



BRC CULTURE EXCELLENCE  
FOOD SAFETY CULTURE MODULE

# SITE IMPLEMENTATION MANUAL



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## INTRODUCTION

Welcome to the BRC Food Safety Culture Excellence module!

By using the Food Safety Culture Excellence (FSCE) assessment, you are taking part in an innovative and exciting program to measure what has previously been unmeasurable. More importantly, you will be gaining new insights into areas for improvement, helping you to create, maintain and demonstrate a food safety Culture of Excellence.

This document provides step-by-step advice and guidance on how to implement the module in your site, and get the best possible results from it.

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If you have any questions please contact: [enquiries@cultureexcellence.com](mailto:enquiries@cultureexcellence.com)

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## 1. BEFORE THE SURVEY: PLANNING

The typical duration of the survey is two - four weeks. But, it is your choice as to the target duration (there is no technical deadline built into the survey).

With regards to how the survey is normally completed:

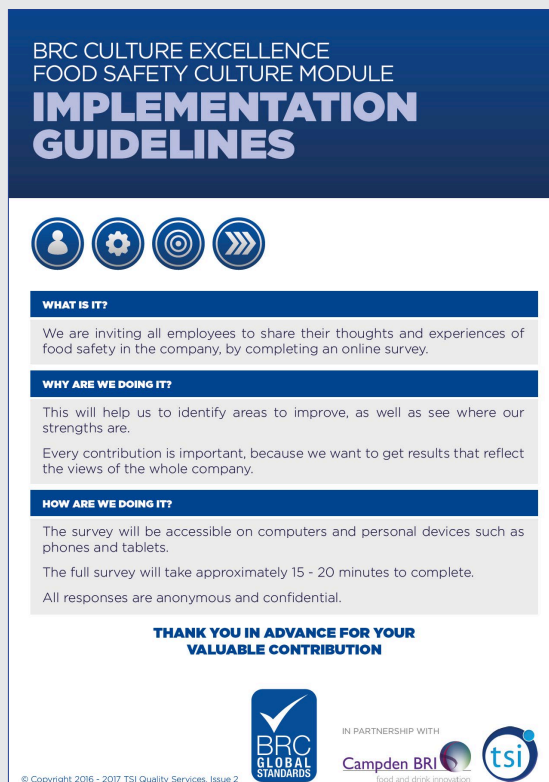
- For senior employees, this will typically involve taking the survey on their own computer / device.
- For other employees (e.g. those working on the factory floor), other options are normally required. For many organisations, shared computers are used: the survey is set up by an IT representative, then employees take the survey one-by-one.

Employees should be given sufficient dedicated time during their working day to complete the survey (it is not recommended that employees be requested to complete the survey during their normal break times or outside their working hours because this will normally mean they rush). The guideline for timing is 15 - 20 minutes.

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

## 2. BEFORE THE SURVEY: COMMUNICATION

To maximise the success of the assessment, it is important to communicate it well to employees. To support communication we provide a poster which can be used (the poster is provided in all the languages available in the survey itself):



**BRC CULTURE EXCELLENCE  
FOOD SAFETY CULTURE MODULE  
IMPLEMENTATION  
GUIDELINES**

**WHAT IS IT?**  
We are inviting all employees to share their thoughts and experiences of food safety in the company, by completing an online survey.

**WHY ARE WE DOING IT?**  
This will help us to identify areas to improve, as well as see where our strengths are.  
Every contribution is important, because we want to get results that reflect the views of the whole company.

**HOW ARE WE DOING IT?**  
The survey will be accessible on computers and personal devices such as phones and tablets.  
The full survey will take approximately 15 - 20 minutes to complete.  
All responses are anonymous and confidential.

**THANK YOU IN ADVANCE FOR YOUR  
VALUABLE CONTRIBUTION**

**BRC GLOBAL STANDARDS**  
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Generally, employees are likely to take the survey process more seriously if they perceive that it will lead to meaningful change. Therefore, if part of the communication comes via credible senior representatives and / or respected peers, it will have more impact.

### 3. BEFORE THE SURVEY: TARGET RESPONSE NUMBERS

During your application for the FSCE Module, you provided the total number of employees at your Site at the following hierarchy levels:

<b>MANAGER / SENIOR MANAGER</b>	<b>SUPERVISOR / TEAM LEADER</b>	<b>OPERATOR / OPERATIVE</b>
A member of staff whose work is not typically on the 'shop floor' and who plans and manages the work of others.	A member of staff who typically works on the 'shop floor' and has the responsibility to supervise or manage others within their area or team.	A member of staff who typically has a line role and is not responsible for managing or supervising others.

The best scenario is that everyone at the Site completes the survey, which will provide the most data to analyse. However, the larger the number of people at a site, the harder this can be. We therefore set minimum targets based on the numbers you provided, using the percentages shown below:

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

Based on these percentages, we calculate the minimum targets and communicate them to you in the survey welcome email.

**For example:** If a site has 100 employees, the minimum target percentage is 50%. Therefore, if the 100 employees include 10 managers, 20 supervisors and 70 operators, they would need a minimum of 5 managers, 10 supervisors and 35 operators to complete the survey (50% of each hierarchy level).

The minimum targets from the above example would be communicated in the survey registration email in the following format:

- Manager / Senior Manager: 5 (50% of Site total)
- Supervisor / Team Leader: 10 (50% of Site total)
- Operator / Operative: 35 (50% of Site total)

Please check your survey welcome email for the target numbers for your Site. You will also receive weekly emails with updates on progress towards the targets (see page 5).

## 4. BEFORE THE SURVEY: USING THE LINK

The FSCE assessment survey is accessed via the link provided in your welcome email. The survey link should be made available to employees at your site.

The link can be accessed from a computer, tablet or smart phone. It can be sent to individuals for completion and / or made available on a shared computer for completion by multiple respondents. Internet access will be required to access the survey. Javascript is also required to use all features of the survey.

### IMPORTANT

The link we provide must not be changed in any way. If the link is not used correctly, response data may be lost. If the survey is bookmarked in a web browser (e.g. on a shared computer) the bookmark must be set for the initial page of the survey (example below) before any buttons are clicked or any navigation is made.



Examples of bookmarking errors are provided below (these can be shared with your IT team to avoid similar problems):

**Example 1:** a client manager in a majority Spanish-speaking site opened the link on a shared computer, selected the Spanish language option in the survey, then bookmarked the link for use by employees. Selecting a language creates a unique session ID in the web browser (a 'session ID' is an identifier that should be unique to every individual respondent). By bookmarking the link AFTER selecting the language, every employee who used the link used the same session ID, so each respondent overwrote the previous respondent's answers and data was lost. Therefore, language selection must not take place before the link is bookmarked.

**Example 2:** a client opened the link, and instead of bookmarking the survey page in a web browser, they saved the web page as a static file to the desktop of the shared computer. This embedded the session ID into the static file. Therefore, every employee who opened the file from the desktop used the same session ID and overwrote previous responses. Therefore, the survey page must not be saved as a static file.

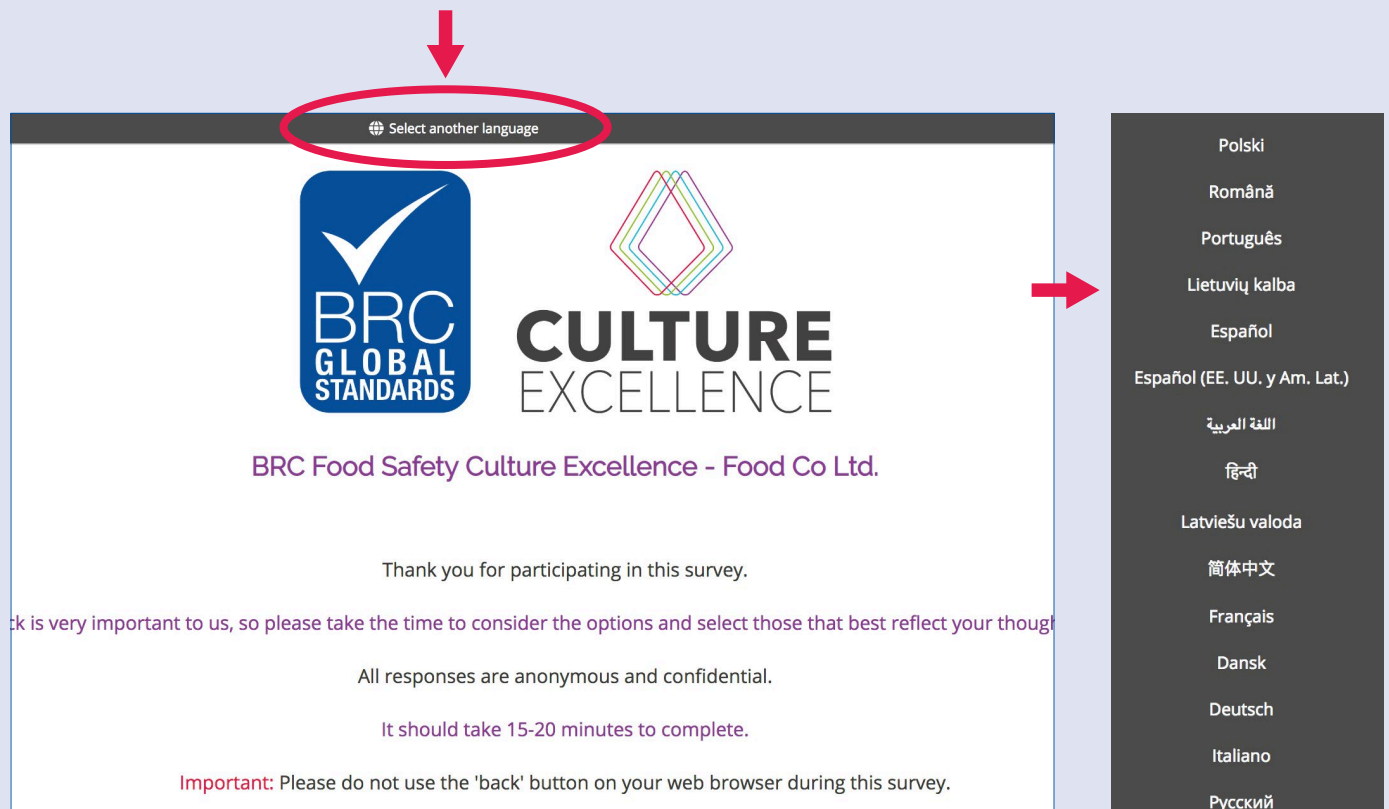
If there are any questions regarding the setup of the link, they can be sent to: [enquiries@cultureexcellence.com](mailto:enquiries@cultureexcellence.com)

## 5. DURING THE SURVEY: SELECTING A LANGUAGE

As of 1st October 2018 the survey has 34 language options:

- Arabic
- Armenian
- Belarusian
- Bosnian
- Bulgarian
- Chinese (simplified)
- Croatian
- Czech
- Danish
- Dutch
- English
- Filipino
- French
- German
- Greek
- Hindi
- Hungarian
- Italian
- Japanese
- Latvian
- Lithuanian
- Macedonian
- Norwegian
- Polish
- Portuguese
- Romanian
- Russian
- Serbian
- Spanish
- Spanish (US and LATAM localised)
- Swedish
- Ukrainian
- Urdu
- Vietnamese

Each respondent can select their preferred choice of language. To access an alternative language, the 'Select another language' button should be used, as shown below (we provide dedicated PDF instructions for this in Appendix A on page 8, which can be printed and shared at your site):



The screenshot shows the survey interface with the BRC Global Standards and Culture Excellence logos. The text on the screen includes: "BRC Food Safety Culture Excellence - Food Co Ltd.", "Thank you for participating in this survey.", "It is very important to us, so please take the time to consider the options and select those that best reflect your thoughts.", "All responses are anonymous and confidential.", "It should take 15-20 minutes to complete.", and "Important: Please do not use the 'back' button on your web browser during this survey." A red arrow points from the "Select another language" button to a list of 34 languages on the right side of the screen.

Polški  
Română  
Português  
Lietuvių kalba  
Español  
Español (EE, UU, y Am. Lat.)  
اللغة العربية  
हिन्दी  
Latviešu valoda  
简体中文  
Français  
Dansk  
Deutsch  
Italiano  
Русский

## 6. DURING THE SURVEY: QUESTION BRANCHING

The assessment has been designed to dynamically show or hide questions based on hierarchy role selection, because some questions are role-dependent. Managers will have more questions than supervisors, who in turn will have more than operators.

Other questions only display if pre-requisite response(s) are made. For example, a question on perception of training will not be asked if a respondent states that they have never received training. Therefore, different responders will have different questions.

## 7. DURING THE SURVEY: PROGRESS UPDATES

You will receive updates via email every week on your progress. The updates will be sent from [admin@cultureexcellence.com](mailto:admin@cultureexcellence.com) with the title: “BRC Culture Excellence survey status“. The following details will be provided:

### Manager / Senior Manager:

- Target number: 6
- Current total: 0
- Percentage complete: 0%

### Supervisor / Team Leader:

- Target number: 12
- Current total: 0
- Percentage complete: 0%

### Operator / Operative:

- Target number: 30
- Current total: 0
- Percentage complete: 0%

## 8. DURING THE SURVEY: CLOSING THE SURVEY

Once the number of respondents meets the minimum targets, you will receive an email with the title: “BRC Culture Excellence survey status targets met”

This email includes an option to close the survey. If you choose to close the survey, click the link in the email (an example is shown below); you will receive a confirmation email.

**Congratulations! You have met the recommended minimum numbers for the Food Safety Culture Excellence survey for your Site!**

If you would like to close the survey now, please click the following link: <https://platform.cultureexcellence.com/app/#/closesurvey/bfd7c4e5-ab6f-4aea-b9ab-517622ccf75d/>

If you wish to continue to gather responses over and above the minimum targets, you don't need to do anything: the survey will stay open.

**Automatic survey closure:** If you achieve 100% of ALL employees at the Site (i.e. not just the minimum targets, but 100% of the numbers that you provided during your application for the module), the survey will be closed automatically. You will receive an email to inform you if this happens.

**Early survey closure:** If you would like to close a survey before meeting the minimum targets, please email [admin@cultureexcellence.com](mailto:admin@cultureexcellence.com) with the request. Note: closing a survey early means that the data will not be a representative sample of your site.



## 9. AFTER THE SURVEY: RECEIVING YOUR REPORT

Once your survey has been closed, the module report will be generated and uploaded for you to access in your 'Private audits' section of the BRC Directory.


If you have any questions about how to access the report on the BRC Directory, please email [submissions@brcglobalstandards.com](mailto:submissions@brcglobalstandards.com).

## 10. AFTER THE SURVEY: INTERPRETING YOUR REPORT

The report contains a range of data based on the responses gathered from the survey.

The main pages of the report are described below:





ASSESSMENT REPORT  
**RESULTS (1 OF 2)**



TOTAL	PREVIOUS	CHANGE	GRADE	PREVIOUS	CHANGE
<b>70</b>	-	<b>NA</b>	<b>B</b>	-	<b>NA</b>



  

CATEGORY	DIMENSION	SCORE	TOTAL	PREVIOUS	CHANGE
<b>PEOPLE</b> 	EMPOWERMENT	70	<b>70</b>	-	<b>NA</b>
	REWARD	70			
	TEAMWORK	70			
	TRAINING	70			
	COMMUNICATION	70			
<b>PROCESS</b> 	CONTROL	70	<b>70</b>	-	<b>NA</b>
	COORDINATION	70			
	CONSISTENCY	70			
	SYSTEMS	70			
	PREMISES	70			
<b>PURPOSE</b> 	VISION	70	<b>70</b>	-	<b>NA</b>
	VALUES	70			
	STRATEGY	70			
	TARGETS	70			
	METRICS	70			
<b>PROACTIVITY</b> 	AWARENESS	70	<b>70</b>	-	<b>NA</b>
	FORESIGHT	70			
	INNOVATION	70			
	LEARNING	70			
	INVESTMENT	70			

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Total score and grade. The score is the average of the four Category scores.

Four Category scores (People, Process, Purpose and Proactivity). These are the average of the 20 Dimension scores (five Dimensions per Category)

Previous scores and indication of change. These will be populated after your second assessment.

20 Dimension scores. These are calculated based on 60+ 'Element' scores which are generated by the questions in the survey.

Continues on the next page:



# 10. AFTER THE SURVEY: INTERPRETING YOUR REPORT (CONTINUED)

## ASSESSMENT REPORT RESULTS (2 OF 2)



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

TOTAL	INDUSTRY	COMPARISON	PRODUCT CATEGORY	COMPARISON
70	71	-1	67	+3

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

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

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

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

POSITIVES	RESPONSES
Time	177
Premises and facilities	153

Note: To access benchmarking for 20 Dimensions, scoring for 60 Elements and more details on perceived barriers and positives, please refer to page 11.



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The industry comparison shows your score compared to all food industry assessment results.

The Product Category comparison shows your score compared to all assessment results for sites with the same primary Product Category.

Elements are the greatest level of detail of scoring. Four Element scores are provided.

Employees are given the opportunity to identify their perceived barriers to and positives of food safety culture. The most-selected two barriers and positives are provided here, along with the number of times they were chosen.

Additional pages provide details on score and grade descriptions, definitions of the 20 Dimensions, and suggested next steps to be taken after the assessment.

**ASSESSMENT REPORT SCORE AND GRADE DESCRIPTION**

Food safety culture relates to the prevailing culture, values and behaviours within a food business. To have a reliable assessment of food safety culture, honest and open (or anonymous) information is required from a broad population 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 government endorsed model that maps food safety culture against 4 Categories and 20 Dimensions.

As such the total score generated within the report (represented by which are broken out to be used to identify overall ratings at your site boundary)

SCORE	GRADE	BASIC EXPLANATION
90-100	A+	Very high scores that are clearly above the 'industry norm' (50) and indicate a high level of satisfaction and agreement at the site. Practical food and support mechanisms are in place.
85-90	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 understood though there are areas in which they can be enhanced.
75-85	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 effectiveness. Improvements in design, management and/or communication could be made.
65-75	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 improvement could be made.
45-65	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.
30-45	D	
0-30	E	

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2 CULTURE EXCELLENCE REPORT

**ASSESSMENT REPORT DIMENSION DEFINITIONS (1 OF 2)**

CATEGORY	DIMENSION	EXPLANATION
PEOPLE	EMPLOYMENT	Employment 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, email, posters), and an evaluation of their effectiveness.
PROCESS	CONTROL	Control relates to the effectiveness of managing and supervising staff throughout the company to ensure their compliance with company standards.
	COORDINATION	Coordination reflects the ability of different departments and 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 reflect the level and appropriateness of key documents and reports 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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**ASSESSMENT REPORT DIMENSION DEFINITIONS (2 OF 2)**

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 to the workforce.
	STRATEGY	Strategy reflects the plans in place to achieve the company vision, and the means by 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 those.
PROACTIVITY	METRICS	Metrics relates to the data that is gathered within the company to measure and improve food safety, and how effectively it is used.
	AWARENESS	Awareness relates to the knowledge of external food safety issues, including external organisations, customers and customers and general industry standards.
	FORESIGHT	Foresight reflects a risk awareness and ability to proactively assess, on the horizon 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.
INVESTMENT	LEARNING	Learning relates to the attitude of individuals towards operational learning, its perceived effectiveness, and its impact on food safety standards.
	INVESTMENT	Investment relates to the allocation and spending of budget on safety and quality, and perceptions of the effectiveness of this.

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**ASSESSMENT REPORT NEXT STEPS**

This report represents an overview of your food safety culture. The range of scores provided across the 20 Dimensions are the starting point for taking next steps. For most sites, next steps involve identifying areas for improvement and training 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 sizes and types. To support this process, specific ideas for improvement are shown on page 7 - 10.

ACTION	EXPLANATION
<b>STEP 1: REVIEW SCORES</b>	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 have a high risk food site, you would expect the first category result to be high. Even if it is not the lowest overall, a low result here would indicate a priority area. Consider operations 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 like to improve?
<b>STEP 2: IDENTIFY AREAS FOR RECOGNITION</b>	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 achieving it, and planning fun team events.
<b>STEP 3: IDENTIFY AREAS FOR IMPROVEMENT</b>	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. training programs, more practical, relevant and/or enjoyable) or the development of something new (e.g. practical image-based roleplay) to support HACCP and PRP procedures, or a new coaching program for high-risk activities.
<b>STEP 4: CREATE REALISTIC TARGETS</b>	Changing elements of organisational culture takes time, effort and focus. It is better to start with a single initiative and to develop, implement and measure it with all the resources required rather than to spread resources thinly on start things that will not be adequately maintained/evaluated. Targets should be set at dimension level, not the overall cultural score, using the score descriptions (page 2) as a guide.
<b>STEP 5: MANAGE THE CHANGE PROCESS</b>	Even a small change requires effective management. Change plans should include the steps 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 the process.
<b>STEP 6: UPGRADE FOR MORE INSIGHT</b>	If you would like further insight into the scores, there are multiple options for follow-up data collection. Options include: requesting that our tool score be contacting your Certification Body, or emailing the Culture Excellence team at <a href="mailto:excellence@brcglobalstandards.com">excellence@brcglobalstandards.com</a> .

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# 10. AFTER THE SURVEY: INTERPRETING YOUR REPORT (CONTINUED)

The report also includes extensive guidance on improvement, based on best practice and experience with clients who have undertaken the FSCE assessment, with actions for all Dimensions.

ASSESSMENT REPORT GUIDANCE FOR IMPROVEMENT (1 OF 4)	ASSESSMENT REPORT GUIDANCE FOR IMPROVEMENT (2 OF 4)	ASSESSMENT REPORT GUIDANCE FOR IMPROVEMENT (3 OF 4)	ASSESSMENT REPORT GUIDANCE FOR IMPROVEMENT (4 OF 4)
<p>Provided below are suggestions for improvement. All guidance should be reviewed within the context of your organisation (please refer to the 'Next Steps' section on page 12).</p> <p><b>AREA</b>      <b>GUIDANCE</b></p> <p><b>TRAINING AND WORKSHOPS</b> (1)</p> <p>Focused training sessions or workshops can increase awareness in many cultural dimensions, from increasing understanding of risk (Fire/safety) to identifying common objective drivers and ways to realise the benefits of the future (Learning). If they include interaction and group activities they can also build creative working relationships (Teamwork) and if they bring people together from different departments, either within the building or co- 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, attitudes 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> <p>A focused communication strategy can increase awareness in many cultural dimensions in a broader way than training or workshops as you can reach a larger audience. These are best for shorter or simpler pieces of information that require a less detailed explanation, and don't need the same impact on working relationships and teamwork.</p> <p>Traditional communication methods such as meetings, emails and posters can be used in conjunction with social media (e.g. Facebook, Twitter, Instagram).</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 (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 (in one way or another), listening to issues and concerns, and demonstrating how this feedback is taken seriously can increase peoples sense of involvement and value.</p> <p>IN PARTNERSHIP WITH Campden BRI      TSI Food and drink innovation</p> <p>7 CULTURE EXCELLENCE REPORT</p>	<p><b>AREA</b>      <b>GUIDANCE</b></p> <p><b>TEAM BUILDING ACTIVITIES AND EVENTS</b> (1)</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 future improvement. 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 office to a sporting event, it is important to be well organised and enjoyable. It is also important to reflect on how they can build teamwork and performance, both on and off the field, to ensure the activities do not disorient and demotivate. It is also important to reflect on how they can build teamwork and performance, both on and off the field, to ensure the activities do not disorient and demotivate.</p> <p>Asking for ideas and feedback from employees is a good way to increase the likelihood of success. It gives a platform for people to share between them. It is also possible to build an element of cultural awareness into the activity, for example having an 'award day' where teams are asked to create their own communication materials for the day that focus on specific elements of the company culture (e.g. Values, Vision, etc.).</p> <p>Alternatively there could be a focused 'outdoor 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 teambuilding (Teamwork).</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 coaches (Training) and the mentees (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 recognised for their efforts, for example in the form of communication of their efforts or certification.</p> <p>The scheme should ideally link to other forms of appraisal and evaluation to ensure consistency and also 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 teambuilding (Teamwork).</p> <p><b>COMMUNICATION STRATEGY</b> (2)</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 (Training). By linking them to other cultural dimensions they can also increase the achievement of goals (Targets), reduce the level of error or repeated mistakes (Awareness), and encourage people to work in a bright, happy team (Teamwork).</p> <p>Continued on the next page...</p> <p>IN PARTNERSHIP WITH Campden BRI      TSI Food and drink innovation</p> <p>8 CULTURE EXCELLENCE REPORT</p>	<p><b>AREA</b>      <b>GUIDANCE</b></p> <p><b>RECOGNITION AND INCENTIVE SCHEMES</b> (CONTINUED)</p> <p>Reinforcement does not have to be expensive, and praise, thanks and recognition of achievement can be highly effective when utilised effectively. The level of reward should be commensurate to the behaviour / achievement that it is linked to for greatest benefit. For example, if there is a particularly challenging or difficult task, or someone identifies a major issue and makes a resolution to bring 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 skills, fairness and relationships (Control).</p> <p>Internal audits are generally carried out to review and improve elements of the food safety and quality management systems that are running, and is a requirement of certified internal audits. They assess your value elements on how well they are managed. Not much time are provided, and how well they are implemented. Internal audits are working effectively within the company, cultural dimensions can be employed on the team to build on their existing strengths. For example, audit findings could be used as a source of recognition or incentive (Awareness), as the basis for focused working (Training) (relation to preventative actions), or as a basis for short term goals (Targets) or longer term plans (Vision and Strategy) could be developed.</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 team-based 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 (Vision and Strategy) and communicating and reviewing any actions that take place (Awareness, Learning) can all help to do this.</p> <p>If issues with compliance 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. Constructive it will also encourage employees to be more open when they understand that the 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. Encouraging the audit process to 'bring with feedback and case from all employees involved and observed can help to clarify if any work that may sometimes be missed / errors or non-compliance.</p> <p>The audit process must be perceived to be fair and for the purpose of improvement rather than 'tripping up' or 'troubling blame'. Positive reinforcement (rather than negative reinforcement) in most situations (Teamwork), through a subtle combination of both may be required.</p> <p>IN PARTNERSHIP WITH Campden BRI      TSI Food and drink innovation</p> <p>9 CULTURE EXCELLENCE REPORT</p>	<p><b>AREA</b>      <b>GUIDANCE</b></p> <p>Effective systems in place for food safety and quality drive standards (behaviour) and the achievement of objectives (performance), provide sufficient information to employees to take action when required (Communication), and as a core part of the management of company food safety plans (Vision and Strategy). Effective working action plans help a company with continual improvement (Learning) and clear, practical documents are excellent tools for on-the-job training and creating a consistent (Teamwork) system. In this way, effectively embedding or promoting consistent (Teamwork) systems can be a very useful focus for a cultural improvement plan (Communication).</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. an CCP). Using simple language, being careful to focus only on key messages, and including words with the use of images and photographs can make them more likely to be followed. It is important to include and-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, an additional document and records can be added over time without fully assessing the additional burden this creates, or whether that addition is distorting or conflicting with anything previously created. However a document or record does not clearly add value, or takes more time than the benefit that it adds, it creates a negative impact on the system as a whole. Opportunities for synthesis and streamlining should be investigated, again with the involvement and feedback of the end-user.</p> <p>Improvements to the process, location or placement of signs can make a direct impact on food safety and quality by improving standards and reducing risk (Awareness). 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 a recognised (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 it and processes, food safety and quality (Vision and Strategy).</p> <p>If there are fewer than desired scores in risk (food safety) or company values (Company Values), it may be that a change in research has led to new messages about the importance of food safety and quality. Employees in a company team 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, awarded / punished, measured, and communicated on a regular basis) but also indirect ones (e.g. internal documents or records) to ensure that there is a positive 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 with how they do this (both individually and as a group).</p> <p>IN PARTNERSHIP WITH Campden BRI      TSI Food and drink innovation</p> <p>10 CULTURE EXCELLENCE REPORT</p>

## APPENDIX A: 'SELECT ANOTHER LANGUAGE' POSTER

Appendix A is provided on the next page, and is designed for printing in case you would like to use it at the locations where the survey will be taken.

# BRC CULTURE EXCELLENCE FOOD SAFETY CULTURE MODULE

Select another language.

Sélectionnez une autre langue.

Seleziona un'altra lingua.

Wybierz inny język.

Velg et annet språk.

Выбрать другой язык

Вибрати іншу мову

Одберете друг јазик

Изберете друг език

Выбраць іншую мову

Vælg et andet sprog.

Izvēlēties citu valodu.

Andere Sprache auswählen.

Selezione outro idioma.

Válasszon más nyelvet.

选择其他语言

Pumili ng ibang lengguwahe.

別の言語を選択する

Zvolte jiný jazyk.

Ընտրեք մեկ այլ լեզու:

Kies een andere taal.

Επιλέξτε άλλη γλώσσα

Pasirinkite kitą kalbą.

Selectați o altă limbă.

Chọn một ngôn ngữ khác.

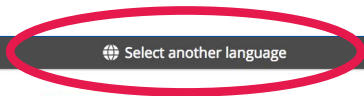
اختر لغة أخرى

کوئی دوسری زبان منتخب کریں

Izaberite neki drugi jezik.

कोई दूसरा भाषा चुने

Välj ett annat språk.



**CULTURE  
EXCELLENCE**

BRC Food Safety Culture Excellence - Food Co Ltd.

Thank you for participating in this survey.

It is very important to us, so please take the time to consider the options and select those that best reflect your thoughts.

All responses are anonymous and confidential.

It should take 15-20 minutes to complete.

**Important:** Please do not use the 'back' button on your web browser during this survey.

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Next

0%



Polski

Română

Português

Lietuvių kalba

Español

Español (EE, UU, y Am. Lat.)

اللغة العربية

हिन्दी

Latviešu valoda

简体中文

Français

Dansk

Deutsch

Italiano

Русский

Ελληνικά

Nederlands

Tiếng Việt

Magyar

Norsk

Srpski



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