How to Get Useful Feedback From New Hires

Questions for Hiring Manager to Ask

By David Lee

Overview

This onboarding tool contains two lists of questions to ask. The first is a brief set of questions to help you begin the practice of having check-in conversations with your new hires. The second list is a much longer, more in-depth set of questions. This second list is meant to provide you with a menu from which you can select questions that are most useful to you. Pick and choose which questions you want to use and tailor the phrasing to suit your personality and the personality of your employees.

Use these questions as a guideline for getting feedback from your new hires on how they are doing and for how you can improve your onboarding process. This information will help you:

• Make sure they get the training and resources they need to succeed.
• Address problems before they become serious.
• Continually improve your onboarding process.
• Shorten the time it takes for your new hire to get up to speed.
• Continually improve the employee experience you provide, and therefore increase your ability to attract and retain talent.
• Improve your recruiting and hiring processes.

While you want to make sure you have an ongoing conversation with your new hire about how they’re doing, it’s also important to have more formalized, thorough feedback sessions, starting with the end of the first week. Then, start with doing monthly reviews until you feel that every other month will do, and keep this going for the first nine months to a year.
Brief Version

1. We’re always looking to improve how we onboard new employees. What suggestions do you have for us about how to do a better job at it?
2. Are there things we aren’t doing to help you become successful in your new job, that we could be doing…or doing more of?
3. If there was just one thing we did, one change we made, that would make the biggest difference in either the effectiveness of our onboarding or how inspiring and welcoming it was, what would that be?

Full Version

1. How do you like your job?
2. What do you like best about working here?
3. Any areas that you wish were different?
4. Is it what you expected when you took the job?
5. Any surprises? If yes, what?
6. Was New Employee Orientation during your first week helpful?
   - What was most helpful?
   - What was least?
   - What would you do differently?
   - Are there things you would recommend adding or taking away?
7. Has the ongoing training been helpful?
8. What changes or additions would make it more helpful?
9. Do you have all the work tools you need?
10. Do you get enough guidance from me?
11. Do you get enough feedback from me regarding your progress?
12. Is there anything I or the others can do to help you feel more a part of this organization?
13. Are there things we aren’t doing to help you become successful, that we could be doing…or doing more of?
14. How comfortable are you navigating the New Hire portal (or whatever you call the location for FAQs, SAQs, etc?)

15. Since you have “Fresh Eyes” here, are there things you’ve noticed in our department that you think could be improved?

16. Is everything OK with your benefits?

17. Has the HR team been helpful? Any suggestions for how they can be even more helpful?

18. Is there something we should be providing that we are not?

19. Is there anything you need that you don't have access to?

20. Is there anything you feel out of the loop about?

21. How comfortable are you in the following aspects of your job (make a list of key areas):

22. What areas would you like us to focus on regarding your professional development?

23. Does the frequency with which we are meeting work for you? If not, what changes would make it more helpful?

24. Are you getting what you need from our meetings? If not, what should we include or change about them, so they are more useful?

25. Any suggestions for making this a better place to work?

26. Any other questions?

27. Anything else you want me to know?

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**About David Lee:** The founder of HumanNature@Work, David Lee works with businesses that want to improve employee productivity, customer service quality, and overall employee performance through his work as a consultant, coach, and performance improvement specialist.

Called a “pioneer in the field of Onboarding”, he is the author of nearly 100 articles and book chapters on onboarding, employer branding, and other topics related to employee performance that have been published in trade journals and books in the US, Europe, India, Australia, and China. The second edition of the business classic, *The Talent Management Handbook*, features a chapter of his on the topic of
Onboarding. He is also the author of one of the very first industry whitepapers on onboarding, which was commissioned by a major LMS provider.

David has helped organizations improve their onboarding processes of sales professionals and customer service professionals, as well as the general employee population.

In addition to his research and work with both struggling and high performance organizations, David Lee’s work draws from a wide range of scientific disciplines including cognitive neuroscience, anthropology, psychoneuroimmunology, trauma and resilience research, and paleopsychology.

Taking this research which typically doesn’t find its way into the business world, David translates these principles of human nature into leadership and managerial practices that optimize employee performance.

Using the popular TV show The Dog Whisperer as an analogy for the difference understanding human nature makes, David’s work helps leaders and managers become “Employee Whisperers.”