

Improving the Food safety Culture of your Business

Build, Maintain and Reinforce

Agenda

*Improving the food
safety culture of
your business*

1. **CULTURE.** What is it?
2. **GOALS & ACCOUNTABILITY.** What do you want to achieve?
3. **EXPECTATION.** What progress is reasonable to expect?
4. **MEASURE.** What data do you need?
5. **REINFORCEMENT.** What encouragement are you giving and how effective is it?
6. **EDUCATE & TRAIN.** How will people learn what you need them to know?
7. **COMMUNICATE.** Who can see the results? Where, when and how?



CULTURE

“Culture is patterned ways of thought and behavior that characterize a social group, which can be learned through socialization processes and persist through time”

Coreil, Bryant, and Henderson, 2001

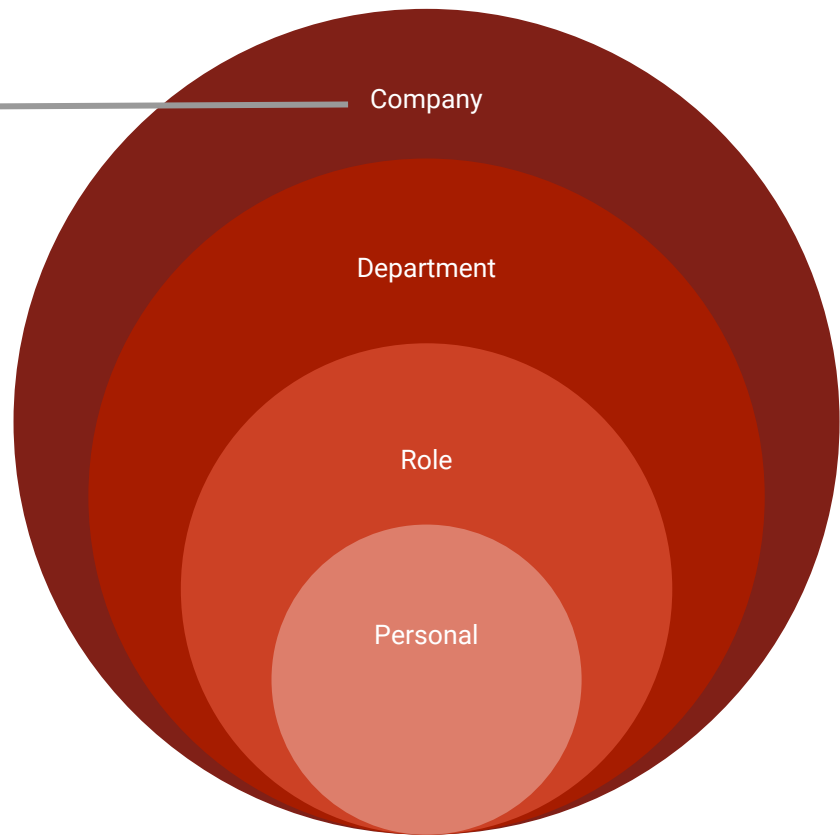
“Continuous improvement model for select, non-physical concepts and activities responsible for creating a behavior-based food safety management system”

Yiannas, Frank. Food Safety Culture: Creating a Behavior-Based Food Safety Management System. Springer, 2009.



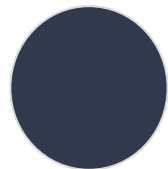
Goals, Accountability & Measure

Sell safe, healthy food

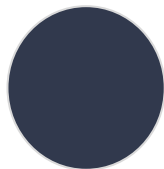


Goals, Accountability & Expectations

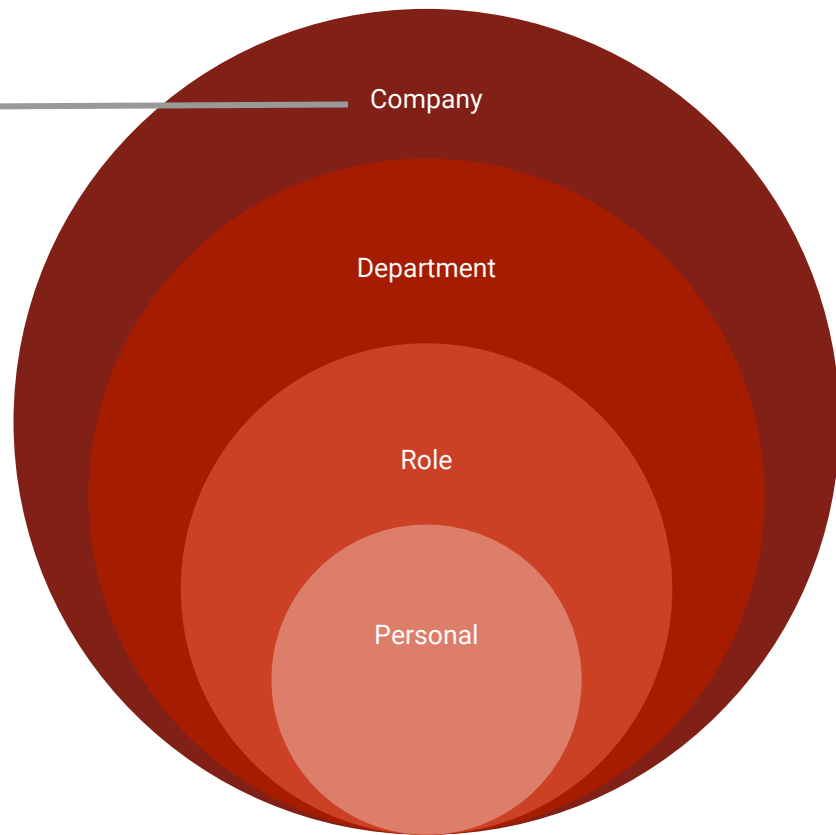
Sell safe, healthy food



Corporate executives



Site management



Goals, Accountability & Expectations

Sell safe, healthy food

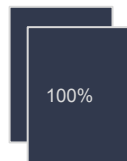
Quantitative



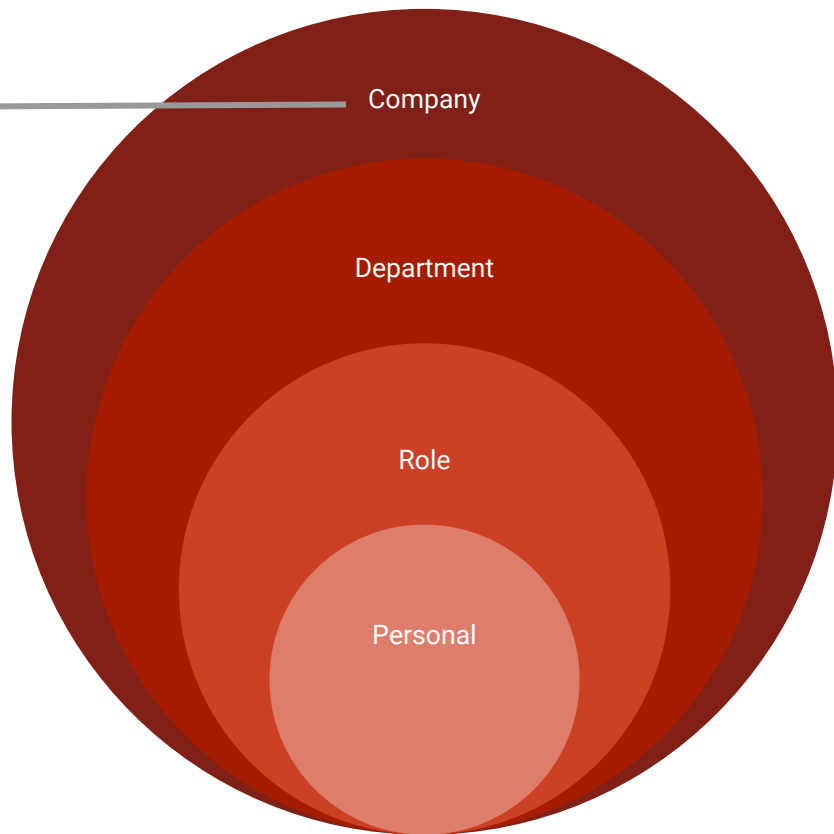
Certification
audits



Regulatory
inspections



Internal
audits



Goals, Accountability & Expectations

Sell safe, healthy food

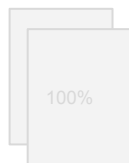
Quantitative



Certification audits



Regulatory inspections



Internal audits



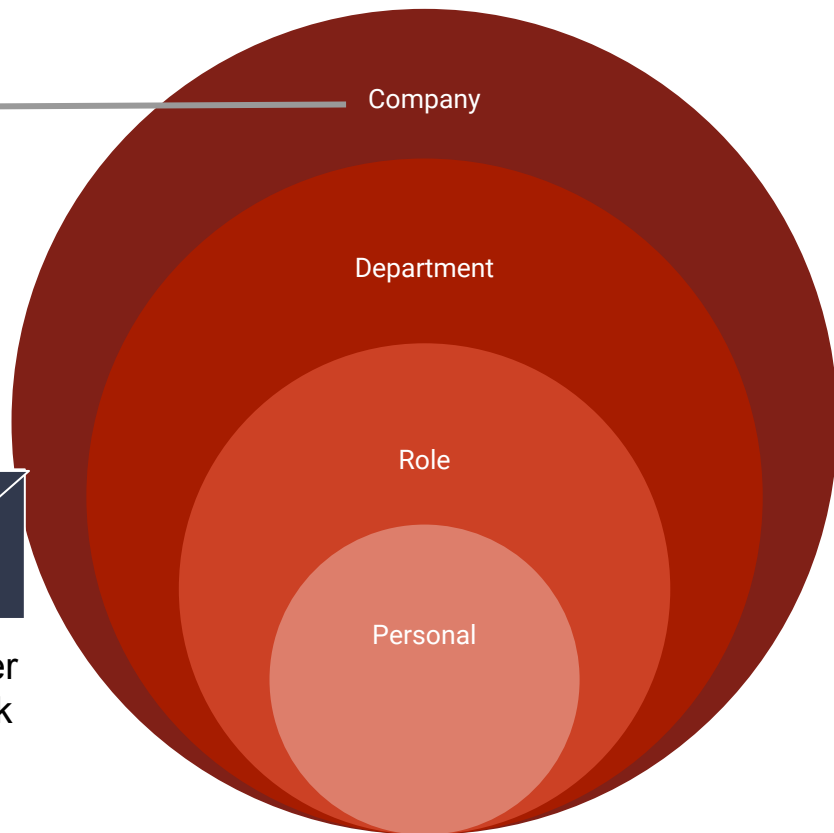
Group tasting



Tours and interviews



Customer feedback



Goals, Accountability & Expectations

Sell safe, healthy food

Company

Meet or exceed quality targets

Department

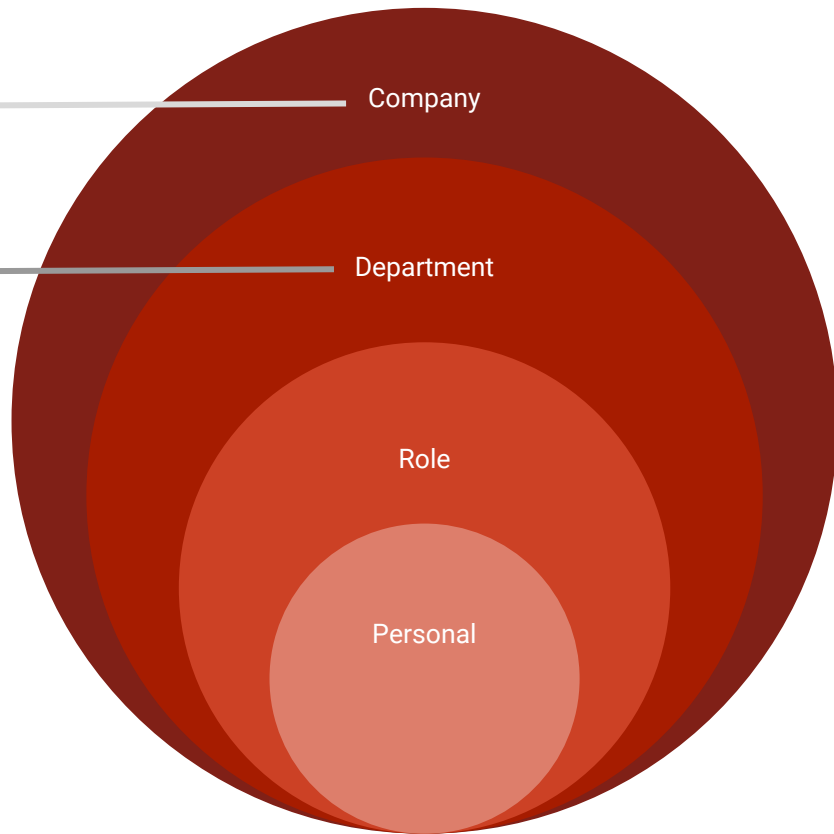
Role

Personal

Goals, Accountability & Expectations

Sell safe, healthy food

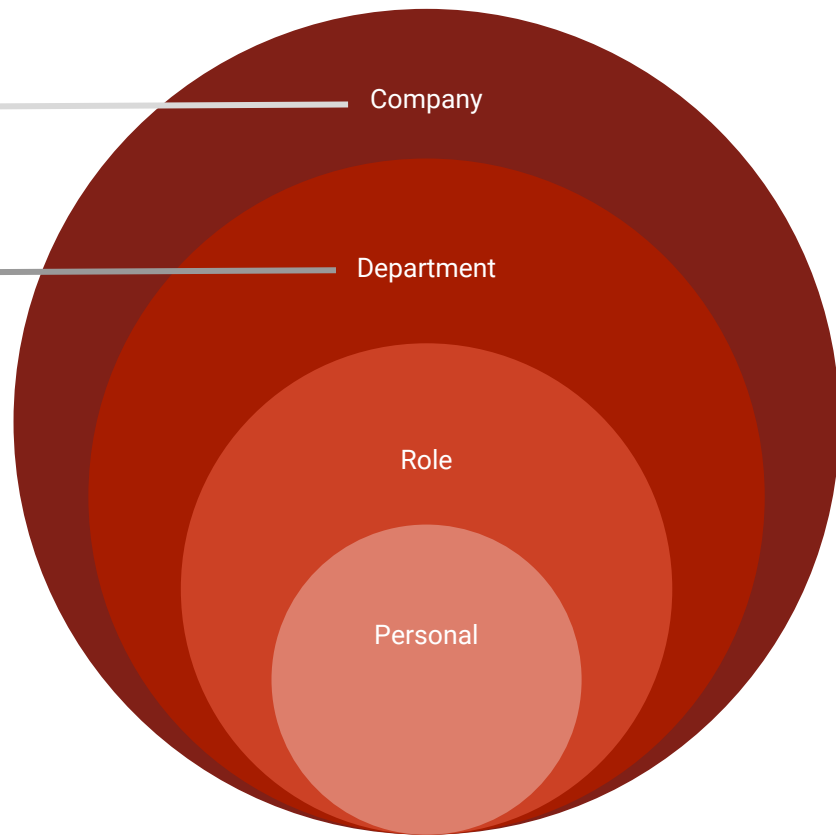
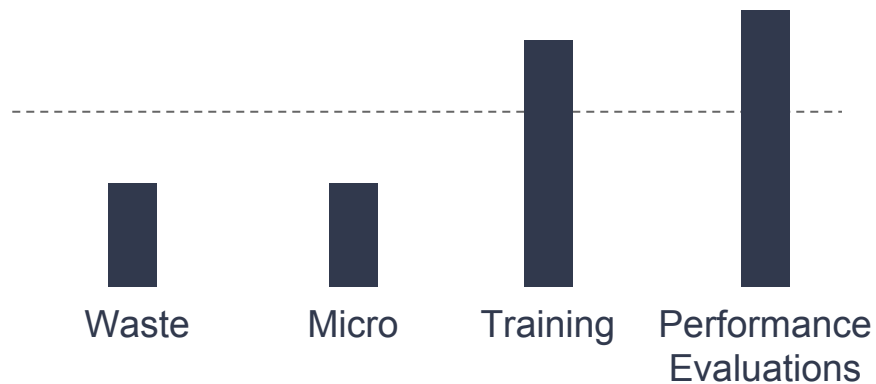
Meet or exceed quality targets



Goals, Accountability & Expectations

Sell safe, healthy food

Meet or exceed quality targets



Goals, Accountability & Expectations

Sell safe, healthy food

Company

Meet or exceed quality targets

Department

Train to teach

Role

Personal

Goals, Accountability & Expectations

Sell safe, healthy food

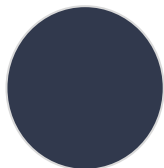
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Meet or exceed quality targets

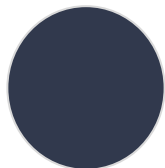
Department

Train to teach

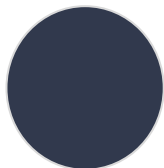
Role



Manager



Supervisor



Line operator

Personal

Goals, Accountability & Expectations

Sell safe, healthy food

Company

Meet or exceed quality targets

Department

Train to teach

Role

Feel a sense a value

Personal

Goals, Accountability & Expectations

Sell safe, healthy food

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Department

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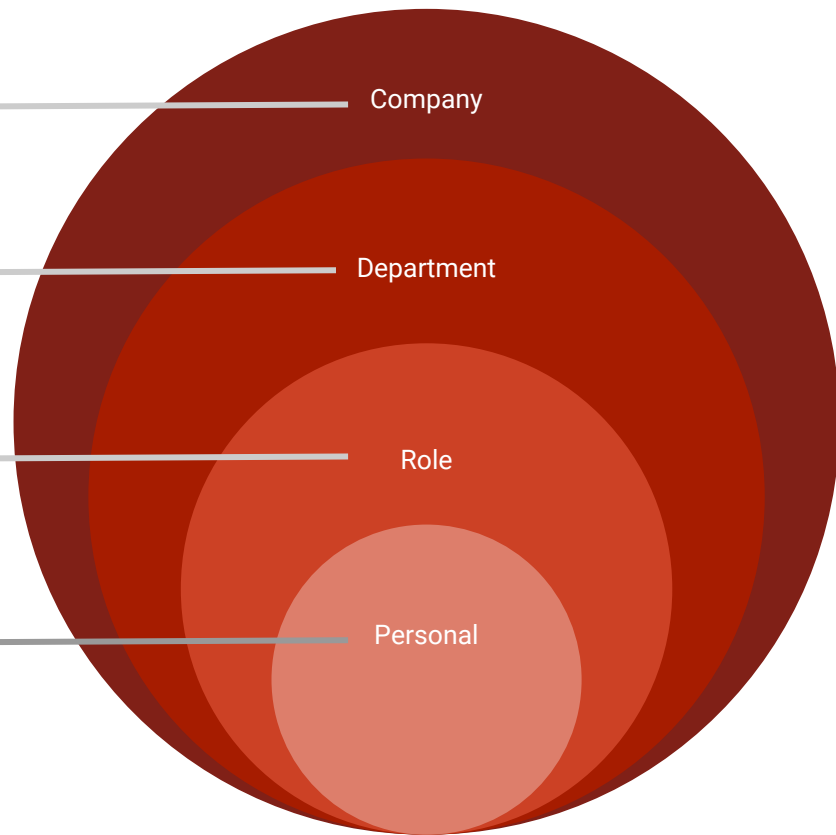
Personal

1

2

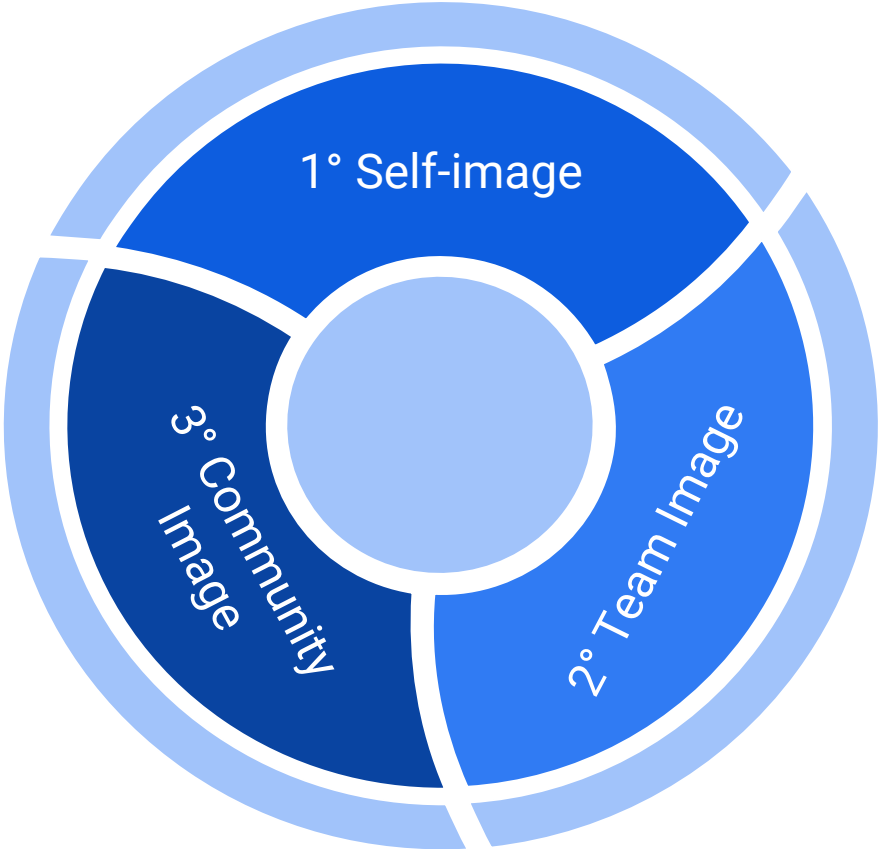
3

Degrees



Reinforce

How do individuals invest and distribute their feelings of self-worth?



How do individuals invest and distribute their feelings of self-worth?

1°

My family & me

2°

My department

3°

My Company

-Do people at my company appreciate what I do?

-Does my family appreciate what I do or how well I do it?

How do individuals invest and distribute their feelings of self-worth?

1°

My family & me

2°

My department

3°

My Company

-Do people at my company appreciate what I do?

-Does my family appreciate what I do or how well I do it?

Seasonal Company Events
Family tour

How do individuals invest and distribute their feelings of self-worth?

1°

My family & me

2°

My department

3°

My Company

- Is the rest of the company aware of the value my department adds?

-How does my department's value-add compare to other departments?

How do individuals invest and distribute their feelings of self-worth?

1°

My family & me

2°

My department

3°

My Company

- Is the rest of the company aware of the value my department adds?

-How does my department's value-add compare to other departments?

**Facility blog/publication
Department reporting**

How do individuals invest and distribute their feelings of self-worth?

1°

My family & me

2°

My department

3°

My Company

- Are people in my community aware of my company's value-add?

-Is my company recognized for its contributions to society?

How do individuals invest and distribute their feelings of self-worth?

1°

My family & me

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My department

3°

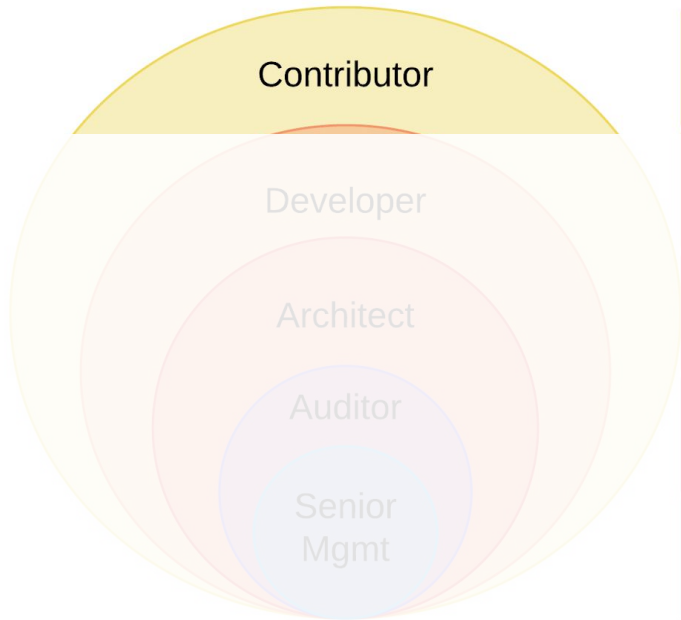
My Company

- Are people in my community aware of my company's value-add?

-Is my company recognized for its contributions to society?

Sport sponsorships
Local newspaper publication

Development Roles and Responsibilities



- Shares observations and working knowledge of facility and operations
- Identifies potential gaps and opportunities for improvement

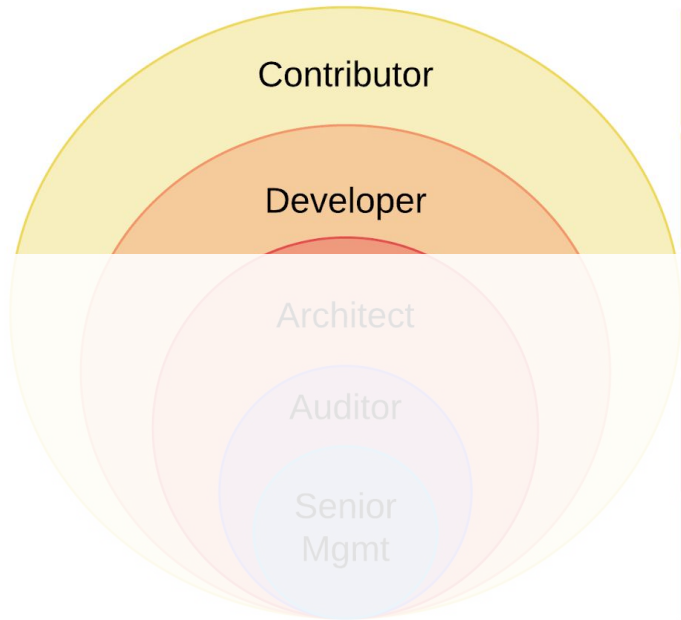
- Reads and interprets regulations, standards, guidance and research
- Develops content for policies, procedures, forms and other documents

- Establishes framework for creating, storing and navigating files and folders
- Creates compliance index of activities and documentation

- Evaluates staff performance and understanding
- Inspects system for compliance, prioritizes resources and schedules training

- Reviews requests for resources
- Manages budget

Development Roles and Responsibilities



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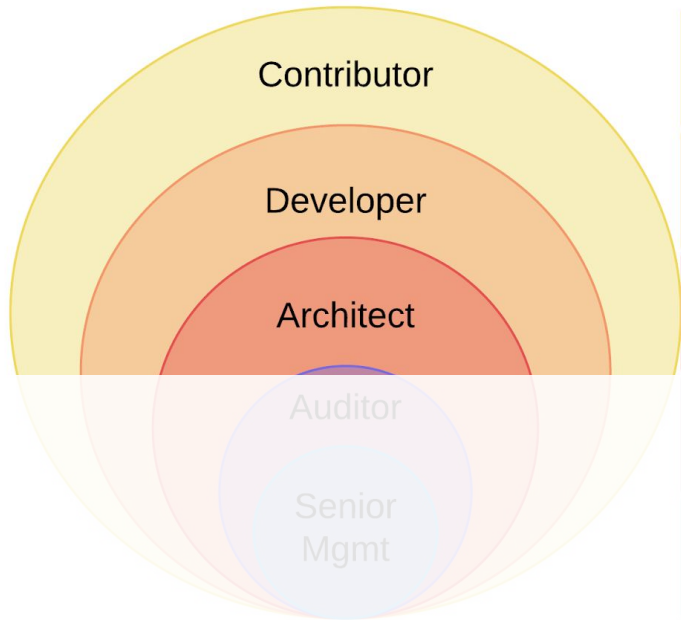
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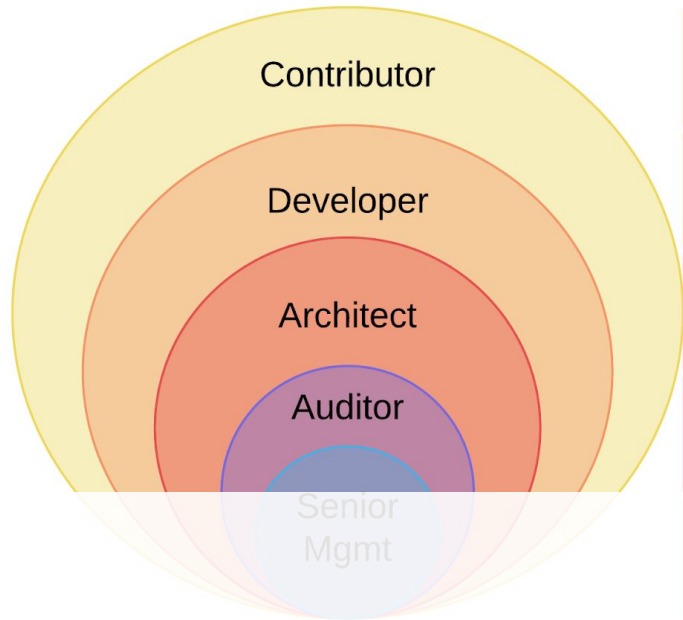
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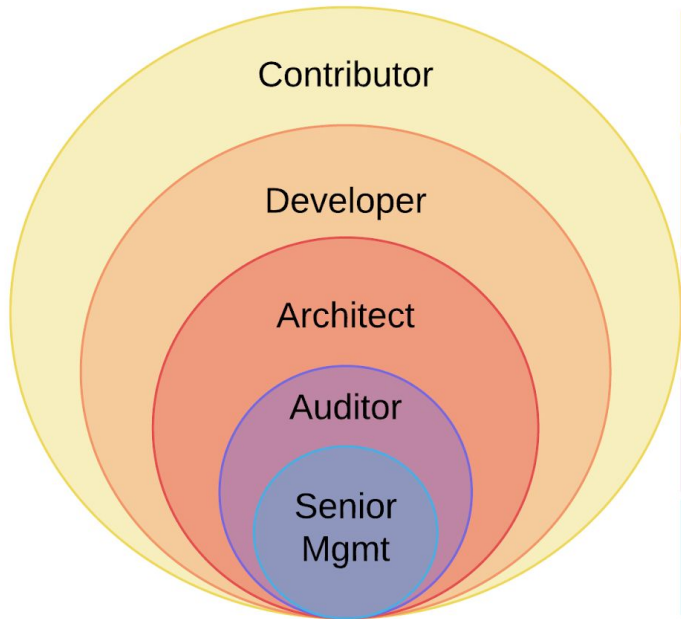
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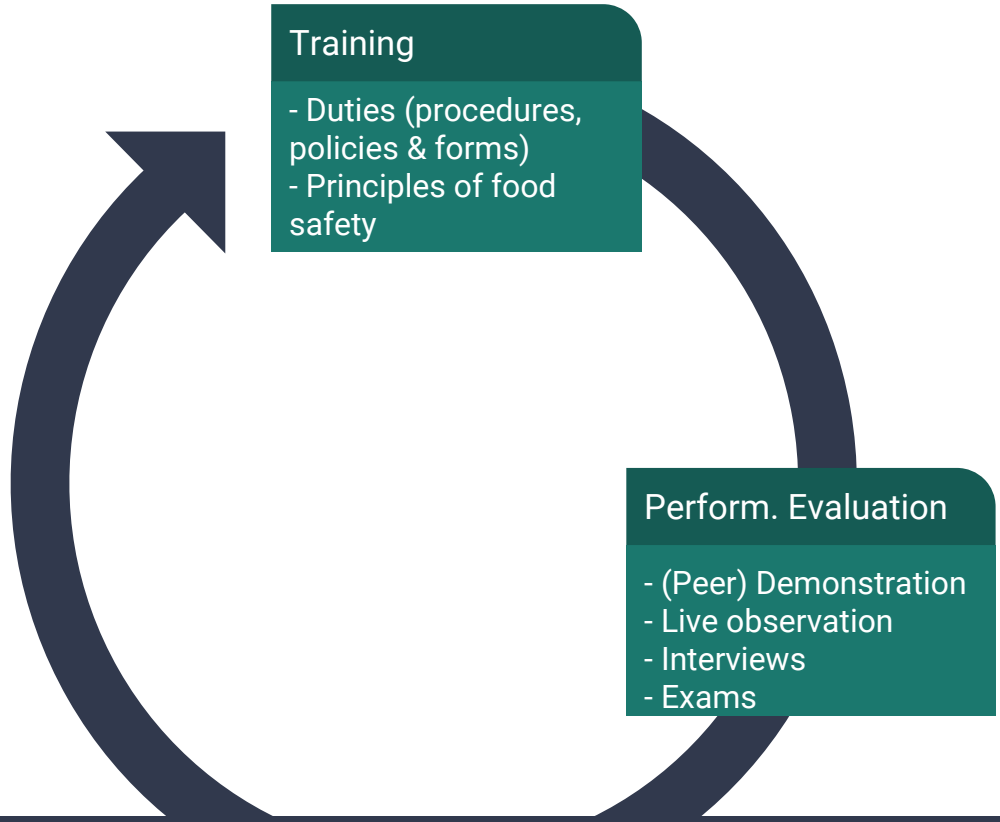
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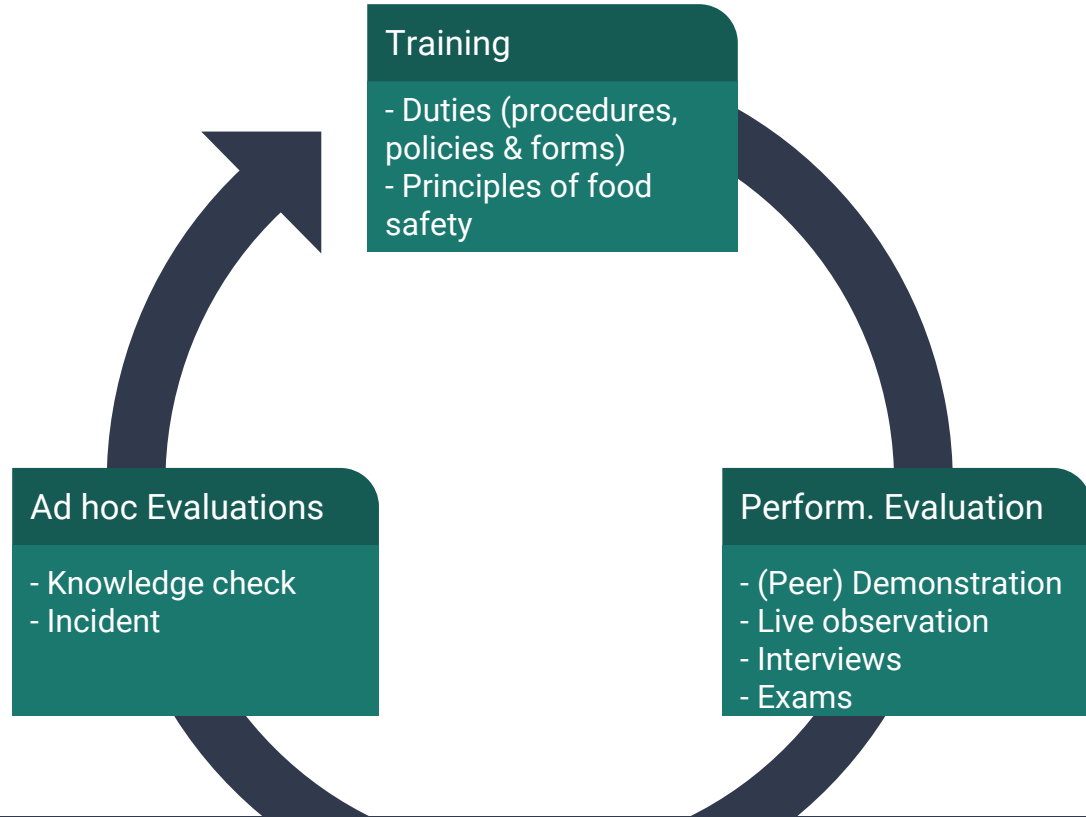
Education & Training

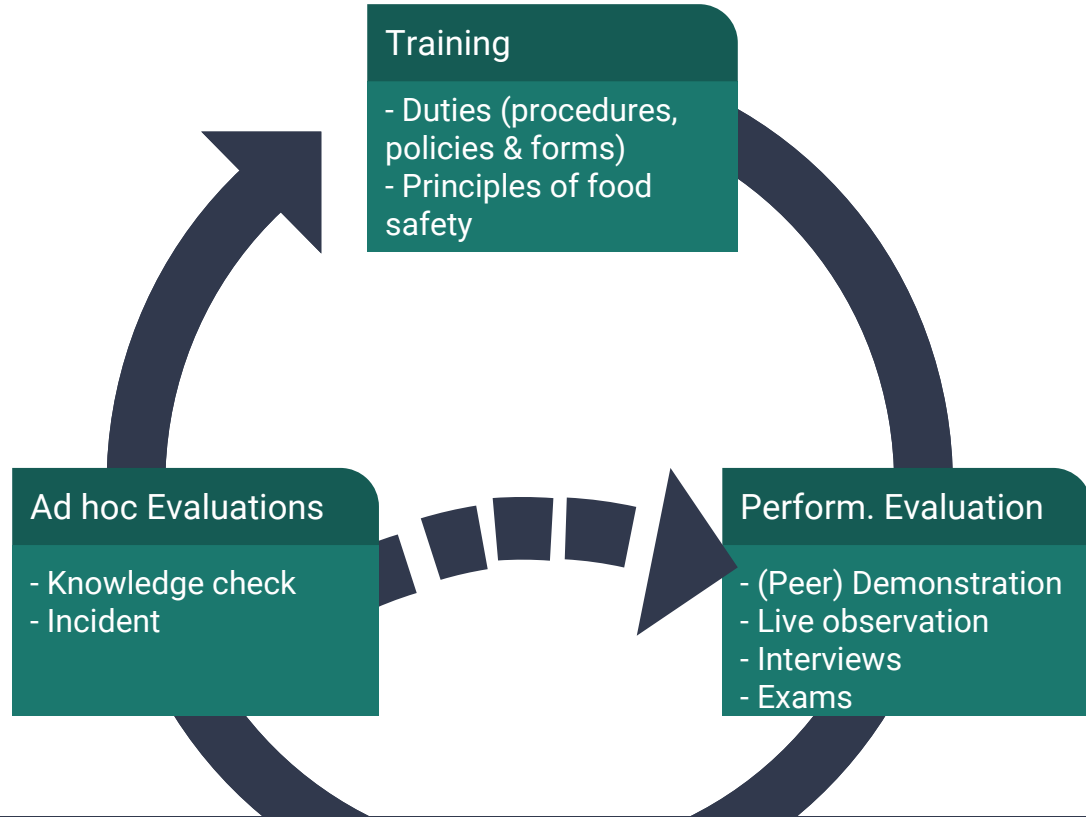


Training

- Duties (procedures, policies & forms)
- Principles of food safety



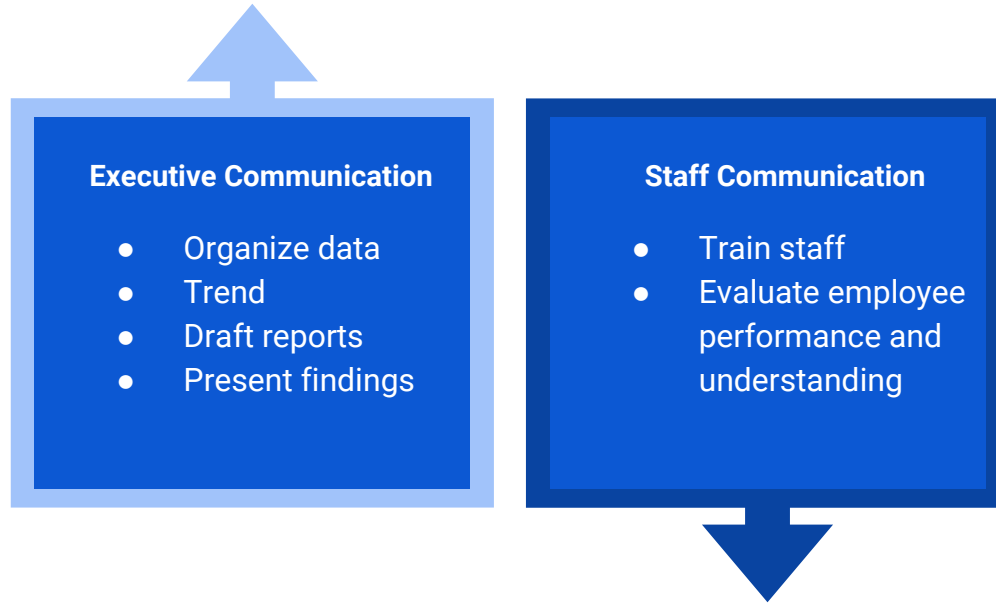




Executives



Executives



Staff

Reinforcement



Individual & Team attention & acknowledgement

Team building exercises

Employee of the month

Mentorship programs

Gift certificates

Credit



Individual & Team attention & acknowledgement

Team building exercises

Employee of the month

Mentorship programs

Gift certificates

Credit

Threatening suspension or withdrawal of privileges

Testing (with pass/fail criteria)

Public shaming

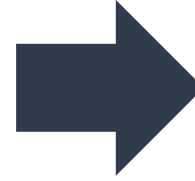
Firing

Debt

Reinforcement

Getting started

Document Register

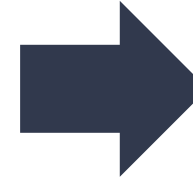


Programs 1-30



| | |
|----|--|
| 0 | Document Register |
| 1 | Management Commitment and Responsibility <ul style="list-style-type: none">Policy - Management Commitment StatementFood Safety Team Meeting Notes |
| 2 | Company Information <ul style="list-style-type: none">Emergency Contact InformationOrganizational Chart and Job DescriptionsFacility Layout |
| 3 | Food Safety Plans <ul style="list-style-type: none">Product Type #1Product Type #2Product Type #3 |
| 4 | Recall Program <ul style="list-style-type: none">4.1 Recall Plan<ul style="list-style-type: none">Recall plan4.2 Recall Logs<ul style="list-style-type: none">Form - Health Hazard EvaluationForm - Recall Information FormForm - Recall Event LogForm - Recall return responseForm - Recall effectiveness check questionnaireForm - Recall status reportForm - Traceability exerciseForm - Mock recall4.3 Recall Notification Letters<ul style="list-style-type: none">Letter - Recall FDA notificationLetter - Recall CDPSI-FDM notificationLetter - Recall customer notificationLetter - Recall subrecallLetter - Recall effectiveness check4.4 Recall Press Releases<ul style="list-style-type: none">Recall: sample press release - AllergenRecall: sample press release - Clostridium botulinumRecall: sample press release - E. coliRecall: sample press release - L. monocytogenesRecall: sample press release - Salmonella |
| 5 | Supply Chain Program <ul style="list-style-type: none">5.1 Supplier Evaluation and Approval<ul style="list-style-type: none">Form - Approved Supplier ListForm - Temporary Supplier ListForm - Supplier Evaluation FormLetter - Supplier Commitment5.2 Supplier Verification<ul style="list-style-type: none">Form - Supplier Verification Activity LogForm - Supplier Onsite Audit Verification5.3 Suppliers of Food with Hazards Controlled by Customers<ul style="list-style-type: none">Form - Assurance for Customer Reliant on Subsequent EntityForm - Assurance When Not Subject to Subpart C of Parts 117 or 307Form - Assurance When Subject to Subpart C of Parts 117 or 307Form - Disclosure for Food Not Processed by Customer for Identified HazardsPolicy - Moving Food Not Controlled For Hazards5.4 Modified Requirements<ul style="list-style-type: none">Letter - Verification Letter of Compliance with 21 CFR 113Policy - Approval and Verification of Qualified FacilitiesPolicy - Approval and Verification of Certain Small FarmsPolicy - Approval and Verification of LACT and LACF IngredientsPolicy - Approval and Verification of Small Shell Egg Suppliers5.5 Import<ul style="list-style-type: none">Policy - Identifying the Importer at Customers5.6 Supply-Chain Program Corrective Actions<ul style="list-style-type: none">Form - Supply-Chain Program Corrective ActionLetter - Foreign Supplier Concern LetterPolicy - Conditions for a Supply-Chain Corrective ActionSOP - Conduct a Supply-Chain Program Corrective Action |
| 6 | Personal Processing Practices <ul style="list-style-type: none">6.1 General Processing<ul style="list-style-type: none">Form - Daily Storage Temperature LogForm - Receiving LogSOP - Receiving and storage of food and food packaging6.2 [Specific to Product] |
| 7 | Training <ul style="list-style-type: none">Form - Employee Training LogForm - Ad hoc Performance Evaluation ChecklistForm - Training and Performance Evaluation ChecklistSOP - Plan, Train and Evaluate Employees |
| 8 | Calibration <ul style="list-style-type: none">Form - Thermometer Calibration Log |
| 9 | Pest Control <ul style="list-style-type: none">SOP - Pest trap inspection |
| 10 | Premises and Equipment Maintenance <ul style="list-style-type: none">Schedule - Preventive MaintenanceForm - Equipment and Utensil Repair Log |
| 11 | Hygiene <ul style="list-style-type: none">Form - Contract Service Provider Assessment |

Document Register



Sec. # Record

- 0 Document Register
- 1 Management Commitment and Responsibility
 - Policy - Management Commitment Statement
 - Food Safety Team Meeting Notes
- 2 Company Information
 - Emergency Contact Information
 - Organizational Chart and Job Descriptions
 - Facility Layouts
- 3 Food Safety Plans
 - Product Type #1
 - Product Type #2
 - Product Type #3
- 4 Recall Program
 - 4.1 Recall Plan
 - Recall plan
 - 4.2 Recall Logs
 - Form - Health Hazard Evaluation
 - Form - Recall Information Form
 - Form - Recall Event Log
 - Form - Recall return response
 - Form - Recall effectiveness check questionnaire
 - Form - Recall status report
 - Form - Traceability exercise
 - Form - Mock recall
 - 4.3 Recall Notification Letters
 - Letter - Recall FDA notification
 - Letter - Recall CDPSI-FDO notification
 - Letter - Recall customer notification

| | | | |
|----|--|--|---|
| 14 | Document Management | <ul style="list-style-type: none"> Form - Document Control Log Policy - Document Management SOP - Create, Supersede or Terminate a Document | <ul style="list-style-type: none"> Notation pages |
| 15 | Waste Management and Disposal | <ul style="list-style-type: none"> Form - Damaged or Discarded Product Log | |
| 16 | Toilet Facility Maintenance | <ul style="list-style-type: none"> Form - Weekly Toilet Facility Checklist Schedule - Master Sanitation | <ul style="list-style-type: none"> minutes Subsequent Entry part C of Parts 117 or 307 part C of Parts 117 or 307 For Control of Identified Hazards Hazards with 21 CFR 113 Food Facilities with Small Farms FS and LACF Ingredients Shell Egg Suppliers |
| 17 | Allergen Control | <ul style="list-style-type: none"> Form - Allergen Labeling Check Policy - Allergen Awareness | <ul style="list-style-type: none"> ms Action Corrective Action Corrective Action |
| 18 | Product Testing and Environmental Monitoring Programs | <ul style="list-style-type: none"> SOP - Ingredient and Finished Product Sampling and Testing SOP - Environmental Sampling and Testing | <ul style="list-style-type: none"> food packaging |
| 19 | Complaints | <ul style="list-style-type: none"> Form - Customer Complaint Log Form - Customer Service Questions | <ul style="list-style-type: none"> 4 skit |

- Schedule - Preventive Maintenance
- Form - Equipment and Utensil Repair Log
- 11 Hygiene
 - Form - Contract Service Provider Assessment

Form prepared by: _____ Date: _____

A. Training Information

Purpose:
 New employee Performance issue Incident
 New program Program update Refresher
 Other: _____

Date and Trainer Info:
Date/Time: _____
Trainer Name: _____
Qualifications: _____

B. Training Location and Arrangements

Location:
 Internal External Address: _____

Legal/Financial arrangements:
 No arrangements to be made
 Trainer/training center Travel Training materials Contract Registration/Exam fee

Notes:

C. Training Scope and Description

Training Scope:
 General duties Health & Personal hygiene Regulatory Supervisors/mgmt Other

Programs involved (if any):
 1 2 3 4 5 6 7 8 9 10 11
 12 13 14 15 16 17 18 19 20 21 22
 Other: _____

Notes:

Participants awarded Certificates of Completion? Yes No Is there an exam? Yes No

D. Training Materials

Participant materials needed:
 No materials are needed
 Pens/Pencils Post-its Computer / Device Participant manual
 Internet access Paper Computer / Device charger Participant workbook
 Other: _____

Trainer materials needed:
 Please check if no materials are needed
 Clicker Whiteboard & Markers Projector Extension cord Trainer manual
 Other: _____

If copies of specific documents or programs are needed, which ones?

E. Training Participants

Please write full name for staff that will be attending the full duration of the training.

| | | | |
|---|-------|----|-------|
| 1 | _____ | 6 | _____ |
| 2 | _____ | 7 | _____ |
| 3 | _____ | 8 | _____ |
| 4 | _____ | 9 | _____ |
| 5 | _____ | 10 | _____ |

Please list below individuals who failed to complete the training and why (if any)

Statement for form (ex. Trained: 3/2/21, John Doe, MK)
Trained: DATE, TRAINER, INITIAL

A record of this training has been made, for each individual, in the *Form - Employee Training Log*.

Training execution verified by: _____ **Date:** _____

G. Performance Evaluation (Required within 1 month of training):

Date range for evaluation: _____

What is the nature of the performance?
 Side-by-Side Records Review Implementation demonstration Live observation Exam
 Other: _____

Performance Outcome
 All are able to demonstrate understanding All require refresher training
 Except: _____

Corrective Action
 None Refresher training Suspension of duties Temporary buddy system CAPA

Notes:

Evaluation performed by: _____ **Date:** _____

Training & Performance Evaluation Checklist



Food Safety Guides

Form prepared by: _____ Date: _____

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New employee Performance issue Incident

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| 3 | _____ | 8 | _____ |
| 4 | _____ | 9 | _____ |
| 5 | _____ | 10 | _____ |

Please list below individuals who failed to complete the training and why (if any)

Statement for form (ex. Trained: 3/2/21, John Doe, MK)

Trained: DATE, TRAINER, INITIAL _____

A record of this training has been made, for each individual, in the *Form - Employee Training Log*.

Training execution verified by: _____ Date: _____

G. Performance Evaluation (Required within 1 month of training):

Date range for evaluation: _____

What is the nature of the performance?

- Side-by-Side Records Review Implementation demonstration Live observation Exam
 Other: _____

Performance Outcome

- All are able to demonstrate understanding All require refresher training
 Except: _____

Corrective Action

- None Refresher training Suspension of duties Temporary buddy system CAPA

Notes: _____

Evaluation performed by: _____ Date: _____

Training & Performance Evaluation Checklist

Form prepared by: _____ Date: _____

A. Training Information

Purpose:

New employee Performance issue Incident

New program Program update Refresher

Other: _____

Date and Trainer Info:

Date/Time: _____

Trainer Name: _____

Qualifications: _____

B. Training Location and Arrangements

Location:

Internal External Address: _____

Legal/Financial arrangements:

No arrangements to be made

Trainer/training center Travel Training materials Contract Registration/Exam fee

Notes: _____

C. Training Scope and Description

Training Scope:

General duties Health & Personal hygiene Regulatory Supervisors/mgmt Other

Programs involved (if any):

1 2 3 4 5 6 7 8 9 10 11

12 13 14 15 16 17 18 19 20 21 22

Other: _____

Notes: _____

Participants awarded Certificates of Completion? Yes No Is there an exam? Yes No

D. Training Materials

Participant materials needed:

No materials are needed

Pens/Pencils Post-its Computer / Device Participant manual

Internet access Paper Computer / Device charger Participant workbook

Other: _____

Trainer materials needed:

Please check if no materials are needed

Clicker Whiteboard & Markers Projector Extension cord Trainer manual

Other: _____

If copies of specific documents or programs are needed, which ones?

E. Training Participants

Please write full name for staff that will be attending the full duration of the training.

| | | | |
|---|-------|----|-------|
| 1 | _____ | 6 | _____ |
| 2 | _____ | 7 | _____ |
| 3 | _____ | 8 | _____ |
| 4 | _____ | 9 | _____ |
| 5 | _____ | 10 | _____ |

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Side-by-Side Records Review Implementation demonstration Live observation Exam

Other: _____

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Except: _____

Corrective Action

None Refresher training Suspension of duties Temporary buddy system CAPA

Notes: _____

Evaluation performed by: _____ Date: _____



Form prepared by: _____ Date: _____

A. Training Information

Purpose:

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Date and Trainer Info:

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| | | | |
|---|-------|----|-------|
| 1 | _____ | 6 | _____ |
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Other: _____

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Except: _____

Corrective Action

None Refresher training Suspension of duties Temporary buddy system CAPA

Notes: _____

Evaluation performed by: _____ Date: _____



EDUCATION & TRAINING

| Department | Role | Employee | Food Safety Team | | | | Recall Team | | Food Defense Team | | Crisis mgmt Team | | Trainings complete | | Trainings left to do | | Mgmt Commitment & Responsibility | | Company Information | | R |
|-------------------|-----------------------|-----------|------------------|---|---|---|-------------|----|-------------------|---|------------------|---|--------------------|---|----------------------|---|----------------------------------|--|---------------------|---|---|
| | | | A | B | C | D | E | F | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | |
| Mgmt | CEO | Jake G | | x | | x | 0 | 5 | 0 | 0 | | | | | | | | | | | |
| Production | Production Manager | Charlie K | x | x | x | x | 4 | 19 | 0 | 0 | | | | | | | | | | | |
| Production | Production Supervisor | Vanessa C | | | | | 1 | 18 | 0 | 0 | | | | | | | | | | | |
| Production | Production Supervisor | Denise K | | | | | 7 | 12 | 1 | 1 | | | | | | | | | | | |
| Production | Line Operator | Ben K | | | | | 1 | 9 | 0 | | | | | | | | | | | | |
| Quality Assurance | QA Manager | Richard K | x | x | x | x | 1 | 22 | 1 | 0 | | | | | | | | | | | |
| Quality Assurance | QA Supervisor | Jared J | | | | | 0 | 23 | 0 | 0 | | | | | | | | | | | |
| Maintenance | Maintenance Manager | Rachel D | x | x | x | x | 3 | 6 | 0 | 0 | | | | | | | | | | | |
| Maintenance | Maintenance Staff | Ronny Q | | | | | 0 | 8 | 0 | | | | | | | | | | | | |
| Purchasing | Purchasing Manager | Barbara G | x | x | x | x | 3 | 4 | 0 | 0 | | | | | | | | | | 1 | |
| Purchasing | Purchasing | Rick A | | | | | 2 | 3 | 0 | | | | | | | | | | | 1 | |
| Sanitation | Sanitation Manager | Penny K | x | x | x | x | 3 | 6 | 0 | 0 | | | | | | | | | | | |
| Sanitation | Sanitation Supervisor | Jack B | | | | | 0 | 8 | 0 | 0 | | | | | | | | | | | |
| Sanitation | Sanitation Technician | Jacob C | | | | | 0 | 7 | 0 | | | | | | | | | | | | |
| Sanitation | Sanitation Technician | Sheila R | | | | | 0 | 7 | 0 | | | | | | | | | | | | |

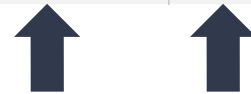


Department

EDUCATION & TRAINING

| Department | Role | Employee |
|-------------------|-----------------------|-----------|
| Mgmt | CEO | Jake G |
| Production | Production Manager | Charlie K |
| Production | Production Supervisor | Vanessa C |
| Production | Production Supervisor | Denise K |
| Production | Line Operator | Ben K |
| Quality Assurance | QA Manager | Richard K |
| Quality Assurance | QA Supervisor | Jared J |
| Maintenance | Maintenance Manager | Rachel D |
| Maintenance | Maintenance Staff | Ronny Q |
| Purchasing | Purchasing Manager | Barbara G |
| Purchasing | Purchasing | Rick A |
| Sanitation | Sanitation Manager | Penny K |
| Sanitation | Sanitation Supervisor | Jack B |
| Sanitation | Sanitation Technician | Jacob C |
| Sanitation | Sanitation Technician | Sheila R |

| | Food Safety Team | | | | Recall Team | | Food Defense Team | | Crisis mgmt Team | | Trainings complete | | Trainings left to do | | Mgmt Commitment & Responsibility | | Company Information | | Food Safety pr |
|-----------|------------------|---|---|---|-------------|----|-------------------|---|------------------|---|--------------------|---|----------------------|---|----------------------------------|---|---------------------|---|----------------|
| | A | B | C | D | E | F | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | R |
| Jake G | | x | | x | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Charlie K | x | x | x | x | 4 | 19 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vanessa C | | | | | 1 | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Denise K | | | | | 7 | 12 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ben K | | | | | 1 | 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Richard K | x | x | x | x | 1 | 22 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Jared J | | | | | 0 | 23 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rachel D | x | x | x | x | 3 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ronny Q | | | | | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Barbara G | x | x | x | x | 3 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Rick A | | | | | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Penny K | x | x | x | x | 3 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Jack B | | | | | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Jacob C | | | | | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sheila R | | | | | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |



Role Employee  Food Safety Guides

EDUCATION & TRAINING

| Department | Role | Employee | Team | | | | E | F | 1 | 2 | 3 | 4 |
|-------------------|-----------------------|-----------|------|---|---|---|---|----|---|---|---|---|
| | | | A | B | C | D | | | | | | |
| Mgmt | CEO | Jake G | | x | | x | 0 | 5 | 0 | 0 | 0 | 0 |
| Production | Production Manager | Charlie K | x | x | x | x | 4 | 19 | 0 | 0 | 0 | 0 |
| Production | Production Supervisor | Vanessa C | | | | | 1 | 18 | 0 | 0 | 0 | 0 |
| Production | Production Supervisor | Denise K | | | | | 7 | 12 | 1 | 1 | 1 | 1 |
| Production | Line Operator | Ben K | | | | | 1 | 9 | 0 | 0 | 0 | 0 |
| Quality Assurance | QA Manager | Richard K | x | x | x | x | 1 | 22 | 1 | 0 | 0 | 0 |
| Quality Assurance | QA Supervisor | Jared J | | | | | 0 | 23 | 0 | 0 | 0 | 0 |
| Maintenance | Maintenance Manager | Rachel D | x | x | x | x | 3 | 6 | 0 | 0 | 0 | 0 |
| Maintenance | Maintenance Staff | Ronny Q | | | | | 0 | 8 | 0 | 0 | 0 | 0 |
| Purchasing | Purchasing Manager | Barbara G | x | x | x | x | 3 | 4 | 0 | 0 | 0 | 1 |
| Purchasing | Purchasing | Rick A | | | | | 2 | 3 | 0 | 0 | 0 | 1 |
| Sanitation | Sanitation Manager | Penny K | x | x | x | x | 3 | 6 | 0 | 0 | 0 | 0 |
| Sanitation | Sanitation Supervisor | Jack B | | | | | 0 | 8 | 0 | 0 | 0 | 0 |
| Sanitation | Sanitation Technician | Jacob C | | | | | 0 | 7 | 0 | 0 | 0 | 0 |
| Sanitation | Sanitation Technician | Sheila R | | | | | 0 | 7 | 0 | 0 | 0 | 0 |



Team



Food Safety Guides

EDUCATION & TRAINING

| Department | Role | Employee | Team/Category | | | | | | Progress | | | |
|-------------------|-----------------------|-----------|---------------|---|---|---|---|----|----------|---|---|---|
| | | | A | B | C | D | E | F | 1 | 2 | 3 | 4 |
| Mgmt | CEO | Jake G | | x | | x | 0 | 5 | 0 | 0 | 0 | 0 |
| Production | Production Manager | Charlie K | x | x | x | x | 4 | 19 | 0 | 0 | 0 | 0 |
| Production | Production Supervisor | Vanessa C | | | | | 1 | 18 | 0 | 0 | 0 | 0 |
| Production | Production Supervisor | Denise K | | | | | 7 | 12 | 1 | 1 | 1 | 1 |
| Production | Line Operator | Ben K | | | | | 1 | 9 | 0 | 0 | 0 | 0 |
| Quality Assurance | QA Manager | Richard K | x | x | x | x | 1 | 22 | 1 | 0 | 0 | 0 |
| Quality Assurance | QA Supervisor | Jared J | | | | | 0 | 23 | 0 | 0 | 0 | 0 |
| Maintenance | Maintenance Manager | Rachel D | x | x | x | x | 3 | 6 | 0 | 0 | 0 | 0 |
| Maintenance | Maintenance Staff | Ronny Q | | | | | 0 | 8 | 0 | 0 | 0 | 0 |
| Purchasing | Purchasing Manager | Barbara G | x | x | x | x | 3 | 4 | 0 | 0 | 0 | 1 |
| Purchasing | Purchasing | Rick A | | | | | 2 | 3 | 0 | 0 | 0 | 1 |
| Sanitation | Sanitation Manager | Penny K | x | x | x | x | 3 | 6 | 0 | 0 | 0 | 0 |
| Sanitation | Sanitation Supervisor | Jack B | | | | | 0 | 8 | 0 | 0 | 0 | 0 |
| Sanitation | Sanitation Technician | Jacob C | | | | | 0 | 7 | 0 | 0 | 0 | 0 |
| Sanitation | Sanitation Technician | Sheila R | | | | | 0 | 7 | 0 | 0 | 0 | 0 |

Done vs. To do

EDUCATION & TRAINING

Programs trained
0 = To do 1 = Done



| Department | Role | Employee | Food Safety Team | | | | Recall Team | | | | Food Defense Team | | | | Crisis mgmt Team | | | | Trainings complete | | | | Trainings left to do | | | | Mgmt Commitment & Responsibility | | | | Company Information | | | | Food Safety Plans | | | |
|-------------------|-----------------------|-----------|------------------|---|---|---|-------------|----|---|---|-------------------|---|---|---|------------------|---|---|---|--------------------|---|---|---|----------------------|---|---|---|----------------------------------|---|---|---|---------------------|---|---|---|-------------------|---|--|--|
| | | | A | B | C | D | E | F | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | |
| Mgmt | CEO | Jake G | | x | | x | 0 | 5 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Production | Production Manager | Charlie K | x | x | x | x | 4 | 19 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Production | Production Supervisor | Vanessa C | | | | | 1 | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Production | Production Supervisor | Denise K | | | | | 7 | 12 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | | | | | |
| Production | Line Operator | Ben K | | | | | 1 | 9 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quality Assurance | QA Manager | Richard K | x | x | x | x | 1 | 22 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Quality Assurance | QA Supervisor | Jared J | | | | | 0 | 23 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Maintenance | Maintenance Manager | Rachel D | x | x | x | x | 3 | 6 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintenance | Maintenance Staff | Ronny Q | | | | | 0 | 8 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Purchasing | Purchasing Manager | Barbara G | x | x | x | x | 3 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Purchasing | Purchasing | Rick A | | | | | 2 | 3 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sanitation | Sanitation Manager | Penny K | x | x | x | x | 3 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Sanitation | Sanitation Supervisor | Jack B | | | | | 0 | 8 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sanitation | Sanitation Technician | Jacob C | | | | | 0 | 7 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sanitation | Sanitation Technician | Sheila R | | | | | 0 | 7 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Questions?

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www.foodsafetyguides.com

1. **GOALS & ACCOUNTABILITY.** What do you want to achieve?
2. **EXPECTATION.** What progress is reasonable to expect?
3. **MEASURE.** What data do you need?
4. **REINFORCEMENT.** What encouragement are you giving and how effective is it?
5. **EDUCATE & TRAIN.** How will people learn what you need them to know?
6. **COMMUNICATE.** Who can see the results? Where, when and how?