



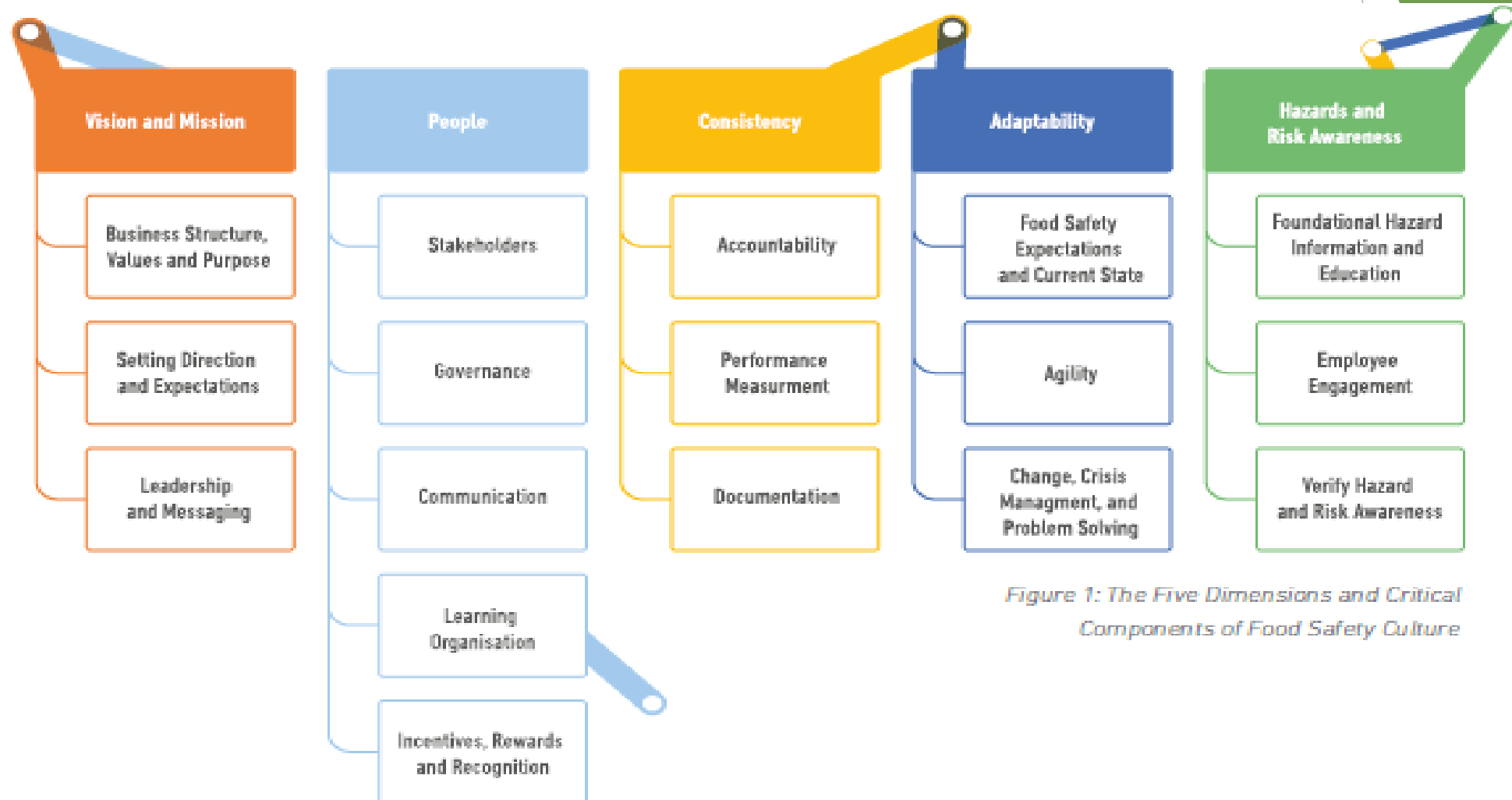
Food Industries Association of Queensland Inc.

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# Company Culture

## **The importance of a food safety approach**

# What are the Dimensions of an effective Food Safety Culture



*Figure 1: The Five Dimensions and Critical Components of Food Safety Culture*

Source: GFSI Food Safety Culture

# What is a food safety culture and what does it mean to me?

- ▶ As written by FASANZ :
  - ▶ “Food safety culture is about attitudes, behaviours and the priority given to food safety in an organisation. In a food business, it is how everyone (owners, managers, employees) thinks and acts in their daily job to make sure the food they make or serve is safe.”
- ▶ Creating a culture where safety is first an understanding of “Ahsby’s Law of Requisite Variety” is a must, this states;

The law of requisite variety means that for a system to be controlled, every controller (human or machine) must be provided with one of the following: (1) a list of control responses (what to do in each case) to cover all possible conditions the system may face, (2) decision rules for generating all possible control responses, or (3) the authority and structure to become a self-organizing system in order to generate appropriate control responses.

# What is & isn't important to the operational / organisation side?

## ► Important -

- Critical Success Factors ensures the company succeeds whilst being sustainable, achieving this requires adequate training, autonomy on staff members to have a voice, cold face discussions with operators, understanding of SOP's and company standards.
- VSM "Variety Systems Modeling" - allowing for continuous improvement creating a closed loop cycle by auditing the system with feedback from personal.
- Adaptability:
  - Adaptability refers to the ability of an organisation to adjust to changing influences and conditions and respond within its current state or move to a new one.
- *EXAMPLE: An organization designed to do one thing well would benefit from efficiencies and economies of scale. But those benefits would come at the price of decreased flexibility. It would be less agile. And it would be less well prepared to deal with changes in customer demand etc.*

## ► Not Important -

- Leadership styles leading by command & control focusing on input and not output focused. JSA's implemented but not utilized. "Got away with it" mentality to ensure targets are met so bonus's can be kept.

# People and Consistency \* Critical Factor

## ► People

- People are the critical component of any food safety culture. Our behaviour and activities, from processes on the farm to practices in the kitchen, as well as consumer habits prior to eating the food, contribute to the safety of food and potentially decrease or increase the risk of foodborne illness.

## ► Consistency

- Consistency refers to the proper alignment of food safety priorities with requirements on people, technology, resources and processes to ensure the consistent and effective application of a food safety programme that reinforces a culture of food safety