International Association for Food Protection WEBINAR

Food Safety Culture PDG
Measure What You Treasure –
The power of qualitative culture assessments

Organized by IAFP's Food Safety Culture PDG

Moderator: Melody Ge, Chair of the Food Safety Culture PDG

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This webinar is being recorded and will be available to IAFP members within one week.

International Association for Food Protection

Webinar Housekeeping

- It is important to note that all opinions and statements are those of the individual making the presentation and not necessarily the opinion or view of IAFP.

- All attendees are muted. Questions should be submitted to the presenters during the presentation via the Questions section at the right of the screen. Questions will be answered at the end of the presentations.

- This webinar is being recorded and will be available for access within one week.

Panelists

John Boyce: Using Frontline Focus Groups, Management Interviews, Document Review, and In-plant Observations to Measure and Improve Food Safety Culture in Food Manufacturing Environments.

Paola Lopez: Conscious Leadership: Why Qualitative Approaches are Important.

Sophie Tongyu Wu: Helping Middle Managers Make Sense of and Give Meaning to Food Safety Changes: A Qualitative Systematic Literature Review.

Moderators

Melody Ge, Chair of the Food Safety Culture PDG

Using:

- Frontline focus groups
- Management interviews
- Document review
- In-plant observations

to measure and improve food safety culture in food manufacturing environments

John Boyce, Cultivate SA Associate

“Collecting your data”

What
is our
current
situation?

An incredible free resource

Alliance to Stop Foodborne Illness

Food Safety Culture Toolkit

Bring Your Essentials

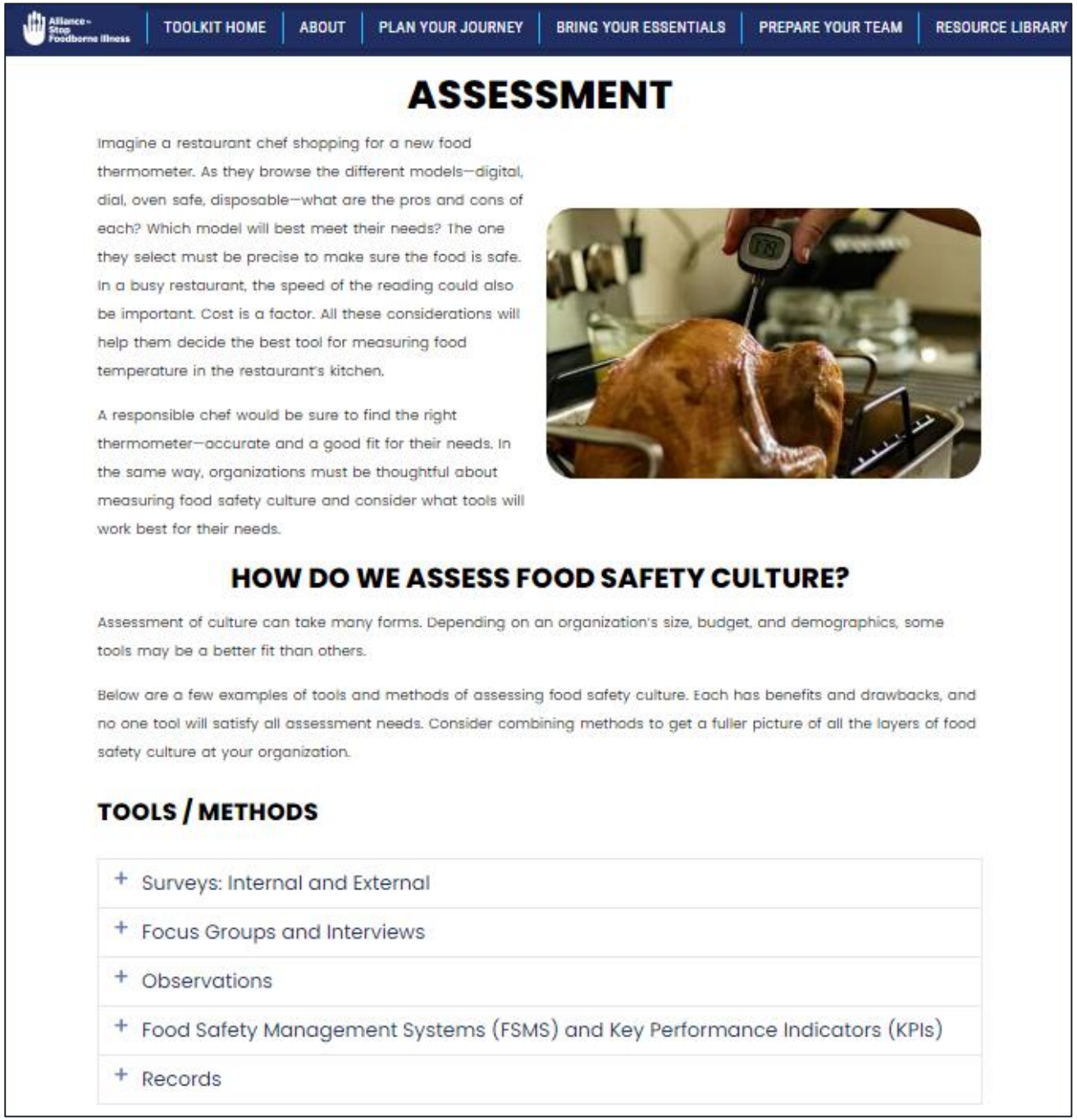
Plan Your Journey

Prepare Your Team

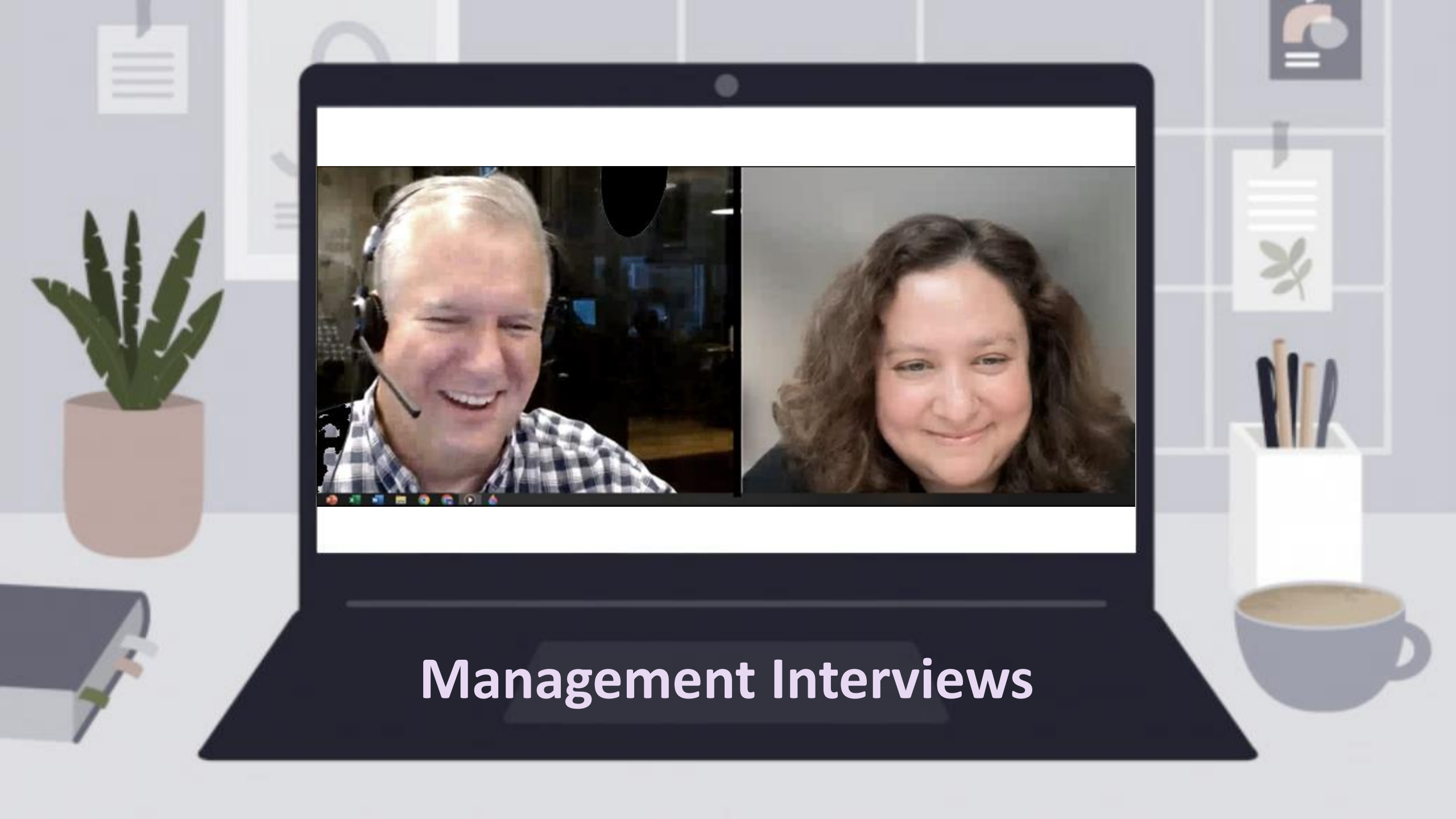
Proud Recipient of the 2024 IAFP Innovation Award

International Association for Food Protection

https://stopfoodborneillness.org/toolkit/assessment



Frontline Focus Groups


Management Interviews

Focus Groups and Interviews

Description

Focus groups and interviews conducting small-group or individual interviews to discuss food safety culture in depth. Use of open-ended questions can explore experiences, perceptions, and opinions to give insights into why people feel and think the way they do.

Benefits

Thoughtful discussion can provide rich qualitative data into nuances of culture

Explanation of more complex terms

Pick-up on non-verbal cues

Detailed exploration of underlying factors influencing attitudes and behaviors

Participants sharing experiences may also share suggestions or ideas for improvements

Better insights into why certain opinions are held

Drawbacks

Require time, resources, and trained facilitators specializing in guiding discussion

Challenging to generalize findings from small groups or individuals to the whole organization

Analysis of qualitative data can be subjective and time consuming

Internal consistency can be challenging to demonstrate

Influence of the moderator

Opinions of the less vocal/introverts may not be captured

The less confident tend to be agreeable with the more confident

SOURCE: *https://stopfoodborneillness.org/toolkit/assessment*

Document Review

Document Review

Description

Records are ongoing quantitative and qualitative data such as near-misses, cleaning and sanitation logs, or ongoing training and education. Additional metrics could include consumer claims or complaints and audits.

Benefits

Can provide ongoing monitoring to track trends, find areas of concern, and take timely corrective action

Quantitative data creates clear benchmarks for goal setting and accountability, reflecting the company's food safety culture

Often necessary for legal and regulatory compliance

Uncover meaning, provide rich descriptions and develop understanding

Low cost

Drawbacks

May not capture qualitative data about complexities of culture

Are reactive rather than proactive

Can be incomplete or inaccurate, leading to missed opportunities or misguided decisions

May focus more on compliance and regulatory standards rather than the comprehensive food safety culture

Relies on documentation preserved by others

SOURCE: *https://stopfoodborneillness.org/toolkit/assessment*

In-plant Observations

In-plant Observations

Description

Observations involve direct monitoring of food safety practices and behaviors of employees.

Observations may be performed by food safety staff, trained auditors, of team leaders or supervisors of the observed employees (such as through Gemba walks).

Benefits

Provide firsthand insights into actual daily practices

Allow for coaching opportunities, immediate correction of potential issues, and identification of focus areas to reduce risk

Can complement survey data to provide a more comprehensive picture of culture

Drawbacks

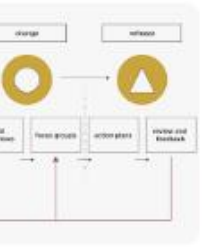
Requires time, resources, and trained personnel to conduct effectively

Due to the time commitment, may be limited to only a few observations at a time, leading to potentially incomplete assessment

Observed individuals may modify their behavior if they are aware of the observation

SOURCE: *https://stopfoodborneillness.org/toolkit/assessment*

Knowledge | Culture maturity model | Brc | Questions | Culture excellence | Foo ›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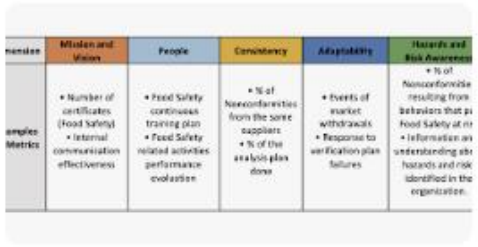
Safety Culture
Free Food Safety ...

Food Safety Tech
Food Safety Culture...



F. Nuno F. Soares – Food Safety Expert
Food Safety Culture: How can you ...

FS Food Safety Magazine
Measuring Food Safety Cul...

B Brcgs
ASSESSMENT REPORT

Semantic Scholar
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Examples |
Safety Culture Survey - 13+ Examples ...

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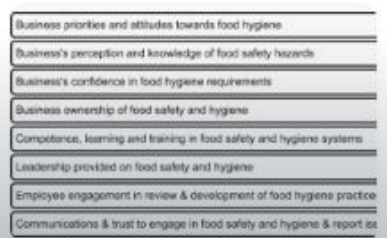

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The Assessment of Food Safety Cultur...

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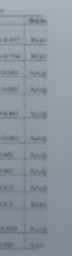
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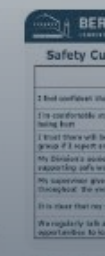
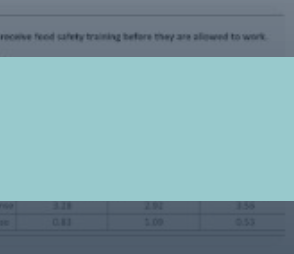
New food safety survey: results show ...



SlideP...
1 Safety

How about a survey?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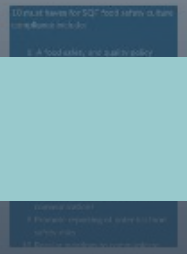
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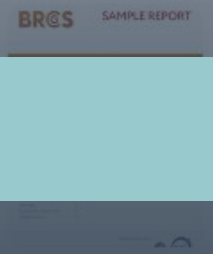

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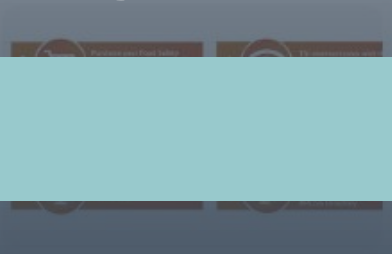
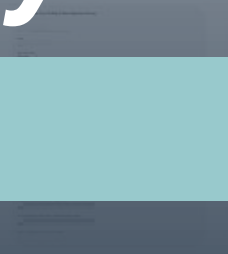

X.com
Culture Excellence assessment module ...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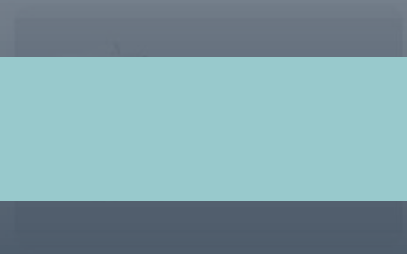
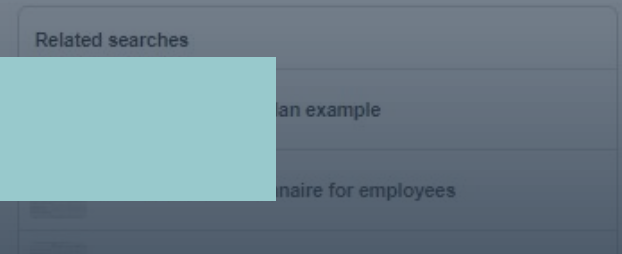
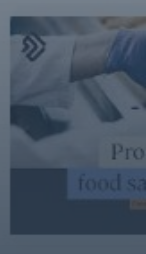

Provision Analytics
Management of Your Food Safety Culture...





High Speed T...
What is a Food...

Dr. Shingai Nyarugwe, Lecturer in Food Safety, UCLan

Storytelling:

"Our study demonstrated the ability of the mixed-methods approach to assess and distinguish an organisation's prevailing food safety culture into identified classification levels (reactive, active, proactive). Specifically, ***storytelling*** *elicited respondents to share stories, which reflected the food safety and hygiene control attitudes."*

Nyarugwe, S. P., Linnemann, A., Nyanga, L. K., Fogliano, V., & Luning, P. A. (2018). Food safety culture assessment using a comprehensive mixed-methods approach: A comparative study in dairy processing organisations in an emerging economy. Food Control, 84, 186-196.

Designing your assessment

One size does NOT fit all!

Assessment methods must be tailored for each company – and sometimes for individual sites, different geographical regions, functional areas, and roles.

Method Triangulation

Triangulation and the importance of establishing valid methods for food safety culture evaluation
Food Research International. Jespersen, L., & Wallace, C. A. (2017)

PAS 320:2023

Developing and sustaining a mature food safety culture – Guide

bsi.

6 Understanding the organization's food safety culture

6.1 Determining the current maturity level of the organization's food safety culture

6.1.1 General

The guiding coalition team should assess and measure the current maturity level of its existing food safety culture, at regular intervals, using a maturity model (see **3.1.14**) that best fits the organization and that incorporates the five dimensions of a food safety culture and their critical elements, the key elements of FSMS and the management principles (see **4.2**).

NOTE 1 *The GFSI position paper [5], Appendixes 4 and 5, has proposed a maturity model considering the five dimensions of a food safety culture, its critical components and five stages of maturity.*

The organization should establish a numerical scale of maturity levels.

NOTE 2 *This numerical scale allows change in the maturity level of the organization's food safety culture to be measured.*

6.1.2 Collecting data for maturity assessment

The guiding coalition team should collect and document data to assess and measure the maturity level of its food safety culture.

NOTE 1 *Data are essential elements for an accurate assessment and measurement of the maturity level of the organization's food safety culture, an effective mapping of needs, expectations and changes to the existing system against culture maturity gaps, and a risk-based approach to setting priorities for change.*

The organization should define the methods and tools for data collection, including a sampling plan.

NOTE 2 *Tools for data collection include, but are not limited to, internal audits, behavioural observations, interviews, questionnaires and surveys.*

The tools selected should enable the organization to obtain data related to each element of the maturity model and its related dimensions of food safety culture. The tools should collect data using a scale that aligns with the maturity model so that it can be assessed against the maturity levels.

When the tool selected involves feedback from employees, the organization should establish a process that offers anonymity in order to encourage honest feedback from employees.

The organization should establish rules to minimize bias in the interpretation of the data collected.

The organization should establish rules to prevent retaliation in response to the outcome of data collected.

6.1.3 Assessing and measuring the current maturity level of the organization's food safety culture

Using the data collected (see **6.1.2**), the guiding collation team should:

a) identify the minimum and maximum score obtained and calculate the mean score for each dimension of a food safety culture assessed;

b) identify statistically significant differences within each dimension of a food safety culture assessed;

NOTE 1 *The identification of statistically significant differences of maturity within the same dimension supports mapping needs, expectations and changes to the existing systems against maturity gaps.*

NOTE 2 *Statistics software is a useful tool to support organizations in assessing data related to the maturity level measurement of their food safety culture.*

c) insert in the maturity model the minimum, mean and maximum score obtained against each assessed element of the maturity model and its related dimensions of a food safety culture; and

d) define the maturity level of the organization's food safety culture for each element of the maturity model and its related dimensions of a food safety culture based on the mean score obtained in each of them.

The outcome of the assessment and measurement of the maturity level of the organization's food safety culture should be documented and communicated to top management, within the guiding coalition team, and to other interested parties.

Figure 2 demonstrates a structured example of both the progressive nature of the maturity levels and how the organization might refer to these levels in order to facilitate the internal communication of the maturity level of the organization's food safety culture.

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Let’s set it in motion.

Before we can begin a process of continual improvement, we must first measure how our current corporate culture is working for or against us and assess our organization’s level of food safety maturity.

Only then can we develop a plan for intervention.

Thank you for your time ☺

Eradicate foodborne illness. One culture at a time

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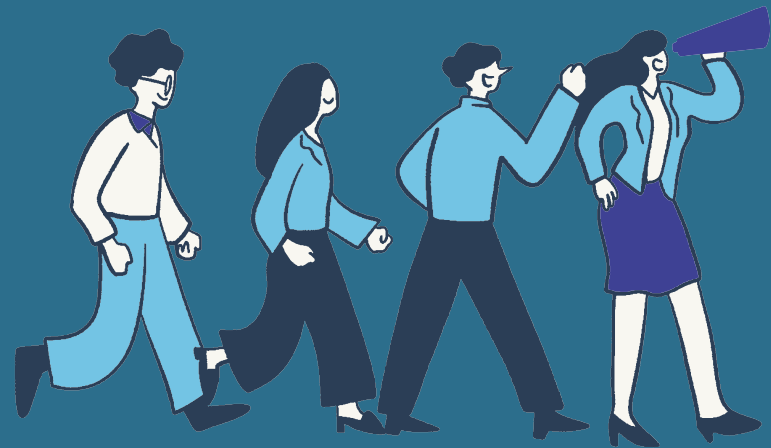
Conscious Leadership: Why qualitative approaches are important

Paola López Cervantes

CULTIVATE SA

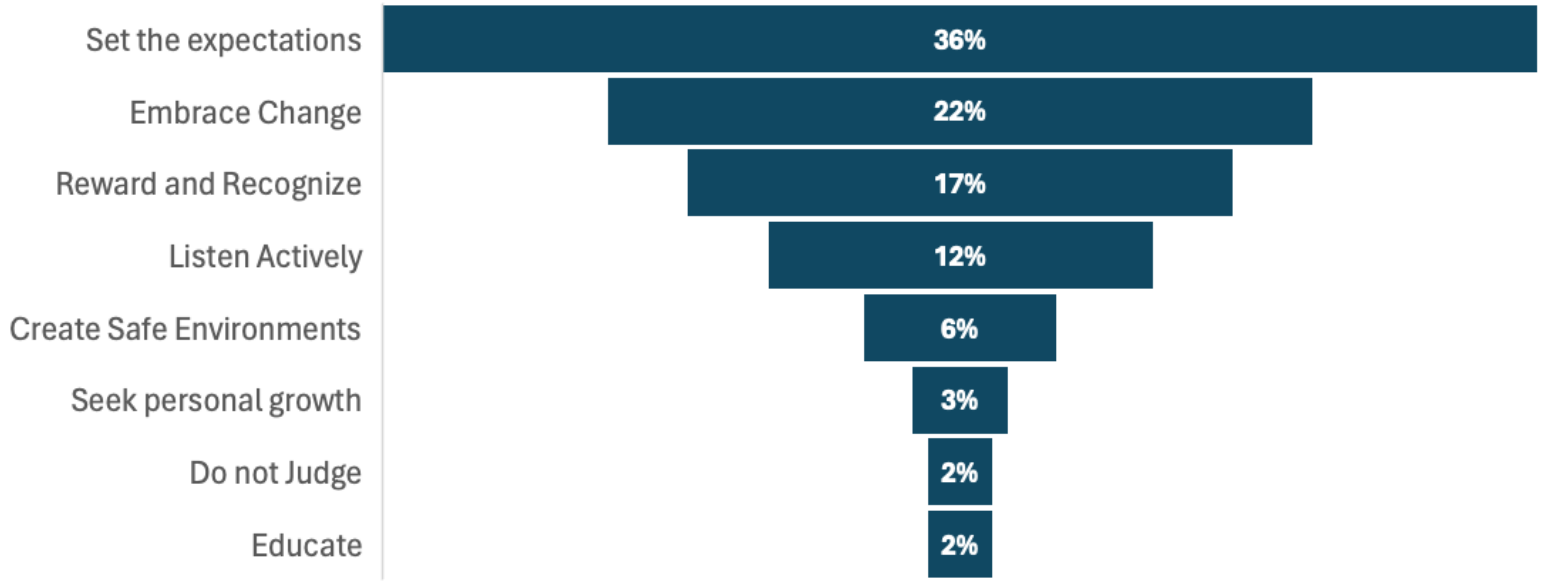
Instituto Nacional de Salud Publica de México



What is expected ?

Organizational cultures are created by leaders

We asked 16 Top Leaders of the food industry in LATAM, what is the main characteristic within their work team that distinguishes the best leaders in food safety culture



A conscious leader manages emotions and skills, distinguishes between priorities and his decisions support others to make the right decisions.

Which Personality Type of leader is conscious?

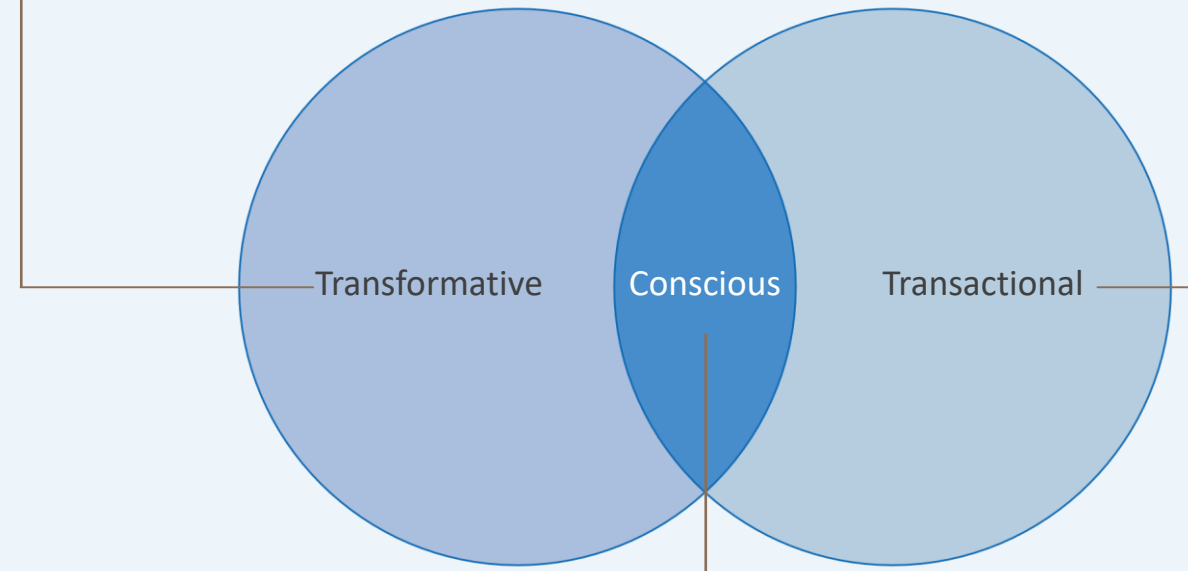
Emotional Awareness

Psychological wellbeing

An extrovert, friendly and talkative leader who inspires others fearless.

Strategic leadership approach, and introspective with limited social circles.

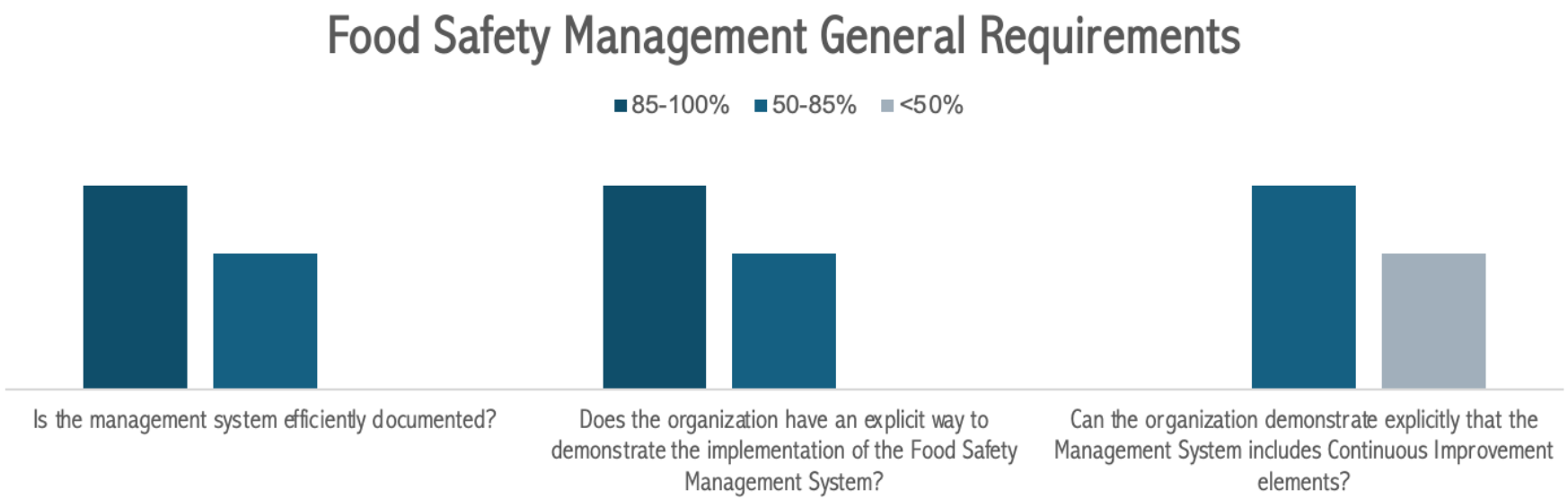
PURPOSE



An ambivert, on the other hand, may exhibit both extrovert and introvert behaviors.

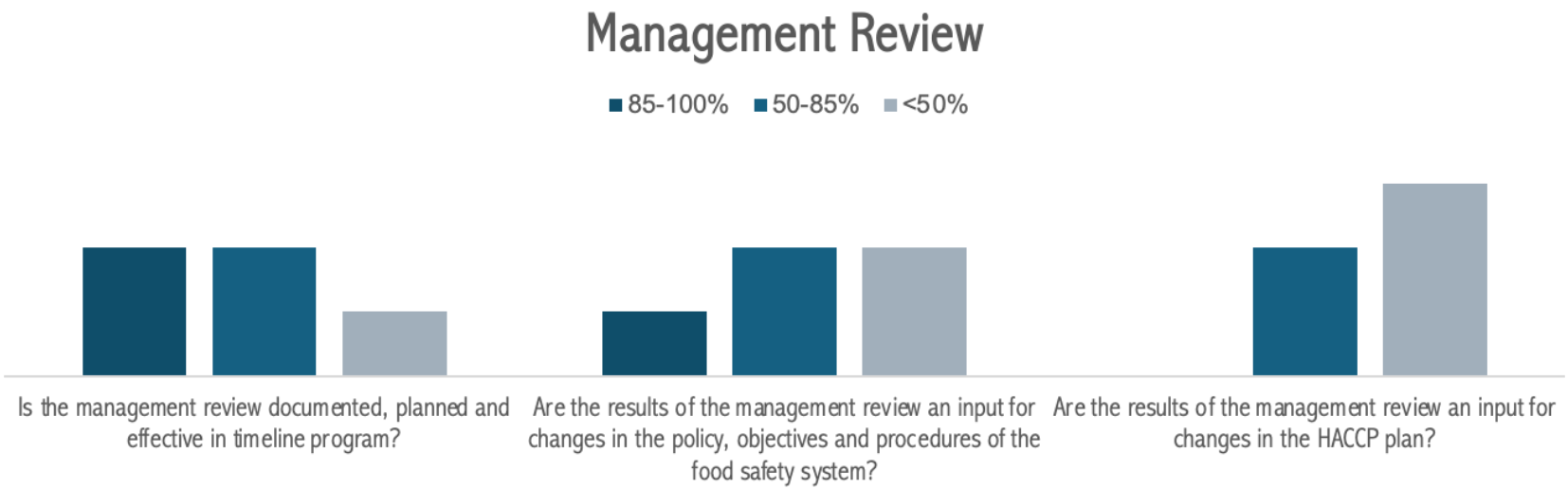
When managers create the culture of food safety

A total of 23 surveys will be applied among 5 different certifications bodies with presence in Mexico and Central America, that will select certified auditors that will perform audits under any scheme recognized by GFSI, with the approach to answer the percentage of compliance based on their perception

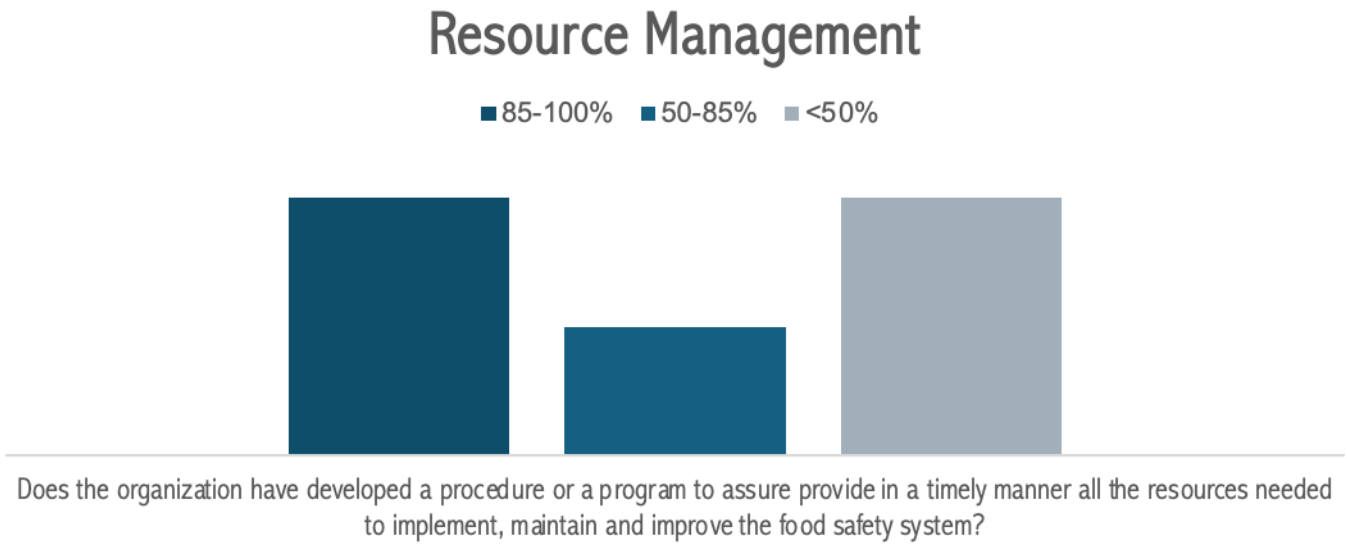


A certification does not guarantee a food safety culture

Conscious leaders use performance information to improve the food safety system, are allies of managers and help them to understand the strengths and weaknesses of the food safety system.



When leaders change the culture of food safety



MOTIVATION

A real Case of Conscious Leaders:

An RTE plant with more than 100 positive points in medium-risk areas managed to change the rules of the game

Food Safety Culture as a company brand

ALIGN BEHAVIORS WITH QUALITY CULTURE

Values are shaped by mindset and choice. People can consciously identify what they value and purposely choose to prioritize it

Focus on factors under our control and **responsibility on quality and food safety**

Learning and continuous improvement for processes optimization

Quality and food safety system compliance and **adequate processes management with real expectations**

Monitoring of the **fulfillment of objectives and goals**

An inclusive and trustworthy environment **with a common goal**

Good values are typically ones that you have control over

How to communicate the progress?

What food companies show on their dashboards are performance indicators and during audits the interpretation of the results changes from person to person.

A dairy company in Jalisco Mexico and a Meat production plant in Oklahoma have in common that more than 40% of their staff doesn't read or write and both have a food safety certification

In organizational transformation, the message must be aligned with the principles and values of the organization to create empathy, but the message must be simple to understand and act accordingly.

How to connect?

If you want to sell it,
you will need a

CONCEPT

FOOD WOULD NEVER
BE BORING,
CULTURE IS
THE LOVE
FOR CONSUMERS
EXPRESSED IN IT

cold,
smooth
& tasty.

Ask me something

Paola López Cervantes
paola@cultivatefoodsafety.com
paola.lopez@insp.edu.mx

Helping middle managers make sense of and give meaning to food safety changes: A qualitative systematic literature review

Dr. Sophie Tongyu Wu, University of Central Lancashire, UK
IAFP Food Safety Culture PDG Webinar
June 20, 2024

Preliminary Data

- “Nudging” project to strengthen food safety culture
- Of the participating nine food manufacturing companies, many of them struggled to make sense of the incremental changes
- Inability to make sense resulted in reduced participation level
- Lower people engagement prevented action
- The key change agents are usually middle managers (e.g., shift managers, area managers, supervisors…)

What's sensemaking?

- The process of sensemaking is "the ongoing retrospective development of plausible images that rationalize what people are doing" (Weick, Sutcliffe and Obstfeld, 2005)
- Conceived as a process of *enactment* : "People think by acting. " (Weick 1988)

What's sensemaking?

- People make sense by *interacting* with others (Weick et al. 2005; Maitlis & Sonenshein 2010)
- Co-create context (Maitlis & Sonenshein 2010)

- "*[Organizing] is achieved to the extent that [sensemaking] is accomplished*." (Sandberg & Tsoukas 2014)

“Power to the middle”

- Middle managers **contextulise** strategic change through their **operational decision-making** and communicating **role identity** to frontline workers (e.g., Currie 1996; Woolridge 2008; Bukh et al. 2020)
    - “What does this mean to me? What does this mean to my team?”
- Facilitate change **operationalisation** by setting local expectations and monitoring performance (Bartlett & Ghoshal 1993)
- **Bridge conflicting priorities** (Sharma & Good 2013; Guo et al. 2017)
- **Enrich understanding** of unexpected events (Beck & Plowman 2009)
- Middle management **balance employees’ emotions** during times of uncertainty and change (Huy 2002)
    - Inability to balance emotions leads to resistance

“Power to the middle”

- Changes initiated by middle managers were found to elicit **an elevated level of support and positive attitude** among employees, compared to changes initiated solely by top management (Heyden et al. 2017).
- *“Change recipient creates change.”* (Balogun & Johnson 2004)

- However, middle managers not always mobilised in driving change…

Research question

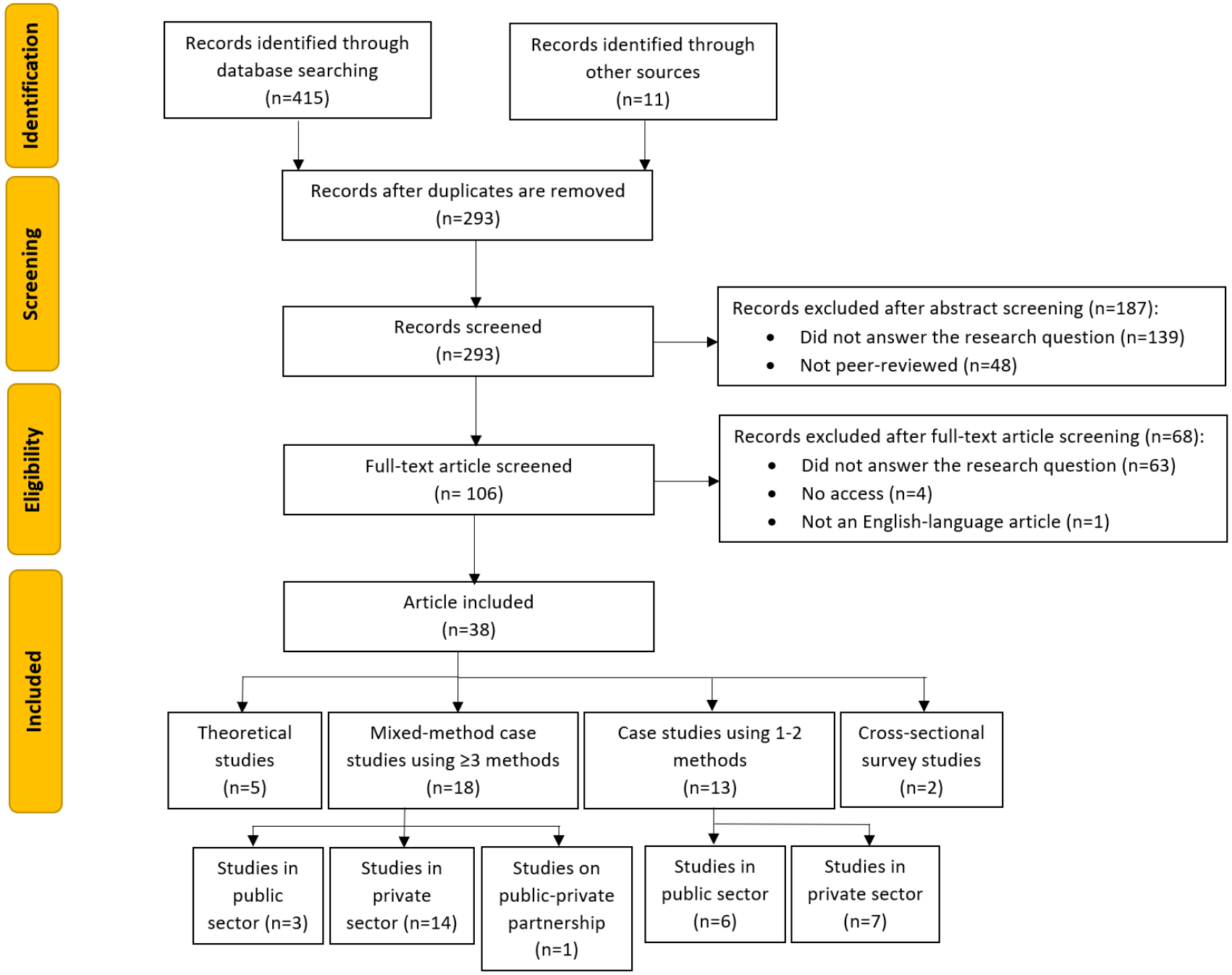
- *Through what mechanisms does middle managers' sensemaking shape organisational change?*

Methodology

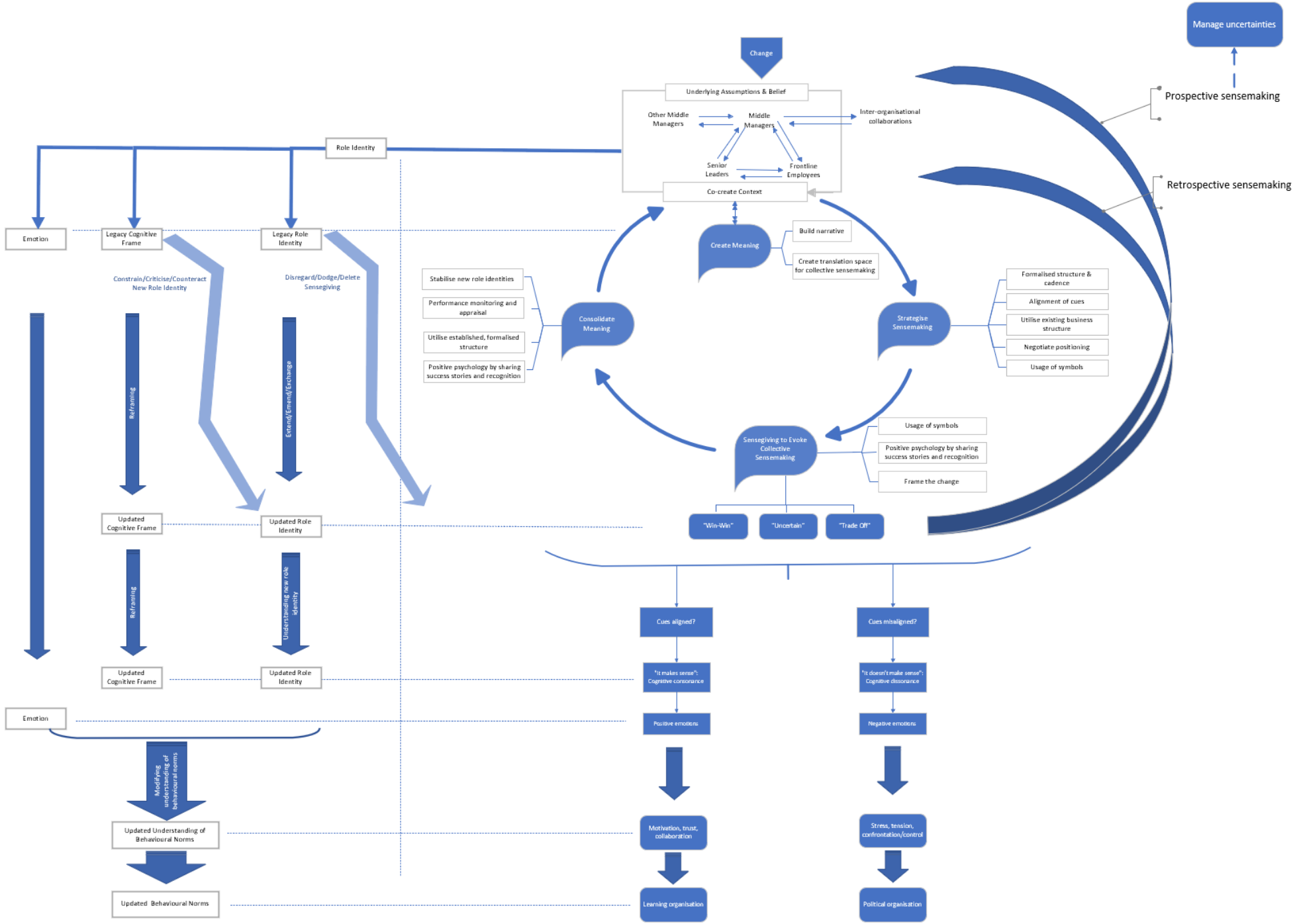
Methods

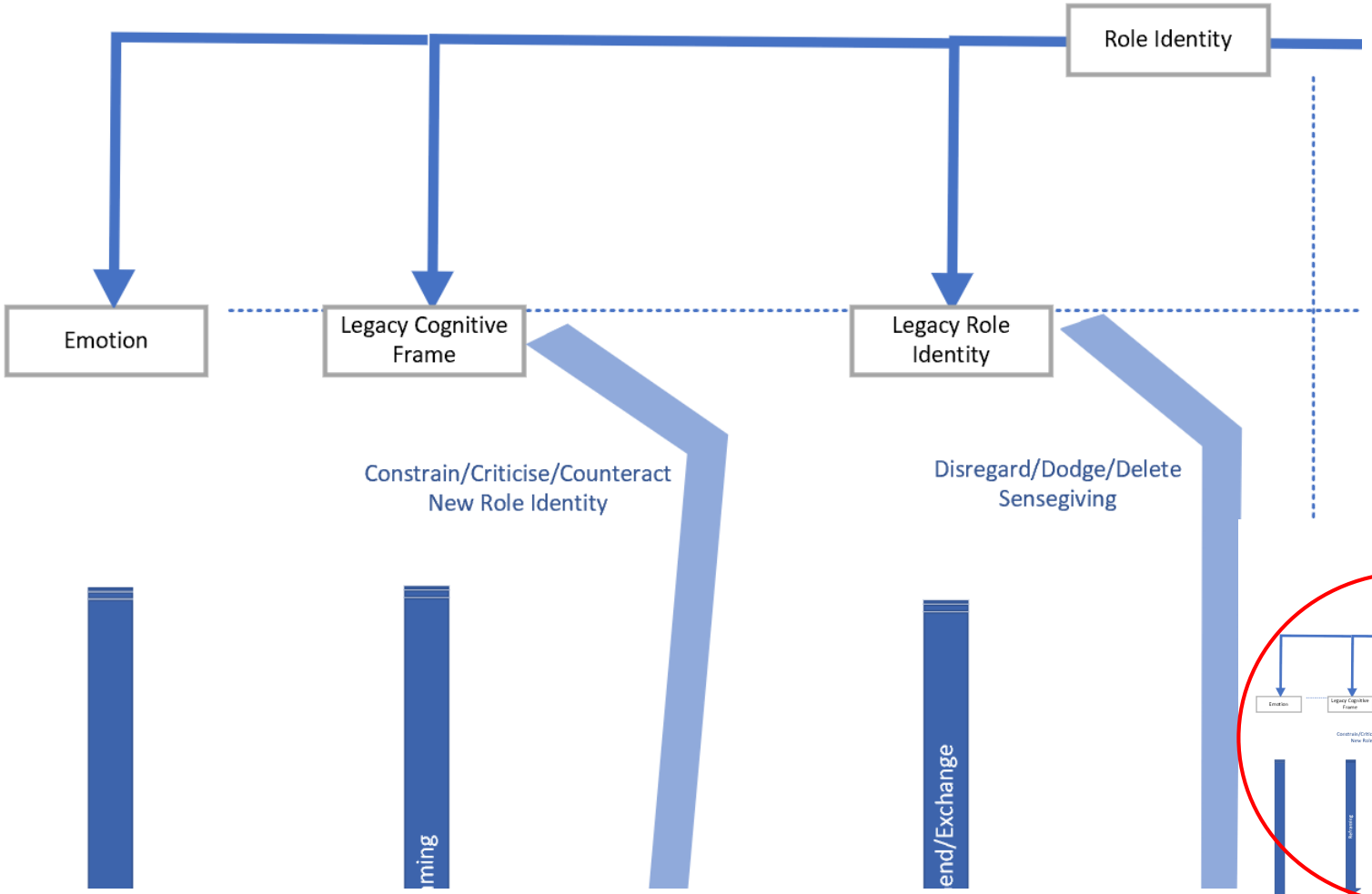
- 7 databases:
  - Scopus
  - Web of Science
  - ScienceDirect
  - Taylor & Francis Online
  - Wiley
  - ProQuest
  - Emerald Insight
- [(abstract: (“sensemaking” OR “sense-making”) AND “change” AND “manage*”) AND (all fields: (“sensemaking” OR “sense-making”) AND “organizational change” AND “middle manage*”)].
- Only peer-reviewed scholarly journal articles in English language that answered the research question are included.
- Thematic network analysis in Nvivo version 14

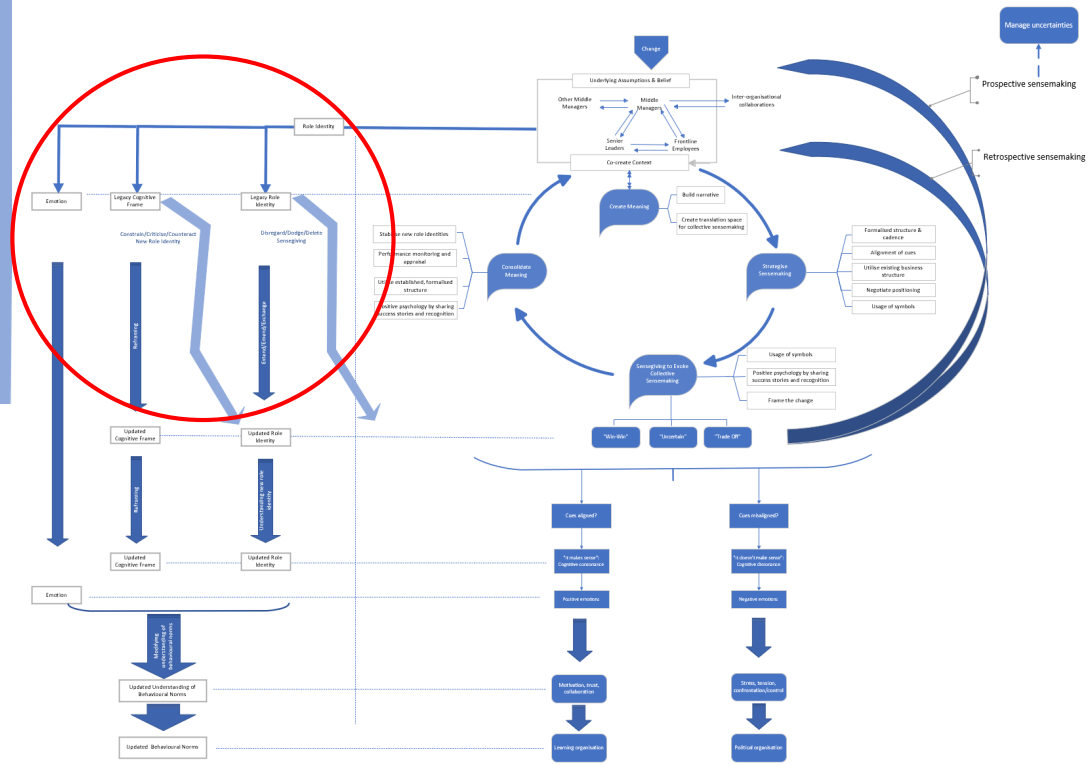
Figure 1. PRISMA flow diagram.

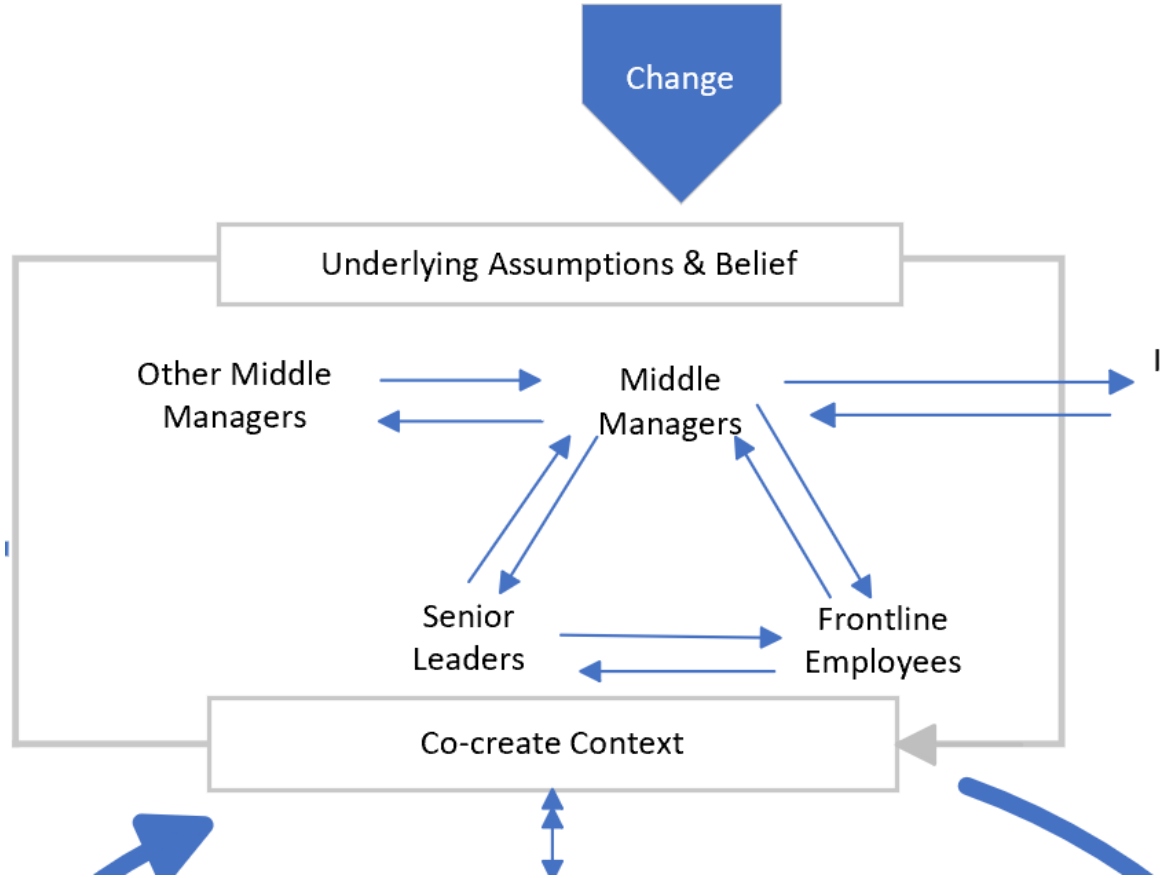


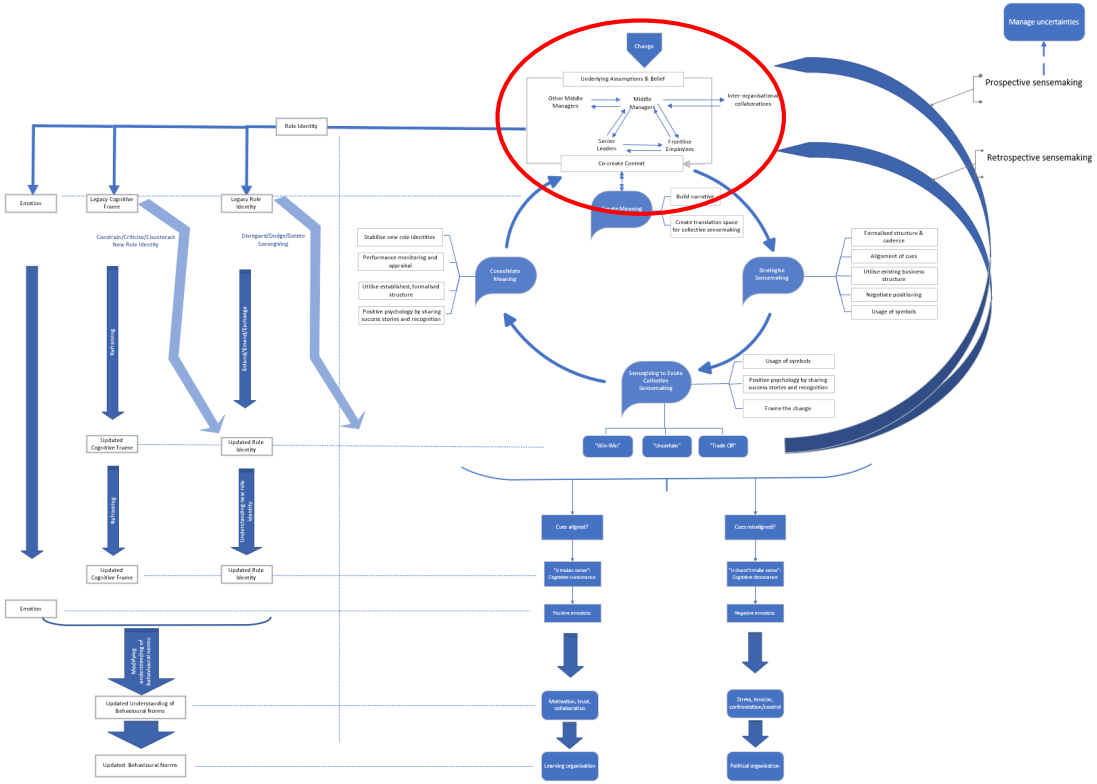
Preliminary Results

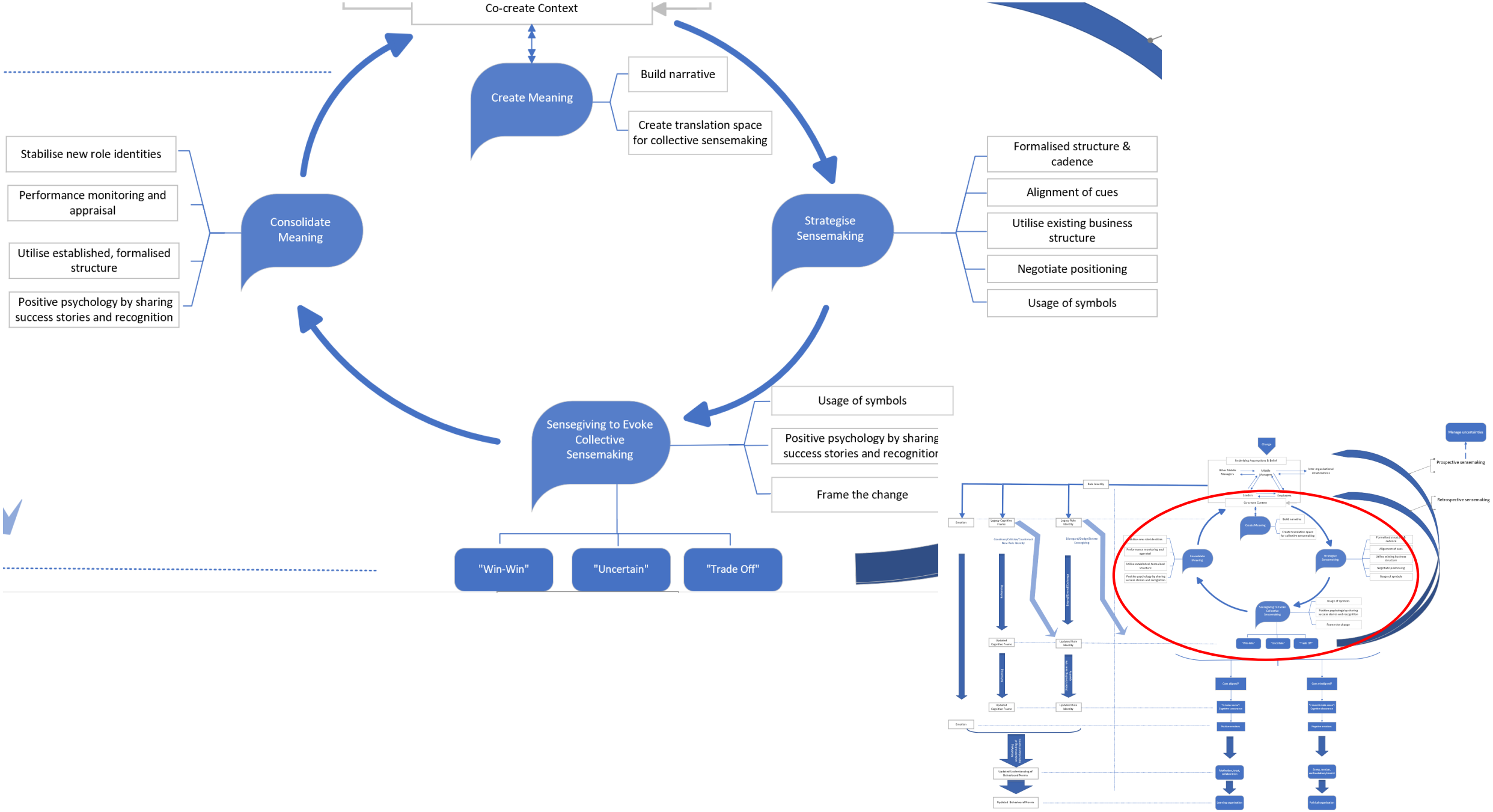

Manage uncertainties
Prospective sensemaking
Retrospective sensemaking
Change
Underlying Assumptions & Belief
Other Middle Managers
Middle Managers
Inter-organisational collaborations
Senior Leaders
Frontline Employees
Co-create Context
Role Identity
Emotion
Legacy Cognitive Frame
Legacy Role Identity
Constrain/Criticise/Counteract New Role Identity
Disregard/Dodge/Delete Sensegiving
Reframing
Extend/Amend/Exchange
Updated Cognitive Frame
Updated Role Identity
Reframing
Understanding new role identity
Updated Cognitive Frame
Updated Role Identity
Emotion
Modifying understanding of behavioural norms
Updated Understanding of Behavioural Norms
Updated Behavioural Norms
Create Meaning
Build narrative
Create translation space for collective sensemaking
Stabilise new role identities
Performance monitoring and appraisal
Utilise established, formalised structure
Positive psychology by sharing success stories and recognition
Consolidate Meaning
Strategise Sensemaking
Formalised structure & cadence
Alignment of cues
Utilise existing business structure
Negotiate positioning
Usage of symbols
Sensegiving to Evoke Collective Sensemaking
Usage of symbols
Positive psychology by sharing success stories and recognition
Frame the change
"Win-Win"
"Uncertain"
"Trade Off"
Cues aligned?
Cues misaligned?
"It makes sense": Cognitive consonance
"It doesn't make sense": Cognitive dissonance
Positive emotions
Negative emotions
Motivation, trust, collaboration
Stress, tension, confrontation/control
Learning organisation
Political organisation

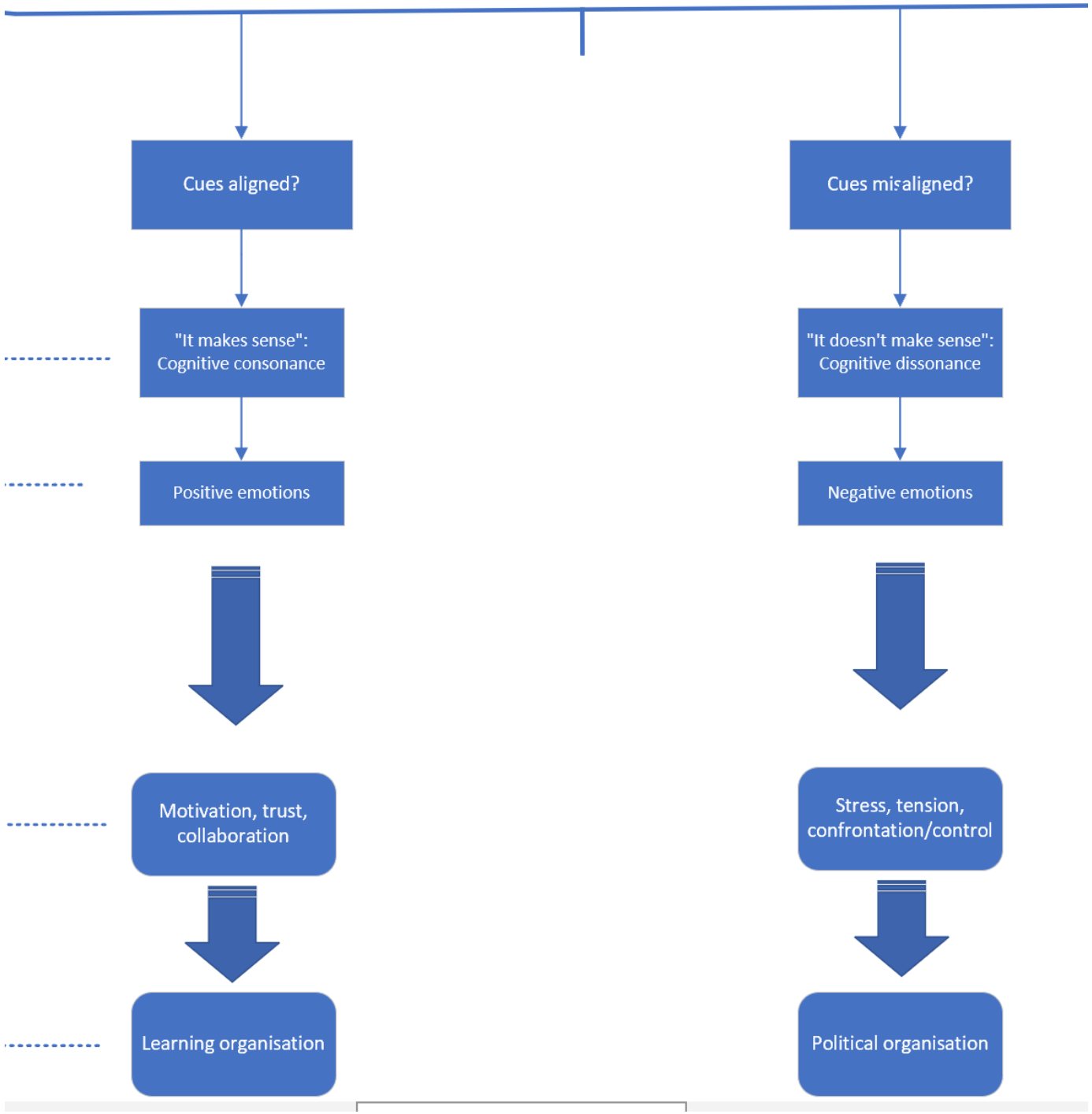

Role Identity
Emotion
Legacy Cognitive Frame
Legacy Role Identity
Constrain/Criticise/Counteract New Role Identity
Disregard/Dodge/Delete Sensegiving

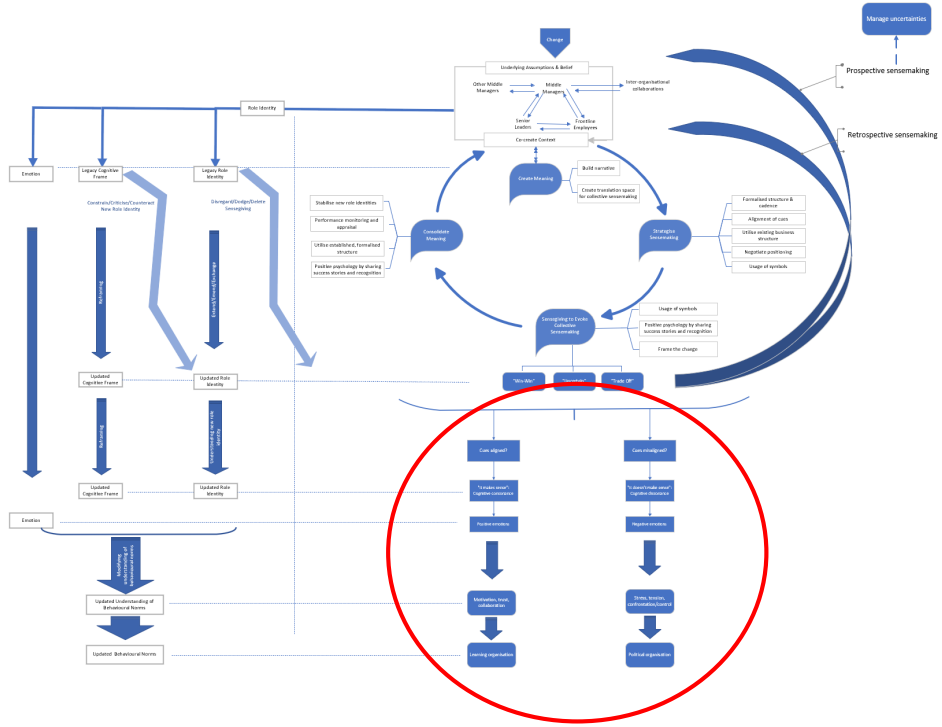

Role Identity
Emotion
Legacy Cognitive Frame
Legacy Role Identity
Change
Underlying Assumptions & Belief
Middle Managers
Co-create Context
Create Meaning
Consolidate Meaning
Strategize Sensemaking
Sensegiving to Evoke Collective Sensemaking
Manage uncertainties
Prospective sensemaking
Retrospective sensemaking
Updated Cognitive Frame
Updated Role Identity
Updated Understanding of Behavioural Norms
Updated Behavioural Norms
Motivation, trust, collaborative
Learning organisation
Political organisation


Change
Underlying Assumptions & Belief
Other Middle Managers
Middle Managers
Inter-organisational collaborations
Senior Leaders
Frontline Employees
Co-create Context




Co-create Context
Create Meaning
Build narrative
Create translation space for collective sensemaking
Strategise Sensemaking
Formalised structure & cadence
Alignment of cues
Utilise existing business structure
Negotiate positioning
Usage of symbols
Sensegiving to Evoke Collective Sensemaking
Usage of symbols
Positive psychology by sharing success stories and recognition
Frame the change
"Win-Win"
"Uncertain"
"Trade Off"
Consolidate Meaning
Stabilise new role identities
Performance monitoring and appraisal
Utilise established, formalised structure
Positive psychology by sharing success stories and recognition


Cues aligned?
Cues misaligned?
"It makes sense": Cognitive consonance
"It doesn't make sense": Cognitive dissonance
Positive emotions
Negative emotions
Motivation, trust, collaboration
Stress, tension, confrontation/control
Learning organisation
Political organisation


Manage uncertainties
Prospective sensemaking
Retrospective sensemaking

Preliminary conclusions

- Middle managers pivot change through their sensemaking.
- Understanding of middle managers' sensemaking **has evolved** from "building narratives" to "facilitating collective sensemaking".
- Sensemaking activities centre around building, strategising, and consolidating **narratives** that middle managers can "sell" to **convince change stakeholders** for buy-in and support.
- Middle managers utilise a range of tactics to enact the organisation through sensemaking. The **sensemaking process *is* the organisational change discourse**.
- Prospective sensemaking relates to how "risk" is conceived. Risk is not discrete event, but rather the plausibility of an event. **Management of risk** involves active anticipation of future events based on evaluation of all kinds of contextual cues.

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Thank You

Dr. Sophie Tongyu Wu | stwu@uclan.ac.uk

Contact Info

Paola Lopez paola@cultivatefoodsafety.com

Sophie Tongyu Wu sophie@cultivatefoodsafety.com

John Boyce john@cultivatefoodsafety.com

MelodyGe
Melody.Ge@Treehousefoods.com (MODERATOR)

Additional Resource mentioned in the webinar:

Assessing reliability and validity of food safety culture assessment tools
Shingai P. Nyarugwe
Lone Jespersen
Open AccessPublished: May 30, 2024DOI: https://doi.org/10.1016/j.heliyon.2024.e32226

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