

2017 State Conference

Office of Child Nutrition

Developing a Behavior-Based Food Safety Management Program



Plan and deliver programs that focus on employee behavior change.

Employee Behavior & Food Safety

- **Small Group Discussion**
- What is the role of employees in ensuring food safety in a school district?
- What can managers do to increase the likelihood that employees will follow the plan?

Food-Safe Schools Action Guide

- Connections between behavior-based food safety programs and a food safety culture:
 - Strong leadership
 - Founded on people
 - Relies on strong partnerships
 - Focuses on the why
 - Effective communication

Traditional

- Hierarchical
- Prescribed
- Job Specific
- Task Buried
- “Must Do”

Behavioral

- Inclusive
- Customer Focused
- District Specific
- Communicated
- Marketed

Handwashing: Traditional vs. Behavioral

Traditional

- Hierarchical
 - I'm watching
- Prescribed
 - 20 seconds
- Job Specific
 - Only when...
 - Don't have time

Behavioral

- Inclusive
 - We agree, together
- Customer Focused
 - The right thing
- Communicated
 - Consistent
- Marketed
 - Others know why

Discussion

- **Training – pros/cons?**
- **School nutrition personnel would likely respond how to the following?**
 1. **Do you feel that proper handwashing is important?**
 2. **Have you ever been trained about proper handwashing?**

- **Summary of study**

- 11 small districts in six states, nine medium districts in seven states, six large districts in six states, and eight mega districts in seven states. 34 schools.

- **Four areas of assessment**

- **Facility Observation** - general food safety practices, handwashing, food storage, temperature control, protection from contamination, and dishwashing.

- **Food Safety Observation** – employee handwashing, general food handling, cleaning and sanitizing.

- **HACCP Verification** - Food Safety Program, training for personal hygiene, cleaning and sanitizing, and use of chemicals and standard operating procedures. Other assessment included menu item grouping, identification and documentation of control measures and critical limits, established monitoring procedures, and records.

- **Hand Washing Facility Assessment** - restroom facilities for students.

Key Findings - Overall

- HACCP plans and documentation
- Food safety training
- Storage temperatures
 - Cold food held, some improvement
- Employee health/other
 - Food & beverages
 - Bare hand contact
- Dish machines/utensils/cleaning

Key Findings - Handwashing

- 31 school managers trained on personal hygiene and proper cleaning and sanitizing.
- 29 schools documented a Standard Operating Procedure for handwashing.
- Nearly all (36) hand washing facilities were conveniently located and accessible for employees.

- 31 managers indicated that they had training on personal hygiene and proper cleaning and sanitizing.
- 29 managers indicated that they offered training sessions for employees on the proper use of chemicals.

- Two observations related to sanitation practices had an in-compliance rate less than 50%.
- In 46% of observations, the sanitizing solutions were not being changed as needed.
- Water only with no sanitizer added.
- Separate wiping clothes being used for contact surfaces, 43% of observations were in compliance.

Its not just employee behavior...

Key Findings

- Less than half (16) had updated the food safety plan since it was initially developed.
- Seven revised the document in 2011, or about five years after it had been developed.

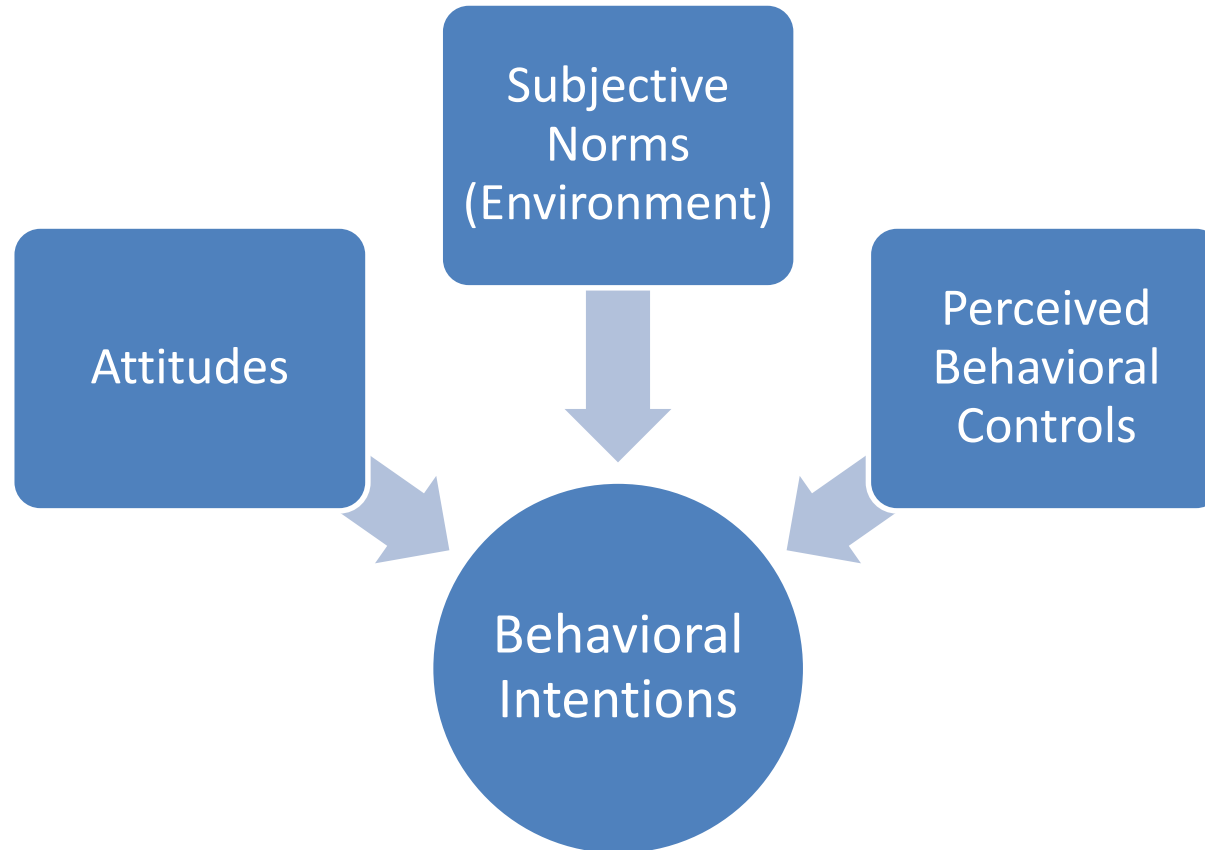
Summary of findings

- Effective food safety practices do exist
- HACCP plans exist
- Employees are informed
- Recommendation:
 - Reducing food safety risk is still key through:
 - Strong leadership
 - Employee behaviors

Strategies for Changing Behaviors

- Food safety training improves knowledge, but training alone does not improve most behaviors.
- Workplace infrastructure
 - Clear communication of expectations and consequences when not followed.
- Simple interventions such as persuasive signs and contests can help to improve behavior.

Strategies for Changing Behaviors



Strategies for Changing Behaviors

- What are some attitudes that are expressed about handwashing from employees?



Attitudes

Strategies for Changing Behaviors

- What methods could change the subjective norm about handwashing in the operation?

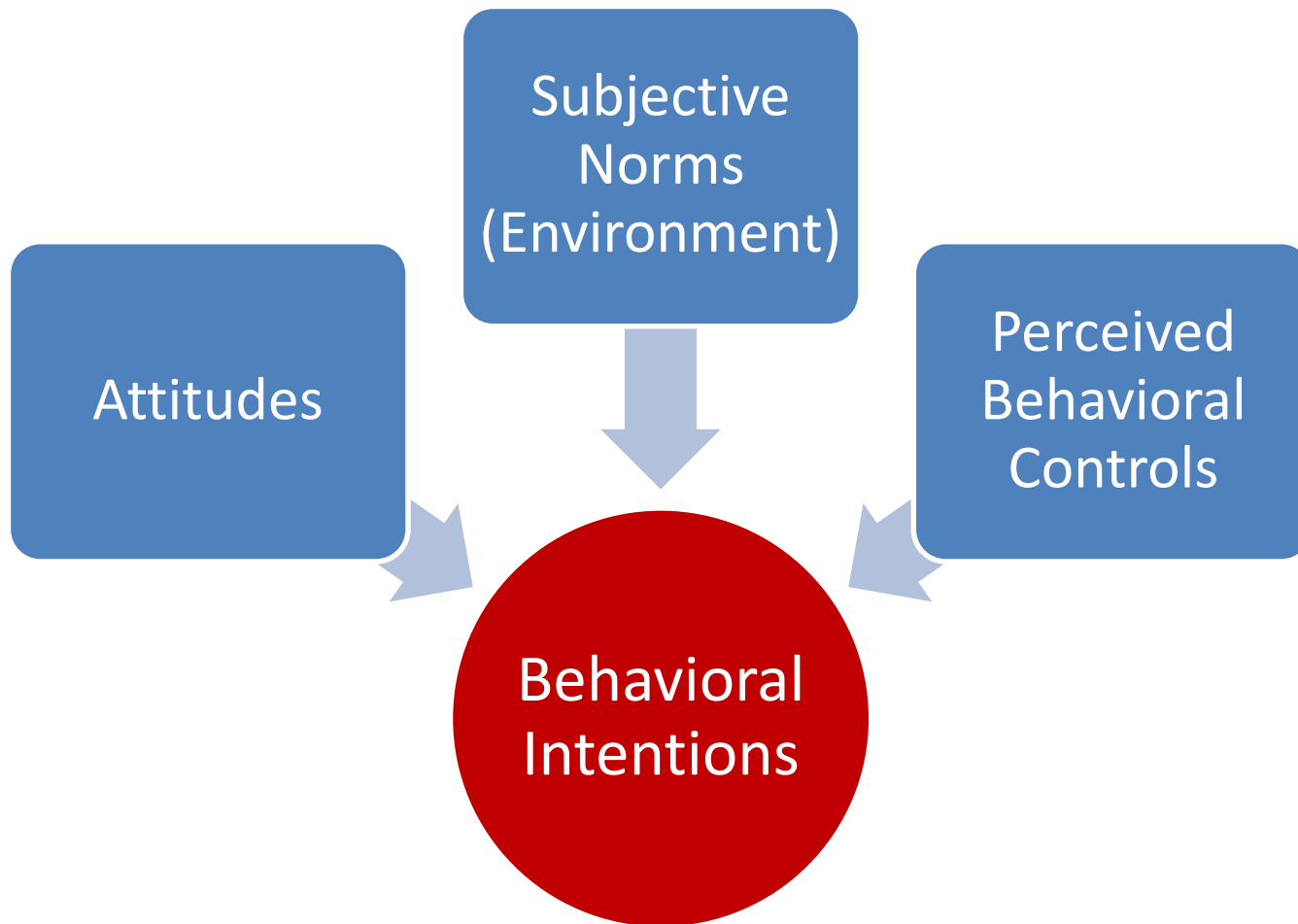
Subjective Norms
(Environment)

Strategies for Changing Behaviors

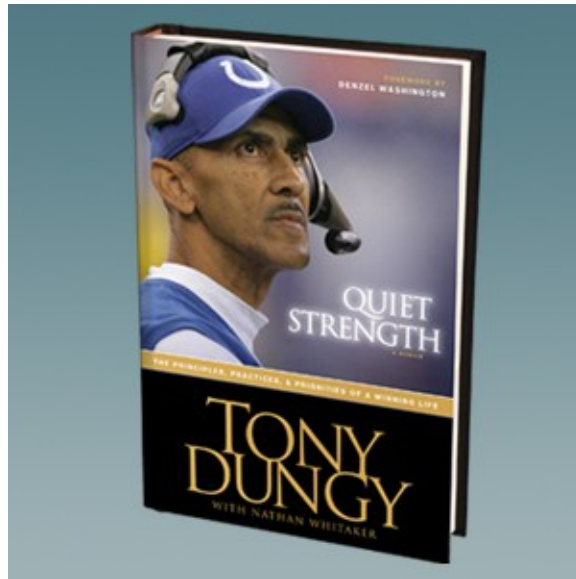
- What pieces of equipment or perceptions of control are in place that could be purchased or removed?

Perceived
Behavioral Controls

Application



- Keystone habits lead to the development of multiple good habits. These habits encourage change in the organization:
 1. Produce small wins.
 2. Encourage change by creating structures that help others thrive.
 3. Help create a culture that embodies new values.



“Champions don’t do extraordinary things. They do ordinary things, but they do them without thinking, too fast for the other team to react. They just follow the habits they’ve learned.”

-Tony Dungy

Strategies for Changing Behaviors

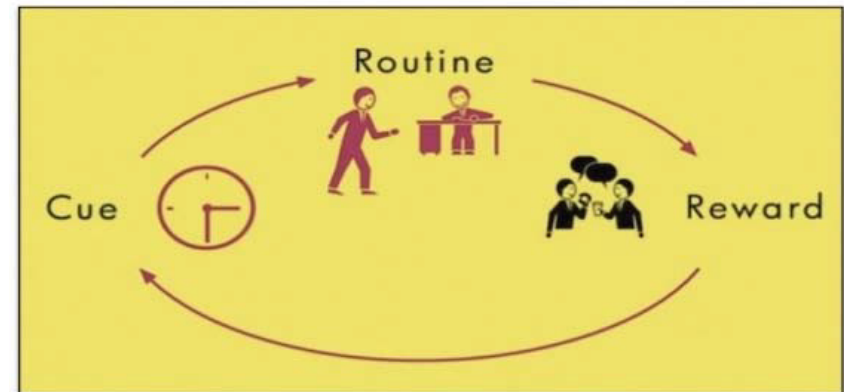
- Customize your food safety programs and training.
 - Generational
 - Gender
 - Literacy

Focus on what employees can do – not what only you as directors/managers control.

Reward & Motivation

Creating a Positive Habit

- It is the **WHY** in human behavior.
- The reward is the reason habits exist.
- Motivation comes from within.



- The recipe to behavior change:

Knowledge + Attitudes – Barriers = Behavior Change

Resources:

Serving up Science: The Path to Safe Food in Schools

Developing a Behavior-Based Food Safety Management Program



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