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SmithFoods

Industry

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[SmithFoods.com](https://www.smithfoods.com)

"Natalie helped us strategize, design, and implement a process and system to address our changes and RIF. The PCG team has seasoned careers and diverse experience and helped bring respect and humanity to our impacted associates."

**Cheree Johnston**  
Head of People

# SmithFoods effectively conducted a workforce reduction by partnering with Patterson Consulting Group (PCG)

*SmithFoods is a family-owned and operated regional maker of dairy products, beverages, and ice cream headquartered in Orrville, Ohio. They provide private label products, contract manufacturing, and food service products to retailers and regional distributors. With the upcoming sale of two facilities, SmithFoods needed to prepare employees for the forthcoming changes that included a reduction in force (RIF). By partnering with PCG, they created a strategy and materials to help assist with the facility's sales and RIF.*

## Challenge

***SmithFoods needed assistance in developing a strategy, plan, communications process, and materials for employees impacted by the sale of facilities and RIF.***

SmithFoods needed to plan, execute, and communicate changes to retained employees and those impacted by the facility's sale and RIF.

Given the nature of the facilities sale and RIF, SmithFoods wanted to ensure they supported employees with comprehensive information and needed an outside partner with the expertise to assist with items like determining transition services, meeting compliance considerations to mitigate potential liability, and creating employee materials.

## Solution

***Partnering with PCG to develop a strategy that included creating materials and communications for employees and leaders.***

PCG assisted SmithFoods with planning, developing, and executing an HR strategy for a reduction of force that included weekly support, meetings, reviewing plans, and assisting with developing materials like talking points for leaders and checklists.

Additionally, Natalie helped create an inclusive FAQ on the business changes regarding the sale of the facilities, severance, benefits, outplacement services, etc.

## Outcome

***SmithFoods effectively supported employees impacted and retained by the RIF.***

SmithFoods supported employees with timely communications, a FAQ, and resources and information regarding the facility's sale and RIF. PCG helped support SmithFoods through the RIF process by using their expertise and experience to minimize company liability, create materials to help impacted employees, and support the SmithFoods HR team.