

CASE STUDY

CONAGRA FLOUR MILLING COMPANY

OPPORTUNITY OVERVIEW

Develop an effective and user-friendly program to train all new, full-time employees and seasonal employees quickly, and effectively on the company, basic policies, and the flour milling process, quality, and safety issues.

CLIENT OBJECTIVE

Develop a training program for over 2,000 employees in 25 locations. This training needs to provide “students” with sufficient company information and knowledge on all aspects of their job prior to starting. ConAgra also wishes to address the following issues they have with their current training process.

- It takes too much time. Current classroom training takes approximately 20 hours over 12 months.
- Difficulty scheduling students with different hiring dates and different shifts.
- Consistency of training.
- Comprehension and retention of material.
- Classroom materials and presentations that are often “passive” and ineffective.
- Maintaining accurate records of training courses.
- Level of performance/understanding.
- Instructors not uniformly qualified.
- Instruction not uniformly administered.
- Problems scheduling instructors.
- Risk in not focusing on all safety issues before new employees start work.

TARGET AUDIENCE

- New Employees
- Seasonal Employees
- Full-time Employees (retraining)

RUSSELL ASSOCIATES’ SOLUTION

Russell Associates proposed that content covering Company Overview, Basic Policies, the Flour Milling process, Quality and Safety be presented as Computer-Based Interactive Training (CBIT). This CBIT program trains new employees, current employees and seasonal employees and includes the following features:

- Reduces the training time of subjects such as Company Overview, Basic Policies, Flour Milling Process, Quality and Safety
- Increases retention of the material through the coordinated use of audio, text, graphics, and animation
- Provides consistent, uniform, and effective training
- Allows training to be delivered on any shift, any time of the day or night
- Trains new employees prior to starting their position/responsibilities
- Provides interactive retraining of employees
- Eliminates the need for an instructor to present the material
- Eliminates travel expenses for trainers and students

TRAINING METHOD

- Computer-Based Interactive Training (CBIT)

PROGRAM LENGTH

- Training Time – Approximately 8 hours (replaces 20 hours of classroom training)
- Program Use – Ongoing

ADMINISTRATION

After a new employee completes hiring “paperwork” and a tour of the facility, the student spends the afternoon and the morning of the following day completing the CBIT program, after which they start their work in the mill. The student performance record can be viewed, but not altered, by local management, and is then transmitted to the corporate office.

PROGRAM RESULTS

Cost savings of CBIT versus traditional training.

Training Costs	Student		Instructor		TOTAL
	\$/Hour	Total	\$/Hour	Total	
Traditional Classroom 20 hrs.	\$12	\$240	\$16	\$320	\$560
CBIT 8 hrs.	\$12	\$96			\$96
CBIT Cost Savings/Student				\$320	\$464

Savings/Student \$464 x 350 new employees = \$162,400 Savings/Year