International Association for Food Protection®

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Organized by the Food Safety Culture PDG

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Food Safety Culture - Part 1 of 7:   How to get Buy-In, Develop Metrics, and Properly Implement   **May 26, 11:00am (EST)**

Food Safety Culture - Part 2 of 7: Food Safety Culture & Communication - It's about People   **June 8, 11:00am (EST)**

Food Safety Culture - Part 3 of 7: Latest Food Safety Culture Research From Four Doctoral Researchers   **June 22, 11:00am (EST)**

Food Safety Culture - Part 4 of 7: SQF and Culture Improvements - Hear Practical Learnings From Two Companies   **July 6, 11:00am (EST)**

Food Safety Culture - Part 5 of 7: Evolving the Retailer Stand on Food Safety Audits; Culture and Behavioral Assessments   **July 13, 11:00am (EST)**

Food Safety Culture - Part 6 of 7: Dynamic Leadership by Supervisors = Strong Organizational Cultures   **July 22, 11:00am (EST)**

Food Safety Culture - Part 7 of 7: Building Strong Food Safety Cultures with Effective Training Programs   **August 17, 11:00 am (EST)**

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WEBINAR

Webinar Housekeeping

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Food Safety Culture - Part 5 of 7: Evolving the Retailer Stand on Food Safety Audits; Culture and Behavioral Assessments

Moderator: Lone Jespersen   Cultivate, Switzerland

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Today's Presenters

Andrew Clarke

Andrew is the Senior Director at Loblaw Companies Limited where he leads food safety and quality of control branded products. Andrew has extensive industry experience working in food safety, quality and auditing, having worked in food manufacturing, food service and also within the regulatory field auditing the application of food law for the UK Food Standards Agency. Passionate about food safety and auditing, Andrew is the Chairperson of the IAFP Food Safety Assessment, Audit and Inspection PDG.

Ray Bowe

Ray is Head of Food Safety & Quality at Musgrave since 2006 and has extensive food industry and supply chain experience. He served on the GFSI Technical Working Group on Food Safety Culture in 2017 / 2018 and is currently Chair of Food Safety Consultative Council at the Food Safety Authority of Ireland (FSAI).
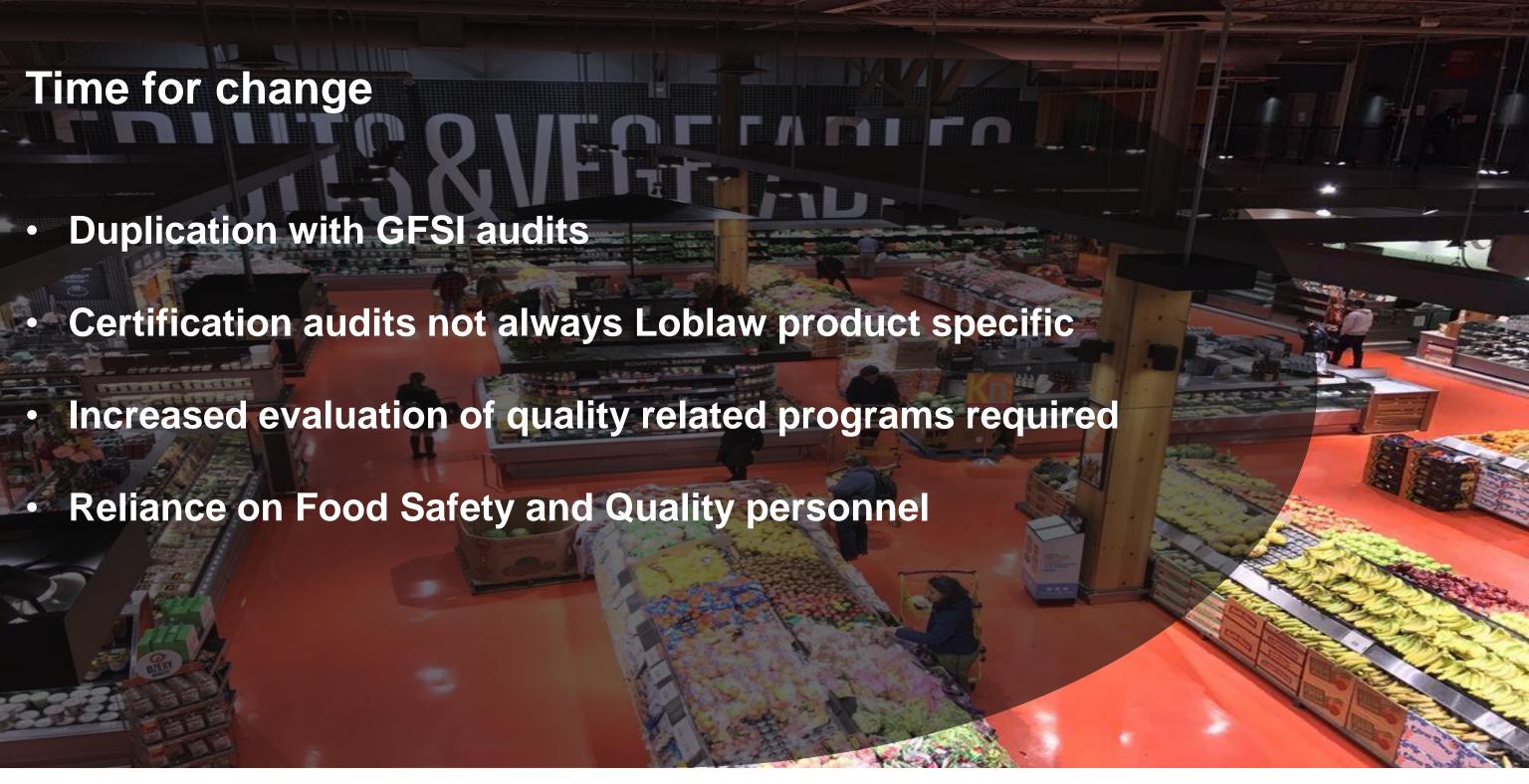
Dan Fone - Senior Director II, US SME - Food Safety, Walmart US

Dan has been in the food industry for more than 30 years. He has extensive knowledge of safety management and compliance systems within the US/LATAM/EU/UK legislative frameworks, as well as in other international locations. In May 2019, Fone accepted the position as senior director II and US Food Safety SME for Walmart US and in this role he leads the Walmart US food safety team in all aspects across the food safety continuum of Walmart's operations

Food Safety Culture - Part 5 of 7:

Evolving the Retailer Stand on Food Safety Audits; Culture and Behavioral Assessments

International Association for Food Protection

July 13th 2020

Andrew Clarke
Senior Director Quality Assurance

Time for change

- Duplication with GFSI audits

- Certification audits not always Loblaw product specific

- Increased evaluation of quality related programs required

- Reliance on Food Safety and Quality personnel

Loblaw
Companies
Limited

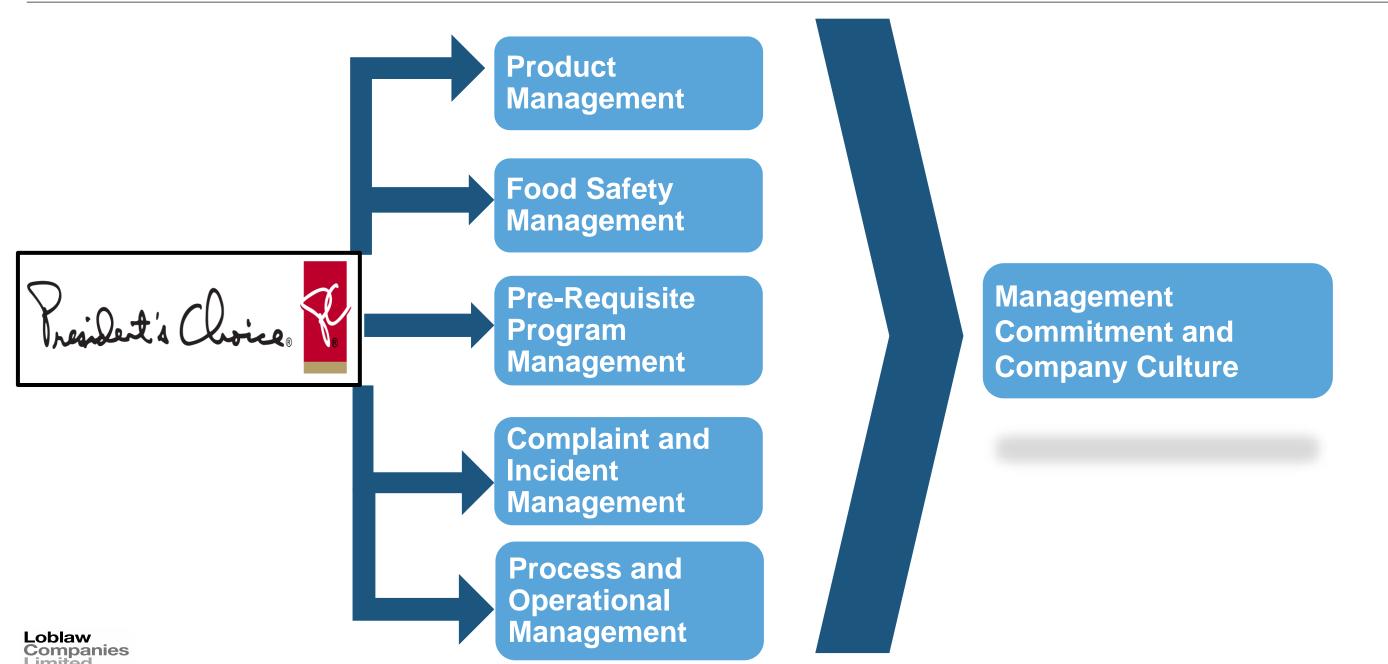# A Culture of Food Safety
A position Paper from the Global Food Safety Initiative (2018)

Behavioural observation can establish whether the desired behaviours are routinely practiced, which will only happen if employees believe they are required.

Hazards and Risk Awareness

Foundational Hazard Information and Education

Employee Engagement

Verify Hazard and Risk Awareness

Loblaw Companies Limited

Loblaw Vendor Audit

- **Behavior evaluation forms the basis of the audit**

- **Extensive training on audit techniques**

- **Engagement with a specialized 3rd Party**

- **Improvements with oversight and governance**

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Vertical Audit – return to the fundamentals

Loblaw Branded Product

Product Management

Food Safety Management

Pre-Requisite Program Management

Complaint and Incident Management

Process and Operational Management

Management Commitment and Company Culture

Program Evaluation

Assessing behaviors

Premises
Management and maintenance of site interior and exterior standards

→
- Employees completing inspections and facility audits
- Maintenance Employees
- Sanitation Team leader

Sanitation, Housekeeping and Hygiene
Housekeeping, sanitation and environmental monitoring programs

→
- Sanitation lead, sanitation employees
- Operational team leaders
- Lab/QA personnel

Foreign Material Control
Management and monitoring of physical hazards, equipment and process validations

→
- Maintenance lead/employees
- Operations employees
- QA/FS Personnel

Maintenance and equipment management
Preventative maintenance, temporary repairs, equipment commissioning, calibration and task verification

→
- Maintenance personnel
- Operations
- QA/FS
- HACCP team members

Pest Control
Program management and actions

→
- Sanitation personnel
- QA/FS
- Receiving/Dispatch personnel

Training and Competence
Employees, contractors and visitors

→
- Human Resources
- Operational employees
- Maintenance
- Plant Manager

Loblaw Companies Limited

11

Audit Outputs and conclusions

Product Management

Food Safety Management

Pre-Requisite Program Management

Complaint and Incident Management

Process and Operational Management

Discussion

Observations

Document/ Record review

Audit output

=

Management Commitment and Company Culture

Loblaw Companies Limited

Program Challenges

- **Time allocation**

- **Changing audit approach – non-GFSI**

- **Evaluating culture**

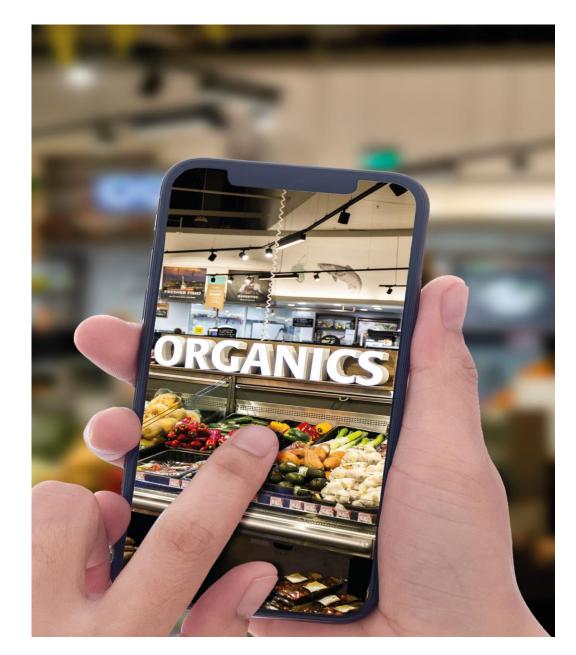- **Reporting – specifically competence and behavior (+/-)**

Conclusion

- **Audit Standards**

Planning is key, prepare for the audit and fully understand the audit requirements

- **Program relationships**

Understand the connection between different programs and management accountabilities

- **Team ownership**

Obtain information from **all** key personnel during audits – not just those in Food Safety/Quality roles

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Musgrave

- Retail, Wholesale, Foodservice & Food Export business / Turnover €3.9 Billion

- Feed one in three people in Ireland everyday

- Ireland's largest private sector employer, with over 41,000 employees

- We work with more than 1,000 independent retail partners across the Island of Ireland & Spain

- Our purpose is Growing Good Business by creating a sustainable, profitable business that benefits our shareholders, our people, partners, local communities & the wider Irish economy
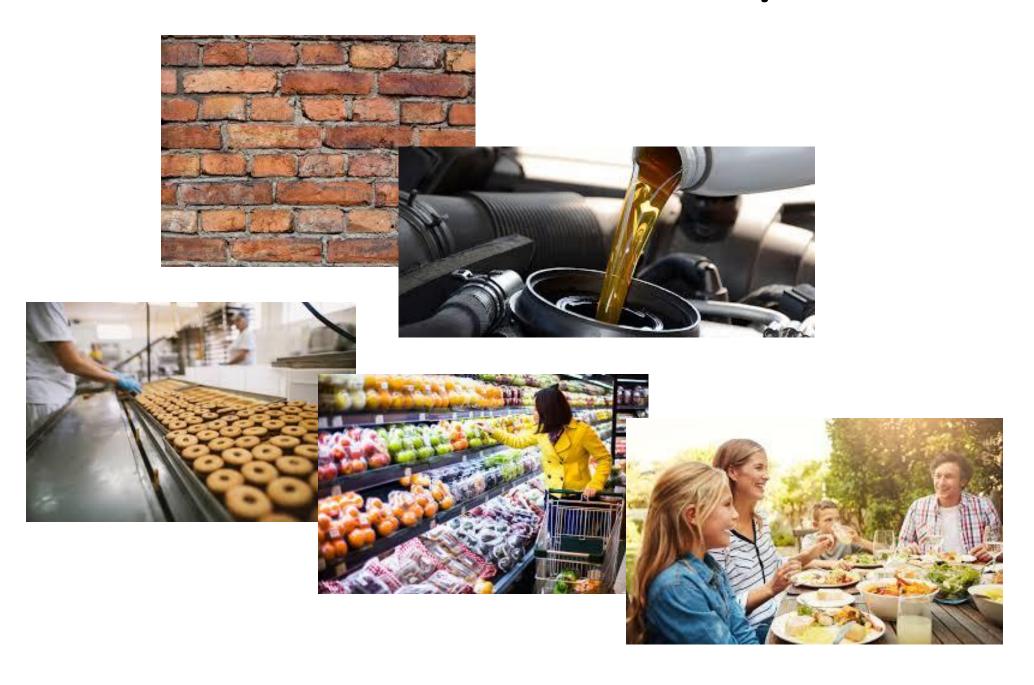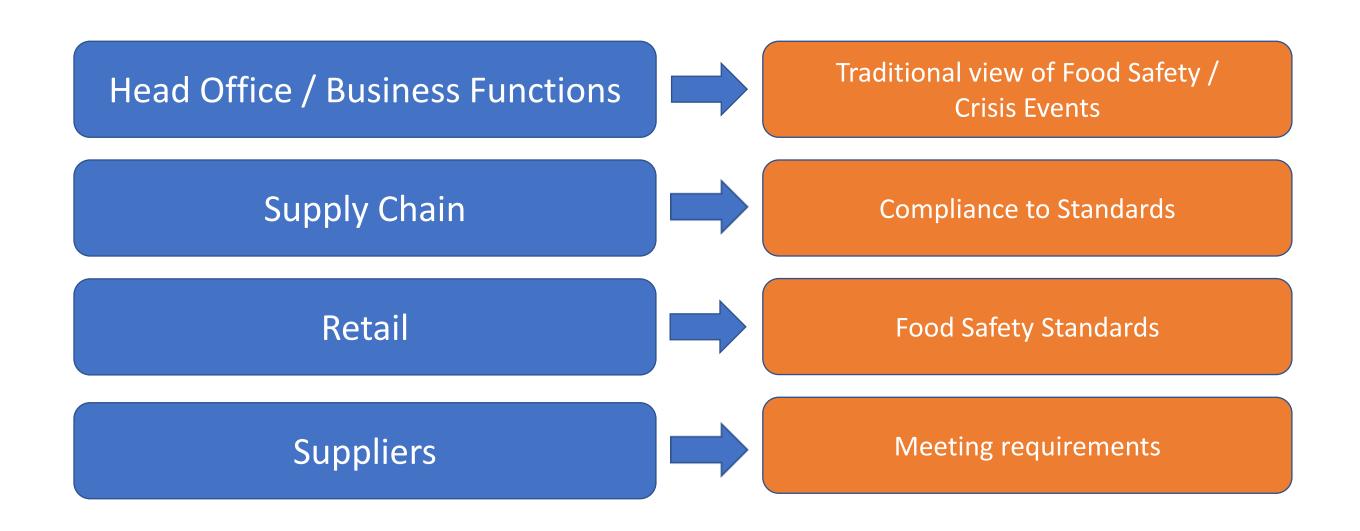
The Journey begins….

Our view of Food Safety Culture

Food Safety Culture Starting Point...

Head Office / Business Functions	→	Traditional view of Food Safety / Crisis Events
Supply Chain	→	Compliance to Standards
Retail	→	Food Safety Standards
Suppliers	→	Meeting requirements

Our Food Safety Culture Vision

- *To change the understanding, ownership and engagement of all our stakeholders in Food Safety by positively influencing Food Safety Culture at all stages of the supply chain.*

- *This will improve Food safety culture in tangible and intangible ways and ensure that the food we sell to our consumers is always safe*

Food Safety Culture Requirements in Musgrave Standards

- Own Brand Supplier Standard and Audits includes clauses and assessment of Food Safety Culture

- New Musgrave Retail Food Safety Standard (launched this month) now includes assessment of FSC during Retail Audits

- Training of Auditors in FSC Assessment by Cultivate

Result : Food Safety Culture embedded as ongoing requirement

Changes to Retail Audit Approach

- Changed Retail Food Safety Audit Service Provider

- Revised Retail Food Safety Standard & Food Safety Manual

- Increase frequency of unannounced audits

- Improve ease, speed of electronic audit reporting & closeout

- Increase live reporting of audit trends

Result : Signals that change to ways of working are real

Food Safety Week

- Initial focus on Internal Colleagues
- Mascot (Bob the Bug)
- Campaign logo / printed materials
- Competitions / Quiz
- ATP Hand swab competitions
- Online information

Result : Food safety relevant to everyone's role / ongoing engagement

Managing Director Martin Kelleher officially cutting the ribbon to launch Food Safety Week, helped by our Mascot Bob the Bug and the Team in Cork

Food Safety Week Message

Creating a Strong Food Safety Culture throughout the Supply Chain to Consumer

Suppliers

Musgrave Food Safety Week Awareness

Suppliers are aware of the strong Food Safety Culture across the Musgrave Business and the importance of embedding this in all areas of their own facilities 'zero tolerance approach'

MRPI

Food Safety - Overall

MRPI staff will understand their responsibility when it comes to Food Safety in Work/Retail and Home. FSW will further embed the Food safety Culture in MRPI.

Food Safety starts with me
Handwashing
Temperature
Allergen
Food Safety in numbers

Retailer

Allergens

All staff in store will understand the criticality of Allergen awareness in Store ,how to handle consumer queries and have the correct signage in place.

(Allergen Quick Reference Guide
Allergen Signage update
-All available on the Dashboard
-Text message to be sent to all stores Monday Morning)

Consumer

Handwashing

Consumers will understand the importance of Handwashing and through the 'Rufus handwashing' tools will also convey this message to Kids

Engaging outside Musgrave

Result : Improving our external awareness

Additional Initiatives

Result : Raises Internal Engagement

So what are our results to date

Head Office & Business Functions

Food Safety recognition at Board level

Acquisitions

Food Safety as Pre-requisite in all Depts

Supply Chain

Consolidated three external FS accreditations to FSSC 22000

Food Safety as Pre-requisite for all colleagues

Suppliers

Reduction in Critical Food safety recalls of Own Brand products

Improved compliance to Musgrave Food Safety Standard

Retail

Improved Retail Food safety Audit Scores

15,000 colleagues retrained through re-designed programme

Improved ownership of Food Safety by Owners & Managers

Conclusion

- Through having a clear focus on how Food Safety Culture needed to change we have successfully "moved the dial" and increased engagement across the business
- This has created positive & tangible results
- Our processes and products are safer
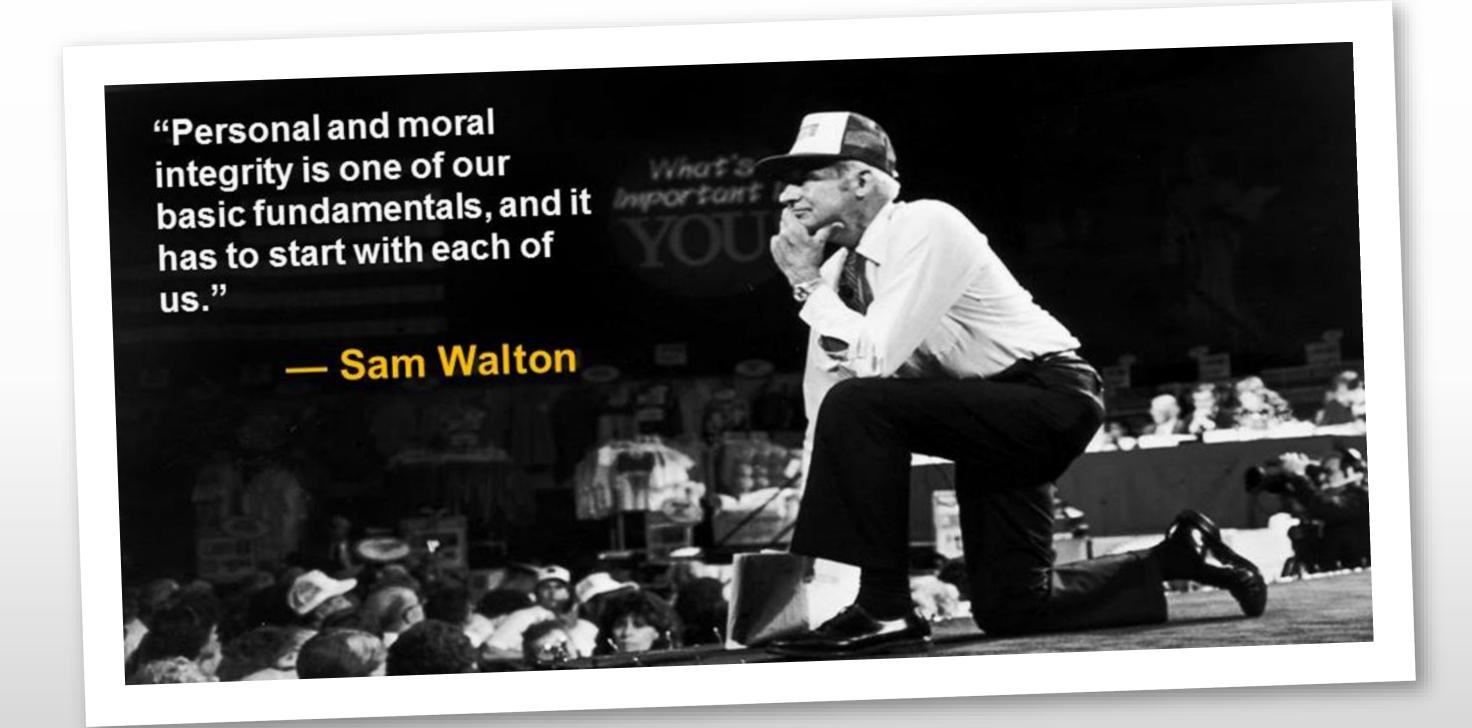- Changing Food Safety Culture is key to sustainable change
- We have more to do……

The Future Journey

Food Safety Culture at Walmart

July 13th, 2020

"Personal and moral integrity is one of our basic fundamentals, and it has to start with each of us."
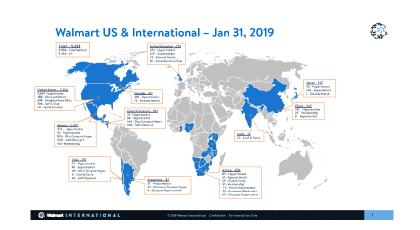
— Sam Walton

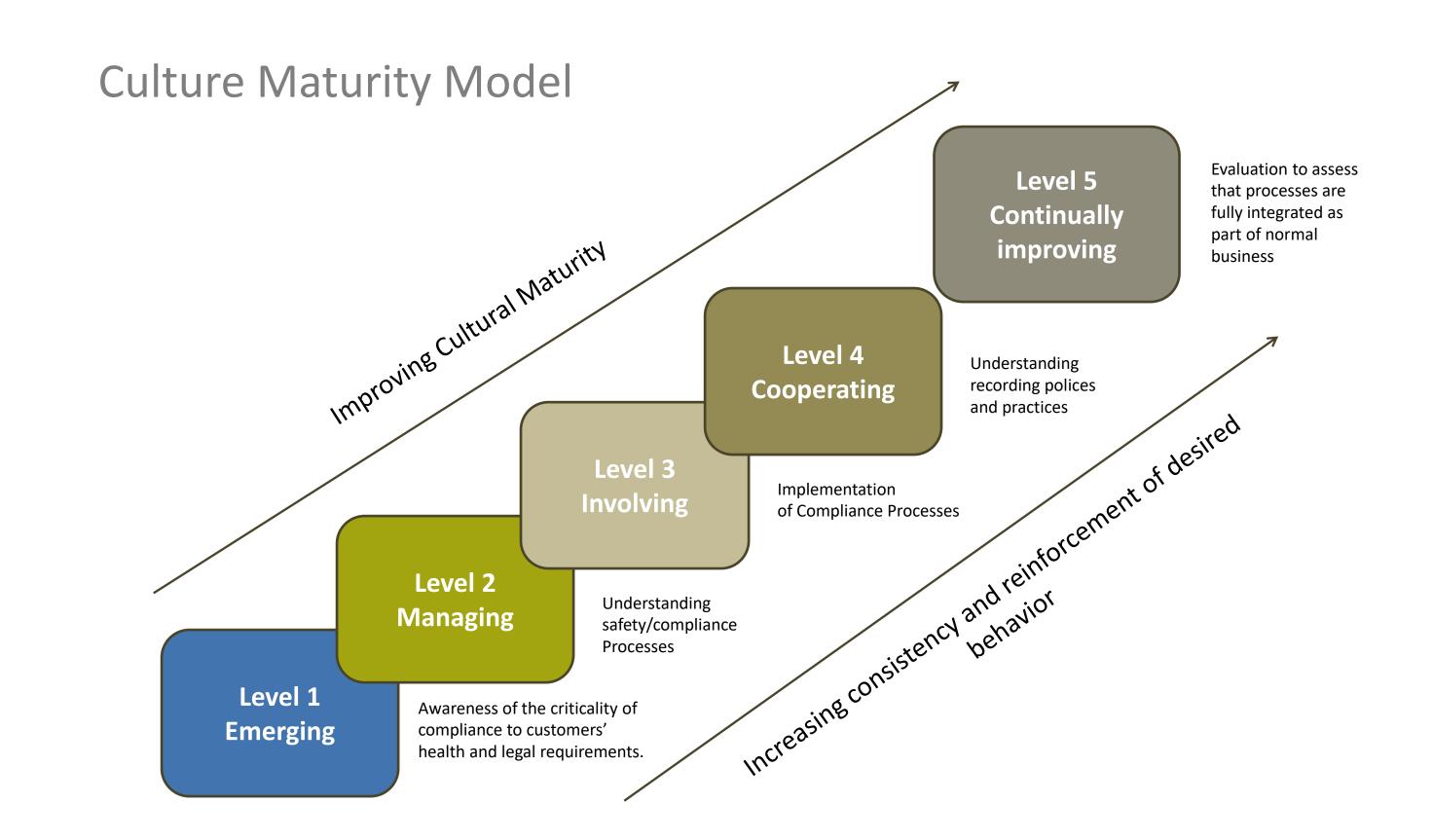2.3m+ associates & colleagues

265m customers per week

27 countries

eCommerce platforms

c11,500 stores & clubs
100s DCs & FCs
>50 manufacturing plants

56 banners

What is food safety maturity?

Culture Maturity Model

Level 1 Emerging

Level 2 Managing

Level 3 Involving

Level 4 Cooperating

Level 5 Continually improving

Improving Cultural Maturity

Increasing consistency and reinforcement of desired behavior

Awareness of the criticality of compliance to customers' health and legal requirements.

Understanding safety/compliance Processes

Implementation of Compliance Processes

Understanding recording polices and practices

Evaluation to assess that processes are fully integrated as part of normal business

Attributes of a Food Safety Culture

1. **Create Food Safety Expectations**

2. **Educate & Train All Associates**

3. **Communicate Food Safety Frequently**

4. **Establish Food Safety Goals & Measurements**

5. **Consequences for Food Safety Behavior**

Walmar
Save money. Live be

refresh, renew, reinforce, reinvigorate

Global Food Safety Culture Center of Excellence
- Africa, Argentina, Central America, Chile, Japan, Mexico, UK, US
- Global Sourcing
- Continuous Improvement
- Global Standards & Controls

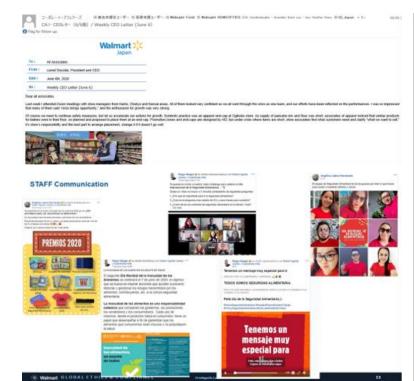| Desired Future State	A single message across all in-scope operations; clear understanding & application of sound food safety practices as part of 'this is how we work'; demonstrable commitment from top level management; incorporation of relevant messaging and processes throughout FSMS; an auditable framework for implementation in all markets; clear KPIs and other 'culture metrics'

Fundamentals

Training

Tools for the job

Time

THE ROAD AHEAD
LIFE AFTER COVID-19

"Change the way you look at things and the things you look at change."

Something we do…

NOT something else we have to do…

Questions?

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the **Questions section** at the right of the screen.

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