Organisational sub-cultures:
their influence on food safety and food integrity management

Dr Louise Manning, Reader in Food Policy and Management
Harper Adams University

Background

- Manning, L. (2017) The Influence of Organizational Subcultures on Food Safety Management, *Journal of Marketing Channels*, 24(3-4), 180-189

- Manning, L., & Soon, J.M., (2016). Food safety, food fraud and food defense: a fast evolving literature, *Journal of Food Science*, 81(4) R823–R834

FSMS – Food Safety Management Systems

FIMS – Food Integrity Management Systems

Culture

- *Culture* as a term can be used to describe emergent history and traditions, and applies meaning to the underlying values and beliefs held by members of formal and informal social groupings (Buchann & Huczynski, 2004; Griffith et al., 2010)

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Culture

- Definition of culture (formal/informal)
- Degree of opacity of culture (visible/invisible);
- Articulation of culture (spoken/assumed)
- Hierarchies of culture (organisational responsibility … job title … department …. transactional)
- Leadership in culture …

Is there only one approach to developing FSMS and FIMS?

Where does culture fit?

Transactional approach

Transactional FSMS and FIMS focus on:

- policies, procedures, and protocols that drive formal management of food safety - prescriptivism

- minimising risk with the associated penalties and sanctions in the event of process or product non-compliance.

- managing employees to be task-focused and compliance driven.

Transformational approach

Transformational FSMS and FIMS:

- engage all those who work for an organization, irrespective of job title, to consider their role is that of keeping the food that is produced safe and authentic.

- inspire and empower staff to feel food safety and food integrity is important.

- Drive a sense of personal responsibility, agency, ownership.

Is there only one culture in a food business ….. Do different cultures exist beneath the overarching formal culture?

Sub-cultures

- Separate from dominant culture may or may not hold its core plus additional values unique to the members of the sub-culture.

- Can be defined functionally e.g. department, work group, or geographical location, or

- Can be defined in terms ideologically, modes of rationalisation or motivation

Cultural interfaces

- Places where cultures meet…

- Intra and inter organisational interfaces.

- Difficult to transcend if pivotal values within subcultures at the interface are not congruent.

- Influenced by situational contingencies. e.g., machine failure, increased order quantities, quality failure of ingredients, lack of trained staff, supply chain pressure etc.

Situational approach or Prescriptive rigid standards

- in practice each organisation will have a unique inter-relationship between the formal and informal, the visible and invisible, and the transactional and transformational elements of their own FSMS, FIMS and their internal sub-cultures.

Articulating the challenge

		Motivation
Food Quality	Food Fraud	Gain: Economic
Food Safety	Food Defense	Harm: Public Health, Economic or Terror
Unintentional	Intentional	
Action		

Spink & Moyer (2011)

Cultural influence …

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		Motivation
Food Quality	Food Fraud	Gain: Economic
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INTERFACES

Spink & Moyer (2011)

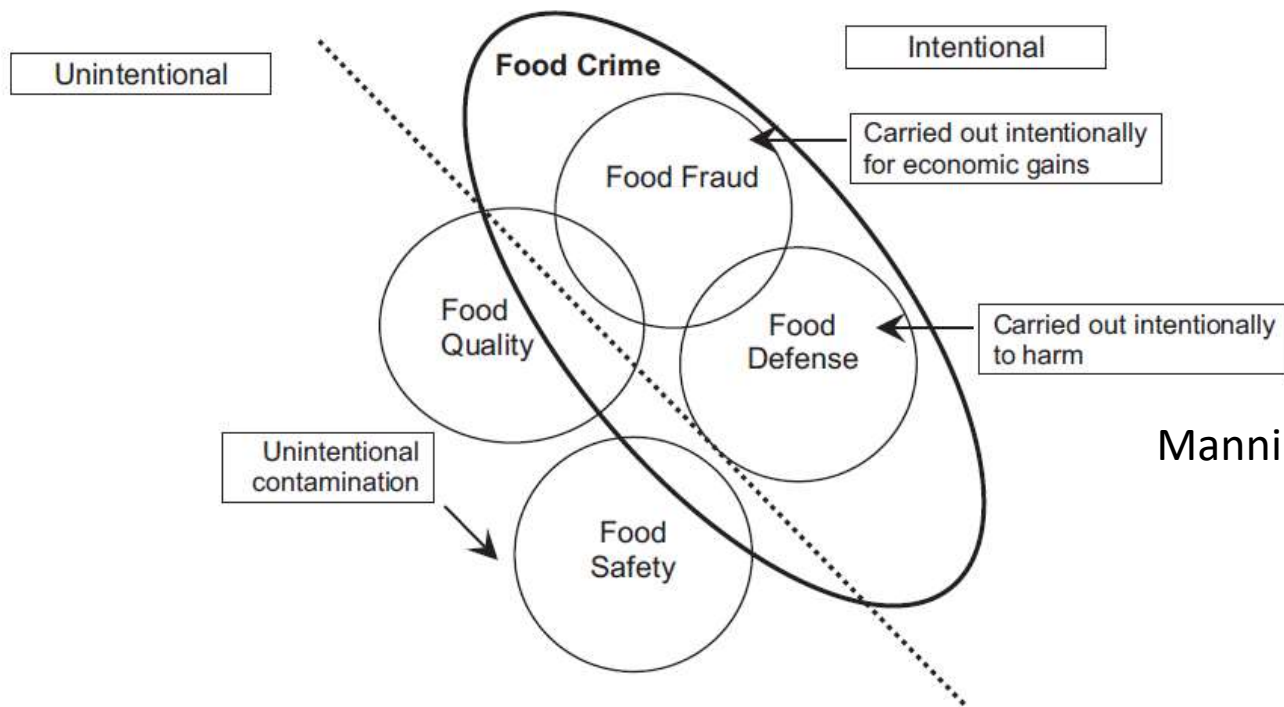# Visible/Invisible interface Legitimate/Illegitimate interface

Figure 1–Intentional and unintentional modifications of food (food fraud, defense, safety, and quality) that need to be addressed in a food control system (adapted from Moyer 2011; GFSI, 2014; FSIS 2014; Leathers 2014; Spink and Moyer 2011).

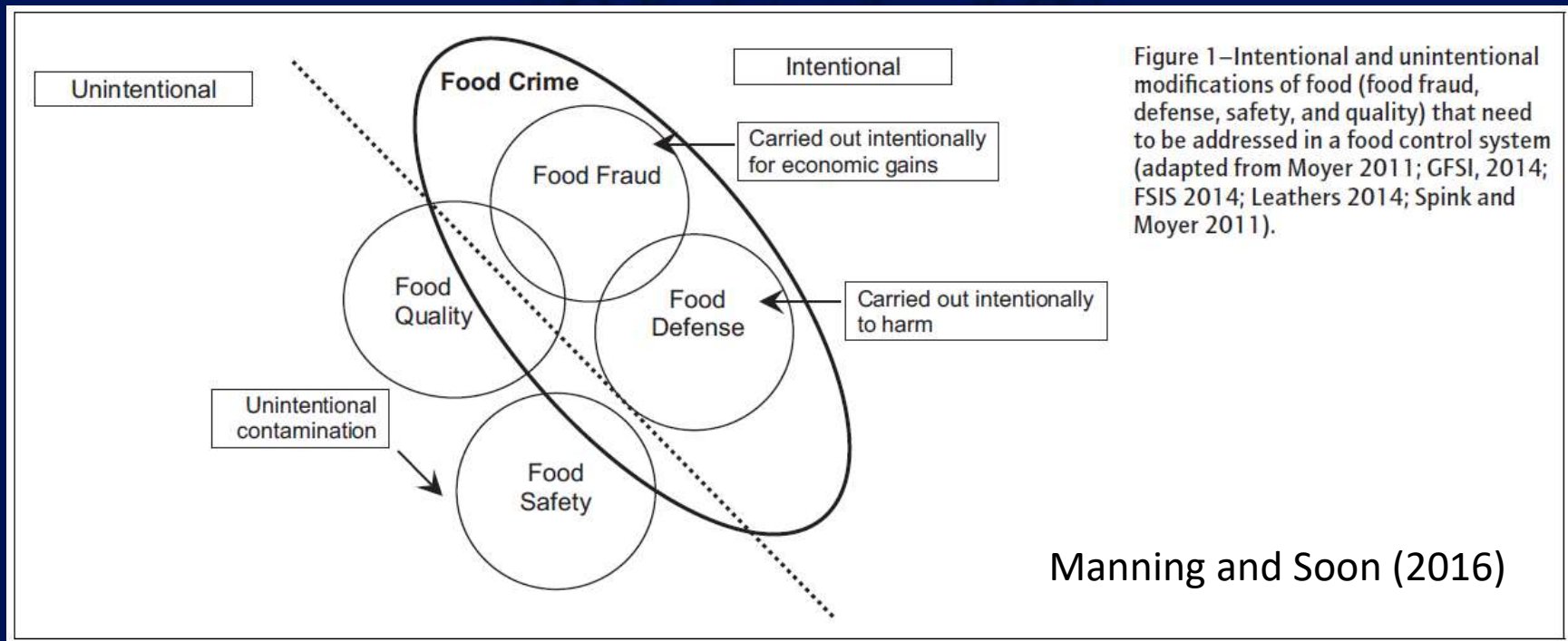Manning and Soon (2016)

Interfaces and Sub-cultures

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Manning and Soon (2016)

Prescriptive, siloed or holistic approaches?
Going beyond the transactional…

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How do you define your sub-cultures?

How to you assess their impact on the organisation?

Verification

- Existing verification activities do not focus enough on the influence of organisational subcultures ……. whether subculture is differentiated by collective values and identity or by function …. this is especially so where the interfaces sit within the informal, and often unaudited, culture of an organisation.

Conclusions

- Process based verification primarily assesses the formal and the visible culture.

- Verification needs to be more holistic and verification practices should use data from a range of sources.

- Preventive strategies for food safety and integrity management need to consider culture, interfaces and the need for integrated, holistic management programmes.

References

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- Griffith, C. J., Livesey, K. M., & Clayton, D. A. (2010)., Food safety culture: The evolution of an emerging risk factor? *British Food Journal*, *112*(4) 426–438.

- Spink, J., & Moyer, D. C. (2011). Defining the public health threat of food fraud. *Journal of Food Science*, *76*(9), R157-R163.

Dr Louise Manning

lmanning@harper-adams.ac.uk