

New Hire 30-60-90 Day Checklist

One shared plan for managers, HR, and new hires

Most new hires decide whether they'll stay within their first 90 days. In more than 20 years in learning and development, starting as a trainer and working my way up to leading L&D in hospitals and nonprofits, I've seen the same pattern again and again: when onboarding is left to chance, good people leave early and managers start over. When it's planned, new hires get productive faster and stay longer.

This checklist gives managers, HR, and new hires one shared plan. Use it as is, or adapt it to your organization.

How to use it

- Each item names who owns it: **MANAGER** **HR** **NEW HIRE**
- Review it together at the 30-, 60-, and 90-day check-ins.
- Anything not done by its phase becomes a topic for the next check-in, not a failure.

Before Day One

Onboarding starts the moment the offer is accepted. A warm, organized first week tells a new hire they made the right choice.

- ☐ **HR** Send a welcome email with start date, time, location or login, parking, dress code, and who to ask for.
- ☐ **HR** Complete paperwork, background checks, and benefits enrollment links ahead of time.
- ☐ **MANAGER** Set up workspace, equipment, system access, email, and badge.
- ☐ **MANAGER** Choose an onboarding buddy and introduce them by email.
- ☐ **MANAGER** Build the first-week schedule, with real work mixed in, not just training.
- ☐ **MANAGER** Tell the team who is starting, when, and what they'll do.
- ☐ **MANAGER** Put the 30-, 60-, and 90-day check-ins on the calendar now.
- ☐ **NEW HIRE** Review welcome materials and send any questions before day one.

Day One and Week One

The goal of week one is belonging and clarity, not information overload.

DAY ONE

- ☐ **MANAGER** Greet the new hire in person or on camera, and give a tour or virtual walkthrough.
- ☐ **MANAGER** Share why the role matters and how it connects to the mission.
- ☐ **MANAGER** Review the first-week schedule and the 30-60-90 plan together.
- ☐ **HR** Cover required policies, safety, and compliance basics, and keep it short.
- ☐ **BUDDY** Take the new hire to lunch or a coffee chat.
- ☐ **NEW HIRE** Confirm all logins and systems work before leaving for the day.

WEEK ONE

- ☐ **MANAGER** Meet one-on-one at the end of the week: what's clear, what's confusing?
- ☐ **MANAGER** Introduce key partners and the people they'll work with most.
- ☐ **MANAGER** Assign one small, meaningful task they can complete this week.
- ☐ **NEW HIRE** Shadow at least two teammates in their real work.
- ☐ **NEW HIRE** Write down questions and early observations to bring to check-ins.

Days 1–30: Learn

Milestone: The new hire understands the role, the team, and how work gets done.

- ☐ **MANAGER** Clarify the top three priorities and what success looks like at 90 days.
- ☐ **MANAGER** Hold a weekly one-on-one, even 15 minutes counts.
- ☐ **HR** Confirm required training and certifications are complete.
- ☐ **NEW HIRE** Learn core systems, processes, and policies.
- ☐ **NEW HIRE** Meet with each key partner at least once.
- ☐ **TOGETHER** Hold the 30-day check-in.

Days 31–60: Contribute

Milestone: The new hire handles core tasks with growing independence.

- ☐ **MANAGER** Hand over ownership of at least one regular task or project.
- ☐ **MANAGER** Give specific feedback: one thing to keep doing, one thing to adjust.
- ☐ **NEW HIRE** Ask for feedback from a teammate or partner.
- ☐ **NEW HIRE** Share one idea or fresh observation about how work gets done.
- ☐ **TOGETHER** Hold the 60-day check-in and adjust the plan if needed.

Days 61–90: Own

Milestone: The new hire works independently and sees a future in the role.

- ☐ **MANAGER** Review progress against the 90-day goals.
- ☐ **MANAGER** Discuss strengths, growth areas, and longer-term development.
- ☐ **NEW HIRE** Complete a self-assessment before the 90-day meeting.
- ☐ **HR** Collect onboarding feedback from both the new hire and the manager.
- ☐ **TOGETHER** Hold the 90-day review and set goals for the next six months.

Check-In Questions for 30, 60, and 90 Days

1. What's going better than you expected?
2. What has been harder or more confusing than you expected?
3. Do you have what you need to do your job well?
4. Who has been most helpful, and who do you still need to connect with?
5. What's one thing we could do to make onboarding better for the next person?

Want Help Building This for Your Team?

A checklist is a strong start. A full onboarding program also includes role-specific training, manager guides, and a way to measure what's working.

Nieves Learning and Development helps healthcare and nonprofit organizations design onboarding that new hires remember for the right reasons. Coming soon: *The Companion Workbook*, with an onboarding assessment and a complete 30-60-90 day planner.

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