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# The Foreign Material Maturity Model Tips from the Trenches

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## Your Expert Panel

- Robert Bean – Miniati
- John Handley III – OSI
- Matt Thomas - Tyson

- Who in your organization is responsible for FM prevention?
  - FSQ
  - Operations
  - Maintenance
  - All of the above
  - other



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■ How many of you know what the FMMM

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First, because we LOVE data – here are the stats<sup>1</sup>

Since 2004, there were

- 785 FDA and 256 USDA recalls (all classes including Public Health Alerts) for FM
- 1008 were in Human Food
- 18 in Animal Pet Food
- 15 in Human Dietary Supplements
- 2 in Animal Feed

<sup>1</sup>Sourced from [Food Recall Search - Food Industry Counsel](#) (thanks Shawn!)



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# Let's go on the journey



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# Management Commitment excerpt

## FM Maturity Model Self Assessment Tool

Competency	1. Uncertainty (Early Awareness, Denial)	2. Awareness (Understanding, Early Results)	3. Competence (Creating Significant Value)	4. Preventative Mindset (Excellence, Sustained Value)	5. Predictive Approach (Mastery, Role Model, Externally Focused)
<p><b>Management Commitment and Oversight</b></p>	<p>FM issues are not considered either food safety or quality. Frontline employees and supervision are unaware of the FM risks in the manufacturing process. Management treat incidents as "one offs" and focuses blame entirely on raw material suppliers.</p>	<p>FM issues are managed only when business is negatively impacted. There is minimal accountability on Operations to control FM. Capital investment for FM control is mainly tied to mandated business requirements.</p>	<p>FM control is led by Operations through a well defined program that has proactive elements. The FM team's mandate is clear and structured through process and procedures. Resources and capital investment are deployed beyond mandated requirements.</p>	<p>FM performance is governed by senior site leadership and corporate oversight. FM KPI and action plan status are a standing agenda item. Capital investment is a budget input with a clear objective to drive out FM risk.</p>	<p>Everyone is passionately committed to being FM performance leaders. The plant/organization share knowledge openly and are forward thinking to new technology. Capital investment is focused on the long term and includes the entire end to end process from raw materials, processes, finished products and target consumers.</p>

Competency	Elements	Sub Elements
Management Commitment and Oversight	Senior Leadership	<ul style="list-style-type: none"> <li>- Commitment to FM Elimination (plant)</li> <li>- Dedicate FM resources (plant)</li> <li>- Capital investment (corporate)</li> </ul>
	Empowerment	<ul style="list-style-type: none"> <li>- Standard work</li> <li>- Communication</li> <li>- Incident</li> <li>- FM team</li> </ul>
FM Organization Status	Team Engagement	<ul style="list-style-type: none"> <li>- Strategy</li> <li>- Incident Response</li> <li>- Approach</li> <li>- Metrics</li> </ul>
	Training	<ul style="list-style-type: none"> <li>- Design</li> <li>- Delivery</li> <li>- Output</li> </ul>
Problem Solving Approach	RCA & CAPA	<ul style="list-style-type: none"> <li>- RCA</li> <li>- CAPA</li> <li>- Internal Communication</li> <li>- External Communication</li> </ul>
	Analytics & Insights	<ul style="list-style-type: none"> <li>- Data collection</li> <li>- Analysis/Implementation</li> <li>- Tools</li> </ul>
Proactive Improvement Actions	Maintenance	<ul style="list-style-type: none"> <li>- AM</li> <li>- PM</li> </ul>
	Technology	<ul style="list-style-type: none"> <li>- Assessment</li> <li>- Maintenance</li> <li>- Investment</li> </ul>



## Management Commitment & Oversight – Senior Leadership

	<b>1. Uncertainty</b> (Early Awareness, Denial)	<b>2. Awareness</b> (Understanding, Early Results)	<b>3. Competence</b> (Creating Significant Value)	<b>4. Preventative Mindset</b> (Excellence, Sustained Value)	<b>5. Predictive Approach</b> (Mastery, Role Model, Externally Focused)
<b>Commitment to Foreign Material Elimination (Plant Level)</b>	Site leader says they are committed to food safety and quality to meet minimum regulatory or customer requirements, yet do not call out foreign material as a risk.	Site leader recognizes that FM is important when it negatively impacts business. Addresses FM issues by providing FSQA resources after significant rise in consumer or customer complaints related to foreign material or a significant FM event occurs.	Site leader demonstrates the importance of FM by committing appropriate resources to identify root cause and to transition from reactive to proactive approaches to reduce the reoccurrence of FM issues. Some evidence to show FM metrics are improving.	Site leader has FM control status as an agenda item at every Senior Site Leadership meeting to provide governance by reviewing KPIs and the status on action plans. Evidence of knowledge transfer to different areas of the plant is available and implemented.	Site leader demonstrates a commitment to being a plant network leader in FM performance (both leading and lagging indicators).

# Links to the Model and the Listeria Essentials on line course

[Foundations of Listeria Control | meatinstitute](#)

[Foreign Material Maturity Model | meatinstitute](#)



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# Additional Resources (thanks Robert)

[Management Commitment and Oversight - Senior Leadership](#)

[Management Commitment and Oversight - Empowerment](#)

[FM Organization Status - Team Engagement](#)

[FM Organization Status - Training](#)

[Problem Solving Approach - Root Cause Analysis \(RCA\) & Corrective and Preventative Action \(CAPA\)](#)

[Problem Solving Approach - Data Analytics & Insights](#)

[Proactive Improvement Actions - Maintenance](#)

[Proactive Improvement Actions - Technology](#)



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**Questions?**

**Answers?**

**Thank you for your participation and thanks again to FlexXray for sponsoring this Live Stream event!**



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# Looking for more information?

Robert Bean - Miniat



John Handley III – OSI



Matt Thomas - Tyson





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