

Culture Excellence Module





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Food Safety Culture Excellence - What is it?

Many organisations are beginning to realise that despite investment in food safety training, system implementation and auditing, something is still missing. This 'something' is the assessment of their food safety culture, which until now has been very difficult to measure.

Behaviour-based systems for measuring food safety complement the normal risk-based, system and process checks, as they offer insight into what employees really think and understand about food safety.

Working with Taylor Shannon International (TSI), an industry leader in the field of food safety, management, education and organisational culture, BRCGS have developed BRCGS Food Safety Culture Excellence (FSCE), an assessment of food safety culture, converting what is often a broad or blurry concept into a measurable score and analysis which, if repeated annually, provides a baseline with which to compare the success of ongoing investments and changes.

BRCGS' Food Safety Culture Excellence is setting new standards for the food industry. The assessment is a unique solution for the measurement, analysis and improvement of organisational culture.

“BRCGS' Food Safety Culture Excellence is setting new standards for the food industry.”



Food Safety Culture Module – Explanation

The FSCE assessment reveals a new set of metrics and will help to measure the return on investment of training and other employee development initiatives.

It's used by food clients of all types, including manufacturing, retail and food service, around the world to understand and improve their food safety and quality culture.

The BRCGS Food Safety Culture Excellence assessment is based on the following structure:



“The Food Safety Culture Excellence assessment is available to purchase from the BRCGS bookshop in 51 languages.”

Benefits for your organization

Culture is perceived as an imprecise concept and very difficult to identify. Because of this, assessing cultural strengths and weaknesses is hard to achieve.

The FSCE assessment meets this challenge: it quantifies culture in an accurate, meaningful and easy-to-understand way. Highlighting an organisations strengths and weaknesses enables targeted, focused improvements that were not possible before.



KEY BENEFITS:

The Food Safety Culture Module offers many benefits for manufacturers, specifiers and the wider industry:

- Determines strengths and weaknesses in food safety capability
- Provides real insight into staff opinion, attitude, and behaviour
- Provides multi-site businesses with a benchmarking tool to compare sites to each other
- Reveals the 'unseen' culture that goes beyond the day of audit
- Complements the existing audit programme with a behaviour-based approach
- Strengthens your reputation through a proactive approach to food safety culture
- Offers significant return for a low cost and hassle-free module
- Measures the impact of training, systems, and other initiatives
- Evaluates return on investment of budget and identifies the most important targets for resource allocation
- Develops supply chain awareness and supports site-specifier partnerships built on increased confidence

How it works

1 PREPARATION

The assessment process starts with the registration of one or more sites. Once registered, the site contact(s) will receive a confirmation email including details of how to launch the assessment, including communications posters, implementation guidelines and response targets. They also receive the link to their assessment. Then the site is ready to go!

2 ASSESSMENT

Across the company, employees can complete the survey anonymously on computers, tablets or mobile phones. After selecting their preferred language, it takes around 15-20 minutes to complete. The site contact receives weekly progress updates so can see when they reach their minimum response targets; they can then request for the survey to be closed when they are happy with their uptake. Then the data is processed and the report is published.

3 REPORTING

The assessment generates a lot of valuable data; this data is distilled into a PDF report which is uploaded to the BRCGS Directory after the assessment is complete. The report contains an overall score, plus scoring for 4 Categories and 20 Dimensions. It also provides benchmarking against industry and product category averages, as well as details of low and high scoring questions, and perceived barriers and positives of food safety culture. Sites can quickly identify areas of strength and opportunities for improvement.

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	78			
	COMMUNICATION	77			
PROCESS	CONTROL	79	77	78	↘
	COORDINATION	81			
	CONSISTENCY	69			
	SYSTEMS	77			
	PREMISES	78			
PURPOSE	VISION	76	75	67	↗
	VALUES	77			
	STRATEGY	72			
	TARGETS	73			
	METRICS	75			
PROACTIVITY	AWARENESS	61	61	61	-
	FORESIGHT	61			
	INNOVATION	62			
	LEARNING	61			
	INVESTMENT	59			

Reporting example

4 IMPROVEMENT

Once the site has received the report and reviewed their scores, they can identify next steps for driving improvement. The PDF report provides general guidance on how to take steps to address cultural improvement. Sites are also invited to join the Culture Excellence LinkedIn Group to view webinars and ask questions of the Culture Excellence team. It is recommended to repeat the assessment yearly to track the improvements achieved.

How to apply

- 1** Purchase your Food Safety Culture Excellence Assessment Module from the BRCGS Bookshop.
- 2** Then complete the online application form for the capture of key information and hit the send button.
- 3** BRCGS sets up your site on the TSI portal.
- 4** TSI communicates with the sites and provides a site survey link and additional information.
- 5** Site completes the self-assessment.
- 6** TSI uploads the Food Safety Culture Excellence report to the private section of the BRCGS Directory

FAQS

WHO CAN TAKE THE MODULE?

This module is available to all food manufacturers, whether or not they are certificated to a BRCGS standard.

WHAT ABOUT SITES CERTIFICATED TO ANOTHER GFSI-APPROVED STANDARD?

The Food Safety Culture Module is available to food manufacturers certificated to any standard.

WHAT IS INVOLVED?

The module requires a percentage of staff at all levels (management, supervisors/team leaders and operators) to complete an online questionnaire, which takes around 15 - 20 minutes. The percentage of staff is based on the number of employees at the site; enough staff to constitute a statistically valid sample will take part. These responses are converted into a set of scores which is communicated via an Assessment Report.

DOES THIS REQUIRE ANOTHER AUDIT?

No, the Food Safety Culture Module does not require a dedicated on-site audit. It can be carried out at any time.

HOW OFTEN SHOULD THE MODULE BE COMPLETED?

It is recommended that the Module is completed once per year; the report includes a comparison of the latest assessment versus the previous assessment.

HOW WILL SITES RECEIVE THE RESULTS OF THE ASSESSMENT?

An Assessment Report is provided with approximately 40 data points, including the site's overall score, 4 Category scores, 20 Dimension scores, benchmarking against industry and peer group, as well as a basic explanation of what the scores mean and general guidance on strategies for improvement.

WHO CAN SEE THE RESULTS?

The results are uploaded to the BRCGS Directory within 7 working days of completion – they are private and can only be seen by the manufacturer. However, sites can choose to share their results with retailers if they wish.

WILL THIS MODULE AFFECT MY FOOD SAFETY AUDIT GRADE?

No, the results don't impact the BRCGS audit grade received; they are designed to provide insight and help companies improve their organisational culture.

HOW WAS THE MODULE DEVELOPED?

The BRCGS Food Safety Culture Module was developed in partnership with the TSI Culture Excellence team. It draws on 20 years of academic research into organisational culture and psychological theory, combined with real-world research in food safety management within the food industry.

HOW CAN FOOD SAFETY CULTURE SCORES BE IMPROVED?

Once sites receive their results, how to act on the findings is their decision. Training is available from the BRCGS Academy, Campden BRI, and the TSI Culture Excellence team, and can be tailored to the site and based on their individual results so that they can take action on key areas for improvement.

HOW CAN SITES GET MORE DETAILED INSIGHT INTO THEIR FOOD SAFETY CULTURE SCORE?

If sites would like to receive more in-depth analysis of their score and gain further guidance on improving their operational culture, they should contact BRCGS in order to discuss undertaking the full Culture Excellence programme (this can be implemented from the start or an upgrade is available after completing the BRCGS Module). The full programme applies the same measurement criteria as the BRC Food Safety Culture Module but offers additional benefit from more extensive data reporting, personalised insight, targeted recommendations and dedicated support resources including access to webinars and research papers, a Q&A facility and case studies for comparison.

WHAT GFSI SCHEMES HAVE THIS TYPE OF MODULE?

This is an exclusive product from BRCGS. No other GFSI scheme can offer this assessment, and BRCGS is the only GFSI-benchmarked scheme enabling a culture excellence measurement of food safety.

in Partnership with



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