Installment I: Association of Food & Drug Official's Survey of Food Safety Culture, Employee Health Policy, Active Managerial Control, and Food Safety Management Systems in Restaurants, Grocery, and Convenience Stores

Thank you for participating in our survey. Your feedback is important.

Background:

The Association of Food & Drug Officials (AFDO) is working in conjunction with the National Environmental Health Association (NEHA), the National Association of County and City Health Officials (NACCHO), the Conference for Food Protection (CFP), and the U.S. Food and Drug Administration (FDA) to advance a nationally integrated food safety system and ultimately reduce risk factors for foodborne illness in the United States.

Purpose:

The purpose of this survey is to investigate current restaurant, grocery, and convenience store practices in the United States in Active Managerial Control (AMC) of foodborne illness risk factors with the ultimate objective of increasing the number of food establishments that have well developed and implemented Food Safety Management Systems (FSMS). Key learnings from the survey will not only help align the modernization of traditional retail and restaurant food safety practices with the FDA's "New Era of Smarter Food Safety" but will also be used by the FDA to help focus discussion around industry practices during future meetings of food safety stakeholders. The findings of the survey will also be used to develop and promote guidance documents and infographics for Food Safety Management Systems that include the interrelationship between organizational food safety culture, FSMS, and AMC. We also anticipate publishing the survey results.

Who Should Take this Survey?

This survey is intended for senior corporate or franchise food safety leaders (Directors, VPs, and SVPs) and senior operators or owner/operators whose responsibilities include food safety who are in a position to speak for store level operations within their brand.

How to Take this Survey:

- The survey is anonymous. We ask for demographic information; however, no one will be identified, and all results will be aggregated.
- The survey will be disseminated via SurveyMonkey in two installments. The first installment will be sent on or about November 1, 2021 and will consist of two parts; Food Safety Culture and Employee Health Policy. The second installment will be sent on or about December 1, 2021 and will also consist of two parts; Active Managerial Control and Food Safety Management Systems. Respondents will have 30 days to complete and submit each installment.
- In all cases, select the best answer from the choices provided unless directed otherwise within the body of a question. For example, some questions will ask you to select all choices that apply.
- Where reference is made in the survey to "manager trainee," it can also apply interchangeably to franchisee owner/operators in-training.
- Where narrative responses are requested, please be as comprehensive as possible when writing your answers.
- **It is CRITICAL that you _use the same device and web browser_ that you used to start the survey on, because a cookie (keeps you signed in on sites & saves information) is stored in the web browser that remembers your survey responses.**
- **Responses will be saved and submitted when you click the "Next" or "Done" button on each page of the survey. _It is important to note that you should complete a page, before you step away from the survey, in order to wholly save your progress._**
- Please reach out to _Daphne Koufomihalis_ at daphnek@afdo.org for assistance in regards to SurveyMonkey.

Demographic Information

Important Note: *Your anonymity is guaranteed and neither you nor your brand will be identified.*

1. The name of your company or brand:

> Not included in published results.

Company Demographics

2. Do you represent a:

○ Restaruant

○ Grocery

○ Convenience Store

○ Other (please specify)

[   ]

3. Type of operation?

○ Independent Store

○ Chain

○ Franchise

Company Demographics

4. How many units?

Chain	
Franchise	

Company Demographics

5. Scope of operation?

○ Single State

○ Regional

○ National

○ International

6. Hours of operation? [Select all that apply]

☐ Breakfast/Brunch Dayparts

☐ Lunch Daypart

☐ Dinner Daypart

☐ After-hours Daypart

☐ 24/7

☐ Other (please specify)

[   ]

7. Does your brand own its own food distribution network?

○ Yes

○ No

8. Total number of full-time food employees employed by your brand?

[   ]

9. Total Number of food safety/QA professionals?

[   ]

10. To which of the following associations do you or your company belong? [Select all that apply]

☐ National Restaurant Association

☐ National Council of Chain Restaurants

☐ National Association of Convenience Stores

☐ Food Marketing Institute

☐ Conference for Food Protection

☐ International Association of Food Protection

☐ Other (please specify)

[   ]

Individual Demographics

11. Your name:

[Not included in published results.]

12. Your title:

[   ]

13. Your highest level of education?

○ High School

○ Trade or Culinary School

○ Associate Degree

○ BS (food science or related field)

○ BS (other)

○ BA

○ MS/MA

○ MPH

○ Ph.D.

○ Other (please specify)

[   ]

14. Which of the following professional credentials do you have? [Select all that apply]

☐ CFPM

☐ CP-FS

☐ RD

☐ Other (please specify)

[   ]

☐ None of the above

15. Number of years as a food safety professional:

[   ]

16. Are you an industry member of any of these regulatory associations? [Select all that apply]

☐ AFDO or AFDO regional affiliate

☐ NEHA or NEHA regional affiliate

☐ NACCHO

☐ Other (please specify)

[   ]

17. Are you a member of a state food safety or food safety & defense task force?

◯ Yes

◯ No

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Part I: Food Safety Culture

18. What is your understanding of "Food Safety Culture"? [Select the reply that most closely reflects your current level of understanding]

( ) I have never heard the term.

( ) It is a buzz word that I have been hearing for years but I do not really know much about it.

( ) I have a limited understanding through the webinars I have attended or the articles I have read.

( ) I know about food safety culture and understand it well. I have attended workshops or classes and have read books on the subject.

( ) I consider myself well-versed in food safety culture and I implement many of its elements in my food establishments.

( ) I am responsible for driving it within my organization.

( ) My understanding of food safety culture is different from the choices above. It is:

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│                                                           │
│                                                           │
│                                                           │
│                                                           │
└─────────────────────────────────────────────────────────┘
```

19. Who in your organization receives food safety training? [Select all that apply]

[ ] Employees that handle food

[ ] Only Supervisors and Managers that handle food

[ ] The Person-in-Charge (PIC)

[ ] Senior corporate managers and executives

[ ] All employees

[ ] None of the above

20. What is your company's approach to ANSI-accredited food handler training?

( ) We require it only where it is required by the regulatory authority.

( ) We require it as a brand standard throughout our organization regardless of regulatory requirements.

( ) We use in-house, brand specific training instead.

( ) We do not require food handler training.

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Part I: Food Safety Culture

21. When is training first provided?

○ As a pre-condition to hire

○ Immediately upon hire

○ Within 1-week of hire

○ Within 2-4 weeks of hire

○ Within 1-3 months of hire

○ Other (please specify)

[text box]

22. How often is training renewed?

○ Annually

○ Every two years

○ Every 3 years

○ Other (please specify)

[text box]

23. What is your company's approach to ANSI-CFP accredited Food Protection Manager certification?

○ We require it only where required by regulatory authority.

○ We require it as a brand standard throughout our organization regardless of regulatory requirements.

○ We do not require ANSI-CFP accredited Food Protection Manager certification.

24. In your food establishments, a Person-in-Charge (PIC) or Manager-in-Charge (MIC) of Food Safety is present during every shift,

○ Only where required by regulatory authority.

○ In every jurisdiction where we operate regardless of regulatory requirements.

○ We do not utilize PICs or MICs during all hours of operation.

○ We do not have PICs or MICs in our food establishments.

Part I: Food Safety Culture

25. In your food establishments,

○ Every PIC or MIC is a Certified Food Protection Manger (CFPM).

○ Not every PIC or MIC is a Certified Food Protection Manager (CFPM).

26. Which of these choices most closely reflects the way in which food safety training is incorporated into your manager training program?

○ Our trainees must pass the food safety class according to our standards for pass/fail to successfully complete our manager training program.

○ Food safety is one of many courses in our training curriculum but not a make-or-break class in and of itself.

○ We do not include food safety in our manager training program.

27. Are store level management performance bonuses tied to food safety metrics? [Select all that apply]

	Yes	No
Regulatory Inspection Scores	○	○
Third-Party Audit Scores	○	○
Customer Foodborne Illness Complaints	○	○

Other (please specify)

28. Are store level employee performance bonuses tied to food safety metrics? [Select all that apply]

	Yes	No
Regulatory Inspection Scores	○	○
Third-Party Audit Scores	○	○
Customer Foodborne Illness Complaints	○	○

Other (please specify)

29. Do you conduct reward & recognition contests for food safety?

○ Yes

○ No

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Part I: Food Safety Culture

30. If you conduct reward & recognition contests for food safety, please specify. [Select all that apply]

☐ Pop quizzes or similar spontaneous exercises.

☐ Contests tied to achieving specified food safety metrics.

☐ Other (please specify)

31. Do you use on-going communication campaigns that prioritize food safety?

○ Yes

○ No

Part I: Food Safety Culture

32. If you use on-going communication campaigns that prioritize food safety, check all that apply.

☐ Shift huddles

☐ Weekly and/or monthly and/or quarterly team meetings

☐ Videos

☐ Back of the House posters near workstations

☐ Just-in-Time digital training

☐ Other (please specify)

[   ]

33. How often is your food safety messaging and communication swapped out, changed, or refreshed?

◯ Weekly

◯ Monthly

◯ Quarterly

◯ Never

◯ Other (please specify)

[   ]

34. Is the control of foodborne illness risk factors included in your brand's written standard operating procedures?

◯ Yes

◯ No

35. Do your establishments participate in any kind of food safety audit program?

◯ Yes

◯ No

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Part I: Food Safety Culture

36. What kind of audits are they?

○ Announced

○ Surprise

○ Blended

37. How are your audit findings used? [Select all that apply]

☐ To drive corrective action

☐ As part of root cause analysis

☐ To improve the overall food safety system

☐ As performance metrics tied to bonus or other forms of compensation

☐ As agenda items for C-suite or owner/operator meetings

☐ Other (please specify)

[text box]

38. On average, how consistent are the findings of your audit programs with those of regulatory inspections?

○ Completely consistent

○ Somewhat consistent

○ Inconsistent

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Part I: Food Safety Culture

39. If the findings of your audit programs are inconsistent with those of regulatory inspections, which one tends to identify more food safety risk factors?

○ Audits

○ Regulatory Inspections

40. Please specify the frequency of your internal food safety audit program.

○ Every shift

○ Daily

○ Weekly

○ Monthly

○ We do not have an internal food safety audit program.

○ Other (please specify)

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Part I: Food Safety Culture

41. Who conducts your internal food safety audits? [Select all that apply]

☐ Operations managers at the store level

☐ Operations managers at the multi-unit level

☐ Corporate food safety staff

☐ Other (please specify)

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42. Do you utilize a 3rd-party food safety audit program?

○ Yes

○ No

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Part I: Food Safety Culture

43. Please specify the frequency of your 3rd-party food safety audit program.

○ Monthly

○ Quarterly

○ Every Trimester

○ Semi-annually

○ Annually

○ Other (please specify)

44. To what standard are your 3rd-party food safety audits calibrated?

○ The FDA Food Code

○ State or Local Regulations

○ Our own brand standards

○ A Blend of FDA Food Code and/or State and Local regulations and our brand standards

○ Don't know/not sure

○ Other (please specify)

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Part I: Food Safety Culture

45. For food handler training, which of the following are challenges to retention of food safety information? [Select all that apply]

☐ Bias in favor of practices learned in the home that differ from food handler practices in established food handler training.

☐ Peer pressure against using safe food handling procedures, "That's not how we do things here."

☐ Lack of time to adequately train

☐ Mandated training that leads to a "Just check-off the box" mentality

☐ Language barriers

☐ Cultural and/or ethnic barriers

☐ The food handler's education level

☐ Lack of interest or buy-in on the part of the food handler

☐ Other (please specify)

46. For the item(s) you selected above, how does your company or brand mitigate those challenges to ensure better retention of food safety information?

47. Which of the following is practiced by your brand as it relates to the continuous improvement of food safety. [Select all that apply]

☐ Food safety is part of overall business reviews conducted with all departments to look for ways to identify and mitigate problems.

☐ Food safety metrics are shared routinely with senior leadership for visibility and accountability.

☐ Changes in food safety protocols are effectively communicated up and down throughout the entire organization.

☐ In what other ways do you practice continuous improvement in food safety?

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Part I: Food Safety Culture

48. Please list some of those key performance indicators:

Food safety metrics are shared routinely with senior leadership for visibility and accountability.

49. Is your company or brand engaged in intentional relationship-building efforts with your regulatory authority?

○ Yes

○ No

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Part I: Food Safety Culture

50. If your company or brand is engaged in intentional relationship-building efforts with your regulatory authority, please describe the steps taken to build relationships.

Yes

51. Which of the following statements most aligns with how your company tries to influence behavior change as it relates to food safety?

○ Positive reinforcement is the key to behavior change.

○ Negative reinforcement is the key to behavior change.

○ A blended approach utilizing both positive and negative reinforcement is the key.

○ Changing behavior is complicated. We utilize many creative methods such as:

52. Does management in your establishments walk past someone who is not practicing safe food handling and food safety behaviors, without speaking up?

○ Yes, this happens often.

○ Yes, but only occasionally. Management is good about speaking up and coaching the right behavior when they see mistakes.

○ Usually not, but sometimes when management is busy, they may knowingly let the wrong behavior slide when they see it.

○ No, management never overlooks food safety and always teaches, trains, and coaches when opportunities arise.

○ Unknown

53. What is the commitment level within your brand for managers to lead by example when it comes to practicing safe food handling and general food safety behavior?

○ Management always leads by example.

○ Management consistently leads by example. Someone may occasionally fail to model the correct food safety behavior but it's infrequent.

○ Management tries to lead by example, but they are inconsistent. They get it wrong or right with about the same frequency as the staff.

○ Management views itself as "above the law' when it comes to food safety. It's, "Do as we say, not as we do."

○ Unknown

54. Do you use FDA's training resources in your food establishments to convey simple messages about why food safety is important?

○ Yes

○ No

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Part I: Food Safety Culture

55. If you do not use FDA's training resources, but you use different resources, please describe what you use:

No _____

56. In your organization, does everyone from senior leadership down to the food handlers share accountability for food safety?

○ Yes

○ No

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Part I: Food Safety Culture

57. If everyone in your organization shares accountability, please describe the way in which everyone shares accountability for food safety:

Yes

58. When contracting with suppliers we:

◯ Actively look for ways to integrate supplier food safety culture, such as conducting supplier food safety audits, with our own to help create a seamless flow of safe product through the supply chain from farm to fork.

◯ Prefer that our suppliers have a food safety culture (nice-to-have), but it is not a make-or-break factor (must-have) when we decide to do business.

◯ Supplier food safety culture is not considered in our decision.

59. Which of the following most closely reflects the actions taken by your food establishment or brand since the announcement of the FDA "New Era of Smarter Food Safety" initiative?

◯ We have made changes to improve our food safety culture.

◯ We plan to make changes to improve our food safety culture.

◯ We have no plans to make changes regarding our food safety culture.

◯ I am not familiar with the "New Era of Smarter Food Safety" initiative.

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Part I: Food Safety Culture

60. If you selected one of the following, please provide details to explain your answer.

We have made changes to improve our food safety culture.

We plan to make changes to improve our food safety culture.

61. When you think about your brand which of these applies? [Select all that apply]

☐ Food safety is one of the core principles in our company mission statement.

☐ We provide safe food handling information to our customers when they take our meals or products home. Examples could include how to safely store, cook, or reheat the food.

☐ We hire people with the right technical competency to manage food safety at the store and/or corporate level.

☐ We use emerging digital solutions such as "AI" or predictive analytics to control foodborne illness risk factors effectively and efficiently.

☐ Ideas to improve food safety are solicited and encouraged from employees and managers at all levels.

☐ We have a whistleblower policy to ensure protection for those who report unethical food safety practices.

☐ We integrate food safety into our hiring practices.

☐ Other (please specify)

☐ None of the above

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Part I: Food Safety Culture

62. Please describe the functionality of the digital solutions you are using. Please Note: we are not asking for a product endorsement, only an understanding of the capabilities of the solution you have selected.

We use emerging digital solutions such as "AI" or predictive analytics to control foodborne illness risk factors effectively and efficiently.

63. Please explain how food safety is integrated into your hiring practices:

We integrate food safety into our hiring practices.

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64. Please describe how food safety performance is measured within your organization. Please include the frequency of measurement.

65. Please describe the reporting structure for food safety performance within your organization. Please include the frequency of reporting.

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Part II: Employee Health Policy

66. Do your food establishments or your brand have a written employee health policy?

◯ Yes

◯ No

67. Is the written employee health policy the same for every unit in your chain or franchise?

◯ Yes

◯ No

◯ We are not a chain or franchise.

Part II: Employee Health Policy

68. If your employee health policy is not the same for every unit, please explain why your locations do not use a standardized employee health policy.

No

69. Does your food establishment(s) or brand require that every unit maintain a written copy of an employee health policy?

◯ Yes

◯ No

70. Is your written employee health policy based upon the FDA Model Food Code and Annex?

◯ Yes

◯ No

◯ Partially

71. If your written employee health policy is not based upon the FDA Model Food Code Annex, please describe how your employee health policy differs and your rationale for diverging from the recommendations contained in the FDA Model Food Code:

No

Partially

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Part II: Employee Health Policy

72. Describe how managers and food employees are made aware of their duties and responsibilities as identified in your written employee health policy.

73. Does the written employee health policy in your food establishments stipulate exclusion and restriction for food employees based on their health activities as they relate to diseases transmitted through food?

- ◯ Yes
- ◯ No

74. Does the written employee health policy in your food establishments include removal of exclusions and restrictions for food employees consistent with the above question?

- ◯ Yes
- ◯ No

75. By what means is the written employee health policy and its reporting requirements periodically communicated to your employees? [Select all that apply]

- ☐ Re-training or coaching
- ☐ Regular/routine messaging
- ☐ Postings in the establishment
- ☐ Team meetings or shift huddles
- ☐ 1:1 conversation between manager and employee
- ☐ Other (please specify)

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76. By what frequency is the written employee health policy and its reporting requirements periodically communicated to your employees? [Select all that apply]

☐ Weekly

☐ Monthly

☐ Quarterly

☐ Semi-annually

☐ Annually

☐ Other (please specify)

[   ]

Installment I: Association of Food & Drug Official's Survey of Food Safety Culture, Employee Health Policy, Active Managerial Control, and Food Safety Management Systems in Restaurants, Grocery, and Convenience Stores

Part II: Employee Health Policy

77. Does your written employee health policy address requirements for no bare hand contact with Ready to Eat (RTE) food?

○ Yes

○ No

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Part II: Employee Health Policy

78. If your written employee health policy does not address requirements for no bare hand contact with Ready to Eat food, is it because bare hand contact with RTE food is permitted by your regulatory authority?

○ Yes

○ No

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Part II: Employee Health Policy

79. Are conditional employees familiarized with the written employee health policy and its reporting requirements during pre-employment interviews?

◯ Yes

◯ No

80. Does your company have a written plan to respond to contamination events such as when an individual vomits or has a diarrheal episode in the food establishment?

◯ Yes

◯ No

81. Please list those elements of your written employee health policy that you feel are most effective AND WHY:

>

82. Please list those elements of your written employee health policy that you feel are least effective AND WHY:

>

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Part II: Employee Health Policy

83. Are food employees in your food establishments required to do the following? [Select all that apply]

☐ Report illness symptoms to the Person-in-Charge

☐ Report diagnosis with, or exposure to, the six reportable foodborne illnesses as specified in the FDA Model Food Code to the Person-in-Charge

☐ Sign an agreement to acknowledge their responsibilities as outlined in the written employee health policy

☐ None of the above

84. Is management in your food establishments aware of its responsibility to notify the regulatory authority when a food employee has jaundice or is diagnosed with one of the six reportable foodborne illnesses?

○ Yes

○ No

85. What is the frequency with which managers in your food establishments monitor employee hygiene behaviors?

○ Continuously

○ Very frequently (Throughout the day)

○ Frequently (Several times a week)

○ Occasionally (Each employee is observed at least once a month)

○ Never

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Part II: Employee Health Policy

86. Have you deployed novel approaches to encourage the practice of handwashing for food safety in your food establishments? Examples might include a mandatory hourly team hand wash, the appointment of a hand wash leader from among the employees on every shift, a hand washing poster contest among the employees, etc.

○ Yes

○ No

Part II: Employee Health Policy

87. If you have employed novel approaches to encourage the practice of handwashing for food safety in your food establishments, please describe your novel approaches:

Yes

88. Do your food establishments provide alcohol-based hand sanitizers with at least 60% alcohol for use by your employees as a follow up step to hand washing? Note: You are not being asked if you provide alcohol-based sanitizer as a substitute for hand washing but rather if you provide it as a next-step after hand washing.

○ Yes

○ No

89. What steps are you currently taking to ensure that hand washing is a priority among your employees?

90. Which statement most closely reflects the level of awareness among the employees of your food establishment or within your brand?

○ Our employees know the six reportable foodborne illnesses and their symptoms.

○ It is a 50-50 proposition as to how many employees are knowledgeable about the six reportable illnesses.

○ Few employees are knowledgeable about the six reportable illnesses.

○ None of the above appropriately reflect the reality within our company. For us it's (specify):

91. Does your company offer paid sick leave for non-COVID related illness?

○ Yes

○ No

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Part II: Employee Health Policy

92. If you do offer paid sick leave for non-COVID related illnesses, do you offer it:

◯ Only where required by law.

◯ Everywhere as a brand standard throughout your system regardless of local requirements.

Part II: Employee Health Policy

93. If you do not offer paid sick leave for non-COVID related illnesses, please describe any incentive plans you have that encourage ill employees to report symptoms and stay home if required or indicate "None."

No

94. In response to the global pandemic, have you integrated COVID-19 protocols into your written employee health policy or is your written employee health policy and your COVID-19 protocol entirely separate?

◯ Our COVID-19 protocol has been integrated into our employee health policy.

◯ Our COVID-19 protocol and our employee health policy are maintained separately.

◯ We have combined some but not all elements of the two policies into a single employee health policy. Please explain:

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- Where narrative responses are requested, please be as comprehensive as possible when writing your answers.
- **It is CRITICAL that you _use the same device and web browser_ that you used to start the survey on, because a cookie (keeps you signed in on sites & saves information) is stored in the web browser that remembers your survey responses.**
- **Responses will be saved and submitted when you click the "Next" or "Done" button on each page of the survey. _It is important to note that you should complete a page, before you step away from the survey, in order to wholly save your progress._**
- Please reach out to _Daphne Koufomihalis_ at daphnek@afdo.org for assistance in regards to SurveyMonkey.

Demographic Information

Important Note: *Your anonymity is guaranteed and neither you nor your brand will be identified.*

1. The name of your company or brand:

Not included in published results.

Company Demographics

2. Do you represent a:

◯ Restaruant

◯ Grocery

◯ Convenience Store

◯ Other (please specify)

3. Type of operation?

◯ Independent Store

◯ Chain

◯ Franchise

Company Demographics

4. How many units?

Chain

Franchise

Company Demographics

5. Scope of operation?

○ Single State

○ Regional

○ National

○ International

6. Hours of operation? [Select all that apply]

☐ Breakfast/Brunch Dayparts

☐ Lunch Daypart

☐ Dinner Daypart

☐ After-hours Daypart

☐ 24/7

☐ Other (please specify)

[   ]

7. Does your brand own its own food distribution network?

○ Yes

○ No

8. Total number of full-time food employees employed by your brand?

[   ]

9. Total Number of food safety/QA professionals?

[   ]

10. To which of the following associations do you or your company belong? [Select all that apply]

☐ National Restaurant Association

☐ National Council of Chain Restaurants

☐ National Association of Convenience Stores

☐ Food Marketing Institute

☐ Conference for Food Protection

☐ International Association of Food Protection

☐ Other (please specify)

[ ]

Individual Demographics

11. Your name:

[Not included in published results.]

12. Your title:

[ ]

13. Your highest level of education?

○ High School

○ Trade or Culinary School

○ Associate Degree

○ BS (food science or related field)

○ BS (other)

○ BA

○ MS/MA

○ MPH

○ Ph.D.

○ Other (please specify)

[ ]

14. Which of the following professional credentials do you have? [Select all that apply]

☐ CFSM

☐ CP-FS

☐ RD

☐ Other (please specify)

[   ]

☐ None of the above

15. Number of years as a food safety professional:

[   ]

16. Are you an industry member of any of these regulatory associations? [Select all that apply]

☐ AFDO or AFDO regional affiliate

☐ NEHA or NEHA regional affiliate

☐ NACCHO

☐ Other (please specify)

[   ]

☐ I am not a member of any regulatory association.

17. Are you a member of a state food safety or food safety & defense task force?

◯ Yes

◯ No

Installment II: Association of Food & Drug Official's Survey of Food Safety Culture, Employee Health Policy, Active Managerial Control, and Food Safety Management Systems in Restaurants, Grocery, and Convenience Stores

Part III: Active Managerial Control (AMC)

18. Annex 4 of the FDA Food Code: "Active Managerial Control means the purposeful incorporation of specific actions or procedures by industry management into the operation of their business to attain control over foodborne illness risk factors. It embodies a preventive rather than reactive approach to food safety through a continuous system of monitoring and verification."

With respect to the statement above, please list all the ways in which your food establishments or your brand is taking an _active_ approach to control the foodborne illness risk factors listed below. Be as specific as possible.

Risk Factor: Improper Holding Temperatures	
Risk Factor: Contaminated Equipment	
Risk Factor: Inadequate Cooking	
Risk Factor: Food from Unsafe Sources	
Risk Factor: Poor Personal Hygiene	

19. Does any regulatory authority where you operate your food establishments work with you to help you develop and implement a Food Safety Management System to achieve Active Managerial Control of foodborne illness risk factors?

◯ Yes

◯ No

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Part III: Active Managerial Control (AMC)

20. If a regulatory authority where you operate your food establishments works with you to to help you develop and implement a Food Safety Management System to achieve AMC, please give specific examples of how they do so and include any incentive programs they may have in place to reward or recognize compliance with Active Managerial Control. If you would also like to give them a "shout out" by naming them here, please do because industry-regulatory partnerships to control risk factors are vital to industry's success in protecting public health.

Yes	

21. What percentage of your food establishments are currently assessed by the regulatory authority for Active Managerial Control?

○ None

○ Not Sure

○ Enter a percentage here:

[   ]

22. Which of the following do your food establishments sell or use? [Select all that apply]

☐ Locally sourced food

☐ Cottage food

☐ Wild-harvested mushrooms

☐ Shellfish

☐ None of the above

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Part III: Active Managerial Control (AMC)

23. For the foods listed, what protocols do you have in place to ensure your sources are approved?

Locally sourced food	[ ]
Cottage food	[ ]
Wild-harvested mushrooms	[ ]
Shellfish	[ ]

24. Which of the following regulatory or food safety standards are met by your suppliers? [Select all that apply]

☐ GFSI

☐ SQFI

☐ BRC

☐ GAP

☐ Other/Not sure (please specify)

[text box]

☐ None of the above

25. Do you conduct supplier audits?

◯ Yes

◯ No

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Part III: Active Managerial Control (AMC)

26. If you conduct supplier audits, please describe how you audit your suppliers.

Yes [text box]

27. Does the text of your SOPs contain the embedded superscripts "P" for *Priority* and "Pf" for *Priority Foundation* as defined in the FDA Model Food Code?

◯ Yes

◯ No

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Part III: Active Managerial Control (AMC)

28. If the text of your SOPs does not contain the embedded superscripts "P" for *Priority* and "Pf" for *Priority Foundation* as defined in the FDA Model Food Code, please describe how you correlate your SOPs with their levels of risk.

No [   ]

29. What interventions are used in your food establishments to ensure that Temperature Control for Safety (TCS) food is not time and temperature abused? [Select all that apply]

☐ Date Marking

☐ Line checks of hot and cold holding temperatures

☐ Limiting the supply of TCS food out of temperature control during food prep

☐ Limiting the amount of time that TCS food is held out of temperature control during display

☐ Ensuring a supply of properly calibrated thermometers, thermocouples, or thermistors

☐ Checking delivery temperatures and ensuring delivered TCS food is not time abused

☐ Routinely checking the temperatures of refrigerators and freezers and ensuring proper seals

☐ Ensuring safe thawing procedures are followed

☐ Ensuring food is cooked to its correct internal temperature

☐ Ensuring food is cooled using approved methods only

☐ Monitoring the temperature of food during re-heating to avoid prolonged periods in the temperature danger zone

☐ Other (Please specify the interventions you use)

[   ]

☐ We do not offer TCS foods.

30. Is "Process-HACCP" (risk controls based on the food preparation processes) used in your food establishments or by your brand?

◯ Yes

◯ No

◯ Not sure

31. Do you provide digital ordering devices such as front of the house table-top kiosks or consoles for use by customers to place food orders or pay their checks?

◯ Yes

◯ No

◯ Not applicable to our operation

Part III: Active Managerial Control (AMC)

32. If you provide digital ordering devices such as a front of the house table-top kiosks or consoles for use by customers to place food orders or pay their checks, how do you clean and sanitize these devices? Please be specific.

Yes

33. Do your food establishments utilize flow-of-food infographics to identify critical control points in the flow of food?

( ) Yes, a general flow-of-food infographic is used in our establishments.

( ) Yes, a specific flow-of-food infographic for each food preparation process that we conduct is used in our food establishments.

( ) No, we do not use flow-of-food infographics.

Part III: Active Managerial Control (AMC)

34. If your food establishments utilize flow-of-food infographics to identify critical control points in the flow of food, do your infographics also specify the responsibilities of the Person-in-Charge at each critical control point in the flow of food?

Yes, a general flow-of-food infographic is used in our establishments.

Yes, a specific flow-of-food infographic for each food preparation process that we conduct is used in our food establishments.

35. Do your recipes identify critical limits and requirements for monitoring?

( ) Yes

( ) No

( ) N/A, we do not have recipes.

36. Does your food establishment or brand require documented corrective action plans for any non-conformance after self-assessments, 3rd-party audits, or regulatory inspections?

○ Yes

○ No

37. Does your food establishment or brand have equipment and facility-design preventive maintenance plans?

○ Yes, equipment only.

○ Yes, facility design only.

○ Yes, both equipment and facility design.

○ No

38. According to the FDA there are six elements of a Food Safety Management System designed to achieve Active Managerial Control. Please describe how your food establishment or brand complies with each one.

Written Policies & Procedures	
Training	
Monitoring	
Corrective Action	
Management Oversight	
Periodic Reevaluation	

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Part IV: Food Safety Management Systems (FSMS)

39. Prerequisite programs such as a personal hygiene program, sourcing from approved suppliers, and a cleaning and sanitizing regimen are foundational to the establishment of a Food Safety Management System. Name the prerequisites that you utilize in your food establishment or within your brand.

○ We do not have prerequisite programs.

○ (please specify)

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│                                                                     │
│                                                                     │
│                                                                     │
└─────────────────────────────────────────────────────────────────────┘
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40. Do you use a HACCP plan in your food establishments?

○ Yes

○ No

Installment II: Association of Food & Drug Official's Survey of Food Safety Culture, Employee Health Policy, Active Managerial Control, and Food Safety Management Systems in Restaurants, Grocery, and Convenience Stores

Part IV: Food Safety Management Systems (FSMS)

41. If you use a HACCP plan in your food establishments, do you:

○ Use HACCP only where required by the regulatory authority.

○ Use HACCP everywhere in our organization as a brand standard regardless of regulatory requirements.

42. Describe how your food establishments implement each of the following FDA recommended Public Health Interventions for the control of foodborne illness risk factors to protect public health.

Demonstration of Knowledge	
Employee Health Controls	
Controlling Hands as a Vehicle of Contamination	
Time and Temperature Parameters for Controlling Pathogens	
Consumer Advisory	

43. Which of the following are integrated into the Food Safety Management System in your food establishments? [Select all that apply]

☐ Training

☐ Audits

☐ Cleaning & sanitizing

☐ Equipment design

☐ QA approval for new facility design

☐ Facility maintenance

☐ Regulatory support

☐ Crisis management

☐ Food temperature control

☐ Integrated pest management

☐ Supply chain management

☐ Personal hygiene

☐ HACCP program

☐ Monitoring

☐ Documentation & record keeping

☐ Other (please specify)

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☐ We do not have a Food Safety Management System in our food establishments.

Installment II: Association of Food & Drug Official's Survey of Food Safety Culture, Employee Health Policy, Active Managerial Control, and Food Safety Management Systems in Restaurants, Grocery, and Convenience Stores

Part IV: Food Safety Management Systems (FSMS)

44. In your food establishments, are control measures monitored and validated to determine if the Food Safety Management System is effective?

○ Yes

○ No

Part IV: Food Safety Management Systems (FSMS)

45. If control measures are monitored and validated to determine if the Food Safety Management System is effective in your food establishment, please describe your method of validation including how the findings are communicated, with what frequency, and to whom.

Yes

46. Do you use digital solutions in your food establishments to facilitate any of the following? [Select all that apply]

☐ Managing employee health

☐ Monitoring employee handwashing in the restroom

☐ Active Managerial Control

☐ Food Safety Management Systems

☐ Tracing products or SKUs throughout your supply chain

☐ Other (please specify)

☐ We do not us a digital solution in our food establishments.

47. Please provide a description of the functionality of the digital solutions that you are using. Note we are not asking for a product endorsement but only a description of the functionality of the digital solution you are using.

Managing employee health	
Monitoring employee handwashing in the restroom	
Active Managerial Control	
Food Safety Management Systems	
Tracing products or SKUs throughout your supply chain	
[Insert text from Other]	

48. In what ways do you explain the value of implementing an effective Food Safety Management System to your CEO, COO, or CFO? Please be as specific as possible.

49. Which of the following most closely matches the current state of your own Food Safety Management System?

○ Nonexistent: No system is in place or a system is haphazardly implemented.

○ Underdeveloped: Our system is in early development. Efforts are being made but there are crucial gaps in completeness and/or consistency.

○ Well-developed: Our system is complete, consistent, and oral or a combination of oral and written with the preponderance of the system being oral.

○ Well-developed and Documented: Our system is complete, consistent, and primarily written.

50. How is continuous improvement in food safety communicated to members of the operations team in your food establishments?

51. Do your food establishments monitor customer complaints as a barometer of the effectiveness of your Food Safety Management System controls?

○ Yes

○ No

Part IV: Food Safety Management Systems (FSMS)

52. Would it benefit your operations in regards to implementing a Food Safety Management System to have a universally adopted Food Code?

○ Yes

○ No

○ Not sure

Part IV: Food Safety Management Systems (FSMS)

53. Describe why or why not a universally adopted Food Code would benefit the implementation of a Food Safety Management System in your food establishments.

Yes

No

Not sure

54. What is your opinion on the relationship between a Food Safety Management System and Food Safety Culture?