

BRCGS

BRCGS CULTURE EXCELLENCE
FOOD SAFETY CULTURE MODULE

IMPLEMENTATION MANUAL



IN PARTNERSHIP WITH

Campden BRI 
food and drink innovation



INTRODUCTION

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.

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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 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.

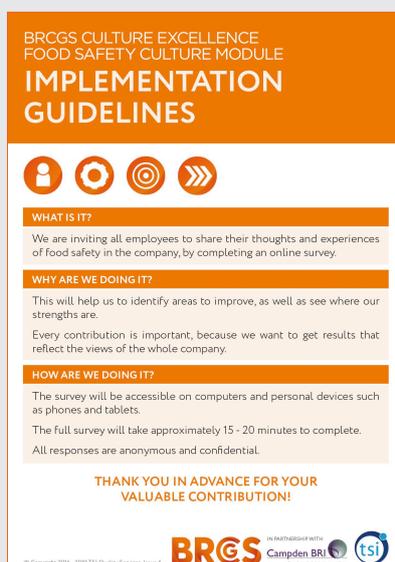
In addition, anonymity should be a consideration. Ideally employees should have privacy to complete the survey, to ensure they feel that they can answer honestly without being observed.

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):



- **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:

MANAGER / SENIOR MANAGER	SUPERVISOR / TEAM LEADER	OPERATOR / OPERATIVE
A member of staff whose work is not typically on the 'shop floor' and who plans and manages the work of others.	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.	A member of staff who typically has a line role and is not responsible for managing or supervising others.

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:

SITE SIZE (NUMBER OF EMPLOYEES)	MINIMUM TARGET PERCENTAGE OF RESPONDENTS
Less than 30	90%
30 – 49	80%
50 – 69	70%
70 – 99	60%
100 – 139	50%
140 – 199	40%
More than 200	30%

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).

4. BEFORE THE SURVEY: USING THE LINK

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):

The screenshot shows a survey interface for BRCGS Culture Excellence. At the top right, there is a button labeled "Select another language" with a globe icon, which is circled in orange. An arrow points from the text above to this button. Below the button, a list of languages is displayed on a dark background. An arrow points from the button to this list. The languages listed are: Bosanski, Dansk, Deutsch, Español, Español (EE, UU, y Am. Lat.), Français, Hrvatski, Italiano, Latviešu valoda, Lietuvių kalba, and Magyar. The main content area of the survey is visible in the background, featuring the BRCGS logo and the text "BRCGS CULTURE EXCELLENCE", "BRCGS Culture Excellence", "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.", and "Important: Please do not use the 'back' button on your web browser during this survey."

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:

BRCGS ASSESSMENT REPORT RESULTS (1 OF 2)

TOTAL	PREVIOUS	CHANGE	GRADE	PREVIOUS	CHANGE
74	71	↗	B	B	-

CATEGORY	DIMENSION	SCORE	TOTAL	PREVIOUS	CHANGE
PEOPLE	EMPOWERMENT	82	81	77	↗
	REWARD	80			
	TEAMWORK	86			
	TRAINING COMMUNICATION	77			
PROCESS	CONTROL	79	77	78	↘
	COORDINATION	81			
	CONSISTENCY	69			
	SYSTEMS PREMISES	77			
PURPOSE	VISION	76	75	67	↗
	VALUES	77			
	STRATEGY	72			
	TARGETS METRICS	75			
PROACTIVITY	AWARENESS	61	61	61	-
	FORESIGHT	61			
	INNOVATION	62			
	LEARNING	61			
	INVESTMENT	59			

1 CULTURE EXCELLENCE REPORT

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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)



ASSESSMENT REPORT RESULTS (2 OF 2)

Below are provided benchmarking comparisons with the average score for the industry, as well as the average score for your specific product category. Note: the averages below represent the average of all Culture Excellence site scores from the preceding 12 months from the date this report was created.

TOTAL	INDUSTRY	COMPARISON	PRODUCT CATEGORY	COMPARISON
74	71	+3	77	-3

Elements represent the greatest level of detail in the assessment. Below are the lowest Elements from the lowest Category on page 1, and the highest Elements from the highest Category.

CATEGORY	ELEMENT	SCORE
LOWEST: PROCESS	Having an appropriate amount of food safety paperwork	60
	Perception that managers ensure procedures are followed correctly	60
HIGHEST: PROACTIVITY	Personal perception that customer satisfaction is a top priority	82
	Personal perception that food safety is a top priority	86

During the assessment, employees are asked to choose criteria that they perceive represent the barriers and positives of food safety culture. Below are shown the top two barriers and top two positives.

BARRIERS	RESPONSES
Multi-cultural workforce (language barriers)	132
Multi-cultural workforce (different cultures)	112

POSITIVES	RESPONSES
Time	177
Premises and facilities	153

Note: To access benchmarking for 20 Dimensions, scoring for 60 Elements and 500 additional data points, please refer to page 11 of this report.



2 CULTURE EXCELLENCE REPORT

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.

ASSESSMENT REPORT SCORE AND GRADE DESCRIPTION

Food safety culture relates to the prevailing food safety attitudes, values and behaviors within a food business. To have a reliable assessment of food safety culture, you need to gather information from a range of employees, including those responsible for the day-to-day operations, and those responsible for the strategic direction of the business. This information is used to identify strengths and areas for improvement.

As such the total score generated within this report (and the associated grade) is an overall indicator of your site's food safety culture.

SCORE	GRADE	BASIC EXPLANATION
90-100	A+	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.
85-89	A	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.
80-84	A-	High scores that are above the 'industry norm' and indicate general satisfaction and agreement. Some tools and support mechanisms exist, though they may not be fully utilised or consistently used.
75-79	B+	Medium scores that are close to the 'industry norm' and indicate partial satisfaction and agreement. Some tools and support mechanisms exist, though they may not be fully utilised or consistently used.
70-74	B	Medium scores that are close to the 'industry norm' and indicate partial satisfaction and agreement. Some tools and support mechanisms exist, though they may not be fully utilised or consistently used.
65-69	C+	Low scores that are below the 'industry norm' and indicate general dissatisfaction and agreement. Some tools and support mechanisms exist, though they may not be fully utilised or consistently used.
60-64	C	Low scores that are below the 'industry norm' and indicate general dissatisfaction and agreement. Some tools and support mechanisms exist, though they may not be fully utilised or consistently used.
55-59	D	Very low scores that are well below the 'industry norm' and indicate serious dissatisfaction and very low levels of agreement. Tools and support mechanisms are either not in place, or are ineffective and require change.
50-54	D-	Very low scores that are well below the 'industry norm' and indicate serious dissatisfaction and very low levels of agreement. Tools and support mechanisms are either not in place, or are ineffective and require change.
45-49	E	Very low scores that are well below the 'industry norm' and indicate serious dissatisfaction and very low levels of agreement. Tools and support mechanisms are either not in place, or are ineffective and require change.
40-44	E	Very low scores that are well below the 'industry norm' and indicate serious dissatisfaction and very low levels of agreement. Tools and support mechanisms are either not in place, or are ineffective and require change.
35-39	E	Very low scores that are well below the 'industry norm' and indicate serious dissatisfaction and very low levels of agreement. Tools and support mechanisms are either not in place, or are ineffective and require change.
30-34	E	Very low scores that are well below the 'industry norm' and indicate serious dissatisfaction and very low levels of agreement. Tools and support mechanisms are either not in place, or are ineffective and require change.
25-29	E	Very low scores that are well below the 'industry norm' and indicate serious dissatisfaction and very low levels of agreement. Tools and support mechanisms are either not in place, or are ineffective and require change.

ASSESSMENT REPORT DIMENSION DEFINITIONS (1 OF 2)

CATEGORY	DIMENSION	EXPLANATION
PEOPLE	EMPPOWERMENT	Empowerment reflects the level of autonomy and control felt by those working for the company, and their ability to deal with potential food safety problems.
	REWARD	Reward relates to the use of incentives and disincentives to shape and manage correct behaviors, as well as opportunities to develop knowledge and skills.
	TEAMWORK	Teamwork reflects the willingness to work together, the effectiveness of teamwork, and the importance of the food safety team.
	TRAINING	Training reflects both the frequency of food safety training within the company, and an evaluation of its effectiveness.
COMMUNICATION	COMMUNICATION	Communication reflects both the frequency of food safety communications within the company (e.g. meetings, email, posters), and an evaluation of their effectiveness.
	CONTROL	Control relates to the effectiveness of managing and supervising staff throughout the company, to ensure their compliance with company standards.
	COORDINATION	Coordination reflects the ability of different departments and teams within the company to work effectively together.
	CONSISTENCY	Consistency relates to having standard working methods that are effectively communicated and maintained throughout the company over time.
PROCESS	SYSTEMS	Systems reflects the level and appropriateness of the documents and records established within the company to support management processes.
	PREMISES	Premises relates to the physical location, facilities and equipment within the company, and perceptions of the impact on food safety.

ASSESSMENT REPORT DIMENSION DEFINITIONS (2 OF 2)

CATEGORY	DIMENSION	EXPLANATION
VISION	VISION	Vision relates to the long-term aspirations of the company, and the direction employees perceive it to be moving in.
	VALUES	Values reflects the extent to which food safety are seen as core company principles, and how they are directly and indirectly communicated in practice.
	STRATEGY	Strategy reflects the plans in place to achieve the company vision, and the extent to which they are communicated and agreed with across the company.
	TARGETS	Targets relate to the establishment and management of short-term goals or objectives amongst employees, and the inclusion of food safety within these.
METRICS	METRICS	Metrics relates to the data that is gathered within the company to measure and improve food safety, and how effectively it is used.
	PROACTIVITY	Proactivity reflects a risk awareness and ability to proactively address food safety issues, including external stakeholders (suppliers and customers) and general industry standards.
INNOVATION	FORESIGHT	ForeSight reflects a risk awareness and ability to proactively address food safety issues, including external stakeholders (suppliers and customers) and general industry standards.
	INNOVATION	Innovation relates to both an openness to change within individuals and the level of food safety change and innovation in the company.
	LEARNING	Learning relates to the effort of individuals towards organizational learning, to prevent effectiveness, and its impact on food safety standards.
	INVESTMENT	Investment relates to the allocation and spending of budget on food safety, and perceptions of the effectiveness of this.

ASSESSMENT REPORT NEXT STEPS

This report represents an overview of your food safety culture. The range of scores provided across the 20 Dimensions are the starting point for setting next steps. For most sites, next steps involve identifying areas for improvement and creating plans for managing change.

This page provides guidance on how to start the process, which is based on experience and examples from sites of all types and sizes. To support this process, specific ideas for improvement are shown on pages 7-10.

ACTION	EXPLANATION
IN ADDITION TO THE STEPS SHOWN BELOW, PLEASE JOIN THE CULTURE EXCELLENCE COMMUNITY ON LINKEDIN FOR SUPPORT, GUIDANCE AND INSPIRATION.	
STEP 1: REVIEW SCORES	Hold a senior management meeting to discuss and review each of your scores in the context of your organization, starting from top to bottom. For example, if you are a high-risk food site, you would expect the Risk ForeSight result to be high. Even if it is not the highest, it may need to be reviewed as a priority area. Consider questions such as: What does your organization do to promote food safety within and to the extent a supplier or customer is it something you would...
STEP 2: IDENTIFY AREAS FOR RECOGNITION	Based on your review, identify areas for recognizing and appreciating employees. It is important to thank employees for taking part and to show them that the process leads to positive recognition for things that are identified as cultural strengths. For example, a high score in 'Teamwork' could be celebrated in the company with communications acknowledging the role that employees play in...
STEP 3: IDENTIFY AREAS FOR IMPROVEMENT	Based on your review, identify areas that require improvement or change. It might be an improvement to something that is already in place (e.g. making training programs more practical, relevant or engaging) or the development of something new (e.g. practical, stage-based work instructions to support HACCP and PRP procedures, or a new checklist program for high-risk activities).
STEP 4: CREATE REALISTIC TARGETS	Change elements of organizational culture takes time, effort and focus. It is better to start with a single initiative and to develop, implement and maintain it well. All the resources required rather than to spread resources thinly or start things that will then not be adequately maintained or evaluated. Targets should be set in the Dimension table, not the overall culture score, using the score...
STEP 5: MANAGE THE CHANGE PROCESS	Be sure to manage change effectively. Management Change plans should include the ideas and methods of those responsible for and affected by the change. SMART goals (specific, measurable, achievable, relevant, time-bound), careful planning, communication, monitoring and evaluation. There are many change management methodologies that can be researched and used to support this.
STEP 6: UPGRADE FOR MORE RISKBIT	If you would like further insight into the scores, there are multiple options for follow-on data and support (see pages 11 and 12). You can find out more by contacting your Certification Body or emailing Culture Excellence team at enquiries@cultureexcellence.com.

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 FSCCE assessment, with actions for all Dimensions. These are general guidelines, and not specific to your Site.

BRCS ASSESSMENT REPORT GUIDANCE FOR IMPROVEMENT (1 OF 4)		BRCS ASSESSMENT REPORT GUIDANCE FOR IMPROVEMENT (2 OF 4)		BRCS ASSESSMENT REPORT GUIDANCE FOR IMPROVEMENT (3 OF 4)		BRCS ASSESSMENT REPORT GUIDANCE FOR IMPROVEMENT (4 OF 4)	
AREA	GUIDANCE	AREA	GUIDANCE	AREA	GUIDANCE	AREA	GUIDANCE
TRAINING AND WORKSHOPS	<p>Facilitated training sessions or workshops can increase awareness in many cultural dimensions and help to reduce the likelihood of the future occurring. If they include interactive and group activities they can also build positive working relationships (Teamwork) and bring people together from different departments, where within the teaching role is by learning together, they can build greater cross-departmental understanding (Co-ordination).</p> <p>It is important that all training sessions and workshops are carefully designed, planned, managed and evaluated to ensure they have a positive effect on learning (Training) as well as improving knowledge, attitude and / or behaviour of the key topics. Fun and engagement should be considered with games, interaction and practical activity, as well as making them a genuine and relevant learning experience.</p> <p>A focused communication strategy can increase awareness in many cultural dimensions in a broader way than training or workshops as they can reach a larger audience. These are best for shorter or simpler pieces of information that require a less detailed explanation, and don't need the same impact on working relationships and teamwork.</p> <p>Traditional communication methods such as meetings, emails and posters can be used in conjunction with social media (e.g. Facebook, Twitter, Instagram) depending on what would work best within the site.</p> <p>As well as increasing the penetration of communication (Communication) an effective communication strategy can be very useful to increase knowledge of where the company is heading and why (e.g. Vision, Values, Strategy) as well as to increase several issues of importance that affect the company (Performance) to clarify and build support for new plans or initiatives that are underway (Innovation). They can also be used to share important company data such as audit results, customer feedback and culture survey scores (Metrics) to highlight areas of improvement, acknowledge when things go well, and make people feel involved and informed.</p> <p>The more honest and for communications are perceived to be, the more value they will have. Focusing on positive issues and bringing up any negative issues diplomatically and constructively will help. Furthermore, allowing feedback (a 'two way' communication), listening to issues and concerns, and demonstrating how this feedback has been used can increase people's sense of involvement and value.</p>	<p>Team building activities can build and enhance working relationships and make a positive impact on culture, especially when planned between teams (Teamwork) and departments (Co-ordination) to focus on these improvements. Team building activities can be for a small or large scale depending on the resources available. From a small activity during meetings in a team challenge or quiz to an excursion away from the site (e.g. a group activity). It is important to have mixed different perspectives, local and national cultures, to ensure the activities are appropriate and enjoyable. It is also important to reflect on how they can build teamwork and collaboration as well as being an enjoyable event.</p> <p>Asking for ideas and feedback from employees is a good way to increase the likelihood of success, or giving options for people to choose between. It is also possible to build an element of cultural awareness into the activity, for example having an 'open day' in which teams are asked to create their own communication materials for the site that focus on specific elements of the company culture (e.g. Values, Vision, etc.).</p> <p>Alternatively there could be a 'focused culture day' at the site, with specific areas communicated and focused on, with activities built around them. It is important to consider how many people will be involved, and how they are selected, to ensure positive rather than negative issues in relation to reinforcement (Awareness).</p> <p>An internal coaching and review scheme can help to build knowledge and skills, and facilitate career progression, amongst employees. If carefully designed, managed and evaluated, this can create benefits for both the coach (Training and Performance) and also the coach in terms of their job satisfaction (Teamwork) and greater working relationships (Co-ordination). A regular element of review is necessary to help employees understand how they are progressing, which should be something significantly more than just a brief appraisal, with genuine interaction and support. The coaches and reviewers should be recognised for their efforts, for example in the form of communication of their efforts or certification.</p> <p>The scheme should ideally link to other forms of appraisal and evaluation to ensure consistency and also links with and clearly regular goals (Targets). If there is an existing coaching and / or review scheme in place, it might be beneficial to investigate how to enhance this, as well as to investigate how clearly food safety is included within it. As with most cultural improvement plans, it is important to consider how many people will be involved, and how they are selected to ensure positive rather than negative issues in relation to reinforcement (Awareness).</p> <p>To increase employee motivation and satisfaction, recognition or incentive schemes can be very valuable. If designed, implemented, communicated and evaluated carefully, they can reinforce positive behaviours and inspire others (Awareness). By linking them to other cultural dimensions they can also increase the achievement of goals (Targets), reduce the level of error or repeated mistakes (Learning), and encourage people to work in the right way every time (Consistency).</p>	<p>To ensure reinforcement schemes are effective they must be perceived as fair. A scheme will only motivate those who perceive it to have been generally applied, with the potential for demotivation to achieve equivalent recognition for equivalent positive behaviour. Reinforcement must also be consistently applied and be a strong message (a 'stick to the sword'). If it is perceived to be inconsistent (i.e. applied some times and not others) it will be ineffective.</p> <p>Reinforcement does not have to be expensive, and praise, thanks and recognition of achievement can be highly effective when utilised effectively. The level of reward should be commensurate to the behaviour achievement that it is linked to for greatest benefit. For example, if there is a particularly challenging or difficult task, or someone identifies a major issue and raises / resolves it in time to prevent loss, a greater level of reward or recognition would be appropriate.</p> <p>Managing using effective reinforcement schemes and / or enhancing these schemes work can highlight their management skills, fairness and relationships (Teamwork).</p> <p>Internal audits are generally carried out to review and improve elements of the food safety and quality management systems that are running, and is a requirement of certified external audits. Success and value depends on how well they are managed, how much they are practised, and how well they are responded to. If internal audits are working effectively within the company, cultural dimensions can be integrated into them to build on their existing success. For example, audit findings could be used as a source of recognition or incentive benefits, in the form of focused workshops (Training) in relation to preventative action (Learning), or their links to short term goals (Targets) or longer term plans (Vision and Strategy) could be strengthened.</p> <p>If audits are not as effective as they could be, there is an opportunity to increase their utility. Using a multi-disciplinary and cross-functional team approach in a positive and constructive manner can enhance working relationships, and if this works across departments it can create opportunities for greater collaboration (Teamwork), Co-ordination (Communication) and management (Performance). Co-ordinating, providing additional resources where necessary (based on feedback), and communicating and rewarding any actions that take place (Reward, Learning) can all help to do this.</p> <p>If issues with consistency have been raised in the audit, this is an opportunity to assess working practices in a less formal setting than the annual external audit, and to identify what might be causing this in order to improve it (Consistency). It will also encourage employees to be 'back ready' when they understand that internal teams will also be thoroughly checking that everything is in place, especially if there are focused and specific issues on areas that require responsibility that should be everything. Engaging the audit process in a two-way, with feedback and ideas from all employees involved and observed, can help to identify why there may sometimes be mistakes / errors or non-compliance.</p> <p>The whole process must be perceived to be fair and for the purposes of improvement rather than finding fault or attributing blame. Positive reinforcement works better than negative reinforcement in most situations (Awareness), though a subtle combination of both may be required.</p>	<p>Effective systems in place for food safety and quality drive standardised behaviours and the attainment of standards (Consistency) provide sufficient information for employees to do their activities (Performance) and are a component of the implementation of company food safety plans (Training, Targets). Effective corrective action plans help a company with continual improvement (Learning), and other practical documents are an essential basis for overall job training and compliance awareness (Training). 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Additional documents and records can be added over time without fully assessing the additional burden they create, or whether their addition is duplicating or conflicting with anything previously created. Wherever a document or record does not clearly add value, or takes more time than the practical value it adds, it creates a negative impact on the system as a whole. Opportunities for optimisation and streamlining should be investigated, again with the involvement and feedback of the end-user.</p> <p>Improvements to the premises, facilities or equipment of a site can make a direct impact on food safety and quality by improving standards and reducing risk (Performance). In addition to this, it can also affect food safety and quality culture by enhancing motivation and pride in the site when compared to others (Awareness) and raising its profile as innovative (Innovation).</p> <p>When improvements are made it is important that money is being invested in safety and quality (Investment) and shows that the company is committed to, and practices, food safety and quality (Values and Commitment).</p> <p>If there are lower than desired scores in risk (Performance) or company values (Performance, Values), it may be that a change is required in how leaders communicate about the importance of food safety and quality. Employees in a company learn about what is most important, and where food safety and quality fit, by observing what the leaders of the company pay attention to.</p> <p>This can be achieved by being formally recognised, verbally praised, rewarded, motivated, and communicated on a regular basis (but also indirect ones (e.g. informal communications, recognition) with the other patterns of job training). It is important that leaders within the company are aware of how they communicate the priorities and values of the company, and are consistent in how they do this (both individually and as a group).</p>			
INTERNAL COACHING AND REVIEW	<p>Facilitated training sessions or workshops can increase awareness in many cultural dimensions and help to reduce the likelihood of the future occurring. If they include interactive and group activities they can also build positive working relationships (Teamwork) and bring people together from different departments, where within the teaching role is by learning together, they can build greater cross-departmental understanding (Co-ordination).</p> <p>It is important that all training sessions and workshops are carefully designed, planned, managed and evaluated to ensure they have a positive effect on learning (Training) as well as improving knowledge, attitude and / or behaviour of the key topics. Fun and engagement should be considered with games, interaction and practical activity, as well as making them a genuine and relevant learning experience.</p> <p>A focused communication strategy can increase awareness in many cultural dimensions in a broader way than training or workshops as they can reach a larger audience. These are best for shorter or simpler pieces of information that require a less detailed explanation, and don't need the same impact on working relationships and teamwork.</p> <p>Traditional communication methods such as meetings, emails and posters can be used in conjunction with social media (e.g. Facebook, Twitter, Instagram) depending on what would work best within the site.</p> <p>As well as increasing the penetration of communication (Communication) an effective communication strategy can be very useful to increase knowledge of where the company is heading and why (e.g. Vision, Values, Strategy) as well as to increase several issues of importance that affect the company (Performance) to clarify and build support for new plans or initiatives that are underway (Innovation). They can also be used to share important company data such as audit results, customer feedback and culture survey scores (Metrics) to highlight areas of improvement, acknowledge when things go well, and make people feel involved and informed.</p> <p>The more honest and for communications are perceived to be, the more value they will have. Focusing on positive issues and bringing up any negative issues diplomatically and constructively will help. Furthermore, allowing feedback (a 'two way' communication), listening to issues and concerns, and demonstrating how this feedback has been used can increase people's sense of involvement and value.</p>	<p>Team building activities can build and enhance working relationships and make a positive impact on culture, especially when planned between teams (Teamwork) and departments (Co-ordination) to focus on these improvements. Team building activities can be for a small or large scale depending on the resources available. From a small activity during meetings in a team challenge or quiz to an excursion away from the site (e.g. a group activity). It is important to have mixed different perspectives, local and national cultures, to ensure the activities are appropriate and enjoyable. It is also important to reflect on how they can build teamwork and collaboration as well as being an enjoyable event.</p> <p>Asking for ideas and feedback from employees is a good way to increase the likelihood of success, or giving options for people to choose between. It is also possible to build an element of cultural awareness into the activity, for example having an 'open day' in which teams are asked to create their own communication materials for the site that focus on specific elements of the company culture (e.g. Values, Vision, etc.).</p> <p>Alternatively there could be a 'focused culture day' at the site, with specific areas communicated and focused on, with activities built around them. It is important to consider how many people will be involved, and how they are selected, to ensure positive rather than negative issues in relation to reinforcement (Awareness).</p> <p>An internal coaching and review scheme can help to build knowledge and skills, and facilitate career progression, amongst employees. If carefully designed, managed and evaluated, this can create benefits for both the coach (Training and Performance) and also the coach in terms of their job satisfaction (Teamwork) and greater working relationships (Co-ordination). A regular element of review is necessary to help employees understand how they are progressing, which should be something significantly more than just a brief appraisal, with genuine interaction and support. The coaches and reviewers should be recognised for their efforts, for example in the form of communication of their efforts or certification.</p> <p>The scheme should ideally link to other forms of appraisal and evaluation to ensure consistency and also links with and clearly regular goals (Targets). If there is an existing coaching and / or review scheme in place, it might be beneficial to investigate how to enhance this, as well as to investigate how clearly food safety is included within it. As with most cultural improvement plans, it is important to consider how many people will be involved, and how they are selected to ensure positive rather than negative issues in relation to reinforcement (Awareness).</p> <p>To increase employee motivation and satisfaction, recognition or incentive schemes can be very valuable. If designed, implemented, communicated and evaluated carefully, they can reinforce positive behaviours and inspire others (Awareness). By linking them to other cultural dimensions they can also increase the achievement of goals (Targets), reduce the level of error or repeated mistakes (Learning), and encourage people to work in the right way every time (Consistency).</p>	<p>To ensure reinforcement schemes are effective they must be perceived as fair. A scheme will only motivate those who perceive it to have been generally applied, with the potential for demotivation to achieve equivalent recognition for equivalent positive behaviour. Reinforcement must also be consistently applied and be a strong message (a 'stick to the sword'). If it is perceived to be inconsistent (i.e. applied some times and not others) it will be ineffective.</p> <p>Reinforcement does not have to be expensive, and praise, thanks and recognition of achievement can be highly effective when utilised effectively. The level of reward should be commensurate to the behaviour achievement that it is linked to for greatest benefit. For example, if there is a particularly challenging or difficult task, or someone identifies a major issue and raises / resolves it in time to prevent loss, a greater level of reward or recognition would be appropriate.</p> <p>Managing using effective reinforcement schemes and / or enhancing these schemes work can highlight their management skills, fairness and relationships (Teamwork).</p> <p>Internal audits are generally carried out to review and improve elements of the food safety and quality management systems that are running, and is a requirement of certified external audits. Success and value depends on how well they are managed, how much they are practised, and how well they are responded to. If internal audits are working effectively within the company, cultural dimensions can be integrated into them to build on their existing success. 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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.

BRCGS CULTURE EXCELLENCE FOOD SAFETY CULTURE MODULE

Select another language	Andere Sprache auswählen	Pasirinkite kitą kalbą
Sélectionnez une autre langue	Başka bir dil seçin	Válasszon más nyelvet
Seleziona un'altra lingua	Chọn một ngôn ngữ khác	Välj ett annat språk
Selezione outro idioma	Επιλέξτε άλλη γλώσσα	Valitse muu kieli
Seleccione otro idioma	Izvēlēties citu valodu	Vælg et andet sprog
Selectați o altă limbă	Izaberite neki drugi jezik	Velg et annet språk
Pilih bahasa lain	Kies een andere taal	Wybierz inny język
Выбрать другой язык	Pumili ng ibang lengguwahe	Zvolit' iný jazyk
Вибрати іншу мову	选择其他语言	Zvolte jiný jazyk
Одберете друг јазик	別の言語を選択する	اختر لغة أخرى
Изберете друг език	選擇其他語言	کوئی دوسری زبان منتخب کریں
Выбраць іншу мову	다른 언어 선택	Ընտրեք մեկ այլ լեզու:
अर्को भाषा चयन गर्नुहोस्	इतर भाषा निवडा	আরেকটি ভাষা নির্বাচন করুন
कोई दूसरा भाषा चुने	ലതെൻ്റെ ഭാഷാലിഖിതം തിരഞ്ഞെടുക്കുക	പ്രദീപ്ത ഭാഷാലിഖിതം തിരഞ്ഞെടുക്കുക
மற்றொரு மொழியை தேர்ந்தெடுக்கவும்		ဘာသာစကား နောက်တစ်ခုကို ရွေးပါ

Select another language

- Bosanski
- Dansk
- Deutsch
- Español
- Español (EE, UU, y Am. Lat.)
- Français
- Hrvatski
- Italiano
- Latviešu valoda
- Lietuvių kalba
- Magyar
- Nederlands
- Norsk
- Polski

BRCGS CULTURE EXCELLENCE

BRCGS Culture Excellence

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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Next

APPENDIX B: FREQUENTLY ASKED QUESTIONS (1 OF 2)

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.

APPENDIX B: FREQUENTLY ASKED QUESTIONS (2 OF 2)

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



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