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

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# Food Safety Culture - Part 7 of 7: Building Strong Food Safety Cultures with Effective Training Programs

**Moderator:** Lone Jespersen      Cultivate, Switzerland

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# Building Strong Food Safety Cultures with Effective Training Programs



**Laura Dunn Nelson**

*VP, Food Safety & Global Alliances*

**Intertek Alchemy**



**Food Safety Culture  
Webinar  
August, 17 2020**



**Bertrand Emond**

*Head of Membership & Training*

**Campden BRI**



# Today's Presenters



**Bertrand Emond**

*Head of Membership & Training and Culture Excellence Lead*  
**Campden BRI**

Bertrand Emond is Head of Membership & Training and Culture Excellence Lead at Campden BRI, the world's largest independent provider of practical scientific, technical, regulatory, training and information support to the food, drink and allied industries. Bertrand holds a Master of Food Science & Technology and a Master of Business Administration.



**Laura Dunn Nelson**

*VP Food Safety and Global Alliances*  
**Intertek Alchemy**

Bringing to her role of Vice President of Food Safety and Global Alliances for Intertek Alchemy, Laura Dunn Nelson has over 30 years of experience implementing food safety and quality control programs, advancing food safety cultures for processing, packaging, foodservice and retail operations. She has a Bachelor of Science in microbiology from University of Texas

# Bit of context...

- Food safety is a shared responsibility
- All employees, irrespective of their position within a company, have a role to play, and need to understand how their actions can have an impact on food safety.

They need to know exactly:

- what is expected of them,
- what the right thing to do is,
- how to do things right with confidence
- what are the consequences to them directly and to the company of not doing the right thing right!

...so that they do the right thing right, at all times,  
even when no one is watching,  
and/or if they are under pressure

# Bit of context...

- This means that :  
each employee needs to be educated and trained properly and continuously
- Training is one of the key dimensions that contribute to a strong culture to drive and sustain positive / great food safety behaviours



# External Drivers... and why Culture is here to stay!

1. Unannounced audits (*GFSI 2020 new requirement*)
2. Continuous improvement
3. Earned recognition/autonomy with retailers/agencies
4. GFSI 2020 new benchmarking requirements  
(see BRCGS 8, IFS 7, SQF 9)
5. Codex GPFH, European Regulation, FDA
6. Investors and Insurance

## Food Safety Culture



### Strengthen FDA's Approach to Recognizing the Critical Importance of Food Safety Culture and Behavior Change in the Agency's Work Processes

- Ensure consideration of the role of culture as a central tenet in advancing the agency's food safety mission.
  - Develop procedures to further strengthen the internal understanding of food safety culture, including the role of public health and regulatory partners as essential members of our food safety team.
  - Conduct internal assessment of current attitudes toward and knowledge about food safety culture and develop and monitor metrics to measure changes in the development of a food safety culture over time.
- Encourage FDA leadership to communicate the importance of Food Safety Culture as part of FDA's Foods program.
- Update staff training and rotational opportunities to ensure they focus on reducing food safety risk as primary responsibility for staff, with compliance/enforcement as one means – but not the only means – to accomplish the goal of preventing foodborne illness.
- Research how inspections might be modified to be used as a tool to strengthen and gauge food safety culture in regulated industry.
  - Train investigators on assessing and promoting food safety culture in facilities.

not just accountability, for food safety.

### Promote Food Safety Culture Throughout the Food System



- Develop a Food Safety Culture Campaign to foster a new external dialogue on the importance of food safety culture and best practices.
- Develop education, training, and tools to foster and advance industry best practices.
- Review existing literature and conduct, as needed, additional research on challenges, barriers, and opportunities to influence attitudes, behaviors and adopt food safety culture.
- Update FDA's policies and procedures to facilitate industry efforts to adopt food safety culture.
- Enhance food safety culture efforts with international/federal/state/local regulatory partners.

### Develop Smarter Food Safety Consumer Education



- Develop a consumer-focused initiative (using full range of media and new technologies) to help consumers create a smarter food safety environment in their daily lives for themselves and their families.
  - Target educational materials to populations that may have the greatest need for food safety education.
  - Target educational materials to focus on emerging food safety concerns.
- Research and test consumer messaging materials.
- Work with a variety of partners (consumer groups, industry, other government partners, and media groups) to promote consumer messaging.
- Develop strategies to help consumers access, understand and utilize new technologies relevant to food safety.

## FOOD FOR THOUGHT

Ideas on How to Begin a New Era of Smarter Food Safety





EUROPEAN  
COMMISSION

## CODEX ALIMENTARIUS COMMISSION



Food and Agriculture  
Organization of the  
United Nations



World Health  
Organization

Viale delle Terme di Caracalla, 00153 Rome, Italy - Tel: (+39) 06 57051 - E-mail: [codex@fao.org](mailto:codex@fao.org) - [www.codexalimentarius.org](http://www.codexalimentarius.org)

Agenda item 6

CX/FH 19/51/6

JOINT FAO/WHO FOOD STANDARDS PROGRAMME

CODEX COMMITTEE ON FOOD HYGIENE

amending the Annexes to Regulation (EC) No 852/2004 of the European Parliament and of the Council on the hygiene of foodstuffs as regards food allergen management, redistribution of food and food safety culture

- (7) [In October 2020], the Codex Alimentarius Commission adopted a revision of its global standard on *General Principles of Food Hygiene* (CXC 1-1969). The revised CXC 1-1969 introduces the “food safety culture” concept as a general principle. Food Safety Culture enhances food safety by increasing the awareness and improving behaviour of employees in food establishments. Such impact on food safety has been demonstrated in several scientific publications.
- (8) Considering the revision of the global standard and the expectations of consumers and trade partners that food produced in the EU complies at least with such global standard, it is necessary to include general requirements on food safety culture in Regulation (EC) No 852/2004.
- (9) Regulation (EC) No 852/2004 should be amended accordingly.

### Draft act

Feedback period

09 July 2020 - 06 August 2020

FEEDBACK: CLOSED

UPCOMING

### Commission adoption

Planned for

Third quarter 2020

# Global Food Safety Training 2020

- Need for benchmark data:  
How does my training programme compare to others on a global scale?
- 6<sup>th</sup> Global Survey  
by Campden BRI and Alchemy  
in partnership with BRCGS, Cultivate,  
SGS, SQF, TSI, TQF Taiwan



# Global Food Safety Training 2020

- Responses representing over 5,000 sites world-wide
- Data gathered in Jan/Feb 2020  
*(mostly pre-COVID19)*
- Food Manufacturers & Processors  
*(most are GFSI sites)*





# Global Food Safety Training 2020

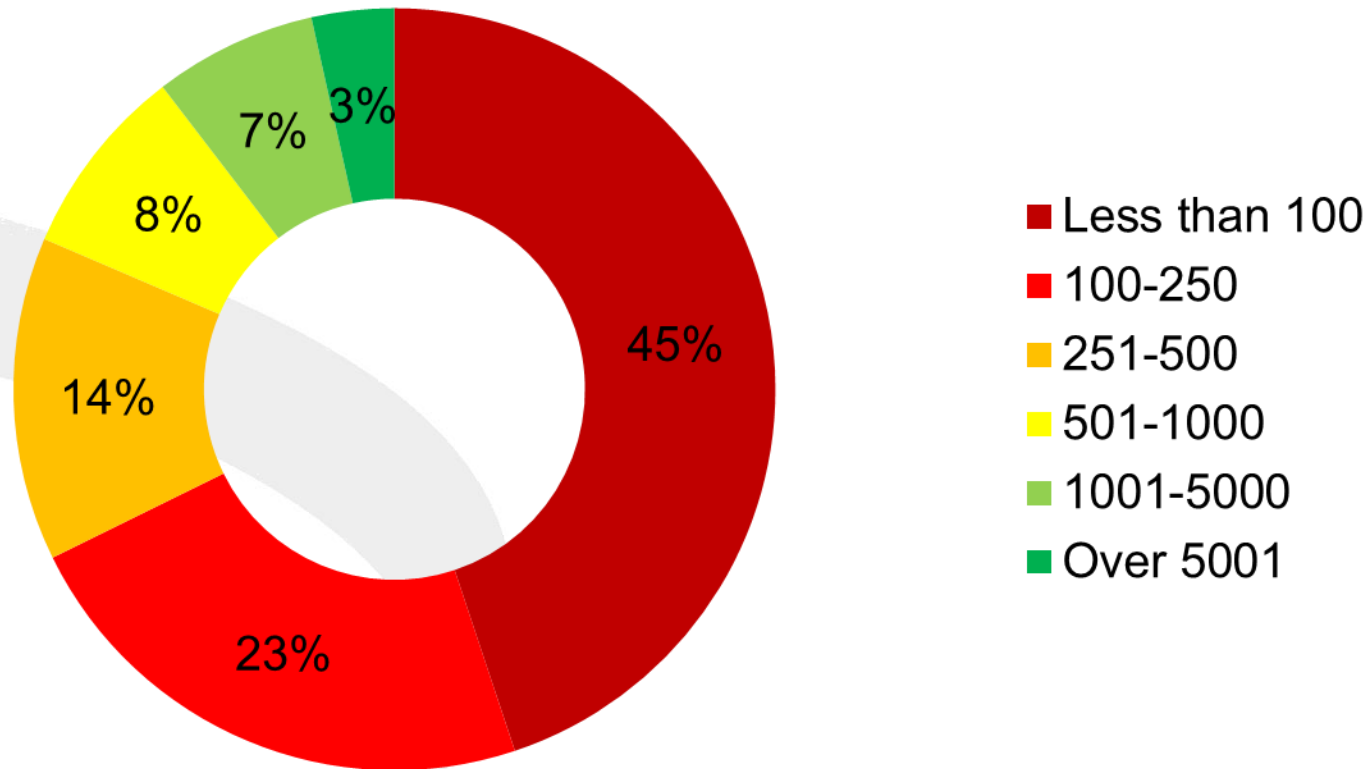
- Wide scope, including:
  - Business size, sector, region
  - Responsibility for training
  - Budget, amount of training (staff/senior staff)
  - Type of training, topics
  - Training activities audits, deficiencies
  - Ways of measuring competency/qualification
  - How document and manage training records
  - Training goals, needs and challenges
  - Benefits of training
  - Developing a strong food safety culture
  - Changes compared to previous year





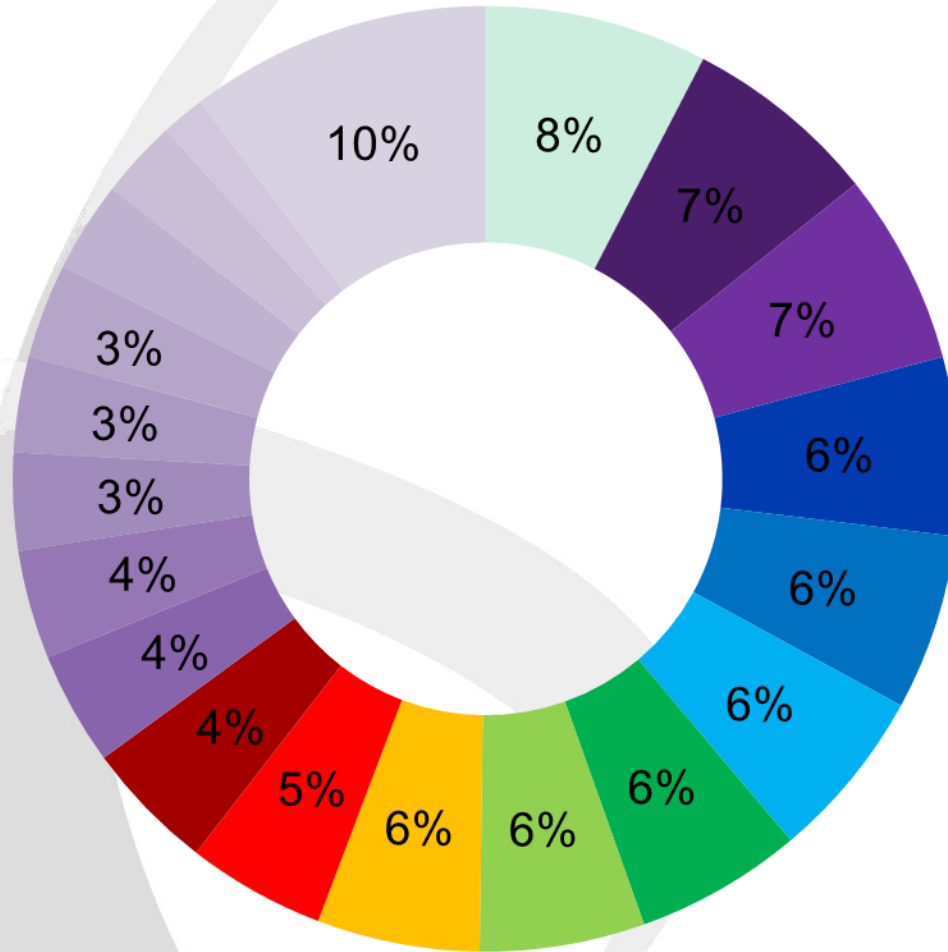
# Global Food Safety Training 2020

## Number of Full Time Equivalent staff



¼ of total have responded on behalf of group

# Global Food Safety Training 2020

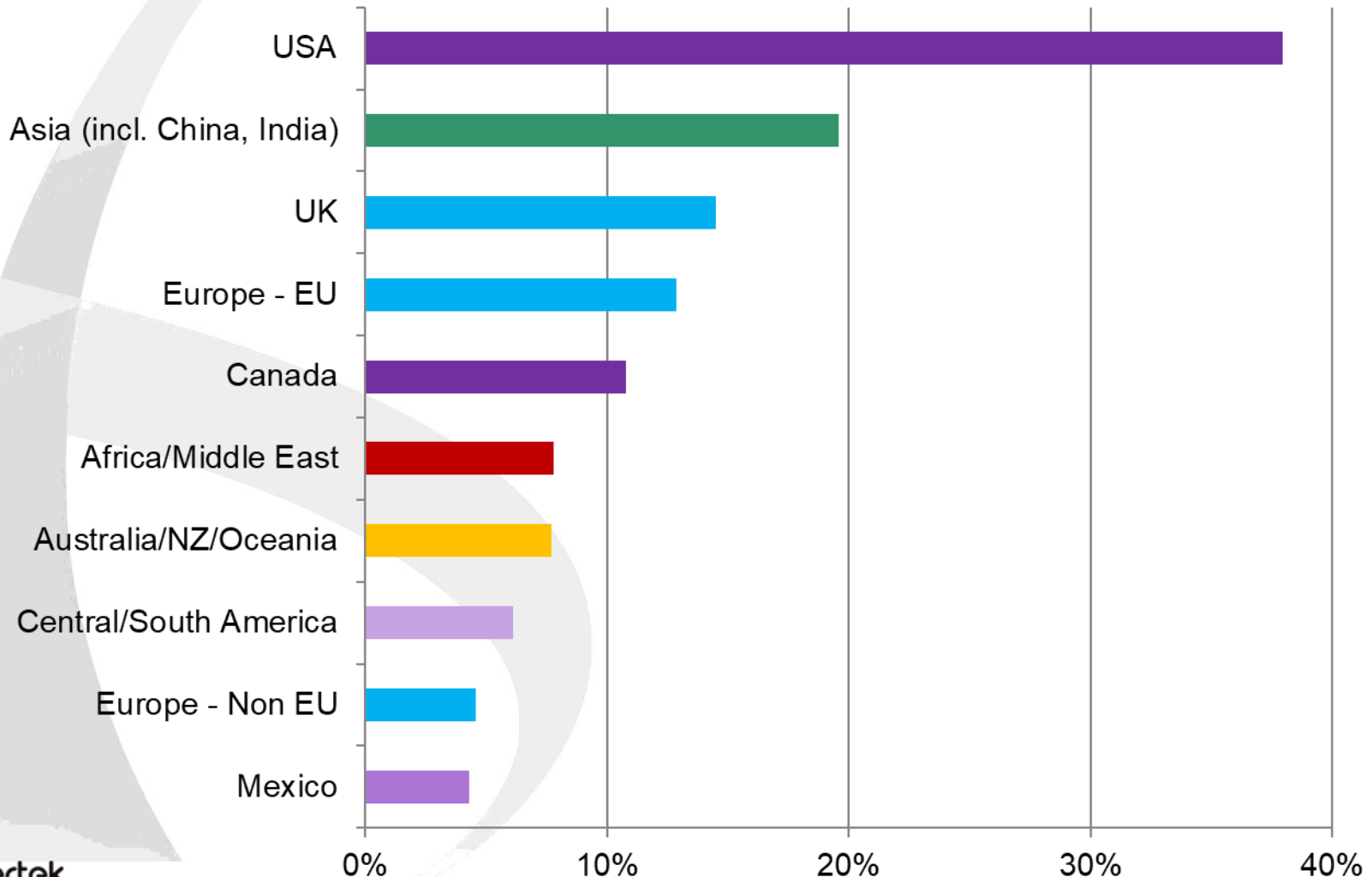


- Cereal and bakery
- Beverages
- Warehouse, Distribution
- Packaging
- Ingredients/Flavours/Colours
- Fruits and vegetables
- Processed meats fish and poultry
- Meats fish and poultry
- Processed fruits and vegetables
- Snacks
- Dairy
- Sauces and dressings
- Retail
- Catering/Restaurants/Hospitality
- Sugar confectionary
- Fats and oils
- Ready Meals
- Feed
- Sandwiches
- Others

**Industry Sectors**

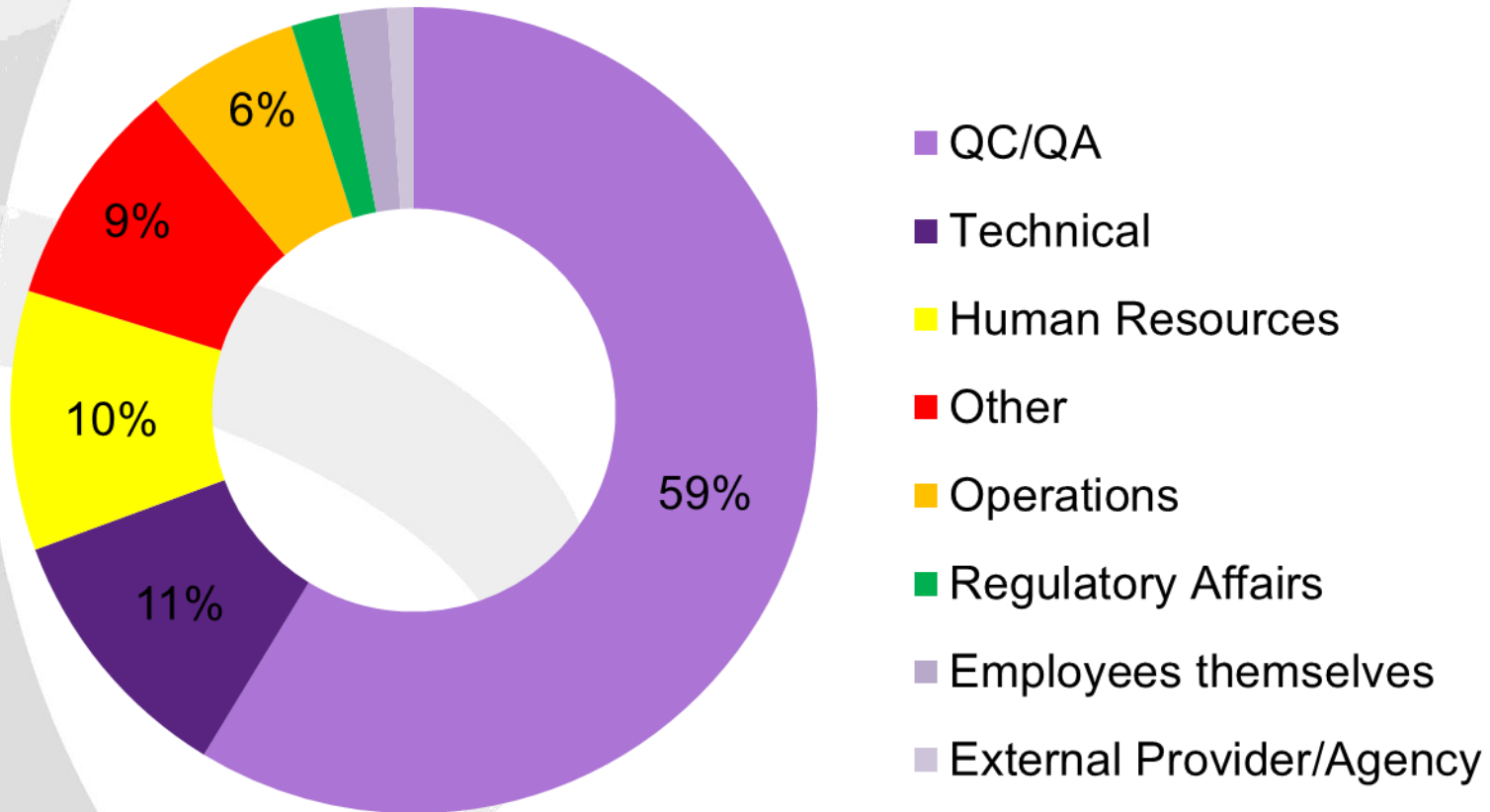
# Global Food Safety Training 2020

## Geographical Regions



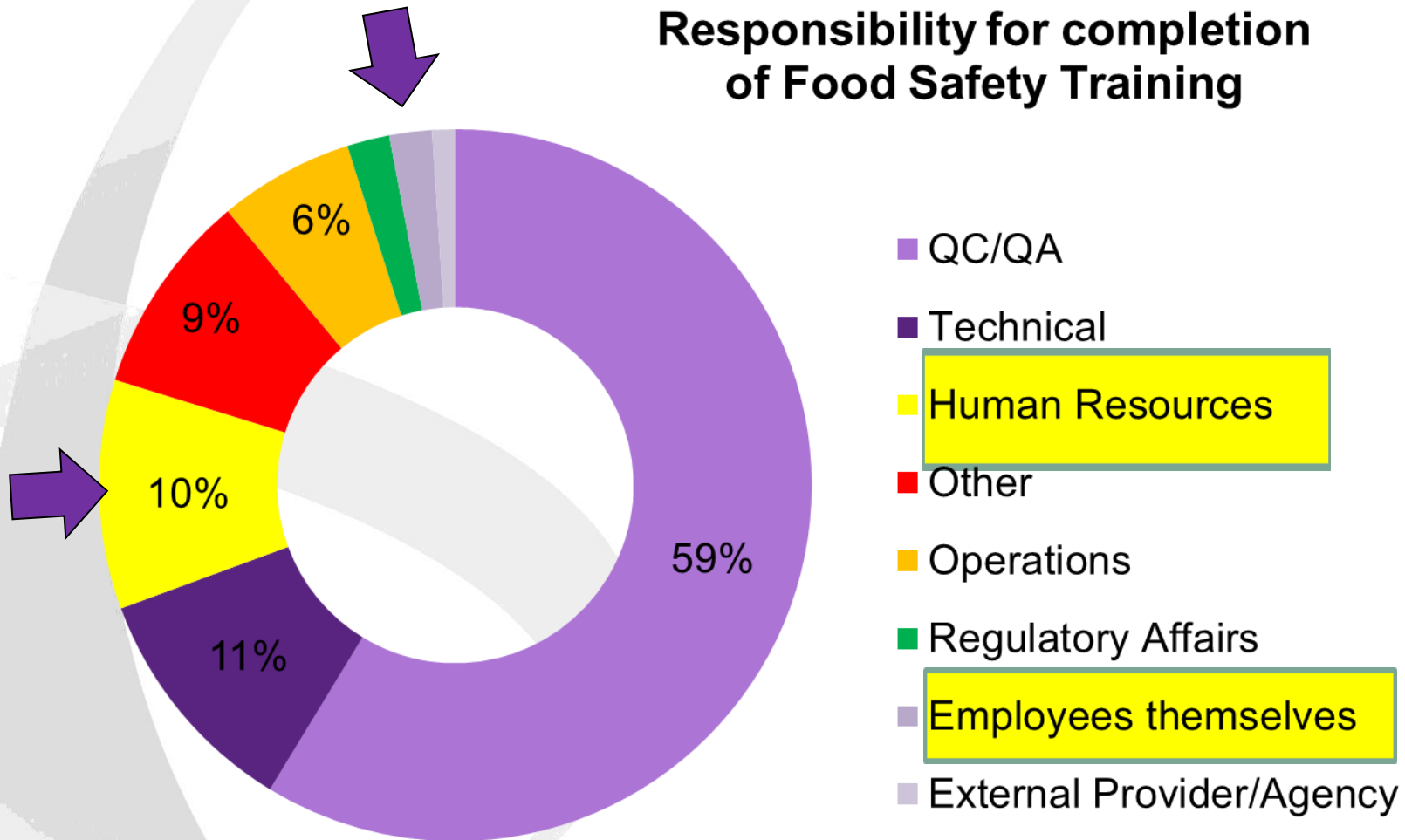
# Global Food Safety Training 2020

## Responsibility for completion of Food Safety Training



# Global Food Safety Training 2020

## Responsibility for completion of Food Safety Training



# Global Food Safety Training 2020

## How does your organisation identify the food safety training needs?





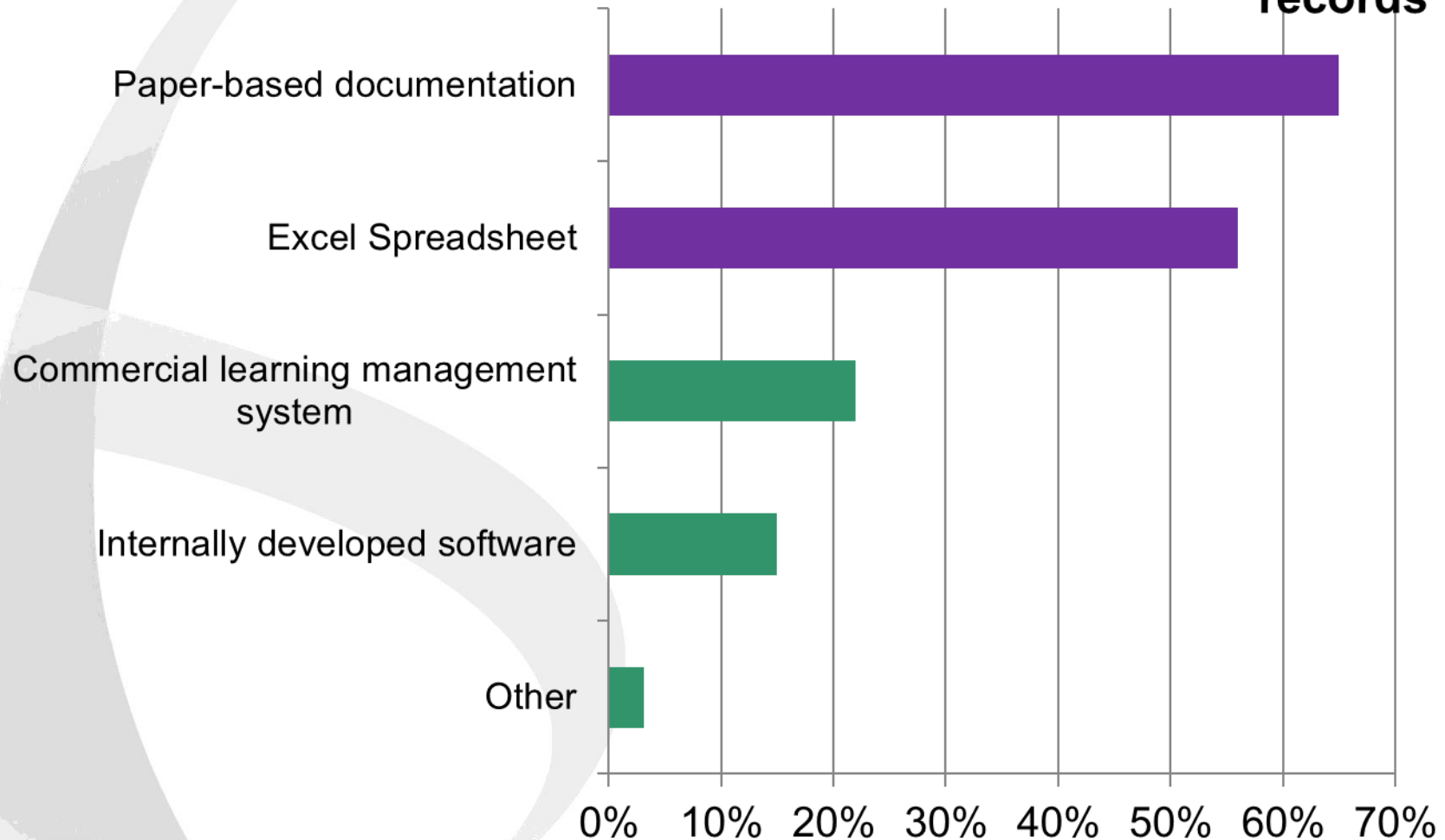
# Global Food Safety Training 2020

## How does your organisation identify the food safety training needs?



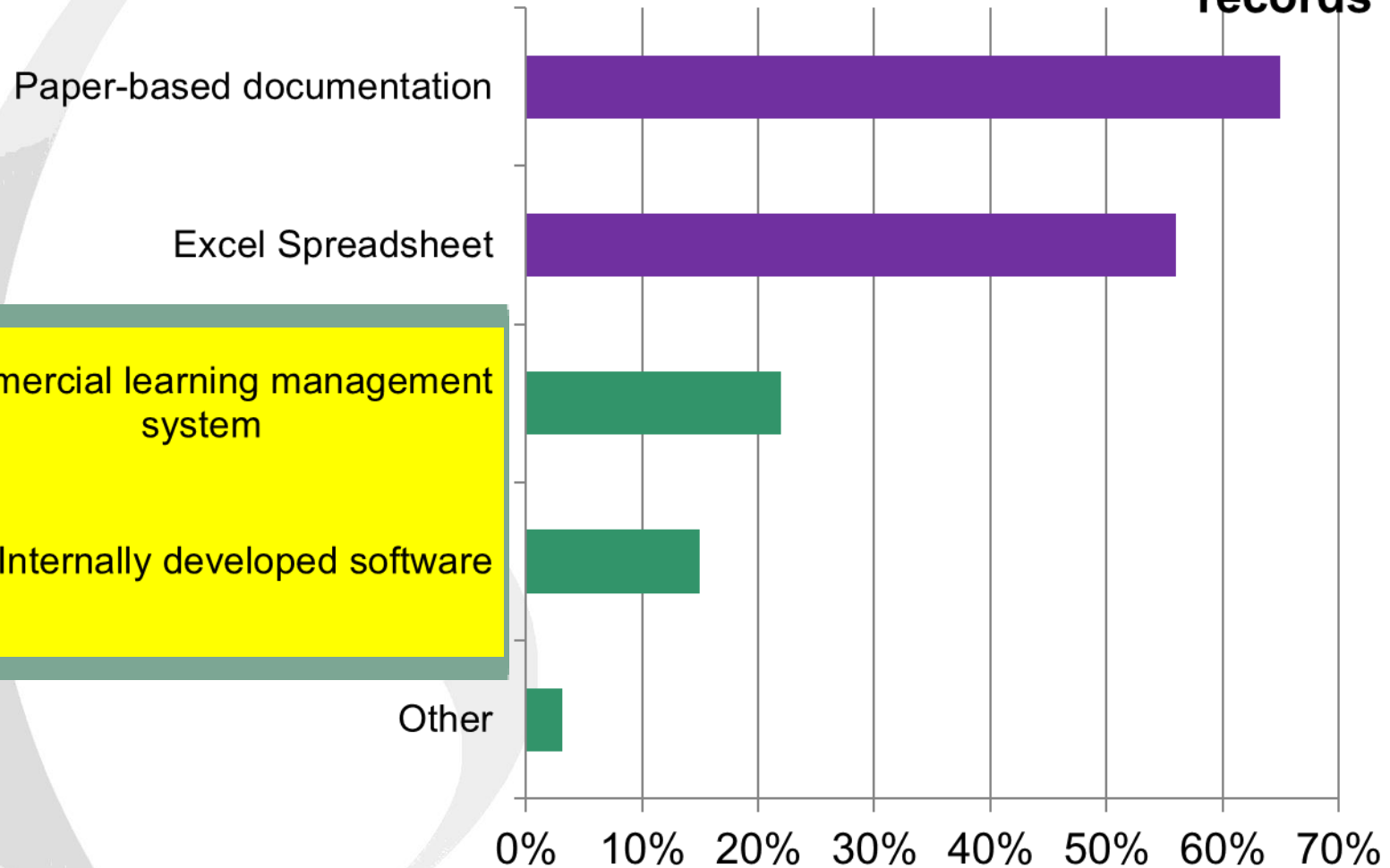
# Global Food Safety Training 2020

**How do companies document and manage training records**



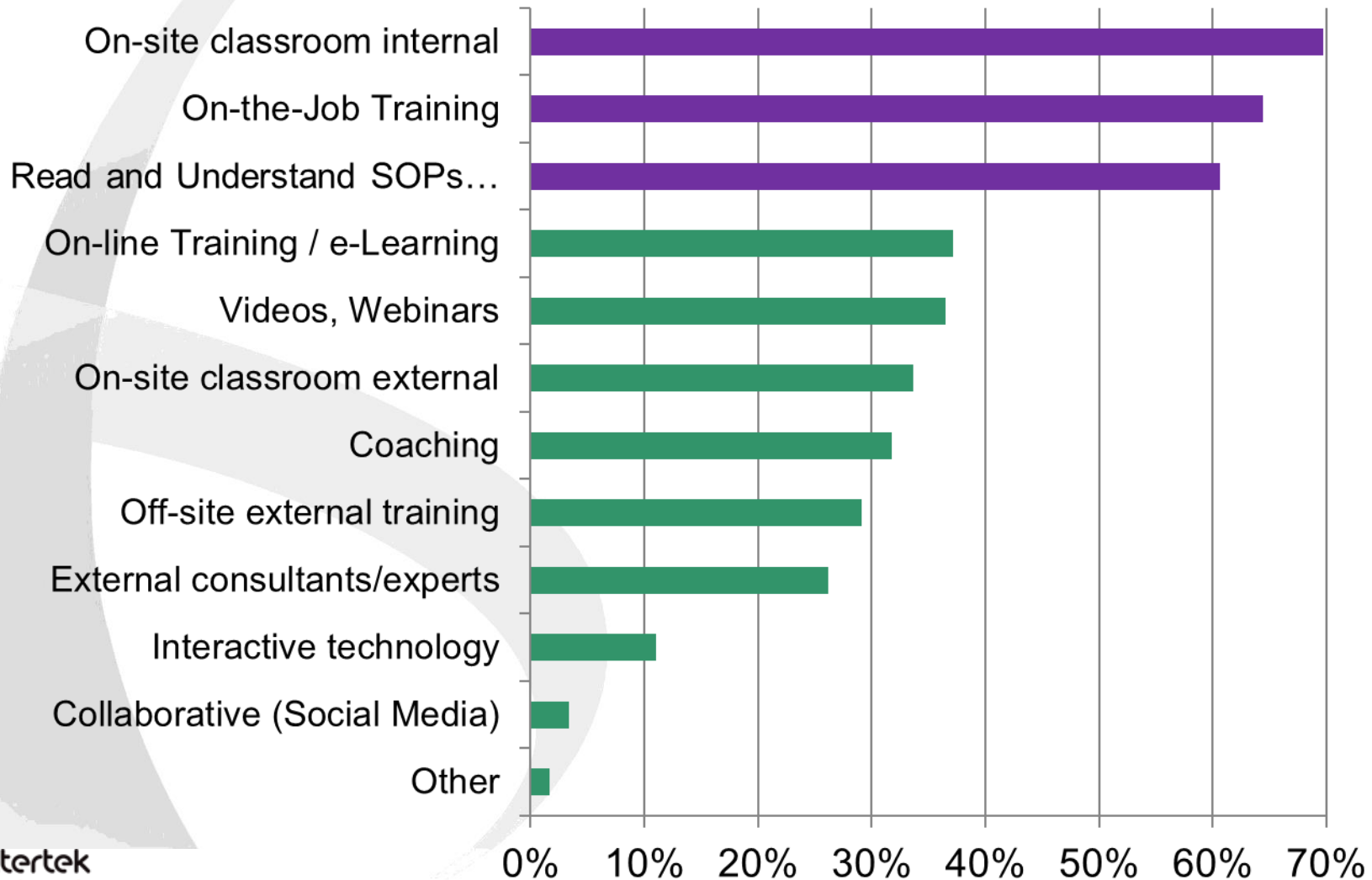
# Global Food Safety Training 2020

## How do companies document and manage training records



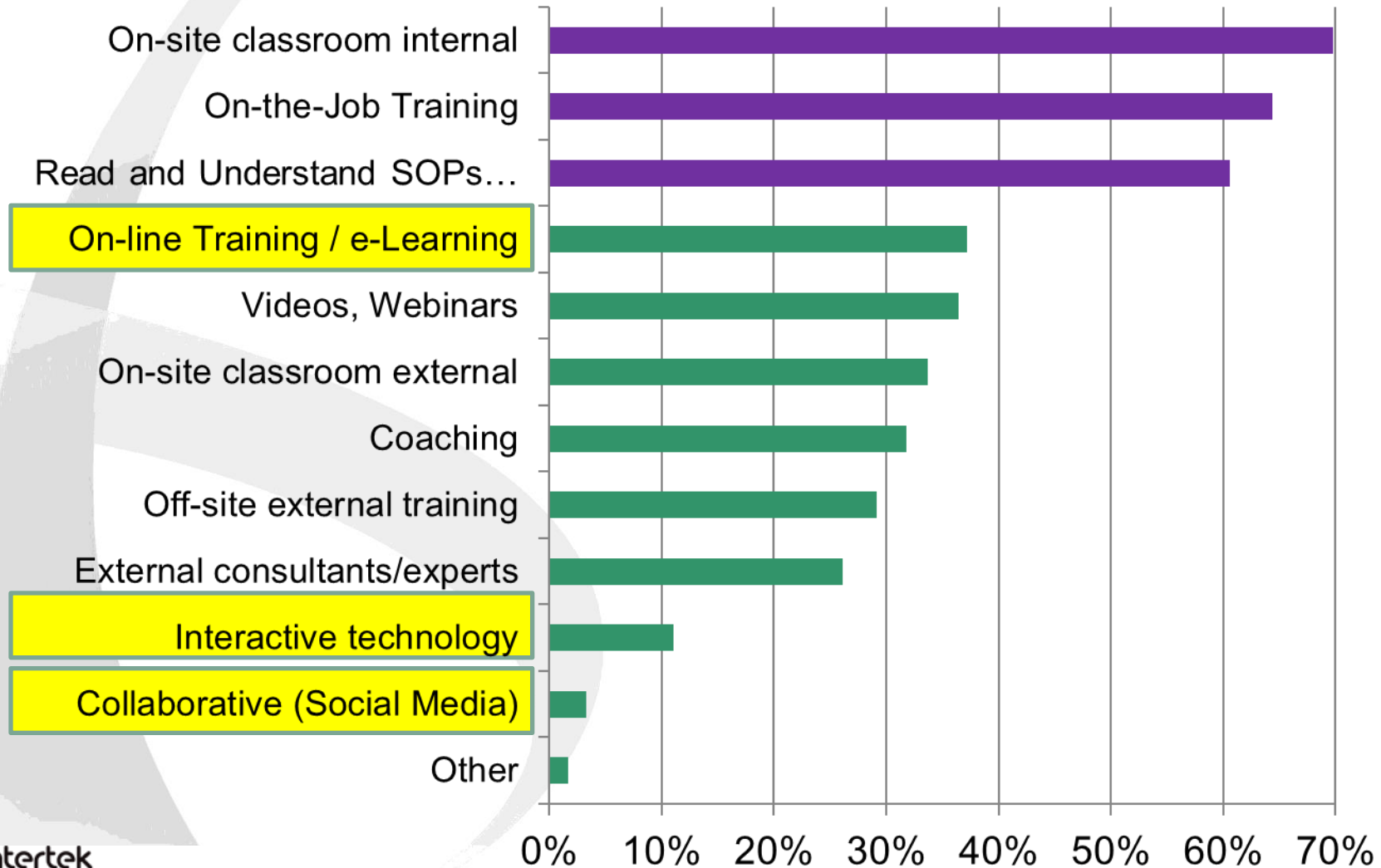
# Global Food Safety Training 2020

## How is Food Safety Training Delivered



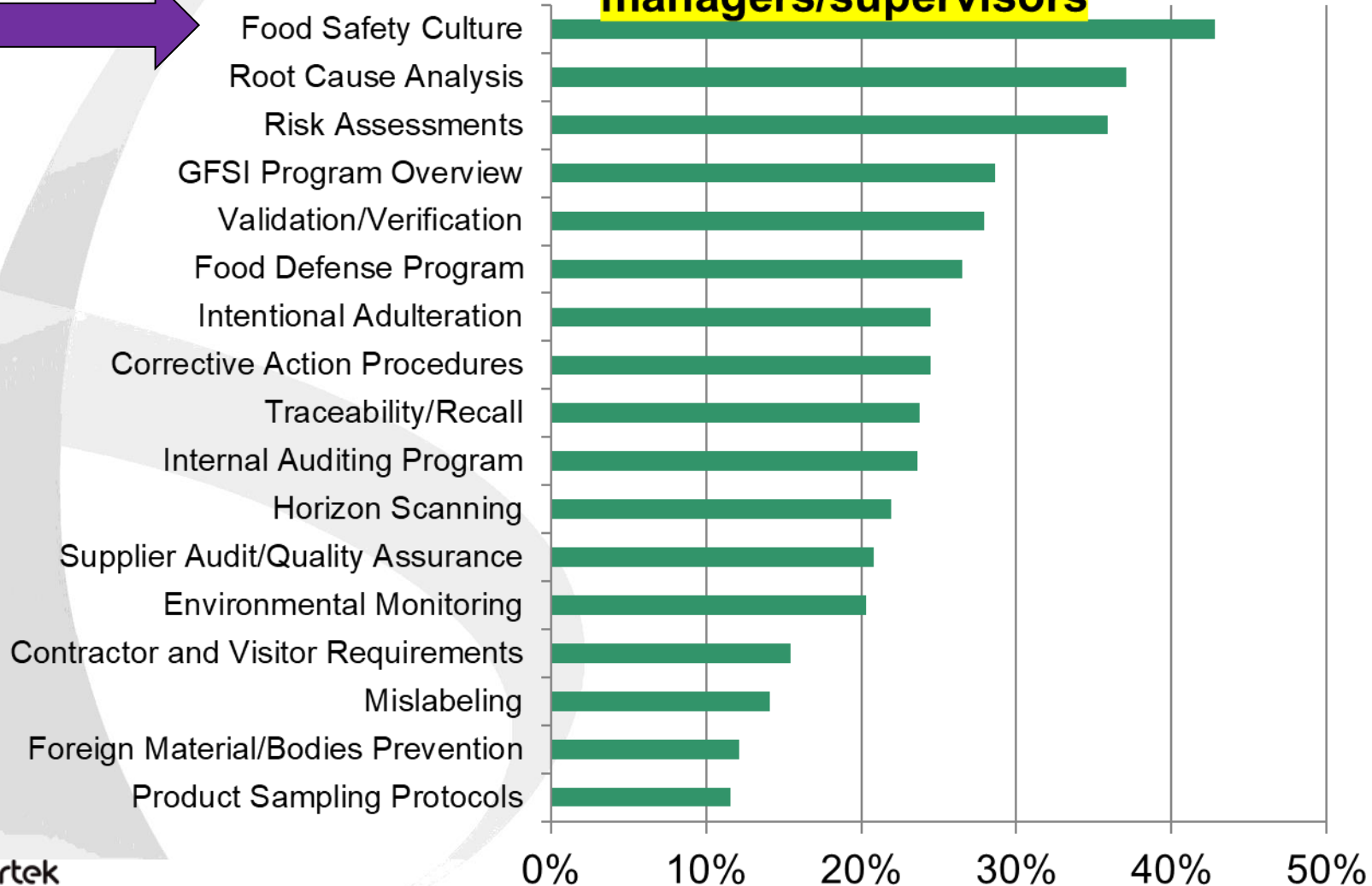
# Global Food Safety Training 2020

## How is Food Safety Training Delivered



# Global Food Safety Training 2020

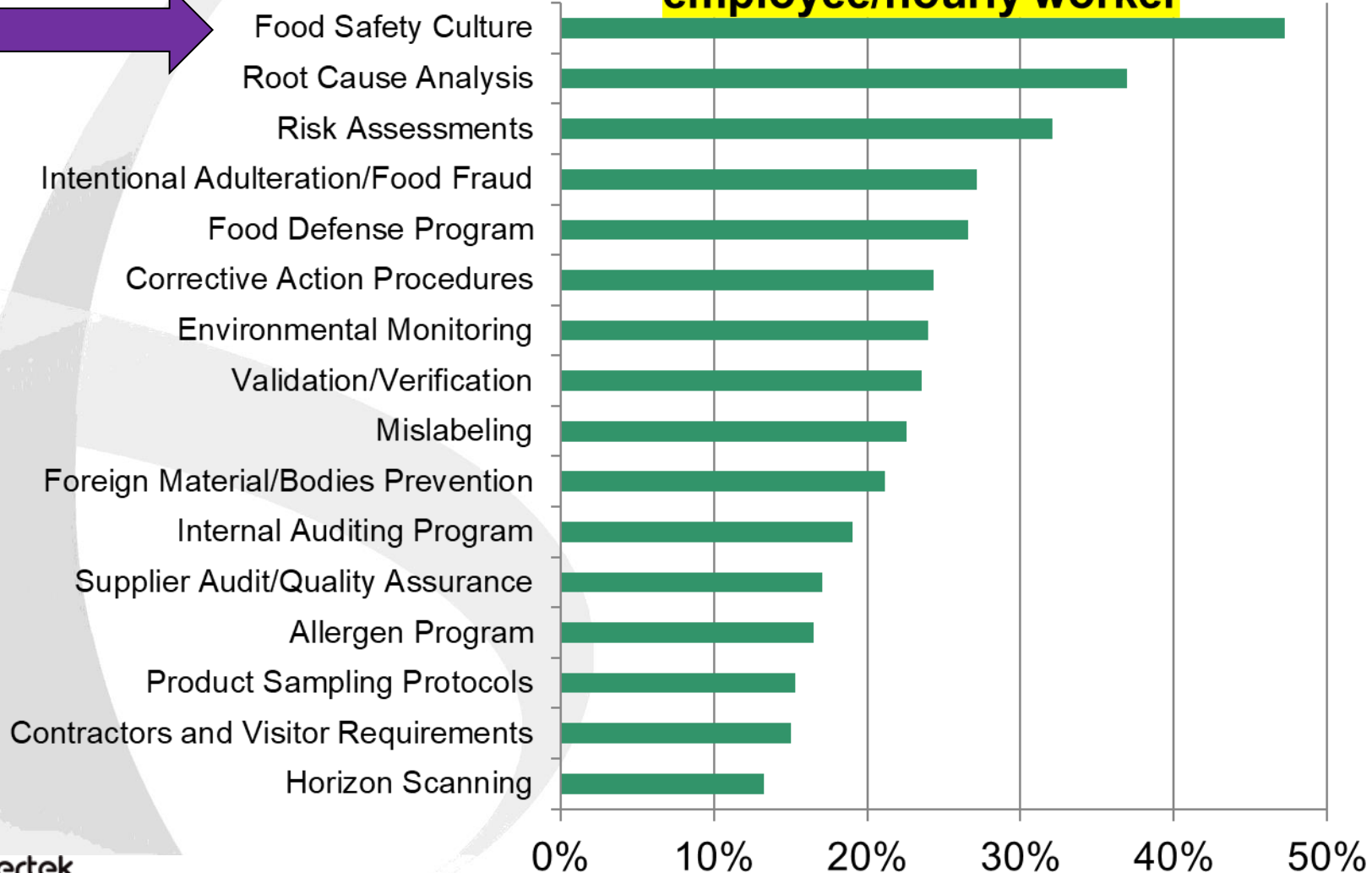
## Food Safety Topics to be introduced – managers/supervisors





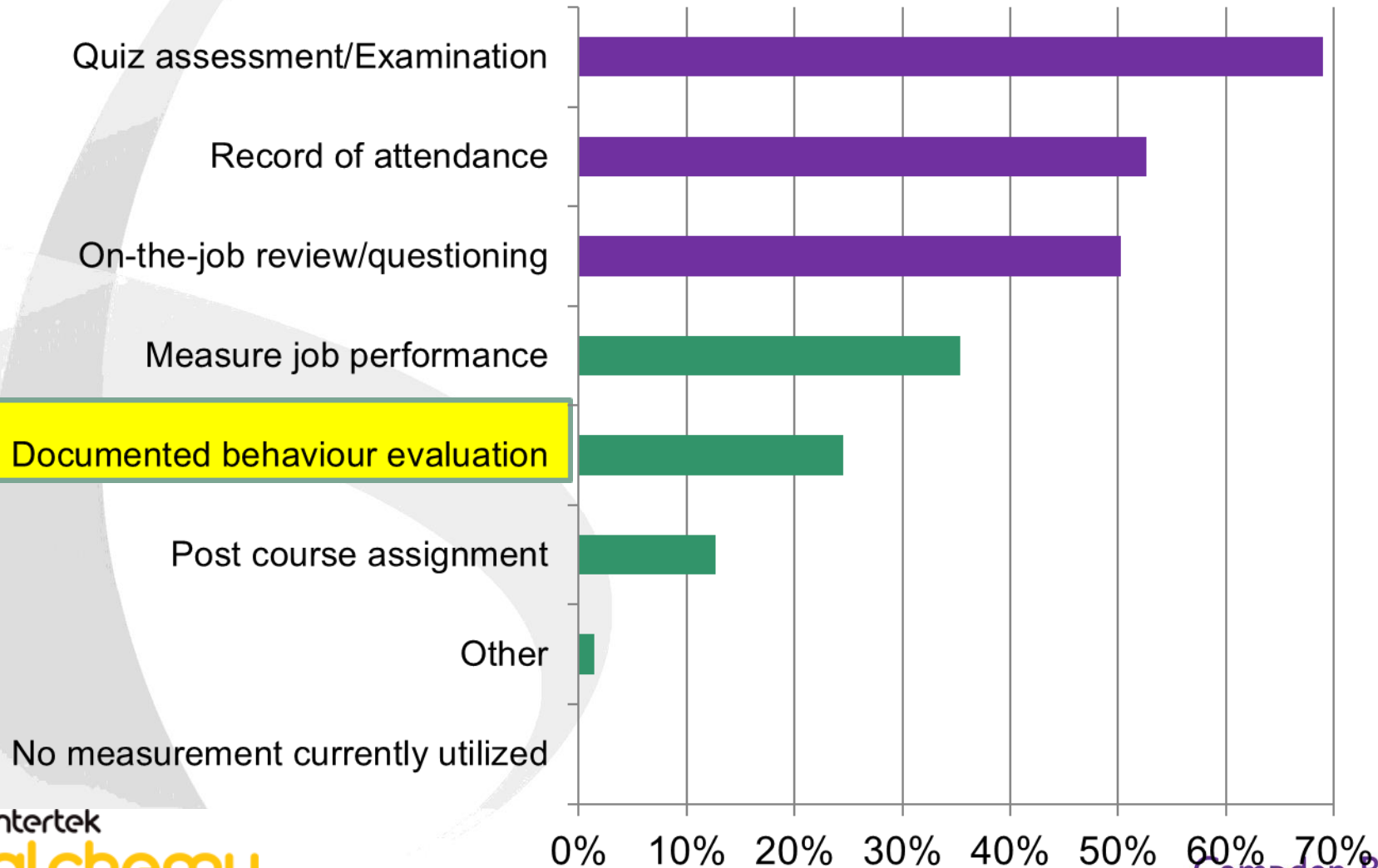
# Global Food Safety Training 2020

## Food Safety Topics to be introduced – employee/hourly worker



# Global Food Safety Training 2020

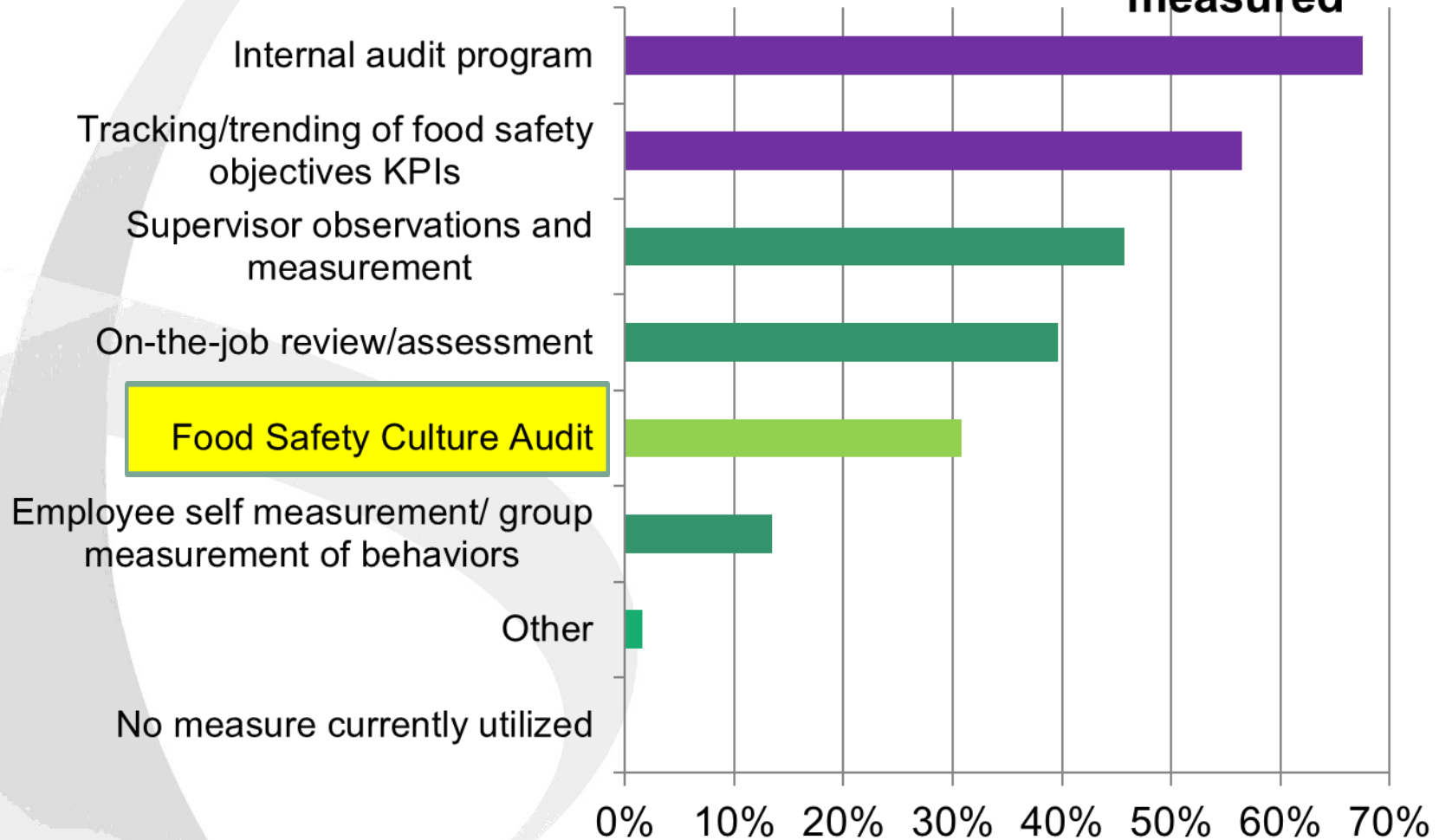
## How companies assess the understanding of training undertaken



No measurement currently utilized

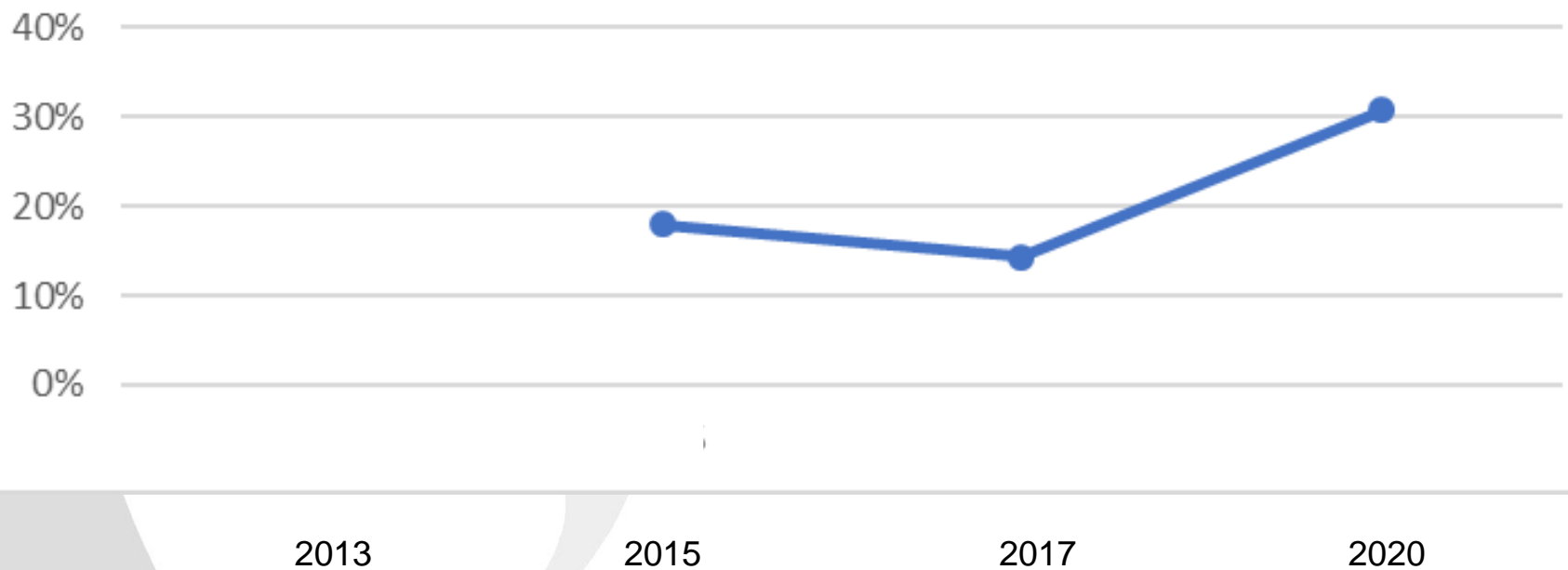
# Global Food Safety Training 2020

## How sustained positive food safety behaviors is "measured"



# Global Food Safety Training 2020

Percent of Companies Using a Food Safety Culture Audit to Measure Sustained Food Safety Behaviors



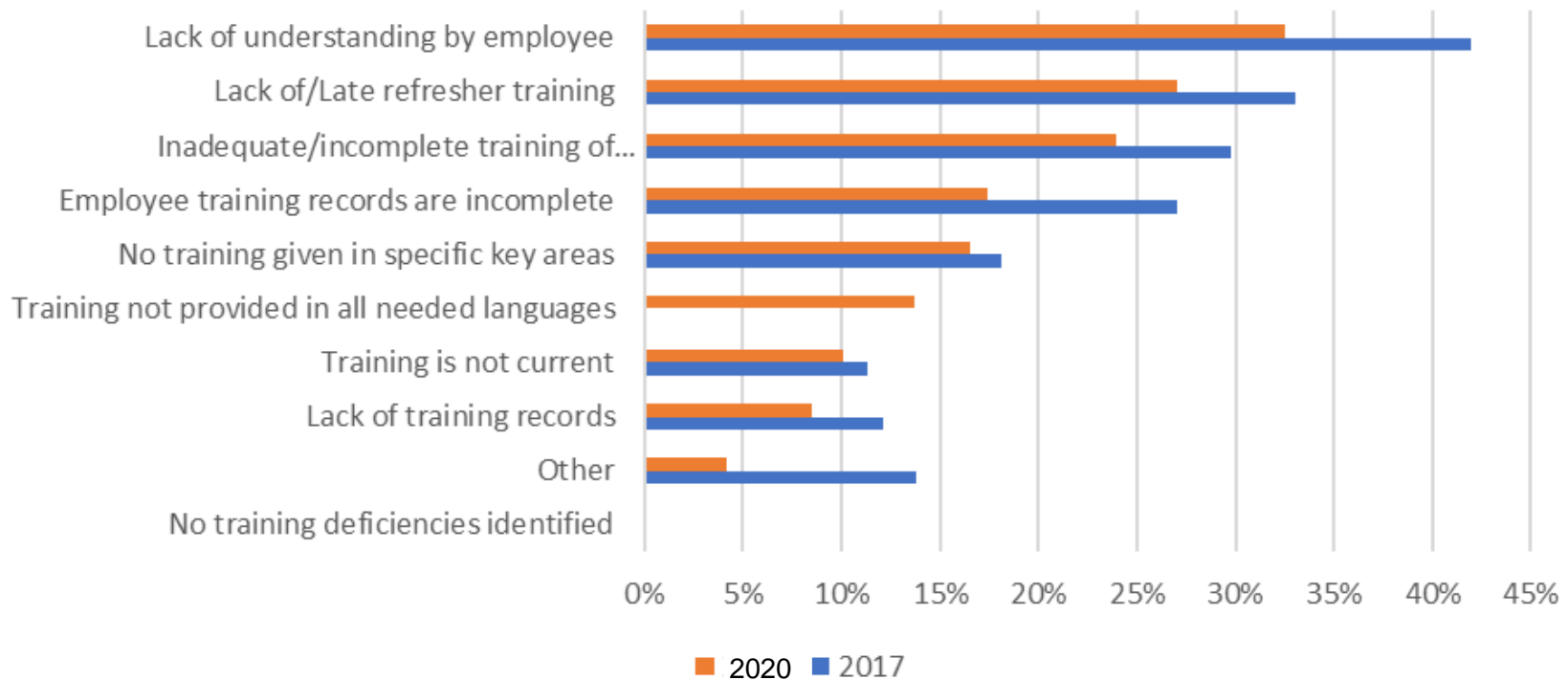
# Global Food Safety Training 2020

## Types of training deficiencies noted during audit



# Global Food Safety Training 2020

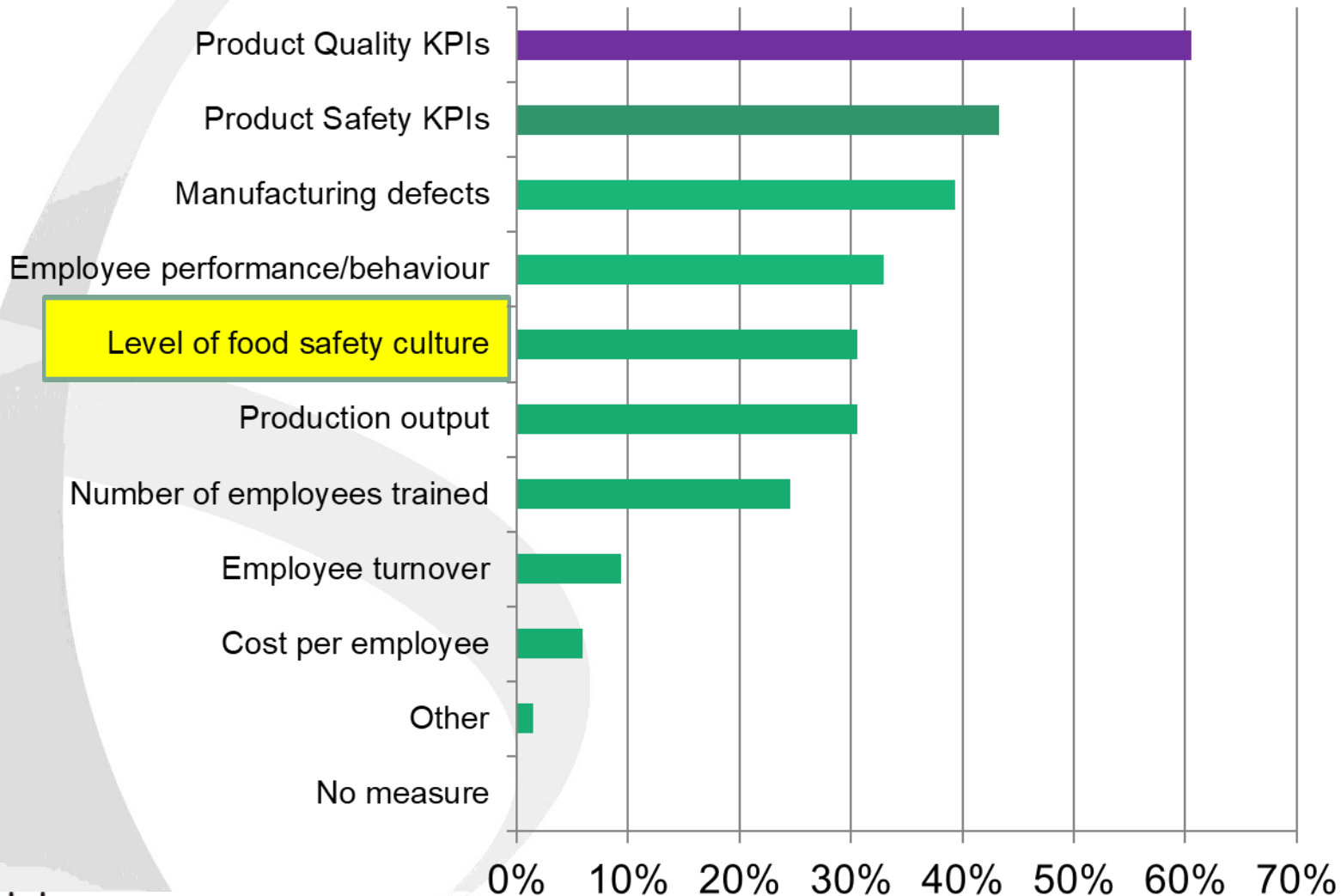
Deficiencies Identified during Audits





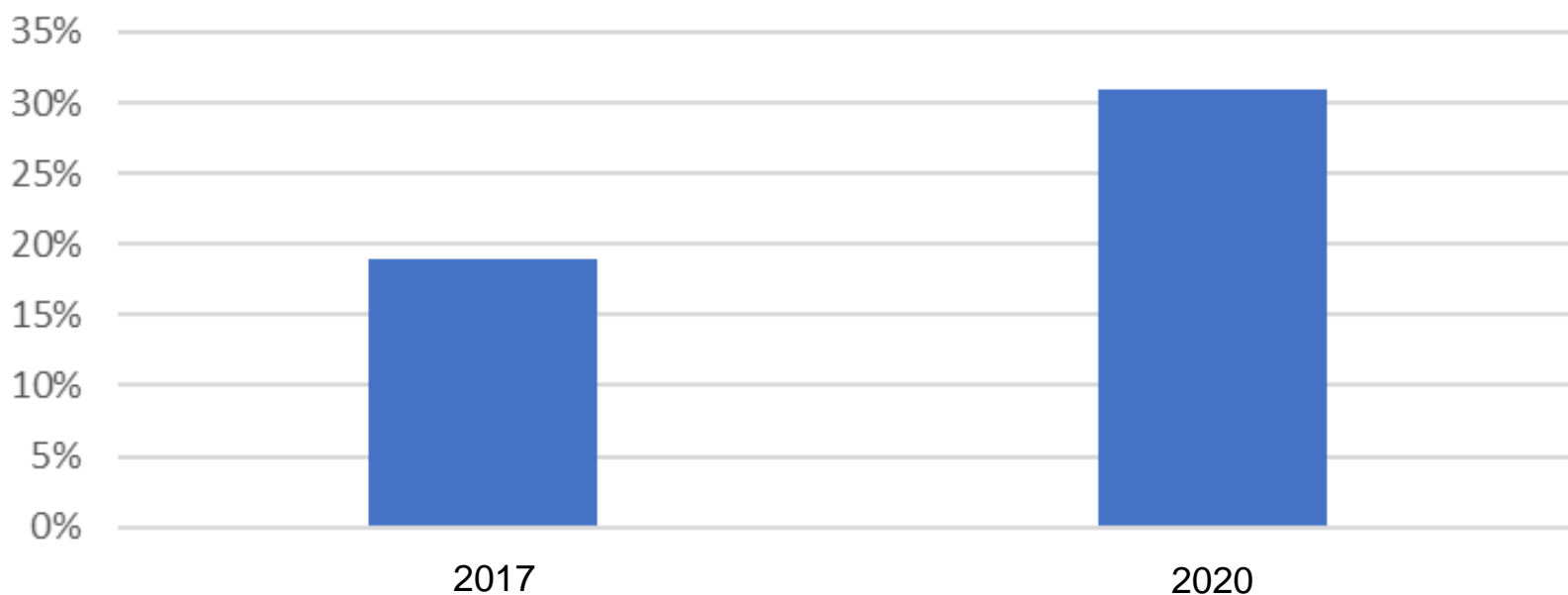
# Global Food Safety Training 2020

## How the value of training is measured



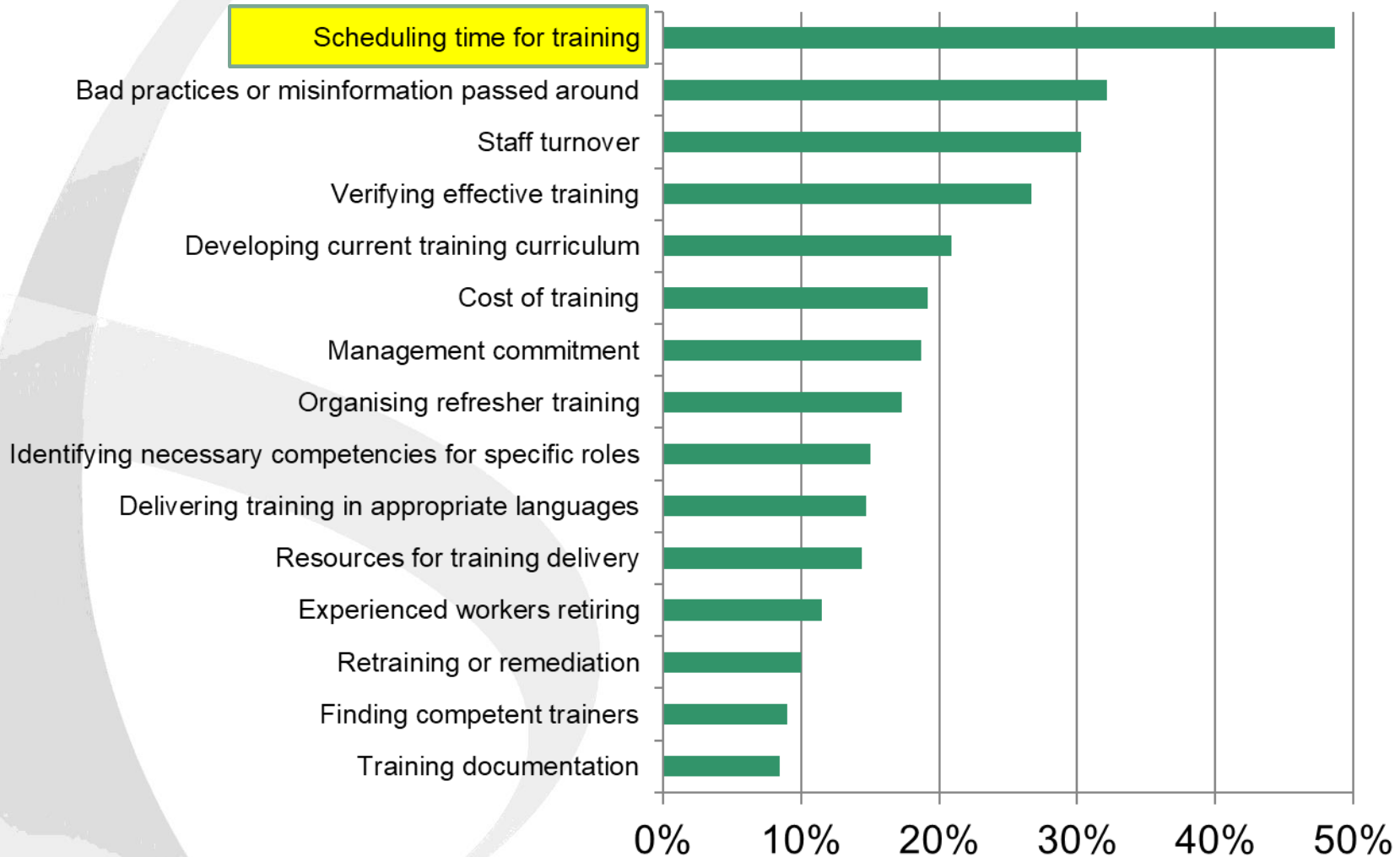
# Global Food Safety Training 2020

Evaluating Level of Food Safety Culture to  
Measure Value of Training to Business



# Global Food Safety Training 2020

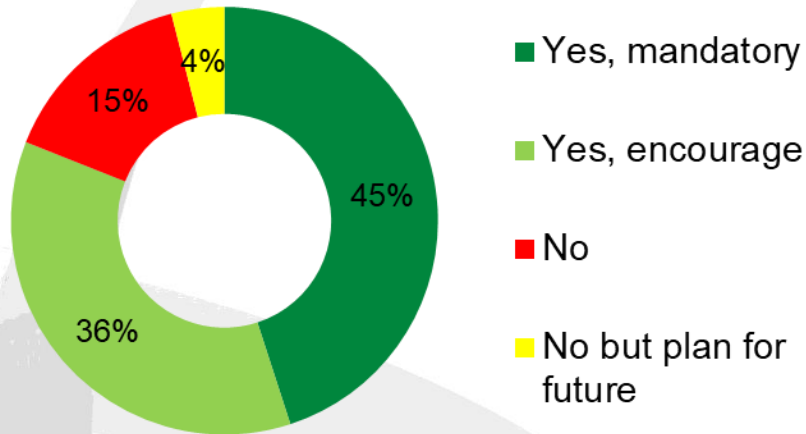
## Biggest (top 3) training challenges



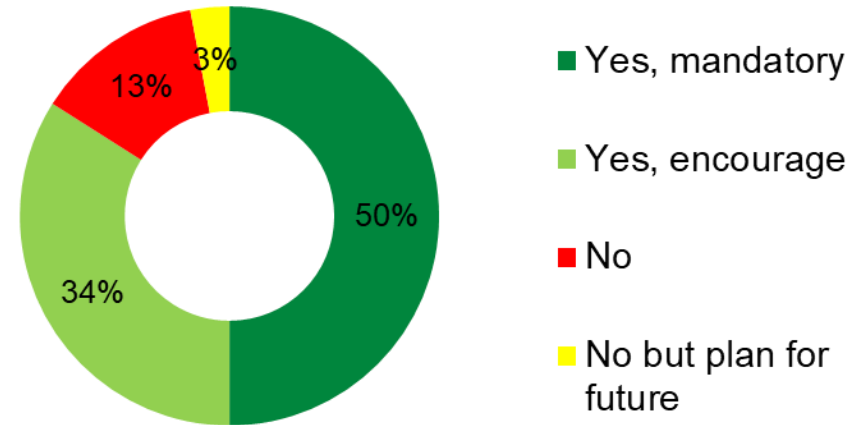
# Global Food Safety Training 2020

Do you require your suppliers to train their staff on food safety issues:

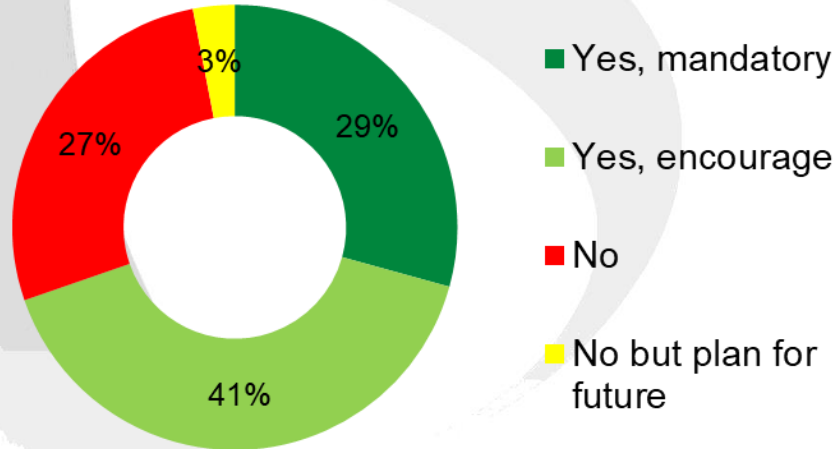
**Raw Materials Suppliers**



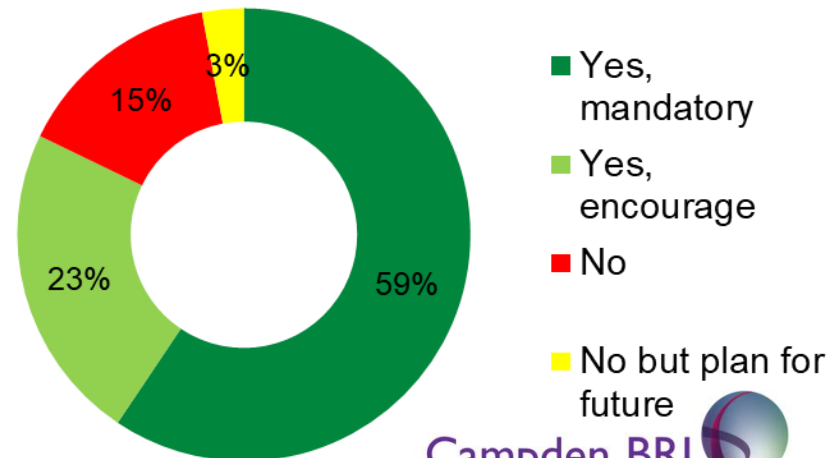
**Services Suppliers**



**Equipment Suppliers**

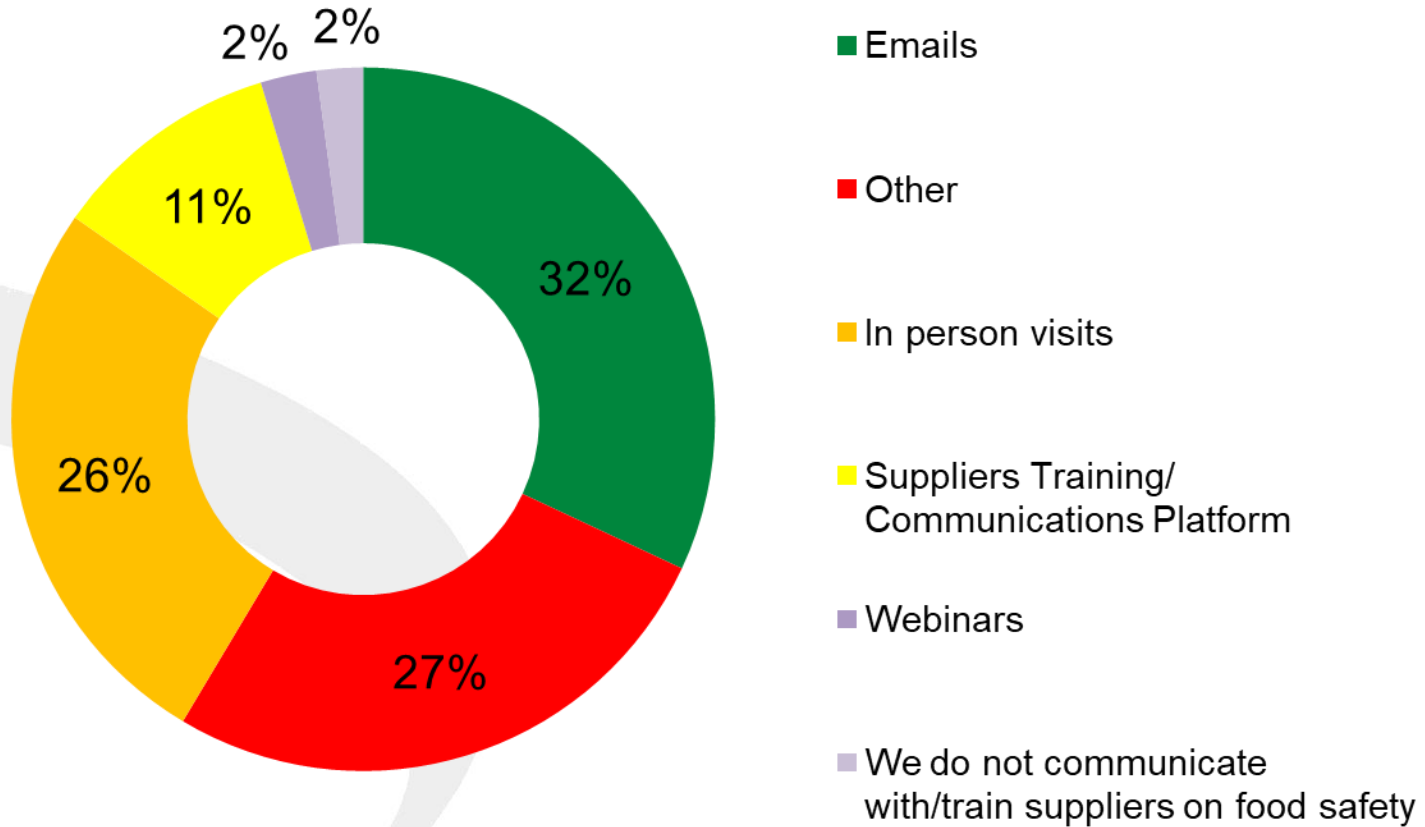


**Agency and Temporary Staff**



# Global Food Safety Training 2020

## How communicate with/train suppliers on food safety



# Global Food Safety Training 2020

## Ways of keeping training 'top of mind' on a daily basis for hourly employee



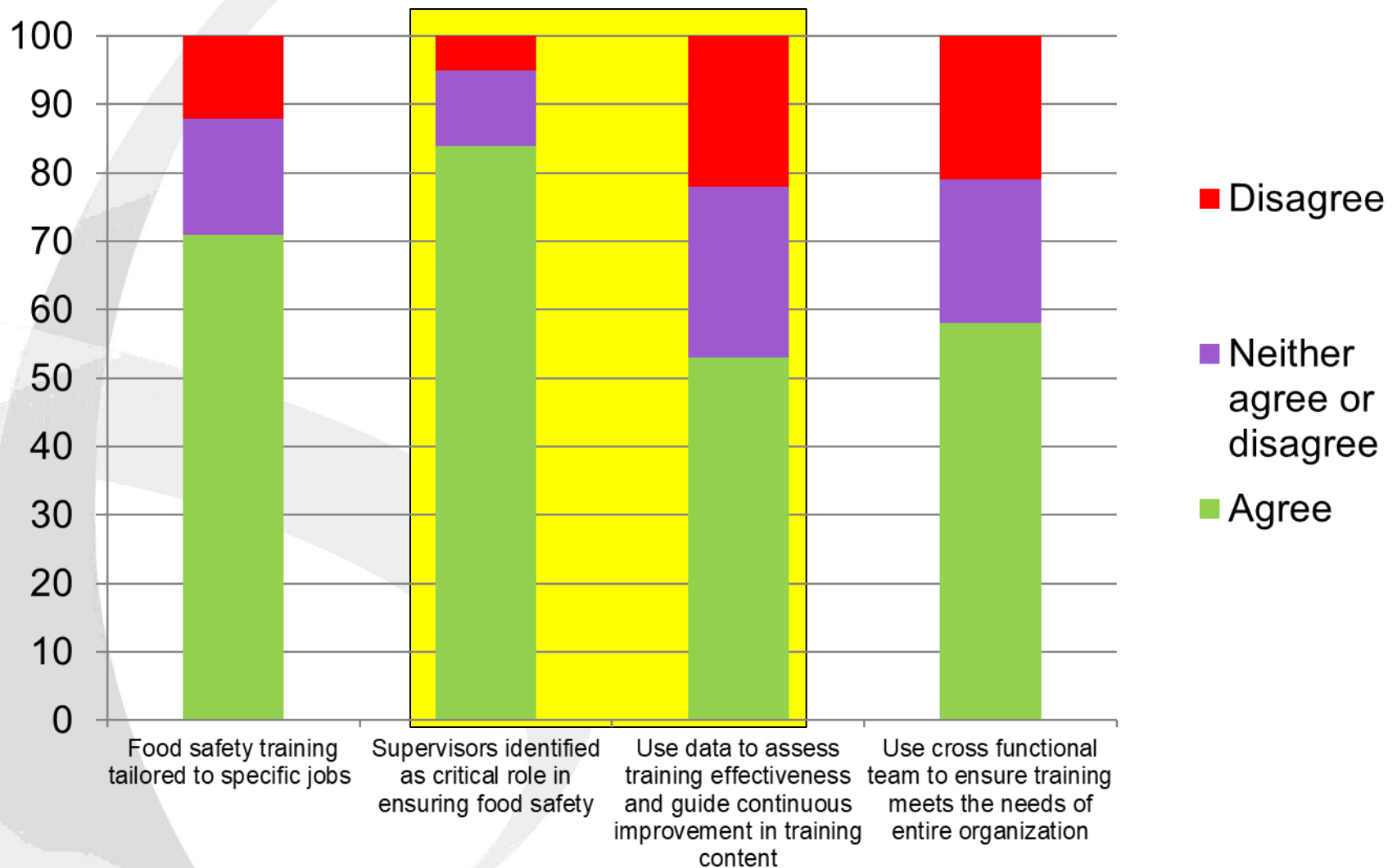
# Global Food Safety Training 2020

## Ways of keeping training 'top of mind' on a daily basis for hourly employee

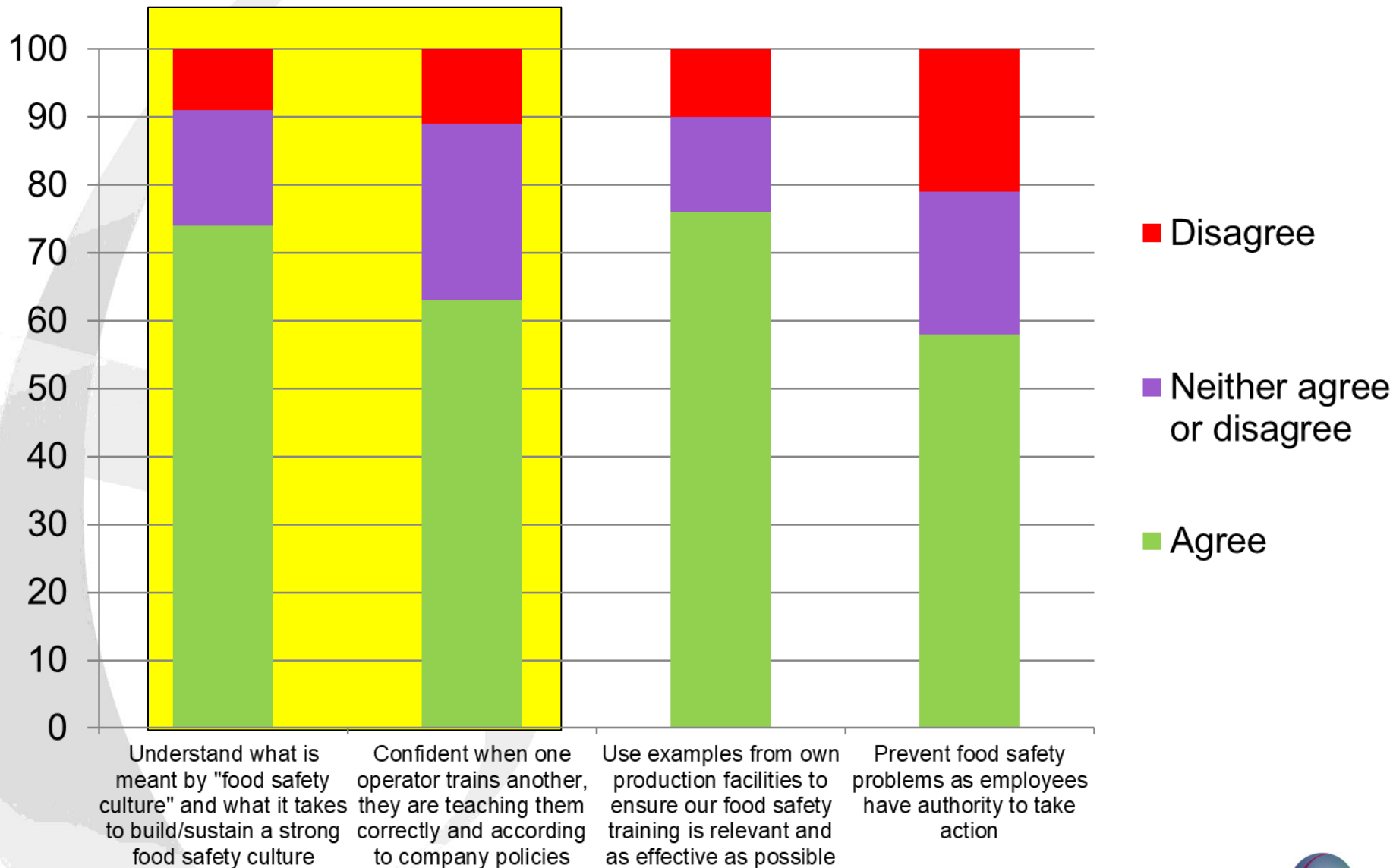




# Global Food Safety Training 2020



# Global Food Safety Training 2020

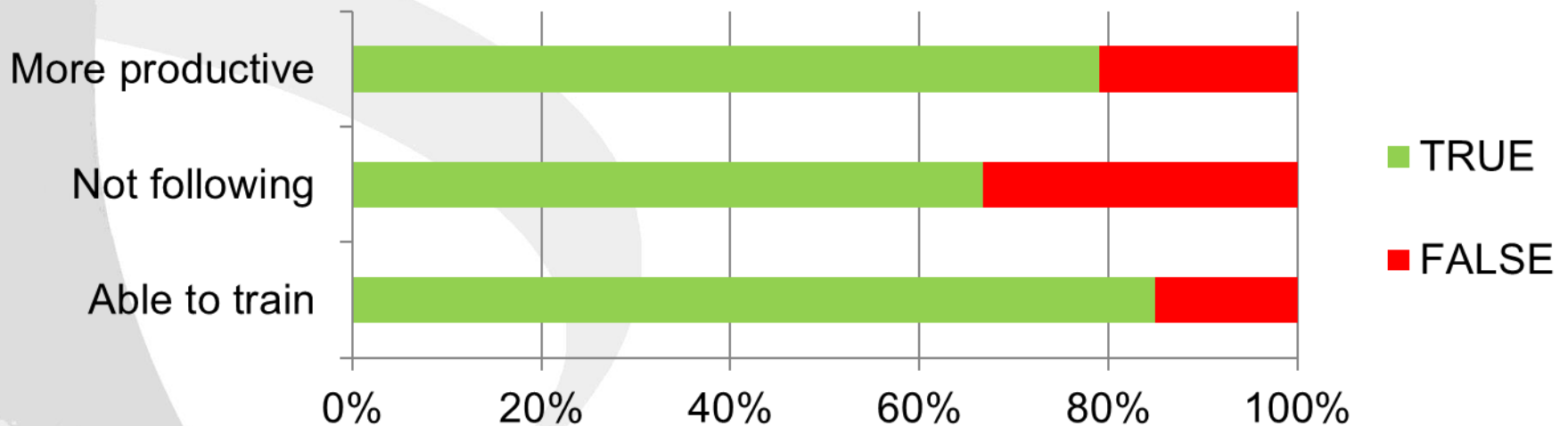


**Level of Statement Agreement**

# Global Food Safety Training 2020

## Agreement with the following statements:

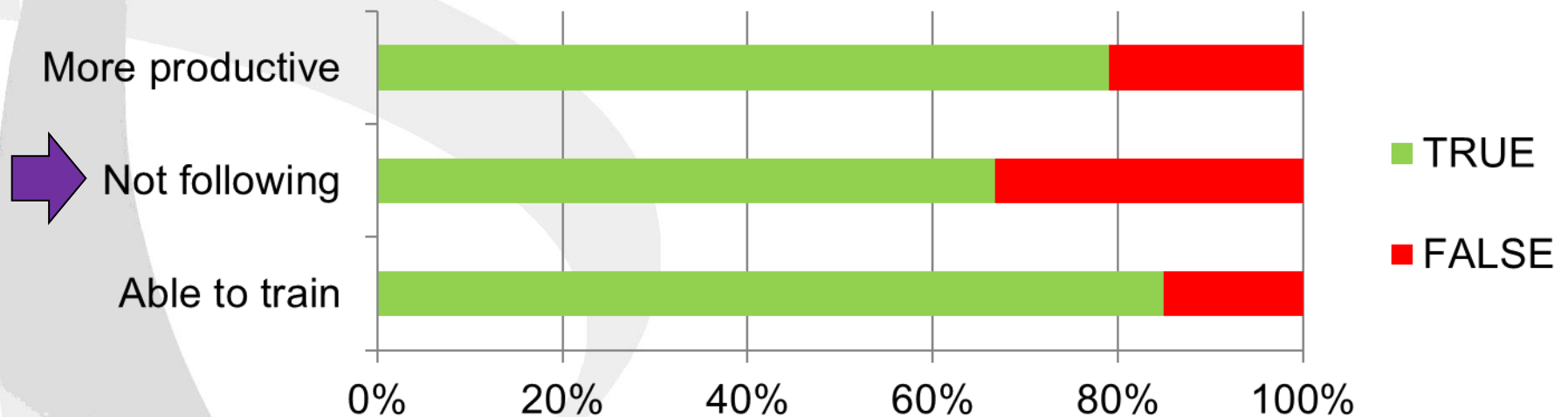
- Our company could be more productive if our employees consistently adhered to our food safety programs
- Despite our efforts in employee food safety training, we still have employees not following our food safety program on the plant floor.
- Based on current management support, I am able to provide the needed food safety training to drive appropriate, consistent food safety behaviours.



# Global Food Safety Training 2020

## Agreement with the following statements:

- Our company could be more productive if our employees consistently adhered to our food safety programs
- Despite our efforts in employee food safety training, we still have employees not following our food safety program on the plant floor.
- Based on current management support, I am able to provide the needed food safety training to drive appropriate, consistent food safety behaviours.



# Global Food Safety Training 2020

- How do you compare to others ?
- Regular survey
- Helpful tool to track developments and highlight trends
- Help to develop solutions

# Survey Insights

- Food Safety Culture is on the rise!
- Effective training plays a key role in maturing your food safety culture
- Efforts continue to increase; gaps continue to exist
- Technology can be your friend; introduce nimble tools to help increase your training effectiveness
- Evaluate & document on-the-floor behavior to measure training effectiveness
- Incorporate a strong on-the-job training program
- Establish benchmarks and measure the ROI of training

# Great Training Quote

- “The only thing worse than training good employees and losing them, is not training your employees and keeping them “ Zig Ziglar



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- Full analysis with detailed findings and identified best practices
- Available 8/20/20
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# Questions?

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the **Questions section** at the right of  
the screen.

# Contact information for presenters

- Bertrand Emond      Campden BRI, UK      [Bertrand.emond@campdenbri.co.uk](mailto:Bertrand.emond@campdenbri.co.uk)
- Laura Nelson      Alchemy Systems, USA      [laura.nelson@alchemysystems.com](mailto:laura.nelson@alchemysystems.com)



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