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2024 State of Employee Onboarding Report

What New Starters Want from Onboarding (And What to Avoid)

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Onboarding is a critical time — where an employee's first impressions are set, and where the seeds of long-term engagement, productivity, and retention are sown. With a new world of work upon us, it's even more important to get the first days at work right. Yet, one in four employees report a sub-par introduction to their new roles, and HR is struggling to understand what best practice onboarding looks like.

In our latest research report, we dive into a wealth of insights directly from more than 1,000 employees across the globe, spotlighting the gaps and illuminating the opportunities for companies to step up with truly game-changing onboarding practices.

Executive Summary

The friends we make, the connections we build, and the way culture is communicated and lived when starting a new job all profoundly impact not only employer brand, but also employee experience and performance.

Our research shows where many companies are falling short. One in four people we surveyed expressed dissatisfaction with their last onboarding experience, and one in three said they have a truly terrible onboarding story to tell.

Worse, one-third of the newcomers with sub-par onboarding experiences started looking for new jobs — and just as many found their performance hamstrung from the outset.

How did you feel about your most recent onboarding experience?

Category	Percentage
Meh	19%
Disappointed /Sad	5%
Angry	1%
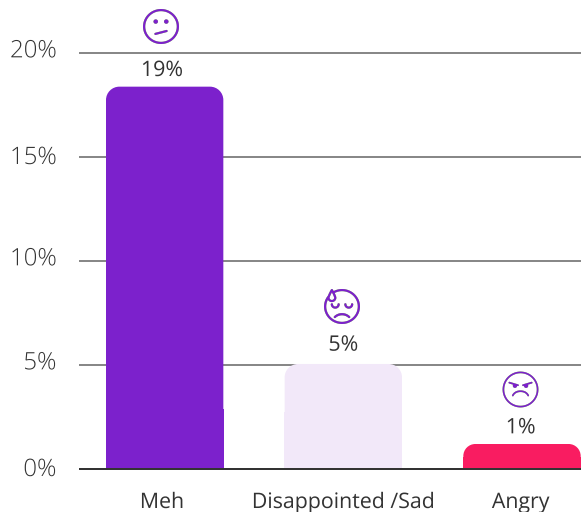
1 in 3 employees have had an underwhelming or terrible onboarding experience.

Employees want to feel connected, valued, and understood, not just processed.

This year's data reaffirms that onboarding is an incredibly rich time for friendship building. Simply making friends during onboarding correlates with better results across the board. Yet, too few companies are adequately focused on connection — concentrating the bulk of their efforts on clarification and compliance.

It also shows that despite the tech tools available, many organizations are stuck in old rhythms, failing to leverage new resources to spark true employee engagement.

This report will also reveal our 2024 4 Cs Report Card, assessing how companies are delivering on the four key components of any onboarding strategy: compliance, clarification, culture, and most critically, connection.

Ultimately, the data here underscores the significant stakes of onboarding: Get it wrong, and the fallout can extend from decreased job performance to increased turnover rates.

Of course, we know that leaders and HR practitioners understand how important onboarding is, but there is still a serious gap between expectations and execution.

Human connections set the stage for a standout work experience — from the transformative power of technology that makes or breaks the onboarding magic, to the pivotal "Wow" moments that earn massive amounts of goodwill. This report outlines the best practices and ideas for leaders looking to build a powerful onboarding experience — showing how great onboarding drives the metrics that drive profitability: engagement, productivity, and retention.

It's time for a bold rethink on how we welcome, integrate, and elevate new hires from day one. Ready to get started? Read on for the insights.

Current Snapshot:
Onboarding Practices At-A-Glance

How are companies onboarding? Though onboarding starts early, onboarding experiences overall are shorter and less effective than they could be.

The onboarding period is kicking off earlier than ever, with 65% of employees starting the process before their first official day. That's great news, as the employee experience with any organization will be affected by even the earliest interactions.

But the duration and depth of these onboarding experiences are still not as robust as they should be — one-third of new hires said their onboarding journey wraps up within just one day, and nearly two-thirds see the process conclude within a week. This is hardly enough time to establish deeper engagement and integration for new hires.

Moreover, when we look at the activities that are part of the modern onboarding experience, the emphasis is by far on compliance — as the top two most common onboarding items are related to paperwork. Second to this are issues of clarification and job role — with culture and connection activities available to comparatively fewer new starters overall.
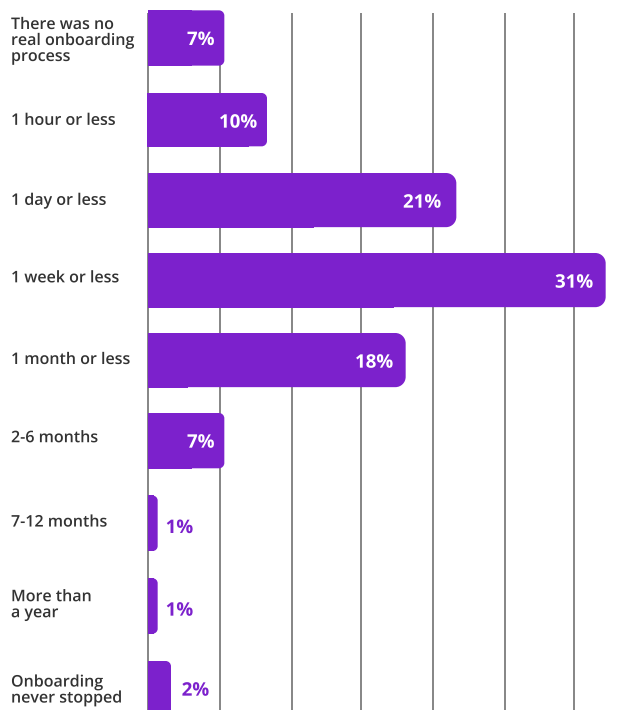
Six in ten employees said onboarding started before their first day of work.

However, for **62%** of employees, that onboarding was over within a week — for **31%** of employees, it lasted only a single day. Another **7%** didn't get onboarded at all.

This pattern reveals an opportunity for a more sustained and supportive onboarding strategy that truly capitalizes on the early days in an organization.

How long did the onboarding process last?

Response	Percentage
There was no real onboarding process	7%
1 hour or less	10%
1 day or less	21%
1 week or less	31%
1 month or less	18%
2-6 months	7%
7-12 months	1%
More than a year	1%
Onboarding never stopped	2%

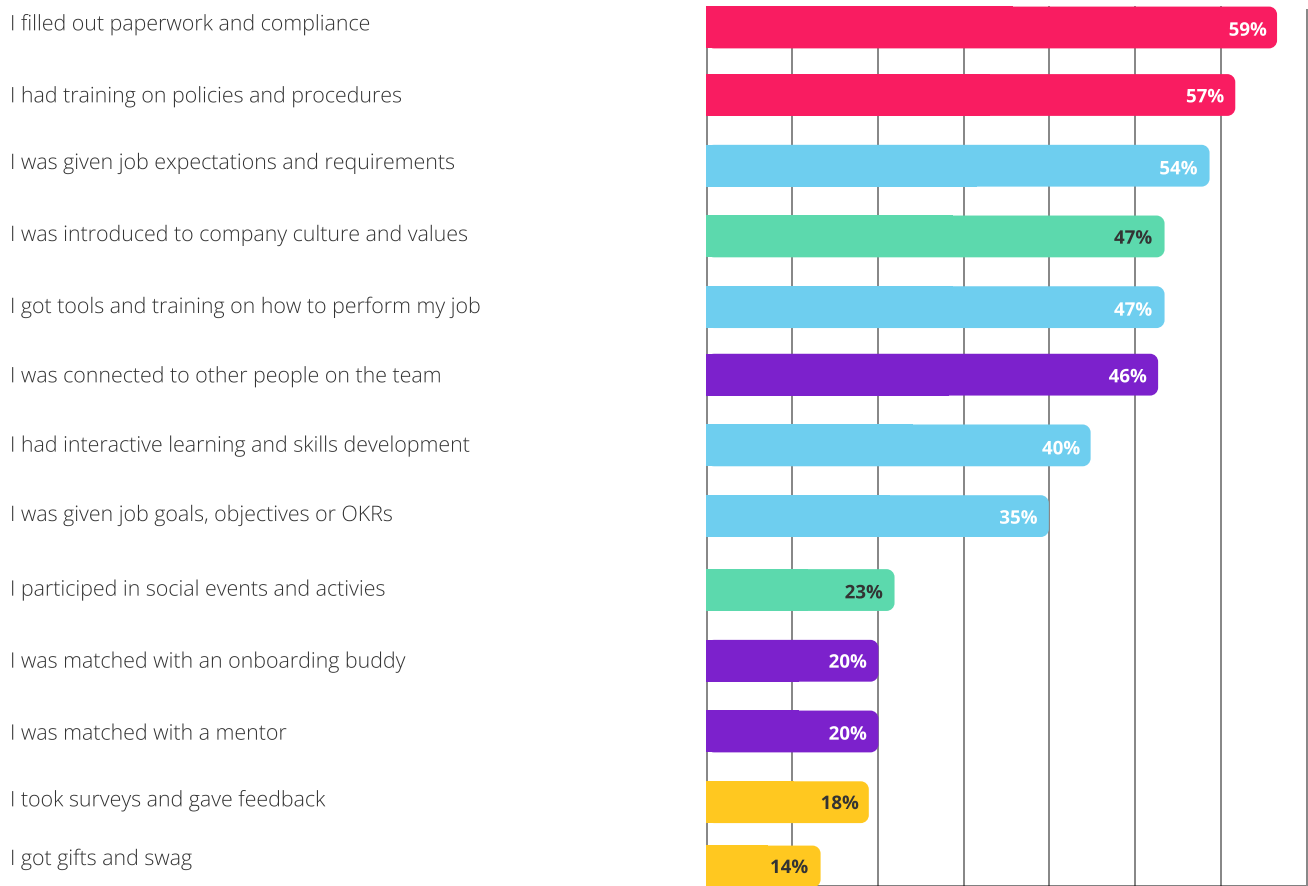Percentages may not total 100 due to rounding.

While onboarding is starting earlier, the focus of these initiatives is traditional — with **2x** as much emphasis on compliance compared to connection or culture. This imbalance suggests that while new hires are getting up to speed on policies and procedures efficiently, they might be missing out on crucial cultural assimilation and relationship-building opportunities.
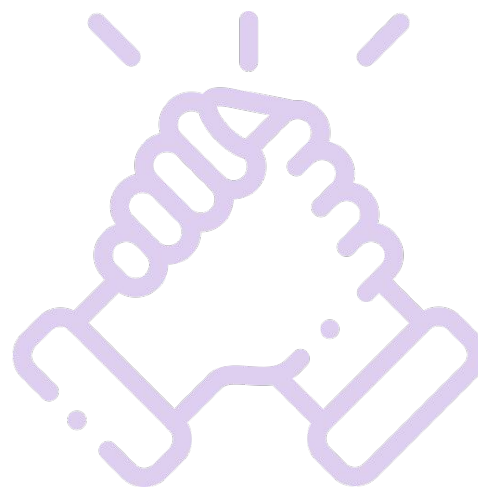
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Which of the elements below were part of your onboarding experiencie?

Element	Percentage
I filled out paperwork and compliance	59%
I had training on policies and procedures	57%
I was given job expectations and requirements	54%
I was introduced to company culture and values	47%
I got tools and training on how to perform my job	47%
I was connected to other people on the team	46%
I had interactive learning and skills development	40%
I was given job goals, objectives or OKRs	35%
I participed in social events and activies	23%
I was matched with an onboarding buddy	20%
I was matched with a mentor	20%
I took surveys and gave feedback	18%
I got gifts and swag	14%

Key:
Pink = Compliance
Blue = Clarification
Green = Culture
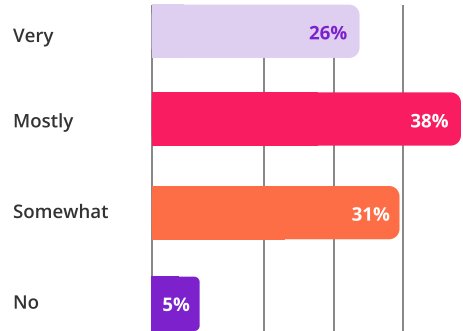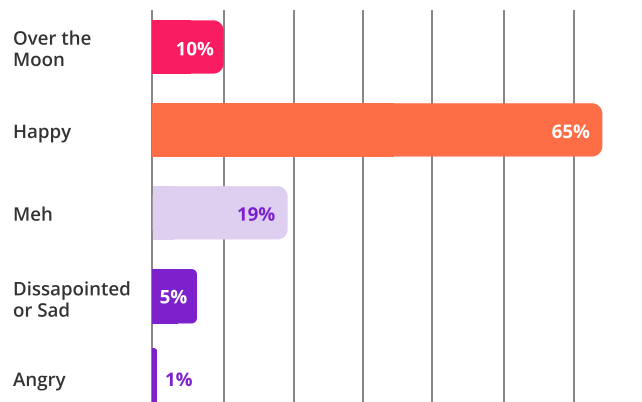**Purple** = Connection
Yellow = Experience

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Despite the structured approach to compliance, only one-quarter of employees feel fully informed, engaged, and confident during their onboarding.

Did you feel informed, engaged, and confident during your onboarding process? (Choose one)

Category	Percentage
Very	26%
Mostly	38%
Somewhat	31%
No	5%

While three-quarters of employees are generally satisfied with their onboarding, they lack deeply impactful experiences. Only **53%** reporting ever having had a truly amazing or satisfying onboarding journey.

Overall, how did you feel about that onboarding experience? (Choose one)

Category	Percentage
Over the Moon	10%
Happy	65%
Meh	19%
Dissapointed or Sad	5%
Angry	1%

What Does Good Onboarding Look Like?

Great onboarding involves stronger communications and people connections.

What sets apart a stellar onboarding experience from a mediocre one? We took a closer look at the respondents who told us they had had an "over the moon" experience with their last onboarding, to better understand what components of the new starter experience correlate with great onboarding. Our findings reveal that when onboarding is executed with a focus on robust communication and deep human connections, employees report significantly higher levels of satisfaction and engagement.

The data paints a clear picture: Employees who described their onboarding experience as "over the moon" often had early starts and comprehensive orientation processes. A staggering **93%** of these employees felt fully informed, engaged, and confident, compared to significantly lower satisfaction in other groups.

Onboarding Components and Satisfaction Levels

Early Start

Employees who began onboarding processes before their official start date reported higher levels of satisfaction. Eighty percent of the most satisfied group noted this early start, illustrating the importance of proactive engagement during preboarding.

Efficient Paperwork Management

Ensuring that administrative tasks are handled efficiently can also elevate the onboarding experience, with **94%** of the most satisfied employees noting this aspect as a positive.

Information and Engagement

A well-supported onboarding journey that includes consistent communication improves satisfaction by nearly **3x** — from **36%** to **93%**.
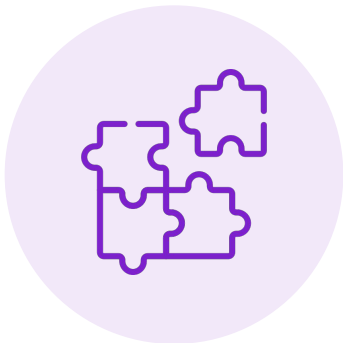
Cultural Integration

Sixty percent of employees with top-tier onboarding experiences reported that the company culture was communicated and demonstrated very effectively, underscoring the pivotal role of cultural assimilation in employee satisfaction. By contrast, for those with a "Meh" experience, more than half (56%) said their culture integration was merely "adequate."
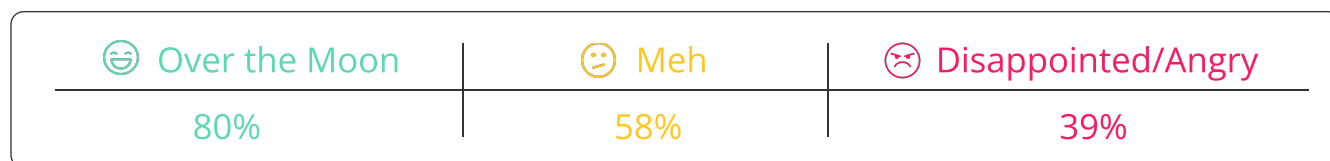
Connection and Support

The highest praises came from those who felt fully supported and connected with their colleagues, with **62%** of the most satisfied reporting strong personal connections at work. For those with a "Meh" experience, nearly half (45%) felt only a little supported and connected, and **27%** of "Disappointed/Angry" employees said they didn't feel AT ALL supported and connected to colleagues — an interesting trend match between the level of connection and quality of onboarding experience.

**How Different Variables Drive a Fantastic Onboarding Experience**

We asked people who were over the moon about their onboarding experience why they loved it. Here's what they said stood out, and how it compared to the experiences from those who had a "Meh" or "Disappointed/Angry" experience:

Onboarding started earlier (before Day 1)

😁 Over the Moon	😐 Meh	😣 Disappointed/Angry
80%	58%	39%

Paperwork was completed well

☺ Over the Moon	☺ Meh	☹ Disappointed/Angry
94%	54%	46%
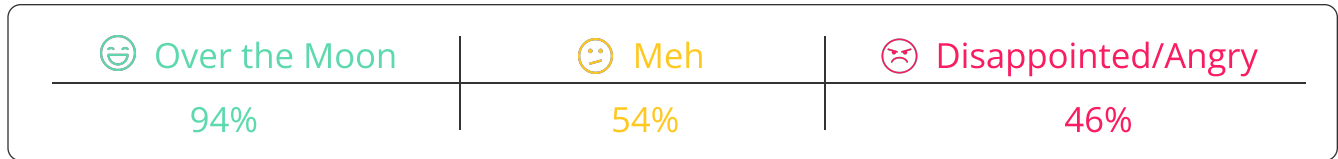
Employees felt better informed and engaged along the way

☺ Over the Moon	☺ Meh	☹ Disappointed/Angry
93%	69%	36%

Culture was communicated and demonstrated very well

☺ Over the Moon	☺ Meh	☹ Disappointed/Angry
60%	6%	5%
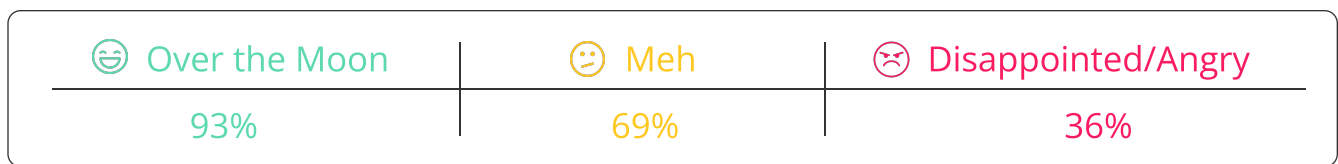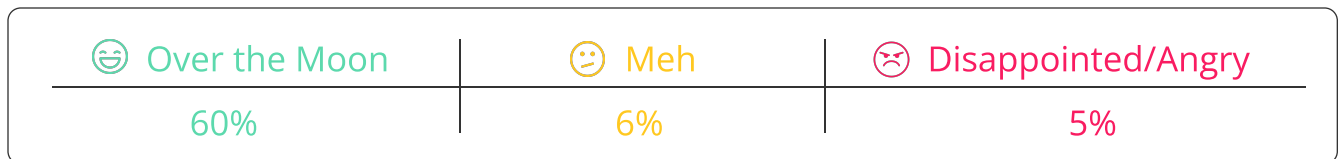
Employees felt completely connected to and supported by their colleagues

☺ Over the Moon	☺ Meh	☹ Disappointed/Angry
62%	6%	7%
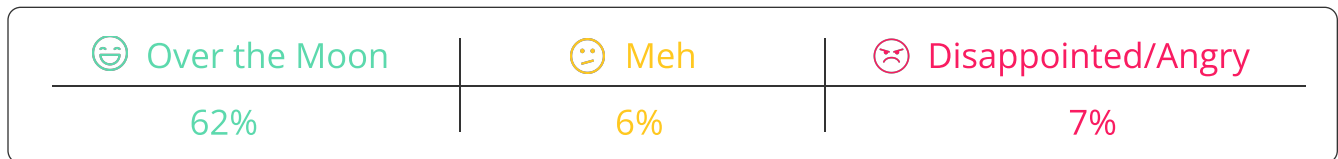
The Lasting Impact of "Wow!" Moments

Impactful moments make onboarding even more powerful.

How can tiny surprises turn an average onboarding into an unforgettable one? Imagine walking into your new office to find your desk decked out with your favorite snacks, or being greeted on your first day by a cheering squad of soon-to-be colleagues. Those are the types of "Wow!" moments that can transform an ordinary onboarding into something extraordinary. Such gestures, big or small, make new hires feel deeply valued and instantly part of the team.

Our findings indicate a big difference in the onboarding experience when people said their experience included "Wow!" moments — which we identified in the survey as "experiences that made you feel valued as a person and super excited to be in the role."

About 66% of respondents said they have experienced such "Wow!" moments as a new hire — while another 34% have never had that sort of welcome.
This is a miss for employers, because the impact of these often small moments is profound — they do not just delight new employees, but also fundamentally enhance their engagement and connection to the company.

3 in 10 people aren't feeling the "Wow!" in their onboarding

No Wow moment

34%

Wow moment

66%
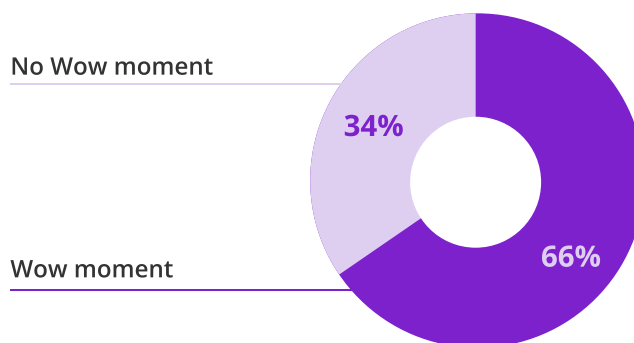
"Wow!" moments correlate closely with satisfaction with the onboarding experience.

😄 Over the Moon	😕 Meh	😣 Disappointed/Angry
91% had "Wow!" moments	Only 31% had "Wow!" moments	Only 30% had "Wow!" moments

Personal connections with colleagues and managers were frequently cited as key "Wow!" factors, with **37%** mentioning colleague interactions and **30%** highlighting connections with their manager. Additionally, well-organized resources and tools (**22%**) and personalized messages or experiences (**16%**) were appreciated by many.

What makes a Wow! moment? Connections and personal touches lead the way.

Were there any Wow! Moments (experiences that made you feel valued as a person and super excited to be in the role) in your onboarding? (Check all that apply)

Yes, connections with my colleagues	37%
Yes, connections with my manager	30%
Yes, well-organized resources and tools	22%
Yes, personalized messages or experiences	16%
Yes, thoughtful personalized gifts	13%
Yes, things my mentor or onboarding buddies did	11%
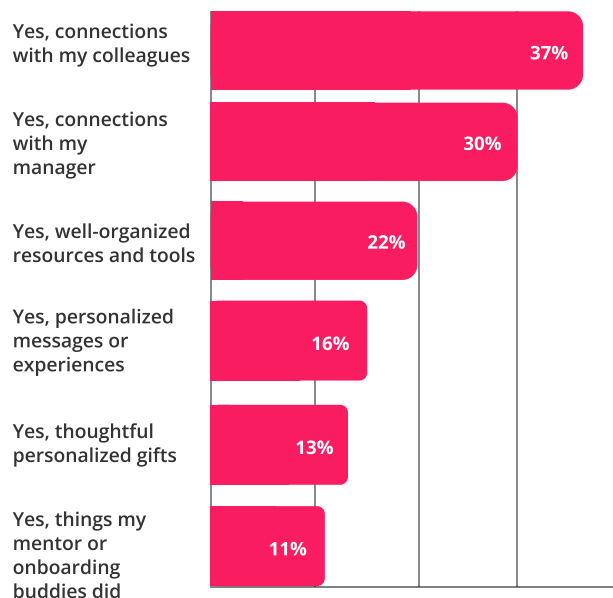
The Impact of "Wow!" on Outcomes

The data in this research show that these moments do more than just make a good first impression. They are also linked to substantial improvements in role success, productivity, and a sense of belonging.

These insights highlight the critical role that thoughtful, engaging onboarding practices play in not only ensuring employees start off on the right foot, but also in building a foundation for long-term success and satisfaction within the company.

If they had a "Wow!" moment, employees were:

2x
More likely to say they felt fully informed, engaged, and confident during the onboarding experience.

70%
More likely to say onboarding made them successful in their role.

2x
More than 2x as likely to say onboarding made them more productive.

74%
More likely to say onboarding made them feel they belonged.

82%
More likely to say onboarding made them feel happy.

The Importance of Connection for New Starters

The power of people moves the needle in onboarding. Making friends during onboarding correlates with better experiences and impacts across the board.

Onboarding is a magical time for building friendships — and it turns out that friendships are the magic ingredient for onboarding.

The beginning of a new job is a professional move — but it's also a profound social opportunity. After all, statistics show that as adults, making friends can be difficult. But, according to research from Pew, more than half of people have made their closest personal friends at work.

Our own research reveals that facilitating friendships during onboarding is not just a nice-to-have; it's a game-changer that significantly enhances employee satisfaction and integration.

73% of employees made at least one work friend during onboarding. It's clear that this is a prime time for building meaningful connections that can define a worker's experience and longevity at a company.

Onboarding is a rich time for making connections for 3 in 4 employees.
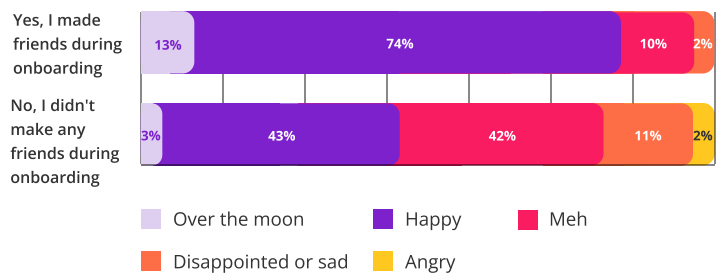
Did you make any friends during onboarding?

Yes	73%
No	27%
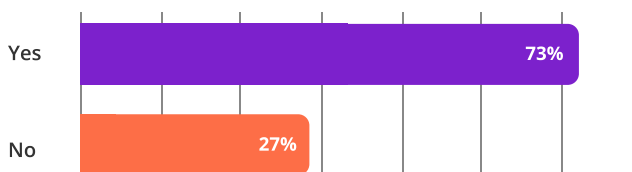
Conversely, those new friendships can quadruple the likelihood of an exceptional onboarding experience and nearly double the chances of a generally positive one, illustrating how crucial interpersonal relationships are to successful employee integration.

People who made friends were 4x more likely to say they had an "Over the Moon" experience and almost 2x more likely to say they had a positive experience.

Overall, how did you feel about that onboarding experience? (Choose one)

	Over the moon	Happy	Meh	Disappointed or sad	Angry
Yes, I made friends during onboarding	13%	74%	10%	2%	
No, I didn't make any friends during onboarding	3%	43%	42%	11%	2%

- Over the moon
- Happy
- Meh
- Disappointed or sad
- Angry

Despite the clear benefits of friendships at work, fostering these connections can be challenging — especially in remote or gig work settings where traditional face-to-face interactions are minimized.

Remote workers are less likely to make friends during onboarding, which can impact their overall experience negatively.

Full-time, on-site workers are more likely to develop friendships, suggesting that physical presence still plays a crucial role in forming strong interpersonal connections.

Making a friend in your first weeks is harder in today's distributed and flexible workplaces.

Did you make any friends during onboarding? (Choose one)

	Yes	No
Full-time	75%	25%
Part-time	65%	35%
Gig/contractor	31%	69%

- Yes
- No
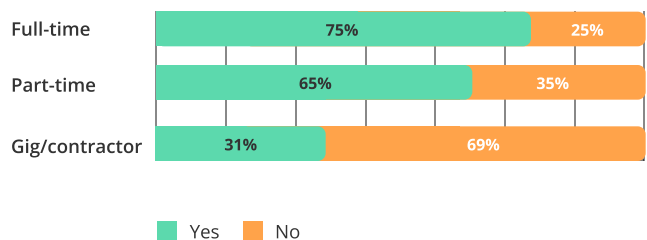
The Effects of Work Friendships on the 4 Cs

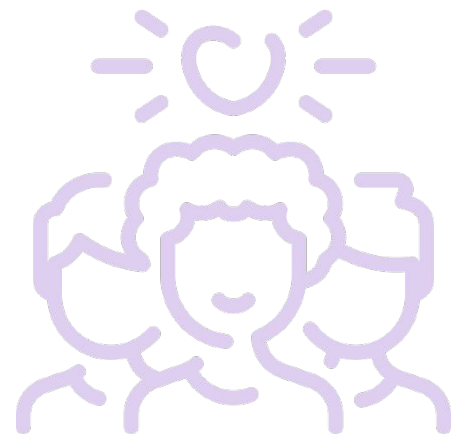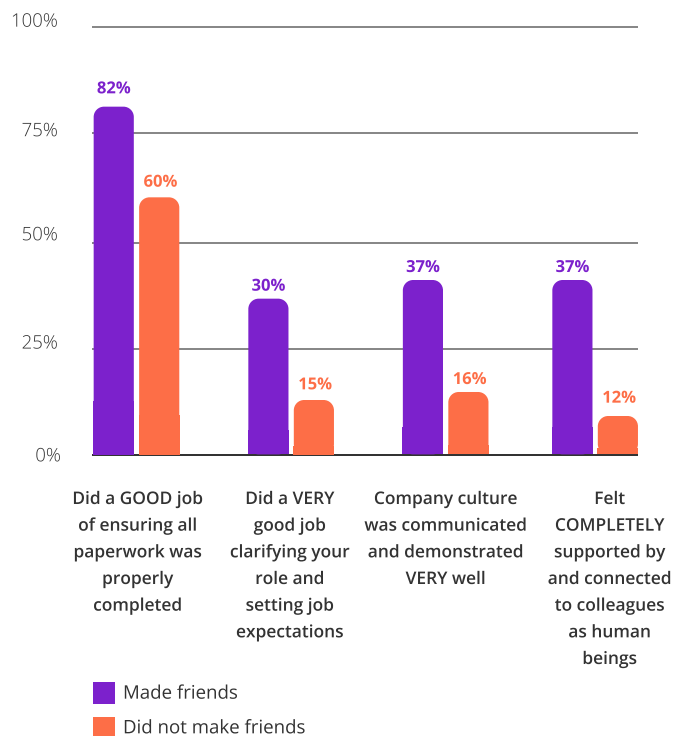Employees who make friends during onboarding report higher satisfaction rates across the four Cs: compliance, clarification, culture, and connection.

- **82%** who made friends said onboarding did a good job of ensuring all **compliance** paperwork was properly completed vs. only 60% who did not make friends — suggesting that being connected to your colleagues will help you get those forms done.

- Friendships double the likelihood of employees feeling well-informed about their roles and the **clarity** of their job expectations — from **15% to 30%.**

- Culture integration is also significantly higher among employees who make friends, with **37%** feeling fully integrated into the company culture, versus just **16%** of those without friendships.

- **37%** who made friends said they felt supported by and connected to colleagues as humans, vs. only **12%** who did not make friends.

Impact of Work Friendships on Onboarding Success

Legend:
- Made friends
- Did not make friends

Work Friendship as a Multiplier of Positive Onboarding Outcomes

Employees who made work friends were twice as likely to feel well-informed and engaged compared to those who did not make friends.

Did you feel fully informed, engaged, and confident during your onboarding process? (Choose one)

	No, I DID NOT feel	I felt SOMEWHAT	I felt MOSTLY	Yes, I felt VERY
Yes, I made friends during onboarding	3%	28%	39%	30%
No, I didn't make any friends during onboarding	10%	39%	37%	14%

- No, I DID NOT feel informed, engaged and confident
- I felt SOMEWHAT informed, engaged and confident
- I felt MOSTLY informed, engaged and confident
- Yes, I felt VERY informed, engaged and confident
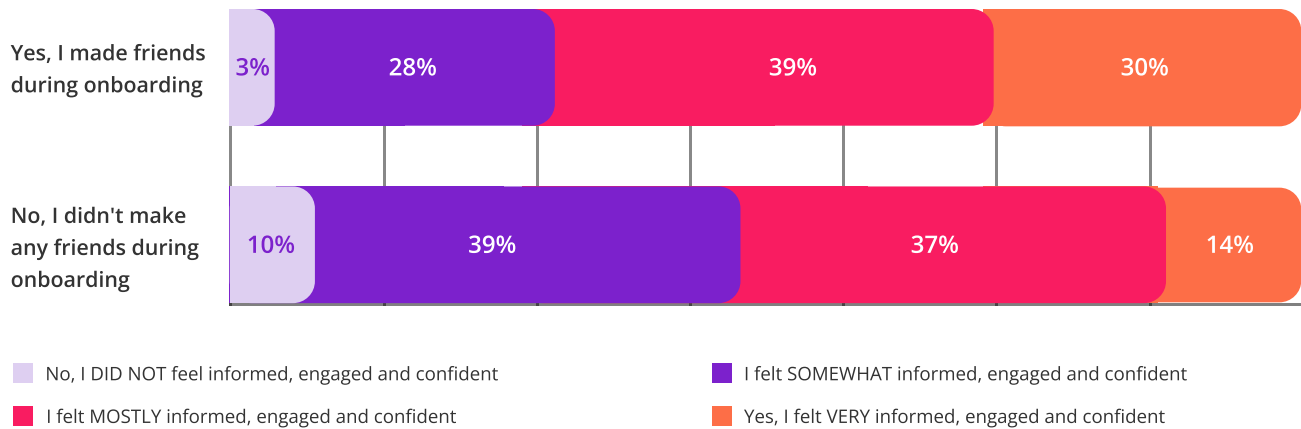
What Encourages Friendships During Onboarding?

How can employers help to facilitate the connections that form work friendships for new hires? Let's explore the factors that correlate with these connections.

Several key activities rose to the top when we asked which onboarding activities helped new employees foster friendships, which in turn enhanced the overall onboarding experience. Here are some activities and how they correlate with friendship formation:

Organized social events

90% stated these helped forge significant connections.

Mentoring or buddy systems

Mentors were crucial for **86%** of those who made friends.

Sharing team profiles or bios

Knowing the team through profiles and individual information helped **85%** of respondents who made friends.

Pre- and post-Day 1 communications

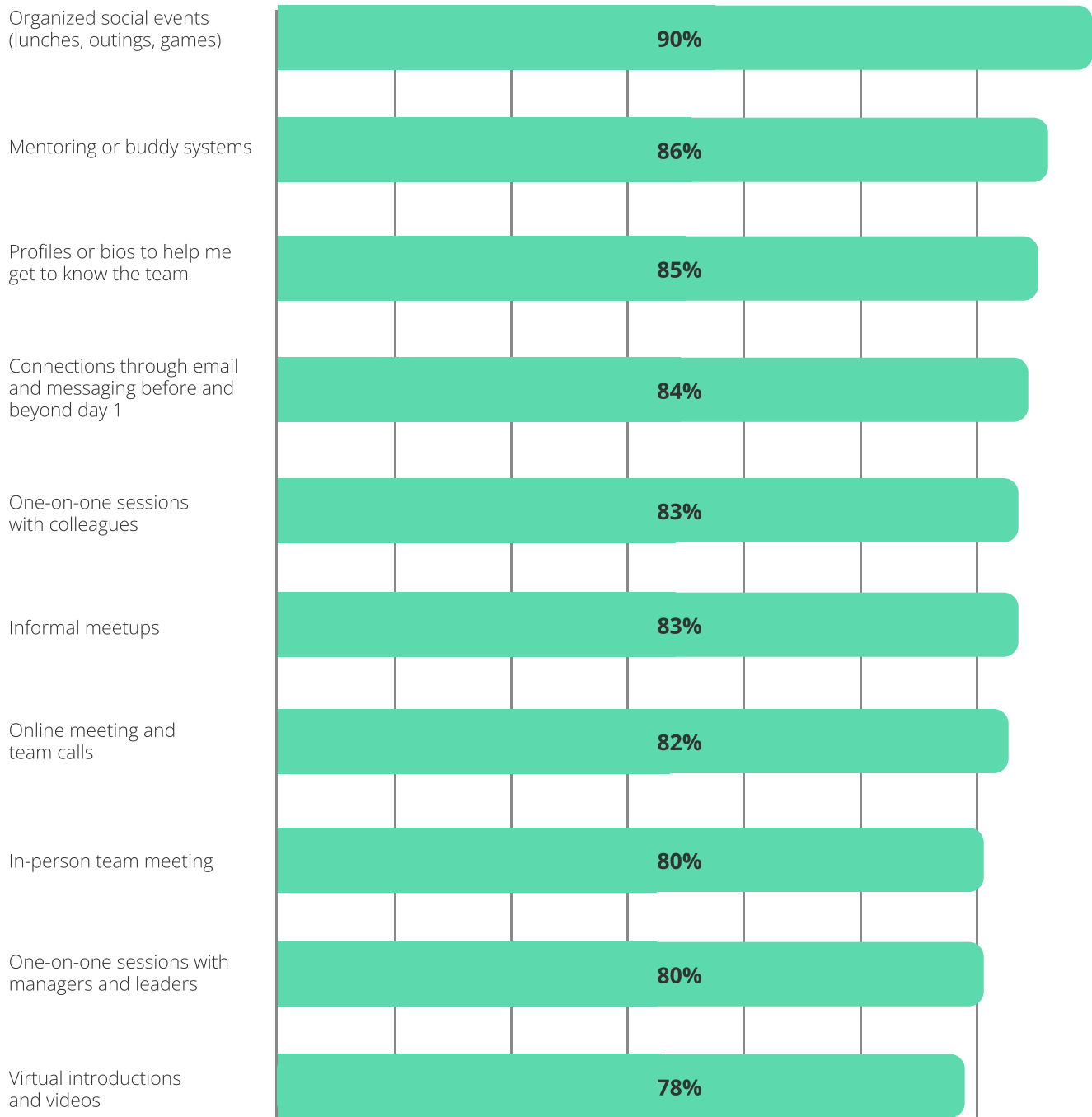**84%** found early emails and messages beneficial.

Virtual introductions and videos

Helped **78%** build connections.

For Gen Z employees, mentoring and informal meet-ups were also particularly impactful — highlighting the need for tailored approaches to onboarding that consider demographic preferences and the evolving nature of workplace interactions.

What type of onboarding activities or practices helped you to build meaningful connections with your new team? (Check all that apply)

Activity	Percentage
Organized social events (lunches, outings, games)	90%
Mentoring or buddy systems	86%
Profiles or bios to help me get to know the team	85%
Connections through email and messaging before and beyond day 1	84%
One-on-one sessions with colleagues	83%
Informal meetups	83%
Online meeting and team calls	82%
In-person team meeting	80%
One-on-one sessions with managers and leaders	80%
Virtual introductions and videos	78%

"Wow!" Moments: Employees who experienced "Wow!" moments were nearly twice as likely to make friends, emphasizing the role of memorable, positive experiences in fostering connections.

Were there any Wow! Moments (experiences that made you feel valued as a person and super excited to be in a role) in your onboarding? (Check all that apply)

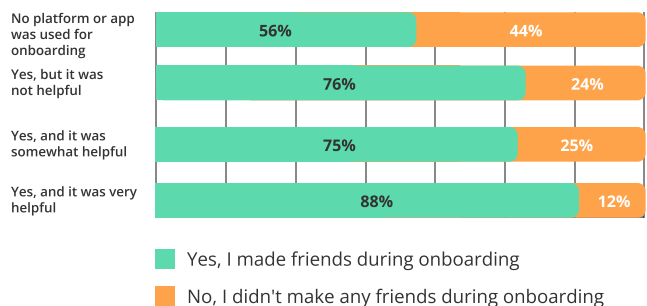|	Yes, I made friends during onboarding	No, I didn't made friends during onboarding
No, there weren't any Wow! moments	46%	54%
Yes, connections with my manager	88%	12%
Yes, connections with my colleagues	90%	10%
Yes, thoughtful personalized gifts	89%	11%
Yes, personalized messages or experiences	88%	12%
Yes, well organized resources	88%	12%
Yes, things my mentor or onboarding buddies did	93%	7%

- Yes, I made friends during onboarding
- No, I didn't made friends during onboarding

Technology Tools: Having effective onboarding software available also correlates significantly with friendship formation, as those without access to apps or software were **3x** less likely to make friends than those with software they found helpful.

Did your onboarding experience include the use of any digital onboarding platforms or apps? If yes, how helpful was it? (Choose one)

	Yes, I made friends during onboarding	No, I didn't make any friends during onboarding
No platform or app was used for onboarding	56%	44%
Yes, but it was not helpful	76%	24%
Yes, and it was somewhat helpful	75%	25%
Yes, and it was very helpful	88%	12%

- Yes, I made friends during onboarding
- No, I didn't make any friends during onboarding

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Which Tech Features Make For a Great Experience?

Onboarding is stronger with a great technology assist, but sometimes no software is better than bad software.

As we've seen, access to the right technology can make a big difference in experience. Let's look more closely at what our data told us about technology and onboarding.

A robust **74%** of new hires interact with some form of onboarding software, signaling a widespread adoption of technology in this initial employee experience. However, not all experiences are created equal.
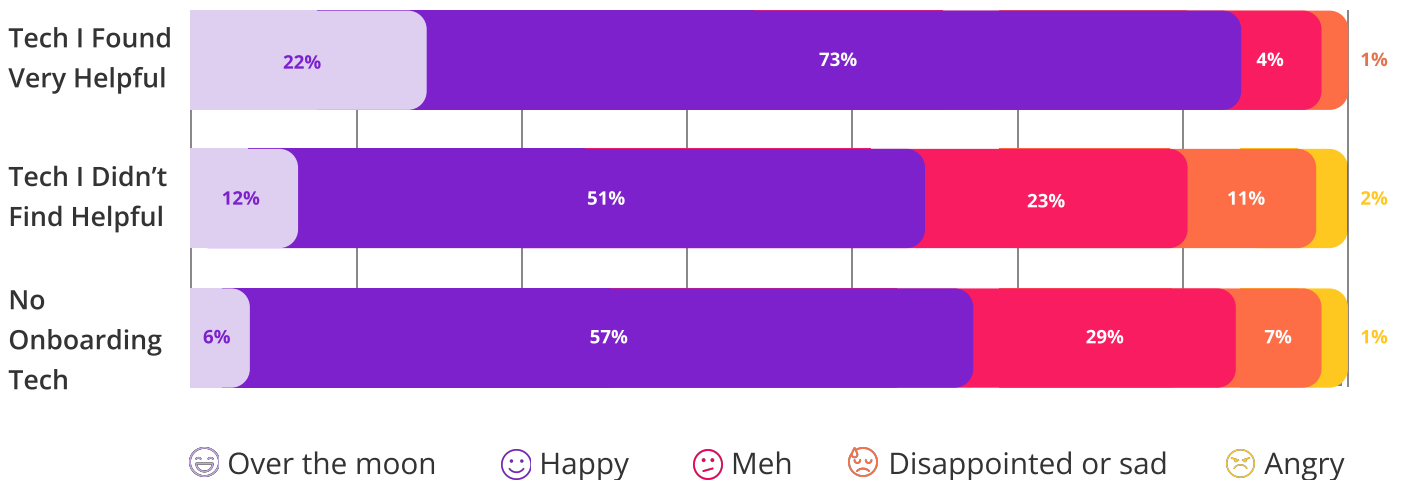
Only **19%** found the apps or software to be "VERY helpful." The presence of technology alone isn't enough. It must be the right fit and of high quality to truly enhance the onboarding experience.

74% of new hires are engaging with onboarding software — but not all are equally effective.

The stats speak loudly: **95%** of those who rated their onboarding software as very helpful reported a positive overall experience.

Conversely, **37%** of employees without any software had a ho-hum experience, describing their onboarding as "Meh" or worse.

Bad tech is worse than no tech when it comes to onboarding.

	Over the moon	Happy	Meh	Disappointed or sad	Angry
Tech I Found Very Helpful	22%	73%	4%	1%	
Tech I Didn't Find Helpful	12%	51%	23%	11%	2%
No Onboarding Tech	6%	57%	29%	7%	1%

😄 Over the moon   🙂 Happy   😐 Meh   😞 Disappointed or sad   😠 Angry

Even more strikingly, bad technology yielded an even stronger level of dissatisfaction, with 36% reporting a negative experience due to unhelpful tech and 13% saying it left them disappointed, sad, or angry.

Ultimately, technology is a game-changer in onboarding, but only when it's the right technology. Bad tech can be worse than no tech at all, illustrating that quality over quantity rules the day when it comes to digital onboarding solutions.

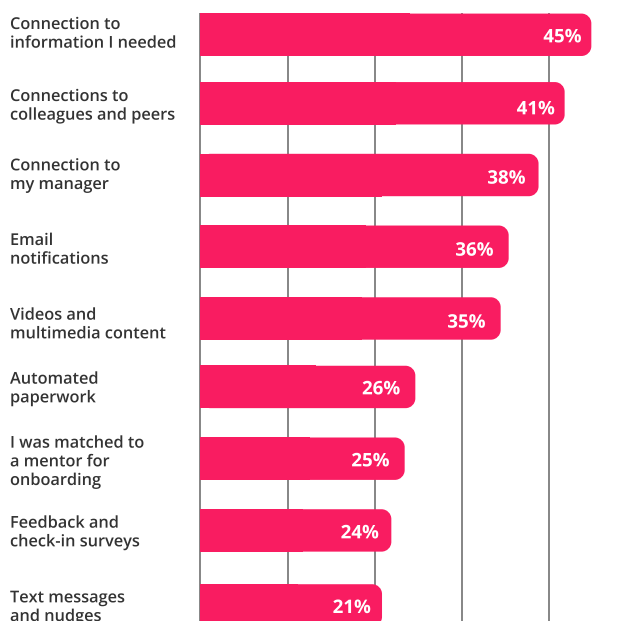## What Makes Onboarding Technology Most Effective?

When asked about the most beneficial features that make onboarding technology helpful, employees highlighted connection to information and people.

Top 3:
1. Connection to Information
2. Connections to Colleagues and Peers
3. Connection to Managers

Onboarding technology that fosters connections — whether to information, people, or essential resources — is what most profoundly impacts the quality of the onboarding experience, setting the tone for a more enabled and engaged tenure at the company.

What aspects of your onboarding technology did you find MOST helpful? (Check all that apply)

Aspect	Percentage
Connection to information I needed	45%
Connections to colleagues and peers	41%
Connection to my manager	38%
Email notifications	36%
Videos and multimedia content	35%
Automated paperwork	26%
I was matched to a mentor for onboarding	25%
Feedback and check-in surveys	24%
Text messages and nudges	21%

The Difference Great Onboarding Makes

Good onboarding drives the metrics that matter most in organizations — and people want it.

So far, we have shown data that reinforces the impact of "Wow!" moments, work friendships, and a tech assist on the onboarding experience — but overall, what is the ROI of that great onboarding? What difference can it make in the numbers companies use to measure success?

The Impact of Effective Onboarding

When we asked people who reported having truly amazing onboarding exactly how that experience affected them — they were quick to share some of the outcomes many companies are most looking to influence.

Enhanced Employee Satisfaction and Performance

Higher Job Satisfaction

Employees who rated their onboarding experience positively were **46%** more likely to express satisfaction with their job decision. This satisfaction is crucial for long-term employee retention and performance.

Increased Engagement

With **42%** of these employees feeling more engaged, good onboarding sets the stage for a more committed workforce.

Boosted Productivity

Around **40%** of employees with good onboarding experiences reported increased productivity. This directly correlates with better performance outcomes and more efficient achievement of business objectives.

Improved Fit and Belonging

Good onboarding processes that emphasize cultural assimilation help **40%** of new hires feel like they belong, fostering a supportive work environment that enhances employee morale and reduces turnover.

Positive Cultural Perception

A direct connection exists between effective onboarding and positive perceptions of company culture, with **38%** of employees feeling better about their company's culture as a result of their onboarding experience.

Advocacy and Retention

Company Advocacy

34% of satisfied employees are likely to speak positively about their company, turning them into brand ambassadors both inside and outside the organization.

Peer Recommendations

32% of these employees would recommend their company as a great place to work, helping attract top talent through the most trusted recruitment channels — personal recommendations.
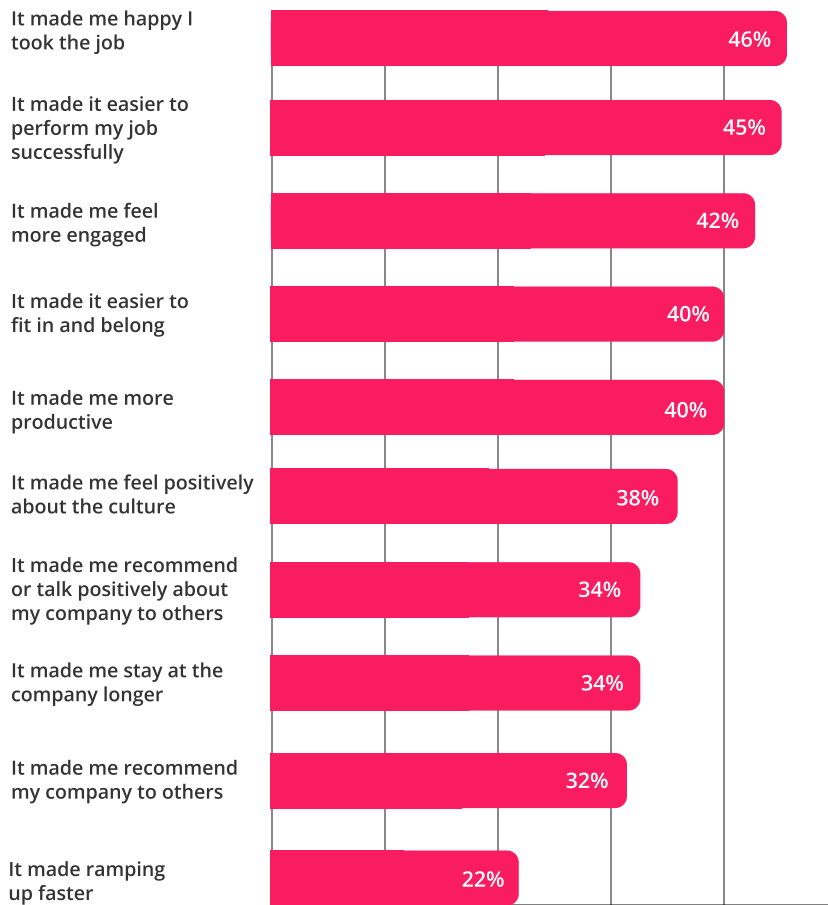
Enhanced Retention

The same percentage (**34%**) were motivated to stay longer at the company, illustrating how good onboarding can directly influence retention rates.

How did a good onboarding experience affect your work and experience at that company? (Check all that apply)

It made me happy I took the job	46%
It made it easier to perform my job successfully	45%
It made me feel more engaged	42%
It made it easier to fit in and belong	40%
It made me more productive	40%
It made me feel positively about the culture	38%
It made me recommend or talk positively about my company to others	34%
It made me stay at the company longer	34%
It made me recommend my company to others	32%
It made ramping up faster	22%

Good onboarding boosted satisfaction and productivity for almost half of the employees who had a great onboarding experience.

The Consequences of Inadequate Onboarding

Conversely, the data also highlights the detrimental effects of poor onboarding experiences. Here are some of the consequences employees shared when they had a terrible onboarding experience:

⏱ Performance Challenges

35% of those with negative onboarding experiences found it difficult to perform their jobs successfully, indicating how crucial early support is to employee effectiveness.

☹ Job Regret and Turnover

33% of employees regretted their decision to accept their job offer, and an equal percentage started looking for new jobs soon after joining due to poor onboarding.

Reduced Engagement

A lack of engaging onboarding experiences leaves **34%** of employees feeling disengaged, negatively impacting their productivity and likelihood of staying with the company.

Negative Cultural Impact

Negative experiences with onboarding can taint an employee's perception of the company culture, with **30%** reporting a negative outlook on the workplace environment.
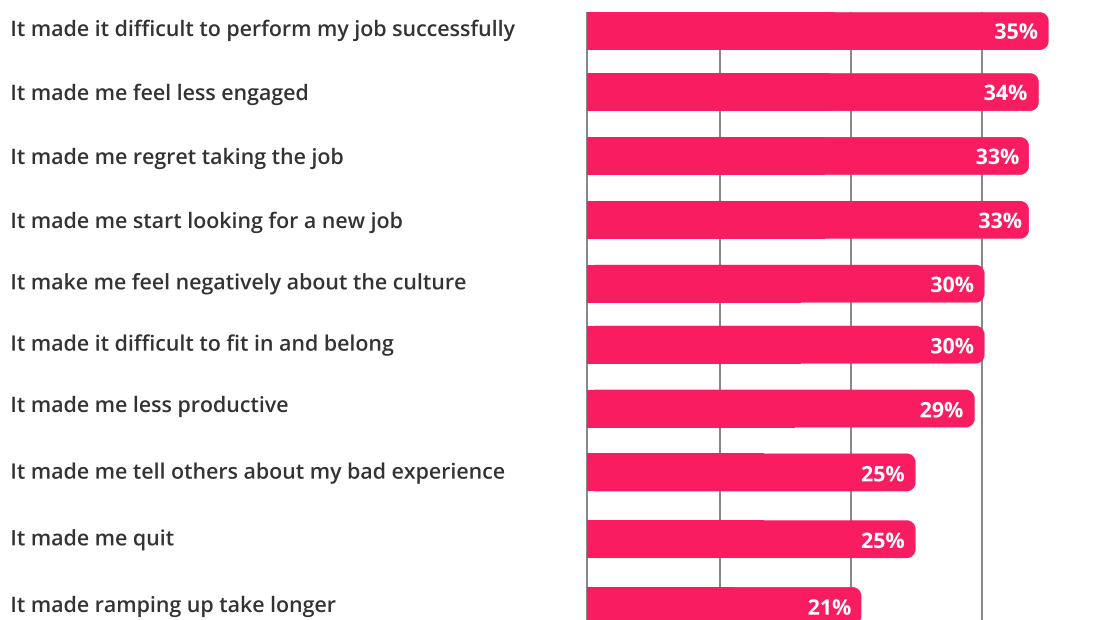
Vocal Dissatisfaction

25% of dissatisfied employees not only left their positions but also shared their negative experiences with others, potentially damaging the employer's brand and ability to attract future talent.

Productivity and engagement are the top casualties of bad onboarding for one-third of employees with bad experiences.

How did a poor onboarding affect your work and experience at that company? (Check all that apply)

It made it difficult to perform my job successfully	35%
It made me feel less engaged	34%
It made me regret taking the job	33%
It made me start looking for a new job	33%
It make me feel negatively about the culture	30%
It made it difficult to fit in and belong	30%
It made me less productive	29%
It made me tell others about my bad experience	25%
It made me quit	25%
It made ramping up take longer	21%

The 4 C Report Card

Grading the Pillars of Onboarding Success

Years ago, onboarding was about filling out forms and finding one's way to the breakroom. Those days are long gone. Today, effective onboarding stretches well beyond compliance to include clarification, culture, connection, and experience — collectively known as the 4 Cs of onboarding and the E that pulls them all together.

They serve as a lucid framework for all of the essential activities within the onboarding process, each critical in fostering a supportive and productive environment for new hires.

While companies have certainly made strides in broadening their onboarding frameworks, our 2024 4 Cs Report Card reveals a mixed bag of results. One thing is clear: Companies that are employing effective onboarding technology are seeing better ratings across the board.

Here's a breakdown of how businesses are scoring across these essential dimensions of onboarding.

Compliance	B+
Clarification	C+
Culture	C+
Connection	D
Experience	D

Compliance: Grade: B+

Compliance is the bare minimum in the onboarding process, and most companies are ticking those boxes.

Only **2%** of employees felt that their legal and procedural bases were not at least somewhat covered. That said, we see room for improvement: Nearly 1 in 4 people (**22%**) could not say their paperwork was properly completed so they were paid on time and enrolled in benefits.

The answer to closing that last gap is likely through onboarding automation. When we looked at people who used a helpful app or software during the onboarding process, the number of unequivocal Yes answers rose from **74%** to **94%** — a solid A.

79% of employees say their most recent onboarding experience did a good job of ensuring their paperwork was properly completed and **98%** say that process was at least somewhat complete.

Did onboarding do a good job of ensuring all your paperwork was properly completed (so you were paid on time and enrolled in any benefits)?

Yes	76%
Somewhat	22%
No	2%
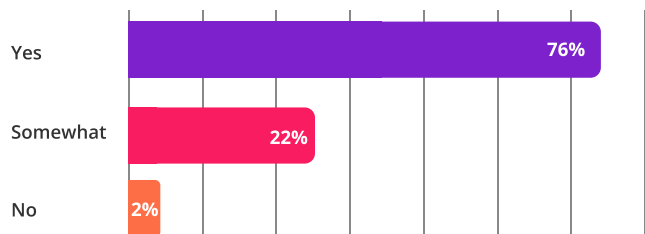
When employees used an onboarding software platform or app they found helpful, they were **94%** likely to say the company did a good job of achieving compliance.

Onboarding did a good job of ensuring all my paperwork was properly completed (so I was paid on time and enrolled in any benefits).

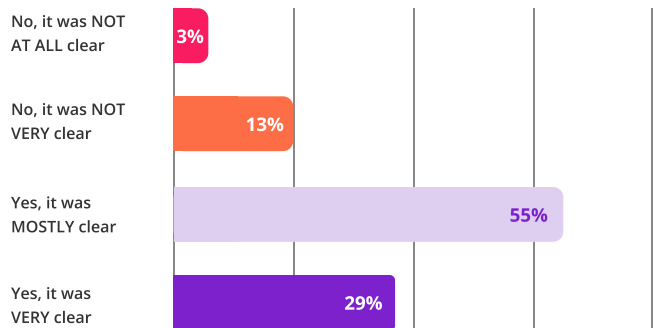| No platform or app was used for onboarding	Helpful app or software was used
74%	94%
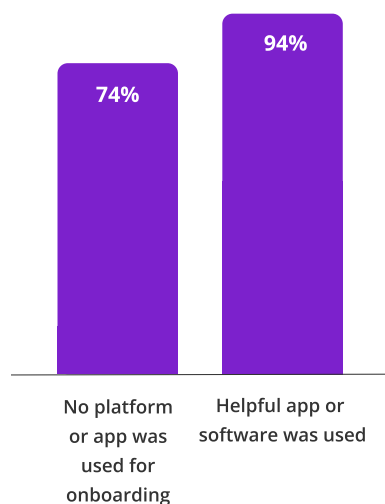
Clarification: Grade C+

Clarification is where many companies begin to stumble a bit more. While onboarding appears to be doing an adequate job setting work expectations, this is another area where companies should be delivering an A+ if they want everyone on the team to be aligned and set up to contribute effectively.

Less than one-third of employees **(29%)** feel fully informed about their roles and expectations, which is a significant shortfall for organizations.

While **84%** of employees said they were at least mostly clear, this data shows that **71%** of employees could be clearer on the fundamentals of their job and how to contribute to organizational success.

Did the onboarding process do a good job clarifying your role and setting job expectations? (Choose one)

No, it was NOT AT ALL clear	3%
No, it was NOT VERY clear	13%
Yes, it was MOSTLY clear	55%
Yes, it was VERY clear	29%

When employees used an onboarding software platform or app they found helpful, they are more than **2x** as likely to say that onboarding helped them to feel clear on their role and job expectations.

The onboarding process did a good job clarifying my role and setting job expectations.

| No platform or app was used for onboarding	Helpful app or software was used
28%	63%
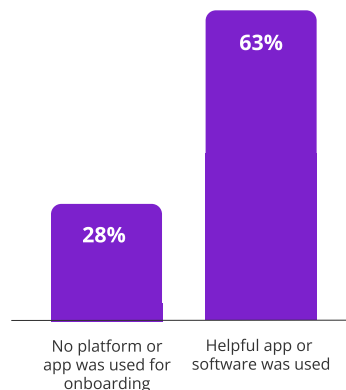
Culture: Grade C+

While some companies are making the effort to introduce new hires to their Culture, a significant portion of companies are still failing to make their organizational ethos and values resonate effectively with their new employees.

While **3 in 10** employees feel their companies communicated and demonstrated culture very well, nearly **7 in 10** found those efforts adequate at best, and **2 in 10** found culture poorly or not at all demonstrated. This kind of culture disconnect can prevent new hires from fully integrating into the company from the start, and set them up for failure.

The trend here continues in terms of the correlation between onboarding automation and the success of the 4 Cs. When employees were onboarded through software they found helpful, their odds of feeling culture was fully demonstrated rose from 28% to 67%.

Only **31%** of employees said culture was communicated or demonstrated very well, and **22%** said culture was represented poorly or not at all during their onboarding.

How effectively was company culture communicated and also DEMONSTRATED to you during onboarding?
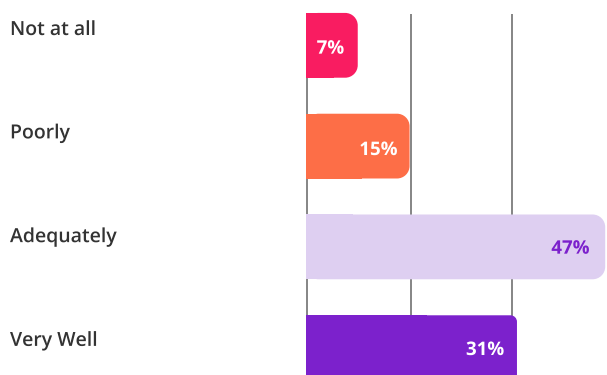
Not at all	7%
Poorly	15%
Adequately	47%
Very Well	31%

When employees used an onboarding software platform or app they found helpful, they were more than 2x as likely to say that company culture was communicated and demonstrated during onboarding.

Company culture was communicated and also demonstrated to me during onboarding.

28%	67%
No platform or app was used for onboarding	Helpful app or software was used
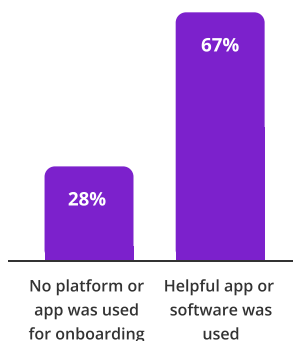
Connection: Grade D

The most alarming score comes in the area of Connection — if only because it's the most important of the 4 Cs. Here again, the gap comes from what isn't being done, but should be.

Workplace relationships are more crucial than ever, and failing to foster these human-to-human connections from the start of tenure can significantly impact key metrics around engagement, productivity, and turnover in the first months and across the employee lifecycle.

With **70%** of people reporting they felt only mostly supported or connected to colleagues during onboarding, our grade for connection is at best a low C-. However, as we will show next, connections to colleagues fall much lower on the list of what's included in the modern onboarding experience than other, more transactional activities. That lack of prioritization is sufficient to lower this rating to a D.

It may not surprise anyone to learn that companies that use effective onboarding software correlate with success in connecting people on a human level. Where 28% of those without software felt supported by and connected to colleagues as human beings, that number rose to 68% when software was used.

Only 30% of employees said they felt completely supported by and connected to colleagues as human beings during their onboarding.

Did you feel supported by and connected to your colleagues as human beings during your onboarding? (Choose one)

Not at all	5%
A little	23%
Mostly	41%
Completely	30%
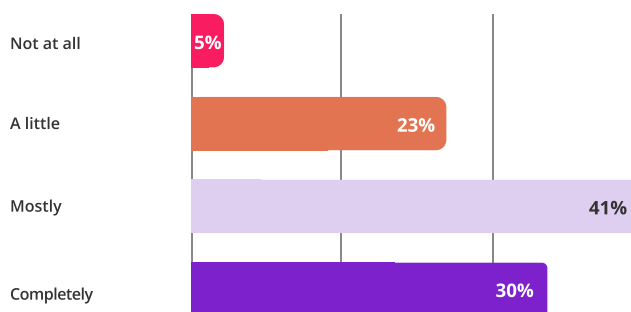
When employees use an onboarding software platform or app they find helpful, they are more than **2x** as likely to feel supported by and connected to colleagues during onboarding.

I felt supported and connected to my colleagues as human beings during my onboarding.

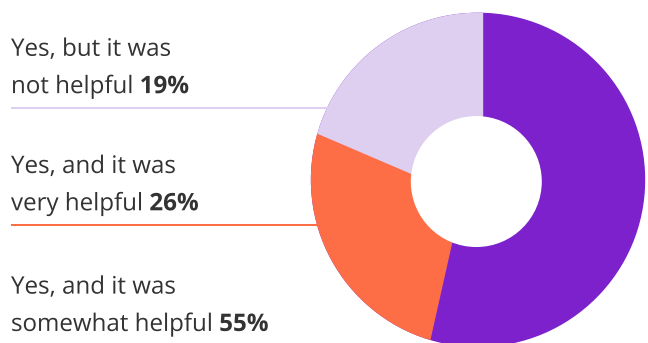|	
No platform or app was used for onboarding	29%
Helpful app or software was used	68%
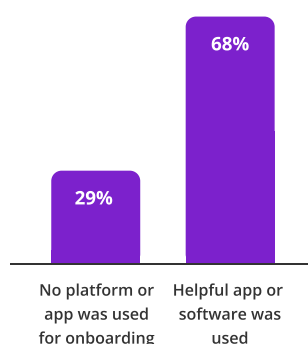
Experience: Grade D

Experience is the bonus score on the report card — where we wrap all of the four Cs into a seamless and engaging Experience, by delivering personalized moments and memories throughout the onboarding process.

This is a combination of the communications tools that help them assimilate and those Wow! moments, like meeting an employee at the door on day one, or having their favorite treat on their desk. Delivering those thoughtful moments is an opportunity to differentiate when it comes to your employer brand. For the purposes of measuring experience, we looked at the quality of the technology people have, and how many experienced Wow! moments during their onboarding experience.

Of the people who have onboarding software, only **1 in 4** found it very helpful.

Did your onboarding experience include the use of any digital onboarding platforms or apps? If yes, how helpful was it? (choose one)

Yes, but it was not helpful **19%**

Yes, and it was very helpful **26%**

Yes, and it was somewhat helpful **55%**

One-third of employees did not experience any kind of Wow! moment during onboarding.

34% - No Wow! moment

66% - Wow moment
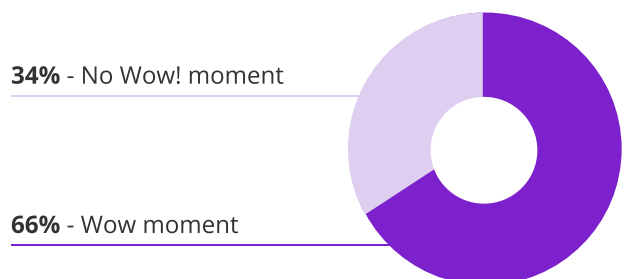
The Power of a Proactive Onboarding Strategy

4 Takeaways for Organizations

To capitalize on the findings in this report, organizations should consider the following steps:

1. Leverage Technology Effectively

Use onboarding software that streamlines compliance and administrative tasks and enhances connection and engagement — through interactive and personalized features that engage employees and help provide "Wow!" moments.

2. Prioritize Connection and Communication

Focus on building employee friendships and relationships from day one. Introduce new hires to their team and key stakeholders early on and maintain open lines of communication throughout the onboarding process and beyond — helping people at all levels of the organization connect on a human level.

3. Extend the Onboarding Duration

Move beyond the traditional one-day orientation. Extend the onboarding process to cover at least the first 90 days to ensure new hires are fully integrated and comfortable in their new roles. Onboarding should be extended and revisited throughout the employee lifecycle.

4. Focus on Continuous Improvement

Regularly collect feedback on the onboarding process from new hires and make adjustments based on their suggestions. This not only improves the process, but also shows new employees that their opinions are valued.

Organizations that invest in onboarding strategies that embrace these four pillars see substantial returns in terms of employee engagement, productivity, and loyalty.

As the workforce continues to evolve, the importance of a dynamic and responsive onboarding process cannot be overstated. It's time for companies to embrace these insights and revolutionize their approach to welcoming new talent. **Are you ready?**

Want to learn more about implementing a more effective onboarding strategy in your organization?

Connect with one of our Enboarder experts for a consultation

About the Survey

The **2024 Enboarder State of Employee Onboarding Survey** was conducted by Enboarder from June 25-27, 2024. This is the first annual deployment of this survey. The final sample of the survey was composed of 1040 randomly selected fully employed persons (aged 18 or older), balanced for gender and age, who began a new role at an organization with a staff size of 200 or more employees within the past 5 years.

Respondents were randomly provided by independent market research firm SurveyMonkey, from the U.S., U.K., and Australia. The survey had a margin of error of +/-3 percentage points at a 95% level of confidence.

About Enboarder

Enboarder's workflow communication platform connects your people to the colleagues, information and programs that matter most. Our unique Connected Onboarding solution has been built from the ground up with a focus on human connection and experience. Leading global brands like McDonalds, Hugo Boss, ING, and Deloitte use Enboarder to drive behavior, engagement, and belonging from hire to retire. To learn more, visit enboarder.com.