

# Turning the Tide on Turnover

Mastering the First 90 days for Frontline Success

November 2024



# Meet Today's Panel



**Michael Rochelle**  
Principal Analyst & CSO  
**Brandon Hall Group**



**Roberta Gogos**  
Principal Analyst & VP  
**Brandon Hall Group**



**Eran Heffetz**  
Co-Founder  
and CEO  
**Bites**



**Neicey Johnson**  
Mgr. Product  
Management for Talent  
Acquisition - Onboarding  
**UKG**

# Thank you to our webinar sponsor.

Be sure to visit them at  
<https://mybites.io/>



# Open Surveys.

Visit [www.brandonhall.com](http://www.brandonhall.com) and click on *Open Surveys* to access the complete list of available surveys.

If you would like to join a panel of survey takers, please email us at [success@brandonhall.com](mailto:success@brandonhall.com).

**Cracking the Hiring Code - Uncovering Innovative Strategies to Uncover Top Talent**

Take the Survey

**2024 Pulse Survey - Mastering Learning and Retention**

Take the Survey

**The HR Playbook: Mastering the Art and Science of Strategic HR**

Take the Survey



Brandon Hall Group™

**EXCELLENCE AWARDS**

HUMAN CAPITAL MANAGEMENT

# EXCELLENCE CONFERENCE®

HILTON · WEST PALM BEACH · FLORIDA

**JAN 28-30, 2025**

Register Now

## Spring HCM Awards

Apply Now

The HCM Excellence Awards® recognize top organizations that successfully deployed programs, strategies, modalities, processes, systems, and tools that achieved superior and measurable results in Human Capital Management.

**Launch: January 2, 2025**

**Deadlines: April 11, 2025**

## Excellence In Action

Apply Now

This award shines a spotlight on organizations that prioritize the voices of their employees. To participate, organizations launch a 10-question survey, specially crafted by Brandon Hall Group, and gather insights directly from their workforce.

**ONGOING**

**Deadline: Dec. 6, 2024**

## Fall Tech & EdTech Awards

Apply Now

The Excellence in Technology program highlights innovative Human Capital and Education technologies that measurably benefit organizations. It invites entries from trailblazers in K-12, higher education, business schools, professional development, and associations, with solution providers and corporate participants encouraged to apply individually or together.

**Launch: April 21, 2025**

**Deadlines: Sept. 12, 2025**

## Human Capital Management

Coming Soon

Who should enter: Training, learning, talent, HR or other related departments can either enter alone or together with a helping organization (such as a vendor aka solution provider, or consultant). Helping organizations cannot enter alone.

**Launch: January 2, 2025**



Brandon Hall Group  
**Institute**™



# Elevate Your Expertise Transform Your Career Impact Your Organization

Transform into a strategic leader.  
Drive organizational success.  
Become indispensable in today's evolving business landscape.

Unlock Your Potential

## Join Brandon Hall Group Institute: Your Gateway to HR Excellence

- Unlimited access to cutting-edge research and insights
- World-class certifications and courses
- Collaboration with 300+ renowned HCM experts
- Industry-recognized programs and accreditations
- Alumni community and networking
- Custom research tailored to your needs



## PRICING PER USER:

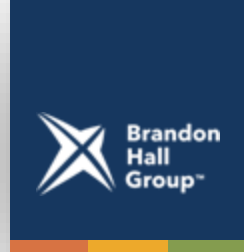
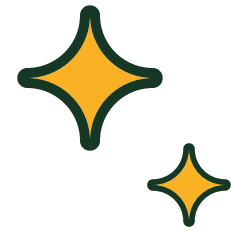
**Monthly:** \$99/month

**Annual:** \$999 (save 16%)

**Teams of 15+:** Unlimited advisory support & monthly success calls



**RAFFLE**



**Stay until the end.  
You might be a raffle winner!**



# Engage with us

## Ask Questions

**Ask us questions and start a discussion with us!** Use the question box on your control panel to chat with our presenters.

## Handout(s) and the Recording

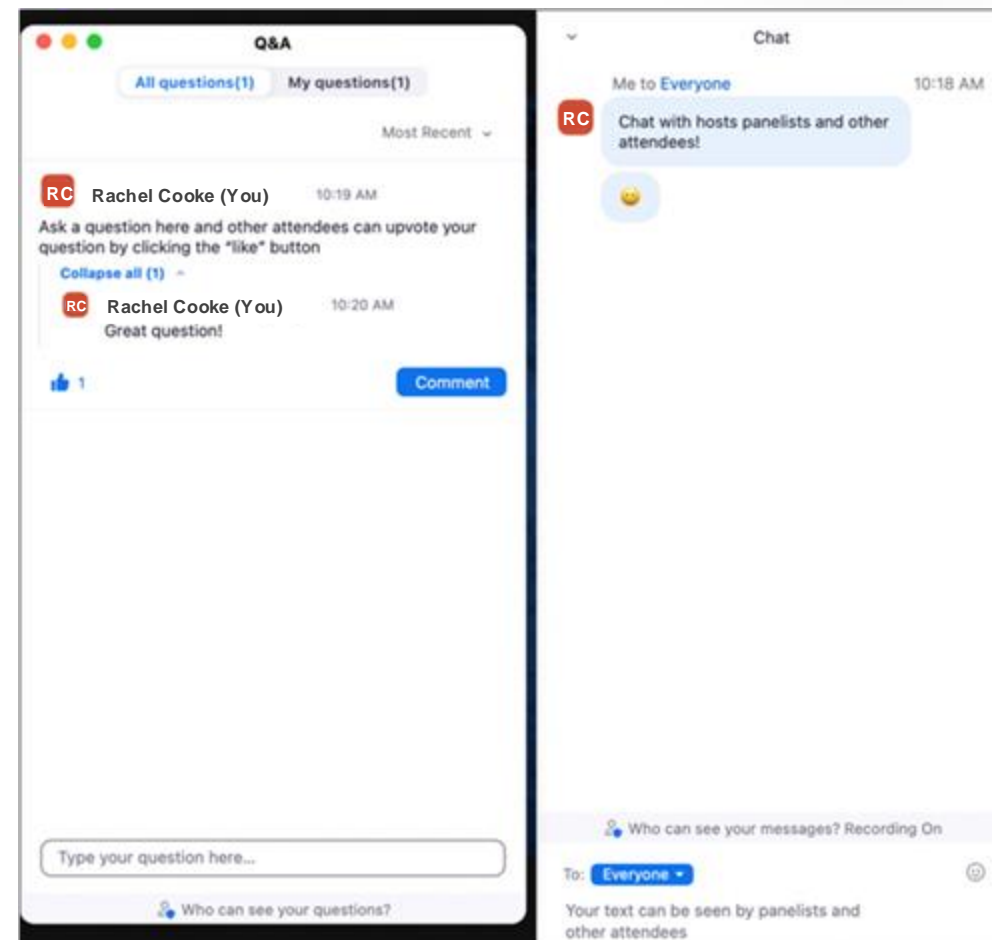
A copy of today's presentation is available in the handouts section of your control panel. **We will share a link to the recording via email after we conclude.**

## Chat with Us or Others on The Webinar

Chat is enabled for today's webinar, so feel free to join in on the discussion today and share your thoughts

## Polls


We may launch polls throughout today's presentation to better understand you and our audience. **We would love your participation!**





# Poll Question 1

**What is your organization's current annual turnover rate for employees?**

- a) Less than 10%
  - b) 10-25%
  - c) 26-50%
  - d) More than 50%
  - e) I'm not sure
- 



# The magnitude of the turnover challenge

---

# The Frontline Retention Crisis

**92%**

of organizations at high  
risk of losing top talent  
in next 6-12 months

**70-80%**

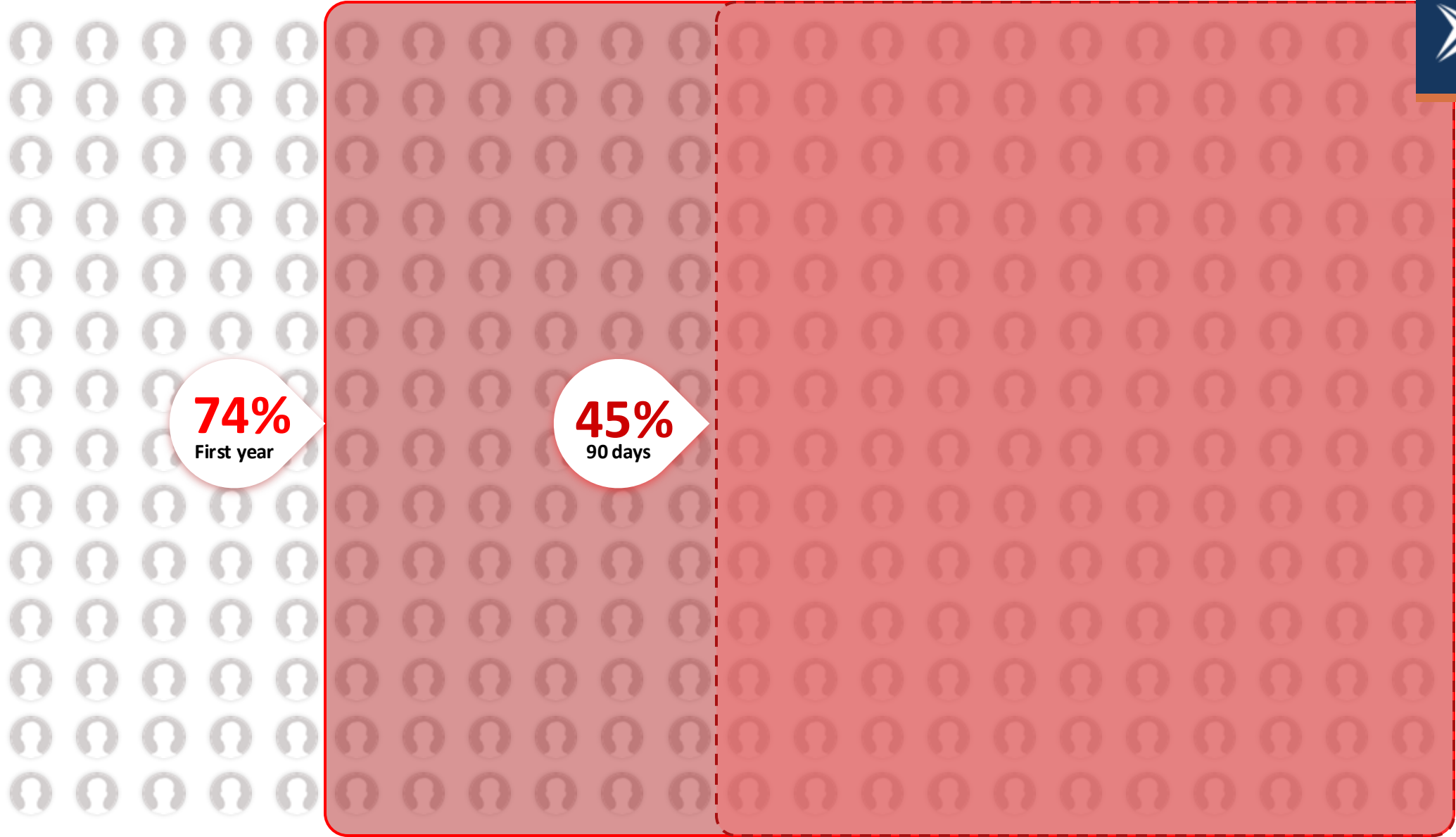
of workforce is  
frontline

only **36%**

say frontline employee  
experience is very  
good/excellent

only **29%**

say quality of frontline  
digital tools is very  
good/excellent



# Training: Key to Frontline Retention

Leadership development  
programs can reduce  
turnover by

**10-26%**

**1/3**

of frontline workers  
lack adequate  
training access


**50%**

of frontline managers say  
lack of training impacts  
job performance



# Poll Question 2

**What do you believe is the primary driver of turnover in your organization?**

- a) Inadequate onboarding
  - b) Lack of career growth opportunities
  - c) Compensation and benefits
  - d) Work-life balance issues
  - e) Poor management or leadership
- 

# Counting the cost

---

# The Financial Impact



The best training programs can reduce cost by a huge amount – yet there is little invested.

In one exemplary training program used by a multinational retail corporation **costs were reduced by**

**\$4.8M - \$5.2M**

Yet, **<2%** of tech budget typically allocated to frontline workers



**5,000**  
employees

The **annual cost**  
of high employee  
turnover for a retail  
company

**\$10,000,000**





Advertising

Screening

Recruiting

Hiring

Onboarding costs



**Direct costs**

**Indirect (hidden) costs**

Loss of productivity

Higher rates of quality failures

Loss of institutional knowledge

Lower morale of remaining employees

Cultural impact

Branding impact




*Typical cost of turnover of 20 percent of salary*



# Poll Question 3

**Which phase of the employee lifecycle do you find most challenging in terms of retention?**

- a) Pre-boarding
  - b) First 30 days
  - c) 31-90 days
  - d) 3-6 months
  - e) Beyond 6 months
- 

# The crucial first 90 days

---

# Why the First 90 Days Matter



Nearly  
**40%**  
of all turnover  
occurs in first  
**90 days**

This is **more  
than double**  
the turnover rate  
for the next  
**3 years  
combined**

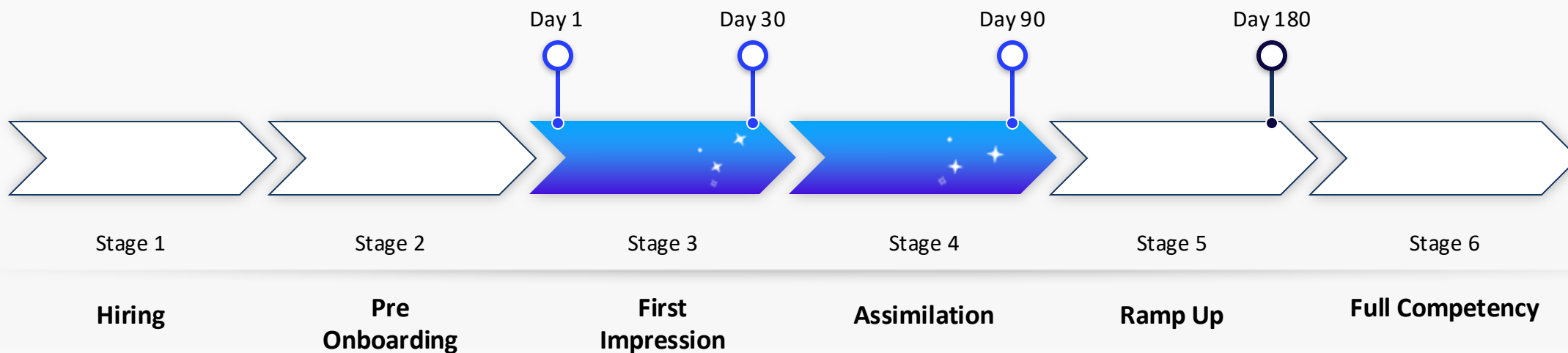
**first 30 days**  
are especially  
critical for frontline  
new hires

**97%**  
of organizations say personalized  
and adaptive onboarding is a  
**moderate or high priority** for  
organizations heading into 2025

**45%**  
rank it as a **high priority**, which is the  
second highest Talent Acquisition priority  
(behind aligning TA strategy with business  
objectives)

# The Onboarding Imperative

Every employee embarks on a unique journey within an organization, but there are common stages that most traverse.



# The Onboarding Imperative



## Stage 3 First Impression

- Orientation
- Intense Training
- Team Integration

**~21% Attrition**

## Stage 4 Assimilation

- Reinforcement of Training
- Feedback & Check-ins
- Cultural Assimilation

**~22% Attrition**

# Rethinking Frontline Onboarding

*“Through Bites, we created a new hybrid training program for H&M's sales advisors. With an average of 85% of employees rating the program as very effective and 90% rating the content as very good, **the hybrid training we created is a significant jumping-off point in employee training.**”*




Racheli Wais,  
Head of Learning at  
Match Retail



# Poll Question 4

**How would you rate your organization's current strategies for employee retention?**

- a) Highly effective
  - b) Somewhat effective
  - c) Neutral
  - d) Somewhat ineffective
  - e) Highly ineffective
- 



# Practical retention tactics

---

# Effective Retention Tactics



## Invest in Leadership Development

up to **26%** improvement in turnover rates

**25%-30%**

of participants receive promotions (up to 52% in some cases)

## Focus on Skill Enhancement

**30-50%** improvement in leadership capabilities

**56%**

of organizations prioritize skills development

## Improve Digital Tools

Particularly critical for frontline workers

## Optimize Onboarding

**11%** reduction in turnover with mobile-first, microlearning platforms

# Making Learning Work For Frontline Employees



- Simplify Access to Training
- Integrate learning into daily routines
- Personalize the Experience
- Use adaptive learning for relevant content delivery
- Blend Digital and Hands-on Training
- Connect theory with practice
- Leverage Technology
- Capture behavior observations
- Provide targeted coaching
- Engage Through Gamification
- Encourage peer engagement & continuous learning
- Measure Manager Performance
- Include learning engagement in manager KPIs

## Recommendations and Action Plan

A well-executed pre-onboarding and onboarding plan serve as a triple-purpose tool:



### Technology

Embrace onboarding and training solutions that appeals to employees



### Pre-Onboarding Phase

Start off on the right foot

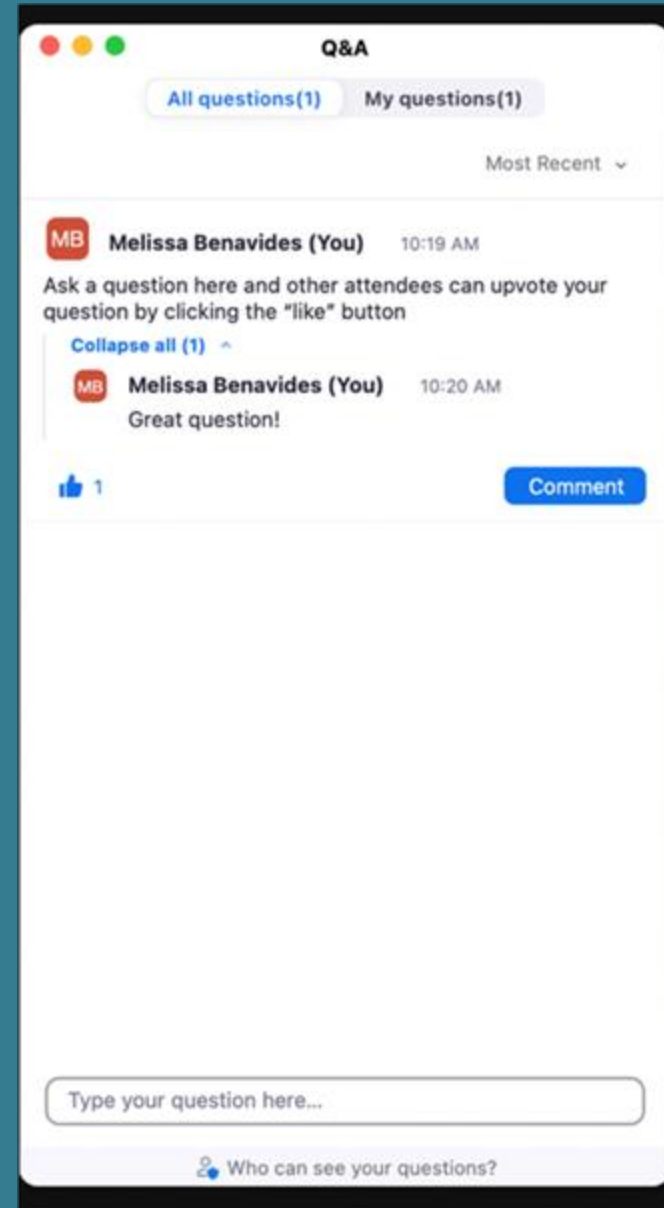


### Onboarding Phase

- Clear onboarding goals and timeline
- Team Integration
- Reinforcement of Training
- Feedback and Check-ins
- Cultural Assimilation

# Q&A

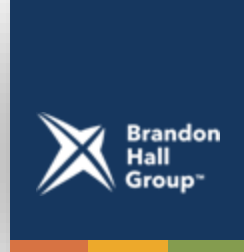
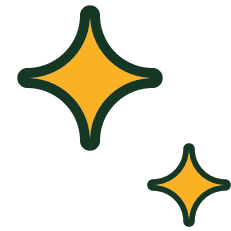
Please submit your questions and comments in the **Question Box** on your control panel for our presenters.





**RAFFLE**

**The raffle winner is...**



# Thank you for joining us today!

You will receive a PDF of the presentation and a link to the recording within 24 hours.

Visit <https://brandonhall.com/webinars/>.



Brandon  
Hall  
Group™