**1) Grouped manual steps I counted (from your As-Is diagram)**

I grouped actions that are conceptually the same (e.g., “email follow-ups” across roles → one grouped manual step).

**As-Is — grouped manual steps (total = 18):**

1. Create and send offer letter
2. Manual offer follow-up / acceptance confirmation (emails/calls)
3. Manual background-check initiation & chasing vendor
4. Manual decision/approval gates (multiple manual signoffs)
5. Order equipment (manual request + approvals)
6. Manual IT provisioning / system access setup (ad hoc ticketing or emails)
7. HR manually collects & files documents (I-9, W-4, IDs)
8. New hire emails/prints forms (manual uploads via email)
9. Hiring manager manually assigns mentor / desk / accounts
10. Scheduling first-day orientation (manual coordination)
11. Manual reminders / follow ups for incomplete tasks (repeated chasing)
12. Manual training assignment & tracking (spreadsheets)
13. Manager check-ins done manually (email/phone)
14. Manual status reporting to HR (spreadsheet updates)
15. Manual creation of onboarding checklist per hire (customized)
16. Manual equipment pickup / logistics coordination
17. Manual access verification / rework when something is missing
18. Manual closeout / archive of onboarding documents

(These 18 grouped steps represent the main blocks of manual work your As-Is map shows.)

**2) Steps automated / removed in the To-Be (based on your To-Be diagram)**

I matched To-Be items that remove the manual burden (central portal, automated notifications, integrated provisioning).

**Automated / eliminated grouped steps (total = 8):**

A. Automated sending of offer + acceptance capture via portal  
B. Automatic background check trigger & status update (no manual vendor chasing)  
C. Central document repository + direct uploads (no email attachments)  
D. Automated IT provisioning ticket creation (role → equipment mapping)  
E. Automated reminders and deadline notifications (no manual chasing)  
F. Dashboard status reporting (replaces manual spreadsheet updates)  
G. Automated training assignment & completion tracking  
H. Automated manager checklist / pre-Day-1 notifications

**3) % reduction calculation**

Use the grouped counts above:

* Original manual steps = **18**
* Steps automated/eliminated = **8**

Percentage reduction = (automated steps ÷ original manual steps) × 100  
= (8 ÷ 18) × 100 = **44.44%**

Round as you prefer — you can state **~44% reduction in manual effort** (which is consistent with — and slightly better than — your 40% target).

**4) Expected change in onboarding lead time (logical statement)**

If the As-Is lead time is largely driven by coordination delays and manual follow-ups, removing the 8 grouped manual blocks will shorten handoff latency. A reasonable projection (based on the 44% task reduction) is:

* Example: **Onboarding lead time decreases from 10 days → ~6 days** (approx. 35–40% reduction in elapsed time).  
  Rationale: automated notifications and integrated provisioning remove multi-day waits for manual approvals and IT set-up.

(You can tune the exact days using pilot data — track baseline average days and recalculate after pilot.)

**5) Short ROI / impact note (paste-ready)**

**ROI / Impact summary:**  
“By centralizing document collection, triggering background checks automatically, and generating integrated IT provisioning tickets, the proposed To-Be solution automates 8 of 18 grouped manual onboarding tasks — a reduction of **~44%** in manual effort. We expect a corresponding reduction in onboarding lead time (for example, from 10 days to ~6 days) and improved on-time readiness for Day 1, fewer rework cycles, and consolidated status visibility for HR and hiring managers.”