ISOTALENT™

THE ULTIMATE ONBOARDING PLAN FOR NEW HIRES

A 30-60-90 Day Breakdown

Starting a new job is nerve-wracking—for everyone involved.

The new hire is concerned with making a name for themselves in a potentially competitive environment. Current employees are wondering how well the new person will fit in. And managers are wary of the notoriously difficult training process ahead of them.

Thankfully, there's something businesses owners can do to mitigate all this stress. They can create a detailed and personalized onboarding plan.

WHAT IS ONBOARDING?

Onboarding is the process of introducing new hires to your company and training them for their specific positions. It can be very involved and time-consuming. Second only to the initial hiring process, which is often quite demanding, seeing as it's the first and most important step in building a strong, effective workforce.

Hiring also plays a major role in a company's success with onboarding. Starting the onboarding process with the right people gives companies a leg-up when it comes to employee retention, something the turnover data demonstrates they desperately need.

In 2019, Forbes reported that staff turnover within the first 45 days of onboarding could reach as high as 20%.

20%

According to a study conducted by BambooHR, 31% of people reported leaving a job within the first six months of working for a company.

68% of those people stated that they left within the first three months.

BEFORE ONBOARDING BEGINS

28% of respondents said they decided the work wasn't actually something they wanted to do.

26% said they felt the job was different from what they expected based on the interview.

Experts agree that the number one way to avoid employee turnover, especially during the early stages of onboarding, is to hire the right people to begin with. This is where third-party recruitment firms come in.

IsoTalent specializes in streamlining the hiring process, while also evaluating a much larger pool of candidates than your average HR department could handle. We also know how to cultivate job postings in a way that more applicants can understand, which cuts down on the amount of people applying for jobs they don't actually want or are not qualified for.

One survey reported that the two of the top reasons employees left their jobs within the first six months both stemmed from communication issues during the recruitment phase.

"Setting the right expectations during the recruitment process can help keep new employees from feeling like they have been the victims of a bait-and-switch, mitigating a lot of potential confusion and disappointment.

This starts with an accurate job description, effective interviews, and a great pre-boarding experience."

Tori Fica, BambooHR

WHY IS ONBOARDING SO IMPORTANT?

To properly onboard new team members is to adequately train them, to integrate them fully into the workplace, and to set them up so they can successfully reach KPIs as soon as possible.

What are KPIs?

KPI refers to 'Key Performance Indicators' and these are quantitative measurements of employee performance over time.

They are critical markers for noting the progress that both individual employees and the company in general are making towards their goals.

While three months may sound like a long time to devote to this process, it's worth it. The stronger and better trained your workforce is, the more time and money the company will save in the long run.

Turnover costs are extremely high, and according to Forbes, unproductive/untrained employees who don't quit, also cost companies a lot of money. In the US and the Uk, it was once estimated that $37 billion is paid out every year to employees who do not actually understand how to do the job they were hired for.

Employees who don't understand their jobs, don't feel included in the workplace culture, or are otherwise not meeting their KPIs, will also feel less engaged. Disengaged employees are always at a higher risk of leaving. As Inc. reported, engaged workers were 87% less likely to leave than their disinterested counterparts.

Building a strong team starts with better hiring practices, while maintaining a strong team starts with better onboarding practices.

THE 30-60-90 DAY PLAN

Experts tend to agree that three months is the minimum amount of time required for new hires to feel comfortable in their positions. During that time, business owners and managers should be doing everything in their power to ensure new employees are settling in and that they understand exactly what is expected of them.

Because the onboarding process can be intimidating, for both the new hires and those who are training them, it's recommended that companies set specific and reasonable goals for their new employees, with checkpoints after 30, 60, and 90 days.

Start with the basics, and build from there.

The specifics, as they relate to your company's personal onboarding agenda, will come later. Right now, let's focus on the basic framework of a successful 30-60-90 Day plan.

TYPES OF PROFESSIONAL GOALS	EXAMPLES
Personal Development Goals: Also known as growth goals, these are milestones that new employees will set for themselves.	Personal development goals are often associated with leadership and independence. They might be as simple as the new hire wanting to speak up at least once in every meeting.
Learning/Training Goals: These goals are practical checkpoints that managers will set for new hires to establish how well they are learning the tools and/or technology required for the job.	An example of a learning goal might be to master the basics of the data-entry system, or familiarize themselves with the inventory software that keeps track of the company's products.
Performance Goals: These are set up to help new hires understand what is expected of them once they more fully grasp how to do their job.	Performance goals typically take the form of KPIs. KPIs will likely not be met until after the first 90 days of employment, but it is important to make sure new hires know what's ahead of them.

FIRST 30 DAYS

The first 30 days should be about introductions, and not necessarily about implementation. New hires should be given many opportunities to meet their managers and co-workers, they should be made familiar with the company's goals more broadly, and there should be a mentor available to them at all times.

Depending on the employee's knowledge and experience, the first thirty days may include intense and information-heavy training sessions. The focus here will be on learning the tools and technology specific to their new role in the company. Here's what you can do to prepare for this aspect of onboarding:

- Make sure to set clear, reasonable learning goals with new hires.
- Be prepared to repeat lessons many times over, and try not to get frustrated if/when the employee requires assistance.
- Encourage new hires to practice on their own in ways that, if done incorrectly, cannot negatively impact the rest of the team.

Set milestones for the new hires, and explain to them your expectations in regards to future KPIs, but do expect them to meet KPIs in their first couple weeks. New employees should understand what metrics will be used to measure their success in the future, but it is too much to ask that they hit those marks right out of the gate.

A good example of a more reasonable milestone you can set for a new employee is to make sure they master the email or communication system your company uses. It might sound frivolous, but having them understand the modes of communication that serve to connect the workforce will make everyone's job easier.
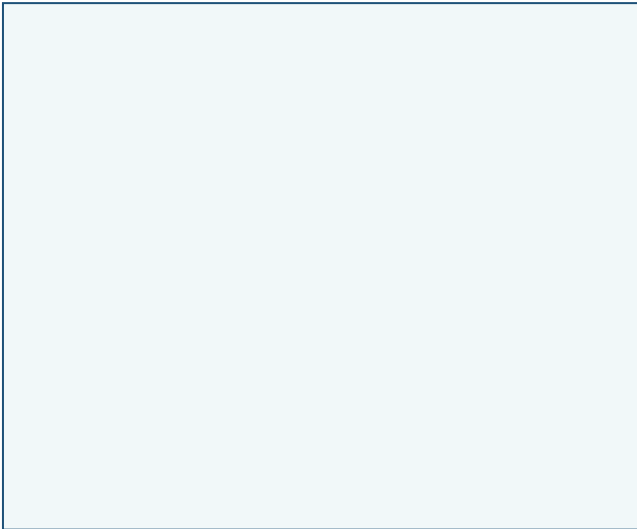
Did you know?

Finding the right employee can cut down on training time, which will not only save you money, but will ensure that new hires are reaching their KPIs that much sooner.

IsoTalent has helped place qualified people in over 400 C-level positions. Plus, 94% of clients who have used our hourly-rate hiring model are on track to once again use our team to fill future roles. That's because our hiring methods are cost-effective and we have access to some of the most talented applicants in the world.

PRE-ONBOARDING GOALS FOR THE MANAGER

What three goals do you, the manager, want to accomplish in the first 30 days with the new hire:

The first thirty days of employment are all about three things: Introductions, information, and encouragement. You want to ease the new hire into the company, provide them with any and all information they might need, and give positive feedback to help them feel supported throughout the first few weeks.

DAY ONE CHECKLIST FOR MANAGERS

Greet the new employee at the door

Show them where they will be working and provide them with a basic tour of the space (bathrooms, breakrooms, etc.)

Introduce them to coworkers/managers they will be working directly with
> *Here's a tip: Don't introduce the new hire to everyone in the company all at once. Try to focus on making connections between them and the members of their main team first. They will meet the rest of the employees on their own time.

Help them log into their employee email, and make sure they know how to use the inter-office communication system.

Show them where you work, and let them know they can drop in with questions or concerns at any time.

Give them breaks!
> *Here's a tip: Have food on hand in the breakroom or in the new hire's office, and make sure to give them time on their own to get settled into their new space. Give them time to eat and relax in between introductions, to ensure they don't feel too overwhelmed on their first day.

NEW HIRE MATERIALS FOR WEEK ONE

1. List of Company Platforms to be mastered in first 30 days:

2. List of Top Five Client Stakeholders:

3. Major and Minor Projects that Must Be Completed in First 30 Days:

Major Projects:

Project A:
Short Description-
Project Manager-
Timeline for Project-

Project B:
Short Description-
Project Manager-
Timeline for Project-

Minor Projects:

Project A:
Short Description-
Project Manager-
Timeline for Project-

Project B:
Short Description-
Project Manager-
Timeline for Project-

MONITORING "SHIFT SHOCK"

Shift Shock is a term used to describe the 'shock' or regret that someone in a new position might feel upon realizing their job, or the company they now work for, is very different from what they were led to believe. Shift shock can lead to employee dissatisfaction, lackluster work performance, and in many cases, high levels of turnover.

Avoiding shift shock is key!

Here's how to do it:

	Before Employee Start Date	Week One	Week Two	Week Three	Week Four
Questions to ask Employee	What are your expectations for this job? / What kind of work environment are you looking for?	Are these systems/platforms similar to ones you've used before? / Is there anything else you need to make this work environment more comfortable?	Have you figured out how you'd like to organize your day-to-day tasks? / Is there anything currently stopping you from organizing your time/workload in a way that works best for you?	Do you feel confident in your ability to perform well in this position going forward? / If not, what do you need from the company to make you feel better supported in this role?	How would you rate your overall satisfaction and how are you fitting into the workplace? / Do you have any other questions regarding expectations, misunderstandings and/or poorly communicated assignments?
Questions to ask other coworkers/managers	What are your expectations for the new hire? / What do you consider to be the key qualifications needed to perform this job well?	What have you done this week to make the new hire feel welcome? / Have you made yourself available to answer any questions or address any concerns the new hire may have? If not, why?	What support do you need from managers or higher-ups in order to make onboarding the new hire a more seamless process?	Do you feel confident in the new hire's ability to perform their job going forward? Why or why not? / Do you have any advice for how best to support and train the new hire in the coming weeks?	How would you rate your overall satisfaction with the new hire's performance? / Did the new hire express to you any other questions regarding expectations, misunderstandings and/or poorly communicated assignments?
Questions to ask yourself	What are the skills that I think are required to perform well in this job? / What does this employee bring to the table that I consider valuable? / (i.e. remind yourself why you hired them in the first place!)	Have I made myself available to answer any questions or address any concerns that the new hire may have? / What constructive and/or positive feedback can I give them at the end of their first week?	Does the new hire appear overwhelmed? / Have I provided them with all the tools they need to be successful in the coming weeks? / Have I given them enough space to settle in on their own?	Do I feel confident in the new hire's ability to perform their job going forward? / Am I listening to the concerns of both the new hire, and those who are working directly with them?	Prep for the 30-day check in meeting (see guide below)

PROMPTS/QUESTIONS FOR 30-DAY CHECK-IN MEETING

PRE MEETING ASSESSMENT:

(Rating Scale: 1 - Not Satisfactory, 2 – Somewhat Satisfactory, 3 – Adequate, 4 – Very Satisfactory, 5 – Excellent)

How would you rate the new hire on the following criteria:

1. New hire knows who to report to. ☐
2. New hire understands the basics of our workplace tech/communication systems. ☐
3. New hire has a basic understanding of our platforms. ☐
4. New hire has successfully completed the majority of tasks/projects assigned to them for the first 30 days. ☐

QUESTIONS TO ASK
IN THE MEETING

1. How do you feel you're settling into your new position? Are you enjoying the work, and feel like you have all the tools needed to perform your job to the best of your ability?
2. Have we—as in your coworkers, managers, and the company as a whole– met your expectations?
3. What challenges have you faced since you started working here, and how did you overcome those challenges?
4. Have you reached your own 30-day goals?
5. Is there anything you still don't understand about the work you've been assigned?
6. What are your goals for the next 30 days?
7. Do you have any suggestions or constructive feedback for me, for your coworkers, or for the company as a whole?
8. Lastly, would you please give yourself a rating from 1-5 on the following:
   (Provide the same prompts for the employee assessment you did before the meeting)

Post-Meeting Evaluation:

Compare and contrast your own assessment to how the employee assessed themselves.

Make suggestions to other managers based on how the new hire answered these questions.

Ask yourself what more can you do to make this employee even more successful in the next thirty days of employment?

FIRST 60 DAYS

During the second month of employment, new hires should be ready to take on **more responsibility** and begin implementing everything they learned during their initial 30 days of training.

They should be somewhat comfortable with the basic day-to-day operations of their position, and higher-ups should provide them with opportunities to participate in projects, rather than just shadow others who are involved.

This is a great time for managers to work with their employees to establish new growth goals, especially ones that require them to be more independent and/or take on low-level leadership positions.

CAUTION!

It's estimated that 80% of people believe themselves to be good leaders, but those numbers are not actually reflected in studies that look at personality types. That means that hiring managers cannot simply take applicants at their word when they say they possess leadership skills.

If your company considers leadership ability as a priority in the search for new talent, then you might want to consider handing the reins over to the experts. Recruitment firms such as IsoTalent know best how to sift through the 80% of people who claim to be leaders, and find the hidden gems who actually have take-charge attitudes.

After the first thirty days, managers should also be able to evaluate their new hires and provide feedback on their progress.

Be prepared to answer questions that might arise as the new hires begin to implement all that they've learned. Look for any knowledge gaps, and make sure that your employees feel comfortable asking for help.

According to a survey conducted by Gorick Ng with the Harvard Business Review, one thing professionals across all industries and job types struggle with is asking for help.

Many fear it will make them seem incomeptent or lazy, and subject them to judgment from fellow employees.

That's why it's so important to cultivate a workplace that encourages people to seek help when they need it.

The only thing worse than a job not being done, is a job being done incorrectly.

OUTLINING PROJECTS

Going into their second month, new hires should expect to take the lead on smaller tasks, while still working underneath someone for larger endeavors. Make sure it's clear which projects they are allowed to tackle on their own, and which they should let others be in charge of.

It's month two, and your new hires should be ready to hit the ground running. They should be prepared to take on more responsibility, implement everything they learned in the first month, and be comfortable running their own day-to-day tasks. Here's a guide for how to provide them with all the support they need as they begin to strike out on their own.

Independent Projects:

Project A:
Short Description-
Timeline for Project-

Project B:
Short Description-
Timeline for Project-

Group Projects:

Project A:
Short Description-
Project Manager-
Timeline for Project-

Project B:
Short Description-
Project Manager-
Timeline for Project-

POST PROJECT ANALYSIS

After the new hire finishes their first independent project, managers should be checking in with them and the rest of their team to see how things went, playing close attention to the following:

- Is the new hire transitioning well into working independently and are they volunteering to head-up new projects?
  - Yes   No

- Does the new hire communicate well with their team?
  - Yes   No

- Are they an effective project leader?
  - Yes   No

- Has the new hire found a collaborative peer to help them with larger projects?
  - Yes   No

- Does the new hire have regular contact with high performers on the team?
  - Yes   No

- Do they ask for direction or receive encouragement from those who have been working here longer than them?
  - Yes   No

FEEDBACK CHECKLIST FOR MANAGERS

Congratulate the new hire on their 'first win'.

Verbally reinforce positive KPIs or in some way reward them for specific efforts.

Make sure the employee feels comfortable asking for help as they move onto new projects.
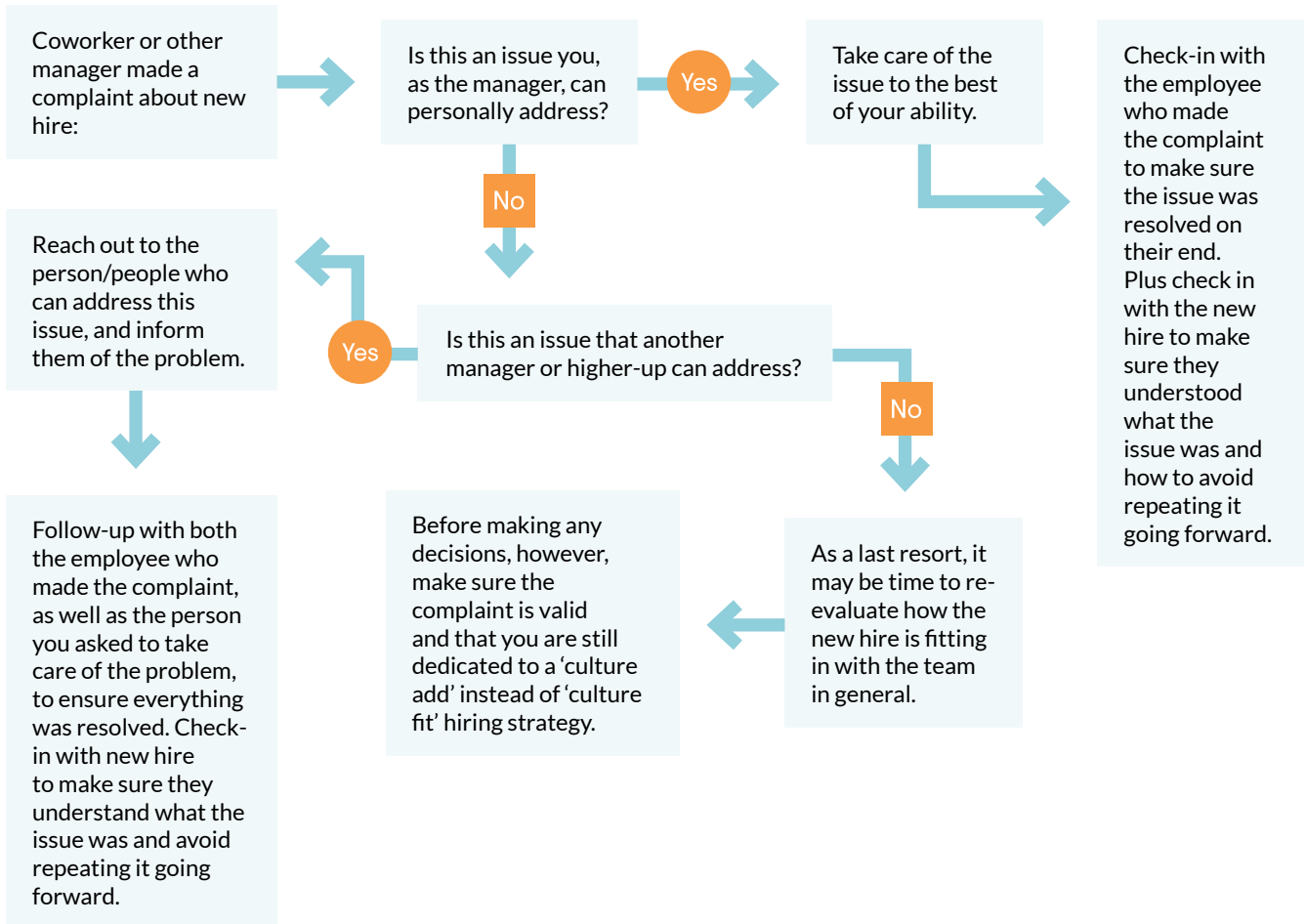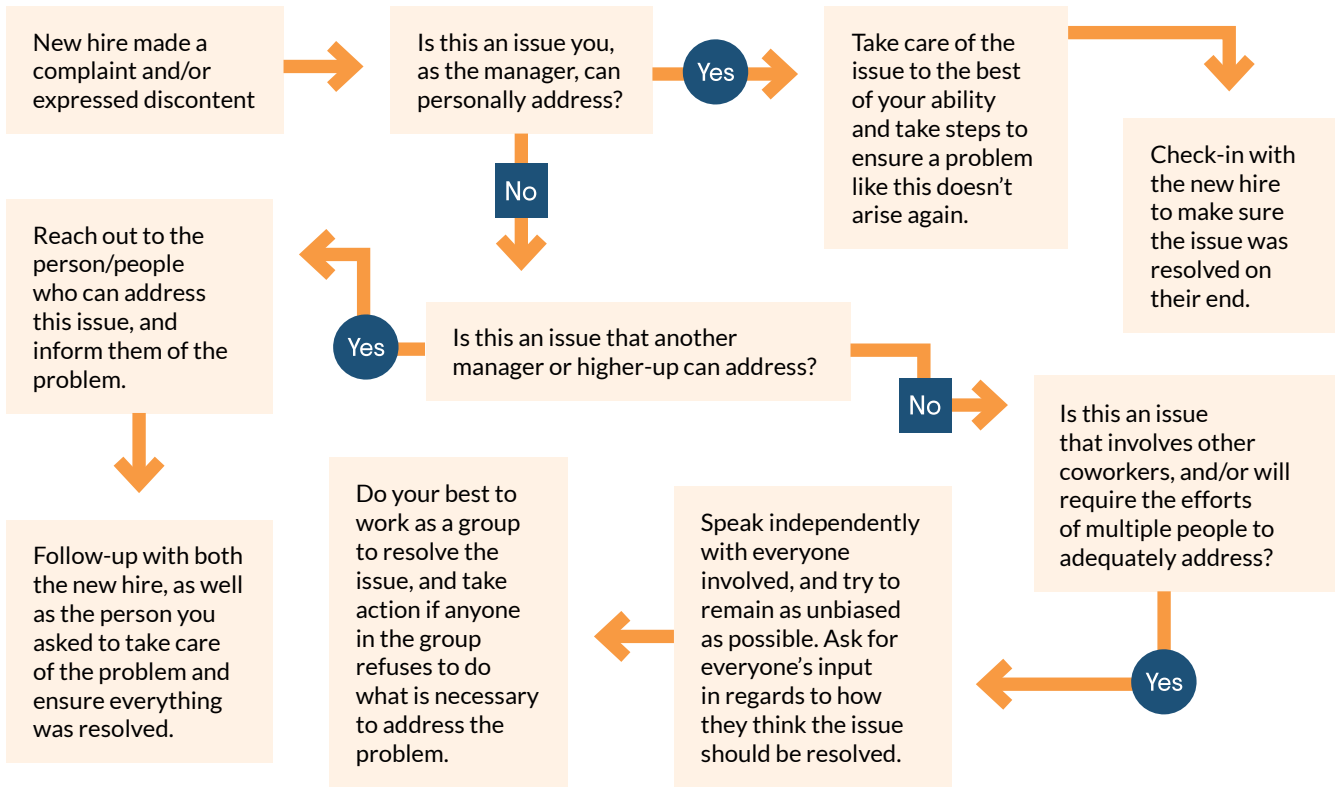
Make sure the new hire understands that 'working independently' doesn't mean you expect them to know how to do anything and everything on their own.

Ask your employee what they've learned from taking on their first independent project.

Ask them what their personal, training, and performance goals are when it comes to their next independent project.
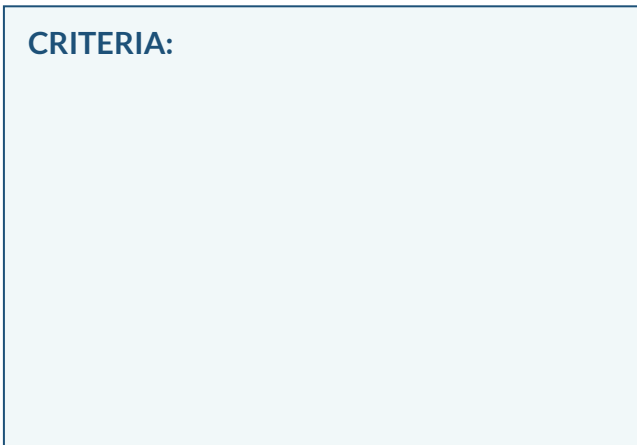
PROBLEM SOLVING GUIDE FOR FIRST 60-DAYS

New hire made a complaint and/or expressed discontent

→ Is this an issue you, as the manager, can personally address? — **Yes** → Take care of the issue to the best of your ability and take steps to ensure a problem like this doesn't arise again.

→ Check-in with the new hire to make sure the issue was resolved on their end.

No ↓

Is this an issue that another manager or higher-up can address? — **Yes** → Reach out to the person/people who can address this issue, and inform them of the problem.

↓ Follow-up with both the new hire, as well as the person you asked to take care of the problem and ensure everything was resolved.

No → Is this an issue that involves other coworkers, and/or will require the efforts of multiple people to adequately address? — **Yes** →

Speak independently with everyone involved, and try to remain as unbiased as possible. Ask for everyone's input in regards to how they think the issue should be resolved.

← Do your best to work as a group to resolve the issue, and take action if anyone in the group refuses to do what is necessary to address the problem.

Coworker or other manager made a complaint about new hire:

→ Is this an issue you, as the manager, can personally address? — **Yes** → Take care of the issue to the best of your ability.

→ Check-in with the employee who made the complaint to make sure the issue was resolved on their end. Plus check in with the new hire to make sure they understood what the issue was and how to avoid repeating it going forward.

No ↓

Is this an issue that another manager or higher-up can address? — **Yes** → Reach out to the person/people who can address this issue, and inform them of the problem.

↓ Follow-up with both the employee who made the complaint, as well as the person you asked to take care of the problem, to ensure everything was resolved. Check-in with new hire to make sure they understand what the issue was and avoid repeating it going forward.

No ↓ As a last resort, it may be time to re-evaluate how the new hire is fitting in with the team in general.

← Before making any decisions, however, make sure the complaint is valid and that you are still dedicated to a 'culture add' instead of 'culture fit' hiring strategy.
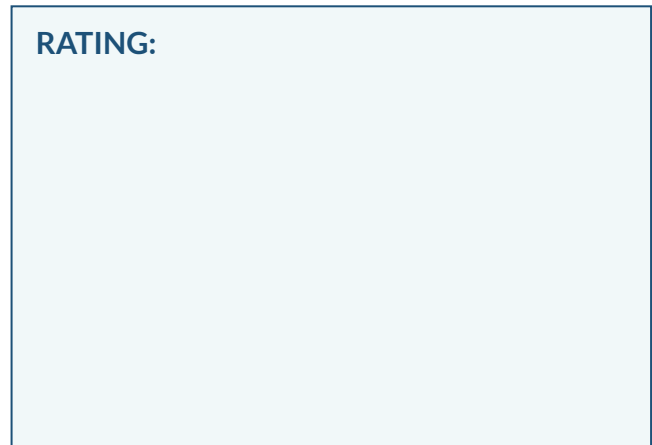
60 Day Check-In Meeting

PRE MEETING EVALUATION — Determine what aspects of the job you consider to be most important for the new hire to have mastered within the first 2 months of employment, then give them a rating based on their performance.

(Rating Scale: 1 - Not Satisfactory, 2 – Somewhat Satisfactory, 3 – Adequate, 4 – Very Satisfactory, 5 – Excellent)

CRITERIA:	RATING:

QUESTIONS FOR THE MEETING

1. Is the job still what you expected/wanted it to be? If not, what improvements or changes can be made to give you a better work experience?
2. What projects have you worked on independently over the last 30 days? Do you consider those projects to have been successful? Why or why not?
3. Do you feel you're meeting your own professional and personal goals? Is your onboarding process going as smoothly or as quickly as you'd like it to?
4. Did the training we provided you in the first 30-days set you up for success for your second month of employment?
5. Do you feel ready to move forward into your third month of employment? What do you need from me to make the next few weeks as enjoyable and productive as possible?

FIRST 90 DAYS

At the end of the first three months, it's reasonable to expect the following things from new hires:

- Mastery of all the **basic tools** and technology required for their job.

- Ability to work **independently** on solo projects, as well as take a leadership role in group projects.

- A **willingness** to offer up insights, new ideas, and constructive criticism in meetings, therefore proving that they are an asset when it comes to growth and innovation.

- **Readiness** and **eagerness** to start working towards KPIs.

On the managing side of things, there is one very important step that managers should focus on during this time, and that's the 90-day review.

The review is typically a formal discussion between employee and boss, in which managers provide constructive feedback, analyze the new hire's performance, and the two work together to formulate a plan of action moving forward.

This is a great time to pinpoint any remaining knowledge gaps, to reiterate the importance of meeting KPIs, as well as develop rapport with your newest employees.

THE REVIEW IS TYPICALLY A FORMAL DISCUSSION BETWEEN EMPLOYEE AND BOSS, IN WHICH MANAGERS PROVIDE CONSTRUCTIVE FEEDBACK, ANALYZE THE NEW HIRE'S PERFORMANCE, AND THE TWO WORK TOGETHER TO FORMULATE A PLAN OF ACTION MOVING FORWARD.

By the end of their first three months of employment, it is reasonable to expect the following from your new hire:

1. They've met most of the goals you set for them, as well as the goals they set for themselves.
   - Yes   No

2. They've had relative successes with most of the projects they worked on both independently and as a team.
   - Yes   No

3. They have strong work relationships with the rest of their coworkers and managers.
   - Yes   No

4. The new hire has learned to fully integrate their knowledge and expertise into the various aspects of their job, as well as picked up new skills along the way.
   - Yes   No

5. They understand the direction the company is going in, and have shown themselves to be a key player in the business's future success.
   - Yes   No

90 Day Check-In Meeting

MEETING MATERIALS FOR MANAGERS:

List of quality indicators and goals you set for the new hire during their first 30 and 60 days of employment:

30 DAYS:	60 DAYS:

List of specific praises, complements, and/or kudos given to new employee from managers and coworkers:

Examples of constructive criticism for the new hire provided by other coworkers and managers and/or areas where the new hire has shown the most improvement:

QUESTIONS AND DIRECTION FOR THE MEETING

1. Do you feel as if you've accomplished all the professional and personal goals that you set out to achieve when first accepting this position?
   - **If yes, ask them what goals were hardest for them to accomplish and why?**
   - **If no, ask them what goals they were unable to accomplish and why?**

2. How do you feel you've grown in this position over the last 90 days? Based on the quality indicators set during your first 30 days (mastery of tech, knowledge of stakeholders and platforms, etc.) how has your job performance improved?

3. What level of work do you feel you can complete in a given workday?
   - **Compare and contrast their response to the feedback given by coworkers and other managers.**

4. What do you consider to be the top three areas in which you've grown or shown the most improvement in regards to this job?
   - **Compare and contrast to the feedback given by coworkers/managers.**

5. What do you feel are the most valuable assets you bring to the team, and how do you plan on helping the company achieve its goals going forward?
   - **Have them provide concrete examples.**

6. How would you grade us on our onboarding process? Did we set you up for success? Are there any issues or areas of improvement you think we should address to better serve future hires?
   - **Pay close attention to how respondents answers this question, and take note so that you can change your onboarding strategy accordingly.**

MAKING THE 30-60-90 DAY PLAN YOUR OWN

Every company's 30-60-90 day plan will differ, and it's important that managers take time to establish a detailed plan of their own—one that addresses the unique challenges new employees might face in that specific work environment.

THREE EASY STEPS FOR MAKING A 30-60-90 DAY PLAN YOUR OWN:

Communicate — ask your new hire questions, find out what intimidates them most about the job, and curate the training process to address their specific concerns and weak spots.

Build a Team — find one or more people to mentor the new hire, and make sure there is always someone available to answer any questions or fix any problems that may arise throughout the workday.

Encourage (and pay for) Outside Learning Opportunities — if you believe that a new hire could benefit from researching certain aspects of your company or the sector you work in, encourage them to do so on company time.

Reward them for going the extra mile, and for learning more than their specific position may require.

If your company sells a product of any kind, you should absolutely be providing free samples and encouraging new hires to use/get to know the product.

FINAL INSIGHTS

If the process of developing and implementing a 30-60-90 day plan seems daunting, why not let us help? By utilizing the skills and expertise of a third-party recruitment firm, you could cut your hiring time in half.

More importantly, however, you'll ensure that the newest member of your team is qualified, hard-working, and that they are ready to do the job they were hired for.

Your On-Demand, Global Recruiting Solution

IsoTalent is a modernized recruitment firm and global employer of record (EOR) headquartered in Silicon Slopes (Lehi, Utah). We help high-growth startups, executive teams, hiring managers, and HR professionals find exceptional, culture-defining talent at flexible and affordable pricing — anywhere in the world. With IsoTalent's commission-free recruiting structure, your team saves an average of 40% to 70% compared to traditional hiring agencies. Get to know our one-of-a-kind model today.

Commission-Free Recruiting

Primary | High-Volume

Executive | CXO

Technologist

Global Requisitions

Talk to our team to learn more about current milestone averages for billing.

If hired through our global EOR, additional PEPM fees apply to international roles. Please speak with your global EOR expert for details.

Contact

Talk to a Recruiting or Global EOR Expert

IsoTalent

sales-marketing@isotalent.com
(877) 619-3486
www.isotalent.com
Lehi, Utah

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