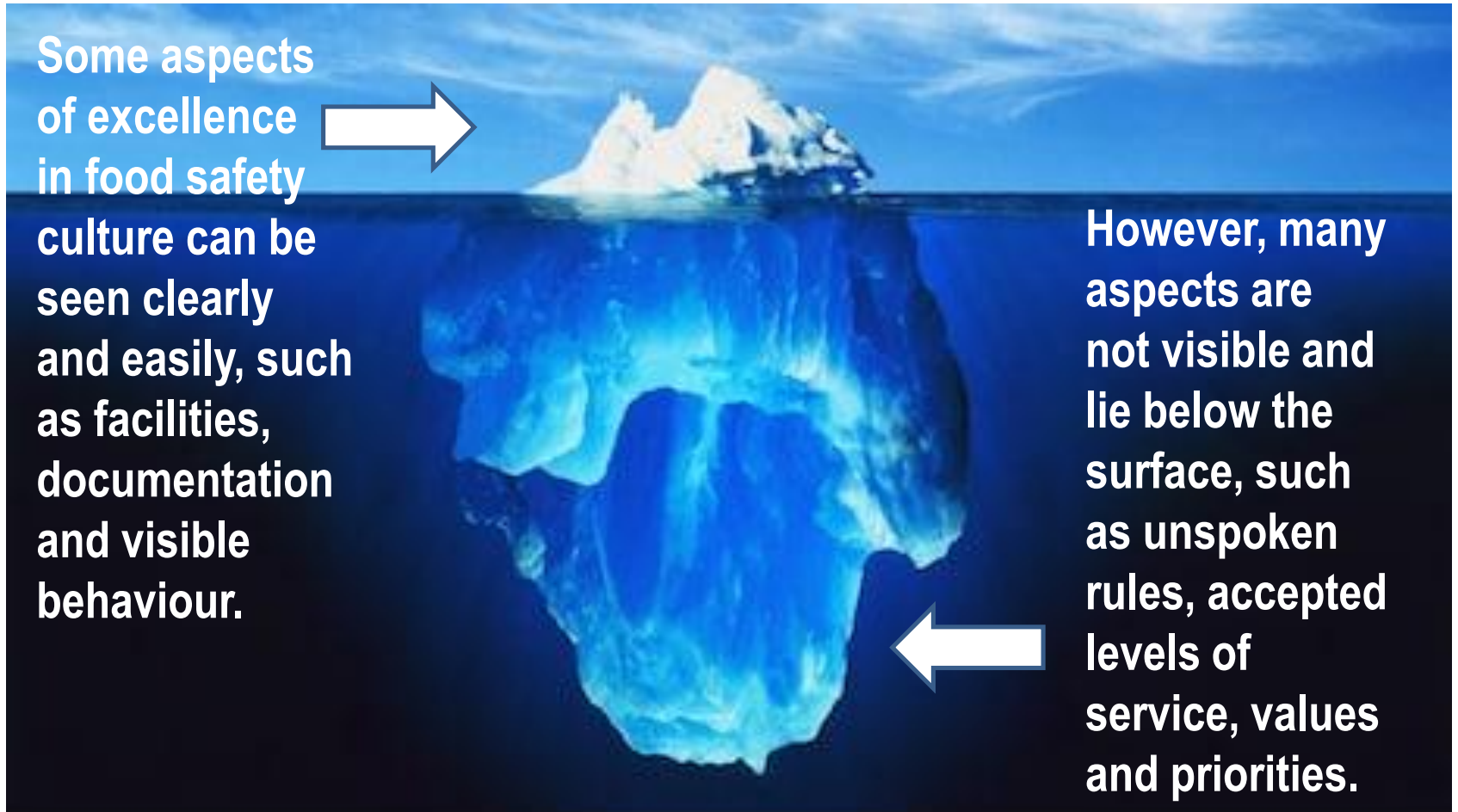


Enhancing a Culture of Food Safety in the Organisations

Paulo Baptista
Food QA Final Conference
Jordan, March 2020

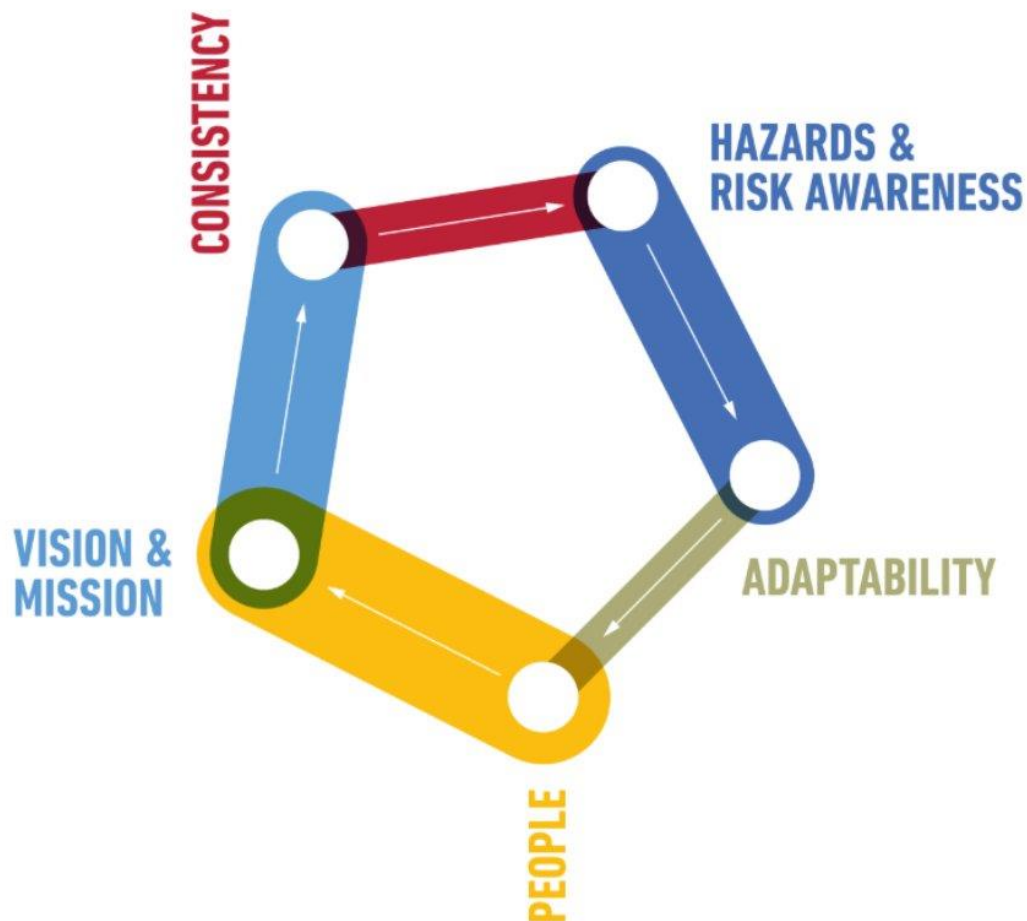
WHAT IS FOOD SAFETY CULTURE?

Shared values, beliefs and norms that affect mindset and behavior toward food safety in, across and throughout an organization.



“YOU CAN HAVE THE BEST DOCUMENTED FOOD SAFETY PROCESSES AND STANDARDS IN THE WORLD, BUT IF THEY’RE NOT CONSISTENTLY PUT INTO PRACTICE BY PEOPLE, THEY’RE USELESS”.

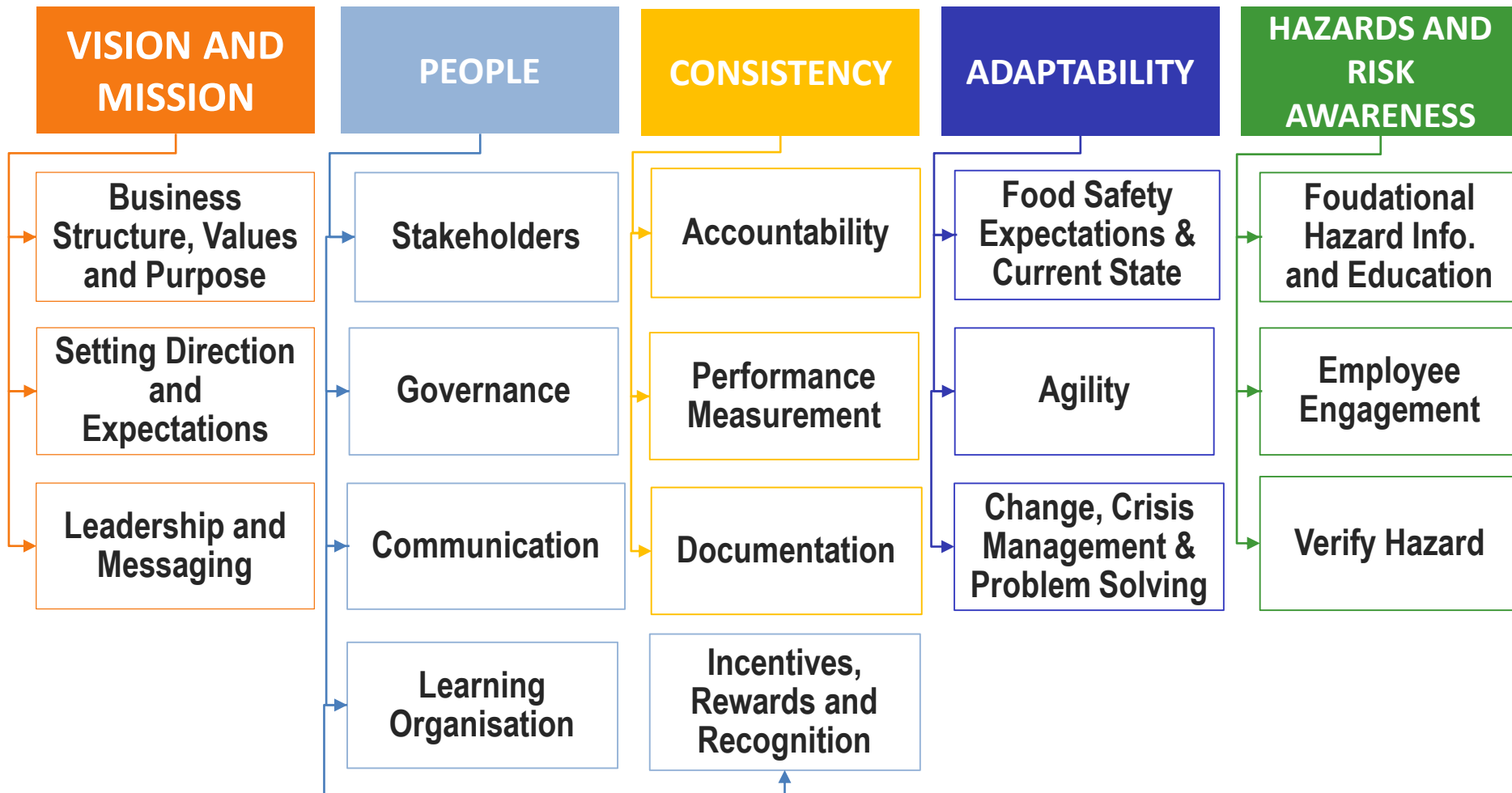
BRC Global Standards



Erasmus+

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The Five Dimensions of a Food Safety Culture



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BUSINESS STRUCTURE, VALUES AND PURPOSES

- Vision and Mission are established by the senior leadership team.
- Vision and Mission statements need not mention food safety specifically.
- Food safety should be reflected in company's communication.

SETTING DIRECTION AND EXPECTATIONS

- This defines a clear vision, shared and embedded throughout the organization and understood by all.
- Demands clear understanding of success looks like, along with long-term and short-term milestones.

Circunstances that can alter direction-setting:

- Changes in regulatory requirements,
- Buying a new business,
- Change a product category,
- Entering new markets,
- Serious food safety incidents,
- Science, technology and analytical advances.

LEADERSHIP AND MESSAGING

- Leadership sets the direction and tone for the company's food safety culture.
- Leaders develop food safety policies and standards in alignment with the company's strategic direction.
- Food safety policy has to be endorsed by senior leadership and site leaders.

LEADERSHIP AND MESSAGING

- Effective messaging is essential to successfully communicate company's food safety expectations.
- The goal of all food safety messaging is to educate, inform and raise awareness among all employees.
- Messaging should target full-time and temporary employees, contractors and external partners.
- The messages should cascade from leadership to all employees consistently.

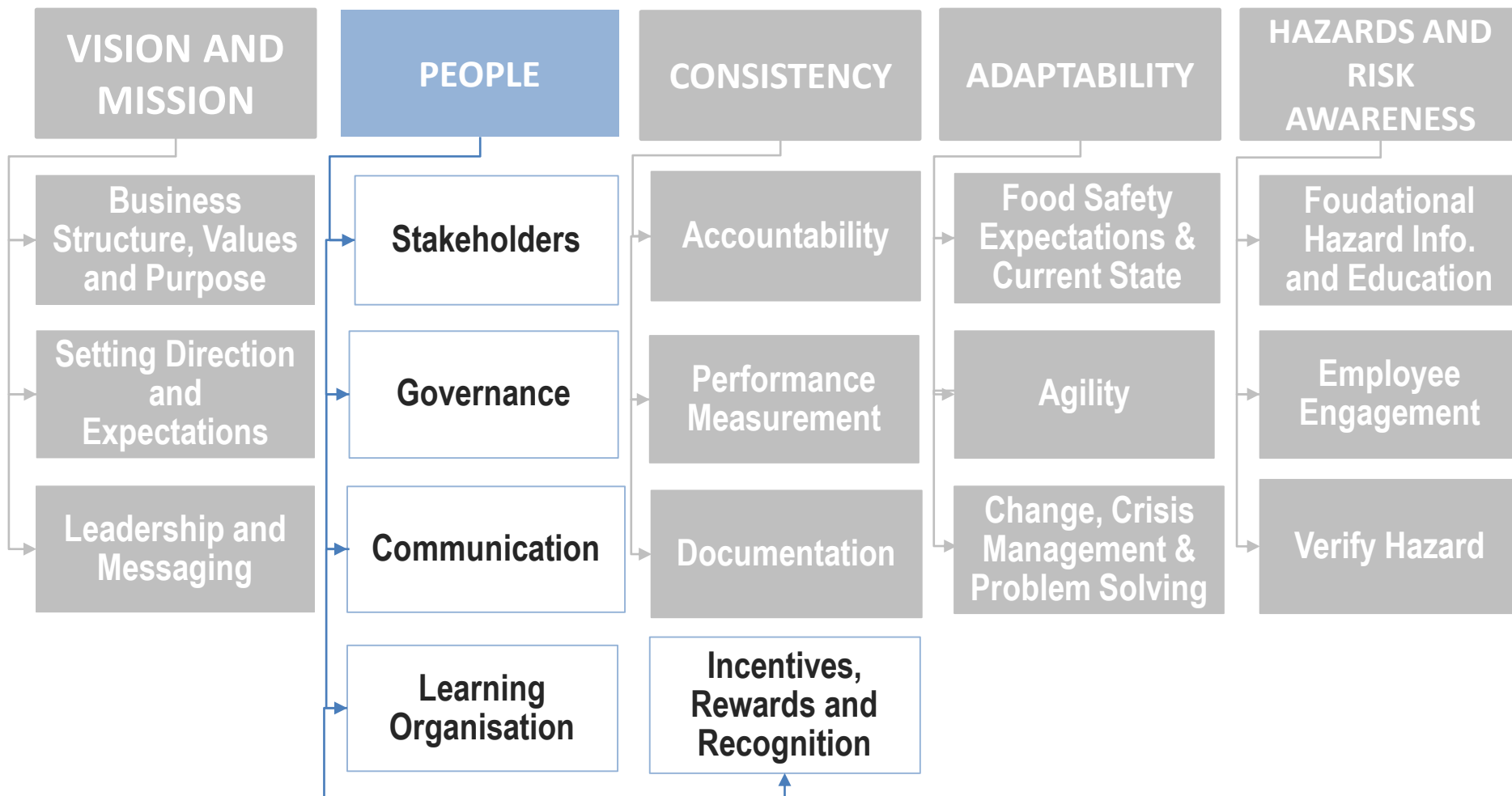
Messaging Tools

- E-mails
- Intranet
- Worksite bulletin boards
- Corporate website
- Work team meetings
- Informal learning events.

Message effectiveness can and should be measured via surveys and employee focus group.

GUIDING QUESTIONS

- How do your senior leaders engage with food safety?
- How is your messaging used to communicate food safety expectations to all employees?
- Is your company's vision and mission clearly expressed so that both are understood by all staff?



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FOOD SAFETY STAKEHOLDERS

- “Stakeholders” refers to everyone across all aspects of the supply chain, both within and outside of a company, who supply, support or otherwise influence that company.

GOVERNANCE

- Food safety should be embedded within the organization's governance structure.

Food safety governance should cover the following elements:

- Strategic direction
- Organizational structure and accountability
- Policies and standards
- Risk and issues management
- Culture and behaviours



COMMUNICATION - Examples of available food safety communication channels:

- Posters
- Meetings
- Briefings
- Videos
- Phone calls
- Conferences
- Shift huddles
- Digital coaching
- Mentoring
- Feedback/suggestions

- Company intranet and message boards
- Competitions
- Kaizen circle meetings
- Awards and recognition
- Consequences (including disciplinary actions up to termination)

LEARNING ORGANISATION

- A competence framework should be defined within the company which includes the set of competencies required for each role in the business to be performed effectively.

LEARNING ORGANISATION – Benefits:

- Employees are clearer on what is expected from them
- Clearer accountability
- More effective recruitment and new staff selection
- More effective performance evaluation
- More efficient identification of skills and competency gaps

LEARNING ORGANISATION – Benefits:

- Helps to provide more customized training and professional development
- More effective succession planning
- More efficient change management processes

LEARNING ORGANISATION – Behavioural influencers:

- Shine the light – “I can be seen”
- The Herd effect – “Everyone else does it”
- Carrot and stick – “I get reward or punished”
- Follow My Leader – “My manager does it”
- Guilt and Conscience – “I know it is the right thing to do”

INCENTIVES, REWARDS AND RECOGNITION

- Companies can use various incentives to achieve consistent compliance, including:
- Positive and negative feed-back
- Sharing best demonstrated practices
- Learning from failures
- Promotion and demotion

- Recognition programmes:
 - Individual and team awards
 - Corporate, peer and self-recognition
 - Monetary and time compensation, praise
 - Incentive to report failures and near-misses

GUIDING QUESTIONS

- When was the last time you or someone on your team raised a food safety concern?
- How do you contribute to food safety in your organization?

- When was your last food safety training and what did you learn?
- To what level are people committed and acting in accordance with food safety expectations?
- How is your food safety performance measured?



ACCOUNTABILITY

- Individual accountability includes the acknowledgement of responsibilities for actions, products, decisions and policies within the scope of one's role or employment position and encompasses an obligation to report and explain resulting consequences.

ACCOUNTABILITY

- Accountabilities should be interconnected at an organizational level.
- Accountabilities should be consistent with the levels of authority.

PERFORMANCE MEASUREMENT

- Results should be transparent and communicated within the organization.
- Performance measurements should not only address product and process performance but decisions, actions and behaviours.
- Metrics should be chosen and cascaded throughout the organization carefully.

DOCUMENTATION

- Food safety documentation enables proper and consistent decision-making.
- A documentation system must be accessible and up-to-date, as well as easily understood.

DOCUMENTATION

Examples of relevant documentation to support food safety include:

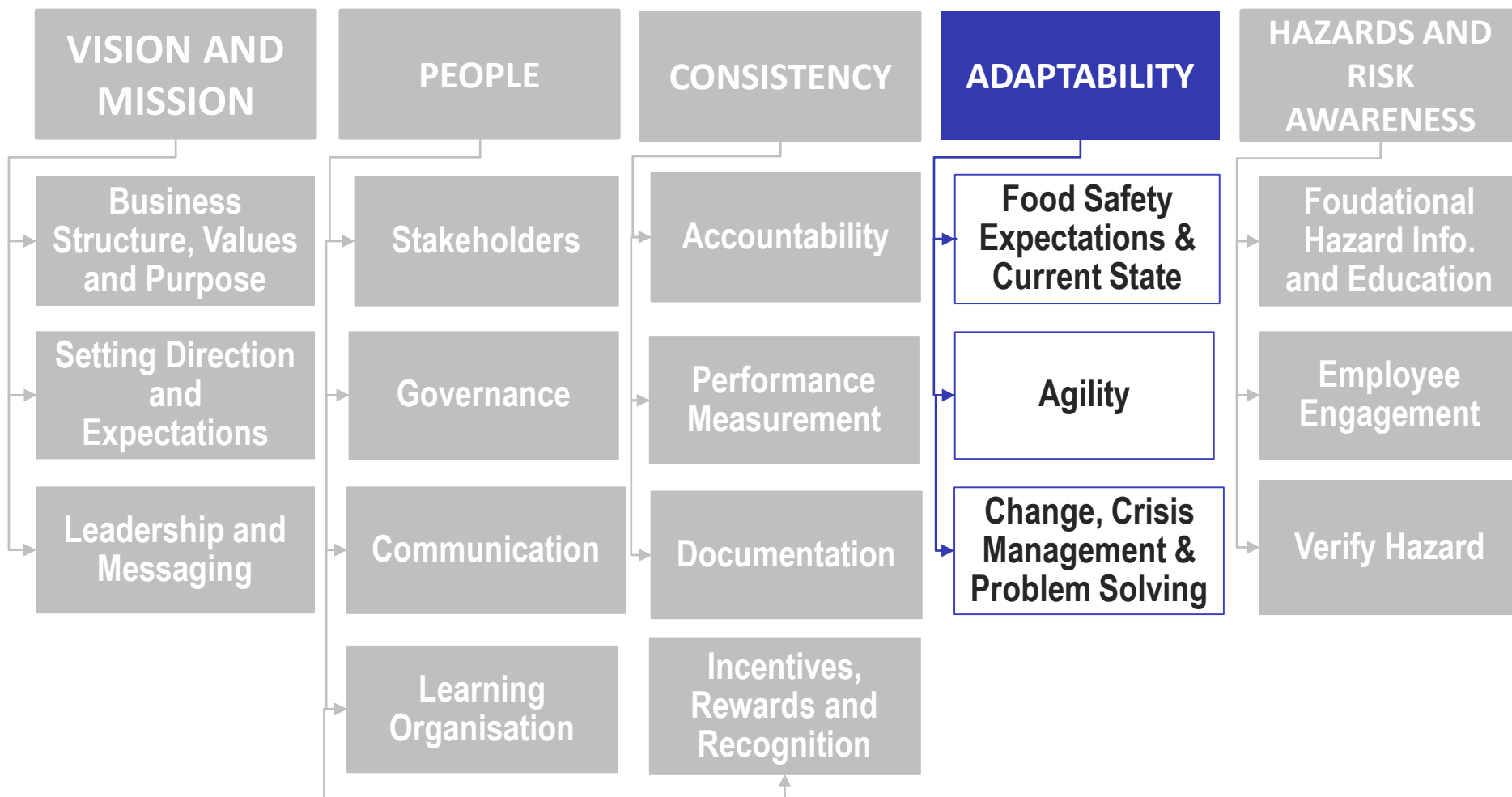
- Food safety plans/manuals based on different schemes.
- Clear description of tasks/responsibilities and authorities.
- Process standard operational procedures.

GUIDING QUESTIONS

- Are you confident that all your employees know their responsibilities and are held accountable for their food safety related tasks, and that accountabilities are well connected?

- How does what you measure (e.g. customer complaints, compliance to procedures, productivity, etc.) influence your food safety culture?
- Are your measurements related to volume/efficiency at the expense of food safety measures?

- Is your documentation designed to support employees food safety decisions and behaviours?
- Are employees engaged in the design and improvement of food safety related protocols and instructions?



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FOOD SAFETY EXPECTATIONS AND CURRENT STATE

- Once expectations and direction are clear, the organization can assess its current food safety culture against those expectations

AGILITY

- Agility is defined as the ability to think and draw conclusions quickly.
- In an organization, agility concerns the ability to assess opportunities and/or threats and adjust one's strategy accordingly.

CHANGES, CRISIS MANAGEMENT AND PROBLEM SOLVING

- Does an awareness exist of the need to change, a desire to do it, the knowledge of how to make it happen, and the ability to do it well so it is sustainable?

CHANGES, CRISIS MANAGEMENT AND PROBLEM SOLVING

- Crisis management addresses how well a business anticipates and responds to critical situations within defined expectations and values.

CHANGES, CRISIS MANAGEMENT AND PROBLEM SOLVING

- Problem solving concerns how a business responds to issues identified through measures, insights, near-misses or other events. It includes a focus on determining root cause and implementing corrective actions.

GUIDING QUESTIONS

- Can you articulate your company's food safety expectations and how they are applied to every decision?

- Does your strategy enable you to respond quickly and effectively, with appropriate oversight to ensure the right decisions are made?
- How do you anticipate, manage and respond to change, learn from the past and prepare for the future?



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FOUNDATIONAL HAZARD INFORMATION AND EDUCATION

- All employees need a basic overview of hazards to recognize the responsibility that comes with be involved in the production of food products.
- Everyone should be trained in the hazards and risks specific to their role.

EMPLOYEE ENGAGEMENT

- Pro-food-safety communication from the CEO affirm top-down engagement. Management's commitment to food safety is demonstrated through the allocation of financial resources.
- Improving awareness and understanding is the key to bottom-up engagement.

EMPLOYEE ENGAGEMENT

- Current and emerging food safety hazards must be communicated regularly to employees.
- It is important that all employees comprehend the procedures, practices and behaviours that act as preventive control measures.

EMPLOYEE ENGAGEMENT

- Prevention is preferable to treatment, so employees should be encouraged to report and share “near-misses”.
- All employees are themselves consumers with families, and should feel the sense of responsibility that comes from working with food.

VERIFY HAZARD AND RISK AWARENESS

Proper verification should confirm that efforts to generate hazard and risk awareness are succeeding, e.g.:

- Audits,
- Review of “near-misses”,
- Behavioural observation.

GUIDING QUESTIONS

- How do you educate staff to understand why the hazard and risk management controls in their areas are so important, and what would be the consequences of not following them?

- How do you review your “near misses” and use this information to drive improvements in your food safety system?
- Can you identify examples of where using industry intelligence has helped identify the potential hazards or risks to your business?



Food Safety Culture

... So that our children can always smile.