

Intertek Alchemy Case Study

Building a Consistent Safety Culture Across 32 Locations

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— Jennifer Malcolmson, Human Resources Manager,
Maple Leaf Foods

60%

Reduction
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incidents



Challenge

- Improve food & workplace safety
- Create a sustainable culture of food & worker safety
- Align 32 sub-cultures into one shared safety culture

Solution

- Consistent & engaging safety training across all plants
- Coaching tools to observe behavior & resolve issues real-time

Result

- **60% reduction** in safety incidents
- **Common safety culture** across all plants
- Management tools for **continuous improvement**

About Maple Leaf Foods



Maple Leaf Foods is Canada's leading consumer packaged meats company. Headquartered in Toronto, Ontario, Maple Leaf

produces a variety of high-quality food products under several leading brands including Maple Leaf, Schneiders, Country Naturals, and Mina. Maple Leaf employs around 12,000 people across Canada and exports to more than 20 international markets including the U.S. and Asia.

The Challenge

Several years ago, Maple Leaf experienced a disastrous breach in food safety, "We had a tragic incident where people lost their lives," says Lone Jespersen, Director of Food Safety. "We diagnosed our safety culture and realized we needed to do something different." It was clear that all operations needed to align with Maple Leaf's corporate commitment to create a culture of food and worker safety.

But creating a common, shared safety culture was daunting because Maple Leaf had acquired many other companies over the years. "We've

purchased 32 sub-cultures all with different ways of behaving," says Jespersen. Maple Leaf needed to align all operations throughout the 32 sub-cultures under one common goal of achieving a single, sustainable safety culture.

To achieve this, the company needed to deliver high-quality, standardized training to all employees around critical operating procedures. "We're transforming HACCP at Maple Leaf into our backbone of critical thinking around food safety," says Jespersen. "We can't do that without everyone being on the same training platform."

Maple Leaf also had no means for tracking the effectiveness of training activities in driving employee behavior change on the floor, "Task observations were manual; it was more on the word of the supervisor," says Brent Holmes, Plant Manager. This limited Maple Leaf's ability to accurately monitor and influence safety culture.

The Solution

Maple Leaf Foods needed to act swiftly to protect their brand, regain customer confidence, and mitigate the risk of another tragic loss. The company turned to Intertek Alchemy. Over a million workers in 7,500 facilities use Alchemy's

training, reinforcement, and audit-readiness solutions to **reduce workplace injuries, safeguard food, and improve operations.**

Maple Leaf implemented Intertek Alchemy programs to build both the knowledge and confidence employees need to consistently work at expert proficiency. A new approach to classroom training incorporated interactive remotes, gamification, and quizzes to engage employees and test comprehension. All responses are recorded and securely stored electronically for 24/7 audit-readiness.

“One of the fundamentals to creating a safety culture is to make sure employees understand it,” says Jennifer Malcolmson, Human Resources Manager. **“Alchemy was able to take Maple Leaf’s program objectives and tailor the solution around them.”**

“The Alchemy platform tests our employees for comprehension and that’s key because we weren’t able to test that before,” says Malcolmson. The testing ensures each worker clearly understands their role in sustaining a culture of safety.

Maple Leaf reinforced the new culture through Alchemy Coach, a tablet-based app that enables supervisors to observe and interact with employees on the line.

The Intertek Alchemy platform collects all training and coaching data, and provides real-time reporting and benchmarking across all Maple Leaf operations.

The Result

Maple Leaf has developed a single, company-wide culture around food and workplace safety with the help of the Alchemy training and


coaching platform. “Now, our employees have the knowledge to say, ‘I think this is an emerging hazard.’ Employees understand critical issues of food and worker safety,” says Jespersen.

The Alchemy Coach tool has enabled better communications and engagement on the production line. “Alchemy Coach gave us the opportunity to take task observations out on the floor,” says Malcolmson. The one-on-one dialogue empowered supervisors to work more efficiently by using a completely integrated employee performance process. “We have the ability to not only correct the behavior, but also allow frontline workers to offer insight into how the program can be better,” says Malcolmson.

Maple Leaf has seen a positive impact on worker safety. “Our recordable incident rate has dropped dramatically,” says Brent Holmes, **“We’ve seen a 60% improvement. You can see the commitment when you walk out on the floor.”**

Today, all Maple Leaf employees from executives to supervisors to frontline workers are active contributors in the ongoing process of managing a safe, productive, and profitable culture.

For More Information

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