



Effective Metrics to Advance

Your Food Safety Training

October 4, 2017

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Introduce Speakers



Dr. Irene T. Boland
Chief Learning Officers



Laura Nelson
VP of Food Safety & Global Alliances



Today's Discussion

1. Setting Learning Strategies
2. Setting Operational Metrics to Measure Training Effectiveness Across Diverse Enterprises: *Conagra Brand Case Study*
3. Resources
4. Q&A

Setting Learning Strategies



The Brands that LDI Supports





POLL

Describe your expertise in adult learning.

- I know what works for me – and I use that.
- I know what works because I have trained people.
- I have studied adult learning.



What is Learning Strategy?

Study



Me

Teach



My learners

Organization



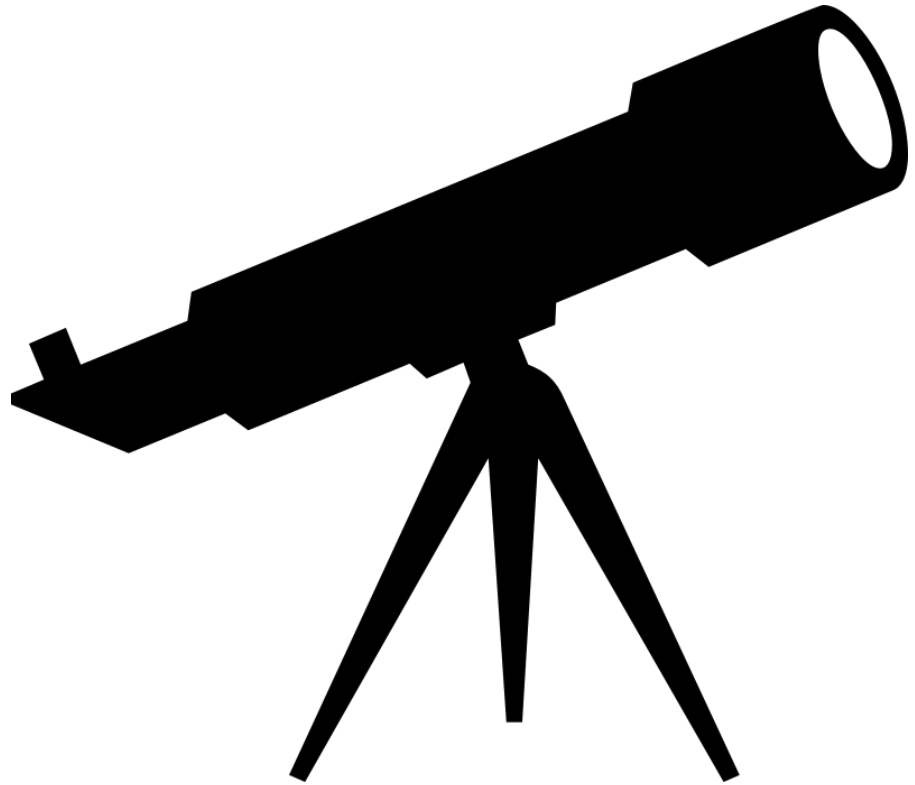
Everyone in
my company

Where to
Start?

Setting Priorities for Food Safety Learning



Setting Priorities for Food Safety Learning - Scan



So much to measure...

Cook Time and Temperature

Labeling

Preventive Controls

Storage

Internal Audit

Adulteration

Product Identity

3rd Party Audit

Government Inspection

GMPs

Transportation

Allergens

Recalls

Customer Complaints

Chemicals & Toxins

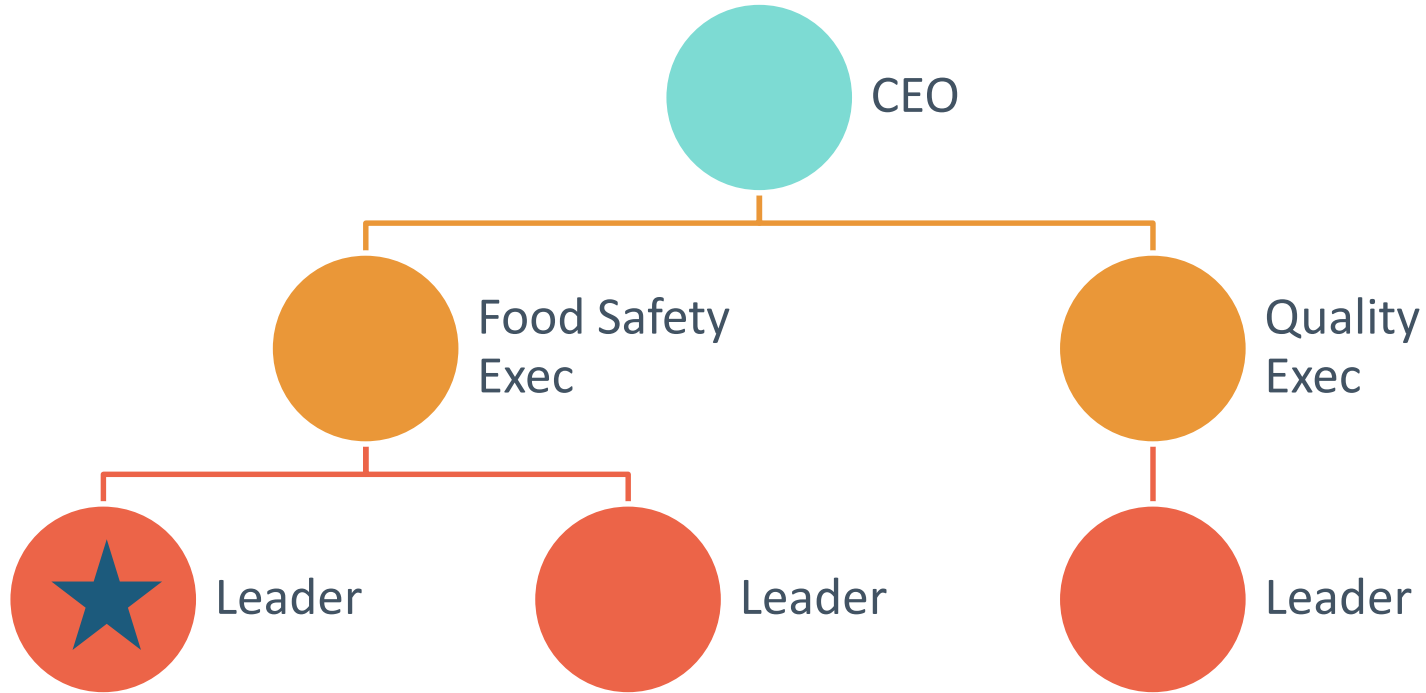
FDA Food Safety Modernization Act

1. Train the worker
2. Observe the worker
3. Can do the task
4. Audit the worker on the task

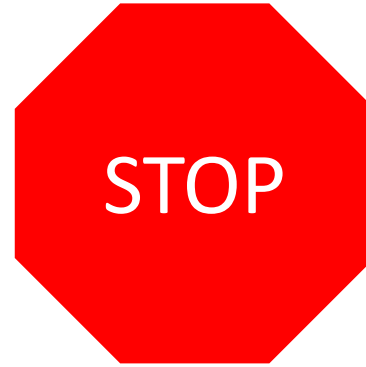
**FDA FOOD SAFETY
MODERNIZATION ACT**



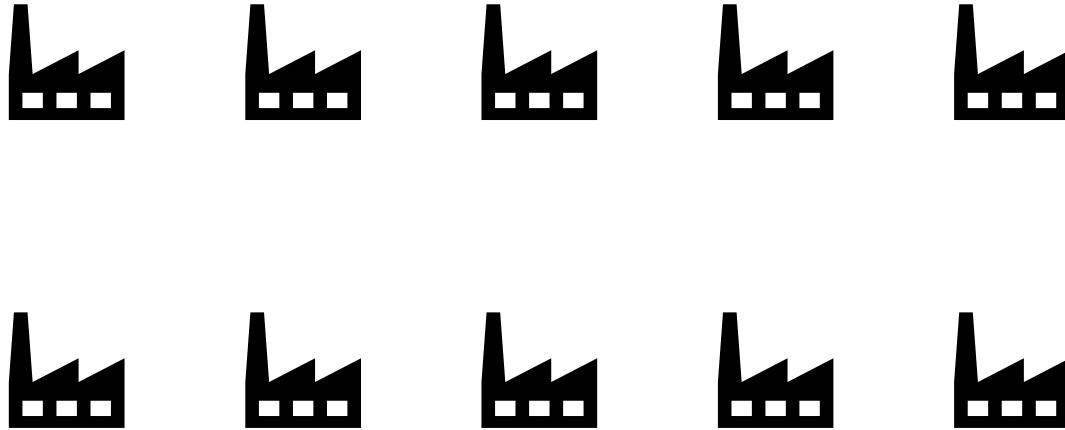
Scan: Start with Leadership



How might we change?

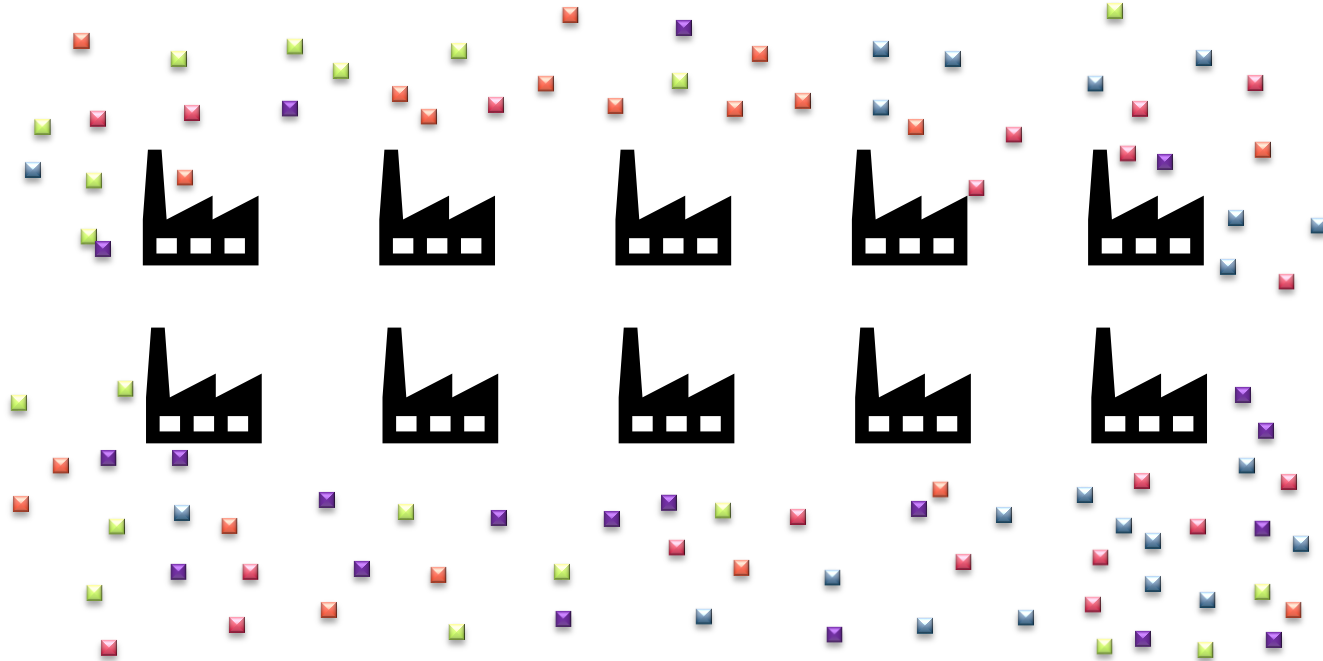


SCAN: Gathering Data



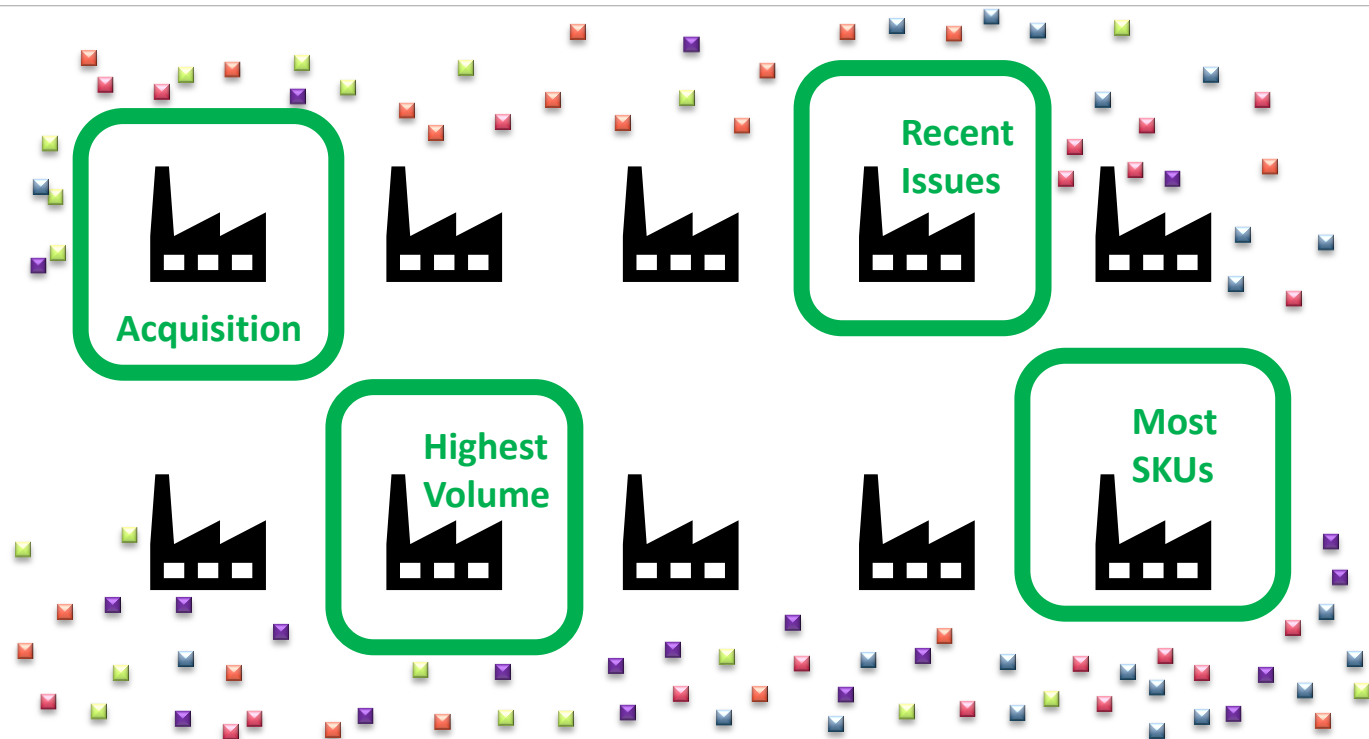
We have 10 plants

SCAN: Gathering Data



We have 100 SKUs

SCAN: Gathering Data



Representative Sample of Plants

Who to send?



The Inquisitor



The Friend

Q: Training Today



EXPLORE

- What else?
- Why?
- Results?

KNOWN

- ✓ Standard Compliance
- ✓ Have to
- ✓ Stay out of trouble

Performance
Improvements?

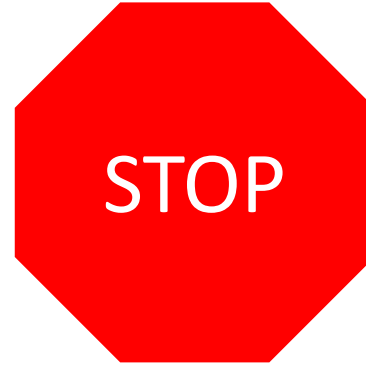


Opportunities

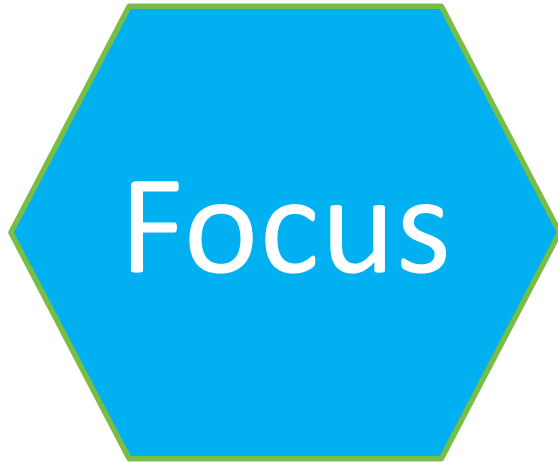
What food safety issues
do we see arising
again and again?



How might we change?



Setting Priorities for Food Safety Learning - Focus



Deciding what to teach

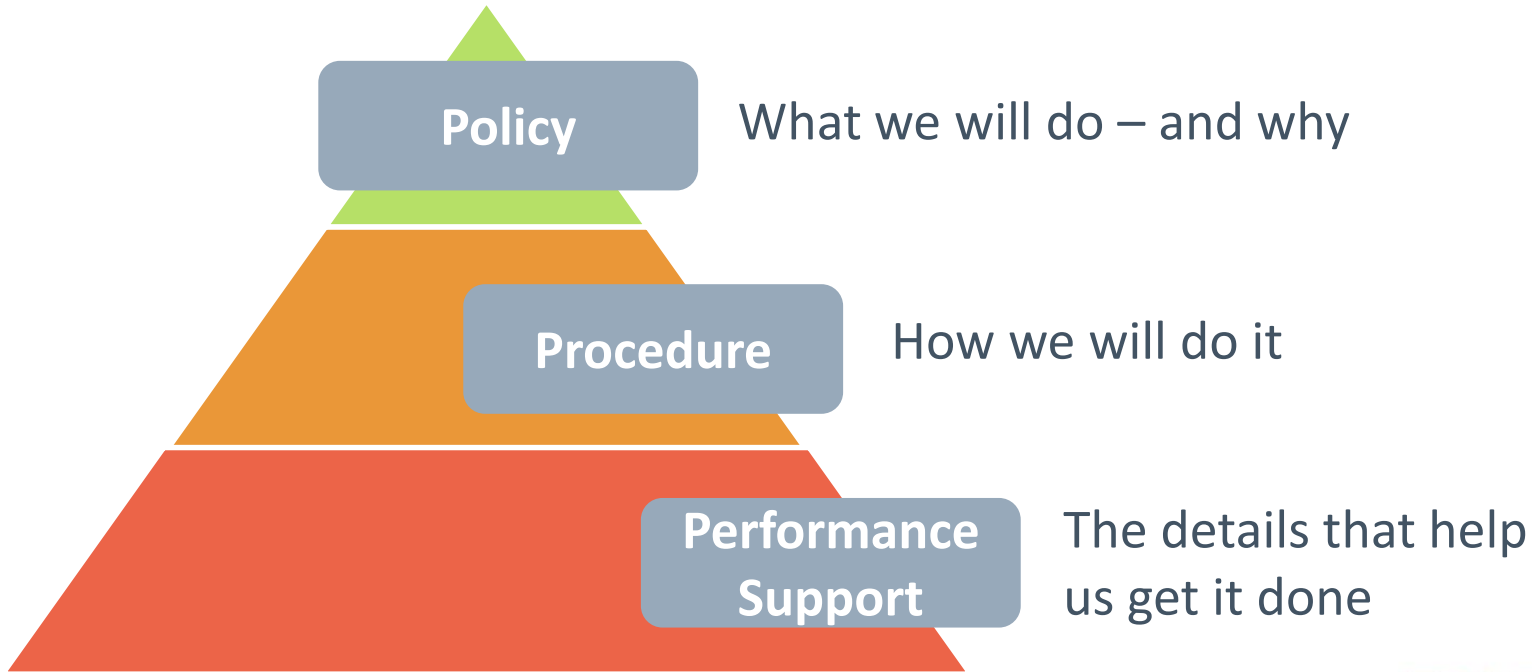


Cognitive Overload

Cognitive
Overload



Food Safety Modernization Act



Performance Support

- ✓ Standard Operating Procedure
- ✓ One Point Lesson
- ✓ Quick Reference Guide
- ✓ Checklist
- ✓ Shift Hand Off Meetings
- ✓ Posters
- ✓ Video in breakroom
- ✓ eLearning
- ✓ Classroom training
- ✓ Offsite training
- ✓ Observation
- ✓ Coaching

OFTEN
Sometimes
training is
NOT the
answer

Gap Closures

TODAY

Measures:

- Attendance
- Quiz

Learning Methods:

- eLearning
- Classroom

ACTIONS

- Create checklists of knowledge and what good performance looks like
- Train supervisors to use checklists and provide constructive feedback
- Create templates for one point lessons, shift hand-off and posters.
- Train managers and plant leaders to use the templates to create new learning content as needed

TOMORROW

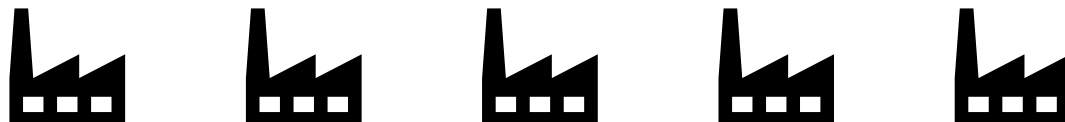
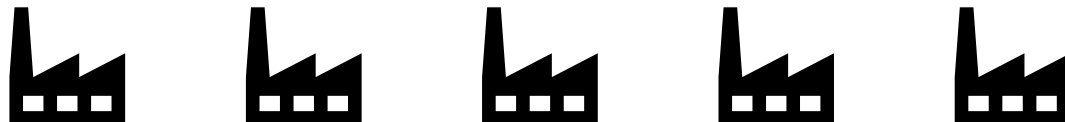
Measures to add:

- Long term learning
- Behavior performance

Methods to add:

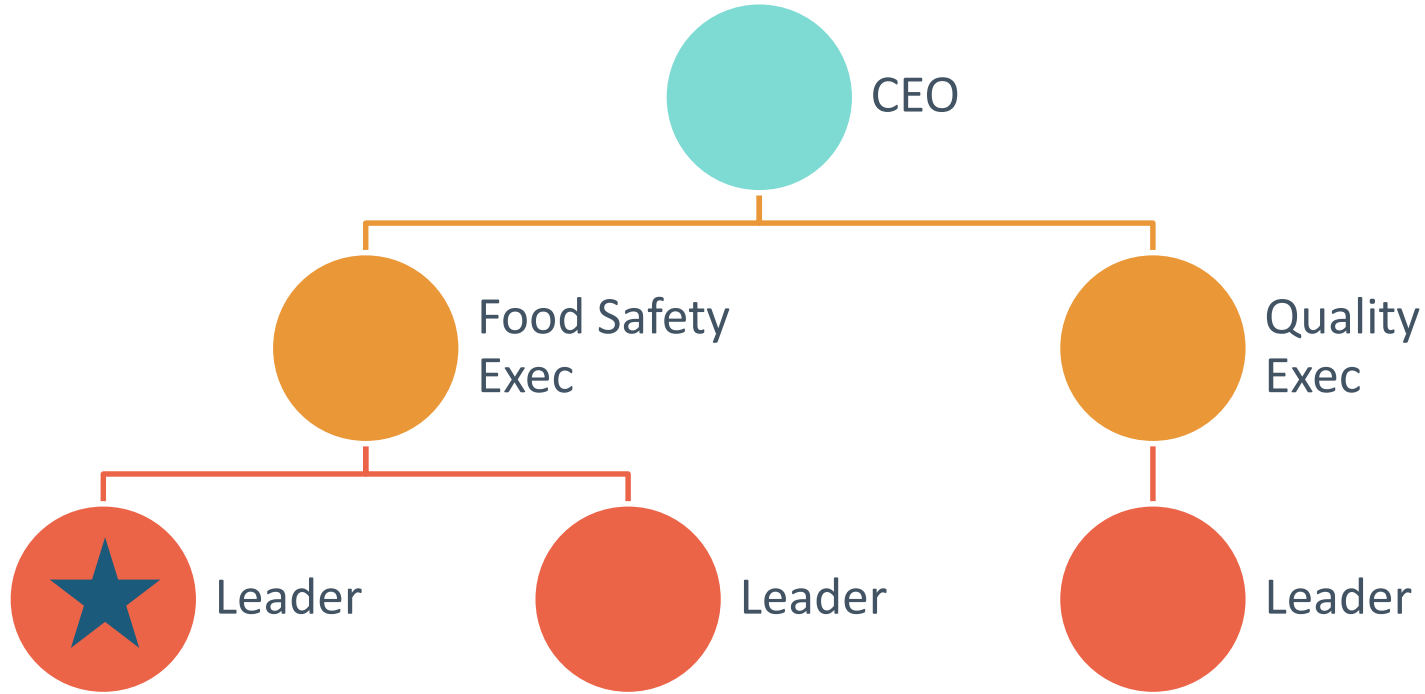
- One point lessons
- Communication

Focus: Confirm Across **All** Plants

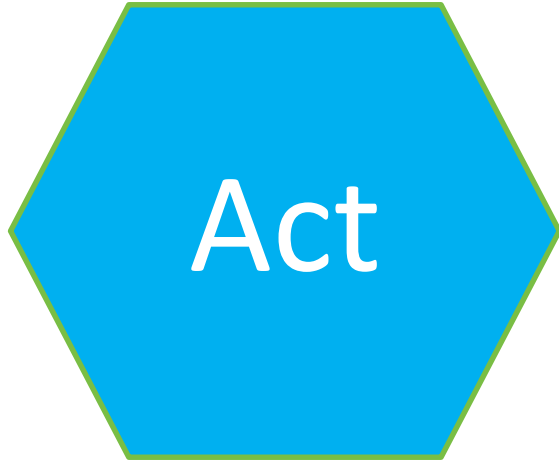


Did we get it right?

Focus: Confirm with Leadership



Setting Priorities for Food Safety Learning – Act





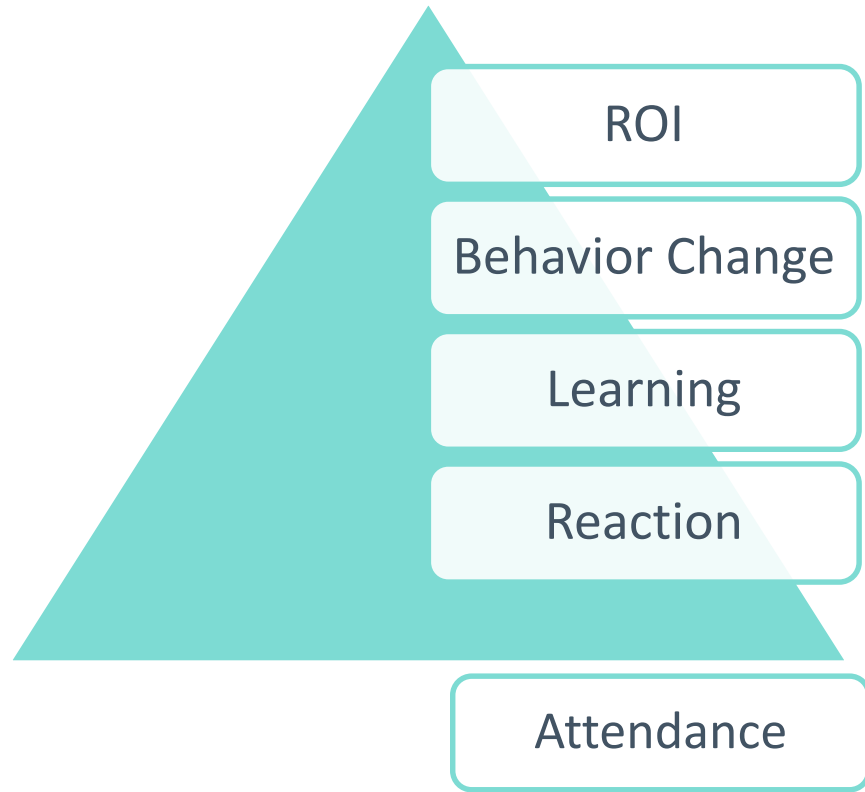
POLL

What metrics do you track about Food Safety learning today?

- Attendance or Reaction
- Quiz during training
- Check for learner retention later
- Observe behavior change
- Return on Investment (ROI)



Kirkpatrick Model of Assessment



Benchmark: What Training Costs

To Build	
Subject matter expert hours	80
x Hourly overhead cost of SME	\$ 80
	\$ 6,400
To Host	
Number of learners	100
Hours of training	6
x Hourly overhead cost of learners	\$ 60
	\$ 36,000

Other Costs

- Travel
- Facility Rental
- Outside Expertise

Setting Operational Metrics: *Conagra Brand Case Study*



Contrasting Training Program Maturity

- ✓ Orientation to cover basics
- ✓ “Buddy” system
- ✓ “One and Done” training
- ✓ Inconsistent/outdated training content
- ✓ Compliant driven training
- ✓ Limited training metrics
- ✓ Siloed training programs
- ✓ Orientation + ongoing monthly training
- ✓ Blended learning approach including mentoring
- ✓ Customized training to achieve job competency
- ✓ “Best-in-Class”, vetted, consistent training
- ✓ Behavioral driven training
- ✓ Success metrics tied to operational objectives
- ✓ Cross-functional training teams



POLL

Despite all of our classroom training, I still have employees not following our food safety program.

- Yes, I do.
- No, I do not.



*“Every day, every shift, every job role,
we have a validated person in the job role”*

—Dale Greenbank, Conagra Brands
Continuous Improvement Manager, Rensselaer, IN



Case Study: Conagra Brands

Continuous Skills Development (CSD) Process Enterprise Mission



CSD Mission Statement:

The expected outcome is a culture where **expectations are clear**, the path to attain new skills is **defined**, and **metrics** are in place to **continuously identify** development opportunities for our team members.

Examples of Data Trending by Conagra Brands

- Productivity reports
- GMP compliance records
- Downtime reports
- Training completion reports
- Plant scorecards
- Turnover reports
- Staffing reports
- Internal audit reports
- Customer complaint data
- Near miss data
- Organizational assessment

CSD Process Design



CSD Process Design





01 Planning

A

Process Map

B

Skills Inventory

C

Training Curriculum

D

Qualify Team Members

E

Set Targets & Metrics

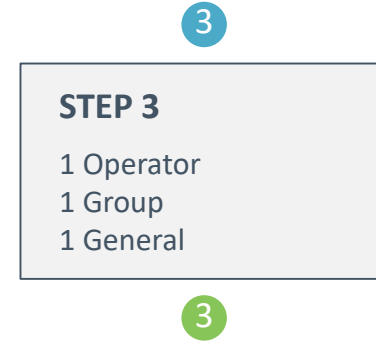


Process Map Example

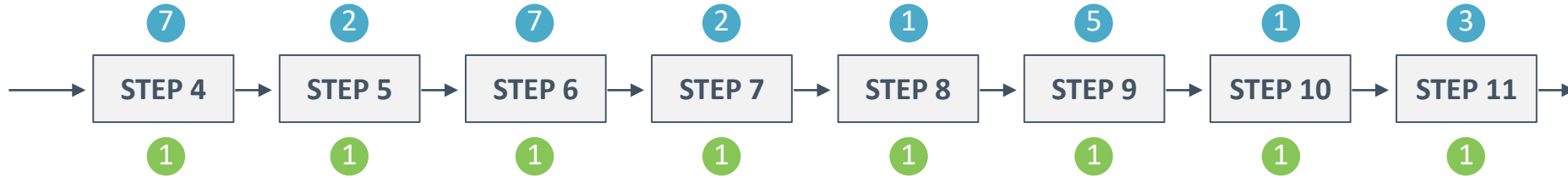
● People

● Job Role

Batching



Processing



Total People 41

Total Job Roles 15



Planning Example

- Stuffing Operators need 4 major skills for job success
- 7 Stuffing Operators per shift
- Average attendance/staffing is 70%
- Plan to train & validate 10 Stuffing Operators to ensure 7 validated employees are available for that job
 - Establishes new tracking metric — review turnover, validated team
- Create training material for those skills using SMEs
 - Training content
 - Classroom training
 - On the job training
 - Skills validation checklist
 - Establish minimal acceptable scores & remediation actions

The path to obtain new skills is defined

CSD Process Design





02 Training

A

Agenda

B

Playbook & OPL

C

Check for Understanding

D

On the Job Training

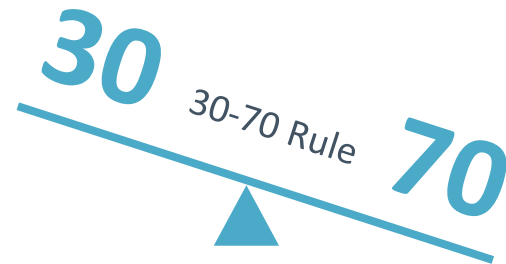
E

Mentor



Blending Learning Approach

- Trainers follow the agendas to complete the classroom training & practical application for the curriculum for Stuffing Operator
- Assign the Stuffing Operator a mentor
- The Skills Inventory coincides with the Classroom, Practical Application and On the Job Training (OJT), and is used as a guide to ensure that the
- Stuffing Operator is instructed in the required skills
- The Skills Validation Checklist is the training tool for the Trainer and the guide for the Stuffing Operator to ensure they learn each task
- The Skills Validation Checklist is also used by the Mentor daily to review each task with the Stuffing Operator



Training and skill expectations are not a secret



Key Role of Mentor

- Mentor vs. Buddy
- Mentor will confirm with Auditor & Supervisor that the trainee is ready for the validation step
- Mentoring is the critical step in the learning process — “what does good look like”

Actions of the mentor speak louder than any other step!

CSD Process Design



Why Validate?

Ensure learning has occurred

Provide objective metrics for individuals, shifts & the plant

Data to drive action plans



Validated team
members



03 Validation

A Schedule the Audit

B Conduct the Audit

C Score the Audit

D Assess the Audit

E Review the Training



Example Validation Process

**Auditor
Scores
the Audit
of
Stuffing
Operator**



Meet with Supervisor
Provide information on the audit



**Supervisor Meets with Stuffing
Operator**



Incomplete Score

- Develop training action plan
- Concerns of trainee

Complete Score

- Deliver scorecard within 30 days
- One-on-one private conversations



New Definition of Training Success!

“Validated”

Your success will be determined by the number of validated associates, not by the number of people trained

Technical right to win

Step 3 will drive our goal of validation that all associates have and maintain base operating skills

Was training effective?/Did learning occur?

Step 3 validations will provide answers to these basic questions that we often just assume are “yes”

Metrics are in place to continuously identify development opportunities for our team members

CSD Process Design





04 Process Review

- A Deliver the Scorecard
- B Review Shift & Plant Results
- C Monthly Meeting
- D Targets
- E Turnover



A. Example Scorecard

EntityID	Item Type	Entity Title	Completion Date	Grade
CAG12123	VALIDATION-Operations	Auditor	5/29/2018 1:38AM	100
CAG6546	VALIDATION-Operations	Back Line Operator	5/29/2018 1:38AM	100
CAG6564	VALIDATION-Quality	Back Line Operator	5/29/2018 1:38AM	100
CAG6568	VALIDATION-Safety	Back Line Operator	5/29/2018 1:38AM	100
CAG16293	OPL	Bag Clip Spring Alignment	6/28/2018 1:38AM	C3
CAG12936	VALIDATION	Confined Space	5/29/2018 1:38AM	100
CAG12935	VALIDATION	Construction & Food Contact Surface Maintenance	6/10/2018 1:38AM	100
CAG6541	VALIDATION-Operations	CPS Validation	5/29/2018 1:38AM	100
CAG342885	OPL	Emergency Eye Wash Stations	6/12/2018 1:38AM	C3
CAG12934	VALIDATION-Quality	Front Line Operator	7/04/2018 1:38AM	100
CAG6559	VALIDATION-Operations	Front Line Operator	5/29/2018 1:38AM	100
CAG6560	VALIDATION-Quality	Front Line Operator	5/29/2018 1:38AM	100
CAG6564	VALIDATION-Safety	Front Line Operator	5/29/2018 1:38AM	100
CAG17936	VALIDATION	Harassment	6/12/2018 1:38AM	100
CAG6565	VALIDATION-Safety	Safety	5/29/2018 1:38AM	100
CAG6524	VALIDATION-Operations	Team Lead	5/29/2018 1:38AM	100
CAG6540	VALIDATION-Quality	Team Lead	5/29/2018 1:38AM	100
CAG6542	VALIDATION-Safety	Team Lead	5/29/2018 1:38AM	100
CAG12933	VALIDATION	Working @ Heights	6/7/2018 1:38AM	100

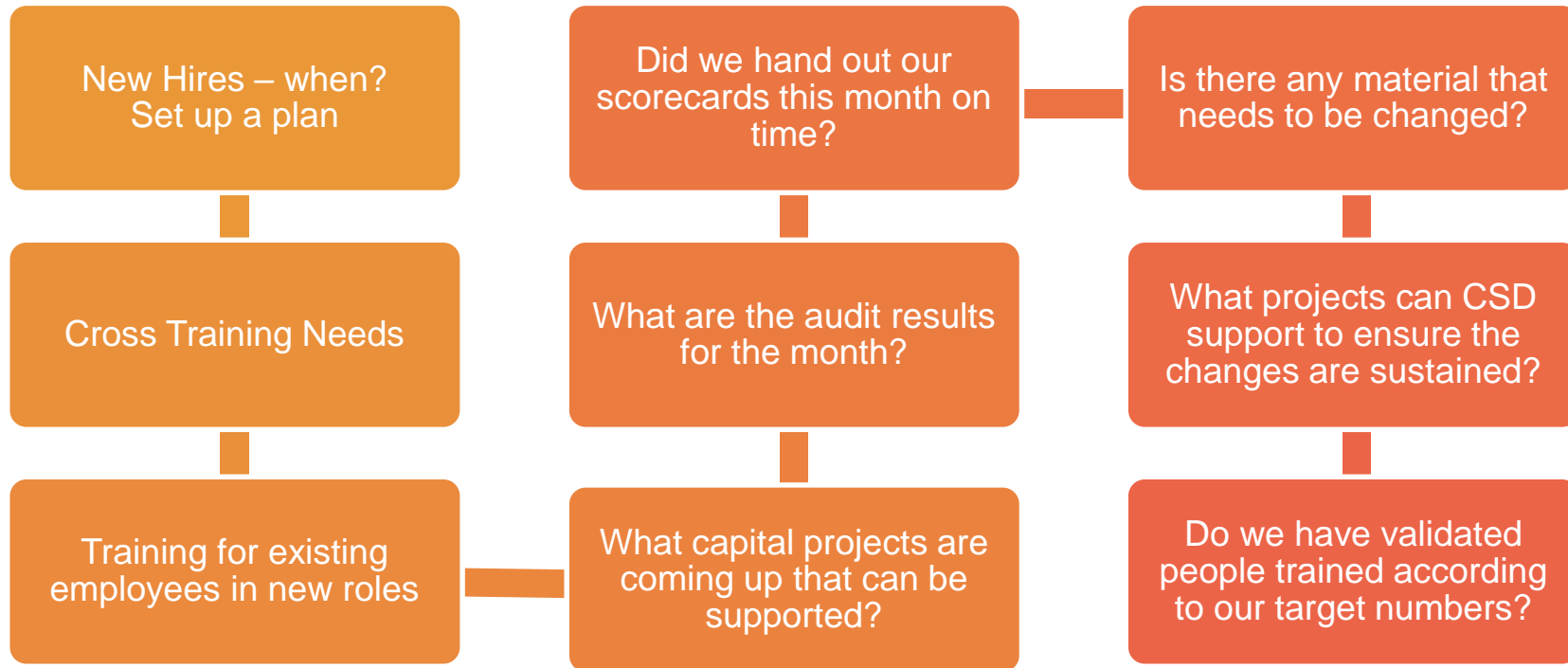
Alchem2	Course	Hearing Protection@Online@WorkplaceSafety	2014-06-18 8:45:26	C3
Alchem2	Course	Preventing Food Contamination@Online@FoodSafety	2014-07-16 8:45:27	C3
Alchem2	Course	Electrical Safety@Online@WorkplaceSafety	2014-08-01 8:45:30	C3
Alchem2	Course	Environmental Monitoring@Basic@Online@FoodSafety	2014-08-18 8:45:31	C3
Alchem2	Course	Biochemical Pathogens@Online@WorkplaceSafety	2014-09-01 8:45:32	C3
Alchem2	Course	First Response@Prevention@Online@WorkplaceSafety	2014-10-15 8:45:34	C3
Alchem2	Course	Food Safety@Food Safety@Equipment@Control@Basic@Company Specific	2014-10-16 8:45:35	C3
Alchem2	Course	First Response@Prevention@Online@WorkplaceSafety	2014-10-28 8:45:38	C3
Alchem2	Course	Introduction to Food Safety@Basic@Online@FoodSafety	2014-11-01 8:45:37	C3
Alchem2	Course	Ergonomics@Online@WorkplaceSafety	2014-11-01 8:45:36	C3
Alchem2	Course	Basic Food Safety@Basic@Online@FoodSafety	2014-11-13 8:45:23	C3
Alchem2	Course	Introduction to Hazard Communication@Online@WorkplaceSafety	2015-01-20 8:45:51	C3
Alchem2	Course	ENTP Food Documents and Record Keeping@NBQAC@Company Specific	2015-01-21 8:46:00	C3
Alchem2	Course	ENTP Food Documents and Record Keeping@NBQAC@Company Specific	2015-01-21 8:46:03	C3
Alchem2	Course	Food Safety@Document Control@NBQAC@Company Specific	2015-01-21 8:46:42	C3
Alchem2	Course	Cleaning and Sanitation@Basic@Food Safety@Online@FoodSafety	2015-02-26 8:52:59	C3
Alchem2	Course	Lockout/Tagout@Prevention@Online@WorkplaceSafety	2015-02-26 8:51:08	C3
Alchem2	Course	Personal Protective Equipment@PPE@Online@WorkplaceSafety	2015-04-01 8:51:38	C3
Alchem2	Course	Overview of HACCP@Online@Food Safety	2015-04-14 8:51:09	C3
Alchem2	Course	Overview of HACCP@Online@Food Safety	2015-04-30 8:51:45	C3
Alchem2	Course	ENTP Food Safety@Prevention@NBQAC@Company Specific	2015-05-11 8:57:24	C3
Alchem2	Course	Preventing Foodborne Illness@Online@Food Safety	2015-05-20 8:58:10	C3
Alchem2	Course	Foodborne Illness@Employee Reporting@Online@Food Safety	2015-05-20 8:58:10	C3

Associate Signature: _____ Line Lead Signature: _____ Date: _____

Entity ID	Item Type	Entity Title
CAG12123	VALIDATION-Operations	Auditor
CAG6546	VALIDATION-Operations	Back Line Operator
CAG6568	VALIDATION-Quality	Back Line Operator
CAG6586	VALIDATION-Safety	Back Line Operator
CAG361887	OPL	Bag Clip Spring Alignment
CAG7589	VALIDATION	Confined Space
CAG16293	VALIDATION	Construction & Food Contact Surface Maintenance
CAG6541	VALIDATION-Operations	CPS Validation
CAG342885	OPL	Emergency Eye Wash Stations
CAG334886	OPL	First Case Sticker
CAG6524	VALIDATION-Quality	Food Safety -SQF
CAG6559	VALIDATION-Operations	Front Line Operator
CAG6560	VALIDATION-Quality	Front Line Operator
CAG6564	VALIDATION-Safety	Front Line Operator
CAG17936	VALIDATION	Harassment
CAG6585	VALIDATION-Safety	Safety
CAG6539	VALIDATION-Operations	Team Lead
CAG6540	VALIDATION-Quality	Team Lead
CAG6542	VALIDATION-Safety	Team Lead



Monthly Assessments of Metrics



Example: Improvement Highlights



Recordable injuries
reduced by
50%



Customer complaint
reduction of
35%



Employee turnover
reduced from
23% to 12%



Efficiency
improved by
32%

Ideas for Revitalizing Your Training Process

- Define roles and responsibilities
- Request volunteers
- Form teams and focus groups to be engaged in the process
- Kick off Event
- Educate on benefits of process
- Promote a teamwork environment
- Collectively select metrics that is actionable



Resources



Alchemy's Training, Coaching & Reinforcement Programs

- **Access hundreds of multi-lingual courses** on food and workplace safety topics
- **Reinforce your training** with coordinated huddle guides, digital signage, and posters
- **Promote employee-supervisor communication** with an award-winning coaching app
- **Ensure accurate recordkeeping** with automated documentation and audit-ready reporting



Q&A



THANK YOU

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