



International Association for
Food Protection®

Food Safety Culture at the Source: Leading Strong Practices in Primary Seafood Processing

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Presenters

Christina DeWitt, Speaker

Oregon State University - Seafood Lab

Sarah Nayani, Speaker

Arctic Storm Management Group


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John Boyce, Moderator

Cultivate SA





**The shared values,
beliefs, and norms that
affect Food Safety
behavior: *Food safety
culture in seafood
processing***

*Christina A. Mireles DeWitt
Oregon State University*

Food Safety Culture is More than Compliance

- Systems, audits, and HACCP plans are important.

- However, food safety culture is demonstrated by:
 - ✓ Employees making good food safety decisions when no one is watching....

Understanding Creates Ownership

Comments I frequently hear during training:

“Now I understand why QA is always collecting all this information and why they need it from me..”

“Food safety seemed so complicated, but now it makes more sense...”

When employees understand....



Why records are collected



Why monitoring is required



Why procedures matter



Food safety becomes more than a task, it becomes part of their responsibility

Building Shared Values Across the Organization

Food safety culture cannot reside solely with QA

Successful programs engage:

- Production
- Sanitation
- Maintenance
- Engineering
- Marketing
- Supervisors
- Management
- QA/QC

✓ The strongest cultures are built when everyone understands their role in protecting product integrity.



Repetition

Reinforces

Expectations

Recurring training

- Reinforces expectations
- Maintains awareness
- Addresses turnover
- Reduces complacency
- Demonstrates management commitment

Employees notice when leadership continues to invest in food safety education

“Culture is built through repetition.”



Food Safety Culture From the Other Side of the Table

Presented by Shawna L. Wagner, Vice President of
Certification Services

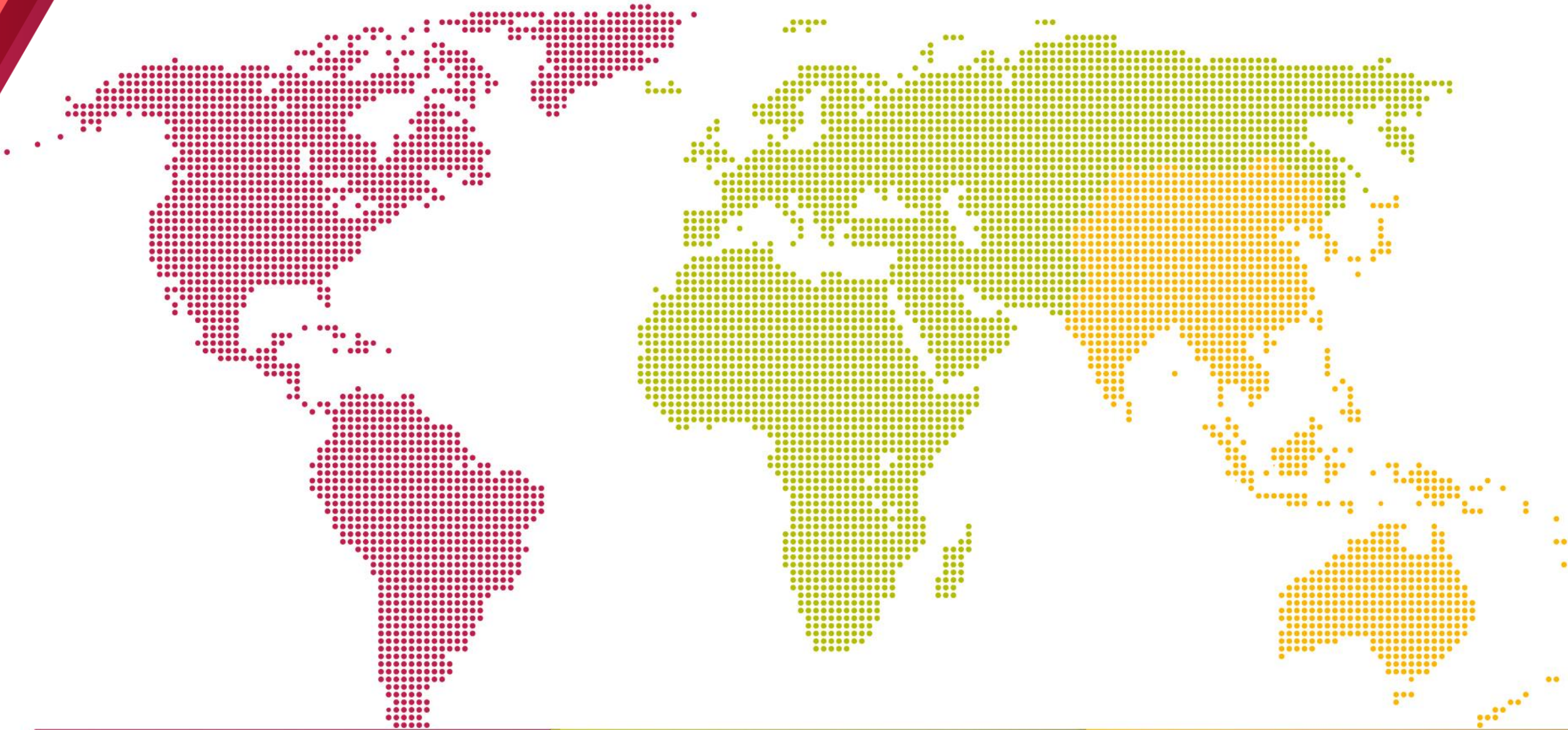


Mission

We positively impact the food supply chain by promoting food integrity, fostering continuous education, and helping our customers navigate the complexities of the food industry.



Global Reach



 Americas

 Europe, Middle East and Africa

 Asia Pacific



Focus on your people first

**Developing people
directly affects employee
engagements**





What is Food Safety Culture in Certification?

- Every standard has their own definition and specific clauses to adhere to
- Standards have been focused on this subject and trends suggest this will continue
- Food Safety Management system and Senior Management



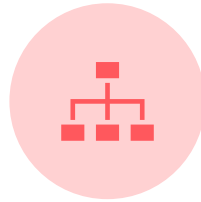
Food Safety Culture Common “Buzz Words”



SURVEYS



KEY PERFORMANCE
INDICATORS



TOP-DOWN
APPROACH



REWARDS AND
RECOGNITION



TRAINING



VALUES



What are auditors trained to look for. It is more than just a survey!





KPIs in Food Safety Culture



Define what are your goals

Measurable, Drive Success

Goal was short of expectations, now what?



Top Nonconformances

No measurable
goals/KPIs

Lack of corrective
actions

Employees
understanding of
Food Safety
Culture



THANK YOU!

Shawna L. Wagner

Vice President of Certification

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Food Safety & Quality Culture



at Arctic Storm



Who We Are

- At-sea processing company
- Catch and process fish onboard
 - Wild Alaska Pollock in Bering Sea, Alaska
 - Pacific Whiting (Hake) on West Coast, off Washington and Oregon
- Two vessels, each with full factory, 130-165 crew onboard
- Produce frozen fillets, surimi, roe, as well as fishmeal and fish oil

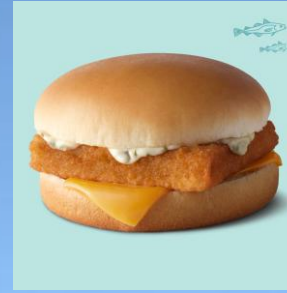


Photo credit: NYT Cooking



Remote Locations

- Processing at-sea, sometimes up to 48 hours away from port
- Need all equipment, supplies, and specialized knowledge onboard
- Requires extra levels of communication between crew and corporate office
- Crew onboard must be the food safety culture leaders



Our Values

- Safety, Quality, Quantity – in that order!





People Make the Difference

- Commitment to food safety & quality is a living, breathing commitment
- Continuous support and reinforcement from CEO
- Creative, collaborative, solution-oriented leaders
- Communication



Training

- Bring onsite training to team
- Offer to all departments and corporate office, and have them take together
- Becomes teambuilding exercise
- Reinforce with visuals, showing our crew



Communication

- Meetings
 - Pre-season meeting, all departments
 - Weekly vessel meetings & corporate meetings
 - Monthly FSQ meetings
- Tours of customer factories
- Invite customers to vessels, present feedback to our team
- Website for document-controlled FSQ manuals & forms, with pre-season review
- Internal and external audits
- Newsletter
- Posters



Internal Audits

- Onboard internal auditor training offered for vessel crew and corporate team
- Great way to bring other departments into food safety & quality program to new levels
- Continual improvement, helpful to have as many eyes as we can have on FSQ!



Newsletter

- Highlight timely items or opportunities
- Provide KPI updates
- Provide culture goal updates
- Highlight successes and areas of improvement
- Audit findings
- Employee of the Quarter
- Try to make it fun



FOOD SAFETY & QUALITY GOALS

CULTURE GOALS

Crew Recognition & Training


"On the ocean, we secure the best product even further to shore"

The Vessel Leadership Team and Office Food Safety & Quality Team selected the first Food Safety & Quality Employees of the Quarter, one from each vessel. Winners were presented with a signed certificate and a cash prize, and are featured in this newsletter. A positive outcome we didn't initially anticipate when we set the recognition goal was that the development and selection of Employees of the Quarter led to great discussions between vessel and office managers about what qualities we're looking for (such as leadership, initiative, follow-through, consistency), and amongst the vessel teams about who should be selected.

Food Safety & Quality Employee of the Quarter - Q1 2025

Yvonne Dell

We are very lucky to have Yvonne as a key member of the Arctic Storm team. She brings years of experience to our operation. But more importantly, she brings an incredibly positive "can-do" attitude to work every day that can't help but rub off on those around her. She is a very good teacher who is extremely valuable in teaching and passing on our food safety practices and quality expectations to the new crew members that join us. She is a very hard worker who is never afraid of any job or challenge. She is ever vigilant and on the look-out for any potential food safety hazards, or areas where we might improve our operation. She continues to look for opportunities to advance her learning and skill base. And, she is simply a pleasure for her ship mates to be around and work with. We see a long and very promising future in Yvonne, and cannot think of a more deserving person for our first ever Food Safety and Quality Employee of the Quarter.




Wendy Garcia

For the first Arctic Fjord Food Safety and Quality Employee of the Quarter, vessel management selected Wendy Garcia! The entire team agreed that Wendy was an excellent choice and wanted to take this opportunity to highlight her great work ethic.

Wendy has worked on the Arctic Fjord for a few years and takes her job very seriously. She is known for following food safety requirements like always properly wearing her hairnet, having a food-safe and clean locker, and showing up on time to her shifts. Wendy has good attitude, is a team player, and is always willing to work where needed.

We are very lucky to have Wendy onboard Arctic Fjord, and ecstatic to highlight her as our first ever Food Safety and Quality Employee of the Quarter.




WELCOME LETTER

Hello Arctic Storm & Arctic Fjord crew and ASMO office, Welcome to our first quarterly Food Safety and Quality Newsletter. We'll use this newsletter to communicate updates on our food safety and quality goals and objectives, provide audit and inspection takeaways, update you on best practices and industry changes, support continual improvement, generate new ideas, and acknowledge the incredible work you do to create a high-quality delicious product that is eaten all over the world.

Our company exists to provide a food product, and every person who works on the vessels and in the office has an important role to play towards the mission and culture of food safety and quality - regardless of if that's the direct focus of your job. Every job at our company supports that effort - including hiring the right employees; onboarding and training new employees; ordering and safely storing packaging, parts, and supplies; repairing and maintaining equipment; navigation and fishing in the right places at the right times for the best quality fish; safely bringing catch onboard; tracking catch and production; sorting and driving fish through machines; candling and grading; monitoring and testing quality; recording production information onto logs; aligning, weighing, and packing fillets; making water; mixing and extruding surimi; loading and breaking plate freezers; packing up and correctly labeling products; safely stacking product in cargo hold; maintaining

Office Food Safety & Quality Team

| | |
|---|--|
|  | Brett Johnson Vice President of Operations "My favorite way to eat pollock is Ranillo's crispy fried pollock with spicy sweet and sour sauce." |
|  | Sarah Nayani Director of Compliance "My favorite ways to eat pollock are pollock & grits from Where Ya At Mart, California rolls, and Wendy's pollock sandwich." |
|  | Craig Anderson Quality Control Specialist "I like my pollock fresh from the candling table, microwaved in a paper cup for 2 minutes. Then report flavor, odor, texture to the QC. Nothing beats fresh pollock!" |
|  | Jacob Christensen Business & Sales Manager "My favorite way to eat pollock is shredded surimi in Poke bowls, or as Tarako in Onigiri!" |
|  | Sam Fikse Senior Buyer "My favorite is the el classico, Filet-O-Fish from McD's!" |
|  | Megan Anderson Food Compliance Specialist "My favorite way to eat pollock is as surimi in California rolls." |



Visuals

Just not
in our
food...





Eating What We Make

- Employee tastings
 - Competitions
- Our own product





Living Our Values

- Everything starts with the commitment and the people
- Cross-departmental training, communication, and team-building
- Proactive, ongoing, and creative reinforcement that's specific to your team – highlights them and the food you make





Questions?