Food Safety culture

The Right Ingredients

Food quality requires **building a culture** while adhering to standards

by Syed Wasi Asghar Zaidi

"Missing Links in developing Food Safety Culture in the Food Companies"

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MBA,MSc, PhD Pursuing (Supply Chain Management)
Had been CHA-ASQ, Black Belt Six Sigma- RABQSA,
LA- ISO 9001

FOOD

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Food provides nutrients that nourish our bodies and keep us healthy.

Food gives Energy.

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How can we ensure food safety?

FOOD SAFETY

How can we ensure food safety?

FOOD SAFETY

By implementing HACCP based Food Safety Management System;

BRCGS,

IFS,

ISO 22000,

FSSC 22000,

SQF

Etc.

How can we ensure that the food safety standards have been implemented and are being maintained – ROUND THE CLOCK ?

——→ FOOD SAFETY Culture

Lack of food safety culture , means some one , some times will deviate from the system – putting a question mark to whole Food Safety System

I strongly believe implementing HACCP based Food Safety Management System will for sure
bring in the FOOD Safety Culture ;

Well implemented Food Safety System   =   Development of Food Safety Culture through involvement of people

"Culture is how organizations 'do things'." — Robbie Katang

- GMP/GHP /PRPs/OPRPs
- HACCP Manual
- Policies
- Work Instructions
- SOPs
- PCM
- Training
- Food Safety Policy
- Layout

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Cultural change

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- Food Safety Policy
- Layout

Cultural change

- Top Management
- Middle Management
- Executives
- Staff
- Frontline Workers
- Service Providers
- Visitors
- Auditors
- Drivers
- Security Guards

Food Safety is everyone's responsibility

IN OUT OF THE CRISIS, W. Edwards Deming writes, "Everyone doing his best is not the answer. It is first necessary that people know what to do."[1]

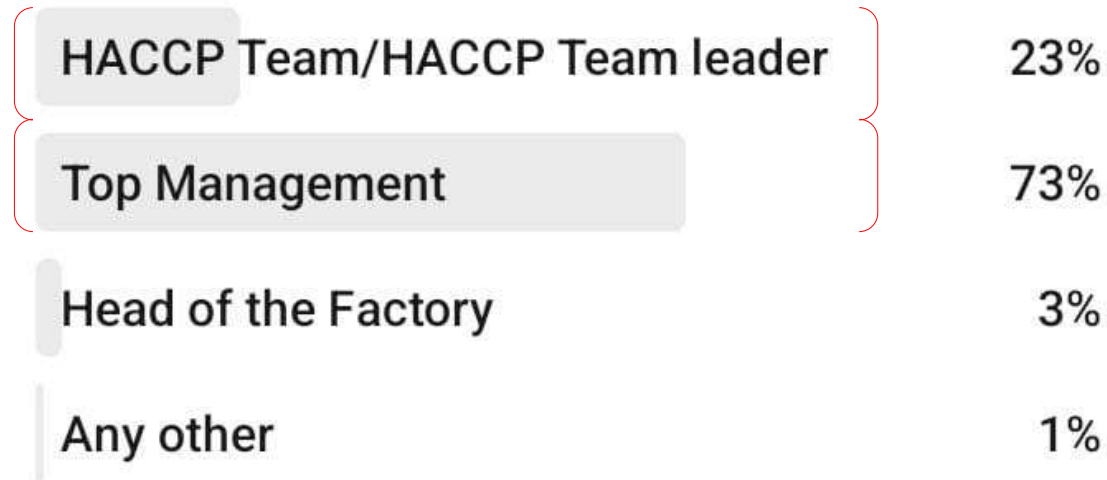# Food Safety is everyone's responsibility

Wasi Asghar • You
2d •

IN *OUT OF THE CRISIS,* W. Edwards Deming writes, "Everyone doing his best is not the answer. It is first necessary that people know what to do."[1]

Who is the most responsible for bringing in Food Safety Culture in the company.

You can see how people vote. **Learn more**

HACCP Team/HACCP Team leader	23%
Top Management	73%
Head of the Factory	3%
Any other	1%

Food Safety is everyone's responsibility

Wasi Asghar • You
6h •

Which combination is the 'most suitable' for developing and driving Food Safety Culture in the company.

You can see how people vote. **Learn more**

Production Manager&QA Manager	18%
Top Management & HACCP Team/TL	73%
Staff & Frontline Workers	7%
QA Manager & HR Manager	1%

GFSI defines Food Safety Culture as
shared values ,
beliefs and;
norms
………that affect mindset and behavior toward food safety in, across, and through an organization.

- Top Management
- Middle Management
- Executives
- Staff
- Frontline Workers
- Service Providers
- Visitors
- Security Guards
- Drivers

Top Management

&

Food Safety Team/ Team Leader

Food Safety Culture is a mandatory requirement….
COMMISSION REGULATION (EU) 2021/382 of 3 March 2021 amending the Annexes to Regulation (EC) No 852/2004 of the European Parliament and of the Council on the hygiene of foodstuffs as regards food allergen management, redistribution of food and food safety culture

- Food Safety Culture

1. Food business operators shall establish, maintain and provide evidence of an appropriate food safety culture by fulfilling the following requirements:

(a) commitment of the management, in accordance with point 2, and all employees to the safe production and distribution of food;

(b) leadership towards the production of safe food and to engage all employees in food safety practices;

(c) awareness of food safety hazards and of the importance of food safety and hygiene by all employees in the business;

(d) open and clear communication between all employees in the business, within an activity and between consecutive activities, including communication of deviations and expectations;

(e) availability of sufficient resources to ensure the safe and hygienic handling of food.

2. Management commitment shall include:

(a) ensuring that roles and responsibilities are clearly communicated within each activity of the food business;

(b) maintaining the integrity of the food hygiene system when changes are planned and implemented;

(c) verifying that controls are being performed timely and efficiently and documentation is up to date;

(d) ensuring that the appropriate training and supervision are in place for personnel;

(e) ensuring compliance with relevant regulatory requirements;

(f) encouraging continual improvement of the food safety management system of the business, where appropriate, taking into account developments in science, technology and best practices.

5.3 Organizational roles, responsibilities and authorities

5.3.1 Top management shall ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the organization.

Top management shall assign the responsibility and authority for:

a) ensuring that the FSMS conforms to the requirements of this document;
b) reporting on the performance of the FSMS to top management;
c) appointing the food safety team and the food safety team leader;
d) designating persons with defined responsibility and authority to initiate and document action(s).

5.3.2 The food safety team leader shall be responsible for:

a) ensuring the FSMS is established, implemented, maintained and updated;
b) managing and organizing the work of the food safety team;
c) ensuring relevant training and competencies for the food safety team (see 7.2);
d) reporting to top management on the effectiveness and suitability of the FSMS.

5.3.3 All persons shall have the responsibility to report problem(s) with regards to the FSMS to

Top Management

Food Safety Team/FSTL
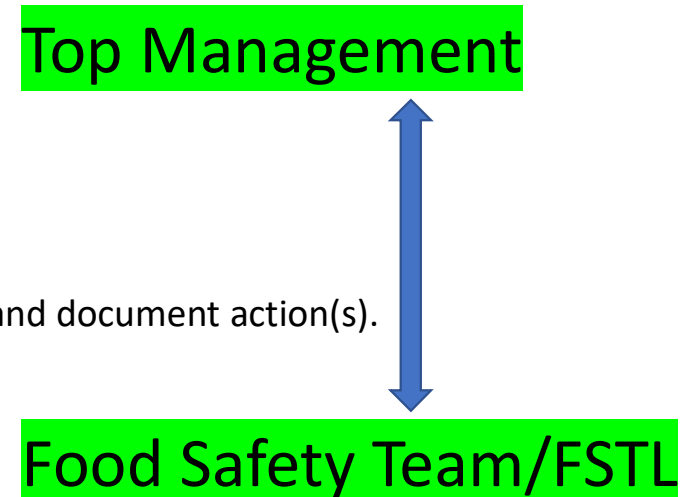
Top Management Commitment

Food Safety Culture

Food Safety Team/
Food Safety Team Leader

Poor Food Safety Culture

Lack of Management Commitment

ignoring CCPs

Failure to Properly Train Employees   Management Review Meetings- only for Auditors

Lack of Communication

Bypassing SOPs / Policies

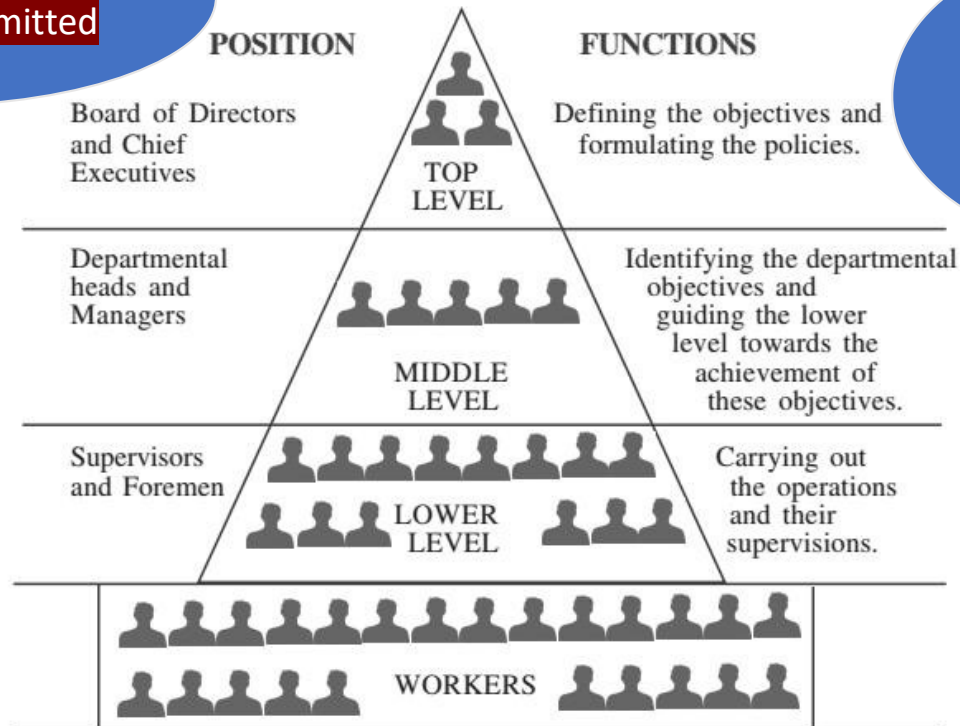Poor Hygiene Practices   Record keeping – only for the Auditors

Food Safety Team only in Documents

Who will ask TOP Management to be Committed ?
Who will ask TOP Management to read and understand the Food Safety Standard?

Top Management Should be Committed

Top Management Should read and Understand the food safety standard

POSITION

FUNCTIONS

Board of Directors and Chief Executives

TOP LEVEL

Defining the objectives and formulating the policies.

Departmental heads and Managers

MIDDLE LEVEL

Identifying the departmental objectives and guiding the lower level towards the achievement of these objectives.

Supervisors and Foremen

LOWER LEVEL

Carrying out the operations and their supervisions.

WORKERS

- Typically, it is the responsibility of the food safety team, which may consist of a designated food safety manager, quality control personnel, and other relevant staff, to ensure that management has read and understood the food safety standard.

- The food safety team may conduct training and provide educational resources to management and other employees to ensure that they have a thorough understanding of the standards and requirements.

Food Safety Team/
Food Safety Team Leader

Discussion between MD and the QA /FSMS Head during interview

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Then what for I m hiring you?

Sir, I agree with you and for sure I will take full responsibility of ensuring Food Safety and Quality

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Discussion between MD and the QA /FSMS Head during interview

Once top management have understood – Food Safety Culture will automatically start taking shape ---

Well aware Top Management	Less aware /unaware Top Management
Will be fully supportive	May be less supportive
Will understand HACCP as a mandatory requirement to ensure supply of Safe food	May use HACCP as a marketing tool/or may do it as regulatory requirement
Will provide all the required resources as and when required	May always hesitate to provide resources
Will always follow SOPs/Work Instructions/Plant Policies etc	May not be so serious while following SOPs/Work Instructions /Plant Policies
Will be taking special interest in the maintenance of CCPs	May even not aware what the CCP is?
Will be ensuring maintaining documents and records as per requirement of Food Safety Standard.	May be more interested in successful completion of Audits, records may be maintained specifically for the Auditors.
A food safety culture will be evolved	Food Safety culture will be always lacking
Spare time for MRM and Internal Audit	Do not get involved in MRM and Internal Audit
Spare people for food safety training	Always reluctant to spare people for training

In most of the cases, Food Safety Team exists only in documents and in real life it doesn't work as expected by the standard.

FBOs should realise that Food Safety Team is going to play the most critical role.

Top Management

Food Safety Team
Food Safety Team Leader

Each Food Safety Team member should be highly motivated to propagate FOOD SAFETY down the line, so that company has a collective FOOD SAFETY MINDSET

7 HACCP Principles

Stage -2

- Principle 1 Conduct a Hazard Analysis
- Principle 2 Determine the Critical Control Points
- Principle 3 Establish Critical Limits
- Principle 4 Establish a System to monitor control of the CCP
- Principle 5 Establish the corrective action to be taken when monitoring indicates that a particular CCP is not under control
- Principle 6 Establish procedures for verification to confirm that the HACCP System is working effectively
- Principle 7 Establish documentation concerning all procedures and records appropriate to these principles and their application

Team members propagating food safety , creating food safety teams

Assemble the Food Safety Team

- This is the most crucial step and should not be neglected by the top management

- Food Safety Team should be multidisciplinary and should include persons from Production , Stores, Quality , HR , Maintenance etc

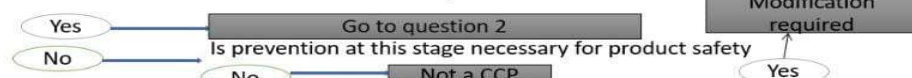Discuss food safety everyday

Food Safety Team
Food Safety Team Leader

1. Verify flow diagram
2. Identify Hazards
3. Conduct Risk Analysis
4. Determine CCP
5. Establish CL……

Food Safety Team Leader/Food Safety Team

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Decision tree   4 questions each step

Q1 : Are control measures in place

Yes → Go to question 2

Modification required

No → Is prevention at this stage necessary for product safety

No → Not a CCP

Yes
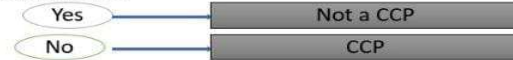
Q2 : Does this step specifically designed to eliminate /reduce the likely occurrence of this hazard to an acceptable level

Yes → CCP

No → Go to question 3

Q3 : Could contamination occur in excess of acceptable level

Yes → Go to question 4

No → Not a CCP

Q4 : Will a subsequent step eliminate /reduce this hazard to an acceptable level

Yes → Not a CCP

No → CCP

Hazard Analysis

Key step in building food safety culture

Special care for CCPs

- Most food safety hazards occur because a CCP was bypassed or mishandled. Any complaint related to food safety—for example, a physical, chemical or biological hazard—is also likely due to a bypassed CCP.

Food Safety Team should clearly highlight the fact that any deviation in the CCP will for sure result into Food Safety Complaint /product recall ….supply of unsafe food

C C P

Production Manager/Production Team
Food Safety Team Leader/Food Safety Team

Top Management should be well aware…

Organizations often forget day-to-day maintenance of their HACCP systems until an audit is near or customers are expected to visit the operation.

Words such as shipment, production, target achievement and sales cannot take precedence over words such as quality and food safety.

Auditors will come for one or two days, and customers may visit occasionally, but the remaining about 363 days are yours. You must decide how you are going to maintain your system's requirements.

- Standard operating procedures (SOP) , Policies ,Work instructions are easily established and documented, but a major gap is in knowing whether users clearly understood SOPs and work instructions.
- Often in routine operations, everyone assumes what he or she is doing is right.
- It is most critical for top management to ensure adequate communication.
- There should be measurement tools, such as staff interviews and written examinations, to communication has been successful—that everyone knows what to do and is motivated to do his or her best.
- The challenge is to get shop-floor worker, in particular, to understand the desired requirements.

To ensure that each and every unit complies with the quality and food safety requirements, you must ensure requirements have been properly communicated—again and again— and someone is closely and constantly monitoring them, making corrections in the case of deviations and communicating the requirements again

Communication

Even the Chief Financial Officer/Finance manager should be aware Food Safety so that they do not influence top management

Food Safety Team Leader/Food Safety Team
HR Department
All concerned departments

- Personal Hygiene
- Plant Entry
- Strict Compliance to SOPs
- Strict Compliance to Work Instructions
- PRPs
- Policies
- Dos and Don'ts

Top Management
Middle Management
Junior Management
Staff
Workers
Service Providers

Food Safety Habits

- The culture of every organization varies depending on the vision and leadership of top management. In the same way, culture varies from one manufacturing unit to another, depending on the focus and leadership styles of the respective factory heads.

Role of Factory Head

Apart from quality assurance, the factory manager has an important role to play in bringing a suitable Food safety Culture into the manufacturing unit.

A common assumption is that the factory manager is always under pressure to ensure shipments are made within committed timeframes, and when this pressure dominates, the focus on quality and food safety may be diverted. There is less interest in motivating teams for training, management review meetings lack effective results and less focus is placed on internal audit findings. It is often tough for production workers to take care of quality when they are under pressure to produce.

Review meetings and internal audits
Internal audits and management review meetings (MRM) are two of the most important tools for ensuring continuous improvements.

Top management should ask team leaders about the progress of internal audits and MRMs, rather than limiting these requirements for audit purposes alone.
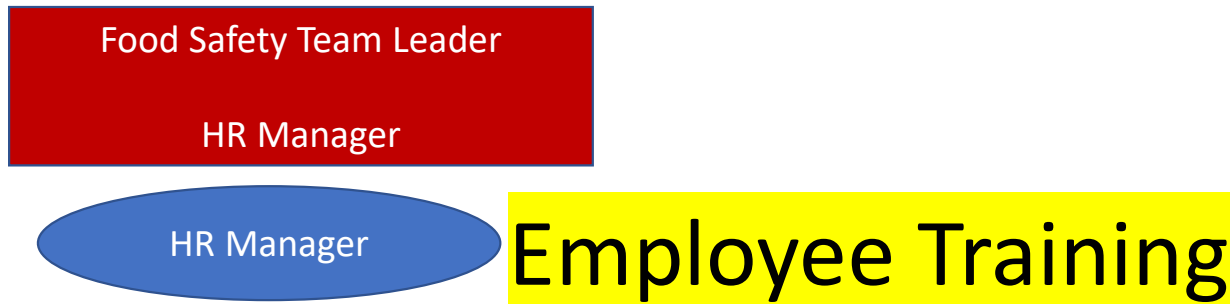
MRM and Internal Audit
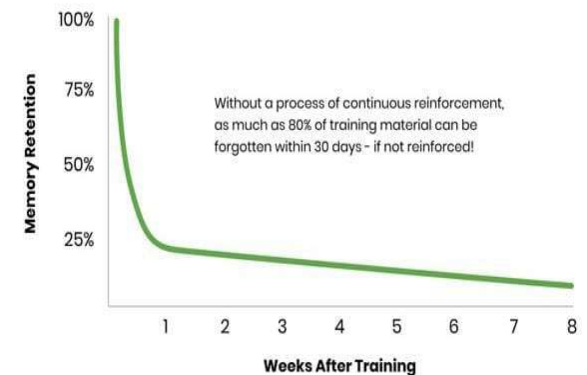

Food Safety Team Leader /Food Safety Yeam

Top Management

A small change in the mindset of the production team, including shift supervisors, fitters and workers, can provide wonderful results, but this is a challenge.

Food Safety Team Leader

HR Manager

HR Manager

<mark>Employee Training</mark>

- Senior management should understand the importance of training.
- No program will be successful unless top management shows interest.
- Top management should pay special attention to establishmei implementation.
- Critical team members often do not participate because of en work from which their superiors won't release them.

100%

75%

50%

25%

Memory Retention

Without a process of continuous reinforcement, as much as 80% of training material can be forgotten within 30 days – if not reinforced!

1 2 3 4 5 6 7 8

Weeks After Training

Anything that can go wrong , will go wrong – Murphy's Law

HACCP based food safety standards including GMP,GHP,GSP, Policies, SOPs, HACCP Plan	
✓Top Management ✓Food Safety Team Leader ✓Food Safety Team	Everyone in the organization
Food Safety Culture	

Food Safety is non negotiable

Ensuring Food safety is a habit, a culture ….constant collective efforts…… which never end….

THANK YOU

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