

Food Safety Culture PDG

Attendees: Lone Jespersen (Chair), Laura Nelson (Vice Chair), Jehaina Al Ali, Sultan Al Taher, Abimbola Allison, Mohamed Alshamsi, Shayma Altenaiji, Keith Amoroso, Angela Anandappa, Renee Anderson, Saif Arabi, Sadiye Aras, Bennett Armstrong, Jyoti Aryal, Hussam Azzam, Charles Bashiru Bakin, Kara Baldus, Brita Ball, Takiyah Ball, Shaheen Banabeela, Ata Al Baroudi, Avery Becker, Angela Bernoski, Roy Biggs, Elise Binder, Erika Bognar, Luc Bourbonniere, Pardeepinder Brar, Camille Brewer, Laura Bunyan, Daniela Buosi, Marlita Burford, Briana Burke, Laurel Burke, Ronald Burke, Dennis Burson, Joyce Cao, Anne Carr, Komita Carrington, Anindya Chanda, Charita Chapman, Yuhuan Chen, Anika Chowdhury, Shahidullah Chowdhury, Antonio Cid, Andrew Clarke, Neil Coole, Alison Cousins, Darlene Cowart, Courtney Crist, Tracey David, Lindsey Day, Thomas De Bock, Kris De Smet, Nathan Decker, Jamie Dement, Marie Dionne, Denise Eblen, Abdul Azeez Ebrahim, Bertrand Emond, Ellen Evans, Khashayar Farrokhzad, Shelley Feist, Glen Feller, Elise Forward, Julia Fritschel, Monica Galleguillos, Heather Garcia, Austin Gast, Kerri Gehring, Vinayak Ghate, Tim Gillam, Tia Glave, Peggy Good, Sarah Gooding, Joanna Griffiths, Alan Gutierrez, Lisa Hainstock, Scott Hall, Alexis Hamilton, Ahmed Hammad, Alex Hanley, Craig Henry, Deborah Henry, Edwin Hernandez, Amanda Hill, Joe Holt, Taryn Horr, Jennifer Hughes, Kristen Hunt, Liesbeth Jacxsens, Hetal Joshi, Md Niamul Kabir, Michael Kalish, Suwimon Keeratipibul, Megan Kenjora, Nicole Keresztes-James, Chanon Khamta, Larry Kohl, Naeun Kwon, Sakshi Lamba, Thomas Larsen, Loralyn Ledenbach, Joe Legrand, Girvin Liggans, Joanne Lim, David Limbaugh, Xiyang Liu, Tatiana Lorca, Lisa Lucore, Anna Mackay, Stephanie Maggio, Deon Mahoney, John Marcy, Karina Martino, Ryan Maus, Deborah McIntyre, Joanna Meyer, Joseph Meyer, Molly Mills, Nathan Mirdamadi, Paul Mitchell, Theo Morille-Hinds, Sara Mortimore, Marcia Murphy, John Mwangi, Angela Nguyen, Hung Nguyen-Viet, Kathleen O'Donnell, Adeniyi Odugbemi, Ikechukwu Oguadinma, Yemi Ogunrinola, Rose Omari, Richard Park, Bhavini Patel, Michael Peralta, Anne-Marie Perchech-Merrien, Brian Perry, Ruth Petran, Brian Poon, Laurie Post, Bill Potter, Gale Prince, Bhargavi Rane, Cari Rasmussen, Amy Rhodes, Michael Roberson, Catherine Rolfe, Blanca Ruiz, Yodlak Saengprao, John Saniga, Amreeta Sarjit, Britanny Saunier, Michele Sayles, Lester Schonberger, Dina Scott, Nicola Sharman, David Shelep, Weilin Shelver, John Sofos, Anna Starobin, Clint Stevenson, Greg Sutherland, Katie Swanson, Drew Tadd, Nicholas Tan, Carmen Tartera, Mori Tetsuya, Anna Townsend, Lisa Treiber, Corey Troutman, Tessa Tuytschaever, Akhila Vasan, Daniel Vassar, Ed Verosko, Carol Wallace, Kasey Ward, Austin Welch, Xuwen Wieneke, Niradha Withana Gamage, Wenqing Xu, Lily Yang, Kris Young, and Ming Zeng.

Number of Attendees: 184.

Meeting Called to Order: 1:02 p.m. Sunday, July 21, 2019 by Lone Jespersen.

Minutes Recording Secretary: Alexis Hamilton.

Old Business: None.

New Business:

Opening:

All about building up the capacity and topic of food safety culture to meet the changing landscape of food safety.

What do you want to see, and how can the PDG meet those needs?

Carol, Andrew, Laura, Megan, Lone, Nicola, Bertram.

Discussion Groups:

- 2020 proposals: Megan.
 - Really looking for really excited and motivated individuals.
 - Context: stuff generated last time, catch up on this, and maybe use some of this for topics in the year on in smaller groups; proposals for next year; use the generated stuff for suggestions for next year and be prepared for 2020; what did we propose this year? Can we refine this further?
 - CTA: proposal committee members.
 - Objective and deliverables: remind members of the great ideas that was generated over the past year; committee established.
 - Lead: Megan and Brita.
- GFSI position paper: Andrew.
 - Context: case studies; focus on active results; benchmarking document; insights in the 2018 webinars on content and practical learnings.
 - CTA: Members to volunteer and contribute case studies what they've deployed and help mature their food safety culture.
 - Obj and dev: educate the industry on the applied use of the GFSI position paper and industry efforts and tactics to mature food safety culture.
 - Lead: Laura, Andrew, Mark.
 - What is in the paper? What are people doing? How is it working? How could we improve upon this?
 - Looking for positive and practical – What worked? What didn't? Emphasis on case studies and the experience of using the GFSI document; best practices so that we can circulate throughout the industry.
 - Andrew: Really good document and not getting enough use.
- Learnings from the field: Bertram.
 - Context: Present update from BRC issue 8 on their culture findings, BSI food safety culture PSAs.
 - CTA: Members to volunteer and contribute lessons and stories from their culture journey; members to suggest good learnings from other sectors (outside food).
 - Obj and dev: Share experiences, learn from

others' mistakes and successes; pithy presentations highlight key learnings which can be used as case studies.

- Lead: Bertram and Niel.
- First benchmark standard for food safety culture in a business.
- Include defining activities that impact food safety, what activities will be taken, review of effectiveness of completed activities (next year); learning from mistakes; hosting RT by Cultivate (Neil); only way to compete with existing standards is to incorporate them/add to them/complement them; want to provide guidance; our role is to develop a standard with the industry and subject matter experts that sites can adopt.
- Trends, webinars, engagement: Nicola.
 - Keeps food safety culture alive throughout the year; get some excitement going in this space over the next year; hoping to incorporate everyone in the PDG; webinars through IAFP are now free!; hoping to generate several webinars from this PDG over the next few years; emphasis 2020 topics; hoping to do an article series ("learnings from practitioners"); create tools that professionals can use themselves surround culture and food safety;
- Context: publications since last meeting; 2019/2020 series of webinars, ask for leaders to be included in this before the meeting; quarterly round up of food safety culture in the news through webinars.
 - CTA: Trends on co-authors, engagement committee.
 - Obj and dev: Provide overview of published material since last meeting; gather input to further knowledge sharing needs and suggestions; list of published material since last meeting posted on share; suggested topics and formats for further knowledge sharing.
 - Lead: Nicola, Lone, Lis.
- Research needs: Carol.
 - Context: update on research from Salus presentations at IAFP EU Symposium; identify academics in room or known to PDG members who are working in the area; show and tell on research topics.
 - Food safety science group: Salus.
 - CTA: members to share their ideas for research needs and what they would like to hear at IAFP future platforms and webinars.
 - Obj and development: Researchers and practitioners together – let's share knowledge to move food safety performance forward; presentation plans for future PDG meetings; symposia proposals; IAFP workshops; accessible articles.
 - Lead: Carol, Ellen, Clint.
 - Work with academics, industry – What do you need? What questions do you have that haven't been answered yet? How can the PDG address

that? Is current research meeting industry needs?

- Share knowledge to improve FSC performance.

Post-group:

- Went around the room and each group reported out.

Report out:

- Group #1: 2020 proposals.
 - Back to Basics: Good Manufacturing Practices as a way to improve food safety culture (working title).
 - Austin Gant, Joanna Griffiths, Angela Bernoski.
 - Stuck in the Middle: How to Set Clear Food Safety Expectations through the Middle Layer of Management – Reviving from last year's submission.
 - Megan Kenjora, Alison Cousins (Alison.cousins@bsigroup.com), Daniela Buosi (Daniela.mengarda@brf-br.com).
 - Food safety culture as part of national, organizational, and other areas (people safety, innovation, continuous improvement, etc.); how to make an impact (organizational resiliency will also come into the concept).
 - Joanna Griffiths, Sara Mortimore, Neil Coole (neil.coole@bsigroup.com), and Brian Perry, Ronald Burke (Ronald.burke@ardentmills.com).
 - Leveraging modern pedagogical tools, techniques and concepts for teaching. Critical Thinking/problem solving in food safety environment.
 - Michael Kalish, Kara Baldus, Austin Welch (austin@sagemedia.com), Dina Scott (dascott@darden.com).
 - Food safety culture across the supply chain – people as the common denominator.
 - Neil Coole (neil.coole@bsigroup.com), Joanna Meyer. (Joanna.Meyer@mc-laneco.com), Akhila Vasan (avasan@iit.edu).
 - One Size Does Not Fit All: The Need for Customized Food Safety Engagement Around the World – reviving from last year.
 - Megan Kenjora, Elise Forward (Elise@ForwardFoodSolutions.com).
- Group #2: GFSI position paper.
 - GFSI Document – the usage of the document and what does the industry want to be successful?
 - Overall low number of downloads and no one spoken with had used the document within their business.
 - Activities completed or suggested:
 - Mentoring program in place throughout the business in terms of food safety.
 - Determining metrics – support required on how this can be achieved.

- Practical approach to defining metrics and assessing culture.
- Importance of engaging senior leadership – tips and tricks to inform them of what it is and the benefit of an effective FS culture.
- Support to identify “influencers” within a business to assist in continuing the message of food safety.
- Processes for communicating performance throughout a business, what works effectively at different levels of the business?
- How do you influence senior leadership, what tools can be used to influence and demonstrate the importance of behavior?
- Provide relevant stories to make it real and identify relevance to the intended audience.
- Discussion on performance throughout the business, empowering all employees to provide feedback and engage, provide tools to continue engagement.
 - Establish true values of what a business can achieve, long term planning for increased goals.
 - Have “culture champions” within a business, trained and resource point for others.
 - Communicate the importance of managing the most important GMPs, strategies for continued engagement.
 - Audit the plant/GMPs as a group to aid learnings.
 - Complexities of middle management/ supervisors and understand what can be done to engage them and ensure ownership – competing priorities and they become a potential bottleneck.
 - Similarities with other risk mitigation strategies, H&S etc. empower to have a holistic oversight of compliance.
 - Lack of action with repeated issues drives the wrong culture, becomes negative.
 - Actions to engage site leaders and identify bottlenecks.
 - Messaging and making it real, what's the norm? Need to provide the “whys” as well as the processes/programs.
 - Effective change management for existing, long term employees and new employees.
 - Leverage actions to provide catalysts for change to enforce rules.
 - Design systems to become habits and the normal way of doing things, remove confusion.
 - Consider employee retention and the reasons for a fluctuating workforce.
- Training references
 - Varying levels of education and different languages – action being taken to right size training to employee's needs.
 - Removing language from training material, pictorial training for everyone, training tool for industry considering literacy levels and languages barriers from different language spoken.
 - Stop retaining and hold managers accountable, drives ownership, reduces the burden to provide repeated training and shifts responsibilities.
 - Provide training and have SQF practitioners in every department (not just food safety).
 - Challenges:
 - Approach to assessing FS culture seen as a “score” and pass rather than a behavior assessment. Perception that actions can be taken to pass the assessment/audit.
- Group #3: Learnings from the Field.
- Bertrand Emond & Neil Coole.
- Breakout session.
- Bertrand covered the new BRC issue 8 and the new clause on Food Safety Culture.
- 1.1.2. The site's senior management shall have a documented strategic plan for the development and continuing improvement of food safety culture. This shall include:
 - Defined activities involving all sections of the company.
 - An action plan indicating how the activities will be undertaken and intended timescales.
 - Review of the effectiveness of completed activities. ***
- *** Audits against this bullet point to be deferred to year 2.
- Audits against this new clause started in February 2019.
 - This is now one the most common non conformities, ranging from no plan at all to poorly executed or covering wrong aspects.
 - Neil introduced the brand new BSI Food Safety Culture PAS (Publicly Available Specification) project and the roundtable planned for Tuesday morning.
 - Key areas where support is needed:
 - Communication.
 - How to have more effective comms (STOP Foodborne Illness videos).
 - How to communicate with senior executives, C suite.
 - How to engage C suite (Park Doctrine, Delaware Supreme Court ruling re. Blue Bells).
 - How to communicate with other parts of the business.
 - How to communicate messages as simply as possible without jargon.

- Key Performance Indicators (KPIs), Measurements.
 - How to set them right, how to get the right balance to ensure right behaviors are driven; consider cost/benefit.
 - How to create sense of urgency to drive change within business if have not had a crisis.
 - How to leverage other people's crisis to your benefit.
 - How to leverage own crisis to drive change.
 - How to integrate food safety related activities/initiatives to other programs including H&S, Environment, Continuous Improvement
- How to drive good behavior as a whole covering all aspects not just food safety.
- How to engage and communicate with your suppliers.
- Group #4: Trends, Webinars and Engagement.
 - Went over everyone's home countries/ states.
 - Emphasized creating a vibe of momentum and excitement about involvement and aim to keep it up over the next year.
 - Webinars are for everyone (check the IAFP Connect website).
 - Webinar ideas:
 - Update the recent Food Safety Culture webinar (from ~3 years ago).
 - Contact: Laurel Burke, Retail Food Safety Manager at Starbucks Coffee Company (lburke@starbucks.com).
 - Back to basics: roles and responsibilities (start with the "what we're doing at home and how you're doing the same thing at work on a larger scale"; food safety through the eyes of your mother-in-law).
 - How to insure there are better practices, change behaviors, are there things which have worked and which have not.
 - How to evaluate a good information source, resource and template.
 - General principles of food hygiene.
 - GFSI document.
 - Contact: Lone and Andrew.
 - Emphasize specific topics from paper.
 - About topics that did not make the annual meeting agenda.
 - Contact: Tracey David.
 - Resources for the PDG.
 - Contact: John Marcy, Research Professor at University of Arkansas (jmarcy@uark.edu); Amanda Hill, Chief Executive Officer of Dairy Food Safety Victoria (ahill@dairysafe.vic.gov.au); Alison Cousins, Global Food Training Director at BSI Group (alison.cousins@bsigroup.com).
- Showcase current research and emphasize future research needs toolkits: (1) validated tool used by Australian dairy sector (Amanda Hill), (2) BSI tool (Alison Cousins).
- PAS 96 as a free download (Alison Cousins).
- How to design your own assessment tool, improve your food safety culture plan.
- How are these assessment and training programs validated (what does that mean?) and then how do I evaluate it for customized use?
- Customizing the initial assessments (not so canned).
- Development and Effectiveness of an Online Food Safety Course.
 - Contact: Stephanie Maggio, Ph.D. student, offered to present webinar; Austin Welch; Austin Gast, Food Safety and QA Manager at CMI Orchards (austing@cmiorchards.com);
 - Focus on content, behavior changes, and method (potential for collaboration with Food Safety Education PDG).
- Food safety culture behavior.
 - Contact: Brittany Saunier, Director of Development at Partnership for Food Safety Education (bsaunier@fight-bac.org); Tracey David.
 - What you do at home is the same thing you do at work (just on different scales!) (Brittany Saunier).
 - Emphasize the interpretability of the sociology and psychology research to inform behavior modification techniques and implementation (Austin Gast).
 - People have a pride in what they do – let's build on this to improve the culture surrounding food safety.
 - Barriers to food safety culture implementation (international culture, language, migrant worker population, etc.). Who should be doing the work of communicating how to improve food safety culture (how to develop a team, who should be on the team and deliver this information? – good listener, good at open-ended questions, don't necessarily need to have the technical knowledge, auditors play role on back end but need more involvement at the front end, how does this contribute to business results).
- Miscellaneous ideas.
 - Incentive and reward systems.
 - Evaluating food safety culture (methods, documentation, checklists).
 - Industry-regulatory relations and go-betweens.
 - Practical applications by sectors.

- Bring STOP in and have them present on materials about how food safety has impacted individuals tug on heartstrings.
- Webinar for student PDG.
- Miscellaneous questions to be answered in webinar content.
 - What is important to the industry?
 - How do we get regulators on the same page as the industry?
 - Can any of this information be brought into business-specific decision-making?
 - How do we integrate this to improve regulatory compliance?
- Breakdown ideas into several webinar series.
- Need two-way communication – don't limit ourselves to just webinars.
- Will be contacted in one month about involvement in webinar development.
- Group #5: Research Needs for Culture Performance Improvement.
 - Salus Research update for IAFF FSC PDG:
 - Salus Group is a group of researchers with a mission is to provide evidence-based recommendations and practical and effective science-based solutions to strengthen and improve food safety culture and food protection throughout the food supply chain. Open to all researchers who are actively researching the field of Food safety culture or associated fields. We welcome new members.
 - Lots of research already done around food safety culture measurement and validated models are available. Ongoing research around 3 main areas:
 - Food Safety Culture improvement interventions:
 - Good practice interventions in German meat processing.
 - Food safety culture related to hand hygiene behaviors (Wales).
 - Culture-based intervention for cleaning optimization (Wales).
 - Systems-Practices-Culture interventions in SME manufacturers (Mauritius).
 - Links between food safety culture, organizational culture, ethical culture, human factors and food fraud.
 - Using human factors methods to understand the 2013 horsemeat scandal.
 - Food safety culture and ethical culture in food fraud.
- Impacts of food safety culture improvement.
 - Benefits to companies.
 - Impact on the bottom line.
- Research needs for culture performance improvement – Ideas from the working groups.
- Worker turnover/ senior leader turnover.
- What has to happen when the leader changes?
- Corporate Memory loss.
- Food safety training in the boardroom.
- Application of food safety culture in Catering sector studies–high staff turnover.
- Food service in hospitals – food safety culture throughout healthcare settings.
- Perceptions of who is responsible for FS and FSC.
- To give new people injection of FS, do the SQF implementation. Challenge them to ensure retention of learning. Who's going to take over?
- Senior managers – some have worked up and had training, other will have come straight in at the top. No real FSC or training for the most senior management.
- Business school curriculum.
- Linking up FSC leadership.
 - FSC and Business culture.
 - What are leaders?; how to select leaders.
 - Senior leadership involvement – not all businesses have seniors that are leaders. Neither do they understand FSC.
 - Spreadsheet warriors in the boardroom.
 - Research on behaviors that lead to major failures.
 - Training for venture capital firms and boardrooms – risk exposure and risk assessment with meaningful metrics.
 - Investing in business start-ups where the business proprietors have no food safety (or food) knowledge or experience – managing the risks.
 - Issues around people for whom food is a secondary job.
 - The last mile and sanitary transportation – delivery workers etc.
 - Home education; consumer education; Food safety in secondary food safety airline staff, etc.
 - Sanitary transport and distribution – with FSMA, what does FSC really require from everyone from loader, to receiver to the driver. What does a company expect a driver to do in the event of an incident.
 - Use of computer based training and virtual reality training tools to assist with culture.
 - AI and other media training.
 - NC state – course, virtual reality training, FSC for a small dairy – assess behavior change and engagement. Needs analysis.
 - Links between FSC and rules and regulations.
 - Regulation on culture; Unregulated steps.

- Daniela Meadow – leverage points for environmental movement. Impact on organizations – identify the pin points.
- Companies that absorb food businesses – how do they transfer their thoughts to food safety.
- Improvement interventions.
- Impact on improvement and bottom line.
- Supplier food safety culture, to understand supply chains.
- Industry – not particularly aware of how to access research journals.
- Need accessible list of FSC related research to provide to companies. FSC research publications.

Recommendations to the Executive Board:

1. Approve Laura Nelson as Vice Chair.

Next Meeting Date: August 2–5, 2020, Cleveland, Ohio.

Meeting Adjourned: 2:57 p.m.

Chairperson: Lone Jespersen.