BRC CULTURE EXCELLENCE
FOOD SAFETY CULTURE MODULE
SITE IMPLEMENTATION
MANUAL

IN PARTNERSHIP WITH

Campden BRI
food and drink innovation

IN PARTNERSHIP WITH
INTRODUCTION

Welcome to the BRC Food Safety Culture Excellence module!

By using the Food Safety Culture Excellence (FSCE) assessment, you are taking part in an innovative and exciting program 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.

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If you have any questions please contact: enquiries@cultureexcellence.com

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1. BEFORE THE SURVEY: PLANNING

The typical duration of the survey is two - four weeks. But, it is your choice as to the target duration (there is no technical deadline built into the survey).

With regards to how the survey is normally completed:
- For senior employees, this will typically involve taking the survey on their own computer / device.
- For other employees (e.g. those working on the factory floor), other options are normally required. For many organisations, shared computers are used: the survey is set up by an IT representative, then employees take the survey one-by-one.

Employees should be given sufficient dedicated time during their working day to complete the survey (it is not recommended that employees be requested to complete the survey during their normal break times or outside their working hours because this will normally mean they rush). The guideline for timing is 15 - 20 minutes.

In addition, anonymity should be a consideration. Ideally employees should have sufficient privacy to complete the survey, to ensure they feel that they can answer honestly without being observed.

2. BEFORE THE SURVEY: COMMUNICATION

To maximise the success of the assessment, it is important to communicate it well to employees. To support communication we provide a poster which can be used (the poster is provided in all the languages available in the survey itself):

Generally, employees are likely to take the survey process more seriously if they perceive that it will lead to meaningful change. Therefore, if part of the communication comes via credible senior representatives and / or respected peers, it will have more impact.
3. BEFORE THE SURVEY: TARGET RESPONSE NUMBERS

During your application for the FSCE Module, you provided the total number of employees at your Site at the following hierarchy levels:

<table>
<thead>
<tr>
<th>MANAGER / SENIOR MANAGER</th>
<th>SUPERVISOR / TEAM LEADER</th>
<th>OPERATOR / OPERATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A member of staff whose work is not typically on the ‘shop floor’ and who plans and manages the work of others.</td>
<td>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.</td>
<td>A member of staff who typically has a line role and is not responsible for managing or supervising others.</td>
</tr>
</tbody>
</table>

The best scenario is that everyone at the Site completes the survey, which will provide the most data to analyse. However, the larger the number of people at a site, the harder this can be. We therefore set minimum targets based on the numbers you provided, using the percentages shown below:

<table>
<thead>
<tr>
<th>SITE SIZE (NUMBER OF EMPLOYEES)</th>
<th>MINIMUM TARGET PERCENTAGE OF RESPONDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 30</td>
<td>90%</td>
</tr>
<tr>
<td>30 – 49</td>
<td>80%</td>
</tr>
<tr>
<td>50 – 69</td>
<td>70%</td>
</tr>
<tr>
<td>70 – 99</td>
<td>60%</td>
</tr>
<tr>
<td>100 – 139</td>
<td>50%</td>
</tr>
<tr>
<td>140 – 199</td>
<td>40%</td>
</tr>
<tr>
<td>More than 200</td>
<td>30%</td>
</tr>
</tbody>
</table>

Based on these percentages, we calculate the minimum targets and communicate them to you in the survey welcome email.

**For 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 hierarchy level).

The minimum targets from the above example would be communicated in the survey registration email in the following format:

- Manager / Senior Manager: 5 (50% of Site total)
- Supervisor / Team Leader: 10 (50% of Site total)
- Operator / Operative: 35 (50% of Site total)

Please check your survey welcome email for the target numbers for your Site. You will also receive weekly emails with updates on progress towards the targets (see page 5).
4. BEFORE THE SURVEY: USING THE LINK

The FSCE assessment survey is accessed via the link provided in your welcome email. The survey link should be made available to employees at your site.

The link can be accessed from a computer, tablet or smart phone. It can be sent to individuals for completion and / or made available on a shared computer for completion by multiple respondents. Internet access will be required to access the survey. Javascript is also required to use all features of the survey.

**IMPORTANT**

The link we provide must not be changed in any way. If the link is not used correctly, response data may be lost. If the survey is bookmarked in a web browser (e.g. on a shared computer) the bookmark must be set for the initial page of the survey (example below) before any buttons are clicked or any navigation is made.

Examples of bookmarking errors are provided below (these can be shared with your IT team to avoid similar problems):

**Example 1:** a client manager in a majority Spanish-speaking site opened the link on a shared computer, selected the Spanish language option in the survey, then bookmarked the link for use by employees. Selecting a language creates a unique session ID in the web browser (a 'session ID' is an identifier that should be unique to every individual respondent). By bookmarking the link AFTER selecting the language, every employee who used the link used the same session ID, so each respondent overwrote the previous respondent’s answers and data was lost. Therefore, language selection must not take place before the link is bookmarked.

**Example 2:** a client opened the link, and instead of bookmarking the survey page in a web browser, they saved the web page as a static file to the desktop of the shared computer. This embedded the session ID into the static file. Therefore, every employee who opened the file from the desktop used the same session ID and overwrote previous responses. Therefore, the survey page must not be saved as a static file.

If there are any questions regarding the setup of the link, they can be sent to: enquiries@cultureexcellence.com
5. DURING THE SURVEY: SELECTING A LANGUAGE

As of 1st October 2018 the survey has 34 language options:

- Arabic
- Armenian
- Belarusian
- Bosnian
- Bulgarian
- Chinese (simplified)
- Croatian
- Czech
- Danish
- Dutch
- English
- Filipino
- French
- German
- Greek
- Hindi
- Hungarian
- Italian
- Japanese
- Latvian
- Lithuanian
- Macedonian
- Norwegian
- Polish
- Portuguese
- Romanian
- Russian
- Serbian
- Spanish
- Spanish (US and LATAM localised)
- Swedish
- Ukrainian
- Urdu
- Vietnamese

Each respondent can select their preferred choice of language. To access an alternative language, the ‘Select another language’ button should be used, as shown below (we provide dedicated PDF instructions for this in Appendix A on page 8, which can be printed and shared at your site):

6. DURING THE SURVEY: QUESTION BRANCHING

The assessment has been designed to dynamically show or hide questions based on hierarchy role selection, because some questions are role-dependent. Managers will have more questions than supervisors, who in turn will have more than operators.

Other questions only display if pre-requisite response(s) are made. For example, a question on perception of training will not be asked if a respondent states that they have never received training. Therefore, different responders will have different questions.
7. DURING THE SURVEY: PROGRESS UPDATES

You will receive updates via email every week on your progress. The updates will be sent from admin@cultureexcellence.com with the title: “BRC Culture Excellence survey status”. The following details will be provided:

<table>
<thead>
<tr>
<th>Manager / Senior Manager:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target number: 6</td>
</tr>
<tr>
<td>Current total: 0</td>
</tr>
<tr>
<td>Percentage complete: 0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supervisor / Team Leader:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target number: 12</td>
</tr>
<tr>
<td>Current total: 0</td>
</tr>
<tr>
<td>Percentage complete: 0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operator / Operative:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target number: 30</td>
</tr>
<tr>
<td>Current total: 0</td>
</tr>
<tr>
<td>Percentage complete: 0%</td>
</tr>
</tbody>
</table>

8. DURING THE SURVEY: CLOSING THE SURVEY

Once the number of respondents meets the minimum targets, you will receive an email with the title: “BRC Culture Excellence survey status targets met”

This email includes an option to close the survey. If you choose to close the survey, click the link in the email (an example is shown below); you will receive a confirmation email.

Congratulations! You have met the recommended minimum numbers for the Food Safety Culture Excellence survey for your Site!

If you would like to close the survey now, please click the following link: https://platform.cultureexcellence.com/app/#/closesurvey/bfd7c4e5-4b6f-44f8-a3ab-517622cc575d/

If you wish to continue to gather responses over and above the minimum targets, you don’t need to do anything: the survey will stay open.

**Automatic survey closure:** If you achieve 100% of ALL employees at the Site (i.e. not just the minimum targets, but 100% of the numbers that you provided during your application for the module), the survey will be closed automatically. You will receive an email to inform you if this happens.

**Early survey closure:** If you would like to close a survey before meeting the minimum targets, please email admin@cultureexcellence.com with the request.

Note: closing a survey early means that the data will not be a representative sample of your site.
9. AFTER THE SURVEY: RECEIVING YOUR REPORT

Once your survey has been closed, the module report will be generated and uploaded for you to access in your ‘Private audits’ section of the BRC Directory.

If you have any questions about how to access the report on the BRC Directory, please email submissions@brcglobalstandards.com.

10. AFTER THE SURVEY: INTERPRETING YOUR REPORT

The report contains a range of data based on the responses gathered from the survey.

The main pages of the report are described below:

![Assessment Report](image)

- **Total score and grade.** The score is the average of the four Category scores.
- **Four Category scores** (People, Process, Purpose and Proactivity). These are the average of the 20 Dimension scores (five Dimensions per Category).
- **Previous scores and indication of change.** These will be populated after your second assessment.
- **20 Dimension scores.** These are calculated based on 60+ ‘Element’ scores which are generated by the questions in the survey.

Continues on the next page:
10. AFTER THE SURVEY: INTERPRETING YOUR REPORT (CONTINUED)

The industry comparison shows your score compared to all food industry assessment results.

The Product Category comparison shows your score compared to all assessment results for sites with the same primary Product Category.

Elements are the greatest level of detail of scoring. Four Element scores are provided.

Employees are given the opportunity to identify their perceived barriers to and positives of food safety culture. The most-selected two barriers and positives are provided here, along with the number of times they were chosen.

Additional pages provide details on score and grade descriptions, definitions of the 20 Dimensions, and suggested next steps to be taken after the assessment.
10. AFTER THE SURVEY: INTERPRETING YOUR REPORT (CONTINUED)

The report also includes extensive guidance on improvement, based on best practice and experience with clients who have undertaken the FSCE assessment, with actions for all Dimensions.

APPENDIX A: ‘SELECT ANOTHER LANGUAGE’ POSTER

Appendix A is provided on the next page, and is designed for printing in case you would like to use it at the locations where the survey will be taken.
Select another language.

Thank you for participating in this survey. It is very important to us, so please take the time to consider the options and select those that best reflect your thoughts.

All responses are anonymous and confidential.

It should take 15-20 minutes to complete.

Important: Please do not use the 'back' button on your web browser during this survey.

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