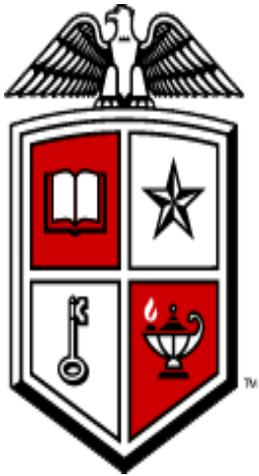


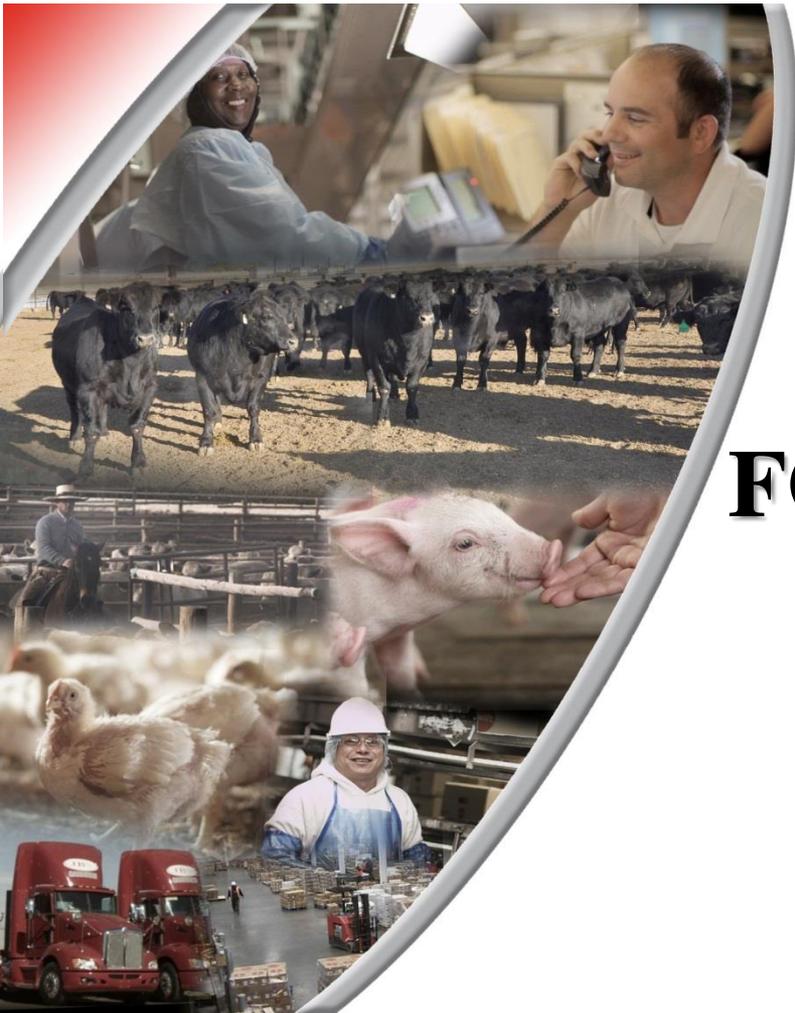
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TEXAS TECH UNIVERSITY®



MAKING YOUR WORLD STRONGER



2014 Reciprocal Meat Conference

Madison, WI

FOOD SAFETY CULTURE

Presented by:

John Ruby

AJ (Adam John) Ruby

Born June 2, 2014



Today's Presentation

- I. My perspective on Culture and Behavior
- II. How JBS Delivers “The Message”
- III. Two Programs that have worked for JBS to improve Food Safety



Culture Defined

Wikipedia: the distinct ways that people, who live differently, classified and represented their experiences, and acted creatively.

Merriam-Webster Dictionary: the set of shared attitudes, values, goals, and practices that characterizes an institution or organization.

Dictionary.com:

1. The quality in a person or society that arises from a concern for what is regarded as excellent in arts, letters, manners, scholarly pursuits, etc.
2. The behaviors and beliefs characteristic of a particular social, ethnic, or age group:

I like simple!

John Ruby's Definition of Culture:

What you think.

- A person's individual assessment of the relative importance of an issue
- Can be influenced by: Family, friends, environment, life experiences, etc.

The important thing about culture is it is a major contributor of behaviors

Behaviors Defined

Wikipedia: is the range of actions and mannerisms made by organisms, systems, or artificial entities in conjunction with themselves or their environment, which includes the other systems or organisms around as well as the (inanimate) physical environment.

Merriam-Webster Dictionary: the way in which something functions or operates.

Dictionary.com: manner of behaving or acting.

Again...I like it simple!

John Ruby's Definition of Behaviors:

What you do.

How a person behaves is strongly influenced by their culture!

How do you react when you see this?



My driving “culture” is it is OK to drive faster than posted limit but less than 5 MPH over.

My “behavior” is to set my cruise control at 79 mph.

Is that acceptable?

Not Acceptable
According to the
Nebraska State Police
in Lancaster county!

Regardless of our
“culture” our
“behaviors” have
consequences

Uniform Citation and Complaint EC2300366

Defendant Copy

Plaintiff: _____ Case Number: _____

State of Nebraska in the LANCASTER COUNTY COURT 575 S. 10TH ST. LINCOLN NE 68508
Address City State Zip Code

VS Name: RUBY JOHN RAYMON DL# 09220948 DL# 1117/1974 Phone: _____
Defendant Last First MI Suffix State CO Zip Code 80528 Race W Gender M

Address: 3215 LEDGESTONE CT City FT COLLINS State CO Zip Code 80528 Race W Gender M

DL State CO DL Exp. 11/17/2018 DL Class: R DL End: M DL Res. Hgt. 5'08" Wgt. 195 LBS Eye GRN Hair BRO

Vehicle Year: 2014 Type: A Make: CHEVROLET - CHEV Model: MALIBU Color: SIL - ALUMINUM

VIN: _____ Lic Plate #: AG9Y0B State MO Year 2015 CMV NO Haz Mat US DOT # _____ ICC # _____
City _____ State _____ Zip Code _____

The undersigned being duly sworn, says the defendant, on 08/11/2014 at 19:08, did unlawfully commit the following offense(s) at or near (location):
In the County LANCASTER - 02 In the City of _____ Hwy. I 80 Mile Marker: 405

Location: WB Violation Type: S

State of Nebraska	Statute Number: 60-6,188H1	Offense Description: SPEEDING 11-15 MPH INTERSTATE
Speed 79 mph in 65 mph Zone	Tracked: SPEED LASER CLOCK	BAC Pct: _____ Actual Wt: _____ Legal Wt: _____
Comments: 753.2 FEET	Fine: \$75.00 Lbs Over/Wt: _____ Pct. Over/Wt: _____	

Court Appearance
This is an appearance only, not a trial date. If you choose to appear in court, report to the below named court on: 07/30/2014 at 10:30 AM
LOCATION: LANCASTER COUNTY COURT

I promise that I will appear in court at the above time and place.

Signature of Defendant: _____
Signature Captured: S - SCANNED SIGNATURE FROM OFFICER'S COPY
Your signature above is not an admission of guilt, but a promise to appear. Failure to comply with the terms of this citation is punishable by jail or fine or both and may result in suspension of your operator's license.

Reporting Officer: SALMEN, T. Badge Number: 407
Reporting Officer: NSP HEADQUARTERS TROOP
Reporting Officer 2: _____ (Signature) Badge Number: _____

If you choose to plead guilty and not appear in court, the fine is: \$75.00 court costs of \$48.00 and, if applicable, a Surcharge of: _____ for a total \$123.00

See Payment Instructions below:
NOTE TO DEFENDANT: READ THE WAIVER AND PLEA INSTRUCTIONS CAREFULLY.
WAIVER AND PLEA INSTRUCTIONS

You are allowed to waive your rights, plead guilty and pay the established fine for this offense without appearing in court. You may, if you wish, appear in court and contest this matter.

If you sign this form, you will give up the following rights:
1. To have an attorney assist you in preparation of your defense and to represent you in court; you may be entitled to an attorney at public expense if you cannot afford one. 2. To have the complaint read to you and to be informed of the possible penalties in the event of your conviction. 3. To have a trial before a judge, or in certain cases, a jury. 4. To have sufficient time to prepare your defense. 5. To confront and cross-examine witnesses against you. 6. To require witnesses to attend court and testify on your behalf. 7. To remain silent and not make any statement concerning the circumstances surrounding this violation. 8. To testify in your own behalf. 9. To require the prosecution to prove you guilty beyond any reasonable doubt. 10. To appeal any final decision or order of the court.

If this Waiver of Appearance and Plea of Guilty is accepted, the Court will enter a judgment of conviction finding you guilty as charged and, where applicable, points will be assessed against your driving record.
I waive the above rights and plead guilty to the offense(s) charged on this citation. Payment for the fine and costs is enclosed.

DATE: _____ DEFENDANT'S SIGNATURE: _____ (Signature)
DATE: _____ THE COUNTY COURT HEREBY ACCEPTS the plea of guilty and enters judgment of conviction finding the defendant guilty as charged. BY THE COURT: _____ (Seal)
Judge/Clerk Magistrate

PAYMENT INSTRUCTIONS
1. Sign this form and send it with your payment to the Clerk of the County Court listed on the citation. You must pay the total of fine and costs. DO NOT SEND CASH THROUGH THE MAIL.
2. You may pay in person at the office of the County Court.
3. Credit card payments, when available, are governed by other rules.
4. Access the web site of <https://www.nebraska.gov/courts/citations/> to waive your rights, plead guilty to the offense(s) charged, and pay with credit/debit card electronically.
DEADLINE: Payments must be received BEFORE the date of the court appearance shown on the citation. If you choose to plead not guilty, or if you wish to appear in court, you must be in court on the date and time shown to a trial date can be set.
THERE ARE SERIOUS PENALTIES FOR IGNORING THIS CITATION. YOU MUST PAY IT OR APPEAR IN COURT.

Oaks ID #8417536

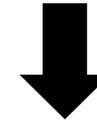
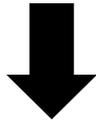


Changing Behaviors

- How strong a person's culture is regarding a topic (i.e. food safety) will influence the ability to change their behaviors
 - The stronger the culture the more difficult to change the behavior
- Initially you want to be able to influence behaviors independent of a person's culture
 - You CANNOT change a person's culture overnight
 - But you CAN immediately change how they behave
- Overtime you hope the change in behaviors will change the person's culture

Why Does the US have the most effective military in the world?

They take this... and in a few weeks ...make this!



I feel the military has mastered the art of influencing behaviors, independent of one's culture, to achieve desired results.

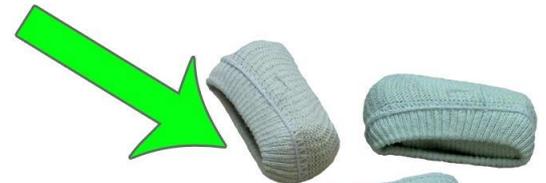
A question always asked...

At the end of basic training we are allowed to ask the drill instructors questions. A question always asked is,

“Why do you make such a big deal about how to fold our socks?”



How to...



FOLD YOUR SOCKS

If we can't get you to fold your socks...

...how much confidence do we have in you that you have what it takes to keep our jets in the air.



What's the parallel to food safety?



If we cannot get our employees to perform the basic tasks like washing there equipment, everytime...

...how much confidence do we have they will be performing the entire dressing process properly?

You will see this again...

***A plant will perform at the
level it tolerates!***

JBS acquires XL Foods' US processing plants

JBS Food Canada Inc. acquired some XL Food Canadian operations in January. JBS Food Canada owns the Brooks XL Lakeside beef processing plant. *JBS took over management of the plant in October 2012 following the largest beef recall in Canada's history.* The Lakeside plant has the capacity to process 4,000 head of cattle per day. It is one of Canada's largest processing facilities and one of the largest employers in southern Alberta, according to JBS. Under the agreement, JBS Foods Canada also acquired a beef packing plant in Calgary, Alta.; a feedlot in Brooks, and the adjacent farmland acreage supporting the feedlot operation.



What is the initial target audience for changing behaviors at a plant?

- Changing behaviors starts at the top of the organization and cascades down through the organization
- JBS focuses our attention on **Manager, Superintendent and Supervisor** levels.
- The expectation is that the **Manager, Superintendent and Supervisor** then cascade down “The Message” to the hourly workers.

Delivering “The Message”!

- 1) Let them know where you stand
- 2) Talking about past failures
- 3) Difficult conversations about root causes
- 4) It is time to make it better
- 5) Focus on the greatest opportunity
- 6) Importance of team work
- 7) Expectations
- 8) Program implementation

*1) Let them
know where you
stand!*



10 Things We Believe! ***JBS Beef Division***

1. Safety is the Entry Fee.
We cannot ever compromise on employee or food safety.
2. Nobody should have to work for a JERK. Good Leadership behaviors are equally important to good results.
3. If "Better" is possible, then "Good" is not enough. What gets measured improves and measurement should be used as a tool and not a weapon.
4. Every employee should understand what is expected of them, how they fit in the organization and why they matter to our success.
5. There is no "I" in "Team".
 - ◆ In success we will look out the window to the team; and in failure we will look in the mirror.
 - ◆ We will DISCUSS issues; after the discussion, one of us will DECIDE our direction; we will all SUPPORT the decision.
6. Change:
 - ◆ The Definition of Insanity: To keep doing things the same way but expect different results.
 - ◆ The only constant is change.
 - ◆ Change is good as long as it doesn't affect me.
7. Learning occurs by communicating a message 7 times in 7 different ways.
8. Capital is Oxygen! It is precious and breathes life into our business.
9. This is a simple business; we choose to make it difficult.
10. Doing the right thing isn't always easy; but it's always right.

2014 Beef Leadership Priorities Model



2) Get the failures out on the table...

“With your previous practices and behaviors, you achieve the largest beef recall in Canada’s history”

3) Then you have the hard conversation around root cause...

I think you just “can’t handle the truth” that you are not doing enough to control pathogens through our beef production system



4) Then you start building them back up...

“In the middle of difficulty
lies opportunity”

-Albert Einstein



Choose Success



“There is great value in being blown out of the sky.”

Capt. Charlie Plumb-
TOPGUN fighter pilot in Vietnam
and prisoner of war

How can you use your past opportunities as a stimulus to prevent future failure?

5) Focus on the greatest opportunity...

#1. Safety is the Entry Fee

For the ~300 million Americans that **buy our products**...we owe them the **reassurance** they are feeding their families with **safest** products possible.



6) *Stress the importance of the team and we are all running toward the same finish line:*

There is a reason both operations and tech services are in the room today...

...we need each other to be successful!



7) People need to know what is expected of them...

Setting Expectations for Superintendents and Supervisors

- They have to set the example of food safety to the production employees.
- Their Behaviors will ultimately change the plant Cultures.
- They have to make sure the employees behaviors are reflecting Perfect Execution of the Programs, 100% of the time!
- They have to be the ones that STOP and CONTROL the process when things are not right.
- They need to make sure plant management know when things need to be fixed or improved...HEADS UP MOUTHS OPEN!

8) *Program implementation...*

Two programs that have worked for JBS to change behaviors:

1. School Zone!
2. SAFE Program

You are operating in a *School Zone!*



School Zone!

- When driving everyone speeds!
- Traffic is nothing more than the process of people getting from one place to another and authorities have instituted rules and limits on speed to control that process.
- However, again, when driving everyone speeds, it is not the right thing to do but we all do it...but...very few people will speed through a school zone. Why?
- A school zone is an area where the consequences of failure are so great that most people simply will not compromise the rules for any reason.
- We need to set the expectation to every employee that Food Safety is the “School Zones” of the business, where the rules and limits simply cannot be compromised.



Changing behaviors starts at the top!

Food Safety Principles from the General Managers at the plants.



Safety is the Entry Fee

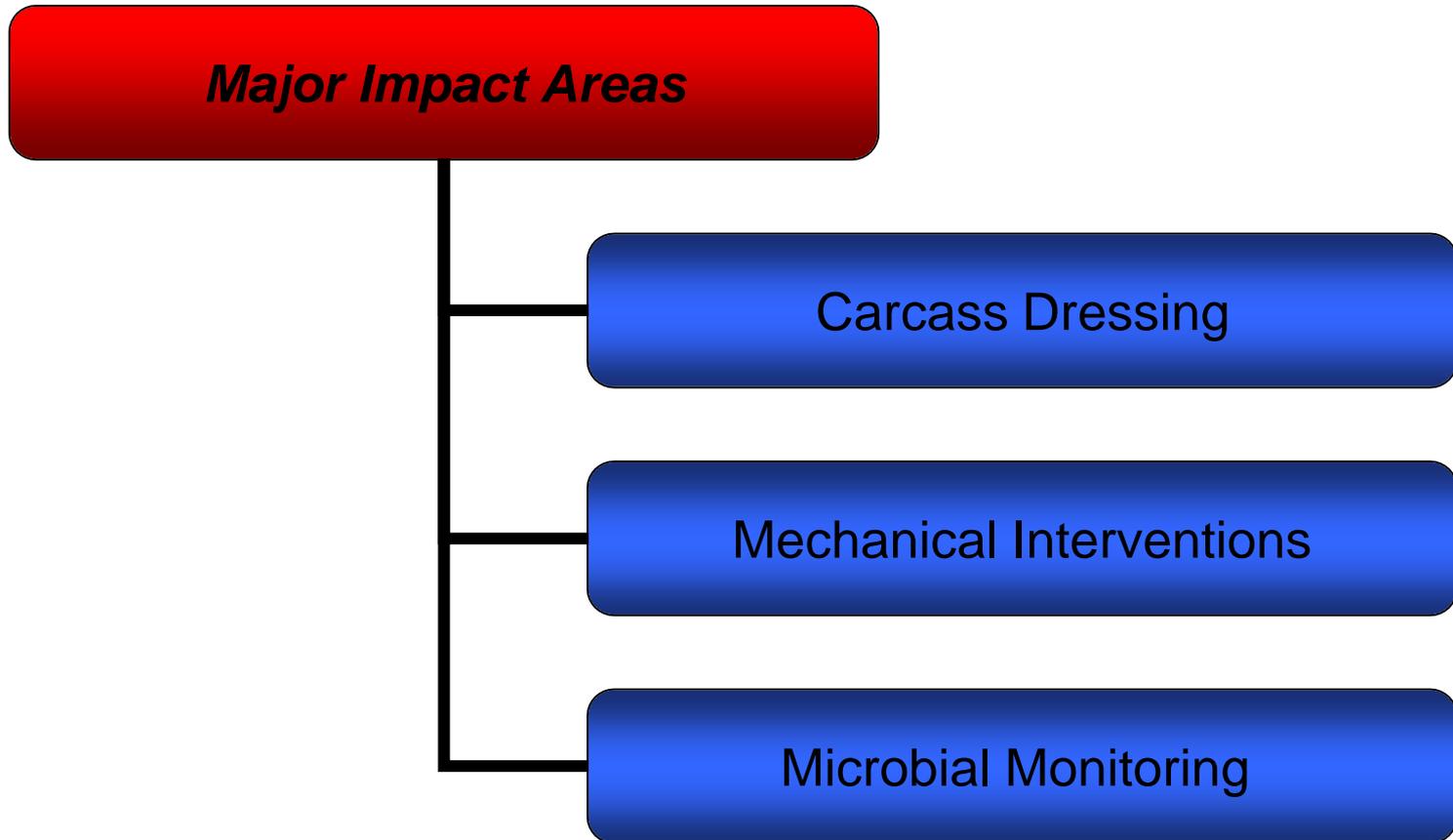
Food Safety Principles Brought to You by Your General Managers

1. I believe that consistent execution to the dressing procedures (SAFE), and a no run policy with intervention parameters is a darn good recipe. – *Jay Rawlings, Hyrum*
2. We feed our families with the products we produce. – *Charlie Paulson, Omaha*
3. Never compromise Food Safety for efficiency or yields. – *Jose Antillon, Tolleson*
4. Following Food Safety Programs is not an option, it's an obligation. – *Bill Danley, Greeley*
5. If you don't produce food safely, you don't have a business...and you shouldn't be in the business! – *Curt Grimm, Green Bay*
6. Food Safety should be approached with true personal conviction and sincerity. – *Manlio Medellin, Grand Island*
7. Our responsibility is keeping our Food supply safe, if we can't do that, nothing else matters. – *Manuel Guerrero, Cactus*
8. Food Safety requires you to do the right thing the first time. – *Elliott Keller, Souderton*
9. Do the right thing: for example, we can explain things like downtime, but what we can't explain is not taking the downtime for the right reasons, at the right time, to prevent Food Safety issues! – *Jack Wolf, Brooks*
10. Never losing sight of the fact that everything we make, someone is going to eat. – *Jamie Denor, Plainwell*

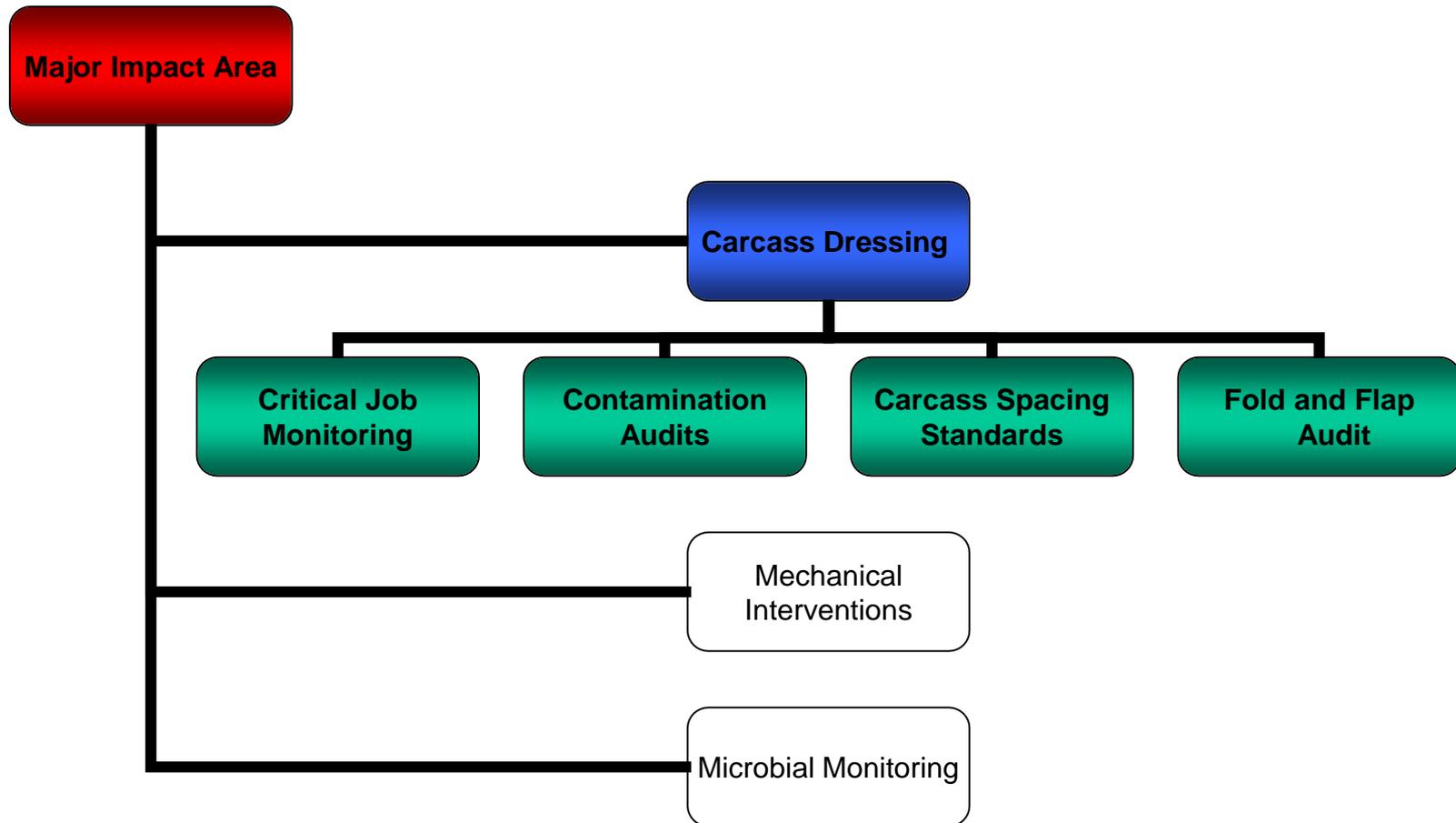


SAFE Program

Slaughter Actions For Excellence



SAFE Program



Carcass Dressing

- Focus on prevention rather than correction
 - Getting employees to do their job right the first time
- A dressing audit system monitors SOPs and visible defects through the slaughter process
- To enhance the auditing system:
 - Cameras are utilized
 - Arrowsight 3rd party auditing

Remote Video Auditing, RVA

- Camera technology and 3rd party auditing will be used for:
 - Animal Welfare
 - Slaughter practices
- Unbiased auditing will be performed by a trained QA technician.



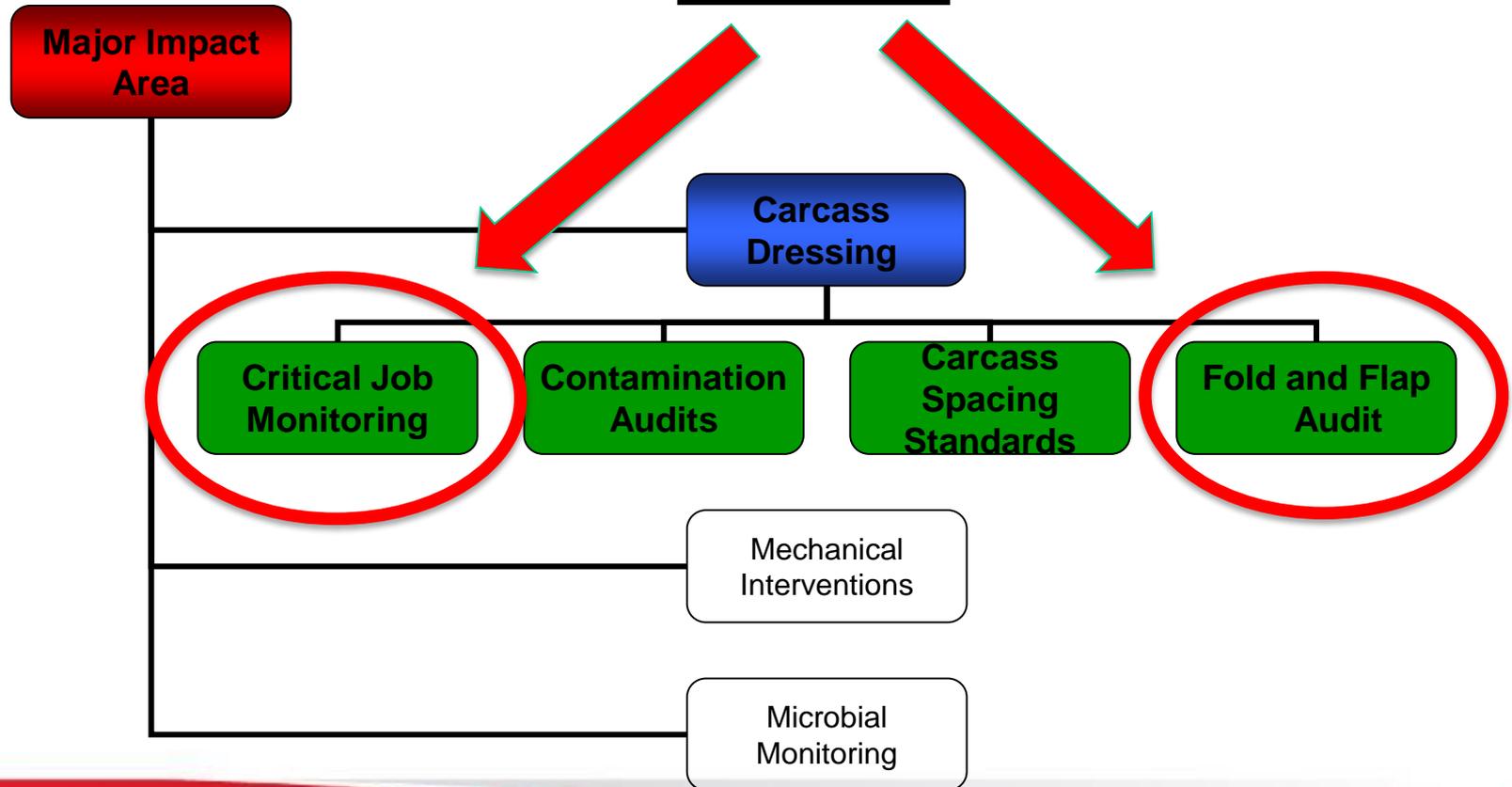
 **ArrowSight**[®]
Vision for Peak Performance. Every Site, Every Shift.



SAFE Program

Slaughter Actions For Excellence

RVA

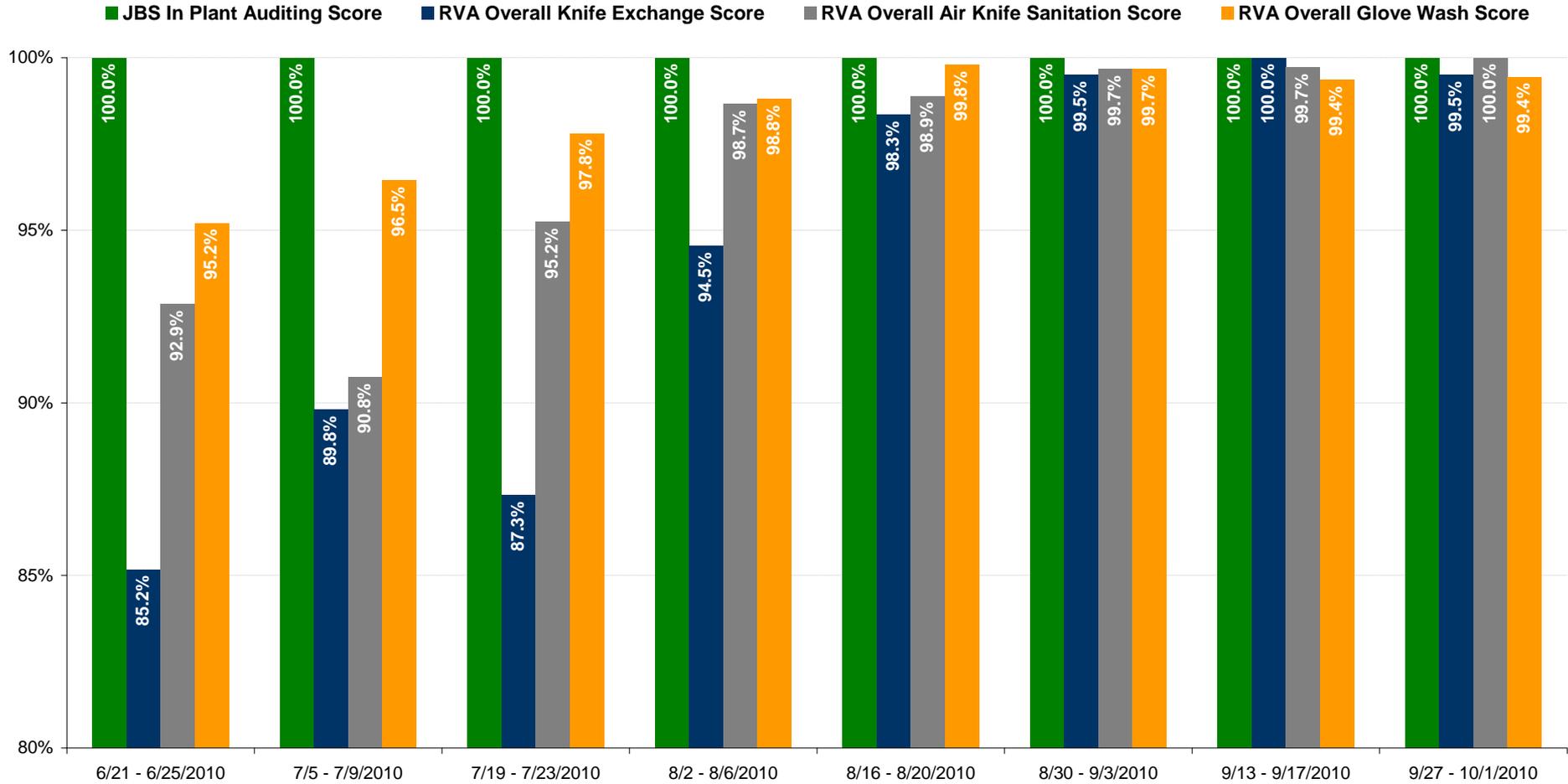


Communication is Key to changing behaviors

- Immediate feedback into the process
 - Management
 - Supervision
 - Work force
- Daily Review of the process
 - Focus on previous days greatest areas of opportunity
- Weekly review
 - Track and Trend
- It is NOT just having the cameras
- It is NOT “big brother” trying to catch employees doing wrong and then reprimand
- Implementation of RVA provides management a *tool to effectively change the employees behavior to perform their job correct 100% of the time.*

SOR Sink Sanitizing Results for Initial Sink Stations

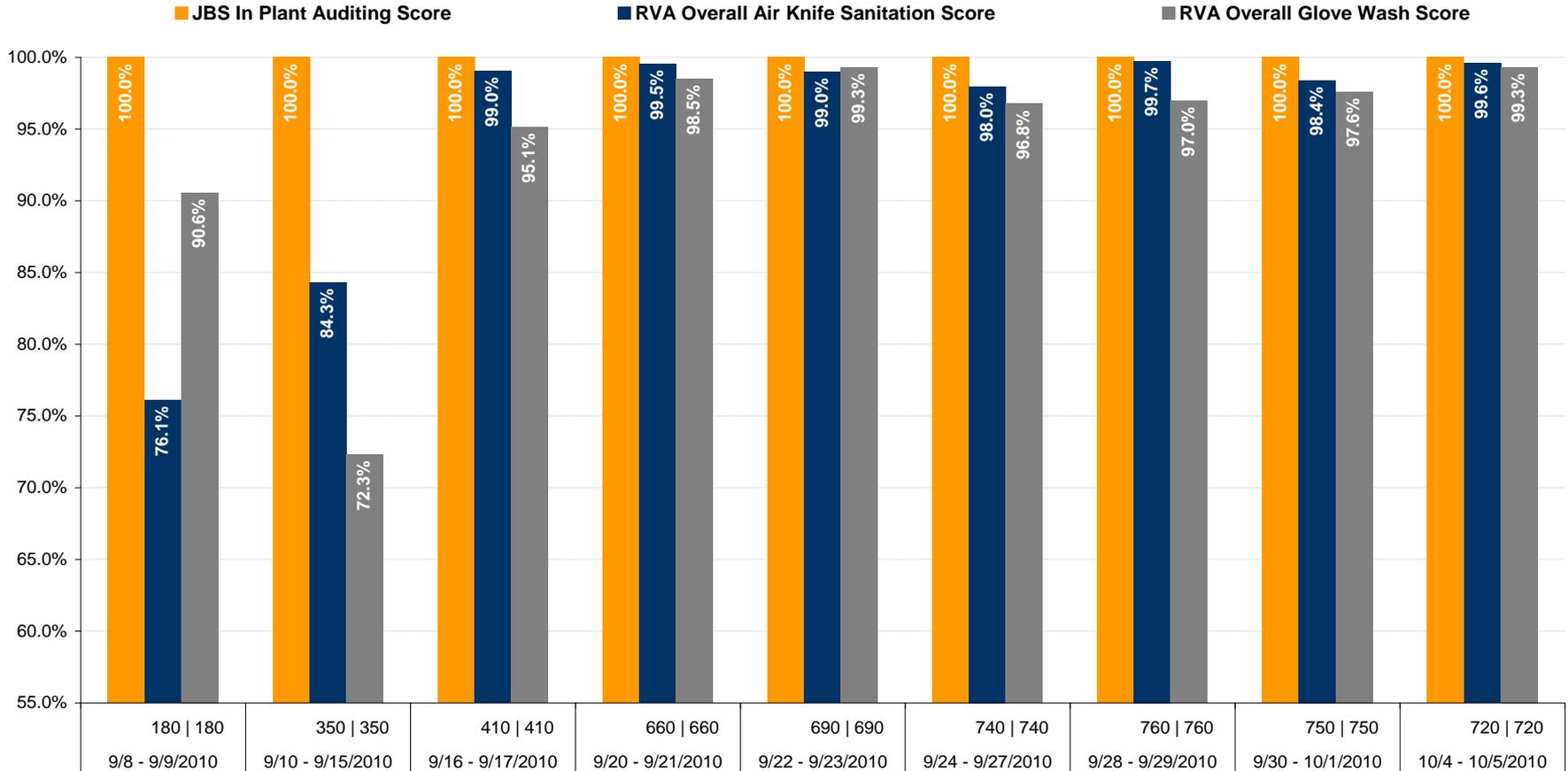
- *In-Plant Auditing vs. Arrowsight RVA*
- *Plant Quickly Achieved Nearly Perfect Scores After Feedback*



SOR Sink Sanitizing Results for 2nd Group of Stations Before/After Feedback

> *In-plant Audits vs. Arrowsight RVA Pre-Feedback and Arrowsight Post-Feedback*

> *Plant Quickly Achieved Nearly Perfect Scores for 2nd Group of Stations*



Performance Objective for Harvest Task Procedures

When we started this program we targeted a daily SOR (*Slaughter Operations Report*) Score of >90% compliance

After a tough 2013, beginning of 2014 we increased the daily SOR Score target to 100%

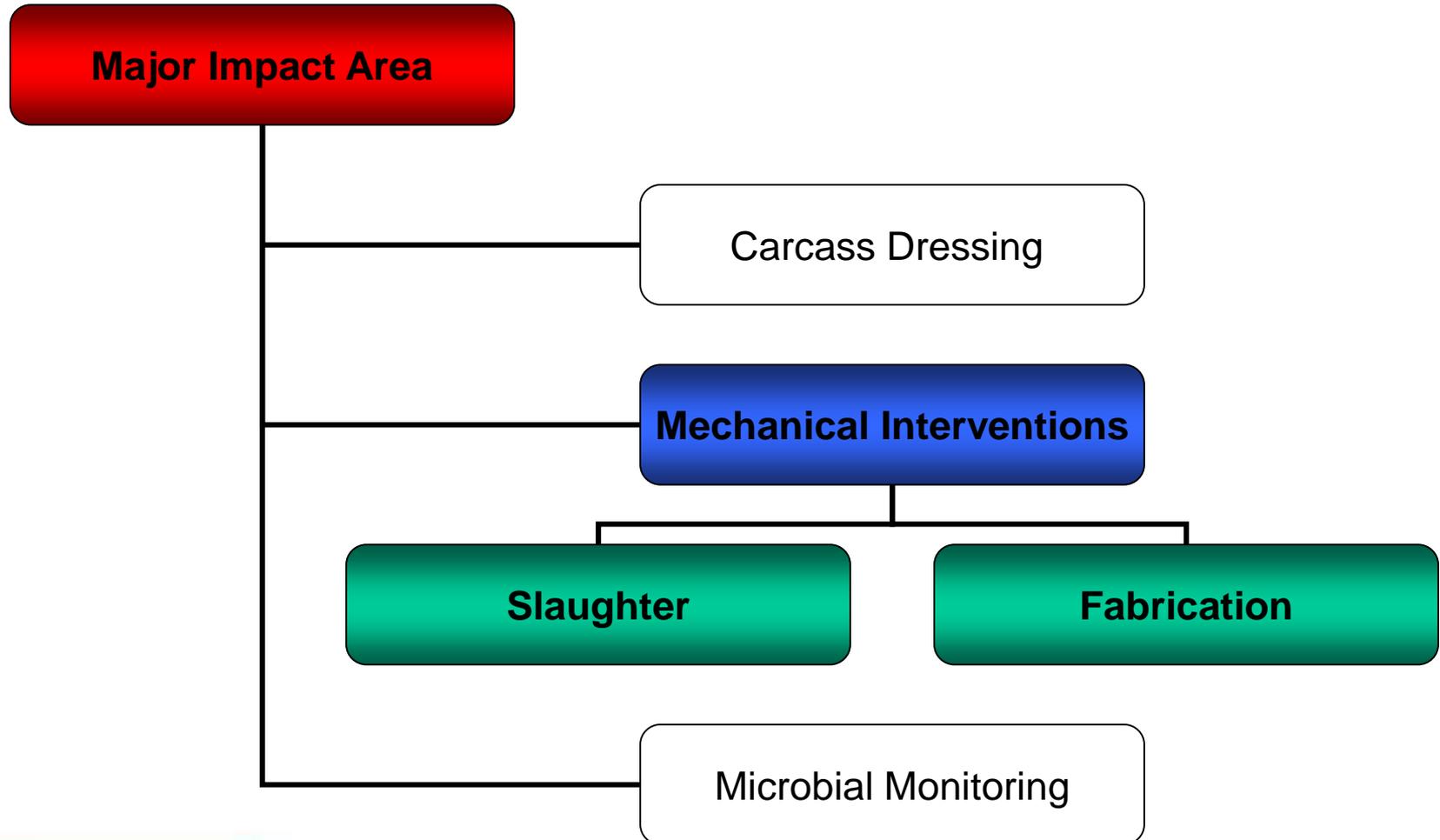
- We wanted to send the message “a failed audit should be an anomaly”

As an example: yesterday’s results: ***11 of 13 shifts had SOR scores 100% compliance***

<u>Plants/Shifts Achieving 100% SOR Score</u>	
• Beef A2	○ Shift1
• Beef E1	○ Shift1
• Beef E2	○ Shift1
• Beef E3	○ Shift1 ○ Shift2
• Beef E4	○ Shift1 ○ Shift2
• Beef E5	
• Beef E6	
• Beef E7	
• Beef E8	

A plant will perform at the level it tolerates!

SAFE Program



Microbial Intervention System

Reduce microbial loads when transferred from hide to carcass during the dressing process



Multiple Hurdle Intervention System



Hide Wash



Pre-evis Wash

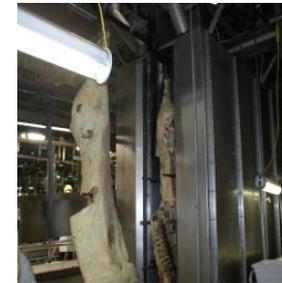


Final Wash



Chill →

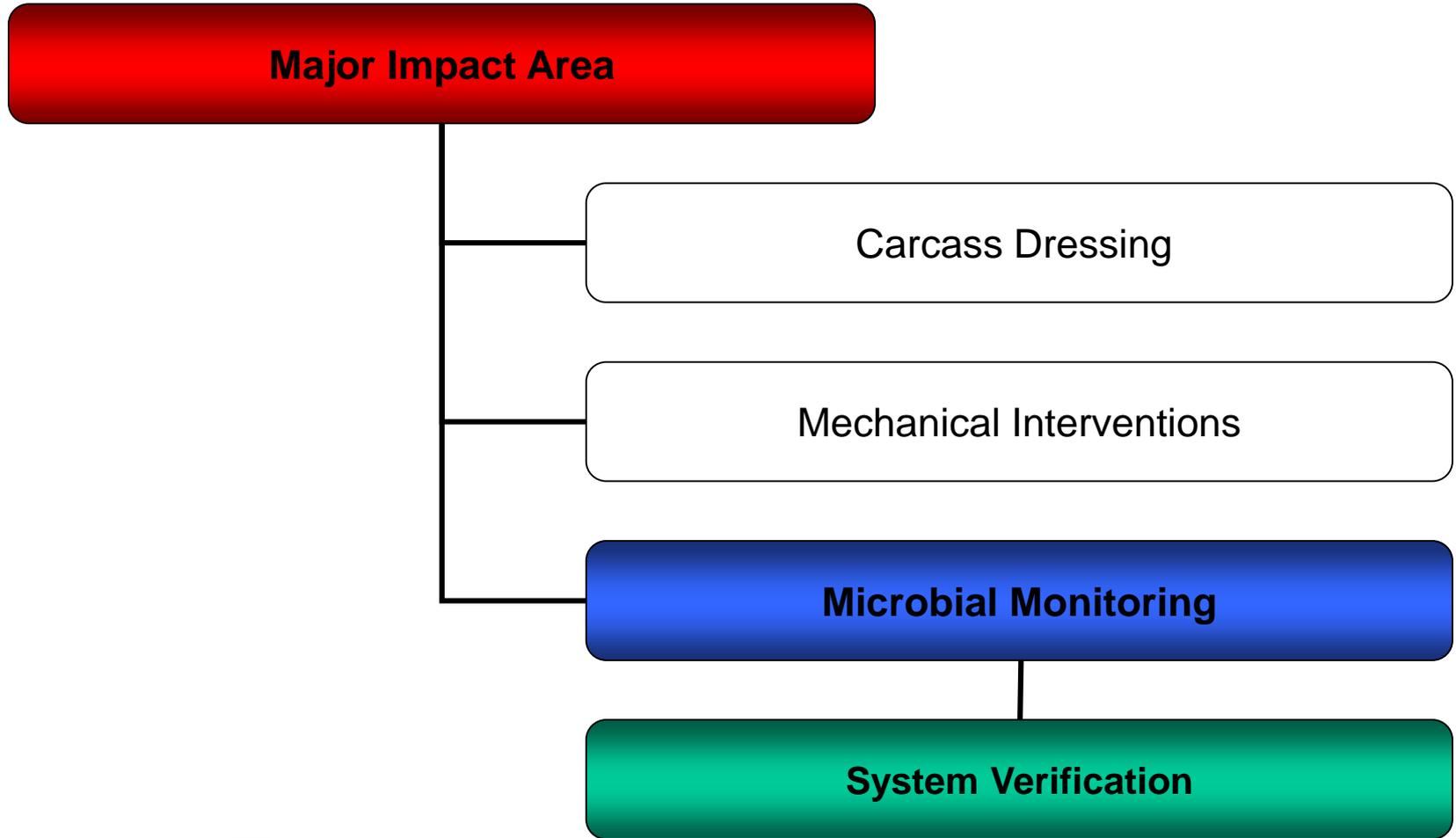
Cold Carcass Spray →



Sub-primal Spray →



SAFE Program



Harvest Monitoring

Step 1 = Hide on

Step 2 = Hide off pre-intervention

Intervention: Thermo-pasteurization 5% lactic acid spray

Step 3 = Post evisceration

Step 4 = Pre-pasteurization/lactic acid spray

Intervention- Thermo-pasteurization 5% lactic acid spray

Step 5 = Post-pasteurization/lactic acid

Step 6 = Pre-hot box

Chilling process

Step 7 = Post-chilled

A plant will perform at the level it tolerates!

Performance Objective for Harvest Monitoring

Step 2 = Hide off pre-intervention



PO = < 2.0 log₁₀ APC
on carcass post hide
removal

Step 4 = Pre-pasteurization/lactic acid spray



PO = < 1.5 log₁₀ APC
on carcass pre-final
harvest intervention

Step 7 = Post-chilled



PO = < 1.0 log₁₀ APC
on carcass post
chilling

Brooks Harvest Monitoring Data

- When the program was implemented in Brooks:
 - Step 2; Hide off pre-intervention = 3.5-4.0 \log_{10} APC
 - Step 4: Pre-pasteurization/lactic acid spray = 2.3-2.5 \log_{10} APC
 - Step 7; Post-chilled = up to 2.2 \log_{10} APC

These results are way above goal of 2.0, 1.5, 1.0 \log_{10} APC for Steps 2, 4, 7, respectively.

- Today (week ending June 13)
 - Step 2; Hide off pre-intervention = 2.03 \log_{10} APC
 - Step 4; Pre-pasteurization/lactic acid spray = 1.45 \log_{10} APC
 - Step 7; Post-chilled = up to 0.40 \log_{10} APC

A plant will perform at the level it tolerates!

Brooks facility current *E. coli* O157:H7

	% Reduction in ECH7 Positives	Number of Events*
2013	225%	2 (through Jun 16)
YTD 2014	2%	0

*An “Event” is a period of time where the number of *E. coli* O157:H7 trim positives are at levels where it would affect boxed products.

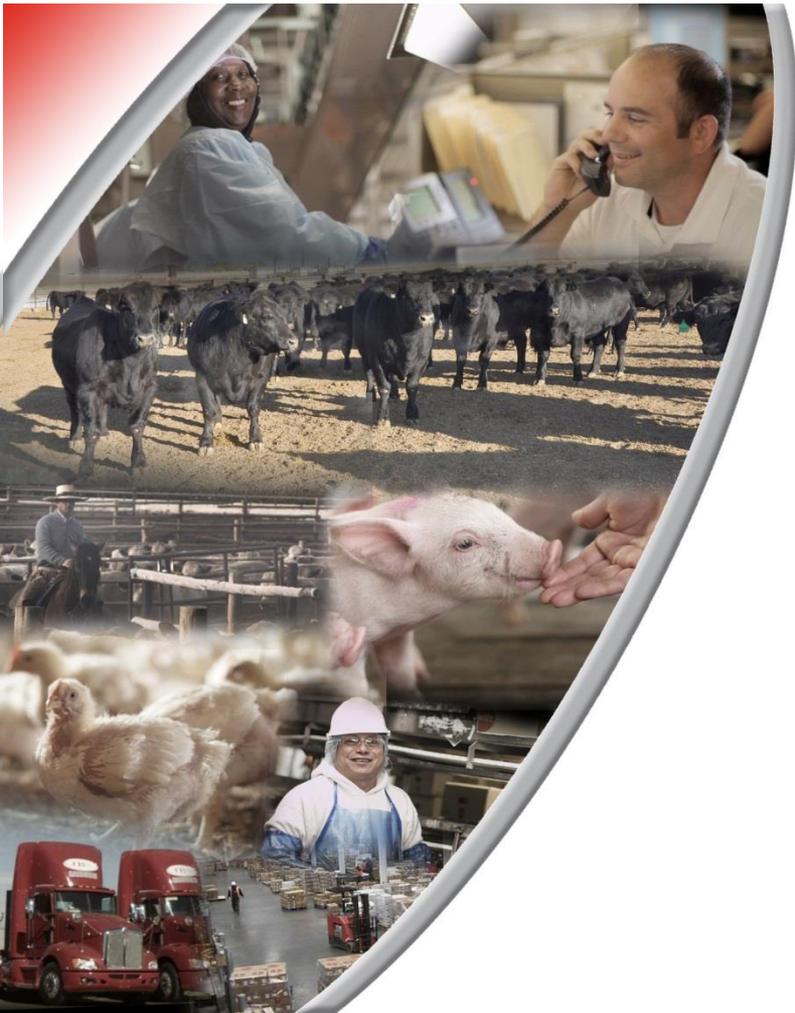
Take Always

- Whatever your Message, there needs to be process for delivering it effectively
- The employees have to know what is expected of them
- Don't try and go out and change the culture of a plant overnight
- **You can go out and immediately change how people behave**
- **A plant will perform at the level it tolerates!**
 - We continuously reinforce to the employees that at JBS we target:
 - *Perfect Execution of the Programs, 100% of the Time.*





MAKING YOUR WORLD STRONGER



Thanks!
Questions?