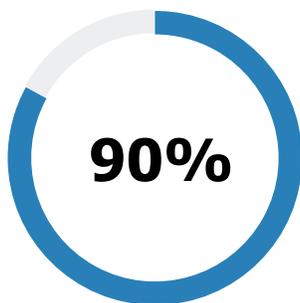
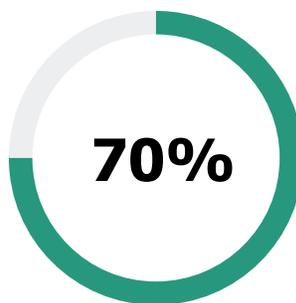


# Strategic Onboarding: Key Findings

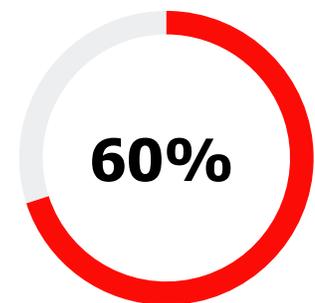
Madeline Laurano  
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Over 90% of Top Performing Companies are investing or planning to invest in onboarding solutions over the next 12 months.



Over 70% of Top Performing companies are engaging new hires before the first day.



Over 60% of Top Performing companies measure first year retention.

## Top Performing Companies

Aptitude Research defines Top Performing Companies as those companies that achieved the following KPIs:

- 80% of employees achieving annual performance goals
- 90% or greater of retention of high potentials.

Onboarding can have the greatest impact on talent acquisition efforts. When companies invest in a positive new hire experience, they ensure that all of the effort they put into attracting and recruiting talent has not gone to waste. When onboarding goes "right", new hires feel engaged, motivated to perform, and eager to contribute to overall business objectives. When onboarding goes "wrong", employees feel resentful and may even begin to question their decision to join the organization.

# KEY FINDINGS

## OWNERSHIP

Companies often struggle with who should own the onboarding process: talent acquisition, HR, or hiring managers. According to Aptitude Research Partners, over 70% of Top Performing companies state that onboarding is owned by talent acquisition leaders.

## METRICS

Companies need to consider more than compliance and forms completion when measuring onboarding efforts. Metrics need to include business metrics such as retention and engagement. Only 1 in 2 companies are looking at new hire engagement.

## TECHNOLOGY

Onboarding solutions need to include a combination of forms management, tasks management, and socialization. Too often Applicant Tracking System providers do not have the deep domain expertise to help companies achieve these goals. Over 60% of Top Performing companies are looking at stand-alone solutions.

## RISK

Most companies understand the impact of a negative new hire experience on morale and productivity. Yet, this risk extends into other areas such as performance and retention beyond the first year. Companies with no onboarding solution are three times more likely to lose high potential talent.

## EMPLOYEE EXPERIENCE

Companies are prioritizing the employee experience in the same way that they prioritize the customer experience. Companies that invest in technology for onboarding are two times more likely to improve the employee experience.

## THE ROLE OF THE MANAGER

Only 40% of managers are given the tools they need to engage with new hires and provide a positive new hire experience. Companies investing in onboarding need to ensure that managers have the resources they need to onboard employees.

# KEY FINDINGS

## ANALYST POV

### *Why We Need to Spend More Time Talking About Onboarding...*

With low unemployment and a shrinking talent pool, companies are laser focused on attracting talent and strengthening their employer brand. Companies want to compete for talent and engage candidates earlier in the process. But, by focusing so heavily on everything that happens pre-applicant, many companies are neglecting a critical area of talent acquisition- onboarding. According to Aptitude Research Partners' 2018 Hire, Engage, and Retain study, over 80% of Top Performing companies are investing or planning to invest in onboarding this year. As the pressure to identify talent intensifies, companies need these systems to handle every stage of the candidate's journey including onboarding.

Below are some of the key trends driving onboarding initiatives in 2019:

- **Extend onboarding to the first year:** Onboarding should not end after 30 or 60 days. It needs to be an ongoing process that extends throughout the first year and beyond. Companies can invest in a long-term strategy by considering career development and new hire engagement. Currently, only 1 in 3 companies show new hires development plans.
- **Don't forget cross-boarding:** Onboarding strategies are most effective when they include every new hire including existing employees. Companies should consider cross-boarding as a major initiative in their new hire experience. Over 70% of companies that invest in onboarding are prioritizing internal mobility efforts.
- **Invest in the right provider:** Onboarding solutions can have a dramatic impact on the new hire experience. They ensure that companies are staying compliant and that new hires are being productive and contributing to organizational goals on day one. Companies need to consider providers with deep domain expertise in onboarding. Companies using technology are three times more likely to improve first year retention and two times more likely to improve new hire engagement.

In order for talent acquisition to be effective, companies need to focus on the new hire experience. They must ensure that all of the effort they put into attracting talent will not go to waste with a poor onboarding experience. We hope you can join us this month to talk about ways to improve onboarding for today and the future.

# APTITUDE RESEARCH PARTNERS

Aptitude Research Partners is a research-based analyst and advisory firm focused on the new conversation required by changes in how HCM technology is delivered and utilized by today's organizations.

Our goal is to look beyond the obvious product capabilities to identify the real differentiators organizations should be looking for when considering providers, as well as the change management and change readiness capabilities consumers must have in place for successful technology adoption.

We conduct quantitative and qualitative research on all aspects of Human Capital Management to better understand the skills, capabilities, technology and underlying strategies required to deliver business results in today's complex work environment.

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