

HOW TO IMPROVE THE HIRING PROCESS TO AVOID QUICK QUITTING





Table of Contents

03		INTRODUCTION
04		INCREASE TRANSPARENCY IN THE HIRING PROCESS
06		PROACTIVELY COMMUNICATE COMPENSATION AND BENEFITS
08		CREATE A STRONG PRE-BOARDING PROGRAM
10		ENGAGE EMPLOYEES DURING ONBOARDING
12		STRATEGIZE A NEW EMPLOYEE EVALUATION PROCESS
14		SOURCES

You may have heard of “quiet quitting,” a term used to describe what Gallup says represents at least 50% of the workforce in the U.S. today. Quiet quitters are existing employees who do the bare minimum that’s required of them at work, without going above and beyond to exceed expectations.

In 2023, welcome to the world of “quick quitting”. According to the 2022 Job Seeker Nation Report, around one in three new employees will quit their job within the first 3 months of starting a new role. Further, 45% of workers are actively looking for a new job or plan to within the next year.

Quick quitting is on the rise in the U.S. According to a September 2022 study by LinkedIn’s Economic Graph team, the short tenure rate (representing positions that were held for less than a year) has steadily been rising in recent years. In 2022, the overall rate was up 9.7% year-over-year, with notable year-over-year increases in technology, information and media (10.48% increase), administrative and support services (8.87% increase) and financial services (5.62% increase).

Most Americans can relate to quick quitting. According to a December 2022 survey by Monster, 57% of U.S. workers have “quickly quit” their job after less than a year of employment. The top reasons for quick quitting were:

- **67%** were burned out due to working at a toxic employer.
- **54%** said their roles were different from what was described in the interview
- **40%** received a better offer at a different company.
- **20%** had a poor onboarding process with the company’s Human Resources team and hiring manager

If you want to improve new employee retention, and employee retention overall, it’s important to make a great first impression during the hiring process. From first contact with a candidate during recruitment, to welcoming them to work on the first day, here are steps a company can take to improve new employee retention, beginning with hiring.

01 Increase Transparency in the Hiring Process

Companies that are considering active job seekers as their top candidates face a lot of competition. To get an idea of how competitive the candidate market is, Indeed recommends that candidates apply for 10 to 15 jobs a week, around 2 to 3 jobs a day.

According to a December 2022 report by Get Hired by LinkedIn News, on average, the hiring process lasts 3 to 6 weeks. During that time, a company risks losing the candidate to a competitor or the candidate losing interest in the job.

To keep candidates engaged, especially the ones who are interested in your company, there needs to be transparency in the hiring process so the candidate knows what to expect along the way. This requires presenting a clear timeline to applicants and providing next steps they can expect every step along the hiring journey.

You can use company hiring data to determine time-to-hire averages for various positions. Your human resources (HR) team should be tracking that data so it's easy to access. You can also implement onboarding and exit interviews to gather feedback about how hiring processes can be improved.

If you're hiring for a new position, or you're a new business altogether, you can use the Society for Human Resource Management's (SHRM) time-to-hire/time-to-fill calculation spreadsheet to get an estimate of hiring time. You can also use industry research, surveys and professional chatter online about hiring to get a better idea of timelines to expect.



To create clear hiring standards and establish a realistic timeline you can communicate to candidates, follow these steps.

01

Create a hiring process flowchart that maps out each step in the hiring process and how long each step should take.

02

Ensure you're staffed accordingly, so your HR and hiring teams can meet your hiring process timeline objectives.

03

Provide training for everyone involved with hiring so they can stay on track and have support when they need it.

Once you have a reasonable hiring timeline planned out, you can use this early on in the recruiting and hiring process, perhaps even posting it on a job description on the company website. Communicate the timeline clearly to candidates, so applicants know what to expect, and your team stays accountable to meet hiring deadlines.

Technology can help you improve hiring transparency for candidates. Virtual candidate dashboards can show candidates where they are in the hiring process, what next steps are and how they can get in touch with your company when they have questions. Virtual tools can also help unite HR teams with anyone else who's involved in hiring, so everyone's aligned with candidate progress.

Related to transparency in the hiring process:

Clearly outline job details in the description. Candidates should know exactly what type of work the role requires, so they don't apply for roles they're not qualified for or work they're not really interested in doing.

In 2022, The Muse surveyed 2,500 people and found 72% had experienced "Shift Shock". Shift shock occurs when someone starts a new job and realizes the position is very different from what they were led to believe. When writing job descriptions, get input from current employees on what to include, so you create accurate job descriptions that realistically describe the work.



02 Proactively Communicate Compensation and Benefits

Even when hiring timelines are transparent and clearly communicated, companies still run the risk of top candidates “ghosting” them. The term ghosting refers to when a candidate cuts off communication with an employer altogether, without reason or notice.

A 2022 study found 84% of U.S. job candidates had ghosted a potential employer in the past year-and-a-half. Overall, 28% of workers had ghosted an employer, up from 19% a couple years prior.

One survey of 2,300 senior managers and 2,400 workers in the U.S. found the reason why 35% of employers who had lost out on a candidate was due to being too slow to make an offer. Going back to transparency, you can help prevent that from happening by letting candidates know when they can expect an offer in the hiring process timeline.

Another top reason why candidates ghosted employers was low salary, which one study found caused 29% of ghosting candidates to drop out of the interview process. In some places, like New York City and the state of Colorado, employers are legally required to include a salary range on job listings. Even if it’s not the law in your geographic location, you can help prevent candidate drop-off by increasing transparency in job listings and during the hiring process of what candidates can expect.

Salary:

Salary continues to be one of the most important factors when candidates consider a job. According to a Workhuman survey of 1,000 full-time U.S. employees, in 2023, 47.7% of workers cited getting a raise as their top priority, while 32.1% prioritized finding a higher-paying job. Salary information is easily discoverable on sites like Glassdoor and Salary.com. Posting a range can help you attract candidates you can actually afford.

Paid leave/time off:

The same SHRM Employee Benefits Survey found paid leave/time off was the next-most important benefit employers can offer. If your business has stipulations about when leave is granted (after 3 months of full-time employment, for example), that should be clearly outlined, in addition to what exactly is offered.

Training/continued education:

Employees want learning and development opportunities, and continued learning is helping organizations retain talent. According to LinkedIn’s 2023 Workplace Learning Report, three of the top five factors that cause employees to look for new work relate to a lack of learning and development. The number one way organizations are working to improve retention is by providing learning opportunities. Whether you provide educational compensation and/or offer on-the-job training, communicate these opportunities to your candidates.

Insurance:

Healthcare ranked as the top type of benefit an organization can offer workers, according to the 2022 SHRM Employee Benefits Survey. It’s not just coverage for physical healthcare that matters today. In 2022, 91% of employers offered mental health coverage, as well. Expect candidates to demand transparency about what health insurance benefits your company offers.

Investment/retirement options:

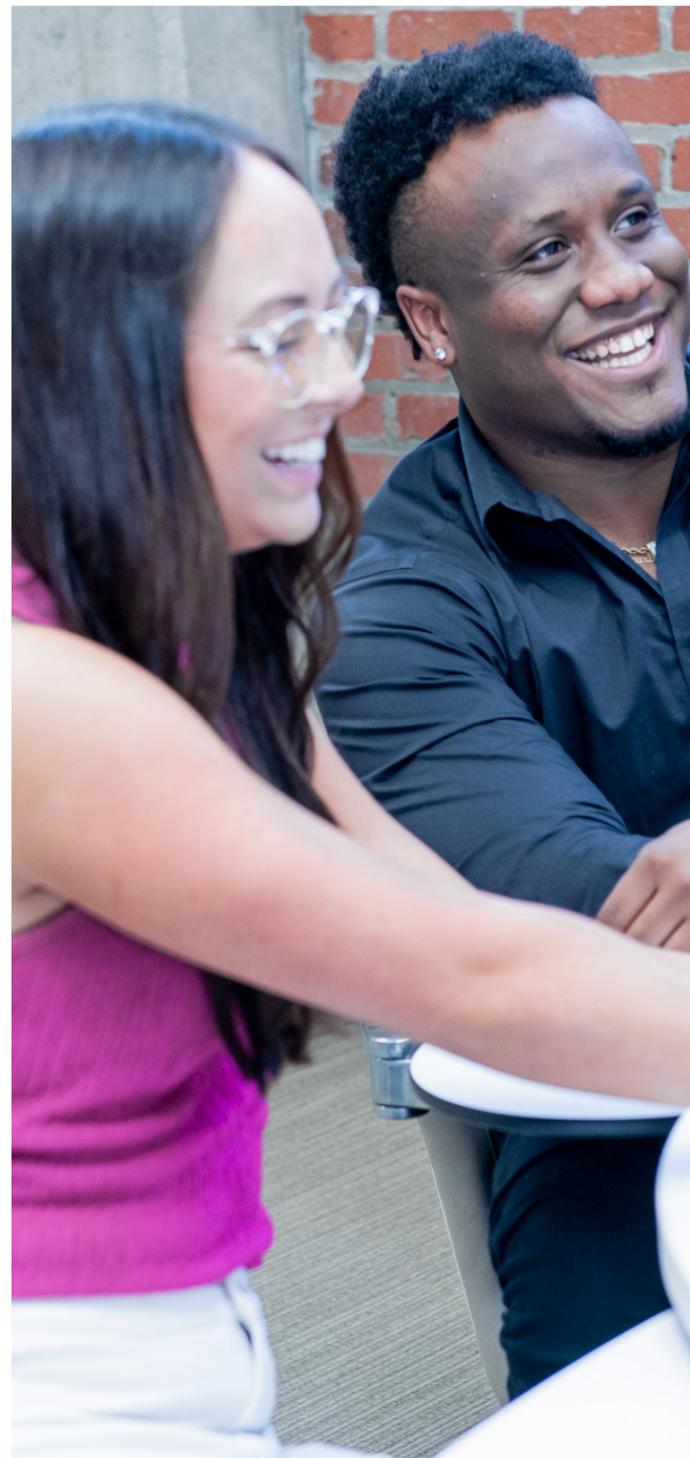
Retirement benefits ranked jointly at number two with paid leave in terms of importance in the SHRM Employee Benefits Survey. Morgan Stanley at Work’s 2022 State of the Workplace Financial Benefits Study echoed this, with 93% of employees considering retirement planning assistance a priority when selecting where to work.

Bonus/profit-sharing:

Bonus and profit-sharing benefits can help companies that can’t offer high up-front salaries or retirement matching still stand out to top candidates. These benefits can especially help startups and small businesses that are looking for candidates to help them grow their companies.

Even when candidates don’t outrightly express their desire for benefits like those listed above, by proactively communicating them, you can generate more interest in and value as an employer. When candidates are considering other employers or job offers, they can compare these offerings and have a better understanding of whether or not you’re the right fit for them.

03 Create a Strong Pre-Boarding Program



Pre-boarding is the period of time between a candidate having accepted a job offer and starting their first day. For many candidates, the pre-boarding stage will last around 2 weeks, when a candidate has put in their 2 weeks' notice at their old employer.

Pre-boarding could be shorter or longer depending on the unique hiring situation. However long it lasts, each moment is critical, as more than

20% of job seekers have accepted a job offer but ghosted a candidate come their first day at work.

Pre-boarding matters because if a candidate fails to show up for work, or quits a job shortly after, your team will have to scramble to replace the position yet again. Top candidates you passed over may have moved on to other jobs. Attempting to hire a candidate after you've rejected them could result in failure, if a candidate determines you're no longer an employer they're interested in. This could result in having to redo the entire hiring process from scratch.

To create an effective pre-boarding program:

1. Strategize what you'll communicate to new hires and when.

This can include organization resources and company news, a corporate handbook/videos and other information about you as an employer. You might also send an outline of what the new hire's first day, first week and first month on the job will look like, including any training they'll complete and introductions to who they'll be working with. This can help generate excitement about the role and put the new hire in a work-ready mindset before they start.

2. Determine new hire actions to complete during pre-boarding.

You might set a new hire up with a corporate email address, for example, or have them fill out payroll information and benefits paperwork. Each action they complete during pre-boarding can help you strengthen the relationship between you as an employer and them as a new hire.

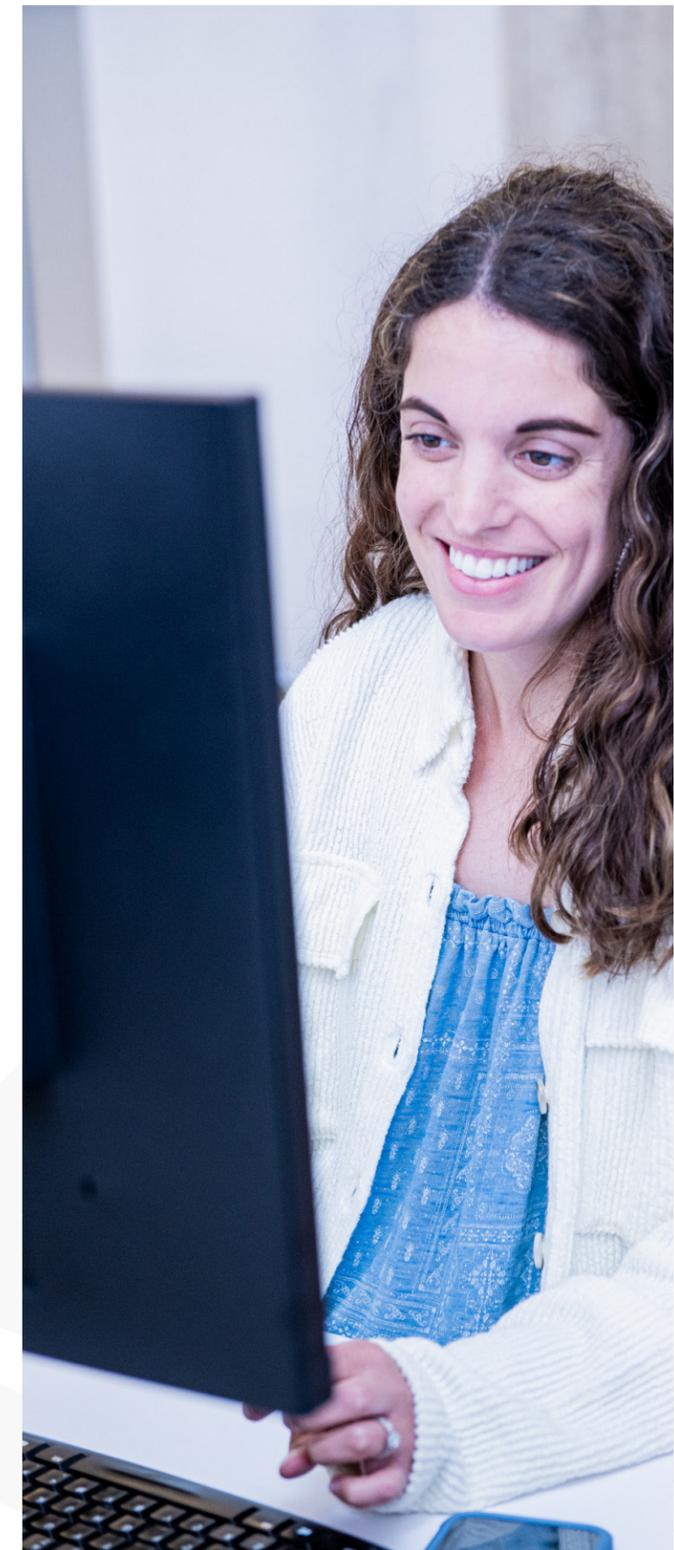
3. Be available to new hires.

Make it easy for new hires to contact you with any questions they have during the pre-boarding time. Ensure someone is available to quickly respond to new hires within 24 hours. You might consider sending an automatic reply that you're working on getting them information if you don't have it at the moment.

4. Welcome the new hire enthusiastically.

Get the new hire excited about starting work with you by welcoming them before their first day. This might look like sending them a welcome gift, spotlighting them in a welcome email they're included on to the company, having the new hire introduce themselves and/or assigning the new hire to a mentor they can communicate with before they begin. Pre-boarding helps make the new hire feel like a part of the team, even before they start officially working.

You can survey current employees to learn what they would have enjoyed in a pre-boarding program or give you suggestions for what to include. Daily communication, including through a simple email message, helps you stay in contact with new employees and increase the likelihood of them showing up ready to get to work.



04

Engage Employees During Onboarding

Once an employee officially begins work, they'll enter the onboarding process. This is another crucial time in the relationship-building process between you, the employer, and the new hire. According to Techjury:

A negative onboarding experience doubles the likelihood a new hire will look for work elsewhere.

A great onboarding experience causes 69% of employees to stay with a company for at least 3 years.

New employees with a good onboarding experience are 18x more committed to their employer.



While the majority of employee onboarding processes have focused on paperwork and training, as mentioned, you can move some of those mundane tasks to the pre-boarding stage. In employee onboarding, increase new hire engagement by doing the following.

- **Clearly communicate your company's vision and mission.** This helps an employee become aligned with the objectives of your company and work with purpose.
- **Create an employee development plan with new hires.** As we've illustrated with the importance of learning and development to today's workers, employees want to know you'll support them in career development. During onboarding, have each new hire's manager create a career development plan with those they manage. The plan should be a roadmap of how the new hire can progress with your company and what they'll need to do to advance, including completing education or taking on specific tasks and responsibilities. Let the new hire know next steps regarding plan follow-up, such as how often you'll revisit it and what they should focus on to stay accountable.

- **Integrate the new employee within the company culture.** This might be through a welcome lunch with the team, or by scheduling an after-work social event in the new hire's honor.

- **Give new hires easy access to resources.** New hires are likely to have lots of questions. Show you're there for them by providing them access to corporate resources, including training, videos, forums, etc. If you've assigned the new hire a mentor, encourage both the mentor and the new hire to communicate frequently during the onboarding process to ensure the new employee gets all the information they need.

Again, just like with pre-boarding strategy, you can survey your current employees to learn what you should include in onboarding. Ask your current workforce what they wish had been included in onboarding and how you could have made their experience better.

Surveying your employees helps you both improve the onboarding process for future employees and show your current workforce their opinion matters. Both results can lead to increased retention for your company.



The bottom line:
first impressions matter, and onboarding helps you make a better impression once a new hire actually starts with your company.

05 Strategize a New Employee Evaluation Process

Once you've completed the hiring process, keep engaging your new hires during those crucial first few months they're on the job. "Stay interviews" help managers create a plan for regularly communicating with employees, which can increase employee engagement and retention.

In 2022, Gallup reported poor management was the main culprit for quiet quitting. Create a strategy for managers to proactively communicate with those they manage. Your new employee evaluation process might include:

- **30-, 60- and 90-day performance reviews:** Frequent performance reviews for new hires help ensure they're using their strengths at work and are mastering the tasks and skills needed to successfully complete their job. Early and frequent performance reviews can help you identify skills gaps and provide new hires with any necessary training, or alert you that it's best to evolve their job description based on their strengths.
- **Regularly scheduled one-on-ones:** One-on-one meetings between managers and new hires give employees the opportunity to communicate their feelings and observations about their new role. One-on-ones can help address Shift Shock and prevent quitting, since the reviews give your company a chance to evolve worker requirements and expectations once new hires have started.
- **Scheduled training:** If a new hire needs additional support to get up to speed, you can use the first 3 months as time to schedule training and shadow opportunities with other employees. Early training demonstrates you're invested in employee learning and development opportunities. Training can also help new hires better understand how to contribute effectively to their roles by using their strengths at work. Some companies schedule new hire training and employee shadowing among multiple departments, so new hires can get to know diverse coworkers and learn more about how the company works as a collective. After training, schedule meetings to gather feedback from new hires about what they're observing and how they feel about their duties.



Early on, your company has a better opportunity to address any issues that could lead to quiet quitting or quick quitting. Communicate to a new hire how you're working on any concerns they have, so they know you're listening and will stay engaged on the job.

Work with a Professional Recruiting & Staffing Agency to Improve the Hiring Process

Hiring processes can majorly impact retention, but sometimes they're neglected in busy workplaces. As illustrated in this whitepaper, the hiring process can majorly affect a company's ability to:

- **Secure top talent**
- **Ensure new hires show up to work**
- **Engage employees and prevent quiet quitting**
- **Retain new employees for at least a year**

To improve the hiring process, attract better candidates, engage employees and improve retention at your company, work with a professional recruiting and staffing agency. At AccruePartners, we can help you:

- **Identify top talent for your unique business needs**
- **Streamline the hiring process to attract the best candidates and keep them engaged**
- **Create better pre-boarding and onboarding processes to engage new hires**

For a free consultation on how we can help your company, call (704) 632-9955 or [contact us online](#).

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