

CASE STUDY

SENECA FOODS NEEDS ASSESSMENT

OPPORTUNITY OVERVIEW

Seneca Foods is among the world's leading producers of canned fruits and vegetables. Seneca Foods products can be found in over 80 countries on six continents. In the U.S. they supply all food distribution channels including retail grocery, foodservice, industrial, and other food processors. They maintain leading market shares in the retail private label, foodservice, and export canned fruit and vegetable markets, and hold the number three position in branded canned fruits and vegetables. In addition, Seneca supplies frozen fruit and vegetable products to private label and foodservice accounts.

CLIENT OBJECTIVE

The geographic distances between Seneca locations paired with the seasonality of product production presented significant challenges in conducting effective development and compliance training. The previously used training materials and methods relied on the resources that each plant developed independently and lacked standardization. This practice did not provide a method to track training completion, ensure each location was receiving uniform and consistent training that meets the desired learning outcomes, or consider how language and literacy issues were impacting the results of training delivered.

TARGET AUDIENCE

All Seneca Foods locations and employees

SOLUTION

Russell Associates worked with Seneca Foods to design, develop and complete a needs assessment; used to evaluate the current training content, methods of delivery, and identify potential needs and opportunities for training and development improvement at each facility and across the enterprise. The needs assessment focused on identifying gaps in training coverage and effectiveness and to identify best-practices; gaining insight and understanding about the impact of training on employee practices and behaviors that impact food safety, safety, productivity and quality.

IMPLEMENTATION

Each plant location completed a detailed assessment of their current training practices, opportunities for improvement and potential plant capabilities for eLearning delivery. As applicable, plants also provided sample of actual current training materials.

PROGRAM RESULTS

Upon completion of the needs assessment, Russell Associates was able to present to Seneca Foods a complete review of the current training practices, perceived results of current training and potential areas of improvement. These results provided the basis for Seneca Foods and Russell Associates to work together to develop an effective and efficient system for training all employees that would improve consistency of training, measure training effectiveness, improve efficiencies of training delivery and ensure all training requirement are met.

