



Join us for these
free Webinars!

Organized by the Food Safety Culture PDG
Sponsored by the IAFP Foundation

Food Safety Culture - Part 1 of 6: How to get Buy-In, Develop Metrics, and Properly Implement	May 26, 11:00am (EST)
Food Safety Culture – Part 2 of 6: Food Safety Culture & Communication - It’s about People	June 8, 11:00am (EST)
Food Safety Culture - Part 3 of 6: Latest Food Safety Culture Research From Four Doctoral Researchers	June 22, 11:00am (EST)
Food Safety Culture - Part 4 of 6: SQF and Culture Improvements - Hear Practical Learnings From Two Companies	July 6, 11:00am (EST)
Food Safety Culture - Part 5 of 6: Evolving the Retailer Stand on Food Safety Audits; Culture and Behavioral Assessments	July 13, 11:00am (EST)
Food Safety Culture - Part 6 of 6: Dynamic Leadership by Supervisors = Strong Organizational Cultures	July 22, 11:00am (EST)

www.FoodProtection.org/webinars



Webinar Housekeeping

- For best viewing of the presentation material, please click on 'maximize' in the upper right corner of the 'Slide' window, then 'restore' to return to normal view.
- **Audio is being transmitted over the computer**, so please have your speakers 'on' and volume turned up in order to hear. A telephone connection is not available.
- Questions should be submitted to the presenters during the presentation via the **Questions section** at the right of the screen. Questions will be answered at the end of the presentations.



Webinar Housekeeping

- It is important to note that all opinions and statements are those of the individual making the presentation and not necessarily the opinion or view of IAFP.
- This webinar is being recorded and will be available for access at www.foodprotection.org within 2 days.



International Association for
Food Protection[®]

Food Safety Culture - Part 1 of 6: How to get Buy-In, Develop Metrics, and Properly Implement

Moderator: Lone Jespersen
Cultivate, Switzerland

Sponsored by the IAFP Foundation

This webinar is being recorded and will be available for access within 2 days



International Association for
Food Protection[®]
WEBINAR

Today's Presenters



Neil Coole, BSI

Neil heads up the Food & Retail sector for BSI Americas and has been actively involved in the important topic of Food Safety Culture since his time working for BRC Global Standards. Neil spearheads the launch of the PAS 'A Culture of Food Safety' based on the GFSI position paper. Email: neil.coole@bsigroup.com



Austin Welch, Sage Media

Austin has spoken about the emerging role of media and learning at a wide array of conferences including: the International Association of Food Protection, the Association of Talent Development International Conference, and TEDx. Email: Austin@Sage.Media



Richard Flemming, Sage Media

Richard uses his expertise in story structure and media design to build memorable learning experiences, improve behavior change in training, and to annoy people that only casually like movies.

Email: Richard@Sage.Media



Megan Kenjora, Hershey

Leads Hershey's global food safety culture and active member of the GFSI technical working group and past chair of the IAFP food safety culture PDG. Email: mkenjora@hersheys.com

Food Safety Culture - Part 1 of 6:

How to get Buy-In, Develop Metrics, and Properly Implement

International Association of Food Protection

May 26th 2020

Neil Coole

Director – Food & Retail

BSI Americas

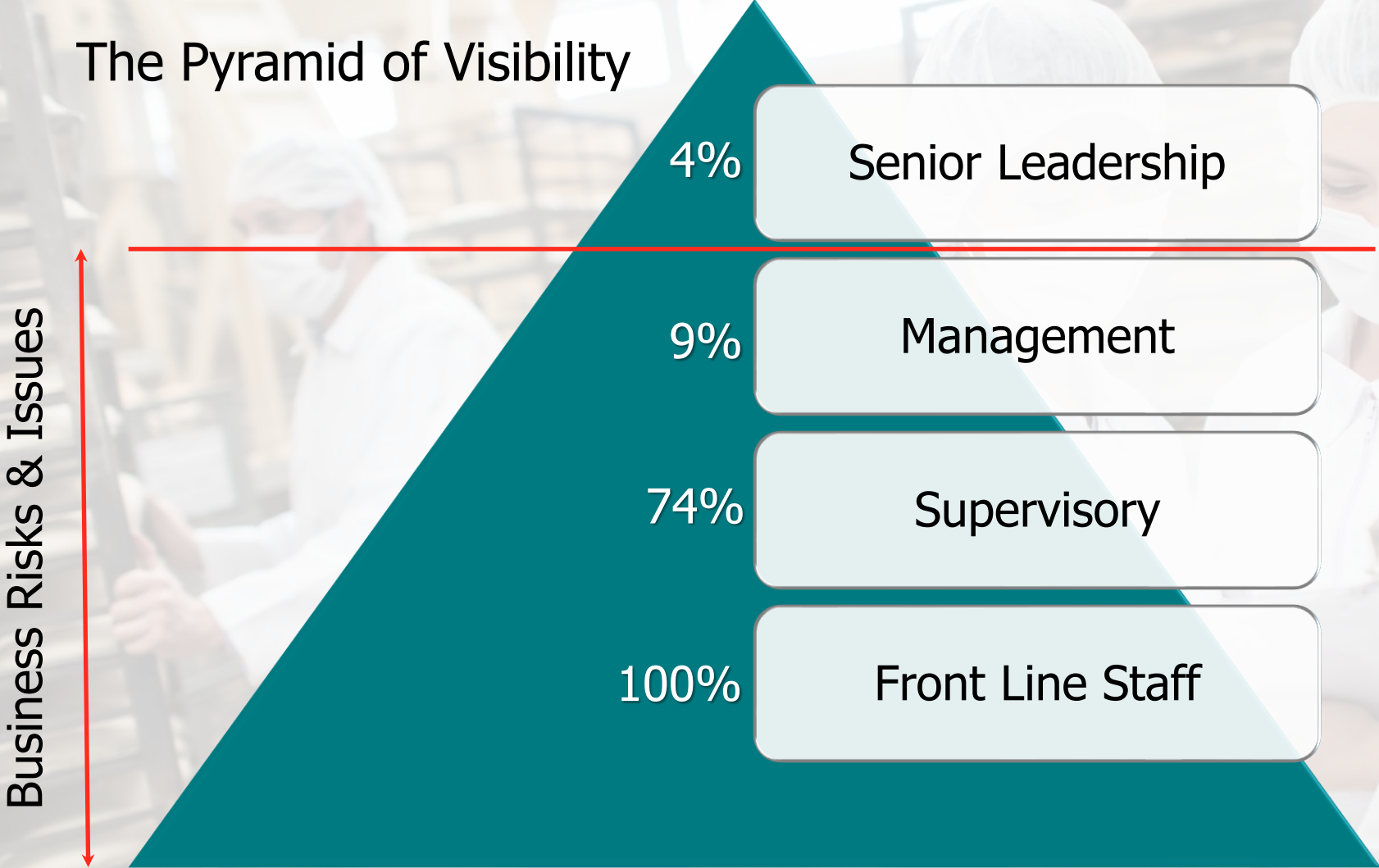


By Royal Charter

bsi.

Why 'Culture' is Important to Leadership...

The Pyramid of Visibility



Understanding Your 'Food Safety Culture'

Doubt

"Who cares as long as we're not caught..."

React

"Food Safety is important, we do a lot every time we have an incident..."

Know

"We have systems in place to manage all Food Safety hazards and risks..."

Predict

"Leadership and values drive continuous improvement..."

Internalize

"A Culture of Food Safety is how we do business around here..."

Engaging Leadership...

Are you engaging 'Leadership' or 'Management'..?

Leadership:

Leaders do what others know need to get done, but don't. Leaders challenge the status quo, effecting positive change in organizations, leading by example.

Management:

Managers build a strategic vision and break it down into a roadmap for their team to follow. Managers like data, figures, facts and are responsible for day-to-day efforts, who focus on work rules, processes, standards, and operating procedures.

Engaging Leadership...

Know Your Audience:

If you are engaging **Leadership**, then you need to position the vision, the positive change and how this will shape the future of your organization...

If you are engaging **Management**, then you need data, facts, figures to position the benefits, cost savings, increased efficiencies, the \$ value to the organization...

Both **Leadership** and **Management** are essential elements in any successful organization...

Ultimately, it comes down to how you engage your audience, using their language to gain buy-in...

Engaging Leadership...

When positioning the topic of 'Food Safety Culture', to gain the buy-in from Leadership, you must remember to focus on:

- What is it costing now?
- What will it save for the future?
- What do you need?
- What will be the benefits to the business?
- What will be the benefits to the workforce?

Try to avoid using acronyms or technical terminology that they may not understand...

Gaining Buy-In (Example A)



ABC Food Manufacturing Inc.

- 5,000 staff
- 24/7 operation
- 5 product recalls in 2019
- Staff attrition @ 40%
- Dated practices and equipment

So, how will improving the 'Culture' benefit the business..?

- Reduce the risk of cross-contamination
- Improve controls of our environmental monitoring programs
- Increase the level of compliance to our Food Safety Standard
- Improve the management of allergens

"So, through our proposed 'Food Safety Culture' strategy, we can reduce the probability of cross-contamination of microbiological contaminants, such as bacteria..."

Gaining Buy-In (Example B)



ABC Food Manufacturing Inc.

- 5,000 staff
- 24/7 operation
- 5 product recalls in 2019
- Staff attrition @ 40%
- Dated practices and equipment

So, how will improving the 'Culture' benefit the business..?

- \$ savings through fewer non-conforming products
- \$ savings through fewer product recalls (avg. @ \$5m)
- \$ savings through reduced staff attrition (10% @ \$1.8m)
- Improved reputation with key customers
- Improved staff engagement, empowerment and communication

"So, through our proposed 'Food Safety Culture' strategy, we aim to reduce X by Y, and save the business $\geq x$ \$..."



Identifying Learning Needs + Corresponding Metrics

PRESENTED BY SAGE MEDIA

Business Outcomes

VAGUE GOAL:

“Improve quality.”

“Understand our company's commitment to quality.”

“Perform regular quality testing.”

SPECIFIC/MEASURABLE GOAL:

“Decrease defects in X from 5% to 3% by end-of-year.”

“Perform and document daily quality testing based on ABC Standard.”

“Employees will be tested on XYZ Standard quarterly, and grades below 80% will require enrollment into training course.”



Do

What abilities or capabilities need to be **developed** for your team to do the thing you want them to do?



S

Know

Do people lack the knowledge of what to do, how to do it, or understand why it is important? What information would empower them to make better choices?





**Why
are
people
not
doing
the
thing?**

DOWNLOAD HERE

IAFP.SAGE.MEDIA

ASK QUESTIONS

INFO@SAGE.MEDIA

(720) 378-8340



FOOD SAFETY CULTURE

FLOWCHART

1. BUSINESS RESULTS

What are the business outcomes you want to achieve following a training initiative? Be as specific as possible, as in the following example: "The North American region will decrease allergen-related recalls by at least 20% compared to last year." Write yours here:

2. BEHAVIOR

What is the necessary behavior change that will achieve the above result? What action(s) do you want your team to take? Ensure that these are stated in terms that are **observable** and **measurable**. For example, "Employees will adhere to the required steps outlined in the company's Allergen Prevention Plan" by documenting findings, date of inspection, and their name." Write what skills, actions, or behaviors you want to see here:

3. KNOWLEDGE

What information, attitude shift, or perspective will help learners adopt the aforementioned behavior? Again, specificity is key here, so don't be afraid to overexplain the details of your goals. For example, "Employees must identify common allergens in the company's production (The Big-8), develop a personalized action plan for preventing allergen contamination, and obtain a minimum test score of 80% upon completion of the Allergen Prevention e-learning module." Outline what employees need to know here:

ADDITIONAL CONSIDERATIONS

The work doesn't stop here. Get creative and actively anticipate what obstacles may interfere with the success of your plan. For example, here are a few questions to ask yourself to inspire solutions before they become problems.

- What beliefs, biases, or "cultural artifacts" are potentially interfering?
- What hard-to-break habits are contributing?
- What environmental conditions need to be fixed **first**, before change can occur?
- Which presentation approaches would be ideal for this particular behavior change?

Food Safety

उत्पाद सुरक्षा

Seguridad Alimentaria

سلامة الغذاء



FOOD SAFETY
I Own it. I Live it.
HERSHEY

食品安全

Segurança dos Alimentos

Sécurité Alimentaire

Keselamatan Makanan

BDPS FOR A SUCCESSFUL FOOD SAFETY CULTURE ROLLOUT

Planning and Preparation

Communication Plan

Multi-Tiered Alignment

Measurement



I'M READY TO GO! ...NOW WHAT?



WHAT IS THE TIMING?

- What are the costs?
- When is budgeting?
- What can we do and when?



WHO CAN HELP?

- Food Safety/Quality
- Corporate Communications
- Marketing
- External Partners



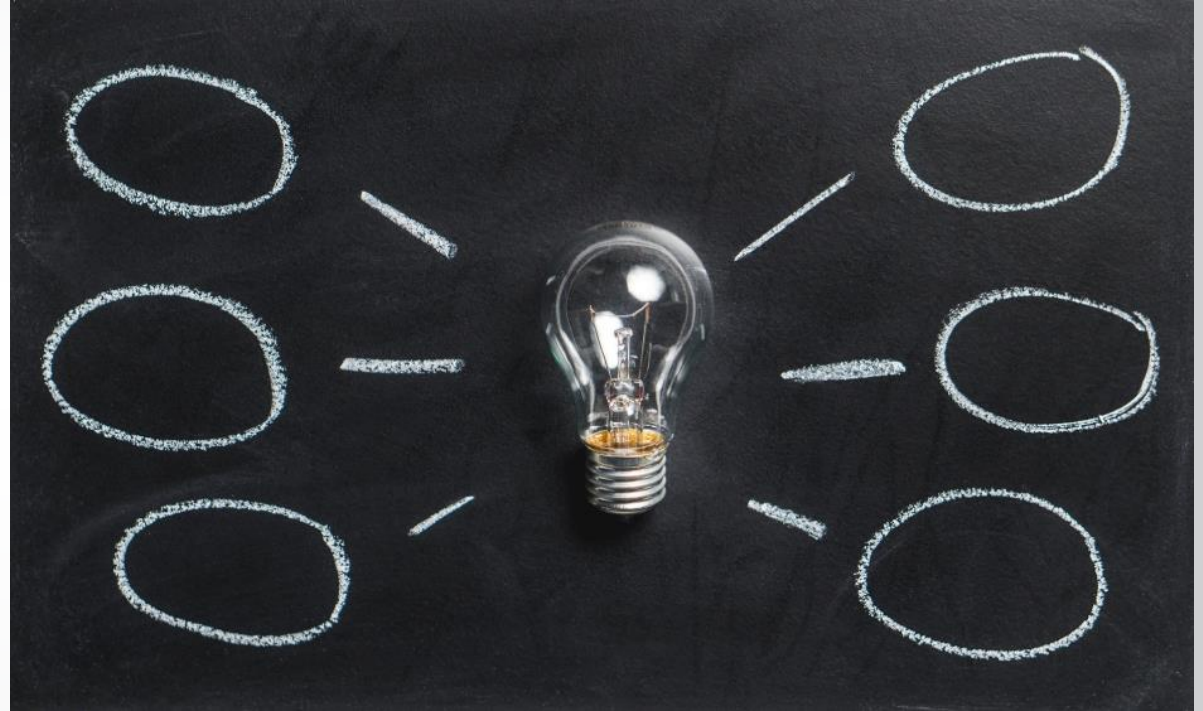
CREATING AN EFFECTIVE COMMUNICATION PLAN

- What are your messaging priorities?
- Who are your audiences?
- What are your channels?
- Refresh Frequency?
- What is most impactful at your organization?



GETTING MULTI-TIERED ALIGNMENT

- Leadership Support for Time
- Getting everything everywhere
- Making it stick

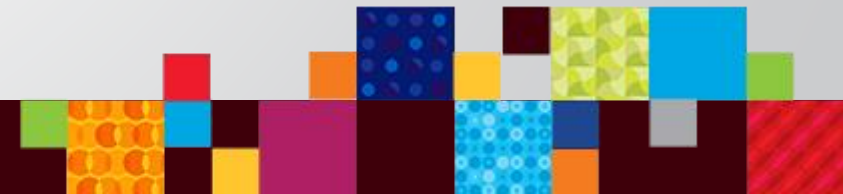


MEASUREMENT

- Maturity Model
- Behavioral Observations
- Surveys
- KPIs



IMPLEMENTATION IS A JOURNEY



KEY TAKEAWAYS

- Know your audience and start with the goal in mind
 - Use relevant data to get buy-in and super-charge your journey
- Identify the knowledge and behaviors necessary to accomplish the goal
 - Nothing is too simple – download the Sage Media form to get started
- Don't go alone – building a culture is a journey
 - Engage others and use external resources when necessary





Questions?

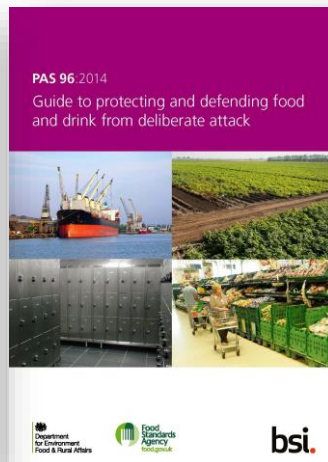
- Questions should be submitted to the presenters during the presentation via the **Questions section** at the right of the screen.
- This webinar is being recorded and will be available for access at www.foodprotection.org within 2 days.

Information & Next Steps

Useful Links:

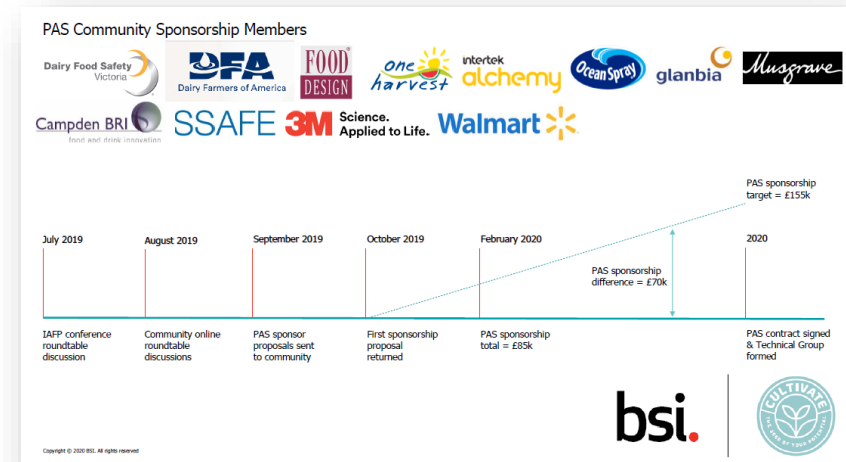
www.bsigroup.com/en-US/Industries-and-sectors/food-and-drink/

www.bsigroup.com/en-US/Industries-and-sectors/food-and-drink/food-training-courses/



A Culture of Food Safety – Publicly Available Specification

An open invitation to the IAFP community to get involved...



Neil Coole
Director – Food & Retail Sector
BSI Americas
Neil.Coole@bsigroup.com





Contact information for presenters

- Neil Coole BSI, Virginia, USA neil.coole@bsigroup.com
- Austin Welch Sage Media, Colorado, USA austin@sage.media
- Richard Fleming Sage Media, Colorado, USA richard@sage.media
- Megan Kenjora The Hershey Company, Pennsylvania, USA mkenjora@hersheys.com