

First 90 Days — Facilitator Run Sheet

Folder: first-90-days · Category: scenario kits · 1 new hire + manager/HR pair · 30 min per checkpoint · offline + online · print props · scenario kit

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CONTENTS

Objectives

What this is not

How to run it

Failure modes

Facilitation notes

Props in this folder

How to run this review

The six review questions

What this is not

When to use this kit

Setup

The card deck

Variations

Put it on the wall

Agent version

Read the four checkpoints

Failure modes of the review

30

MINUTES

In person + online

SETTING

First 90 Days — Onboarding Cycle Guide

New hires decide whether they made the right choice four times: on day one, and then at thirty, sixty and ninety days. Most companies only hold the first meeting and hope through the rest. This kit runs the whole cycle — a day-one welcome sheet that fits on one page, three checkpoint conversations with written questions, a confidence pulse the new hire fills in anonymously, and a risk watch-out that names the quiet exits before they happen. For HR teams, hiring managers and any small company that cannot afford to lose a hire in month four.

Objectives

By the end of the ninety days, the pair (new hire + manager) will have:

1. A shared written picture of success: what the first week, the first month and day ninety each look like — signed by both, not assumed.
 2. Three checkpoint conversations that happened on schedule, each ending with two things kept and one thing changed — recorded where the next checkpoint can read it.
 3. A confidence trend from the pulse surveys (week 1 / 30 / 60 / 90) that tells you who is quietly disengaging while their output still looks fine.
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When to use this kit

- You hire one person at a time and “onboarding” currently means a laptop, a wiki link and good intentions.
 - A new hire left at month three and everyone was surprised — the signals were there, nobody had a place to write them down.
 - You are an HR team standardizing onboarding across managers whose styles range from daily coffee to “ping me if lost”.
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What this is not

- Not a compliance checklist. Contracts, payroll and legal paperwork belong to your HR system; this kit runs the human cycle around them.
 - Not a performance management tool. The checkpoints are two-way — the new hire grades the onboarding too — and none of the pulse answers feed a review.
 - Not a retention insurance policy. A bad role fit surfaces by day 30; the kit’s job is to surface it, not to hide it with perks.
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Setup

Space: the checkpoints are sit-downs (or video calls) of 30 minutes; day one is a desk-side conversation of 20.

Materials per new hire: one day-one welcome sheet (printed or sent before start), one expectations card signed by both, the pulse survey link or printed slips for weeks 1/30/60/90.

Materials for the manager: the checkpoint question cards — you ask from the cards, not from memory; the cycle review sheet for your own notes between checkpoints.

Grouping: one pair per cycle; HR runs the same deck across all pairs and reads the aggregate pulse at day 90.

Roles: the manager owns the schedule — a checkpoint that slips a week is a checkpoint that says what the company really prioritizes. The new hire owns the honesty; the anonymity of the pulse is what protects it.

How to run it

Time	Phase	What you do	The new hire does
Day 1	Landing	Walk the welcome sheet: week one, first month, day ninety — in writing, both sign the expectations card. Answer the question they are too polite to ask: “how do I know I’m doing well?”	Fills the week-1 pulse anonymously; writes one thing they were afraid to ask.
Day 30	First real read	Run the checkpoint questions from the cards. Two kept, one changed — written down. Compare the pulse trend against your own read.	Rates the onboarding as honestly as the job; names the one thing still unclear.
Day 60	Course correction	Same loop, deeper: what’s the hardest part now? Check the changed item from day 30 — kept or drifted?	Sees their day-30 answers acted on or hears why not — either is fine, silence is not.
Day 90	The account	Close the cycle: read all three sheets together. Keep/stop/start on the role itself. Decide and write: what does the next quarter’s goal look like?	Gives the honest review of onboarding — the one input future hires will benefit from.

The card deck

Use the faces from [first-90-days-prop-cards.pdf](#): a master card (the cycle in one view), the day-1 landing card, the day-30 and day-60 checkpoint cards, the day-90 account card, and a watch-out card (the five quiet signals of a month-four exit) — plus branded backs and blanks for your own role-specific questions.

Failure modes

1. **The checkpoint that slips.** Week one becomes “we’ll do it after this sprint” and the cycle dies politely. Rescue: all three checkpoints go on the calendar on day one, or they do not exist.
2. **Manager monologue.** The checkpoint becomes a status report; the new hire performs confidence. Rescue: the cards front-load the questions the new hire asks the manager — half the page is theirs.
3. **The pulse nobody reads.** Surveys collected, trends ignored — worse than no survey, because it teaches that honesty changes nothing. Rescue: the day-90 sheet has a line: “what the aggregate pulse told us, and what we changed.”
4. **Optimism bias at day 30.** Output looks fine, the person is already gone in their head. Rescue: the watch-out card is read aloud at every checkpoint — quietness, cancelled 1:1s, no questions, vague answers about friends at work.

Variations

- **Remote-first:** the pulse is a form (the folder’s FormLM block), the day-1 sheet is a shared doc; the cards still print — a mailed welcome envelope with the deck lands better than a PDF.
- **Small team, no HR:** the manager runs the cycle solo; the cycle review sheet is the handoff document when you finally hire that first HR person.
- **Interns and seasonal:** compress to day 1 / day 15 / day 45; the questions survive the change of scale.

- **The other direction:** run the day-90 review questions on the manager too — onboarding is being graded whether you ask or not.

Facilitation notes

- Say the retention truth out loud on day one: “if this is wrong for you, telling us early is a favor, not a failure.” It is on the card; most managers never say it.
- The signed expectations card is the artifact that prevents the month-four surprise. Keep it in the same folder as the pulse slips.
- A checkpoint that surfaces a bad fit is a success, not a failure — the ninety-day cycle exists to find out, not to perform success.
- Read the aggregate before you read the individual: five people drifting at day 60 is an onboarding bug, not five weak hires.

Put it on the wall

Print `first-90-days-activity-poster.pdf` (A3): the cycle, the four checkpoints, the quiet signals — for the HR wall, and photograph it into the onboarding doc.

Props in this folder

- `first-90-days-prop-cards.pdf` — poker-spec print sheet (63.5 × 88.9 mm, bleed and cut guides): master, day-1 landing, day-30, day-60, day-90, watch-out, branded backs and blanks
- `first-90-days-run-sheet.pdf` — the print edition: this guide + the cycle review, bound as one A4 document with bookmarks (`-Letter.pdf` is US Letter)
- `first-90-days-activity-poster.pdf` — the whole cycle on one A3 wall sheet
- `first-90-days-guide.md` · `-debrief.md` · `-start-here.md` — the cycle guide, the review sheet, the one-page start here
- `first-90-days-license.md` — what you may do
- `SKILL.md` · `first-90-days.zip` — the machine-readable manifest, and the whole folder in one download

Agent version

Every file in this folder has a stable public URL — an AI agent can fetch the card deck, the review sheet and this guide with three curl commands (see `SKILL.md`), or build the pulse survey from the week-1/30/60/90 items. The paper version needs two calendars that agree. Keep the pulse anonymous; a named confidence score is a performance review wearing a mask.

First 90 Days — Cycle Review Sheet

The checkpoints belong to the pair; this review belongs to the practice. Use with `first-90-days-guide.md`. The day-90 conversation is the compressed version; this sheet is the full one, run by HR or the manager after every completed cycle.

How to run this review

- Fill it after every cycle that ends — not annually. One cycle, one page, in the same folder as the pulse slips.
 - Review the loop, not the person: did the checkpoints happen on schedule, was the pulse read, did the day-30 change actually change?
 - Aggregate across hires quarterly: the pattern is the onboarding product's bug report.
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Read the four checkpoints

1. **The slipped checkpoint** — a missed day-30 is not a calendar problem; it is the honest reading of what the manager protects when the sprint hits. Fix the slot, or admit the cycle is optional.
 2. **The pulse that flatlined** — confidence high at week 1, invisible after. Either the survey died in an inbox or the answers stopped being safe. Both are system failures with different fixes.
 3. **The change that drifted** — day 30 named it, day 60 forgot it. A promise kept late still counts; a promise quietly dropped teaches the new hire the local currency of words.
 4. **The surprise exit** — someone left at month four and the sheets show nothing. Re-read the watch-out signals against the record: quietness, cancelled 1:1s, no questions. The paper usually saw it first.
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The six review questions

1. **The schedule truth.** Which checkpoint slipped most across your hires this year — and what does its slot actually compete with? → Targets: calendar honesty; a recurring meeting nobody defends is a rumor.
 2. **The two-way grade.** What did new hires score lowest on the onboarding questions — and would you have believed them without the anonymous sheet? → Targets: the blind spot of the greeter; the pulse exists because exit interviews arrive too late.
 3. **The kept promise.** Pick one day-30 “changed” item per cycle: kept, drifted, or improved? → Targets: word-to-action ratio; this is the number the new hire is really watching.
 4. **The fit call timing.** When did the record first show “wrong seat” — and how many weeks were lost to optimism? → Targets: early honesty; a day-30 fit call is a favor, a month-four resignation is a surprise nobody deserved.
 5. **The aggregate read.** Across cycles, where does confidence dip for everyone — week 2? day 60? → Targets: system repair; a dip shared by five hires is a process, not a person.
 6. **The next-cycle change.** One change to the loop for the next hire, with an owner and a date. → Targets: durability; onboarding that never changes is just the founder's first week, copied forever.
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Failure modes of the review

Failure mode	Why it happens	The rescue
Archive theater	Sheets filled, never re-read	The day-90 conversation starts from the previous cycle's review, out loud
Blaming the leaver	The record shows signals, ego rewrites them	The watch-out card is read against the record, not against memory
The anonymous lie	Pulse “anonymous” but answers traceable	Anonymity is architecture or it is decoration — fix the tool, not the culture deck
One-size cycles	Every role runs the identical loop	Role-specific blanks on the deck exist for a reason; use them

What this is not

This is not an HR audit form and not a productivity report. It is the practice's own ninety-day pulse — the evidence that the onboarding loop either learns or repeats. The new hire's experience is the signal; this sheet is where the signal stops being anecdote.