An ADK Publication

2022 PRODUCT SAFETY and RECALL DIRECTORY®

The Product Safety Manager's Resource Guide

LEADING PRODUCT SAFETY WORLDWIDE

INSIDE

Global Impact Award

We are pleased to salute our education partner, the **Richard A. Chaifetz School of Business at Saint Louis University**, as the 2022 Recipient of the Global Impact Awardee for its significant role in university-level product safety management education. 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. **Beth-Anne Yakubu** has served as Executive Director of the **Emerson Leadership Institute**, which houses all of the product safety programs developed in cooperation with ADK Information Services, LLC. Emerson Leadership Institute and Ms. Yakubu share the 2022 Global Impact Award for their accomplishments.

Dr. Ik-Whan Kwon with Beth-Anne Yakubu

Richard A. Chaifetz School of Business & Beth-Anne Yakubu
Product Safety Leadership!
2022 Recipients

If Saint Louis University is the home of university-level product safety management education, then the Richard A. Chaifetz School of Business (RCSB) is at the center of its prominence in this critical field devoted to bringing safe products to American consumers. For the past 12 years, the RCSB has become synonymous with university commitment to the consumer product safety field.

In 2009 the relationship between RCSB and ADK Information Services began its collaboration with an agreement to test the concept of developing a program focused on product safety worthy of a university certificate that employers and professionals would see as credible recognition for individuals who chose careers in product safety. The most prominent advocate within the Business School for this collaboration was Dr. Ik-Whan Kwon, Ph.D., Emeritus Professor, Operations and IT Management, founding director of the Center for Supply Chain Excellence within the RCSB, and 2017 recipient of the Global Impact Award.

Together, the Supply Chain Center and ADK designed a program that would recognize the multi-disciplinary nature of product safety management. Since then over 400 professionals from nearly 150 companies have looked to RCSB for its critical training of product safety personnel. In 2012, The RCSB's Supply Chain Center and Saint Louis University received a Special Commendation Award from the U.S. Consumer Product Safety Commission, accepted by Dr. Kwon and presented by CPSC Chair Inez Tenenbaum.

We acknowledge Emerson Leadership Institute and Ms. Yakabu's contribution to the product safety field for her achievements. The certification program has captured attention and support around the country. Under the sponsorship of the Society of Product Safety Professionals, the certification program was developed with oversight provided by the Consumer Product Safety Certification Services (CPSCS). These organizations have worked tirelessly on the development and delivery of the education program that candidates must pass to earn the designation of Certified Product Safety Professional (CPSP™).

Speaking to her role at Saint Louis University, Dr. Kwon says "Beth-Anne is one of the well-respected leaders at Saint Louis University's Chaifetz School of Business for her achievements as Executive Director of the Emerson Leadership Institute. She has overseen a wide variety of leadership and ethics programs that have brought national attention to the work of the Chaifetz School."

Al Kaufman, Senior Vice President of the Toy Association and Chairman of CPSCS says "Having worked closely with Beth-Anne over several years, I find her to be extremely competent, always responsive, a great thought partner, and a joy to work with. She is tremendously deserving of the Global Impact Award." Her talents enabled the certification program to continue its activities remotely during the height of the pandemic.

Serving as Interim Director of ELI is Patricia Bagsby, Ph.D. a prominent educator within the RCSB. A search committee for the permanent position of ELI executive director was formed by Barnali Gupta, Ph.D., Dean of the Richard A. Chaifetz School of Business. In the meantime, the important work of designing and delivering challenging product safety management education will continue.

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LEADERSHIP & COMMUNICATION

What does an orchestra leader have in common with a product safety leader?

In this particular circumstance both share a passion for bringing different sounds/voices and viewpoints into one common result: creating a common vision among many individuals who bring their own particular perspective to the final result.

This also brings into focus the multidisciplinary skills required for success…especially the skill of *communication*. The orchestra leader must be able to communicate a vision that is shared by scores of players of various instruments, and the product safety leader must be able to communicate the importance of safe products to many different team members who are stakeholders in the design and production of safe products. If either fails in their communications skills, they will fail in achieving their purpose.

This concept was reinforced in the introduction of our new Product Safety Leadership in Practice workshop that included a word cloud exercise on the skills required of an effective product safety leader. Led by Marie-Claude Simard, our own alumna whose day job is manager of for Bombardier Recreational Products (BRP), has a unique skills in facilitating word cloud exercises. In the workshop she led for the SLU/ADK leadership workshop, here is what the class conversation 'looked like' during a discussion of essential skills for effective product safety management:

Clearly the position of a product safety leader requires multiple disciplines, of which the most agreed upon by the group was the skill of *COMMUNICATIONS. With this as a guidance concept, our directory graphic and design consultant, Greg Gobberdiel, settled on an orchestra leader and their use of the baton as the most interesting image to capture the visual of leadership in practice!*

Bravo Greg!

Introduction…

Our theme for the *2022 Product Safety & Recall Directory*® is Leadership. Leadership is shown through thoughts, action and communications. A mentor from years ago modeled how important it was to communicate with various stakeholders in ways they can understand. This is critical whether they are educating other company leaders, peers, team members, and supply chain members, or presenting information to regulatory authorities, media, social advocates, or consumers.

Product safety managers are constantly communicating with colleagues and stakeholders. With this in mind, the *2022 Product Safety & Recall Directory*® features a variety of perspectives on how this might be addressed from a national and global perspective, as well as an internal company and industry setting. This is reflected in the both the Directory's **Viewpoints** section, which deals with product safety issues at various levels, as well as the **Best Practices** section that has been a center of growing attention since being added to the Directory in 2019.

In the **Viewpoints** section, you will find such topics as "Why learning agility is key for becoming a successful safety leader;" "The 4 Essential truths of sustainable safety leadership; "and "Assessing and developing the safety professional: An investment in the future;" Other topics in this section include the importance of contractual relationships, the use of standards, and how to focus on your own professional development.

In the **Best Practices** section, illustrations provided by contributing product safety professionals include "Demystifying Safety--Fact-based information and overcoming personal biases;" "Don't just check the mock recall box – How to get the most out of your recall planning;" and "Teamwork makes the dream work: When Quality Assurance and product safety are aligned."
Other topics addressed in this section include establishing an effective customer complaint process, digitizing operations, leveraging technology, and planning the cost of a recall.

One of the primary goals of the Directory is to serve as the "voice" of product safety. This requires making the product safety professional the center of our focus. In this sense, we are constantly searching for better ways to improve the effectiveness <u>of</u> product safety professionals as brought to you <u>by</u> your colleagues in the product safety arena.

Please continue maintaining the dialogue with each other and allowing us to be a partner in spreading the dialogue among professionals in your own community as well as around the world. This will be our 13th year of service to the product safety field. We owe a great deal to the professionals in the field for their support of the Directory and of our university-level product safety management education programs.

Don Kornblet
Product Safety & Recall Directory®

ACKNOWLEDGMENTS

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 per-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 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 ISPAEarthTM 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 Brand Protection. 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. 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 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

2010-2021 Saint Louis University Instructors Panel

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,
ADK Information Services, LLC

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, Sedgwick
Brand Protection

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

Jung Ha-Brookshire,
University of Missouri

Richard Hackman, Procter & Gamble

Steve Hall, Applied Safety
& Ergonomics

Chris Harvey, Sedgwick
Brand Protection

Dr. Edward Heiden,
Heiden Associates

Jason Hertzberg, Ph.D., Exponent

Dan Hinkebein, Realtime Results

Kenneth Hinson, Walmart

Matt Howsare, Cooley-USA

Don Huber, Consumer Reports

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 Morrisey, ASTM

Wayne Morris, WCPS

Brandan Mueller, HuschBlackwell

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 Rodríguez,
Better Business Bureau of Mexico

Kenneth Ross, Bowman & Brooke

Eric Rubel, Arnold & Porter

Charles Samuels, Mintz Levin

Tim Saylor, Baby Jogger

Jennifer Shecter, Consumer Reports

Alan Schoem, Attorney

Marc Schoem, ICPHSO

Ray Scott, Saint Louis University

Michael Shaner, PhD,
Saint Louis University

Rebeca Sharpe, Best Buy

Marie-Claude Simard, BRP

Christine Simpson, Consultant

Richard Stern, TTI

Eric Stone, Attorney

Daniel Stool, Intertek

Tim Sullivan, Spin Master

Regan Sweeney, Attorney

Hank Tapey, CPSC

Inez Tenenbaum, Attorney
& past Chairman CPSC

Mary Toro, CPSC

William Troutman, Norton Rose
Fulbright US LLP

Peter Unger, American Association
for Laboratory Accreditation

Peter Winik, Latham Watkins

Hong (Jo) Zhou, Deloitte

Ming Zhu, CPSC

2019-2021 Case Study Panel Members

Professional Certification Program

Bret Boyle, PhD,
Chaifetz School of Business

Rob Boyle, PhD,
Chaifetz School of Business

Kenneth Boyce, UL

Melissa Cairns, MMM

Tim Cassidy, Best-Buy

Francis Citera,
Greenberg Traurig, LLC

Susan DeRagan, QIMA

Steve Epner,
Chaifetz School of Business

Denise Fenton,
Quality Certification Alliance

Karen Fuchs, Scholastic

James Fisher, PhD,
Chaifetz School of Business

Shelia Gottschalk, Hallmark Cards

Kimberly Horne, Walmart

David Kosnoff, Hasbro

Kelly Mariotti, Juvenile Products
Manufacturers Association

Don Mays, Samsung

Elouise Mintz, PhD,
Chaifetz School of Busines

Don Moffett, Carhartt

Joseph Mohorovic,
Engineering Systems, Inc.

Wayne Morris, Association of
Home Appliance Manufacturers

Brandan Mueller, Husch Blackwell

Richard Rosati, Bureau Veritas

Tim Saylor, Newell Brands

Richard Stern, Consultant

Brenda Torres, S.C. Johnson & Sons

Timothy Sullivan, Spin Masters

David Webb,
Washington University

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CHAIFETZ SCHOOL OF BUSINESS
EMERSON LEADERSHIP INSTITUTE
SAINT LOUIS UNIVERSITY

University Level Product Safety Education | For more information cscms@slu.edu

![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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FOLLOW THE ICPHSO BLOG

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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.

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- States Where Nelson Mullins Attorneys are Admitted to Practice
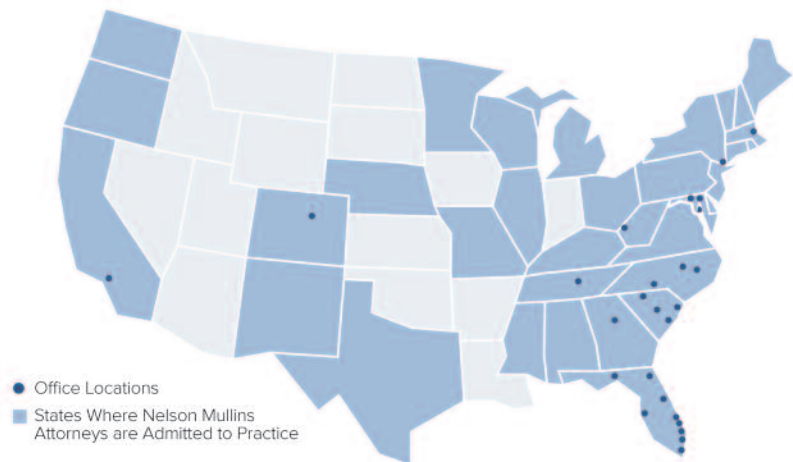
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VIEW POINTS

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

Rod Freeman

Jared Fry

Mike Gentine

Sheila Gottschalk

Chris Harvey

Daniel Kingdon

Donald Kornblet

Dr. Ik-Whan Kwon

Julia Maskell

Jennifer Moore

John Kuppens

Ken Ross

Mark Thomas

Jay Thompson

Edward Turtle

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Society of Product Safety Professionals expands with a full year of Consumer Product Safety Education Programs and a New Partnership

The Society of Product Safety Professionals (SPSP) has announced the expansion of programs serving the consumer product safety field in 2022. For the past four years SPSP has provided two programs to the product safety field: 1. The Consumer Product Safety Professional Certification program that features an education component provided by Saint Louis University's Chaifetz School of Business, and 2. an annual schedule of webinars on various product safety topics supported by Sedgwick.

Effective January 1, 2022 the Society will offer additional programs in cooperation with ADK Information Services, which has been a provider of information and education programs in the consumer product safety community since 2009. The expansion of SPSP programs was made necessary after Chaifetz School of Business announced it would no longer be offering consumer product safety education courses after calendar year 2021.

"SPSP has appreciated the role that Chaifetz School of Business has played by introducing product safety management education courses in cooperation with ADK. At this point, SPSP recognizes the importance of continuing to make product safety education opportunities available to the consumer product safety field," according to John Barrera, President of the SPSP Board of Directors.

The Society's professional certification program has attracted candidates from global manufacturers and retailers, and medium and small businesses. Its graduates are recognized each year in special ceremonies held at the annual ICPHSO (International Consumer Product Health and Safety Organization) training symposium. SPSP, as sponsor of the program, confers the professional designation "Certified Product Safety Professional™ (CPSP)" on eligible candidates who complete a prescribed education program. The program's framework and policies were established by the SPSP independent affiliate, the Consumer Product Safety Certification Services (CPSCS).

In its new alliance with ADK Information Services, SPSP will be offering a full 2022 calendar of courses and webinar series that will provide educational opportunities for professionals based on their experience levels. Successful completion of the programs will earn participants a Certificate of Completion. **Its first program will be a virtual webinar series "Communicating Product Safety: Stakeholders, Language, and Techniques,"** taking place January 25 — February 3, 2022.

The Spring SPSP program is a basic compliance course: "Fundamentals in designing and managing a compliance program." This will be based on SPSP's "5 Pillars of Knowledge" approach to product safety. The 5 pillars were identified in 2017 by an SPSP task force that analyzed the skills and knowledge required of product safety managers. The methodology consists of: 1. Culture of a company, 2. Risk Assessment and Hazard Analysis, 3. Regulatory affairs and legislation, 4. Product Incident investigations, and 5. Design and management of recalls. This program will be held in a virtual setting (March 15 — May 27).

The summer program will be the 4th annual Consumer Product Safety Professional Certification Program taking place June 1 — August 30 on SPSP's Zoom platform. The core program is built around the methodology of the 5 Pillars of Knowledge with additional focus on personal skills required for effectiveness on the part of product safety professionals. The program takes place June 1 — August 30. The closing workshop of the course consists of a multiple-choice examination, an essay, and the development and presentation of a case study focused on a product safety topic. The program's framework and policies were established by the SPSP independent affiliate, the Consumer Product Safety Certification Services (CPSCS).

The final SPSP program of the year is "Advanced Product Safety Leadership", September 20 — 24, featuring product safety leaders sharing insights on their personal growth and development and its relevance to the next generation of leadership in the consumer product safety field. This program was successfully introduced in 2021 by the Emerson Leadership Institute at the Chaifitz School in cooperation with ADK.

PRODUCT SAFETY *LETTER*

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

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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!

icphso®

CHAIFETZ
SCHOOL OF BUSINESS
EMERSON LEADERSHIP INSTITUTE
SAINT LOUIS UNIVERSITY

SPSP
SOCIETY OF PRODUCT SAFETY PROFESSIONALS
ESTD 2017
www.ProductSafetyProfessionals.org

RCC RETAIL COUNCIL OF CANADA

CCCD CONSEIL CANADIEN DU COMMERCE DE DÉTAIL

KID Fighting for Product Safety

CFA

BCiA
Baby Carrier Industry Alliance

A2LA

ASTM INTERNATIONAL
Helping our world work better

ADK Information Services, LLC

jpma
built for baby
JUVENILE PRODUCTS MANUFACTURERS ASSOCIATION

ISPA
INTERNATIONAL SLEEP PRODUCTS ASSOCIATION

AHAM
ASSOCIATION OF HOME APPLIANCE MANUFACTURERS

the toy association ™

R RETAIL INDUSTRY LEADERS ASSOCIATION

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.

LISTINGS BY ALPHABET

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

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DEMYSTIFY SAFETY – FACT-BASED INFORMATION
AND OVERCOMING PERSONAL BIASES
Barbara Schäfer

DON'T JUST CHECK THE MOCK RECALL BOX;
HOW TO GET THE MOST OUT OF YOUR
RECALL PLANNING
Chris Harvey

HOW TO SET UP A SIMPLE, EFFECTIVE
CUSTOMER COMPLAINTS ANALYSIS PROCESS
Brian Grochal

TEAMWORK MAKES THE DREAM WORK:
WHEN QA AND PRODUCT SAFETY ARE ALIGNED
Jennifer Moore

PLANNING FOR THE COST OF A RECALL
Rebeca Sharpe

LOOK BEFORE YOU LEAP:
TOP TIPS FOR MANAGING
PRODUCT SAFETY COM-
PLIANCE REQUIREMENTS
WHEN SELLING PROD-
UCTS
INTERNATIONALLY
*Claire Temple,
Carol Holley,
Tracey Bischofberger*

LEVERAGING
TECHNOLOGY FOR
PRODUCT SAFETY
LEADERSHIP
John Kupsch

COMMIT TO
CONTINUOUS
IMPROVEMENT
Kristin Cordz, CVT, CPSP

PRODUCT SAFETY
LEADERS ARE DIGITIZING OPERATIONS
TO PREPARE FOR FUTURE DISRUPTIONS
Don Mabry

LEARNING AND LEADING: MY STORY
Geraldine Cosh, MSC

SECTION II
BEST **P**RACTICES

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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Educated: Charles University in Prague, Czech Republic (Ph.D. in law)
Admitted to Bar: Brussels Bar (B-List), Czech Barr

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: University of Cambridge (BA) and College of Europe (Masters in EU Law)
Admitted to Bar: New York and Brussels bar - B list

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

Practice Description: Emma Bichet is a new addition to the Cooley International Products Law Team. She is based in Brussels. Emma brings a broad international perspective to her work, amongst other things having studied in the UK, Spain, and Belgium, having worked at the European Parliament, and being admitted to the New York Bar. Emma has extensive experience advising clients primarily in EU and UK regulatory, environmental and products law. This includes matters in the field of chemicals (REACH, CLP, biocides and pesticides), climate change and industrial emissions, electrical and electronic equipment (the WEEE and RoHS Directives), eco-design and eco-labelling, pharmaceuticals and veterinary medicines, and GMOs. She also advises international product manufacturers on EU consumer protection law, including labelling and product safety issues. Her work includes litigation, risk advisory and due diligence on corporate transactions.

Industries Served: Consumer products, electrical and electronic equipment, home appliances, chemicals, plastics, textile and apparel, food and drink, automotive.

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Educated: Monash University
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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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Admitted to Bar: 2018

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

Practice Description: Tania Buckthorp is a new addition to Cooley's international Products Law team. She is based London. Amongst other things, Tania supports companies in finding solutions when launching innovative products in the EU and worldwide. She has particular expertise in the consumer and technology sectors, including in clothing/textiles and emerging technologies, as well as environmental and sustainability regulation.

Industries Served: Consumer products, electrical and electronic equipment, Internet of Things and connected devices, home appliances, toys, chemicals and textiles, food and drink, medical devices, machinery, motor vehicles, 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 over 37 years of litigation experience. He counsels clients on risk management and product safety matters, including toxic tort defense, 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 (20 years), Food and Drug Administration (15 years), Environmental Protection Agency (10 years), National Highway Traffic Safety Administration (15 years), Health Canada (15 years), Electrical Safety Authority (15 years).

Industries Served: Retail, Apparel, Jewelry, Consumer Products

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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. Fergal has experience in coordinating business-critical multi-jurisdictional projects, including in relation to product launches, regulatory investigations/inquiries, product recalls and consumer claims.

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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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 (NHFPC), and local Chinese Entry-Exit Inspection and Quarantine Bureaus (CIQs)

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

Practice Description: **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, textiles, food and drink, medical devices, machinery, pharmaceuticals and vaccines, motor vehicles, telecommunications, asbestos

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Practice Areas: Product Safety Consultation, Product Recall

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

LISTINGS BY CATEGORY: ATTORNEYS

clients on regulatory compliance, public policy, strategic advice, advertising and liability defense.

Federal Agency Representation: Consumer Product Safety Commission (7 years), National Highway Traffic Safety Administration (7 years), Health Canada (5 years)

Industries Served: Consumer Products, Motor Vehicle, Electronics, Retail

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

Practice Description: Matt is the chair of Cooley's North American product compliance and product liability 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. Matt previously served as the Chief of Staff at the U.S. Consumer Product Safety Commission. From preventative and compliance counseling incorporated before a product launch, to man-

ufacturing 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 regulatory compliance, product safety reporting, recalls, defect investigations, civil penalties, inspections, import seizures, internal compliance programs, litigation resulting from product liability and safety related incidents, and many other issues faced by consumer product companies. Matt advises clients across a wide array of consumer product categories such as personal electronics, appliances, apparel, children's toys, fitness equipment, office supplies, household furniture, products requiring child resistant packaging, arts & crafts materials, books, recreational and sporting equipment, lighters, heating and cooling equipment, home decorations, promotional products, household cleaners, and numerous other types of consumer products. Matt is actively involved in the U.S. and international product safety community. He has served on the Board of Directors of the International Consumer Product Health and Safety Organization (ICPHSO) since 2016, including election to the Executive Committee and as President of the organization. He also serves as the Vice Chair of the ABA's Consumer Product Regulation Committee.

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

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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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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.

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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

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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 (17 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.

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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 (11 years), Health Canada

Industries Served: Product manufacturers and distributors.

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

Practice Areas: Product Safety Consultation, Product Recall

Practice Description: Belinda May is a partner in Dentons' Consumer Products, Regulatory and Litigation and Dispute Resolution practice. She concentrates on regulatory compliance, disputes and litigation arising in connection with the manufacture and sale of consumer products, having been acknowledged by Chambers as a nationwide recognized practitioner in the area of Product Liability. Belinda is also Past President of ICPHSO, having served as President, Chairwoman of ICPHSO's Annual Symposium, and Treasurer. Belinda is also a member of ASTM International and serves on Committee F15 for Consumer Products.

Belinda has experience in all aspects of consumer products law, involving the entire lifecycle of a product, spanning design, development, safety, manufacturing and production. This includes an immense range of topics, such as product safety design and the human factors "Inclusion" point-of-view, including "Disabilities and Accessibility" - historically known as disabled, hazard and supply chain analysis, product advertising claims, regulatory challenges and contested proceedings with competitors, consumers and applicable agencies.

Belinda is passionate about her dedication to "Inclusion" and was recently named Co-Chair of Dentons Diversity & Inclusion: Disabilities and Accessibility Initiative, as part of her ongoing commitment to Diversity & Inclusion.

Belinda works extensively on Consumer Product Safety Commission and other regulatory matters. She has handled a wide range of CPSC and regulatory compliance and enforcement matters covering numerous consumer products. She also has extensive experience handling consumer-products-related class action litigation and dispute resolution.

Industries Served: Belinda represents manufacturers, retailers and other supply chain stakeholders in connection with a wide array of consumer products, including household appliances, decorative products, consumer electronics, bicycles, exterior household products, kitchen and bath items, furniture, light fixtures, office supplies, building materials, plumbing products, heating and cooling elements, electrical meters, children's toys and other products, to name a few.

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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 (31 years), Federal Trade Commission (31 years), Environmental Protection Agency (30 years)

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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.

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Admitted to Bar: California, 2001

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

Practice Description: Practice Description: Bill regularly counsels clients on a wide range of product issues, including regulatory compliance, risk assessment and mitigation, warning and labelling, and crisis management. Bill's product liability advisement and litigation experience covers a wide range of product segments, including consumer products, medical devices, automotive, robotics and autonomous systems, and industrial equipment. Bill's litigation experience includes the trial and arbitration of commercial disputes relating to patent license agreements, supply contracts, partnerships, real estate and insurance and reinsurance. His six-month secondment to the general counsel team of Amlin, PLC, the largest Lloyd's insurer in the London market, has given him particular insight into the international insurance industry, and Bill routinely advises clients on risk management issues. Bill serves on the Board of Governors for the San Diego chapter of the Association of Business Trial Lawyers and is a barrister in the Honorable J. Clifford Wallace Chapter of the American Inns of Court. As an experienced pilot, Bill understands the technical aspects involved in aviation-related litigation. Bill has been involved in several high-profile aviation accident cases, including the Alaska Airlines Flight 261, Gol Flight 1907 and Air France Flight 447 multi-district litigations. Bill also represents aircraft and helicopter manufacturers in product liability litigation filed in the US and abroad. Bill maintains a significant airports disputes practice, which involves the representation of airport proprietors and FBOs in controversial matters. For example, Bill led the representation of the City of Santa Monica in litigation against the FAA, which resulted in a landmark settlement to close the Santa Monica Airport. Bill also represents aviation clients in commercial and regulatory matters, FAA enforcement proceedings, Part 16 cases, and DOT investigations. Bill is also involved in cutting-edge legal matters involving unmanned aircraft. His success in the aviation field has been recognized by Chambers USA and Legal 500.

Industries Served: Consumer products, medical devices, automotive, robotics and autonomous systems, and industrial equipment.

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Admitted to Bar: New York, District of Columbia

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

Practice Description: Anushka Rahman practices in the areas of consumer product safety, hazardous materials transportation, and environmental matters, as well as privacy and cybersecurity, advertising and promotions. Ms. Rahman counsels clients on compliance with domestic and international regulations, advising them on safety and risk management strategies. Ms. Rahman also assists clients facing government enforcement actions. Prior to joining Keller and Heckman, Ms. Rahman worked in private practice, as well as for the U.S. Environmental Protection Agency. While in law school, Ms. Rahman served as an editor for the Duke Environmental Law and Policy Forum.

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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 (41 years), Food and Drug Administration (26 years), National Highway Traffic Safety Administration (13 years), Health Canada (13 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.

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Arnold & Porter Kaye Scholer, LLP

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Washington, DC 20001-3743
United States

Phone: 202-942-5749
Email: eric.rubel@apks.com
Web: apks.com
Link to Biography: apks.com/en/people/r/rubel-eric-a
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 (21 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

Schoem, Alan H.
Law Office of Alan H. Schoem LLC

14809 Rolling Green Way
North Potomac, MD 20878
United States

Phone: 301-758-2701
Email: alan@schoemlaw.com
Web: schoemlaw.com
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 (44 years)

Industries Served: Consumer Product

Skolky, Shawn
Cooley LLP

1299 Pennsylvania Ave, NW
Washington, WA DC 20004-2400
United States

Phone: +1 202 776 2127
Email: sskolky@cooley.com
Web: cooley.com
Blog: products.cooley.com/
Twitter: twitter.com/cooleyllp

Link to Biography: cooley.com/people/shawn-skolky
Educated: Emory University School of Law; Georgia Institute of Technology
Admitted to Bar: 2015

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

Practice Description: Shawn Skolky is a trusted regulatory adviser and litigator for multinational companies seeking representation on product safety reporting obligations, recalls, safety investigations and enforcement matters involving the US Consumer Product Safety Act, the Canada Consumer Product Safety Act, the US Food, Drug and Cosmetic Act, and other federal and state regulations. Shawn advises on safety, design, and regulatory issues (pre- and post-market), and how to deal with regulatory authorities and handle crises, including global recalls. Shawn also guides companies through the recall process and has helped clients avoid recalls of consumer goods ranging from children's products to home furnishings to fitness equipment.

Federal Agency Representation: Consumer Product Safety Commission (5 years), Food and Drug Administration (1 years), Federal Trade Commission (5 years), National Highway Traffic Safety Administration (1 years)

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

Temple, Claire
Cooley (UK) LLP

Dashwood
London, EC2M 1QS
United Kingdom

Phone: +44-7583-4055
Email: ctemple@cooley.com
Web: cooley.com
Blog: products.cooley.com
Twitter: twitter.com/cooleyllp
Link to Biography: cooley.com/ctemple
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
Cooley (UK) LLP

Dashwood
London, EC2M1QS
United Kingdom

Phone: +44-207-5834055
Email: eturtle@cooley.com
Web: cooley.com
Blog: products.cooley.com
Twitter: twitter.com/cooleyllp
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 consumer 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

1001 G Street N.W.
Washington, DC 20001
United States

Phone: (202) 434-4181
Email: walker@khlaw.com
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 (7 years), Environmental Protection Agency (16 years)

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

Wallach, Jessica
Cooley (US) LLP

4401 Eastgate Mall
San Diego, CA 92121-1909
United States

Phone: 001-858-5506122
Email: jwallach@cooley.com
Web: cooley.com
Blog: products.cooley.com
Twitter: twitter.com/cooleyllp
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

Wang, Jessica
Arnold & Porter Kaye Scholer, LLP

601 Massachusetts Ave., NW
Washington, DC 20001
United States

Phone: 202-942-5792
Email: Jessica.Wang@arnoldporter.com
Web: arnoldporter.com
Link to Biography: arnoldporter.com/en/people/w/wang-jessica-l
Educated: George Washington University Law School (JD); University of Michigan (BA)
Admitted to Bar: District of Columbia, Michigan

Practice Areas: Product Safety Consultation, Product Recall

Practice Description: Jessica's practice is focused on assisting clients in evaluating and meeting their compliance obligations under U.S. Consumer Product Safety Commission regulations, including reporting obligations and recall planning, and defending civil penalty investigations and other enforcement 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

CALL CENTERS

Sedgwick Brand Protection

6026 Lakeside Blvd
Indianapolis, IN 46278
United States

Phone: 888-732-3901
Web: Sedgwick.com/brandprotection
Blog: sedgwick.com/news
Twitter: @Sedgwick
5 Contact: Chris Harvey
Email: Brand.protection@sedgwick.com
Years in Business: 25

Services: Sedgwick Brand Protection specializes in establishing and implementing rapid, highly scalable recall communications services to notify directly affected parties and indirect customers that may have received recalled products. Over the past 25 years, Sedgwick Brand Protection has successfully managed over 5,000 of the most sensitive product recalls across 60+ countries and 20+ languages. Our tactics include traceable physical notification, voice broadcast, text and e-mail with 24/7 online reporting. We offer documentation and management of a customer's response to a recall to manage these important details. Our trained crisis contact center representatives manage customer's frequently asked questions, appointment scheduling, coordination of replacement product(s), website registration, consumer complaints and adverse events quickly, responding with expertise and sensitivity to end customers.

Industries Served: Pharmaceutical & Medical Device, Consumer Products, Food & Beverage, Automotive

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: 41
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: Patricia Bagsby, Ph.D.
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

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 ethicss

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: 26

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.

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

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, nongovernmental, 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

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: 41
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: Patricia Bagsby, Ph.D.
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)

Marc J. Schoem, Executive Director
c/o Assocaition 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: 26

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: 6

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

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 | Brand Protection

6026 Lakeside Blvd
Indianapolis, IN 46278
United States

Phone: 888-732-3901
Web: Sedgwick.com/brandprotection
Blog: sedgwick.com/news
Twitter: @Sedgwick
Primary Contact: Chris Harvey
Email: Brand.protection@sedgwick.com
Years in Business: 25

Services: Sedgwick Brand Protection 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 disrup-tion 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. Over the past 25 years, Sedgwick Brand Protection has successfully managed over 5,000 of the most sensitive product recalls and in-market remediations across 60+ countries and 20+ languages. Other services include detailed web-based reporting, recall retrieval and effectiveness checks, retail quality audits, consumer complaint retrieval, product retrieval and brand integrity.

Industries Served: Pharmaceutical Products, Medical Devices, Consumer Products, Food & Beverage, Automotive

PRODUCT RECALL

Sedgwick | Brand Protection

6026 Lakeside Blvd
Indianapolis, IN 46278
United States

Phone: 888-732-3901
Web: Sedgwick.com/brandprotection
Blog: sedgwick.com/news
Twitter: @Sedgwick
Primary Contact: Chris Harvey
Email: Brand.protection@sedgwick.com
Years in Business: 25

Industry Category: Product Recall Management, Product Remediation, 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.

Over the past 25 years, Sedgwick Brand Protection has successfully managed over 5,000 of the most sensitive product recalls across 60+ countries and 20+ languages.

With extensive knowledge, experience and best practices, Sedgwick Brand Protection expertly navigates the recall process—from preparation, through execution, to closeout with regulatory agencies. Trusted by the world's leading brands and businesses, we help companies of all sizes protect their customers, their revenue, their brand and their public image.

Industries Served: Pharmaceutical Products & Medical Devices, Consumer Products, Food & Drink, Automotive

LISTINGS BY CATEGORY: PRODUCRT RETURN - TECHNOLOGY/SOFTWARE

PRODUCT RETURN MANAGEMENT

Sedgwick | Brand Protection

6025 Lakeside Blvd.
Indianapolis, IN 46278
United States

Phone: 1-866-732-3901
Web: Sedgwick.com/brandprotection
Blog: sedgwick.com/news
Twitter: @Sedgwick
Primary Contact: Chris Harvey
Email: Brand.protection@sedgwick.com
Years in Business: 25 years

Industry Category: Reverse logistics and Supply Chain optimization

Services: Services: Sedgwick Brand Protection 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. Over the past 25 years, Sedgwick Brand Protection has successfully managed over 5,000 of the most sensitive product recalls and in-market remediations across 60+ countries and 20+ languages. Other services include detailed web-based reporting, recall retrieval and effectiveness checks, retail quality audits, consumer complaint retrieval, product retrieval and brand integrity.

Haz Mat Certification: N.A.

Industries Served: Pharmaceutical & Medical Devices, Consumer Products, Food & Drink, Automotive

PRODUCT SAFETY CONSULTANTS

Applied Safety + Ergonomics
A Rimkus Company

3909 Research Park Drive
Ann Arbor, MI 48108
United States

Phone: 734-994-9400
Web: appliedsafety.com / rimkus.com
Primary Contact: Charles Burhans
Email: info@appliedsafety.com
Years in Business: 26

Services: Applied Safety + Ergonomics, A Rimkus Company, (ASE) offers services in both consultation and expert witness ca-

pacities, 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, and multiple countries around the world. 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.

In 2020, Rimkus Consulting Group, Inc. (Rimkus), a worldwide provider of forensic engineering and technical consulting services, announced the strategic acquisition of ASE. Rimkus and ASE are aligned in their shared vision of being a global leader in engineering and consulting services..

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.

Cooley (UK) LLP

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Phone: +442075564430
Web: www.cooley.com
Blog: https://products.cooley.com/
Twitter: twitter.com/cooleyllp
Primary Contact: Rod Freeman
Email: rfreeman@cooley.com
Years in Business: 31

Industry: Litigation Support

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

leConsumo SL

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Spain

Phone: +34-639-756-999
Web: productsafetymanagement.com
Primary Contact: Tica Bosch
Email: tbosch@ieconsumo.org
CEO: Josep Tous
Years in Business: 20

Industry: Product Risk Assessment
Services: Notification to authorities in the worldwide recall process, Product risk assessment, hazard identification, and product safety EU legal requirements.

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: 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: 11

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

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, nongovernmental, 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

Toll Free Phone: 1-800-967-5352
Web: intertek.com/products-retail
Blog: intertek.com/blog
Twitter: twitter.com/Intertek_CG
Primary Contact: Brandy Triplett
Email: product.testing@intertek.com
CEO: André Lacroix
Years in Business: 131

Testing Specialties: Calibration, Chemical, Construction Materials, Electrical, Environmental, Information, Non Destructive

Industries Served: Retail, Consumer Electronics, Furniture, Toys, Apparel & Footwear, Sporting Goods, Housewares & Home Decor, Lighting, Juvenile Products, PPE

IInternational Locations: Intertek is a leading Total Quality Assurance provider to industries worldwide. Our network of more than 1,000 laboratories and offices in more than 100 countries, delivers innovative and bespoke Assurance, Testing, Inspection and Certification solutions for our customers' operations and supply chains. Intertek Total Quality Assurance expertise, delivered consistently with precision, pace and passion, enabling our customers to power ahead safely.Please visit intertek.com/contact/ for information about specific locations.

MSR Laboratories

348 Bedford Street
Lakeville, MA 02347
United States

Phone: (781) 297-2030
Web: msrlaboratories.com
Primary Contact: Mark Simonds
Email: mark.simonds@msrlabs.com
Years in Business: 17

Testing Specialties: Chemical, Powersports, Ignition Strength Propensity Testing, Candle Testing, Toys, Children's Prod-

ucts, Furniture, Consumer Goods, Sporting Goods, Seasonal Apparel & Decor, Housewares & decor

Industries Served: Retail, Consumer Goods, Furniture, Toys, Sporting Goods, Housewares & Home Decor, Juvenile Products, Seasonal Apparel & Decor, Powersports, Governmental Agencies

QIMA

352 Sonwil Dr.
Buffalo, NY 14225
United States

Phone: 716-635-1180
Toll Free Phone: 888-264-8988
Web: qima.com
Twitter: twitter.com/qimagroup
Primary Contact: Karolyn Helda
Email: customerservice@qima.com
CEO: Sebastien Breteau
Years in Business: 16

Testing Specialties: Chemical

Industries Served: Garments & apparel, textiles & fabrics, footwear, eyewear, e-bikes & EPACs, 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: 52
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; Cabiate, 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

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 Australia. 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 nonprofit organization that administers safety standards though 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 De 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: 1-877NRC-CNRC (672-2672)
TTY: (613) 949-3042
Email: info@nrccnrc.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

LISTINGS BY CATEGORY: STANDARDS ORGANIZATIONS

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 administration 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-forprofit 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: otoiawase2010@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 industrial 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 accredi-

tation 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 JASANZ 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, Gyonggi-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 (KRISS)
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/standar ds

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 (TCVNs) and organization's standards (TCCSs), national technical regulations (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-as
sociation-vinastas

VINASTAS, the Vietnam Standard and Consumers Association, is a not-forprofit non-government organization working at the national level which was founded in1988. 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@nguoitieudung.com.vn

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 Testing: 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 Testing: 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

BLQS-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@dmsc.mail.go.th
Website: dmsc.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 vpcongnhan@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-spection: ISO/IEC 17020 Medical Testing: 52   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-ciamen-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,Äôs 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-spection: ISO/IEC17020 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 Akkreditieruntgsstelle GmbH

Economy: GERMANY
Tel: +49 30 670591-0
Fax: +49 30 670591-15
Email: contact@dakks.de
Website: ww.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

LISTINGS BY: ACRONYM/ACCREDITATION BODY

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 Testing: ISO 15189 Testing: ISO/IEC 17025

ENAC (Spain)
Enitidad 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 Testing: 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 Testing: ISO 15189 Testing: ISO/IEC 17025

FINAS (Finland)
Finnish Accreditation Service

Economy: FINLAND
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Testing: 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 Testing: 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 Testing: 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 Testing: 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 Testing: 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 Testing: 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: acredutacuib@inn.cl
Website: inn.cl
Scope: Calibration: ISO/IEC 17025
Inspection: ISO/IEC 17020 Medical Testing: 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 Testing: 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 Testing: 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 Testing: 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 Testing: 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 Testing: ISO 15189 Testing: ISO/IEC 17025

NCA (Kazakhstan)
National Centre of Accreditation

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

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

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

LISTINGS BY: ACRONYM/ACCREDITATION BODY

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 Aceditacion

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 Testing: 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 Salvadorea de Acreditacian

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@organismouruguayodea-creditacion.org
Website: orgorganismouruguayodeacredita cion.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 AMERI- CA
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 (Pakastan)
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, Demo- cratic Republic of Congo, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Seychelles, Swaziland, Tan- zania, 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 Acreditacia n 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

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

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Tunisian Accreditation Council

Economy: TUNISIA
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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

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2022 PRODUCT SAFETY PROGRAM CALENDAR
Presented by

Society of Product Safety Professionals
in cooperation with ADK Information Services

Now in their 13th year of offering management level education for consumer product companies regulatory obligations, ADK product safety programs have been recognized in the U.S. and around the world for quality programs directed to industry professionals. SPSP is proud that over 400 product safety professionals from 150 small, medium, and large consumer product manufacturers, retailers, and importers have placed confidence in the education excellence available through ADK and its program partners. These programs earned an Award of Commendation presented in 2012 by Inez Tenenbaum, Chairperson of the U.S. Consumer Product Safety Commission. (Some dates are tentative subject to instructor schedules). All SPSP programs will be done online in videoconference mode unless otherwise indicated.

1. **Communicating Product Safety**
   January 25 — February 3

2. **Fundamentals of Product Safety Leadership**
   March 15 — May 27

3. **Consumer Product Safety Professional Certification Program**
   June 1 — August 30

4. **Product Safety Leadership in Practice**
   September 20 — 24

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PRODUCT SAFETY NETOWORK NEWS®

2020 HEADLINES REVIEW
PRODUCT SAFETY NETWORK NEWS® HEADLINES

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JANUARY 2021

CPSC's Feldman on Kidde penalty: $12m still "falls short"

Viral TikTok shows why infants can't have toys in the crib

CPSC says youth ATVs do not meet safety requirements

McDonald's to stop using harmful chemicals in packaging

CR: Kidde mishandled fire extinguisher problems for years

FEBRUARY 2021

CPSC warns against catastrophic winter storm dangers

House pushes $50m for increased safety screening of imports

Cybex to pay $7.95m civil penalty for failure to report

CPSC report: Tip-overs kill dozens of children annually

Here's what really happens to the items you return online

MARCH 2021

Tesla solar panel whistleblower interviewed in CPSC probe

Kids' ER visits for swallowed magnets soared when ban lifted

Child dies after accident with Peloton treadmill

"STURDY" bill meant to stop furniture tip-overs reintroduced

CPSC Acting Chairman Adler to ICPHSO: Caretaker No More

APRIL 2021

CPSC takes first step to expand enforcement

Urgent safety warning issued for Peloton Tread+ treadmill

Peloton fights federal safety recall after its treadmills left one child dead, others injured

CPSC clarifies deadline for furniture flammability standard

Button batteries and desk-toy magnets rising problems again

MAY 2021

Advocates voice support for CPSC budget increase

Recycling lithium-ion batteries so they don't cause fires

Peloton releases a software fix for its recalled treadmills

Baby bath seats inspire court fight on standard access

CPSC's expanding role under the Biden Administration

JUNE 2021

House passes two bills promoting safer children's products

User "shock": Peloton safety update costs $40 a month

Civil lawsuit filed over 2018 deaths of two children

Consumer Product Safety Commission investigating AmazonBasics products highlighted in CNN report

Opinion: Baby sleep aids are popular but not always safe

JULY 2021

Amazon fights to avoid being classed a 'distributor'

CPSC asks airbnb, Vrbo, others to issue home elevator warnings after child's death

President Biden to nominate House aide Richard Trumka Jr. to serve on the CPSC

Analysis: Hoehn-Saric and Boyle nominated to CPSC; Democratic majority in sight

CPSC sues thyssenkrupp Access Corp. over hazardous defects in residential elevators

AUGUST 2021

New Peloton treadmill features "safety" after recalls

200,000 hoverboard battery packs recalled for risk of fire

Sedgwick brand protection releases latest U.S. recall index report

There's a new push to ban the sale of crib bumpers

Consumer Product Safety Commission issues recall of magnetic balls and cubes

SEPTEMBER 2021

Open letter saying goodbye to CPSC staff from former Chairman Elliot F. Kaye

Peloton Stock Plunges After 'Disaster" Earning Report

A child's bruises helped get this toddler aid recalled

Research results: E-scooter injuries up 8-fold in 2 years

Loungers and nursing pillows linked to recent infant deaths

OCTOBER 2021

Senate confirms Hoehn-Saric as Chairman of CPSC

Walmart recalls aromatherapy room spray after 2 deaths, 4 illnesses reported

How companies can improve employee engagement right now

Family grieves after 1-yr-old strangles in window blind cord

Adler statement on dissent to FY2022 Operating Plan without notice or time for deliberation or discussion

NOVEMBER 2021

New CPSC Chair's background spans law, government and private section positions

Devastated mum's warning after 2-year-old fighting for life

Gree Appliance Companies charged with failure to report dangerous dehumidifiers and agrees to $91 million resolution

Consumers waiting longer for repairs, replacements of recalled products due to pandemic

Media report: Listings linked to infant deaths still found on Facebook Marketplace

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.

BEST **P**RACTICES IDENTIFY THE BEST COMPANIES

We're proud to help spread knowledge and creativity

that benefits all consumer product companies

through their **B**est **P**ractices.

Barbara Schäfer

DEMYSTIFY SAFETY – FACT-BASED INFORMATION AND OVERCOMING PERSONAL BIASES

Barbara Schäfer

Do you recognize the following behavior in your colleagues or even friends and family: Whenever they need to take a decision regarding safety or risks, they either ask for advice or show some of the most common biases like Myopia (think only about the here and now), Amnesia (tend to forget about what have happened before), Optimism (underestimate the risk) or Simplification (being very selective with preventive actions) (Robert Meyer, *The Ostrich Paradox: Why We Underprepare for Disasters*).

KEY TAKEAWAYS

- The safety approach in an organization needs to be as common as possible and as specific as needed.

- Safety confidence is built on curiosity and competence.

The *Ostrich Paradox* boldly addresses how humans are quite poor at dealing with risks. Working with product safety risk assessment we look for these biases and human errors among the users of our products. But why not apply them also to our co-workers to be able to create and live a strong safety culture in the organization?

Looking at the different functions, competences and responsibilities involved in product development it is important to recognize co-workers behavior according to the Fogg's model: Behavior = Motivation x Ability x Triggers

The 3 elements will differ depending on organizational belonging i.e., Design, Engineering, Communication or Production and obviously individual capabilities.

When addressing these 3 elements in your organization you might also consider some basic humans principles including:

- Effort – working with safety should not require extra effort or advanced tools.

As example: How easy is it for your Designers or Suppliers to access safety related information? How easy is it for co-workers of different functional belonging to exchange safety reflections during development?

- Attractiveness – working with safety should not limit creativity but challenge it.

As example: How inspiring and engaging is your internal communication regarding the topic safety and risks? How do you connect "dull" injury statistics to motivating and user focused insights for different functions?

- Adaptability – everyone can contribute to safety with their competence.

As example: How do you create understanding in your organization for each other's responsibility and valuable contribution to product safety? Do your ways of working during development support constructive and iterative exchange between different competences or are they rather involved sequentially?

These reflections will not solve all the challenges of leading product safety in an organization, but they help to see the contributing co-workers as human beings with different triggers, abilities, and motivations.

Combined with this human approach, facts and data on injury statistics, related to different products and how users interact with them, are crucial. If you have the luxury of an internal alarm reporting system, use this information for inspiring and actionable insights to new product development or improvements.

> "Combined with this human approach, facts and data on injury statistics, related to different products and how users interact with them, are crucial."

Consider not only the actual type and severity of the injury, but also the failure rate of your products connected to the number of sold items. Public data from EuroSafe (EU), Safety Gate (EU), VISU (AUS) or CPSC (USA) are available to create insights on injuries at home.

By providing real life experience statistics the assumed foreseeable or possible use of consumer products becomes more tangible and relatable since we all are users, independent of our role in the organization. Furthermore, these facts are a key to overcome the previously mentioned Ostrich paradox behavior.

Demystify safety by empowering your co-workers with confidence, through competence (ability, information) and nurtured curiosity (motivation, triggers) according to their needs!

Barbara Schäfer is Range Engineering Leader at Ikea of Sweden. She can be contacted at **Barbara.schafer@inter.ikea.com**

VIEW **P**OINTS

THE 4 ESSENTIAL TRUTHS OF SUSTAINABLE SAFETY LEADERSHIP
Mark Thomas

DON'T JUST CHECK THE MOCK RECALL BOX; HOW TO GET THE MOST OUT OF YOUR RECALL PLANNING

Chris Harvey

Product recalls and market withdrawals remain one of the toughest tests of corporate leadership across all industries. Regulators expect compliance. Anxious consumers need to feel safe – and heard. Plaintiff's attorneys are trolling for opportunities. Nervous investors must be reassured.

Business partners – including suppliers, customers and retailers – need to feel valued and protected as they balance executing your recall with their own brand protection.

Unfortunately, despite the frequency of recalls and the reputational risk associated with them, companies too often fall short in their recall planning.

> "Most poorly executed recalls involve one or two missteps that, while relatively simple, can damage a brand's reputation for years to come."

KEY TAKEAWAYS

- Several common recall challenges companies face are often the result of a failure to validate their recall plan and test the recall management team before a recall occurs.

- Identify specific, measurable objectives for your mock recall to ensure your scenario puts your team and processes to the test.

- Including external stakeholders can help ensure that you start off on the right foot in the critical initial minutes and hours of the recall.

That is not to say they don't have a plan. Instead, they fail to put it to the test on a regular basis and with the evolving regulatory environment, legal challenges, customer concerns, consumer expectations and reputational risks in mind.

Now – more than ever before – a single mistake, oversight or omission can exponentially increase potential liabilities to your brand and bottom line. But while a recall that sinks a business is a very real fear, it is still an anomaly.

Most poorly executed recalls involve one or two missteps that, while relatively simple, can damage a brand's reputation for years to come.

They often fall into one of three categories: ineffective communication, inadequate resources, and mishandling of the affected product. All of these gaps and more can be identified and resolved during an effective mock recall.

So, what makes a mock recall effective?

Every successful mock recall starts with a series of specific, measurable objectives. Ideally these objectives are the result of a thoughtful risk assessment combined with expert insight from external partners with significant recall management insight and experience.

For example, key areas for consideration include, but are not limited to:

1. Recall management team. Do you have a recall coordinator and cross-functional recall management team in place? Are they fully aware of their responsibilities? Are they capable of executing? Is anyone missing?

2. Data management. Do you have an effective means by which to collect data and run reports throughout each step of the recall process?

3. Reverse logistics. What gaps exist in the reverse logistics requirements, including product returns, storage and disposition, effectiveness checks and remedy replacement? Have third-party allies been identified and are they on board to assist as needed?

4. Recall communications. How will communication flow both internally and externally, with regulatory bodies, financial markets, and consumers? Are you prepared to conduct notifications, document customer responses, and respond to customer and consumer inquiries across all channels and in a timely fashion? Are there opportunities to improve these processes?

5. Supply chain management. Do we know explicitly what our customers expect of us during a recall? Are we prepared to execute? Do we have the information we need from our suppliers?

When the right objectives are identified, and honestly and thoughtfully evaluated, a mock recall goes beyond the typical analysis of your organization's decision-making and logistics processes.

It does more than just check the box on recall management team training. Effective mock recalls identify gaps, opportunities and potential missteps before a recall, allowing you to effectively mitigate the regulatory, operational and reputational risks that follow.

Most important, every recall readiness assessment should be customized to best suit your needs and help your recall management team prepare.

While there is value in running your own mock recall, the most insightful lessons often come through external participation or facilitation. Whether this means collaborating with supply chain partners or inviting external experts to have a seat at the table, companies often learn the most when they seek outside perspectives and contributions.

Companies that take this process seriously and make it a priority are capable of not only surviving their product safety crisis, but transforming it into a brand-building opportunity.

Chris Harvey is Senior Vice President of Client Services at Sedgwick Brand Protection. He can be reached at **Chris.Harvey@sedgwick.com**

HOW TO SET UP A SIMPLE, EFFECTIVE CUSTOMER COMPLAINTS ANALYSIS PROCESS

Brian Grochal

Brian Grochal

The best quality leaders strive to carefully collect and analyze data to improve product safety and quality. I am Brian Grochal, Director of Quality and Compliance at DockATot, a leading global manufacturer of luxury juvenile goods. I oversee all matters related to DockATot product safety and lean heavily on a strong customer feedback process to make the right decisions.

KEY TAKEAWAYS

• Steps to gather customer complaints from a wide range of sources and suggested data fields to collect

• Guidance around how to convert complaint data into strategic insights and features to improve process efficiency

Complaint Identification: Identify all channels through which the company can find customer complaints.

Typically, this includes phone, email, chat, retailers/distributors, social media, and reviews. Specify the accountable party for monitoring each channel.

Data Aggregation: Aggregate complaint data into a central repository (a database) with data fields like product name, style, date received, complaint type (safety or quality), batch code, age of product, age of user, pictures, component involved (e.g. seam, fabric, zipper, handle), fault type (e.g. broken/bent, tearing/fraying, detached), and complaint severity.

Smaller companies can enter this data manually into an electronic form. More advanced companies may be able to employ machine learning to fill out these data fields directly from the source after training an algorithm how to classify complaints.

Data Analysis: Develop a dashboard using a data visualization tool (e.g. Power BI, Tableau, Qlik) that pulls data from your repository of complaint data. Build the dashboard to look at the complaint data through a number of lenses.

You could look at the most common complaints, the components most commonly involved in complaints, batches that have higher than normal complaint rates,

"Effective complaint data collection and analysis is important in a robust product safety and quality program and can save a company significant time and money."

and more. At minimum, hold a monthly meeting to review the complaint data with a larger group and identify product improvements to address the most common complaints. More advanced companies and tools can employ AI to help identify relationships between data fields.

This general process can be enhanced with features like:

• **Automated Notifications**: A bot can be used to send email notifications to a safety/quality officer if a new complaint is received meeting a certain criterion or a specific type of complaint reaches a predefined threshold.

• **Compliance/Safety Officer Review Step**: After the data aggregation stage, a step can be added where a compliance/safety officer must review the information and determine whether 15B reporting or exploration into a product change is necessary.

• **Complaint Rate**: By bringing in unit sales data, you can calculate the number of product complaints compared to unit sales.

• **Returns Data**: By bringing in returns data, you can look at complaints and returns in the same dashboard to more quickly identify abnormalities indicative of a product issue.

• **Cost of Warranty Claims**: By tracking when warranty replacements are sent out and the cost of each replacement item, you can calculate the cost of warranty claims over time.

A simple complaint data collection and analysis tool can be constructed using free software following the process above. Effective complaint data collection and analysis is important in a robust product safety and quality program and can save a company significant time and money.

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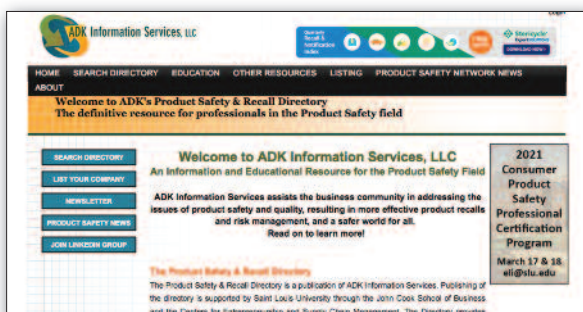
TEAMWORK MAKES THE DREAM WORK: WHEN QA AND PRODUCT SAFETY ARE ALIGNED

Jennifer Moore

KEY TAKEAWAYS

• It's important to have a fundamental process in understanding how both of your teams operate, not only for efficiency purposes but to also ensure potential hazards and risks aren't missed.

• QA and Product Safety will likely always have different ways of looking at products and process, but when fully aligned operating as one, they can dramatically impact the success of a product and a business.

• The cost of poor quality is high, but the cost of poor product safety is even higher and comes with added business and legal risk.

If Quality and Product Safety are defined as separate teams within your organization, it's crucial to work closely together to understand how each department handles reviewing the raw materials and components, as well as assessing the compliance and potential safety risks of the products. Chances are, you're looking at products through a different lens, as you should…that is in-fact what you were hired to do, right?!?

It's important to have a fundamental process in understanding how both teams operate, not only for efficiency purposes but to also ensure potential hazards and risks aren't missed.

Quality, Compliance and Product Safety are all equally important to the customer and to your business. These areas play a key part in risk mitigation as well as customer experience and satisfaction.

Quality is often seen as the conformance to product specifications and tends to remain focused on the intended function and performance of the product. On the other hand, Product Safety can be described as ensuring the product poses little to no potential risk for injury under normal or reasonably foreseeable use.

I'm sure you've heard the quote, "the whole is greater than the sum of its parts". This becomes very true when you're looking at teams such as QA and Product Safety. Both are considered extremely skilled and effective as individual groups but can certainly move mountains when they work in sync as one team. QA and Product Safety will likely always have different ways of looking at products and process, but when fully aligned operating as one, they can dramatically impact the success of a product and a business.

Most businesses speak of the cost of poor quality being high. However, you rarely hear anyone mention that the cost of poor product safety is even higher and comes with added business and legal risk.

Having a clear foundation around reviewing customer complaint data, product specifications and ensuring that everyone is staying abreast to any process or material changes made within the supply chain is key. Well-defined roles & responsibilities along with open communication help to clear any blurred lines and alleviate gray area between the two teams. Communication and collaboration are essential.

Your customers benefit, your teams' benefit, and your sales benefit when QA and Product Safety are aligned. Teamwork truly does make the dream work. High quality, safe, compliant products equal decreased business risks and satisfied customers.

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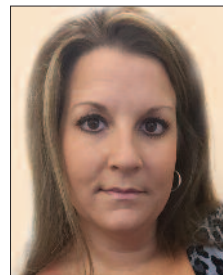
PLANNING FOR THE COST OF A RECALL

Rebeca Sharpe

KEY TAKEAWAYS

•The thought of doing a recall is painful enough without wondering about what it's going to cost. Let's look at some variables to consider, valuable partnerships that will help along the way and how to get viable product back on the shelves as soon as possible.

How much will a recall cost? If you've ever been asked this question, you know how hard it is to answer. Hopefully you will never need to know, but if it happens it pays to be prepared. While it depends on a variety of factors, such as number of units sold, number of units on hand, the remedy, any special packaging requirements, etc., keep in mind each recall is unique and will have its own specific set of circumstances.

As companies rarely have money set aside in reserve for recalls, give your finance team early visibility to the situation so they have plenty of time to prepare. It can help to break the project down into individual steps and estimate the cost for each. Here are some things to consider.

A key component of a smooth recall is a collaborative partnership between the retailer and manufacturer. Some common questions to ask are: Does the manufacture want the product back or do they want the retailer to destroy it on their behalf? If a return is requested, can the inventory be consolidated by the retailer first to save on shipping and handling costs? Will it be shipped by the retailer or picked up by the manufacturer? If witnessed destruction is requested by the CPSC, where the product be housed and what is the cost if stored at a third-party facility?

Rebeca Sharpe

How much will destruction or rework cost? Engaging with a company that specializes in recall support can be beneficial, especially if this is the first recall a retailer or manufacture has experienced. Having managed a wide variety of recalls allows these companies to provide essential elements that may be beyond the scope of a retailer or manufacture, such as a dedicated call center for consumer outreach and incoming calls.

They can also help with cost estimates and making sure no steps are missed in the process. Beyond the product itself the cost of outside legal counsel, if engaged, can be substantial. While attorney's fees may seem unduly burdensome, it can be money well spent. There are myriad firms that have experience in dealing with the CPSC and working with one of them early on can save you time and headaches later.

While all this can seem daunting you don't have to reinvent the wheel. You may be able to utilize current processes used to remove non-safety related defective products (e.g., a phone case that doesn't fit) or an end-of-life path when a product is phased out of the assortment. A systematic approach to reverse logistics that isolates and expedites recalled product on its journey out of the supply chain simplifies removal and avoids unnecessary handling.

Finally, the fastest way to get corrected product back to market and generating revenue is to create a new UPC/SKU. This allows a way to distinguish the "old" product from the "new" and prevents cross contamination, especially if the outer packaging remains identical. The recalled UPC can remain blocked from distribution while ensuring only corrected safe product is getting out into the hands of customers.

Remember, partner with your retailer or manufacturer, engage with third-party providers and legal counsel when demands exceed your scope of expertise, and be prepared early while remaining flexible as needs arise.

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LOOK BEFORE YOU LEAP: TOP TIPS FOR MANAGING PRODUCT SAFETY COMPLIANCE REQUIREMENTS WHEN SELLING PRODUCTS INTERNATIONALLY

Claire Temple, Carol Holley, Tracey Bischofberger

Claire Temple, Carol Holley, Tracey Bischofberger

The international regulatory compliance landscape is rapidly evolving to address risks associated with new technologies, online sales and sustainability issues. There is a trend towards stronger enforcement and regulator information-sharing. Don't get tripped-up by something you could have anticipated or mitigated against at an earlier stage; this can have a heavy cost on time, money and reputation.

When selling a product in multiple jurisdictions, it's important to think about your product safety compliance requirements across those countries, rather than in isolation. Your products must be compliant in all places you sell and the rules aren't the same everywhere. Otherwise, issues in a specific jurisdiction could unsettle your whole strategy. International compliance can be challenging, but there are ways to help streamline the process. Here are some practice tips to help you navigate this changeable landscape, both before, and after launching your products.

KEY TAKEAWAY

- When selling products internationally, it's important to be aware of both pre and post launch requirements in all of the countries in which your products are sold.

- Look for consistencies where you can to drive efficiencies, but remember that will be variations in some mandatory requirements.

- Make sure your key stakeholders and trusted advisors are looped in early so they can help navigate requirements and issues as they arise.

Pre-launch

1. Decide early-on which countries you may launch your product in. Understand what amounts to "launching" in a certain jurisdiction (you might be surprised to learn you are deemed to have launched in a certain country unintentionally, simply by using their language and offering postage). Creating a "global SKU" can be challenging, but it's worth exploring the possibilities to drive efficiencies and create at least regional SKUs based on similarities between countries' compliance requirements.

2. Obtain expert advice (inside or outside your organization) and map requirements applying to your product in all jurisdictions. This "master list" of compliance requirements will help you see the similarities and avoid duplication of testing. Then identify mandatory changes needed in product design, labelling and in-box materials.

3. Anticipate timelines for manufacture, testing, obtaining third-party certifications, and designing packaging and labelling so you have time to address all requirements.

4. Plan for change. Track new developments that could impact your product. Sources could include: Government websites; industry body updates; and blogs from law firms and testing houses. Depending on when developments come into force, this could impact the compliance requirements for your product.

Post-launch

Manufacturers have obligations to monitor the safety of products after they have been marketed. Sometimes, a situation might arise in which a product recall needs to be considered, and you need to plan for that possible scenario.

Legal requirements for conducting recalls differ across jurisdictions, as do regulator expectations. Successful management of an international product safety issue requires a combination of centralized control, and on-the-ground support to meet local requirements. There may be mandatory forms, requirements to grant your local representatives a Power of Attorney to engage with regulators on your behalf, mandatory advertising and minimum consumer rights remedies. In many jurisdictions, you may need to arrange for the regulator to be contacted ahead of the formal recall notification.

1. Consider which business stakeholders need to be involved when considering a safety issue. Legal and Product Safety are obvious. If a recall is possible, consider engaging Marketing, Finance, Supply Chain and the Board. Think about what support, engagement and sign-off you need from them. Create a core global team for coordinating action, ensuring a consistent approach to risk management. These decision-making and escalation paths should be well documented in advance, as part of a Product Safety Management Plan.

2. Map-out which countries are involved early-on and obtain advice about the legal requirements in each jurisdiction.

3. Keep in mind that neither regulators nor consumers like to see consumers being favoured in one jurisdiction over another.

4. Compile one master set of communication points to use for completing documents, drafting announcements and responding to questions from regulators. This ensures consistency of messaging and will save time. From there, ensure you maintain central control of communications and regulator engagements.

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LEVERAGING TECHNOLOGY FOR PRODUCT SAFETY LEADERSHIP

John Kupsch

From media headlines to company press releases, we are reminded every day that the global marketplace is demanding, and the regulatory environment is ever-changing. Recently the global pandemic has forced us all to pivot, adapt and create new workflows to maintain product safety leadership, while providing innovative, fun, affordable, and safe consumer products and services. Product safety leadership requires continuous vigilance and technology can play a critically important role. That doesn't mean we all need to be software coding experts, but we can collaborate with internal information technology (IT) colleagues to create systematic, scalable and flexible tools that improve transparency, organization, control, and reporting, which is important when getting an email, post or call from a consumer! Knowing the DNA of our products and suppliers by leveraging technology helps companies to address any consumer concerns and regulatory inquiries quickly and completely. Some examples of technology-enabled levers include:

• Tollgate Operating System
• Product and Factory Codes
• Database with KPI Metadata
• Virtual audits

The Tollgate Operating system works like blockchain technology where all product and factory attributes need to be aligned before an action can occur, such as shipment release or inventory hold. This is especially effective when implemented at key control points, such as a warehouse or distribution center. Product codes can be systematically used for important product attributes, such as risk level, regulatory category, age grading, required tests, etc. Typically, these codes are assigned during product review sessions with cross-functional team members to identify challenges and opportunities as early as possible. Factory or supplier codes can be applied based on capability, assessment grading, certification(s), location, risk factor, etc. Certain suppliers have higher risks or importance for a variety of reasons, which can be captured in the risk management system. A searchable, user-friendly, and simple database with clear and concise metadata really brings it all together for document storage and management reporting. Even data entry can be automated by working with service providers and internal IT colleagues to help turn data into information that we can all use. Remember what Thomas Paine said many years ago "The more simple anything is, the less likely it is to be disordered." Finally, auditing, both internal and external, is an important part of ensuring compliance on various levels. During the past year with the COVID-19 pandemic, using technology to conduct virtual and remote audits, inspections, and surveys has enabled businesses to continue operation safely and effectively.

John Kupsch is the Senior Vice President, Product Safety and QA at Party City Holdings, Inc. He can be contacted at **jkupsch@amscan.com**.

> **KEY TAKEAWAY**
>
> • Technology-enabled toll-gates help ensure product safety, service, and supplier compliance

BEST **P**RACTICES

COMMIT TO CONTINUOUS IMPROVEMENT

Kristin Cordz, CVT, CPSP

Kristin Cordz, CVT, CPSP

Many restrict the idea of leadership to a certain set of titles, but I think that leadership is about advocacy and dedication to continuous improvement. Yes, the titles may eventually come but they are not necessary to be a leader.

Advocacy is a word that we are used to using on a more macro scale to large social, economic, or political issues but to me advocacy is something that we can practice every day to improve the lives of those around us.

My journey into product safety started as a veterinary professional, working as a Certified Veterinary Technician (CVT). One of the most important parts of the job is to be an advocate for your patient's wellbeing and helping the doctors treat them appropriately by speaking up when you see something that is concerning.

"*Continuous education and dedication to lifelong learning is essential to support advocacy efforts but it is not enough to be a gatherer of knowledge, you must be an educator as well.*"

This kind of advocacy requires hands-on observation, a commitment to continuously learning and striving to improve. This is the same kind of advocacy in product safety where it is our job to observe, ask questions, research, and learn ways to do things so that the end result is safer to use by the end user and then speak up and get these included in the design/process/final product.

Continuous education and dedication to lifelong learning is essential to support advocacy efforts but it is not enough to be a gatherer of knowledge, you must be an educator as well. A willingness to speak up and share what you have learned but also asking thought provoking questions not only to expand your understanding but to stimulate others to consider perspectives that they might not have before.

The education that people bring with them when they start working in product safety is widely variable which I see as a strength because it brings a diversity of thought and experience.

Continuous education can be a formal process through specialized classes or professional certifications, like the Certified Product Safety Professional (CPSP), but it can also be informal by having in-depth conversations with from colleagues and others who work in the field.

Stay curious and be willing to not know something and go find the answer but then also question is that the best and only answer.

On my own journey, I have learned that leadership is more than just about learning the knowledge important for the field, but it is also about learning and improving one's emotional intelligence and soft skills.

Each one of us has a different set of strengths and weaknesses in these soft skills but they are something that can be learned and improved. Public speaking, interpersonal skills, negotiating, communication styles and time management are just a few of the soft skills necessary in leadership.

And while there are books and classes on these topics, I highly encourage you to not discount experiences in your personal life that can help you build these skills. Volunteering in an organization, joining a speaking group, or even starting a hobby group just because you want other people to do your hobby with can be a place where the soft skills of leadership are practiced and cultivated.

Good leaders are committed to their own personal growth as well as the growth of those around them so just like your professional learning, be a student and an educator of those around you.

Every path to leadership is going to look different for every person but one of the most important lessons I've learned is not to discount what you learn in every experience.

Bring your whole self, your passion, commitment to improvement and advocacy for making the world a better place and you will be well on your way to being a leader in product safety.

Kristin Cordz is The Biter Gal aka VP Business Development at Market Actives, LLC. She can be contacted at **Kristin.cordz@marketactives.com** or at **503-404-3232**.

PRODUCT SAFETY LEADERS ARE DIGITIZING OPERATIONS TO PREPARE FOR FUTURE DISRUPTIONS

Don Mabry

The COVID-19 crisis forced organizations to reevaluate many aspects of their product safety and compliance programs, but also raised new risks and presented new opportunities. Organizations faced significant challenges collaborating with in-country product safety teams and partners, accessing testing and inspection data, and proactively managing changes and uncertainty.

KEY TAKEAWAY

- The global pandemic continues to drive a reevaluation of how product safety is managed across the enterprise.

- Product safety leaders have a mandate to transform operations with data-driven decision making.

As the "big re-opening" gains momentum, now is an ideal time for product safety leaders to assess operating processes with a particular focus on leveraging supporting technologies. Digitizing processes helps regain control of costs, increase adaptability and continuity, monitor evolving risks, and improve supplier relationship management. If anything, the pandemic reinforced a mandate for leaders to deploy effective tools to support safety and compliance processes while providing visible and traceable data. During these difficult times, major retailers, brands, and manufacturers frequently reported challenges that required introspection and assessment for those leading the organization's product safety programs, including:

Inefficient Processes
When product safety managers use manual processes supported by spreadsheets to track and monitor testing results, it often leads to difficulty finding the right information in a timely, orderly fashion. Longer resolution times can create delays in implementing critical safety improvements, which in turn, increase the risks to the consumer and ultimately, the company.

Lack of Standardization
During the height of the pandemic, product safety teams consistently reported challenges in implementing and maintaining standardized processes across the enterprise and partner networks, leading to unnecessary expenses when testing and compliance activities were laborious to reconcile and often duplicated.

Difficulty Maintaining Transparency
Without adequate traceability, the pandemic increased the burden for retailers, brands, and manufacturers to ensure transparency and accountability across all product safety and compliance activities.

DATA-DRIVEN PRODUCT SAFETY PROCESSES OFFER CLEAR BENEFITS

With improved access to timely, accurate product safety reporting through digital information, leaders can re-position product safety management from a cost center to a strategic business initiative offering the following benefits:

Streamline Operations
Reduce time spent on document management with automated collection, measurement, and reconciliation of product testing and compliance results across product types and manufacturing locations, allowing resources to shift focus to higher-value activities. Digital transformation of these activities offers automated, guided workflows across the enterprise and testing providers to establish consistent yet adaptable processes.

Improve Collaboration
The creation of a unified, secure, "access anywhere" information source for all partners in the organization's sourcing ecosystem.

Reduce Costs
Introduce increased visibility and control over the safety and compliance process to avoid re-work and reduce product returns.

Lower Risk
Offer better management of the organization's risk profile through validation of product safety on all orders and trading partner compliance prior to issuing authorizations to ship, avoiding downstream problems of increasing magnitude and expense.

A CALL TO ACTION FOR PRODUCT SAFETY LEADERS

The pandemic disrupted life, but it also created an inflection point for organizations to redefine product safety processes. Product safety leaders must seize this moment to transform ambiguity into opportunity across the enterprise and sourcing network.

Don Mabry is Chief Operating Officer for ClearTrack Information Network. He can be contacted at **dmabry@cleartrack.com**.

LEARNING AND LEADING: MY STORY

Geraldine Cosh, MSC

When I began to gather my thoughts for this article, I felt challenged as I don't truly consider myself as a product safety leader. After some careful consideration in introspection, I realised that anyone committed to working in Product Safety is a leader because effective product safety professionals lead by example.

KEY TAKEAWAY

- Working in product safety tends to be a vocation rather than a usual 9-5 role. Due to the ever-changing landscape of product safety the role requires passion, resilience flexibility and a thirst for knowledge and continual improvement.

> "Most of us, and especially those who become product safety leaders, work in this area because we are passionate about product safety, not just to collect a paycheck."

While many, like myself, may still be "learners" not leaders, progression in the profession naturally makes one a leader. How well we lead may depend on the individual and his or her own experience, knowledge and confidence.

I didn't know as much 18 years ago, when I started in this profession, as I do now, and I certainly have a lot more to learn. This is why I love what I do and am constantly challenging myself. On reflection, perhaps this is the key qualification for product safety leadership.

A commitment to lifelong learning enables product safety professionals to be resilient and flexible (also two critical qualifications for success). The profession, like most, has its ups and downs.

There are times where things are running smoothly and suddenly a serious product safety issue arises the pressure is on, and it can be intense. Resilience and flexibility to adapt is key in these situations. These are situations from which leaders learn.

When I say lead by example, I don't mean that I never make mistakes or suffer from any consumer product related injuries. This would be impossible

When my son was 4 years old, he broke his arm on a hoverboard… yes 4 years old and a hoverboard…I know that he should not have been on it at his age.

But fortunately, he recovered quickly (kids are so resilient and could teach us a few things about this) and I learned that we are all affected by product safety. We are all consumers and as product safety leaders we lead the way by sharing our knowledge personally and professionally.

How many of you talk about product safety out of work with your families or friends? I do and the knowledge I have gained in our profession impacts my personal life and the decisions I make as a consumer and a parent.

We all have different paths to the product safety profession. I don't think there are many of us that start off saying' "I want to a Product Safety Manager when I grow up." It is a vocation.

We often ease into our positions as product safety professionals, and we all tend to have one thing in common: We are passionate about what they do and are committed to learning and leading. We really want to make a difference, reduce injuries, prevent fatalities, and make products as safe as they can be.

When I was studying at university, I didn't even know this kind of career path existed. To be honest I was about to complete a PGCE (post graduate certificate in education) when I started on this journey and when people ask me what I do for work others don't often know this role exists.

Afterall, don't consumers naturally think the products they buy are safe and they are not sure what keeps them that way. But when I explain what I do, the passion I have for what I do becomes apparent.

Most of us, and especially those who become product safety leaders, work in this area because we are passionate about product safety, not just to collect a paycheck.

We all need to make a living, but I have chosen this profession first and foremost because I love what I do. I am passionate about it, and I hope my passion shows.

If I was filling a role in product safety only to get paid, it would probably be time for me to think about a career move.

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V IEW P OINTS

KNOW IT ALL OR LEARN IT ALL
Jared Fry
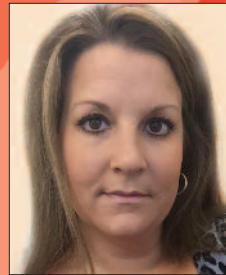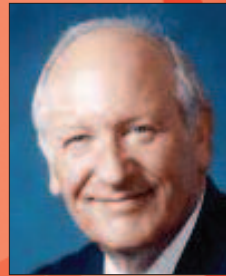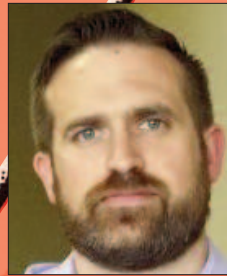
VIEW POINTS

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.

VIEW POINTS

Jared Fry

KNOW-IT-ALL OR LEARN-IT-ALL? WHY LEARNING AGILITY IS KEY FOR BECOMING A SUCCESSFUL SAFETY LEADER

Jared Fry

In the past years, it's no secret that we've seen an increase in the number of high-profile product safety cases capturing the public's attention. While those involved pull all hands into damage control and scramble to maintain a positive brand image, competitors and parallel sector players often question their own preparedness should they encounter a similar situation. As a result, product safety has escalated to the strategic forefront for most corporations, with many now recognizing product safety as a C-suite issue.

However, with increases in technology, globalization, transparency, consumer demands, sustainability, and a multitude of other facets constantly impacting business, the next crisis can come from any angle, leaving safety professionals playing the role of superhero trying to defend their brands.

While it's important for safety leaders to have strong capabilities in a wide range of hard and soft skills, one particular skill that is crucial in today's ever-changing environment is learning agility.

Product Lifecycle

Starting with the basics, the scope of "product safety" has extended considerably. What once was an evaluation of a product to ensure a consumer wouldn't suffer any physical harm, has now increased its focus to the entire product lifecycle. Bringing a product to an end consumer requires countless steps from material sourcing down to disposal, all of which comprise a product's safety.

For example, worker health and safety at manufacturing sites are included in the lifecycle of a safe product. Today's safety professionals need to develop Corporate Social Responsibility (CSR) knowledge within their toolboxes to adjust.

Given the consumer expectations for more transparent and ethical supply chain, news stories around worker discrimination, child/forced labor, sexual assault, or unsafe working conditions will lead to an instant black mark on a brand.

As one of the most notable discussions of product lifecycle, the end of life treatment of a product is, and will continue to be, a major focus for consumers and industry alike. This has pushed brands to consider a variety of sustainable solutions, including biodegradeables, post-consumer recycled (PCR) materials, reuse or redistribution of components, etc. Each option poses its own unique challenges, from mechanical strength, to environmental degradation, to chemical safety. Ever think you'd need to know about chemical contaminants in plastic automotive parts? Well, if your company is considering PCR plastics as a sustainable solution, you might just find yourself researching a new field. Here, once again, safety professionals need to learn quickly to protect their brand and consumers as they venture into unknown territories.

Emerging Technology

Learnings aren't always associated with broadening one's understanding of the technical and operational details of bringing a product to market. Safety leaders need to keep pace with their organization's strategic developments, including emerging technologies and capabilities.

Their so-called "digital literacy", or the ability to monitor and adapt to rapid digital advancements and understand their strengths and weaknesses, is a valuable asset for today's safety leaders. Tools like Artificial Intelligence (AI), Machine Learning (ML), Advanced Process Control (APC), or Natural Language Processing (NLP), to name a few, all can amplify a safety program with the aid of current technology. Knowing what's coming down the pipeline and how it can be integrated into a safety program can separate brands which excel at safety from those that lag behind.

As an example, monitoring online reviews and social media posts is a vital communication channel for brands to receive information about a potential product defect from consumers. Governing bodies, such as the Consumer Product Safety Commission (CPSC), expect organizations to have a process for reviewing such online posts, and may even consider a public post as evidence that an organization should have known about a defect if exercising due care to obtain such information.

In the absence of digital technology, monitoring online reviews would require dedicated staff to be trained, read through countless reviews, categorize the feedback, filter it within the organization, and search for what essentially amounts to a needle in a haystack.

Now consider an organization whose safety leadership advocated for the adoption of NLP capabilities- this team

> ## KEY TAKEAWAYS
> - Companies nowadays are constantly innovating to solve a myriad of market challenges; safety leaders need to learn fast to keep up and be effective.
> - Dynamic and successful safety leaders often exhibit learning agility, which enables them to keep their consumers and organizations protected from unforeseen threats.

> "Governing bodies, such as the Consumer Product Safety Commission (CPSC), expect organizations to have a process for reviewing such online posts, and may even consider a public post as evidence that an organization should have known about a defect if exercising due care to obtain such information."

could have data automatically scraped and analyzed off a variety of sites, all presented in an easy-to-digest dashboard. If the system identifies a potential safety incident, it could flag this record and email it immediately to the correct functional leaders.

Safety Culture

Bear in mind that learning should not be limited only to technical skills. In today's work environment, soft skills also present hurdles for leaders striving for success. And in terms of soft skills, creating a company culture where safety is a shared responsibility by all is a perpetual target for all safety teams.

> "A marketing team more attuned with the safety department could have prevented this reputational hit."

Getting to this point is no easy task. The standard worn, dry, boring safety presentations fall flat in winning support from marketing, procurement, and even senior leadership. Instead of repeating the same message in the same format, an agile safety professional might research a more effective learning approach, a form of "train the trainer", and implement this within their organization.

As an example, I recently saw an online advertisement for a juvenile product. In the ad, a child was interacting with a product while "W sitting" (W sitting is a position which can cause issues with core strength, joint development, coordination, and posture).

As I looked through the comments, nearly every one was from an angry would-be consumer lambasting the company for advertising this unsafe behavior, and questioning whether the company even knew any of the basics of children's safety and development. It serves as a reminder of the importance of spreading the safety culture throughout all functions in an organization. A marketing team more attuned with the safety department could have prevented this reputational hit.

Leadership Mentality

Finally, we know the expectations of the workforce have shifted over the past few years. This is no more apparent than the conditions many of us have been working in since the start of the pandemic. Employees want to have a safe space, physically and mentally. The days of the Monday to Friday 9-5s are waning, with many employees cross-generationally seeing the benefits of working off-hours, part-time remotely, or using group chats over emails.

Adoption of Workplace 2.0 generates a more comfortable and enjoyable work/life balance and can result in a company acquiring and retaining top talent over their competitors. While this can influence all functions within an organization, safety teams are not only frequently pressed for resources, but also thrive on institutional knowledge.

Establishing a core of dedicated, knowledgeable, and capable safety professionals is paramount to a safety leader's primary goal of building a foundation of safety within a company. And although old habits die hard, the agile leader who can respond to the wants of their employees will enjoy far more success.

To sum it up–yes, safety leaders are often pressed thin and pulled in many directions.

To set oneself up for success, safety leaders must train themselves to become agile learners. Because without a crystal ball, the next best thing is to be able to respond quickly to whatever new challenges await around the corner.

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Donald R. Kornblet and Ik-Whan Kwon, Ph.D. Management
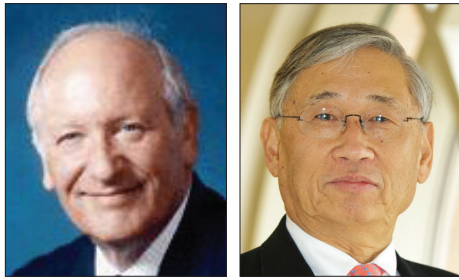
MANAGING INDIVIDUAL GROWTH IN THE EVOLVING PRODUCT SAFETY PROFESSION

Donald R. Kornblet and
Ik-Whan Kwon, Ph.D. Management

A short summary of the growth of the product safety profession

The product safety profession has grown domestically and internationally over the past 50 years since the Consumer Product Safety Act was approved by Congress in 1972. The Act had 4 general purposes at the time:

1. to protect the public against unreasonable risks of injury associated with consumer products.

2. to assist consumers in evaluating the comparative **safety** of consumer products.

3. to develop uniform **safety** standards for consumer products and

4. to minimize conflicting state and local **regulations**.

The passage of the Act also spurred the identification and hiring of professionals who had the background, education, and skills needed by companies wanting to be in compliance with the provisions of the new law. Over the years, there have been significant developments that have expanded both the population of professionals in the field of product safety, along with the types of skills and knowledge necessary to design and implement the programs required to be in compliance.

While engineering and law were common backgrounds for professionals in the early years, as science and technology changed and evolved, so did the knowledge needs of the professional grow.

This is the topic which this paper addresses.

The Consumer Product Safety Improvement Act of 2008 reflected needed updates to the original legislation that reflected changes in the risks posed by certain products and their constituent elements, and various standards and certifications deemed necessary, as well as enforcement tools that would raise the risk to companies that operated outside of the boundaries of the law or the impact of risk to consumers.

Even as the regulatory framework around the Consumer Product Safety Commission evolved over the 30+ years from its founding in 1972, the field of product safety professionals were required to constantly sharpen their knowledge and understanding of the elements of effective product safety management.

At the same time, the field was expanding dramatically, to the point where a survey conducted in 2011 by the National Institute for Safety and Health concluded that the "national demand for safety and health services will significantly outstrip the number of men and women with the necessary training, education and expertise to provide such services." The survey noted that industry intended to hire about 25,000 new professionals within a 5-year period, while only 12,000 graduates would be entering the field at this same time.

While this study addressed a broad field of safety beyond consumer products, it was clear that this segment of the safety field would enjoy continued growth throughout the first decades of the 21st century.

> " *Clearly there is opportunity and growth in the general safety field both domestically and internationally, in general, and consequently within the consumer product safety field, specifically.* "

KEY TAKEAWAYS

- Three characteristics that create great leaders are leading by example, continuous learning, and strong communication skills.

- Effective product safety leaders need to understand both the knowledge requirements within the field, along with an understanding of motivation and how to manage people.

- The importance of building strong relationships is central to effectiveness as a product safety leader.

From a different perspective, a survey conducted in 2011 by the National Institute for Safety and Health (NIOSH) concluded that "the national demand for safety and health services will significantly outstrip the number of men and women with the necessary training, education, and expertise to provide such services". It also found that industry employers intended to hire approximately 25,000 new professionals within a five-year period, but that only about 12,000 graduates would be entering the market during that same period.

Even worse, university enrollment in health and safety programs was projected to decline somewhat over that time. A more current set of employment data would be a welcome tool in understanding what the growth potential is in today's and tomorrow's professional profile.

Clearly there is opportunity and growth in the general safety field both domestically and internationally, in general, and consequently within the consumer product safety field, specifically.

This also leads to the questions of what skills and understanding will consumer product safety professionals need to master the product safety profession for today's purposes and anticipated needs for the future.

A template for leadership:
Developing your skills

In a recent article in the Industrial Safety & Hygiene News (**"Safety characteristics that create great safety leaders" March 3, 2021**), Amanda Pederson, a safety software professional, cites specific traits and characteristics of product safety leaders, including: 1) leading by example, 2) continuous learning, and 3) strong communications.

These are common sense concepts that many professionals recognize in thinking about their own development, as well as those they supervise.

Leading by example, or "authenticity", a leader is not one who talks about their leadership, but actually demonstrate leadership in action. They don't call attention to their own accomplishments but recognize the accomplishments of others. Continuous learning is a recognition that leaders seek their own continuing growth and development, and that learning never stops, regardless of years of experience.

Strong communications recognizes that effectiveness of product safety leaders requires effective communications upwards to superiors, laterally across a company, and within a company unit under their supervision. Communications is especially called upon in dealing with regulators and outside publics that hold companies to specific standards of behavior.

Corporations can no longer assume that they can shape consumer tastes and needs or deserve the respect of regulators because they have a compliance plan in place. They must accurately interpret what others outside of their company walls need and expect and then figure out how to best meet these expectations.

A leadership essential:
Understanding psychology

In an article 3 Psychological Traits Effective Leaders Know How To Manage (Fast Company, October, 2015) Jason Shah, the founder and CEO of Do, a collaboration platform that helps business people run productive meetings, explains the importance to leaders of having a grasp of workplace psychology:

"When you understand what motivates people's actions and perceptions-for instance why they respond in particular ways in certain situations, or the reason why they're procrastinating- you can adjust your management style to address the causes of those issues, rather than just their symptoms."

Shah identifies the need to understand what motivates individuals, what creates fear and anxiety in others as a response mechanism, and an understanding of how people respond to uncertainty and the need for effective leaders to harness uncertainty in order to take educated risks.

"If you can understand why people think and behave in certain ways, you can make smart decisions and keep your team engaged no matter what's thrown at you" he writes.

> "Corporations can no longer assume that they can shape consumer tastes and needs or deserve the respect of regulators because they have a compliance plan in place. They must accurately interpret what others outside of their company walls need and expect and then figure out how to best meet these expectations."

The Need for product safety knowledge

At its core, the product safety field required an understanding of the evolving knowledge necessary to design and management a compliance system so that, at a minimum, companies, are operating within the limits of the law. But they need more than this baseline.

They need to understand that just because a product meets a mandated standard, or a voluntary standard, does not mean that it is a safe product. It is widely known, and backed up by data, that most recalls issued through the U.S. Consumer Product Safety Commission on based are for products that may meet certain standards but still pose unreasonable risk of injury or even death when used by consumers.

Product safety is a multi-discipline business activity. In our work at Saint Louis University, we identify 5 Pillars of Knowledge which professionals need to know and understanding.

These pillars include 1) an understanding of the impact of culture on a company's success and outcomes; 2) risk assessment, hazard identification, and product assurance; 3) regulatory compliance at the international, national, regional, and local levels; 4) product investigations and documentation, and 5) product recall design and managing.

It's unrealistic to expect a professional to have an in depth understanding and capability in all or most of the 5 pillars of knowledge. However, it's realistic to expect that while mastering one or two of these pillars, the informed professional will have a general understanding of each area to the extent that they can understand a framework for each discipline, and how to deal with matters that may cross their desk and need the attention of a specialist in certain discipline.

In other words, the professional must "know what they don't know"; while also knowing the specific professional competence that is called for in a specific situation. In these situations, the critical skill that is required is analytical ability to decipher what skills are going to be needed to resolve a specific matter, the judgment necessary to locate the right individual with the right skills required, whether that resource is present within or outside of the company.

Bringing it all Together:
Relationship Matters

While knowledge is an essential for the practice of product safety managing, it's the sharing of knowledge that makes the professional effective in their work.

The ability to build relationships around that knowledge can elevate the professional's effectiveness. This takes place in three different venues: 1. Within the Organization, 2. Interfacing with the industry and regulatory communities, and 3. Communication with media and consumers.

1. Within the Company or Organization
Product safety managers might be effective within your company or organization in addressing the needs of senior

Dr. Ik-Whan Kwon and Donald R. Kornblet

management, peers within the organization, and team members around the manager. Each of these 'publics' requires their own unique communication styles. In this sense, the product safety manager is like the conductor of an orchestra, leading a number of different instrumental groups into a single harmony. If there is a weak link with any instrumental group, the music will not sound right and create achieve its purpose. In this sense, knowing the group that you are communication with, what their unique needs are is fundamental to your ability to work effectively with different groups within the organization. This starts with having a positive personal relationship, generally on a one-to-one basis.

2. Interfacing with industry and regulators
An effective product safety manager understands the importance of knowing where their industry is in today's marketplace and where it is heading in the future. Industry associations and organizations are a critical part of the information and relationship networks that help the manager become an effective messenger for their organization.

This The includes sharing insights into where the market is, what products are driving growth and opportunity, and what the personnel trends are in terms of skill requirements and workforce availability.

At the regulatory level, product safety managers must be able to communicate their personal commitment to building safe products for consumers, as well as their company's commitment and vision for product safety. This does not happen with the mere existence of a vision statement or written plan.

It happens through the actions of the company and tying those actions to its belief in the product safety mission. These are daily occurrences that should provide the product safety manager with real examples of commitment to share with regulators. This may include product knowledge, company processes, and understanding of consumer expectations. Lacking this insight into the company and its commitment to product safety, a regulator is not going to be inclined to give the company the benefit of the doubt with respect to their response to various issues.

Put this in another way, the company culture reveals company values, and says a great deal about what is and is not important to the company and its leadership and staff.

3. Communicating with media and consumers
Product safety professionals will find that the most effective

> "My company right or wrong," is the quickest way to create questions about your judgement and commitment to a relationship of mutual understanding with those outside (or inside) of your company."

tools in communicating with outside segments that are critical to the company's success are an understanding of the company's impact on its consumers, and its appreciation that it must earn the trust and respect of media and consumers. Personal authenticity is the skill that can help the professional have maximum effectiveness in their relationship with these groups.

By being "yourself" and not putting barriers in the way, the professional has the best chance of having more positive outcomes. Expressing 100% confidence in a product that has been involved in injuries to consumers is the wrong path to go down. Explaining your concern about any injury associated with your product, and desire to reduce risk to the maximum reasonable extent is what media and consumers would find more reassuring and authentic. "My company right or wrong," is the quickest way to create questions about your judgement and commitment to a relationship of mutual understanding with those outside (or inside) of your company.

Summary
The challenge of being an effective product safety manager begins with understanding that by its very nature, product safety is multi-disciplinary profession. This results in an extraordinary dependence on the understanding and support of others, whether within your company, your industry, or the various publics which can influence a company's success. In this sense, a product safety manager must know how to effectively communicate with different audiences at different times.

As a central player in the evolving and growing product safety field, the professional will be looked to for leadership when a product safety problem or crisis comes up, or a company strategy needs to be in place to effectively deal manage a situation that can have a major positive or negative impact on the company's reputation and brand.

A growing professional will understand themselves, their strengths and their weaknesses, and how to lay out a program of personal growth and achievement that will serve every public that is important to their company's success.

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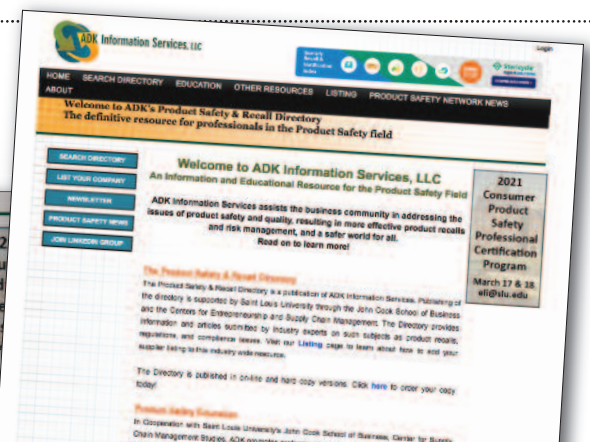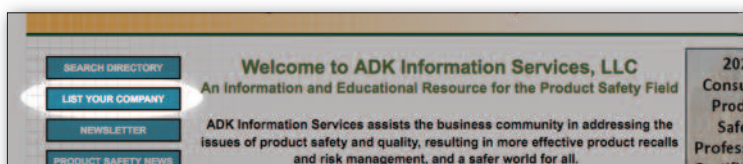
THE 4 ESSENTIAL TRUTHS OF SUSTAINABLE SAFETY LEADERSHIP

Mark Thomas

Over the past few decades, organizational leaders have moved quickly to identify gaps in their safety processes. With an increase in safety-related incidents in the news, and growing consumer demand for transparency as it relates to effective resolution of safety events and elimination of repeat occurrences, companies have worked tirelessly to build strong Safety Management Systems (SMS) and assemble teams to establish robust design, manufacturing, and post-sale safety processes. But even with this increased focus on sound systems and processes, an area still in need of attention is the way a company ensures that its safety program as a whole is continuously led by successful safety leaders year over year.

Without proper safety leadership in place to drive the management system and foster a strong safety culture, your company's safety policies, directives, systems and processes simply become words on paper. Furthermore, if the wrong individuals are leading the safety program, the company is still at risk for safety mishaps and reputational risk, no matter how well written and established the safety management policies may be. Having the right safety leader is key, but so is developing a succession plan. The initial safety leader selection, as well as developing that leader and planning for his or her departure, are all critical components of ensuring continued product safety within the organization.

Through well-defined product safety roles and desired traits, cross-functional collaboration with business partners, up-to-date training and education, and proper succession planning, a company should always have a plan in place should there be a sudden departure of a safety leader.

Without a plan, a company is at risk for safety mishaps and poor product safety decision making regardless of how sound the overall product safety processes may be.

So, what can a company do to ensure it has the right focus on Safety Leadership and succession planning? How can a company build a strong SMS, and have confidence that the right individual(s) will always be leading the way? Here are a few important things to consider as you foster a strong safety culture within your organization:

1. Build the role of Safety Leader into your processes and policies

Product Safety must be a core part of any company's culture. Studies have shown that a large percentage of manufacturers fail to have the necessary resources to effectively address safety issues in a timely manner and lack basic safety leadership structure to drive world-class safety within an organization. In contrast, companies that demonstrate safety as an important part of their core values also have clearly defined safety leadership roles and responsibilities. As such, when developing a successful SMS, companies should take the time to describe the role of the safety leader in their policies and make it a mandatory position.

The most effective execution of safety processes and sustained cultural focus on product safety occur when the highest-level executives take personal responsibility for safety issues. To make this possible, it is important to outline the ability for the safety leader to have direct communication with those top executives.

Processes should include language that ensures the safety leader can inform the most senior officials in the company on safety issues, including periodic reporting from safety boards on safety incidents/issues and their resolution. This mandatory, enshrined communication path also allows the safety leader to keep top leaders informed of developing trends in the market, regulatory changes, and other factors that could impact the safety and compliance of products.

Incorporating a policy that allows the safety leader to have a voice that gets heard at the highest levels is a key enabler for ensuring senior leadership engagement, which equates to safety continuing to be a core value of the company.

2. Understand what kind of Safety Leader your company needs

Product Safety leadership goes beyond the roles and responsibilities outlined in a job description. A company relies on a strong safety leader to drive safety performance. Strong leaders can adapt with changing business and product landscapes.

They oversee the development of policies and procedures, establish safety as a core part of company values, and have a voice that is loud enough and respected enough to hold individuals accountable for safety programs and the overall safety culture.

A strong safety leader must also be willing to commit to continuous learning. With an ever-changing social-political environment that has introduced real-time dissemination of information, more stringent regulatory requirements, and

KEY TAKEAWAYS

- Without proper safety leadership in place to drive the management system and foster a strong safety culture, your company's safety policies, directives, systems and processes simply become words on paper

- It is essential that companies hire safety leaders with the ability to work cross-functionally and maintain strong working relationships across the organization

Mark Thomas

tougher consumer safety expectations, a safety leader must strive to learn and grow with these changes to maintain sound safety practices.

No single specific educational field defines a successful safety leader. Safety professionals and leaders come from all walks of life. Product Safety professionals come from engineering, quality, regulatory compliance, manufacturing, and even legal. These fields help shape the individual's knowledge base, but a person's educational background and prior on-the-job experiences do not necessarily prepare them for the strong leadership that is so critical in the product safety discipline. Safety leaders must be able to influence staff and other employees to make sound safety decisions and focus on achieving agreed upon safety goals. Strong safety leaders set an example by exhibiting the appropriate behaviors needed to effect growth in the proactive safety field and foster the collaboration necessary to achieve the goals set out by the organization.

As organizations continue to look for the right leader for their safety programs, attention should be paid to a person's ability to fit with the culture of the organization. Smaller companies may require a completely different skill set than larger corporations.

However, some abilities are universal to the role, regardless of the size or focus of the company. A safety leader should have the ability to speak and understand the relevant legal and compliance language. The individual must be comfortable in high-pressure situations and unafraid to present difficult information to top level leadership. Most importantly, companies should find an individual who leads by example and demonstrates to everyone that Product Safety is non-negotiable and essential to any business.

3. Expand and Evolve Your Training
In a world of social media, camera phones, instant communication, and lightning-fast information sharing, even the smallest safety incident can potentially go viral. A company's ability to respond, remedy and quickly address the incident will go a long way in protecting the integrity and reputation of the organization. Organizing constantly evolving training programs will help prepare safety leaders for changes in regulatory demands, customer expectations and societal awareness of a product's safe use.

Most companies have safety training programs within the manufacturing and design functions to address specific techniques and operational needs, but few have training to address other safety-related activity.

Training on the importance of regulatory compliance, significant incident reporting, and careful/appropriate emailing and other informal communications (texts, IM, Chat, etc.) should be available for anyone working in a safety function and should be reviewed periodically for content applicability.

In addition to corporate-wide internal training programs, your safety leaders should engage in external training as well. Joining industry groups such as ICPHSO can provide the resources and contacts that can help find educational opportunities in a variety of fields related to Product Safety.

Your safety leaders should also review potential trainings from regulatory bodies and 3rd party testing organizations. Thanks to an ever-changing post-COVID environment, there is a growing catalog of online courses and virtual sessions for product safety training and best practice sharing. These cours-es are constantly adapting to changing landscapes and global requirements and can provide new insights to help drive your program toward a world-class safety standard and maintain it.

4. Foster Cross-Functional Collaboration
It is vital for Product Safety leadership to foster relationships across multiple functions and departments within an organization. Product Safety touches everyone and establishing cross-functional relationships will help ensure that your safety message is heard, and everyone is doing their part to help. Regulatory Compliance, Quality, Supply Chain, Legal, Human Resources, Environmental, Health, & Safety, Manufacturing, and Government Relations are just a few of the many functions where product safety has a footprint. Getting to know the leaders in each of these functions will accelerate the growth of Product Safety in an organization and advance the overall safety culture.

With many companies moving to a more virtual and online workday, establishing relationships within the organization is more difficult than ever before. More formal approaches are needed to ensure that key counterparts in other functions are integrated into your product safety day to day. One way to make sure you are building strong relationships with key stakeholders across the company is to include representatives from many of these functions on safety boards and review committees.

In most instances, cooperation across multiple functions is required to resolve safety issues. Getting consensus on how to resolve safety incidents and issues in an effective and timely manner will be much more efficient if your safety leaders have taken the time to build trust with their peers across the organization. It is essential that companies hire safety leaders with the ability to work cross-functionally and maintain strong working relationships across the organization.

Finally, building strong relationships across the organization will also help with succession planning. By partnering with Human Resources to identify internal candidates who have the right skill set to be successful safety leaders, you can review a much broader applicant pool if you have good working relationships across other functions.

Your company's next product safety leader may be in legal, or operations, or supply chain. By developing good communication channels with senior leaders in those functions, you will be able to quickly identify individuals who may have a sustainable career path in Product Safety.

In conclusion, a good safety leader is just as important as the documented Product Safety policies and procedures at your organization. A strong leader will understand how to build a sustainable safety culture, foster an effective SMS, continually learn to adapt with an evolving virtual environment, work to protect the company against reputational risk, and embrace relationship management as an essential piece of long-term success. All of this while understanding the world is constantly evolving and the regulatory and consumer landscape has become more challenging by the day. Welcome to Product Safety Leadership in the 2020s.

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EXPANDING THE CONCEPT OF PRODUCT SAFETY

Rod Freeman, Edward Turtle, Julia Maskell

Rod Freeman, Edward Turtle, Julia Maskell

Introduction

The traditional view of "product safety" has long centred around measurable, immediate risks to consumers' physical integrity or property, but the time has come to cast the net wider. For many parents, the idea of their child's baby monitor being hacked is just as concerning as their child hurting themselves on a toy with a sharp edge. However, whilst international regulatory regimes have generally taken a different approach to these risks, with more remote risks, such as cybersecurity risks, generally falling outside the scope of product safety rules, a rethink is well underway.

It's not just the nature of the risk that's under the spotlight – so too is the scope of the health impact. The World Health Organisation defines "health" as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity". Taking this definition into account, it is no surprise that regulators and product safety stakeholders are beginning to consider whether a wider range of health impacts should be covered. Indeed, as society develops a broader understanding of "harm" to encompass not just physical risks but also psychological harm, environmental harm and developmental harm, the traditional view of product safety is becoming increasingly out of date.

> "Given the pace of technological development, it is impossible for legislators to foresee every risk that could be presented by products when drafting product safety legislation."

New technologies, new risks?

As new technologies have emerged, so too have new product safety risks that could not have been foreseen at the time most product safety regimes around the world were designed.

First, there are the issues inherent with making products more "smart". There is no such thing as software that is entirely free from flaws and vulnerabilities, and the more complex the software, the more scope there is for these flaws and vulnerabilities to lead to damage. This damage could result from device malfunction, with obvious potential for personal injury with products such as smart medical devices or self-driving vehicles. There is also significant concern about damage from malicious attacks. It's tempting to think that the risks of third parties exploiting software vulnerabilities are remote or overblown, but as connected products increasingly become the norm, it's predicted that these malicious attacks will grow exponentially.

For example, a smart watch that has a security flaw meaning it can be hacked and the user's location tracked by a malicious actor is clearly concerning and poses potential safety risks for consumers- especially where the smartwatch is primarily used by children. This security vulnerability might be inbuilt into firmware on the product that leaves the factory, or it might result from a later software update released by the manufacturer. The duty to consider the safety of products is ongoing and does not cease at the point the product leaves the factory. Given these risks, increasingly, legislators are looking at imposing additional safety assessment obligations at the point in time of major software updates.

KEY TAKEAWAY

- Driven by new technologies, there is an increasing move towards a broader view of product safety that incorporates a wider range of risks and harms than the traditional approach, which focussed on measurable risks of physical harm.

Secondly, there are often multiple parties involved in the design, development and use of technology products – including software designers, manufacturers, OEMs, importers and network providers. This makes the allocation of responsibility for the safety of a product, and the assessment of the risks of its different components, more complex. This is particularly the case where products and services interact. Services are traditionally out of scope of many product safety regimes, but the distinction between moveable object and service is becoming harder to maintain, particularly in the context of AI systems, where products and services are closely tied together.

New technologies, new harms?

Given the pace of technological development, it is impossible for legislators to foresee every risk that could be presented by products when drafting product safety legislation. For this reason, overarching safety frameworks are often relied upon – such as the EU's General Product Safety Directive, the US Consumer Product Safety Act or the Australian Consumer Law. These umbrella statutes are deliberately broad in scope. Whilst this maintains flexibility, there is a risk that legislation at such a high level is also unclear or ambiguous in the context of specific technologies.

Where sector- or product-specific legislation is used instead, a tendency has emerged to focus on physical risks presented by products, such as fires/explosions/chemical risks that may present a threat to a consumer's physical integrity. These risks are more easily quantifiable, as they are likely to happen at a single point in time but legislating with a narrower scope risks excluding other important product safety risks – in particular those that have not yet materialised, or are not yet well understood.

The novel, less-easily foreseeable risks brought by new technologies are not just a challenge for legislators – but

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also for product manufacturers and testing houses. Whilst risk assessments will always involve a number of assumptions, those assumptions are harder to make for innovative products where there are no real-world data on how consumers will interact with products that have never been used before, or how they may choose to use their products in conjunction with other products.

> "A key step for businesses will be to anticipate that these changes are coming and develop new methods of monitoring these risks that may arise over the lifetime of a product, particularly in the case of new technologies which are harder to predict."

A broader view of safety?

In light of these novel risks and harms, there is increasing justification for broadening the concept of product safety to encompass less tangible risks, such as privacy and cybersecurity breaches, psychological or developmental harms and environmental damage. This moves the idea of 'safety' beyond the immediate protection of a consumer's physical integrity and property, taking into account a broader range of potential impacts.

There are challenges with this broader approach for legislators, regulators and policymakers, as well as for product manufacturers – including the need to define the scope of potential risks that must be taken into account in assessing the safety of a product in development. Nevertheless, as awareness grows of the potential for these types of risks to pose real safety concerns, and new technologies increasingly blur the lines of traditional regulatory delineations, it feels like the move to a broader view of product safety is inevitable.

What should businesses do?

Businesses need to be aware of the heightened focus on non-traditional risks and harms of products, which are rapidly moving up the policy agenda for legislators and regulators around the world. A key step for businesses will be to anticipate that these changes are coming and develop new methods of monitoring these risks that may arise over the lifetime of a product, particularly in the case of new technologies which are harder to predict.

Businesses also need to ensure that they consider the whole spectrum of risks for the different categories of consumers who may use their products. They should safety test with diverse groups in mind – considering behavioural, physical, cultural, gender, ethnic and generational differences in how the user of a product may interact with it.

The focus on traditional risks to physical safety is short sighted and overlooks many of the possible harms to consumer health that could arise, be those environmental, developmental, psychological or otherwise. With changes afoot for global product safety frameworks, it is time for businesses to embrace a broader view of product safety.

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B EST P RACTICES

LINES BLURRING BETWEEN TRADITIONAL PRODUCT-SAFETY HAZARDS AND CYBERSECURITY

Chris Harvey

Ensuring consumer product safety has grown increasingly complex. As companies innovate, technology evolves and products become more connected with each other, the number and type of safety risks expands exponentially, too often without full appreciation for how cybersecurity risks and traditional product safety hazards intersect.

Understanding and appreciation for those combined risks is advancing, in part driven by each company's own desire to do the right thing. But it is also the result of increased regulatory scrutiny, legal liability, consumer pressure and a growing recognition of the reputational risks associated with inaction.

Regulators are keen to get a better grip on how matters of data, cybersecurity and privacy intersect with more palpable consumer health and safety risks that can cause physical incidents, injury or even death. Often, they are working to catch up with the latest innovations.

Over the last few years, the European Commission and UK regulators have been reviewing their regulatory frameworks with the goal of understanding how to protect consumers from risks presented by new technologies. This work is expected to lead to new standards and regulations, including the European Commission's decision to update its definition of product safety to include cybersecurity features necessary to protect consumers. Similar efforts are underway in the United States.

At the same time, U.S. lawmakers and regulators are striving to understand how the latest technology can work to their advantage. For example, the Consumer Safety Technology Act, or AI for Consumer Product Safety Act, would require the Consumer Product Safety Commission (CPSC) to create a program that leverages the power of artificial intelligence (AI) to identify injury trends, safety risks and even recognize products that should not be imported into the U.S.

The truth is, we are only beginning to understand the interplay between data, privacy, cybersecurity and decades-old principles of product safety. What lies ahead will be a long road marked by new regulatory frameworks and an evolving litigation landscape. As companies navigate this process, it will be important to embrace the following realities.

Cybersecurity is about more than protecting the data in your possession. It is about preventing your consumers from being the victim of an attack at the hands of your product.

Data security and privacy risks are a priority for every company, regardless of industry or sector. Information security teams have been focused on tasks like keeping credit card numbers safe for years. But research and development and product quality teams may have significantly less experience adhering to an evolving set of obligations related to cyberattack prevention for new and aging

> "Over the last few years, the European Commission and UK regulators have been reviewing their regulatory frameworks with the goal of understanding how to protect consumers from risks presented by new technologies."

IoT products and devices, let alone adverse health and safety incident prevention. Now is the time to bridge that gap – if one exists.

Even without new legislation, formal rulemaking, or enforceable standards, legal and reputational risks are high.

Existing regulations are already being interpreted based on the latest technology and threats, and within the context of the current political, regulatory and legal environment. For example, longstanding regulatory reporting requirements are being considered in the context of the latest capabilities to monitor, track and analyze information available in places like a company's Facebook page or product reviews on an ecommerce site like Amazon.

While these new expectations are not technically enforceable, don't be surprised if a regulator seeks to leverage public complaints and product reviews as evidence in their recall negotiations, as well as future enforcement and penalties. They may also inspire other regulatory inquiries.

In one recent case, the alleged failure to disclose product safety information quickly became a contentious issue for more than just the CPSC. In the aftermath of an investigation that ultimately led to a national recall, one company saw firsthand the U.S Department of Justice Department, Department of Homeland Security and the Securities

KEY TAKEAWAYS

This article examines how artificial intelligence, machine learning, and other data-driven technology impacts product safety, risk management and the recall process. Key takeaways include:

- Data-related risks facing consumer product companies reach far beyond data breaches and cyberattacks.

- The more data a company has, and the smarter the technology available, the higher the expectations among consumers, regulators and the plaintiffs' bar that a company acts quickly and decisively on product-safety issues.

- Companies should take steps now to leverage the power of data and technology before, during and after a recall.

Chris Harvey

Exchange Commission flex their regulatory muscles, launching investigations into data related to the company's injury reporting and associated public disclosures.

To mitigate legal and regulatory risks associated with data and cybersecurity, companies should closely examine the data they have. Not just in terms of Personally Identifiable Information (PII) that may require notification in the event of a breach, but also from a product liability and reputational risk perspective.

Companies amass a significant amount of data for numerous reasons. Some of this information comes direct from the customer. In other cases, it is mined from outside sources like social media channels and ecommerce platforms. In fact, this practice has become so common that regulators expect this type of behavior from companies when monitoring the safety of a product throughout its lifecycle.

The reason should be obvious: consumer feedback can serve as a leading indicator of an issue long before a formal product safety complaint or adverse event is filed directly with the company or the regulatory agency.

But in the same vein, keep in mind that any data in a company's possession could one day be discoverable in a product liability case.

As Jennifer Bullard, a partner with Bowman and Brooke LLP, wrote in the second edition of the 2021 Sedgwick Brand Protection Recall Index report*: "The availability of large and cumbersome data sets could spark questions about when a

"*While the amount of information available here is nearly impossible to keep track of and arguably more difficult to analyze, AI may hold the keys to unlocking this conundrum.*"

company should have known about an issue and whether it acted quickly and decisively enough." Bullard added, "when external stakeholders get their hands on this data, they will have their own interpretations – especially plaintiffs, their attorneys and the jury pool."

* Sedgwick Brand Protection Recall Index report: marketing.sedgwick.com/acton/media/4952/adk

Data and technology come with product safety risks, but they can also create brand-building opportunities.

While holding product and customer data can increase privacy and security risks, certain types of information can actually serve to improve recall effectiveness.

Consider the simplest example: an up-to-date database of current customers, contact information and purchase records. This information can be invaluable when it comes to recall notification.

Other data can go a step further and help identify potential quality and safety concerns earlier, minimizing the risk and impact to both consumers and the brand. This is where the latest blockchain and AI technology offer real opportunities.

The food industry was among the first to embrace blockchain technology to effectively monitor and trace products from the field to the consumer. In doing so, food manufacturers have discovered an effective tool that not only has value getting product to market, but also improves reverse logistics functions. It is these benefits that make blockchain an appealing technology for recall management across all industries.

Another innovation that will have a growing impact on the way companies think about data and respond to product safety risks is AI.

The amount of product data and insight that exists online is mindboggling. We are seeing a growing amount of information available in the form of reviews, social media comments on platforms like Facebook and Instagram, and online conversations in places like pregnancy and parenting forums or other online communities. While the amount of information available here is nearly impossible to keep track of and arguably more difficult to analyze, AI may hold the keys to unlocking this conundrum. If so, companies will be able to not only respond to product safety risks more quickly, but ideally prevent incidents and adverse events from happening in the first place.

Risk management, crisis planning and brand protection have always required a commitment to continuous improvement. But companies face a watershed challenge in this new and complicated world of AI.

As your products and company advance, ensure your understanding of the data, privacy, cybersecurity and product safety risks evolve with it.

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ASSESSING AND DEVELOPING THE SAFETY PROFESSIONAL, AN INVESTMENT IN THE FUTURE

Shelia Gottschalk

Staffing changes in Product safety leaders is inevitable over time. Preparing for change is an investment in the future. Developing team members and preparing them to become future leaders is a journey and takes commitment from all sides. Current leaders need to constantly be assessing, developing, and encouraging the growth of their team. Succession planning and career goals should be a regular discussion topic between a leaders and team member. Many leaders casually integrate a question into the review discussion that sounds something close to "Where do you see yourself in the future?."

KEY TAKEAWAYS

- Creating a culture that promotes learning and values input will provide the best opportunities to develop and retain future product safety leaders.

- The leader must be willing to provide opportunities for the team member to display and build leadership characteristics.

- Every interaction with business partners should be viewed as a job interview. Business partners are forming opinions based on the interaction.

- Future leaders will perform the job differently than it is currently done.

> "The initial conversation must begin with understanding if the team member aspires to move into a leadership role. There are many reasons people do not want leadership roles even though they possess strong leadership abilities."

While this approach is not wrong, it is not necessarily the best way to find and/or develop future safety professional leaders. Team members cannot and should not answer this question in an annual review meeting unless there have been many discussions throughout the year. The current and potential future leader both must be invested in the process and committed to open, honest dialogue. They must be willing to take time to have personal conversations. The leader must show a genuine interest in the team member. Genuine interest builds trust. Open and honest dialogue will not be effective without trust. The importance of creating a culture that promotes learning and values input will provide the best opportunities to develop and retain future product safety leaders.

Assessment of the team member is the initial step in development. Does the team member want advancement? Do they possess leadership qualities or tendencies? What is their current knowledge base? What strengths and weaknesses has the current leader identified. How do others in the organization perceive the team member? Are they effective communicators? Are they managing their own career? Are they proactive or just expect a promotion due to time in the role? Does the potential future leader seek out opportunities to display leadership qualities? Do they answer questions or rely on the current leader for answers? The answer to these questions is the building block for the development of the future safety professional leader and action steps for the current leader.

The leader must put forth effort to understand the wants and needs of the team member as part of the assessment. The initial conversation must begin with understanding if the team member aspires to move into a leadership role. There are many reasons people do not want leadership roles even though they possess strong leadership abilities. The team member may desire to be the best they can possibly be at their current level.

They do not want the added responsibilities that come with leadership in the product safety organization. They may have concerns over work/life balance, do not want additional compliance responsibilities, do not want to manage a team, or may not want to interact with senior and executive leaders. The leader's role in this scenario is to maintain good communication with the team member and ensure they feel valued at their current level. The team member could change their position in the future. It is critical that the leader does not push for the team member to take on a leadership role. This could lead to promoting to a level of incompetence or an unhappy employee that leaves the company.

When a team member shows leadership potential and has a desire for advancement proactive steps should be taken to ensure success. The leader should provide training and education and cannot block advancement or opportunities for the team member to shine out of fear that the student will outshine the master.

The leader must be willing to provide opportunities for the team member to display and build leadership characteristics. They should meet regularly to develop growth plans and discuss opportunities. The leader should engage the team member in dialogues. When the leader provides business partners with compliance direction, they should ensure the team member knows the reason for the direction.

Every interaction should be looked at for training opportunities. The leader has a responsibility to develop the skill set of the team member. This means providing training and educational opportunities. The team member should be included in internal and external training, webinars, seminars, safety courses, safety conferences. They should be linked with safety organizations and the CPSC. The leader should seek feedback from business partners on the perception of the

John A. Barrera

team member. If there is any negative perception the team member and leader should develop a plan to change the perception. The leader can take simple steps within the company to help the team member be seen as a leader.

The leader should include the team member on important compliance communications and have the communication come from the team member versus the leader when possible. If an email is sent to both the leader and team member the team member should answer, even if they need to verify the response in a separately. Team members will never be seen as a leader or having the needed knowledge if the current leader always answers questions or responds.

> "The importance of creating a culture that promotes learning and values input will provide the best opportunities to develop and retain future product safety leaders."

A key success builder is to make a practice of asking the team member what areas they feel need strengthened. This allows the leader to focus development on critical areas. Does the team member need training in how to perform a risk assessment? Are they familiar with the regulatory robot or section 15 reporting? A positive outcome from the focused development can be used to build the knowledge of the safety professional and develop leadership skills. When the skill is elevated the team member should present internal training to fellow team members and business partners.

This allows them to show their knowledge and be seen as a

leader. The team member must also show commitment to managing their own success by performing activities that increase their skill level. This could include doing research on relevant topics, connecting with other safety professionals, or joining safety related groups or organizations. The team member must also understand that every interaction with business partners should be viewed as a job interview. Business partners are forming opinions based on the interaction.

The responsibility of the safety professional to protect the consumer has not, and will not change however, the pandemic forced us to look at how we interact and perform our daily jobs. Some of the changes were difficult, some were not, some were beneficial, some were not.

Viewpoints on how business should be conducted in the future can be as heated as a political debate. Demand for top talent has never been higher. Investing in people must be a priority. Future leaders will perform the job differently than it is currently done. It is important the current leaders are willing to be flexible, supportive, and are open to new ideas.

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Jennifer Moore

LISTENING: THE KEY TO BECOMING A LEADER IN PRODUCT SAFETY

Jennifer Moore

You're sitting in a conference room, socially distanced of course, and all throughout the meeting you're hearing plans for new product development, rumblings of changes in manufacturing, more changes here and there, what seems to be changes everywhere. Par for the course with the world we're living in now, right?!?

The key to all of this is that you are listening. The question is, are you actively listening? Listening intently and intentionally? Are you present in the moment or just a shell zoned out sitting in yet another meeting simply thinking that this isn't going to be relevant to you? Only YOU can decide how you SHOW UP to a meeting….

You look around the table and notice the wide variety of cross-functional team members participating in this discussion, you know it's going to be an action-packed agenda. Those are always fun, right?!? Topics of marketing efforts intertwined with product development, combined with talks of quality and even potential material changes. To others, these topics may seem so unrelated to one another, but to you, as a Product Safety leader…it's your sweet spot. This is the meeting for you, whether you realize it or not. You are right where you should be.

Listening with purpose and taking notes is very important. Even as simple as making mental notes if that's your style and you're that organized and on top of your game. Pen and paper or on your laptop, either way is perfect.

You will need this information now as you sit and listen to the rest of the discussion, and you will need this information later as well when you get back to your office and begin to process all the work that now lies ahead of you and your team.

Being an active participant in the discussion is just as important as being an

active listener. It's imperative to ask questions. You are not asking them to have a product safety 'eye', because that's your job, but to simply be open to the discussion and to think through the project more wholistically. Part of becoming a leader is finding your voice.

The marketing team may have a very clear vision of photography and designs, and it all sounds very well thought-out, but you immediately hear something that in your world may sound a bit risky or may pose concern.

Some might see the questions as excessive, overly critical and time consuming. Therefore, you may quietly be viewed as a stop gate or speed bump in the process, but that's the hidden title you accepted when you took on the role of product safety. It's all about the approach and the intent.

With the constant asking 'what-if' or 'how', the teams begin to realize that it's often in these in-depth discussions that problems are proactively identified, concerns are surfaced, and real-life scenarios are played out rather than just a concept on paper. Additionally, these discussions often bring to light better understanding and clarity for other teams who are also listening in.

As you're listening to the marketing ideas, you overhear the Product Development team talking about the materials they hope to use, and now you start to think something doesn't seem quite right. Now is the time to speak up. Ask the questions. Better now than ever, to gain a better understanding of the vision they want for the product.

Chances are, there are questions that you have that may in-fact help someone else in the room as well. Sometimes just repeating something out loud that you heard or even thought you heard to the group about the product, material or vision can spark a conversation or help others in understanding how you and your team 'see' products.

It's important to be inquisitive rather than judgmental about their plans or ideas. Not everyone is going to think about things the same way. That is in-fact why all of you are in the meeting. Staying curious is part of who you are as a safety professional. The teams will begin to understand why you're asking the questions you're asking.

Having these skills and sharing your thought process will aide in your ability to collaborate with the team and build your rapport with some of the team members that you don't work with as often. Collaboration, teamwork and asking questions are key drivers to any successful product launch.

> "You look around the table and notice the wide variety of cross-functional team members participating in this discussion, you know it's going to be an action-packed agenda."

Who is the intended end-user? Are they planning to market this product to kids? If so, what age? What are the materials? There are so many questions that you can be asking that will drive answers, early in the process. You, as a leader in Product Safety, can help them in become more proactive just by listening to what is going on around you.

Product Safety should be at the forefront of the process. To become a leader in this field you must not sit back and allow product safety to become an after-thought.

An after-thought is too late. That is introducing unnecessary risk and liability into your business that can be prevented. Your legal and corporate leaders will thank you for keeping your eyes peeled to mitigate risks of all sizes away from the business. Risk mitigation is an integral part of your role as a Product Safety professional.

Listening to your customers is just as crucial as listening to your internal teams. Listening to what they say about your products, understanding customer complaint data and reading reviews on your website can reveal more than you may realize. This can help you understand how your customers are really using or possibly misusing your products. This can also help to educate you, make future products better and increase customer satisfaction.

Did they understand the instructions that you worked so hard on writing, or were they unclear or confusing? There may be tips and tidbits of information all around that can always help open your eyes into how you approach your role as a Product Safety Leader. If customers are complaining about the quality of the product or design, can making changes impact the safety? It's about staying aware and being safe and efficient in those improvements.

So, the next time you feel bombarded with meetings or product inquiries from a variety of departments—just know that is how important your role as a leader in product safety is to the company's success.

You may remain behind-the-scenes for the most part, but you play a critical role in the success of product as well as the customers satisfaction and safety. Listen actively, think critically, and ask the questions—the result will always be better than if you just sat back quietly watched it all play out...

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Mike Gentine

STEERING A SAFE COURSE THROUGH WINDS OF CHANGE:
What Executive-Level Product-Safety Principles Can Do to Lead their Companies in an Era of Uncertainty at CPSC and Elsewhere

Mike Gentine

The U.S. Consumer Product Safety Commission (CPSC) is built to be to some degree unstable. The agency is led by a body of five Commissioners who serve staggered, fixed, seven-year terms, such that at least one Commissioner is always nearing the end of their term, creating uncertainty about reappointment or a new nominee. Even so, the past four-plus years, since then-President Donald Trump removed Commissioner Elliot Kaye from the Chairmanship (but not from his seat as a Commissioner) in February of 2017, have seen unsurpassed levels of instability in the Commission's composition. That span has seen two Acting Chairs, persistent vacancies, and a protracted two-two political party split that have combined to limit the agency's ability to take actions that require Commission approval.

> **KEY TAKEAWAYS**
>
> • Mike Gentine discusses how business leaders can maintain their companies' safety focus through uncertain times at CPSC by staying focused, staying ahead, staying engaged, and staying informed.

This instability has taken its toll on the agency, stirring disagreements among Commissioners and likely contributing to staff turnover, but it has also been wearying for CPSC's regulated community.

Companies in the CPSC space have endured unpredictability in their regulatory environment, and of course unpredictability is one of the greatest challenges industry can face.

That era of unpredictability may be drawing near an end, as President Joseph Biden has put forth three new nominees for CPSC:

- • Alexander Hoehn-Saric for both Commissioner and Chair, for a term that would run through October 2027;

- • Richard Trumka, Jr., for Commissioner, for a term that would run through October 2028; and

- • Mary Boyle for Commissioner, for a term that would run through October 2025.

As of this writing, the nominees have received a committee hearing in the Senate but not a committee vote.

However, their confirmation appears reasonably likely, and, assuming they are confirmed and barring any early departures, their arrival would give the agency about three years under the same five-member Commission, with current Commissioner Dana Baiocco's running through October 2024 (along with current Commissioner Peter Feldman's term that runs through October 2026).

Still, until they do take office – and even for some time after as the body adjusts to its new personalities – business's unpredictability persists.

Moreover, while the Commission seems poised to be stable in its composition, the new members will certainly have some new priorities that will take the agency in different directions, so the regulated community will need to continue to navigate an uncertain regulatory environment. But how?

This article suggests three key strategies for protecting a company's safety and compliance efforts against the distracting and destabilizing effects that unstable regulation can produce.

Where corporate leaders stay focused, stay ahead, and stay engaged, they can reduce the chances that their company ship will strike a regulatory reef.

> "Projecting an image of calm – of steady persistence and of keeping the corporate eye on the safety ball – can signal that instability and change on the outside will not diminish the importance of safety and compliance inside."

Stay Focused

Even if CPSC is limited in its ability to pursue Commissioners' policy objectives, companies' obligations under the law do not change. Indeed, as recent history has shown, even where events like government shutdowns effectively shutter the agency, the law remains the law, and companies must still, for example, submit reports of information that reasonably supports the conclusion that their products may contain defects that could present substantial product hazards (the essence of Section 15 of the Consumer Product Safety Act). In this environment, projecting new regulation is difficult, but rules that are already on the books remain in force, and companies remain exposed to sanctions to the extent they fail to adhere to those rules.

Admittedly, the "how" of agency enforcement can change, and the approach the agency brings to, for example, a Section 15 report may be difficult to project. However, concerns that agency compliance staff may not have clear, consistent direction from leadership or that matters may linger should not be reasons not to report.

Company leaders can help protect against compliance missteps by emphasizing that CPSC's turnover does not alter industry's obligations. Projecting an image of calm – of

steady persistence and of keeping the corporate eye on the safety ball – can signal that instability and change on the outside will not diminish the importance of safety and compliance inside.

Stay Ahead
Since its creation in 1972, CPSC has been the center of gravity for product safety in the United States and, to a great extent, around the world. With the agency's challenges limiting its ability to pursue rulemaking or other policy activities, it would be natural to think the safety community as a whole is equally adrift. However, this is not the case.

Even when CPSC is at full strength, voluntary consensus standards development organizations (SDOs) are essential force-multipliers for an agency whose resources are not nearly sufficient to allow it to reach all corners of its sweeping jurisdiction.

> "Companies in the CPSC space have endured unpredictability in their regulatory environment, and of course unpredictability is one of the greatest challenges industry can face."

SDOs can and do continue their vital work in advancing the knowledge and dissemination of safety best practices and the development of new standards and technologies even while CPSC's leadership is uncertain, and of course the CPSC staff who participate in some of those SDOs continue to lend their invaluable expertise.

Given their collective reach, SDOs are where much of the evolution in safety occurs regardless of CPSC's status, and corporate leaders should strive to make sure their companies remain at the forefront of that evolution.

To the extent that CPSC's ability to advance safety standards is limited, SDOs should redouble their efforts, and companies should continue to lend their expertise. Similarly, assuming the current nominees are confirmed, they will likely bring a variety of subject-matter priorities that may drive new or renewed standards activities, and SDOs and companies should look for opportunities to weigh in.

Stay Engaged
Just as SDOs continue their work amid uncertainty and shifts in CPSC policy, so too do other components of safety policymaking. Most notably, discussions about where CPSC is now and where it may be in the future continue in Congress.

The most recent wide-ranging CPSC-related legislation enacted was the Consumer Product Safety Improvement Act of 2008 (CPSIA). Unsurprisingly, then, the 116th Congress saw a high level of CPSC activity, and the 117th Congress has continued this trend. Some of this discussion deals with longstanding and contentious issues at the core of CPSC policy, such as its treatment of companies' information under Section 6(b) of the CPSA or its rulemaking processes under Section 9.

Corporate leaders should ensure their voices are heard in these safety policy discussions. CPSC-regulated industry has invaluable expertise and perspective to lend. Understandably, some companies may be reluctant to engage in the political environment directly, but trade associations and other avenues can be invaluable for assuring that the industry perspective is considered as safety and regulatory policy are developed.

Leaders should also work to build relationships with CPSC staff and leaders, including Commissioners.

The ideal time for an introduction is not in a moment of potential crisis, and developing connections at the agency can foster a sense of trust and assurance that, even if a potential problem arises at a company or in an industry, that problem is the result of, at most, good-faith error, not sloppiness or disregard for safety. Meeting Commissioners is generally a good practice, but three new members of the body bring three new opportunities to make good first impressions.

Stay Informed
A fourth key action corporate leaders can and should take is one that all readers of this invaluable Directory are taking now, staying abreast of developments at CPSC and within the broader safety policy community.

Each of the actions described in this article depends in at least some measure on leaders' knowledge and understanding of what's happening at the agency, within relevant SDOs, and on the Hill and of best practices for safety in their industries and across the consumer product space, and the resources available throughout the ADK Product Recall and Safety Directory can help provide that knowledge and understanding.

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John Kuppens and Jay Thompson
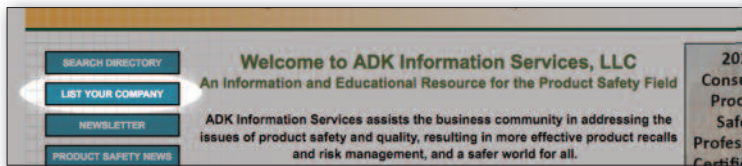
PRODUCT SAFETY LEADERSHIP IN CONTRACTUAL RELATIONSHIPS

John Kuppens and Jay Thompson

Ken Blanchard teaches that "the key to successful leadership today is influence, not authority." Employees at every level of a company have opportunities to lead. In this vein, product safety professionals can influence others to help ensure that the company makes safer products in ways that extend beyond their daily job descriptions. One business activity that presents such an opportunity for leadership is the contract terms the company establishes with its suppliers and other business partners..

"Battle of the Forms"

In a transaction for the sale of goods, it is common for the buyer and seller to exchange quotes, offers, and orders using their own forms that each have pre-printed terms and conditions. Each party's terms and conditions are rarely identical to one another, which means that there are usually conflicting terms and conditions purporting to govern a transaction. Hence the legal term "battle of the forms." When there are conflicting terms, how does one determine which terms become part of the contract that controls the transaction? Understanding this process helps you create terms that will promote your interest in product safety.

Commercial contracts between merchants for the sale of goods are governed by a statute called the Uniform Commercial Code (UCC), which most states have adopted. When it comes to the "battle of the forms," the UCC provides three important rules to remember while drafting these agreements. First, where the terms and conditions of the competing forms do not conflict, the common terms become part of the contract. Second, if some terms conflict, the UCC says those terms are "knocked out" and replaced with terms specified in the UCC statute. In other words, the terms in the UCC act as gap fillers and become part of the contract for any conflicting terms. Last, any additional terms that are neither common nor conflicting (i.e., addressed only by one party's terms) may be deemed accepted terms by both parties and become part of the contract.

One way to avoid the "battle of the forms" is to enter into a Master Supply Agreement (MSA) that governs all transactions

> **KEY TAKEAWAY**
>
> • This article discusses three contract concepts you that can help the company in general and to promote product safety:
>
> (1) the legal concept of "battle of the forms,"
>
> (2) product warranties, and
>
> (3) indemnification requirements. Consult a legal professional for many other key concepts that will aid you in better contracting. This is by no means intended to be an exhaustive list of key contract terms.

between the seller and buyer. The parties can work together to agree on acceptable terms and avoid any uncertainty. This is a best practice with ongoing business relationships. However, when the relationship with a buyer and seller is not continuous, an MSA may not be practical.

An additional point to consider is that the international sale of goods is governed by the United National Convention on Contracts for the International Sale of Goods (CISG). Unless expressly excluded from the contract, this Treaty will regulate contract formation issues similarly to the UCC.

Product Warranties

The UCC also governs product warranties as does the federal Magnuson-Moss Warranty Act. By understanding product warranties, the requirements they can impose, and how they come into existence, you can help your company promote product safety.

The two main types of warranties are express warranties and implied warranties. An express warranty is the seller's affirmative statement about the quality of the goods (e.g., the

> "Product safety professionals can help promote product safety in their company by understanding these principles and using that information to contribute to the content of the company's written agreements with its trading partners. "

good is free of defects in materials and workmanship). The express warranty lets the seller define the warranty's terms, including specifying the buyer's remedy if the warranty is breached. The express warranty should address (1) what the warranty covers (e.g., specify what defects are covered), (2) the length of the warranty period and notice provisions, (3) the remedy if the warranty is breached (e.g., repair, replace, or refund) and (4) what the warranty does not cover (e.g., misuse of the product, natural wear and tear of the product, an unauthorized modification or alteration of the good, etc.).

An implied warranty is not an affirmative statement by the seller; rather it is a legal duty imposed on a seller to satisfy certain requirements. The implied warranty of merchantability requires that goods must be merchantable and conform to a reasonable buyer's expectations to work for the product's intended purpose. The implied warranty of fitness for a particular purpose arises when the seller knows the specific buyer's intended use of the product and represents that it will be suitable for that use. A seller can disclaim implied warranties of merchantability and fitness for a particular purpose in certain circumstances. The disclaimer must be in writing, and it must be "clear and conspicuous" such that the buyer is reasonably on notice of the disclaimer. For example, printing the disclaimer in all capital letters, bold

text, and on the first page of the warranty documentation is a common practice that is intended to make the disclaimer "clear and conspicuous."

The UCC allows a seller to limit the amount and types of recoverable damages recoverable based on a breach of an implied warranty. For example, a seller can specify that consequential damages—those that do not arise directly from the breach but arise indirectly as a consequence of the breach, such as lost profits—are excluded. These provisions must also be stated in a clear and conspicuous manner.

Indemnification

When an incident or loss occurs the agreement between a product manufacturer and its suppliers should specify the parties' rights and responsibilities, including who will pay to defend claim or lawsuits and who will pay for any settlement or verdict. A contract should specify when one party must reimburse another party for its expenses incurred related to a claim, lawsuit, or recall. By agreeing to define these responsibilities before the situation arises, the parties have an understanding about what to expect, which may affect price or other contract terms. The indemnification clause should specify whether the indemnification is unilateral, meaning only one party indemnifies the other, or bilateral, where both parties reciprocally indemnify one another for certain liabilities.

Additionally, it is important to define the type action that will trigger indemnification. Commonly, a party's breach of contract, acts of negligence, and other nonperformance of contractual obligations can trigger an indemnification clause. The contract should also identify which costs the indemnifying party is responsible to pay for. This can include settlements or judgments, attorneys' fees, and other expenses.

Conclusion

Product safety professionals can help promote product safety in their company by understanding these principles and using that information to contribute to the content of the company's written agreements with its trading partners.

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USING STANDARDS TO ENHANCE PRODUCT SAFETY

Kenneth Ross, Esq.

There has been a proliferation of safety regulatory requirements and safety standards, starting in the United States (U.S.) and then moving to the European Union. In addition, countries such as Japan, China, Australia, Canada, Brazil, and South Africa have all recently established or strengthened their product safety regulatory regimes and requirements. This makes it imperative that manufacturers consider safety standards that must be met or exceeded in all of the countries in which the product is to be sold.

> "Industry standards, which are normally voluntary unless adopted by a governmental agency, including certifications issued by UL, ETL, or others, are considered by the law to be minimum not maximum requirements."

KEY TAKEAWAYS

• Standards are the foundation of much of product safety that is built into products. However, manufacturers who are leaders in product safety must also consider when standards may be the bare minimum and when they should exceed standards.

Compliance With Laws, Regulations, And Standards

One way that a manufacturer decides that its product is safe enough is if it complies with laws, regulations, or standards. In fact, many engineers believe that such compliance is sufficient by itself. As will be discussed, some of the time, that is not correct or at least is questionable.

Laws and regulations are always mandatory, and standards can be mandatory or voluntary. As part of the initial analysis, a manufacturer must identify those that apply to its product. Sometimes, that is not easy to determine or there are numerous and conflicting ones that must be reconciled, especially if the product is sold internationally.

Compliance with official laws and regulations that apply to the product's design, such as those passed by a state or federal legislature or standards that have been adopted by a governmental agency, is mandatory. If the product does not comply and this noncompliance caused injury, the manufacturer can be liable. Unfortunately, on the flip side, compliance with all applicable laws, regulations, and mandatory standards is not, for most products, an absolute defense in a product liability case. Therefore, a jury could come back and say a manufacturer should have exceeded laws and regulations pertaining to safety.

Industry standards, which are normally voluntary unless adopted by a governmental agency, including certifications issued by UL, ETL, or others, are considered by the law to be minimum not maximum requirements. As a result, compliance with voluntary standards and certifications is also not an absolute defense although it might be helpful to prove that

Kenneth Ross, Esq.

the product was reasonably safe if this evidence is allowed to be presented to the jury.

As with laws and regulations, noncompliance is a problem if it caused or contributed to the injury. The reason is that the standard establishes a safer alternative design, and the manufacturer has to justify why it didn't comply. In addition, the plaintiff can also argue that mere compliance resulted in a defective product and that a manufacturer should have exceeded the standards.

Does Compliance Equal Safety?
Many times, standards are not the answer or are not that helpful. Here are a few reasons:

- The vast majority of products do not have mandatory safety standards that are applicable to the product. Out of about 15,000 products overseen by the U.S. Consumer Product Safety Commission (CPSC), the CPSC has only issued or adopted about 70 mandatory standards.

- Where a standard applies, it may not apply to the entire product. So, for example, UL standards mostly deal with the electrical part of a product and maybe nothing else. So, a UL certification will be good evidence that the electronics are at least compliant with a UL standard, but it does not guarantee that other parts of the product are safe.

- Many standards are performance standards but allow the manufacturer to design it any way they want. And the standard may allow a manufacturer to use one of several acceptable safety features. This allows the plaintiff to argue that the safety feature selected was not the best choice and that another alternative would have been better.

- Standards are sometimes not clear and are subject to interpretation.

- There are overlapping standards and inconsistent standards from country to country.

- Some standards are not really requirements, but merely guidance on how to do something. For example, the ANSI Z535.4 standard on warning labels is very flexible and allows for exceptions. It is also a design standard; therefore, it is possible to comply with the Z535.4 design and have legally inadequate content.

- Some standards have very specific requirements that are a bare minimum, and the manufacturer is prevented from exceeding the standard while still being able to claim that they complied with the standard's requirements. The result is that they are required to manufacture a potentially defective product so they can say they are compliant.

- And some standards are just educated guesses as to adequate safety without any technical or scientific analysis or testing on whether the requirements are likely to result in a safe product.

"On the question of when to exceed standards, that is a big unknown."

In the U.S., compliance with safety standards adopted by the CPSC is mandatory. If you don't, you must report the non-compliance to the CPSC and may have to recall the product.

And where mandatory standards have been adopted, the manufacturer usually must retain an independent third-party testing laboratory and obtain confirmation that the product complies. If the product doesn't comply, the manufacturer must then decide whether to have another laboratory test the product and, if it does and the product complies, be required to explain the inconsistent test results.

What to Do?
Despite all of these limitations on the effectiveness of standards and the ability to defend the product, it is imperative that you comply and make a reasonable judgment as to when you need to retain a testing laboratory to test your product, or whether you can conduct testing yourself. In all cases, you need to document what you did to select the applicable standards, how you confirmed product compliance and, if the product is not compliant, why you still believe that it is reasonably safe.

On the question of when to exceed standards, that is a big unknown. Even if there are standards to consider, the manufacturer should undertake a risk assessment so that they can determine if the standards are adequate to reasonably assure a safe product, or whether exceeding the standards' requirements is needed.

Certainly, if comparable products produced by competitors exceed the requirements of a given standard, then you need to do so unless you have you have a good basis to argue that a less safe design is safe enough.

In addition, if you sell a safer product outside the U.S. because of more stringent standards in that country, then you need to decide whether you should also sell that safer product in the U.S. Safer products sold elsewhere are evidence of a safer alternative design and can create admissible evidence by the plaintiff's expert that you could have sold that foreign version in the U.S.

Conclusion
Product liability in the U.S. is based, in large part, on the plaintiff offering a safer design and arguing that the manufacturer should have sold this safer product. While standards are important, compliance with them does not necessarily result in a safe product. Manufacturers have the difficult task of deciding how safe is safe enough while also trying to meet the standards that are common in the marketplace for their products and how to not add unnecessary safety that puts the manufacturer at a competitive disadvantage.

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**.

TECHNOLOGY'S KEY ROLE DRIVING AMAZON'S GLOBAL SAFETY AND COMPLIANCE PROTOCOLS

Daniel Kingdon

Amazon is a customer obsessed company with a global supply chain that touches every continent on earth. Our ability to protect our catalogues' integrity and keep our customers' trust relies on expansive product safety and compliance protocols that are powered by a combination of human expertise and sophisticated technology.

Our compliance teams include thousands of investigators located across the world who focus on product safety issues. These teams, together with our industry-leading Artificial Intelligence (AI) and Machine Learning (ML) algorithms, allow us to react quickly when potential issues arise in our stores.

How do these integrated, network-wide safety protocols work?

Broadly speaking, we use a combination of "proactive" and "reactive" processes that marry human experience and expertise with AI to create safety mechanisms at scale.

Our "proactive" controls go to work even before items are ever listed in our stores.

Amazon proactively seeks to ensure the integrity of our catalogue by verifying the credentials of the selling partners we choose to work with. We partner with nearly two million global sellers, many of whom are small and medium-sized businesses who provide Amazon customers great selection and pricing. We also refuse to work with millions of other potential sellers who can't meet our high standards.

> "With predictive modeling, we aim to make risk predictions and remove most products with potential safety issues before they are ever purchased by customers."

In addition to verifying seller identities we regularly request documentation from our selling partners to help ensure the products they list in our stores meet relevant product safety standards.

Further, the selling partners we choose to work with must contractually agree to follow all relevant laws and regulations, and we provide them with detailed help pages that include information about our policies and compliance requirements.

We also have expansive "reactive" protocols. These systems scan our stores every second of the day looking for potentially problematic items or sellers after items are listed in our stores. And we act on information regulators and manufacturers provide us about product recalls.

A key part of our ability to react and detect potential issues are the many different signals we monitor and ingest. We listen to hundreds and sometimes thousands of different pieces of behavioral information connected with our stores.

For example, things like customer feedback in the form of reviews, emails, and return comments help inform real-time potential risk evaluations.

Automated processes as well as human expertise let us react to potentially worrisome signals and take remedial actions which range from pausing or stopping listings to shutting down a seller's account.

Most importantly, in both our proactive and reactive controls our human teams and our technology work hand-in-hand together.

Our technology and personnel learn with experience, which feeds back into our AI systems so they keep improving over time. As the underlying technology gets even better the scope and precision of our product safety and compliance programs continue to improve.

AI at Work: Natural Language Processing and Clustering

As we continue to invent on behalf of our customers we are devoting significant resources towards technologies that detect potential risks and take proactive actions that can limit customer exposure to potential safety concerns.

Take Natural Language Processing (NLP), which is made possible by ML and lets computers do the kind of context-dependent reasoning that humans can do – but at a scale and speed no person can match.

We apply NLP to customer feedback channel reviews which Amazon analyzes at scale (along with many other signals) to look for potential safety issues in our catalogue. NLP can understand the structure of sentences, evaluate their sentiment and then use that context to improve issue detection which can then be acted upon either automatically or after human review.

We continually identify clusters of related items based upon common characteristics. When we see a red flag in one item

KEY TAKEAWAY

- In both our proactive and reactive controls, our human teams and our technology work hand-in-hand together. Automated processes as well as human expertise let us react to potentially worrisome signals and quickly take remedial actions. As we continue to invent on behalf of our customers, we are devoting significant resources towards technologies that detect potential risks and take proactive actions that can limit customer exposure to potential safety concerns.

V**IEW**
P**OINTS**

Daniel Kingdon

we know it may link to other related items which then lets us proactively take down from our catalogue related items so we can investigate further.

This is especially useful for items that have been newly added to our catalogue and which have few data points to guide our risk analysis.

*"*As the underlying technology gets even better the scope and precision of our product safety and compliance programs continue to improve.*"*

Our cluster process has so far created approximately eight million unique clusters worldwide.

Rather than store product pair relationships, or create product graphs, we define boundaries among these clusters.

This allows us to quickly estimate the potential risk of new products which fall within those boundaries which have no customer history or sales data at all – signals we typically use to help evaluate an item's potential risk profile.

For instance, there are hundreds of millions of new products added to our stores every year.

There are items that have never previously been sold before that potentially wouldn't be picked up by existing profiling techniques because there is simply no history on them or the selling partners connected to them.

With predictive modeling, we aim to make risk predictions and remove most products with potential safety issues before they are ever purchased by customers.

In 2020, the most recent year for which we have comprehensive data, we suppressed 100 times more products proactively than we did reactively.

That year, we proactively suppressed 43 million products worldwide. Nearly all of those proactive suppressions occurred before a single item was sold.

As we continue to expand our proactive activities, backed up by subject matter experts and science, we're going to see this technology become even more powerful at weeding out potentially unsafe products before customers even have the chance to buy them.

*"*We apply NLP to customer feedback channel reviews which Amazon analyzes at scale (along with many other signals) to look for potential safety issues in our catalogue.*"*

These AI/ML processes already are providing promising, impressive tools that enhance our customer safety protocols. The great thing about these technologies is that, over time, they only become more precise and impactful.

I am thrilled to be applying my 20-plus years of traditional industry risk experience to Amazon's innovative effort to continually improve online safety for our customers.

Daniel Kingdon is Director, Global Product Trust and Regulatory Compliance at Amazon. He can be contacted at **kingdond@amazon.co.k**.

2022 Product Safety Program Calendar

Now in their 13th year of offering management level education for consumer product companies regulatory obligations, ADK product safety programs have been recognized in the U.S. and around the world for quality programs directed to industry professionals. SPSP is proud that over 400 product safety professionals from 150 small, medium, and large consumer product manufacturers, retailers, and importers have placed confidence in the education excellence available through ADK and its program partners. These programs earned an Award of Commendation presented in 2012 by Inez Tenenbaum, Chairperson of the U.S. Consumer Product Safety Commission. (Some dates are tentative subject to instructor schedules). All SPSP programs will be done online in videoconference mode unless otherwise indicated.

1. Communicating Product Safety (January 25 — February 3)

This 8-session webinar series of instruction topics centers on the soft skills of managing product safety. Areas covered will include company culture, communications, techniques in communicating effectively with particular stakeholder audiences. Stakeholders include senior management, company colleagues and peers, regulatory officials, social advocates and consumers. The program will examine the importance of language and understanding different approaches to help influence other individuals, particularly in one-on-one dialogues.

2. Fundamentals of Product Safety Leadership (March 15 — May 27)

This basic course (hybrid virtual and in-person) is entering its 13th year, where consumer product leading companies send personnel as part of the orientation of new employees. The program addresses the specific elements of a compliance plan, including company culture, the regulatory and risk management factors and the processes associated with an effective program. The program features an opening workshop (2 days), 8 weekly 60 minute webinars, and a closing workshop (2 days).

3. Consumer Product Safety Professional Certification Program (June 1 — August 30)

This SPSP program, entering its 4th year, is the education component to a professional certification designation (Certified Product Safety Profession™) that is awarded to successful candidates. The program methodology aligns with the Five Pillars of Knowledge developed by an SPSP Advisory Panel of product safety professionals. The areas are: 1) company culture/ethics; 2) risk assessment and hazard analysis; 3) regulatory affairs; 4) company product investigations; and 5) product recall management. The program is delivered under the authority of SPSP's affiliate Consumer Product Safety Certification Services.

4. Product Safety Leadership in Practice (September 20 — 24)

In this interactive program, product safety leaders share with the class leadership experiences that became integral to building their long-term careers. Key components include company culture and ethics, product safety crisis management, entrepreneurship in product safety, best practices, an organized approach to leadership, technical context in leadership, and global sustainability issues.

**For current information subscribe here at no cost to the
ADK's weekly Product Safety Education Newsletter. Sign up here.**

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Brand and reputation are your most valuable assets. They're also your most vulnerable.

With the growing value of brands comes the increased need to protect against legal, financial, operational and marketing risks arising from in-market incidents and crises — from product recalls to marketplace remediation, and more.

When your reputation is on the line, we put our 25+ years of experience managing 5,000+ product recalls across 60+ countries, to work for you.

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Product recalls | In-market remediation | Updates, upgrades, warranties | Cyber IOT + data incidents | Market withdrawals | Supply + reverse logistics | Storage, recycling + disposal