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Organized by the Food Safety Culture PDG

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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)

<http://www.foodprotection.org/events-meetings/webinars/>



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- 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.
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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



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 8th 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

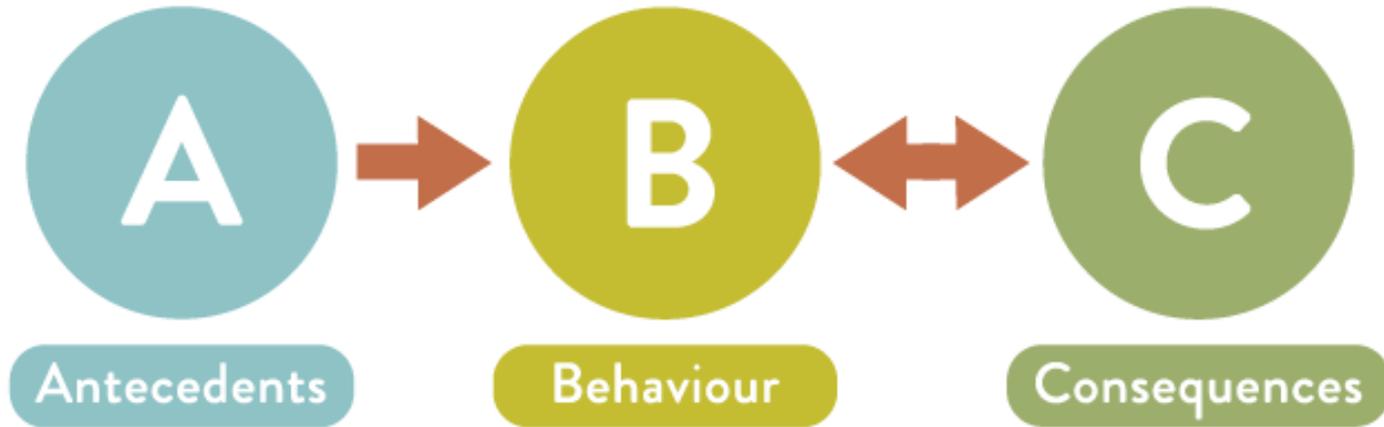
‘A company’s food safety culture is the **shared** values, norms, and beliefs that **affect** mindsets and behaviours toward food safety in, across, and throughout the company’

(GFSI, 2017)





Changing and Sustaining Behaviours



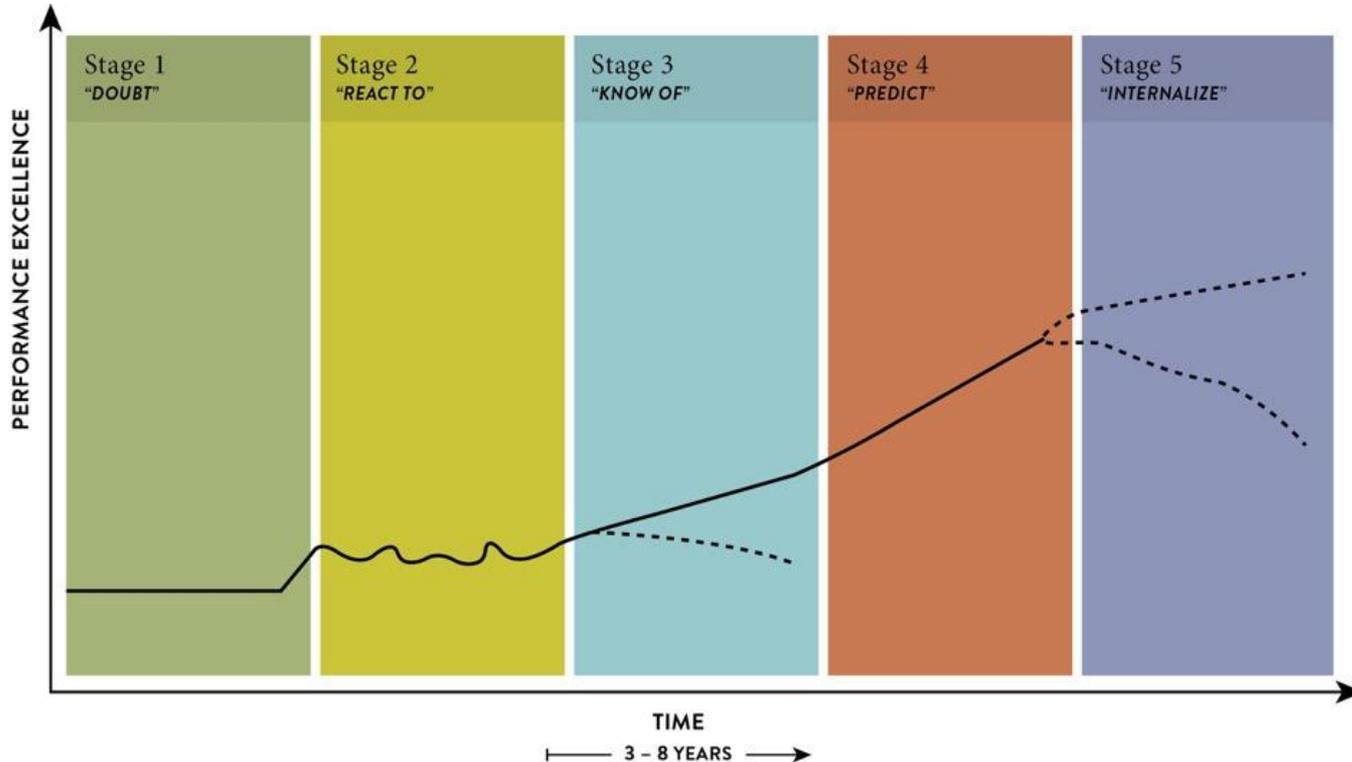
Standard requirements

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.

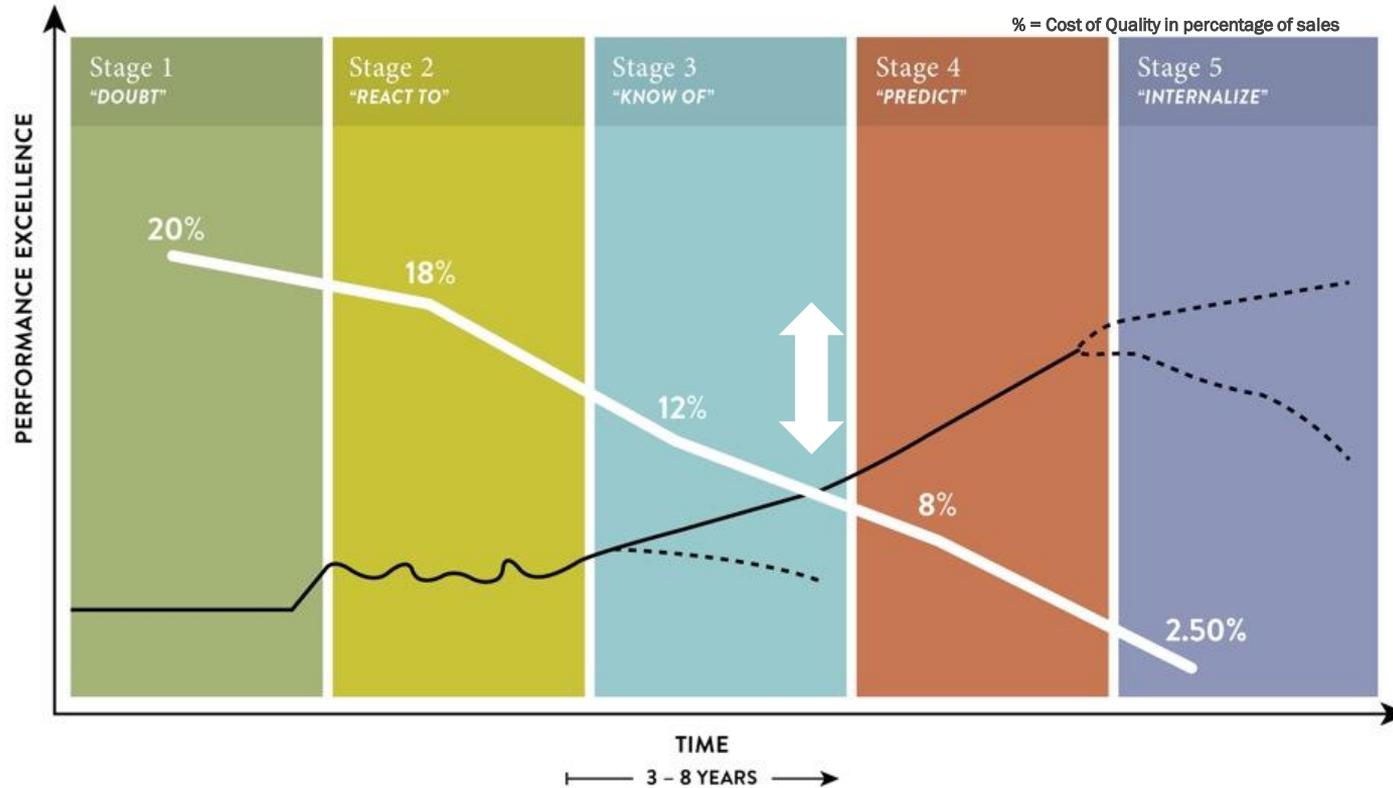




Culture Maturity



Communicate Impact





Industry examples

Leaders Education

PEPSICO

DO YOU KNOW WHAT IS EXPECTED OF YOU FOR FOOD SAFETY?

60% will do not understand what is expected of them in their role in food companies (Campden, 2018)

The consistency and quality of many food safety tasks are depending on each of us and our colleagues at the site to understand what is expected specifically to food safety (LINK)

ROLE	EXPECTATION
SENIOR SITE LEAD	Message expectations of the combined leadership team to understand and finalize written expectations. Own this through review in regular questioning and review of each leader's delivery against their written expectations e.g., walk the steps of equipment maintenance and see what a mechanic does (how, why, mindset).
MAINTENANCE LEAD	Integrate food safety into reliability/preventative maintenance systems and take ownership of food safety performance related to equipment and infrastructure conditions. Own this through performance as measured in audit findings, behavioral observations, and your teams mindset and attitudes.
PRODUCTION LEAD	Integrate food safety into priority setting at par with operations efficiency and EHS performance. Own this through performance as measured in audit findings, behavioral observations, and your teams mindset and attitudes.
QUALITY LEAD	Structure learning opportunities for your colleagues in the leadership team to understand the details of their expectations and provide venue for discussion performance, set tone for 'mistakes will happen and we will learn but not repeat them' and clear expectations for action ownership.
EHS LEAD	Integrate food safety into work place safety assessments, Behaviour Based Safety systems (or the like), and work with leadership team ongoingly to highlight areas of risk and exceptional performance for both EHS and food safety.
FINANCE LEAD	Integrate food safety performance into site performance reporting. Work with Quality lead and others to establish cost of current food safety system and how to best prevent revenue and capital requirements. If also responsible for financial internal audit, work with Quality lead to understand areas of overlap/integration of food safety and financial audit.
HR LEAD	Integrate food safety into performance, compensation, and learning systems at par with operations and EHS expectations. Own this through performance as measured in audit findings, behavioral observations, and your teams mindset and attitudes.
SUPPLY CHAIN LEAD	Integrate food safety checks and constraints into production and material planning. Own this by sharing with your team and the leadership team how this impacts audit findings, behavioral observations, and your teams mindset and attitudes.

Questions for the leadership team (asked by senior site leader):

- Do you know what is expected?
- Do we as a leadership team?
- Do our individual teams?

Thinking Moment:

- Do you act and demonstrate to others what is expected of you?
- Does your team know what is expected?

PEPSICO

HANDS ON HYGIENE!

AT HOME

TO AVOID A PEPSICO BOTTLE FROM BEING EXPOSED TO FOODS AND YOUR FAMILY'S FOOD PREPARE TO WASH YOUR HANDS FOR THE RIGHT REASON AND THE RIGHT FREQUENCY AND TIME.

WET FREQUENTLY: WASH **USE INSUFFICIENT: WASH**

IN THE PLANT

TO PREVENT THE GROWTH OF BACTERIA, ALWAYS PROPERLY FOLLOW OUR 'HANDS ON HYGIENE' POINT PREVENTION AND CORRECTIVE ACTIONS. THESE PREVENT OUR PRODUCTION AREA.

PEPSICO

HANDS ON HYGIENE!

PERSONAL CLEANLINESS IN OUR HOMES

1 in 3 of us do not wash our hands properly after using the toilet.

1 in 3 of us do not wash our hands properly after using the toilet.

1 in 3 of us do not wash our hands properly after using the toilet.

PEPSICO

BE ALLERGEN AWARE!

NO PEANUTS IN OUR PLANT!

PRODUCT RECALLED

FOOD ALLERGENS IN OUR HOMES

1 in 12 of us have a food allergy.

1 in 12 of us have a food allergy.

1 in 12 of us have a food allergy.

Rhythm and Habits



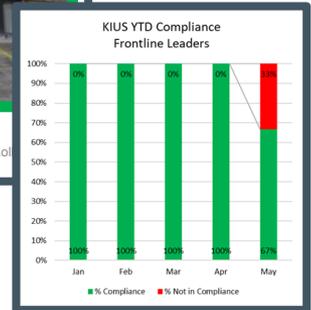
One Point Lesson

Rollup Door

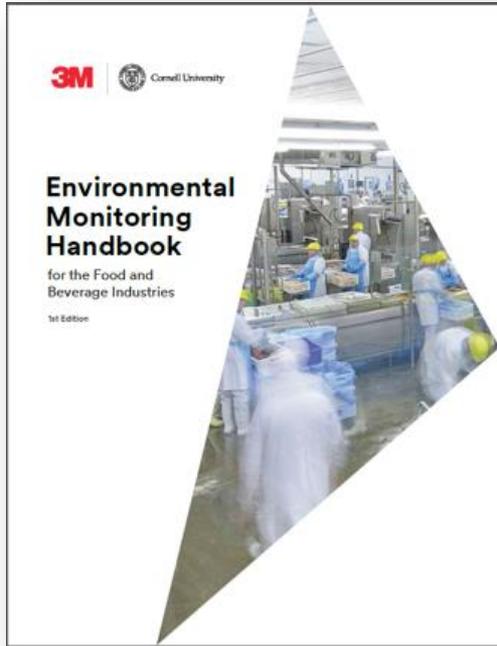
1. ACTION:
-Ensure all roll up doors are closed before end of shift.

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
Mission and values	<ul style="list-style-type: none"> Integrate EM into company/plant/business strategic and operational cycle. 	Leaders of all functions integrate food safety and EM messages in their part of the communication rhythm.
People	<ul style="list-style-type: none"> Multidisciplinary team 	All EM insights – good and bad - are investigated by teams of from multiple functions.
Adaptability	<ul style="list-style-type: none"> Carrot vs. the stick 	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.
Consistency	<ul style="list-style-type: none"> Insights driven by EM data 	EM data are integrated into the company BI solution and insights discussed from board room to frontline.
Risks and hazards	<ul style="list-style-type: none"> EM pictures and stories 	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



PULSE – *Activate the Voice of your Frontline*



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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