

FOOD SAFETY CULTURE TOOLKIT

**YOU ALREADY HAVE A
FOOD SAFETY CULTURE,
WHETHER YOU'VE INTENTIONALLY
CREATED ONE OR NOT**

by the Alliance to Stop Foodborne Illness

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**Alliance to
Stop
Foodborne Illness**

A program of Stop Foodborne Illness

We developed the Toolkit:

To enable you to identify your current food safety culture; and

To inform your journey as you create an intentional strategy for improving your food safety culture.



Prepare Your Team

*Alliance Video Series
Rewards & Recognition
Gamification*



Bumps in the Road
Resources Coming Soon



Bring Your Essentials

*Communication
Assessment*



Plan For Your Journey

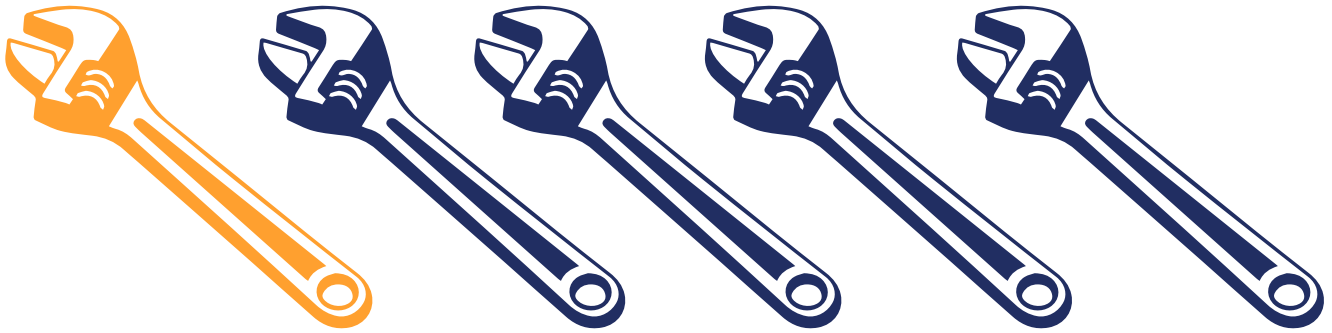
*Fundamentals of Food Safety Culture
Values and Vision*

Where are you in your FOOD SAFETY CULTURE JOURNEY?

Explore resources for each step of your journey. Follow the links above or use the Table of Contents on the next page to find tools to guide you and your organization.

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PLAN YOUR JOURNEY

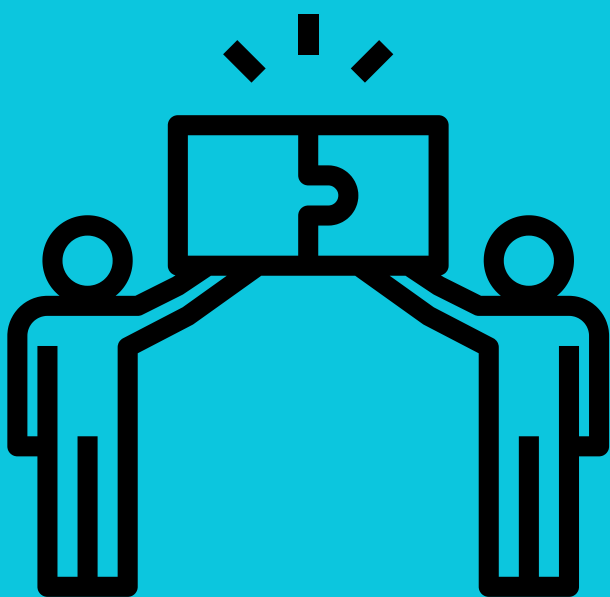
FUNDAMENTALS OF FOOD SAFETY CULTURE

WHAT IS FOOD SAFETY CULTURE?

Food safety culture is the learned and shared values, beliefs, and norms that affect attitudes and behaviors towards food safety throughout an organization. It is how everyone from all levels and functions in an organization thinks and acts in their daily job to make sure the food they make or serve is safe to eat. A strong, positive food safety culture can help protect consumers from foodborne illness and, in turn, your organization's reputation.

Consider culture in a broader sense; your family's, community's, or city's culture. Culture is a way of life. It is reflected in symbols, behaviors, and beliefs that people accept without thinking much about them.

The same is true for food safety culture. Your organization has a way of doing things, from signage to policies to the attitudes of employees. That way of doing things reflects your shared beliefs, even if no one has intentionally thought about it. But without ongoing intentional planning and evaluation, a poor food safety culture can persist and a positive food safety culture can erode.



**IN A STRONG,
POSITIVE FOOD
SAFETY CULTURE,**

**EVERYONE DOES
THE RIGHT THING
FOR FOOD SAFETY**

EVEN WHEN NO ONE IS WATCHING

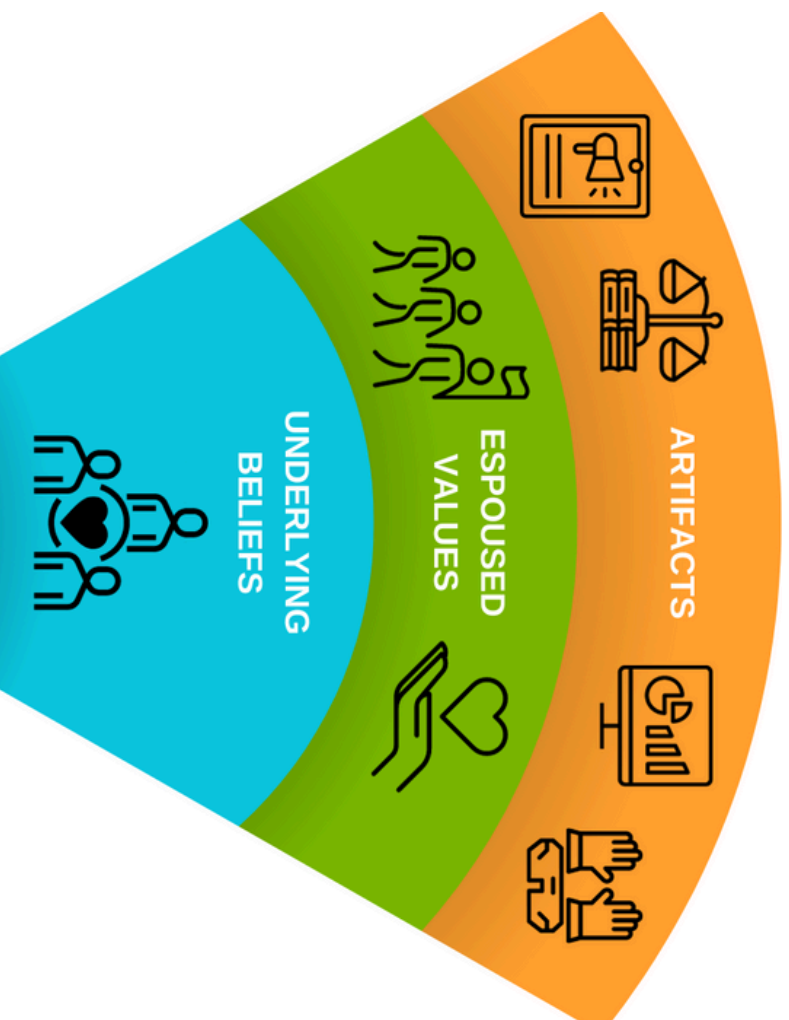
CULTURE: WHAT YOU SEE, SAY, AND FEEL

See: At the most superficial level, culture appears in the form of **artifacts** – the tangible parts of food safety. This can include posters, policies, dress codes, and even metrics like KPIs.

Say: A bit deeper down, culture appears in **espoused values** – the outward-facing goals and principles of an organization. This can include value statements, presentations from senior leaders, and ways food safety is included in regular communications.

Feel: At the deepest layer, the core, culture appears in the **underlying beliefs** of all employees. Discovering what employees truly believe about food safety is difficult but essential to understanding your organization's food safety culture.

Culture manifests in three layers. The surface is easier to see and easier to change, but as you go deeper, culture can be difficult to see and even more difficult to change.



No one layer alone is culture.

All three must align to promote and protect a strong, positive food safety culture.

Jordan and Taylor work at the same grocery store but have very different roles. Jordan is an office administrator and Taylor is an attendant in the store's deli.

When they arrive at work, both see signs reminding them of food safety procedures. Additionally, Jordan's files include onboarding materials and job descriptions, where food safety and food safety culture have devoted sections, while Taylor's locker room has clearly marked zones for storing personal items and donning PPE. These reminders and processes for food safety are the visible **artifacts** of the store's culture Jordan and Taylor encounter daily.

Every week, senior leadership sends a newsletter with food safety updates and reminders to all employees. The core values of the store, including value statements about food safety, are in the signature line of all employees' emails. These inward- and outward-facing statements are the **espoused values** Taylor and Jordan hear from their leadership team and share with other employees and customers.

Taylor and Jordan both **believe** they have a role in food safety. Taylor knows every choice she makes helps protect customers who trust her to provide safe food. Jordan and other office staff who know they can still support food safety in the store in how they make financial and human resources decisions.

The different ways Jordan and Taylor encounter food safety culture in the store, from policies and posters to values and beliefs, ground their commitment to doing what is right in food safety.

VALUES AND VISION

A well-defined vision and set of values provide a framework for aligning all members of an organization towards a common goal and creating a strong, positive food safety culture.

WHAT DOES YOUR ORGANIZATION VALUE?

Is food safety among those values? How do you formalize food safety as a value? What behaviors represent food safety as a value? How does food safety as a value shape organizational policies and processes?

If food safety is not a value for your organization, consider ways to engage with senior leadership, quality and food safety leaders, and frontline leaders to define food safety and food safety culture goals and commitments. Everyone at a food company works with food, whether directly or indirectly. The success of the organization, from brand protection to consumer relationships, is deeply tied to safety and quality of food—and therefore to your food safety culture.

WHERE IS YOUR ORGANIZATION NOW? AND WHERE IS YOUR ORGANIZATION GOING?

Define your vision for food safety culture at your organization. Consider beginning by evaluating where you are currently in your food safety culture journey through surveys, observations, or other methods of assessment. Models, like the one on the following page, can help identify behaviors and attitudes at different levels of food safety culture maturity. Once you know where you are starting, you can begin planning for where you wish to go.

What does a strong, positive food safety culture look like for your organization?

What are the long-term goals you want to achieve regarding food safety and food safety culture?





DOUBT

Most food safety actions are taken due to external pressures (e.g., regulators). Individuals complete food safety tasks out of fear of negative consequences.



REACT TO

Food safety actions are solved by the quality department and mostly to close gaps and remove issues. Individuals are recognized sporadically after having solved a food safety problem.



KNOW OF

Food safety knowledge is prevailing across the organization and everyone acts to improve food safety. Leaders recognize teams and individuals according to a documented system of positive and negative consequences.



PREDICT

Food safety actions are taken based mostly on results from predictive analysis. Leaders reward teams for collectively improving food safety processes / procedures.



INTERNALIZE

Food safety actions are driven by everyone and mostly based on managing risks. Cross-functional / level teams nominate other teams for being proactive and thinking strategically around food safety.



THE WHAT, THE WHO, AND THE HOW

As you work towards your vision for food safety culture at your organization, people and processes will be integral in affecting change.

What behaviors exemplify your food safety culture values and vision? What new or existing systems (e.g., training, standard operating procedures) will help support these behaviors?

Who will be the leaders, both formal and informal, who will embody and model your food safety culture values and vision? Are there people already modeling this culture, and if so, how will you engage and elevate these champions? How will you involve and create ownership for employees across all levels and functions in shaping food safety culture? How will you reinforce and embed values into all employee's daily activities? *Jump to: **Prepare Your Team***

How will you communicate your food safety culture values and vision to all members of your organization? How will you communicate goals, changes, and outcomes? *Jump to: **Communication***

How will you assess your food safety culture against your values and vision? How will assessment contribute to accountability, continuous improvement, and re-evaluation of your values and vision? *Jump to: **Assessment***

CONTINUALLY FOSTER, SUPPORT, AND STRENGTHEN FOOD SAFETY CULTURE



**A PRACTICE
MODELED
ACROSS THE
ENTIRE COMPANY**

**BEHAVIORS
DEFINED AND
EXEMPLIFIED AT
ALL LEVELS**

AN ONGOING JOURNEY

The five-stage maturity model may make food safety culture seem linear, moving from point A to point B, but the journey never truly ends. Organizations slide back and forth within the model, affected by the ever-changing and unpredictable nature of business. Using a system which builds in trial, error, and evaluation will help you respond to these shifts and adapt along your journey

PLAN

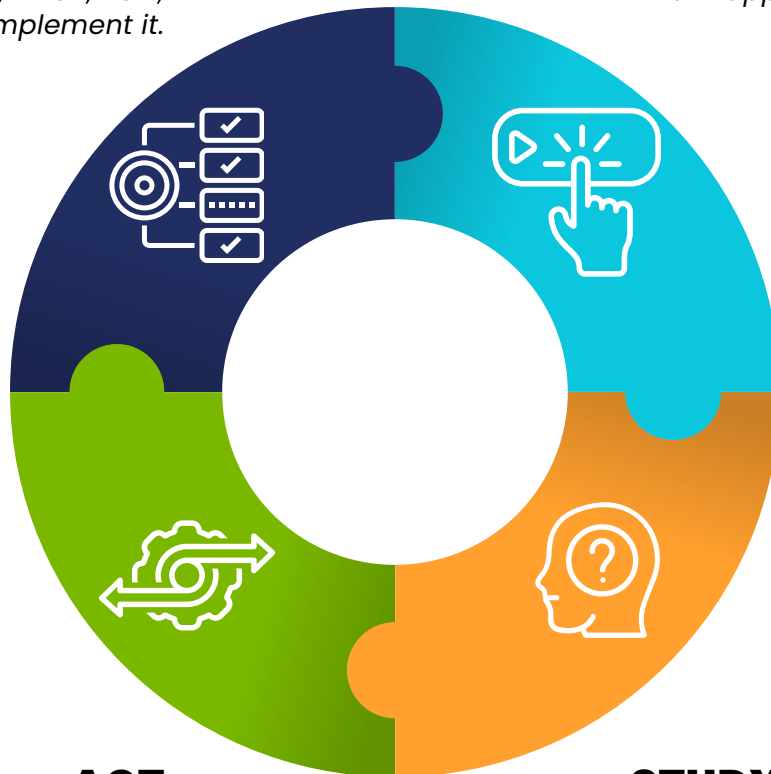
What will happen if we try something new?

Consider the objectives of your plan, including predictions of the outcome. Plan who, when, how, and where you will implement it.

DO

Try it out.

You and/or your team carry out your plan. Observe and document what happens.



ACT

What are the next steps?

Consider what should happen next based on your analysis. Do you proceed to broader implementation? Make changes? Start over with something else?

STUDY

Did it work as expected?

Assess the results of your plan. Think critically about the data and feedback and how the results compare to your predictions. Summarize the outcomes.

Progress requires a degree of failure, which then creates learning opportunities to build upon for continuous improvement. Approaching and modeling food safety culture as an ongoing, iterative process will help encourage creative thinking and innovation and maintain commitment to your vision.



BUMPS **IN THE ROAD**

RESOURCES COMING SOON.



BRING YOUR *ESSENTIALS*

COMMUNICATION

Effective communication is key to managing change and supporting existing desired behaviors. Creating intentional, positive food safety culture messaging requires thoughtful planning and regular evaluation.



Define Your Purpose

PLAN

What is the nature of your communication?

EVALUATE

Check with key stakeholders about your objectives.



Understand Your Audience

Who will receive your message?

Connect with team leaders of your target audience.



Specify Your Message

How will you build your message for your audience?

Reach out to your organization's communication experts (HR, PR).



Recruit and Equip Voices

Who will relay and bolster your message?

Collect feedback from leaders and champions who will share your message.



Select Your Channels

What tools and channels support your message?

Pressure-test delivery methods and materials

DEFINE YOUR PURPOSE

- What is the nature of your communication?
 - Are you creating a new communication campaign or channel?
 - Are you adjusting existing or regular communication for a new audience, to clarify a previous message, or to increase engagement?
 - Are you communicating as part of a larger campaign, for crisis control, or for another reason?
- What is the objective of your communication
 - What core values are you communicating?
 - How does your communication tie to your food safety culture vision?
 - What do you want people to think, feel, and/or do as a result of your communication?
- How will you measure the success of your communication?

Evaluate: Check in with key stakeholders. Does your plan fulfill a need? Is the timing right? Are there others you should include in planning before you proceed?

UNDERSTAND YOUR AUDIENCE

- What does your audience already know?
 - What are the existing food safety behaviors and attitudes?
- What subcultures exist in your audience?
 - How does your organizational culture appear in your audience?
 - How does your food safety culture appear in your audience?
- What non-organization cultures (races, ages, religions, languages, nationalities, regional cultures) are represented in your audience?
 - What are the written and spoken language literacies of your audience?
 - What different cultural norms may differ between members of your audience?

Evaluate: Talk with the team leaders and supervisors for your target audience. Does your understanding of the audience match theirs? Are there additional details you need to know?



SPECIFY YOUR MESSAGE

- How can you adjust your message for the existing attitudes of your audience?
 - How is your message important to your audience?
 - What biases or social norms could support or undermine your message?
 - How can the objectives of your message become socialized?
- How can you build personal connections between your audience and your message?
 - Could your message include storytelling with real, compelling people and events?
 - Is it clear how your message will apply to the day-to-day work of your audience?
- If you have multiple audiences who need to receive the same message, how will the details and desired results differ?

Evaluate: Reach out to internal teams with expertise in communication (Public Relations, Training Development, Human Resources). Does your message align with other organization communications? Do they have suggestions?

RECRUIT AND EQUIP AMPLIFYING VOICES

- Are there existing food safety culture champions in the organization who can help align and influence others on the message?
 - How can leaders and food safety culture champions help to socialize the message?
 - What guidance will leaders and food safety culture champions need to relay the message?
- How can your audience support your food safety vision?
 - How can members of your audience be included in planning the delivery of your message?
 - How can members of your audience provide feedback on your message during and after delivery?
- In which direction should the message flow?
 - Should the message start from senior leaders, flowing down with a sense of organizational importance?
 - Should the message start with frontline workers, building up as a grassroots effort?

Evaluate: Collect feedback from leaders, champions, and members of your audience. Are they comfortable with conveying your message? Does your message make sense to them and resonate with them?

SELECT YOUR CHANNELS

- What existing communication channels will help you share your message at the right time and place?
 - When and how frequently will you communicate your message?
 - Could you use physical signage or flyers for high-traffic areas?
 - Could your message be reiterated in existing daily or weekly emails?
 - Is there an event (World Food Safety Day) you could tie your communication to for increased impact?
- Is your message language (text) and science (food safety concepts) appropriate for your audience?
 - What triggers, jargon, and slang can you avoid?
 - Could your message incorporate a simple, straightforward slogan to make concepts more memorable?
 - How can you use visuals and icons to simplify and universalize your message?

Evaluate: Pressure test your message and delivery before committing substantial resources (especially physical / printed materials). Are members of your audience seeing or hearing your message? Can you measure initial changes in response to your message?

COMMUNICATION IS NOT ONE-WAY



**INPUT & FEEDBACK ARE
ESSENTIAL TO PLANNING
AND EVALUATING
COMMUNICATION PLANS**

ASSESSMENT

Imagine a restaurant chef shopping for a new food thermometer. As they browse the different models—digital, dial, oven safe, disposable—what are the pros and cons of each? Which model will best meet their needs? The one they select must be precise to make sure the food is safe. In a busy restaurant, the speed of the reading could also be important. Cost is a factor. All these considerations will help them decide the best tool for measuring food temperature in the restaurant’s kitchen.

A responsible chef would be sure to find the right thermometer—accurate and a good fit for their needs. In the same way, organizations must be thoughtful about measuring food safety culture and consider what tools will work best for their needs.

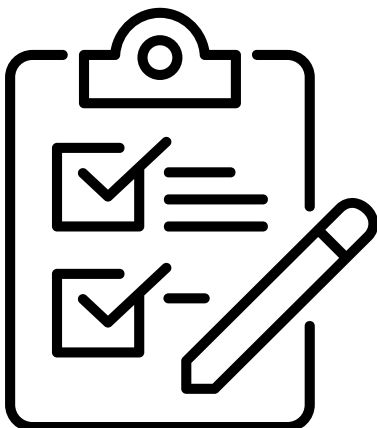
HOW DO WE ASSESS FOOD SAFETY CULTURE?

Assessment of culture can take many forms. Depending on an organization’s size, budget, and demographics, some tools may be a better fit than others.

Below are a few examples of tools and methods of assessing food safety culture. Each has benefits and drawbacks, and no one tool will satisfy all assessment needs. Consider combining methods to get a fuller picture of all the layers of food safety culture at your organization.

TOOLS / METHODS

Click the links below to jump to a page describing the tool / method in more detail, include its benefits and drawbacks.



Surveys: Internal and External

Focus Groups and Interviews

Observations

**Food Safety Management Systems (FSMS)
and Key Performance Indicators (KPIs)**

Records

Jump to: **Assessment in Action**

SURVEYS: INTERNAL AND EXTERNAL

Description

Surveys ask employees a series of questions designed to interpret perceptions, attitudes, and behaviors. Internal surveys are often conducted by food safety, communications, and/or human resources teams within an organization. External surveys are conducted, and often analyzed, by third parties.

Benefits

- Allow for large-scale data collection and analysis
- Provide quantitative data easily summarized and compared
- Internal survey teams have familiarity with organization
- Internal survey teams have more flexibility and control over design, distribution, and analysis of survey
- External survey teams have objectivity and independence
- External survey teams have more expertise and perceived credibility in conducting independent analysis
- Allow anonymity
- Cover wide geographical area
- Format can be kept relatively simple and straightforward
- Higher response rate

Drawbacks

- Responses are subject to bias
- Responses may reflect only a snapshot in time (recency bias) instead of the fluid, long-term culture
- Standardized questions may not capture full complexity of food safety culture
- Internal survey teams are limited in time, resources, and methods to ensure sufficient coverage
- Internal survey teams may lack expertise and objectivity
- External survey teams can be costly depending on the size and scope of the survey
- External survey teams may not have full understanding of the organization, so surveys and analysis may not align perfectly with organization needs
- Challenging to generalize findings from small groups or individuals to the whole organization
- Low response rate



Time Scale

Surveys can be conducted at a designated frequency (i.e., every year or two) to track changes over time, including the effectiveness of intervention actions. The full process of introducing a survey, distributing questions, collecting answers, data analysis, and presenting results can take several months depending on the size and scope of the organization and the survey. Internal surveys may be easier to conduct more frequently or informally than external surveys depending on the time and resources available.

FOCUS GROUPS AND INTERVIEWS

Description

Focus groups and interviews conducting small-group or individual interviews to discuss food safety culture in depth. Use of open-ended questions can explore experiences, perceptions, and opinions to give insights into why people feel and think the way they do.

Benefits

- Thoughtful discussion can provide rich qualitative data into nuances of culture
- Explanation of more complex terms
- Pick-up on non-verbal cues
- Detailed exploration of underlying factors influencing attitudes and behaviors
- Participants sharing experiences may also share suggestions or ideas for improvements
- Better insights into why certain opinions are held

Drawbacks

- Require time, resources, and trained facilitators specializing in guiding discussion
- Challenging to generalize findings from small groups or individuals to the whole organization
- Analysis of qualitative data can be subjective and time consuming
- Internal consistency can be challenging to demonstrate
- Influence of the moderator
- Opinions of the less vocal/introverts may not be captured
- The less confident tend to be agreeable with the more confident

Time Scale

Focus groups and interviews are time-intensive for both those conducting them and the participants. These tools may be less frequent to complement results from other, more frequent methods. Compiling the results of these assessment methods can also take several months depending on the scope of analysis.

OBSERVATIONS

Description

Observations involve direct monitoring of food safety practices and behaviors of employees.

Observations may be performed by food safety staff, trained auditors, of team leaders or supervisors of the observed employees (such as through Gemba walks).

Benefits

- Provide firsthand insights into actual daily practices
- Allow for coaching opportunities, immediate correction of potential issues, and identification of focus areas to reduce risk
- Can complement survey data to provide a more comprehensive picture of culture

Drawbacks

- Requires time, resources, and trained personnel to conduct effectively
- Due to the time commitment, may be limited to only a few observations at a time, leading to potentially incomplete assessment
- Observed individuals may modify their behavior if they are aware of the observation

Time Scale

Observations can take place regularly, such as weekly or biweekly, to measure the ongoing pulse of food safety culture. Depending on how extensive the observations are, they can be relatively short in nature for more informal sessions (15–30 minutes) or longer as with Gemba walks (45–60 minutes).

FOOD SAFETY MANAGEMENT SYSTEMS (FSMS) AND KEY PERFORMANCE INDICATORS (KPIs)

Description

FSMS are comprehensive frameworks for best practices in food safety and quality.

KPIs identify and track specific metrics (e.g., training completion rates, reported food safety incidents, or compliance with practices) which can provide indicators within FSMS.

Benefits

- Provide quantitative measurement for objective analysis and comparison
- Can provide ongoing monitoring to track trends, find areas of concern, and take timely corrective action
- Quantitative data creates clear benchmarks for goal setting and accountability
- Can incorporate organization-wide metrics (e.g., leadership participation, communication)
- When incorporated with other assessment methods (e.g., observations), can provide “visible” performance measurements for behaviors which are otherwise difficult to quantify

Drawbacks

- May not capture qualitative data about complexities of culture
- Can miss underlying attitudes and behaviors contributing to food safety and culture
- May focus more on compliance and regulatory standards rather than the comprehensive food safety culture
- Can be resource-intensive to conduct regular data collection

Time Scale

Quantitative system measurements like KPIs within FSMS can provide ongoing data to track trends. Once systems are established, data can be collected and compared by different time scales (e.g., monthly, yearly) depending on the needs, goals, and resources of the organization.

RECORDS

Description

Records are ongoing quantitative and qualitative data such as near-misses, cleaning and sanitation logs, or ongoing training and education. Additional metrics could include consumer claims or complaints and audits.

Benefits

- Can provide ongoing monitoring to track trends, find areas of concern, and take timely corrective action
- Quantitative data creates clear benchmarks for goal setting and accountability, reflecting the company’s food safety culture
- Often necessary for legal and regulatory compliance
- Uncover meaning, provide rich descriptions and develop understanding
- Low cost

Drawbacks

- May not capture qualitative data about complexities of culture
- Are reactive rather than proactive
- Can be incomplete or inaccurate, leading to missed opportunities or misguided decisions
- May focus more on compliance and regulatory standards rather than the comprehensive food safety culture
- Relies on documentation preserved by others

Time Scale

Record collection can provide ongoing data to track trends and provide context, historical insights and background information.

ASSESSMENT IN ACTION

The following case study examines the food safety culture assessment strategy of Citron (names have been changed to maintain confidentiality).

Citron is led by its founder, Nadia, and has 12 other employees. As part of their food safety culture journey, Citron worked with an outside consulting firm doing research on food safety culture assessment.

The first step in the assessment research was to educate Nadia on food safety culture, the process and outcomes of assessments, and how Nadia could support her team throughout that process. Next, Nadia met with her team to explain the purpose of the assessments, her expectations about honest feedback, and what the team could expect as follow-up to their input. Sharing the reasons for assessment and making sure leadership and team members were all engaged established a solid foundation for the process.

The ongoing assessments at Citron include the following:

- Weekly team meetings to discuss learnings from the assessments. Based on the feedback received, the team selects a 5-minute action item to implement the following week and identify who is responsible for completing the action.
- Monthly meetings between the consulting and research firm, Nadia, and Citron's Quality Assurance leader. Meetings are kept to 30 minutes and are supported by a dashboard of assessment data. Discussions include trends in participation in feedback and the effectiveness of the 5-minute actions in helping mature Citron's food safety culture.

- Yearly focus groups facilitated by the consulting and research firm. Focus group meetings are kept to 45 minutes to practically enable team members to attend. The focus group discussions shine a light on team member beliefs and values specific to the safety of Citron's products. Questions are coded to highlight common views and specific areas for change or for positive recognition. Nadia and Citron's Quality Assurance leader do not attend focus group meetings to ensure team member confidentiality.

Citron has shown vast improvement in food safety performance through this culture assessment approach. Nadia now has a data-driven narrative to share internally with her team and externally with customers, auditors, and regulators about their improved food safety, which enables business growth and more robust food safety risk management. Further, food safety has shifted from a "must do" to a "want to do" for all employees. Citron's team members feel included and safe bringing forward suggestions for change. The use of confidential discussions at focus groups, dashboards of ongoing feedback data, and specific follow-ups based on that feedback have created an ongoing rhythm of assessment and informed action to create a stronger, more positive, and more mature food safety culture.

MEASURE WHAT YOU TREASURE

**REGULAR ASSESSMENT CAN
BUILD A FRAMEWORK TO:**

- **SUPPORT YOUR PRESENT
FOOD SAFETY CULTURE**
- **GUIDE FUTURE DECISIONS**





PREPARE YOUR *TEAM*

REWARDS & RECOGNITION

A SENSE OF RESPONSIBILITY

The use of rewards and recognition can help individuals and teams develop a sense of personal responsibility and understand their role in maintaining your company's food safety standards.

A strong sense of personal responsibility can encourage employees to demonstrate positive food safety actions. These rewards can also assist leadership with developing and enforcing desired food safety behaviors across the entire company.

It's not just about prizes, it's about recognizing the right behaviors.

PLANNING REWARDS AND RECOGNITION PROGRAMS

The following considerations have been useful to Alliance members as they developed their own rewards and recognition programs and may provide guidance as you plan, implement, and evaluate your own.

Basic Principles

Consider the nature of the rewards and recognition programs.

- What behaviors do you want to reward?
- How can you leverage the observations from your food safety culture self-reflection to assist in defining reward and recognition expectations?
- Will you reward individual achievements, team achievements, or both?
- What will you name your program?
- Will you leverage that name on T-shirts, jackets, or other gifts?
- Are there opportunities to celebrate the rewards and recognition program—at least annually—through a Food Safety Culture Day or Week?
- Can celebrations be linked to existing events such as World Food Safety Day or Food Safety Education Month?



Know Your Audience

Take into account the regional and cultural norms of your team as you design the specifics of your rewards and recognition program.

For example: your self-reflection process may reveal a challenge to your food safety culture is a lack of teamwork and communication. Your rewards and recognition program could encourage teams to submit ideas collectively for food safety improvements. Ideas would be reviewed and recognized, and teams would have more opportunities to work collectively and a chance to communicate their ideas in a direct and formal way.

Some rewards or systems of recognitions may or may not apply to your organization or your employees. Cultural norms are not universal, even among facilities of the same company.

EXAMPLES OF REWARDS AND RECOGNITION

Think about the needs, wants, and cultural norms of your team. What rewards and forms of recognition will they most respond to?

- A dedicated parking space close to the entrance
- Breakfast or lunch with hourly and upper management
- Shout-outs during team meetings
- Food safety culture wall of fame
- Plaques, trophies, and/or certificates

IT'S NOT JUST ABOUT PRIZES



**IT'S ABOUT RECOGNIZING
AND REWARDING THE
RIGHT BEHAVIORS**

**AND FOSTERING
PERSONAL RESPONSIBILITY**

ALLIANCE VIDEO SERIES

The Alliance video series features the stories of survivors and victims' families who have been impacted by foodborne illness. We designed the videos and accompanying materials to build personal connections with the consequences of foodborne illness.

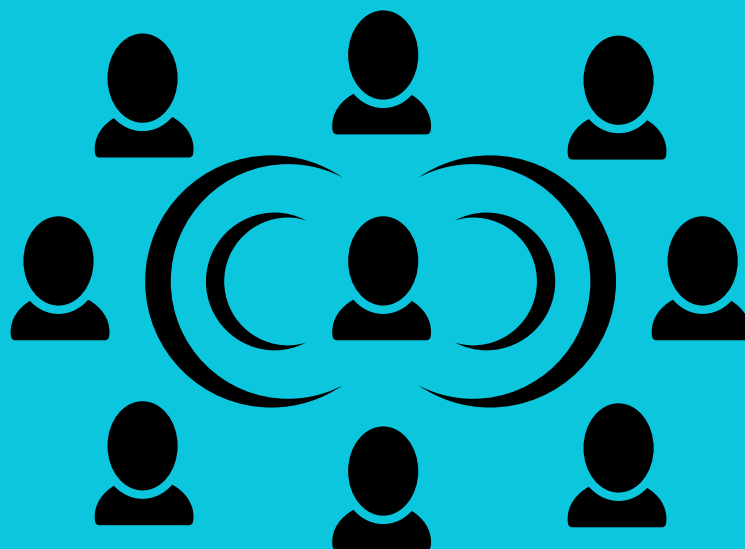
Videos and resources are specified for different audiences, such as frontline workers, senior leaders, and other levels and functions. With targeted narration and discussion questions, every member of your organization can build a personal connection with the “why” of food safety.

Links to Alliance videos can be found online. To request direct links or downloadable versions, please contact Alliance Director Vanessa Coffman at vcoffman@stopfoodborneillness.org.

In the following pages, you will find discussion questions and guides and sample posters related to Alliance videos.

These guides are also available as individual pdf files online.

STORYTELLING IS A POWERFUL TOOL



**KEEP STORIES SIMPLE,
HONEST, AND
MEMORABLE**

**INFORM, EDUCATE,
AND INFLUENCE
BEHAVIORS**

GAMIFICATION

One way to keep your team engaged is to creatively and continually reinforce food safety concepts outside of formal learning programs. Consider “gamification” when planning your engagement strategy. Gamification is the application of gameplay mechanics to other activities such as education or marketing.

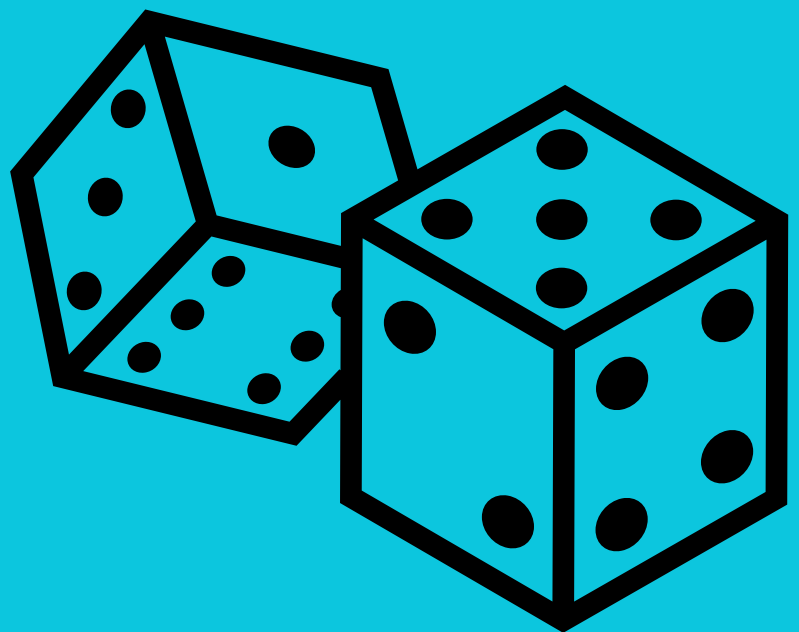
While gamification may conjure images of video games, you can also incorporate basic gameplay principles to complement and enhance your learning programs. Games can help refresh content, incentivize learning, socialize desired behaviors, and intermix learning opportunities into non-training environments like Town Hall meetings or breakrooms.

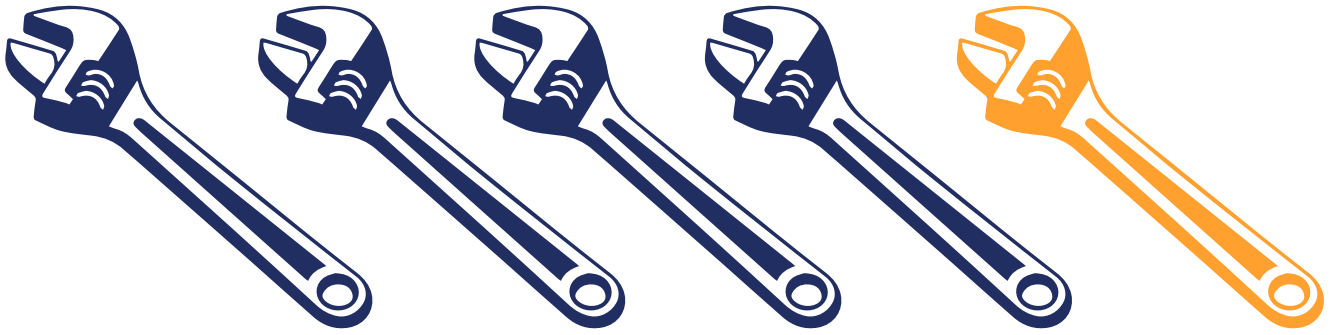
In the following pages, you will find examples of low- or no-cost games employed by members of the Alliance to Stop Foodborne Illness. These games are not to meant to replace your current training and education programs but can serve as inspiration or be adapted to supplement to your existing formal learning curriculum.

These guides are also available as individual pdf files online.

ENGAGEMENT GOES BEYOND TRAINING SESSIONS

**CAPTURE YOUR TEAM
WITH GAMES THAT
REINFORCE DESIRED
BEHAVIORS**





ABOUT THE TOOLKIT

A COLLABORATION TO DEVELOP & INNOVATE FOOD SAFETY CULTURE

The Alliance to Stop Foodborne Illness designed this toolkit to strengthen food safety culture at small- and medium-sized organizations. Members from across the food industry contributed time, insights, and resources to create tools which are:

- Informed by the most current science
- Based on years of personal experience
- Tailored to be most useful for small- and medium-sized companies

Advancing your intentional food safety is not a linear journey. It is an iterative process of continual learning.

EVERY COMPANY IS DIFFERENT

Some tools may not work well in your area or for your workforce. It is important to evaluate your internal needs and select the tools most appropriate for your company.

It is imperative to note: ***this toolkit is not a checklist.***

Just as every company is different, every company's journey is different. Starting points, roadblocks, and measures of success will not all look the same.

THE TOOLKIT IS EVOLVING

This Toolkit is designed with you in mind. Resources are added and updated regularly. We are building it with an eye towards reputable, objective, flexible, low-cost heart tools that are user-friendly.

Have you noticed a subject missing? Is there a topic you'd like to see covered more thoroughly? Do you already use a good, shareable resource or reference? We are actively looking for, and evaluating, publicly-available resources for possible inclusion.

If you have questions, comments, or suggestions for new tools, we would like to hear from you.



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**Stop
Foodborne
Illness**



**Alliance to
Stop
Foodborne Illness**

**PROTECTING
CONSUMERS
BY BUILDING
STRONG FOOD
SAFETY
CULTURES.**

CONTACT US

Toolkit Content and Resources

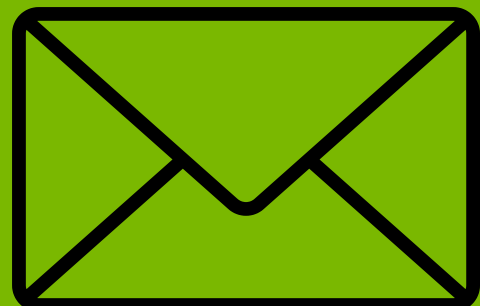
vcoffman@stopfoodborneillness.org

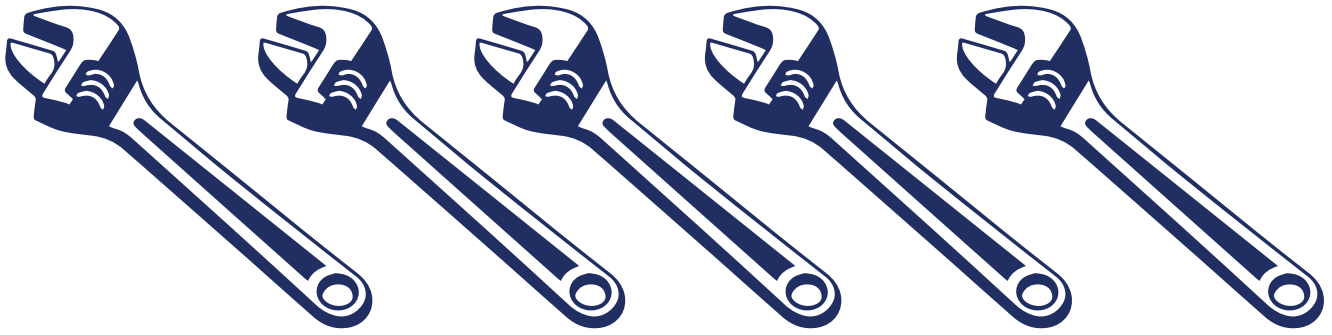
Website Troubleshooting

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Alliance Information

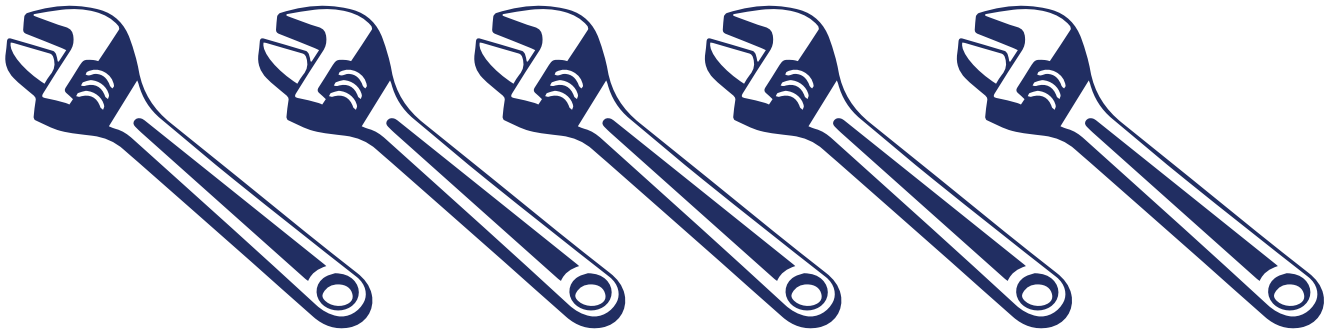
vcoffman@stopfoodborneillness.org





APPENDIX A:

ALLIANCE WHITE PAPERS



APPENDIX B:

ADDITIONAL RESOURCES

DISCLAIMER: *This set of resources is not an endorsement, they are items that we have found useful in thinking about food safety culture.*

PEER-REVIEWED PAPERS

“Enhancing food safety culture to reduce rates of foodborne illness.” Powell, Douglas A., Casey J. Jacob, and Benjamin J. Chapman. *Food control* 22, no. 6 (2011): 817-822.

“Comparative analysis of existing food safety culture evaluation systems.” Jespersen, Lone, Mansel Griffiths, Carol A. Wallace. *Food Control* 79 (2017): 371-379.

“An intercontinental analysis of food safety culture in view of food safety governance and national values.” Nyarugwe Shingai P., Anita R. Linnemann, Yingxue Ren, Evert-Jan Bakker, Jamal B. Kussaga, Derek Watson, Vincenzo Fogliano, Pieter A. Luning. *Food Control* 111 (2020).

“The assessment of food safety culture.” Griffith, Chris J., Karen M. Livesey, and Debbie Clayton. *British Food Journal* (2010).

“Methods of data collection in qualitative research: interviews and focus groups.” Gill, P., Stewart, K., Treasure, E., Chadwick, B. *British Dental Journal* 204(6) (2008): 291-295.

“Human Behavior – 4th Hazard in Food Safety.” Kakurinov, Vladimir. *Journal of Hygienic Engineering and Design* 21 (2017): 13-17.

“The impact of maturing food safety culture and a pathway to economic gain.” Jespersen, L., Butts, J., Holler, G., Taylor, J., Harlan, D., Griffiths, M., Wallace, C. *Food Control* 98 (2019): 367-379.

BOOKS

Food Safety = Behavior

Author: Frank Yiannas

Springer Science & Business Media, 2015. ISBN: 9781493924899

Food Safety Culture: Creating A Behavior-Based Food Safety Management System

Author: Frank Yiannas

Springer Science & Business Media, 2008. ISBN: 9780359583614

Developing And Maintaining A Positive Food Safety Culture

Author: Christopher J Griffith

Highfield, UK: Doncaster (2014). ISBN: 9781909749481

WHITE PAPERS

"A Culture of Food Safety: A Position Paper from the Global Food Safety Initiative (GFSI)." Mike Robach, and Lone Jespersen, Global Food Safety Initiative. 2018.

"Food Safety Culture: People, Process and Policy – a Holistic Approach." Author: Alison Friel, SAI Global. 2021.

WEBINARS

ALLIANCE/FDA WEBINAR SERIES

#1: Key Concepts in Addressing Food Safety Culture as a Science—Not a Slogan
<https://www.youtube.com/watch?v=IXm3dRH4B7s&t>

#2: How to Make Leaders Risk Aware and Push to Reduce Risk
https://www.youtube.com/watch?v=9JoVN3bv3_o&t

#3: Building a Coalition of Food Safety Culture Champions Across Your Organization
<https://www.youtube.com/watch?v=-bedmf2KKBE&t>

#4: What More do You Want to Know About Food Safety Culture
<https://www.youtube.com/watch?v=UkTqtHo8fwk&t>

#5: Rewards and Recognition Programs that Drive Positive Food Safety Culture
<https://www.youtube.com/watch?v=qANakRzdKzU&t>

#6: Food Safety Culture Learning: It's More than Checking the Boxes
<https://www.youtube.com/watch?v=opFvg1uh5Xc&t>

#7: Measure What You Treasure: Assessing Food Safety Culture
<https://www.youtube.com/watch?v=PV33vWaiDSg&t=1710s>

#8: Facing Food Safety Challenges Through Culture and Adaptability
<https://www.youtube.com/watch?v=-xeweKdBg4k&t=2541s>

#9: Food Safety Culture: Storytelling to Shape, Reinforce, and Inspire
<https://www.youtube.com/watch?v=X-D2FCvehgo>

OTHER WEBINARS

Building Your Food Safety Culture, *International Food Safety & Quality Network*
<https://www.youtube.com/watch?v=gD70nhZ7qkl>

PODCASTS

All About Food Safety Culture

International Food Technologists

<https://www.ift.org/news-and-publications/podcasts/disruptors/episode-29-all-about-food-safety-culture>

Coaching FSQ Leaders to Drive Positive Change in Culture

Food Safety Matters

<https://www.food-safety.com/articles/7904-ep-123-tia-glave-jill-stuber-coaching-fsq-leaders-to-drive-positive-change-in-culture>

INTERVIEWS

How to Implement a Strong Food Safety Culture

Vanessa Coffman and Food Safety Tech

https://foodsafetytech.com/feature_article/how-to-implement-a-strong-food-safety-culture/

