**The First 100 Days – enabling performance from Day 1**

**The 1st 100 days of anyone’s employment is critical for so many reasons:**

1. It helps the individual get up to peak performance quicker (minimising the loss of productivity)
2. It creates a framework of support
3. It positively impacts confidence levels for people joining a new environment
4. It reduces staff turnover
5. It sets expectations for performance, behaviour and culture

**Context:**

If we hire well and keep our hires, we achieve:

* Income growth
* More profit
* Brand enhancement with clients and candidates
* Respect inside the business
* Momentum and pace

Here’s the reality - the industry loses at least 25% of new hires within the first 6 months. *How much does that cost us in the above and in actual money?*

Every consultant hire we make on a £25k salary costs us potentially:

* 20% of salary (£5k) if using a recruiter

**or**

* £2k of an internal recruiter salary if he/she makes 25 hires a year and his/her costs are £50k per annum
* Onboarding training time of manager’s £2k
* Systems and operating costs run at £2k month, i.e. £12k over 6 months
* 6 months’ salary, £13k

If someone leaves after 6 months:

* £2k+£2k+£12k+£13k = £29k
* Another 6 months to replace someone successfully, adds £29k again
* £58k costs for one vacancy

**Plus** opportunity cost

£58k of costs requires £230k of margin or NFI, if you are converting 25% to profit

Morale of the story: we’d better to get it right!

**First 100 Days Checklist:**

Here’s a checklist off activities that could and should take place during the first 100 days:

* Day 1 welcome:
  + Make it memorable – go big and make it special
* Share the Purpose and Vision – why and where:
  + This is why we exist and what success looks like for this business
* Expectations setting:
  + This is what we expect from you – Values, Behaviours, Attitude, Activity, Systems Performance – present the Values and Role Profile
  + This is what you can expect from us – Support, Development, Direction, Respect, etc
  + Signed off and agreed
* Introduction - who’s who in the business:
  + Personal introductions
  + Creating opportunity for people to build relationships within the business
  + Planned ‘sitting with’
  + Identify the ‘go to people’ in the business
  + Create an opportunity for some early social and bonding
  + Understand what enabled them to excel in their previous role – what was the secret to their success
* Performance metrics:
  + Stepped and scheduled programme of minimum activity over the 100 days – knowledge acquisition, calls to be made, client meetings to have held (with a buddy and solo)
* Review schedule agreed:
  + Daily/weekly/monthly review schedule diarised
  + Refresh the 100 day plan continually
  + Every 30 days get them to present to you their plans (get them used to presenting the way forward – create leaders not followers)
* Support and development:
  + Assign a mentor and or buddy
  + Identify the **skills** and **knowledge** that they need to acquire to excel and create a development matrix
  + Create opportunity to sit with the best performers and learn/pick their brains
* Compliance and Policy:
  + Share HR Policies and guidelines familiarisation including Health and Safety
* Welcome from the CEO:
  + Lunch/coffee with the boss -share the vision, show genuine interest and accessibility
* Feedback to the business after 30 days while still ‘fresh’ in the business:
  + What you like/ we do well
  + What you’re not sure of/we do less well
  + What makes no sense to you about what we do or how we do it
  + SWOT of the business based on their experience
* 100 day review to improve the experience for the next new starter:
  + What worked in the first 100 days
  + What didn’t quite work
  + What would have made the experience better

**100 Day Plan Example:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Month 1** | **Month 2** | **Month 3** |
| **Recruitment Activity** | 10 CVs sent  5 1st Interviews booked | 15 CVs  8 1st Interviews  1 Client Meeting  1 Job | 12 CVs  10 1st Interviews  2 client meetings  3 Jobs |
| **Sales Performance** | £5000 | £5000 | £5000 |
| **Billings Invoice** |  |  | £10000 at the end of 3 months |
| **Testimonials** |  |  | 1 published to pass probation |
| **Video Adverts** |  | Complete 6 job adverts | Complete 6 job adverts |
| **Market Platform** | Add 20 companies and 4 contacts for each client | Add 20 companies and 4 contacts for each client | Add 20 companies and 4 contacts for each client |
| **Candidates** | Meet 3 candidates in sector | Meet 6 candidates in sector | Meet 6 candidates in sector |
| **New clients** | Know our USP’s with FAB | 1 New Client ts and cs (quality standard) | 2 New clients (quality standard) |
| **Specialist technology knowledge** |  | Identify 5 points of contact at original manufacturer in your sector | book a meeting with these contacts, with your manager |
| **Channel partner development number of these and performance** |  | Session given to all new starters on technology market channel and end clients | Create presentation on your vertical market sector including end users and also partner channel. All influencers. |
| **Blog for team brand** |  | Write a blog / white paper article (any length) working with marketing to build your brand and conversation in your market |  |
| **CRM system** | Training in sales process | Training in analytics and dashboard | Setting own dashboard and doing own analysis |
| **Knowledge build in team and individuals** | Qualify candidates to the company standard. Write adverts using the company template | Articulate the selling points for existing clients – why should people work there? | Create a presentation to be delivered to all other sector leads and senior management in your third month on your internal and external observations about positives and negatives and ideas that you would want to change. |
| **Energy and leadership** |  | Clearly understand and sign off our charters for clients, candidates, leadership, knowledge and colleagues. Values and Behaviours. | Provide three new ideas by end of 3 months of how we can improve.  Implement one of these ideas across your team designed to improve performance or energy |
| **After 3 months** |  |  | Create a fresh 100 day plan |

**If things aren’t working in the 1st 100 days:**

* Understand the ‘Why’:
  + is it capability or attitude – and establish the root cause
* Look at yourself – could I have done more or done anything differently:
  + Have we provided sufficient support and development
  + Have we effectively communicated expectations
  + Have we removed excuses and blockers to performance
* Revisit the plan:
  + Re-evaluate the plan
  + Re-evaluate what’s working
  + Re-establish expectations and 30 days goals
* Review what they are doing and not doing
  + Benchmark their activities against those who are succeeding
* Work alongside on the 2 new vacancies to see/observe /listen;
  + Manage closer on the areas they’re challenged by
  + Build in shorter term goals
  + Focus on the positives
  + Consistent and regular positive feedback