

# IAFP's Does Your Food Safety Culture Bridge the Multi-Cultural Challenges?

**Organized by:** The Food Safety Culture PDG

**Moderator:** Dr. Liliana Casal-Wardle, The Acheson Group (TAG)

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This webinar is being recorded and will be available to IAFP members within one week.

# Does your Food Safety Culture bridge the multicultural changes?

## Presenters



Hugo Gutierrez  
Global Food Safety & Quality Officer  
<https://www.kerry.com>



Megan Kenjora  
Senior Manager Food Safety Culture  
<https://www.thehersheycompany.com>



Rolando J. González, Ph.D.  
Executive Vice President, Food Safety & Public Health  
<https://www.achesongroup.com>



Austin Welch  
Co-Owner and Producer  
<https://sage.media/>

## Moderator



Liliana Casal-Wardle  
Executive Senior Director Food Safety  
& Supply Chain Risk Management  
<https://www.achesongroup.com>

# Today's Moderator



## **Dr. Liliana Casal-Wardle, The Acheson Group (TAG)**

### **Executive Senior Director Food Safety and Supply Chain Risk Management**

Dr. Liliana Casal-Wardle, Executive Senior Director of Food Safety, has over twenty-five years of experience in private industry with technical and leadership roles at the corporate level for eighteen years for The Hershey Company. In this function, she was responsible for Supply Chain food safety and quality compliance, managing suppliers, internal facilities, external partners and distributors, based in the United States and internationally.

Dr. Casal-Wardle has worked with internationally renowned companies, developing and implementing strategies focused on regulatory compliance, risk mitigation, project design and processes for brand and consumer protection. Her areas of expertise include food safety, food safety culture, food science, food defense, sanitary equipment design, cleaning and sanitation practices, environmental control programs, thermal processing, hygienic design and product zoning, GFSI requirements, among others. During her tenure in The Acheson Group (TAG) and The Hershey Company she has focused strongly on the development, implementation education and assessment of maturity of food safety culture, for food companies in Latin America and the US. She has published two articles on this topic, in The Manufacturing Confectioner Magazine (2014 & 2022), has been a speaker at the Manufacturing Leaders Meeting 2018- SINDA- ACTA Colombia 2021, PMCA 2021, a panelist in Food Sure 2019, and a moderator on the topic at Indofood Chile 2021. She has participated in a Food Safety Culture Course (2014), led by Mr. Frank Yiannas, current FDA Deputy Commissioner for Food Policy and Response, and a Professional Certificate on Change Management (2015), both offered at Michigan State University.

Dr. Liliana Casal-Wardle has a multicultural and multilingual background having resided and being professionally active in Argentina, Australia, Brazil, and the United States. She has a PhD in Biochemistry from the University of Buenos Aires, Argentina. She has six peer reviewed scientific publications, on tropical parasite diseases while she worked at the University of Buenos Aires, Argentina, and the University of São Paulo in Brazil. She is a certified SQF practitioner and a qualified FSMA preventive controls (PCQI) individual. She is also a member of IAFP, AACT and PMCA.

# Today's Panelist



## **Austin Welch, Sage Media**

Co-Owner & Producer, Sage Media

Austin Welch is a learning designer, filmmaker, and researcher. Leveraging research from cognitive science, adult learning theory, and change management models; he designs behavior-based programs that strengthen the “people side” of food safety culture.

# Today's Panelist



## **Hugo Gutierrez, Kerry**

Global Chief Quality & Food Safety Officer

Experienced Quality, Food Safety professional with a demonstrated history of working in the consumer goods industry. Skilled in International Operations Management systems, Consumer Products, Value Stream Mapping, and Quality Management. Strong operations professional with a Specialization on Top & Global management focused in International Business from Universidad ICESI.

Hugo Gutierrez joined Kerry as Global Chief Quality & Food Safety Officer in 2018. During his 26+-year career, Hugo has been instrumental in building world-class QHSE organisations for international companies including Pfizer, Cadbury, General Mills and most recently, as Global Vice President Food Quality, Regulatory & Food Safety for the Hershey Company. He has a degree in Industrial Engineering from Javeriana University – Columbia and a MBA from Icesi University, Columbia. Hugo is a frequent key note speaker at international forums including GFSI, NAFS USA, Global FS Europe and Chinese food Safety / FDA. Hugo, his wife Diana and two sons Julian and Santiago reside in Lake Delevan, WI.

# Today's Panelist



## **Rolando Gonzalez, PhD, The Acheson Group (TAG)**

Executive Vice President of Food Safety & Public Health

Dr. Rolando Gonzalez has over 15 years of practical food safety and quality management experience across a broad variety of food platforms spanning from perishables to dry and low moisture foods, with primary focus on risk mitigation and brand protection. He has held technical and thought leadership roles at major national and global companies including Target Corporation, Bühler AG, and 3M Food Safety. His specific areas of expertise include development and implementation of cleaning and sanitation and microbial environmental monitoring programs, food fraud and food defense, food safety culture, sanitary design of food handling facilities and equipment, using risk analysis tools to estimate food safety risk throughout the chain, and the application of food science, microbiology and public health principles to assisting primary production, manufacturing and retail operations achieve the next level in compliance with internal, regulatory and third-party standards by strengthening their quality and food safety systems. At an international level, Dr. Gonzalez has provided expert level support to local and global scale food ingredient suppliers, manufacturing companies and retail outlets within the United States, Latin America and Asia for developing processes, implementing food safety monitoring and testing protocols, and applying novel food safety approaches and technologies to enhance the safety and quality of food throughout the supply chain. Dr. González earned his Bachelor of Science in Industrial Microbiology and Master of Science in Food Science and Technology degrees from the University of Puerto Rico, and a PhD in Food Science and Public Health at the University of Minnesota. He is an active member of the Institute of Food Technologists (IFT), the International Association for Food Protection (IAFP), the American Society for Microbiology (ASM), the National Environmental Health Association (NEHA), and the American Public Health Association (APHA). Dr. González is also a Registered Environmental Health Sanitarian (NEHA), a HACCP Train-the-Trainer (International HACCP Alliance), and a Lead Instructor for both the Intentional Adulteration Vulnerability Assessment and the Human and Animal Preventive Controls FSMA Rules. He was part of a group of 35 companies from around the world who worked together starting in 2015 as members of the Global Food Safety Initiative (GFSI)'s Food Safety Culture Technical Working Group (TWG) to help define what a culture of food safety is and to develop a framework of distinct but integrated dimensions that are relevant to any company's culture. In that regard, Dr. González has been intimately involved with helping various manufacturing and retail/foodservice operations in the US and abroad assess the level of maturity of their food safety culture, understand the structure and dynamics of the process of embracing a food safety culture within those organizations, and recommend measures that can be implemented to achieve advancement in their food safety culture journey.

# Today's Panelist



## **Megan Kenjora, The Hershey Group**

Senior Manager, Food Safety Culture at The Hershey Company

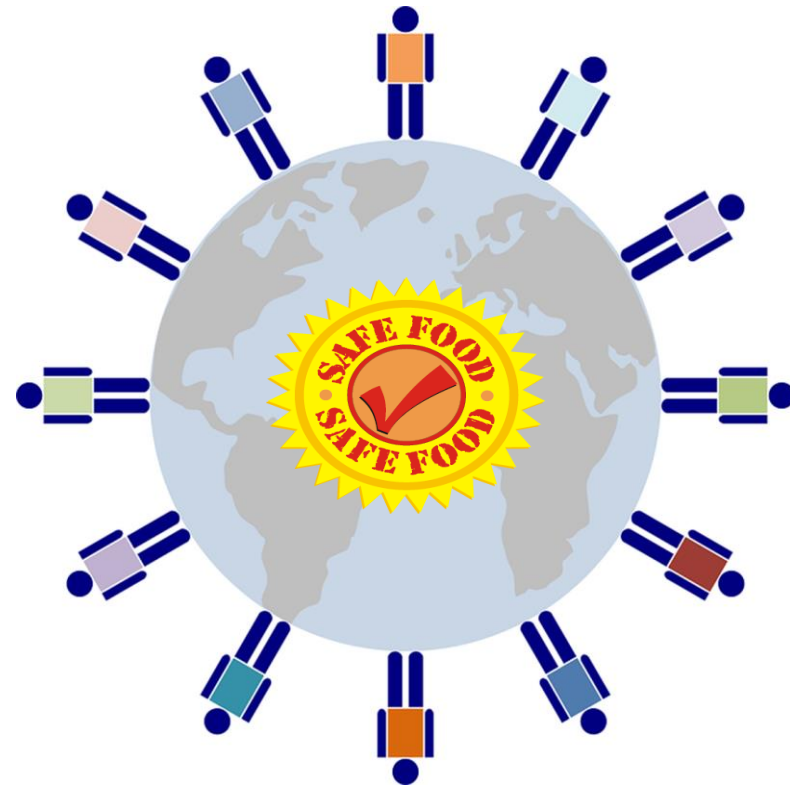
Megan Kenjora is the Senior Manager of Food Safety Culture at The Hershey Company and works to embed food safety at all levels of the organization – from the CEO to the plant floor. Her team helps define clear expectations, develops impactful training, and communicates food safety messages that touch the heart and feed the mind around the globe. Megan builds culture-enhancing capabilities and awareness across the industry by engaging with several influential organizations such as the Global Food Safety Initiative (GFSI) Technical Working Group for Food Safety Culture, the International Association for Food Protection (IAFP) Food Safety Culture Professional Development Group, and the Alliance to Stop Foodborne Illness. Megan has extensive experience in building relationships among diverse groups, getting cross-functional support, and effectively communicating messages across cultures. She is an Army combat veteran and came to Hershey from Raytheon Intelligence Information systems where she specialized in adult learning for various intelligence collection courses.

Megan holds an MPA from Penn State University, a BA in Political Science and Classics from Bucknell University, and coming soon, an MBA from UNC Kenan-Flagler Business School.

# Does your Food Safety Culture bridge the multicultural changes?



International Association for  
**Food Protection**®



Webinar: May 4<sup>th</sup> 2022, moderated by







Hugo Gutierrez  
Global Food Safety & Quality Officer  
<https://www.kerry.com>

**Every single day, there are more than  
one billion products consumed that  
contain a Kerry solution**



*Safety First,  
Quality Always*

# Our QHSE Culture



*Play 1. Kerry QHSE Video*

*Play 2. Hush*

*Play 3. Kerry Golden 6*

*Play 4. The Kerry Golden Guardians*

# Our QHSE Culture







**Safety** First

**Quality** Always



Megan Kenjora  
Senior Manager Food Safety Culture

<https://www.thehersheycompany.com>

Play "Kenjora – IAFP 5-3-22"



**FOOD SAFETY**  
*I Own it. I Live it.*

# **BUILDING FOOD SAFETY CULTURE THROUGH CONSISTENCY & REPETITION**

**MEGAN KENJORA, THE HERSHEY COMPANY**



Sweet



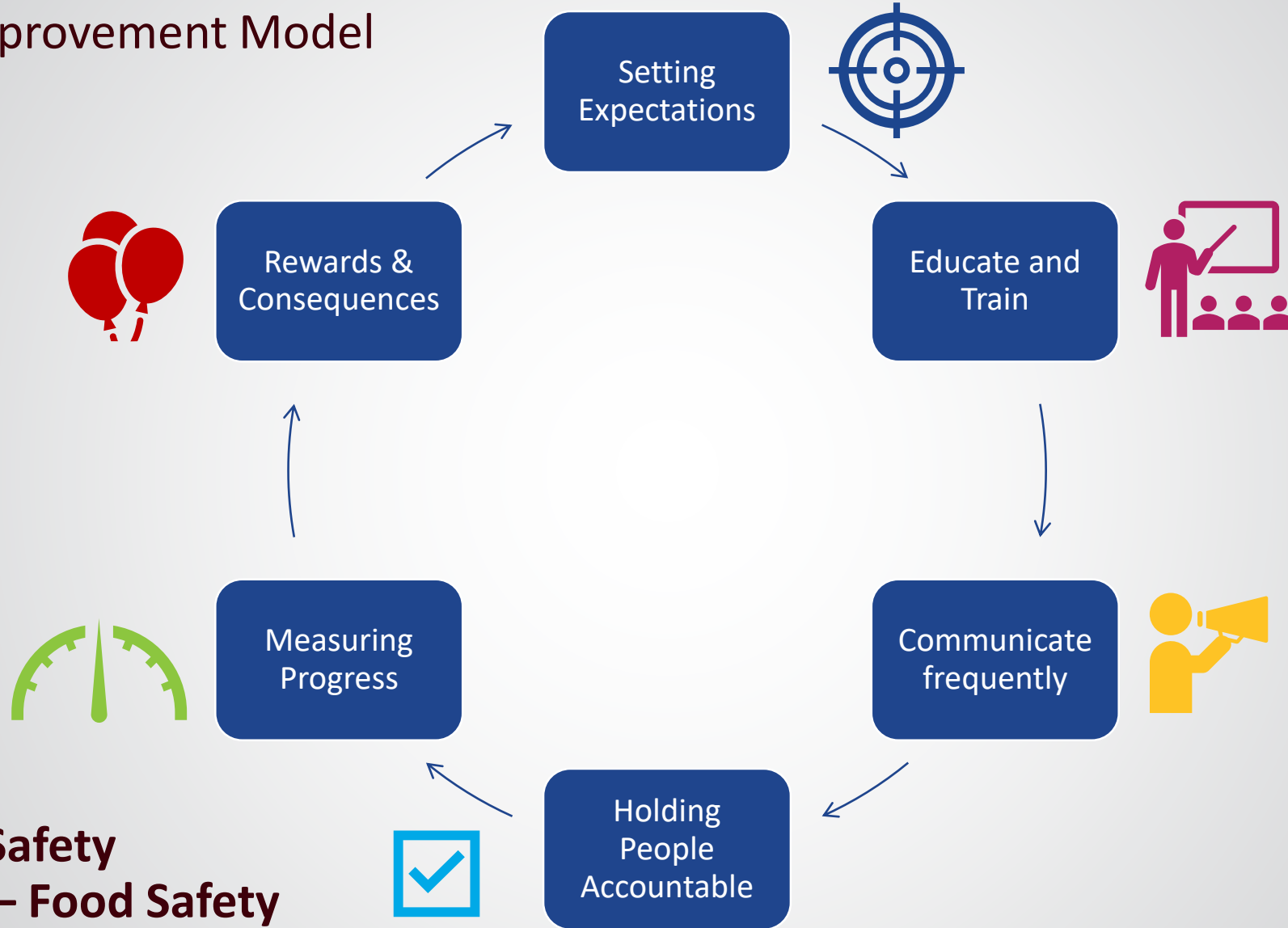
Savory



**C H A N G E**

# Food Safety Culture

Continuous Improvement Model





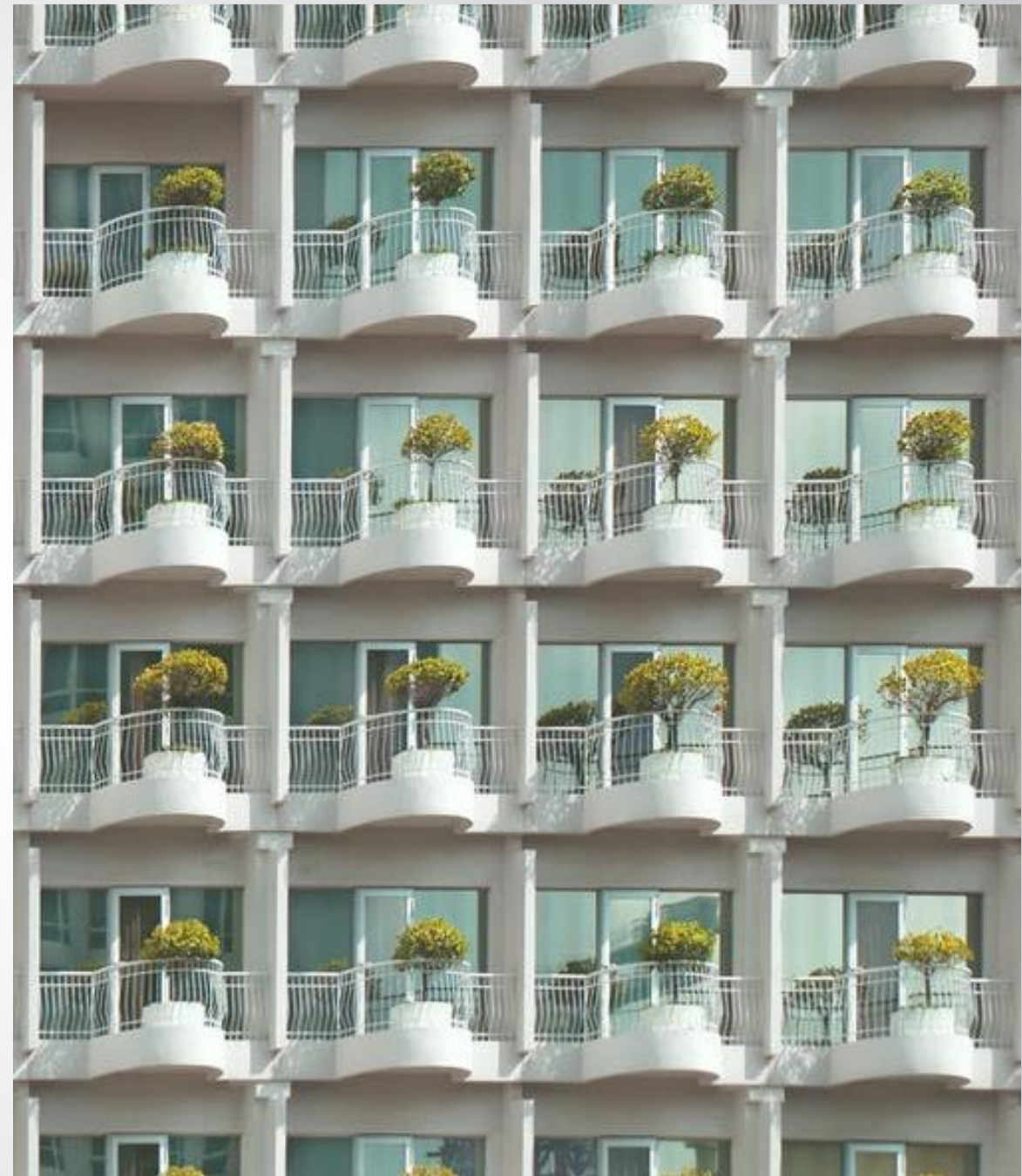
“All of our employees need to understand that they play a role in food safety. It is critically important for consumers, our brands, and our business.”

- Michele Buck, Chairman President and CEO, The Hershey Company





# Consistency and repetition



# Consistency and repetition

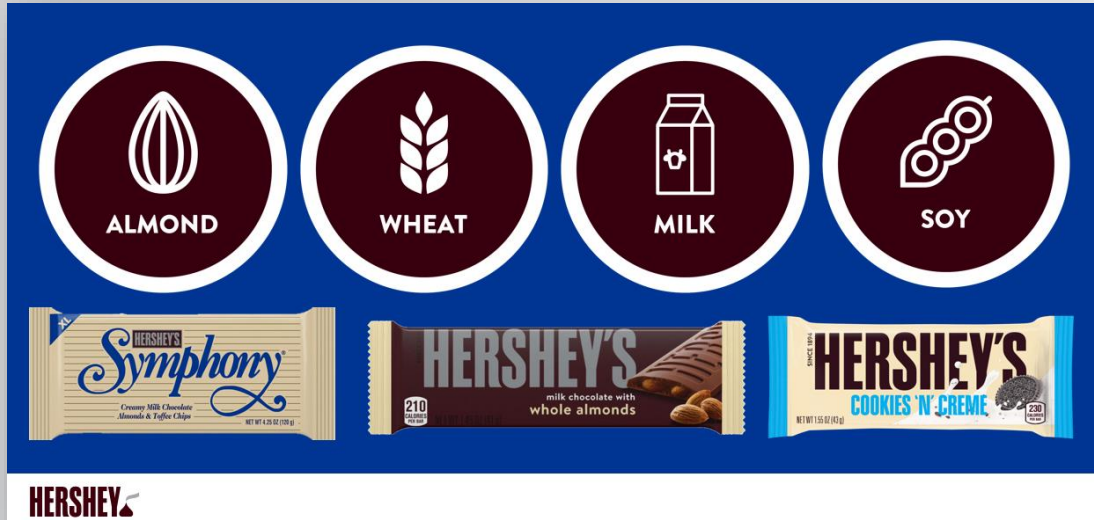


Identified core food safety behaviors

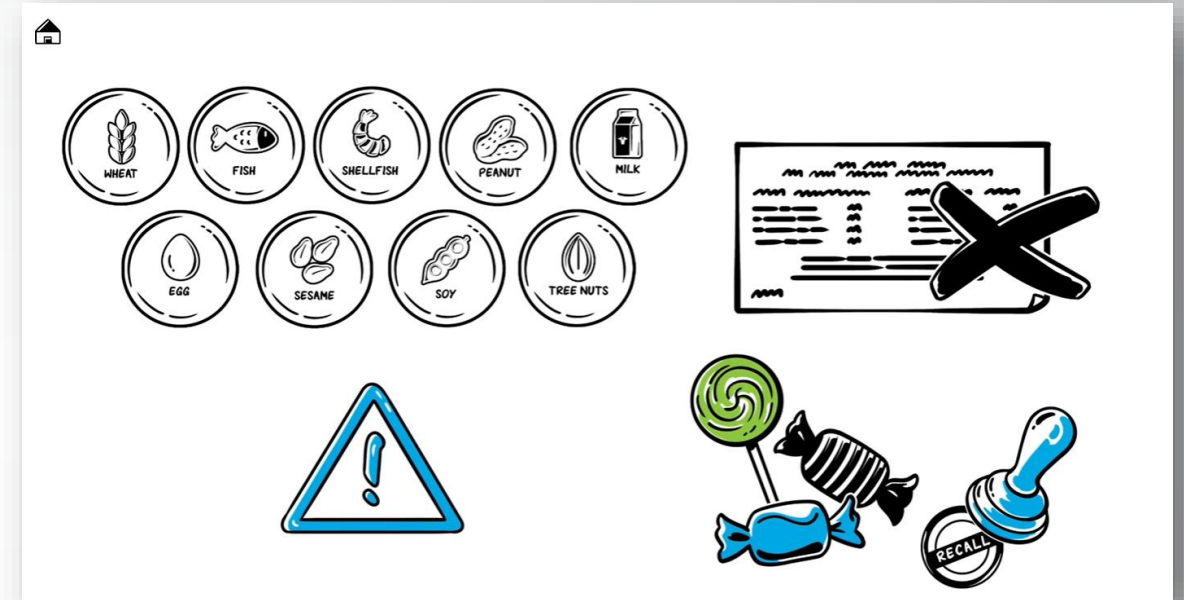
Designed a visual identity system around them



# New employee learning



# Refresher and all employee elearning



Incorporate consistent visuals in all employee learning from orientation and beyond



Embedded behavioral observations in onboarding process



Regular behavioral observations

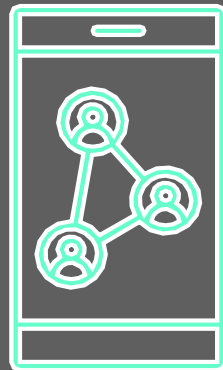




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# The Retail Toolbox



The challenges faced by retail can be addressed with tools we are familiar with

Focus on *People* and  
*Hazards and Risk Awareness*

Educate and train: Why, What, How, When

Build behaviors that turn into habits:  
visual aids and recognition

**LEADERS LEAD BY EXAMPLE**

# Food safety awareness is for everybody

Consumers recognize the efforts to guarantee safe food and retailers share their strong commitment to food safety

The food safety culture is strengthened by consumers recognition towards a reliable brand

The expectations of consumers are independent of their geographical location

# Strategies that work for all



## Effective tactics for driving change in food safety behavior

- Visual aids that are easy to understand
- Few words that can be translated to multiple languages
- Aligned with education and training tools
- Visibility to metrics

## Success relies on

- Senior management commitment
- Continued presence of leaders
- Frequent communication about food safety
- Positive and continued reinforcement
- Empowerment and recognition of people



# Digital tools



The use of digital tools has grown in the retail industry

There are multiple benefits for companies that leverage them

Agile communication of real time data

Easily accessible capabilities for trending of results

Results and trends can easily become visual aids that are used for education, training and recognition



Austin Welch  
Co-Owner and Producer  
<https://sage.media/>

# Driving Food Safety Behaviors Through Global Motivators

**Knowledge ≠ Behavior**

**Motivation = Behavior**

EUROPE 1916

# Extrinsic Motivators



# Intrinsic Motivators





The proper question is not ‘How can people motivate others?’ But rather, *‘How can people create the conditions within which others will motivate themselves?’*

EDWARD DECI



A hallway with a repeating pattern of doors and ornate wallpaper. The wallpaper features a repeating pattern of stylized, ornate floral or scrollwork designs in a light color against a darker background. The doors are light-colored with a simple rectangular panel design and are set into the wall. The floor is made of light-colored wood planks that recede into the distance, creating a sense of depth. The overall lighting is soft and even.

# Autonomy





# Mastery

# Relatedness





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# Key takeaways



Importance of the role of the leaders to drive the culture

The people are key: empower, educate and train

Communication can be designed to overcome language barriers, and local culture drivers

The food safety culture is a journey that continues to evolve

Develop tools that support the current stage of the food safety culture and provide direction for continuous improvement

Hazard risk and awareness: use tools to track and trend performance of your food safety programs tied to the tools that track behaviors.

**THANK YOU!**

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**tag** THE  
ACHESON  
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- May 17** Avoiding Premature Water Activity Testing Results When Meeting Safety Regulations
- May 26** Making Your Environmental Monitoring Plan Smarter
- June 23** 7-Steps of Sanitation (Spanish)

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IAFPFood

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