**Supervisors:**

The following are some sample questions that you may find beneficial when holding your 30/60/90 day check-in meetings with your new employee. Discussion around these questions can help determine if the onboarding process has been successful and how it can be improved.

**30-Days**

Bring the mission statement and vision to life and help them discover the plans The College abides by to reach these core values.

- “What is/share with me your understanding of the mission and vision of the Division, and of the College?”
- “What is your understanding of our office contributes to the overall mission and vision of the Division and of the College?”

Reiterate your expectations for your new employee.

- “Are there any expectations that are still unclear?”
- “How can I as your supervisor help clarify expectations or keep you informed as priorities change or compete with other areas of your job function?”

Encourage the formation of professional relationships/networks on campus.

- “How have you worked to build relationships with your coworkers, and, with colleagues across campus?”
- “How can I, as your supervisor, make it easier for you to build these relationships?”

Make sure your new employee understands your audience.

- “What can you tell me about who we serve, and how?”
- “Can you please walk me through how we serve the following groups: students, staff, faculty, parents/families, other offices, and/or off campus constituents?”

Solicit impressions about Division & office culture.

- “What is your impression of the Division’s culture? Of the College’s culture?”
- “What areas of campus culture can I help you with?”

**60-Days**

Once the employee has taken time to fully assess The College, begin adding employee talents to the equation:

- “What areas do you feel you can excel in if given the support?”
- “Are there any areas of work/practice that you are interested in that I can help you with?”

Encourage building of personal brand within the Division/Office by showcasing what employee can do/does well.

- “Are you comfortable with your current network? Do you feel like enough people at the College know who you are, what you do, and how you can help?”
- “What task/project/accomplishment are you most proud of so far? How can I, as your supervisor, help to promote that for you, so that people know of your expertise?”

Brainstorm the ways in which your employee can add their own personal touch accelerate or enhance office/Division growth.

- “What’s one area in our office/Division that if you were able to add a unique personal touch to, that it would improve the quality, efficiency, or expertise of?”

Your employee may have started with talking much more than listening, which is recommended. By this stage, begin leveling out the playing fields by soliciting employee contributions to the conversation.

- “Do you feel comfortable contributing during staff meetings?”
  - If no: “How can I help encourage you to share during our staff meetings?”
  - If yes: “What can I do to help you feel even more comfortable?”
Furthermore, encourage your employee to be an effective communicator by being open.
  - “What barriers, if any, have you identified/noticed about open communication in our office?”
  - “What can I do to help remove those barriers?”

Encourage your employee to enhance their versatility by taking on some tasks outside of their set responsibilities.
  - “Have you explored yet any opportunities to serve on Division wide committees?”

Continue to be clear on expectations.
  - “Is there anything I can help clarify for you with regards to expectations?”
  - “What can we do to enhance your one on one’s?”

90-DAYS

By this time, your employee should have a firm grasp of the role they play in the office/Division. Their confidence is likely to have grown since their first day and leadership qualities are hopefully itching to be put to action. At this point, consider the following:

Encourage proactivity when it comes to campus happenings or being in the know.
  - “What information do you feel you might need to be able to anticipate needs?”
  - “What is the most effective way to disseminate that information to you?”

Encourage attention to and awareness of new projects; embolden your employee to be prepared to contribute possible solutions.
  - “What areas have you been able to identify within our office that we might be able to address? Process? Staffing? Resources?”
  - “How can I as your supervisor, position you to best help?”

Analyze the growth in their relationships/network.
  - “How comfortable are you feeling with getting to know people in the Division?”
  - “Are there any offices that you have not been able to touch yet?”
  - “How can I help you continue to build your network?”

Help them address their novice mistakes.
  - “In the first 90 days, where do you feel you have fallen short?”
  - “What can I do to help build your confidence in that area?”
  - “What advice might you give to someone so as to help them avoid making the same mistake in the future?”

Inspire them into broadening their horizons by getting more involved by joining a club, council, board, or committee.
  - “What committees pique your personal and professional interests?”
  - “Are you settling in well in Charleston? Have you had adequate time to pursue personal interests outside of work?”

Make time to notice their growth and recognize them for their progress.
  - “How do you prefer to be recognized for your work?”
  - “How do you feel the first 90 days have gone?”
  - “Are you fulfilled in your job so far?”

*Adapted from: [https://www.glassdoor.com/blog/starting-job-follow-306090-plan/](https://www.glassdoor.com/blog/starting-job-follow-306090-plan/)