

How to Strengthen Your Culture of Food Safety with GFSI's New Guidance Document



Mike Robach, *Chair of Board of Directors*, GFSI
Dr. Lone Jespersen, *Principal*, Cultivate
Laura Nelson, *VP of Food Safety Alliances*, Alchemy
Andrew Clarke, *Senior Manager of Food Auditing*, Subway



Today's Speakers



Mike Robach
Chair of Board of Directors



Dr. Lone Jespersen
Principal



Laura Nelson
VP of Food Safety & Alliances



Andrew Clarke
Sr. Manager Food Auditing

Agenda

1. An Introduction to Global Food Safety Initiative (GFSI)
2. Culture of Food Safety Position Paper
3. Best Practices Around the 5 Cultural Dimensions
4. Subway's Food Safety Culture
5. Resources
6. Questions?

An Introduction to GFSI





A Culture of Food Safety

- Introduction to GFSI and the position on 'A Culture of Food Safety'
- Why this position?
- How was it developed?
- What's next?

FOOD SAFETY CULTURE Technical Working Group

- Kicked off Jan. 2016
- 37 global industry practitioners from all parts of the food supply chain



A CULTURE OF FOOD SAFETY

*A POSITION PAPER
FROM THE GLOBAL
FOOD SAFETY
INITIATIVE (GFSI)*



DELIVERABLES

- Completed the GFSI position paper “A Culture of Food Safety”
 - Including peer review outlining terms of references for food safety culture
 - Segmented through five scientifically defined dimensions
- Review and provide input to the GFSI benchmark document

Culture of Food Safety Position Paper

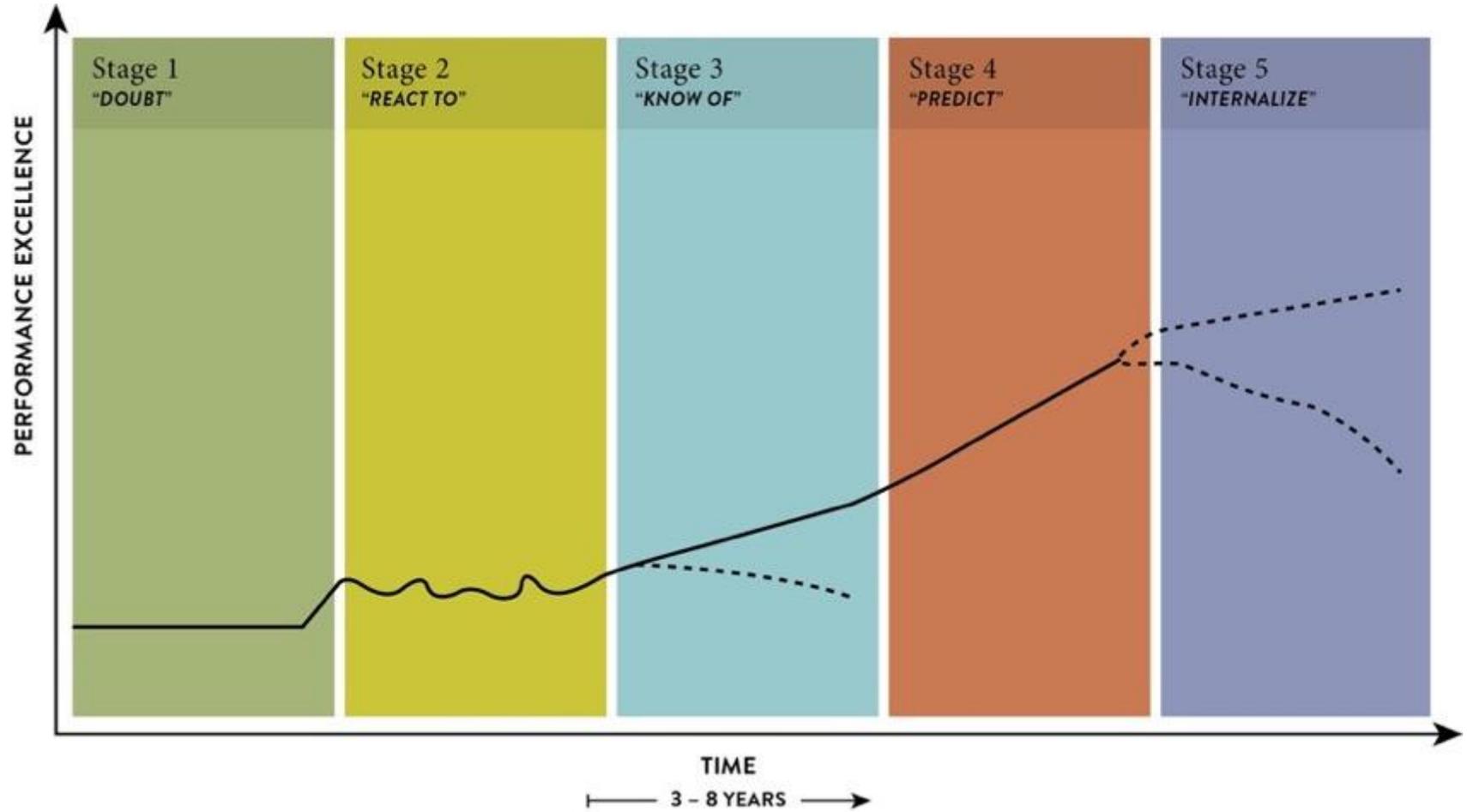


DEFINED

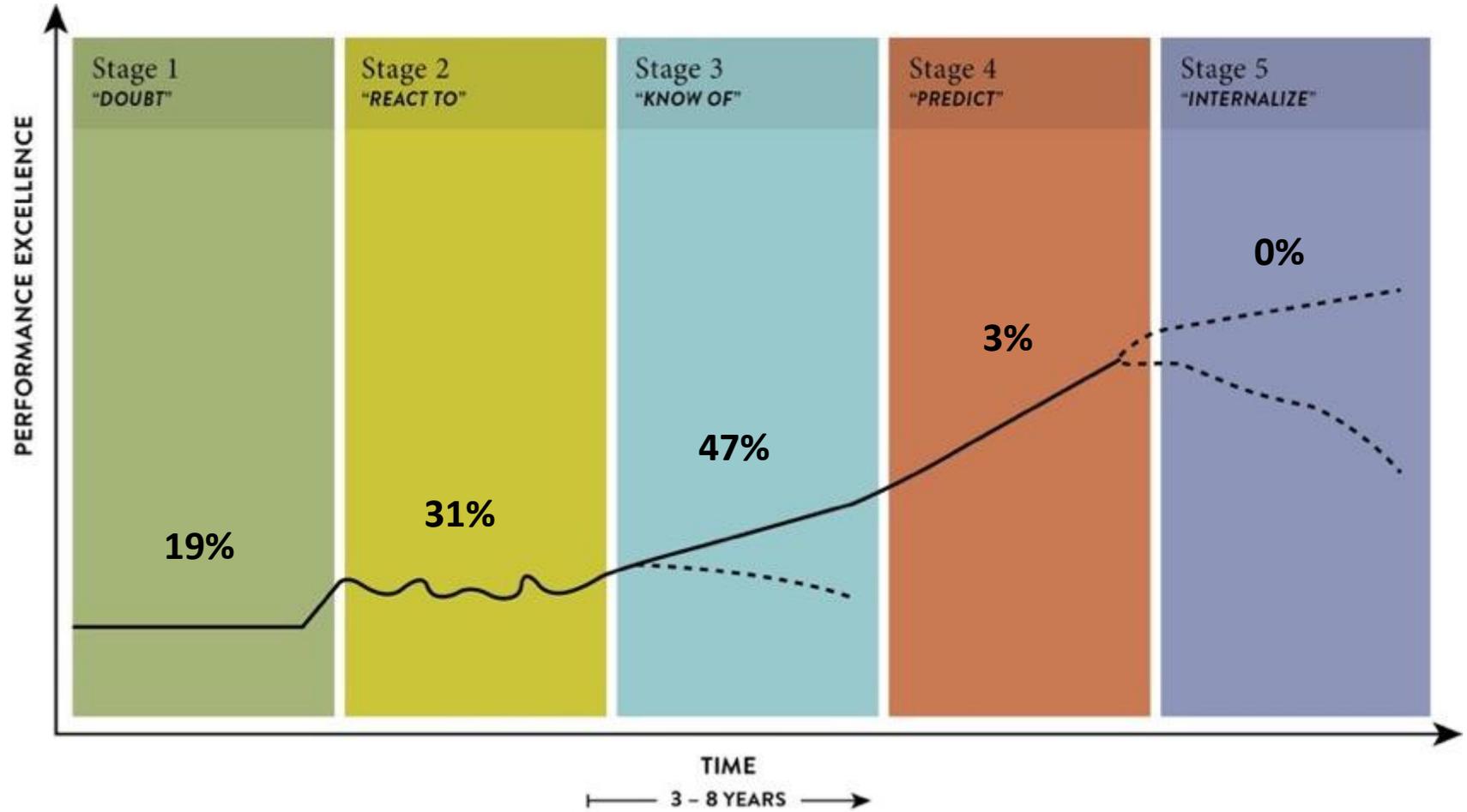
“A company’s food safety culture is the shared values, norms, and beliefs that affect mindsets and behaviours toward food safety in, across, and throughout the company.”



Measuring Culture



Measuring Culture



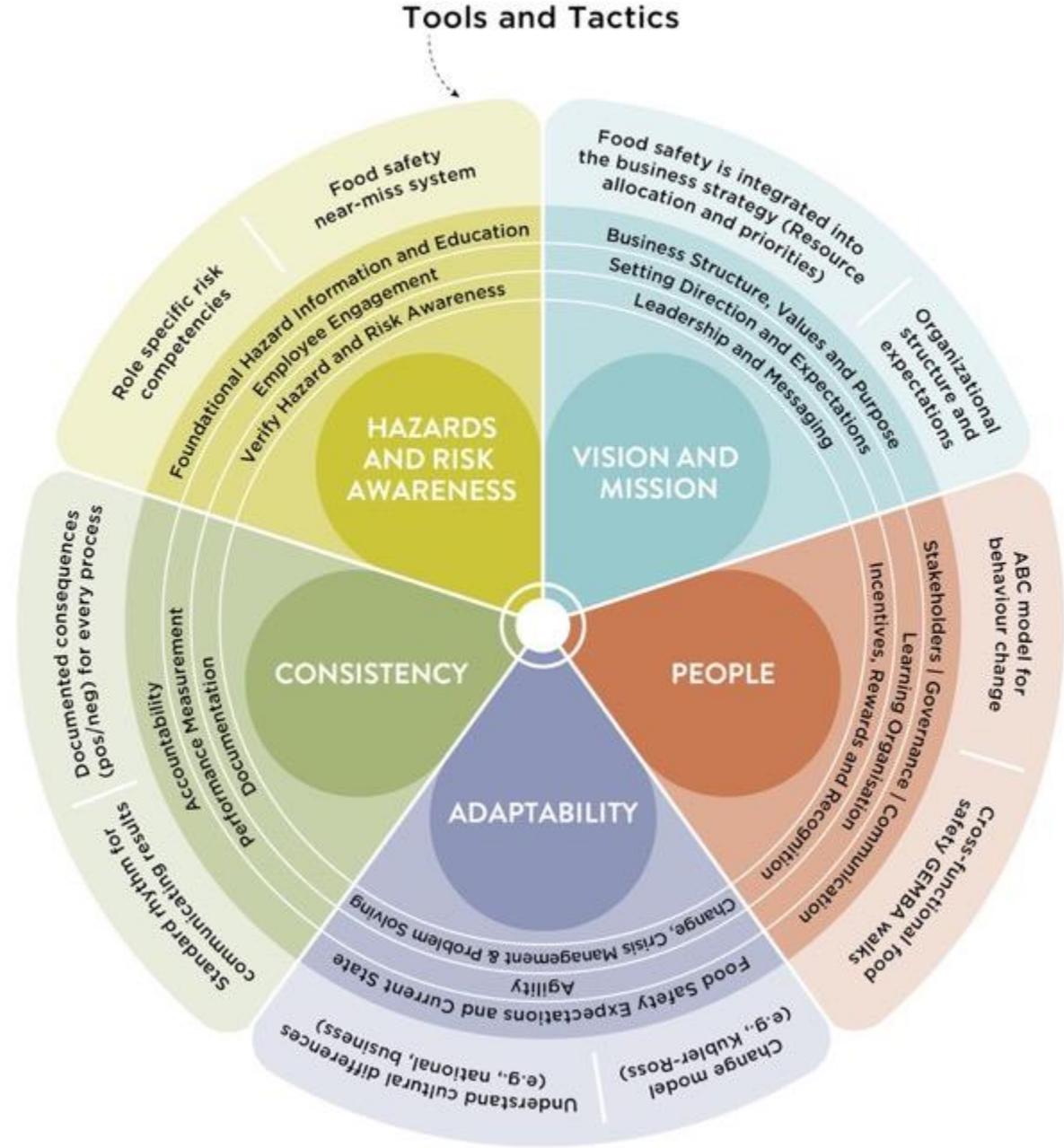
CULTURAL DIMENSIONS



SUB-DIMENSIONS



TOOLS & TACTICS

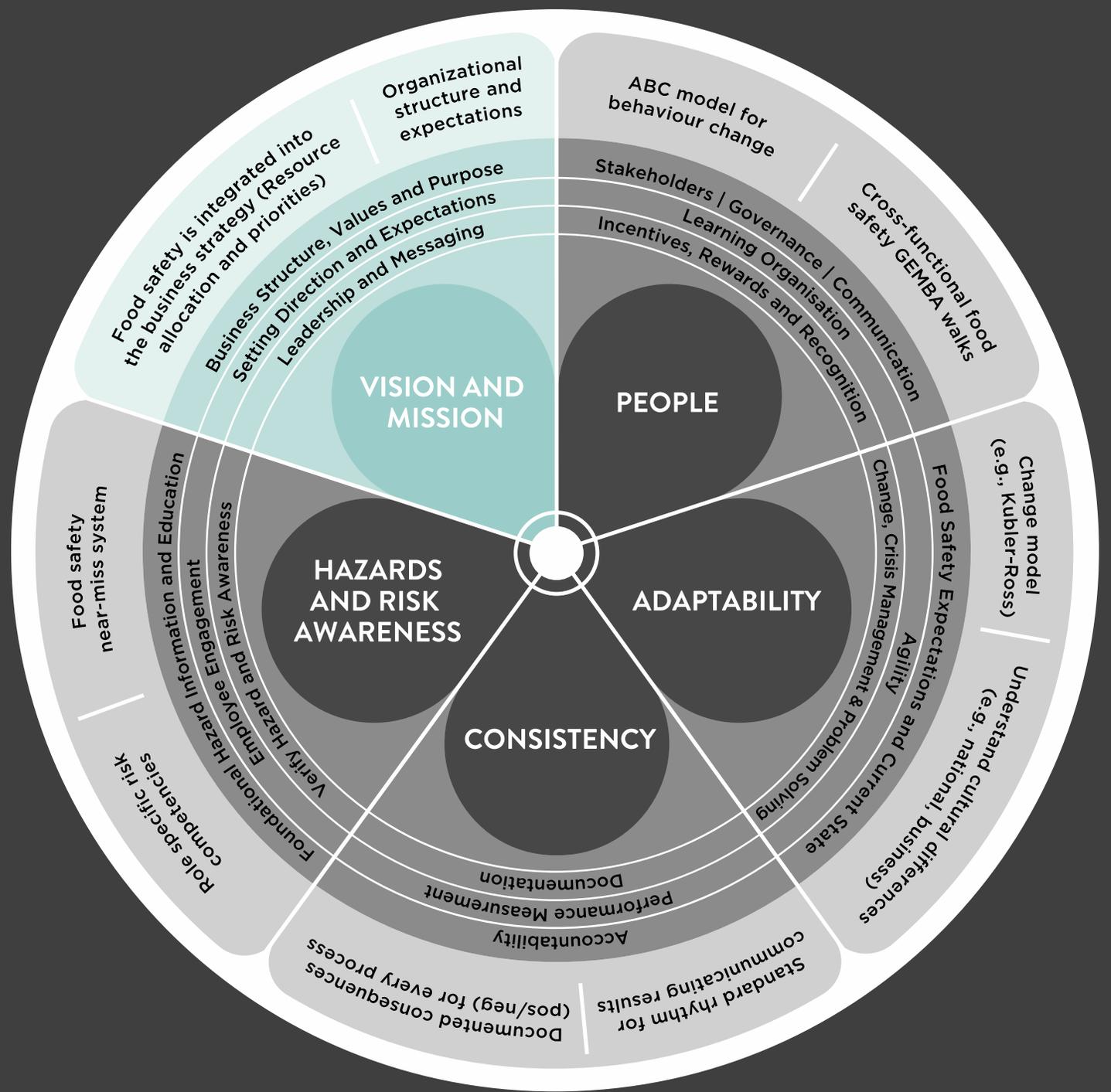




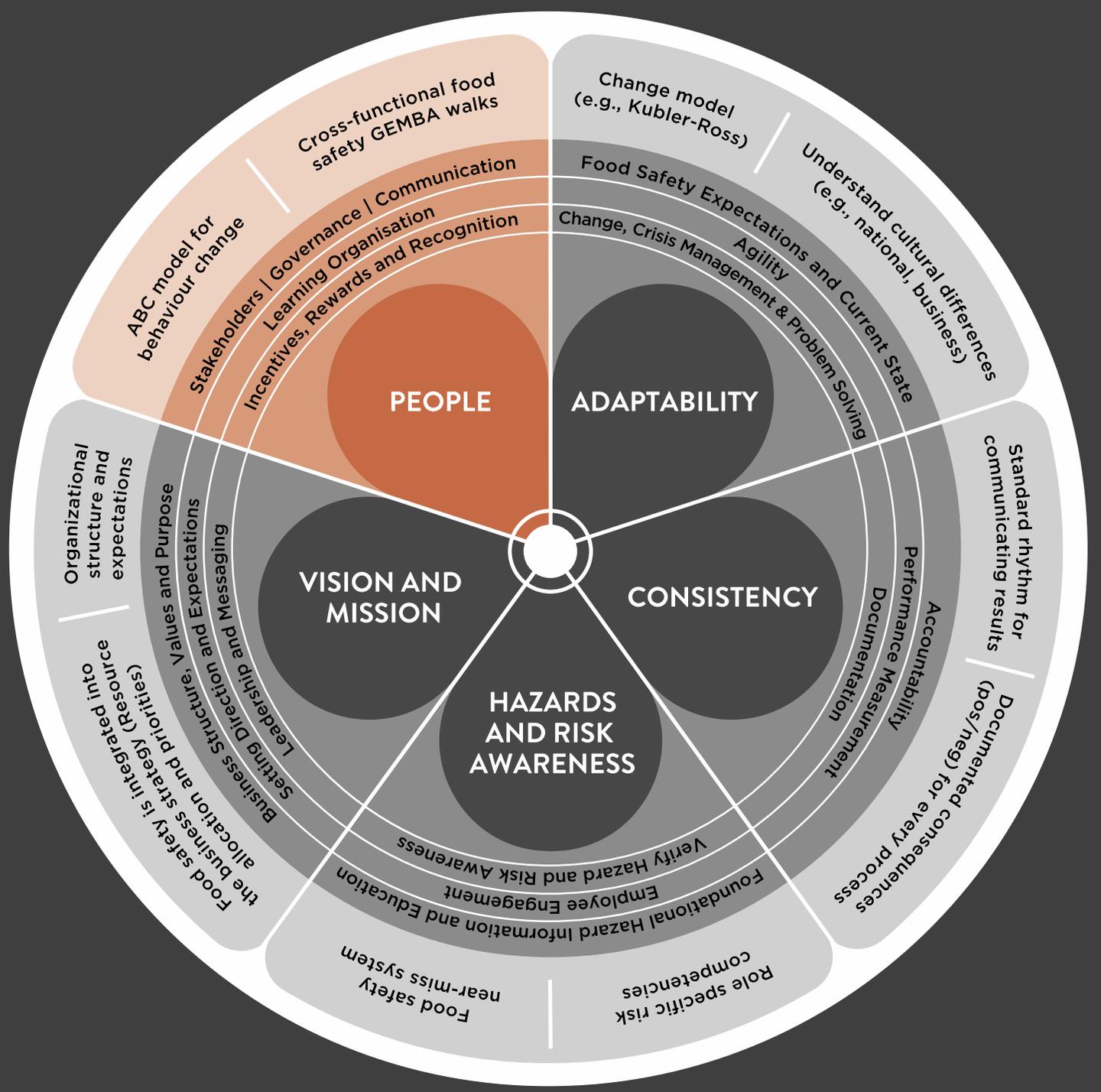
Everyday
commitment



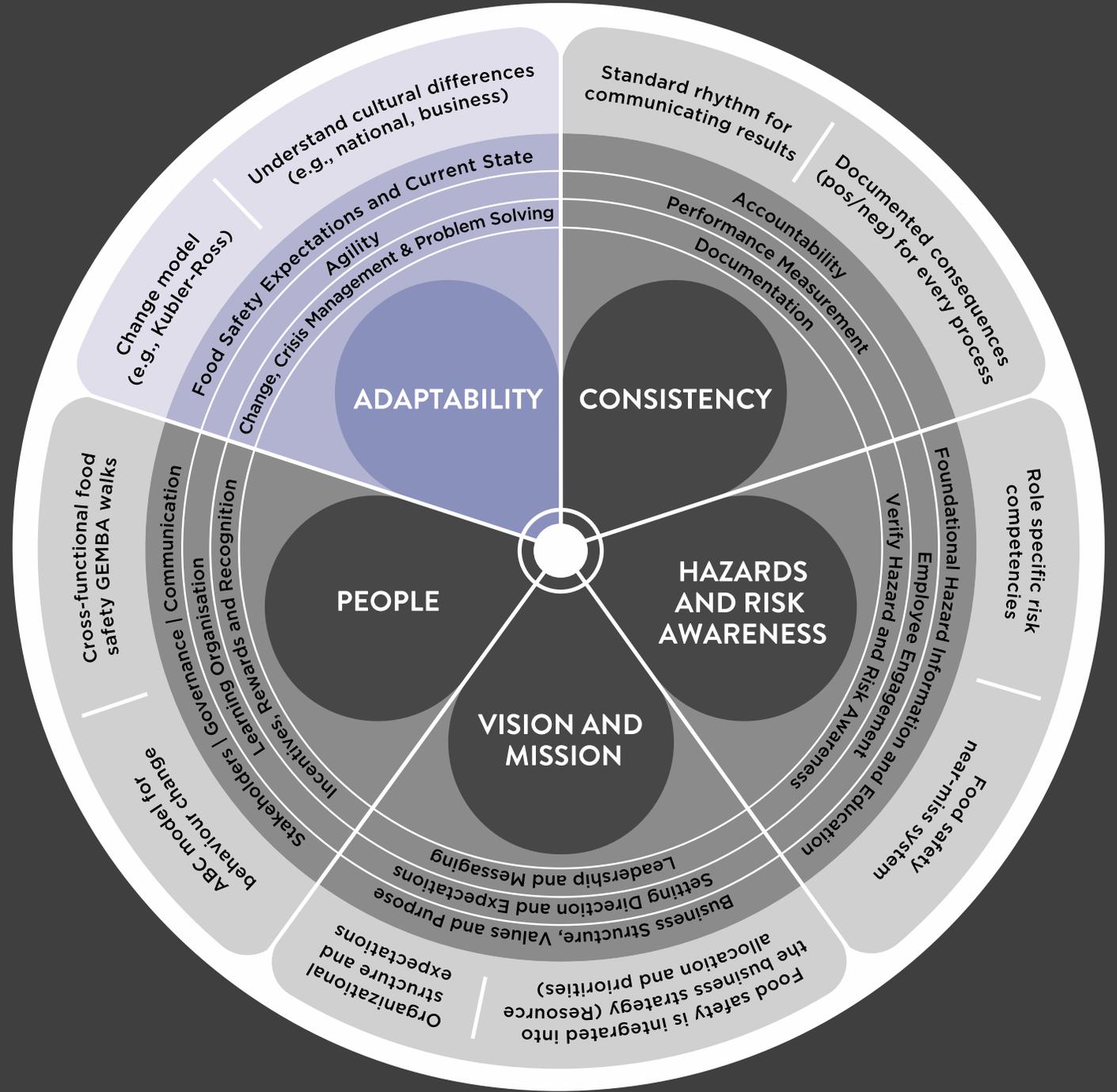
VISION & MISSION



PEOPLE



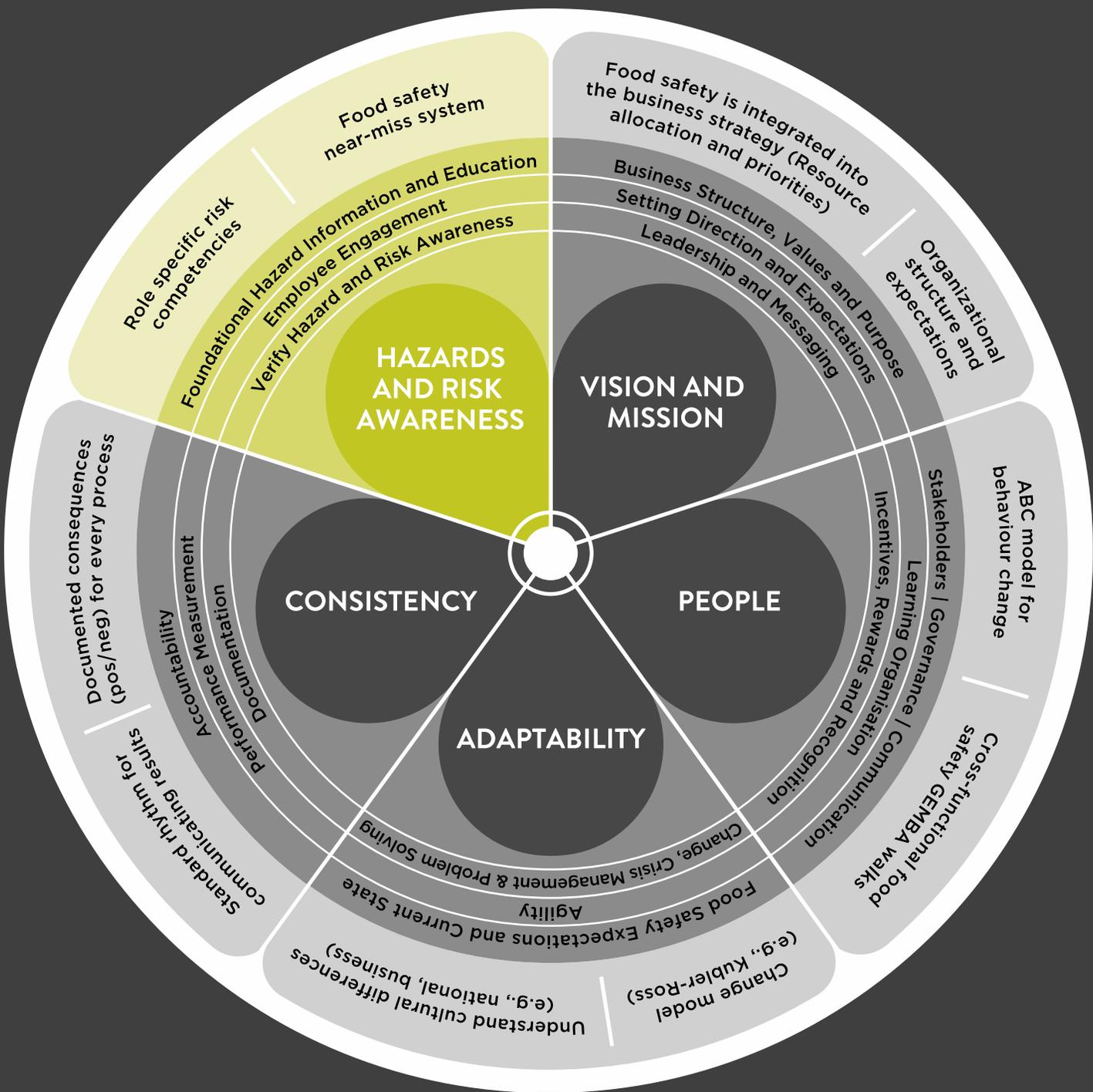
ADAPTABILITY



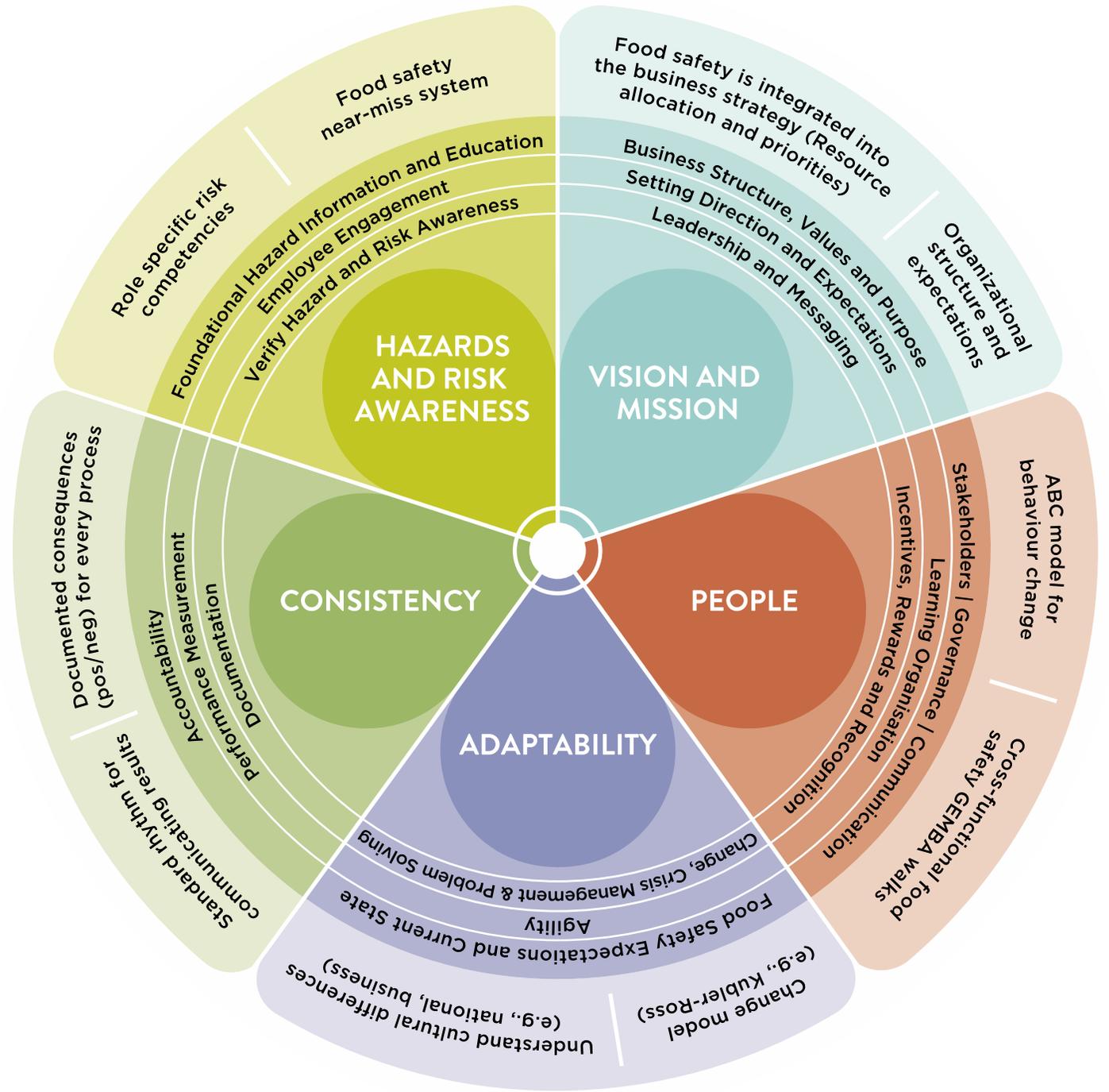
CONSISTENCY



HAZARDS & RISK AWARENESS



ONE LINKED PLAN!



**‘Doing the right thing
isn’t always easy but it is
always right!’**

Thank you.

Lone Jespersen, PhD
lone@cultivatefoodsafety.com
www.cultivatefoodsafety.com



Cargill Feeding the world



Best Practices around 5 Cultural Dimensions



The 5 Cultural Dimensions



Shared Values, Beliefs and Norms...

Organization = Employees



Complicating Factors:

- National culture
- Life experiences
- Gender
- Education
- Languages
- Job role
- Co-workers
- Supervisors/Managers

Dimension: Vision and Mission

**Leadership
Commitment**



Messaging



What's in it
for ME?

Dimension: People



Confidence and Understanding Matrix: Cognisco.com

High Risk Employees Approaches:

- Behavior Observations
- 2-way Conversation
- Engagement
- Mentoring



Dimension: Consistency



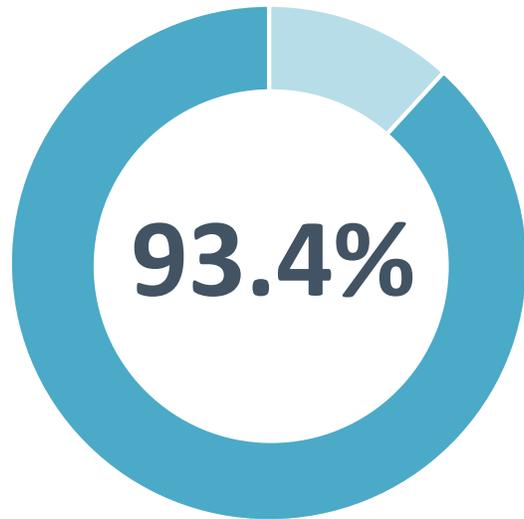
Tools for Food Safety Program Reinforcement Include:

- Huddle guides
- Posters
- Digital signage
- Supervisor observations
- Check stubs
- Recognition programs
- Performance metrics
- And more

Dimension: Adaptability

Leadership Survey Results

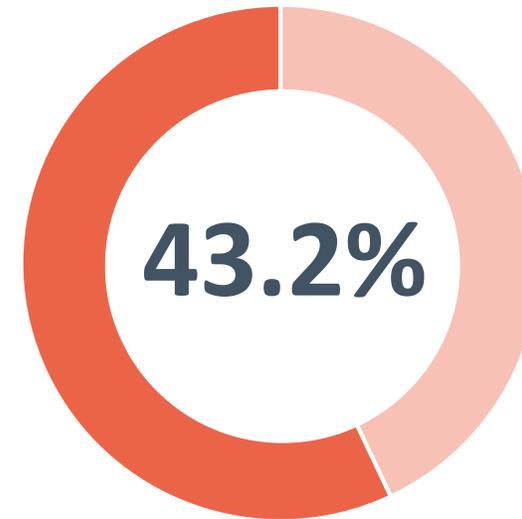
“Of all our job categories, our supervisors are the most important.”



Strongly & Somewhat Agree

Team Member Survey Results

Percentage of supervisors who rarely or never receive coaching from managers.

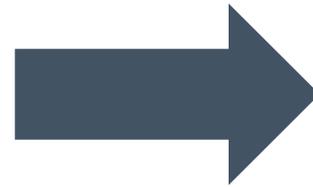


Rarely or Never Receive Coaching

Helping Frontline Leaders with Soft Skills

New Supervisor Strengths

- ✓ *Comes to work*
- ✓ *Knows the equipment/process/procedures*
- ✓ *Interested in more \$*



New Supervisor Weakness

- ✗ *Lacks leadership skills*
- ✗ *Lacks coaching from manager*

To successfully manage change, leaders have to take employees on a **journey**.

Denial or anger



What's in it for ME?

Ideas about how the change might work



Accepting the change and working to make it happen



Dimension: Hazards and Risk Awareness

What's in it for ME?



Measure, Adjust, Continuous Improvement...



Subway's Food Safety Culture

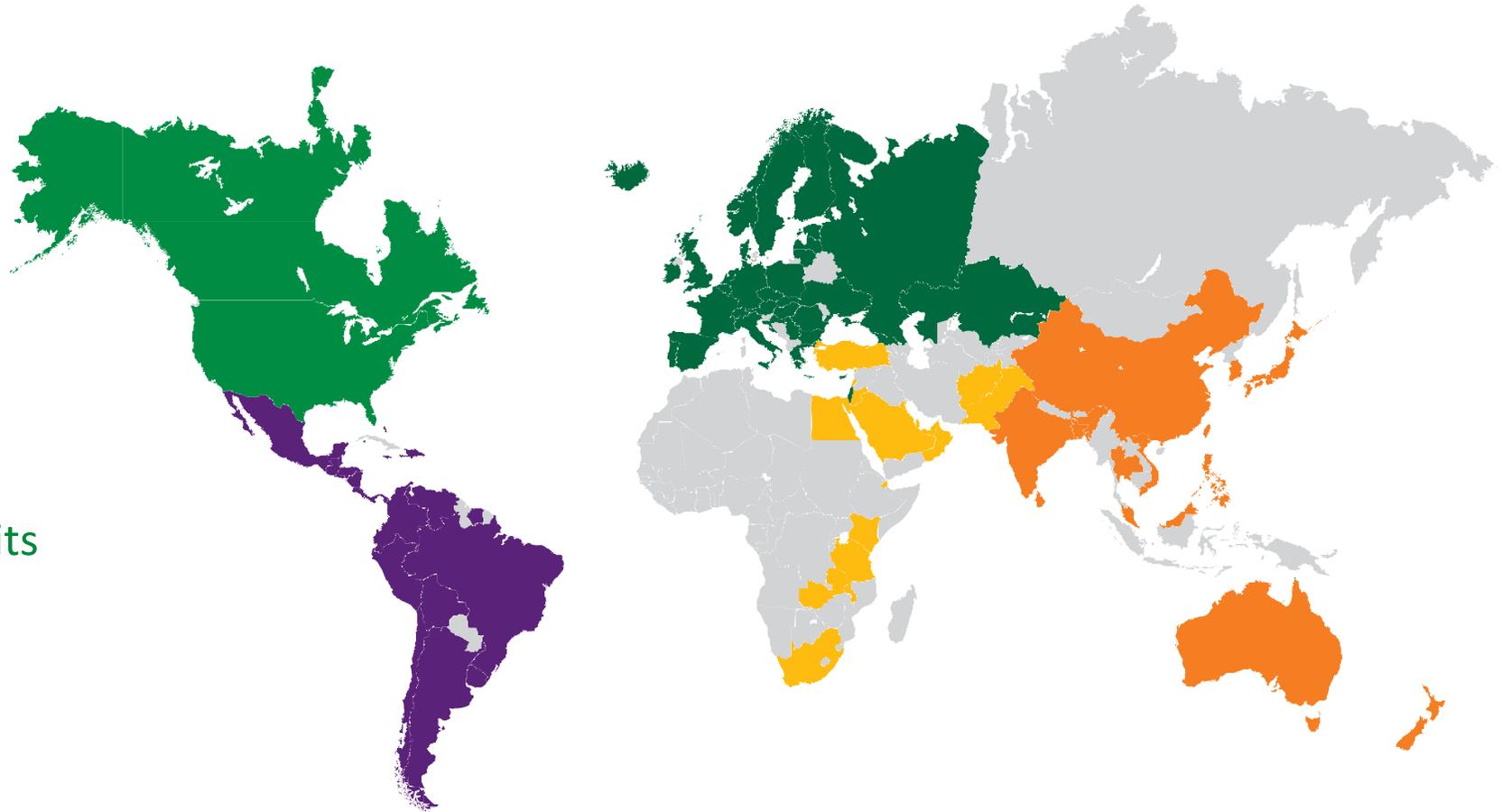


Global Supplier Network

44 000 restaurants

110+ Countries

Approximately 1700 annual audits

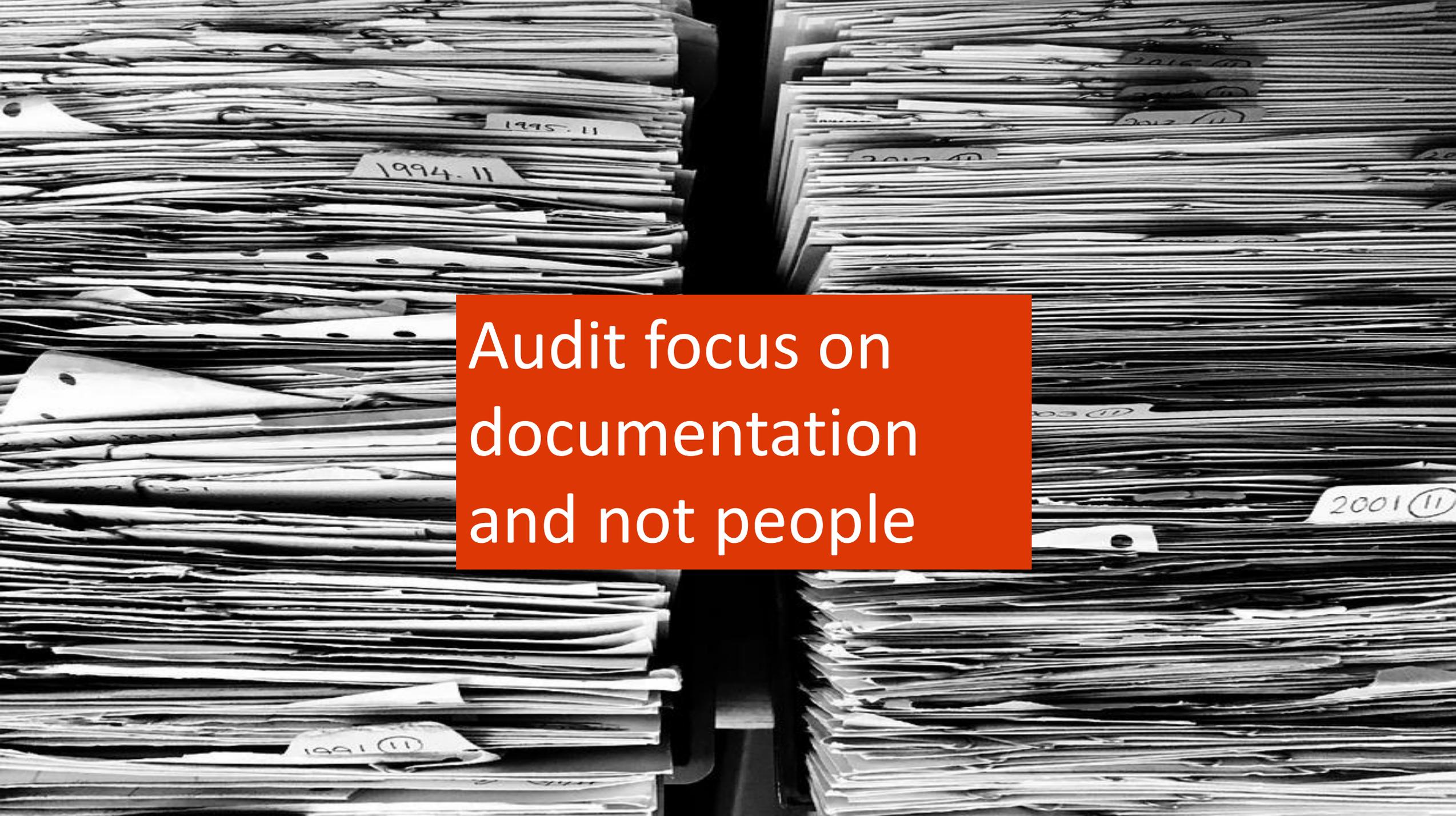


70% Food Vendor

20% Storage and Distribution

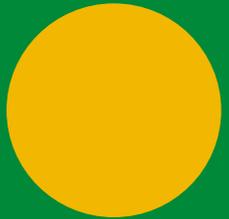
10% Packaging





Audit focus on
documentation
and not people

Auditor competencies



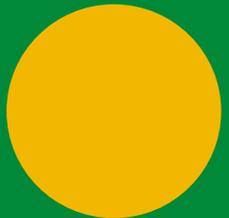
Ethical

fair, truthful, sincere, honest and discreet,



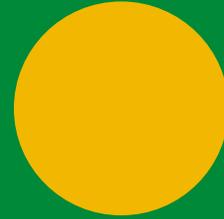
Tenacious

persistent, focussed on achieving objectives



Perceptive

instinctive, aware of and able to understand situations



Open minded

willing to consider alternative ideas or points of view



Decisive

timely conclusions based on logical reasoning



Observant

actually aware of physical surroundings and activities

A CULTURE OF FOOD SAFETY

*A POSITION PAPER
FROM THE GLOBAL
FOOD SAFETY
INITIATIVE (GFSI)*

V1.0 - 4/11/18



The Five Dimensions and Critical Components of Food Safety Culture

Vision and Mission

People

Consistency

Adaptability

Hazard and Risk Awareness

SUBWAY® GLOBAL FOOD SAFETY AND QUALITY EXPECTATIONS MANUAL



SUBWAY® GLOBAL FOOD SAFETY AND QUALITY
EXPECTATIONS MANUAL

2018 EDITION

The Global Standard provides the expectations for the minimum criteria for all Vendors supplying food, beverage, and processed produce to the SUBWAY® system worldwide.

Food Safety Culture and the Subway Audit Program

Review of historical non-conformances and corrective actions raised from previous audits

Inclusion of specific elements related to Food Safety Culture within Subway Expectations Manuals

Pilot audits completed

Instruction and training to auditing companies of the revised audit approach
– emphasis on people rather than documented procedures

Specific Elements evaluated



Business Leadership

Demonstrable understanding of key food safety and quality risks, site objectives and their resource



Key lead positions

Clear understanding of accountability and how this may link to food safety and quality management and their role when issues occur



HACCP/Food Safety Team Members

Competencies relating to HACCP and food safety management and participation in related meetings and program management – are risks truly understood



Employees

Understanding of procedures, monitoring activities and responsibilities in the event a deviation is identified.



Challenges

- Vendors lack of awareness of food safety culture and its true meaning
- Requests for training on the expectations of food safety culture centered on audit compliance
- Wide variability with auditors approach to evaluating culture
- Misconception that heavily documented systems equate to strong and effective culture



Advantages of assessing culture



Provides a method for recognizing businesses with a strong and effective FS culture



Identifies specific areas/programs where improvements may be required



Evaluates the importance of effective communications



Recognizes those in key lead positions and their actual role with food safety and quality management



Evaluation allows prioritization of resources

SUBWAY®



Questions?



THANK YOU

