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

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International Association for  
Food Protection®

# Food Safety Culture - Part 2 of 6: Food Safety Culture & Communication - It's about People

**Moderator:** Akhila Vasan    Institute for Food Safety & Health, Illinois, USA

## Sponsored by the IAFP Foundation

This webinar is being recorded and will be available to IAFP members within one week.

# 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](mailto:neil.coole@bsigroup.com)



Lone Jespersen

Lone Jespersen is principal and founder of Cultivate, an organization dedicated to helping global food businesses make safe, great-tasting food through cultural effectiveness. She has significant experience with manufacturing, having previously spent 11 years with Maple Leaf Foods leading the execution of the company's food safety strategy and operations learning strategy and prior to that engineering and operations roles in the global automobile industry.



Linda Smith

Linda Smith is the Partner and President of Smithcom and has worked in public relations in Canada for the last 35 years consulting to many of Canada's best-known companies. In 2010, she founded Smithcom, a leading boutique reputation management firm, after leading the Canadian operations of Fleishman-Hillard for 17 years.

Linda has extensive expertise in corporate affairs, issues management and crisis communications. She has worked for Maple Leaf Foods as an external consultant for 25 years and was a key communications advisor and spokesperson during a listeriosis outbreak which claimed 23 lives. Linda has counseled numerous other clients in a range of industries, including pharmaceutical, food and beverage and agriculture.

# Food Safety Culture - Part 2 of 6:

## Food Safety Culture & Communication It's about People

International Association for Food Protection

June 8<sup>th</sup> 2020

Neil Coole  
Director – Food & Retail  
BSI Americas



**bsi.**

# IAFP Webinar Recap – Part 1

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

- Utilizing data... understanding the cost
- Building a business case... what are the benefits
- Engaging Leadership... what do you want (specifics)
- Building a Food Safety Culture Team... who and why

# IAFP Webinar Recap – Part 1

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

- Business outcomes... setting specific goals
- Identifying learning needs... from the 'what' to the 'why'
- Implementation... effective communication plan
- Implementation... start with the goal in mind

...effective communication is key to success...

# Organizational Culture & Communication



Question:

What common factor features the majority of food safety incidents..?

Answer:

...People

# Organizational Culture & Communication

How can we engage others, and have an influence on employees and companies to commit to food safety?

Communicate the importance of 'why'...

'How' this supports your process...

The result of 'why' is 'what' you do...

# Organizational Culture & Communication

Being able to communicate effectively is perhaps the most important skill in our industry today...

Enabling us to effectively pass information to others, and to understand what is said to us and why...

A Culture of Food Safety is therefore a journey and not a destination...

Effective communication is the key to success...

# A Culture of Food Safety – ‘How To Guide’



**PAS 223:2011**  
Prerequisite programmes and design requirements for food safety in the manufacture and provision of food packaging



**PAS 96:2014**  
Guide to protecting and defending food and drink from deliberate attack





**PAS 1018:2017**  
Indirect, temperature-controlled refrigerated delivery services – Land transport of refrigerated parcels with intermediate transfer – Specification






# Food Safety Culture & Communication - It's about People

# Today



Drivers of change



Industry examples



# Drivers of change

# Definition

‘A company’s food safety culture is the shared values, norms, and beliefs that affect mindsets and behaviours toward food safety in, across, and throughout the company’

(GFSI, 2017)



# Definition

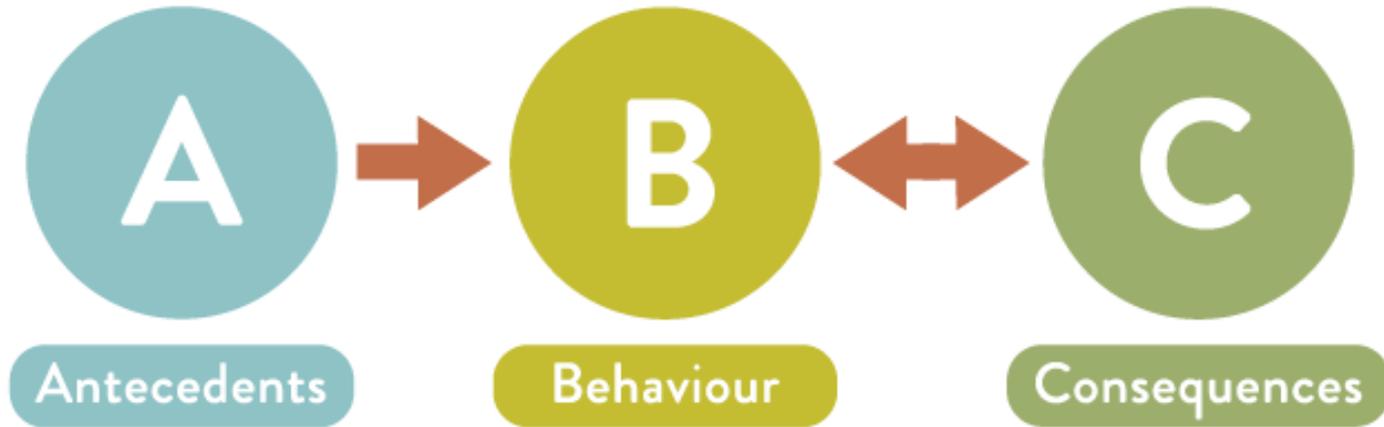
‘A company’s food safety culture is the **shared** values, norms, and beliefs that **affect** mindsets and behaviours toward food safety in, across, and throughout the company’

(GFSI, 2017)





# Changing and Sustaining Behaviours

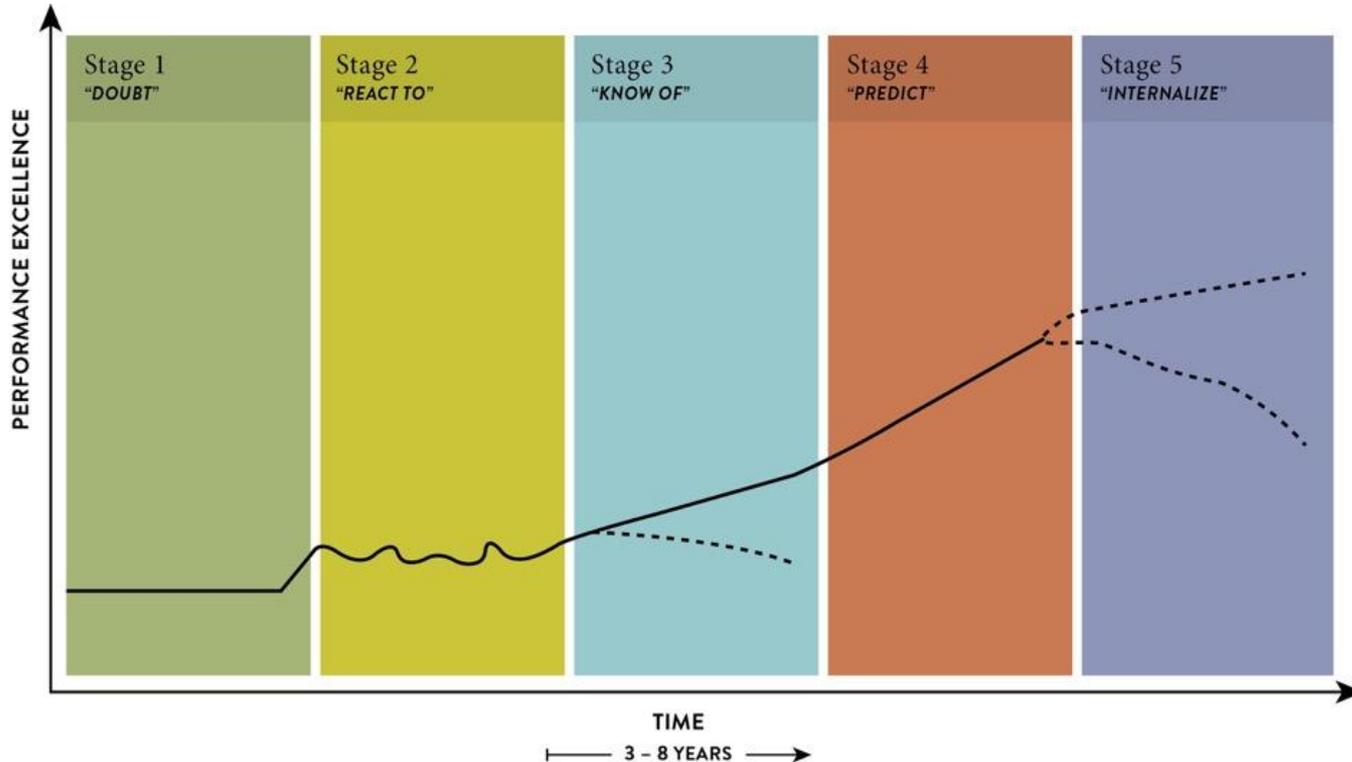


# Standard requirements

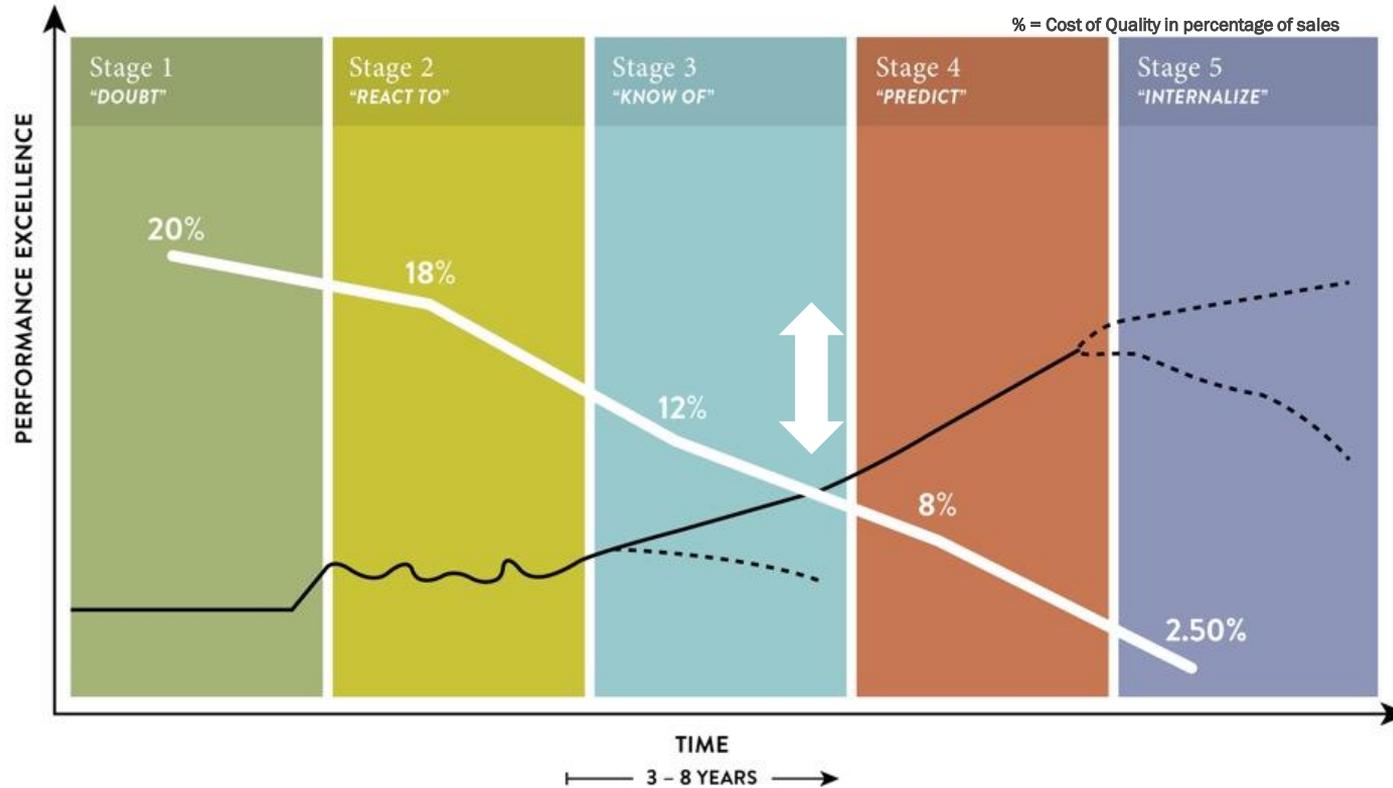
CLAUSE NUMBER	CLAUSE NAME	REQUIREMENTS
FSM 2	Management commitment and food safety culture	Evidence of the senior management's commitment to establish, implement, maintain and continuously improve the Food Safety Management System shall be provided. This shall include elements of food safety culture, at a minimum consisting of: communication, training, feedback from employees and performance measurement on food safety related activities.



# Culture Maturity



# Communicate Impact

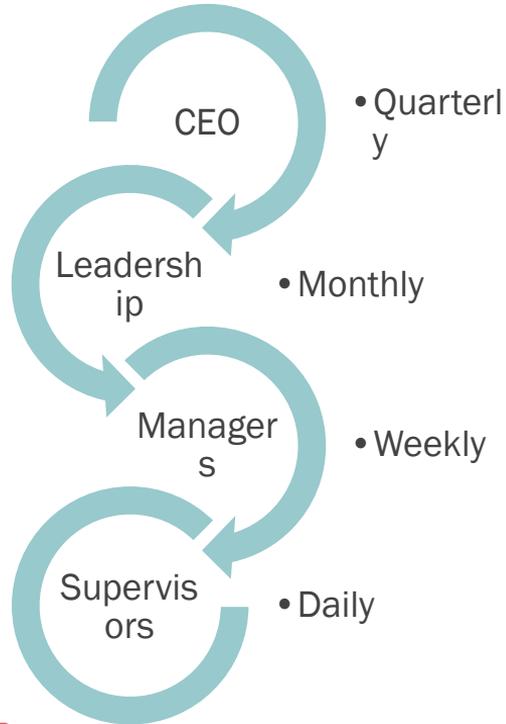




# Industry examples



# Rhythm and Habits



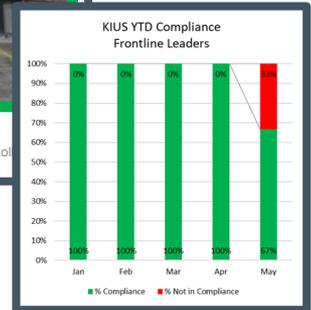
## One Point Lesson Rollup Door

**KAGOME**

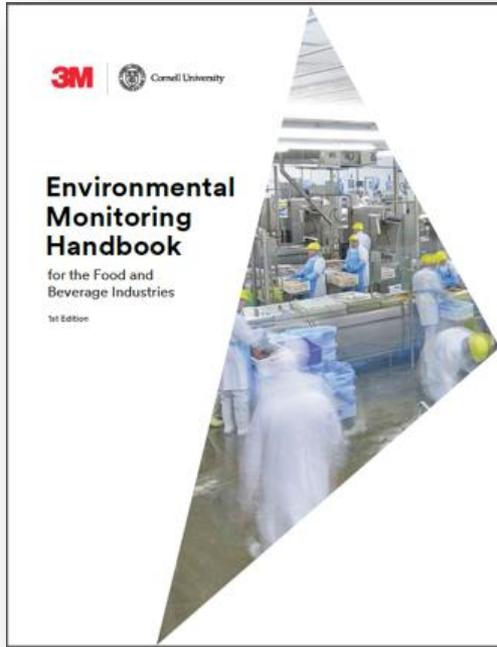
**1. ACTION:**  
-Ensure all roll up doors are closed before end of shift.

**2. WHY?**  
-Closed roll up door keeps insect and pests from coming in warehouses.  
-GMP requirement.  
-Must and have ownership of your area.

OPL – Roll



# Food safety behaviours



Cultural dimensions and EMP (extract from chapter 7 “Driving meaningful change in your organization through culture and environmental monitoring.

Dimension	Tactic	EM Target Behaviours
<b>Mission and values</b>	<ul style="list-style-type: none"> <li>Integrate EM into company/plant/business strategic and operational cycle.</li> </ul>	Leaders of all functions integrate food safety and EM messages in their part of the communication rhythm.
<b>People</b>	<ul style="list-style-type: none"> <li>Multidisciplinary team</li> </ul>	All EM insights – good and bad - are investigated by teams of from multiple functions.
<b>Adaptability</b>	<ul style="list-style-type: none"> <li>Carrot vs. the stick</li> </ul>	Team leaders use indicator sites and positive consequences (e.g., reward findings) resulting in problem prevention and continuous improvement builds trust in the food safety process.
<b>Consistency</b>	<ul style="list-style-type: none"> <li>Insights driven by EM data</li> </ul>	EM data are integrated into the company BI solution and insights discussed from board room to frontline.
<b>Risks and hazards</b>	<ul style="list-style-type: none"> <li>EM pictures and stories</li> </ul>	Technical team members generate ongoing messages and stories for others to use in team member onboarding and engagement.



# Thank you



**Stop  
Foodborne  
Illness**

*The Voice for Safe Food*

Lone Jespersen, PhD  
[lone@cultivatefoodsafety.com](mailto:lone@cultivatefoodsafety.com)



PULSE – *Activate the Voice of your Frontline*



International Association for  
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# Food Safety Culture: It's About People

**Smithcom**

Reputation Management

Linda Smith - June 2020

# Survey

- Food safety cultures audit:
- Orientation was a key focus
- Weekly huddles – mostly technical information
- Some use of video, infographics, iPads
- Many did not plan out their communications

# Food Safety Culture

- Food safety cultures are not static and most can be improved
- Team members must understand risk and be personal FS advocates
- Information needs to be relevant and retained
- Corporate goals need to be integrated with personal perspectives
- It is about people, not numbers on a chart

# Topics

Importance of culture	Specific goals
Audit results	Specific pathogens
Regulatory changes	Recalls
Employee ideas	New research
Summer: grilling, picnics, road trips, camping	Holidays (Christmas, Easter, Passover, Thanksgiving): buffets, cooking tips
Mother's Day / Father's Day	Cooking temperatures
Frozen food	At risk populations: Seniors, immunocompromised, pregnant women
Safe school lunches	COVID-19

# Food Safety Internal Communications Plan

Food Safety Internal Communications Plan						
	Q1			Q2		
	January	February	March	April	May	June
Week 1						
Week 2						
Week 3						
Week 4						
	Q3			Q4		
	July	August	September	October	November	December
Week 1						
Week 2						
Week 3						
Week 4						

# Channels

Training	Emails	Charts
Communications Audits	Video(s)	Awards
Face-to-face group meetings	Safety mission statement	Surveys
Town halls	Educational Programs	Quiz
Leadership	Interactive display boards	Rewards
Infographics	Blog (internal/external)	Orientation
Bulletin boards	External website	

# Key Dates

Canadian Patient Safety Week	October 24 – 28
Global Handwashing Day	October 15
Food Safety Education Month	September
World Hepatitis Day	July 28
World Food Safety Day	June 7
Food Safety Week	June 4 to 10
Hepatitis Awareness Month	May
Food Allergy Awareness Month	May
US Older Americans Month	May



# Questions?

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