

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

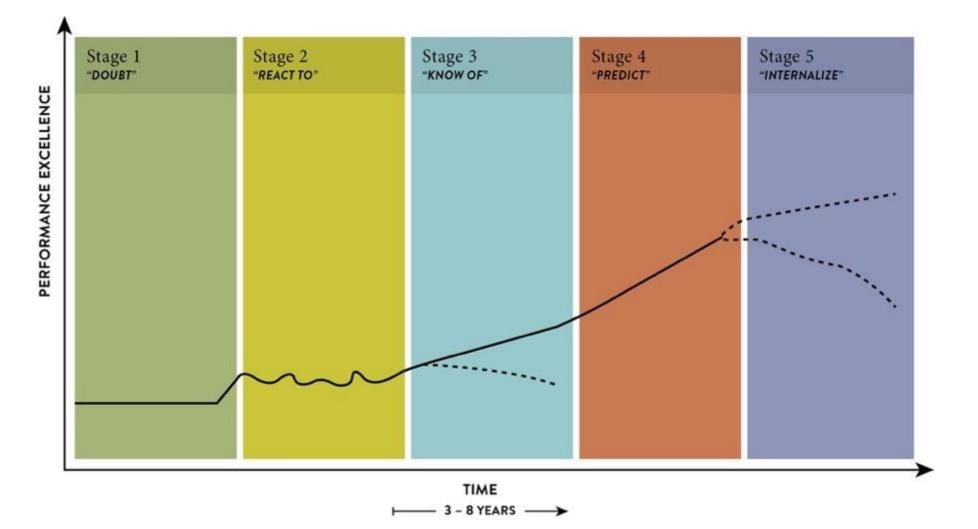


Lone Jespersen



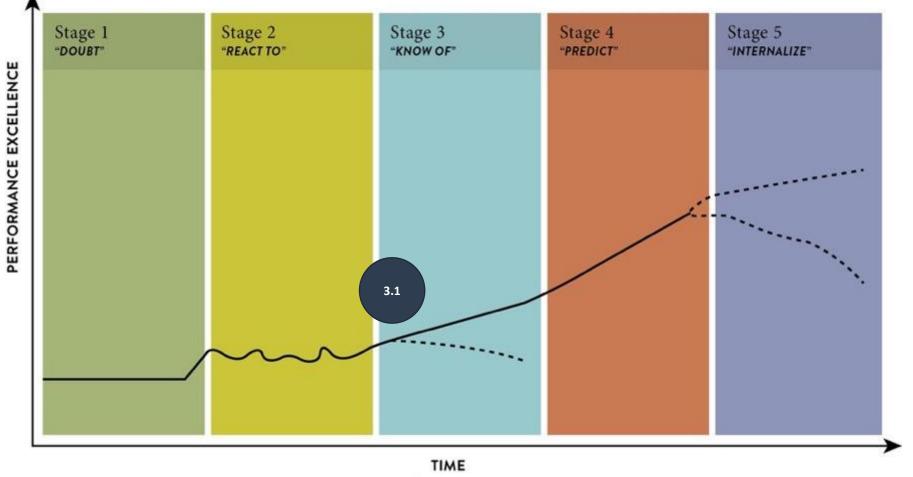
Maturity





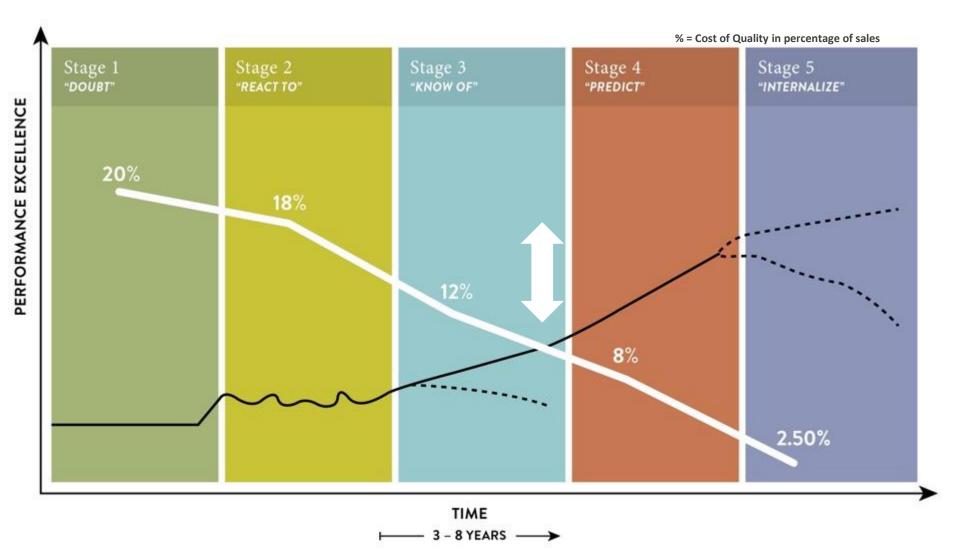
Maturity





— 3 – 8 YEARS —>

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

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



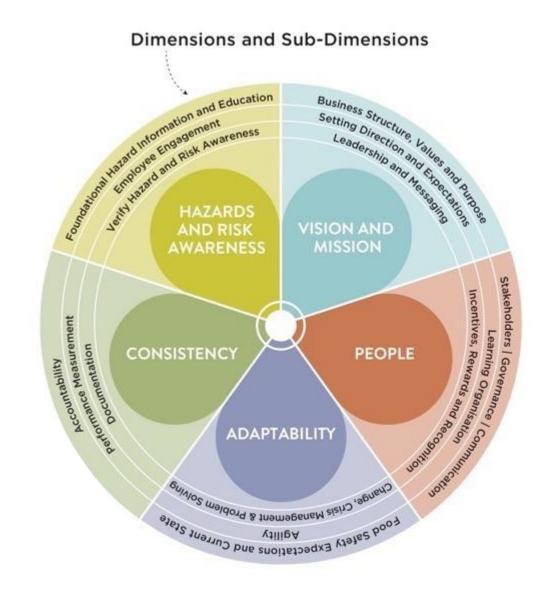
Culture dimensions



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

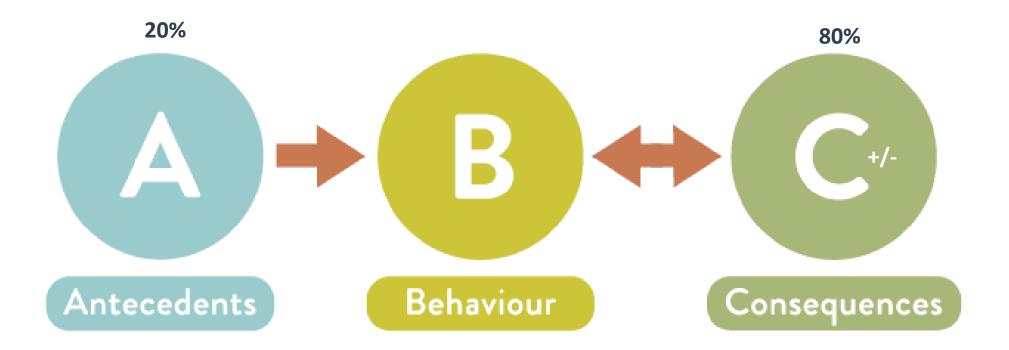
SUB-DIMENSIONS





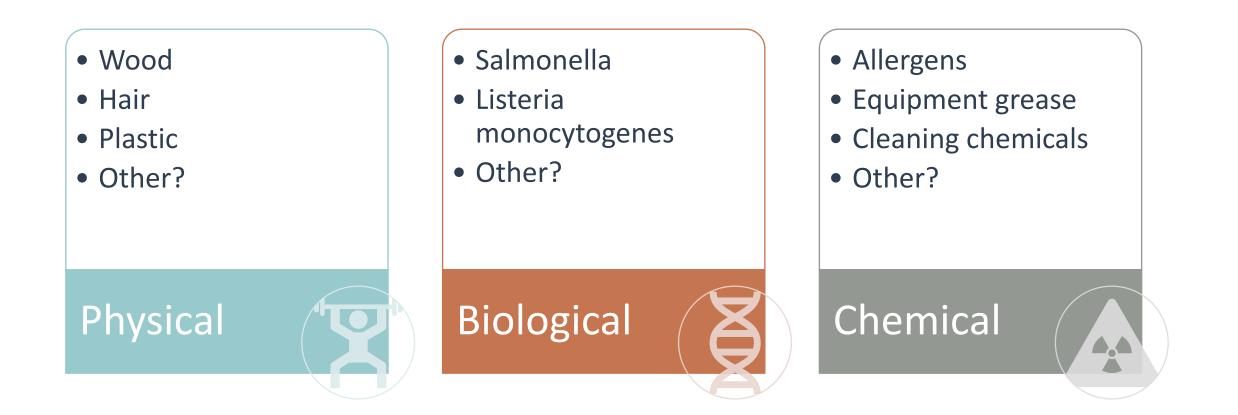


Changing behaviours and perceptions



Defining Food Safety Hazards





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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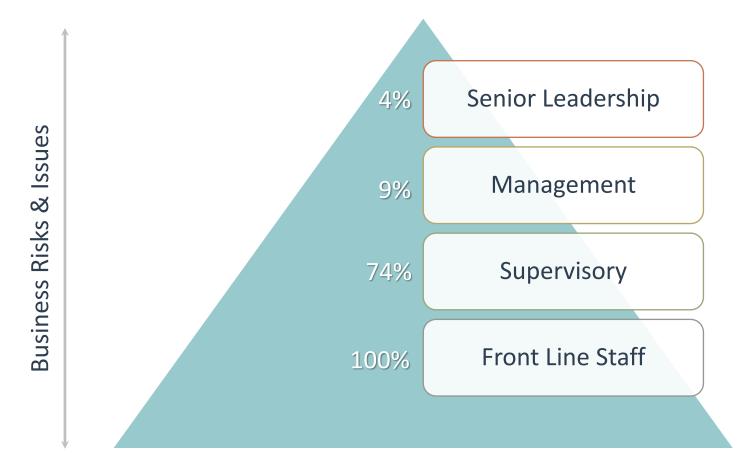
Every time we connect with our customer, Vreview FSQA feedback from our salespeople because...

... I have to

... I control that the food is safe



Organisational culture and risk visibility



Maturity Model

- Five stages
- Five dimensions
- Global benchmark

CULTIVATE MATURITY

DIMENSION	VALUES	STAGE 1	STAGE 2 REACT	STAGE 3	STAGE 4 PREDICT	STAGE 5
	INTEGRITY AND TRUST	Employees have little trust that management will act on food safety without external pressure.	Employees trust that management will act and do the right thing for food safety after an issue have occurred.	Everyone trust that food safety issues are solved because we know it protects our business.	Everybody are trusted to invest in food safety information to make future performance stronger.	Frontline employees are trusted to act to correct and celebrate food safet performance on their line/in their area.
VALUES AND MISSION	BEING RESPONSIBLE	Nobody knows who has the duty to deal with food safety.	Everybody readily takes responsibility but it is unclear what that means.	Detailed food safety responsibility is written into job descriptions for everybody.	Decision makers are certified food safety professionals and responsible for driving cost out of the food safety system.	Frontline is responsible for bubbling improvement plans to leaders, leaders, responsible for incorporat these into long-term business planning.
	ETHICS AND MORAL PRINCIPLES	don't look.	invest if we must.	improve system.	réduce cost by taking out variation.	grow business.
	REWARD AND RECOGNIZE	Individuals complete food safety tasks out of fear for negative consequences.	Individuals are recognized sporadically after having solved a food safety problem.	Leaders recognize teams and individuals according to a documented system of positive and negative consequences.	Leaders reward teams for collectively improving food safety processes/procedures.	Cross functional/level tea nominate other teams fo being proactive and think strategic around food safe
PEOPLE SYSTEM	COMPETENTLY COMMUNICATING	Top-down 'tell' with little 'why' content and understanding of the importance of the task.	Food safety information is communicated by FSO as problems occur using, if available, facts discovered as the problem was solved.	There is a deep understanding of the food safety system and performance is communicated by some functional on a regular basis.	Frontline leaders are having regular communications on food safety performance using data and tracking the teams' improvement actions.	Food safety communicati cadence is an organizatio habit that involves everyb in specific team discussio
	TOGETHER WE MAKE THE DIFFERENCE	Silos	Problem communication	Fragmented delivery of information	Food safety and quality critical conversations	Habit
ADAPTABILITY	INNOVATE	Scrambling to meet changed requirements.	Aware of coming change but do not update procedures before last minute.	Change is analyzed and incorporated into written food safety system including changes to competencies/ job descriptions.	Innovation is driven by data internally to reduce food safety costs.	Innovation is suggested frontline teams and bubb up to impact company w system. Quick to adapt as have technology interfa in their hands.
ADAPTABILITY	EMBRACE AND DRIVE CHANGE	Nothing is stable so it does not matter if we must change again.	We know change is coming and will deal with it last minute	We know the change and have analyzed the impact on individuals and teams according to a pre-defined change curve	We look for cost reduction opportunities and plan these in our continuous improvement program	Frontline teams have fo autonomy to drive chang the food safety system, su teams are responsible f spreading new and bes practices across the comp
	DATA AND REPORTING	Data are not used to solve problems and mostly sitting in a filing cabinet or in unused reports.	It is left to the individual to identify needed data and ways to derive information from these.	Leading indicators are used to find root cause of food safety problems and solutions are built into the food safety management system.	Leading indicators are continuously updated through precisely and accurately collected data.	Frontline teams and supervisors make use o leading indicators to impr food safety systems.
CONSISTENCY	TECHNOLOGY ENABLED SUCCESS	Little to no new value placed on buying or adopting technology.	Technology is bought in reaction to a specific need e.g., faster pathogen testing results.	Technology is seen in the context of the business system to integrate functions, procedures, and capabilities (e.g., ERP specification system)	Automation is used frequently and seen as an integral part of reducing food safety cost.	ERP is used in an integra way with automate workf that make the enterpri- quick to adapt.
	QUALITY OF ALL WE DO	Unstructured problem solving to remove the immediate pain.	'Plan, do, check, act' with emphasis on control and expectation of 100% perfect solutions from the get go.	Structured, documented problem solving with high risk of analysis paralysis.	'Plan, do, study, act' with emphasis on study and an iterative approach to improvement.	Identifying risks throug horizon scanning and contin improvement followed b mitigation plans built into food safety system.
RISK	RISK PERCEPTION	The organization relies mostly on external sources and inspections to understand and act on its risks and doesn't identify risks internally.	Actions to manage risks are mostly taken in response to external audits or inspections and internal identification is sometimes incorrect.	Risks are understood and continually challenged by a cross-functional team through planned risk management.	Understanding and reducing risks are an integral part of the organization's continuous improvement efforts	The organization relies frontline teams to mana existing risks and to iden new ones through pee observations.



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

	YES	ΝΟ
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



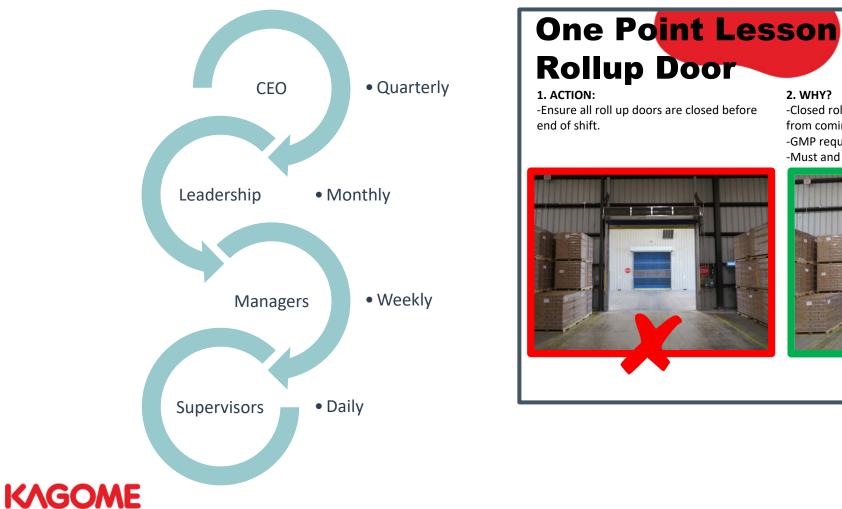
PEPSICO DO YOU KNOW WHAT IS EXPECTED OF YOU FOR **FOOD SAFETY?** The consistency and quality of many food 60% safety tasks are depending on each of us and our colleagues at the site to understand what Index bruckrather ton ob fill is expected specifically to food safety (LINK) EXPECTATION ROLE Message expectations of the combined leadership team to understand and finalize written SENEIOR SITE expectations. Own this through review in regular questioning and review of each leaders delivery against their written expectations e.g., walk the steps of equipment maintenance and see what a mechanic does those why mindset! integrate food safety into reliability/preventative maintenances systems and take ownership AINTENANC of food safety performance related to equipment and infrastructure conditions. Own this LEAD through performance as measured in audit findings, behavioral observations, and your teams mindset and attitudes. integrate food safety into priority setting at par with operations efficiency and EHS performance. LEAD Own this through performance as measured in audit findings, behavioral observations, and your teams mindset and attitudes. Structure learning opportunities for your colleagues in the leadership team to understand the details QUALITY of their expectations and provide venue for discussion performance, set tone for mistakes will happen and we will learn but not repeat them' and clear expectations for action ownership. integrate food safety into work place safety assessments. Behaviour Based Safety systems THIS LEAD (or the like), and work with leadenship team ongoingly to highlight areas of risk and exceptional performance for both EHG and food safety. Integrate food safety performance into site performance reporting. Work with Quality lead and TINANCE others to establish cost of current lood safety system and how to best present resource and capital requirements. If also responsible for financial internal audit, work with Quality lead to understand areas of overlap/integration of food safety and financial audit. integrate food safety into performance, compensation, and learning systems at par with operations HE LEAD and EHS expectations. Own this through performance as measured in audit findings, behavioral observations, and your teams mindset and attitudes. integrate food safety checks and constraints into production and material planning. Own this UPPLY CHAIN by sharing with your team and the leadership team how this impacts audit findings, behavioral LEAD observations, and your teams mindset and attitudes. Questions for the londership team **Thinking Moment:** (asked by senior site leader): · Do you act and demonstrate to others what is excepted of you? · Do you know what is expected? · Does your team know what is expected? · Do we as a leadership team? - Do our individual teams?

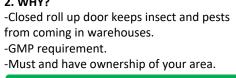




Rhythm and Habits



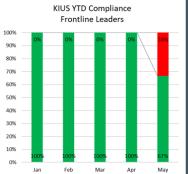




KAGOME



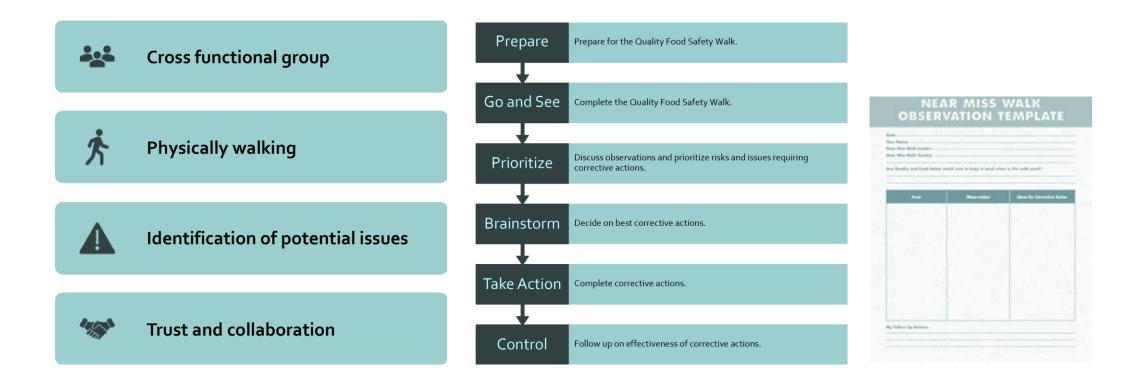
OPL – Ro



■% Compliance ■% Not in Compliance

Make Risks Personal







foodsafety cultur

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

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Wayne, EVP, Sales and Marketing

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