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Food Safety Culture - Part 5 of 7: Evolving the Retailer Stand on Food Safety Audits; Culture and Behavioral Assessments

Moderator: Lone Jespersen  Cultivate, Switzerland

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Please consider making a contribution

This webinar is being recorded and will be available to IAFP members within one week.
Andrew Clarke
Andrew is the Senior Director at Loblaw Companies Limited where he leads food safety and quality of control branded products. Andrew has extensive industry experience working in food safety, quality and auditing, having worked in food manufacturing, food service and also within the regulatory field auditing the application of food law for the UK Food Standards Agency. Passionate about food safety and auditing, Andrew is the Chairperson of the IAFP Food Safety Assessment, Audit and Inspection PDG.

Ray Bowe
Ray is Head of Food Safety & Quality at Musgrave since 2006 and has extensive food industry and supply chain experience. He served on the GFSI Technical Working Group on Food Safety Culture in 2017 / 2018 and is currently Chair of Food Safety Consultative Council at the Food Safety Authority of Ireland (FSAI).

Dan Fone - Senior Director II, US SME - Food Safety, Walmart US
Dan has been in the food industry for more than 30 years. He has extensive knowledge of safety management and compliance systems within the US/LATAM/EU/UK legislative frameworks, as well as in other international locations. In May 2019, Fone accepted the position as senior director II and US Food Safety SME for Walmart US and in this role he leads the Walmart US food safety team in all aspects across the food safety continuum of Walmart’s operations.
Food Safety Culture - Part 5 of 7:
Evolving the Retailer Stand on Food Safety Audits;
Culture and Behavioral Assessments
International Association for Food Protection
July 13th 2020
Time for change

• Duplication with GFSI audits
• Certification audits not always Loblaw product specific
• Increased evaluation of quality related programs required
• Reliance on Food Safety and Quality personnel
Behavioural observation can establish whether the desired behaviours are routinely practiced, which will only happen if employees believe they are required.
Loblaw Vendor Audit

• Behavior evaluation forms the basis of the audit
• Extensive training on audit techniques
• Engagement with a specialized 3rd Party
• Improvements with oversight and governance
Vertical Audit – return to the fundamentals
Loblaw Branded Product

Product Management
Food Safety Management
Pre-Requisite Program Management
Complaint and Incident Management
Process and Operational Management

Management Commitment and Company Culture
Program Evaluation

Assessing behaviors

Premises
Management and maintenance of site interior and exterior standards

- Employees completing inspections and facility audits
- Maintenance Employees
- Sanitation Team leader

Sanitation, Housekeeping and Hygiene
Housekeeping, sanitation and environmental monitoring programs

- Sanitation lead, sanitation employees
- Operational team leaders
- Lab/QA personnel

Foreign Material Control
Management and monitoring of physical hazards, equipment and process validations

- Maintenance lead/employees
- Operations employees
- QA/FS Personnel

Maintenance and equipment management
Preventative maintenance, temporary repairs, equipment commissioning, calibration and task verification

- Maintenance personnel
- Operations
- QA/FS
- HACCP team members

Pest Control
Program management and actions

- Sanitation personnel
- QA/FS
- Receiving/Dispatch personnel

Training and Competence
Employees, contractors and visitors

- Human Resources
- Operational employees
- Maintenance
- Plant Manager
Audit Outputs and conclusions

Product Management
Food Safety Management
Pre-Requisite Program Management
Complaint and Incident Management
Process and Operational Management

Discussion
Observations
Document/Record review
Audit output

Management Commitment and Company Culture
Program Challenges

- Time allocation
- Changing audit approach – non-GFSI
- Evaluating culture
- Reporting – specifically competence and behavior (+/-)
Conclusion

• **Audit Standards**
  Planning is key, prepare for the audit and fully understand the audit requirements

• **Program relationships**
  Understand the connection between different programs and management accountabilities

• **Team ownership**
  Obtain information from **all** key personnel during audits – not just those in Food Safety/Quality roles
▪ Retail, Wholesale, Foodservice & Food Export business / Turnover €3.9 Billion

▪ Feed one in three people in Ireland everyday

▪ Ireland’s largest private sector employer, with over 41,000 employees

▪ We work with more than 1,000 independent retail partners across the Island of Ireland & Spain

▪ Our purpose is Growing Good Business by creating a sustainable, profitable business that benefits our shareholders, our people, partners, local communities & the wider Irish economy
The Journey begins....
Our view of Food Safety Culture
Food Safety Culture Starting Point...

- Head Office / Business Functions → Traditional view of Food Safety / Crisis Events
- Supply Chain → Compliance to Standards
- Retail → Food Safety Standards
- Suppliers → Meeting requirements
Our Food Safety Culture Vision

• To change the understanding, ownership and engagement of all our stakeholders in Food Safety by positively influencing Food Safety Culture at all stages of the supply chain.

• This will improve Food safety culture in tangible and intangible ways and ensure that the food we sell to our consumers is always safe.
• Own Brand Supplier Standard and Audits includes clauses and assessment of Food Safety Culture

• New Musgrave Retail Food Safety Standard (launched this month) now includes assessment of FSC during Retail Audits

• Training of Auditors in FSC Assessment by Cultivate

Result: Food Safety Culture embedded as ongoing requirement
Changes to Retail Audit Approach

• Changed Retail Food Safety Audit Service Provider
• Revised Retail Food Safety Standard & Food Safety Manual
• Increase frequency of unannounced audits
• Improve ease, speed of electronic audit reporting & closeout
• Increase live reporting of audit trends

Result: Signals that change to ways of working are real
Food Safety Week

- Initial focus on Internal Colleagues
- Mascot (Bob the Bug)
- Campaign logo / printed materials
- Competitions / Quiz
- ATP Hand swab competitions
- Online information

Result: Food safety relevant to everyone’s role / ongoing engagement
Food Safety Week Launch 11th – 15th November 19

Managing Director Martin Kelleher officially cutting the ribbon to launch Food Safety Week, helped by our Mascot Bob the Bug and the Team in Cork
Food Safety Week Message

Creating a Strong Food Safety Culture throughout the Supply Chain to Consumer

**Suppliers**

Musgrave Food Safety Week Awareness
Suppliers are aware of the strong Food Safety Culture across the Musgrave Business and the importance of embedding this in all areas of their own facilities ‘zero tolerance approach’

**MRPI**

Food Safety - Overall
- MRPI staff will understand their responsibility when it comes to Food Safety in Work/Retail and Home. FSW will further embed the Food safety Culture in MRPI.
- Food Safety starts with me
- Handwashing
- Temperature
- Allergen
- Food Safety in numbers

**Retailer**

Allergens
- All staff in store will understand the criticality of Allergen awareness in Store, how to handle consumer queries and have the correct signage in place.
- (Allergen Quick Reference Guide
- Allergen Signage update
- All available on the Dashboard
- Text message to be sent to all stores Monday Morning)

**Consumer**

Handwashing
- Consumers will understand the importance of Handwashing and through the ‘Rufus handwashing’ tools will also convey this message to Kids
Engaging outside Musgrave

Result: Improving our external awareness
Additional Initiatives

Food Safety, everyone’s business

Result: Raises Internal Engagement
So what are our results to date

**Head Office & Business Functions**
- Food Safety recognition at Board level
- Acquisitions
- Food Safety as Pre-requisite in all Depts

**Supply Chain**
- Consolidated three external FS accreditations to FSSC 22000
- Food Safety as Pre-requisite for all colleagues

**Suppliers**
- Reduction in Critical Food safety recalls of Own Brand products
- Improved compliance to Musgrave Food Safety Standard

**Retail**
- Improved Retail Food safety Audit Scores
- 15,000 colleagues retrained through re-designed programme
- Improved ownership of Food Safety by Owners & Managers
Conclusion

• Through having a clear focus on how Food Safety Culture needed to change we have successfully “moved the dial” and increased engagement across the business
• This has created positive & tangible results
• Our processes and products are safer
• Changing Food Safety Culture is key to sustainable change
• We have more to do......
The Future Journey
Food Safety
Culture at Walmart
July 13th, 2020
“Personal and moral integrity is one of our basic fundamentals, and it has to start with each of us.”

— Sam Walton
2.3m+ associates & colleagues

265m customers per week

27 countries

eCommerce platforms

C11,500 stores & clubs
100s DCs & FCs
>50 manufacturing plants

56 banners
What is food safety maturity?
Culture Maturity Model

Level 1 Emerging
- Awareness of the criticality of compliance to customers’ health and legal requirements.

Level 2 Managing
- Understanding safety/compliance Processes

Level 3 Involving
- Implementation of Compliance Processes

Level 4 Cooperating
- Understanding recording policies and practices

Level 5 Continually improving
- Evaluation to assess that processes are fully integrated as part of normal business

Increasing consistency and reinforcement of desired behavior

Improving Cultural Maturity
Attributes of a Food Safety Culture

1. Create Food Safety Expectations
2. Educate & Train All Associates
3. Communicate Food Safety Frequently
4. Establish Food Safety Goals & Measurements
5. Consequences for Food Safety Behavior
refresh, renew, reinforce, reinvigorate

Global Food Safety Culture Center of Excellence

- Africa, Argentina, Central America, Chile, Japan, Mexico, UK, US
- Global Sourcing
- Continuous Improvement
- Global Standards & Controls

Desired Future State

A single message across all in-scope operations; clear understanding & application of sound food safety practices as part of ‘this is how we work’; demonstrable commitment from top level management; incorporation of relevant messaging and processes throughout FSMS; an auditable framework for implementation in all markets; clear KPIs and other ‘culture metrics’
Fundamentals

Training

Tools for the job

Time
7 June 2020: World Food Safety Day

Food safety, everyone’s business
“Change the way you look at things and the things you look at change.”
Something we do...

NOT something else we have to do...
Questions?

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Contact information for presenters

- Andrew Clarke  
  Loblaw, Canada  
  Andrew.Clarke1@loblaw.ca

- Ray Bowe  
  Musgrave, Ireland  
  ray.bowe@musgrave.ie

- Dan Fone  
  Walmart, USA  
  DFone@walmart.com