

**Build a *Mature*  
Food Safety Culture  
that Meets GFSI  
Audit Standards**



# Today's Speakers



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# Agenda & Objectives

- 1 Understanding Food Safety Culture
- 2 Steps to Advancing Maturity Levels of GFSI's Culture Dimensions
- 3 Understanding Audit Requirements
- 4 Practical Guide to Food Safety Culture Implementation
- 5 Available Resources
- 6 Q&A

#1

# Understanding Food Safety Culture

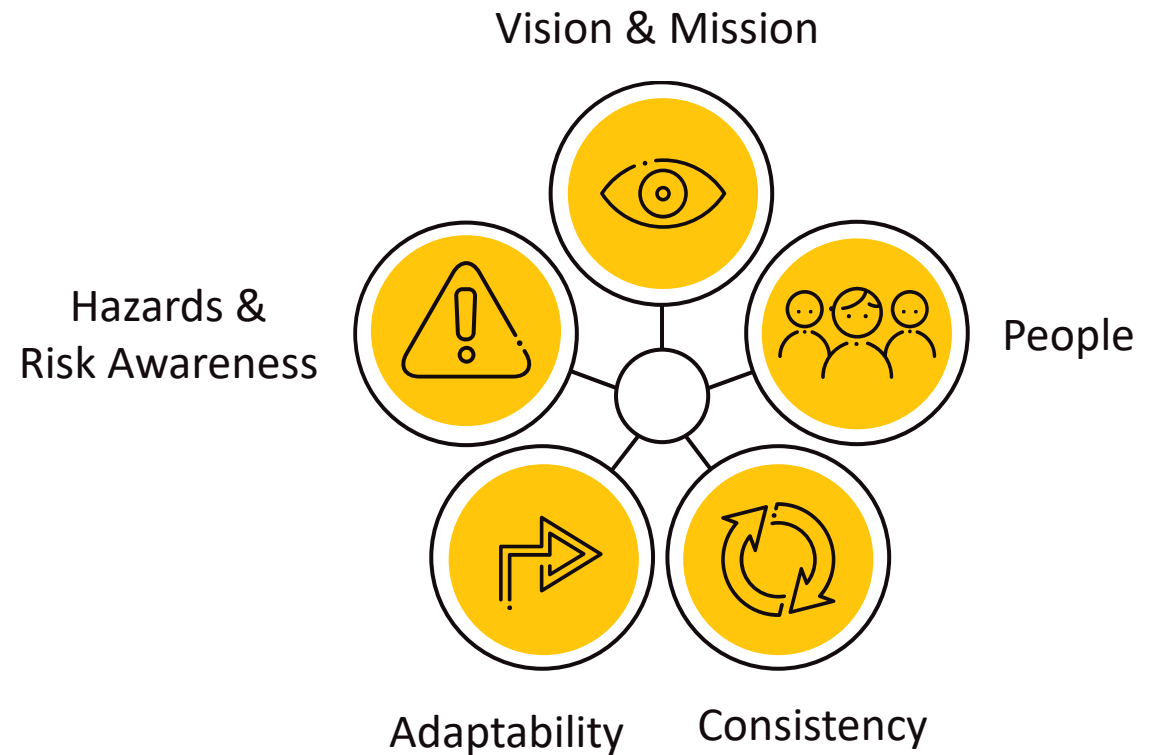
# A (Very) Brief History of Food Safety Culture

- Food safety culture (FSC) has been strong concept for many years
- Lacked recognized standards, consistent definitions, or identified targets
- This changed in 2018: *A Culture of Food Safety: A Position Paper from the Global Food Safety Institute (GFSI)*
- 2020 GFSI announced food safety culture will be assessed as part of its Benchmark Requirements
  - BRCGS Issue 8 added FSC to audits in February 2019
  - SQF Code Edition 9 adds FSC to audits in May 2021
  - IFS Issue 7 added an element for FSC in March 2021
  - FSSC 22000 issued FSC guidance document in 2020. ISO 22000:2018 must be implemented by June 29, 2021




# GFSI's Definition of Food Safety Culture


- Food safety culture defined by five “dimensions”
  - Vision & Mission
  - People
  - Consistency
  - Adaptability
  - Hazards & Risk Awareness
- Every company has varying levels of maturity in each dimension
- Food safety practices must be applied throughout an organization: every role, everybody

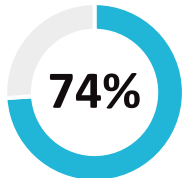


# Understanding & Adoption are on the Rise

## Glass Half Full

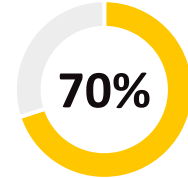
 **114% increase** in companies conducting Food Safety Culture Audit (from 14.4% to 30.8%)\*  
2018 – 2020

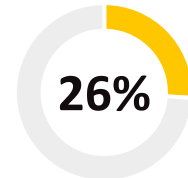
 **60% lift** in using culture level to measure value of training (19.1% to 30.5%)\*  
2018 – 2020


 **74%** of leaders understand how to build a strong culture

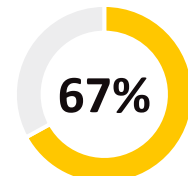
## Glass Half Empty

 **70%** of companies aren't conducting Food Safety Culture Audits

 **70%** of companies aren't using culture to measure value of training

 **26%** of leaders don't understand how to build a strong culture

 Of those that do, understanding doesn't equal implementation

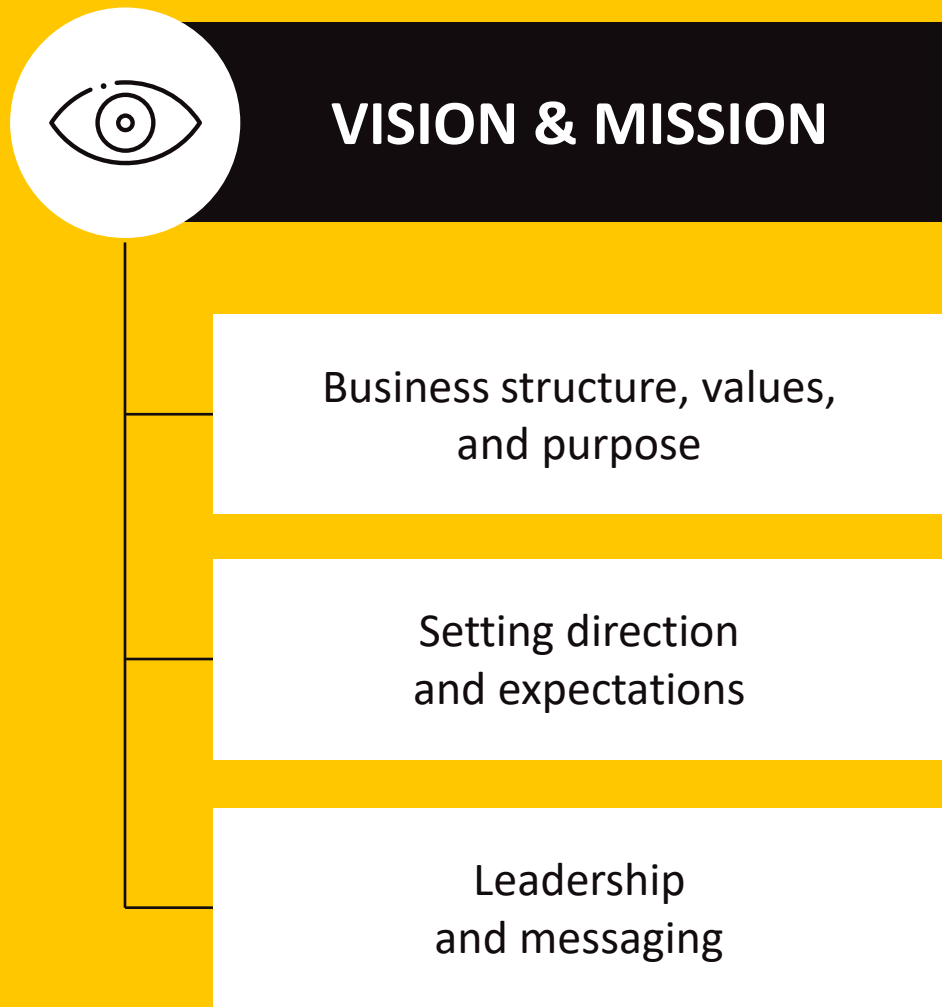
 **67%** believe despite all efforts they still have employees not following food safety program



#2

# Steps to Advancing Maturity Levels of GFSI's Culture Dimensions

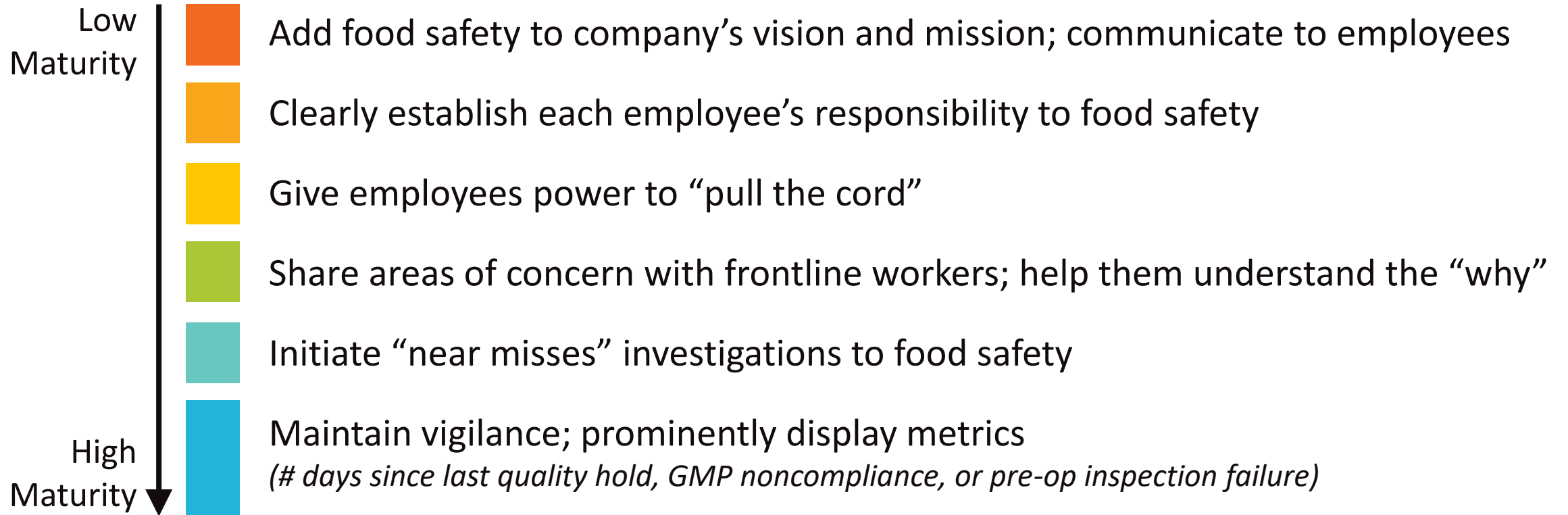




# Vision & Mission: The Target

- Any food-related company should clearly have food safety prominent in overarching vision and mission
- All employees, senior executives to hourly workers, must embrace and practice the vision and mission
  - Executives and senior management visibly embrace food safety
- Expectations of employees are clear, understand, visible
- Writing statements aren't enough; company and people must bring it to life every day

# Vision & Mission: Advancing Maturity





## PEOPLE

Stakeholders

Governance

Communication

Learning organization

Incentives, rewards, & recognition

## People: The Target

- Employees consistently make the right food safety decisions – even when no one is looking
- Training efforts include continual learning
- Employees understand more than rules
- Training effectiveness is measured and verified
- On-the-floor coaching and reinforcement are standard
- Compliant behaviors and proactive actions are recognized/rewarded
- Training and culture efforts are applicable and understood to all demographics/nationalities in an organization
- Senior leaders walk the talk

# People: Advancing Maturity

Low  
Maturity



Get total buy-in from executives; present risk/reward data



Formal food safety plans and food safety training programs



Take food safety training beyond rules and compliance; ensure employees understand why; go beyond classroom training



Add food safety to agenda of every senior team meeting



Go beyond documenting training attendance; verify employees understood all training



Measure ROI of food safety, and communicate to execs  
*(First pass pre-ops, quality holds, etc.)*



Role-specific learning plans and leadership development

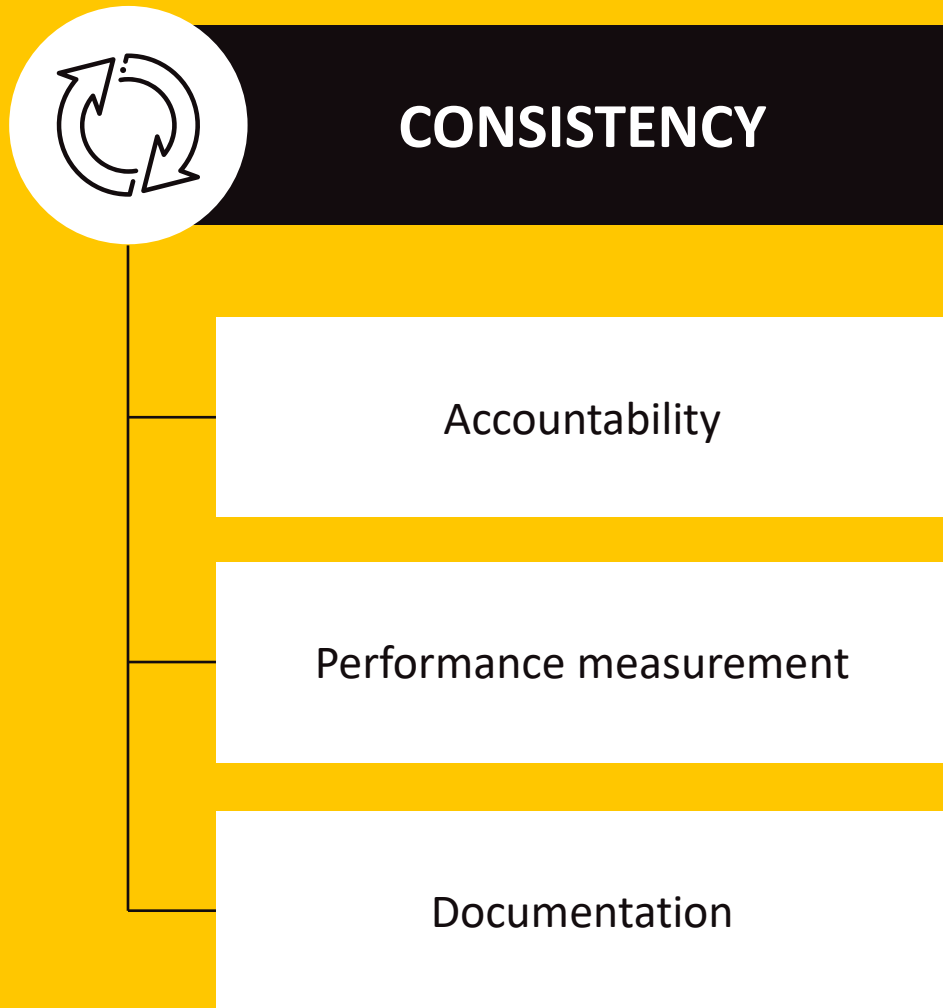


Employee reward/recognition program



Executives take food safety beyond facility; attend conferences, contribute to publications, learn and be visible

High  
Maturity



## Consistency: The Target

- Accountability exists across all levels of a company
- Employees are comfortable reporting food safety issues beyond their immediate scope of work
- Food safety performance is measured, metrics analyzed and reviewed throughout organization
- Data/metrics based on company's own needs, not just standards to meet audit requirements
- Technology is in place to aid in data collection and analysis
- Employees play active role in problem resolution and continuous improvement plans

# Consistency: Advancing Maturity

Low  
Maturity



Food safety behaviors are evaluated on the floor; these observations are documented, as well as any corrective actions



Conduct internal food safety culture audit at every level of organization; use as baseline for regularly scheduled audits



Add measures connecting levels of food safety culture to ROI of training and overall company success



Automate training records; act upon gaps identified



Educate employees on root cause analysis and include them in process; implement corrective/preventive actions

High  
Maturity



Implement process/technology for horizon scanning for emerging food safety risks



## ADAPTABILITY

Food safety expectations  
and current state

Agility

Change crisis management  
and problem solving

## Adaptability: The Target

- A foundation is in place for quick response and adaptation to a change in company's environment or supply chain
- Employees participate in, or lead, the assessment of new mitigation protocols
- Change management as a discipline is understood with the processes and principles in place
- "Post mortems" are routine part of corrective/preventive actions or incident response, lessons learned are documented and easily retrieved for future reference
- Companies review and discuss the response of other companies as they respond to their own crises



# Adaptability: Advancing Maturity

Low  
Maturity



Establish official change management process in organization; train leaders on change management



Implement a document control and management program



Reassess food safety and HACCP plans; these are living documents that require refreshing



Remove reliance on paper documentation from every process possible, including SOPs; ensure governance is digital and centralized



Appoint a Continuous Improvement Manager

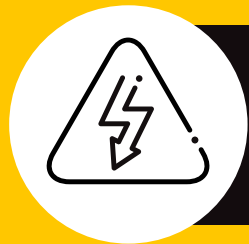


Leverage technology for “official” on-the-job training



Proactively monitor supply chain risks (leverage software platforms); adapt to risks as they emerge

High  
Maturity



## HAZARDS & RISK AWARENESS

Foundational hazard info and education

Employee engagement

Verify hazard and risk awareness

## Hazards & Risk Awareness: The Target

- Solid internal audit program on regular cadence
- Risk management focus includes senior-level engagement
- FSQA leaders share food safety risks/hazards, even to frontline workers
- Employees are capable, and have the support, to bring forward food safety risks
- Company relies less on external inspections for food safety compliance, and more on internal food safety awareness and active engagement

# Hazards & Risk Awareness: Advancing Maturity



#3

# Understanding Audit Requirements

# Audit Requirements: BRCGS Issue 8

- Requires site's senior management provide clear path for development and continual improvement of food safety and quality culture
- Define activities involving all sections of a site that impact product safety training
- Create an action plan indicating how the activities will be enacted and measured, and their intended time scales
- Complete a review of the effectiveness of completed activities

# Audit Requirements: SQF Code Edition 9

- Establish, document, and communicate food safety objectives and performance measures to all relevant staff
- Adequate resources (sufficient staffing, capital expenditures, training time) to meet food safety objectives
- Food safety practices and all applicable requirements of the SQF System are adopted and maintained
- Employees are informed and held accountable for their food safety and regulatory responsibilities
- Employees are positively encouraged and required to notify management about actual or potential food safety issues
- Employees are empowered to act to resolve food safety issues within their scope of work

# Audit Requirements: IFS

- Senior management must develop, implement, and maintain a corporate policy that:
  - includes food safety and product quality, a focus on the customer, and a defined food safety culture
  - is communicated to all employees in a timely, effective manner
  - is broken down into specific objectives for relative departments
- Food safety and quality management system is reviewed annually (or more frequently if changes occur), including:
  - Objectives and policies including elements of a food safety culture
  - Results of audits and site inspections
  - Positive and negative customer feedback
  - Process compliance
  - Authenticity and conformity issues
  - Status of corrections and corrective actions
  - Notifications from authorities



# Audit Requirements: FSSC 22000

- Provides food safety culture guidance document breaking down all clauses where food safety culture must be considered
- FSSC 22000 leads with two GFSI leading questions:
  - When was your last food safety training and what did you learn?
  - How do you educate staff to understand the importance of hazard and risk management controls and the consequences of not following them?

#4

# Practical Guide to Food Safety Culture Implementation

# 10 **MUST-HAVES** *for*

# GFSI

## Food Safety Culture **COMPLIANCE**

- 1) Food Safety & Quality Policy Statement
- 2) Food safety objectives and performance measures
- 3) Food safety culture program
- 4) Sufficient staffing
- 5) Resource summary
- 6) Expand policy statement training programs
- 7) Reinforce food safety principles continuously
- 8) Provide systems for two-way communications
- 9) Promote reporting of potential food safety risks
- 10) Regular meetings to communicate food safety objectives and results

# Food Safety Culture Assessments

- Formal survey with all levels of employees
- Measures current state of food safety culture at a facility
- Creates baseline metrics, illuminates areas for improvement
- Enables organizations to quantify food safety culture
- Conduct at least annually or bi-annually
  - Recommend shortened 6-month interval after first assessment
- Documents maturity of culture over time

# Regulatory Emphasis on Food Safety Culture

## FDA “New Era for Smarter Food Safety” Blueprint

<https://www.fda.gov/food/new-era-smarter-food-safety/new-era-smarter-food-safety-blueprint>

- Tech-enabled traceability
- Smarter tools and approaches for prevention and outbreak response
- New business models and retail modernization
- Food safety culture

## FDA Increasing Emphasis

- Increased awareness for regulators and industry
- Food safety culture training for regulators
- Evaluation of food safety culture during food safety assessment inspections



#5

# Available Resources

# Alchemy Consulting Food Safety Culture Services



## Foundational

- Food safety & HACCP plan development or re-analysis
- Change management consulting
- GFSI audit prep and gap analysis

## Audit/ Assessment

- Measure and evaluate baseline culture
- Develop and implement action plan
- Establish goals, metrics, and communication plan

## ILT / VILT Training

- Root cause analysis
- Corrective/Protective Actions
- PCQI & HACCP
- Internal auditor training
- Food safety culture training

## Risk Mitigation

- Raw Material Hazard Analysis
- Process Hazard Analysis
- Food Fraud Vulnerability Assessment
- FSVP development



# Intertek Alchemy Courses and Technology



## Training

- 100+ multilingual food safety training courses; easily customizable
- Develop role-specific learning plans
- Standardized on-the-job training app
- Leadership development training



## Verification

- Verify & document employee understanding
- Automated recordkeeping and paperless documentation
- Proactively identify gaps and potentially risky employees



## Reinforcement

- App for on-the-floor behavior observations & corrective actions
- Supervisor aids for consistent training reinforcement
- Digitize SOPs for easy access, retrieval, guaranteed consistency

**Thank You!**