

## Connect the Dots Case Study



## JUSTICE Onboarding

### Onboarding: A Children's Fashion Retail Designs a Fresh Approach to Groom New Hires

Children's fashion retailers work hard to change a consumer's preference to shop under one roof in supermarkets, discount and department stores rather than a specialty store. However, one segment of consumers is more sophisticated and enjoys a retail concept developed just for them. That is the age group of "tweens" – children between 7 - 14-years old.

This market changes rapidly according to trends. Retailers who serve this niche need strong teams who can anticipate new developments and seize the opportunities they bring.

Justice is the largest "tween" specialty retailer in the world. Founded in 1987, Tween Brands owns the Justice brand. With headquarters in New Albany, Ohio, Justice operates

### Quick Shot

#### Company Name

Justice  
www.ascenaretail.com

#### Industry

Children's Fashion  
Retailers

#### Key Challenges

- ▶ Update the all-associate onboarding program to meet the needs of both external new hires and internal promotions
- ▶ A more consistent and scalable solution was needed

#### Solution and Services

- ▶ Collaborated with Justice to build an onboarding experience that was customized for the home office associates

#### Solution Highlights

- ▶ A branded web-based onboarding experience
- ▶ Best-practice onboarding actions
- ▶ Time-based surveys to measure onboarding progress and impact

#### Key Benefits

- ▶ The onboarding program reduced the time for a new hire, recently promoted or transferred associate to contribute in their new role
- ▶ Leadership could easily track progress
- ▶ It reduced process variances and enabled consistent onboarding experiences for the new hires and associates

over 900 retail stores. It has been a part of Ascena Retail Group since 2009. Justice provides the hottest fashion merchandise and accessories for tween girls.

The Justice field operations leadership team is the key link to driving sales revenue. Sales leaders need to have an in-depth understanding of the brand, its customers and creating a culture that is consistent with the brand.

### **The Challenge: An All-Associate Onboarding Program Needs a Consistent, Scalable Solution**

Justice, needed to update its all-associate onboarding program in order to meet the needs of both their external new hires and their internal moves and promotions. They reached out to Connect the Dots to help them improve their new hires' experience and build a strong foundation for their success.

The current program only existed on spreadsheets and Word documents. The HR leadership team knew the business needed a more consistent and scalable solution. Another

business driver was that the hiring managers were to be responsible for the onboarding experiences of their new associates and not only rely on the Human Resources department to deliver onboarding.

### **The Solution: A Faster Way to Achieve Productivity and Employee Loyalty with a Web-based Program and Customized Resources**

Justice needed to increase new hires and newly promoted associates' speed to productivity by using technology to facilitate job training. They also needed to gain efficiencies in a plan creation and execution. To ensure a new hire's success, CTD worked with Justice to develop a program that promoted positive associate engagement from point of offer acceptance through the first 90 days with the business.

With CTD's deep expertise in retail, leadership and all-associate onboarding, they collaborated with Justice to build an onboarding experience that was customized for the home office associates.

Together they created a solution that delivered the following:

- A branded web-based onboarding experience
- A branded landing page with links to key information for new associates before Day 1
- Best-practice onboarding actions that met Justice’s objectives
- Customized resources that supported the new associate, hiring manager and HR Partner experiences
- And ability to build individual onboarding plans with
  - ❖ Customized objectives
  - ❖ Stakeholder analysis
- Time-based surveys to measure onboarding progress and impact
- Email prompts for key onboarding actions

## **A Better Experience for New Hires Means Increased Productivity and Less Attrition**

The onboarding program reduced the time for a new hire, recently promoted or transferred associate to contribute in their new role. It allowed leadership to track progress against onboarding goals. And finally, it reduced process variances and enabled consistent onboarding experiences for the new hires and associates.

Justice’s HR leaders agreed that with the implementation of the CTD Building Connections web-based onboarding solution, their associates were able to successfully integrate into their culture, be productive quicker and experience less attrition during the first 1-3 years.

The consistency and scalability of the program allowed hiring managers to more effectively deliver onboarding without having to “reinvent the wheel” every time they hired someone new. These managers also became better coaches and were able to help their new associates address onboarding concerns before they led to a larger issue for the associate or the organization – a “win-win” for both Justice and their talent.

**<http://www.connectthedotsconsulting.com/contact.htm>**

*Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.*

