Welcome to the BRCGS 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(s), and get the best possible results from it.

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

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1. BEFORE THE SURVEY: PLANNING

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

With regards to how the survey is completed:
- Senior employees typically take the survey on their own computer / device.
- Other employees (e.g. those on the factory floor) typically use shared computers / devices: the survey is set up by an IT representative, then employees take the survey one-by-one.

Employees should be given sufficient time (15 - 20 minutes) during their working day. 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.

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

Note: The survey must be completed in one sitting, it cannot be saved and completed later.

2. BEFORE THE SURVEY: COMMUNICATION

It is important to communicate the assessment well to employees. To maximise the impact and credibility of communications, consider the following:
- **Source:** communications should originate from senior representatives and should be propagated via respected peers.
- **Method:** this varies per client, but generally includes posters, briefings and emails. To support communications we provide the following poster (in all languages of the survey):

![Poster Image]

- **Message:** the intent of the assessment must be made clear, specifically:
  - it is not just about a total score,
  - it gives insight into relative strengths and weaknesses,
  - honesty is paramount, and will dictate the value of the process,
  - the assessment will enable action planning and improvement,
  - answers are anonymous; no personal information is collected, and the reporting will not allow individual responses to be viewed.
- **Follow-up:** this reinforces the message and drives uptake (e.g. countdowns, progress updates).
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 to achieve a representative sample:

<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 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: 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).
Access to the survey is via a web link. We will provide a unique link for your organisation. This can be emailed, made available on your intranet and / or bookmarked on a web browser on a shared device. Personal devices such as phones and tablets can be used (the survey will auto-format for these).

The technical requirements are the following:
• Internet access is required,
• Javascript is required,
• Amazon Web Services Cloudfront is required (so must not be blocked),
• Cookies must be enabled.

**IMPORTANT:**
The link we provide must not be changed in any way. In addition, if the survey is bookmarked in a web browser, the bookmark must be set for the initial page of the survey (which shows the BRCGS and Culture Excellence logo at the top and the ‘Thank you for participating in this survey.’ text, as shown below), **before any buttons are clicked or any navigation is made.**

If the link is not set up / used correctly, response data can be lost. Examples of bookmarking errors are provided below (these can be shared with your IT team to avoid similar problems):

Example 1: a manager in a majority Spanish-speaking site opened the link on a shared computer, selected the Spanish language option, 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 employee overwrote the previous employee’s answers, so 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 May 2019 the survey has 48 language options:

- Arabic
- Armenian
- Belarusian
- Bengali
- Bosnian
- Bulgarian
- Burmese
- Chinese (simplified)
- Chinese (traditional)
- Croatian
- Czech
- Danish
- Dutch
- English
- Finnish
- French
- German
- Greek
- Hindi
- Hungarian
- Italian
- Japanese
- Khmer
- Korean
- Latvian
- Lithuanian
- Macedonian
- Malay
- Marathi
- Nepali
- Norwegian
- Polish
- Portuguese
- Portuguese (Brazil)
- Romanian
- Russian
- Serbian
- Sinhalese
- Slovak
- Spanish
- Spanish (US / LATAM localised)
- Swedish
- Tagalog
- Tamil
- Turkish
- 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 dynamically shows or hides questions based on hierarchy role. Managers have more questions than supervisors, who in turn have more than operators.

Other questions only display if pre-requisite response(s) are made. For example, a question on impact of training will not appear if a respondent states that they have never received training.

Therefore, not all employees will see the same questions. This is handled automatically in the survey.
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: “BRCGS Culture Excellence survey status”. An example is shown below:

Manager / Senior Manager:
- Target number: 3
- Current total: 3
- Percentage complete: 100%

Supervisor / Team Leader:
- Target number: 5
- Current total: 5
- Percentage complete: 100%

Operator / Operative:
- Target number: 37
- Current total: 15
- Percentage complete: 41%

8. DURING THE SURVEY: CLOSING THE SURVEY

Once the number of respondents meets the minimum targets, you will receive an email with the title: “BRCGS 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-ab6f-4aea-b9ab-517622ccf75d/

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 the ‘Private audits’ section of your BRCGS Directory account.

If you have any questions about how to access the report on the BRCGS Directory, please email submissions@brcgs.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:

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:
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.
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. These are general guidelines, and not specific to your Site.

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.
Thank you for participating in this survey.

Your feedback is very important to us, so please take the time to consider the options and select those that best reflect your thoughts and experiences.

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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Do we need to ask the employees to answer in a particular way?
Honesty is the most important input to the assessment. The value of Culture Excellence is seeing your real strengths and weaknesses. This will highlight opportunities to improve as well as areas to celebrate. If employees feel that they need to try to create a high score, this will reduce the benefit for you. Our clients have discovered things that have prevented problems in their businesses, but only because the survey responses were authentic.

Also, our clients see improvements over time when they respond to their results. But if the scores are artificially high in year 1, meaningful change is very difficult to plan and achieve.

So, we recommend encouraging your employees to answer openly and honestly (their responses will be anonymous) and taking the time to give thoughtful responses.

Should we add more responses than the minimum targets?
Yes! The more data you collect, the more representative the results will be of your site. But, try to avoid disproportionately increasing just one hierarchy level. For example, if you achieve 150% of manager response targets, then we recommend also achieving 150% of the other levels too (e.g. supervisors / team leaders and operators).

Should we select specific groups from the site to complete the survey?
For the data to be representative, the survey should be taken by as broad a range of people as possible involved in production. Obviously, if there are people at the site who have no impact at all on food safety (for example, office staff located away from the production area who have no responsibility for food production activities), they do not have to be included.

Can people save their progress and come back later?
This is not possible. In order to save a survey response, we would need an employee to enter a unique ID of some sort (e.g. name or email). Because anonymity is a top priority, we do not enable this.

Therefore, employees should be given sufficient time to complete the survey in one sitting.

Can we use paper copies of the survey?
In rare cases, operators at a site cannot get access to any shared device (e.g. company computers / tablets) or use their own (e.g. mobile phone) to take the survey, and in this situation we provide an operator-level survey as a PDF to be printed and used.

However, wherever possible it is better to use the online survey for the following reasons:
• Some survey questions are dynamically shown / hidden based on the answer to previous questions. With paper copies this cannot be done.
• We monitor the quality of online responses and report any issues to you. We cannot do this as quickly or effectively with paper copies.
• Paper copies need to be re-keyed by someone who is not directly involved at the site. This needs to be planned carefully so that it does not jeopardise the anonymity of the survey.

In most companies, managers and supervisors use their own devices, and operators are given access to a shared computer or tablet at the site. Employees do not use any unique ID or login to access the assessment (this preserves anonymity), so it is simple to set up shared access.
How can we avoid responses being over-written?
This is rare but can happen. This is explained on page 3 of this document. To avoid it, the link we provide must be used / shared / bookmarked exactly as we provide it in your welcome email.

Many clients bookmark the link on a shared device for employees to use. The link should be bookmarked exactly as we provide it. It must not be bookmarked after any buttons are clicked on the survey welcome screen (e.g. ‘Select another language’ or ‘Next’). This is because clicking anything in the survey creates a ‘session ID’. A session ID is a technical identifier for a response. If a link is bookmarked after a session ID has been created, everyone who uses the same bookmark will use the same session ID, and each response will over-write the previous response so the data will be lost.

We monitor responses, and in the unlikely event that we see this happening we will inform you.

What should we do if someone has to stop part way through?
Occasionally someone may need to stop part way through the survey for an unavoidable reason (such as a loss of internet connection). If they have only completed a small number of responses (e.g. less than half), we recommend that they take the survey again from the beginning (we have a process to delete certain partial responses to avoid duplication). If they have completed most of the survey (e.g. more than half), we recommend that they don’t take it again.

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