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A new starter's first 12 weeks: manager plan

Before day one, week one, the 30-day and 60-day conversations and the 12-week review. For NHS line managers.

When	What to do	Done (date)
Before day one	Keep in touch about start date and what happens next Request systems access, logins and equipment Set the first rota and name a buddy Check any agreed adjustments are in place	
Week 1	Welcome in person; introduce the team and buddy Day-one essentials walked through: IT and logins, phones, ordering, expenses Week-one check-in (15 minutes)	
Weeks 2–4	Short weekly check-ins 30-day conversation: what good looks like and how performance is measured	
Weeks 5–8	Feedback at a predictable rhythm 60-day conversation: agree a written development plan	
Weeks 9–12	12-week review: fit, confidence, intention to stay, what would help Agree the ongoing one-to-one rhythm	

Day-one essentials

- ☐ Logins and systems access working
- ☐ Phone system explained
- ☐ How to order what they need
- ☐ How to claim expenses
- ☐ Where to go for help, and who
- ☐ Adjustments confirmed with them

Watch for

Hesitation about the basics; questions asked of colleagues rather than you; uncertainty about whether they are doing well; quieter than in week one. Any of these means: check in more often, involve the buddy, ask directly how they are finding it.

The week-one, 30-day and 60-day steps follow great{with}talent's NHS new-starter research (Report 2, 2026). The 12-week review, the rest of the timeline and the signs to watch for are our suggestions.

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Conversation notes

Week one

What has been easy? What has got in your way? What do you still not have that you need?

30 days

What do you think good looks like in this role? How will you know you are doing well? Which part of the job feels least clear?

60 days: development plan

What did you hope to learn when you applied? What would you like to be doing in a year? What will we do in the next three months to get there?

12 weeks

How closely does the job match what you expected? How confident do you feel? How long do you see yourself staying? What would make the most difference?

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Does any of this sound familiar?

The organisations we work with rarely come to us asking for a survey. They come with something that is costing them money, time or people. These are the ones we hear most often.

MAKING MONEY

"We hire well on paper and still get it wrong in the role."

Personality, leadership and competency assessment matched to the job, so interviews test what matters and offers go to people who will perform. (FindingPotential)

"Our best people leave and we only find out why afterwards."

Exit intelligence in the leaver's final weeks: what was avoidable, who would come back, and what to change first. (LastOpinion)

"Leaders get feedback once a year and nothing changes."

Forward-looking 360 feedback that lands as development rather than judgement, with the actions built in. (FeedForward)

SAVING MONEY

"Too many new starters are gone inside a year."

New-starter surveys at the points the first-year leak opens, so you act at three months instead of reading about it at exit. (OnBoarder)

"References take weeks and tell us nothing."

Automated referencing with questions that predict, most returned within 48 hours. (ReferenceExpert)

"We run an engagement survey and the results sit in a drawer."

Engagement reporting down to team level in plain English, with the three moves each team's own people chose. (WinningFormula)

SOLVING PROBLEMS

"The board wants evidence on culture, conduct and speaking up."

A confidential always-on channel and a harassment-prevention audit that give you the evidence before a regulator asks for it. (SafeSpace)

"We publish an inclusion statement and cannot show whether it is true."

Inclusion measured at every stage from hire to exit, so you can see where the experience differs and act on it. (ED&I)

"We have the data and cannot turn it into a decision."

Twenty years of UK benchmark data and analysts who turn results into a board paper, not a dashboard. (Workforce intelligence)

Who we are

great{with}talent is a UK workforce-intelligence consultancy, founded in 2003. We help organisations hire better, keep people longer, improve leadership, strengthen inclusion and reduce workplace risk, with a connected set of tools that turn employee data into clear, fast action across the whole employee lifecycle. Independent, GDPR-compliant and Cyber Essentials certified, hosted on Microsoft Azure.

Not on the list? It will not always be. If you are working on something you think we might be able to help with, drop us a note describing what you are trying to do and we will come back to you.

On the list or not, let's talk.

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