



HR Advancement Center

The Manager's Guide to New Hire **Onboarding**

Tool #6: Manager-New Hire Discussion Guide for 30/60/90-Day Check-Ins

Executive Summary

New Hire Turnover Remains Stubbornly High

One of the long-standing challenges in health care is retaining newly hired staff members. Despite manager and HR efforts, newly hired employees continue to turnover at a rate far above that of more tenured staff members. In fact, new hire turnover is a disproportionate driver of an institution's overall turnover rate. Nationally, employees with less than one year of tenure make up nearly one-quarter of all health care turnover.

And of course, turnover is costly. Replacing a departing staff member requires time, energy, and resources from across the organization. It creates an extra burden for managers and frontline staff, who often have to absorb extra work while a position is vacant, interview candidates, and train and onboard the newly hired replacement. And turnover places extra stress on HR staff as well, who have to source, recruit, screen, and onboard replacements.

A “Back to Basics” Onboarding Program Can Dramatically Reduce New Hire Turnover

The good news is much of new hire turnover can be avoided through better onboarding. All too often, new hires depart an organization because they never felt they fit in, didn't feel a strong connection with their manager, or believed they were underperforming in their new role. A strong onboarding program can prevent each of these turnover drivers.

And best of all, strong onboarding programs aren't necessarily time or resource intensive. For managers, often the greatest challenge in providing an effective onboarding program is ensuring that a few critical onboarding activities aren't crowded out by urgent—but ultimately less important—daily crises.

Six Critical Steps Managers Can Take to Improve Department Onboarding

This guide equips managers with the six steps that will most efficiently and effectively onboard new hires. Collectively, these six steps will help managers ensure new hires feel welcomed on their first day, supported on their first week, and receive meaningful feedback about their performance across the first three months.






While we recommend that a manager should use all six tools, a time pressed manager will see substantial improvements in new hire onboarding by using just two tools:

- Tool #5: Discussion Guide for First Check-In
- Tool #6: Discussion Guides for 30/60/90 Day Check-Ins

1) Data comes from the HR Advancement Center's annual turnover and vacancy benchmarking initiative.
2) Excluding PRN, per diem, and casual employees.

Source: HR Advancement Center interviews and analysis.

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For ease of use, we have provided an editable version of some tools on our website, indicated here with a checkmark. Please visit our website at advisory.com/hrac/newhireonboarding to download these tools and to access the companion book, *HR's Guide to New Hire Onboarding*.

Tool #6: Manager-New Hire Discussion Guide for 30/60/90-Day Check-Ins

Goal: This discussion guide equips managers to gauge how a new hire is adjusting and surface any potential retention concerns. Managers should meet with each new hire after the first 30, 60, and 90 days of employment and ask these questions. If the new hire's responses signal that they may be a retention risk, managers should consider meeting with the new hire more frequently to monitor their progress and intent to stay.

Estimated Time Required: 30 minutes per discussion.

Available Online: To access an editable version of this guide, please visit advisory.com/hrac/newhireonboarding.

Discussion Questions

Signals of Possible Retention Risk

Baseline Expectations

1. Has this job met your expectations? In what ways? Where has it fallen short?
2. Do you have the tools and equipment you need to do your job?

- Answer to primary question is no
- Expectations about work conditions unrealistic

Acculturation

3. Which coworkers have been especially helpful to you?
4. From what sources have you obtained information about news in the department and the institution?
5. Tell me about some of your successes during your first [30/60/90 days].

- Unable to provide examples of helpful colleagues or personal successes
- Information sources listed are unreliable

Challenges

6. Describe any frustrations you've experienced so far.
7. Have you done anything to address these frustrations?

- High number of frustrations
- Has not tried to resolve problems
- Blames others for problems
- Is bothered by typical conditions of department

Suggested Onboarding Improvements

8. In what areas would more training be helpful for you and other new hires?
9. If you could change one aspect of your experience in the department, what would it be?
10. On which aspects of your job performance would you like more feedback?

- Uninterested in personal feedback/development
- No desire to help department improve

Overall Concerns

11. Do you have any concerns about your job that I could address?

- High number of concerns
- Does not share any concerns but appears dissatisfied or anxious

Source: HR Advancement Center interviews and analysis.