

**FRESH PRODUCE
SAFETY CENTRE**

AUSTRALIA & NEW ZEALAND

FOUNDING PARTNERS



THE UNIVERSITY OF
SYDNEY



**FRESH
PRODUCE
SAFETY
CONFERENCE
11 AUGUST 2022**

PROMOTING SKILLS,
SCIENCE, SYSTEMS
AND STANDARDS



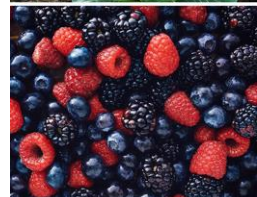
Defining food safety culture

'Food safety culture is **shared** values, beliefs, and norms that affect **mindset** and **behaviour** toward food safety in, across and throughout an organisation'.

GFSI 2017

'Food safety culture ...is a way of doing business based on the science of human behaviour and **organizational** culture...'

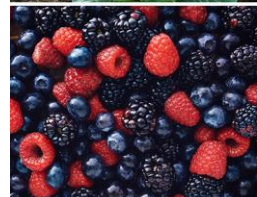
Frank Yiannas, USFDA



Defining food safety culture

'Food safety culture is a **long-term** construct existing at the **organizational level** relating to the deeply rooted **beliefs, behaviours** and **assumptions** that are learned and **shared** by all employees, which impact the **food safety performance** of the organization'

Sharman et al. 2020



Defining food safety culture



‘Food safety culture is a combination of organisational culture, food science, sociological factors, and technological factors’



Embedding culture into food safety systems

Values
Behaviours
Assumptions
Mindsets
Beliefs



Risk

- awareness
- assessment
- management
- mitigation



Food safety performance

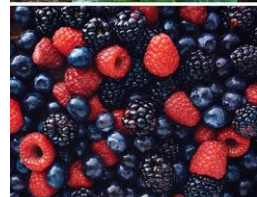


Food safety management system and culture

Improving culture = Increasing compliance



- ❖ Business level
 - ❖ Less errors, failures, customer complaints
 - ❖ Improved agility in responding to unexpected events, changes
 - ❖ Competitive advantage – employer of choice



Why should culture be improved?

❖ Business level

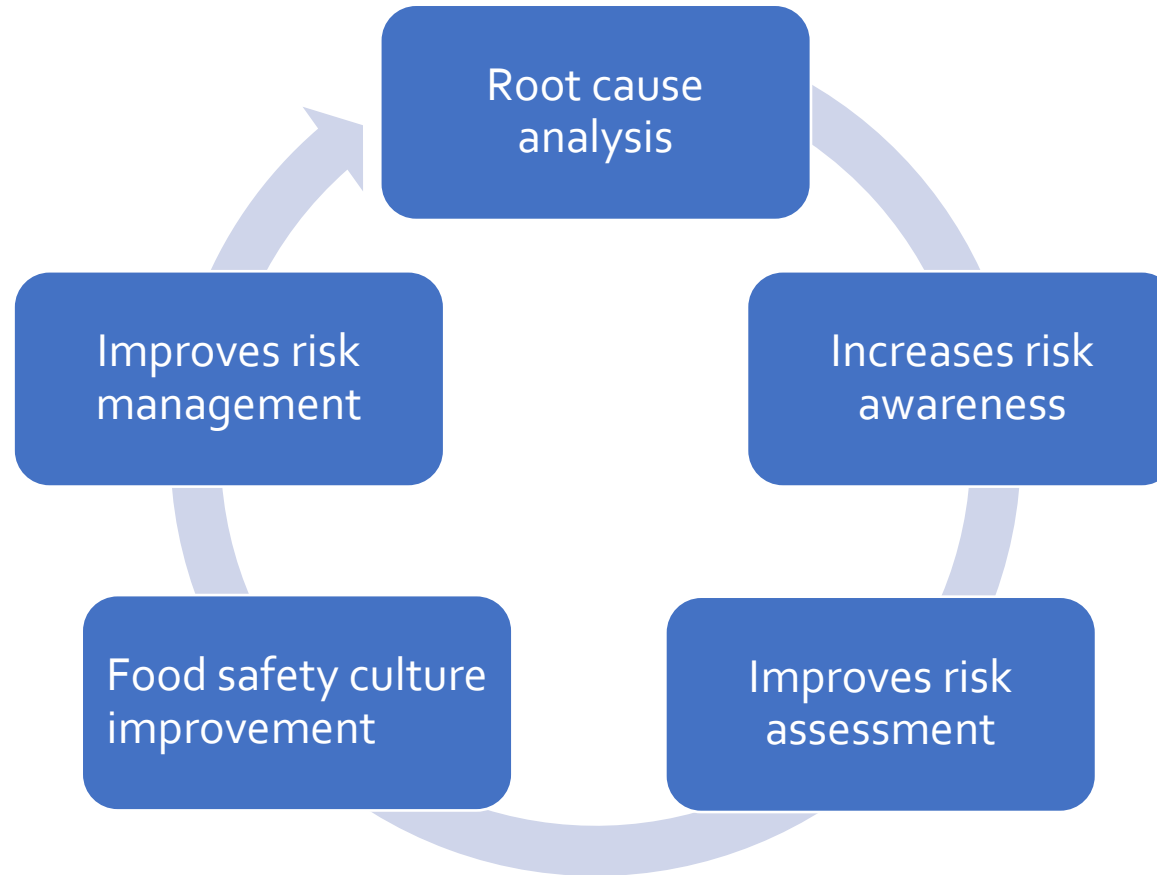
- ❖ Less errors, failures, customer complaints
- ❖ Improved agility in responding to unexpected events, changes
- ❖ Competitive advantage – employer of choice

❖ Individual level

- ❖ Shared purpose
- ❖ Better risk awareness
- ❖ Consistent compliance
- ❖ Work satisfaction



Root cause analysis and food safety culture



Behavioural root cause analysis

- ❖ People control the application of technical requirements
 - Time constraints?
 - Lack of resources?
 - Lack of skills, knowledge?
 - Has the 'why' been explained?
 - Lack of motivation?

- ❖ The '*why*' of food safety gives purpose and drives motivation



Behavioural root cause analysis

Example: Sanitiser level below acceptable limit

First layer

Technical questions – equipment failure? chemical shelf-life?

'People' questions – timing of monitoring?

Second layer

Scheduled equipment calibrations?

Why monitoring schedule behind?

Chemical stock checks?



Integration of management system and cultural issues



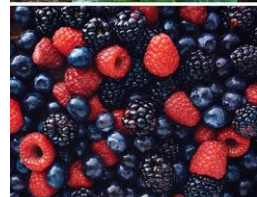
Challenges of improving food safety culture

Resources

e.g., time, money, equipment, research information, staff availability, training, etc.

Behavioural factors

e.g. leadership, self-awareness, capability, feedback, motivation, teamwork



Overcoming challenges

- Antecedents
e.g., skills, knowledge
- Enabling conditions
e.g., policies, work environment
- Reinforcing factors
e.g., reward, incentive, consequence



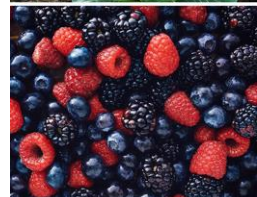
Challenges of improving food safety culture

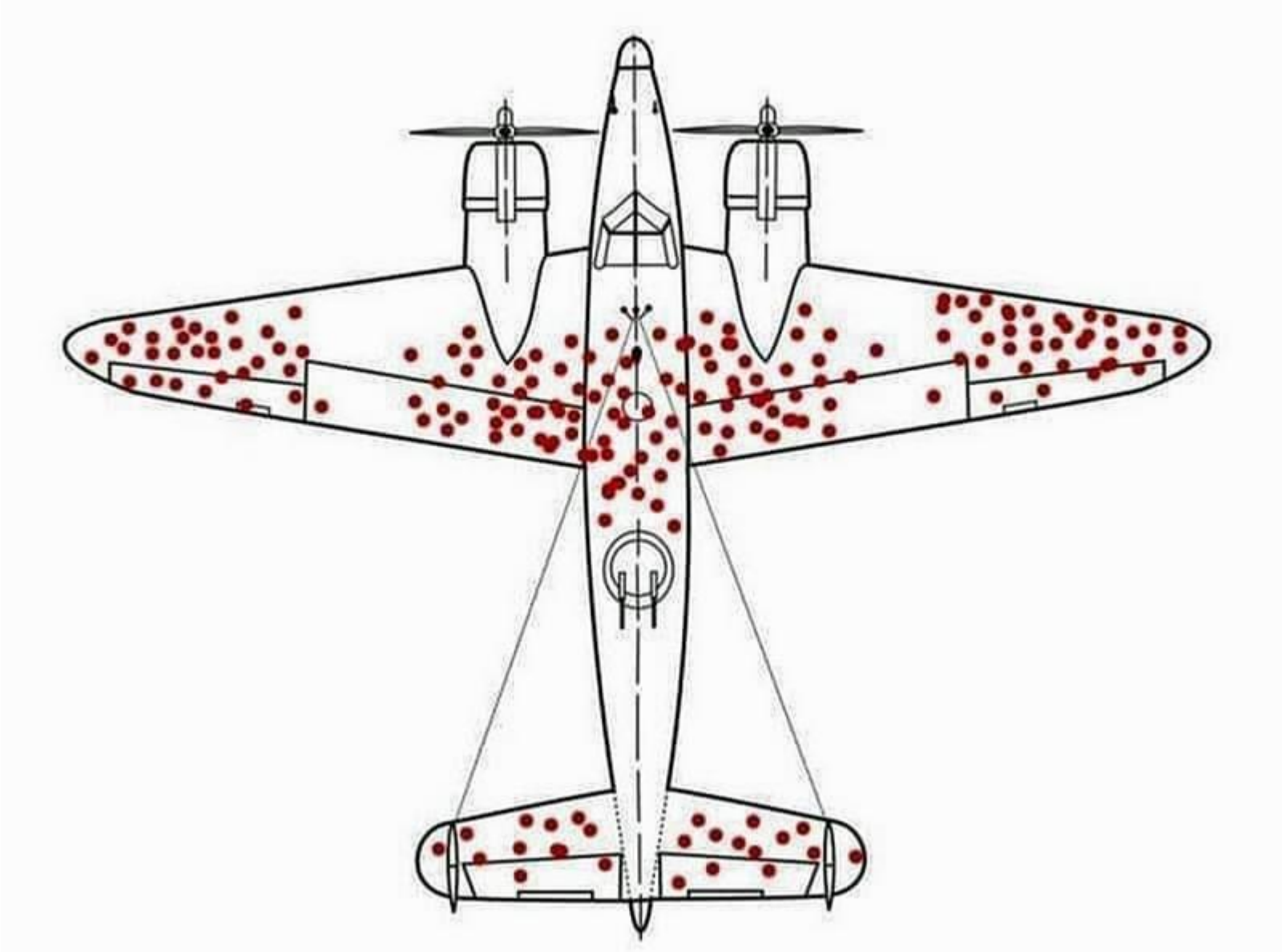
Resources

e.g., time, money, equipment, research information, staff availability, training, etc.

Behavioural factors

e.g. leadership, self-awareness, capability, feedback, motivation, teamwork, **sincerity**





Risk analysis and food safety culture



Building trust

- Say what you do and do what you say
- Always explain the 'why' of food safety
- Take ownership of your responsibilities
- Patiently seek the 'people' root cause of non-compliances
- Listen not only to what is being said but also to what is not said



Key messages

- Provide the vision and purpose to all - supply chain role
- Develop risk assessment capabilities within existing food safety management system
- Play the long game
- Grasp opportunities to build team work, understanding, and risk awareness
- Identify individual/team motivating factors and challenges

