THE PEOPLE OPS MANAGER | TEMPLATE

30 60 90 day plan template for new hires

Copy the tables into your team's approved document or spreadsheet, or download them. Grey values are examples: replace them with role-specific work, set real calendar dates, and agree on what counts as evidence.

Grey italic text is an example. Replace it with your own content.

PLAN HEADER

Employee	*Jordan Lee*
Role	*Customer support specialist*
Start date *YYYY-MM-DD*	
Manager	*Priya Shah*
People Ops contact	*Sam Ortiz*
Buddy	*Chris Dunn*
Review cadence	*Weekly 1:1, formal check-ins at days 30, 60 and 90*

MILESTONE TRACKER

Phase	Milestone	Owner	Due	Evidence	Status	Blocker
Prestart	*Device and essential access approved*	*IT*	*Before start*	*Access checklist reference*	*Not started*	*Escalate pending license approval*
Prestart	*Role outcomes and first assignment agreed*	*Manager*	*Before start*	*Role scorecard*	*Not started*	*Name reviewer*
Days 1-30	*Orientation and required admin tasks completed*	*People Ops*	*First week*	*Restricted completion reference*	*Not started*	*Confirm secure form workflow*
Days 1-30	*Core tools work in a real scenario*	*Employee*	*First week*	*Successful practice task*	*Not started*	*IT to resolve access*
Days 1-30	*Key partners and escalation paths identified*	*Employee*	*By day 20*	*Stakeholder map*	*Not started*	*Manager to introduce owner*

Phase	Milestone	Owner	Due	Evidence	Status	Blocker
Days 1-30	*Supported first deliverable reviewed*	*Employee*	*By day 25*	*Reviewed artifact*	*Not started*	*Reviewer to reserve time*
Days 1-30	*Learning and blockers reviewed together*	*Manager*	*Day 30*	*Check-in decisions*	*Not started*	*Agree revised scope*
Days 31-60	*Own a bounded workflow with checkpoints*	*Employee*	*By day 45*	*Work sample and feedback*	*Not started*	*Clarify approval threshold*
Days 31-60	*Complete a stakeholder handoff*	*Employee*	*By day 50*	*Accepted handoff*	*Not started*	*Confirm receiving owner*
Days 31-60	*Identify and address a skill gap*	*Manager*	*By day 55*	*Coaching action and follow-up*	*Not started*	*Book peer support*
Days 31-60	*Review contribution and adjust goals*	*Manager*	*Day 60*	*Check-in decisions*	*Not started*	*Rebaseline if needed*
Days 61-90	*Deliver an in dependently scoped outcome*	*Employee*	*By day 80*	*Accepted work product*	*Not started*	*Resolve external dependency*
Days 61-90	*Document the recurring workflow or decision*	*Employee*	*By day 85*	*Usable handoff note*	*Not started*	*Obtain reviewer feedback*
Days 61-90	*Agree on next-quarter priorities*	*Manager*	*Day 90*	*Written goals and owners*	*Not started*	*Confirm business priorities*
Days 61-90	*Review onboarding experience and unresolved issues*	*People Ops*	*Day 90*	*Improvement actions*	*Not started*	*Assign follow-up owner*

BEFORE YOU SHARE THE PLAN

- [ ] The employee and manager agree on the role's initial scope.
- [ ] Each milestone describes a visible outcome or deliverable.
- [ ] Every task has one owner and a due date.
- [ ] Access, payroll, and HR compliance tasks have separate secure records.
- [ ] A reviewer is named for each work product.
- [ ] Blocked items have an escalation owner and next action.
- [ ] Check-in meetings are on the calendar.
- [ ] The employee can request changes without treating the plan as a disciplinary document.