



THE GENERATIONAL SHIFT IN FOOD SAFETY CULTURE



BEFORE WE BEGIN

Complimentary Live Access

Global information sharing is critical in advancing IAFP's mission of advancing food safety worldwide. We are grateful for the support of the **IAFP Foundation** in sponsoring this webinar.

Recording & Member Access

This webinar is being recorded. The recording will be available to **IAFP Members within one week** of today's live session.

*Not a Member? Visit **foodprotection.org** to learn more about additional benefits of joining IAFP.*

Questions

All attendees are muted. Please submit questions at any time using the **Q&A** feature on your screen. Presenters will address questions at the end of the presentations.

Presenter Views

Opinions and statements expressed during this webinar are those of the individual presenters and do not necessarily represent the views of IAFP.

THE
GENERATIONAL
SHIFT IN FOOD
SAFETY
CULTURE

October 8, 2026

IAFP Food Safety Culture PDG

Andrea Griffiths, Host

Tia, PDG Chair

**FROM
“BECAUSE
I SAID SO” TO
“TELL ME WHY”**



Food Safety Culture PDG

Andrea Griffiths

Host

Vice Chair, IAFP Food Safety Culture
PDG

Tia Glave

Chair, IAFP Food Safety Culture
PDG

Panelists:

Harmeet Kaur- Director of GFSI Training and Consulting at ASI KIWA

Deborah Hawkes- Quality Manager at One Produce Company

Norberto Banda- FSQA Supervisor at Fiesta Tortillas

Director of Training & Consulting Services

ASI KIWA



Harmeet Kaur is the Director of Training & Consulting Services at ASI, leveraging nearly two decades of food safety consulting and training experience to help businesses ensure safe and quality food for their customers. Harmeet's expertise in regulatory compliance, HACCP, GFSI standards and quality assurance has allowed her to work with a variety of clients in the food industry, from small startups to multinational corporations.

Harmeet is an Approved Training Partner (ATP) for BRCGS, an SQFI Certified Trainer and Consultant, Lead Instructor for FSPCA Preventive Control for Human food, Food Traceability Rule 204 (FTR) and an experienced FSSC trainer. She graduated with a master's degree in food safety from Michigan State University and she's well versed in the U.S, European, China Food Laws and Regulations with Global Regulations of food contact substances-Packaging.

Harmeet's approach to food safety training and consulting is rooted in collaboration and partnership, often working closely with clients to curate customized solutions that meet their specific requirements. Whether it's developing and implementing a HACCP plan or FDA Food Safety Plan-Preventive control for human food, conducting a food safety internal audit, SOPs, forms or providing training, Harmeet is a true Food Safety and Quality Management System professional who's committed to delivering results that exceed expectations.

QA Manager

The Produce Company



With 30 years of experience in Food Safety, Regulatory Compliance, and Quality Control, Debi brings extensive management expertise across production operations. Her proven capabilities encompass developing, implementing, and maintaining HACCP, Preventive Controls, cGMPs, and Food Safety and Quality Programs. Among her professional certifications are HACCP, PCQI, and SQF Advanced Practitioner. A committed QA Manager with a strong passion for food safety, she views a robust Food Safety Culture as the foundation for consistently ensuring safe food. For Debi, that commitment extends beyond discussion and requires everyone to put food safety principles into practice each day.

NORBERTO BANDA



Norberto Banda is a Food Safety and Quality Assurance (FSQA) professional with experience in food manufacturing, quality systems, sanitation, regulatory compliance, and food safety culture. He currently serves as an FSQA Supervisor in tortilla manufacturing, where he supports the implementation and continuous improvement of food safety and quality programs, including HACCP, SQF, environmental monitoring, allergen control, supplier management, sanitation verification, traceability, and corrective and preventive actions.

Throughout his career, Norberto has held progressive quality and food safety leadership roles, including QC Supervisor, FSQA Lead, FSQA Manager, and FSQA Supervisor. He has experience leading QA and sanitation teams and working cross-functionally with production, warehouse, sanitation, and management teams to strengthen food safety systems and promote practical, sustainable improvements.

Norberto is a certified SQF Practitioner, Preventive Controls Qualified Individual (PCQI), HACCP-trained professional, Texas Certified Food Manager. He is also continuing his education in food science through Washington State University.

Norberto is passionate about building strong food safety cultures by helping employees understand not only what food safety requirements are, but why they matter. His approach emphasizes communication, employee engagement, continuous improvement, and translating food safety expectations into practices that work on the manufacturing floor.



HOW EMPLOYEES
INTERPRET FOOD
SAFETY
EXPECTATIONS

TODAY'S CONVERSATION

Actions leaders can apply on the next shift

Communication and training across experience levels

Speaking up while maintaining accountability

Open Audience Poll

Where does your team experience the most friction?

- A Understanding the reason behind a requirement
- B Reporting concerns or questioning a direction
- C Adapting to a changed procedure or digital tool
- D Applying expectations consistently

Generations and individual experience

Generation labels offer a starting point for discussion.

A person's learning and communication also reflect their experience, language and work environment.

Specific examples help us understand the gap.

**WHAT HAS
CHANGED IN HOW
EMPLOYEES
RESPOND TO FOOD
SAFETY
INSTRUCTIONS AND
AUTHORITY?**

THE SHIFT IN EXPECTATIONS

“The Workplace must support both structured calibration and informal learning to be effective across generations.”

-Janet Pogue McLaurin 2025

Training and the Value of Understanding

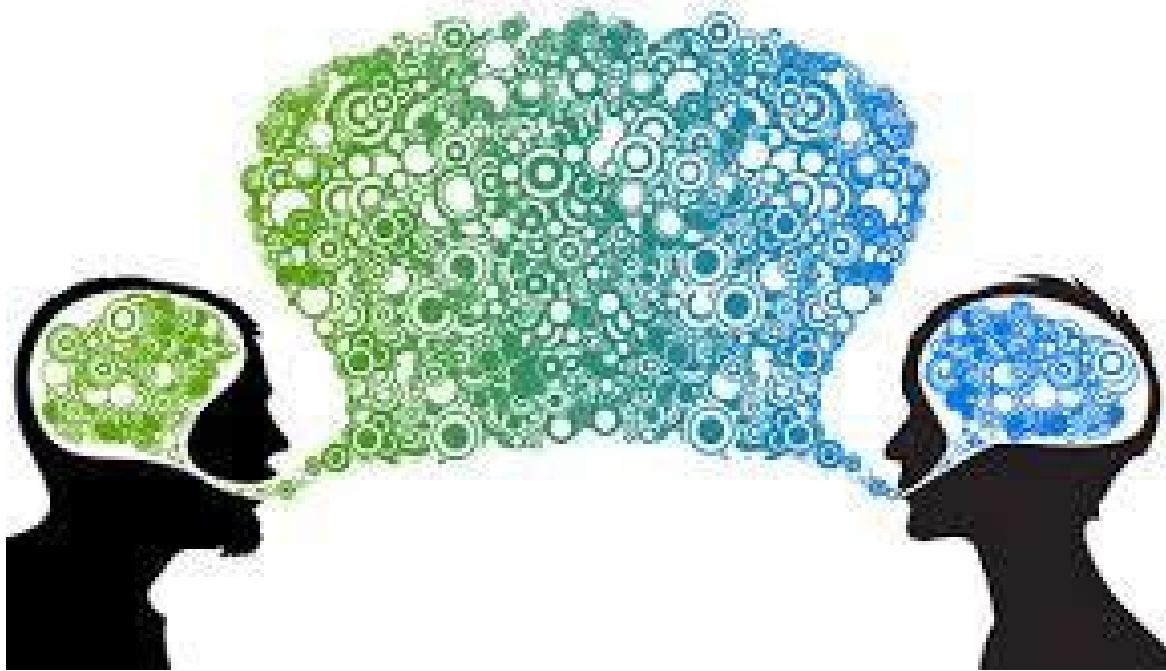
Going the Extra Mile: How do you make the reason behind a food safety requirement meaningful to both a new employee and someone with years of experience?

Work becomes meaningful when someone sees that their strengths are valued, their voice matters, and their presence makes a difference. It is all about people.

COMMUNICATION ON THE FLOOR

- Where do communication gaps show up between employees, supervisors and the food safety team, and what helps close them?





LEADERSHIP UNDER PRESSURE

WHAT DOES LIVING FOOD SAFETY EVERY
DAY LOOK LIKE WHEN PRODUCTION IS
BEHIND?

REPORTING CONCERNS

- What helps employees feel comfortable reporting a mistake or questioning something that could affect food safety?
-

EXPERIENCE AND CHANGE

HOW DO YOU RESPOND TO 'WE'VE ALWAYS DONE IT THIS WAY' WHEN A PROCEDURE NEEDS TO CHANGE?



TECHNOLOGY AND ACCESS

- **When food safety work moves to an app or digital system, how do you help everyone use it effectively?**

How do you check access, language support and the ability to report a deviation?

SCENARIO: A LINE STOP UNDER PRESSURE

-
- An operator notices an unusual package seal. Production is behind. A supervisor says, 'Keep it moving. We'll check later.'

EMPOWERMENT AND ACCOUNTABILITY

- How can leaders welcome questions and give employees ownership while maintaining clear accountability?



EVIDENCE OF IMPROVEMENT

WHAT EVIDENCE TELLS YOU THAT COMMUNICATION OR TRAINING CHANGES ARE IMPROVING FOOD SAFETY CULTURE?

■ What is one change attendees can make next week to improve communication and food safety culture across their teams?

**ONE ACTION
FOR NEXT
WEEK**



What challenge would you like the panel to address?

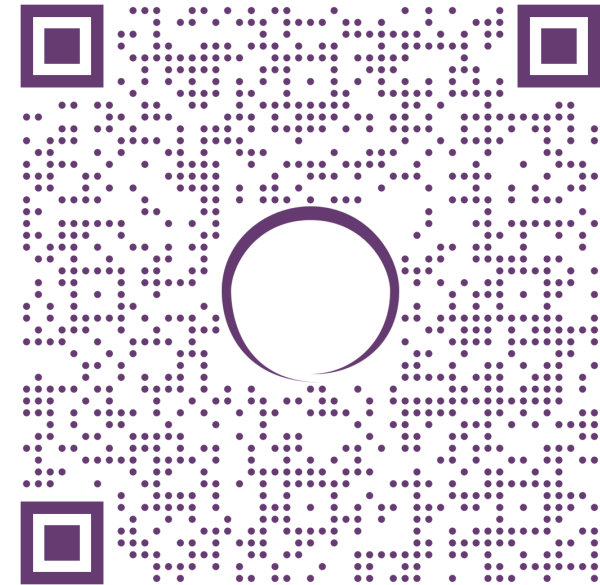
SUPPORT THE IAFP FOUNDATION

The IAFP Foundation expands access to education, professional development, and opportunities for our members that strengthen the global food safety community.

**Your gift helps make
programs like today's
webinar possible.**

Please consider giving a donation
right now to support IAFP and its members.

Learn more at foodprotection.org/about/iafp-foundation



UPCOMING WEBINARS

October 14, 2026, 12:00 – 1:00 p.m. EST

Building Bridges: Networking Strategies for Students and Professionals in Food Safety

This interactive Webinar equips attendees with practical strategies to connect effectively and build meaningful professional relationships at conferences, online, and in interviews while avoiding common pitfalls in communication and etiquette.

Do you have an idea, research or topic you'd like to share as an IAFP Webinar?

Please submit your webinar proposal on the IAFP Website at

<https://www.foodprotection.org/events-meetings/webinar-proposals/>

IAFP Members can access our webinar archive by visiting: [foodprotection.org/events-meetings/webinars/](https://www.foodprotection.org/events-meetings/webinars/)

This webinar recording will be available on the webinar archive within one week of today's live session.

THANK YOU FOR JOINING US

Continue learning, connecting, and advancing food safety with IAFP



foodprotection.org/europeansymposium



foodprotection.org/annualmeeting