

New Manager Onboarding Program

30/60/90 Day Design Framework — Enterprise Leadership Readiness

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PROGRAM OVERVIEW

Program Title	New Manager Onboarding — Leadership Readiness Program
Target Audience	Newly promoted or newly hired managers (front-line to mid-level) across all enterprise functions
Program Duration	90 days (phased across three 30-day sprints); formal learning hours: ~18 hours
Modality	Blended: live cohort sessions (ILT/VILT), on-demand modules, self-directed activities, mentor check-ins
Owners	L&D (design, facilitation, tracking); HR Business Partners (support, escalation); Hiring Manager (mentor, 1:1 check-ins)

Design Philosophy

Most manager onboarding fails because it front-loads too much content in the first week, then disappears. This program is built on a different premise: readiness is not an event, it's a progression. The 30/60/90 structure ensures new managers receive the right support at the right time — building confidence before adding complexity.

- Days 1–30: Foundation — who we are, how we operate, what great management looks like here
- Days 31–60: Practice — apply core skills in real situations with structured support
- Days 61–90: Integration — build sustainable habits, deepen relationships, own your leadership identity

PHASE 1: FOUNDATION — DAYS 1–30

The goal of Phase 1 is to help new managers feel oriented, welcomed, and equipped with the foundational knowledge they need to lead confidently in their first 30 days. This phase is heavier on structured learning and lighter on independent application.

PHASE 1		Foundation — Who We Are & How We Lead Here		Days 1–30
When	Activity	Owner	Format	
Day 1	Welcome meeting: L&D orientation + program overview; receive welcome packet and 90-day roadmap	L&D	<i>In-person/Virtual</i>	
Day 1	HR onboarding: policies, systems access, compliance overview (NMLS/licensing if applicable)	HR	<i>In-person</i>	
Day 1–2	Department tour and introductions: key stakeholders, operations contacts, escalation paths	Hiring Mgr	<i>In-person</i>	

Week 1	On-demand module: Company values, culture, and leadership expectations (LMS, 45 min)	L&D	<i>Self-paced</i>
Week 1	On-demand module: Manager vs. Individual Contributor — the mindset shift (LMS, 30 min)	L&D	<i>Self-paced</i>
Week 1	First 1:1 with hiring manager: set 30-day expectations and identify early priorities	Hiring Mgr	<i>1:1</i>
Week 2	Live cohort session: Navigating Compliance as a Manager (ILT/VILT, 2 hours)	L&D	<i>ILT/VILT</i>
Week 2	Shadowing: observe 2 team 1:1s with an experienced peer manager	Peer Mentor	<i>Observation</i>
Week 2–3	On-demand module: Understanding Your Team's Performance Metrics (LMS, 45 min)	L&D	<i>Self-paced</i>
Week 3	Live cohort session: Your Role in the Employee Lifecycle (ILT/VILT, 90 min)	L&D + HR	<i>ILT/VILT</i>
Week 3	First team meeting facilitation — observed by mentor or L&D	Peer Mentor	<i>Observation</i>
Week 4	Live cohort session: Setting Expectations and Giving Effective Feedback (ILT/VILT, 2 hours)	L&D	<i>ILT/VILT</i>
Day 30	30-day check-in: review progress, clarify gaps, set Phase 2 focus	L&D + Hiring Mgr	<i>1:1</i>

Phase 1 Key Deliverables

- Completed 30-day self-assessment (submitted to L&D via LMS)
- First documented team 1:1 notes (submitted to hiring manager)
- Phase 2 development focus identified and agreed with hiring manager

PHASE 2: PRACTICE — DAYS 31–60

Phase 2 shifts from structured learning to applied practice. New managers begin operating more independently while still having structured support through cohort sessions, peer coaching, and mentor check-ins. The focus is on applying skills in real situations and building confidence through reflection.

PHASE 2	Practice — Apply Skills in Real Situations		Days 31–60
When	Activity	Owner	Format
Week 5	Live cohort session: Coaching Conversations for Managers — Module 1 & 2 (3 hours)	L&D	<i>ILT/VILT</i>
Week 5–6	Application challenge: Conduct 3 structured coaching conversations; document using C.O.A.C.H. template	Self-directed	<i>On-the-Job</i>
Week 6	On-demand module: Performance Documentation — What to Write and Why (LMS, 30 min)	L&D	<i>Self-paced</i>
Week 6	Mentor check-in: debrief coaching conversations; identify what's working and what to adjust	Peer Mentor	<i>1:1</i>
Week 7	Live cohort session: Handling Difficult Conversations with Confidence (ILT/VILT, 2 hours)	L&D	<i>ILT/VILT</i>

Week 7	Application challenge: Initiate one performance or accountability conversation; debrief with mentor	Self-directed	<i>On-the-Job</i>
Week 8	On-demand module: Partnering with HR — When and How (LMS, 20 min)	L&D + HR	<i>Self-paced</i>
Week 8	Peer learning circle: small group debrief with 2–3 fellow new managers (facilitated by L&D)	L&D	<i>Group</i>
Day 60	60-day check-in: review metrics, competency progress, and Phase 3 goals	L&D + Hiring Mgr	<i>1:1</i>

Phase 2 Key Deliverables

- 3 documented coaching conversations (C.O.A.C.H. template) submitted to L&D
- 60-day self-reflection: what am I doing well? Where do I still need support?
- Direct report pulse survey administered and results reviewed with hiring manager

PHASE 3: INTEGRATION — DAYS 61–90

Phase 3 is about ownership. Formal learning is winding down; the manager is now building habits, deepening stakeholder relationships, and establishing their leadership identity within the organization. L&D shifts from facilitator to advisor during this phase.

PHASE 3		Integration — Build Habits, Own Your Leadership		Days 61–90
When	Activity	Owner	Format	
Week 9	Live cohort session: Building a High-Performance Team Culture (ILT/VILT, 90 min)	L&D	<i>ILT/VILT</i>	
Week 9–10	Application: launch one team-level initiative (recognition, process improvement, or team norm)	Self-directed	<i>On-the-Job</i>	
Week 10	On-demand module: Retention Conversations — Staying Connected to Your Team (LMS, 30 min)	L&D	<i>Self-paced</i>	
Week 10	Mentor final session: debrief the 90-day journey; celebrate growth and identify long-term development	Peer Mentor	<i>1:1</i>	
Week 11	Live cohort session: Your Leadership Brand — Communicating with Influence (ILT/VILT, 90 min)	L&D	<i>ILT/VILT</i>	
Week 11–12	360-style feedback: gather input from 3 direct reports + 1 peer manager (structured survey)	L&D	<i>Survey</i>	
Day 90	Final program debrief: review 90-day journey, celebrate completion, identify next development area	L&D + Hiring Mgr	<i>1:1</i>	
Day 90	Program graduation: acknowledged in team meeting; certificate issued; enrolled in next Leadership Academy cohort	L&D	<i>Celebration</i>	

Phase 3 Key Deliverables

- Completed 360-style feedback summary with reflection
- 90-day leadership self-assessment vs. Day 1 baseline

- Enrollment in next available Coaching Conversations for Managers program (full series)

ROLES & RESPONSIBILITIES

Role	Responsibilities	Success Looks Like
New Manager	Complete all modules, attend cohort sessions, submit deliverables, apply learning on the job	All checkpoints complete; 90-day assessment score improvement; positive pulse from team
Hiring Manager	Weekly 1:1s, provide performance feedback, serve as first escalation point, complete check-ins with L&D	Manager is functioning independently by Day 90; no unresolved performance concerns
L&D	Design, facilitate, track, measure, and report program outcomes to HR and business leaders	Completion rate $\geq 90\%$; L3 behavior transfer confirmed; program NPS ≥ 50
Peer Mentor	Bi-weekly check-ins, share experience, debrief challenges, model strong management behaviors	Mentor relationship maintained through Day 90; mentee reports feeling supported
HR Business Partner	Support compliance and policy questions, advise on ER situations, participate in program design review	No policy or compliance missteps; clean ER record in first 90 days

SUCCESS METRICS

Program Completion

- Target: $\geq 90\%$ completion rate for all required modules and live sessions
- LMS transcript reflects all completions with timestamps

Learning Transfer (60 & 90 Days)

- Direct report pulse survey: $\geq 75\%$ of respondents agree 'My manager sets clear expectations and provides regular feedback'
- Coaching conversation documentation: ≥ 3 submitted per manager by Day 60

Business Impact (90 Days)

- New manager voluntary attrition $\leq 5\%$ within first 12 months (tracked by cohort)
- Team QA/performance metrics: no statistically significant decline under new manager's leadership
- Hiring manager satisfaction: $\geq 4.0/5.0$ rating of new manager readiness at Day 90 check-in

This document is an original work sample created for portfolio purposes. It represents the author's methodology and professional approach to onboarding program design.