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ASC-FSQC-PACK

FOOD SAFETY AND QUALITY CULTURE PACK

User guide

USER GUIDE

Prepared for	Culture pack licence holders: site administrators, QA managers, technical managers and SHEQ executives
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SECTION 1

WHAT THE PACK IS FOR

Every GFSI benchmarked scheme now asks a site to show how it measures its food safety and quality culture, what it found and what it did about it: FSSC 22000 clause 2.5.8, BRCGS Food Safety Issue 9 clause 1.1.2, SQF Edition 9 clauses 2.1.1.1 and 2.1.1.2, and IFS Food Version 8 clauses 1.1.1, 1.1.2, 1.2.1 and 1.3.1. The culture pack gives you the four things an auditor wants to see in one place: anonymous measurement of what people think, records of what people do, indicators of how the site performs, and a plan with owners and dates that closes the gaps.

The structure follows the four elements of FSSC 22000 2.5.8 (communication, training, feedback and engagement, performance measurement) plus the demonstrable commitment of senior management. The questionnaires are mapped to the five dimensions of the GFSI position paper A Culture of Food Safety Version 2.0 (March 2026): company values, vision and mission; people (commitment, empowerment and accountability); hazard and risk awareness; consistency for food safety; and adaptability, change and continuous improvement.

WHERE TO FIND IT

Dashboard: ascfoodsafety.com/food-safety-culture-dashboard/ (log in with the email used at checkout).

Questionnaire links and QR posters: the Questionnaires tab on the dashboard.

Support: reply to any of the pack's emails or use the contact form on ascfoodsafety.com.

SECTION 2

GETTING STARTED IN FIFTEEN MINUTES

- **Log in.** Open the dashboard link from the welcome email and log in with the email used at checkout. If you have not set a password, use Lost your password on the login page.
- **Setup tab.** Check the site name as it must appear on the report. Enter the admin email that must receive every response, and the name and email of the reviewer (QA manager, technical manager or SHEQ executive) who must receive the report. Edit the departments, shifts, employment types and languages so the questionnaire matches your site. Give the round a label, for example 2026 baseline.
- **Send a test email.** The button on the Setup tab confirms the site can reach your inbox. If nothing arrives, check spam and add ascfoodsafety.com to your safe senders.
- **Questionnaires tab.** Print the QR posters (one for workers, one for managers and supervisors, one for anonymous feedback) and put them up on every shift. Copy the links for WhatsApp groups and notice boards.
- **Tell people why.** Say at the shift meeting that the questionnaire is anonymous, that the results will be shared within 30 days, and that the point is to fix what is not working. Participation above 80 percent is the target.

SECTION 3

COLLECTING QUESTIONNAIRE RESPONSES

Workers and managers answer on their own phones. No name, employee number or login is asked. The optional questions about department, shift, employment type, tenure and language make the results useful without identifying anyone; results are only ever shown for groups.

- **Worker questionnaire:** 16 statements scored 1 (strongly disagree) to 10 (strongly agree), one optional comment. Statement 16 is reverse scored on purpose: a high score there means there is something management has not been told.
- **Manager and supervisor questionnaire:** 16 statements about commitment, resources, work pressure, coordination, coaching, just culture and measurement. The gap between the manager view and the worker view is reported by element.
- **Anonymous feedback:** a category, a free text box and an optional way to be reached. Every entry is emailed to the admin at once and appears on the Feedback tab, where it is logged, acknowledged and closed.
- **Emails:** with Email me every response switched on (Setup tab), the admin receives a short email for every submission with the department, shift, average score and any comment. Switch it off to work from the dashboard only.
- **Wording:** the statement wording can be edited on the Questionnaires tab. Keep the meaning and the numbering, and do not change wording in the middle of a round.

SECTION 4

THE DASHBOARD, TAB BY TAB

OVERVIEW

The culture index (0 to 100) combines the worker questionnaire (weight 25), the manager questionnaire (15), the maturity assessment (20), the indicators on target (20), inspections and behaviour (10) and the competent workforce (10). Parts without data are left out and the weights are rescaled, so fill every tab before you rely on the number. The What to do next box lists what is still missing.

QUESTIONNAIRES

Results by statement, by FSSC element, by GFSI dimension, by department, shift and employment type, plus the perception gap between managers and workers. Favourable means a score of 7 or more out of 10. Any statement under 80 percent favourable is flagged and becomes a suggested action.

TRAINING AND COMPETENCY

Enter the headcount per position and how many are inducted with an assessment, assessed competent by observation, and overdue for a refresher. Agency, seasonal and contractor positions are listed because auditors ask about them first. Log training events with planned, attended, assessed and passed numbers and the effectiveness check.

FEEDBACK AND SPEAK UP

Anonymous feedback from the link, and a speak up log for every channel (box, verbal, HR, whistle-blower line). Record the date raised, the acknowledgement date and the closure date with the outcome. The rate of acknowledgement within five working days and the entries open beyond 30 days are reported.

INSPECTIONS AND OBSERVATIONS

Three record types: GMP and hygiene inspections (a score per department), behavioural observation walks (people seen and people compliant for twelve behaviours such as hand washing, allergen changeover, line clearance, checks done at the stated time, and whether a person can explain the hazard at their station and their stop authority) and senior management floor walks. Vary the time of day and include night shift.

MEASURES

Sixteen lead and lag indicators with default targets you can change: recalls, complaints, behavioural audit non-conformances, out of specification results, cleaning verification failures, training attendance, competence pass rate, survey participation, speak up entries, near misses reported, GMP score, senior floor walks, shift meetings held, concerns acknowledged in time, actions closed on time and food safety first decisions recorded. Enter one value per month; the twelve month view shows the trend. Near misses and speak up entries have minimum targets because they should rise when a programme starts working.

MATURITY

Twelve criteria scored 1 to 5 with descriptors for levels 1, 3 and 5 and an evidence field for each. Score from records, not from hope. Most sites start at levels 1 and 2. Reassess yearly.

OBJECTIVES AND ACTIONS

Write two to four culture objectives in the eight part format (objective, baseline, target, measure, owner, deadline, sections reached, review). The suggested actions list is drafted from the evidence: every flagged statement, every indicator off target, every maturity criterion at level 1 or 2, every behaviour under 80 percent compliance, every competency gap and every concern not acknowledged in time. Accept the ones you agree with, set the owner and the due date, and close each one with evidence of completion and an effectiveness check.

REPORT

Builds the full report from the dashboard: culture index, results by element and dimension, both questionnaires, the perception gap, maturity, training, feedback, inspections, indicators, objectives, the action plan, an evidence map for the auditor and a sign off block. Print to PDF, download the Excel workbook (13 sheets including the raw anonymous responses), or email both to the reviewer and the admin with one click. Sent reports are listed on the tab.

SECTION 5

THE REPORT AND HOW AUDITORS READ IT

- Keep the printed report, the signed sign off block and the Excel workbook in the food safety culture file for each round.
- The evidence map (section 12 of the report) tells the auditor where each clause is answered. Walk them through the action plan first: owners, dates, evidence and effectiveness are what they check.
- Expect reported problems (near misses, speak up entries) to rise for two or three quarters after the first round. Write a one page note before the first report that says so, and have the site head sign it, so nobody reads the programme working as deterioration.
- Feed the results back to the workforce within 30 days: the three lowest statements, the action on each and the owner, on every shift board. The next round will show whether it worked.

SECTION 6

RUNNING THE NEXT ROUND

Start a new round on the Setup tab (yearly, or every six months while you build the culture). Old rounds stay available on the Questionnaires tab for comparison. Records such as training, inspections, measures and actions carry on across rounds; the maturity assessment should be redone with fresh evidence.

SECTION 7

PRIVACY, ANONYMITY AND THE LICENCE

- **Anonymity:** questionnaires collect no name, employee number, email or device identifier. Results are shown for groups only. Do not ask people to write their names in the comment box.
- **Data:** responses and records are stored in your workspace on ascfoodsafety.com and are visible only to the account that bought the pack and to ASC administrators for support.
- **Licence:** one site for 12 months from the date of purchase, unlimited responses, records and reports. Buy one pack per site for a group. Renew at the same price; the renewal extends the current licence. When a licence expires the dashboard stays readable and the questionnaire links stop accepting responses until it is renewed.
- **Support:** reply to any of the pack's emails or use the contact form on ascfoodsafety.com. ASC consultants can run the first round for you, present the findings to management and write the culture plan.

SECTION 8

QUESTIONS WE GET ASKED

Question	Answer
Can workers who do not have a phone take part?	Yes. Open the worker link on a tablet at the shift meeting and let people take turns, or print the statements, collect paper copies and enter them through the link. The count is what matters, not the device.
Can we run it in other languages?	Edit the statement wording on the Questionnaires tab into the workforce language, run the round, and change it back afterwards. A bilingual supervisor reading the statements aloud to a group also works.
Someone submitted twice	Open the individual responses list on the Questionnaires tab and delete the duplicate. A phone that has already submitted in the round is warned before it sends again.
The report shows n/a in places	A tab has no data yet. The What to do next box on the Overview tab lists what is missing.
Can two people manage the dashboard?	Share the login of the account that bought the pack, or ask ASC to add a second workspace owner.
Does it replace our survey document?	It replaces the paper questionnaire, the results spreadsheet, the action plan and the culture report. Keep your culture policy, procedure and plan documents; the report is the evidence they point to.