

BRCGS CULTURE EXCELLENCE FOOD SAFETY CULTURE MODULE ASSESSMENT REPORT

COMPANY NAME: Food Co Ltd.
SITE NAME: Bristol
SITE ADDRESS: Unit 1, West Business Park, Bristol, UK.
BRCGS SITE CODE: 1234567
PRODUCT CATEGORY: Raw poultry
REPORT DATE: 1st-May-2019
MODULE: Food Safety Culture

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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			

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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	61
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
Budget	132
Multi-cultural workforce (language barriers)	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.

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Food safety culture relates to the prevailing food safety attitudes, values and behaviours within a food business. To have a reliable assessment of food safety culture, honest and open (i.e. anonymous) information is required from a broad cross-section and large number of employees, followed by objective assessment and analysis against a standard.

In this case the standard is the Food Safety Culture Excellence Model, a peer-reviewed, published model that maps food safety culture against 4 Categories and 20 Dimensions.

As such the total scores generated within this report (explanations of which are below) can be used to identify an overall indicator of your site's food safety culture,

as well as providing an insight into cultural balance and specific areas of strength and weakness.

Details of the scoring and explanations of the key terms are provided below and on the next page. When the survey is taken a second time (e.g. 12 months later), comparisons can also be made over time, with increases and decreases identified.

For a full analysis of your culture, including role comparisons, detailed findings for all Dimensions, industry and peer benchmarking, recommendations for improvement and access to additional support, upgrade to the Premium Culture Excellence Program (refer to page 11 of this report for details).

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	
80-84	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.
75-79	B+	
70-74	B	
65-69	B-	Medium scores that are close to the 'industry norm' and indicate partial satisfaction and agreement. Some tools and support mechanisms exist, though they vary in effectiveness. Improvements in design, management and / or communication could be made.
60-64	C+	
55-59	C	
50-54	C-	Low scores that are below the 'industry norm' and indicate general dissatisfaction and low levels of agreement. If tools and support mechanisms are in place, these are not working effectively or consistently, and require improvement.
45-49	D+	
40-44	D	
35-39	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.
30-34	E+	
0-29	E	

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CATEGORY	DIMENSION	EXPLANATION
PEOPLE 	EMPOWERMENT	Empowerment reflects the level of autonomy and ownership felt by those working for the company, and their authority to deal with potential food safety problems.
	REWARD	Reward relates to the use of incentives and disincentives to shape and manage correct behaviours, as well as opportunities to develop knowledge and skills.
	TEAMWORK	Teamwork relates to a willingness to work in teams, 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 reflects both the frequency of food safety communications within the company (e.g. meetings, emails, posters), and an evaluation of their effectiveness.
CATEGORY	DIMENSION	EXPLANATION
PROCESS 	CONTROL	Control relates to the effectiveness of managing and supervising staff throughout the company, to ensure their compliance with company standards.
	COORDINATION	Co-ordination reflects the ability of different departments and levels 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.
	SYSTEMS	Systems reflects the level and appropriateness of key 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 its impact on food safety.

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CATEGORY	DIMENSION	EXPLANATION
PURPOSE 	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 relates to the establishment and management of short-term goals or objectives amongst employees, and the inclusion of food safety within these.
	METRICS	Metrics relates to the data that is gathered within the company to measure and improve food safety, and how effectively it is used.

CATEGORY	DIMENSION	EXPLANATION
PROACTIVITY 	AWARENESS	Awareness relates to the knowledge of external food safety issues, including external stakeholders (suppliers and customers) and general industry standards.
	FORESIGHT	Foresight reflects a risk awareness and ability to prioritise based on the likelihood of food safety problems, and consequences associated with them.
	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 attitude of individuals towards organisational learning, its perceived 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.

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

This page provides guidance on how to start this 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, UPDATES AND LEARNING: <LINK>	
STEP 1: REVIEW SCORES	<p>Hold a senior management meeting to discuss and review each of your scores in the context of your organisation, 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 lowest overall, a low result here would indicate a priority area. Consider questions such as: What does your organisation do to promote food safety in this area? Is the result a surprise or expected? Is it something you would</p>
STEP 2: IDENTIFY AREAS FOR RECOGNITION	<p>Based on your review, identify areas for recognising 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</p>
STEP 3: IDENTIFY AREAS FOR IMPROVEMENT	<p>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 and/or enjoyable) or the development of something new (e.g. practical image-based work instructions to support HACCP and PRP procedures, or a new coaching program for high-risk activities).</p>
STEP 4: CREATE REALISTIC TARGETS	<p>Changing elements of organisational culture takes time, effort and focus. It is better to start with a single initiative and to develop, implement and maintain it with 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 at Dimension level, not the overall cultural score, using the score</p>
STEP 5: MANAGE THE CHANGE PROCESS	<p>Even a small change requires effective management. Change plans should include the ideas and involvement of those necessary for and affected by the change, SMART goals (specific, measurable, agreed-on, realistic, time-based), careful planning, communication, monitoring and evaluation. There are many change management methodologies that can be researched and used to support this</p>
STEP 6: UPGRADE FOR MORE INSIGHT	<p>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 the Culture Excellence team at enquiries@cultureexcellence.com.</p>

Provided below are suggestions for improvement based on best practice, as well as the experience of the Culture Excellence team with companies and sites of all types and sizes from around the world.

All guidance should be reviewed within the context of your organisation (please refer to the 'Next Steps' section on page 6).

AREA	GUIDANCE
TRAINING AND WORKSHOPS 	<p>Focused training sessions or workshops can increase awareness in many cultural dimensions from increasing understanding of risk (Foresight) to identifying common corrective actions and ways to reduce their likelihood in the future (Learning). If they include interaction and group activities they can also build positive working relationships (Teamwork) and if they bring people together from different departments, either within the teaching role or 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 enjoyment should be considered with games, interaction and practical activity, as well as making them a genuine and relevant learning experience.</p>
INTERNAL COACHING AND REVIEW 	<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 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 perception 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 share external issues of importance that affect the company (Awareness) or 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 fair 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 is taken seriously can increase people's sense of involvement and value.</p>

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AREA	GUIDANCE
<p>TEAMBUILDING ACTIVITIES AND EVENTS</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 on a small or large scale depending on the resources available, from a small activity during meetings (e.g. a team challenge or quiz) to an excursion away from the site (e.g. a sporting activity). It is important to bear in mind different personalities, tastes 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 'away 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 (Reward).</p>
<p>COMMUNICATION STRATEGY</p> 	<p>An internal coaching and review scheme can help to build knowledge and skills, and facilitate career progression, amongst employees. If carefully developed, managed and evaluated, this can create benefits for both the coachee (Training and Empowerment) and also the coach in terms of their job satisfaction (Reward) and greater working relationships (Co-ordination). A regular element of review is necessary to help employees understand how they are progressing, and this should be something significantly more than just a brief appraisal, with genuine interaction and support. The coaches and reviewers should be recognized for the 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 link with and clarify 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 (Reward).</p>
<p>RECOGNITION AND INCENTIVE SCHEMES</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 (Reward). By linking them to other cultural dimensions they can also increase the achievement of goals (Targets), reduce the level or error or repeated mistakes (Learning), and encourage people to work in the right way every time (Consistency).</p>

AREA	GUIDANCE
RECOGNITION AND INCENTIVE SCHEMES (CONTINUED)	<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 genuinely earned, with the potential for themselves to achieve equivalent recognition or reward for equivalently positive behavior. Reinforcement must also be consistently applied and in a timely manner (i.e. close to the event). If it is perceived to be inconsistent (i.e. applied some times and not others) its effect is reduced.</p> <p>Reinforcement does not have to be expensive, and praise, thanks and recognition of achievement can be highly effective when utilized effectively. The level of reward should be commensurate to the behavior / 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 recommended.</p> <p>Managers using effective reinforcement schemes and / or enhancing how schemes work can highlight their management skill, fairness and relationships (Control).</p>
FOCUSED INTERNAL AUDIT 	<p>Internal audit is 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. Their success and value depends on how well they are managed, how much they are prioritised, 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 (Reward), as the basis for 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 inter-hierarchical 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). Identifying clear leadership and management roles for the audit team (Control), 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 'audit ready' when they understand that internal teams will also be thoroughly checking that everything is in place, especially if these are focused and specific (based on areas that require improvement) rather than checking everything. Ensuing the audit process is 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-compliances.</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 (Reward), though a subtle combination of both may be required.</p>

AREA	GUIDANCE
<p>SYSTEM ENHANCEMENT</p> 	<p>Effective systems in place for food safety and quality drive standardized behaviours and the attainment of standards (Consistency), provide sufficient information for employees to take action when required (Empowerment), and are a core part of the implementation of company food safety plans (Strategy, Targets). Effective corrective action plans help a company with continual improvement (Learning), and clear, practical documents are an excellent basis for on-the-job training and competency assessment (Training). In this way, effectively enhancing or promoting certain elements of a management system can be a very useful focus for a cultural improvement plan (Systems).</p> <p>In particular, the clarity and practicality of documents and records can be an area for continual improvement, especially where documents and records are essential for safety (e.g. at CCPs). Using simple language, being careful to focus only on key messages, and reducing words with the use of images and photographs, can make them more likely to be followed. It is important to include end-users in the development of enhancements, as they will be the people that have to follow them.</p> <p>It also creates an opportunity for collaboration (Co-ordination, Teamwork). Reviewing the level of paperwork in place is an important on-going activity, as 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 perceived value it adds, it creates a negative impact on the system as a whole. Opportunities for synthesis and trimming should be investigated, again with the involvement and feedback of the end-user.</p>
<p>PREMISES, FACILITIES AND EQUIPMENT</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 (Premises). 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 highlights that money is being invested in safety and quality (Investment) and shows that the company is committed to, and prioritises, food safety and quality (Values and Foresight).</p>
<p>LEADERSHIP MESSAGES</p> 	<p>If there are lower than desired scores in risk foresight or company values (Foresight, Values), it may be that a change is required in how leaders convey messages 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 in direct ways (what is formally monitored, rewarded / punished, invested in, and communicated on a regular basis) but also indirect ones (e.g. informal comments or reactions to events that show a pattern of underlying beliefs). 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>



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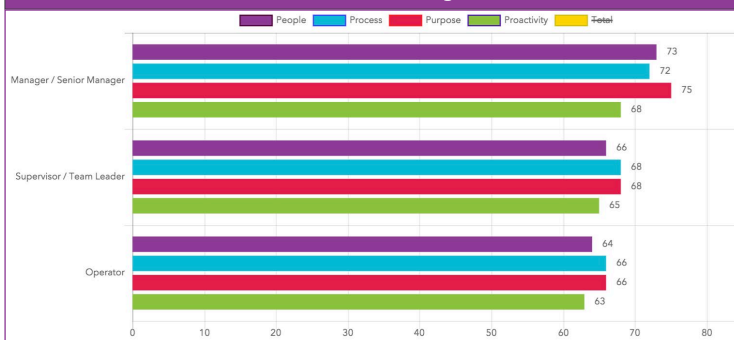
Gain additional insight into your food safety culture.

Upgrading to the Premium Culture Excellence Program provides additional insight into your culture. Based on the same data collected during the BRCGS assessment, the Premium Program reveals more details about what drives the scores shown on page 1, as well as other related components of culture. You will access your own account on the reporting and analytics Culture Excellence Platform, which provides more than 15 views of your data, including:

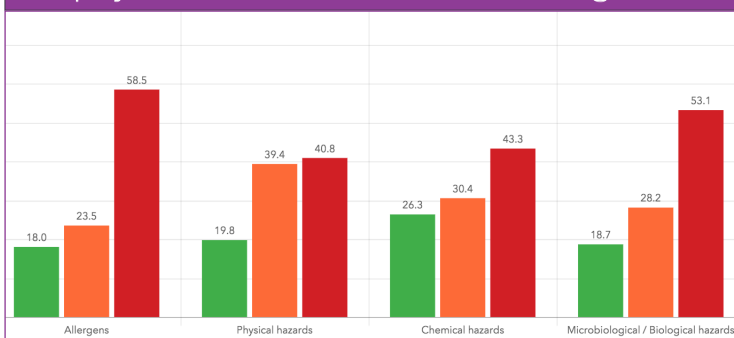
Elements: Scores for 60 Elements (the level of detail below your 20 Dimension scores):

Category	Element	Score (%)
Process	Having an appropriate amount of employee health and safety paperwork (S/M)	83.2
Process	Having an appropriate amount of food safety paperwork (S/M)	82.1
Process	Having an appropriate amount of quality paperwork (S/M)	82.0
People	Being encouraged to praise employees for good work (M)	77.0
Purpose	Food safety excellence being part of company vision	76.4
Purpose	Quality excellence being part of company vision	76.1

Comparison: Relative demographic scoring and ranking.



Risks: Perceived risk of hazards (allergens, physical, chemical and microbiological)



Hotspots: Pockets of excellence and risk across demographic groups.

Highest Demographic Combinations	Element	Score (%)
Site 2 - Mumbai Operator (Temporary) More than 5 years	Inclusion of company plans for improving efficiency	96.7
Site 2 - Mumbai Operator (Temporary) More than 10 years	Being corrected by managers for not working safely	93.3
Site 2 - Mumbai Manager / Senior Manager More than 10 years	Frequency that quality data is shared	93.3
Site 2 - Mumbai Operator (Temporary) More than 5 years	Perception that managers communicate well	92.0
Site 2 - Mumbai Operator (Temporary) More than 10 years	Having authority to take action in the event of an employee health and safety problem	90.0
Site 2 - Mumbai Manager / Senior Manager More than 10 years	Frequency that employee health and safety data is shared	90.0
Site 2 - Mumbai Manager / Senior Manager Less than a year	Having an appropriate amount of employee health and safety paperwork (S/M)	90.0

Priorities: Employee versus perceived company priorities.



Industry and product category benchmarking: For 4 Categories and 20 Dimensions.

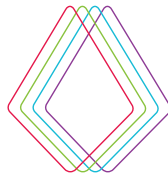
Category	Dimension	Score (%)	Industry (%)	Comparison	Total (%)	Industry (%)	Comparison
People	Empowerment	71	78	↓	66	74	➔
	Reward	63	71	↓			
	Teamwork	67	77	↓			
	Training	64	71	↓			
Process	Communication	64	72	↓	68	76	➔
	Control	69	76	↓			
	Coordination	65	74	↓			
	Consistency	67	73	↓			
Purpose	Systems	71	76	↓	67	77	➔
	Premises	67	79	↓			
	Vision	68	78	↓			
	Values	67	78	↓			

To view a live demo of the Culture Excellence Platform, please use the following details:

Login page: <https://platform.cultureexcellence.com>

Username: Demo

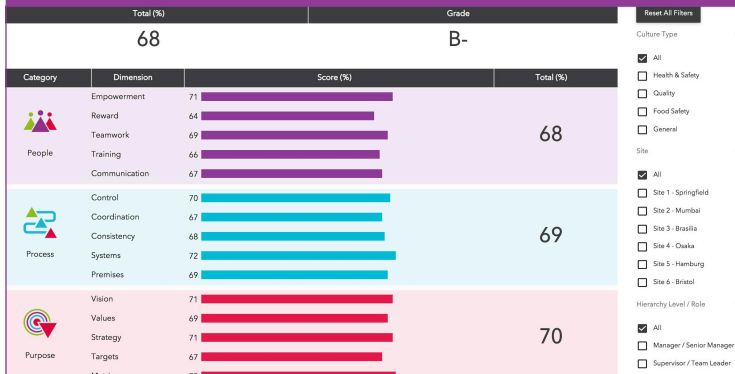
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Additional options are available as part of the upgrade, including:

Expert-led discussion of results and next steps.



Access to Culture Excellence seminars / events.



Access to 'continuous improvement' webinars.



Extra Modules (Quality Culture, Health and Safety)

	Strongly disagree	Disagree	Partly agree	Agree	Strongly agree
Problems are not repeated because everyone learns from mistakes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investigation of problems focuses on improvement rather than blame.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If there are food safety issues, lessons learned are communicated across the site.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If there are customer / consumer complaints, lessons learned are communicated across the site.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If there are employee injuries, lessons learned are communicated across the site.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For details on how to upgrade please contact your Certification Body and / or email:

BRCGS (John Tomlinson)

john.tomlinson@brcgs.com

and / or email:

the Culture Excellence team at

enquiries@cultureexcellence.com





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