# 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”

## Checklist

### 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 the Three Month Probationary Check-in page)](https://admin.hr.ufl.edu/wp-content/uploads/sites/39/2024/01/4.2-Halfway-Through-the-Probationary-Period.docx).
* 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.

A work culture is defined by the worst behavior it is willing to tolerate.

## 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.

* Do you still have the resources necessary to complete your university-, department-, and   
  work-related training?
* What is working well?
* What is not working well?
  + What ideas do you have to resolve the issue(s)?
  + How can I help you resolve the issue(s)?
* 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?
* Have a conversation to understand the new hire’s experience with their job. Be clear with your expectations.
  + I see you are making good progress in these areas. What are the areas in which you feel successful?
  + Are there areas in which you feel like you need special help? Any areas that have a steeper learner curve or are more challenging?
  + 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?
* Do you feel that your experience as a team member is a positive one? Are you feeling included as part of the team?
* How are things going with your buddy?
* Do you feel you are adapting well to our culture and standards?
* 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.