



Innovation Center for U.S. Dairy
FOOD SAFETY CULTURE
October 18, 2019

Today...



Why focus on cultivating food safety?



How do you cultivate food safety?



What are others doing?

Lone Jespersen





AUGUST 2008



Cultivate



Dedicated to help food manufacturers globally make safe, great tasting food through cultural effectiveness.



Founded in 2016 Cultivate works with global and local food companies to measure and change their culture of food safety.



The Cultivate products are all developed based on science and practical experiences.

Cultivate Clients and Partners



PULSE – Activate the Voice of your Frontline

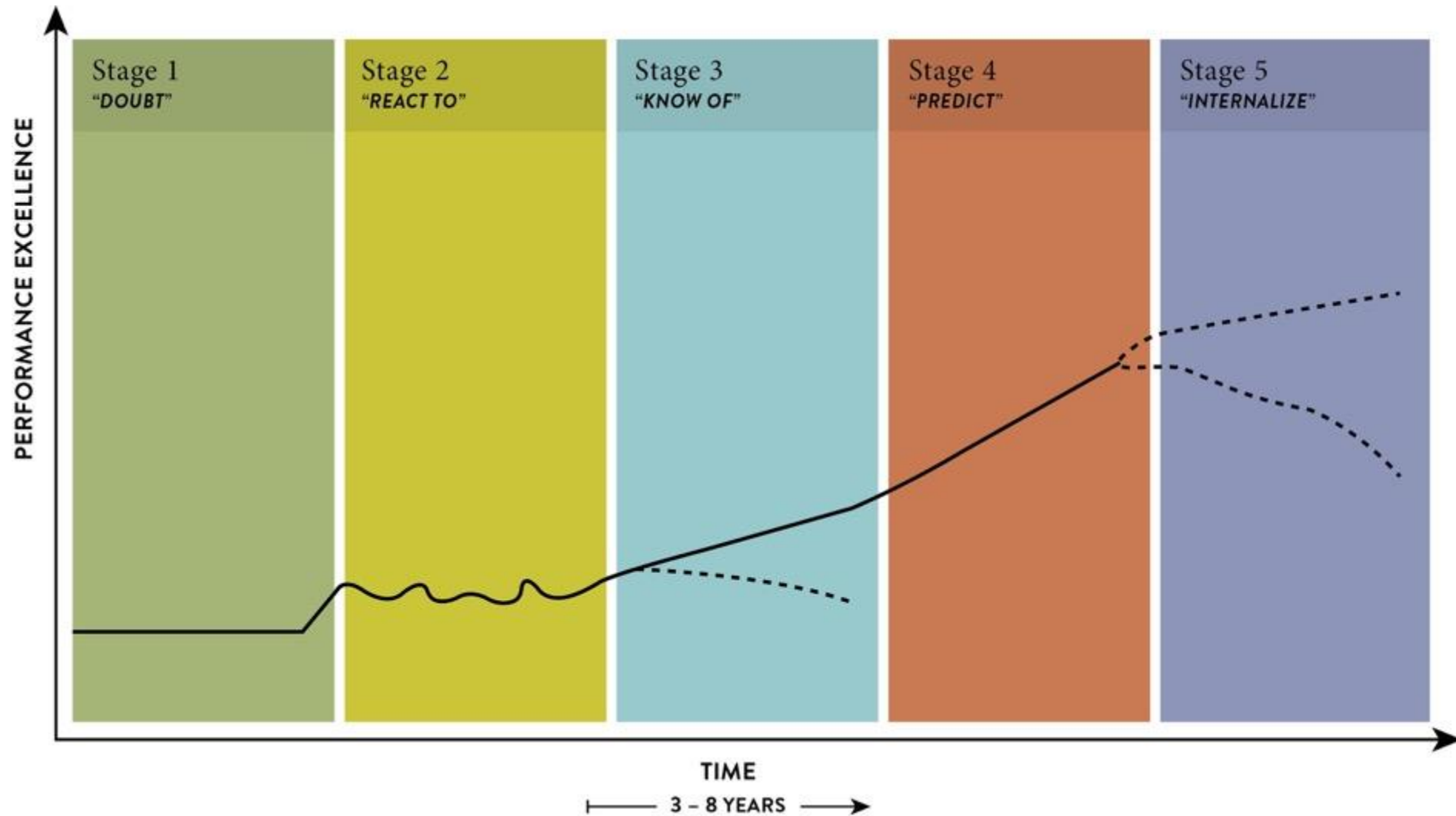


Why focus on cultivating food safety?

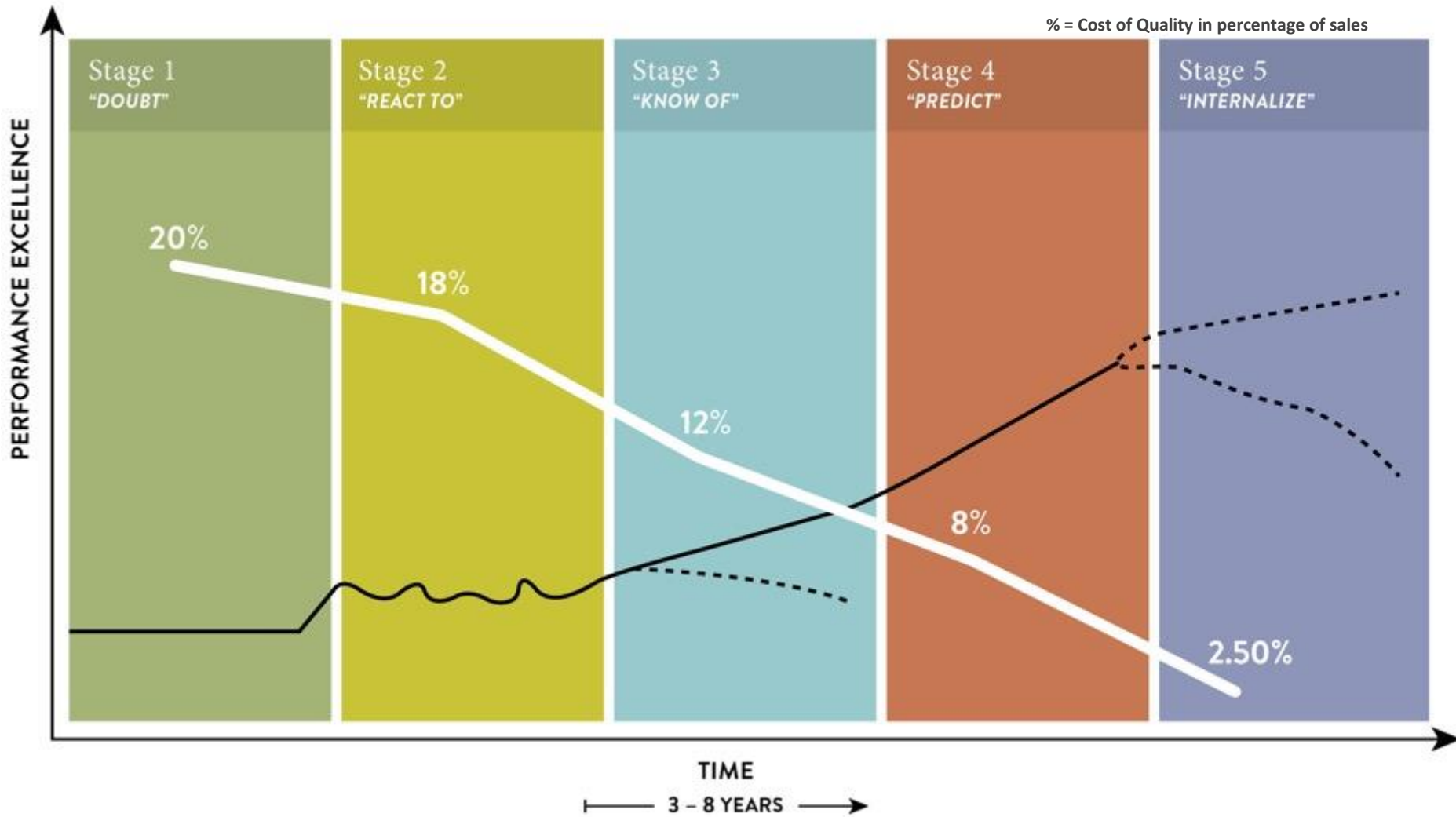


54%
LESS
MISTAKES
IN A STRONG CULTURE*

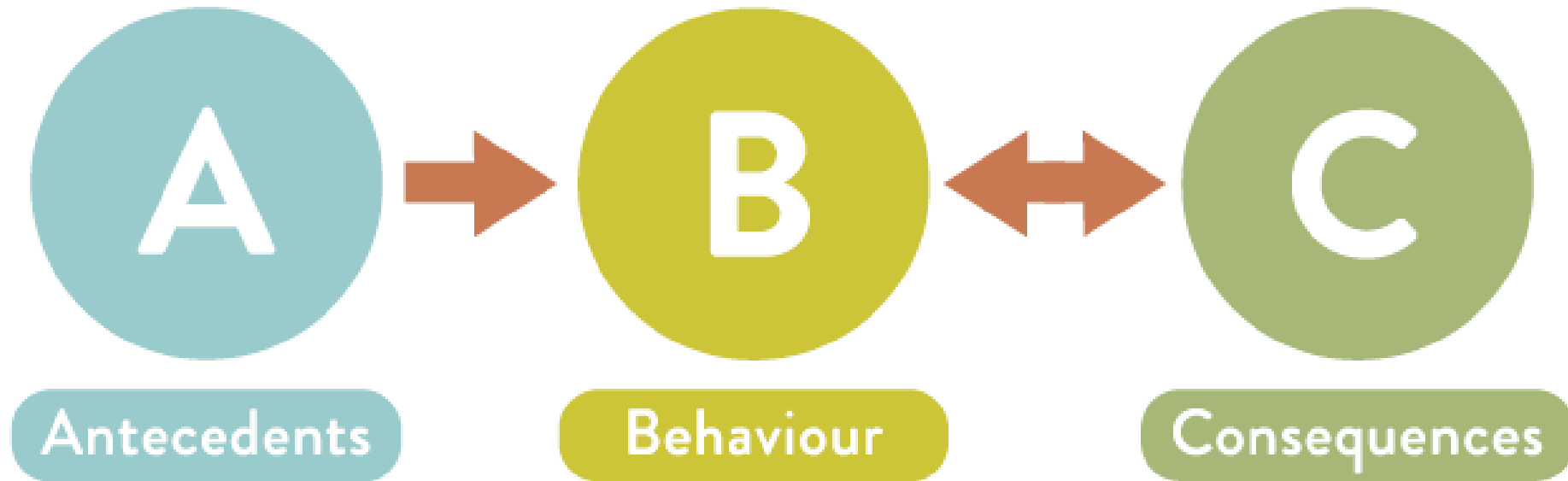
Culture Maturity



Culture Maturity and Cost of Quality



Courage and Consequences





How can you cultivate food safety?

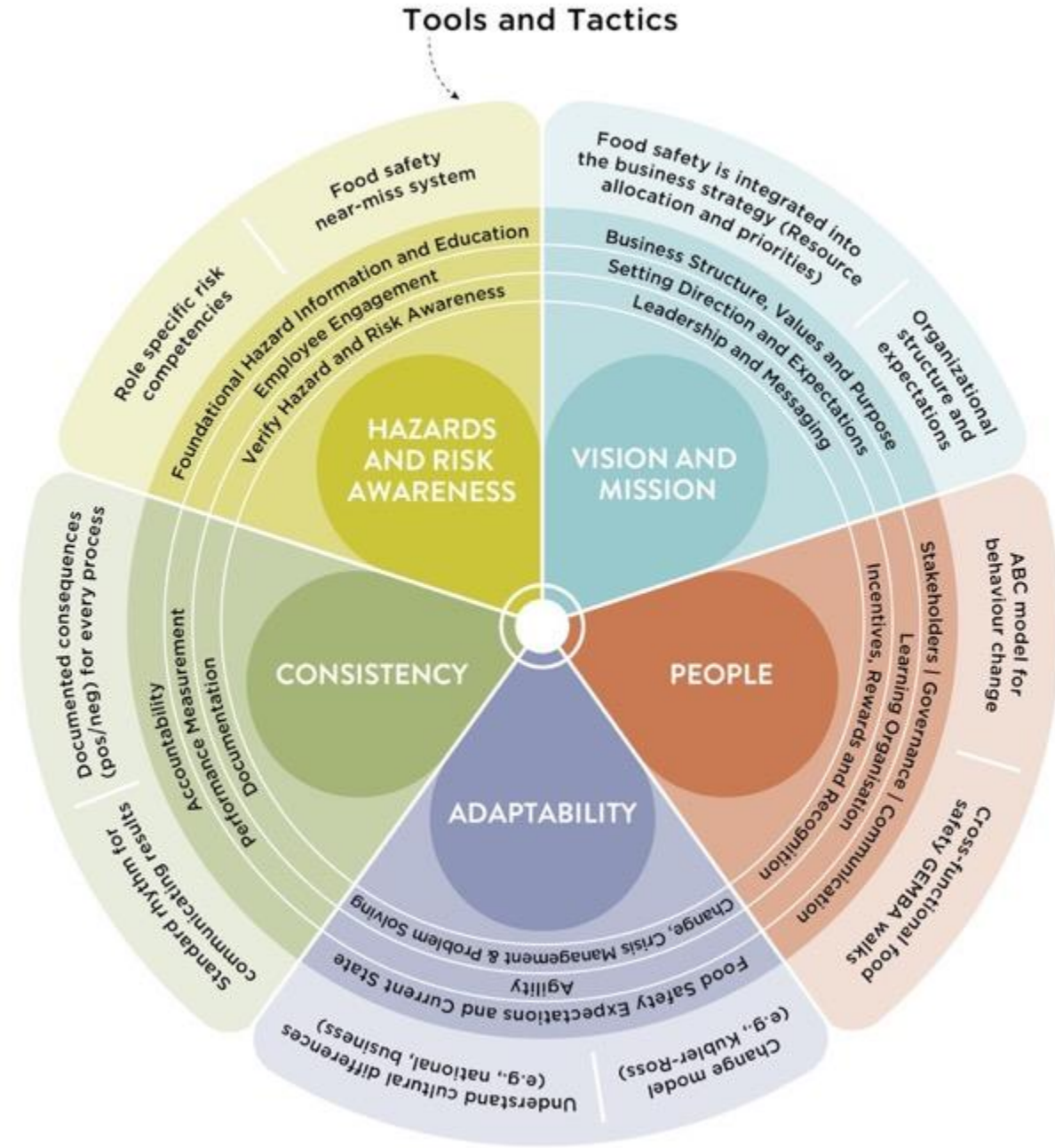
CULTURAL DIMENSIONS



SUB-DIMENSIONS



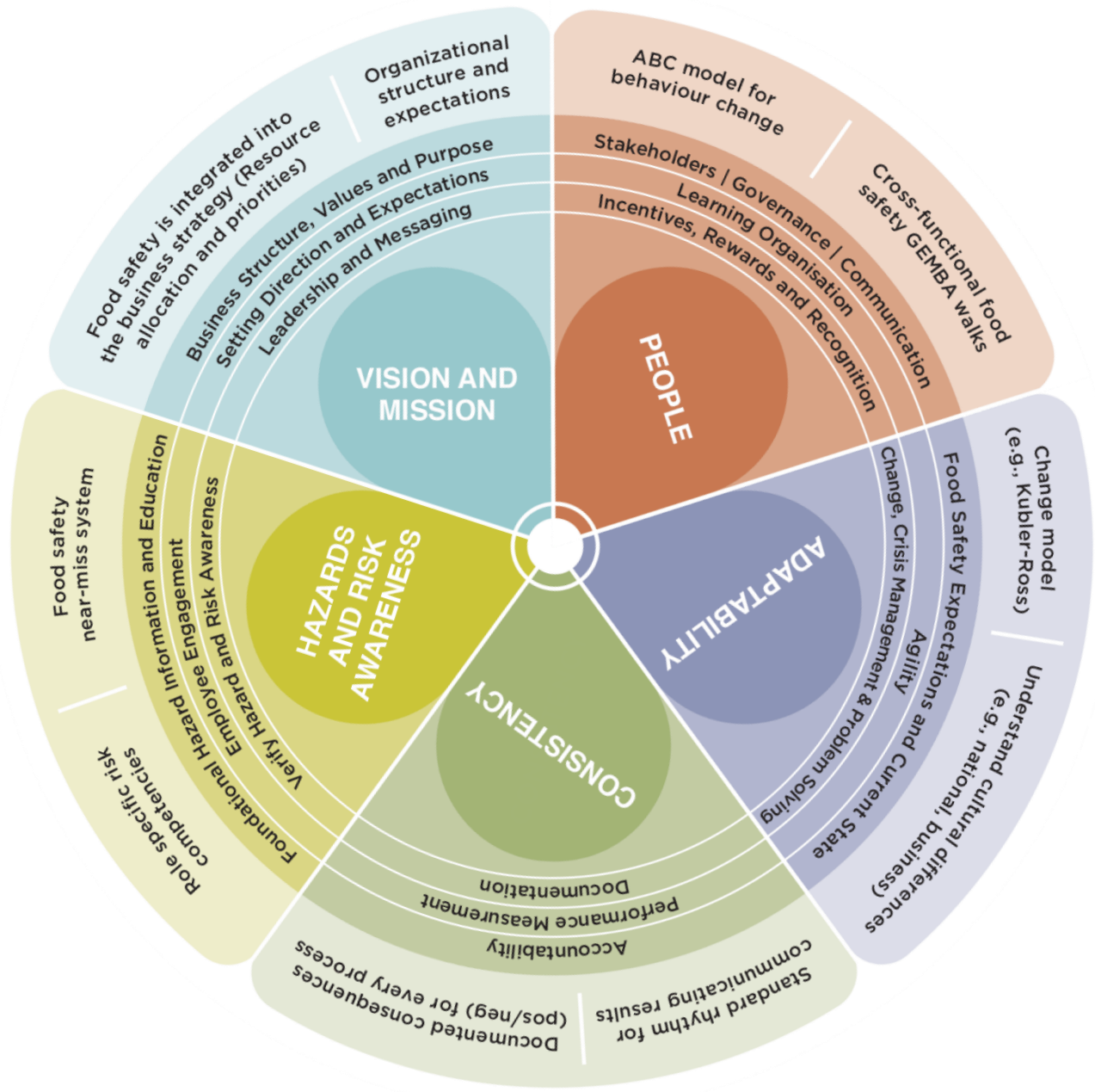
TOOLS AND TACTICS



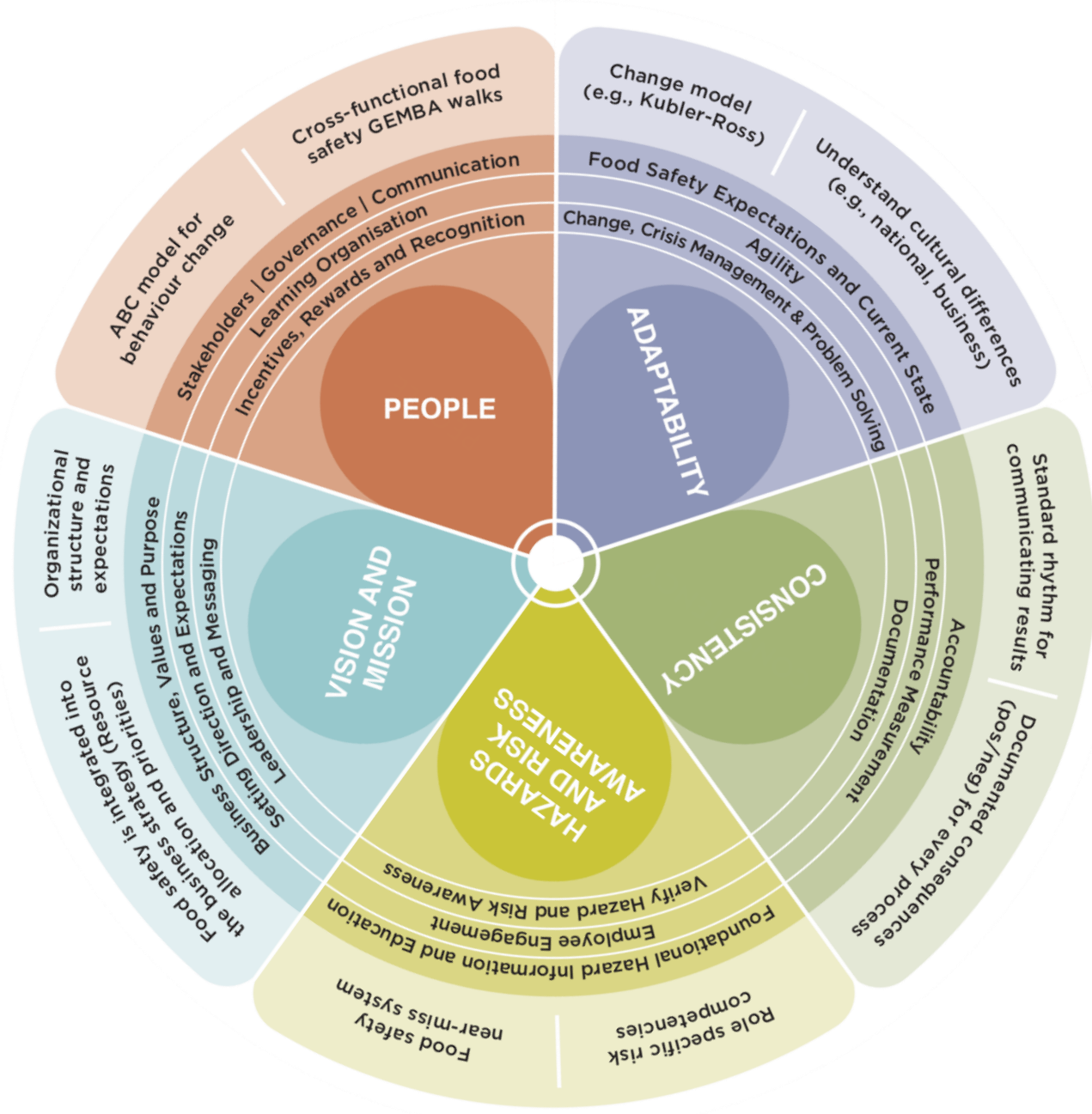
VISION & MISSION



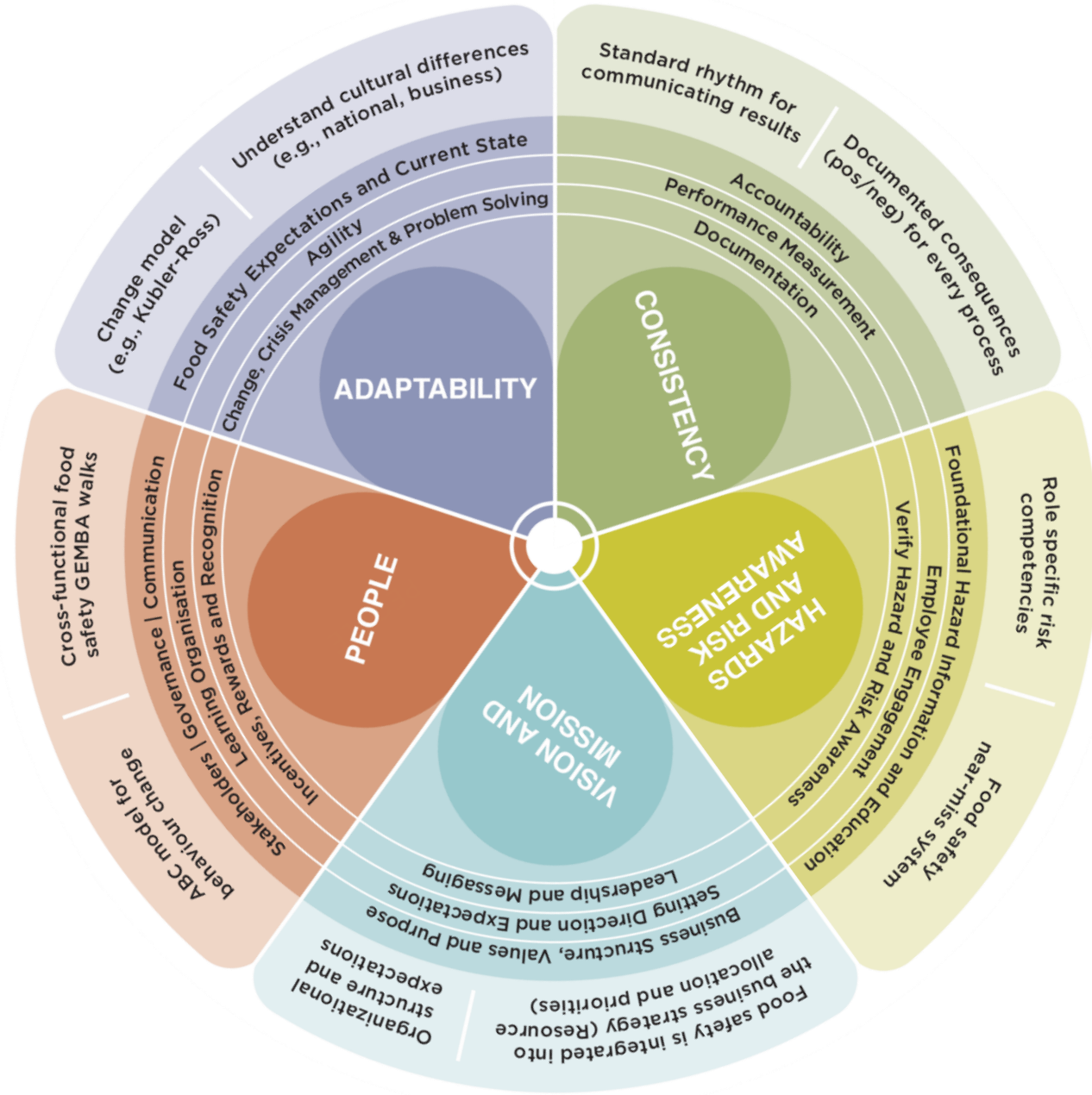
PEOPLE



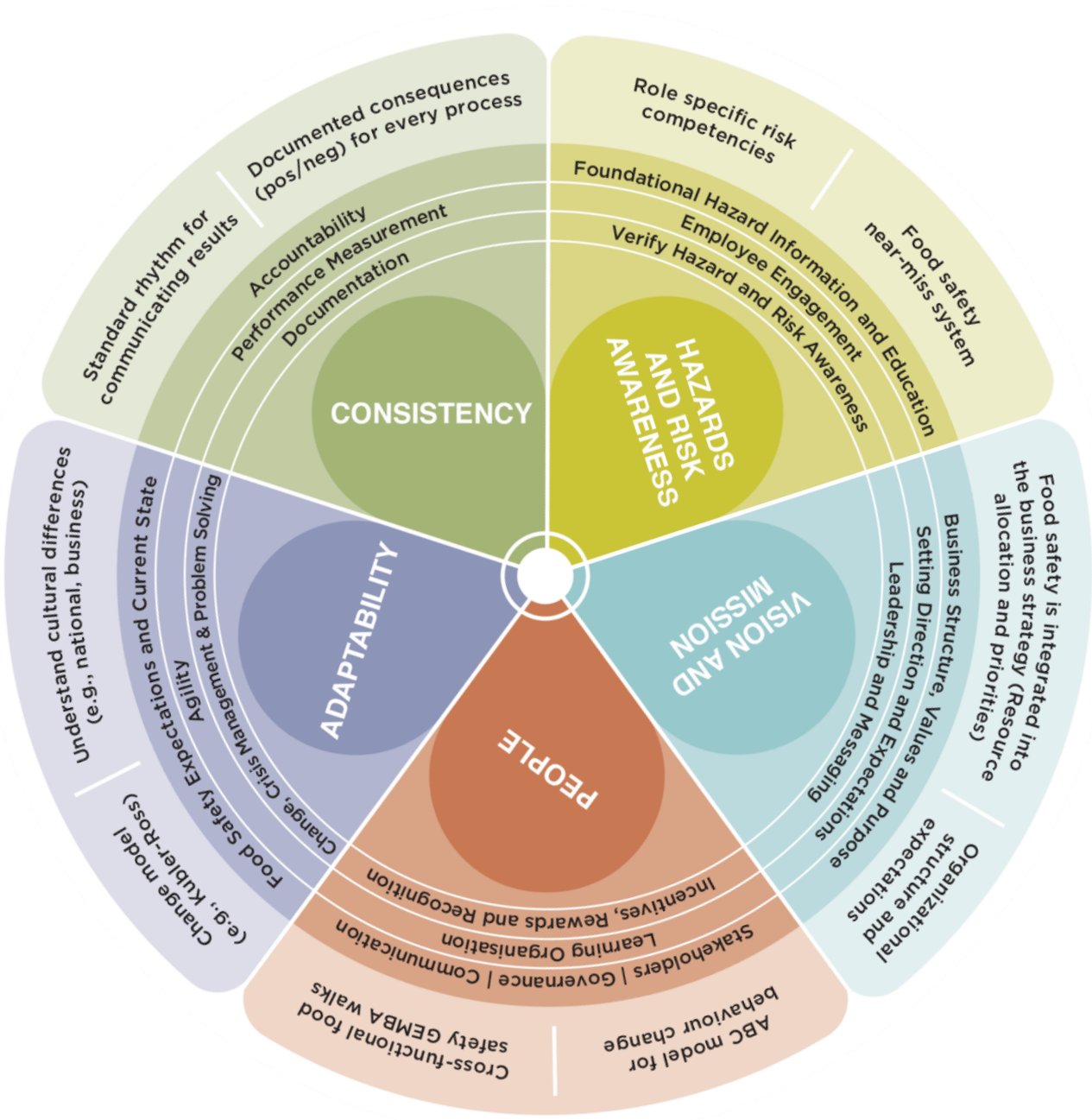
ADAPTABILITY



CONSISTENCY



HAZARDS & RISK AWARENESS



ONE LINKED PLAN!





Help others define their food safety ownership

Leaders Owning Food Safety



Cultural dimension	Tactic	Leadership behaviour(s)
Mission and Values	Integrate environmental monitoring to company/plant/business strategic and operational cycle	Leaders of all functions actively ask questions about food safety and environmental monitoring in strategy and budget discussions
	Enable all leaders to message environmental monitoring	Leaders of all functions integrate food safety and environmental monitoring messages in their ongoing communications



Leaders Owning Food Safety



Cultural dimension	Tactic	Leadership behaviour(s)
People	Food safety education for everyone: “Put a swab in everybody’s hands...”	All employees are expected to take company food safety education as part of their role-specific competencies
	Multidisciplinary team	All environmental monitoring insights – good and bad – are investigated by teams from multiple functions



Leaders Owning Food Safety



Cultural dimension	Tactic	Leadership behaviour(s)
Adaptability	Carrot vs. stick	Team leaders use indicator sites and positive consequences (e.g., reward findings), resulting in problem prevention and continuous improvement that builds trust in the food safety process

Leaders Owning Food Safety



Cultural dimension	Tactic	Leadership behaviour(s)
Consistency	Communication rhythm	Leaders design food safety and environmental monitoring into the company rhythm (i.e., board discussions, leadership meetings, plant huddles and frontline team discussions)

Leaders Owning Food Safety



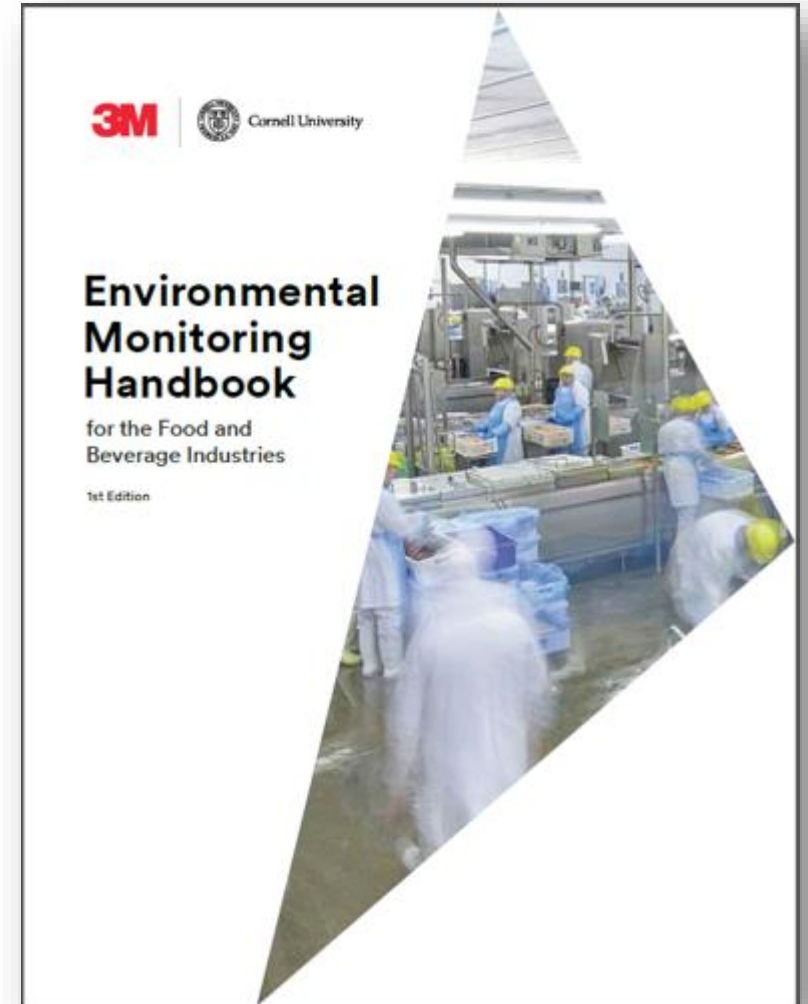
Cultural dimension	Tactic	Leadership behaviour(s)
Risks and Hazards Awareness	Environmental monitoring pictures and stories	Technical team members generate ongoing messages and stories for others to use in team member onboarding and engagement

Environmental Monitoring Handbook

for the Food and Beverage Industries

In partnership with Cornell University and other industry experts, 3M has developed the *Environmental Monitoring Handbook for the Food and Beverage Industries* – a comprehensive guide to help you build and enhance your environmental monitoring program.

www.3M.com/EnvironmentalMonitoring





What are others doing?

Tactics from industry...

- Lily Chiem, Kagome
- Mike Liewen & Cormac Gilligan, PepsiCo
- Tim Jackson, Grupo Bimbo

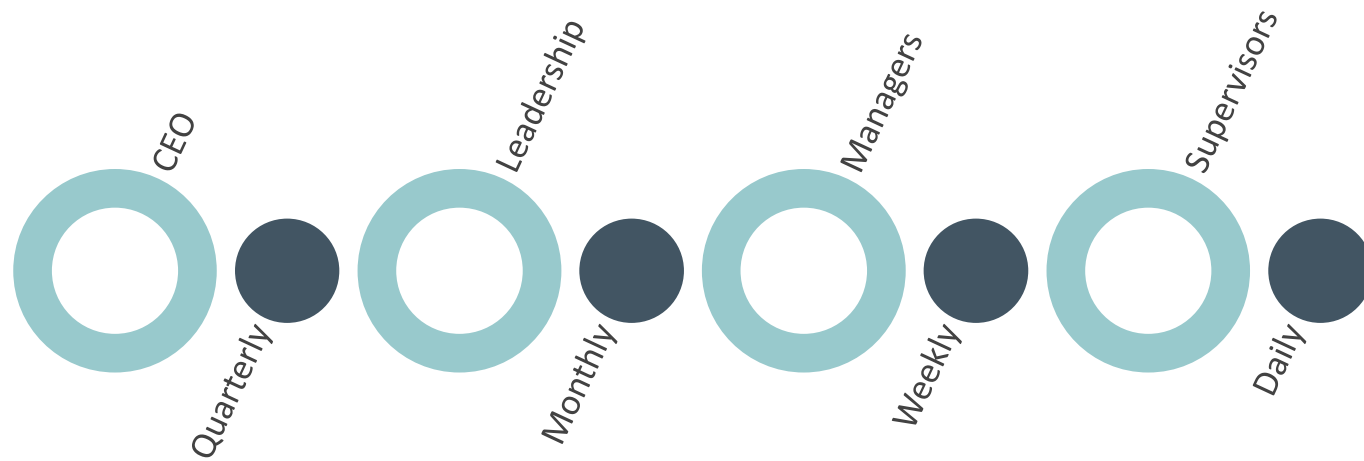


KAGOME



PEPSICO

Rhythm and Habits



Food safety messaging connected to strategy

Dialog, challenge, solve, and improve



Leaders Messaging

PEPSICO

DO YOU KNOW WHAT IS EXPECTED OF YOU FOR FOOD SAFETY?

FOOD SAFETY?

60%

still do not understand what is expected of them in their role in food companies (Compton, 2018)

The consistency and quality of many food safety tasks are depending on each of us and our colleagues at the site to understand what is expected specifically to food safety (LINK)

ROLE	EXPECTATION
SENIOR SITE LEAD	Message expectations of the combined leadership team to understand and finalize written expectations. Own this through review in regular questioning and review of each leader's delivery against their written expectations e.g. walk the steps of equipment maintenance and see what a mechanic does (how, why, mindset).
MAINTENANCE LEAD	Integrate food safety into reliability/preventative maintenance systems and take ownership of food safety performance related to equipment and infrastructure conditions. Own this through performance as measured in audit findings, behavioral observations, and your teams mindset and attitudes.
PRODUCTION LEAD	Integrate food safety into priority setting at par with operations efficiency and EHS performance. Own this through performance as measured in audit findings, behavioral observations, and your teams mindset and attitudes.
QUALITY LEAD	Structure learning opportunities for your colleagues in the leadership team to understand the details of their expectations and provide venue for discussion performance, set tone for 'mistakes will happen and we will learn but not repeat them' and clear expectations for action ownership.
EHS LEAD	Integrate food safety into work place safety assessments, Behaviour Based Safety systems (or the like), and work with leadership team ongoingly to highlight areas of risk and exceptional performance for both EHS and food safety.
FINANCE LEAD	Integrate food safety performance into site performance reporting. Work with Quality lead and others to establish cost of current food safety system and how to best present resource and capital requirements. If also responsible for financial internal audit, work with Quality lead to understand areas of overlap/integration of food safety and financial audit.
HR LEAD	Integrate food safety into performance, compensation, and learning systems at par with operations and EHS expectations. Own this through performance as measured in audit findings, behavioral observations, and your teams mindset and attitudes.
SUPPLY CHAIN LEAD	Integrate food safety checks and constraints into production and material planning. Own this by sharing with your team and the leadership team how this impacts audit findings, behavioral observations, and your teams mindset and attitudes.

Questions for the leadership team (asked by senior site leader):

- Do you know what is expected?
- Do we as a leadership team?
- Do our individual teams?

Thinking Moment:

- Do you act and demonstrate to others what is expected of you?
- Does your team know what is expected?

PEPSICO

FIGHTING PHYSICAL HAZARDS!

PERSONS IS RESPONSIBLE FOR FOOD SAFETY IN OUR PLANT.

BY MAINTAINING YOUR MAINTENANCE PLAN YOU CAN PREVENT THE INTRODUCTION OF PHYSICAL HAZARDS INTO PRODUCTS.

ALWAYS MAKE SURE YOU WEAR YOUR CLEAN AND APPROPRIATE PERSONAL PROTECTIVE EQUIPMENT.

WE MUST REMOVE OUR RAW MATERIALS BEFORE USING THEM.

WHEN WORKING, WE MUST BE FULLY AWARE OF PHYSICAL HAZARDS SUCH AS CRACKS AND OTHER PHYSICAL DEFECTS.

PLANT GEAR MUST HELP US KEEP HAZARDOUS MATERIALS OUT OF OUR PRODUCTS.

TRAINING MAINTENANCE CREW CAN SAVE HOURS, PARTS, DUES, AND DOLLARS. THEY MAY SAVE HOURS OF YOUR PRODUCT, YOUR MAINTENANCE, DUES AS A PROFESSIONAL, AND AS YOUR CUSTOMER. PLEASE INVOLVE YOUR SUPERVISOR/LEADERSHIP ON THE MAINTENANCE TEAM BEFORE YOUR FOOD SAFETY CHECKS.

PEPSICO

FIGHTING PHYSICAL HAZARDS!

FOOD TAMPERING AND CONCEALS

SUPERVISOR KEY MESSAGES

WHAT?

Food tampering is an intentional or unintentional act that can result in a product being contaminated. It is a violation of our food safety standards and can result in a product being recalled.

WHY?

Food tampering can occur at any stage of the production process, from raw materials to finished products. It can result in a product being contaminated and potentially causing harm to consumers.

HOW TO PREVENT:

- Implement strict access control to production areas.
- Conduct regular audits and inspections.
- Provide training to all employees on food tampering prevention.
- Encourage reporting of suspicious activity.

PEPSICO

BE ALLERGEN AWARE!

NO PEANUTS IN OUR PLANT!

PEPSICO

FIGHTING PHYSICAL HAZARDS!

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FOOD ALLERGENS IN OUR HOMES

FOOD ALLERGENS IN OUR HOMES

IMPORTANT MESSAGE

Food allergies are a global health concern. In the United States, more than 30 million people have a food allergy. Food allergies can be life-threatening. It is important to be aware of food allergens in our homes and to take steps to prevent food allergens from entering our homes.





1 in 12

More than 1 in 12 children in the U.S. has a food allergy.

PULSE – Activate the voice of your Frontline



Make Risks Personal

-  **Cross functional group**
-  **Physically walking**
-  **Identification of potential issues**
-  **Trust and collaboration**



NEAR MISS WALK OBSERVATION TEMPLATE

Name: _____
Your Name: _____
Near Miss Walk Leader: _____
Near Miss Walk Date: _____

Any Identify and Food Safety watch-outs to bring to your attention in the walk area?

Area	Observation	Issue for Corrective Action

My Follow Up Actions:





What can you put on your Monday morning list?

Monday morning list...



...**your** can,

- Walking the Talk
- Recognize those around you
- Manage consequences



...**your team** can,

- Assess and agree on one linked plan
- Establish rhythm and habits
- Enable leaders to message
- Personalize risks



Bindi and Sue

Thank you



Mary, Sausage Packer



Ben and Tara, Shippers



Sam and Pete, Produce Sorters



Millions of voices...

Lone Jespersen, PhD
lone@cultivatefoodsafety.com



PULSE – Activate the Voice of your Frontline