



2021 Food Retailer Large Brands Survey

Descriptive Statistics Report

AFDO Survey of Food Safety Culture, Employee Health Policy, Active Managerial Control, and Food Safety Management Systems in Restaurants, Grocery, and Convenience Stores



Summary of Basic Information

1. Type of business (Q2)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Restaurant	13	40.6	33	43.4	16	38.1
Grocery	12	37.5	19	25.0	14	33.3
Convenience Store	6	18.8	20	26.3	11	26.2
Other	1	3.1	4	5.3	1	2.4
Total	32	100	76	100	42	100

Note. "Other" included contract foodservice, supercenter, and all of the above.

2. Type of operation (Q3)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Independent Store	-	-	2	2.6	-	-
Chain	30	93.75	63	82.9	39	92.9
Franchise	2	6.25	11	14.5	3	7.1
Total	32	100	76	100	42	100

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3. Number of units (Q4)

Note. Two independent stores in Installment I were not counted in the following two tables.

(3-1). Chain

Chain	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Less than 100 Units	6	20	16	25.4	11	28.2
100-999 Units	15	50	28	44.4	19	48.7
1,000-9,999 Units	5	16.7	14	22.2	5	12.8
At least 10,000 Units	4	13.3	5	7.9	4	10.3
Total	30	100	63	100	39	100

(3-2). Franchise

Franchise	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Less than 100 Units	-	-	1	10	1	33.3
100-999 Units	1	50	2	20.0	1	33.3
1,000-9,999 Units	1	50	4	40	1	33.3
At least 10,000 Units	-	-	3	30	-	-
Total	2	100	10	100	3	100
Missing	-	-	1	-	-	-

4. Scope of operation (Q5)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Single State	3	9.4	8	11.0	5	12.5
Regional	11	34.4	25	34.2	15	37.5
National	7	21.9	13	17.8	8	20
International	11	34.4	27	37.0	12	30
Total	32	100	73	100	40	100
Missing	-	-	3	-	2	-

5. Hours of operation (Q6)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Breakfast/Brunch Dayparts	18	56.3	40	55.6	23	57.5
Lunch Daypart	24	75	52	72.2	29	72.5
Dinner Daypart	23	71.9	51	70.8	28	70
After-Hours Daypart	14	43.8	30	41.7	16	40
24/7	15	46.9	33	45.8	20	50
Other	5	15.6	7	9.7	6	15
Missing	-	-	4	-	2	-

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 32 for Completing Both Surveys; n = 72 for Installment I; n = 40 for Installment II; Some respondents only picked “24/7,” however, it is likely that they operate during all of the options provided (e.g., Breakfast/Brunch, Lunch, Dinner, and After-hour Dayparts); Examples of “Other” included 7 a.m. to 11 p.m., 5 a.m. to 12 midnight, and “Depends on store.”

6. Brand owns its own food distribution network (Q7)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	13	40.6	26	35.6	15	37.5
No	19	59.4	47	64.4	25	62.5
Total	32	100	73	100	40	100
Missing	-	-	3	-	2	-

7. Total number of full-time employees (Q8)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Less than 1,000	4	14.3	11	19.0	7	20.6
1,000-9,999	6	21.4	16	27.6	7	20.6
10,000-99,999	11	39.3	20	34.5	13	38.2
100,000-999,999	6	21.4	9	15.5	6	17.6
1,000,000 or more	1	3.6	2	3.4	1	2.9
Total	28	100	58	100	34	100
Missing	4	-	18	-	8	-

8. Total number of food safety/QA professionals (Q9)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Less than 10	18	56.25	41	57.7	22	56.4
10-99	10	31.25	23	32.4	12	30.8
100 or more	4	12.5	7	9.9	5	12.8
Total	32	100	71	100	39	100
Missing	-	-	5	-	3	-

9. Associations respondent or company belongs to (Q10)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
National Restaurant Association	15	46.9	36	52.2	18	45
National Council of Chain Restaurants	6	18.8	14	20.3	7	17.5
National Association of Convenience Stores	5	15.6	15	21.7	11	27.5
Food Marketing Institute	10	31.3	17	24.6	12	30
Conference for Food Protection	16	50	35	50.7	18	45
International Association of Food Protection	11	34.4	24	34.8	13	32.5
Other	11	34.4	19	27.5	12	30
Missing	-	-	7	-	2	-

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 32 for Completing Both Surveys; n = 69 for Installment I; n = 40 for Installment II; Examples of “Other” included NACS, NEHA, State Grocers Association, National Grocers Association, and National Environmental Health Association.

10. Job title (Q12)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Food Safety Managerial Positions	24	82.8	49	74.2	27	75
Supervisor/Coordinator/Expert	2	6.9	4	6.1	2	5.6
Manager	11	37.9	18	27.3	12	33.3
Director	6	20.7	19	28.8	8	22.2
Vice President	5	17.2	8	12.1	5	13.9
Other Managerial Positions	3	10.3	14	21.2	7	19.4
Others	2	6.9	3	4.5	2	5.6
Total	29	100	66	100	36	100
Missing	3	-	10	-	6	-

Note. Food Safety Managerial Positions also include positions of Food Protection, Quality Assurance, and Food Policy/Regulatory Affairs; examples of “Other Managerial Positions” included President, Chief Operating Officer, Director of Food & Beverage, Director of Food Service, and Franchise Director; “Others” included Food Safety, Retail Food Safety, and Recently Retired.

11. Highest education level (Q13)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
High School	-	-	4	5.5	1	2.5
Trade or Culinary School	1	3.1	2	2.7	1	2.5
Associate Degree	3	9.4	7	9.6	4	10
Bachelor's Degree	14	43.8	32	43.8	20	50
Master's Degree	12	37.5	24	32.9	12	30
Doctorate (Ph.D.)	2	6.3	4	5.5	2	5
Total	32	100	73	100	40	100
Missing	-	-	3	-	2	-

Note. Two respondents indicated their highest degree as “Other: MBA,” which are reported in this table as “Master’s Degree.”

12. Professional credentials (Q14)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
CFPM	6	20	15	21.1	8	21.1
CP-FS	12	40	21	29.6	14	36.8
RD	2	6.7	2	2.8	3	7.9
Other	10	33.3	18	25.4	11	28.9
None of the above	9	30	30	42.3	12	31.6
Missing	2	-	5	-	4	-

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 30 for Completing Both Surveys; n = 71 for Installment I; n = 38 for Installment II; Examples of “Other” include REHS, PCQI, and Certified Dietary Manager; “CFPM” was recorded in Installment II as “CFSM.”

13. Number of years as a food safety professional (Q15)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Less than 10 years	3	9.4	7	10.1	3	7.5
10-19 years	11	34.4	24	34.8	13	32.5
20-29 years	9	28.1	23	33.3	11	27.5
30-39 years	7	21.9	13	18.8	11	27.5
40-45 years	2	6.3	2	2.9	2	5
Total	32	100	69	100	40	100
Missing	-	-	7	-	2	-

14. Industry member of regulatory associations (Q16)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
AFDO or AFDO regional affiliate	6	28.6	14	35.9	7	28
NEHA or NEHA regional affiliate	17	81.0	27	69.2	20	80
NACCHO	2	9.5	2	5.1	2	8
Other	7	33.3	9	23.1	7	28
Missing	11	-	37	-	17	-

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 21 for Completing Both Surveys; n = 39 for Installment I; n = 25 for Installment II; Examples of “Other” included Conference for Food Protection, state environmental health association, and ASQ; the option of “I am not a member of any regulatory association” was presented in Installment II (n = 18), but the option was missing in Installment I.

15. Member of a state food safety or food safety & defense task force (Q17)

	Completed Both Surveys		Installment I		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	17	53.1	27	37.5	18	45
No	15	46.9	45	62.5	22	55
Total	32	100	72	100	40	100
Missing	-	-	4	-	2	-

Summary of Installment I Part I: Food Safety Culture

1. Understanding of “Food Safety Culture” (Q18)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Never heard of it	-	-	-	-
Do not really know much	-	-	-	-
Limited understanding	1	3.1	6	8.3
Understand it well	8	25	18	25
Well-versed	11	34.4	22	30.6
Responsible for driving it	11	34.4	25	34.7
Different from the choices above	1	3.1	1	1.4
Total	32	100	72	100
Missing	-	-	4	-

Note. One response of “Different from the choices above” was: “I understand food safety culture and improving it. It's the main goal of my job, but I haven't attended any workshops or classes on it.”

2. Personnel who receive food safety training (Q19)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Employees that handle food	27	84.4	61	84.7
Only Supervisors and Managers that handle food	14	43.8	28	38.9
Person-in-Charge (PIC)	24	75.0	54	75.0
Senior corporate managers and executives	13	40.6	23	31.9
All employees	13	40.6	25	34.7
None of the above	-	-	-	-
Missing	-	-	4	-

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 32 for Completing Both Surveys; n = 72 for Installment I; some respondents only picked “All employees,” however, it is likely that all other options also apply.

3. Company's approach to ANSI-accredited food handler training (Q20)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Require only where it is required by regulatory authority	3	9.4	16	22.2
Require as a brand standard regardless of regulatory requirements	21	65.6	33	45.8
In-house, brand-specific training instead	8	25	22	30.6
Do not require	-	-	1	1.4
Total	32	100	72	100
Missing	-	-	4	-

4. Time when training is first provided (Q21)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
As a pre-condition to hire	1	3.1	1	1.5
Immediately upon hire	16	50.0	33	48.5
Within 1 week of hire	7	21.9	16	23.5
Within 2-4 weeks of hire	2	6.3	8	11.8
Within 1-3 months of hire	2	6.3	4	5.9
Other	4	12.5	6	8.8
Total	32	100	68	100
Missing	-	-	8	-

Note. Examples of "Other" included "Basic food safety training," "Informal food safety training," and "We provide OJT within the first week of hire."

5. Frequency of training renewal (Q22)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Annually	9	29.0	20	30.3
Every two years	2	6.5	4	6.1
Every 3 years	4	12.9	11	16.7
Other	16	51.6	31	47.0
Total	31	100	66	100
Missing	1	-	10	-

Note. Examples of “Other” include “Every 5 years,” “Moving toward annual renewal,” and “Ongoing.”

6. Approach to ANSI-CFP accredited Food Protection Manager certification (Q23)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Require only where it is required by regulatory authority	4	12.5	16	23.2
Require as a brand standard regardless of regulatory requirements	27	84.4	48	69.6
Do not require	1	3.1	5	7.2
Total	32	100	69	100
Missing	-	-	7	-

7. Person-in-Charge (PIC) or Manager-in-Charge (MIC) of Food Safety is present during every shift (Q24)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Only where required by regulatory authority	2	6.3	16	22.9
In every jurisdiction	26	81.3	49	70.0
Do not utilize PICs or MICs	4	12.5	5	7.1
Do not have PICs or MICs	-	-	-	-
Total	32	100	70	100
Missing	-	-	6	-

8. Every PIC or MIC is a Certified Food Protection Manager (CFPM) (Q25)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	22	68.8	45	66.2
No	10	31.3	23	33.8
Total	32	100	68	100
Missing	-	-	8	-

9. Way in which food safety training is incorporated in manager training program (Q26)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Trainees must pass the food safety class	23	71.9	48	70.6
Is one of many courses but not a make-or-break class	9	28.1	19	27.9
Do not include food safety in management training program	-	-	1	1.5
Total	32	100	68	100
Missing	-	-	8	-

10. Management performance bonuses tied to food safety metrics (Q27)

Note. There were eight responses of “Other” among 32 respondents who completed both surveys, one of them did not provide any answers throughout the three “Yes” or “No” questions (reported in the following tables as “Missing”); An additional seven participants responded “Other” in Installment I (totaling 15), and one of them did not provide any answers throughout the three “Yes” or “No” questions; In sum, two of the “Missing” responses in Installment I responded “Other”; However, all responses of “Other” were not reported in this document as they were not “Yes” or “No” questions in the questionnaire.

(10-1). Regulatory Inspection Scores

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	8	25.8	19	29.2
No	23	74.2	46	70.8
Total	31	100	65	100
Missing	1	-	11	-

(10-2). Third-Party Audit Scores

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	16	51.6	36	54.5
No	15	48.4	30	45.5
Total	31	100	66	100
Missing	1	-	10	-

(10-3). Customer Foodborne Illness Complaints

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	8	25.8	9	14.1
No	23	74.2	55	85.9
Total	31	100	64	100
Missing	1	-	12	-

11. Store-level employee performance bonuses tied to food safety metrics (Q28)

Note. There were six responses of “Other” among 32 respondents who completed both surveys; one of them did not provide any answers throughout the three “Yes” or “No” questions (reported in the following tables as “Missing”). An additional four participants responded “Other” in Installment I (totaling 10), and one of them did not provide any answers throughout the three “Yes” or “No” questions; in sum, two of the “Missing” responses in Installment I responded “Other,” however, all responses of “Other” were not reported in this document as they were not “Yes” or “No” questions in the questionnaire.

(11-1). Regulatory Inspection Scores

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	5	16.1	8	12.1
No	26	83.9	58	87.9
Total	31	100	66	100
Missing	1	-	10	-

(11-2). Third-Party Audit Scores

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	8	25.8	16	24.2
No	23	74.2	50	75.8
Total	31	100	66	100
Missing	1	-	10	-

(11-3). Customer Foodborne Illness Complaints

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	5	16.1	6	9.2
No	26	83.9	59	90.8
Total	31	100	65	100
Missing	1	-	11	-

12. Conduct reward & recognition contests for food safety (Q29)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	15	46.9	31	45.6
No	17	53.1	37	54.4
Total	32	100	68	100
Missing	-	-	8	-

13. Form of contest (Q30)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Pop quizzes or similar spontaneous exercises	6	40.0	10	32.3
Contests tied to achieving specified food safety metrics	11	73.3	20	64.5
Other	4	26.7	10	32.3

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question, all of them provided at least one answer; n = 15 for Completing Both Surveys; n = 31 for Installment I. Examples of “Other” included “Unit level bonuses also are given if thresholds are met,” and “Recognition for performance on third-party audits.”

14. Use ongoing communication campaigns that prioritize food safety (Q31)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	27	84.4	51	76.1
No	5	15.6	16	23.9
Total	32	100	67	100
Missing	-	-	9	-

15. Form of ongoing communication campaigns (Q32)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Shift huddles	13	48.1	25	49.0
Weekly and/or monthly and/or quarterly team meetings	20	74.1	34	66.7
Videos	18	66.7	32	62.7
Back-of-the-house posters near workstations	20	74.1	40	78.4
Just-in-Time digital training	7	25.9	13	25.5
Other	10	37.0	16	31.4

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question, so all of them provided at least one answer; n = 27 for Completing Both Surveys; n = 51 for Installment I; examples of “Other” included “Utilizing RTO for ongoing food safety education,” “QMS documents,” and “Weekly memos.”

16. Frequency of updating food safety messaging and communication (Q33)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Weekly	2	6.5	6	9.0
Biweekly	1	3.2	1	1.5
Monthly	9	29.0	14	20.9
Quarterly	3	9.7	9	13.4
Yearly	2	6.5	5	7.5
Never	1	3.2	11	16.4
As needed	7	22.6	13	19.4
Other	6	19.4	8	11.9
Total	31	100	67	100
Missing	1	-	9	-

Note. Examples of “Other” included “Most are new each time we use them,” “Not sure today,” and “Depends on which messaging. Some change every 2 weeks, some monthly, some rarely.”

17. Control of foodborne illness risk factors included in brand’s written standard operating procedures (Q34)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	31	96.9	63	92.6
No	1	3.1	5	7.4
Total	32	100	68	100
Missing	-	-	8	-

18. Establishments participate in food safety audit program (Q35)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	31	96.9	62	91.2
No	1	3.1	6	8.8
Total	32	100	68	100
Missing	-	-	8	-

19. Kind of audits (Q36)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Announced	1	3.2	2	3.3
Surprise	19	61.3	38	62.3
Blended	11	35.5	21	34.4
Total	31	100	61	100
Missing	1	-	15	-

20. Use of audit findings (Q37)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
To drive corrective action	29	93.5	59	96.7
As part of root cause analysis	26	83.9	46	75.4
To improve the overall food safety system	29	93.5	57	93.4
As performance metrics tied to bonus or other forms of compensation	18	58.1	34	55.7
As agenda items for C-suite or owner/operator meetings	17	54.8	33	54.1
Other	4	12.9	7	11.5

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q35), one response is missing in Installment I; n = 31 for Completing Both Surveys; n = 61 for Installment I; Examples of “Other” included “Store-level food safety performance can have an effect on a manager’s promotion and pay,” “To validate, or redirect training material development,” and “Corporate compliance.”

21. Consistency of findings with regulatory inspections (Q38)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Completely consistent	5	16.1	17	27.9
Somewhat consistent	22	71.0	35	57.4
Inconsistent	4	12.9	9	14.8
Total	31	100	61	100
Missing	1	-	1	-

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q35).

22. If inconsistent, which one tends to identify more food safety risk factors (Q39)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Audits	4	100	8	88.9
Regulatory Inspections	-	-	1	11.1
Total	4	100	9	100

Note. Percentages were calculated based on number of participants who answered “Inconsistent” to the previous question (Q39).

23. Frequency of internal food safety audit program (Q40)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Every shift	1	3.3	7	11.7
Daily	6	20	9	15
Weekly	-	-	1	1.7
Monthly	4	13.3	12	20
Bimonthly	2	6.7	2	3.3
Quarterly	4	13.3	5	8.3
Every 4 months	1	3.3	3	5
Semi-annually	-	-	1	1.7
Vary	8	26.7	12	20
Other	2	6.7	4	6.7
Do not have	2	6.7	4	6.7
Total	30	100	60	100
Missing	1	-	2	-

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q35); “Other” includes “Food safety is built into all operations,” “Not sure I understand question above,” “Third-party audits are quarterly,” and “This question is not entirely clear to me.”

24. Person who conducts internal audits (Q41)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Operations managers at the store level	16	57.1	33	58.9
Operations managers at the multi-unit level	7	25.0	21	37.5
Corporate food safety staff	16	57.1	29	51.8
Other	12	42.9	19	33.9

Note. Percentages were calculated based on number of participants who answered previous question (Q40), excluding those who indicated, “We do not have an internal food safety audit program”; n = 28 for Completing Both Surveys; n = 56 for Installment I. Examples of “Other” included “Third party,” “Food Safety Manager,” and “Market Manager, Training Manager, Fresh Development team.”

25. Utilize third-party food safety audit (Q42)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	27	90	53	88.3
No	3	10	7	11.7
Total	30	100	60	100
Missing	1	-	2	-

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q35).

26. Frequency of third-party audits (Q43)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Monthly	2	7.4	2	3.8
Quarterly	6	22.2	19	35.8
Every trimester	4	14.8	9	17.0
Semi-annually	5	18.5	7	13.2
Annually	3	11.1	5	9.4
Other	7	25.9	11	20.8
Total	27	100	53	100

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q42). Examples of “Other” included “Every 4 months,” “Every other month,” and “Once every two calendar months.”

27. Standard used for third-party audit calibration (Q44)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
FDA Food Code	5	18.5	10	18.9
State or Local Regulations	-	-	-	-
Our own brand standards	3	11.1	8	15.1
Blends of codes, regulations, and standards	18	66.7	34	64.2
Don't know/not sure	-	-	-	-
Other	1	3.7	1	1.9
Total	27	100	53	100

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q42); the only answer of “Other” indicated, “We do a combination of FDA Food Code and our corporate standards.”

28. Challenges to retention of food safety information for food handler trainings (Q45)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Bias in favor of practices learned in the home	10	32.3	17	26.2
Peer pressure against using safe food handling procedures	7	22.6	14	21.5
Lack of time to adequately train	19	61.3	38	58.5
Mandated training that leads to a “Just check off the box” mentality	11	35.5	28	43.1
Language barriers	19	61.3	31	47.7
Cultural and/or ethnic barriers	10	32.3	19	29.2
Food handler’s education level	10	32.3	23	35.4
Lack of interest or buy-in on the part of the food handler	14	45.2	34	52.3
Other	7	22.6	10	15.4

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 31 for Completing Both Surveys; n = 65 for Installment I. Examples of “Other” included “Turnover,” “Level of importance by store leadership team. Staffing challenges,” and “During the pandemic we have faced staffing concerns.”

29. Brand strategies to mitigate challenges (Q46)

Qualitative open-ended item, pending further coding.

30. Practices related to continuous improvement of food safety (Q47)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Food safety is part of overall business reviews conducted with all departments	19	61.3	37	59.7
Food safety metrics are shared routinely with senior leadership	26	83.9	49	79.0
Changes in food safety protocols are effectively communicated up and down	22	71.0	48	77.4
Other ways of practice (open-ended)	9	29.0	18	29.0

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 31 for Completing Both Surveys; n = 62 for Installment I; Pending further coding for “Ways of continuous improvement” (open-ended question).

31. Key performance indicators: Food safety metrics are shared routinely with senior leadership for visibility and accountability (Q48)

Qualitative open-ended item, pending further coding.

32. Company engaged in intentional relationship-building efforts (Q49)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	22	71.0	44	68.8
No	9	29.0	20	31.3
Total	31	100	64	100
Missing	1	-	12	-

33. Process of engaging in intentional relationship-building efforts (Q50)

Qualitative open-ended item, pending further coding.

34. Ways company tries to influence behavioral changes related to food safety (Q51)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Positive reinforcement is the key to behavior change	8	26.7	17	27.0
Negative reinforcement is the key to behavior change	-	-	1	1.6
A blended approach utilizing both positive and negative reinforcements	16	53.3	35	55.6
Many creative methods, such as: (open-ended)	6	20.0	10	15.9
Total	30	100	63	100
Missing	2	-	13	-

Note. Pending further coding for “Many creative methods” (open-ended question).

35. Management notice staff not practicing safe food handling without speaking up (Q52)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes, often	6	20	12	19.0
Yes, only occasionally	3	10	9	14.3
Usually not, but sometimes	7	23.3	21	33.3
No, never	9	30	14	22.2
Unknown	5	16.7	7	11.1
Total	30	100	63	100
Missing	2	-	13	-

36. Manager leads by example in terms of practicing safe food handling (Q53)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Always	5	16.7	10	15.9
Consistently, but may occasionally fail to model the correct behavior	13	43.3	31	49.2
Tries to, but inconsistent. Wrong or right about same frequency as staff	8	26.7	17	27.0
Manager as “above the law,” “Do as we say, not as we do”	-	-	-	-
Unknown	4	13.3	5	7.9
Total	30	100	63	100
Missing	2	-	13	-

37. Use FDA’s training resources to convey simple messages that food safety is important (Q54)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	12	40	22	34.9
No	18	60	41	65.1
Total	30	100	63	100
Missing	2	-	13	-

38. Describe what you use: No (Q55)

Qualitative open-ended item, pending further coding.

39. Shared accountability for food safety from senior leadership down to food handlers (Q56)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	22	73.3	43	69.4
No	8	26.7	19	30.6
Total	30	100	62	100
Missing	2	-	14	-

40. Describe the way of shared accountability: Yes (Q57)

Qualitative open-ended item, pending further coding.

41. When contracting with suppliers (Q58)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Actively look for ways to integrate supplier food safety culture	21	70	43	68.3
Prefer that our suppliers have a food safety culture	5	16.7	13	20.6
Supplier food safety culture is not considered in our decision	4	13.3	7	11.1
Total	30	100	63	100
Missing	2	-	13	-

42. Actions taken since the announcement of the “New Era of Smarter Food Safety” initiative (Q59)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Have made changes to improve food safety culture	9	30	18	28.6
Plan to make changes to improve food safety culture	16	53.3	26	41.3
No plans to make changes regarding food safety culture	3	10	9	14.3
Not familiar with the initiative	2	6.7	10	15.9
Total	30	100	63	100
Missing	2	-	13	-

43. Provide details to explain (Q60)

Qualitative open-ended item, pending further coding.

(1). We have made changes to improve our food safety culture

(2). We plan to make changes to improve our food safety culture

44. Statements that apply to food safety related to respondent’s own brand (Q61)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Food safety is one of the core principles in our company	20	66.7	36	57.1
We provide safe food handling information to our customer	17	56.7	28	44.4
We hire people with the right technical competency to manage food safety	15	50.0	28	44.4
We use emerging digital solutions to control foodborne illness risk factors	7	23.3	12	19.0
Ideas to improve food safety are solicited and encouraged at all levels	19	63.3	42	66.7
Have a whistleblower policy to protect those who report	13	43.3	29	46.0
We integrate food safety into our hiring practices	15	50.0	27	42.9
Other	3	10.0	6	9.5
None of the above	1	3.3	2	3.2

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 30 for Completing Both Surveys; n = 63 for Installment I. Examples of “Other” included “We integrate food safety into our hiring practices for Managers and Above restaurant leaders,” “Food Safety is a core principal,” and “We integrate food safety within our processes and procedures and align with suppliers of products, equipment, and services who do the same.”

45. Describe the functionality of the digital solutions you are using: To control foodborne illness risk factors (Q62)
Qualitative open-ended item, pending further coding.

46. Explain how food safety is integrated into your hiring practices (Q63)
Qualitative open-ended item, pending further coding.

47. Describe how food safety performance is measured within your organization (Q64)
Qualitative open-ended item, pending further coding.

48. Describe the reporting structure for food safety performance within your organization (Q65)
Qualitative open-ended item, pending further coding.

Part II: Employee Health

49. Have a written employee health policy (Q66)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	30	100	62	98.4
No	-	-	1	1.6
Total	30	100	63	100
Missing	2	-	13	-

50. Written employee health policy same for every unit (Q67)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	30	100	59	95.2
No	-	-	3	4.8
We are not a chain or franchise	-	-	-	-
Total	30	100	62	100

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q66).

51. Explain why employee health policy is not the same for every unit (Q68)
 Qualitative open-ended item, pending further coding.

52. Require every unit to maintain a written copy employee health policy (Q69)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	28	93.3	54	87.1
No	2	6.7	8	12.9
Total	30	100	62	100

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q66).

53. Written employee health policy based upon the FDA Model Food Code and Annex (Q70)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	29	96.7	52	83.9
No	-	-	1	1.6
Partially	1	3.3	9	14.5
Total	30	100	62	100

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q66).

54. Explain if written employee health policy is not based upon the FDA Model Food Code Annex (Q71)
 Qualitative open-ended item, pending further coding.

- (1). No
- (2). Partially

55. Describe how managers and food employees are made aware of their duties and responsibilities as identified in your written employee health policy (Q72)
 Qualitative open-ended item, pending further coding.

56. Written employee health policy stipulates exclusion and restriction for food employees based on their health activities (Q73)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	30	100	58	98.3
No	-	-	1	1.7
Total	30	100	59	100
Missing	-	-	3	-

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q66).

57. Written employee health policy includes removal of exclusions and restrictions for food employees consistent with the above question (Q74)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	26	86.7	50	87.7
No	4	13.3	7	12.3
Total	30	100	57	100
Missing	-	-	1	-

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q73).

58. Means of communicating to employees about employee health policy and reporting requirements (Q75)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Re-training or coaching	20	66.7	39	67.2
Regular/routine messaging	16	53.3	28	48.3
Postings in the establishment	24	80.0	43	74.1
Team meetings or shift huddles	15	50.0	24	41.4
1:1 conversation between manager and employee	10	33.3	21	36.2
Other	7	23.3	11	19.0

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q66), and provided at least one answer; n = 30 for Completing Both Surveys; n = 58 for Installment. Examples of “Other” included “Wellness checks every shift,” “Unknown,” “Monthly newsletters,” and “Email food safety updates.”

59. Frequency of communicating to employees about employee health policy and reporting requirements (Q76)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Weekly	-	-	1	1.9
Monthly	3	10.3	4	7.4
Quarterly	5	17.2	10	18.5
Semi-annually	3	10.3	4	7.4
Annually	13	44.8	29	53.7
	11	37.9	18	33.3

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q66), and provided at least one answer; n = 29 for Completing Both Surveys; n = 54 for Installment I. Examples of “Other” include “Posted,” “Periodically,” “As needed,” and “Unknown.”

60. Written employee health policy addresses requirements for no bare hand contact with Ready to Eat (RTE) food (Q77)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	20	66.7	41	68.3
No	10	33.3	19	31.7
Total	30	100	60	100
Missing	-	-	2	-

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q66).

61. If not addressing, is it because bare hand contact with RTE food is permitted by your regulatory authority? (Q78)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	-	-	2	10.5
No	10	100	17	89.5
Total	10	100	19	100

Note. Percentages were calculated based on number of participants who answered “No” to the previous question (Q77).

62. Conditional employees familiar with written employee health policy and its reporting requirements during pre-employment interviews (Q79)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	20	69.0	33	61.1
No	9	31.0	21	38.9
Total	29	100	54	100
Missing	1	-	8	-

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q66).

63. Have a written plan to respond to contamination events (Q80)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	30	100	56	98.2
No	-	-	1	1.8
Total	30	100	57	100
Missing	2	-	19	-

64. List those elements of your written employee health policy that you feel are most effective and the reasons (Q81)
Qualitative open-ended item, pending further coding.

65. List those elements of your written employee health policy that you feel are least effective and the reasons (Q82)
Qualitative open-ended item, pending further coding.

66. Employees are required to do the following (Q83)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Report illness symptoms to the Person-in-Charge	30	100.0	56	100
Report diagnosis with, or exposure to, the six reportable foodborne illnesses as specified in the FDA Model Food Code to the Person-in-Charge	28	93	48	85.7
Sign an agreement to acknowledge their responsibilities as outlined in the written employee health policy	26	86.7	45	80.4
None of the above	-	-	-	-

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 30 for Completing Both Surveys; n = 56 for Installment I.

67. Management aware of responsibility to notify regulatory authority when a food employee has jaundice or is diagnosed with one of the six reportable foodborne illnesses? (Q84)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	28	93.3	52	91.2
No	2	6.7	5	8.8
Total	30	100	57	100
Missing	2	-	19	-

68. Frequency managers monitor employee hygiene behaviors (Q85)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Continuously	16	55.2	27	49.1
Very frequently (throughout the day)	8	27.6	19	34.5
Frequently (several times a week)	2	6.9	2	3.6
Occasionally (each employee is observed at least once a month)	2	6.9	6	10.9
Never	1	3.4	1	1.8
Total	29	100	55	100
Missing	3	-	21	-

69. Deployed novel approaches to encourage the practice of handwashing for food safety (Q86)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	16	53.3	28	50
No	14	46.7	28	50
Total	30	100	56	100
Missing	2	-	20	-

70. Describe handwashing novel approaches developed (Q87)

Qualitative open-ended item, pending further coding.

71. Provide alcohol-based hand sanitizers with at least 60% alcohol for use by employees as a follow-up step to hand washing (Q88)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	17	63.0	35	66.0
No	10	37.0	18	34.0
Total	27	100	53	100
Missing	5	-	23	-

72. Steps currently taking to ensure hand washing as a priority (Q89)

Qualitative open-ended item, pending further coding.

73. Level of awareness about six reportable foodborne illnesses (Q90)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Our employees know the six reportable foodborne illnesses and symptoms	11	37.9	18	32.7
50-50 proposition about employees' knowledge about the six reportable illnesses	11	37.9	24	43.6
Few employees are knowledgeable about the six reportable illnesses	3	10.3	7	12.7
None of the above (open-ended)	4	13.8	6	10.9
Total	29	100	55	100
Missing	3	-	21	-

Note. Examples of the “None of the above” (open-ended question) include “unknown,” “difficult to quantify,” and “rarely.”

74. Offer paid sick leave for non-COVID related illness (Q91)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	21	72.4	34	61.8
No	8	27.6	21	38.2
Total	29	100	55	100
Missing	3	-	21	-

75. If paid sick leave is offered for non-COVID, how is it offered (Q92)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Only where required by law	5	23.8	8	24.2
Everywhere as a brand standard regardless of local requirements	16	76.2	25	75.8
Total	21	100	33	100
Missing	-	-	1	-

Note. Percentages were calculated based on number of participants who answered “Yes” to the previous question (Q91).

76. If paid sick leave for non-COVID is offered, describe the incentive plans: No (Q93)

Qualitative open-ended item, pending further coding.

77. Integrated COVID-19 protocols into your written employee health policy (Q94)

	Completed Both Surveys		Installment I	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Has been integrated into our employee health policy	9	30	18	32.7
Maintained separately	19	63.3	34	61.8
Have combined some but not all elements (open-ended)	2	6.7	3	5.5
Total	30	100	55	100
Missing	2	-	21	-

Note. Three responses of “Have combined some but not all elements” (open-ended question) include, “The health policy is current to fit illnesses for both food-related and COVID-19 protocols. But we developed new guidelines strictly for COVID-19 situations in addition to our health policy,” “COVID protocols led to some enhancements of the training and policies, but the remaining COVID-specific items are still maintained separately. For example, we now conduct health screenings prior to every shift for all employees, and that is part of our employee health policy. However, contact tracing for COVID-positive cases is only done for COVID and not for other reported illnesses, unless required,” and “Sanitizing high-touch areas.”

Summary of Installment II

Part III: Active Managerial Control

1. Annex 4 of the FDA Food Code (Q18)

Qualitative open-ended item, pending further coding.

(1). Risk Factor: Improper Holding Temperatures

(2). Risk Factor: Contaminated Equipment

(3). Risk Factor: Inadequate Cooking

(4). Risk Factor: Food from Unsafe Sources

(5). Risk Factor: Poor Personal Hygiene

2. Regulatory authority help to develop and implement a Food Safety Management System to achieve AMC of FBI risk factors (Q19)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	12	46.2	17	54.8
No	14	53.8	14	45.2
Total	26	100	31	100
Missing	6	-	11	-

3. Examples of regulatory authority helping to develop and implement a Food Safety Management System (Q20)

Qualitative open-ended item, pending further coding.

4. Percentage of your food establishments currently assessed by the regulatory authority for Active Managerial Control (Q21)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
None	1	4	1	3.3
Not sure	16	64	18	60
10%	1	4	1	3.3
30%	-	-	1	3.3
90%	1	4	1	3.3
100%	5	20	7	23.3
Other	1	4	1	3.3
Total	25	100	30	100
Missing	7	-	12	-

Note. “Other” responded as “Evolving based on adoption of the more recent food codes.”

5. Foods sold or sold by your establishments (Q22)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Locally sourced food	10	40	12	40.0
Cottage food	2	8	2	6.7
Wild-harvested mushrooms	3	12	3	10.0
Shellfish	13	52	15	50.0
None of the above	11	44	13	43.3

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 25 for Completing Both Surveys; n = 30 for Installment II.

6. Protocols in place to ensure sources are approved (Q23)

Qualitative open-ended item, pending further coding.

(1). Locally sourced food

(2). Cottage food

(3). Wild-harvested mushrooms

(4). Shellfish

7. Regulatory or food safety standards met by suppliers (Q24)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
GFSI	23	92	26	86.7
SQFI	14	56	17	56.7
BRC	10	40	13	43.3
GAP	9	36	12	40
Other/Not sure	7	28	9	30
None of the above	1	4	1	3.3

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 25 for Completing Both Surveys; n = 30 for Installment II.

8. Conduct supplier audits (Q25)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	14	56	17	56.7
No	11	44	13	43.3
Total	25	100	30	100
Missing	7	-	12	-

9. Describe how to audit suppliers: Yes (Q26)

Qualitative open-ended item, pending further coding.

10. SOPs contain the embedded superscripts “P” for Priority and “Pf” for Priority Foundation (Q27)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	5	20	5	16.7
No	20	80	25	83.3
Total	25	100	30	100
Missing	7	-	12	-

11. If “P” for Priority and “Pf” for Priority Foundation not embedded, describe method to correct SOP (Q28)

Qualitative open-ended item, pending further coding.

12. Interventions used in to ensure Temperature Control for Safety (TCS) (Q29)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Date marking	25	100	30	100
Line checks of hot and cold holding temperatures	24	96	29	96.7
Limiting the supply of TCS food out of temperature control during food prep	21	84	26	86.7
Limiting the amount of time that TCS food is held out of temperature control during display	20	80	25	83.3
Ensuring a supply of properly calibrated thermometers, thermocouples, or thermistors	24	96	29	96.7
Checking delivery temperatures and ensuring delivered TCS food is not time abused	18	72	23	76.7
Routinely checking the temperatures of refrigerators and freezers and ensuring proper seals	24	96	29	96.7
Ensuring safe thawing procedures are followed	24	96	29	96.7
Ensuring food is cooked to its correct internal temperature	23	92	28	93.3
Ensuring food is cooled using approved methods only	21	84	26	86.7
Monitoring the temperature of food during re-heating to avoid prolonged periods in the temperature danger zone	17	68	22	73.3
Other	4	16	4	13.3
We do not offer TCS foods	-	-	-	-

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 25 for Completing Both Surveys; n = 30 for Installment II; “Other” included answers of “We also apply four pillars of food safety, food quality, food fraud, and food defense for all foods,” “Electronic temperature monitoring for cold holding of food in storage or on display,” “Just wanted to mention that we do not cool leftover foods or any heated foods for that matter and do not reheat any leftover foods,” and “We validate standard practices for many of the areas above to ensure our food items will meet minimum food safety expectations along with type of equipment utilized. Example: a 4-lb. cooked rotisserie in walk-in cooler vs. a 2-lb. cooked rotisserie chicken – does the process need to be changed – split or shred bigger chicken while smaller chicken just needs to go into cooler. Based on validation processes, we finalize a standard practice for stores to execute against.”

13. Process-HACCP used (Q30)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	18	72	23	76.7
No	5	20	5	16.7
Not sure	2	8	2	6.7
Total	25	100	30	100
Missing	7	-	12	-

14. Provide digital ordering devices (Q31)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	11	44	13	43.3
No	13	52	15	50.0
Not applicable	1	4	2	6.7
Total	25	100	30	100
Missing	7	-	12	-

15. If digital ordering devices are provided, how to clean and sanitize (Q32)

Qualitative open-ended item, pending further coding.

16. Utilize flow-of-food infographics (Q33)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes, a general infographic is used	6	24	8	26.7
Yes, a specific infographic is used	5	20	6	20
No	14	56	16	53.3
Total	25	100	30	100
Missing	7	-	12	-

17. If flow-of-food infographics is used, also specify Person-in-Charge (Q34)
Qualitative open-ended item, pending further coding.

- (1). Yes, general infographic
- (2). Yes, specific infographic

18. Recipes identify critical limits and requirements for monitoring (Q35)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	17	68	22	73.3
No	6	24	6	20.0
N/A	2	8	2	6.7
Total	25	100	30	100
Missing	7	-	12	-

19. Require documented corrective action plans for any nonconformance after self-assessments, third-party audits, or regulatory inspections (Q36)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	21	84	26	86.7
No	4	16	4	13.3
Total	25	100	30	100
Missing	7	-	12	-

20. Have equipment and facility-design preventive maintenance plans (Q37)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes, equipment only	4	16	4	13.3
Yes, facility design only	-	-	-	-
Yes, both equipment and facility design	17	68	22	73.3
No	4	16	4	13.3
Total	25	100	30	100
Missing	7	-	12	-

21. Describe compliance of FDA there are six elements of a Food Safety Management System (Q38)

Qualitative open-ended item, pending further coding.

- (1). Written Policies & Procedures
- (2). Training
- (3). Monitoring
- (4). Corrective Action
- (5). Management Oversight
- (6). Periodic Reevaluation

Part IV: Food Safety Management System (FSMS)

22. Prerequisites used to establish FSMS (Q39)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Do not have	2	8.3	2	6.9
Please specify (open-ended)	22	91.7	27	93.1
Total	24	100	29	100
Missing	8	-	13	-

Note. Pending further coding for “Please specify.”

23. Use a HACCP plan (Q40)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	12	48	17	56.7
No	13	52	13	43.3
Total	25	100	30	100
Missing	7	-	12	-

24. If HACCP used (Q41)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Use only where required by the regulatory authority	6	50	6	35.3
Use as a brand standard regardless of regulatory requirements	6	50	11	64.7
Total	12	100	17	100
Missing	20	-	25	-

25. Describe how to follow FDA recommended Public Health Interventions for the control of foodborne illness risk factors to protect public health (Q42)

Qualitative open-ended item, pending further coding.

- (1). Demonstration of Knowledge
- (2). Employee Health Controls
- (3). Controlling Hands as a Vehicle of Contamination
- (4). Time and Temperature Parameters for Controlling Pathogens
- (5). Consumer Advisory

26. Integrated into the Food Safety Management System (Q43)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Training	25	100	30	100
Audits	25	100	29	96.7
Cleaning & sanitizing	23	92	28	93.3
Equipment design	17	68	21	70
QA approval for new facility design	17	68	21	70
Facility maintenance	21	84	26	86.7
Regulatory support	21	84	24	80
Crisis management	21	84	26	86.7
Food temperature control	25	100	30	100
Integrated pest management	22	88	27	90
Supply chain management	22	88	26	86.7
Personal hygiene	24	96	29	96.7
HACCP program	13	52	18	60
Monitoring	24	96	29	96.7
Documentation & record keeping	21	84	25	83.3
Other	4	16	4	13.3
Do not have a Food Safety Management System	-	-	-	-

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 25 for Completing Both Surveys; n = 30 for Installment II; “Other” included answers of “Documentation is implemented,” “While we do not have a formal HACCP program we do have a HACCP-based approach to food safety at our restaurants with key elements of HACCP, but we do not call it HACCP at our restaurants. We also have a documented process-based HACCP plan that we got approved in Maryland where a HACCP plan is required,” “HACCP approach – documentation and record keeping is more focused than a traditional HACCP system,” and “We installed an ozone generator in every kitchen of every restaurant to wash all produce as a kill step for pathogens, and all seafood and poultry product to reduce/eliminate the pathogen loads on product and prevent cross-contamination. All vendors are highly encouraged and rewarded when they use the ozone technology in the production of our products.”

27. Control measures monitored and validated to determine Food Safety Management System effectiveness (Q44)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	21	84	26	86.7
No	4	50	4	13.3
Total	25	100	30	100
Missing	7	-	12	-

28. Describe method of validation: Yes (Q45)

Qualitative open-ended item, pending further coding.

29. Use of digital solutions to facilitate food safety aspects (Q46)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Managing employee health	8	32	11	37.9
Monitoring employee handwashing in the restroom	1	4	2	6.9
Active Managerial Control	7	28	8	27.6
Food Safety Management Systems	12	48	14	48.3
Tracing products or SKUs throughout your supply chain	8	32	10	34.5
Other	6	24	6	20.7
Do not use	5	20	5	17.2

Note. Percentages were calculated based on the number of participants who provided at least one answer; n = 25 for Completing Both Surveys; n = 29 for Installment II; “Other” included answers of “unsure,” “We have a digital food safety app for capturing all of our daily and monthly food safety checks and tracking completion of these checks,” “Temp control,” “Digital temperature monitoring is in place for fixed refrigerated reach-in and walk-in coolers/freezers,” “Monitoring chemical usage against expected usage – like sanitizer or hand soap,” and “A number of solutions are currently being explored.”

30. Description of the functionality of the digital solutions that you are using (Q47)

Qualitative open-ended item, pending further coding.

- (1). Managing employee health
- (2). Monitoring employee handwashing in the restroom
- (3). Active Managerial Control
- (4). Food Safety Management Systems
- (5). Tracing products or SKUs throughout your supply chain
- (6). Other

31. Ways to explain the value of implementing an effective Food Safety Management System to CEO, COO, or CFO (Q48)

Qualitative open-ended item, pending further coding.

32. Current state of your own Food Safety Management System (Q49)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Nonexistent	-	-	-	-
Underdeveloped	6	26.1	7	25.9
Well-developed	8	34.8	9	33.3
Well-developed and documented	9	39.1	11	40.7
Total	23	100	27	100
Missing	9	-	15	-

33. Method of continuous improvement in food safety communication (Q50)

Qualitative open-ended item, pending further coding.

34. Monitor customer complaints as barometer of the effectiveness of Food Safety Management System (Q51)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	20	83.3	24	85.7
No	4	16.7	4	14.3
Total	24	100	28	100
Missing	8	-	14	-

35. Benefit your operation to have a universally adopted Food Code (Q52)

	Completed Both Surveys		Installment II	
	Frequency (n)	Percent (%)	Frequency (n)	Percent (%)
Yes	21	87.5	24	85.7
No	-	-	-	-
Not sure	3	12.5	4	14.3
Total	24	100	28	100
Missing	8	-	14	-

36. Describe the reason for having/not having/not sure about having a universally adopted Food Code (Q53)

Qualitative open-ended item, pending further coding.

- (1). Yes
- (2). No
- (3). Not sure

37. Opinion of relationship between a Food Safety Management System and Food Safety Culture (Q54)

Qualitative open-ended item, pending further coding.

