

# Food Safety Culture: Are food safety management systems enough?

February 14, 2024

Moderators: Vanessa Coffman, PhD and Chris Waldrop



**Alliance to**  
**Stop**  
**Foodborne Illness**



Alliance to Stop Foodborne Illness



# Agenda

*Welcome* – Vanessa Coffman (Stop Foodborne Illness)

*Setting the stage* – Conrad Choiniere (FDA) and  
Lone Jespersen (Cultivate SA)

*The General Mills Experience* – Kelly Stevens (General Mills)

*Q&A* – Vanessa and Chris Waldrop (FDA)

*Closing and Next Webinar* – Vanessa, Conrad, and Lone

Welcome

Setting the stage

General Mills

Q&A

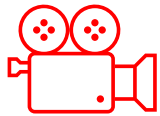
Closing and next  
webinar



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# Housekeeping



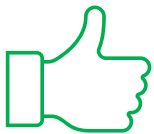
**This event is being recorded** and will be posted on the STOP website and YouTube.



You can **earn 1 continuing education credit** for this webinar, and 1 each in the series. A form will be attached to a follow-up email and can be found on the STOP website.



Attendees will be muted. Please **use the Q&A function** to ask questions.



Attendees can **“up vote” a question**. We may not be able to get to all of them.

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FDA STOP WEBINAR

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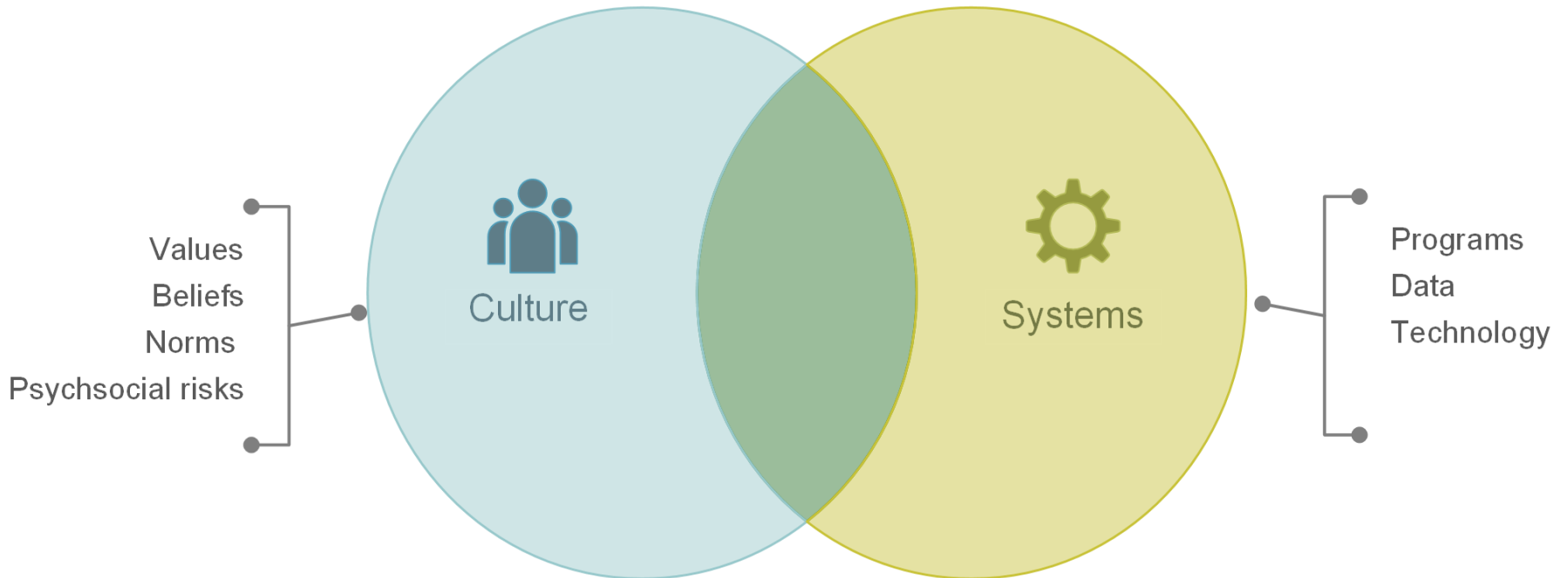
# “Food safety culture: are food safety systems enough?”

February 14, 2024





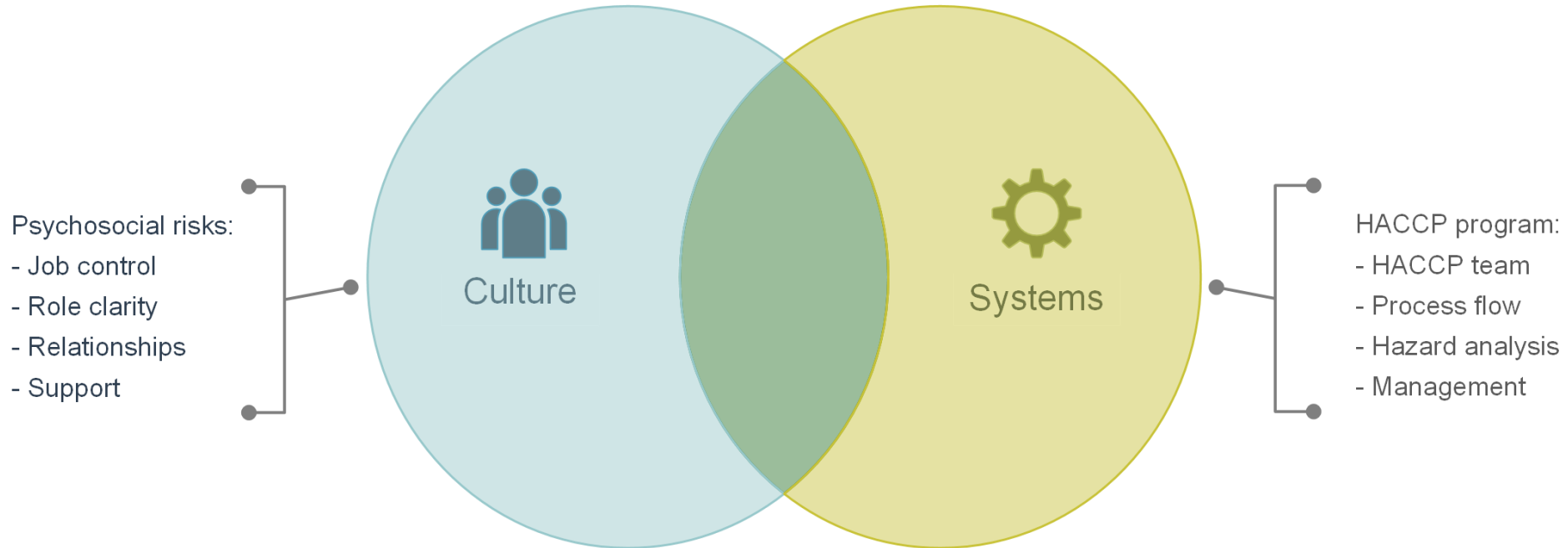
# Culture and Systems



Reference: “Get to actual food safety by combining culture and systems: Introducing psychosocial risks”, Jespersen & Lijana, (in progress).



# Culture and Systems



Reference: “Get to actual food safety by combining culture and systems: Introducing psychosocial risks”, Jespersen & Lijana, (in progress).



# Psychosocial factors and hazards

For example

- Job satisfaction (high/low)
- Ability to complete work tasks within normal hours (high/low)
- Collaboration in department (high/low)
- Ability to influence workload (high/low)
- Getting support from supervisor and colleagues when needed (high/low)



# Classic risk assessment

FOOD SAFETY RISK ASSESSMENT	
Severity	Likelihood
1. Fatality	A. Common occurrence
2. Serious Illness	B. Known to occur
3. Product recall	C. Could occur
4. Customer Complaint	D. Not expected to occur
5. Insignificant	E. Practically Impossible





# Classic risk assessment

**Hazard:** Cleaning chemical residue

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- Process assessment
- Scoring H, M, or L



# Actual food safety risk assessment



Reference: “Get to actual food safety by combining culture and systems: Introducing psychosocial risks”, Jespersen & Lijana, (in progress).



# Actual risk assessment

**Hazard:** Cleaning chemical residue

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- I have to

Scoring H



# Actual risk assessment

**Hazard:** Cleaning chemical residue

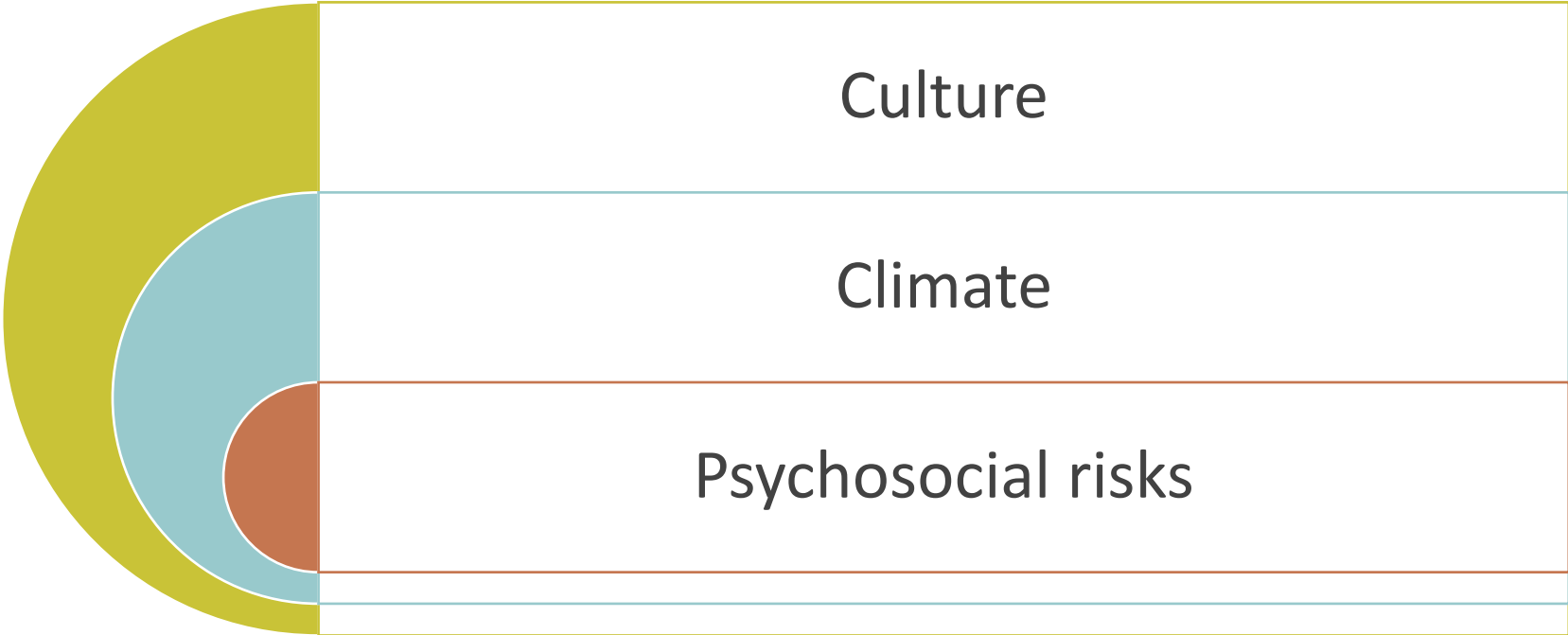
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- ... because my team and I can act to improve our cleaning actions

Scoring L



# Linking



# Thank you

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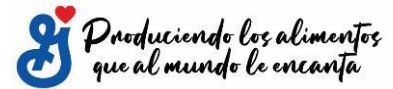
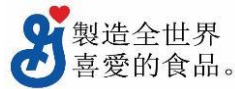
Making  
Food  
& The World  
Loves

Kelly Stevens  
General Mills Feb 2024



# A SNAPSHOT OF OUR SCALE

- **\$20+ billion** in fiscal 2023 net sales
- Our nine largest brands each generate more than **\$1 billion** in annual retail sales
- Our brands are enjoyed by people in more than **100 markets globally**
- Our team of over **30,000 employees** brings passion & creativity to work each day







# OUR BELOVED BRANDS



...and many more.

# GENERAL MILLS – OUR VALUES



## WIN TOGETHER



COMPETE TO LEAD THROUGH SHARED GOALS, TEAMWORK AND HEART.



## CONTINUOUSLY INNOVATE



NEVER STOP LEARNING, EVOLVING AND EXPLORING TO STAY AHEAD.



## CHAMPION BELONGING

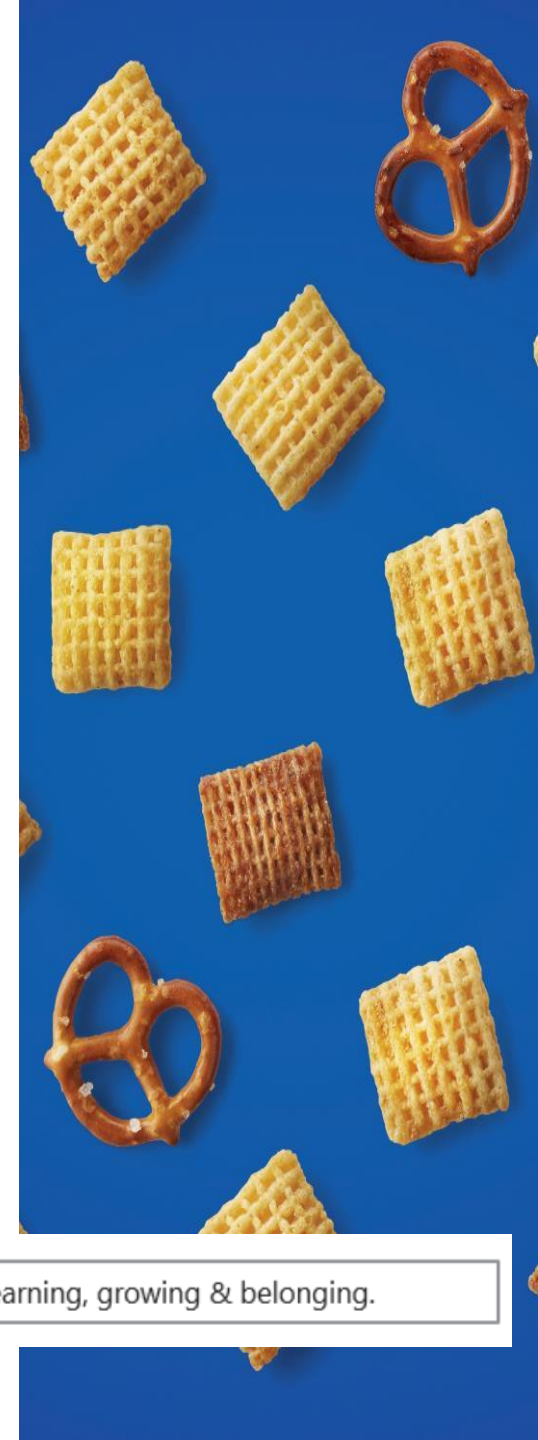



RESPECT AND INCLUDE ALL VOICES, IDEAS AND PERSPECTIVES.

## DO THE RIGHT THING, ALL THE TIME



PRESERVE AND GROW THE TRUST WE'VE EARNED FROM OUR CONSUMERS, CUSTOMERS AND COMMUNITIES.



 We lead with safety and show care for our people, planet & our product, all within a culture of learning, growing & belonging.

# FOOD SAFETY LEADERSHIP

## Legacy of food safety leadership

### 1950s

Established raw material vendor management program

### 1970s

Developed food safety program for quality engineers at production facilities

### 1980

Established food safety regulatory affairs role

### 2006

Established internal food safety training academy

### 2013

Surveyed employees about global food safety culture

### 2016

Implemented preventive controls training (Food Safety Modernization Act compliance)

### 1960s

Established food safety, quality and regulatory policies and standards

Hazard Analysis and Critical Control (HACCP) process developed

### 1996

Pioneered food allergen labeling on all products

### 2008

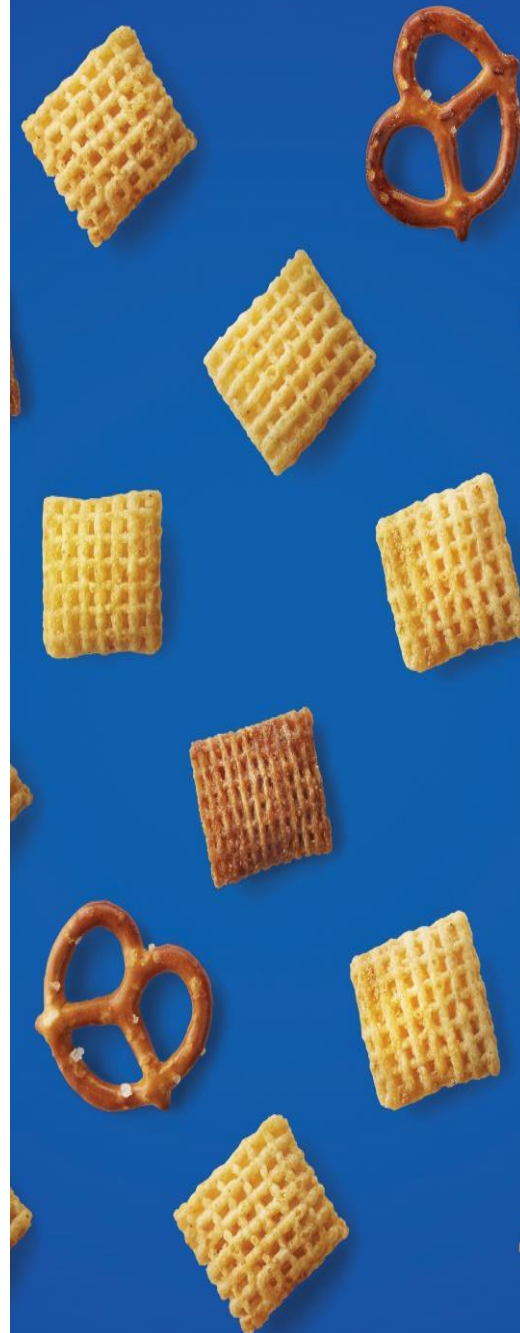
Initiated global food safety supplier schools

### 2015

Began using risk grid metric to measure improvement

### 2019

Awarded prestigious Black Pearl Award in recognition of food safety excellence





# IT TAKES A COMPREHENSIVE APPROACH

## Food Safety Management System

- Management Commitment
- Global Food Safety Policies
  - Food Safety Execution
  - Verification
  - Metrics

## Culture

- Do the right thing all of the time

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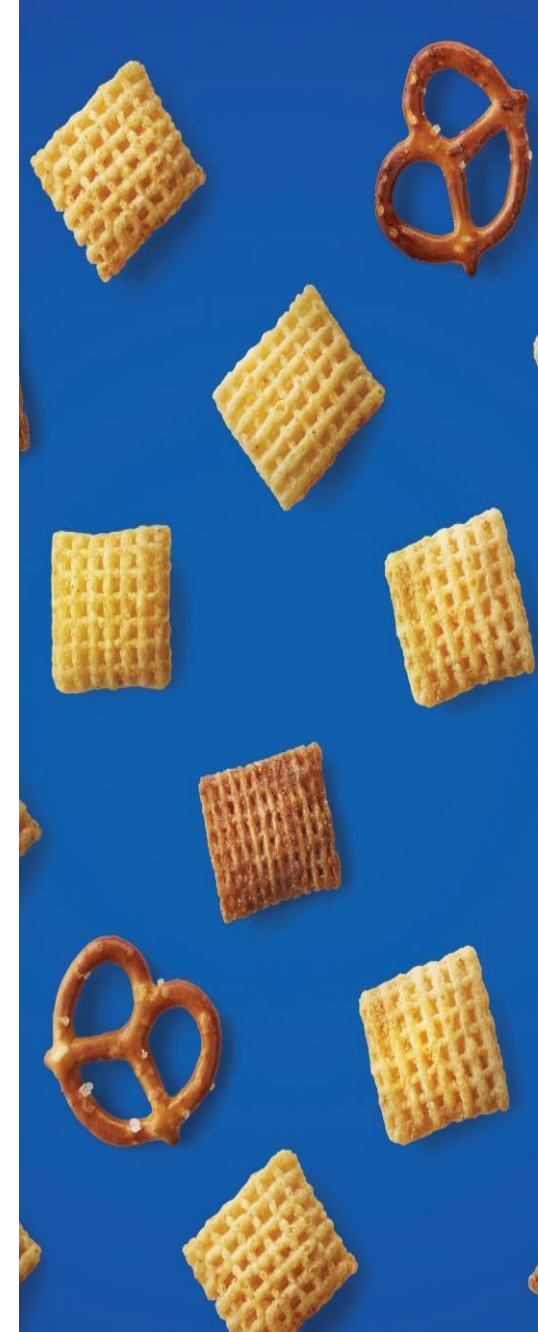
Q&A

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# CULTURE

## + Food Safety Leadership starts with me

- Actively listen....to all perspectives
- Create safe spaces
- Learning, Growing and Belonging



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**THANK YOU**



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# Questions, answers, and discussion

Type your questions into the  
Q&A and up-vote those you  
would like answered



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Alliance to Stop Foodborne Illness



# Webinar #11

## Food Safety Culture: The Journey Continues

Thursday May 9, 2024  
4:15 – 5:30pm Central



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magazine

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