

# RECRUITMENT, ONBOARDING, AND ENGAGEMENT IN 2022

**GTM**<sup>®</sup>  
PAYROLL & HR





# Introduction

The way companies do business have shifted dramatically in recent years. Strategies changed across the board, from how new employees are recruited and onboarded, to engaging and managing a workforce that, for many, is partially or fully working remotely.

While the pandemic will recede at some point and a sense of normalcy will return, the business practices that have arisen out of necessity since 2020 will continue. The health crisis has caused companies to take their processes online as much and as quickly as possible, which has brought new challenges for HR to deliver on. With the mass rollout of digital solutions, there is an even greater need to focus on the individual employee's needs, so personal connections can be maintained, and no one feels lost while working remotely.

According to Gartner.com, a recent survey of more than 800 HR leaders showed that building critical skills and competencies will be their number one priority in 2022. The other top HR priorities for 2022 are: organizational design and change management (48%), current and future leadership bench (45%), the future of work (42%) and diversity, equity and inclusion (DEI) (35%). These are the initiatives HR leaders will need to focus on to drive business outcomes in 2022.



# Introduction

When it comes to engagement, Gartner says to measure and monitor employee engagement, an increasing number of organizations are using data beyond formal large-scale surveys. HR leaders will use technology to collect and analyze opinions, perceptions, and feelings of employees and workers, providing a way to harness multiple sources of information to understand the dynamics of the employee experience. This is important for recruiting, as potential employees are more likely to be attracted to a work environment in which their voices are heard.



Offering a hybrid work environment is another trend for businesses that began in 2021 and continues in 2022. Gartner's 2020 ReimagineHR Employee Survey reveals that at typical organizations where employees work a standard schedule of 40 hours per week in the office, 36 percent of employees are high performers. When organizations shift from this environment to a more flexible one where employees have some choice over where, when, and how much they work, 55 percent of employees are high performers. Companies that invest in technology that can accommodate this type of flexibility will be more successful in 2022 than those that do not.

A trend for improving engagement in 2022 is forming more meaningful relationships with employees. According to Human Resources Today, leaders that build these connections with their teams will create more resilient workforces, passionately engaged employees, and will contribute to the speed at which a business recovers from the impact of the pandemic. And Gartner found that when employers develop deeper relationships with their employees, there is a 23 percent increase in the number of employees reporting better mental health and a 17 percent increase in the number of employees reporting better physical health. Employers that support their employees more holistically realize a 21 percent increase in high performers.

This guide offers tips and best practices for recruiting, onboarding, and engaging employees in 2022, so you will reduce turnover, hire more efficiently, and enhance your company's culture, now and in the future.

Employee turnover is expensive – more so than you might think. According to a recent survey by the Society for Human Resource Management, the average cost-per-hire is \$4,129. However, the real costs of employee turnover can vary depending on the length of time it takes to fill the role, the importance of the position to the employer, and the employer's industry.

Recruiting costs include position advertising, background checks, other pre-employment testing, internal operational costs for the time taken to market the job, applicant screening, and interviews. Therefore, it is critical that you are recruiting employees who will want to stay with you.

The way you recruit new employees is an important piece of your business' success. With people changing jobs more often, efficient recruitment is key for reducing turnover by getting applicants started on solid ground. But it is not just the way you recruit – it is just as important to find an employee that is the right fit for your company. You need to stand out and differentiate your business in a competitive job market.

One way to do that is to adopt some of the recruiting trends identified by Harver.com, including:

- Transparency in hiring
- Focus on cross-functional skills
- A shifting understanding of diversity and inclusion

When it comes to transparency in hiring, Harver recommends being transparent in what you can offer candidates from the outset. If you want candidates to be honest with you, be honest with them.

Harver says candidates with cross-functional skills have a more rounded view of a business, so businesses that hire and further develop and retain employees with cross-functional skills will create cross-functional teams and for project-based work.



# Recruiting

There was a large focus on diversity and inclusion in 2021, and Harver sees that trend continuing in 2022 and beyond, as companies need to build a culture where everyone's voice is heard and where every employee feels empowered to do their best work. They identify some of the benefits of adopting this trend, including the ability to capture and retain a diverse client base, better team collaboration, and above-average financial returns.

The Gartner survey also found that 65 percent of candidates have cut short the hiring process because they found certain aspects of the job (e.g., work-life balance, development opportunities, company culture) unattractive. Therefore, bringing these aspects out in the open during the recruitment process will save time by filtering out those applicants who are not interested.

Recruiting norms have changed as organizations prepare their current and post-coronavirus plans. Employers may want to think about the ways that they are engaging with candidates.



Considerations for employers include:

## Using online platforms

If your organization has not yet established your employment presence on platforms such as LinkedIn, Indeed, and Handshake, consider doing so. Not only can you build your employment brand, but you can even make it easy for applicants to apply for positions directly.

## Participate in virtual events

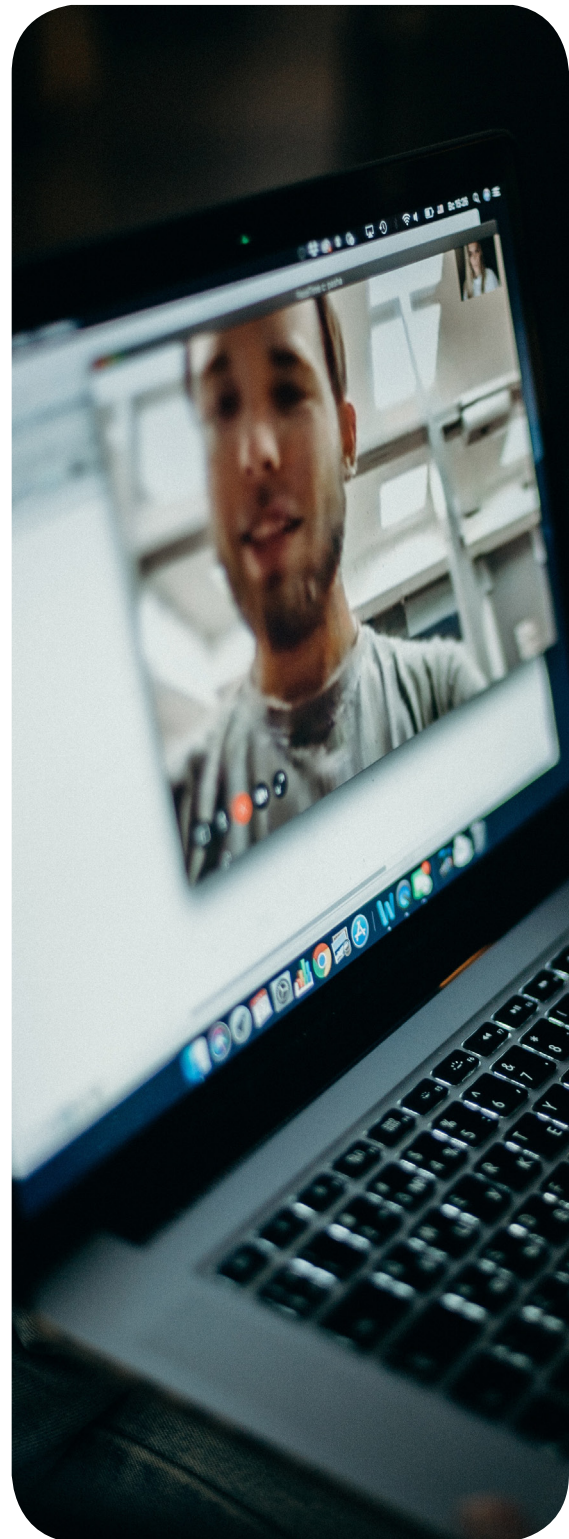
Virtual events, such as career fairs, are a way for employers to engage with job seekers. By taking advantage of new initiatives, your organization can continue to be represented without physically attending events.

## Remote work considerations

Many employers are expanding remote work opportunities for more employees than ever before. Some job seekers may be enticed by the opportunity to work remotely, as remote work can offer many benefits. If your organization is using remote work practices, ensure remote work options are communicated with potential applicants.

## Virtual interviewing

Often conducted over video, virtual interviewing is not only a safe practice in the wake of the coronavirus but also provides benefits. Virtual interviewing allows your organization to connect with a broader pool of talent and can ease the interviewing process for candidates when done effectively.





## Generation Z

The oldest members of Generation Z are turning 25 in 2022. By this point, many have completed college with a few internships or part-time jobs under their belts. As this up-and-coming generation enters the workforce, HR leaders will need to know how to successfully recruit and retain Gen Z employees.

- **Faster applications** - According to a report by the Center for Generational Kinetics (CGK), 60 percent of Gen Z candidates expect job applications to take less than 15 minutes to complete.
- **Trust and flexibility** - The CGK report found that approximately one in three Gen Z respondents will not tolerate the rigidity of an employer that does not give them a say in their work schedule. Furthermore, three in 10 expect employers to offer paid mental health days to promote well-being and a better work-life balance.

To attract and retain Gen Z workers, employers should emphasize independence and ownership over projects and schedules, while offering comprehensive benefits and highlighting the ways they can support each candidate's ideal work arrangement. Having a paperless, seamless application process will also make working for your company more attractive to new recruits.



More than 60 percent of applicants will start an online application but leave without finishing it. To recruit efficiently, use a fully integrated payroll and HR platform that allows you to post to multiple job boards at once, shares data with your hiring teams, and provides a quick, paperless application process.

# Onboarding

Once you have hired a new employee, the process begins to get the necessary paperwork filled out, introduce the new hire to the company's policies, technology, and procedures. This is commonly referred to as the onboarding process.

Why is it important for a new hire to have a positive onboarding experience? It can be stressful for the employee; they have enough to figure out without a mountain of forms to distract them from learning their new role and the policies of the company. Effective onboarding means new employees will be able to start in their role comfortably and confidently. Plus, a positive experience throughout the process promotes retention. In fact, people who have a bad new-hire experience are twice as likely to look for other career opportunities in the near future.

According to HRonboard, there are four key pieces to a positive onboarding experience:

- Culture
- Objectives
- Admin
- Team

A new hire should learn about your company's vision, cultural values, and what makes your business unique. This information is vital for a memorable and successful onboarding journey.

HRonboard says you should ensure your new employee understands how their role directly contributes to the organization's goals, providing clear examples of the impact this can make to your business.

From an administrative perspective, it is crucial to have a streamlined process so there are no obstacles that prevent new hires from focusing on early learning in their new roles.

And HRonboard recommends that you enable your team members to play a role in the new hire's orientation even before day one, to create a favorable impression of the team culture and sense of belonging.





# Onboarding

An efficient onboarding program, regardless of whether it is an in-person program or a remote program, provides employers with a solid starting point during which they can communicate the company's values and purpose to employees. It also helps new hires easily assimilate into the company culture. An employee who has gone through a beneficial onboarding experience helps build a positive reputation for his or her company among talented job seekers.

With so much riding on the onboarding experience, it is critical that companies get it right.

## Effective Onboarding in 2022

### *Provide all necessary technology in advance*

Onboarding requires some forethought to make sure new hires have the necessary technology in their hands on their start date, whether they are in the office or working remotely. To arrange this, take note of shipping schedules and non-delivery days. You will also need to ensure any necessary software or important systems are installed and accessible on their first day in the workplace. For remote workers, this will require providing instructions and assistance from IT so the employee can set up their remote workstation.

Prior to their start date, send instructions to new hires' personal email addresses explaining how to log into their office PCs or their remote computers and secure networks. To help new remote hires download and set up needed software correctly, arrange one-on-one phone sessions with each new employee.



# Onboarding

## *Promote engagement*

New hires have many activities they need to carry out, such as filling out paperwork, enrolling in benefits, and learning about the systems they will be using in their roles. The risk of burnout is all too real if these activities are crammed into overwhelming sessions. To promote engagement in each session, consider the amount of time for each session, the number of sessions per day, and the amount of activity each day.

## *Give them a schedule*

Onboarding for a new job can feel like a whirlwind, even when done in person. Providing a planned schedule of events, including details about what each session will cover and what is expected from new hires, can help the onboarding process feel less stressful.

Whether done virtually or in-person, your onboarding process will set the tone of the organization and your new hire's role on the team. Make sure to maintain a consistent and engaging experience for each person you bring on.

The first step in getting your new hires up and running efficiently is to reduce the amount of time they spend on paperwork. Having an integrated HR platform allows you to send forms and documents electronically, track the new hire's completion progress, and then send the data and updates throughout the system to necessary team members. An organized, seamless user experience will create positive engagement even before the employee's first day.



# Employee Engagement

As employers deliberate on new policies or procedures in response to the shift in business operations since 2020, it is important to consider how those efforts might impact company culture and employee engagement.

Engagement can significantly impact employee productivity and retention, which in turn affects both customer satisfaction and the reputation of your business.

The current and future reality for many employers will likely involve supporting a geographically distant workforce. This could be the new normal – having teams comprised of both remote and non-remote employees. But a strong workplace culture does not need an actual office to thrive. True culture is based on the values that unify the workplace and employees, regardless of physical location. The pandemic continues to prove this true for many organizations that have moved the workday online.

One aspect of in-office work that many remote employees are missing is the interactions they have with their team members and co-workers. If your company chooses to keep some employees remote for the foreseeable future, you will need ways for teams to connect and collaborate.



# Employee Engagement

Here are some ways to enhance workplace culture and engagement now and in the near future:

## Communicate effectively

As initiatives are launched and changes are announced, strategically planned communications can help receive buy-in from employees. Any workplace changes can make a significant impact on the day-to-day life of your employees, and organizations should be thoughtful about how they create necessary changes.

Be sure to acknowledge in your communications the challenges that employees face daily – but also transparently explain the rationale for how any decisions best serve the interest of the stakeholders of your business, including your staff. Employees appreciate transparency, and this acknowledgment can help build trust during challenging times.

## Support all employees

It is also critical to be mindful of your employees' mental well-being. Embrace flexibility and ensure employees know their health and safety are top priorities. Continue to adapt, support employees, and keep the lines of communication open.

Encourage all your staff to practice self-care, an important aspect for every person, regardless of their work situation or position. Self-care may involve a regular fitness routine, preparing healthy meals and snacks, staying hydrated, or relaxing in a bubble bath at the end of a workday. Offer resources to both your on-site workers and your remote employees to ensure they can manage stress and changes.





# Employee Engagement

## Benefits enrollment

Giving your employees online access to enroll and view their benefits continues to be critical for employee engagement in 2022. Employers will need to adjust their processes in a variety of ways, from going virtual to addressing employees' new concerns over health care coverage. Employees may be looking for expanded coverage across areas like telemedicine, mental health services, and wellness programs.

If your staff members are used to gathering up for in-person benefits luncheons, they might not know what to expect now that their entire team is working from home. Instead of simply distributing info packets in PDF format, schedule a video meeting during which you can present the updated information and take questions.

While some workers may prefer a more streamlined experience, others may exhibit a higher level of interest and engagement during open enrollment 2021. Begin sharing organized and easy-to-navigate resources as early as possible, to give everyone a chance to take in the new information.

To reduce complexity and anxiety, consider offering passive enrollment options and other evergreen elections that roll over from year to year. This will give your workers fewer decisions to make, which can help ease stress during an already stressful time.

## Employee self-service

How your staff stays connected to your organization and to one another is a key piece of engagement. You can accomplish this with an Employee Self-Service (ESS) feature in your payroll and HR platform. This should provide a consistent and engaging interface in the office and remotely, and allow employees to:

- Manage direct deposit information
- Update tax withholdings
- View pay stubs and timecards
- View PTO balances and request time off
- View and print W-2s
- Manage all personal information, including beneficiaries, dependents, and emergency contacts

Having an ESS will save time for your employees and managers and increase productivity for your workforce.

## Employee recognition and retention

Appreciating and recognizing employees should be done out in the open. Using a public forum to spotlight employees and their work keeps the entire company in the loop on top performers, ongoing projects, and new initiatives. Tying recognition to rewards, too, can elevate employee engagement. This can be something as simple as using a scoring or upvoting system to reward employees with gift cards or other perks – no matter where they reside.

When your team feels valued and appreciated, even when they are working remotely, that will improve your retention. Publicly acknowledging the hard work of your employees not only makes them feel valued, but it also demonstrates the benefits of hard work to their coworkers and gives each member of your team a reason to push themselves and strive to meet their own personal goals. It does not cost much to make someone's day with a gift card or a team outing, but it could cost a considerable amount to continuously onboard new employees if your talent finds appreciation somewhere else.

## Use chat and face-to-face interaction

Facilitate collaboration by investing in resources such as video conferencing technology, project management tools, and collaborative workspaces. The goal is to make it as easy to communicate as it was prior to the pandemic, ultimately improving employee productivity.

Applications such as Microsoft Teams and Slack have chat functions that can facilitate dialogue open to both remote and on-site employees. Channels can be created for efficient work-related communication – or even to replace water cooler conversations and help build comradery within teams.





# Employee Engagement

Use a video conferencing system like Teams, Google Meet, or Zoom to bring off-site and on-site staff together for a common purpose. Video conferencing should also be used to intro and onboard new staff members. Too often, remote workers converse with existing staff but never get introduced to newer employees because of the geographical distance. Making video a central channel for collaboration and daily communications can help virtual teams feel more connected.

## Plan for remote-friendly meetings

Encourage video calls for teams or departments to regularly check in with each other. Start with once a week and increase if needed or desired by the group. Video will help employees feel connected by seeing their co-workers on a screen. The discussion does not need to be project-related but can be more of a check-in to see how people are doing – especially if they are working remotely and balancing other responsibilities.

Meeting organizers and participants should be deliberate about including all members, whether they are in the office or remote. At the beginning of a meeting, be sure to introduce the employees joining remotely, and ensure you give each participant a chance to share their thoughts or ideas on topics discussed during the meeting.

Schedule virtual social gatherings for employees to enjoy a cup of coffee, their lunch, or a happy hour together. Keep these informal to preserve an organization's sense of fun.



## Consider all employees when conducting workplace planning

As your organization considers and implements changes, always think about how any decisions will impact not just your on-site workers, but also your remote talent. Also be sure to consider how your plans may need to be altered if some or all the remote workers do return to the worksite.

Consider altering annual company events so they can still happen. Employees often look forward to companywide events, so it is important to consider how to host them in a safe and engaging way.

## Be transparent about expectations and decisions

There are a variety of reasons why some employees may be expected to work on-site while others are granted the opportunity to work remotely. Chances are you will have staff that are disappointed in where they will be working – some that are required to be in the office may prefer to work from home, and some may rather be on-site rather than working remotely. By being transparent about the purpose and business need of any decisions, employers can facilitate a friendly and open environment for distant teams to effectively collaborate, rather than building gaps between an organization's leaders and their base of employees.

Efforts will look different for every organization, but proper measures can help keep both your on-site and remote employees engaged.

Use a payroll and HR solution designed to improve the culture and engagement at your organization. Your system should provide insights into the performance and results of every member of your team while keeping everyone aligned with the goals of the company. Reinforce those goals through rewards and publicly recognized achievements. Your platform should also allow staff to share ideas and knowledge with other employees, keeping them connected and engaged.



# GTM's Solution

When it comes to recruiting, onboarding, and engaging your employees in 2022, you need a payroll and HR platform that transforms employee experience for a better today and a better tomorrow.

isolved®, GTM's human capital management solution, is a connected solution that aligns with the employee journey – from start to finish. It provides your employees with an easy to use, consumer-grade technology that they will be excited to engage with – while boosting productivity.

GTM's cloud-based HCM technology lets you attract, recruit and sign on the most talented individuals, while helping newly hired employees become productive fast, by eliminating paperwork and redundancies from the onboarding process.

isolved also empowers your employees to grow and hone their skills, with feedback and communication that keeps them informed – increasing satisfaction and boosting performance throughout their career journey. You will enable your workforce to stay connected, share ideas, and collaborate – while improving productivity and boosting performance by developing top talent and rewarding innovation and success.



# GTM's Solution

Apart from how you will increase data accuracy, simplify operations, and escalate productivity, our implementation and training process makes things easy.

You will have an implementation manager as a single point of contact, and GTM's team can provide in-person, hands-on training tailored to your needs using personalized instruction and e-learning. Plus, our HCM team will manage the implementation through a streamlined process that keeps new clients in alignment and drives collaboration and transparency to ensure a smooth transition.

How much will you save with our HCM solution? Use our HCM ROI calculator to find out – visit <http://bit.ly/HCMCalculator>.

isolated is the technology that you need today but will not outgrow tomorrow. Call us at (518) 373-4111 or visit [bit.ly/HCMquote](http://bit.ly/HCMquote) for your personal isolated demo and transform your business!

## The GTM Difference

Founded in 1991, GTM processes more than \$1 billion in payroll every year for over 44,000 employees across the U.S. Our level of responsiveness is unsurpassed in the industry. Instead of getting lost in a phone tree, you have a direct line to your dedicated account manager. That account manager gets to know your payroll and HR like no one else. Behind that single point of contact is a network of certified payroll professionals, licensed insurance brokers, employment tax experts, CPAs, and PHR-certified human resource professionals devoted to your service.

## Dedicated Support and Training

Our implementation process is designed to make your transition go smoothly. You will have an implementation manager as a single point of contact and GTM's implementation team will provide in-person, hands-on training tailored to your organization's needs using personalized instruction and e-learning. Plus you'll always have direct access to our service teams for any additional support. And GTM will assist you through the first three payrolls. If we don't do it right, you don't pay for it.



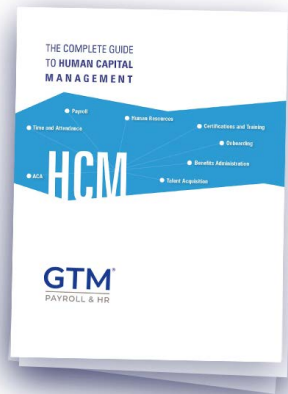
# GTM's Solution

GTM's HCM team will manage the implementation through a streamlined process that keeps new clients in alignment and drives collaboration and transparency to ensure a smooth transition. Your best interests are at the heart of what we do. With GTM you can concentrate on what's important – growing your business.

## Other Guides

Download our other helpful guides and our HCM and HR Services brochures:

### Complete Guide to Human Capital Management



### Keys to Successful HCM Implementation



### GTM HCM Brochure



### GTM HR Services Brochure



# Contact Information



## Hours of Operation:

Monday – Friday  
8:30 am – 5:00 pm ET

Phone: 518-373-4111  
Fax: 518-836-2502

## Website:

[GTM.com/business](http://GTM.com/business)

## Email:

[businesssales@gtm.com](mailto:businesssales@gtm.com)

## Office Locations

### **GTM Headquarters**

9 Executive Park Drive  
Clifton Park, NY 12065

### **Glens Falls Region**

182 Ridge Street  
Glens Falls, NY 12801

