

CULTIVATE

FOOD SAFETY

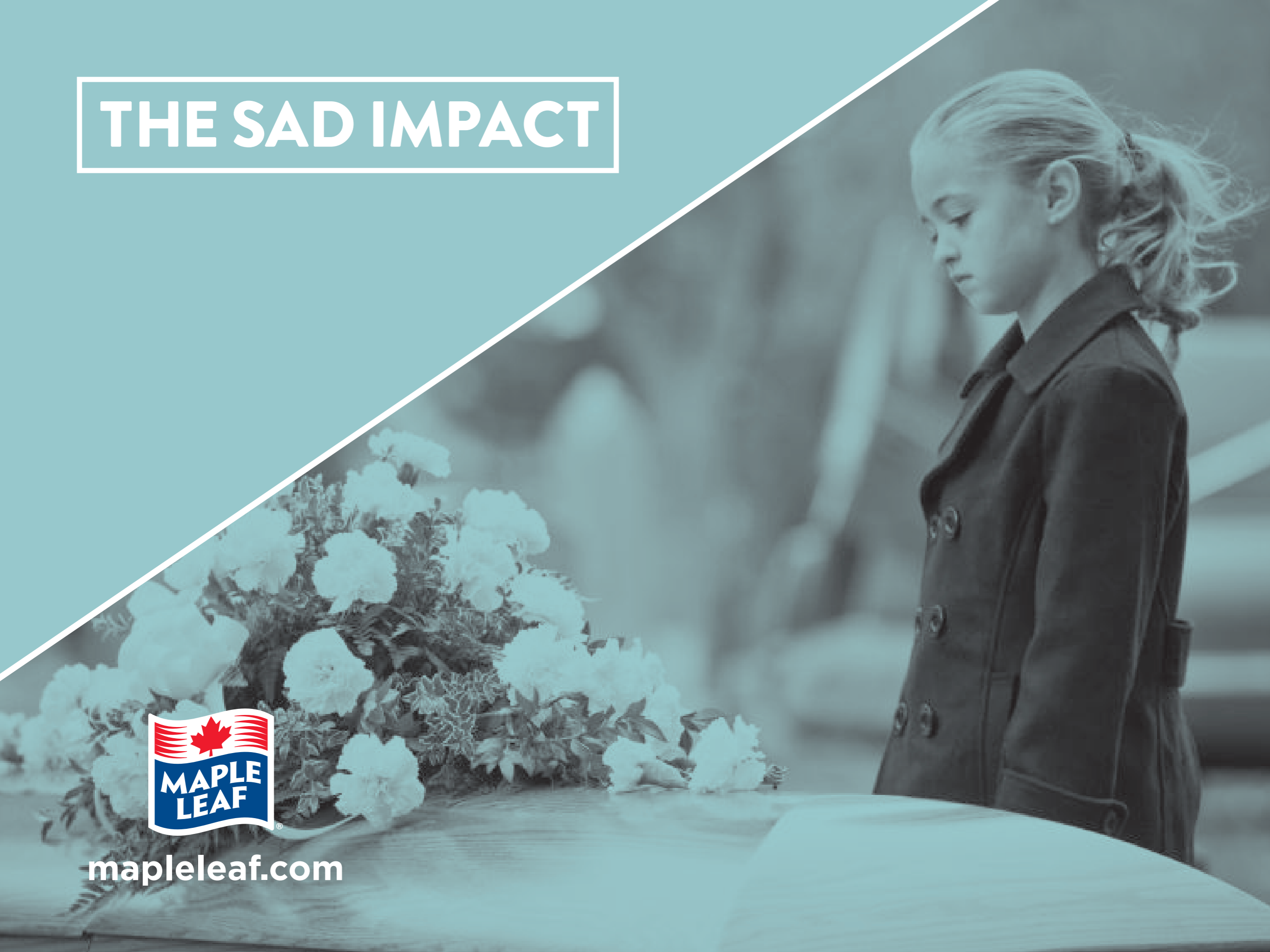


HOW TO CULTIVATE FOOD SAFETY?

LONE JESPERSEN



THE SAD IMPACT



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ROLES, REWARDS AND RECOGNITION

**“FOOD SAFETY
IS EVERYBODY’S
RESPONSIBILITY”**

ROLES, REWARDS AND RECOGNITION

~~“FOOD SAFETY
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FAILURES

EXAMPLES OF CULTURAL FAILURES LEADING TO FOOD SAFETY OUTBREAKS AND RECALLS:

VISION AND MISSION

Senior levels of management e.g. CEO were not made aware of the environmental testing results.

CONSISTENCY

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.

RISK

Findings were not analyzed by the plant or head-office to detect trends over time.

PEOPLE SYSTEMS

It was found that departments and functions were working in silos.

ADAPTABILITY

The plant and its inspectors did not conduct analysis of root-causes on high-levels days.

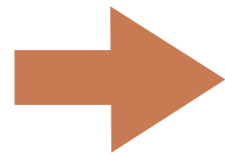
CULTIVATE FOOD SAFETY



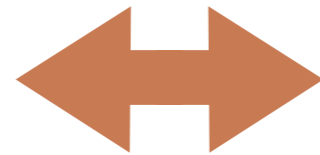
CHANGE LEADERSHIP



Antecedents



Behaviour



Consequences

LEARNING

DO THE RIGHT THING, **EVERY TIME**

"I allocate time and money in my departmental budget for staff food safety training."

"I ensure there is a plan for food safety observations to involve all in making sure we know and do what is expected."



LEARNING

THE CONAGRA CONTINUOUS SKILLS DEVELOPMENT CYCLE (CSD)

Recordable injuries reduced by

50%

Customer complaint reduction of

35%

Employee turnover reduced from 23% to

12%

Efficiency improved by

32%



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CHANGE LEADERSHIP

MINIMIZE THREATS
MAXIMIZE REWARDS

"I ensure there is a regular meeting/huddle for reporting and discussing food safety performance and I personally follow up on actions from previous discussions."

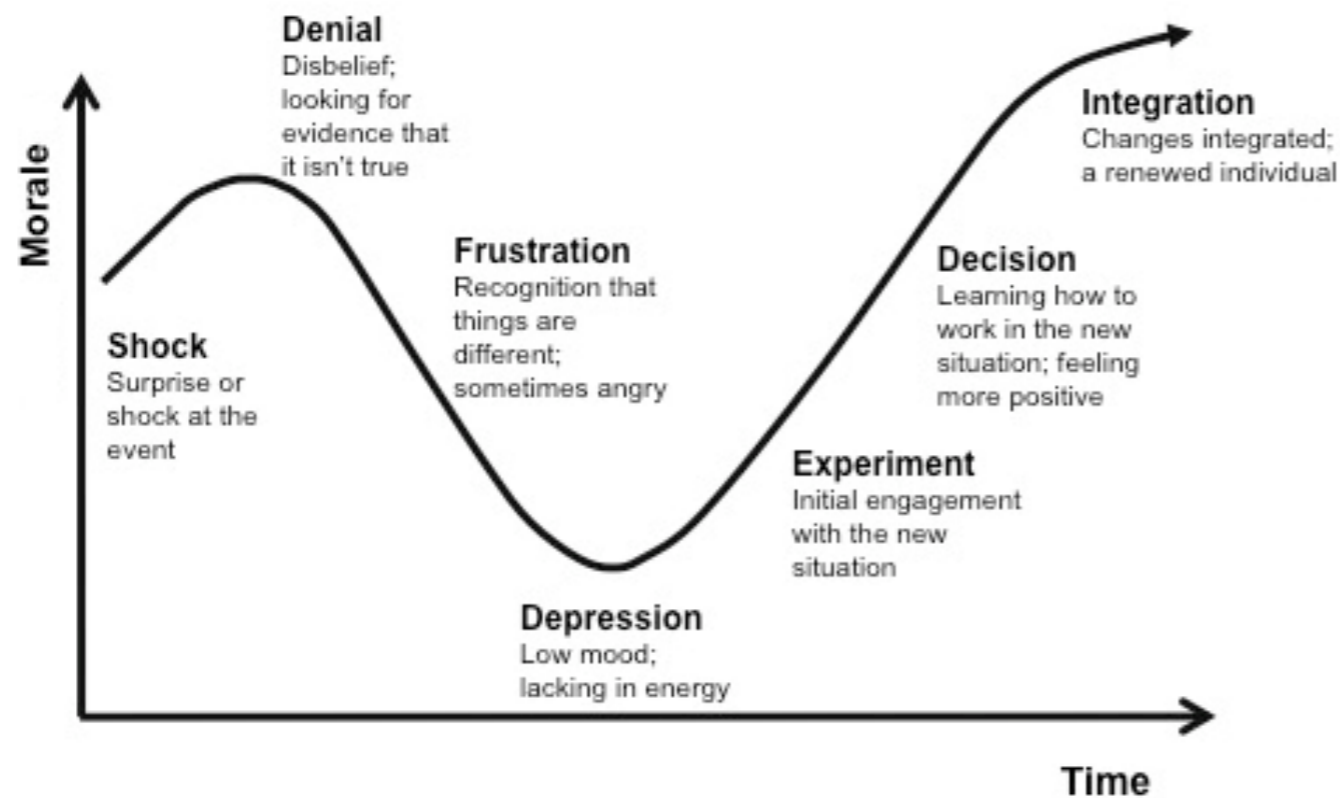
"I review food safety performance and budget with my direct reports as part of our business performance at least monthly."



CHANGE LEADERSHIP

ACKNOWLEDGE THE CHANGE CURVE...

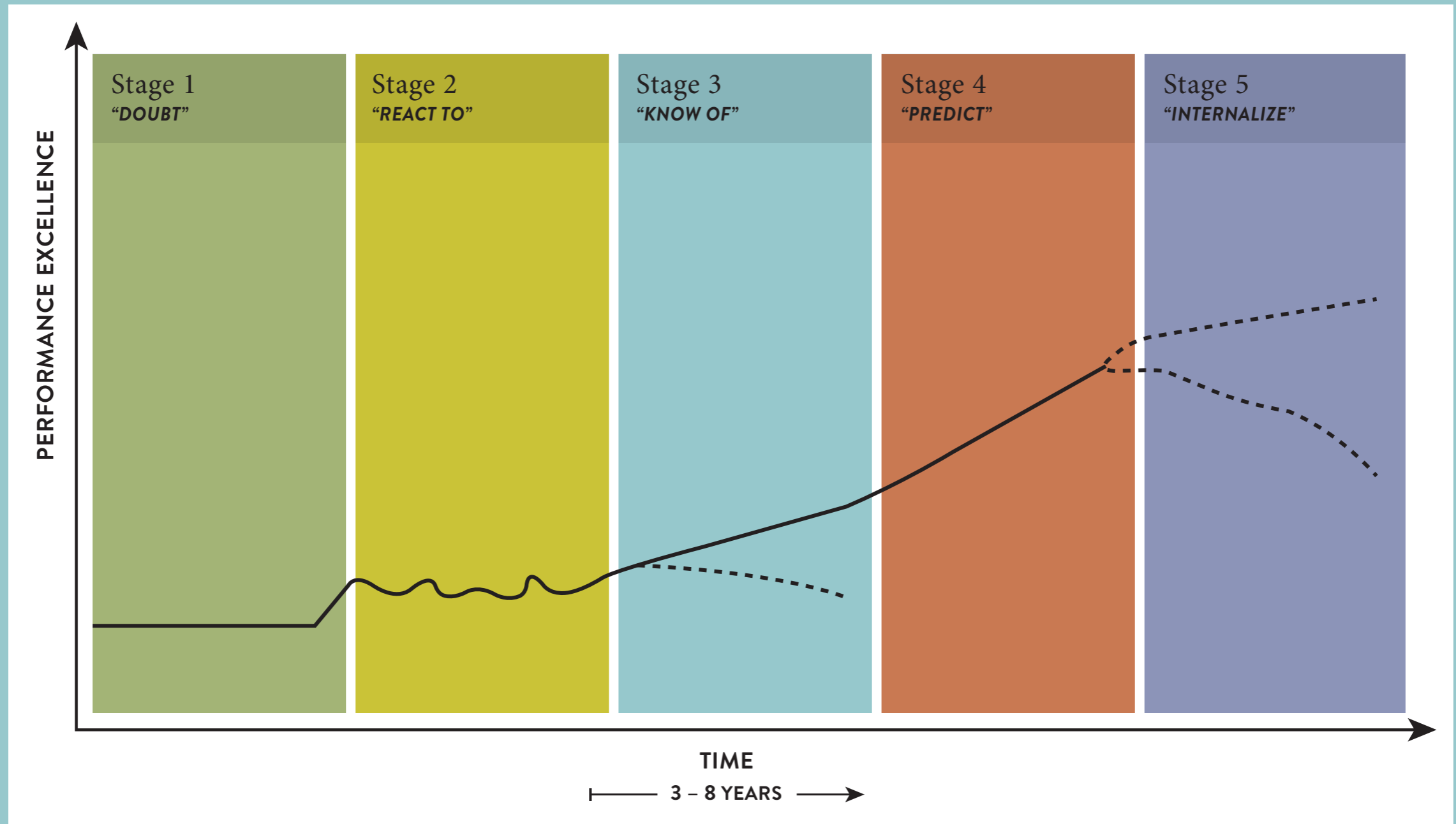
The Kübler-Ross change curve



“DENIAL IS NOT TOO HARD TO GET PAST FOR FOOD SAFETY”

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MATURITY



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Source: Measurement of food safety culture using survey and maturity profiling tools, Jespersen et al (2016)

MARY



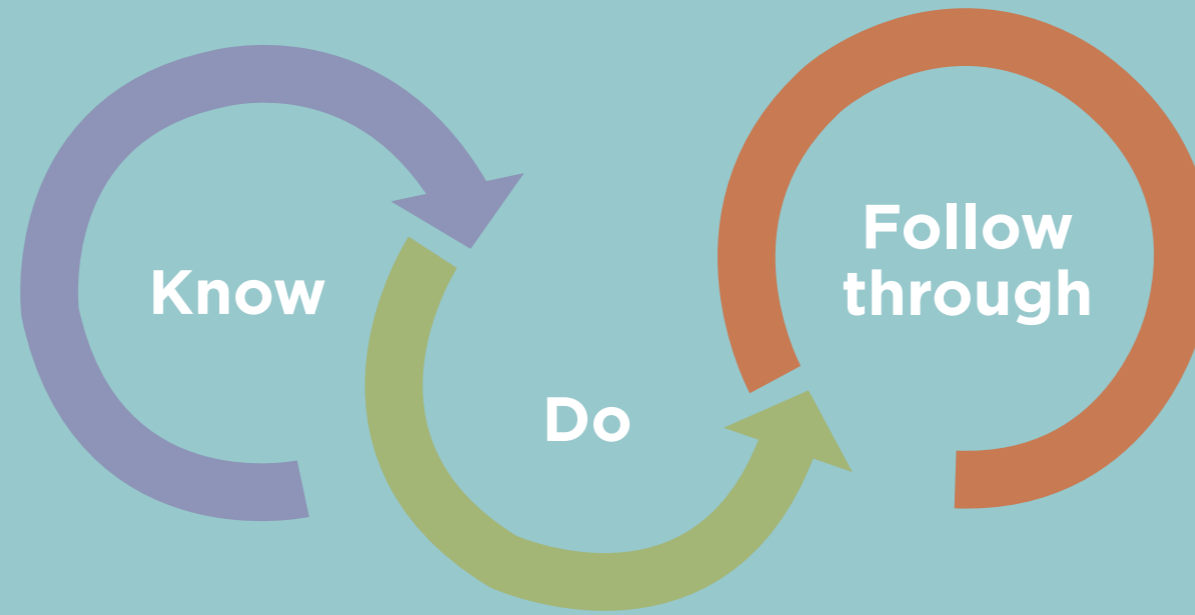
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THANK YOU!



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FSANZ



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CULTURE HUB**

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