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| Food Safety Culture - Part 1 of 7: How to get Buy-In, Develop Metrics, and Properly Implement | May 26, 11:00am (EST) |
| Food Safety Culture - Part 2 of 7: Food Safety Culture & Communication - It's about People | June 8, 11:00am (EST) |
| Food Safety Culture - Part 3 of 7: Latest Food Safety Culture Research From Four Doctoral Researchers | June 22, 11:00am (EST) |
| Food Safety Culture - Part 4 of 7: SQF and Culture Improvements - Hear Practical Learnings From Two Companies | July 6, 11:00am (EST) |
| Food Safety Culture - Part 5 of 7: Evolving the Retailer Stand on Food Safety Audits; Culture and Behavioral Assessments | July 13, 11:00am (EST) |
| Food Safety Culture - Part 6 of 7: Dynamic Leadership by Supervisors = Strong Organizational Cultures | July 22, 11:00am (EST) |
| Food Safety Culture - Part 7 of 7: Building Strong Food Safety Cultures with Effective Training Programs | August 17, 11:00 am (EST) |

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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.

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Food Safety Culture - Part 4 of 7: SQF and Culture Improvements - Hear Practical Learnings From Two Companies

Moderator: Lone Jespersen Cultivate, Switzerland

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Please consider making a contribution

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Today's Presenters



LeAnne Chuboff

LeAnn is Vice President Technical Affairs for SQFI. LeAnn has over 30 years of foodservice experience specializing in supply chain food safety and quality assurance and is responsible for the technical elements of the SQF program including the development, maintenance and technical support of the SQF Program. LeAnn is active with many organizations including GFSI, AFDO and the International Association for Food Protection. She sits on several committees in an effort to enhance policy and develop programs for the industry to help protect public health.



Michelle Anselment

With more than 29 years of experience and leadership in the food industry with an emphasis on food safety, Michelle is the VP/COO of Night Hawk Frozen Foods. She holds a Bachelor's Degree from Michigan State University in Dietetics and a Master's Degree from Texas A&M University in Food and Nutrition. She is a Lead HACCP Instructor with the International HACCP Alliance, Voluntary Certified Quality Control Sanitarian, Certified Professional - Food Safety, Internal Auditor, SQF Practitioner, and Preventive Controls Qualified Individual. Prior to her current role, she worked in Food Safety Auditing and Certification as an Auditor, Trainer, Regional Manager and Account Executive. In 2019 Night Hawk Frozen Foods became the first USDA inspected SQF Select Site.



Brian Perry

Brian Perry is a food safety and quality assurance professional with 20+ years of experience directing and refining food safety and quality, driving innovative R&D processes, leading risk prevention, and refining operational standards for Fortune 500 companies. Brian earned a Bachelor's degree in Animal and Dairy Sciences and Meat Science from Auburn University. Currently, Brian leads food safety, quality and regulatory compliance efforts as Senior Vice President of Food Safety and Quality at TreeHouse Foods.

Food Safety Culture

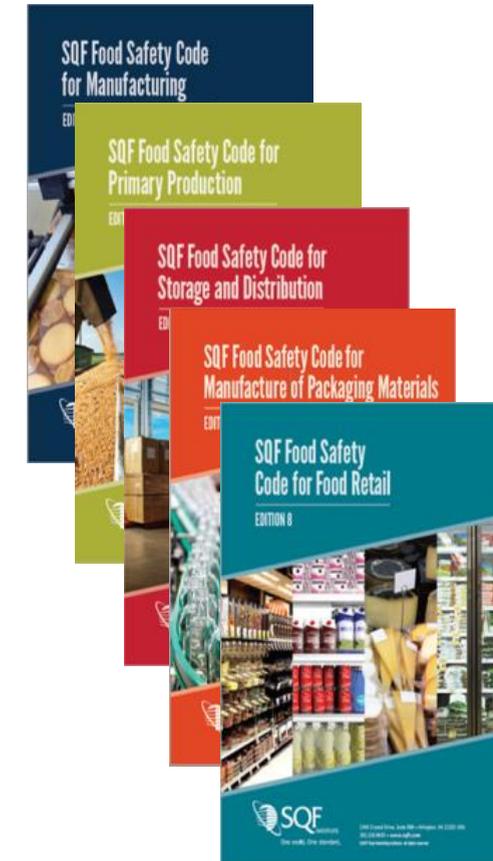


July 6th, 2020

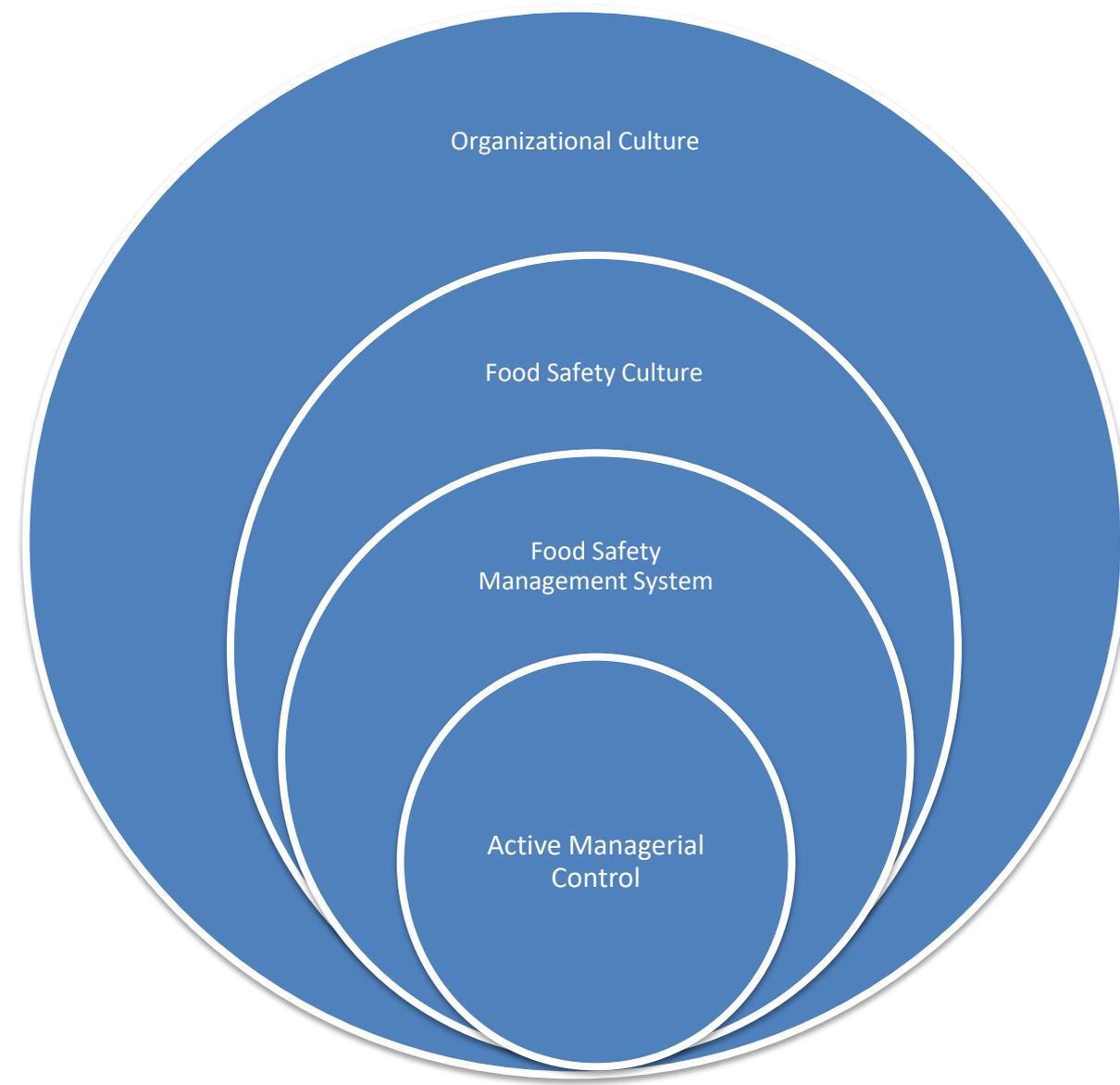
The Safe Quality Food Institute

SQF

- SQF is an accredited, **third-party certification (under ISO 17065)**
- SQFI is a division of the **Food Marketing Institute (FMI)**
- Modularized to provide a **farm to fork** solution
- Designed around the **GFSI Industry Scopes**
- Includes **30 different food sector categories** to meet the needs of all suppliers
- **Auditors** are credentialed by food sector category
- Independent **Quality certification**
- The SQF Code is developed with **stakeholder input**



Nomenclature



Active Managerial Control is “the purposeful incorporation of specific actions or procedures by industry management into the operation of their business to attain control over foodborne illness risk factors” – FDA 2013

Food Safety Management Systems (FSMS) refers to a specific set of actions (e.g., procedures, training, and monitoring) to help achieve active managerial control. - FDA

Food Safety Culture is the shared values, beliefs and norms that affect mindset and behaviour toward food safety in, across and throughout an organization.” – GFSI

Organizational Culture is the values and behaviors that contribute to the unique social and psychological environment of an organization.” - <http://www.businessdictionary.com>

GFSI



Requirement added to the GFSI Requirements Document 2020.

“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 at a minimum the following elements of food safety culture: communication, training, feedback from employee and performance measurement on food safety related activities ; the expectation is not to require a separate food safety culture plan, although this is an acceptable approach, but to ensure food safety culture elements are taken into account and demonstrated throughout the FSMS.”

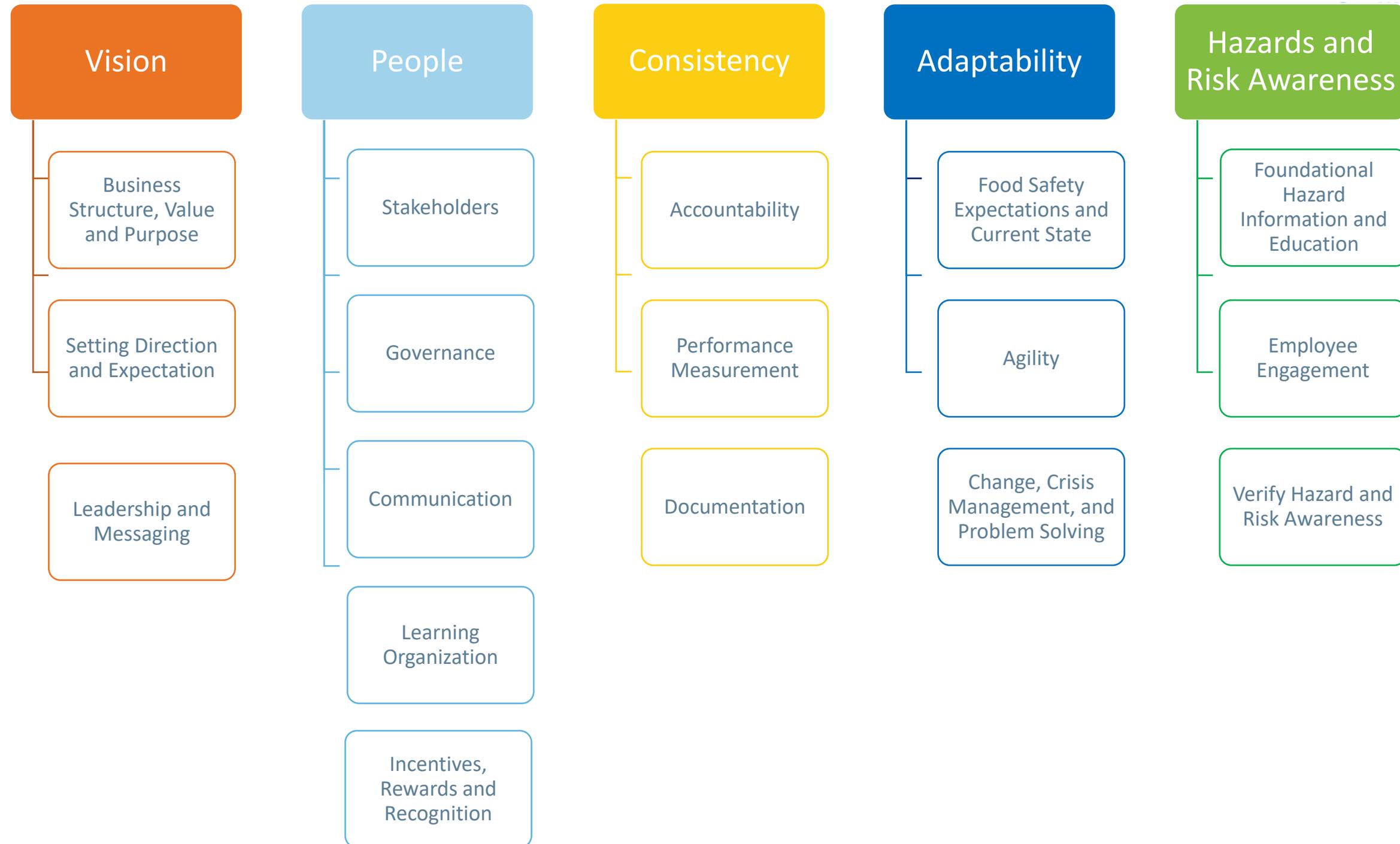
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GFSI Perspective



GFSI Perspective

Vision

Policy Statement

Food Safety Objectives

Management Responsibility

People

Designated Personnel

Communication

Consistency

Training

Competencies

Adaptability

Food Safety Management System

Resources

Change Management

Continuous Improvement

Hazards and Risk Awareness



SQF- edition 9

Food Safety Culture addressed throughout the Code but called out in Management Responsibility

2.1.1.2 Senior site management shall lead and support a **food safety culture** within the site that ensures at a minimum:

- i. The establishment and documentation of clear and concise food safety objectives and performance measures and their communication to all staff;
- ii. Adequate resources are available to meet food safety objectives and performance measures;
- iii. Food safety practices and all applicable requirements of the SQF System are adopted and maintained;
- iv. Staff are informed and are aware of their food safety and regulatory responsibilities;
- v. Staff are aware of their role in meeting the requirements of the SQF Food Safety Code for Food Manufacturing and are held accountable for meeting these requirements;
- vi. Staff are positively encouraged and required to notify management of actual or pending food safety issues; and
- vii. Staff are empowered to act to resolve food safety issues within their scope of work.

2.1.1.1 Senior site management shall prepare and implement a policy statement that outlines as a minimum the commitment of all site management to:

- i. Supply safe food;
- ii. Establish and maintain a **food safety culture** within the site;
- iii. Establish and continually improve the site's food safety management system,
- iv. Comply with customer and regulatory requirements to supply safe food.

The policy statement shall be:

- i. Signed by the senior site manager and displayed in prominent positions; and
- ii. Effectively communicated to all staff in language(s) understood by all staff.

Edition 9 is out for public comment- visit sqfi.com to submit your feedback!



Photo: Getty Images





Photo: Chicago Tribune

Discussion Questions

- What are the obstacles that we face that prevents us from taking food safety to the next level?
- How can we better communicate our food safety concerns from each stakeholder group?
- How can we take a more industry focused (rather than a siloed) approach to improving food safety/ food safety culture?





THANK YOU!
LeAnn Chuboff
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www.sqfi.com



NIGHT HAWK®

Taste the
**CHARBROILED
DIFFERENCE**



Culture of Food
Safety - Starting The
Journey

“Say What You Do”

(Policies,
Procedures,
Programs)

Are there written and clear expectations?

- SOPs, SSOPs
- HACCP
- Preventative Controls for Human Food
- SQF Program

*Annual certification audits are a great reminder to review paperwork that requires an “annual” review



Culture of Food Safety - Promoting Food Safety

“Do What You Say”
(Training)

How do we ensure that everyone understands what to do?

- *No matter our expertise* “use tools”. We use an on-line system that trains, tests, retrain and provides a **competency report**
- *Every single employee* receives Food Micro, HACCP, PCQI, SQF Training and more!
- Training and reminder signs posted in breakroom, entry, production, etc.
- Additional training for those doing Internal Auditor



Culture of Food
Safety - Promoting
Food Safety

“Do What You Say”

(Audit yourself!)

Is everyone doing what they are
supposed to? How do we audit our
records?

If we didn't write it down it didn't happen!

- Pre, and then Operational audits all day
- Supplier Portal - LOGs, Specs, Audits, etc.
- Contractors - Audit with Pest Prevention and Chemical Suppliers when they service



Culture of Food
Safety -
Promoting Food
Safety

Continuous
Improvement

What works well, what should we change?

- Review of all collected data for trends and anomalies
- Customer feedback shared with employees
- Employee suggestions (box) to improve food safety?
 - Reward implemented suggestion
 - Real life examples of “what to do if”
- Weekly Team Leadership SQF Meetings
 - Daily “Huddles” before production
- Minimum of monthly Executive Meetings



*“Data without action is
overhead” – Mark Jarvis*

Supporting a
Culture of
Food Safety

(what's in it for
me)

At the end of the day, what really motivates our team to support food safety?

- Protection (I eat here too, I'm protecting myself, my immediate and my extended (customer) family)
- Profit (Profit sharing, Raises, Celebrations)
- Passion (It makes me feel good to do the right thing, I love what I do, it get's me out of bed to go to work and do it "right" each and every day without fail)

*Putting people on the
"right seat on the bus"*

- Jim Collins





Promoting Food Safety Culture

- Ensure everyone supports a culture of food safety
- Train! Train! Train! Involve everyone, share everything you know
- Measure performance, share feedback, examine opportunities for improvement and “act on them”
- Lead by example – Do more than the minimum! Be a “Select” site!

*“We Shall Build Good Ships Here; At A Profit If We Can,
At A Loss If We Must, But Always Good Ships.”*

- Collis Potter Huntington

Remember to provide positive reinforcement and celebrate success!



Contact Info

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TreeHouse

TREEHOUSE FOODS

Food Safety Culture, the Journey and Practical Applications

July 6, 2020



ABOUT TREEHOUSE

REORGANIZATION FROM 3 TO 2 DIVISIONS IS FURTHER ALIGNING RETAIL CUSTOMER RELATIONSHIPS

MEAL PREPARATION			
Bouillon		Preserves	 
Cheese / Pudding		Refrigerated Dough	 
Creamers	 	Salsa	 
Dry Dinners	 	Sauces	
Hot Cereal	 	Spoonable Dressings	
Pasta	 	Single Serve Beverages	 
Pickles	 	Syrups	
Pourable Dressings	 	Tomato Sauces	

SNACKING & BEVERAGES			
Bars	 	Liquid Beverages	
Beverage Blends		Pita	
Broth	 	Powdered Beverages	 
Cookies		Pretzels	 
Crackers	 	Tea	
Griddle	 	Other	
In-Store Bakery			

 Indicates an area where we have a leadership role in private label

 Indicates clean label or better-for-you offerings

WHERE WE ARE IN THE STORE



TREEHOUSE FOODS – OUR VISION

A NEW TREEHOUSE



TREEHOUSE FOODS – OUR VALUES

We are dedicated to a performance-based culture where we live our values – both with each other and our customers – to ensure our mutual success and safety

THE TREEHOUSE WAY



OWN IT

We are all in – fully committing to decisions, results and each other.

We start with the end in mind, making sure we have clear expectations on what needs to be done and the data for effective decision making.

We act with integrity, doing what we say we will do.

We are pro-active – stepping up to challenges without waiting to be asked.



COMMIT TO EXCELLENCE

We push ourselves to be the best at what we do and are disciplined in our approach.

We have the highest standards, holding ourselves and others accountable for performance and safety.

We value learning – from our successes and failures – always committed to becoming better.

We celebrate our progress and the effort behind the results.



BE AGILE

We move quickly to address opportunities and are resilient to setbacks.

We work hard to keep things simple.

We see the opportunity in change and are always looking to evolve.

We find a way to deliver on our commitments – bringing creative solutions to our work.



SPEAK UP

We provide respectful and clear input.

We create the space for healthy debate where everyone is heard.

We are disciplined in sharing information and knowledge.

We raise issues early, say what needs to be said and then move quickly to action.



BETTER TOGETHER

We operate as one diverse team – breaking down silos – to achieve common goals across the matrix.

We have an open mind, assume positive intent – asking questions to gain understanding and unlock thinking.

We set each other up for success.

We value the contributions, ideas and time of others – respecting their expertise.

THS LEADERSHIP COMMITMENT TO FOOD SAFETY

TreeHouse Independent Board of Directors

- Quarterly review of food safety strategy and resource needs.

Food Safety and Compliance Steering Committee includes CEO and TreeHouse Senior Leadership

- Monthly review of emerging food safety and compliance developments, status updates and key decision parameters. Sets the top leadership tone for our culture food safety.

Food Safety and Quality Senior Leadership

- Establish policy, Food Safety strategy, and provide tools to ensure successful implementation of the TreeHouse promise in accordance with our values.

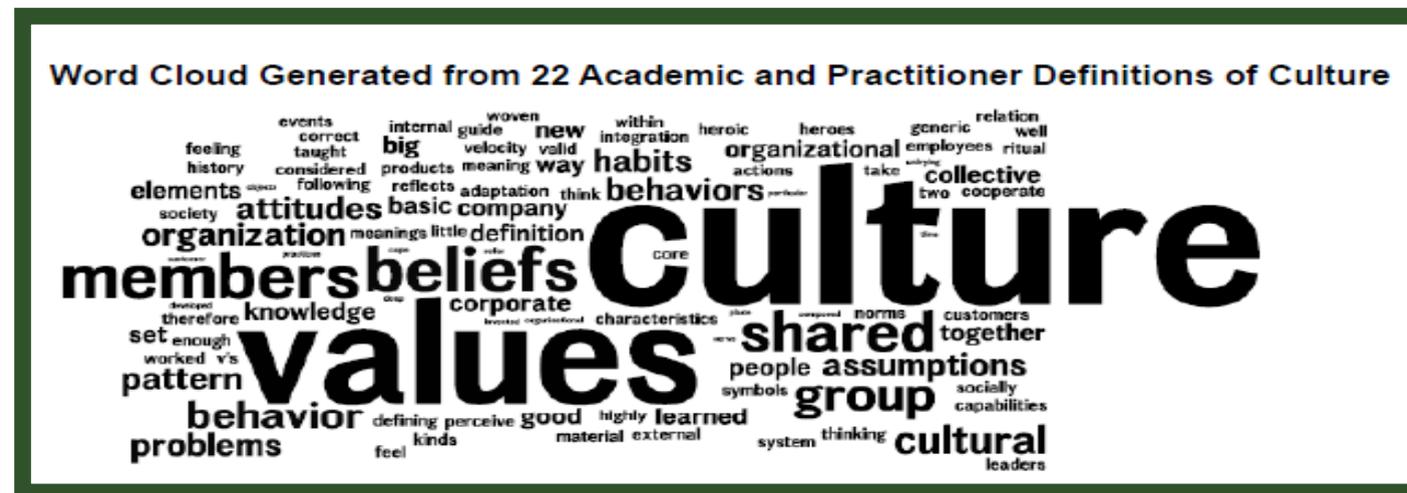
Division Quality Leadership

- Implementation of policy, technical expertise in product categories and direct line leadership to ensure plant operations are meeting or exceeding all food safety and quality standards.



DEFINING A FOOD SAFETY & QUALITY CULTURE AT TREEHOUSE

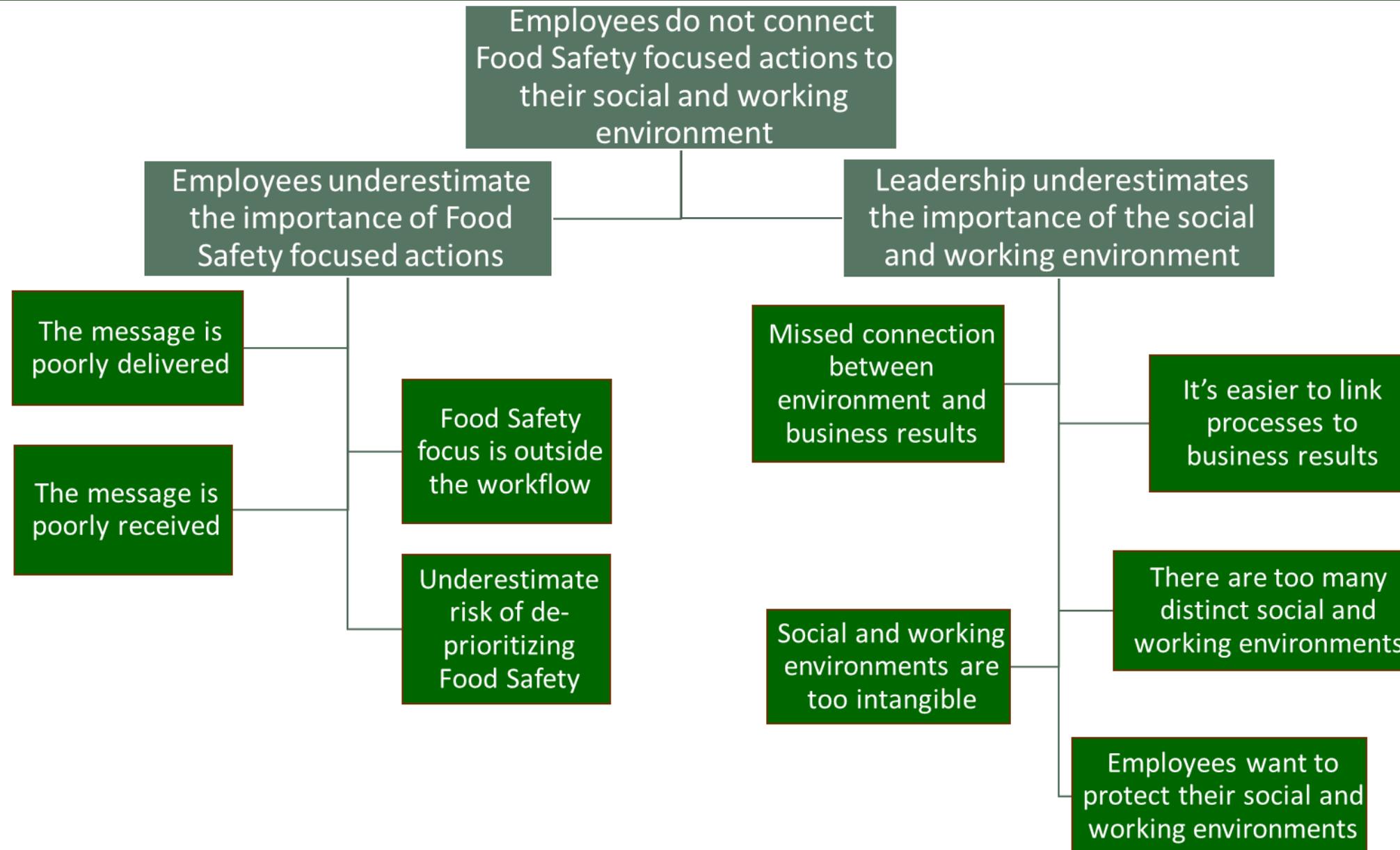
A collection of values, beliefs, habits, practices and traditions shared by a group of people and learned by new members who enter.



Is Food Safety & Quality assumed, visible, transferred and self-sustaining at TreeHouse?

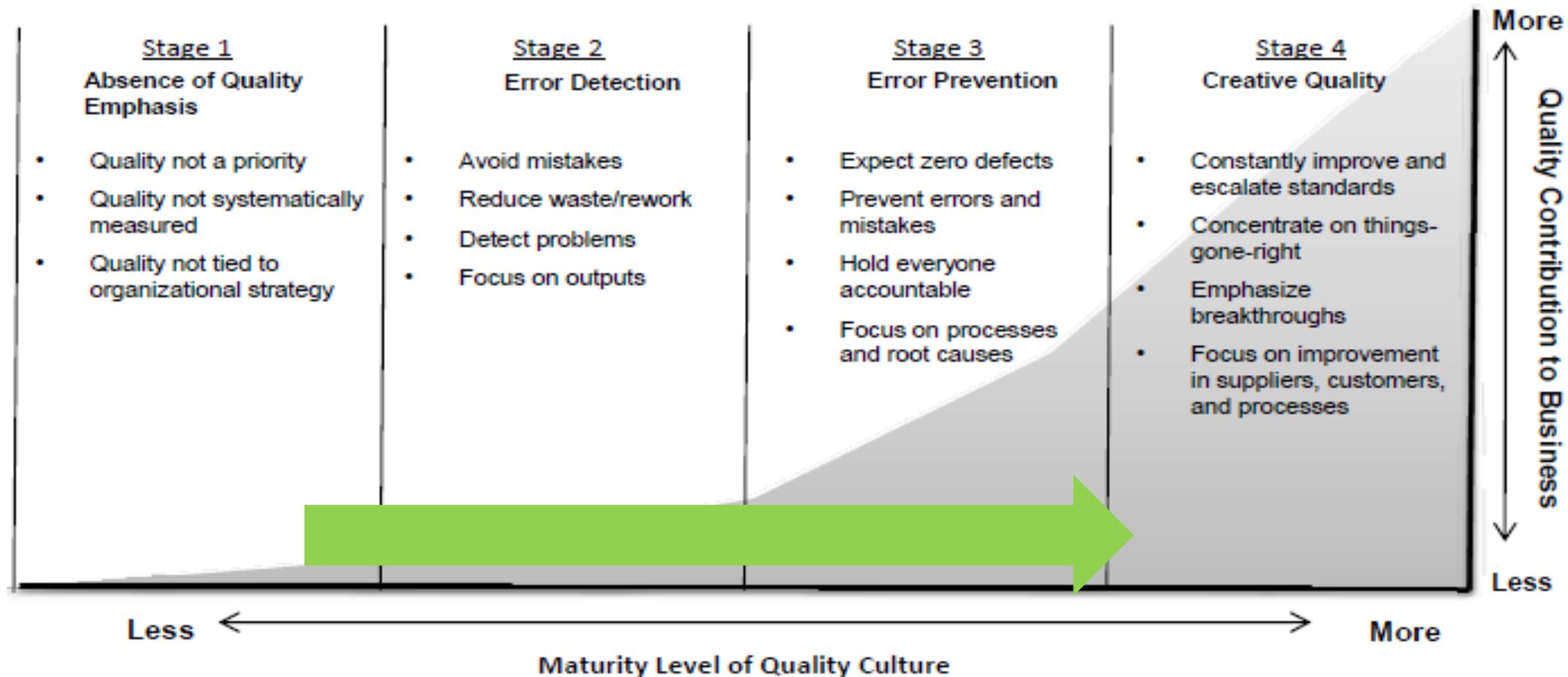
- Assumed: Culture driven by the common assumptions that guide our actions and decisions
- Visible: Visible in the actions taken by us both day-to-day and high stress contexts
- Transferred: Both actively and subtly taught to new TreeHouse members
- Self-Sustaining: Persists amid internal and external volatility

THE CULTURAL ADOPTION CHALLENGE - A ROOT CAUSE ANALYSIS



2012 BEGAN THE JOURNEY EVOLVING OUR FOOD SAFETY & QUALITY CULTURE

Culture of Quality Maturity Model



Source: Cameron and Sine, "A Framework for Organizational Culture Quality," ASQ, 1999; OLEx – Quality Research

DRIVERS TO “LIVING” FOOD SAFETY AND QUALITY

SIGNALS

- Leadership Buy-In
 - Peer Buy-In

FRAMEWORK

- Clear Quality Vision
- Metrics & Accountability

Employees “live” Food Safety and Quality, adopting a Food Safety standard in their core values, beliefs and behaviors.

MOTIVATION

- FS&Q focused Incentives
- Personal Risk Reduction

TOOLS

- Process Discipline
- Quality Visibility

HOW TREEHOUSE MEASURES SUCCESS – FOOD SAFETY & QUALITY

- Drive a Culture of FS&Q
 - Operational Continuous Improvement Activities – TMOS
 - Continuous Learning & Skills Development – Alchemy
 - Outreach – Cross-Training; Best Practice-sharing & reapplication
- Quality Metrics
 - Quality Incident Tracking
 - Complaint & Inquiry Management – reporting, trending, forecasting
 - Statistical Process Control
 - Third party reviews (Merieux)
 - Reviewing Online reviews
- Food Safety Metrics
 - Environmental Monitoring Program Controls
- Shaping Standards & Regulations
- Delivering Customer Solutions



FOOD SAFETY & QUALITY – CONTINUING JOURNEY

- Woven into our Purpose, Mission and Values
 - Commitment to excellence
 - Speak up
- Making high quality food and beverages affordable to all
- As well at the tapestry of our Continuous Improvement Work
 - TreeHouse Management Operation Structure TMOS
 - Ps and Qs- the importance of visibility and priority
- Food Safety Metrics
 - Quality Incidents, Internal and External Audit Scores, Food Safety KPIs
 - Reapplication of learning
 - Continuous Skills Development
- Shaping Standards & Regulations





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Questions?

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