



Welcoming New Retail Employees Into the Fold





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Being highly competitive and fast-paced, the retail industry has the unique distinction of monitoring and evaluating sales on an hourly basis and adjusting business accordingly. This, along with the following other factors, keeps organizations in a constant state of flux:

- Frequent product line changes
- Mergers and buy-outs that often change management and focus
- Market saturation that causes increasing pressures for service from time challenged customers with seemingly limitless choices
- Heightened competition in recruiting and retaining talent

The often frenzied retail atmosphere can result in the employee onboarding process coming up short in meeting a newly hired employee's expectations. When that happens, it is like making a less than favorable impression on your first date.

Meeting Expectations

When drawing talent from Generation X, Generation Y – and even semi-retired Baby Boomers who have made a decision to keep working—there is an expectation that a certain level of high-tech sophistication from employers will be in place. For example, the use of Web-based tools offers flexibility, quick access to company information and informed responsiveness that is pervasive in our society. This type of information accessibility is considered by many to be a baseline offering to an organization that is sensitive to the needs of its employees.

At the beginning of the employment process, when an individual is handed a stack of paper forms—with redundant information requirements—this process lies in sharp contrast to the fast change artistry that defines the day-to-day retail operations and may leave the new employee second-guessing their employment decision.

The most talented workers will also expect a communications vehicle that offers a view into how they can advance in the organization and be provided with a roadmap on how to get there.



Pulling Cost Out of the Bottom Line

According to First Research, a leading industry intelligence firm, U.S. government employment statistics from April 2008 show annual retail personnel turnover is over 50 percent, which requires retail companies to take on the burden and cost of constantly hiring and training new employees.

The costs associated with hiring and training employees can be significant and the value of that investment simply evaporates if a new employee chooses to leave shortly after they have started working. The ability to retain quality employees can substantially reduce costs for retailers which, in turn, impacts competitiveness and profitability.

“In order to completely cover all the ins and outs of retail—or at least the basics—you need at least two to three full days of one-on-one training,” says Melissa Nieberding, district visual manager of apparel merchant Soft Surroundings. “Five to 10 days are needed to train a supervisor. So, simply speaking, 48 hours of training is needed for a sales associate—24 for the trainer and 24 for the trainee—and 80 to 160 hours for a manager or supervisor. This is costly, and usually not figured when calculating the payroll dollars allowed for stores.”

MultiChannel Merchant, *“You’re Hired,”* May 2008.

Add in the hiring costs of advertisements, culling of resumes, interview time, background checks and administrative processing—the dollars can easily add up to a couple thousand per employee. When you take that metric and multiply it times 50 percent of your employee base, it is a number that is likely playing havoc with your bottom line.

Short-timers syndrome also contributes to the problem of shrinkage. According to the 2005 National Retail Security Survey conducted by the University of Florida, employee theft accounts for 47.6 percent in shrinkage or over \$17.8 billion a year in loss.



Equipping Employees for Success

The Dayhuff Group's solution, New Employee Processing and On Boarding, built on IBM's Enterprise Content Management (ECM) suite of products, provides a flexible, self-service environment that is available on demand and at the most convenient times for employees.

The solution offers secure Web-based access that allows employees to confidentially:

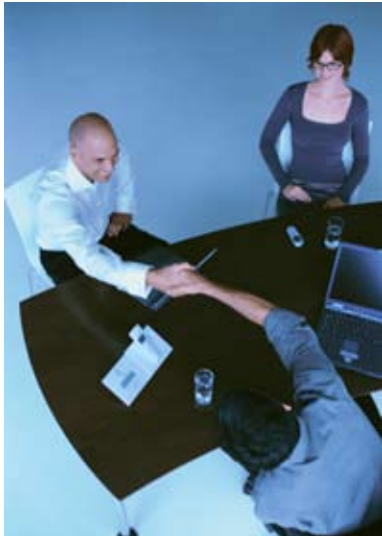
- Complete benefits elections
- Enroll in training
- Respond to internal job postings
- Obtain answers regarding vacation days and savings funds
- Review and update employee information

To alleviate the burden on human resources personnel, the solution incorporates a feature called "smart forms." Smart forms enable the automated routing, viewing and tracking of documents through various reviews and approvals in the hiring process. Automation occurs from the point of application completion through issuance of an offer letter to post-hiring processes—including receipt of policy and procedures—and finally to completion of training and submission of benefits documents.

All relevant documentation is electronically captured and searchable by text within selected documents. The solution expedites the hiring and on boarding process, while meeting legal requirements resulting in:

- Reduced cycle times for business processes
- Reduced need for paper file storage and associated costs
- Improved accessibility to valuable employee information

Employees are equipped for success by being provided with a personalized work environment that offers a cost-effective means of delivering self-service application, including benefits, payroll and training.



What It Takes To Get Started

The Dayhuff Group’s solution, New Employee Processing and On Boarding, does not replace your current human resources information system, rather it works as a complementary solution to electronically capture and store all supporting information (e.g. unstructured information such as forms, faxes, email, audio, video, etc.) associated with the hiring and acclimation of new employees.

The three main steps involved in preparing for implementation of this solution include:

- Review of all standard human resources forms used in the employment process
- Identify commonality of information so that it can be controlled in one place and populated throughout the process as needed
- Document the workflow and approval process in the hiring and employment process through interviews by Dayhuff Group consultants

The following charts highlight how the solution addresses on boarding pain points that are specific to the retail industry. It also illustrates what this solution offers beyond others in the market.

Retail On Boarding Pain Points	Solution Process Enhancement	Results
<p>Minimizing assimilation time</p>	<p>Secure Web-based access</p> <p>All relevant documents electronically captured and stored</p> <p>Automated workflow for routing, viewing and tracking of documents</p>	<p>Employees can complete benefit election and submit related documentation, read policy and procedures and complete required computer-based training on demand so that they can quickly be productive</p> <p>Human Resource professionals can spend more time on strategic issues such as talent acquisition and performance management versus data entry, chasing forms and mailing/receiving paperwork</p>
<p>Connecting new employees with the company</p>	<p>Secure Web-based access</p> <p>Electronic search for desired files and text</p> <p>Version control over company message in print, online ads, company website and email communication</p>	<p>Employees can respond to internal job postings, obtain answers to questions regarding benefits and career planning as well as understand the bigger company picture beyond their local store environment</p>

(continued on the next page)

Welcoming New Retail Employees into the Fold

Page 6

Retail On Boarding Pain Points	Solution Process Enhancement	Results
Connecting new employees with company culture and colleagues	<p>Secure Web-based access</p> <p>All relevant documents electronically captured and stored</p> <p>Electronic search for desired files and text</p> <p>Automated workflow for routing, viewing and tracking of documents</p>	<p>Employees can tap into a greater pool of intellectual knowledge about how to be successful in the organization</p> <p>New directions in company focus can be quickly communicated online</p>
Offering Generation X, Generation Y and Baby Boomers the desired flexible work environment	<p>Secure Web-based access</p> <p>All relevant documents electronically captured and stored</p> <p>Electronic search for desired files and text</p> <p>Automated workflow for routing, viewing and tracking of documents</p>	Information is available on demand, at the most convenient times and in a local language
Increasing employee product knowledge	<p>Secure Web-based access</p> <p>All relevant documents electronically captured and stored</p> <p>Electronic search for desired files and text</p>	Employees have access to the information and training needed to effectively perform their job
Enhancing opportunities for cross-functional training	<p>Secure Web-based access</p> <p>All relevant documents electronically captured and stored</p> <p>Electronic search for desired files and text</p>	Employees can enroll and complete computer-based training on demand
Reducing legal exposure in hiring practices	<p>All relevant documents electronically captured and stored</p> <p>All relevant documents electronically captured and stored</p> <p>Automated workflow for routing, viewing and tracking of documents</p> <p>Securing data and maintaining confidentiality</p> <p>Version control over company message in print, online ads, company website and email communication</p>	Centralized new employee review processes with enhanced consistency and the ability to audit process

Retail On Boarding Feature	Dayhuff Group's New Employee Processing and On Boarding	Typical On Boarding Solution	Typical Legacy Systems/Manual Processes
Secure Web-based access	YES	MAYBE	NO
All relevant documents electronically captured and stored	YES	NO	NO
Electronic search for desired files and text	YES	NO	NO
Automated workflow for routing, viewing and tracking of documents	YES	NO	NO
Securing data and maintaining confidentiality	YES	NO	NO
Version control over company message in print, online ads, company website and email communication	YES	NO	NO

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About Dayhuff Group

Dayhuff Group specializes in delivering fast, focused, high-quality, yet cost effective enterprise content management solutions. Our range of experience, the scope of our expertise, and our delivery model, makes Dayhuff Group a special breed in the technology services field. We put those attributes to work to guarantee our clients short-cycle project completion within real-world budgets. The result: innovative, problem-solving technology services that improve efficiency, reduce costs and increase revenues.

Dayhuff Group's primary areas of focus include:

Enterprise Content Management – We can remove the mountains of paper from your business and automate your workflow by implementing IBM's Enterprise Content Management suite of products.

Workflow Solutions – Achieve new levels of productivity, accountability and information accessibility with streamlined business processes at a workgroup or enterprise level and realize measurable ROI.

About IBM ECM

IBM's Enterprise Content Management software operation enables the world's top companies to make better decisions, faster. As the market leader in content, process and compliance software, IBM ECM delivers a broad set of mission-critical solutions that help solve today's most difficult business challenges: managing unstructured content, optimizing business processes and helping satisfy complex compliance requirements through an integrated information infrastructure. More than 13,000 global companies, organizations and governments rely on IBM ECM to improve performance and remain competitive through innovation.

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