



# BRC CULTURE EXCELLENCE

# FOOD SAFETY

# CULTURE

# MODULE



IN PARTNERSHIP WITH



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## WHAT IS FOOD SAFETY CULTURE EXCELLENCE?

03



People



Process



Purpose



Proactivity

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# WHAT IS FOOD SAFETY CULTURE EXCELLENCE?

Some aspects of excellence in food safety culture can be seen clearly and easily, such as facilities, documentation and visible behaviour.



However, many aspects are not visible and lie below the surface, such as unspoken rules, accepted levels of service, values and priorities.

Many organisations are beginning to realise that despite investment in food safety training, system implementation and auditing, something is still missing.

This 'something' is the assessment of their food safety culture, which until now has been very difficult to measure.

Taylor Shannon International (TSI) are industry leaders in the fields of food safety, management, education and organisational culture, and have developed an assessment of food safety culture, which demonstrates:

- the role company culture plays in creating an effective and responsive food safety and manufacturing environment
- the link between culture and audit success.

## THE CULTURAL ICEBERG

The lack of visibility over the aspects of a company that exist 'below the surface' makes it difficult for a business to assess its own food safety culture.

A Culture Excellence assessment converts what is often a broad or blurry concept into a measurable score and analysis which, if repeated annually, provides a baseline with which to compare the success of ongoing investments and changes.

**“YOU CAN HAVE THE BEST DOCUMENTED FOOD SAFETY PROCESSES AND STANDARDS IN THE WORLD, BUT IF THEY'RE NOT CONSISTENTLY PUT INTO PRACTICE BY PEOPLE, THEY'RE USELESS”.**

## EXCLUSIVE TO BRC GLOBAL STANDARDS: THE FOOD SAFETY CULTURE MODULE

Drawing on decades of academic research, combined with TSI's workplace research in food safety management, this module was developed by BRC Global Standards in partnership with TSI.

Using the same measurement criteria as the full Culture Excellence programme, the module was designed to be carried out alongside an annual BRC Global Standards Food Safety audit.

Demand for the BRC Global Standards Food Safety Culture Module was driven by retailers and manufacturers.

# THE FOOD SAFETY CULTURE MODULE

Exclusively available for BRC Global Standards certificated sites, the Food Safety Culture Module is an assessment offered as an addition to the annual food safety audit, and provides manufacturers with insight into the culture of their organisation.

It is carried out by the certification body at the same time as the audit and involves two questionnaires, both assessing company culture. One is completed by employees, and the other is completed by the external auditor following the audit.

Answers are measured across four categories: people, process, purpose and proactivity.

These each comprise four dimensions, providing results which are both segmented and overarching.

This granular level of detail, provided in an Assessment Report (example below), makes it easier to interpret the results, draw comparisons between sites, gain greater insight, and facilitate continuous improvement.

## EXAMPLE ASSESSMENT REPORT - SITE SCORE

TOTAL	PREVIOUS	CHANGE	GRADE	PREVIOUS	CHANGE
<b>76</b>	70		<b>B+</b>	B	
CATEGORY	DIMENSION	SCORE	TOTAL	PREVIOUS	CHANGE
<b>PEOPLE</b> 	EMPOWERMENT	81	<b>80</b>	70	
	REWARD	77			
	TEAMWORK	79			
	TRAINING	83			
<b>PROCESS</b> 	CONTROL	68	<b>72</b>	67	
	COORDINATION	71			
	CONSISTENCY	75			
	SYSTEMS	73			
<b>PURPOSE</b> 	VISION	75	<b>74</b>	74	
	VALUES	76			
	STRATEGY	73			
	TARGETS	72			
<b>PROACTIVITY</b> 	AWARENESS	75	<b>78</b>	68	
	FORESIGHT	80			
	INNOVATION	73			
	LEARNING	75			

# THE BENEFITS FOR YOU

The Food Safety Culture Module offers many benefits for manufacturers, specifiers and the wider industry. Culture has previously been an intangible aspect of operating a business, but this assessment provides a way to evaluate food safety culture, identify areas for development, and measure the success of changes over time as a company's culture evolves.

Food safety culture is a growing focus in the industry, and this module, exclusively available from BRC Global Standards, delivers thorough analysis and insight into working culture; complementing existing food safety programmes with valuable understanding of a site's culture and areas for action.

The attainment of an effective culture is a key aim of the most advanced businesses. The culture excellence assessment meets this challenge by going beyond the

period of the BRC Global Standards audit, and delves deeper into how the company operates through the entire year. It is an innovative method of measuring food safety, giving a fuller understanding of the culture of the site and its staff.

This visibility highlights areas for investment and facilitates improvement, providing the potential for a more food safety focused workforce, targeted training programmes, and greater operational insight.

## THE MODULE DELIVERS A SCORE AND ASSESSMENT FOR FOOD SAFETY CULTURE, WITH AN EXPLANATION PROVIDED

SCORE	GRADE	BASIC EXPLANATION
<b>90-100</b>	<b>A+</b>	Very high scores that are clearly above the 'industry norm' (60) and indicate a high level of satisfaction and agreement at the site. Practical tools and support mechanisms are in place.
<b>85-89</b>	<b>A</b>	
<b>80-84</b>	<b>A-</b>	High scores that are above the 'industry norm' and indicate general satisfaction and agreement. Tools and support mechanisms are in place, and these are mostly well utilised though there are ways in which they can be enhanced.
<b>75-79</b>	<b>B+</b>	
<b>70-74</b>	<b>B</b>	
<b>65-69</b>	<b>B-</b>	Medium scores that are close to the 'industry norm' and indicate partial satisfaction and agreement. Some tools and support mechanisms exist, though they vary in effectiveness. Design, management or communication improvements could be made.
<b>60-64</b>	<b>C+</b>	
<b>55-59</b>	<b>C</b>	

## KEY BENEFITS

- Determines strengths and weaknesses in food safety capability
- Provides real insight into staff opinion, attitude, and behaviour
- Provides multi-site businesses with a benchmarking tool to compare sites to each other
- Reveals the 'unseen' culture that goes beyond the day of audit
- Complements the existing audit programme with a behaviour-based approach
- Strengthens your reputation through a proactive approach to food safety culture
- Offers significant return for a low cost and hassle-free module added to annual audit
- Measures the impact of training, systems, and other initiatives
- Evaluates return on investment of budget and identifies the most important targets for resource allocation
- Develops supply chain awareness and supports site-specifier partnerships built on increased confidence
- Adds value to BRC food safety certification as a product exclusive to BRC Global Standards

# THE PROCESS EXPLAINED

1

Any site wishing to add the Food Safety Culture Module, whether an existing BRC Global Standards food safety customer or new to the scheme, visits [WWW.BRCGLOBALSTANDARDS.COM/CULTUREEXCELLENCE](http://WWW.BRCGLOBALSTANDARDS.COM/CULTUREEXCELLENCE) to register their interest.

2

After registering interest in taking the Food Safety Culture Module, the site receives an application form, completing and returning it to their certification body who will add the module to the site's next audit

3

The site receives information and a link to the survey questionnaire to share with employees

5

The employee and auditor questionnaire responses are converted into a Food Safety Culture score and Assessment Report

4

As part of the BRC Global Standards audit, the certification body auditor completes the auditor questionnaire

6

The Assessment Report is uploaded to the BRC Global Standards Directory and the site receives notification that it's available

7

Sites interested in undertaking the full TSI Culture Excellence programme, which provides more personalised insight and recommendations, and the full support package of the programme, should contact BRC Global Standards



# FAQS



## **WHO CAN TAKE THE MODULE?**

This module is available to all food manufacturers with BRC Global Standards certification in place, and those who transfer to the scheme, as an addition to the annual food safety audit.

## **WHAT ABOUT SITES CERTIFICATED TO ANOTHER GFSI-APPROVED STANDARD?**

The Food Safety Culture Module is exclusively available through BRC Global Standards, so to benefit from this assessment, all sites have to do is contact their current certification body and arrange an audit to the BRC Global Standard for Food Safety.

## **WHAT IS INVOLVED?**

The module requires a percentage of staff at all levels (senior management, supervisors/team leaders, and operators) to complete a questionnaire, which takes around 20 minutes. The percentage of staff is based on the number of employees at the site; enough staff to constitute a statistically valid sample will take part. The auditor also completes a questionnaire and TSI combines and converts these responses into a score and produces an Assessment Report.

## **DOES THIS REQUIRE ANOTHER AUDIT?**

No, the auditor can gather their information while carrying out the BRC Global Standards audit, so no additional audit time is required.

## **HOW OFTEN SHOULD THE MODULE BE COMPLETED?**

Once a year, alongside the annual BRC Global Standards audit.

## **HOW WILL SITES RECEIVE THE RESULTS OF THE ASSESSMENT?**

An Assessment Report is provided with the site's overall score, grades and a basic explanation of what these mean.

## **WHO CAN SEE THE RESULTS?**

The results are uploaded to the BRC Global Standards Directory at the same time as the Food Safety audit results; within 49 days of the audit - they're private and can only be seen by the manufacturer. However, sites can choose to share their results with retailers if they wish.

## **WILL THIS MODULE AFFECT MY FOOD SAFETY AUDIT GRADE?**

No, the results don't impact the BRC Global Standards audit grade received; they are designed to provide insight and help companies improve their organisational culture.

## **HOW WAS THE MODULE DEVELOPED?**

The BRC Global Standards Food Safety Culture Module was developed in partnership with TSI, and is based on their full Culture Excellence programme. It draws on decades of academic research into organisational culture and psychological theory, combined with TSI's real-world research in food safety management within the food industry.

## **HOW CAN FOOD SAFETY CULTURE SCORES BE IMPROVED?**

Once sites receive their results, how to act on the findings is their decision. Training is available from the BRC Academy, as well as Campden BRI, and can be tailored to the site and based on their individual results so that they can take action on key areas for improvement.

## **HOW CAN SITES GET MORE DETAILED INSIGHT INTO THEIR FOOD SAFETY CULTURE SCORE?**

If sites would like to receive more in-depth analysis of their score and gain further guidance on improving their operational culture, they should contact BRC Global Standards in order to discuss undertaking TSI's full Culture Excellence programme.

The full programme applies the same measurement criteria as the Food Safety Culture Module but offers additional benefit from more extensive and personalised insight, targeted recommendations, and dedicated support resources including news, access to blogs and research papers, a Q&A facility, case studies and industry average scores for comparison.

## **WHAT GFSI SCHEMES HAVE THIS TYPE OF MODULE?**

This is an exclusive product from BRC Global Standards. No other GFSI scheme can offer this assessment, and BRC Global Standards is the only GFSI-benchmarked scheme enabling a culture excellence measurement of food safety.



# GET IN TOUCH



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