While we didn't see recalls the magnitude of infant sleepers in 2020, we did experience a record-breaking quarterly volume of recalls due to childproof packaging.

That's not all you need to worry about. Product safety risks reach far beyond simple recalls.

Recall Risks Go Beyond Traditional Regulatory Enforcement and Product Liability

When you consider your product safety risk, don't forget it's not just the CPSC, Food and Drug Administration (FDA), US Department of Agriculture (USDA) or National Highway Traffic Safety Administration (NHTSA) that will judge whether you did enough to protect consumers.

It's victims' families and advocacy organizations—ask the furniture industry, which faces potential new legislation related to tip-overs or other safety risks.

It's shareholders—ask one of several public companies facing lawsuits from investors that allege insufficient action by corporate leadership.

It's the courts—ask Amazon about the lawsuits seeking to hold e-commerce retailers liable for products sold by third-party merchants.

It's the Department of Justice—ask Blue Bell Creameries about the record-breaking \$17.5 million criminal penalty in a food safety case.

At the heart of most of these are the decisions companies made leading up to and during the recall process itself: steps missed in identifying and investigating safety issues, delays in regulatory response, or insufficient

public notification.

These are issues you wouldn't expect to be questioned if you follow available regulatory guidance. But that's far from the case.

Reputation management requires you to think in the abstract, considering emotions and activities often outside your control. What it means to “make consumers whole” or “do right by the customer.”

Was your decision to recall a decision you made “out of an abundance of caution” or was it really more a reaction to regulatory pressure? Are you doing what it takes to make sure consumers are aware of a recall, even during a pandemic?

Risk Mitigation Requires An Outside-the-Box Approach to Product Recalls

Companies and regulators alike are adapting to virtual audits, video telecommunication and other digital communication. But that doesn't mean the process is without some growing pains.

“Mandatory adjustments spurred by the pandemic such as virtual online meetings, teleworking and office-sharing are here to stay”

For one, COVID-19 made it difficult for companies to conduct speedy, thorough product safety investigations. But it's not just the investigation process that needs to adapt to this new normal. It's the entire recall execution.

Consider the recall notification process. Companies and regulators alike rely on the media to help notify consumers about recalls. That's a major reason why regulators require companies to issue a press release.

Unfortunately, in 2020, if a recall wasn't linked to COVID-19, the Trump administration, or the presidential election, chances of breaking into the news were slim. The exceptions were cases where human health was on the line. (Think nationwide produce recalls linked to foodborne illness outbreaks.)

Even when a recall breaks into headlines, consumers aren't paying attention. How do we know that? Our experience managing thousands of recalls has shown that consumers get their recall questions answered via a recall hotline or in brick-and-mortar stores.

With storefronts closing, and consumers making less frequent trips to their favorite retailers, you would expect an increase in call center volume. But that's not the case. Why?

It is very likely consumers aren't hearing about the recall. In the recent political and media environment, consumers would need to proactively search for recall information to stay informed. And while that's not impossible, it is not an activity on the top of any of our priority lists.

More than ever, effective communication requires a multi-channel approach. The traditional news release and mail notification is only the start.

Add to it a social media outreach campaign that targets consumers known or suspected to be impacted. Follow up at least once. Depending on the level of risk, keep going until you know they acknowledge your outreach.

But even when notification is effective, the challenges can continue when you try to execute the remedy. Thanks to COVID-19, sometimes a fix is simply unavailable.

Other times, the types of remedies can change slightly. But even when a solution is immediately available, consumers can be reluctant to participate, especially if that means having technicians come into their homes to make repairs.

Perhaps that's why a new recall precedent was set in the second quarter when the CPSC and Mueller Austria issued a

joint news release on May 28, 2020, asking consumers to "immediately stop using select versions of Mueller Austria's Onion Chopper Pro." Months later, an official recall had yet to be officially announced.

We cannot say for sure why the company was willing to risk a second round of media coverage and consumer concern, but given the time that passed between the initial consumer warning and an official recall, Mueller Austria may have lessened its legal and regulatory liability by making this announcement before the official recall. A potentially good move as reputational risks span broader and deeper.

Recall Management Must Evolve. It Cannot be Pulled "From the Shelf"

The truth is there's no crystal ball that will tell you what you need to do to mitigate all regulatory, legal and reputational risk. While there are core activities that apply to every recall, executing every event the same way will get you into trouble. The only answer is to evolve. Adapt.

Learn from mistakes. Lean on experts who have gone through this process countless times before, each with a different set of circumstances and challenges.

The real longtail impact of a global pandemic—on people, businesses and governments—will not be fully understood for years to come. In the meantime, we can continue to ask questions and speculate.

Will CPSC and FDA look back to this time period and request more records? How closely are shareholders, plaintiffs' firms and consumers following safety issues?

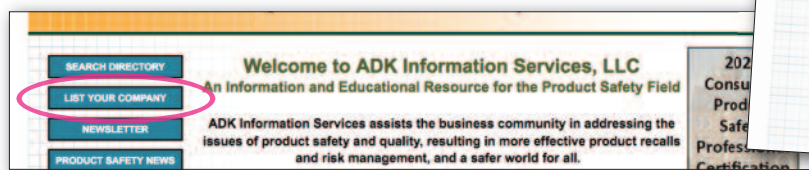
Regardless of the outlying factors, if you let history guide you, the biggest indicator of an ineffective recall is continued reports of adverse events, injuries, and deaths.

Unfortunately, if companies rely on laggard safety investigations before making a decision to recall, or they count on the news media to inform consumers about a recall, chances are adverse events, injuries, and death counts may continue to mount.

Don't let your company fall into this category. Ask yourself now whether you have the tools and resources available to respond to your next product-safety crisis.

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MANAGING PRODUCT SAFETY IN THE 21ST CENTURY: HARD KNOWLEDGE, HUMAN SKILLS

Dr. Ik-Whan Kwon and Donald R. Kornblet

This article reflects insights by class members and graduates from Saint Louis University's product safety education program

The Core Competency of Product Safety Management

In 2016, a task force of product safety managers, test lab technicians and scientists, and regulatory attorneys was formed by the Society of Product Safety Professionals as the first step in development of a professional certification program. The Task Force spent 6 months analyzing the knowledge areas necessary to achieve effectiveness as a product safety manager.

KEY TAKEAWAYS

- Product safety professionals need to master two areas:
 1. The hard knowledge of managing compliance programs, including risk assessment, regulatory requirements, and incident management, and
 2. The soft skills of product safety including leadership, communications, empathy, and patience.
- Judgement is an important trait that enables product safety professionals to analyze a set of facts and then determine appropriate actions to recommend or to take in problem solving.

The findings of this group became known as the Five Pillars of Knowledge and served as the academic basis of the Consumer Product Safety Professional Certification Program at Saint Louis University's Chaitez School of Business. These five pillars of knowledge embrace the full scope of specific areas that individuals must master in order to be effective as product safety professionals.

Hard Knowledge: The Five Pillars of Knowledge

1. **Corporate Culture of Product Safety** including an understanding of the knowledge necessary to contribute to the company's culture as a responsible business and citizen.

This entails policy development, communication to all corporate stake holders, advocate for senior management support for the product safety mission, advise senior management on all product related programs activities, and important incidents, working with company leaders to determine whether to report incidents to regulatory bodies when warranted. The product manager must understand the culture of the organization. A positive culture enables the education of personnel about the product safety mission and its importance to the company, its personnel, and consumers.

2. **Consumer Product Safety Assurance** including a knowledge of the elements of a broad product safety assurance program to the extent necessary to know when to act in an appropriate manner on various matters. This covers risk and hazard assessment, as well as product development features that anticipate foreseeable consumer behavior. Product safety professionals will participate in all testing

related programs, including methods, standards, and assessment of marketing materials and product instructions for safety issues. They will collaborate with other company personnel including marketing managers, operations, retailers and customers, to apply the integration of safety analytical tools such as Design Failure Mode and Effects Analysis (DFMEA) and Process Failure Mode and Effects Analysis (PFMEA), criticality analysis, fault trees; risk sensing analytics and others into the product development process. This in turn makes it possible to predict and reasonably minimize safety risks to consumers and others.

Product safety professionals need to understand the dynamics of 3rd party certifier management: including coordination of testing to validate product compliance with mandatory and voluntary standards; management and maintenance of Good Laboratory Practices of qualified laboratories for self-certifications where appropriate.

3. **Regulatory compliance** involves mastery of elements to the extent necessary to act and/or engage appropriate external and internal resources for action, including knowledge of rules, regulations, standards, bans, and restrictions applicable to a company's products.

It entails the use of information sources to stay up-to-date on standards and regulations with continuous efforts to research and learn about new information related to their organization's industry, so that it can be communicated as integral to the company's overall safety vision and requirements across the supply chain.

The informed manager will be cognizant of regulations and requirements in all applicable markets while maintaining a primary focus on its most significant market(s). The professional will be engaged with industry associations to keep abreast of changing laws, regulations and standards and pass comments on to company personnel when appropriate. The engaged manager will maintain awareness of standards development panels, committees, industry groups, and task forces, while participating in standards development activities.

4. **Incident Management** includes understanding the basic elements in an incident management program to the extent necessary to act and/or engage appropriate external and internal resources for action.

This will entail the design and management of a comprehensive corporate system through which all product safety-related complaints, incidents, injuries, lawsuits, liability claims, warranty claims, etc. are compiled in a data management system.

The professional may manage and maintain a system to investigate, evaluate, and, when appropriate, act on safety-related incidents, including a method to escalate

potential or actual product safety incidents for reporting, recalling, and other corrective actions such as product re-designs and production changes. Managers will monitor field complaints received by phone, email, mail, warranty and other claims, legal actions, on-line and social media complaints that may indicate safety related product issues.

Product safety professionals will have a knowledge of consumer safety information sources such as the Consumer Product Safety Commission's (CPSC) SaferProducts.gov website, CPSC's NEISS (National Electronic Injury Surveillance System), and other regulatory agencies; they must review product recalls of products similar to those manufactured/sold by the company. The professionals manage resources to forensically determine root causes of failures; evaluates the effectiveness of corrective actions and maintains all records necessary for product safety actions and for corrective actions both internally and externally.

5. Product Recalls and Product Withdrawals includes a general understanding of basic elements in a product corrective action and withdrawal system to the extent necessary to act and/or engage appropriate external and internal resources for action.

This responsibility includes communication and coordination of product sales and shipping-holds; reverse logistics; recalls and other corrective actions such as safety notices, corrective action preparation and coordination with the appropriate regulatory agency and company personnel.

Managers will help to coordinate consumer communications and remunerations, including notification of a product defect or failure; the system for return, repair, replacement, repurchase and disposal plans, and the modification of future production to eliminate the identified risk that led to recall or corrective action.

The professional may collaborate in the design, development, and maintenance of systems to control affected inventory and compensation/incentives to encourage the appropriate corrective action and widespread withdrawal participation. The professional will coordinate, monitor, and report corrective actions activity as required by law, which includes management of effective and fraud-free corrective actions, and maintenance of all records for product destruction, returned inventories, and repaired or refurbished products.

The product safety manager will communicate lessons learned and conduct post-mortem analysis on all product safety corrective actions and withdrawals with a broad team from across the company.

Human Skills:

Beyond the Hard Knowledge of the Five Pillars

It should be clear that no individual can be expected to be expert in all five areas of knowledge detailed in the Five Pillars of Knowledge.

In fact, most professionals rarely have more than one particular area in which they are truly expert. What is required of the product safety professional is having enough of a general understanding about each area so that when called

upon, the professional can use the correct skill set to act appropriately. It's safe to say that a smart product safety professional knows what they don't know, while at the same time having a sense of what resources and professionals to engage in a specific incident or matter.

These skills are 1) the ability to analyze and act upon a set of facts in a given situation, 2) possessing good judgement and applying it where necessary and appropriate, and 3) communications ability, both written and oral, which enable a manager to build understanding and support within an organization, as well as outside of the organization. Appropriate communications is particularly essential in interaction with regulators, consumers, or related 3rd parties organizations.

Analytical Ability

A successful product safety manager will have an analytical ability, accompanied by tolerance for ambiguity for a given period of time. This can entail having the ability to analyze certain facts up to a point, and then properly determine that it's necessary to bring in an expert to take the next step(s) beyond analysis.

Such outside assistance can help define what options for action or decisions are available.

Note that this frees the product safety manager from the obligation to "have all of the answers," but still requires the manager to understand and help define a path forward that will lead to development of answers and action alternatives.

Judgement: The Essential Skill

One can possess knowledge, and have the ability to analyze situations, but without good judgement (often based on common sense) it is unlikely that a satisfactory outcome can be achieved.

The person with judgement skills will have the ability to question and integrate facts that can lead to a decisive conclusion and recommendation for action. One needs to have self-confidence that is justified, but not portrayed as arrogance.

Having good judgement includes the ability to work collaboratively with others who are necessary partners in solving problems.

Judgement includes an understanding of human relations and getting along with people, particularly during times of stress.

Where analytical ability is essentially a mental process that goes on in one's own mind, judgement involves taking that analysis a step further through engaging others identified as critical to the resolution of a problem, whether involving peers, senior management, suppliers, regulatory compliance officers, or family members of a victim harmed by one of a company's products.

Simply put, it's a matter of knowing what to do, when to do it, and who to involve.

Note: The product safety manager's contribution in this area may not be focused on judgement in connection with the specific product situation, but rather on finding someone else with different expertise who would bring the necessary blend of knowledge and judgement into the picture.

Communications and Beyond...

The ability to communicate in both written and oral settings is the third essential skill in being an effective product safety professional.

Mastery of communications can enable a product safety manager to navigate within an organization and its various divisions, as well as outside of the organization with regulators, consumers, and related 3rd parties such as standards organizations.

Beyond these primary human skills, a broader set of skills can help the product safety professional achieve a higher level of understanding how to be effective in human relations.

A professional can master the hard knowledge areas, but their effectiveness may be ultimately determined by their ability to understand how to work with their peers inside of their organization, and with professionals outside of their organization who are important to the success of the individual and their organization. Having skills in appropriate communications techniques can make the difference between success and failure in building relationships with regulators, members of the media, social advocates, and consumers struggling with the reality of serious injury or death caused by a defective product. Techniques such as listening, understanding body language, knowing when to remain silent and when to make valid discussion points can all be instrumental in developing relationships based on trust and respect. Communication skill becomes even more challenging when many parties involved are using different electronic communication methods that sometime lead parties to different impressions and understandings of issues in question.

In recent years, senior executives, middle managers, and individuals in roles such as customer service and marketing, have become increasingly aware of the importance of positive human relations skills in the product safety field.

To further explore this area of human skills, a small group of graduates from product safety courses at Saint Louis University participated in a "word cloud" exercise to identify some of these traits. This group was asked to identify through their own experiences the skills that they feel must be mastered in order to be effective as a product safety professional. The graphic representation of this exercise is depicted below:



This word cloud "product safety skills" exercise consists of contributions offered by individuals based on their experience in the field, tempered by further self-reflection. In some cases, individuals were able to build on the contributions of others in the group.

When asked to contribute their thoughts on what skills are seen as essential for a product safety professional to master, these were words or phrases offered during a 45 minute

session facilitated by Marie-Claude Simard, product safety manager for Bombardier Recreation Group, a Canadian manufacturer of recreation products. Ms. Simard is an experienced senior product safety professional who holds a law degree from Laval School of Law, as well as an MBA.

The following observations are worth considering:

1. This list is an illustration of specific skills or attributes noted during the exercise. It should not be seen as an exhaustive or complete list of such skills. Thus, the words "integrity," "ethics," or "self-aware" could be included, along with such traits as "self-control," "reflection" or "creativity."
2. Product safety professionals can use this graph as a way of visualizing a set of skills that can support the work of a professional beyond the Five Pillars of Knowledge. It can also serve as a self-assessment tool. The professional might apply each of the words to their own skills set and come up with a gap analysis, or a confirmation of alignment with the various notations in the word cloud.
3. Professionals can use this tool, or portions of the tool, as a component of their individual professional development plan. This could be accomplished in a variety of ways:
 - Organization can support or inhibit ethical practices in individual behavior. There may be classes in psychology or behavior skills at nearby community colleges or universities that would expand individual understanding and relevance to the individual's own set of skills.
 - A professional working group could be formed by 4 or 5 individuals who would hold discussions through in-person meetings or online sessions that delve further into these areas of mutual concern and interest. This could evolve into a support group focused on improving the skill sets of all participants.
 - Activities to enhance skills of the individual could be called to the attention of supervisors and/or human resource personnel to demonstrate the individual's commitment to career enhancement in product safety.
 - Individuals can join various organizations such as the Society of Product Safety Professionals, or the International Consumer Product Safety and Health Organization (ICPHSO) which offer opportunities to learn, network, and grow. Getting involved in such activities can be a productive way of devoting a portion of your time to self-improvement

Regardless of what path to career development an individual decides upon, the committed professional will want to spend time broadening their knowledge and understanding of the field, and the role they want to play. Reflecting on one's own baseline of competency and relevance is a worthwhile way to begin or continue down the path of career success and satisfaction.

Ultimately, the human side of product safety management can be as essential to individual accomplishment as mastering the Five Pillars of Knowledge.

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HIRED OR HOME GROWN: STRATEGIES FOR FINDING AND DEVELOPING PRODUCT SAFETY PROFESSIONALS

Shelia Gottschalk

2020 has been a year like no other that any of us have ever experienced. I don't know anyone who is doing their job the same way they did in 2019. My company, and more specifically my team, are not exceptions.

Our anticipated future need for product safety professionals was accelerated by downsizing. Approximately half of our team left the company. We were not ready, and our choices were clear! Would we hire from outside or would we look within our walls for home grown?

Hiring from outside presents many obstacles. There is not a clear path to finding a person who has a passion for safety. Universities do not offer a degree in compliance, safety or product quality.

Specialized degrees or fields like engineering and supply chain management may not be a good fit for your company's compliance area. Many specialized degree fields only provide a brief overview of product safety.

The product mix offered can be a hinderance to finding the best candidates. Safety professionals may prefer to work primarily within a narrow category thus allowing themselves the best opportunity for becoming experts. Or, they may prefer to work in an environment that allows them to be involved in a

multitude of product offerings and to gain an understanding of regulatory requirements for a broad array of products.

“Choosing to hire from outside the company can result in a beneficial fresh perspective. The new person will bring new methods, ideas, or different understandings.”

Without the ability to seek someone with a BS in Compliance or Product Safety, other avenues to find talent must be pursued.

Some of the best resources for finding well qualified safety professionals are through memberships in safety organizations or personal contacts. Organizations like ICPHSO have job posting opportunities. Education classes like those

KEY TAKEAWAYS

- A manager of safety professionals must always be looking for new ways to expand the knowledge of the team. They must invest in their people. They must find talent that is hungry to learn and is open to working in new or different ways but also be aware that each person learns differently.
- A person looking for a new job or role should view all interactions with other safety professionals as a job interview. They should always demonstrate and express their passion for safety.
- Existing relationships or former positions must not negatively influence the role of the safety professional.

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offered at Saint Louis University (ADK) include students with a wide product background in product safety and compliance. The Society of Product Safety Professionals and many other product safety organizations are active on LinkedIn. Posting on social media can quickly tell the world you are hiring. Recruiting from these resources requires communication and networking. The recruiter must actively seek out conversations with other safety professionals at every opportunity.

A person looking for a position should view all interactions with other safety professionals as a job interview. They should always demonstrate and express their passion for safety.

Choosing to hire from outside the company can result in a beneficial fresh perspective. The new person will bring new methods, ideas, or different understandings. They are not burdened with a “this is how things have always been done” company history. Their new insights and ideas can bring improvements to the compliance area as long as the current team is open and willing to change.

Hiring from within seems like an easier choice and in many cases, it is. The hiring manager must ensure the candidate is committed to product safety and is willing to often act aggressively. They must understand their role is to enable product development but only if they can do so in the right way.

The candidate must always put the safety of the consumer first and by doing so, protect the brand. They must not let existing relationships or former positions negatively influence their job as a safety professional. They must also be willing to acknowledge their skill level and be ready and willing to invest in continuously expanding their product safety knowledge.

One advantage to hiring from within is the candidate is familiar with the company culture. Having a comfort level with the culture of the company will enable the candidate to understand the best way of working with the team during product development or presenting safety related information to company leaders. Internal talent generally comes with a network of allies within the company.

These allies can help communicate the message of product safety importance to all levels within the company.

In our company’s situation, budget constraints and inability to work in the office required that we find and train new and existing safety professionals in unconventional ways.

We had to ensure oversight of quality and safety were seen as highly valuable and crucial to the company’s success. Effective training would result in a better organization with a clear path to protecting the consumer and ultimately protecting the company’s reputation.

“One advantage to hiring from within is the candidate is familiar with the company culture.”

“We repeatedly asked for feedback from our staff. We wanted to know about their professional needs.”

Our product integrity team listed all the training needs for our group. We obtained input from all. We then prioritized the needs into groups.

We identified the groups as 1) critical must have’s, 2) important—should have within 6 months, and 3) those that are nice to have but can be extended.

We identified who would take the lead on the training and developed a schedule. The lead person was responsible for enlisting other areas that would contribute to the training such as our legal department.

We developed a renewed sense of focus on our staff of product safety professionals. We utilized internal subject matter experts, connections, education, educators, peers, conferences, and webinars as resources for training. We broadened our staff’s involvement in learning platforms that were typically only used by our leadership team or a select few safety professionals.

All product integrity employees were included on Webinar trainings offered by safety organizations and invited to internal weekly discussions on new or difficult formats. We set up a digital risk analysis review process.

We repeatedly asked for feedback from our staff. We wanted to know about their professional needs. Was our direction and training effective? Did they know of other learning platforms? Did we effectively communicate the need for learning? Did we set clear expectations of the safety professional? All of these actions resulted in us being more personally involved with our employees. These results are actually a circle that never ends. The most effective training will include:

- Stakes in the ground
- Training and execution consistency
- Teaching and verifying the learning
- Igniting a fire—what is the safety professional passionate about
- Two-way direct feedback
- Tell them the what but also the why
- Incorporating some fun

A manager of safety professionals must always be looking for new ways to expand the knowledge of the team. They must invest in their people.

They must find talent that is hungry to learn and is open to working in new or different ways but also be aware that each person learns differently.

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LEADING YOUR TEAM THROUGH CHALLENGE AND CHANGE

John A. Barrera

John A. Barrera

Everyone has likely experienced some type of change in their lives due to the COVID-19 crisis, whether those are changes in the way we manage our families or our work, the way we communicate with others, our expectations of people and businesses, or changes in how we generally see the world around us. It is

KEY TAKEAWAYS

- It is critical to embrace change and help your team embrace it because change is not always a welcome friend. Stay positive!
- Educate yourself about impending changes and the people it will affect. Not everyone sees change in the same way, so be empathetic to different perspectives, approaches and reactions.

because I enjoy the social aspect of it; I don't like wearing a mask in the 100°F Texas heat because it is hot, uncomfortable, constricting, and inconvenient for me; I don't like not being physically in the office to interact with my business colleagues on a day-to-day basis because I feel less productive.

But these are changes that are indeed happening, and I found the best way for me to handle them is to accept them, embrace them, and make them work, one by one.

To help me accept changes such as these, I have to educate myself to understand the issues around the changes, and convince myself that positive things will come from these drastic changes; in this case those being less risk of transmission, protection of fellow citizens, decrease in new cases, and finding new ways to communicate and interact within society.

For the most part, I like change and I try to embrace it. This is fortunate for me because I have seen a lot of changes over the last 30 years in the consumer product safety field.

Changes to product standards (e.g. revisions to ASTM & EN-71), federal and state legislation (e.g. enactment of CPSIA & US State CHCC reporting), customer and retailer requirements (e.g. sustainability targets for Walmart, Target, Tesco & Aldi), consumer expectations (e.g. expected transparency), technology (e.g. expansion of IoT), managing the supply chain (e.g. required factory audits and carbon footprint reporting), and changes in education and training (e.g. new opportunities for University level courses and

certificate programs) to list a few: Change, Change, Change!

But how does one adapt and help their staffs deal with change? I found that to successfully control and direct change, a leader needs to not only be flexible, adaptive, and decisive, but also must inspire and empathize with those experiencing the change. A single business change can mean different personal changes for different people in different ways. It is

critical to be empathetic to all stakeholders; empathy means knowing how each person feels about the situation and being able to put yourself in their shoes and walk their walk.

Each person has a different personality; varying life

experiences; different family obligations; and distinct interpretations of the news that surrounds us.

I cannot tell you how many times I have interpreted an email one way, only to have a colleague read the same email and perceive a completely different meaning from the message. Was the person yelling at me? Were they upset with the situation? Were they joking or being serious? Do they always type with CAP LOCK on?

You need to do your homework to understand the change (even if you do not necessarily agree with it) so you can explain it and convince yourself and others as to why the change is occurring, what benefit or impact it will have, how people will react to it, and how those reactions may be very different from each other.

You also need to understand the people you manage because every family and personal experience with a particular change can be internalized differently and affect people in different ways. If you don't understand what motivates each person or you don't understand the nature of the coming change and can't explain and justify it to yourself, then it is unlikely that those you lead will accept your direction or explanations and there is great potential for resistance and discord within the team.

Understanding change is not necessarily "agreeing" with the change but looking at it from the perspective of what is the benefit of this change, even if it is not of personal benefit to me. From a "people perspective", it is also thinking about how implementing and acting on the change will affect each person, their work, their families, and their personal lives.

That is why it is important to be flexible in how you adapt to change and in your expectations about how others may adapt to change. Understanding how your staff as individuals respond to change can help you make decisions that create the least possible disruption to your colleagues and the business.

The change to a product safety regulation may be difficult to implement, monitor and control, but if you look at the “benefit” of the change, it gives you a deeper understanding of the big picture that is outside of your own processes and procedures.

The change may benefit people, the environment, the economy, or a combination of things. It is important to identify all the benefits in order to help keep the staff engaged and to give them purpose.

For example, I am in the process of implementing many changes to our business model to address the sustainability initiatives that are occurring in various regions around the world. Some aspects are challenging in design, some in execution, some in cost.

But I need to keep the end-game-benefits top of mind because as I push through all the challenges to kick-off the program, I can remain positive and see it as an opportunity to benefit society and the planet in the short and long terms. The change to become more sustainable in what we do has created more work for my staff and our vendors, yet the result is going to demonstrate we truly are a caring company and we are a good global citizen; we are helping to create “a better world” for future generations to come—the reasons for and results of the sustainability changes we are creating are powerful.

Being able to explain this to the Executive Management team and to my staff responsible for managing the change helps get their buy-in and sets up a solid and successful change-management initiative. Without a meaningful explanation or reasons for the change, stakeholders are less likely to have a real “commitment” in executing and implementing the change, and some may also feel frustrated and isolated from the team.

When CPSIA was enacted, my organization needed significant changes to test programs, product specifications, and record keeping, as I am sure many other organizations did. If you can answer the difficult and challenging questions about a change, you will feel better about it, and as a leader, will be better able to communicate the needs and desired results of the change.

This will likely garner support and buy-in from management and staff to accept the changes in a positive light. Otherwise, brace yourself for complaints and pushback. But how do you know what questions to ask and get the answers you need so you can explain it to key stakeholders?

When a change is expected, you must be prepared to explain the reasoning behind it and the benefits that may come from it.

So, it is important to learn all you can about the subject. Education in the consumer product safety field along with related areas has improved over the years and is available for leaders to seek out and become informed.

Educational opportunities in the consumer product safety discipline can be found through professional membership organizations such as the International Consumer Product

Safety and Health Organization (ICPSHO) or the Society of Product Safety Professionals (SPSP), and through university-related programs such as those offered through Saint Louis University and ADK.

Whatever the specific subject, I would like to stress the importance and critical value of continuing education and training because when change comes that affects your business, and it will come, your involvement in educational and training programs will be of great advantage and will also be beneficial to your staff and your organization because you will be either “*in-the-know*”, or you will know how to “*get-in-the-know*”. You become and are viewed as the voice of reason and authority and a credible source of information.

I found that variety in what I do creates enthusiasm and excitement for me. Variety helps me to get inspired and stay engaged. What better way to introduce variety in what you do than by experiencing change?

Can you actually lead people who resist change? I found yes, you can, as long as you are clear and honest about the change; honest about

both what you know and about what you don’t know (some refer to this as being open and transparent).

Research the complexities and the ramifications of changes, empathize with those who are at the front lines of the changes and be sure to explain it to them in ways to enable them to understand the benefits. And if you do not know an answer—Say So! Doing so can enable you to create more team involvement and allows the team to develop potentially better solutions together.

When you say you do not know, it shows honesty and humility; you also make it possible for others to step up and show their ability and expertise. This was my experience with sustainability; I am not an expert in the field, nor have I had extensive experience in it; so I informed my staff about what I knew and did not know, and I asked them for their help to achieve specific milestones.

They stepped up, took ownership of the subject, and made me and themselves proud of what they accomplished. Ask your staff for help, and in doing so, they will feel included and a part of the plan (as they should—you need them!).

Include them, help them feel and take ownership of the change, and help them to want to succeed with the change. The reward is in the final product—that is, the successful change the team has implemented and to which the team has adapted.

Leading a team through change can be fun and rewarding if you are well prepared and resourced for it, and if you understand your team’s constraints and limitations, both person and professional. Continuing education and open, honest communications have been the keys for me in leading a team through challenge and change.

John Barrera is the Global Director of Product Integrity at Goliath Games/Pressman Toy Corporation. Mr. Barrera is a founding member, a board member, and current President of the Society of Product Safety Professionals (SPSP). You may contact John at j.barrera@goliathgroup.com.



THE IMPORTANCE OF COMPLIANCE & SAFETY IN PRODUCT DEVELOPMENT

Jennifer Moore

Building a process can be challenging. Improving a process can be more satisfying and less daunting than creating one from scratch, but solidifying a process can sometimes be the most rewarding. When you are designing a process around product development, you should always include more than just the most obvious individuals.

This requires forward-thinking. It is so important to fully understand how consumers will interact with your product. You should always take into consideration how customers may use it and potentially abuse it.

These should all be boxes on your checklist when determining who should be part of the product development process. In

KEY TAKEAWAYS

- Ensuring compliance and safety professionals are included in the product design process
- These teams can bring a unique, yet strong customer perspective
- Investing in safety early in the design process saves time, money and brand reputation

that context, think about the roles that make the ideal key stakeholders, decision makers and overall reviewers in your product development process. This applies to all walks of consumer products, from furniture, to apparel, to children's toys and the like.

It's not just about your highly qualified engineers, your creative marketing minds and your supply-chain savvy sourcing indi-

viduals, it's the intuitive minds that represent not only quality, but compliance and product safety, that should be the drivers for appropriate material selection and overall product design. This ensures that when your product hits the market with YOUR brand name, everything has been thoroughly evaluated. For your brand's sake, as well as for the sake of building the confidence of your customers while maintaining the highest safety standards, you should look to include this viewpoint into your process. Your compliance, quality and product safety teams can bring a significantly different perspective than the typical product design team. We tend to see things in a way that others may not, including risk factors of materials, what chemicals are being used, time to market, and more.

Having the right individuals in place from a cross-functional perspective, making informed decisions and asking all the appropriate questions about materials, overall design and knowing who the intended end-user is—all play a huge role in effective and successful product development.

“It is so important to fully understand how consumers will interact with your product. You should always take into consideration how customers may use it and potentially abuse it.”

Most compliance and product safety professionals will look at the product through the eyes of the consumer and also take into account any similar product(s) that may currently be on the market. Their expertise allows them to provide insight on any notable issues, concerns or even past recalls. This lens is key in being able to make smart decisions, fast.

We live in a world where speed to market is critical, not just from a competitive standpoint but also timing due to innovation or being able to quickly meet a marketing or customer need.

Understanding past and present recalls only helps create safer, higher quality product in the long run. The last thing a customer wants is a great looking product that doesn't perform as intended or isn't made of good quality materials.

Therefore, thinking through the end-to-end quality process from a customer perspective can significantly improve the overall experience and the impression that your product or brand leaves behind.

Finally, compliance teams bring a focused lens on safety. In the product development process, we look at not only who the end user will be, but the intended use and most importantly, the unforeseen or unintended use of the product. What is the product made of? Is it product plastic? If so, what type? Will this product be used by a child? If so, what age? Is it battery operated or mechanical in any way?

Are there sharp edges? Are there small parts? Statistically speaking, many children who choke on small parts aren't choking on parts that came off their own (age appropriate) toys, but instead, household items or those intended for older children. All of these should be questions that are being asked during the product development process.

Of course, it's not about over-engineering the product because of all the what-ifs. It's about having the right people making the right decisions, looking through the right lens...consistently.

Having compliance and safety as part of product development is crucial, not only with new products launches but also to understand the impact of supply chain challenges and where redundancy efforts are key. The compliance folks can ensure there is little to no risk introduced into the marketplace, with your brand name attached to it.

It is increasingly important to include your compliance and product safety people in this process to help remove or reduce the risk of non-compliant product in the final stages of the process (i.e. at the port or fully produced and awaiting

shipment). Having non-compliance in the 11th hour of the process can derail timelines causing late or lost product launches, wasted time, money and effort put into the project.

Compliance and product safety can prevent adverse incidents due to poor product design and material selection. This will help you avoid costly compliance testing and/or potential risk for product recalls. Having team members from this specialty should be viewed as an added bonus. They will always have the best intentions and goals in mind for safer, better quality products to not only increase sales but improve customer satisfaction.

If you're reading this and realizing that compliance, product safety and/or quality is not part of your product development process today, it's time to revamp and improve your process. Your compliance team members should always stay up to date on regulatory rulings, product recalls and chemical risks. They

should be familiar with, if not have expertise in, materials and product safety testing.

And they should have the grit necessary to speak up as needed throughout the process. This may begin as a single individual, and grow into a team depending on the size, needs and preparedness of your company. This will help your company save time, money and effort with greater chance of customer satisfaction and lowered risk of product recalls.

Remember, improving a process can be more satisfying and solidifying one can be the most rewarding. Having the right people in place who understand the customer, the product and the supply chain in order to optimize product decision making, can yield great rewards in the end.

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PRODUCT LIABILITY LITIGATION AND REGULATORY COMPLIANCE

Kenneth Ross, Esq.

The increased speed and scope of information transfer resulting from social media and the internet has made product safety and safety-related litigation and publicity become a bigger trap for companies who aren't careful.

KEY TAKEAWAYS

- Product liability litigation is generating more product recalls
- Product recalls are generating more product liability lawsuits

Product liability litigation and regulatory activities in the U.S. and elsewhere often become intertwined. Both can generate publicity and harmful rulings in courts and evidence that can create big legal problems for the manufacturer.

Product liability claims and lawsuits can generate investigations by the government and recalls. And, on the flip side, investigations and recalls can generate product liability and other lawsuits and contribute to findings of liability. Very recently, a review in Consumer Reports claiming products didn't pass government requirements contributed to the recall of two products.

Reporting a safety issue to the government and undertaking a recall can certainly make defending a product liability case much harder. And, while it doesn't amount to absolute liability, reporting and recalling a product certainly increases the interest of plaintiff's attorneys and can serve as the basis for a plaintiff's verdict and possible award of punitive damages.

As a result, plaintiff's lawyers and their hired experts can try to use the government as leverage to force a recall or use the argument that the manufacturer should have reported to the government and recalled the product. In addition, the

government can argue that a product liability lawsuit or expert's opinion triggered a duty to report and the company's failure to report in a timely fashion should result in a civil penalty.

The Consumer Product Safety Commission (CPSC) has various regulations requiring manufacturers to consider what goes on

“...companies should coordinate claims and litigation management and regulatory compliance, either by using the same law department personnel or by at least having the responsible personnel, either inside or outside the company, communicate closely over strategy in both areas”

in litigation in determining whether a report needs to be made about a potential safety problem.

The increased risk of being sued in product liability and increased need to report to U.S. and foreign governments has made regulatory compliance a very complex and risky global task.

As a result, companies should coordinate claims and litigation management and regulatory compliance, either by using the same law department personnel or by at least having the responsible personnel, either inside or outside the company, communicate closely over strategy in both areas. If the manufacturer's product liability cases are being handled by the insurance company and its counsel, it is even more important for all parties to communicate with each other so that the defense is as strong as possible and things that occur during litigation which could create a duty to report to the government are brought to the attention of the manufacturer.

The Consumer Product Safety Act (CPSA), section 15(b), requires in part that manufacturers, importers, distributors, and retailers to notify the CPSC immediately if they obtain information that reasonably supports the conclusion that a product distributed in commerce contains a defect that could create a substantial product hazard to consumers or creates an unreasonable risk of serious injury or death.

The CPSC regulations say that the term “defect” used in this section is not necessarily the same as the term “defect” as interpreted in product liability law. But the CPSC regulations require product liability law in general to be considered in connection with a determination of whether a product is defective.

The factors contained in these regulations track closely the factors that a jury must consider when deciding if a product is defectively designed.

The regulations also require that the firm consider product liability suits and/or claims for personal injury or damage to determine whether there is a substantial product hazard. Therefore, plaintiff’s expert’s opinions could serve as a basis for reporting to the government and recalling your product.

Another ground for reporting is if the product presents an unreasonable risk of serious injury or death. This regulation does not require that a product be defective before a reporting responsibility arises.

However, for such reports, the regulations require firms to consider “reports from experts, test reports, product liability lawsuits or claims, consumer or customer complaints, quality control data, scientific or epidemiological studies, reports of injury, information from other firms or governmental entities...” The regulations then go on to say:

While such information shall not trigger a per se reporting requirement, in its evaluation of whether a subject firm is required to file a report under the provisions of section 15 of the CPSA, the Commission **shall attach considerable significance** if such firm learns that a court or jury has determined that one of its products has caused a serious injury or death and a reasonable person could conclude based on the lawsuit and other information obtained by the firm that the product creates an unreasonable risk of serious injury or death. [Emphasis added]

16 CFR §1115.6(a).

The regulations make it clear that the reporting company may deny that its product is defective when it reports.

Therefore, while the manufacturer can submit a report and deny that the product is defective and creates a substantial product hazard or creates an unreasonable risk, the fact that a report was made might be admissible in a trial to support an expert’s opinion. And, at a minimum, the manufacturer would have to explain why it reported and recalled the product.

The last CPSC section dealing with litigation is section 37. This section requires manufacturers of consumer products to report information about settled or adjudicated lawsuits.

“CPSC regulations state that information outside the United States must also be considered.”

And lastly, the CPSC regulations state that information outside the United States must also be considered. Therefore, incidents only occurring outside the United

States must be considered and could create a reporting responsibility to the CPSC even if no incidents occurred in the U.S.

And in these foreign countries, their laws triggering reports are different and therefore, a duty to report to these foreign governments and undertake a recall could be triggered well before litigation in that country or in the United States is commenced.

In addition, if litigation occurs outside the United States, the manufacturer would have to consider the facts of the occurrence and any judge’s or expert’s opinions (there are generally no jury trials outside the U.S.) concerning the reason for the incident in determining whether there is a duty to report to the CPSC.

Conclusion

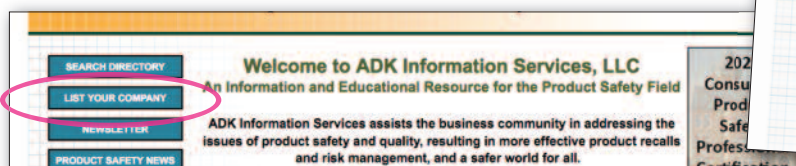
In all post-sale activities, a company should seek assistance from lawyers who have expertise in both product liability litigation and product safety regulatory compliance, and they must coordinate their activities.

Of course, a manufacturer cannot let litigation cloud its judgment in deciding what to do concerning future safety. It must first do what is right for product users and the company.

This may result in a company recalling a product that has been successfully defended in product liability litigation.

Kenneth Ross, a former partner and now Of Counsel to Bowman and Brooke LLP, provides legal and practical advice to manufacturers and other product sellers in all areas of product safety, regulatory compliance and product liability prevention. He can be reached at 952-210-2212 or kenrossesq@gmail.com.

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FOLLOW YOUR TRADE ASSOCIATION... INTO THE FUTURE

Lisa Trofe, CAE

Trade associations not only serve as a trusted resource and gathering point for industry stakeholders but also as captain of the team for the industry at large. Especially in times of uncertainty, a strong trade association committed to leading with integrity and applying foresight can contribute significantly to keeping companies and brands thriving.

KEY TAKEAWAY

- Learn how to leverage the power of your association's trade industry to ensure your business continues to thrive during uncertain and challenging times.

Over the past two years, many industries have been faced with retail bankruptcies, increased state legislation and federal regulation, imposition of tariffs, increased counterfeiting, a global pandemic and a fragile economy.

That's enough to send even the most grounded

and well-prepared companies into a spiral of uncertainty. Without question, this is exactly the right time to engage, or re-engage with your industry's trade association.

Trade associations are guided by a Board of Directors, typically comprised of industry champions and leaders, those individuals who have been involved in the business of the industry for longer than most, who have many professional connections, and a level of expertise that is hard to match, both about managing a business and how to navigate the sometimes choppy waters of an industry in challenging times.

An association's board is likely to meet several times a year, to address head on those challenges facing their industry. The hard work of a board of directors includes establishing a strategic plan for the association, which is driven by principles of foresight and the application of the breadth and depth of knowledge contained in their collective experience.

Guided by the board and strategic plan, the association staff, themselves likely a group of technical or subject matter experts, can then work to establish the association as the voice of the industry and to guide member companies and their employees by distilling and sharing information and resources, providing educational content and serving as the face of the industry before government, media and consumers.

A trade association can unify the voices of its member companies to provide a united front in the face of challenges. In fact, the association is often the best avenue to achieve change because one company can only tell their own story or share their own data.

Associations can consolidate all the member company stories and all the relevant data, resulting in a much more robust position.

In no uncertain terms, our world has changed dramatically with the onset of the COVID-19 pandemic and its endurance. Businesses have had to quickly pivot, sometimes several times, in order to remain viable, while others unfortunately, were not able to sustain the losses in revenue, resulting workforce reductions and inability to get product into the hands of consumers.

A prime example of how a trade association can help in such circumstances can be illustrated by the work of the Juvenile Products Manufacturers Association (JPMA) shortly after the United States shut down in near entirety at the start of the second quarter of 2020.

As shortages of various things were being experienced in many marketplaces, member companies alerted JPMA to the fact that a significant number of products, used for the care and safety of babies, were experiencing shipping delays from online retailers, if they were made available for purchase at all. This was truly a cause for concern as lifesaving devices such as car seats are legally required to transport babies and children.

JPMA staff collected communications, stories, and impact data from those member companies who were impacted and immediately began outreach to our network of contacts at those retailers.

As opposed to an individual brand reaching out to their buyer contact at a large retailer, the association was able to share the larger story and impact with department and division leaders, as well as to provide education on why car seats and other baby goods absolutely must be considered essential products, just like those items that were receiving expedited treatment and shipping in the early days of the pandemic.

The association, on behalf of the collective voices of our members, was able to make the difference and solve the problem, where one company would have been unable to do so.

Impacting the course of regulatory action is another key area where an association can work toward the desired result expressed by member companies, where one brand cannot do so on its own.

In several different instances, JPMA has been able to again leverage the power of member companies and the subject matter expertise of staff to engage in coalitions with other trade associations aimed at combatting counterfeits, defeating burdensome or unwarranted legislative proposals and providing relief from tariff imposition.

“A trade association can unify the voices of its member companies to provide a united front in the face of challenges.”

While the future remains unclear, it certainly is in the best interest of every brand and manufacturer to look toward the industry's trade association, and to engage in and rely on the value of association member benefits.

This will ensure the business not only survives the 'new normal' of these challenging times but is able to thrive and come out stronger and more resilient on the other side.

Ice hockey great Wayne Gretsky once said, "Don't skate to where the puck is, skate to where the puck is going to be." When viewed with a sports lens, this is wise advice that makes sense; get yourself to the right place at the right time, to set yourself up for a win. Applying this wisdom to an uncertain

future for business, the brand or even the industry at large is just as simple. Engage with your trade association. Lean on the expertise of the champions and leaders of industry, the board of directors. Count on the subject matter expertise of staff that can consolidate the information and data to tell the right and most impactful stories in the places they need to be heard. Your business will thank you, and your industry will thrive.

Lisa Trofe is the Managing Director for the Juvenile Product Manufacturers Association (JPMA) where she oversees the trade association's membership, education, and product safety programming. She can be contacted at ltrofe@jpma.org

CONSUMER BEHAVIOUR AND SAFETY INFORMATION IN A CHANGING WORLD

Marianne Le Claire



The changing consumer shopping habits

Consumer acceptance of online shopping has been increasing steadily over recent years. Of late, there has been movement towards fewer physical stores, with more emphasis on offerings through e-commerce.

COVID-19 struck at the beginning of 2020 and consumers were requested to stay in their homes unless absolutely unavoidable. The initial "lock-down" in this pandemic and the ongoing necessity to "Social Distance," which is unlikely to disappear any time soon, has acted to accelerate the transition from shopping at physical stores to shopping online.

KEY TAKEAWAYS

- Development of virtual technology solutions provides a potential avenue to help combat the high rates of consumer product misuse.
- COVID is increasing the numbers of digital users, presenting greater opportunities to improve consumer engagement with product instruction through enhanced bite-sized visualization.

the safety cycle, and in particular can some assurance be provided that the consumer can be guided effectively to use the products that they purchase as intended? Has the way that instruction is provided to the consumer been effective historically? Are new technologies available that could improve the

Given the potential long-term future of fewer

"A manufacturer must provide comprehensive instruction on the use of consumer products and in an ideal world this would be a clear, concise instruction manual detailing how to assemble and use a product properly. In reality the clear instruction is only the starting point of the information developed for the consumer."

brick-and-mortar retailers with face-to-face consumer sales interaction, what are the effects upon

way manufacturers provide effective information to the consumer and allow companies to adapt better to these new realities of consumer interaction?

Manufacturers that produce child care articles, i.e., wheeled goods, home goods, feeding solutions and car seats, must conduct a risk analysis that considers vulnerable users. Added to this, when focussing in on car seats, management of the risks has further complications.

A car seat provides restraint to a child in a crash, performing a critical safety function not typically found in other consumer products.

A manufacturer must provide comprehensive instruction on use of consumer products and in an ideal world this would be a clear, concise instruction manual detailing how to assemble

and use a product properly. In reality, the clear instruction is only the starting point of information developed for the consumer. Governing regulations mandate warnings throughout the instructional text, followed by a long list of mandatory instructional and informational statements.

During the design process consumer products are assessed for foreseeable use. Thus, the

manufacturer must consider potential issues that are not addressed by regulations but that might arise through the everyday use, or creative use, of the product. Any issues that cannot be addressed in the design of the product or guarded against must be addressed in the instructions to the user, thus adding further complexity to the product instructions.

Instructions must also be provided to the consumer in the languages where the products are sold. This means that for models in the European regions where the instruction is

typically in about 27 languages, what might have started life as a set of clear and simple instructions is likely to turn into a chunky pamphlet, bordering on the size of a small novel!

Even with the provision of this comprehensive information, it has been well documented globally that there are high rates of misuse by consumers when purchasing and using car seats.

Unlike most consumer goods, it is also well documented that the implications of misusing car seats can lead to devastating, even fatal, consequences.

Given the importance of proper use, this begs the question whether an instruction manual is indeed read by the consumer and if it is not read, what the reasoning could be for this behaviour. Could the size of the manual put the consumer off reading it altogether, or is there so much information that the consumer cannot find the important instruction relevant to the task in hand, or do the very nature of the products and the emphasis by manufacturers on ease of use create an affordance leading consumers to believe that instructions and warnings can be safely ignored?

With all this in mind, can the reliance on lengthy documents be reduced and at the same time assurance be provided that consumers can receive the level of instruction needed to improve the way that products are purchased, understood and used, particularly when purchasing online?

For child car seats, information supplemental to the paper manual is provided by some manufacturers through the use of weblinks or QR codes.

The link takes the consumer to a video clip showing the installation of the car seat in a vehicle or the installation of the child within the car seat. This has been a step in the right direction.

However, the links often lead to a single and sometimes lengthy video, some of which provide limited help with the actual installation, with the emphasis on information about the product features.

As access to products in the physical world reduces, can the digital world fill the void? During “lock-down” many consumers who would typically avoid any digital interaction have had little option other than to use these means,

“As access to products in the physical world reduces, can the digital world fill the void? During “lock-down” many consumers who would typically avoid any digital interaction have had little option other than to use these means, particularly for ordering medicines and groceries.”

particularly for ordering medicines and groceries.

As even the most reluctant consumers begin to use e-commerce through necessity, their confidence to interface with technology grows. In a world where the consumer is increasingly making purchases remotely, this change in consumer behaviour can be utilised to provide additional solutions that could improve safety.

New technology is opening new options for managing consumer risk and we can potentially leverage this technology to overcome some perceived issues and improve the way product instruction is provided. One possibility is to use e-learning in a virtual environment to illustrate important instructions through three-dimensional viewing.

VR headsets provide an environment closest to reality and some companies already utilise these for interactive staff training. The technology is transferrable to consumer

instruction through inexpensive cardboard kits that can be supplied with a product. The kit, used with a mobile phone, can provide a 3D representation of a product or part of a product in a use scenario, while the user follows along with an instructional app.

Such a virtual product demonstration kit could overcome some of the difficulties experienced when trying to visualise information contained in a paper instruction manual. Ideally, instructions would be narrowly focused, covering different topics separately.

Benefits of harnessing this technology include overcoming consumer misunderstandings caused by visualisation issues, literacy issues, and other learning difficulties.

The manufacturer could provide real-time responses to consumer issues and could update the learning content dynamically based on consumer feedback.

A level of e-learning could be supplied during product registration, with hot-spotting where the consumer can be tested on their knowledge. The manufacturer could record which elements of training a particular registered user has navigated, thus providing for a better level of understanding during any future claims.

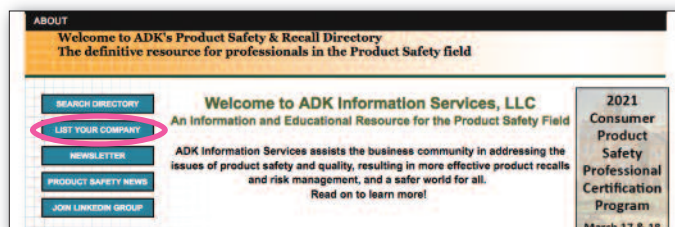
Risks associated with providing information solely through digital means include consumer access to power and internet, their attention span, as well as an ability to overcome any IT issues.

Electronic delivery of instructions can serve as an adjunct but not a replacement for a clear printed set of instructions.

The views and opinions expressed here in this article are those of the author and do not necessarily represent the views or opinions of Newell Brands.

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NAVIGATING THE UNEXPECTED: SUPPLY CHAIN MANAGEMENT IN A GLOBAL PANDEMIC

John F. Kuppens, Jay T. Thompson, Kelly M. Reid



In 2003, widespread fear of Severe Acute Respiratory Syndrome (SARS) caused a spike in demand for N95 respirators. Companies that produced N95 respirators were suddenly met with an unexpected and intense uptick in demand. Realizing the difficulties it faced in meeting demand during the

dramatically, and supermarket shelves sat empty as companies struggled to react to the volatile markets. Now, months later, we are still seeing decreased production rates and shortages of key goods.

Although 3M took preemptive steps to prepare for the next global emergency, many companies did not. A stockpile of surplus materials or domestic production capabilities, however, are not absolutely necessary to navigate the pandemic, and there are still steps companies can take to strengthen their supply chain management practices and protect themselves from risks now and in the future.

This article addresses best practices for supply chain management in the face of COVID-19 disruptions, including (1) increasing transparency with a centralized command

“...and there are still steps companies can take to strengthen their supply chain management practices and protect themselves from risks now and in the future.”

center, (2) diversifying suppliers and (3) modernizing systems and networks.

Increase your Transparency

Bringing together top management from your company to establish a centralized command center can help it react to continued disruptions. This command center should operate as a single point of contact, source of information, and decision-making hub for your company.

An effective command center will have updated and accurate information, so you should stake steps to ensure that your command center receives reports on all essential aspects of your business—from operations planning to parts availability, supplier qualifications, and transportation contracts. Requiring periodic reporting of essential metrics from facilities and suppliers in your chain is a good idea.

If the command center has up-to-date information, it can use that information to make informed decisions and mitigate the impact of disruptions on your company.

A centralized command center is not only beneficial in terms of reacting to shortages but also in deciding the best methods for returning to the “new normal.” COVID-19 has impacted national and local policies in unique ways; most countries have imposed different restrictions and precautions to combat the COVID-19 pandemic, and, even within the continental United States, the protocol for handling the pandemic differs from state to state.

A central command center can help your company return to pre-pandemic production by resolving issues relating to which manufacturing sites should be reopened, in which order, and

KEY TAKEAWAYS

- The leanest model is not always the best model, and companies should carefully assess the particular risks and vulnerabilities of their supply chain to determine what front-end costs are appropriate to incur now to ensure that production continues through the pandemic and to avoid similar disruptions in the future.
- Implementing flexible human resourcing policies and establishing robust digital systems across your supply network can help you navigate production during the pandemic and strengthen your ability to react to the next crisis.
- A well-informed central command center comprised of top leadership from your company can help you return to pre-pandemic production by resolving issues relating to which manufacturing sites should be reopened, in which order, and to what degree, while bearing in mind supply, labor, and transportation constraints
- Building relationship with secondary suppliers can help you avoid disruptions stemming from reliance on single supplier or region for materials or manufacturing facilities.

SARS scare and recognizing that international pipelines for materials and manufacturing facilities may be unavailable in a global pandemic, some of these companies took steps to ensure they would be better prepared for the next crisis.

They purchased surplus materials and machines to manufacture N95 respirators, trained additional technicians on how to use production equipment, and made a point to maintain operational N95 manufacturing lines in the United States. In ensuing years, crises such as Ebola and the H1N1 flu virus provided opportunities to refine the ability to respond to sudden and unpredictable shifts in demand and supply chain disruptions.

When COVID-19 hit in early 2020, production in nearly every industry was slowed or shuttered, and supply chains were disrupted on a global scale. As the pandemic spread across worldwide, demand for key products shifted

to what degree, while bearing in mind supply, labor, and transportation constraints.

Diversify Your Supply

In an ideal world, the leaner the supply chain, the larger the profit margins. However, as COVID-19 has demonstrated, unexpected crises can dramatically disrupt entire supply chains seemingly overnight, causing costly delays in production.

The leanest model is not always the best model, and companies should carefully assess the particular risks and vulnerabilities of their supply chain to determine what front-end costs are appropriate to incur now to ensure their production continues through the pandemic and to avoid similar disruptions in the future.

If the impact of COVID-19 on production has taught us anything, it is that reliance on a single supplier or region for materials or manufacturing facilities can derail production. Apple, for example, depends heavily on materials and labor sourced from China.

When production in China froze in response to COVID-19, Apple struggled to maintain production levels. Eventually, Apple announced that its revenue projections were far lower than expected prior to the pandemic. Similarly, Fiat halted production at a plant in Serbia in February when it could not obtain parts from China, and Volkswagen was forced to shut factories in Italy and Spain. Diversifying your suppliers or manufacturing facilities from a geographic perspective can help you avoid similar production obstacles in your own supply chain.

Keep in mind that building relationships with secondary suppliers or organizing alternative transportation contracts to move product from those secondary suppliers often comes with increased administrative, quality monitoring, and unit costs. As with all aspects of supply chain management, you should balance your risk against your investment to determine the right plan for you.

Modernize Your Systems

As COVID-19 spread worldwide and cities implemented various quarantine policies, companies were faced with labor shortages and tasked with figuring out how to maintain business continuity without the physical presence of labor.

“Implementing flexible human resourcing policies and establishing robust digital systems across your supply network can help you navigate production during the pandemic and strengthen your ability to react to the next crisis.”

While diversifying your suppliers, coordinating alternative methods of transportation, and updating inventory policies to maintain a strategic stock of raw materials are all strategies you can use to increase the agility of your supply chain, these strategies still require people to operate them or digital systems to keep things running.

Implementing flexible human resourcing policies and establishing robust digital systems across your supply network can help you navigate production during the pandemic and strengthen your ability to react to the next crisis.

Digital systems that keep track of key metrics—including the supply of materials, parts and labor—or maintaining flexible human sourcing practices may come with higher administrative costs on the front-end. These changes, however, can pay dividends when you are faced with supply chain disruptions.

Again, you must assess your particular vulnerabilities against the costs of these changes to determine if, and to what extent, they are

appropriate for your company.

Finally, keep in mind that improved technology and flexible labor at your company, alone, will not necessarily prevent a disruption if other parties in your supply chain do not take similar steps.

Try to work with other parties in your supply chain to make sure that are implementing similar policies, and that your policies will work well alongside theirs.

Conclusion

2020 has been a year of unpredictable events. However, by identifying your company's critical supply chain vulnerabilities and applying the best practices outlined above, you can adapt to the new normal while improving your ability to mitigate risk and maintain business continuity through the next crisis or disruption, whatever that may be.

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PUTTING YOURSELF FIRST— NOT SELFISH

Geraldine Cosh

When looking at product safety issues or challenges, topics such as business resilience, strategies and company cultures are often discussed, but what about the people?

KEY TAKEAWAYS

- Customer Service is just as important as design for Product Safety.
- Organization of the CS function is key to success.
- Listening with respect honors the consumer and the company.
- Rapid response brings the consumer into the safety equation.

What About You!?

How do you prepare yourself for that product fail; for a recall; or for the general day to day fluctuations that may occur from your clients or company direction?

How do you prepare and plan for things that do not go as expected?

Does it bother you?

Do you know someone who does not seem fazed when stressful events occur or during that heated

debate? Is that person you? If so, well done. Do you know others who seem to “lose it” at the littlest of things or for what appears to be no apparent reason?

Has that been you on occasion? I know that I have probably been all the above. Why does this happen and why am I talking about it?

“By prioritising yourself I don’t mean that you must always come first, or you are always right.”

Why does it happen?

My experience tells me that there are four essential reasons. They are personality, emotional intelligence, self-awareness and prioritising yourself. The first three points are discussed at length in various literature, but the last, perhaps not so much.

By prioritising yourself I don’t mean that you must always come first, or you are always right. I saw a quote recently that explains what I mean. It says, “you can’t pour from an empty cup.”

How can you be your best on the job or at home? How can you most effectively support your team or your family if you don’t look after yourself? If you were you in an emergency situation on a plane the crew will tell you to get our own ventilation mask on before your child’s.

There is a simple reason for this: if you’re not breathing how can you help anyone else breath?

Certainly, everyone will prioritise themselves differently. It is important to recognise what makes you your best and accept and acknowledge when we are not. This is often difficult in today’s inpatient, busy and technology-based environment. And this will be so different for each of us. For some, a 10 K

run might constitute this prioritising and self-care. (I think this would cause me more damage than good—not as fit as I used to be). For others, it may be to watch a good film, listen to their favourite music or just spend time with friends or loved ones.

If you are constantly working, thinking about work, family or stresses this may tip you over from eu-stress (good stress, this is a real term promise I haven’t just made it up) to bad stress. This tipping point will be different for everyone, much like in the concept of yin and yang: you need to have a balance. In order to be your best, you need to know what this is balance is, what is your tipping point? What is the tipping point for others—people in your family or team?

COVID has taught many of us how resilient we can be or how we can be adaptable, comfortable or uncomfortable with changing situations. For some, the thought of “lockdown” was actually a welcome break from the norm and for others, the thought was, and probably still is, terrifying. For some it was probably a mix of both, depending on the day and the situation of the moment.

The pandemic has certainly showed how some companies are very resilient and others, not so much. To a great degree, a company’s reaction to the very difficult business climate depends how flexible they could be with their staff; if they had prepared for such a situation; or did they have a team ready to engage, communicate and get the company on board?

Why is this important?

It is important to acknowledge when you are struggling or to know your triggers and to know how situations affect your close colleagues. If someone says to you, I am having a really tough time with (whatever it may be) the conversation is unlikely to end well if you dismiss their problem as trivial. It can be even worse if you seem unable to understand what their issue is.

Lacking empathy for others can be very detrimental to teamwork, communication and achieving your end goal. This does not mean you need to know everything or have been through a similar situation, sometimes saying nothing is the most powerful thing you can do.

If you realise that you don’t like change, you can’t handle unexpected crisis, are you in the right position? When product safety issues arise and if you work in Quality, there will inevitably be change and crisis. How prepared are you? How comfortable are you with this?

When a product crisis or recall happens was the company or the individuals prepared? Had they completed their risk assessment or relevant documentation? Did they have a crisis communications plan in place? To work in product safety or

quality you have to be both resilient and diplomatic. And you must be data driven and non-judgemental until you have all the facts. If a consumer contacts you and states that you have killed or injured a loved one this is likely to be a very emotionally driven discussion. If a supplier's test results did not go the way they wanted and they stand to lose a significant amount of money, this can be challenging.

But we need to remain calm and get facts before forming an opinion or respond, as what we say or do will highly likely have significant impacts.

This can be mitigated by making sure you are the best you can be when it happens; knowing what your tipping point is; and having had enough "self-care" time. Do you need to network with other colleagues in the industry or attend some classes to improve your knowledge or skills in a particular area?

Whatever it may be, try to understand what that is and make time for you—prioritising what is important.

A great article on consumer trust in brands after a product safety issue notes: "Experts feel that the reason a few brands could not gain their share back was not because they lost people's trust entirely and did nothing to rebuild it." But also, by the time they set their house in order and tried coming back, the competition in market had already intensified."

This could also be applicable to your company or to you as an individual.

Remember: Do you have your house in order?

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Resolving crises in the evolving risk landscape

In an increasingly complex and regulated world, being prepared for risks is essential. Having the capabilities to act quickly and effectively is critical.

Brand and reputation are an organization's most valuable and vulnerable assets. Brands embody and encapsulate everything a business does and its customers expect.

With the growing value of brands comes the increased need to protect against legal, financial and operational impacts arising from in-market incidents and crises, ranging from product recalls to marketplace remediation, and more.

Trusted by the world's leading brands and most relied on businesses, Sedgwick is the market-leading provider of best practice recall and remediation solutions.

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Market withdrawals | Supply + reverse logistics | Storage, recycling + disposal