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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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• 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 by IAFP members at www.foodprotection.org within one week.
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 Jesperson
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.
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

<table>
<thead>
<tr>
<th>CLAUSE NUMBER</th>
<th>CLAUSE NAME</th>
<th>REQUIREMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FSM 2</td>
<td>Management commitment and food safety culture</td>
<td>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.</td>
</tr>
</tbody>
</table>
Culture Maturity

Would you like more detail on the Cultivate maturity model? Visit www.cultivatefoodsafty.com
Communicate Impact

Industry examples
Leaders Education
Rhythm and Habits

• Quarterly
  - CEO

• Monthly
  - Leadership

• Weekly
  - Managers

• Daily
  - Supervisors

One Point Lesson
Rollup Door

1. ACTION:
- Ensure all roll up doors are closed before end of shift.
- GMP requirement.
- Must and have ownership of your area.

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

Kagome
### Food safety behaviours

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

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Tactic</th>
<th>EM Target Behaviours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission and values</td>
<td>Integrate EM into company/plant/businesses strategic and operational cycle.</td>
<td>Leaders of all functions integrate food safety and EM messages in their part of the communication rhythm.</td>
</tr>
<tr>
<td>People</td>
<td>Multidisciplinary team</td>
<td>All EM insights – good and bad - are investigated by teams of from multiple functions.</td>
</tr>
<tr>
<td>Adaptability</td>
<td>Carrot vs. the stick</td>
<td>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.</td>
</tr>
<tr>
<td>Consistency</td>
<td>Insights driven by EM data</td>
<td>EM data are integrated into the company BI solution and insights discussed from board room to frontline.</td>
</tr>
<tr>
<td>Risks and hazards</td>
<td>EM pictures and stories</td>
<td>Technical team members generate ongoing messages and stories for others to use in team member onboarding and engagement.</td>
</tr>
</tbody>
</table>

Thank you

Stop Foodborne Illness

The Voice for Safe Food

Lone Jespersen, PhD
lone@cultivatfoodsafety.com
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
<table>
<thead>
<tr>
<th>Topics</th>
<th>Specific goals</th>
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<tbody>
<tr>
<td>Importance of culture</td>
<td>Specific goals</td>
</tr>
<tr>
<td>Audit results</td>
<td>Specific pathogens</td>
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<tr>
<td>Regulatory changes</td>
<td>Recalls</td>
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<tr>
<td>Employee ideas</td>
<td>New research</td>
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<tr>
<td>Summer: grilling, picnics, road trips,</td>
<td>Holidays (Christmas, Easter, Passover, Thanksgiving):</td>
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<tr>
<td>camping</td>
<td>buffets, cooking tips</td>
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<tr>
<td>Mother’s Day / Father’s Day</td>
<td>Cooking temperatures</td>
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<tr>
<td>Frozen food</td>
<td>At risk populations: Seniors, immunocompromised,</td>
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<td></td>
<td>pregnant women</td>
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<tr>
<td>Safe school lunches</td>
<td>COVID-19</td>
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## Food Safety Internal Communications Plan

<table>
<thead>
<tr>
<th>Week</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tbody>
<tr>
<td></td>
<td>January</td>
<td>February</td>
<td>March</td>
<td>April</td>
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<tr>
<td>Week 1</td>
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<td>Week 2</td>
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### Q4

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<thead>
<tr>
<th></th>
<th>October</th>
<th>November</th>
<th>December</th>
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<tbody>
<tr>
<td>Week 1</td>
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<td>Week 2</td>
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<td>Week 3</td>
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<td>Week 4</td>
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</tbody>
</table>
## Channels

<table>
<thead>
<tr>
<th>Training</th>
<th>Emails</th>
<th>Charts</th>
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</thead>
<tbody>
<tr>
<td>Communications Audits</td>
<td>Video(s)</td>
<td>Awards</td>
</tr>
<tr>
<td>Face-to-face group meetings</td>
<td>Safety mission statement</td>
<td>Surveys</td>
</tr>
<tr>
<td>Town halls</td>
<td>Educational Programs</td>
<td>Quiz</td>
</tr>
<tr>
<td>Leadership</td>
<td>Interactive display boards</td>
<td>Rewards</td>
</tr>
<tr>
<td>Infographics</td>
<td>Blog (internal/external)</td>
<td>Orientation</td>
</tr>
<tr>
<td>Bulletin boards</td>
<td>External website</td>
<td></td>
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</table>
### Key Dates

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Canadian Patient Safety Week</td>
<td>October 24 – 28</td>
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<tr>
<td>Global Handwashing Day</td>
<td>October 15</td>
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<tr>
<td>Food Safety Education Month</td>
<td>September</td>
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<tr>
<td>World Hepatitis Day</td>
<td>July 28</td>
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<tr>
<td>World Food Safety Day</td>
<td>June 7</td>
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<tr>
<td>Food Safety Week</td>
<td>June 4 to 10</td>
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<tr>
<td>Hepatitis Awareness Month</td>
<td>May</td>
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<tr>
<td>Food Allergy Awareness Month</td>
<td>May</td>
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<tr>
<td>US Older Americans Month</td>
<td>May</td>
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Questions?

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Contact information for presenters

- Neil Coole, BSI, Virginia, USA  neil.coole@bsigroup.com
- Lone Jesperson, Cultivate, Switzerland  lone@cultivatefoodsafety.com
- Linda Smith, Smithcom, Canada  linda.smith@smithcom.ca