



Establishing a Food Safety Culture with Active Managerial Control

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- Diverse portfolio of category-leading brands
- Own and operate more than 1,700 restaurants, collectively employing more than 180,000 people who serve over 390 million meals a year

Darden Global Food Safety



Mitigate Brand Risk

Systems Built Into Our Business Strategy

Partner with Regulatory Agencies

Why Total Quality

Total Quality vs. Quality Assurance?

Quality Assurance: Emphasis is on safety controls and checks at endpoint (REACTIVE)

vs.

Total Quality Approach: Emphasis is on quality and safety at front end (PROACTIVE)

Total Quality Strategy

Utilizing a risk-based and process-verified approach, ensure food safety and food quality standards are fully integrated into all levels of the Darden Supply Chain

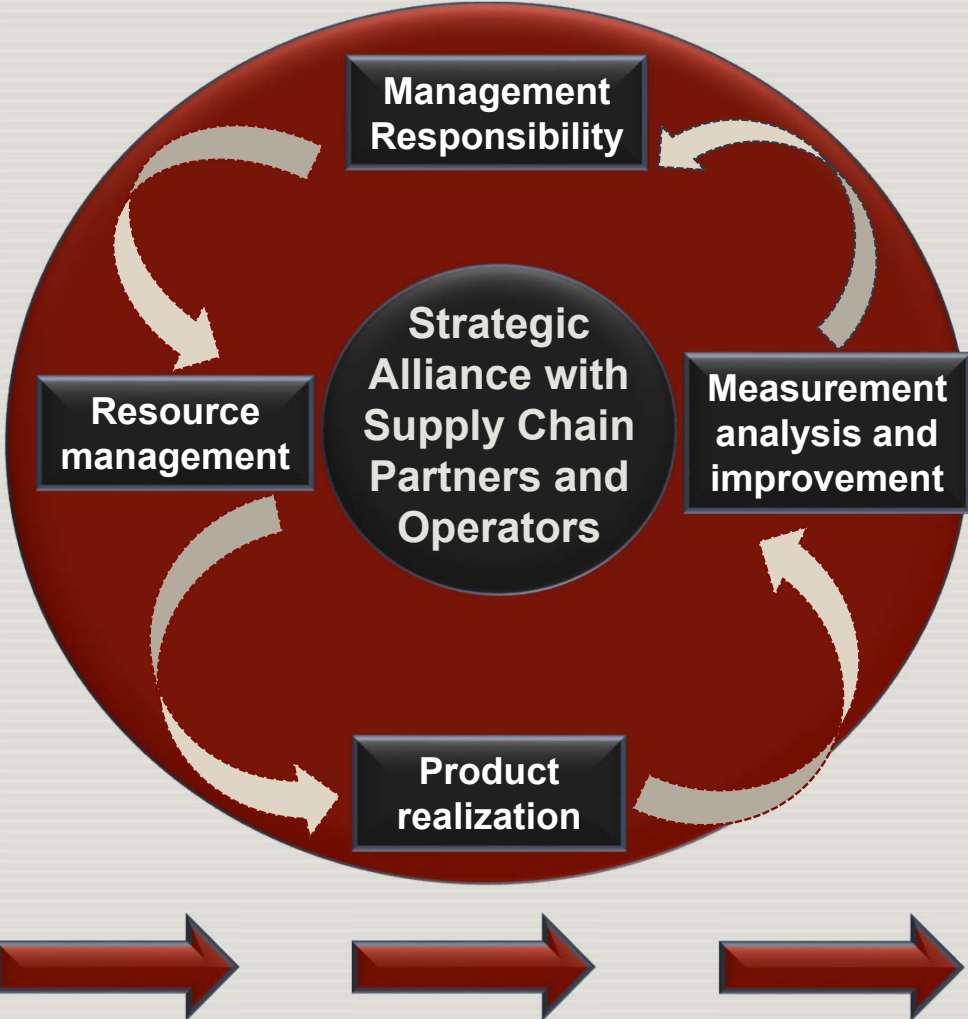
STRATEGIC FOCUS:

Prevention | Verification | Traceability | Partnerships

Continuous Improvement of Food Safety and Food Quality

Food Safety

- Risk Based Preventive Controls
- E-Specs
- Product Verification at Source
- E-Data Capture (Supplier Portal)
- Traceability
- 3rd Party Verification



Food Quality



Guest Satisfaction

- Safe Food
- Consistency
- Quality
- Value
- Service

Food Safety at the Restaurant Level - Active Managerial Control

- What is Active Managerial Control?
- Why should Active Managerial Control exist?
- What does it really mean?
- My role as the GM

Restaurant Operations

Restaurant Food Safety and Quality Best Practices

- Daily observance of:
 - Restaurant HACCP
 - Vital Five food safety behaviors
 - Hot and Cold Holding
 - Personal Hygiene
 - Cooked Food Internal Temperature
 - Rapid Cooling and Rapid Reheating
 - Clean Food Contact Surfaces/ No Cross Contamination
 - Ill Employee Policy
 - Anti-Norovirus Strategy
 - Sanitation
 - Food Safety Training
- Third Party Restaurant audits ensure compliance

Food Safety Culture

Bad Culture

- Poor compliance with regulatory requirements
- Low perception of importance of food safety
- Little consideration of consequences of actions
- No enforcement by management

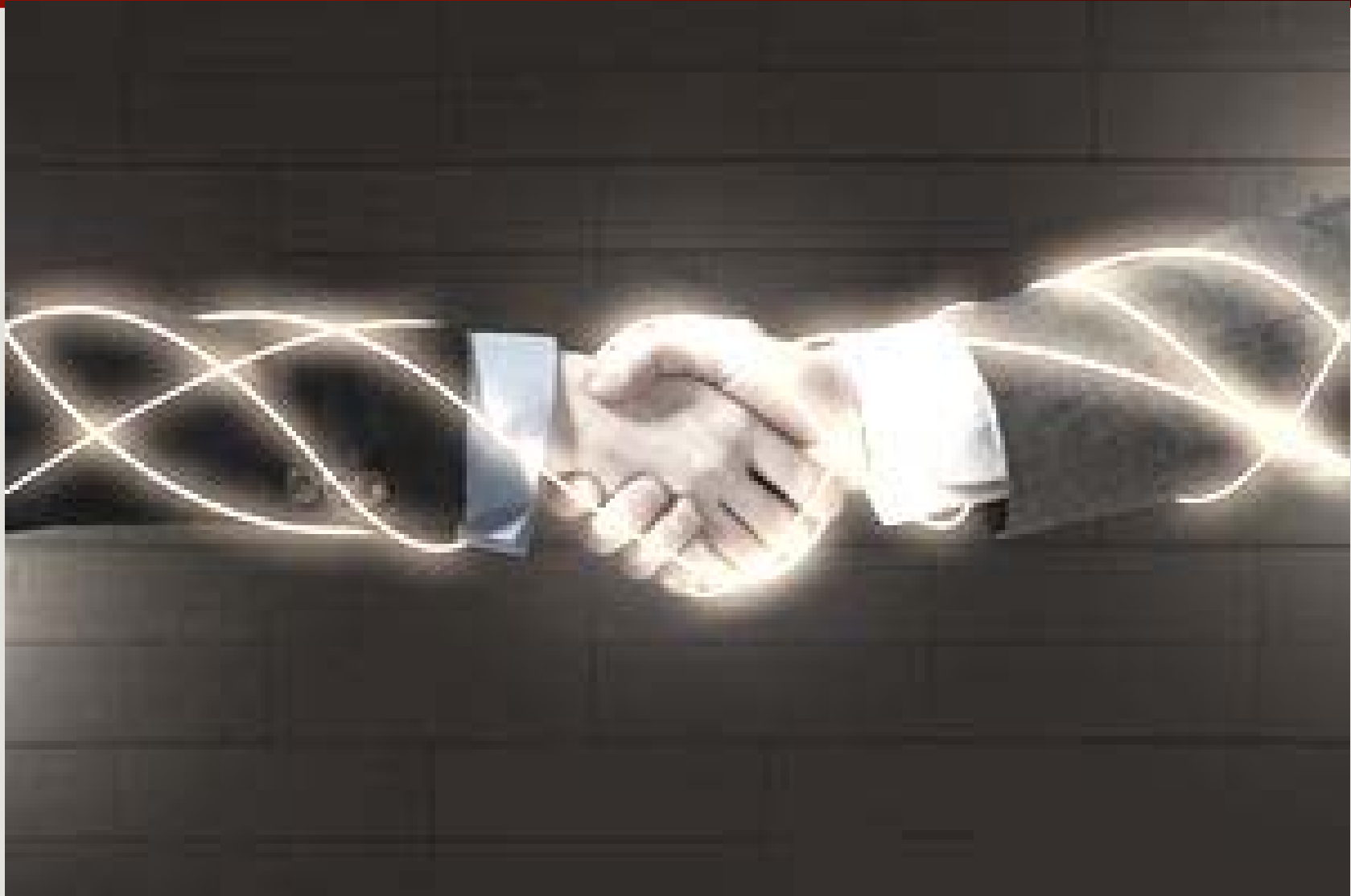
Good Culture

- Food safety is a high priority
- Compliance with regulations
- Compliance with documented system
- Committed management

Behavioral Impact



Partnerships & Building Relationships





Questions?