

Craft the Perfect Hiring Process and Initiate Seamless Staffing

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“I am convinced that nothing we do is more important than hiring and developing people.

“At the end of the day you bet on people, not on strategies.”

Larry Bossidy

Former CEO, Honeywell / Allied Signal

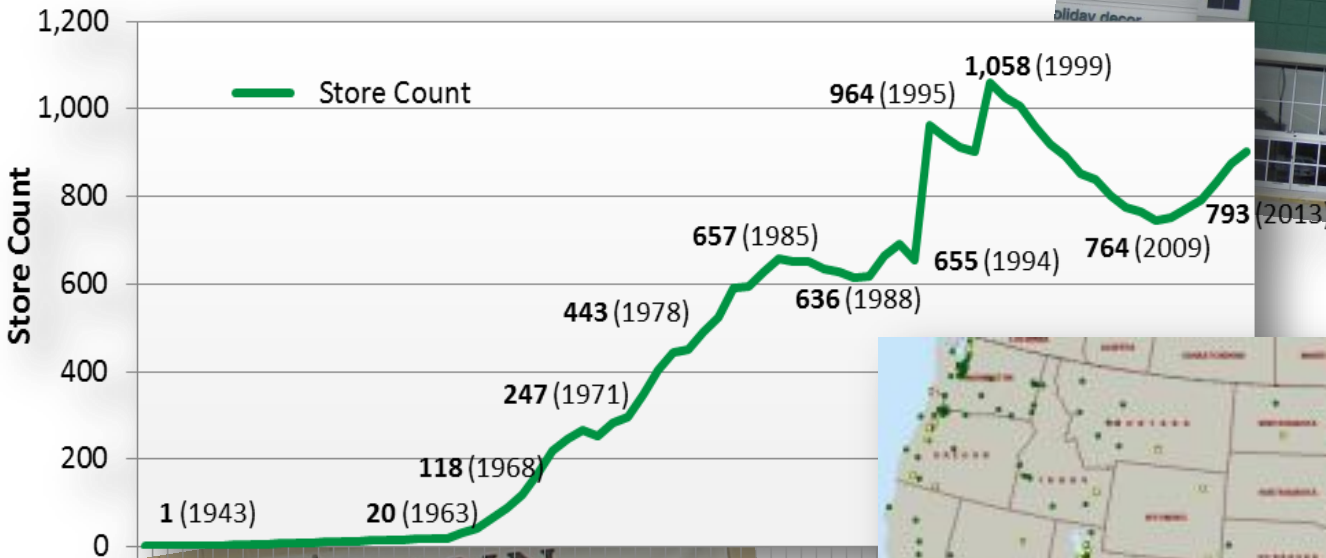
Co-Author of “Execution - The Discipline of Getting Things Done”

First in Fabrics!



- One Store in 1943
 - Mission: To spark the creativity that lives in every person
 - Vision: To be the best fabric and craft retail brand...
- Today, nearly 800 Stores
- Continue to meet our customer's needs
 - Inspiration
 - Shopping Experience
 - Convenience
 - Value
 - Product

We're Growing!



Always Bet on People...

- Our Team
 - 21,500+ Team Members
 - 19.7k Retail Store TMs
 - 750 Distribution TMs
 - » Hudson, OH • Visalia, CA • Opelika, AL • Coming Soon!
 - 860 Store Support Center TMs
- Our Values
 - I.C.A.R.E
- Tom Williams - SVP, HR & Operations
 - 75 Total HR Team Members
 - Talent Management Team
 - Sarah Ullman - HRIS (+3)
 - Doug Redman - Talent Acquisition (+4)
 - Susan Bengela - Learning (+5)
 - Sam Maniar - Development (+3)

Mission

To spark the creativity that lives in every person.

To be the best fabric and craft retail brand for our customers, our Team Members, our communities and our Investors.

Values

I NSPIRATION

Be innovative. Learn constantly.
Act courageously. Foster creativity.

C OMPASSION

Seek understanding. Practice patience.
Help others. Give back.

A CCOUNTABILITY

Demonstrate integrity. Be responsible.
Promote efficiency. Create value.

R ESPECT

Be gracious. Listen thoughtfully.
Speak carefully. Appreciate diversity.

E NGAGEMENT

Welcome change. Practice teamwork.
Encourage curiosity. Be enthusiastic.



LOVE YOUR

Life at
Jo-Ann

JO-ANN
fabric and craft stores

Strategic Challenges

- Aggressive Growth
 - Smaller, Remote Markets
- Changing Workforce Demographics
 - Loss of Knowledge
 - Mobility
- Paper-Based Processes
 - Slow, Inefficient, Unreliable
- Multiple Systems/Warehouses/Integrations
 - SAP, Cornerstone, Kenexa, MS Office, Google Docs, IXOS, Paper
- IT Support
 - Speed, Complexity, Resources, Expertise
 - Data Bandwidth in Stores

Why SuccessFactors?

- Learning (LMS) Market Review
- SaaS Only Considered
- Gartner Magic Quadrant
- High Priority: Talent Management Platforms
 - Top 5 in Learning
 - Recruiting, Onboarding, Performance, Succession
- High Priority: Ease of Use
- Risk of Acquisition
- Competitive
 - Price, Capability, Partnership, Road Map

Why SuccessFactors

Right People

Maintaining External Talent Pipelines

Forecasting Future Talent Needs

Building Talent Pools

Selecting High Performers

Filling Open Positions

Right Development

Maintaining Internal Pipelines

Career Growth

Business-Driven Development

Individual Development Planning

Replacement Planning

Right Focus

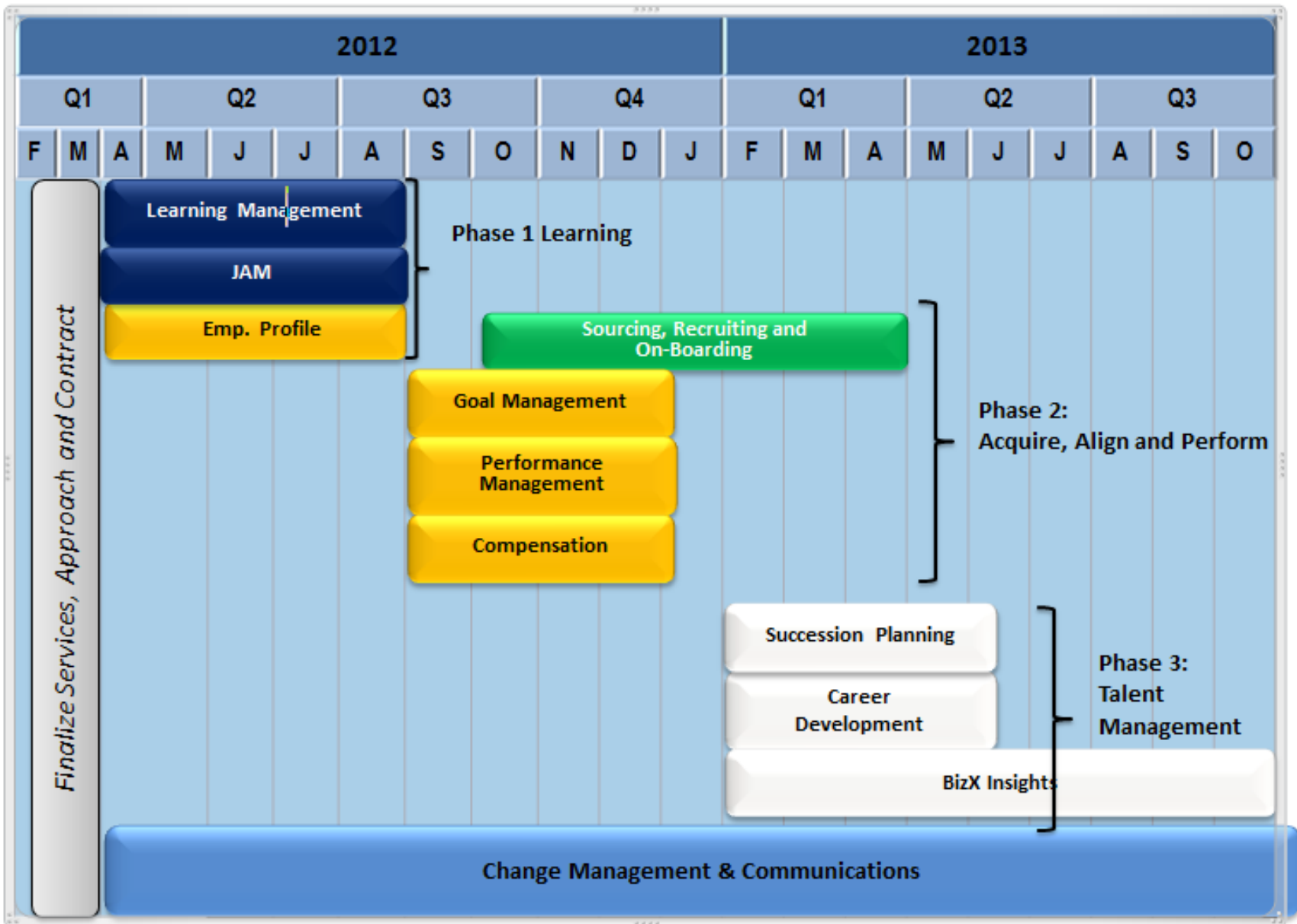
Operational

Coordinated Effort

Aligned Goals

Meaningful Goals

Tangible Goals



Implementing SuccessFactors

Recruiting

BUSINESS CHALLENGES & SOLUTIONS

The Offer Process

- The Challenge

- Old Process

- All paper
 - Not every candidate received an offer letter
 - Handled outside of ATS system

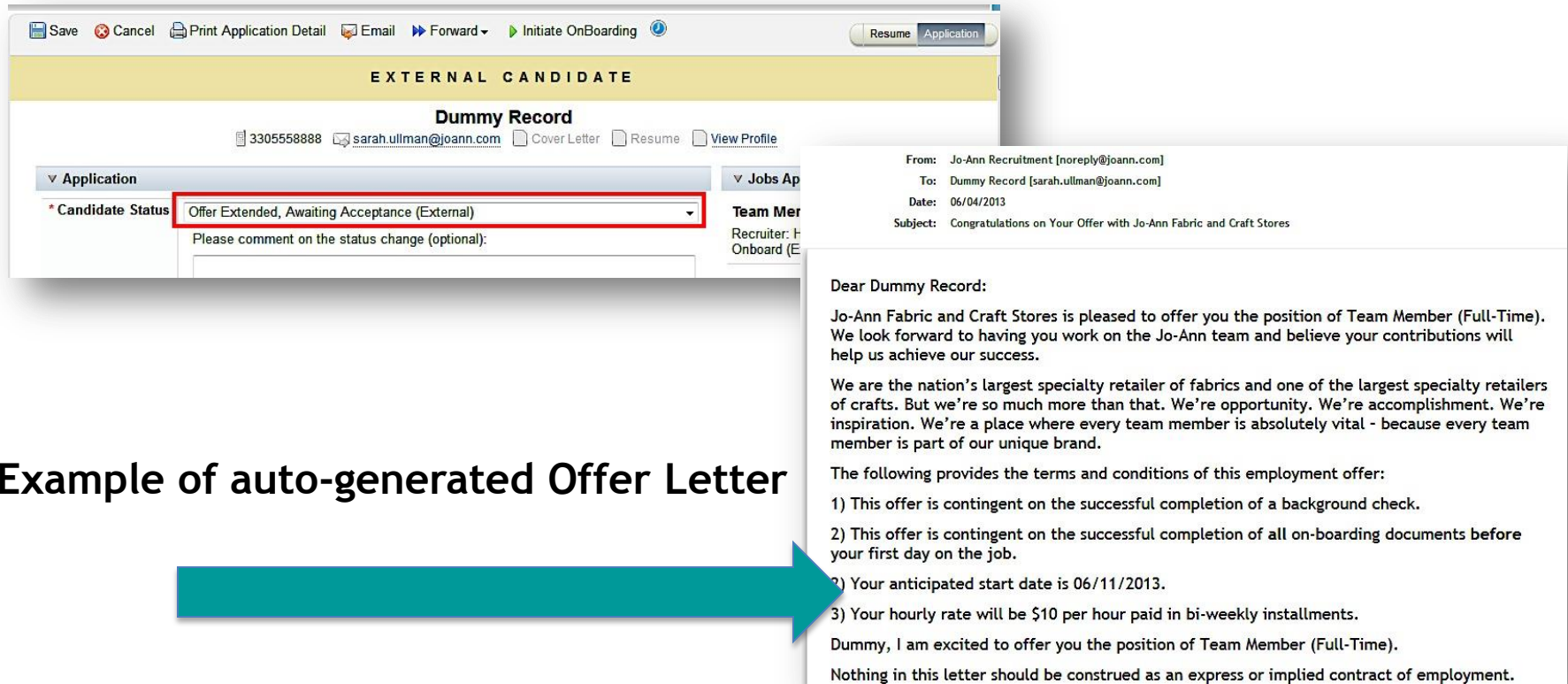
- Desired State

- Paperless
 - Simplified process
 - All candidates receive offer letter via email
 - Candidates electronically accept job offer
 - Hiring Manager and Recruiter receive candidate job offer response



The Offer Process

- Solution
- * Candidates sent auto-generated Offer Letter (via email) once placed in selected status



The image displays a recruitment application system interface. The top navigation bar includes options like 'Save', 'Cancel', 'Print Application Detail', 'Email', 'Forward', and 'Initiate OnBoarding'. The main header identifies the candidate as 'EXTERNAL CANDIDATE' and 'Dummy Record'. Below this, there are links for '3305558888', 'sarah.ullman@joann.com', 'Cover Letter', 'Resume', and 'View Profile'. The 'Application' section shows the 'Candidate Status' dropdown menu set to 'Offer Extended, Awaiting Acceptance (External)'. A red box highlights this status. To the right, the 'Jobs Ap' section shows 'Team Mer' with a 'Recruiter: H Onboard (E)'. An email preview is shown on the right, with the following content:

From: Jo-Ann Recruitment [noreply@joann.com]
To: Dummy Record [sarah.ullman@joann.com]
Date: 06/04/2013
Subject: Congratulations on Your Offer with Jo-Ann Fabric and Craft Stores

Dear Dummy Record:

Jo-Ann Fabric and Craft Stores is pleased to offer you the position of Team Member (Full-Time). We look forward to having you work on the Jo-Ann team and believe your contributions will help us achieve our success.

We are the nation's largest specialty retailer of fabrics and one of the largest specialty retailers of crafts. But we're so much more than that. We're opportunity. We're accomplishment. We're inspiration. We're a place where every team member is absolutely vital - because every team member is part of our unique brand.

The following provides the terms and conditions of this employment offer:

- 1) This offer is contingent on the successful completion of a background check.
- 2) This offer is contingent on the successful completion of all on-boarding documents before your first day on the job.
- 3) Your anticipated start date is 06/11/2013.
- 3) Your hourly rate will be \$10 per hour paid in bi-weekly installments.

Dummy, I am excited to offer you the position of Team Member (Full-Time).
Nothing in this letter should be construed as an express or implied contract of employment.

A large teal arrow points from the 'Candidate Status' dropdown menu to the email preview, indicating the flow of the process.

* Example of auto-generated Offer Letter

The Offer Process

* Applicant electronically presented and accept/declines Job Offer

LOVE YOUR Life at Jo-Ann

POWERED BY SuccessFactors Welcome, Sarah Sign Out

Home Job Search Job Management Password Management My Profile

Jobs Applied Saved Searches/Alerts Saved Jobs Saved Applications

Career Opportunities: Team Member (Part-Time)-658 (285)

Print Preview

JOB OFFER CONFIRMATION

Congratulations on your offer with Jo-Ann Fabric and Craft Stores!

This offer is contingent on the successful completion of a background check and other pre-employment screening requirements. The terms and conditions of this offer are detailed in the offer letter you received via email.

Once you have reviewed the offer letter, please confirm your understanding and acceptance of the terms and conditions of this offer by electronically signing below.

Position Title: team member

Rate of Pay: \$ 8.00

Frequency of Pay: per hour

JOB OFFER RESPONSE

* Do you accept this offer?

If declining, explain why?

Once you have cleared the pre-employment screening, the information below will be retained and used to set-up your new hire record with us at Jo-Ann Fabric and Craft Stores. Please confirm the accuracy of the information, make any necessary changes, and then click the "Update" button.

We are excited to make you this offer and look forward to having you on our team! If you are declining this offer, please enter 0 for your Social Security Number and 01/01/1900 for your date of birth.

* What is your Social Security Number?

* What is your date of birth?

I understand that by typing my name below, I am agreeing to the use of an electronic method of signature to demonstrate my acceptance of the terms of the job offer described above.

* Electronic Signature on Offer Response (enter your full name):

APPLICANT INFORMATION

Please update the phone number and email address below to your personal phone and email address.

* Legal First Name

Legal Middle Name

The Offer Process

* Applicant's Job Offer response presented to user within SuccessFactors software

Navigation: New Application(s) | Short Listed | Interviewing | Interviewed, Create Offer | Interviewed, Offer Approved | Offer Extended, Awaiting Acceptance (External) | Offer Extended, Awaiting Acceptance (Internal) | Off

Job Requisition: Team Member (Part-Time)-658

Req Id :285 | Details | Hiring Leader: Angela Riffle | Status: Open | Age: 146d | Job Postings(0) | Candidate Search

Talent Pipeline: Show | Hide | View all candidates

Offer Extended, Awaiting Acceptance (External) 1 | Offer Extended, Awaiting Acceptance (Internal) 0 | Offer Accepted, No Pre-Employment Screening Required 0 | Offer Accepted, Pre-Employment Screening Results Pending 1 | Offer Accepted, Pre-Employment Sc 0

Candidates: View Offer Extended, Awaiting Acceptance (External) (1)

Action: Name 0 selected

Name	New	Status	Rating	Source	Candidate Source	Phone Number	Last Updated
Sarah Test	Updated	Offer Extended, Awaiting Acceptance (External)	N/A	Corporate: Jo-Ann Fabric and Craft External Careers Site	Corporate: Jo-Ann Fabric and Craft External Careers Site	3306665555	09/19/2013

your full name):

APPLICANT INFORMATION

List all Other Names Used

What is your desired rate of pay? 10.00

ADDITIONAL INFORMATION

How did you hear about this job? Web - Indeed

If referred by current employee, provide the employee's full name and location?

Are you legally authorized to work in the United States? Yes

06/04/2013 System System	Interviewing
06/04/2013 System System	Interviewing
06/04/2013 Sarah Ullman	Interviewed, Create Offer
06/04/2013 Sarah Ullman	Interviewed, Offer Approved
06/04/2013 Sarah Ullman	Offer Extended, Awaiting Acceptance (External)
06/04/2013 Sarah Ullman	Onboard (External Only)

of 1 | Move Candidate | Return to List

User Adoption

- The Challenge

- Simple process
- Process can be used in multiple areas of the business
- Easy to understand



User Adoption

- Solution

- * Process instructions by status reflected within Candidate Workbench

JOB OFFER CONFIRMATION

STORES:

Input the key components of the offer into this "Job Offer Confirmation" section and click "Save".

Once complete, change the Candidate Status to "Interviewed, Offer Approved" and click "Save".

DISTRIBUTION CENTERS:

Input the key components of the offer into this "Job Offer Confirmation" section and click "Save".

If this offer must be approved before extending the v...

JOB OFFER CONFIRMATION

STORES:

Change the Candidate Status to "Offer Extended, Awaiting Acceptance (External)" or "Offer Extended, Awaiting Acceptance (Internal)", which ever is appropriate and click "Save".

An offer letter will be automatically sent to the candidate and the candidate will be required to follow the instructions in that offer letter to log in to electronically accept their offer before they can move forward in the process.

DISTRIBUTION CENTERS:

Once the offer has been approved, generate the offer letter.

Create Consistent Job Postings

- The Challenge

- Multiple non-Recruiter users selecting from job summaries, thus high margin of error for incorrect selection
 - Must be easy
- Job Descriptions not Recruiting friendly. Too long and utilized Company-Specific acronyms
 - Must be user friendly, inclusive of the Candidate



Create Consistent Job Postings

- Solution

* Families & Roles selection narrowed and simplified by presenting selections with Parent/Child relationship

The image displays three overlapping screenshots of a web application interface for creating job requisitions. The top screenshot shows a navigation menu with 'Recruiting' and 'Job Requisitions'. The middle screenshot shows a 'Create New Job Requisition' form with a list of job families. The bottom screenshot shows a detailed view of the 'Director, Treasury & Risk Management' role, including a job description and scope.

Recruiting Dana Crosby (admindc)

Job Requisitions Preferences Candidates Help & Tutorials

Create New Job Requisition

Options

1. Browse "Families & Roles"

Select a job role from Families & Roles for your new job requisition.

Location Type: Store Support Center Team: Finance

Investor & Board Relations

Director, Treasury & Risk Management

Job description:
Summary
The **Director, Treasury & Risk Management** role is directing the overall treasury and risk management functions for a \$2 billion retailer, including management of the corporate debt structure, sales and bank audit, investor relations and key internal and external relationships.

Scope

- Investor Relations and Compliance: Ensure compliance with debt facilities by preparing complex financial calculations, monthly bank package, quarterly compliance certificates and annual information certificates as required by our debt facility credit agreements. Manage coordination of all investor materials including quarterly conference calls, call scripts, and financial reporting. Serve as a backup (to VP, Treasurer) contact for debt holder, potential investor and factor financial questions and requests.
- Corporate Treasury: Assess borrowing needs through oversight of daily, weekly, monthly, and annual cash flow and debt forecasting and planning. Oversee management of all corporate bank accounts and corporate gift card program. Develop and manage investment policies, strategies and active investments. Support VP, Treasurer in evaluation of capital structure and execution of capital structure changes. Support evaluation of long-term interest expense management strategies through analysis of hedging instruments (i.e. interest rate swaps, forward rate agreement, etc.). Research and make recommendations regarding complex accounting transactions. Overall responsibility for Accounting functions and internal controls within Corporate Treasury as well as maintaining and developing key bank vendor relationships.
- Treasury Operations: Oversee the Bank and Sales Audit functions, working closely with IT to ensure proper systems postings. Manage the payment card financial process, chargeback process, and any related customer issues. Overall responsibility for accounting functions and internal controls within Treasury Operations as well as maintaining vendor relationships with the payment card processor, store banks, and armored car service. Proactively research and make recommendations regarding latest treasury technology and best practices. Work with operational and vendor partners to recommend new ways of approaching existing processes that result in expense and / or resource savings.

Weaving WOTC into Business Process

- The Challenge

- Used an IVR system on day 1
- Increase WOTC compliance
- Integrating WOTC into the recruiting process
- Informing Hiring Managers on whether someone is WOTC eligible



Weaving WOTC into Business Process

- Solution

- * Recruiting emails auto-generated to applicants within select statuses contain link to WOTC vendor

From: Sarah Ullman <SARAH.ULLMAN@JOANN.COM> Sent: Thu 9/19/2013 11:49
To: sarah.ullman@JOANN.COM
Cc: Dana Crosby
Subject: ACTION REQUESTED: Complete WOTC Screening Qualification

Dear Dummy Record,

Welcome to the interview process for Jo-Ann Fabric and Craft Stores. Prior to your scheduled interview, **all external candidates**, will need to complete our new hire survey by going to: <https://tcs.adp.com/screen/?id=BBA48C0F-E2EB-DCB6-E211-31CABE4D68DD>. Note, this program is administered by a third party with whom Jo-Ann Fabric and Craft Stores has contracted, and the information gathered will be securely collected and maintained.

If there is not a link in the previous paragraph of this email, please disregard. You have no tasks to complete at this time.

If you are an internal candidate you

We look forward to meeting you and

Sincerely,
Jo-Ann Store Talent Acquisition Team

* Eligibility reflected in Candidate Workbench

The screenshot displays the 'Candidate Workbench' interface. On the left, under the 'Application' section, the 'Candidate Status' is 'Onboard (External Only)'. A red box highlights the 'WOTC Status' as 'INELIGIBLE' and the 'WOTC Forms URL' as 'https://wotc.adp.com/tcsdown/nocredits.htm'. Other sections include 'Background Check Result' (PASS) and 'Assigned Position' (10046671). On the right, under 'Jobs Applied', the position is 'Team Member (Part-Time)-658 (285)'. The 'Correspondence' section shows two email actions: one from 08/09/2013 regarding a job application and another from 08/23/2013 regarding WOTC screening. A large teal arrow points from the 'Eligibility reflected in Candidate Workbench' text to the 'WOTC Status' field.

Hot Gluing It All Together

- The Challenge

- Background

- Automate process to allow all new hires to have background checks

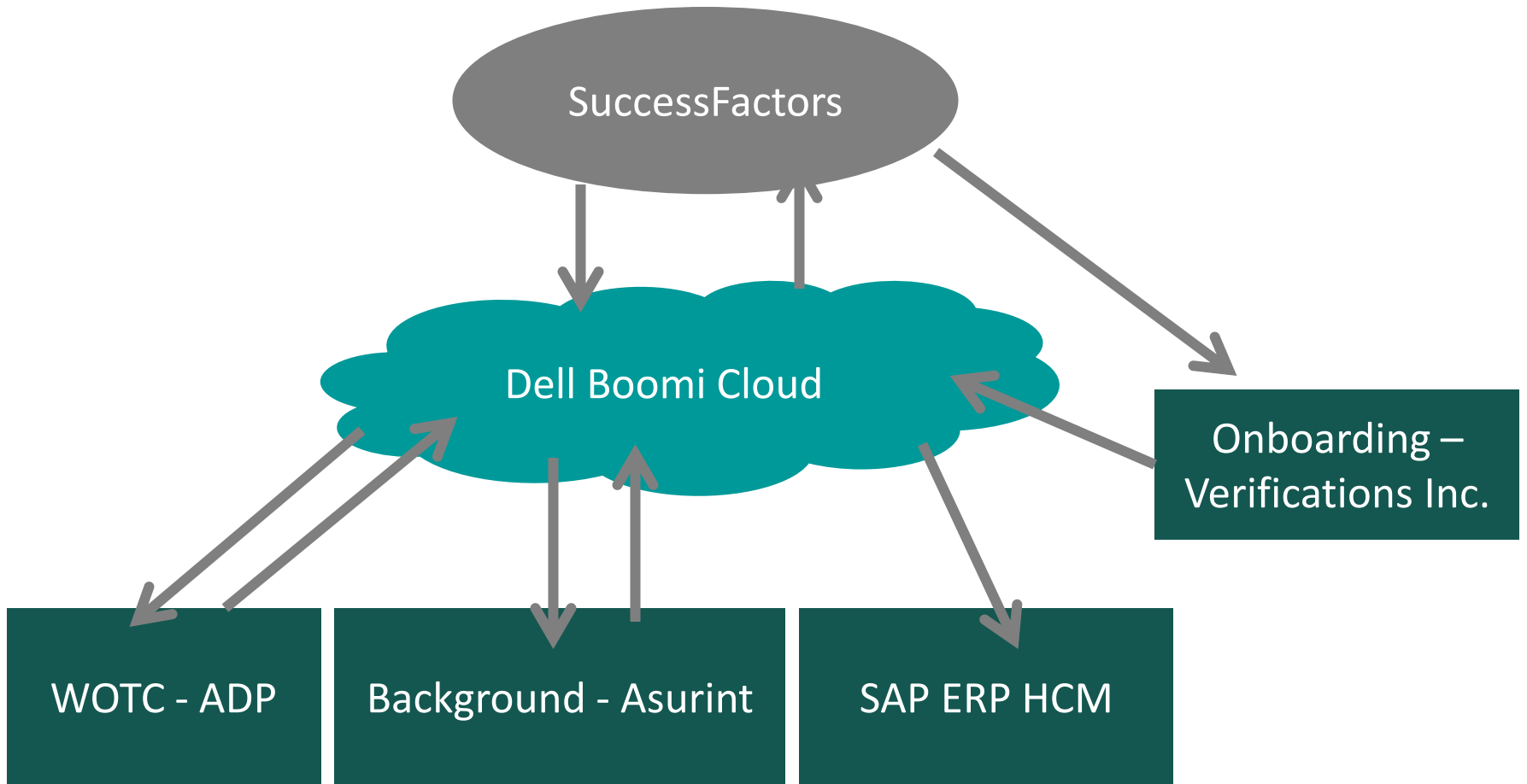
- Onboarding

- Eliminate paper, I9 compliance

- SAP

- Feed data from Recruiting and Onboarding to SAP® ERP Human Capital Management (SAP ERP HCM) solution





Hot Gluing It All Together

- Solution
 - Background Check results presented in Candidate Workbench

Application		Jobs Applied
* Candidate Status	Onboard (External Only)	Team Member Recruiter: HR Reg Onboard (External)
	WOTC INFORMATION	
WOTC Status	INELIGIBLE	
WOTC Forms URL	https://wotc.adp.com/tcsdown/nocredits.htm	Corresponden
Background Check Result	PASS	08/09/2013 System Job Application S C...
	JOB OFFER CONFIRMATION	08/23/2013 System ACTION REQUES Finalize
* Assigned Position Number:	10046671	

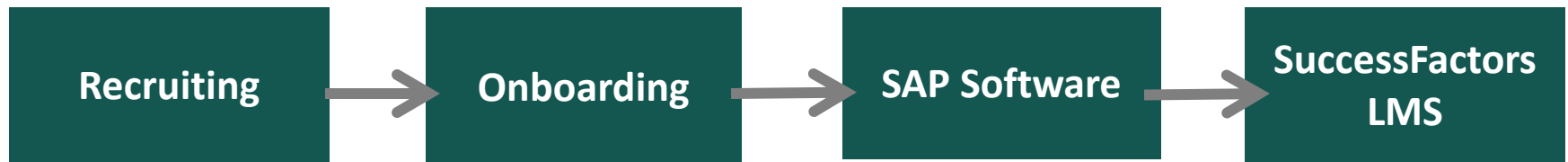
Onboarding Process

- The Challenge
 - Paper Based - Manual
 - Time Consuming
 - Not Engaging
 - TM not in Jo-Ann Systems on day 1
 - Time keeping
 - Learning



Onboarding Process

- Our Solution: Integration with LMS
- On first day New Hire can begin training and adding value



BUSINESS RESULTS

Business Results

- Reduction of paper
 - Eliminated
 - Paper Applications
 - Offer Letter Approvals
 - Offer Letters
 - New Hire Packets
 - Background Checks
 - Requisition Forms



Business Results



- Improved User Experience
 - Increased applicant pool; more than 300,000 applications
 - Over 800 Recruiting users within 3 separate businesses using same processes
 - One completely integrated and intuitive system
 - Focus on sourcing instead of managing candidates

Business Results

- Candidate Experience
 - Simplified
 - Streamlined job search and application capabilities
 - Internal and External
 - All applications, offers, backgrounds and onboarding tasks are completed electronically



FINAL THOUGHTS

Our Keys to Success

- SuccessFactors Talent Management Suite bundle
 - One system to manage talent
- Hire a Great Implementation Partner - 3D Results
- Integration Execution
 - Partnership with 3D continues
 - Partnership with multiple vendors
- Hire a Very Strong Project Manager(s)
 - Lots of Milkshakes!
 - Recruit Testers Early
- Leadership Buy-In & Support
 - Stakeholder Input & Approval
- System managed by HR not IT

Lessons Learned

- **Be Willing to Change Your Paradigm**
 - Adjust Process to Technology v. Technology to Process
- **Don't Underestimate the Complexity of SaaS**
 - Integrations, Boomi, Change Management
- **Communicate, Communicate, Communicate**
 - Don't underestimate Change Management
 - Start Early, Expect to Continue Well After Go-Live

Questions?

- Contact Information
 - Sarah Ullman
 - Sarah.Ullman@joann.com