

## CASE STUDY

# SENECA FOODS CUSTOM TRAINING DEVELOPMENT

### 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

Upon analysis of Seneca Foods current training practices through a detailed needs assessment, it was discovered that there was a need to develop a system for training all employees that would improve consistency of training, measure training effectiveness, improve efficiencies of training delivery and ensure all training requirements are met. This training system would include training on both company orientation and safety topics in multiple languages.

### TARGET AUDIENCE

All Seneca Foods locations and employees. Seneca Foods employs over 12,000 employees yearly. Over 75% of Seneca Foods' employees are seasonal employees who must be trained quickly and efficiently at the beginning of each season.

### SOLUTION

Russell Associates recommended the development of a comprehensive training system comprised of both orientation and safety training. Seneca Foods' existing training materials identified as "best-practices" provided source material and the basis for training materials development. Because of the potential literacy and language concerns all training was designed in multiple languages, English and Spanish.

### IMPLEMENTATION

Russell Associates developed approximately 20 orientation and safety training course modules for Seneca Foods in both English and Spanish. Each course was developed with the flexibility to be delivered in a classroom setting by a trained facilitator or as individual eLearning via a computer kiosk. This flexibility allows for the onboarding and training process to be completed in an efficient, timely manner. Courses were designed and developed using a highly graphical technique that included scenario-based situations which increases the potential for high comprehension by users.

### PROGRAM RESULTS

"The completed programs provide a highly effective and comprehensive training program that can easily be updated as regulations and needs change by Seneca Foods.

"Russell Associates helped us target some of those areas of concern and we combined some of our best practices with Russell Associates ideas to make it a customized Seneca program versus a canned program. They've been real open with us, real down to earth. They kind of speak the same language as Seneca does. We have a good working relationship that would work for other people as well."

Vice-President Human Resources, Seneca Foods

