Five Keys to Building a Better Safety Culture

WAFFP 2022

Cultivate SA

- Understand
  - Leadership workshops
  - Position Papers, Standards
- Measure and Nudge
  - Assessments
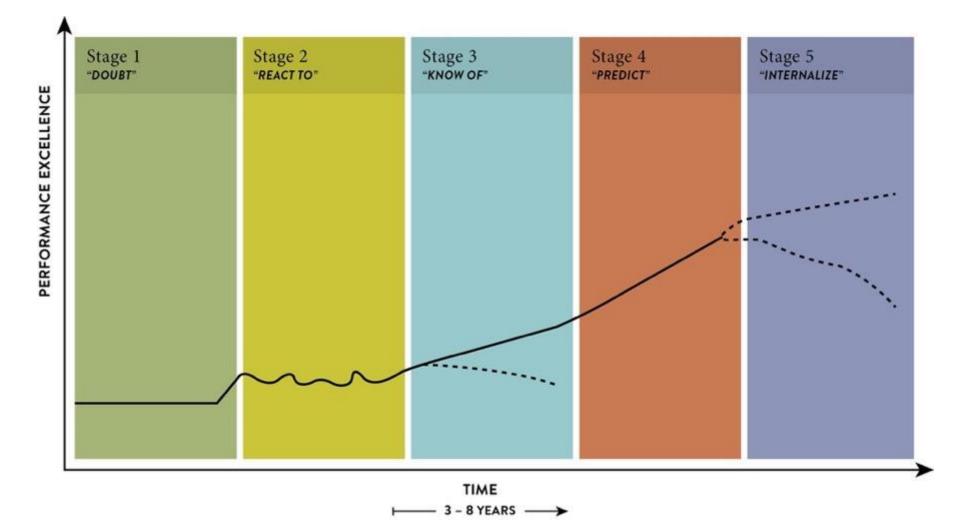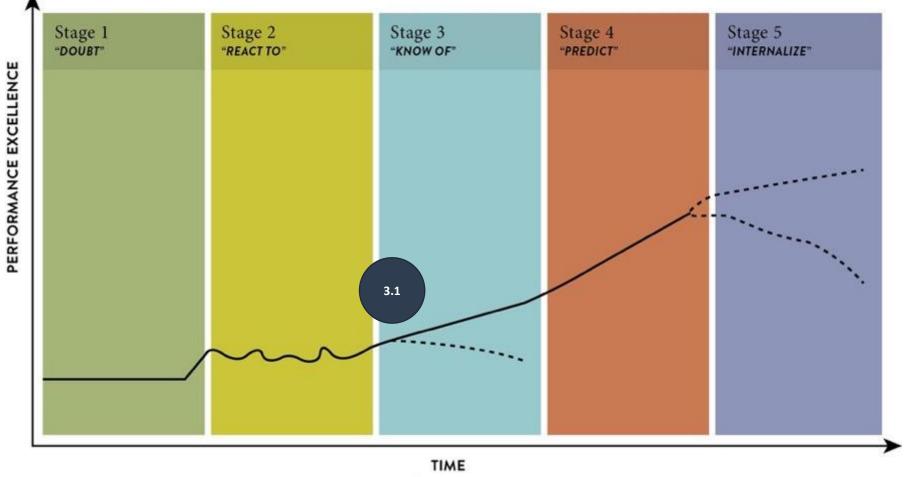 - Pulse
- Change and Sustain
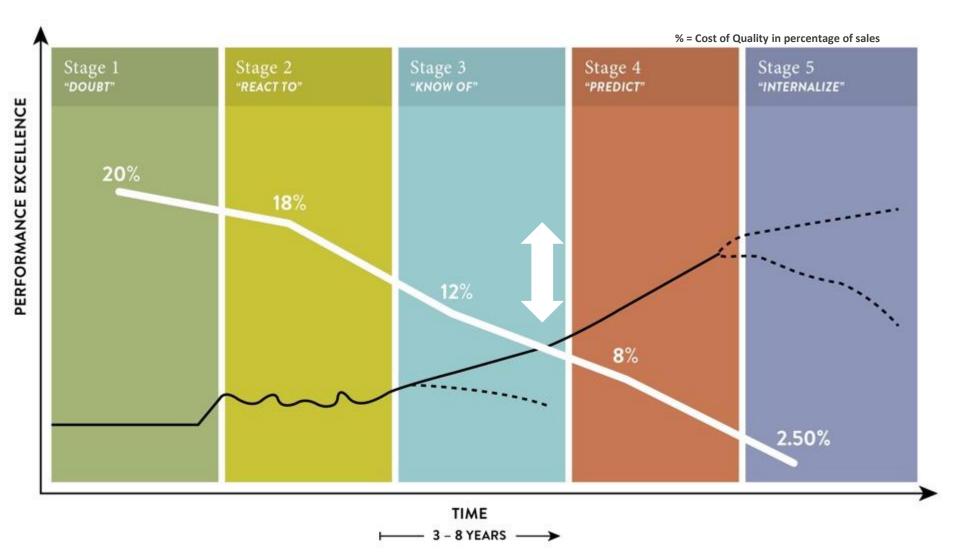 - Tools
  - Reviews

Clients and Partners

Maturity

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Financial Impact

Source: Quality is Free" Crosby, 1972 ; "Cost of Quality", www.asq.org; "The impact of maturing food safety culture and a pathway to economic gain" Jespersen et al, Food Control, 2019

Cost of Poor Quality

| COPQ activities	Quality examples	Food safety examples
Prevention cost	Establish specification for incoming ingredients and all employee training	Metal detector calibration, process equipment preventative maintenance, and all employee training
Appraisal cost	Quality audits Checking incoming ingredients against specification	Food safety audits Metal detector checks, environmental monitoring, and GMP audits
Internal failure cost	Waste in the form of products that cannot be shipped	Incorrect cooking temperature causing rework
External failure cost	Product withdrawal	Product recall
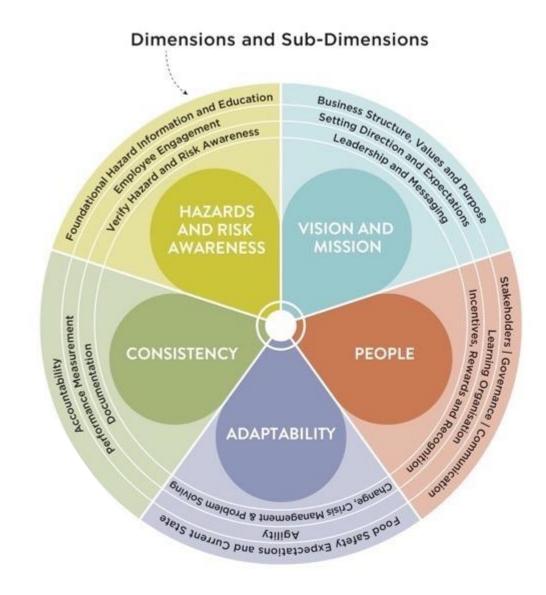
Culture dimensions

Source: Jespersen, L., Griffiths, M., & Wallace, C. A. (2017). Comparative analysis of existing food safety culture evaluation systems. Food Control, 79, 371-379.
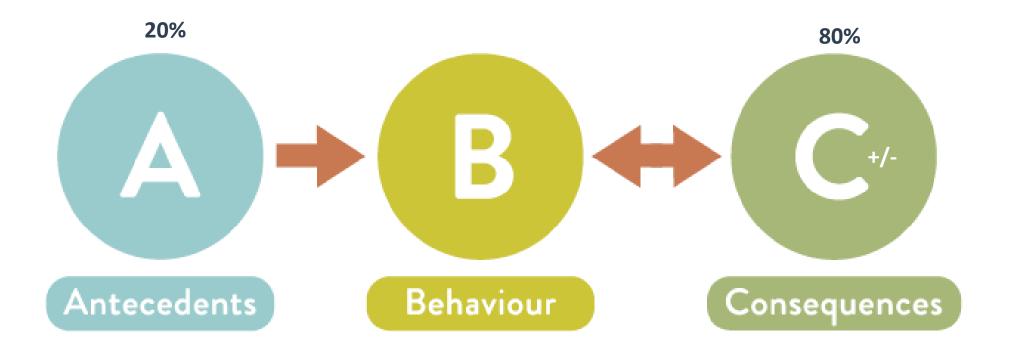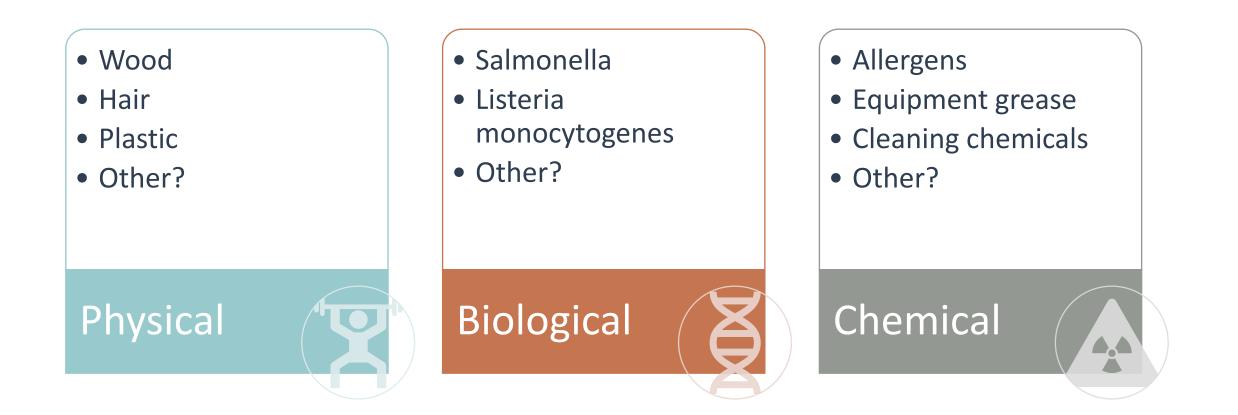
SUB-DIMENSIONS

Changing behaviours and perceptions

20%

80%

A — Antecedents

B — Behaviour

C +/- — Consequences

Source: "Unlock Behaviour - Unleash Profits" Braksick, 2007

Defining Food Safety Hazards

Physical
- Wood
- Hair
- Plastic
- Other?

Biological
- Salmonella
- Listeria monocytogenes
- Other?

Chemical
- Allergens
- Equipment grease
- Cleaning chemicals
- Other?

Defining Food Safety Risks

| FOOD SAFETY RISK ANALYSIS	
Severity	**Likelihood**
1. Fatality	A. Common occurrence
2. Serious Illness	B. Known to occur
3. Product recall	C. Could occur
4. Customer Complaint	D. Not expected to occur
5. Insignificant	E. Practically Impossible

Connect Food Safety Risks and Behaviors

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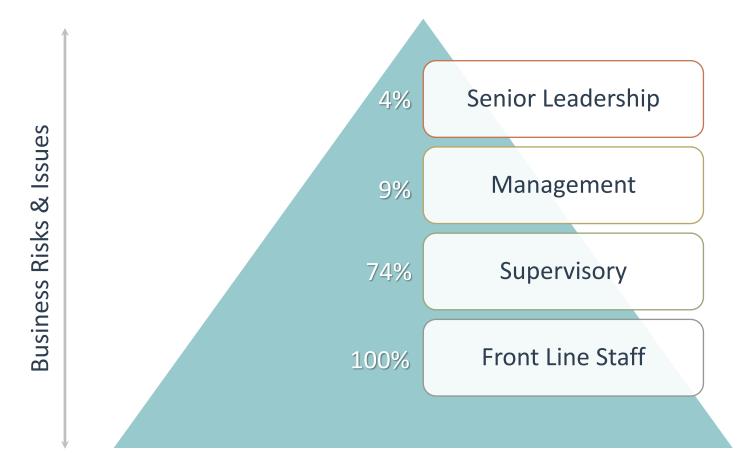
Every time we connect with our customer, I review FSQA feedback from our salespeople because…

… I have to

… I control that the food is safe

Organisational culture and risk visibility

Business Risks & Issues

4% Senior Leadership

9% Management

74% Supervisory

100% Front Line Staff

Source: Adaption from 'Quality Improvement and TQC Management by Sydney Yoshida – The Iceberg of Ignorance

Maturity Model

- Five stages
- Five dimensions
- Global benchmark

Maturing risk and hazard awareness

Stage 1

The organization relies mostly on external sources and inspections to understand and act on its risks and doesn't identify risks internally.

Stage 2

Actions to manage risks are mostly taken in response to external audits or inspections and internal identification is sometimes incorrect.

Stage 3

Risks are understood and continually challenged by a cross-functional team through planned risk management.

Stage 4

Understanding and reducing risks are an integral part of the organization's continuous improvement efforts.

Stage 5

The organization relies on frontline teams to manage existing risks and to identify new ones through peer observations.

Source: The impact of maturing food safety culture and a pathway to economic gain" Jespersen et al, Food Control, 2019

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| Stage 1 | Stage 2 | Stage 3 | Stage 4 | Stage 5 |

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Is food safety everybody's business?
Three questions for tomorrow

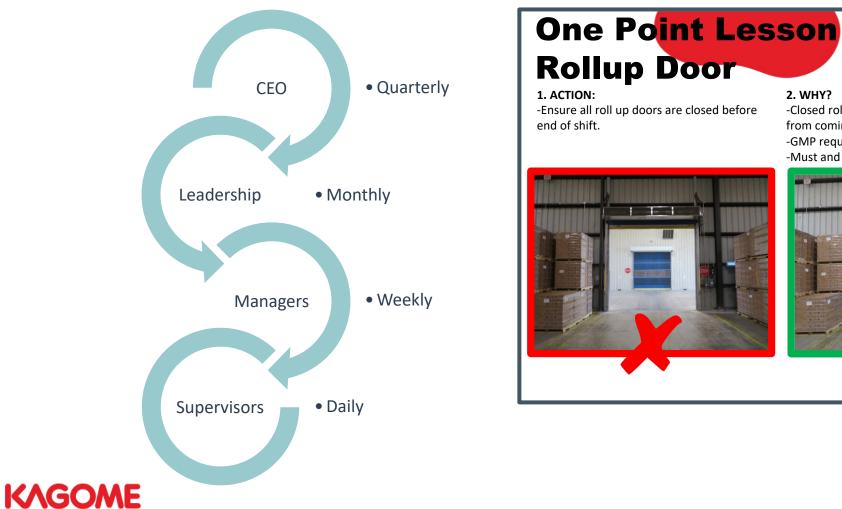|	YES	NO
Do the top 10 most senior leaders in your business or plant understand your food safety risks and their role in the analysis of these?		
Do you have a guiding coalition for your food safety culture effort and does this coalition consist of cross-functional –and level members?		
Do you have an ongoing rhythm for communication and recognition across all members of the organization?		

Leaders Education

Rhythm and Habits

CEO • Quarterly

Leadership • Monthly

Managers • Weekly

Supervisors • Daily

One Point Lesson Rollup Door

KAGOME

1. ACTION:
-Ensure all roll up doors are closed before end of shift.

2. WHY?
-Closed roll up door keeps insect and pests from coming in warehouses.
-GMP requirement.
-Must and have ownership of your area.

OPL – Roll

KIUS YTD Compliance Frontline Leaders

	Jan	Feb	Mar	Apr	May
% Not in Compliance	0%	0%	0%	0%	33%
% Compliance	100%	100%	100%	100%	67%

■ % Compliance ■ % Not in Compliance

KAGOME

Make Risks Personal

Cross functional group

Physically walking

Identification of potential issues

Trust and collaboration

Prepare	Prepare for the Quality Food Safety Walk.
Go and See	Complete the Quality Food Safety Walk.
Prioritize	Discuss observations and prioritize risks and issues requiring corrective actions.
Brainstorm	Decide on best corrective actions.
Take Action	Complete corrective actions.
Control	Follow up on effectiveness of corrective actions.

NEAR MISS WALK OBSERVATION TEMPLATE

GRUPO BIMBO

COMING OCT. 2022
Alchemy-Cultivate learning program

Five Keys

- Food safety is personal

- Meaningful measures e.g., COPQ

- Mind the risk gap

- Impact of behaviours in your hazard analysis

- Ask the three readiness questions of your stakholders

Thank you

Mary, Sausage Packer

Ben and Tara, Shippers

Sam and Pete, Produce Sorters

Wayne, EVP, Sales and Marketing

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