



October 2021

## Your toolkit to building a winning recruitment and retention strategy: **Onboarding and beyond!**

Given the widening gap between the number of job openings and available workers, you're to be congratulated when landing a new employee. But your work is far from done! Annual employee turnover in the U.S. is approximately 20%, of which roughly two-thirds is voluntary.<sup>1</sup> Meanwhile, up to 20% of employee turnover happens in the first 45 days of employment.<sup>2</sup>

As recruiters, whose responsibility it is to help ADP® clients find people to join their company — and keep them — we know the importance of onboarding.

### Authors

**Kiran Contractor**

Director of Talent Acquisition at ADP



**Aubrey Daly**

Certified Diversity Recruiter at ADP



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Up to **20%** of employee turnover happens in the first 45 days.

Consider the following.

- Those that provide strong onboarding results in 69% of employees remaining at least three years.
- Using a standard onboarding process helps companies realize a 50% increase in new hire productivity.

Yet, only 25% of employees feel that their organization does onboarding “extremely well,” and only 21% of employees were “extremely satisfied” with their organization’s onboarding effort. Through the years, we’ve learned that successful onboarding doesn’t happen by accident. Rather it takes a detailed plan and an ongoing commitment. Here’s the plan:

## Start before day one

The new hire onboarding process is vital to build goodwill and loyalty among your new employees. A positive first-day experience can make the person feel like they've made the right decision about accepting your job offer. Before a new employee’s first day, map out a detailed onboarding plan that is welcoming. This can best be accomplished by assigning a dedicated person in your company to oversee the onboarding process. It's also helpful to have a checklist similar to the one below to make sure nothing slips through the cracks.

### Onboarding checklist

Putting the human touch in action

BEFORE THE FIRST DAY	DURING THE FIRST TWO DAYS	AFTER THE FIRST TWO DAYS
<p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Build employee comfort and connection</li> <li>• Let team know a new hire is coming</li> <li>• Complete employee paperwork</li> </ul> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> HR set-up of employee record</li> <li><input checked="" type="checkbox"/> Send welcome note from manager</li> <li><input checked="" type="checkbox"/> Manger introduces team members and "buddy" (optional)</li> <li><input checked="" type="checkbox"/> Provide overview of the company neighborhood and driving directions</li> <li><input checked="" type="checkbox"/> Company policy acknowledgements</li> <li><input checked="" type="checkbox"/> I-9 Section 1 completed from home</li> <li><input checked="" type="checkbox"/> Direct deposit and W4 completed from home</li> <li><input checked="" type="checkbox"/> Order/set up of custom items (uniforms, equipment, etc.)</li> </ul>	<p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Finish paperwork and policy acknowledgements</li> <li>• Introduce new hire to team and company</li> <li>• Build understanding of company culture, expectations and success factors</li> </ul> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> I-9 Section 2</li> <li><input checked="" type="checkbox"/> Manager and employee discuss expectations</li> <li><input checked="" type="checkbox"/> Office/workplace tour (bathrooms and coffee!)</li> <li><input checked="" type="checkbox"/> Benefits enrollment (if applicable)</li> <li><input checked="" type="checkbox"/> Team lunch</li> </ul>	<p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Get going!</li> </ul> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Goal setting and measurement</li> <li><input checked="" type="checkbox"/> Review onboarding steps and ensure completion</li> <li><input checked="" type="checkbox"/> Identify and assign required learning and training</li> <li><input checked="" type="checkbox"/> Capture employee feedback/satisfaction with onboarding</li> </ul>

## Make them feel they're already part of the team

From day one, new hires should have access to all the tools they'll need to perform their job comfortably and well. This can include a dedicated workspace, equipment, handbooks and proper access to systems. You should also designate a "buddy" or go-to person the new employee can reach out to with questions, to make introductions to other team members and to help the new person get settled. A team lunch or virtual meeting can also help the new hire feel welcome. When employees are well-equipped and feel like they're part of a team, they tend to be more motivated and productive.

## Prioritize training

Assuming that a new employee will hit the ground running is a recipe for failure, both for the new hire and your company. When left on their own to "figure it out" the new hire will quickly become disillusioned. Make sure your onboarding plan includes a full slate of training — especially during the first few weeks — to help get employees up to speed and comfortable with their role, while knowing they have ongoing support if needed.

## Keep the lines of communication open

All employees thrive on feedback — especially new hires. One survey found that workers whose managers' feedback left them with positive feelings are four times more likely to be engaged, and less than 4% are actively looking for new jobs. We recommend establishing a 30, 60 and 90 day plan that includes frequent "check-ins" to see how the employee is assimilating.

## Play the development long game

Another key aspect on onboarding is ongoing training and development. Among the top three reasons people leave jobs is that they don't see a future for themselves in the company. One survey found that U.S. job seekers are willing to forgo up to 12% of their salaries for development opportunities, including more training.<sup>4</sup> Demonstrate your commitment to employee growth and engagement by offering regular training opportunities. Also have conversations with your employees about what they'd like to learn to help them in their role. Finally, clearly communicate the path and timing for an employee's advancements to increase retention.

## Successful onboarding

After all of the hard work and time you spent attracting a new employee, it's critical to have a well-defined onboarding plan to pay off your investment. It's one of your best opportunities to maximize employee engagement and productivity. And the alternative may be losing the employee and having to start the hiring process all over again.

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## About the authors



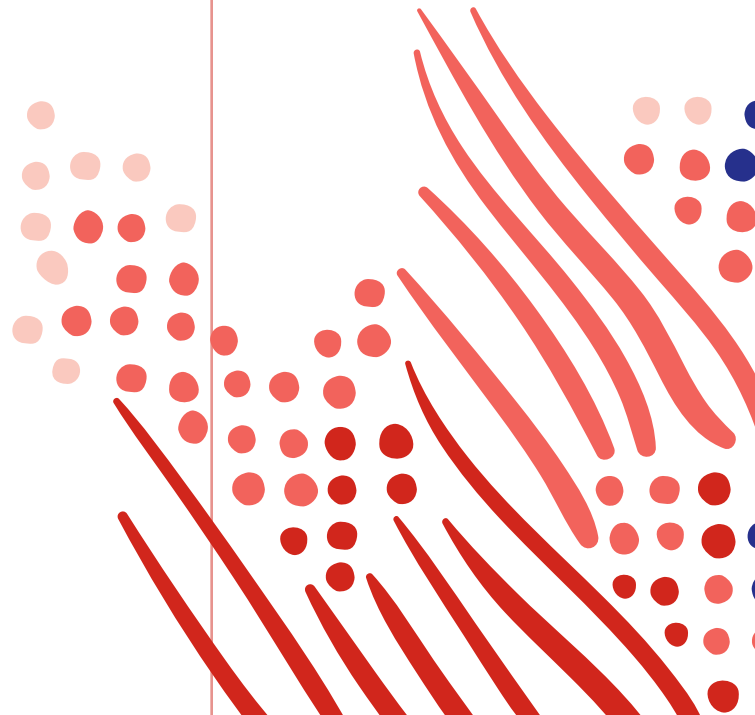
**Kiran Contractor**  
**Director of Talent Acquisition, ADP**

Kiran is dedicated to assisting ADP's HR outsourcing clients develop their talent strategies, and ultimately attract and find talent. She has over 15 years of experience in talent acquisition and is a go-to expert on candidate engagement.



**Aubrey Daly**  
**Certified Diversity Recruiter, ADP**

Aubrey has over 17 years of agency and corporate recruiting experience. As a client recruiter with ADP, she partners with ADP HR outsourcing clients on full cycle recruiting to fill roles that span entry level to C-Level in all major industries.



1. Netsuite, January 2021. <https://www.netsuite.com/portal/resource/articles/human-resources/employee-turnover-causes.shtml>
2. The Society for Human Resource Management.
3. ADP, The Human Touch Drives Onboarding Success, 2019.
4. Netsuite, January 2021. <https://www.netsuite.com/portal/resource/articles/human-resources/employee-turnover-causes.shtml>

