

THREE-MONTH CHECKLIST

Best Practices for Direct Supervisors when Onboarding New Employees

“... the biggest reason why people fail or underperform has to do with the culture and politics of the organization ... so I focus a lot on basically three things:
how we are going to help this person adapt to the new culture;
how are we going to connect them to the right people and help them form the right relationships; and
how are we going to be sure that we really align expectations in every direction so that they’re set up for success...”

– Michael Watkins, author of “The First 90 Days”

Practice	Tasks	✓
Provide clear expectations and regular feedback on the expectations	Be an active supervisor; intervene early with any attendance, performance, or conduct concerns; clarify expectations often; provide feedback weekly	
	Facilitate goal setting and assign training as needed	
	Evaluate how the employee is progressing – Are they a Yes, No or Maybe? (see this chart on the Three Month Check-in page)	
	Use the “OH NO! Do I Have to Have that Conversation” guide and check-in questions on page 2 to engage in a conversation about success points and areas to grow with your new hire	
	Explain and provide examples of what excellent work looks like from your perspective	
	Tell your new hire specifically <u>how well they have done</u> and include specific ways to improve their work	
	Inquire about any duties the new hire is unclear on	
Build relationships for success	Arrange for new hire to meet additional key personnel/stakeholders	
	Check in with the new hire’s Employee Ambassador	
	Inquire about how the new hire is feeling about his/her integration into the team	
	See if there are any joint projects appropriate for the new hire to partner with other teammates on to strengthen their workplace relationships.	

Large amounts of time and money are invested in searching for and recruiting new employees. Organizations lose when the new employee is disenfranchised at the beginning of his or her employment. Productivity and positive engagement can be affected.

QUESTIONS FOR THE WEEKLY CHECK-IN MEETING

Develop a meaningful agenda so your weekly meetings stay on task. Have your new hire provide:

- Accomplishments for the week
- Successes
- Challenges
- Questions

Questions to consider during the regular check-in meetings and at the end of three months:

1. Do you have the resources and tools necessary to complete your college-, department-, and work-related training?
2. How is the On-The-Job training going so far? Any questions about the training?
3. What questions do you have for me?
4. What do you need from me that you are not getting?
5. What is working well?
6. What is not working well?
 - a. What ideas do you have to resolve the issue(s)?
 - b. How can I help you resolve the issue(s)?
7. Have a conversation to understand the new hire's experience with their job. Be clear with your expectations.
 - a. I see you are making good progress in these areas. What are the areas in which you feel successful?
 - b. Are there areas in which you feel like you need special help? Any areas that have a steeper learner curve or are more challenging?
 - c. Here are some specific areas that could be improved, and this is what I am looking for. Any questions about what I am looking for?
8. Are you getting to know your team members?
9. How are things going with your Employee Ambassador?
10. Do you have any questions about the department's organizational structure?
11. Any questions about the expectations regarding topics like attendance, dress code, computer use, etc.?
12. Any questions about the Sherman College Employee Handbook?
13. Any questions about the Sherman College Employee Reference Manual?

If things are starting to go off track with the new hire's performance, behavior, or attendance, review the ***"OH NO! Do I have to have THAT Conversation?"*** in First Month Resources.