IFST Food Safety SIG
London, 6th June 2019

Food Safety Culture
A route to predictable outcomes

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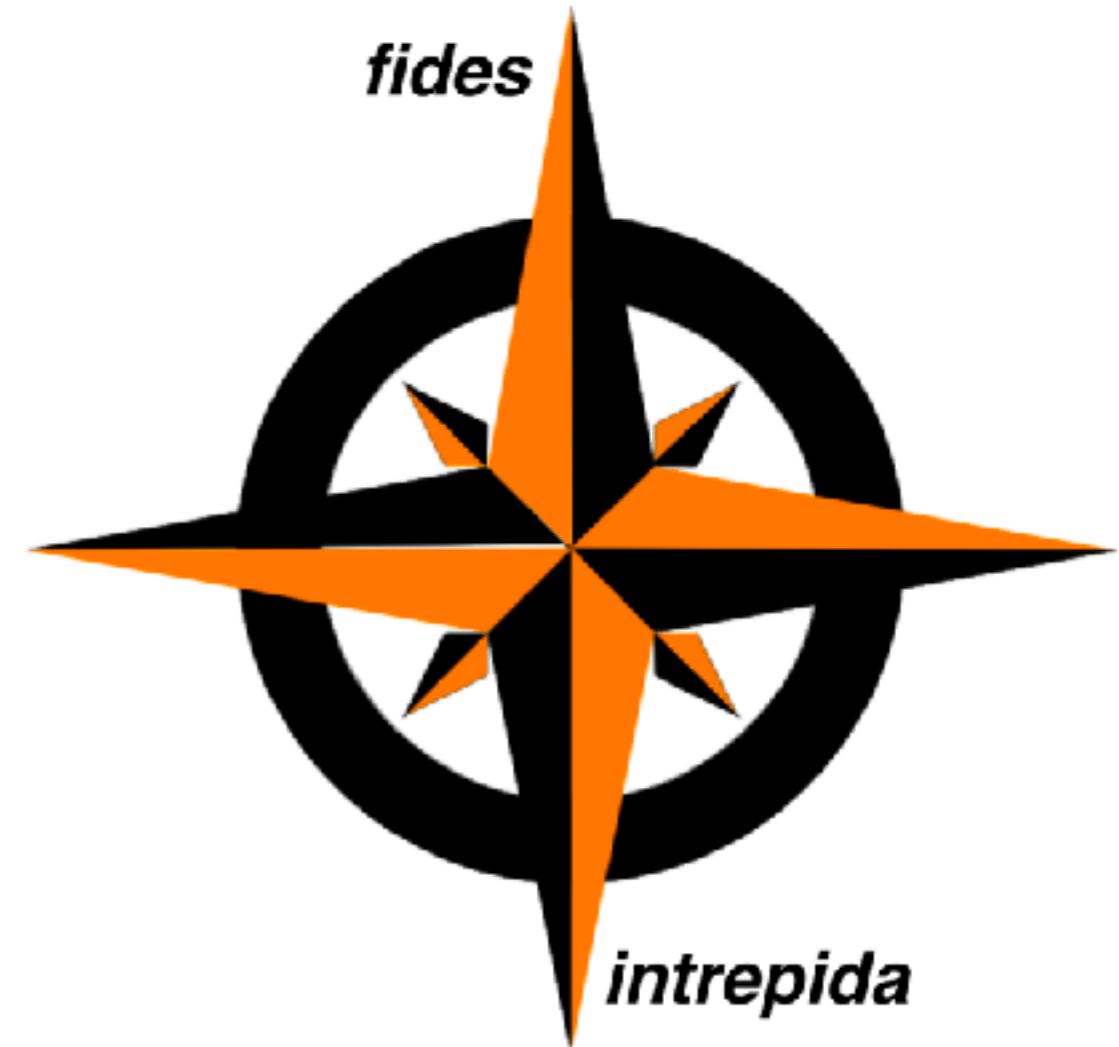*guiding culture, energising performance*
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Briefing Agenda

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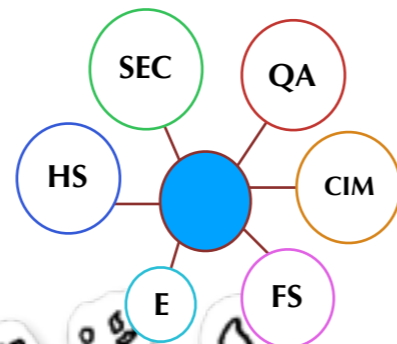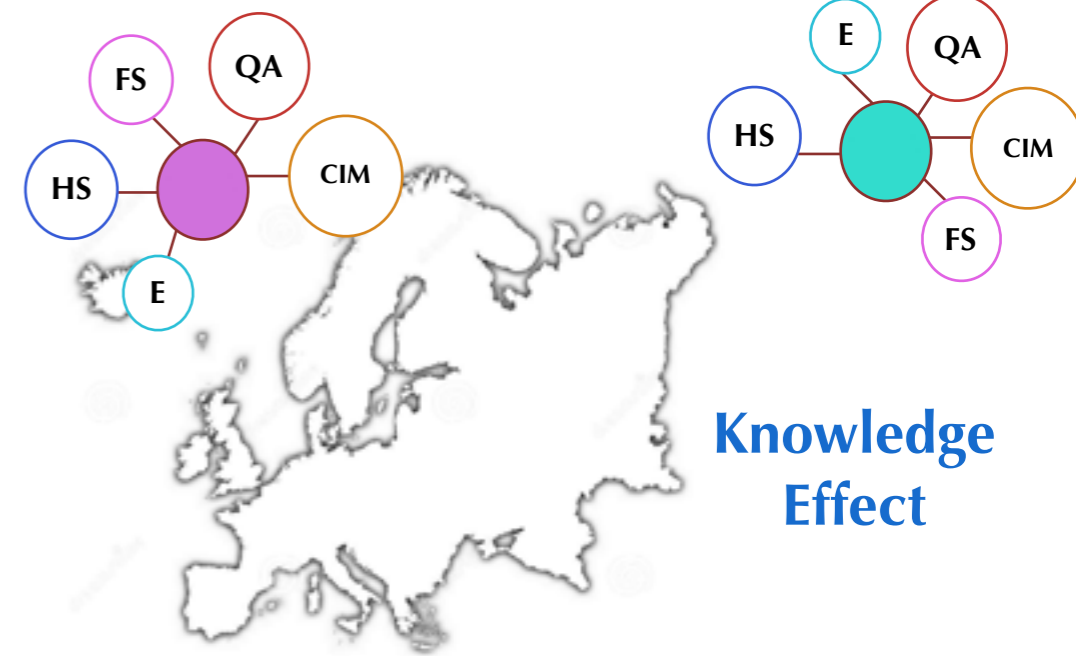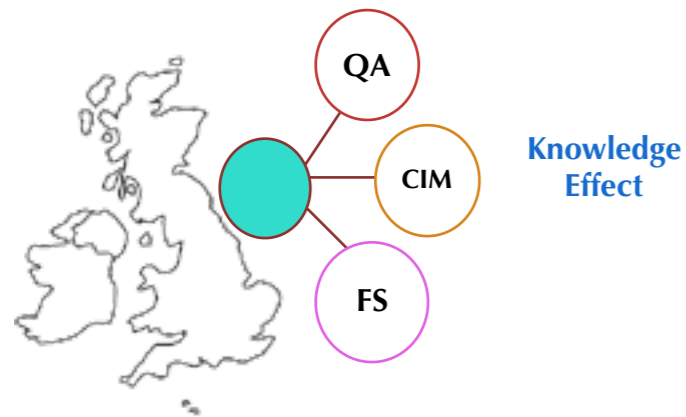
- *culture compass ltd* - foundations

- Global Sourcing & Supply

- Understanding Operating Environments

- The 4 Key Pillars of Capability
    - Policy, Organisation, Performance,
    - Culture - GOYA
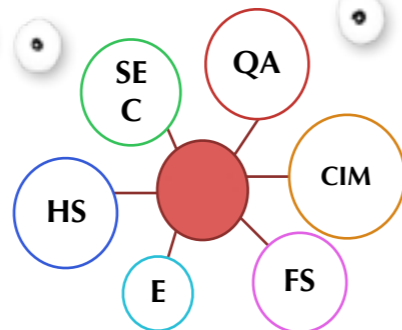
- Business Continuity & Crisis Management

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Knowledge Effect
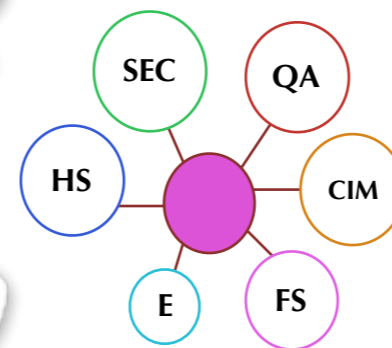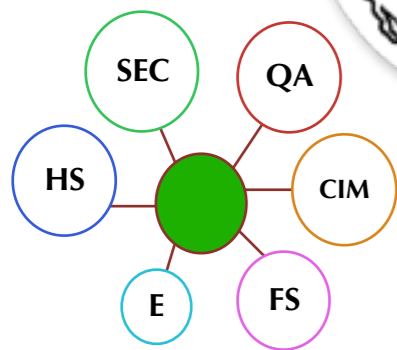
Knowledge Effect

Knowledge Effect

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Keeping   Balance

Global sourcing & supply

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Global sourcing & supply

Understanding Operating Environments

Tiered Risk Levels - Threat States

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

Tier 1
Core business & control

Tier 2
Dedicated co-packing & co-manufacturing

Tier 3
Non dedicated services & service provision

Tier 4
Remote supply of materials and services

Tier 5
Out of contact. With Consumers

← **Ideological Threat** - Becomes greater the **CLOSER** you move from the Core
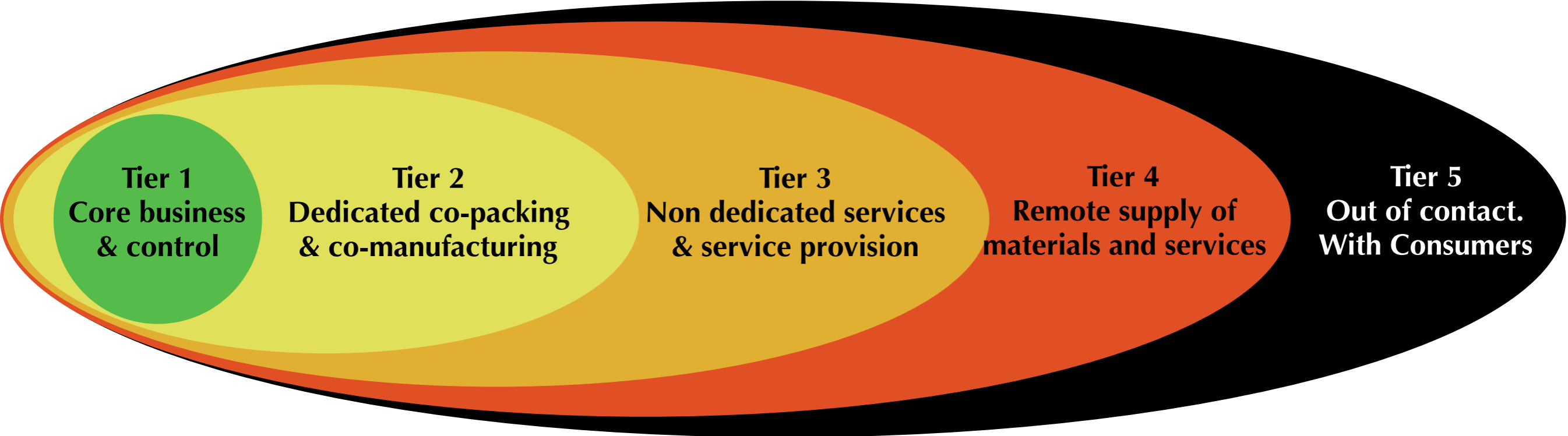
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Understanding Operating Environments

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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**
- **Product storage**
- **Waste & Effluent**

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

Tier 5
- **Public areas**
- **Adjacent facilities**
- **Railways & roads**

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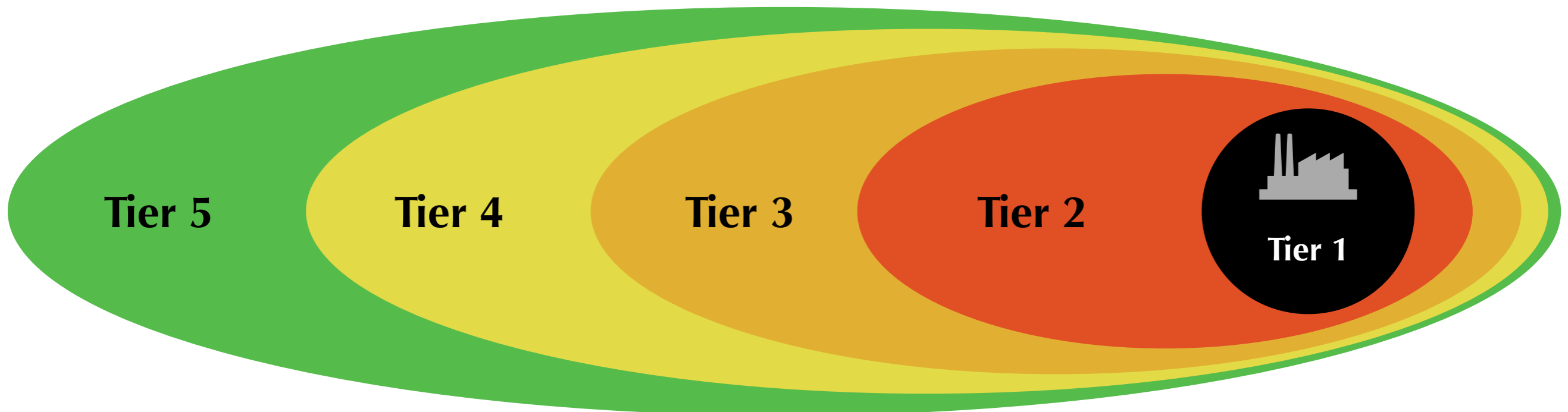
Key pillars of predictable outcomes

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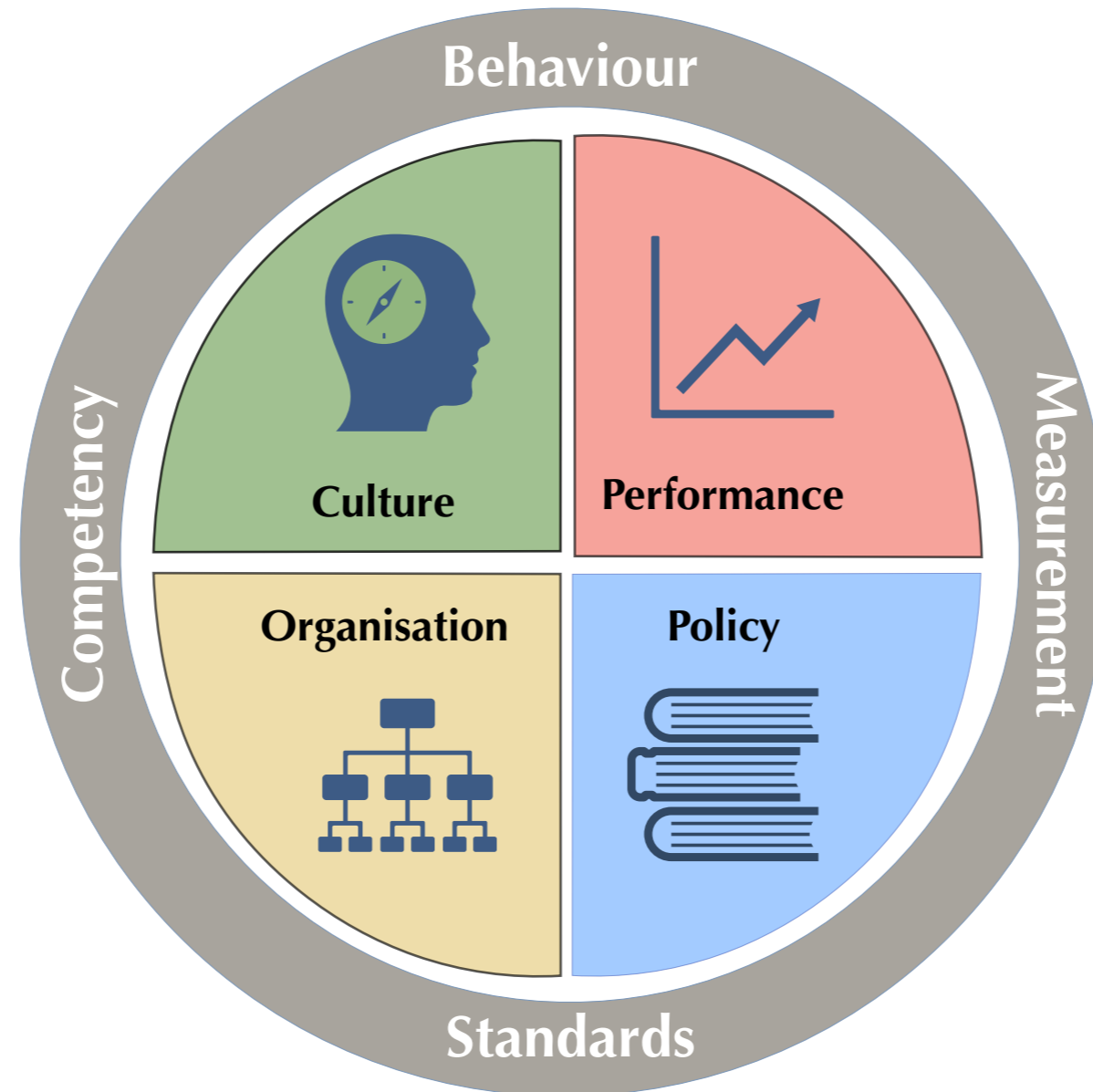- Values
- Relationships
- Behaviour
- Motivation
- Conduct
- Responsibility

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

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

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

Policy

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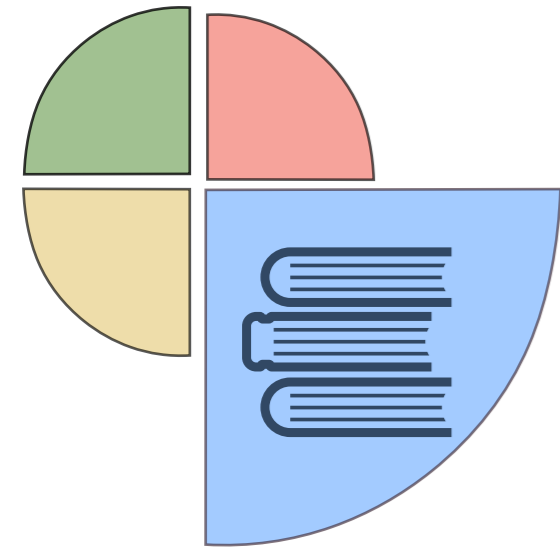
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Chose your Risk Appetite

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

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

It's a **V.U.C.A.** world

Performance

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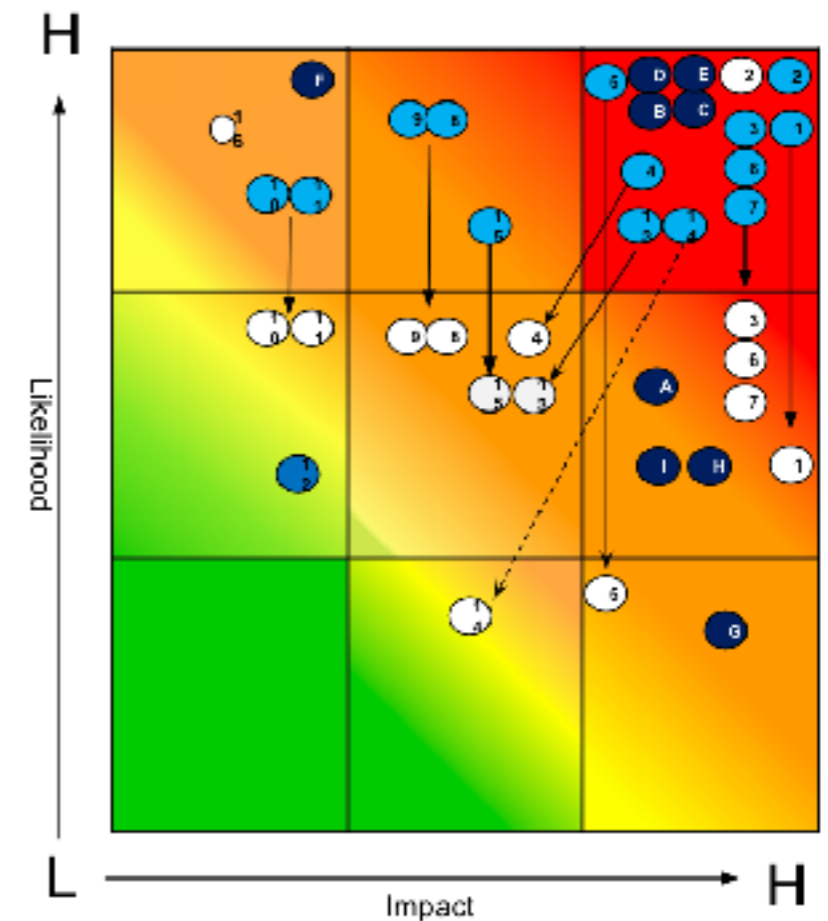*reculturecompass@gmail.com*
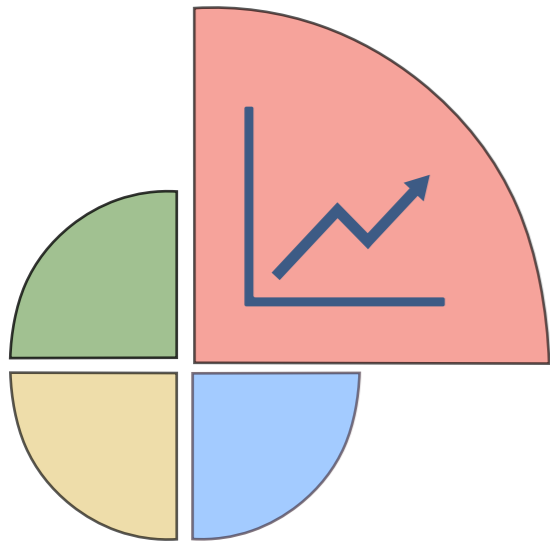
Focus on Indicators

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

Recall/Brand Fatality

Product Withdrawal

Production Stoppage Major nonconformance

Stock Hold & Re-process

Minor specification Non-conformances

1

10

30

600

NEAR MISSES

6,000

HAZARDS

Failure Costs €

Address the base of the pyramid

Performance

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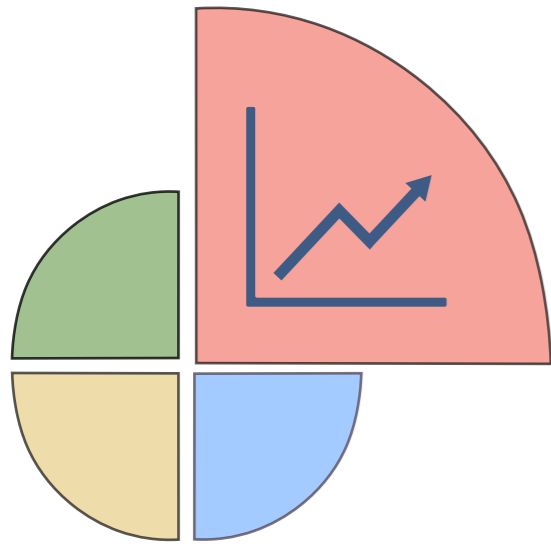
Targets

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

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Unsafe Conditions

Issues & Incidents

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

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

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Organisation

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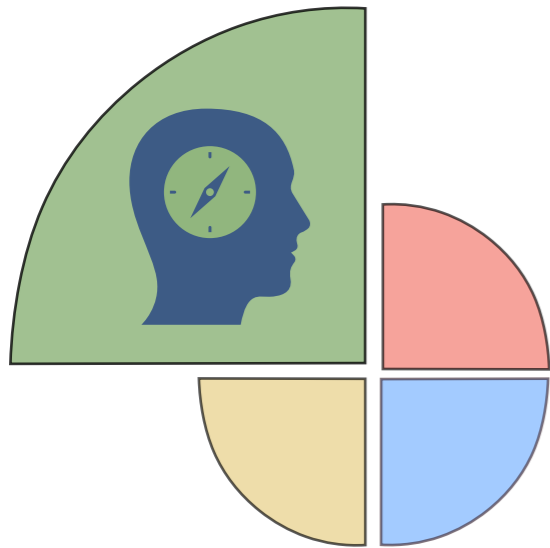*reculturecompass@gmail.com*
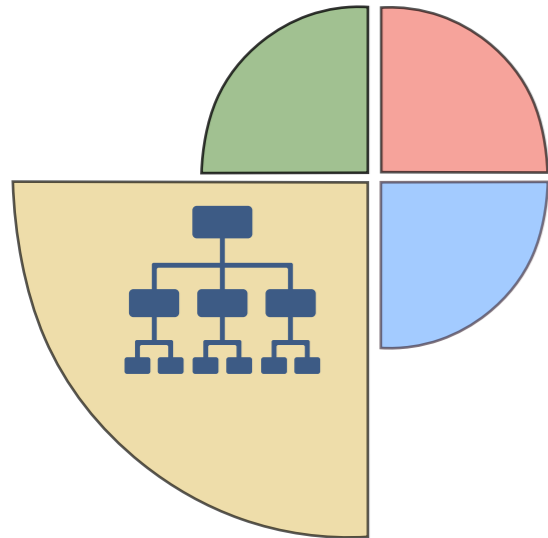
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Who makes the calls - And what are they saying

- 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?

Organisation
- Structure
- Authority
- Accountability
- Capability
- Competence
- Capacity

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Culture

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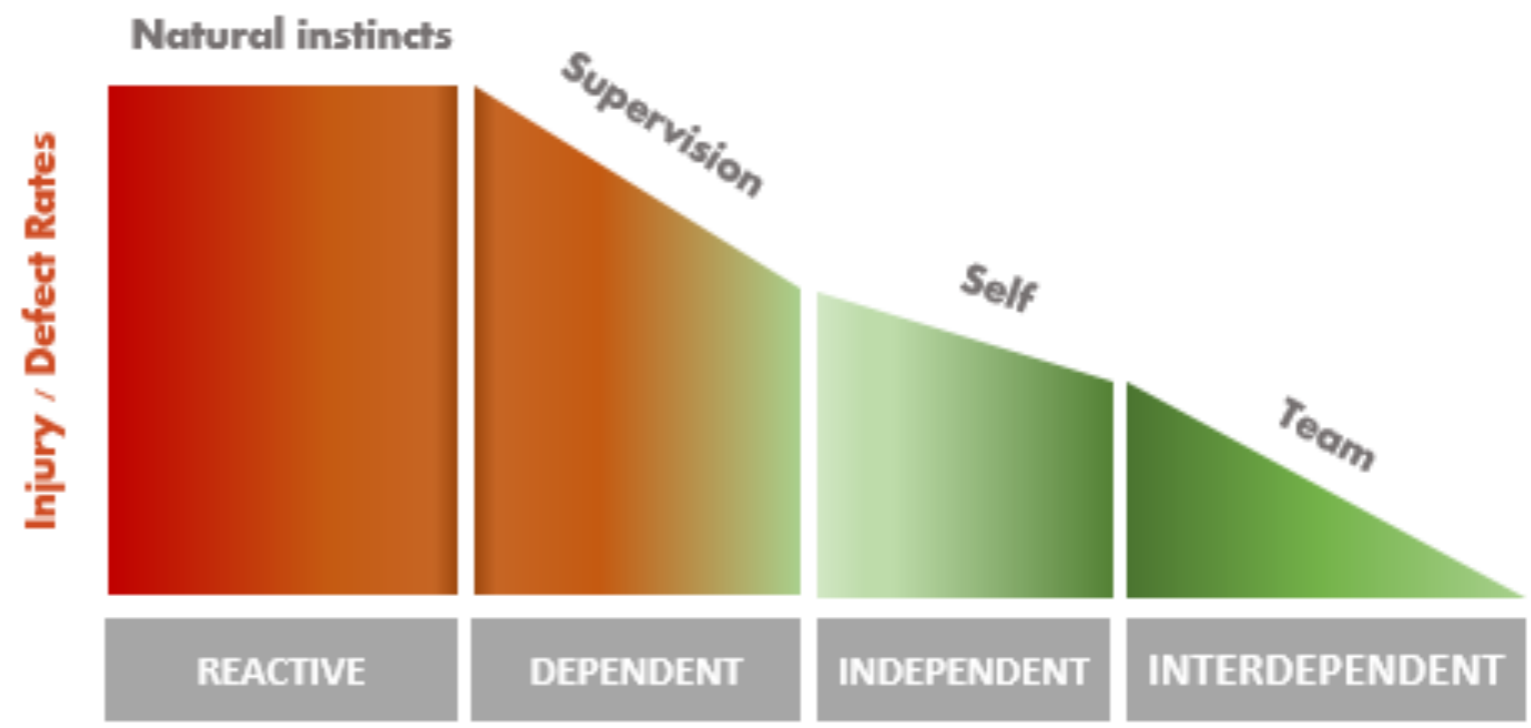- **Relationships**
- **Behaviour**
- **Motivation**
- **Conduct**
- **Responsibility**

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

Culture

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Natural instincts

Supervision

Self

Team

Injury / Defect Rates

| REACTIVE | DEPENDENT | INDEPENDENT | INTERDEPENDENT |

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

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Culture

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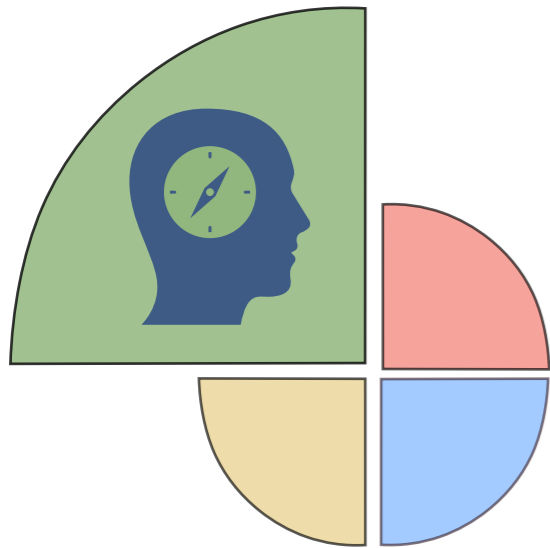**Denis Treacy 2018**

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

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

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Culture

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G✦YA

- 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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