

30/60/90-day onboarding plan template

Overview

This template helps People teams, managers, and new hires co-create a structured, role-specific onboarding plan. It balances clarity with flexibility, ensuring each new hire knows what's expected, what success looks like, and how they'll grow during their first 90 days.

Use this as a base framework to adapt by department, role level, or function.

Overview: onboarding timeline and focus areas

What this section is: A high-level orientation to what the new hire's onboarding experience should look like across the first 90 days.

How to use it: Use this table to align manager and new hire expectations around the core focus of each onboarding phase. This becomes a mental model for how effort and responsibility will evolve.

What it aims to achieve: Set a foundation for progression that balances early support with growing autonomy and contribution.

Timeframe	Focus areas	Manager's role	New hire's role
Days 1–30	Orientation, learning, relationship building, product knowledge	Provide resources, clarity, and encouragement	Learn, observe, ask questions
Days 31–60	Skill application, contribution, collaboration	Give feedback, increase responsibility	Start owning work and delivering outcomes

Days 61–90	Autonomy, impact, feedback integration	Coach, support performance, begin goal planning	Drive independent work and add value
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Part 1: key goals and expectations

What this section is: Core milestones that anchor the onboarding journey. These can apply across roles and departments.

How to use it: Customize the activities and outcomes based on role complexity, but keep the general success indicators consistent across teams.

What it aims to achieve: Clarity on what progress looks like—so both the manager and new hire know what to aim for.

Milestone	Key activities	Success indicators
30 days	Complete onboarding, meet key stakeholders, attend training	Feels confident in role basics and relationships
60 days	Start leading small projects, apply key skills	Delivering early wins, receiving positive feedback
90 days	Independently own core responsibilities, suggest improvements	Viewed as a trusted, contributing team member

Part 2: customizable 30/60/90 template by role

What this section is: A flexible structure to tailor goals across three core domains: learning, performance, and connection.

How to use it: Complete one version per role or department, adjusting specific goals based on job function, seniority, and onboarding complexity. Use this in 1:1s or team onboarding docs.

What it aims to achieve: Provides structure without rigidity. Ensures each onboarding plan supports tactical learning, cultural integration, and contribution.

Example: Marketing coordinator

Timeframe	Learning goals	Performance goals	Culture/connection goals
30 days	Learn brand guidelines, content tools, campaign calendars	Support team in scheduling and editing content pieces	Meet with peers, join weekly creative syncs
60 days	Understand audience segments and reporting tools	Own execution of 1–2 campaigns	Provide input in team meetings, engage on team Slack
90 days	Analyze campaign performance, optimize execution	Lead a full campaign cycle from brief to reporting	Present learnings in marketing retro, suggest process improvements

Example: People operations assistant

Timeframe	Learning goals	Performance goals	Culture/connection goals
30 days	Learn HRIS systems, onboarding flows, and benefits	Support onboarding logistics and new hire emails	Shadow welcome sessions, meet with HR team
60 days	Understand leave policies and employee support programs	Draft internal process docs and assist with support tickets	Participate in culture committee or peer welcome events
90 days	Monitor system	Take ownership of	Run new hire Q&A session,

compliance and reporting standards	benefits Q&A or training logistics	share feedback on onboarding
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Example: Sales development representative (SDR)

Timeframe	Learning goals	Performance goals	Culture/connection goals
30 days	Learn CRM workflows, ICP profiles, call scripts	Shadow senior reps, complete outreach training	Join sales huddles, meet with cross-functional teams
60 days	Practice outreach and objection handling	Book 5–10 discovery calls	Contribute to Slack sales updates, celebrate wins
90 days	Refine pipeline generation strategies	Hit initial quota target	Share lessons in team review, support a new SDR

Part 3: manager/new hire weekly check-in guide

What this section is: A structured cadence of weekly discussion prompts for 1:1s during the onboarding period.

How to use it: Managers can use these prompts in weekly check-ins to guide reflection, uncover blockers, and build trust.

What it aims to achieve: Reduces misalignment, supports open communication, and reinforces development from day one.

Week	Focus question(s)
1	What’s going well so far? Anything unclear or confusing?

2	What questions have come up since last week? What feels easy vs. difficult?
3	What's one area you'd like more clarity or support in?
4	Are you starting to feel more confident in your role? What's still unclear?
5-8	Where are you seeing early wins? Any blockers? How's workload feel?
9-12	What's one process you'd improve? What support will help you succeed long-term?

Part 4: onboarding calendar and task planner

What this section is: A customizable weekly calendar where new hires or managers can plan activities, meetings, and key onboarding events.

How to use it: Fill out the table with scheduled sessions, 1:1s, training, shadowing, and deliverables. This creates transparency and helps the new hire manage their time effectively.

What it aims to achieve: Provides structure and visibility during the first 12 weeks and allows managers and new hires to adjust based on evolving needs.

Week	Key activities & meetings	Owner	Notes or links
1	Welcome session, intro to tools, team 1:1s, buddy system	Manager/HR	Share HR portal and IT onboarding
2	Shadow calls, meet cross-functional partners	New hire	Schedule through shared calendar
3	Join project meetings, start basic tasks	New hire	Add to team channel
4	First 1:1 feedback session, submit onboarding feedback	Manager	Use onboarding feedback form

5	Take on small project or independent task	New hire	Confirm deliverable with manager
6	Present work in team check-in, review learning goals	New hire	Share doc or slides in advance
7-8	Deepen project contributions, attend advanced training	New hire	Track progress in onboarding doc
9-10	Start documenting suggestions or improvements	New hire	Propose ideas in retro or 1:1
11-12	Final check-in and transition to performance development plan	Manager	Schedule goal-setting conversation

Part 5: onboarding plan success tracker

What this section is: A checklist to track progress across each stage of the onboarding plan.

How to use it: Use this tracker in manager 1:1s or onboarding wrap-ups to note progress, surface issues, and log wins or adjustments.

What it aims to achieve: Helps both manager and new hire stay accountable and document onboarding outcomes for future reference.

Milestone	Completed	Notes/adjustments
Week 1	✓	Completed onboarding modules, attended welcome session, met manager
Week 2	✓	Shadowed team members, started first tasks, joined team meetings
Week 3	✓	Contributed to live project, shared first internal update
Week 4	✓	Completed first 1:1 feedback session, raised onboarding feedback

Week 5-6

Week 7-8

Week 9-10

Week 11-12

Part 6: onboarding resources and reference links

What this section is: A centralized space to link out to critical onboarding documents, systems, and support materials.

How to use it: Populate with organization-specific links to ensure new hires have everything they need to hit the ground running.

What it aims to achieve: Saves time, removes barriers, and builds confidence by giving clear direction.

Suggested links:

- HR portal
 - Employee handbook (e.g. Policies, Benefits overview)
 - Team/org chart
 - Role-specific SOPs
 - Company Recent News / Updates (e.g. newsletter, company news)
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Part 7: what success looks like (role-specific)

What this section is: A brief overview of expectations and key success indicators for the new hire's specific role.

How to use it: Complete this at the outset, with input from the hiring manager and/or team lead.

What it aims to achieve: Builds alignment between manager and new hire on what good performance and cultural fit look like.

Template:

- Role title: [Insert here]
- By day 30, success looks like: [...]
- By day 60, success looks like: [...]
- By day 90, success looks like: [...]

Example #1:

- **Role title:** Marketing coordinator
- **By day 30, success looks like:** Familiarity with brand guidelines, strong working relationships with team, able to complete assigned content updates with supervision.
- **By day 60, success looks like:** Independently executing basic campaign tasks, proactively suggesting content ideas, participating actively in team meetings.
- **By day 90, success looks like:** Leading small campaigns end-to-end, contributing to team retros with insights, consistently delivering high-quality work aligned with team goals.

Example #2:

- **Role title:** People operations assistant
- **By day 30, success looks like:** Comfortably managing onboarding logistics, attending HR meetings, and asking relevant process questions.

- **By day 60, success looks like:** Independently handling employee support tickets and documentation tasks.
 - **By day 90, success looks like:** Improving a process (e.g. onboarding checklist), collaborating cross-functionally, and preparing monthly HR reports with minimal support.
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Part 8: manager adaptation guidance (remote/hybrid/in-person)

What this section is: A cheat sheet for managers on how to flex onboarding support based on work setting.

How to use it: Share during manager onboarding prep and revisit during onboarding planning.

What it aims to achieve: Helps build equity in experience, regardless of location.

Tips:

- **Remote:** Increase frequency of check-ins, use async video updates, create Slack-based social rituals
 - **Hybrid:** Balance in-person onboarding days with virtual accessibility, assign office buddy for in-person days
 - **In-person:** Leverage informal moments for connection, but avoid over-reliance on shadowing without structure
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Part 9: new hire feedback survey (post-90 days)

What this section is: A short feedback form template to evaluate onboarding effectiveness.

How to use it: Send to new hires around their 90-day milestone.

What it aims to achieve: Captures honest insight to improve the process for future hires.

Example questions:

- On a scale of 1–10, how would you rate your overall onboarding experience?
- What helped you feel most supported in your first 90 days?
- What (if anything) felt confusing, unclear, or missing?
- Did your onboarding prepare you to succeed in your role?
- Any suggestions to improve the experience for future hires?