IFST Food Safety SIG
London, 6th June 2019

Food Safety Culture
A route to predictable outcomes

Denis Treacy
Briefing Agenda

- **culture compass ltd** - foundations
- Global Sourcing & Supply
- Understanding Operating Environments
- The 4 Key Pillars of Capability
  - Policy, Organisation, Performance,
  - Culture - GOYA
- Business Continuity & Crisis Management
Keeping Balance
Global sourcing & supply

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Understanding Operating Environments

Tiered Risk Levels - Threat States

**Economic Gain Threat** - Becomes greater the **FURTHER** you move from the Core

**Ideological Threat** - Becomes greater the **CLOSER** you move from the Core
Tiered Security Threat - Indicative examples

Tier 1
- Bulk materials
- Primary bending
- Control servers
- Integrated systems
- Recipe management
- Engineering controls
- Laboratories
- Main services

Tier 2
- Secondary processes
- Rework & lay-a-side
- Packaging storage
- Small ingredients
- Sieves, filters, magnets
- Personnel Areas

Tier 3
- Finished process
- Exposed product
- Packaging storage
- Small ingredients
- Sieves, filters, magnets
- Personnel Areas

Tier 4
- Packing & palletisation
- Despatch
- Distribution
- Car parks

Tier 5
- Public areas
- Adjacent facilities
- Railways & roads
Key pillars of predictable outcomes

Culture
- Values
- Relationships
- Behaviour
- Motivation
- Conduct
- Responsibility

Organisation
- Leadership
- Structure
- Authority
- Accountability
- Competence
- Capacity

Performance
- Information
- Data
- Indicators
- Targets
- Observations
- Assessment
- Feedback

Policy
- Policies
- Rules
- Standards
- Accreditation
- Processes
- Practices

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Chose your Risk Appetite

- Map the vulnerabilities
- Apply mitigations
- Prioritise resources
- Plan for continuity
- Prepare for failure

It’s a V.U.C.A. world
**Performance**

- Information
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**Focus on Indicators**

- **Recall/Brand Fatality**
- **Product Withdrawal**
- **Production Stoppage**
- **Major nonconformance**
- **Stock Hold & Re-process**
- **Minor specification Non-conformances**

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**Address the base of the pyramid**

- **HAZARDS**
  - 6,000
  - 600
  - 30
  - 10
  - 1

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 Targets
Set targets for **failure** and you may drive focus on reducing the **appearance** of failure.
Set targets for **success** and you drive focus on improving the likelihood of success

You get what you **inspect** not always what you **expect**

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**Performance**
- Information
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Who makes the calls - And what are they saying

- Who meets the customer at the factory gate?
- Who gets the actions allocated to them?
- Where does ‘Quality/Safety/Environment’ report in?
- Who is measured on the performance?

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Culture

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It’s what we do, the way we behave every day, with every decision that defines our culture.
Culture

- Values
- Relationships
- Behaviour
- Motivation
- Conduct
- Responsibility

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Natural instincts

Injury / Defect Rates

Supervision

Self

Team

REACTIVE

DEPENDENT

INDEPENDENT

INTERDEPENDENT

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Fear of failure will drive an agenda
… but it will never change a culture

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Culture

• Take responsibility, get involved.
• Step forward, take ownership, be active.
• Seek to understand, have a view.
• Ask, question, challenge normals.
• Observe, inspect, calibrate, compare.
• Have an impact, set things in motion.

Culture
- Values
- Relationships
- Behaviour
- Motivation
- Conduct
- Responsibility

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Questions

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