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.
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
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
Why ‘Culture’ is Important to Leadership...

The Pyramid of Visibility

- **4%** Senior Leadership
- **9%** Management
- **74%** Supervisory
- **100%** Front Line Staff

Adaption from ‘Quality Improvement and TQC Management’
Sydney Yoshida – The Iceberg of Ignorance
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 ≥ 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?
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?
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 south central region will increase sales revenue 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 actions 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 Hazard Prevention Plan" by documenting findings, dealing with rejection, and their name. Fill in what skills, actions, or behaviors you want to see here.

3. KNOWLEDGE

What information, attitude shift, or perspective will help people adopt the aforementioned behavior? Again, specificity is key here, don’t be afraid to expand on the details of your goals. For example, "Employees must identify common allergens in the company’s production line" or "The EEP module develops a personalized action plan for preventing allergen contamination, and obtain a minimum test score of 80% upon completion of the Hazard Prevention Training module." Outline what knowledge employees need to stop here.

ADDITIONAL CONSIDERATIONS

The word doesn’t stop here. Get creative and artistic; articulate what obstacles may interfere with the success of your plan. For example, here are a few questions to ask yourself to inspire solutions before the implementation:

- 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

स्वाद सुरक्षा

Seguridad Alimentaria

سلامة الغذاء

FOOD SAFETY
I Own it. I Live it.
HERSHEY

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](http://www.foodprotection.org) within 2 days.
Information & Next Steps

Useful Links:


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