



BRC CULTURE EXCELLENCE  
FOOD SAFETY CULTURE MODULE

# SITE IMPLEMENTATION MANUAL



IN PARTNERSHIP WITH



## INTRODUCTION

Welcome to the BRC Food Safety Culture Module. By integrating this assessment into your current food safety audit, you are taking part in an innovative and exciting programme to measure what has previously been unmeasurable. More importantly, you will be gaining new insights into areas for improvement, helping you to create, maintain and demonstrate a food safety culture of excellence.

This document provides step-by-step advice and guidance on how to implement the module in your site, and get the best possible results from it. If you have any questions please email [enquiries@cultureexcellence.com](mailto:enquiries@cultureexcellence.com)

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### 1. SEND THE LINK AND INSTRUCTIONS TO EMPLOYEES

The survey link you have received should be made available to all employees at your site, along with information on how and why to complete it. A poster is provided for this purpose (PDF versions of the poster have been provided in multiple languages along with this Implementation Manual).

The survey link can be sent by email. Depending on the email software used by your company, the link will work when clicked from within the body of the email. If the link does not work when clicked, it should be copied and pasted into any web browser. This should be communicated to employees when the link is distributed.

The link can also be added to your website or social media pages, and/or included on other communication materials.

The same link should be used for each respondent. The link can be accessed from a computer, tablet or smart phone.

It is also important to explain the main purpose of the survey, and its importance, at meetings and briefings. For employees who wish to know more about the survey, further details, including webinar content, can be accessed on a dedicated BRC microsite [www.brcglobalstandards.com/cultureexcellence](http://www.brcglobalstandards.com/cultureexcellence)

### 2. IDENTIFY AND MEET YOUR MINIMUM TARGET FOR COMPLETION

The best scenario is that everyone at the site completes the survey, giving you the best possible information. However, the larger the number of people at a site, the harder this can be. We therefore set minimum numbers based on site size (see the table below), though we strongly recommend encouraging everyone to complete the survey.

EMPLOYEES	RECOMMENDED MINIMUM PERCENTAGE (PER CATEGORY)
1 - 30	90%
30 - 49	80%
50 - 69	70%
70 - 99	60%
100 - 139	50%
140 - 199	40%
200+	30%

**Example:** If a site has 100 employees, the minimum target percentage is 50%. Therefore, if the 100 employees include 10 managers, 20 supervisors and 70 operators, they would need a minimum of 5 managers, 10 supervisors and 35 operators to complete the survey (50% of each level). For definitions of these hierarchy levels, see page 3.

The recommended minimum percentages shown in the table on page 2 apply to three levels of employee – operators, supervisors and managers (see definitions below). This is to help ensure that the survey data reflects the views of everyone at the site.

<b>MANAGER / SENIOR MANAGER</b>	<b>SUPERVISOR / TEAM LEADER</b>	<b>OPERATOR / OPERATIVE</b>
<b>A MEMBER OF STAFF WHOSE WORK IS NOT TYPICALLY BASED ON THE ‘SHOP FLOOR’ AND WHO PLANS AND MANAGES THE WORK OF OTHERS.</b>	<b>A MEMBER OF STAFF WHO TYPICALLY WORKS ON THE ‘SHOP FLOOR’ AND HAS THE RESPONSIBILITY TO SUPERVISE OR MANAGE OTHERS WITHIN THEIR AREA OR TEAM.</b>	<b>A MEMBER OF STAFF WHO TYPICALLY HAS A LINE ROLE AND IS NOT RESPONSIBLE FOR MANAGING OR SUPERVISING OTHERS.</b>

When employees take the survey, they will be asked to select the most appropriate level for their role. If alternative job titles or references are used in your site, please provide guidance to your employees on the mapping between your terminology and the terms used in the survey.

The email sent to you with the survey link will include the minimum numbers for your site. After this you will receive weekly updates on how many respondents have completed it, including percentage progress towards the minimum targets. These updates will be sent by email to the person nominated as the lead contact at the site.

### 3. ENCOURAGE EMPLOYEES TO TAKE THE SURVEY

The survey takes approximately 15 minutes, so in a busy work environment it can be challenging to get employees to complete it. The following tips may help:

**Set a deadline for employees:** Setting and communicating a deadline can prevent employees from putting off the survey until later. It needs to give them enough time, but also not be too far in the future to prevent a sense of urgency. We would recommend between one to two weeks for the first deadline; an extended deadline can be given later if required.

**Provide computer access:** Although the survey can be completed on a mobile phone or laptop, it is often helpful to provide employees with a central area to access it. For example, if there is a computer room at the site, or an office with a computer they can use. It can help to provide biscuits or sweets to keep people motivated. However, it is also important to maintain anonymity so that they can answer in privacy; while the room may need to be supervised, employees’ responses should not be overlooked.

**Communicate targets and uptake:** It can be helpful to share your targets with managers from each department, and updates on uptake, so that they can support you in communicating and encouraging employees.

**Give breaks:** Giving employees an extra break to complete the survey will allow them time out of their day to concentrate and complete it fully. It may be possible to do this in small groups, giving instruction and answering questions at the same time.

**Provide instructions for alternative languages:** The survey is available in English, Lithuanian, Polish, Portuguese, Romanian, and Spanish. The preferred language can be selected by using the button at the top of the survey screen labelled ‘Select another language’.



#### **4. CLOSE THE SURVEY**

Once the number of respondents meets the minimum targets, you will receive an email including an option to close the survey. If you choose to close the survey, click the 'Close the survey' link in the email. The survey will be closed and your results will be calculated.

If you wish to continue to gather responses over and above the minimum targets, simply ignore the email and the survey will stay open. By continuing to gather responses, you will enable better information about your site. You will continue to receive email updates about the numbers of responses; these emails will continue to include the option to close the survey whenever you choose to do so.

#### **5. RECEIVE YOUR RESULTS**

Once your survey has been processed and the results have been determined, they will be provided to your certification body. They will upload results to the BRC Global Standards Directory, along with a PDF report indicating your results, some supporting information, and details of optional next steps for further analysis and improvement.



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