

		Business Category			
		A	B	C	D
		<i>Responsible and accountable – Food safety in everything we do</i>	<i>Meeting standards, room to improve – Making improvements, getting there</i>	<i>Unprepared and complacent – Food safety is not a priority</i>	<i>Uninvolved and disregards – Silent on food safety</i>
Food Safety Culture Traits	1	<p>Leadership and management commitment</p> <p>Management cares and knows <i>Manager/senior staff identifiable, knowledgeable and empower staff to contribute.</i></p> <p><i>Invest resources proactively to avoid food safety issues.</i></p>	<p>Management cares but doesn't always know <i>Manager/senior staff identifiable, not always well trained but are interested, try and can identify some food safety risks.</i></p> <p><i>Active but not 100% sure where to invest.</i></p>	<p>Management knows better but doesn't care <i>Owner is in charge, but they aren't always there, no leader in their absence.</i></p> <p><i>React to issues after they occur.</i></p>	<p>Management doesn't know and doesn't care <i>No-one on site is 'in charge'.</i></p> <p><i>Management is neither visible nor available to staff.</i></p> <p><i>Require enforcement to change.</i></p>
	2	<p>Everyone's accountable and contributes</p> <p><i>Everyone is responsible for improving food safety</i> <i>Ideas are resourced and changes are implemented.</i></p> <p><i>Management and staff jointly understand and contribute to food safety.</i></p> <p><i>New people are comprehensively brought on-board.</i></p>	<p>Some concerns or ideas raised, but no real buy-in for change</p> <p><i>Collegiate workplace – everyone puts in effort and helps others when it's busy.</i></p> <p><i>Staff know some things are 'always' done this way, but don't know why.</i></p> <p><i>Some good ideas for improvement, but no pathway for change exists.</i></p>	<p>Minimal contribution other than management direction</p> <p><i>Staff may have little idea or interest in what could be done better.</i></p> <p><i>Staff not encouraged to take initiative for solutions to improve</i></p> <p><i>Communication channels act as a barrier to staff initiative</i></p>	<p>No-one is responsible</p> <p><i>Single person responsible for task, doesn't get done if they're not there.</i></p> <p><i>Not enough staff to do all tasks properly.</i></p> <p><i>'Don't know who does that, it's someone else's job; I don't have time.'</i></p> <p><i>'No-one told me; I just do what I'm told.'</i></p>
		<p>Everyone works with pride in making safe food</p> <p><i>Staff proactively involved in decision making and regularly provide feedback.</i></p> <p><i>Food safety is embedded in procedures and communications.</i></p>	<p>Management trusts staff</p> <p><i>Management seek feedback from staff – it is positively received regardless of issues raised.</i></p> <p><i>Staff work with minimal direction.</i></p> <p><i>Action on feedback is inconsistent</i></p>	<p>Management blames staff</p> <p><i>Only manager answers questions – doesn't trust staff to comment.</i></p> <p><i>Management are not open to staff raising food safety issues – responses are usually negative.</i></p>	<p>Control is through fear and consequences</p> <p><i>Staff are worried about speaking up or stepping outside the rules and upsetting management.</i></p> <p><i>'I might lose my job.'</i></p>
	3	<p>Knowing and doing right</p> <p><i>Food safety core focus and priority across the business</i> <i>Open dialogue and knowledge shared between staff and management.</i></p> <p><i>Training is kept up to date and promoted.</i></p> <p><i>Consistency in food handling tasks.</i></p> <p><i>All understand food safety is more important than profits.</i></p> <p><i>Voluntary compliance with food safety legislation and best practices.</i></p>	<p>Putting food safety knowledge into action</p> <p><i>Management and staff receive regular food safety training, some knowledge sharing.</i></p> <p><i>Food safety resources routinely budgeted.</i></p> <p><i>Some food safety measures including keeping records, some trouble shooting.</i></p> <p><i>Low levels of non-compliance – care about food safety but some practices fall short.</i></p>	<p>Some knowledge of food safety</p> <p><i>Some training for management and staff, but knowledge is not shared.</i></p> <p><i>Food safety resources provided sporadically or after an incident only</i></p> <p><i>No motivation to prioritise food safety.</i></p> <p><i>Moderate compliance with food safety legislation.</i></p> <p><i>Limited ability to conduct root cause analysis</i></p>	<p>No knowledge of food safety</p> <p><i>No clear budget, time or staffing allocations for food safety.</i></p> <p><i>Driven by profit rather than food safety.</i></p> <p><i>Systematic non-compliance with food safety legislation.</i></p>
4	<p>Continual improvement</p> <p><i>Actively anticipates/seeks ways to improve and acts on these</i> <i>Everyone regularly communicates, team meetings, open discussion on food safety mistakes, problems, concerns as well as improvements and looking ahead.</i></p> <p><i>Business is proactive about doing things.</i></p>	<p>Small changes implemented</p> <p><i>Some food safety communication with staff.</i> <i>Team meetings occur, but you miss news if you're absent.</i></p> <p><i>Well-documented, understood and implemented procedures.</i></p> <p><i>Business is mostly reactive but it's self-identified.</i></p>	<p>Open to change but can't identify what/how to improve</p> <p><i>No transfer of knowledge between staff or shifts.</i></p> <p><i>Processes only reviewed following an incident.</i></p> <p><i>Posters on walls, but no-one reads them.</i></p> <p><i>Business is only reactive.</i></p>	<p>Business stagnant and doesn't want to change</p> <p><i>Staff and management don't communicate, no staff meetings.</i></p> <p><i>Unwilling to spend on repairs or improvements.</i></p> <p><i>Reluctant to change or can't adapt to change, even if it's enforced.</i></p>	

Italics = Examples to help decide which category a business falls into.

Behaviour Change Guide for authorised officers on enabling improvements

Business Category	Advice for authorised officers on enabling improvement
<i>Responsible and accountable</i>	<p>Applaud and encourage next steps or reinforce commitment to best practice.</p> <p>Applaud their achievements and encourage them to build on this by keeping up with latest developments and thinking of their own novel ways of further improving performance. Engage the business in positive (non-critical or adversarial) discussions about the risk posed by each of their food safety risks and how best to manage them, entertain debate and thank them for their enthusiasm and interest in considering how best to manage food safety.</p> <p>Provide examples of “best practice” to help the business understand how they can enhance their practices. Also highlight the business and personal benefits that adopting best practice can bring.</p> <p>Suggest ideas for further improvement e.g. seeking further involvement of staff, consideration of alternative methods for monitoring e.g. the use of temperature data loggers for chilled storage temperature monitoring.</p> <p>Reinforce the need for continued learning and development to remain a food safety leader (encourage to maintain standards – even the best businesses get complacent).</p> <p>Ask about future plans and applaud examples of planned actions by the business.</p>
<i>Compliant with room for improvement</i>	<p>Encourage and enable self-reliance.</p> <p>Provide advice on how they can develop their own ability to comply, such as low-cost training, and emphasise that it is their responsibility to understand significant food safety risks and identify suitable controls (while saying you are willing to help them to a reasonable level).</p> <p>Use examples to illustrate that the requirements are not complex and can be achieved. The examples should illustrate how knowledge and capability can be developed and compliance achieved in a non-complex manner.</p> <p>Sympathise with their concerns and explain what “good looks like”.</p> <p>Encourage independent thinking and explain where to obtain further guidance. Highlight that they cannot rely on authorised officers (who will not always be there) and that it is the business’s legal responsibility to comply with the Food Standards Code and develop controls for food safety risks within their business and to their customers.</p>
<i>Unprepared and complacent</i>	<p>Convince and dispel doubts.</p> <p>Explain and provide evidence and examples of the risks (specific to the food business) and where people have been harmed by these. Suggest that they do relevant training to learn about risks, read relevant resources/ case studies (i.e business failures due to food safety incidents) or inform that you can help with educating them.</p> <p>Use the examples to explain how the regulatory requirements help to control these risks and explain the benefit to the business (by maintaining customer confidence).</p> <p>Highlight how the behaviour of the business manager(s) sets an example for the rest of the staff and that they need to set a good example and provide positive leadership to encourage their staff to comply with the law (and thereby avoid damaging the business).</p> <p>Sympathise with their concerns and then explain what “good looks like”.</p> <p>Highlight that they cannot rely on authorised officers (who will not always be there) and that it is the business’s legal responsibility to comply with the Food Standards Code and develop controls for food safety risks within their business and to their customers.</p>
<i>Uninvolved and disregards</i>	<p>Challenge and convert.</p> <p>Highlight cases where harm (death and/or disability) has occurred and cases where people have been prosecuted for non-compliance, and examples of business failures (specific to the food business) due to incidents. Challenge their attitudes and indicate the minimum steps to comply. Say that they will be inspected more frequently until there is confidence in their willingness and ability to apply good practice and they are likely to be subject to more severe enforcement if incidents occur because of their attitudes.</p> <p>Highlight that they cannot rely on authorised officers (who will not always be there) and that it is the business’s legal responsibility to comply with the Food Standards Code and to develop controls for food safety risks within their business and to their customers.</p>