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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, 11:00am (EST)

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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

Food Safety Culture Webinar
August, 17 2020

Laura Dunn Nelson
VP, Food Safety & Global Alliances
Intertek Alchemy

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.

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.
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.
Global Food Safety Training 2020

• Need for benchmark data:
How does my training programme compare to others on a global scale?

• 6th 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

- Less than 100: 45%
- 100-250: 23%
- 251-500: 14%
- 501-1000: 8%
- 1001-5000: 7%
- Over 5001: 3%

¼ of total have responded on behalf of group
Global Food Safety Training 2020

Industry Sectors

- Cereal and bakery: 8%
- Beverages: 7%
- Warehouse, Distribution: 7%
- Packaging: 6%
- Ingredients/Flavours/Colours: 6%
- Fruits and vegetables: 6%
- Processed meats, fish, and poultry: 6%
- Meats, fish, and poultry: 6%
- Processed fruits and vegetables: 6%
- Snacks: 6%
- Dairy: 6%
- Sauces and dressings: 6%
- Retail: 6%
- Catering, Restaurants, Hospitality: 6%
- Sugar, confectionary: 6%
- Fats and oils: 6%
- Ready Meals: 6%
- Feed: 6%
- Sandwiches: 6%
- Others: 6%

Intertek Alchemy
Camden BRI
Food and drink innovation
Who, within your organisation, is primarily responsible for making sure that food safety training is completed?
Who, within your organisation, is primarily responsible for making sure that food safety training is completed?
How does your organisation identify the food safety training needs?

- Formal annual training plan
- Onboarding/induction for new starters
- Training to achieve audit compliance
- Knowledge and skills matrices
- Regular employee development review
- Continuing Professional Development
- On-going skills gap assessments
- Formal training needs analysis
- Succession planning
- Just in time training
- No formal training needs analysis
- Other
How does your organisation identify the food safety training needs?

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- Other
Global Food Safety Training 2020

How do companies document and manage training records?

- Paper-based documentation: 60%
- Excel Spreadsheet: 55%
- Commercial learning management system: 22%
- Internally developed software: 17%
- Other: 5%
Global Food Safety Training 2020

How do companies document and manage training records

- Paper-based documentation
- Excel Spreadsheet
- Commercial learning management system
- Internally developed software
- Other

Campden BRI
food and drink innovation
How is Food Safety Training Delivered

- On-site classroom internal
- On-the-Job Training
- Read and Understand SOPs
- On-line Training / e-Learning
- Videos, Webinars
- On-site classroom external
- Coaching
- Off-site external training
- External consultants/experts
- Interactive technology
- Collaborative (Social Media)
- Other
Global Food Safety Training 2020

How is Food Safety Training Delivered

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Global Food Safety Training 2020

Food Safety Topics to be introduced – managers/supervisors

- Food Safety Culture
- Root Cause Analysis
- Risk Assessments
- GFSI Program Overview
- Validation/Verification
- Food Defense Program
- Intentional Adulteration
- Corrective Action Procedures
- Traceability/Recall
- Internal Auditing Program
- Horizon Scanning
- Supplier Audit/Quality Assurance
- Environmental Monitoring
- Contractor and Visitor Requirements
- Mislabeling
- Foreign Material/Bodies Prevention
- Product Sampling Protocols

Which Food Safety Topics you would like to introduce but is currently missing
Global Food Safety Training 2020

Food Safety Topics to be introduced –

- Food Safety Culture
- Root Cause Analysis
- Risk Assessments
- Intentional Adulteration/Food Fraud
- Food Defense Program
- Corrective Action Procedures
- Environmental Monitoring
- Validation/Verification
- Mislabeling
- Foreign Material/Bodies Prevention
- Internal Auditing Program
- Supplier Audit/Quality Assurance
- Allergen Program
- Product Sampling Protocols
- Contractors and Visitor Requirements
- Horizon Scanning

Which Food Safety Topics you would like to introduce but is currently missing

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How does your organisation measure sustained positive food safety behaviors?
Percent of Companies Using a Food Safety Culture Audit to Measure Sustained Food Safety Behaviors
Please select the type of deficiencies in your organisation’s training program identified during audits.

- Lack of understanding by employee
- Lack of/Late refresher training
- Inadequate/incomplete training of visitors/subcontractors
- Employee training records are incomplete
- No training given in specific key areas
- Training not provided in all needed languages
- Training is not current
- Lack of training records
- Other
- No training deficiencies identified
Global Food Safety Training 2020

Deficiencies Identified during Audits

- Lack of understanding by employee
- Lack of/Late refresher training
- Inadequate/incomplete training of...
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- No training deficiencies identified

2020 vs 2017
Global Food Safety Training 2020

How the value of training is measured

- Product Quality KPIs
- Product Safety KPIs
- Manufacturing defects
- Employee performance/behaviour
- Level of food safety culture
- Production output
- Number of employees trained
- Employee turnover
- Cost per employee
- Other
- No measure
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Evaluating Level of Food Safety Culture to Measure Value of Training to Business

- 2017
- 2020
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Biggest (top 3) training challenges

1. Scheduling time for training
2. Bad practices or misinformation passed around
3. Staff turnover
4. Verifying effective training
5. Developing current training curriculum
6. Cost of training
7. Management commitment
8. Organising refresher training
9. Identifying necessary competencies for specific roles
10. Delivering training in appropriate languages
11. Resources for training delivery
12. Experienced workers retiring
13. Retraining or remediation
14. Finding competent trainers
15. Training documentation

0%  10%  20%  30%  40%  50%
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Do you require your suppliers to train their staff on food safety issues:

**Raw Materials Suppliers**
- Yes, mandatory: 45%
- Yes, encourage: 4%
- No: 36%
- No but plan for future: 15%

**Services Suppliers**
- Yes, mandatory: 50%
- Yes, encourage: 34%
- No: 13%
- No but plan for future: 3%

**Equipment Suppliers**
- Yes, mandatory: 29%
- Yes, encourage: 27%
- No: 3%
- No but plan for future: 41%

**Agency and Temporary Staff**
- Yes, mandatory: 59%
- Yes, encourage: 23%
- No: 15%
- No but plan for future: 3%
How communicate with/train suppliers on food safety

- **Suppliers Training/Communications Platform**: 32%
- **In person visits**: 26%
- **Webinars**: 11%
- **Emails**: 2%
- **Other**: 2%
- **We do not communicate with/train suppliers on food safety**: 27%

Other: supplier questionnaire, third party audit
Ways of keeping training ‘top of mind’ on a daily basis for hourly employee

- Team meetings
- Supervisor communications
- Posters
- Supervisor provides corrective action instructions
- Bulletin boards
- Negative/positive behaviours addressed
- Coaching/mentoring
- E-mail communication
- Peer to peer corrective action provided
- TV monitors for messages and images
- Recognition/reward program specific to food safety
- No formal communications program
- Newsletters
- Digital messaging
- Pay check stuffers
- Other

0% 10% 20% 30% 40% 50% 60%
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Ways of keeping training ‘top of mind’ on a daily basis for hourly employee

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- Other

0%  10%  20%  30%  40%  50%  60%
Global Food Safety Training 2020

Level of Statement Agreement

- Disagree
- Neither agree or disagree
- Agree
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Level of Statement Agreement

- Understand what is meant by "food safety culture" and what it takes to build/sustain a strong food safety culture
- Confident when one operator trains another, they are teaching them correctly and according to company policies
- Use examples from own production facilities to ensure our food safety training is relevant and as effective as possible
- Prevent food safety problems as employees have authority to take action

Disagree
Neither agree or disagree
Agree
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.
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
Receive Full Global Food Safety Training Survey Report

- Full analysis with detailed findings and identified best practices
- Available 8/20/20
- Register today to have free copy delivered to you on 8/20

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Questions?

Questions should be submitted via the **Questions section** at the right of the screen.
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