Food Safety Culture: A Proposed Framework and Current Activity

Lone Jespersen, Principal
CFSF, May 20, 2016
Food safety culture and maturity profiling

Version 2.0

Industry collaboration
Mary
Examples of cultural failures leading to food safety outbreaks and recalls,

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td>Vision and Mission</td>
<td>Senior levels of management e.g. CEO were not made aware of the environmental testing results.</td>
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<td>People Systems</td>
<td>It was found that departments and functions were working in silos.</td>
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<td>Consistency</td>
<td>The plant did not follow its own written programs and inspectors did not call this out. Written procedures were bypassed to ensure product was shipped. This was noted as common and accepted practices.</td>
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<td>Adaptability</td>
<td>The plant and its inspectors did not conduct analysis of root-causes on high-levels days</td>
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<td>Risk</td>
<td>Findings were not analyzed by the plant or head-office to detect trends over time.</td>
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Food safety culture and maturity profiling
A performance journey

Journey towards internalization

- Task
- Behaviour
- Mindset
Profil triangulation

- On-site confirmation
- Behaviour-based self assessment
- Performance assessment
Roles

Behaviours

Senior Executives

Functional Leader

Manufacturing

Leader

Food Safety & Quality

Supervisor

Functional Leader

Leader

Supervisor

200 specific behaviours in the measurement system
Measurable Behaviours

Actively engaged in plant food safety programs to drive implementation ongoing.

Schedules and leads production morning meeting attended by associates every day at 8:30 a.m.

From “Theory of Reasoned Action” by Fishbein and Ajzen
Completing tasks because regulators make us do so.

Ongoing business improvement and growth is enabled by food safety.

The Food Safety Maturity Model was developed by Lone Jespersen in collaboration with Dr. John Butts, Raul Fajardo, Martha Gonzalez, Holly Mockus, Sara Mortimore, Dr. Payton Pruett, John Weisgerber, Dr. Mansel Griffiths, Dr. Tanya Maclaurin, Dr. Ben Chapman, Dr. Carol Wallace, and Deirdre Conway.
I immediately remove food safety issues by myself to avoid negative consequences for myself and my team.

I make sure somebody is managing consequences every time a food safety problem occur.
I take action daily to let anybody know when they go over and beyond for food safety.

I discuss food safety with business leaders to ensure actions are build into their business plans.
Table legend: Maturity measures across five capability areas. Mean score (●) and plant average minimum and (●—●) maximum. All plant data.
## Learnings from Ver. 1.0

<table>
<thead>
<tr>
<th>Method</th>
<th>Validity</th>
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<td>Practicality</td>
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<td>Content</td>
<td>Leaders mindset</td>
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<td>Size matters</td>
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<td>Technology</td>
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“Measuring culture – a comparative analysis of construct validity” (August, 2016)

Revise system based on Ver. 1.0 learnings (September, 2016)

Develop sector specific functions, roles, and behaviours (TBD)

Select sector relevant and valid methods (TBD)
Industry collaboration
Enabling change

GFSI
- Purpose to define terms of reference and guidance document.
- 27 members from Asia, Europe, NA, and South America

The Science Group
- Purpose to inventory current research, discuss gaps, and draft collective research proposals.
- 16 members from North America and European universities.
Enabling change

STRENGTHENING FOOD SAFETY CULTURE AND LOWERING RISKS
SENIOR LEADERSHIP SEMINAR AND COACHING

Presented by: GMA and Cultivate

Next seminar:
September 13, 2016 in collaboration with Alchemy Systems
Thank you