



PEOPLE

Empowerment
Reward
Teamwork
Training
Communication



PROCESS

Control
Coordination
Consistency
Systems
Premises



PURPOSE

Vision
Values
Strategy
Targets
Metrics



PROACTIVITY

Awareness
Foresight
Innovation
Learning
Investment

BRCS

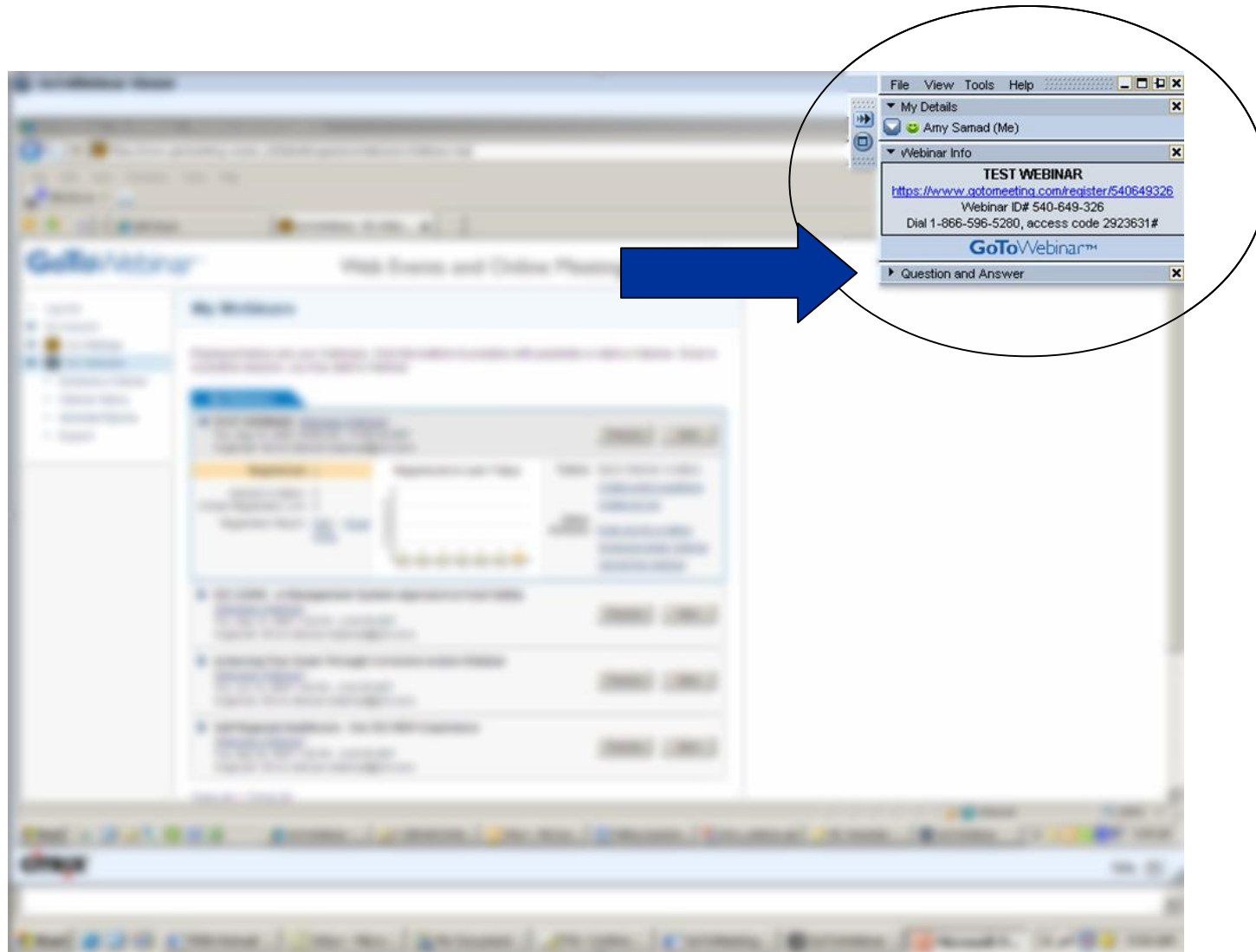


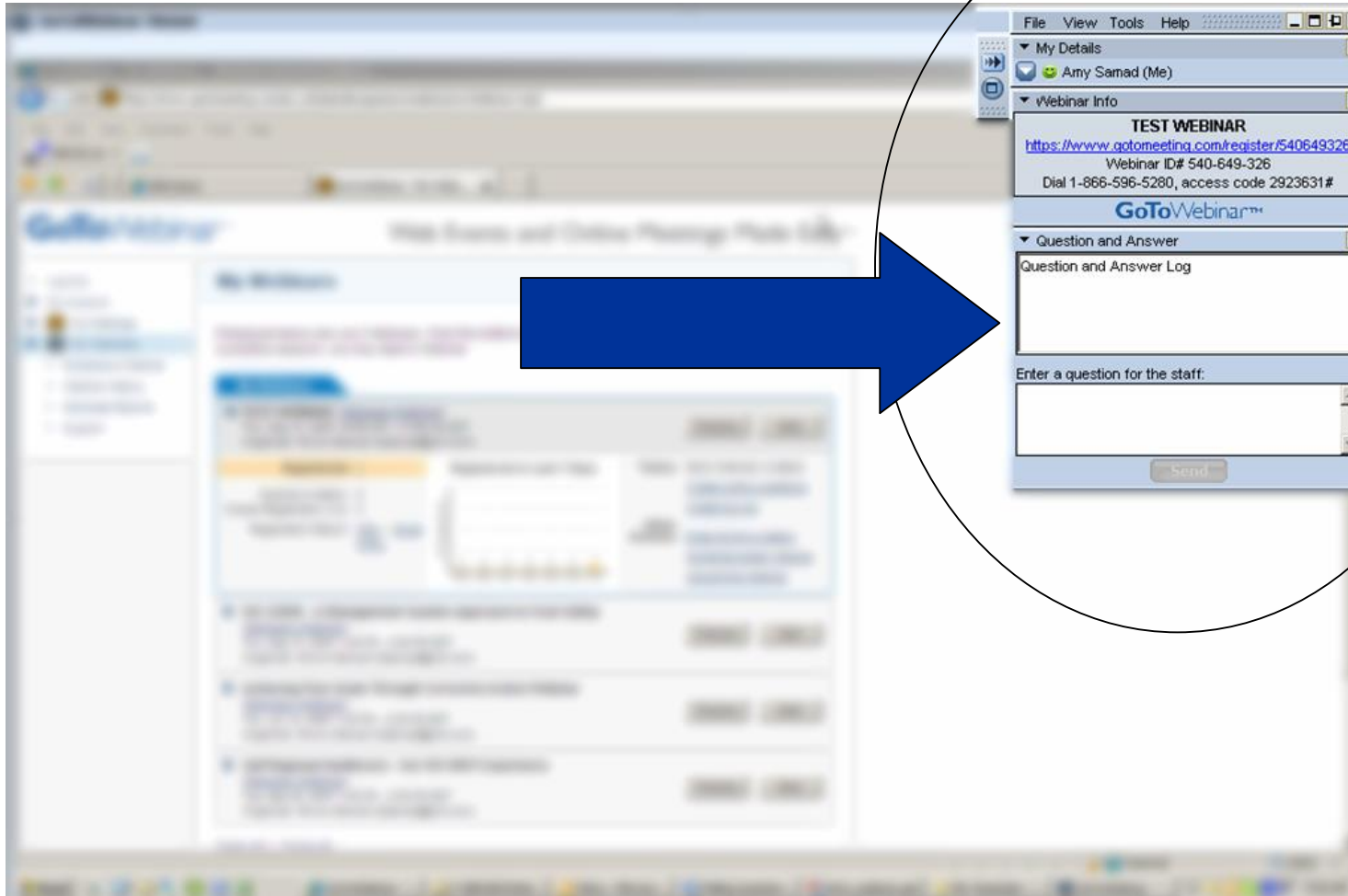
BRCS

FOOD SAFETY CULTURE EXCELLENCE & FOOD SAFETY AMERICAS 2021 UPDATE

PJRFSI — Partner for Food Safety







PJRFSI – Partner for Food Safety

Paul Damaren

Senior Vice President of Food Safety &
Supply Chain, PJRFSI





Fostering and Strengthening Food Safety Culture & Food Safety Americas 2021 Update

Jessica Burke
Senior Technical Manager

May 13th, 2021



Who is BRCGS?

Leading brand and consumer protection organization

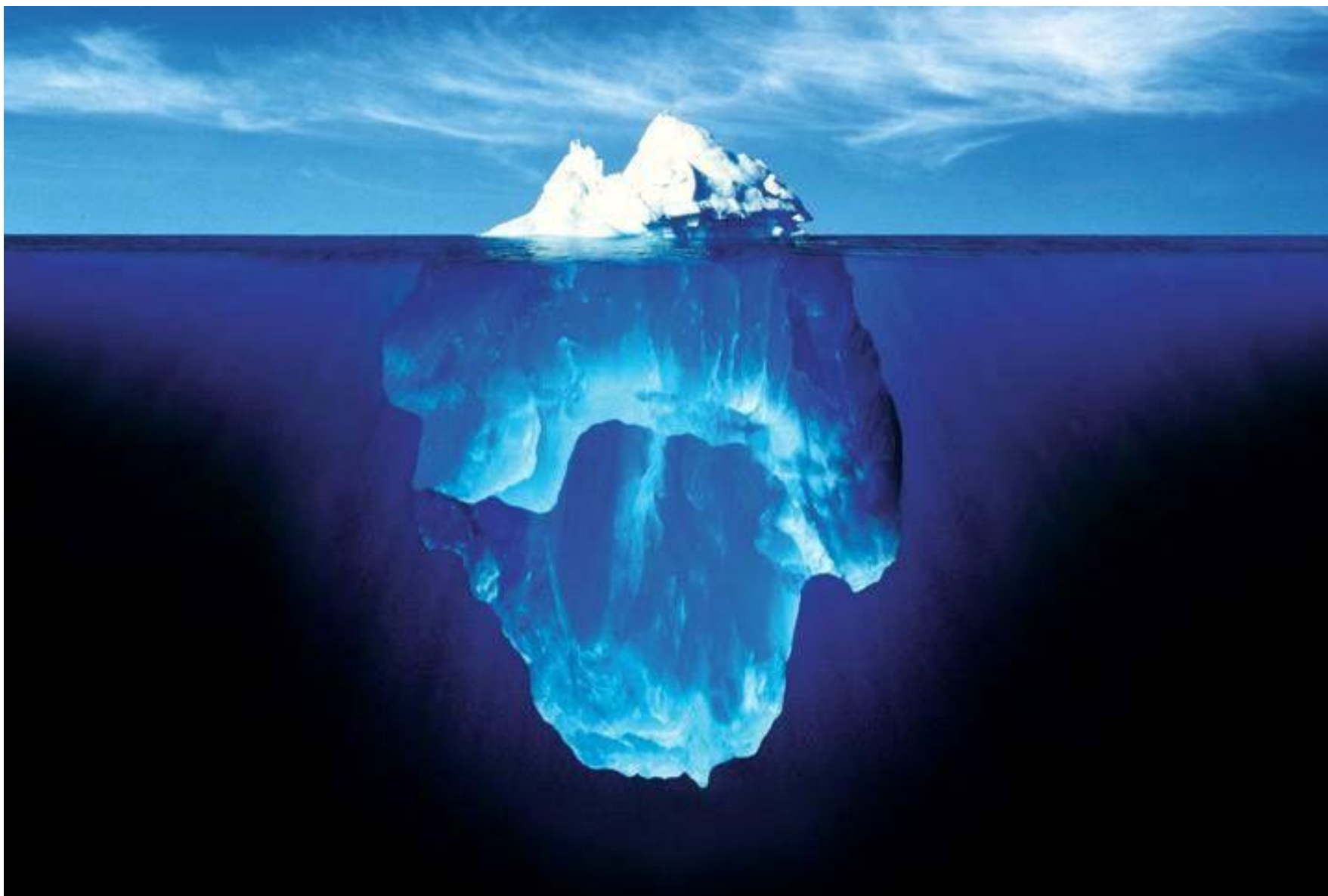
Over 30,000 certified sites in 130 countries

Standards across the supply chain: Food, Packaging, Storage & Distribution, Agents & Brokers, Consumer Products, Retail, Ethical, Plant-Based, Gluten-Free

We can help guide you through certification and meeting compliance.

www.brcgs.com

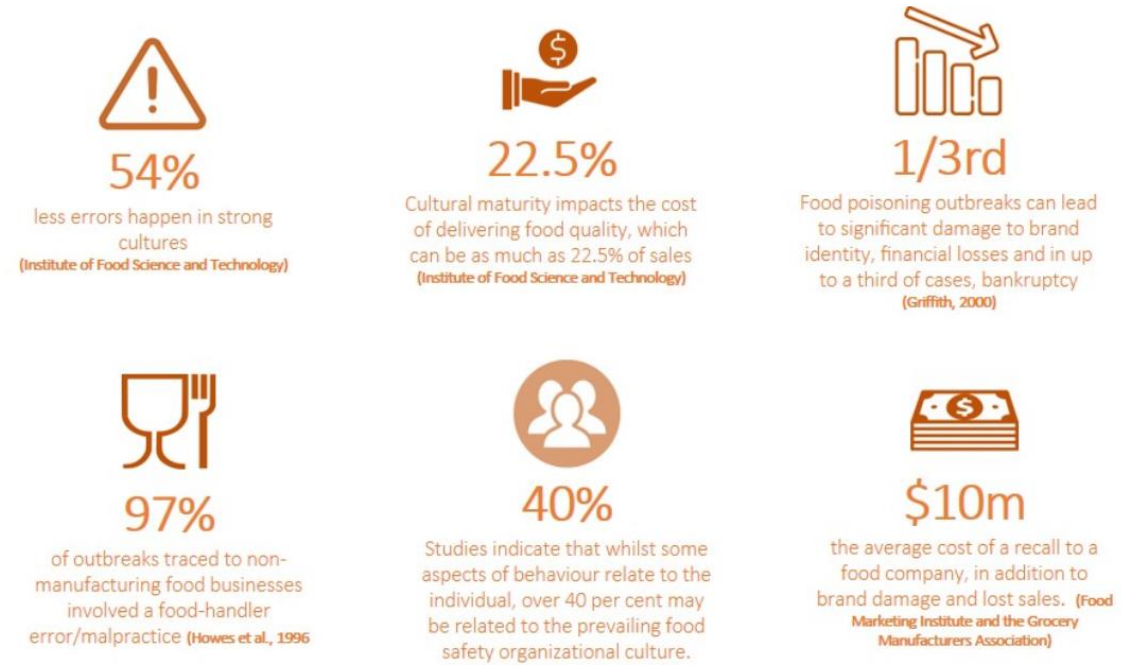




Food Safety Culture



- Food safety culture can be defined as a set of attitudes, norms, beliefs, and behaviours that affect the integrity of a product resulting from existing food safety practices.
- Culture is a requirement built into the BRCGS Standards.
- European Commission recently published a draft revision of Regulation EC No 852/2004 that now includes food safety culture as a general principle.
- GFSI has published their Position on “A Culture of Food Safety”



Categories and Dimensions of Culture



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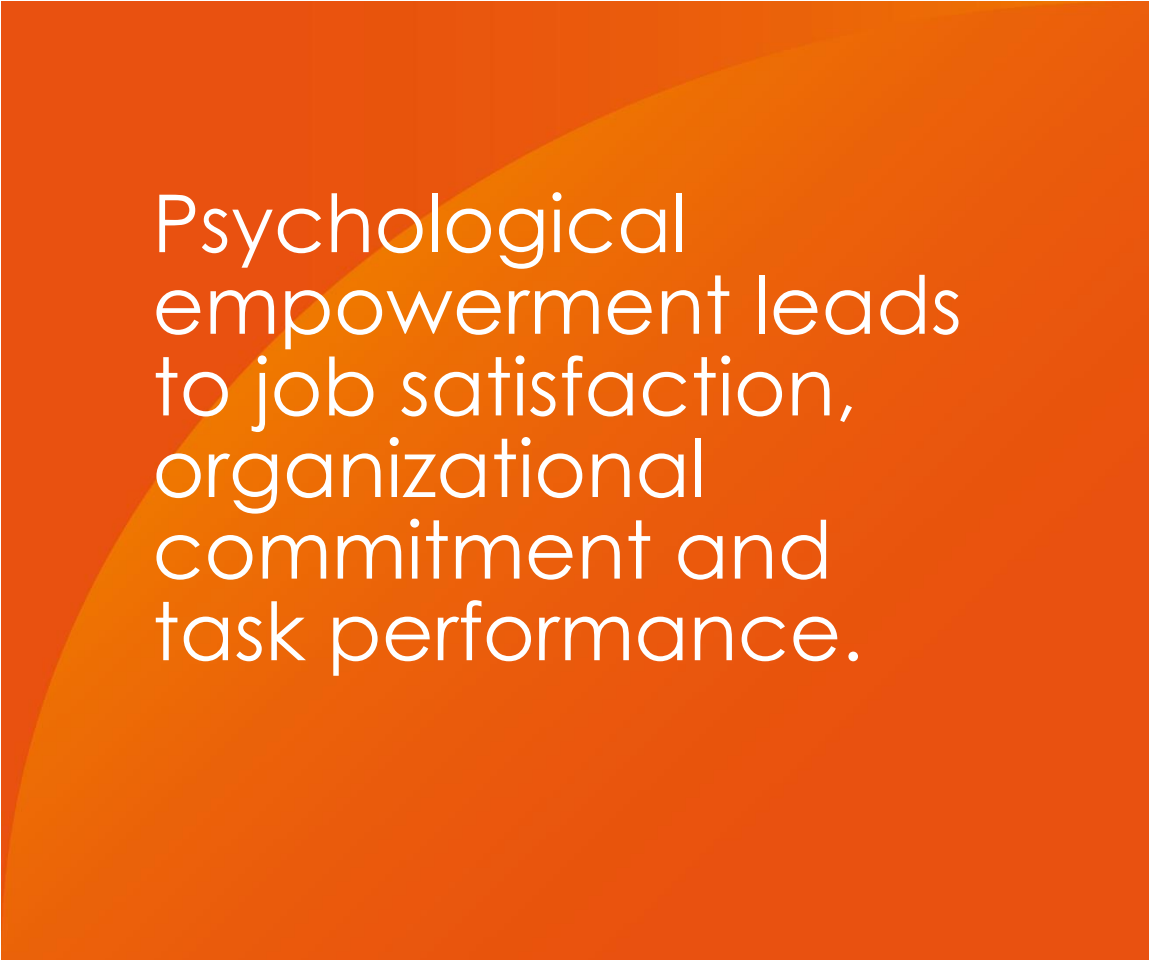


PROACTIVITY

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Empowerment:

- Authority to do what is required
- Confidence to speak up
- Sense of ownership
- Trusted by managers

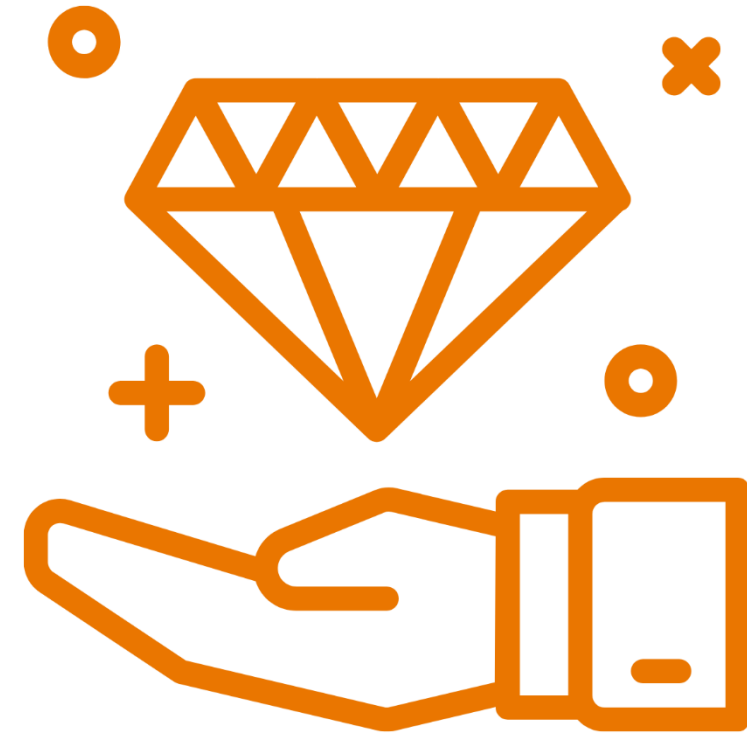
A large orange rectangular box with a subtle diagonal gradient and a curved white line separating the text from the bottom-left corner.

Psychological empowerment leads to job satisfaction, organizational commitment and task performance.

People

Rewards

- Positive reinforcement – boosts morale
- Rewards and incentives shape and manage correct food safety behaviours and retains employees
- More motivation to comply with food safety standards if there is incentive (higher audit scores, increased business)
- Reward and empowerment go hand in hand in creating a culture of openness and preventing one of blame and fear



People



Training

- Food safety education vs food safety training
- Make training and education risk-based
- Personal testimonials more impactful
- Focus on less complex, image-based training
- Language and literacy

People

Communication

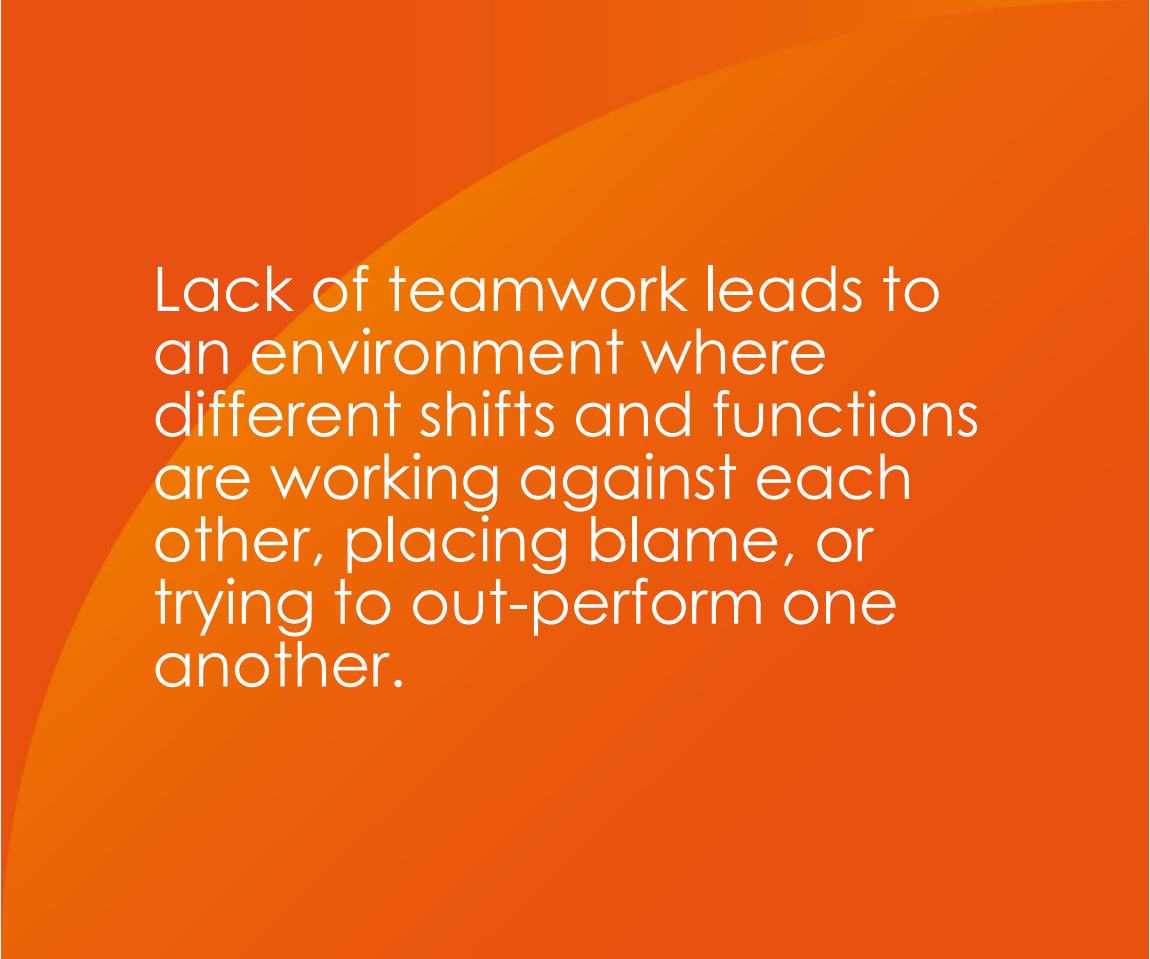
- Use multiple mediums to communicate food safety information
- Use food safety posters and signs:
 - simplify with images and symbols
 - communicate the desired behavior
 - place where the desired behavior should occur
 - change often enough to prevent desensitizing.
- Engage in conversations, communication should be 2-way!



People

Teamwork

- Establishing a team is a requirement of Codex HACCP
- Everyone in the business must work together towards the same goals.
- Teamwork contributes to an open and positive environment.



Lack of teamwork leads to an environment where different shifts and functions are working against each other, placing blame, or trying to out-perform one another.

Process



Control

- The importance of management control in food safety is well-established
- Effective monitoring and supervision must take place to foster a strong culture
- What leaders pay attention to, measure, and control on a regular basis sends a clear message to employees about what is important
- Keep in touch with employees and factory processes

Process

Co-ordination

- Interdepartmental communication, collaboration and integration
- Positive working relationships
- Understanding of the needs and issues of departments outside ones' own
- May be especially challenging for larger companies with separate departments and large work forces.



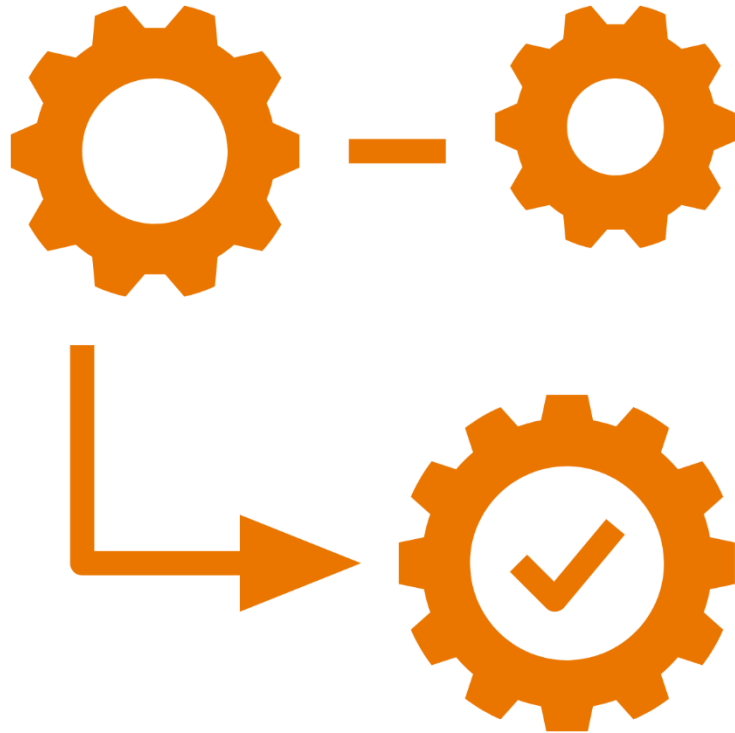
Process

Consistency

- Consistent practices across different people and teams
- Increases efficiency, facilitates positive habits and reduces errors
- Always audit ready mentality
- Unannounced audits can drive improved consistency and food safety culture

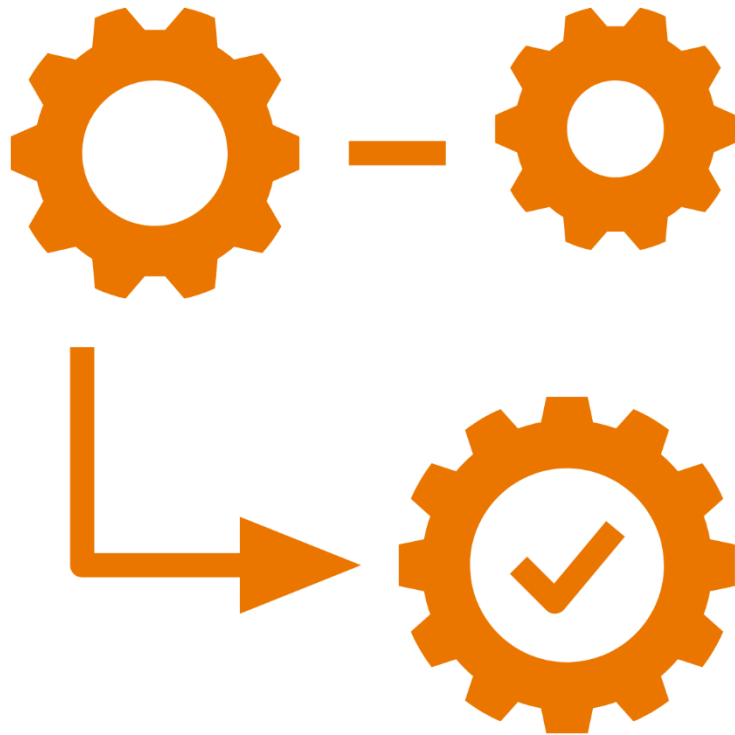


Process



Systems

- Food safety management systems and style are a major factor influencing culture.
- Systems must be fit for purpose and well designed, written and communicated
- Site involvement is a must to ensure a system that is applicable to the site
- will lead to a sense of responsibility and commitment



Premises

- Physical premises, facilities and equipment are well established elements of food safety
- Resources, such as time, money, staff and physical premises and facilities may be a barrier to product safety culture

Purpose

Vision

- Establish, implement and promote the company's purpose
- Organizations that communicate their goals, plans and vision for product safety and quality have a greater focus on safety and quality
- Businesses that lack clear goals, plans or vision experience a negative impact on product safety



Purpose



Values

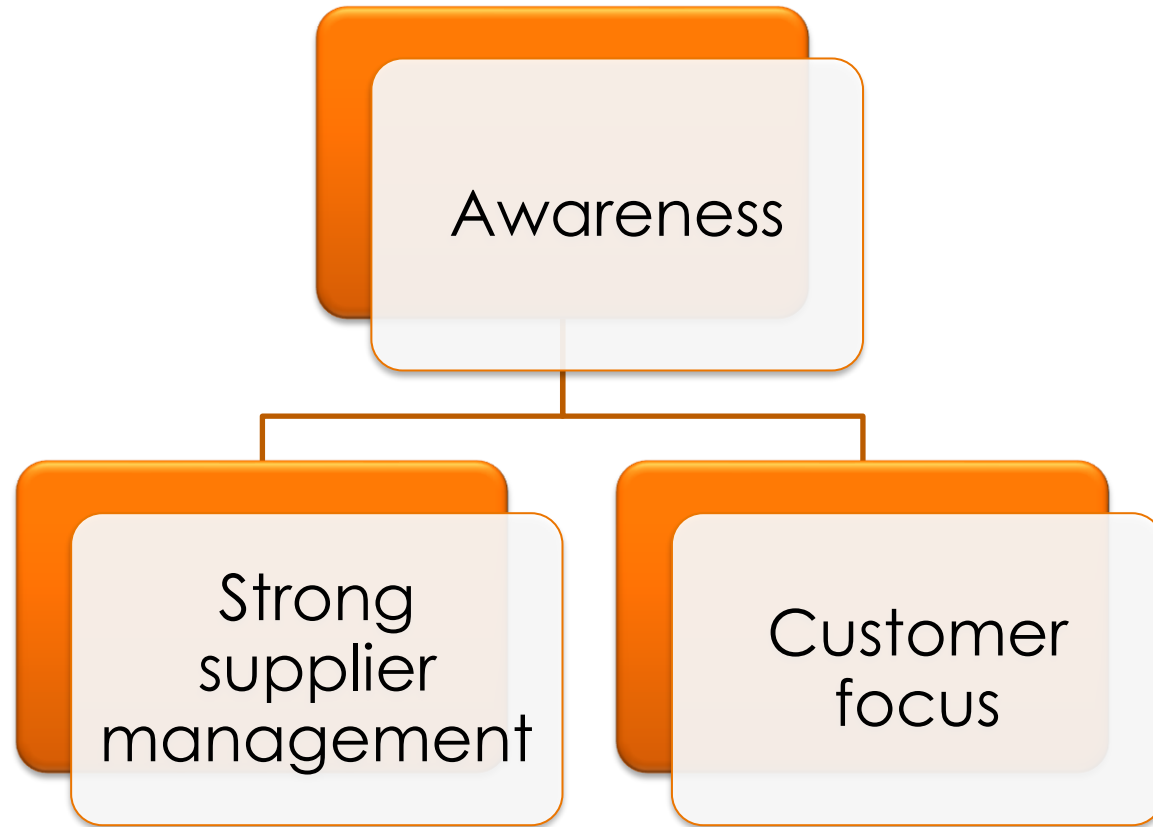
- Encourage a positive attitude about food safety by modelling it
- An employee with a right attitude will be much more likely to take right actions
- Communicate and reinforce beliefs and values through visual reminders, such as posters, written communications, and videos

Purpose

Strategy, Targets, Metrics

- Communicate long-term plans and strategy both at the site and corporate level to ensure alignment
- Demonstrating company metrics through charts, graphs and other displays help to motivate greater efforts and compliance
- Use culture scores in combination with other sources of data for verification and motivational purposes
- Set product safety targets, measurements and indicators to include quantitative and qualitative culture surveys





Foresight:

Employees and businesses that are aware of and understand the significance of the risks that exist, and implications should the system fail are more likely to support and follow procedures.

Innovation

- Changing government legislation, international standards, certification standards, customer requirements
- Rapidly changing technology
- Opportunities for safety and innovation
- The way in which businesses respond to change and their willingness to adopt innovation influence product safety culture



Proactivity



Learning

- Organizational learning
- Solid corrective action plans
- Continual improvement
- How does leadership react to critical incidents and crises?

Proactivity

Investment

- Financial resources are often a barrier to food safety
- The allocation of resources sends a clear message to employees
- “How are we supposed to be in compliance if we do not have the money available to fix the problems”?



Culture Excellence Module



The Food Safety Culture Module offers many benefits for manufacturers, specifiers and the wider industry:

- Determines strengths and weaknesses in food safety capability
- Provides real insight into staff opinion, attitude, and behavior
- Provides multi-site businesses with a benchmarking tool to compare sites to each other
- Reveals the 'unseen' culture that goes beyond the day of audit

Thank you!

Visit brcgs.com/events for tickets
Food Safety Americas is next week!
May 18-20, 2021

UPCOMING WEBINARS

[HTTPS://WWW.PJRFSI.COM/WEBINARS/](https://www.pjrfsi.com/webinars/)



Date: Tuesday May 18th, 2021 – 2:00pm – 3:00pm EST

Webinar Title: [Enterprise Risk Management – Volume 2 – Effectively Communicating Risks from the Shop Floor to the Boardroom](#)

Webinar Description - Join Melanie Neumann, Executive Vice President & General Counsel at Matrix Sciences International, Inc., along with Neil Marshall, Managing Director of Guv Consulting International LLC, former GFSI Board member and former Global Director Quality & Food Safety at The Coca-Cola Company as they discuss the need for clear succinct communication. e.g. translating hazards into risks for the C Suite to understand food safety in business terms, to get the resources needed to mitigate hazards. E.g. Listeria = hazard; a resulting \$10 million dollar recall risk.

Speakers:

- Melanie Neumann, Executive Vice President & General Counsel, Matrix Sciences International, Inc.
- Neil Marshall, Managing Partner, Guv Consulting International LLC, former GFSI Board member and former Global Director Quality & Food Safety at The Coca-Cola Company



Date: Thursday May 27th, 2021 – 2:00pm – 3:00pm EST

Webinar Title: [“Issue vs. Crisis” Best Practice for Becoming Crisis Ready, A Cultural Approach](#)

Webinar Description - Join Founder and CEO of Crisis Ready Institute, creator of the Crisis Ready Model, and author of “Crisis Ready: Building an Invincible Brand in an Uncertain World”, Melissa Agnes, along with Paul Damaren, SVP, PJRF SI for a robust discussion on crisis preparedness, reputation management, and brand protection. Is crisis preparedness, in other words becoming Crisis Ready, a cultural approach? In this session we will looking at cross-organizational mindset, skillset and capabilities required to survive in 2021. What is the foundation of an effective crisis response? What is it that you should be striving to achieve and why is it important? What does an effective crisis response really look like? What are the emotional triggers that can have impact on the brand and how do you get ahead of that, in real-time? Standards on the horizon and how not being Crisis Ready can trigger and escalate a loss of trust and material impact on your brand, your operations and your reputation.

Speakers:

- Melissa Agnes, CEO, Crisis Ready Institute

 **CRISIS READY
INSTITUTE**





You've
got **QUESTIONS**
we've got **ANSWERS**