KEY CONVERSATIONS WITH NEW EMPLOYEE

Leadership Through Fully Engaged Employees
Chapter 3
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LEARNING OBJECTIVES

Through participation in this session, you will be able to:

1. Maximize your meeting with new employees during their first day.

2. Identify questions to ask new employees at the end of 1, 3, and 6 months of service to see how their orientation and assimilation are going.

3. More accurately determine how committed and engaged new employees are to the department after 6 and 12 months of service.
INTRODUCTION TO KEY CONVERSATIONS: WHAT DO THEY INVOLVE?

The conversations are vital to laying the proper groundwork with a new employee for a problem solving relationship that leads to their continued development and long tenure.

In these key conversations, you are:

- Introducing them to your department.
- Letting them know what VPH has to offer them.
- Clarifying what VPH expects of them in return.

Key conversations go far beyond your first meeting with a new hire. Other key conversations can occur months after the start of their employment and involve giving feedback to new hires to relieve anxiety about job performance and addressing difficulties they may experience.
MAXIMIZING THE FIRST DAY MEETING

Purposes of Meeting

By meeting with new employees very early in their orientation, ideally the first day, you can give the new employee:

- A clear, powerful first impression of the department’s commitment to the employee’s growth.

- Your department’s commitment to constructive, direct problem-solving communication between employees and management.

- The department’s commitment to department standards involving client/customer service, teamwork, attitude, and respect.
CONVEYING KEY PERFORMANCE EXPECTATIONS UP FRONT

Setting Them Up for Success

When new employees understand fully what is expected of them, we set them up for success. Ideally, during the interviewing and hiring process you will have already shared the performance expectations of VPH and your department. By discussing these items again during the first week, you are ensuring the employee has a full understanding of the expectations.

Knowing What to Discuss with the New Employee

Twice a year, review your goals for improving your department and the reasons for disciplinary actions and any teamwork problems between some employees. This will give you an indication of which additional performance expectations you want to emphasize up front to new employees.

Additionally, think about the mission, strategy and goals of VPH. What are the performance expectations that will support these goals?

Department Specific Performance Expectations

If attendance or punctuality tends to be an issue in the department, share the reasons for the organization’s Attendance and Punctuality Policy. Show the new employee how they can monitor their unscheduled absences.

Ensure that the new employee fully understands the department expectations for client/customer service, teamwork and any other essential areas of performance.

Build Pro-Active Communication with New Employees

In addition to sharing your key performance expectations, share with the employee that you will be scheduling follow-up meetings during their first year at the end of 1, 3, 6, and 12 months of service. Let them know to not be surprised or worried when you schedule these meetings. Your actions communicate how eager and open you are to hear how their orientation and assimilation is going from their perspective.

Encourage the new employee to discuss any serious problems or concerns with their supervisor or with you as soon as possible and not wait until these scheduled meetings occur.
THE PHASES OF NEW EMPLOYEE ASSIMILATION AND ORIENTATION

There are many ingredients to a successful new employee orientation. Because of this, it is wise for management to meet with new employees at specific intervals to promote feedback and to fine-tune the employee’s orientation and assimilation.

Successful new employees go through four phases of new employee assimilation. There are unique concerns and challenges at each of the four phases. Employees who successfully navigate through these four phases have a much higher probability to become fully committed, engaged, hardworking, long tenured employees than employees who stall at one of the earlier phases.

These four phases, as described on the following pages, are:

1. What is Expected of Me?
2. Will I Be Good At This Job?
3. Do I Belong Here?
4. Will I Continue to Grow and Develop?
RETENTION MEETING AFTER 1 MONTH
“What is Expected of Me?”

Questions to ask the employee at this meeting are designed to determine the extent the new employee:

- Feels welcomed by management and co-workers.
- Understands what is expected of them.
- Has the materials and supplies needed to do the job right.

Sample beginning to the first 30 days meeting:

“Congratulations on finishing your first month in your new job. The adjustments involved in a new job can be one of the most stressful changes we encounter in our life. One of my roles is to oversee this process and determine what I can do to help you be successful.

This meeting has two (2) purposes. The first purpose is to check in with you personally and find out how you are adjusting to your new job. We know the first month in a new workplace can be difficult, and we want to be sure your experience is a positive one.

The second purpose of this meeting is to get your sense of how we are doing as an employer. We would like you to tell us how we can improve our employee hiring and orientation processes, so that future new employees can have the best possible experience. As you know we are all about getting better and better.”

Sample Questions:

1. How often have you been able to meet with your supervisor? To what extent do you feel welcomed?

2. Have you been properly introduced to other staff? Have your co-workers been friendly and helpful?

3. Do you have the materials and equipment you need to do your work well?

4. Do you know what is expected of you at work?

5. Is your job what you expected? How do we compare to what was said in the interviewing process?

6. What is working well? What has VPH done for you that has been most helpful? Who has been most helpful?

7. What has VPH neglected to do for you that is most needed?
RETENTION MEETING AFTER 3 MONTHS
“Will I Be Good At This Job?”

Questions to ask the employee are to assess the extent that the employee:

- Knows whether they will be good in the job.
- Feels management will recognize and value their contribution.

Sample beginning to this meeting:

“Having completed three (3) months of employment, now is an excellent time to think through how the orientation and adjustment is going with your new job.

I would like to know what is going well and what areas need some additional time and attention.

One of my roles is to help new and longer-term employees be successful, so information that you share with me will help us be successful as a team.”

Sample Questions:

1. Is your job what you expected?

2. Overall, do you like your job?

3. Does your supervisor or someone at work seem to care about you as a person? Is there someone at work who encourages your development?

4. What was your most pleasant surprise about these first three (3) months in our department?

5. What is the greatest need you have that the leadership in our department can help you with that would contribute to your success?

6. Compared to past work experience, how can we improve?

7. Is there anything that would cause you to think about leaving?
RETENTION MEETING AFTER 6 MONTHS
“Do I Belong Here?”

Questions to ask the employee at this phase are designed to determine the extent the new employee:

- Feels they belong
- Feels that they want to be identified long term with the reputation of the department/team.
- Assess the cultural fit aspect.

Sample beginning to this meeting:

“Congratulations on successfully completing the six (6) month probationary period. Since healthcare jobs are challenging and important, completing the probationary period is a noteworthy accomplishment.

Having completed this milestone, now is a good time for me to ask you for your observations about the unit and about the teamwork within our department.”

Sample Questions:

1. Overall, do you like your job? Why?

2. Is there someone at work who encourages your development? At work do your opinions seem to count?

3. Does the mission and purpose of our department and the way we apply them convey to you that your job is important and meaningful?

4. Are your co-workers committed to doing quality work? Do you have a friend at work?

5. What is the reputation of our department or team?
   - Positive aspects of the reputation?
   - Negative aspects of the reputation?

6. Compared to past work experiences, how can we improve?

7. What have you enjoyed about our organization’s culture?

8. Where do you see we can make changes in our culture to retain good engaged employees?
RETENTION MEETING AFTER FIRST YEAR
“Will I Continue to Grow and Develop?”

Questions to ask at this phase are designed to determine the extent the new employee:

- Feels a sense of shared purpose and mutual understanding with their supervisor and co-workers.
- Looks forward to the challenges and growth opportunities ahead of them.

Sample beginning to this meeting:

“Congratulations on successfully completing your first year in our department. I trust this will be the first of many successful years.

So that we can build on this first year and our department can assist your growth and development, now is a good time to ask you for your thoughts on your progress and how we can best maximize your skills and abilities.”

Sample Questions:

1. Based on the help and support you received during your first year, do you expect to have good opportunities to grow and develop during the next several years?

2. Was your performance evaluation helpful and handled fairly by your supervisor?

3. In the last six (6) months, excluding the performance evaluation, has someone at work talked to you about your progress?

4. When decisions that affect you are being made, does your supervisor ask for your ideas and suggestions?

5. When employees resign and leave our department, what do you feel are the primary reasons?

6. What are the biggest barriers to you and your co-workers for maximizing your skills in our department?

7. What should our department do to continue to improve over the next 2 – 3 years, so you and the other employees in our department can continue to grow and be successful in the future?
Sample end for this meeting:

“Since this is the end of the first year, this is the last of our first year meetings. In the future, if you have areas of concern, please take the time to share them with me, so we can work together and resolve them before they become major concerns.

Thank you for sharing your insights with me during your first year with our department. As we work together, we should have many years of success and professional growth to look forward to.”

And, of course, end the meeting with a **BIG**….
Appendix

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CORE COMPETENCIES FOR SUCCESSFUL WORK AT VIEWPOINT HEALTH

1. WE BELIEVE IN INTEGRITY, TEAMWORK, AND RESPECT

A. As health care professionals, trust is the foundation for all we do. Therefore we build bridges of trust, understanding, and cooperation. Working together we accomplish our shared purposes.

Achieves standard by...

- Working harmoniously and effectively with wide variety of people in difficult situations.
- Putting good of the team above own priorities, consistently willing to help others; real team player.
- Views success in relation to group’s success, work toward team’s goals even if it requires extra effort.
- Works with employees within and across shared goals.
- Does what is right, volunteers to help others, looks for ways to help the team.

Doesn’t achieve standard by...

- Displaying lack of cooperation when asked to take on new tasks. Actions convey motivated more by own priorities than those of the team. Projects “in it for me” approach. Conveys reluctance to help others. Overly selective about use of energy and effort.

B. Treats others with dignity and respect and maintains a friendly demeanor: values the contribution of others.

Achieves standard by...

- Avoids gossip and promotes professionalism.
- Solving problems without unnecessary conflict or drama. Sensitive to the perspectives and needs of others. Builds bridges of understanding. Empathetic.
- Effective communicator is clear, concise, tactful, and diplomatic.

Doesn’t achieve standard by...

- Occasionally getting caught up in the negativity of others. Through gossip and unhelpful comments inadvertently furthers tension within the team.
- Sometimes uses absolute terms such as always and never to overstate situations which tend to polarize positions.
- At times makes poorly chosen comments which can unnecessarily add to the intensity of situations.
- Diminishes team energy through critical comments about motivated co-workers efforts.
2. WE BELIEVE IN IMPROVEMENT THROUGH DEVELOPMENT, GROWTH, FLEXIBILITY AND ADAPTABILITY

A. As health care professionals we appreciate and improve performance based on constructive feedback.

Achieves standard by...
- Being open, receptive, and responsive to coaching. Appreciates and receives feedback constructively.
- Translates feedback into positive changes. Quick learner. Continues to improve.
- After being taught new methods demonstrates the skills effectively.

Doesn’t achieve standard by...
- Making excuses (rationalizes or resistant) when receiving constructive feedback.
- Doesn’t demonstrate sufficient growth and development after receiving coaching.

B. Flexible in responding to the priorities of the day. Embraces changes and views it as opportunity for positive improvement.

Achieves standard by...
- Shifting focus from original tasks to new ones.
- Smoothly altering activities responding to new situations. Effectively adjusts to a variety of tasks as the priorities change.

Doesn’t achieve standard by...
- Conveys resentment toward change through negative words and/or disapproving body language; for example, says “whatever” and shrugs shoulders and mumbles.
- Negative words and actions convey impression of being inflexible, critical or noncompliant toward changes.

3. WE BELIEVE IN PERSONAL ACCOUNTABILITY AND EMPOWERMENT

A. Accepts full responsibility for self and contribution as a team member; displays honesty and truthfulness.

Achieves standard by...
- Rarely absent or tardy – conscientious, dependable.
- Can be relied upon to meet all deadlines. Person of their word. Respected for the completeness and integrity of their work.

Doesn’t achieve standard by...
- Number of unscheduled absences has caused hardship on co-workers, unfairly adding to their workload.
- Has problems prioritizing. Doesn’t multi-task well. Too often becomes overwhelmed.
B. Confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her duties and responsibilities.

**Achieves standard by...**

- Always on top of things. Keeps track of multiple things at once. Stays organized under pressure.
- Maintains quality while working within tight deadlines. Responds well even with pressing deadlines. Able to block out distractions.
- Keeps supervisor aware when delays occur.
- Accepts responsibility for their words and actions without making excuses or “passing-the-buck”.

**Doesn’t achieve standard by...**

- Occasionally procrastinates. Too easily distracted. Too often doesn’t follow through on commitments. Misses some standard deadlines.
- Does not communicate project status to affected groups when behind on tasks or projects. Causes problems for others when tasks not completed in timely manner.
- Sometimes loses track of things or misses steps at times, overwhelmed by details. Mistakes cause problems for others, interfering with co-workers’ productivity.

4. **WE BELIEVE WE CAN DAILY CHOOSE TO BE RESILIENT THROUGH OPTIMISM**

A. Positive influence on others. Encourages others by our example during challenging times. Passionate about the importance of our work and committed to promoting the success of co-workers.

**Achieves standard by...**

- Rarely down – bounces back from adversity. Has can do attitude. Upbeat, optimistic.
- Encourager, energizes others, builds productivity by the example they set.

**Doesn’t achieve standard by...**

- Making challenging situations more difficult by over-reacting, increasing stress level. Raises voice and impatience is counter-productive
- Perceived as aloof, moody, holding grudges, negative, self-absorbed.

B. When conflicts occur, rises to the occasion. Responds to unpredictable situations with calm professionalism. When disappointed and discouraged has strength and courage to recover and recommit.

**Achieves standard by...**

- Being calming influence. Calm during stressful situations.
- Deals well with unexpected deadlines and stress.
- Cheerily adapts to changes in the daily assignments.
Doesn’t achieve standard by...

- When disappointed has difficulty redirecting focus. After experiencing a customer service challenge continues frustration in interaction with next uninvolved third party.
- During challenging times his/her pessimistic reaction spreads negativity with some co-workers.

5. WE BELIEVE IN THE POWER OF LISTENING FOR UNDERSTANDING AND SYNERGY

A. Analyzes problems by seeking and evaluating available information and resources; develops effective, viable solutions to problems that can help drive the effectiveness of the department.

Achieves standard by...

- Carefully considers facts and circumstances before making decisions. Makes wise decisions in difficult situations. Skilled at identifying, analyzing, and solving problems.
- Makes timely decisions, decisive. Displays sound judgment in decision making.

Doesn’t achieve standard by...

- Failing to identify underlying causes of problems. Doesn’t verify information before forming judgments.
- Doesn’t examine all perspectives prior to making important decisions. Fails to completely analyze problems.
- Hesitant, unnecessarily slow in making decisions causing hardship for co-workers.

B. Recognizes barriers to producing desired outcomes. Effective at identifying options and determining the best course of action. Has clear understanding of the implications of decisions.

Achieves standard by...

- Seeks collaborative input from co-workers when appropriate.
- Actively seeks feedback even from those with different views.
- Asks appropriate questions to verify what was heard was intended message.
- Asks follow-up questions to clarify instructions or directives.
- Waits one full second after someone finishes speaking before responding.
- Maintains eye contact and nods head, to demonstrate interest and understanding.
- Clearly communicating the reasoning behind decisions. Communicates with others in ways that are reassuring and helpful.
- Displays sound judgment in decision-making.
Doesn’t achieve standard by...
- Unnecessarily offending others with poorly thought through communication and actions.
- Causing problems for others by not thinking through the implications of decisions and actions.

6. WE BELIEVE IN RESPONSIBLE STEWARDSHIP

A. Consistently delivers required results; sets and meets achievable, yet worthy goals.

Achieves standard by...
- Takes responsibility for quality of work. Work is consistently without errors.
- Quality of work is accurate, neat, and complete. Does work that exceeds the customer’s expectations.

Doesn’t achieve standard by...
- Makes excuses and blames others when his/her work doesn’t meet standards.
- At times does not pay sufficient attention to the quality of work. On several occasions co-workers had to redo his/her work.

B. Consistently meets quality standards and deadlines; maintains focus on department goals.

Achieves standard by...
- Achieving goals then looks for more. Shows strong initiative.
- Achieving goals that others find difficult to achieve. Develops resourceful solutions to problems.

Doesn’t achieve standard by...
- Identifying problems but doesn’t solve them. Doesn’t generate solutions to problems.
- Doesn’t recognize trends in recurring problems; solutions only address surface issues.
- Does only what is asked. Waits until directed to act.

7. WE BELIEVE IN EXCELLENCE THROUGH COMPASSIONATE SERVICE

A. Provides helpful, courteous, accessible, responsive and knowledgeable service to external and internal customers.

Achieves standard by...
- Consistently meeting the needs of others in a caring and sensitive manner. Delivers wonderful customer service. Wins over customers.
• Always delivers on promises, exceptionally conscientious. Works across departmental boundaries to meet customer’s need.

**Doesn’t achieve standard by...**
• When fatigued and frustrated, sometimes customers can sense the employee being annoyed with customers’ questions and requests.
• By conducting personal phone conversations while customers wait.

B. Anticipates customers’ needs and responds with timely effective action. Does whatever the situation requires to deliver exceptional service.

**Achieves standard by...**
• Being resourceful in finding solutions to problems.
• Going above and beyond to ensure that the needs of others are met in a timely and sensitive manner.

**Doesn’t achieve standard by...**
• Minimizing or rationalizing customer/client service problems. Points out the reasons for problems without implementing positive actions. Too often is negative, passive rather than being part of the solution.
• At times overwhelmed, defeated rather than energized by customer service problems.

By meeting these standards we contribute to a supportive, cooperative, and successful work environment.

By signing below, I agree that I understand and will comply with and incorporate these standards into my daily work within VPH. I support our commitment to professionalism, excellence, and accountability.

Signature __________________________________________________________________________ Date________________

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SUMMARY OF EMPLOYEE AND VPH EXPECTATIONS

To minimize the potential for misunderstanding I am using this opportunity to reinforce some of the expectations VPH expects from you and other employees and what you can expect from VPH.

You can expect from VPH and our department to:

1. Offer work that is important and challenging.
2. Promote honest, direct, and constructive problem-solving communication.
3. Recognize you for your accomplishments and the areas in which you need improvements.
4. Provide competitive pay and benefits.
5. Provide you with the equipment and information to be successful.

Our department and VPH expect in return for you to:

1. Perform at levels that increase our ability to consistently exceed the expectations of our clients and customers.
2. Take on assignments important to meet our department’s objectives.
3. Willingly listen to and act upon constructive feedback.
4. Take personal responsibility for your interactions with co-workers, enhancing their ability to maximize their service to our clients and customers. I expect you to manage your personal feelings about others professionally so they do not negatively affect the workplace. If you have a disagreement or issue with a coworker, I expect you to discuss it with them in a constructive and positive manner verses discussing it with uninvolved parties.

5. Promote teamwork and high morale within our department and throughout VPH, for example accept and adjust to changes in work assignments, without complaining, without raising your voice, or without using negative body language.

As healthcare professionals we are expected to treat our co-workers and management respectfully and professionally.

I have read and understand this Summary of Employee and VPH Expectations. I agree to comply with and practice these standards while on duty.

Name: ___________________________________________ Date: ________________
Utilizing VPH Core Competencies as a Resource for Your Success

Hypothetical Situations

1. You have a co-worker who treats you always as a professional; you also respect and appreciate this person. Later part of a tough work day you are tired and stressed. Are you still expected to treat this person professionally or can you be curt, rude, or insensitive for just a little while?

   Circle your choice A or B
   
   A. It is ok to vent your frustrations toward a co-worker for a few minutes at work since you are friends and he/she will understand.
   
   B. Since I am to conduct myself as a professional at all times at work, I am not living up to our core competencies if I chose to say things that are curt, rude, or insensitive at work.

   State below why you chose A or B

2. Last evening your teenager got into trouble with the law, you and your spouse had a bitter argument; you did not have a restful night sleep. The next day a co-worker who you feel is a consistent “slacker” complained to co-workers about your work energy and productivity that afternoon.

   Circle your choice A or B
   
   A. It is ok to share your critical opinions about that employee’s work habits to your co-workers.
   
   B. It is inconsistent with being a professional to at times make poorly chosen comments which can possibly hurt teamwork within the department.
3. Long tenured well liked co-workers have been gossiping about an employee who is absent that day. They ask you your opinion about the employee living with her boyfriend. Circle your choice A or B
   A. It is ok to share a few stories you heard about the absent employees’ private life, since you understand they are factual to the best of your knowledge.
   B. We are to avoid gossiping about a co-worker.

State below why you chose A or B

4. Your supervisor meets with you and shares several situations in which she indicates your recent actions were inconsistent with VPH core values. Circle your choice A or B
   A. You are caught off guard; you react defensively and don’t defend your actions well. Later you vent your frustrations in confidence with a co-worker, you indicate your supervisor is overly critical.
B. You are caught off guard by your supervisor’s assessments you request a follow up
meeting in a month to seek your supervisor’s assessments of your actions going forward.
Your supervisor accepts your request. You thank your supervisor for the gift of feedback.

State below why you chose A or B


5. After a few months on the job, as you’re walking to your work station, your excited that your assigned duties that day are duties that you know you can do very well. Your supervisor then indicated because several people called in sick you will need to do other tasks that day. Your new assignments are tasks you have been trained on but are not tasks you enjoy.

Circle your choice A or B

A. After being re-assigned you vent your frustrations and are “moody” for an hour and then readjust mentally and are a team player for the rest of the shift.

B. As your being re-assigned you indicate you appreciate the opportunity to help the team.

State below why you chose A or B
6. You are working with a co-worker to resolve a multi-layered customer complaint. You disagree with the solution your co-worker is recommending. You interrupt your coworker so that you can share your insights.

*Circle your choice A or B*

A. Interrupting another person is frequently helpful since you’re working together to solve a problem. Spontaneous ‘give and take’ helps build shared understanding.

B. When listening, it is frequently helpful to wait a full second after someone finishes speaking before responding.

*State below why you chose A or B*


7. Based on View Point Health’s core values it’s wise to thoughtfully consider what is best for you during this season of your life.

*Circle your choice A or B*

A. I am looking for just a job with minimum opportunities to serve others and minimum opportunities for my growth and development.

B. I am looking for a career in which I can make a meaningful impact on the quality of life for others. I am looking for an organization that wants employees to be treated with respect and understanding by co-workers.

*State below why you chose A or B*
Let’s avoid the four teamwork cancers toward our co-workers:

- Criticizing
- Complaining
- Comparing
- Competing.

Why are these so damaging to our relationships with our co-workers?

“Success is peace of mind that is a direct result of self-satisfaction in knowing you did your best to become the best you are capable of becoming.”

Coach John Wooden

As Mahatma Gandhi wisely observed:
- “Keep your thoughts positive because your thoughts become your words.”
- “Keep your words positive because your words become your behaviors.”
- “Keep your behaviors positive because your behaviors become your habits.”
- “Keep your habits positive because your habits become your values.”
- “Keep your values positive because your values become your destiny.”
Blank Forms
Identifying Key Performance Expectations To Share Up Front with New Employees

Twice a year review the reasons for disciplinary actions, terminations and problems between some employees and management within your work group/department.

From the analysis of problem areas, identify the three (3) most important performance expectations to share up front with new employees.

What are the three (3) most common performance problem categories in your department/work group?

Rank them:

- Teamwork, Gossip, negativity
- Attitude, Passive Aggressiveness, Uncooperative
- Respect, Abuse of Breaks, Personal Calls, Leaving Work Area
- Attendance/Punctuality
- Customer Service
- Quality, Technical Competence
- Other

Indicate the resources you will use to convey up front to your new employees the department’s standards and expectations in the three (3) most common problem areas.
## Log for Scheduling Key Conversations with New Employees

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<th>Complete 1 Month</th>
<th>Complete 3 Months</th>
<th>Complete 6 Months</th>
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3-2
QUESTIONS FOR 1 AND 3 MONTH MEETINGS

1. How do we compare with what we said?

1 Month:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

3 Months:

________________________________________________________________________

________________________________________________________________________

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________________________________________________________________________
2. What’s working well?

1 Month:

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3. Which individuals have been most helpful to you?

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4. Based on your prior work, what ideas for improvement do you have?

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5. Is there any reason that you feel this is not the right place for you?

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6. Do you know anyone who would be a good fit for our organization?

1 Month:

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________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

3 Months:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

7. As your supervisor, how can I help you?

1 Month:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

3 Months:

________________________________________________________________________
________________________________________________________________________
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________________________________________________________________________
VPH New Employee 6th and 12th Month Meetings

__________________________________________  ________________________________
Employee Name & Number  Position

__________________________________________
Date of Hire

__________________________________________  ________________________________
Date of 6th Month Meeting  Date of 12th Month Meeting

QUESTIONS FOR 6th AND 12th MONTH MEETINGS

1. Overall how is it going? What do you like most and least about your job?

At 6 months:

__________________________________________
__________________________________________
__________________________________________
__________________________________________

At 12 months:

__________________________________________
__________________________________________
__________________________________________
__________________________________________

Follow Up

__________________________________________
__________________________________________
__________________________________________
__________________________________________
2. Who at your work encourages your development? At work do your opinions count?

At 6 months:
________________________________________
________________________________________
________________________________________
________________________________________

At 12 months:
________________________________________
________________________________________
________________________________________
________________________________________

3. Are your co-workers committed to quality work? Do employees in our department consistently put in extra effort beyond what is expected?

At 6 months:
________________________________________
________________________________________
________________________________________
________________________________________

At 12 months:
________________________________________
________________________________________
________________________________________
________________________________________
4. What is the reputation of our department?

At 6 months:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

At 12 months:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

5. Compared to past work experiences, how can we improve?

At 6 months:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

At 12 months:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
6. What should our department do so you and other employees can continue to grow and be successful in the future?

At 6 months:

________________________________________
________________________________________
________________________________________
________________________________________

At 12 months:

________________________________________
________________________________________
________________________________________
________________________________________

Follow Up