# **A picture containing text, black Description automatically generated**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”*

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| **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 through probation – [***Are they a Yes, No or Maybe?*** (see this chart on the Three Month Probationary Check-in page)](https://hr.ufl.edu/manager-resources/recruitment-staffing/hiring-center/best-onboarding-practices-for-leaders/three-months/) |  |
| Use the [***“OH NO! Do I Have to Have that Conversation”***](https://hr.ufl.edu/wp-content/uploads/2018/10/3.2-OH-NO-Do-I-have-to-have-THAT-Conversation.pdf)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 how well they have done 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 division personnel |  |
| Check in with the new hire’s buddy |  |
| 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. |  |
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*A work culture is defined by the worst behavior it is willing to tolerate.*

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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 conclusion of 90 days.**

1. Do you still have the resources necessary to complete your university-, department-, and   
   work-related training?
2. What is working well?
3. What is not working well?
   1. What ideas do you have to resolve the issue(s)?
   2. How can I help you resolve the issue(s)?
4. Is there any support you need from me? Am I providing the right level of feedback for you or do you need more or less from me?
5. Have a conversation to understand the new hire’s experience with their job. Be clear with your expectations.
   1. I see you are making good progress in these areas. What are the areas in which you feel successful?
   2. Are there areas in which you feel like you need special help? Any areas that have a steeper learner curve or are more challenging?
   3. 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?
6. Do you feel that your experience as a team member is a positive one? Are you feeling included as part of the team?
7. How are things going with your buddy?
8. Do you feel you are adapting well to our culture and standards?
9. What would you like to learn more about?

**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”***](https://hr.ufl.edu/wp-content/uploads/2018/10/3.2-OH-NO-Do-I-have-to-have-THAT-Conversation.pdf)in the   
First Month Resources.