

# Best Practice Guide:

*30-90-180 day conversations with your  
new employee*

## Managers tool for 30 day conversation

Goal for this conversation:

- Build rapport and continue to establish a relationship
- Gather information and feedback for follow up during the 90 day conversation
- Determine if there are issues that need to be addressed and resolved

**Date:**

**Name:**

Action	Comments	Action Items
<b>Open</b> the conversation		
Make personal connection <ul style="list-style-type: none"> <li>• Acknowledge the employee</li> <li>• Explain the purpose and importance of the meeting</li> <li>• Are you feeling welcomed?</li> </ul>		
<b>Review</b> job description		
<ul style="list-style-type: none"> <li>• Expectations described during the interview process</li> <li>• Expectations now</li> </ul>		
<b>Discussion</b>		
Now that you have been here for a month, how do we compare with what we said we would be like? <ul style="list-style-type: none"> <li>• Positives</li> <li>• Negatives</li> </ul>		
Tell me what you like?		
What is going well?		
Who are some people who have been very helpful during your first days at the medical center?		
I know that you have only been here for a short period of time, but do you have any ideas for how we can improve our department?		
Is there anything here that you are uncomfortable with? Anything that might cause you to want to leave?		

<p>Do you have the tools to do your job?</p> <p>What can I do to help you right now?</p> <p>Based upon what you've learned about us so far, are there things that you saw in place at your previous employer that you feel could make us better?</p>		
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**Performance Expectation**

<p>Review the employee's current performance and offer support for continued success or feedback for improvement.</p>			
<p><b>Exceed Expectations</b></p> <p>What needs to be included:</p> <ul style="list-style-type: none"> <li>• Share with them where the departmental and organizational goals</li> <li>• Thank them for their work</li> <li>• Outline why they are so important</li> <li>• Ask them whether there is anything you can do for them</li> </ul>	<p><b>Meet Expectations</b></p> <p>What needs to be included:</p> <ul style="list-style-type: none"> <li>• Tell them why they are important to the organization</li> <li>• Share one area for development and improvement</li> <li>• Provide a statement of support</li> </ul>	<p><b>Does not meet expectations</b></p> <p>What needs to be included:</p> <ul style="list-style-type: none"> <li>• Describe what you have observed, and the impact</li> <li>• Tell them how you feel about it</li> <li>• Be specific about what they need to improve performance</li> <li>• Clearly articulate the next steps</li> </ul>	

**Clarify** by making sure you understand the new employees concerns.

**Agree** by reviewing any actions or next steps you will address.

**Close** the conversation by clearly stating that the lines of communication are always open.

“We realize that having the right people is key to having the best place to work and providing the best service to our customers. I want to make sure we are doing everything we can to assist you in being successful. My door is always open for you to share your questions or concerns. We want this to be the best place you ever work.”

## Managers tool for 90 day conversation

Goal for this conversation:

- Continue to build a relationship
- Provide feedback from 30 day conversation
- Gather information about how things are going

**Important Reminder:** This conversation does not replace the formal evaluation that occurs at the end of the orientation period for non-exempt, medical center employees.

Action	Comments	Action Items
<b>Open</b> the conversation		
<ul style="list-style-type: none"> <li>• Acknowledge the employee</li> <li>• Explain the importance of the meeting</li> <li>• Make personal connection</li> </ul>		
<b>Review</b> the 30 day conversation		
<ul style="list-style-type: none"> <li>• Thank the employee for sharing information with you during the last conversation</li> <li>• Provide any feedback or follow-up from 30 day conversation</li> </ul>		
<b>Discussion</b>		
Now that you have been here for 3 months, how do we compare with what we said we would be like?		
Tell me what you like?  What is going well?		
Who are some people who have been very helpful to you during your first 3 months at the medical center?		
I know that you have only been here for a short period of time, but do you have any ideas for how we can improve our department?		
Is there anything here that you are uncomfortable with?  Anything that might cause you to want to leave?		

<p>As your supervisor, how can I be more helpful?</p> <p>Do you have the supplies and equipment to do your job?</p>		
<p>Based upon what you've learned about us so far, are there things that you saw in place at your previous employer that you feel could make us better?</p>		

**Performance Expectation**

<p>Review the employee's current performance and offer support for continued success or feedback for improvement.</p>			
<p><b>Exceed Expectations</b> What needs to be included:</p> <ul style="list-style-type: none"> <li>• Review organizational and departmental goals</li> <li>• Thank them for their work</li> <li>• Outline why they are so important</li> <li>• Ask them whether there is anything you can do for them</li> </ul>	<p><b>Meet Expectations</b> What needs to be included:</p> <ul style="list-style-type: none"> <li>• Tell them why they are important to the organization</li> <li>• Ask them to share one area for development and improvement</li> <li>• If necessary, add one area that you feel that they need to further develop</li> <li>• Provide a statement of support</li> </ul>	<p><b>Does not meet expectations</b> What needs to be included:</p> <ul style="list-style-type: none"> <li>• Describe what you have observed, clearly stating the situation and the impact. Offer suggestions about what the employee could have done differently.</li> <li>• Be specific about what are they doing that does not meet expectations?</li> <li>• Tell them how you feel about it</li> <li>• Show them clear examples of what they need to do</li> <li>• Ask them what they are going to do to prevent this from occurring</li> <li>• Ask them what they need from you</li> <li>• Clearly tell them the consequences</li> <li>• Clearly spell out the next steps</li> </ul>	

**Clarify** by making sure you understand the new employees concerns.

**Agree** by reviewing any actions or next steps you will address.

**Close** the conversation by clearly stating that the lines of communication are always open. Add your own comments.

## Managers tool for 180 day conversation

Goal for this conversation:

- Continue to build a relationship
- Provide feedback from 90 day conversation
- Gather information about how things are going
- Provide a clear message about the staff members quality of performance

**Important Reminder:** This conversation does not replace the formal evaluation that occurs at the end of the orientation period for exempt, medical center employees.

Action	Comments	Action Items
<b>Open</b> the conversation		
<ul style="list-style-type: none"> <li>• Acknowledge the employee</li> <li>• Explain the importance of the meeting Performance review</li> <li>• Make personal connection</li> </ul>		
<b>Review</b> the 90 day conversation		
<ul style="list-style-type: none"> <li>• Thank the employee for sharing information with you during the last conversation</li> <li>• Provide any feedback or follow-up from 90 day conversation/comments/issues</li> </ul>		
<b>Discussion</b>		
How do we compare with what we said we would be like?		
Tell me what you like?  What is going well?		
Who are some people who have been very helpful to you during your time at the medical center?		
Do you have any ideas for how we can improve our department?		
Is there anything here that you are uncomfortable with? Anything that might cause you to want to leave?		

As your supervisor, how can I be more helpful?		
Do you have the supplies and equipment to do your job?		
<b>Performance Expectation</b>		
Review the employee's current performance and offer support for continued success or feedback for improvement.		
<p><b>Exceed Expectations</b> What needs to be included:</p> <ul style="list-style-type: none"> <li>• Share with them where the organization is going</li> <li>• Thank them for their work</li> <li>• Outline why they are so important</li> <li>• Ask them whether there is anything you can do for them</li> </ul>	<p><b>Meet Expectations</b> What needs to be included:</p> <ul style="list-style-type: none"> <li>• Tell them why they are important to the organization</li> <li>• Ask them to share one area for development and improvement</li> <li>• If necessary, add one area that you feel that they need to further develop</li> <li>• Provide a statement of support</li> </ul>	<p><b>Does not meet expectations</b> What needs to be included:</p> <ul style="list-style-type: none"> <li>• Describe what you have observed, clearly stating the situation and the impact. Offer suggestions about what the employee could have done differently.</li> <li>• Be specific about what are they doing that does not meet expectations?</li> <li>• Tell them how you feel about it</li> <li>• Show them clear examples of what they need to do</li> <li>• Ask them what they are going to do to prevent this from occurring</li> <li>• Ask them what they need from you</li> <li>• Clearly tell them the consequences</li> <li>• Clearly articulate the next steps</li> </ul>
<b>Clarify</b> by making sure you understand the new employees concerns.		
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