

Your First 90 Days

Your guide to the first 90 days in your new HR role



By Victoria Bond, CEO Ten Space

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You've got a new role, congratulations!

Starting a new role, especially if you're also starting in a new organisation can be an overwhelming time.

In this guide you'll find advice, ideas, templates, frameworks, and questions. These are designed to help you take a structured approach to those first few months in a new role.

It'll help you get to grips rapidly with a new role, a new team, and a new organisation. The start you make in those early days will help you make an impact quickly and line up your long-term success.



Victoria Bond – The Author

Victoria is the founder of Ten Space, an employee feedback, engagement & experience business. Victoria and her team help organisations create a fantastic experience around employee feedback to enable it to be at the heart of every organisation.

Victoria has worked in senior HR roles across a number of sectors, helping high-growth and ambitious businesses achieve their potential.

Victoria has a Masters in HR Management continues her learning and education with the Ten Space research group - Feedback 500 which explores the hot-topics of employee engagement each month.

Victoria is also one of the hosts of [HR Directors Cut](#), the podcast.

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The First **30** Days

By the end of your first couple of months in the role you'll need to have:



A vision for your role and your team



A long-term strategy (often a 2-year horizon)



A short-term plan (often 12 months)



A plan of execution



A budget

Firstly, consider what type of role you are walking into.

This can help you to frame your thinking from this point onwards.

Is the role:

- ? A housekeeping role – keep moving forward
- ? A transformation role – a lot to change
- ? A role where you'll need to help the organisation grow
- ? A role where you'll be helping to consolidate or shrink

You need to start by gathering information – as much as you can! This is probably going to come in three forms:

- 1** Your own observations
- 2** Information others have given you
- 3** Data

Your Own Observations

1

Here you can draw on your experiences with the organisation to date.

If you're new to the role but not the organisation, then you might have a wealth of knowledge to draw on here. But try not to make any assumptions that might trip you up.

If you're new, think about your research and experiences so far.

- What's on the website?
- What did you learn from the recruitment process?
- What do other people say?
- What does their social media tell you?
- What's in the press?
- What industry publications have they contributed to? What are the key messages?
- Gender pay gap report
- End-of-year report
- Accreditations and awards

Information Others Give You

Your priority in those early days should be to meet as many people as you can.

You need to take a 360 approach to this. Meet your peers and those "above you". Meet those who will have an influence on what you will deliver. Especially focusing on large populations (such as large numbers of people with the same job title).

As we're talking about an HR role here, you also need to meet your highly skilled talent, those that are hard to find. Get to know them, how they found their way there and why they stay.

We've some thoughts in the next section about the information you need to have captured through these meetings.

2

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3

Data

Data can be a really quick and powerful way of identifying issues you might need to address. Or areas that are real strengths.

These are the 4 areas we suggest you focus on here:

- Existing KPIs and success measures
- Technology
- Employee data & demographics
- Employee engagement data

Existing KPIs and success measures

Check out the KPIs that are already in place, if any. How are you tracking? What do they tell you about what's important in the organisation?

How is the data gathered? How much importance is placed on KPIs? Do you believe they are the right ones?

Like it or not, at least at first, these are going to be the most obvious way your success is measured. So getting to grips with these ASAP is a good use of time.

Technology

When it comes to data, having great tech is undoubtedly a clear advantage.

If this data was easy to come by, then that's a great sign!

If not, you might need to add a technology & systems review to your action plan.

Employee data & demographics

What wider data is available to you? Using analytics can help to get to grips with problem areas and hot spots.

If available, dig into the data to look across the whole organisation.

Also take a look at other segmentation, such as department, team & types of role.

Some areas you can look at:

- The salary bill and how it's distributed
- Any performance-related pay (such as commission & bonuses)
- Retention stats – the average length of service
- Sickness and absence data
- Time & cost to hire, and other recruitment data
- Learning and development stats
- Employee relations stats
- Previous budgets

Employee Engagement Data

If you have access to a recent engagement survey, this is likely to be a great way to get some clear indications of the culture. It'll help you to identify strengths that you can then amplify.

Along with gaps that you can build into a plan to address. If the data you have you're able to split into teams and demographics, fantastic. This can help you to go deeper and gain more insights.

Don't neglect any written comments you receive also, often the "answers" can lie in there.

At Ten Space, we typically explore engagement in 4 key areas. Using anonymous employee surveys to capture the insight along with insightful written comments:

- **Connection** – Teams want to feel connected to the organisation they work for. Clear vision, mission values. A clear voice in the organisation.
- **Leadership** – Have leaders who inspire them, push them, develop and support them
- **Fulfilment** – Feel personally fulfilled in their work, with great challenge, career development and work-life blend.
- **Wellbeing** – Feel safe and secure in the workplace – both physically and psychologically. Have a sense of inclusion and belonging.

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We use bespoke question sets and flexible segmentation, so we can really dig in! Getting you exactly the feedback that you need to plan and prioritise.

Connection

**How connected they feel to the business
– employees feel informed, heard and
bought into the vision**

Employees share the vision
Employees feel their voice is heard
Employees feel well informed

Leadership

**How confident employees feel about
their leaders & managers and how
inspired they are by them**

Bringing out the best in the team
Providing great recognition
Creating great working environments

Fulfilment

**How well roles meet employees needs –
personally & professionally**

Rewards match the contributions made
Employees enjoy the challenge of their roles
Employees are proud

Wellbeing

**Employees feel safe, secured and
supported – emotionally & physically**

Employees feel safe & secure in their role
Employees feel supported by the business
Employees feel able to be themselves at work



The First **30** Days

Fact Finding

The most important thing you're going to do in your first 90 days is asking a tonne of questions. We mean, LOADS of questions!

Here, it helps to start with the end in mind. Have a look at the questions below. To create a plan and strategy for the future – it's going to help if you can answer all these questions. So go into your onboarding period with these in mind. Let's go!



Questions About YOU

- What skills and experience do you have to bring to this role?
- What have you delivered or done in the past that you think would work and allow you to build early impact easily?
- What is your learning curve? How can you quickly fill in the gaps? Who needs to help?

Questions About The ROLE

- What are your expected deliverables? What are you being measured on?
- What are you REALLY being measured on?
- What do others think you are there to do? How does that compare to what needs to be done?
- What is your vision for the role and how does it align with the company's vision, mission and goals?



Questions About The STAKEHOLDERS

- What is the capability of your team? Do you have the people and the skills you need to succeed?
- Who are your key stakeholders? What is your relationship with them? Where do you have more work to do? Who are your early allies?
- What is the reputation of your team/function? Does this help or hinder you?

Questions About The ORGANISATION

- How would you summarise the culture? Is it likely to help or hinder what you think needs to be done? Is there work to do on the culture itself?
- How is the market and industry likely to change the demands on your role? Can you get ahead of it?
- What are the rhythms of the business? Performance reviews, pay increases. What is unmovable but you need to plan for?
- How does communication work in the org? What channels will you need to work through?



Get To Know Your Team

Who do you have in your army already? Really get to know them. Not just the role that they do, but their background – where were they in the past? Have they got other skills & experience that aren't being used in their current role?

What are they proud of delivering? What is the work they love doing? Where do they want to go next? Help them to create a development plan for themselves.

Then start to put a plan in place for yourself, that you can add to over the next 90 days. Where are your gaps and how can you close them?

60 Days

It's time to make a plan! Here's where you use all that information you've gathered to create a strategy and a plan.

We can highly recommend grabbing a load of post-it notes for this! Arrange all your thoughts and ideas, grouping them together.

Then start to prioritise them.

Creating a 2-year plan

- Where do you want to get to personally in this time?
- Where do you want to get your team to?
- Where do you want to get the organisation to?
- What does success look like for you?
- How will you get there?
- People and teams – what does that look like? What needs to change?
- Budgets

Creating a 12-month plan

- What are the things that can not wait? Are there fires you need to put out immediately?
- What are the quick wins?
- Budgets



In a people role, you might want to consider aligning your plan under some of these typical areas. But you should always be led by your findings.

- Culture & Engagement
- Process, procedure & compliance
- Reward & recognition
- Talent acquisition
- Organisation development, performance management & capability
- Resourcing & workforce planning
- Organisational structure
- Diversity, inclusion & belonging
- Employee relations
- Wellbeing

Consider doing this together with your team. It's a great way to ensure you've captured all their ideas too. You'll also create early ownership in the team who will help you deliver your vision.

At this point, you can also suggest some new KPIs for you and your team, if you felt the ones you inherited weren't the right ones.

We've included a simple template for an HR strategy on the next page.



60 Days

[Download / Print](#)

A HR Strategy Template

My Organisation's Vision & Mission...				
My Team's Vision & Mission...				
Strategic Priority 1	Strategic Priority 2	Strategic Priority 3	Strategic Priority 4	Strategic Priority 5
Key Deliverables for the Goal: 1. 2. 3.	Key Deliverables for the Goal: 1. 2. 3.	Key Deliverables for the Goal: 1. 2. 3.	Key Deliverables for the Goal: 1. 2. 3.	Key Deliverables for the Goal: 1. 2. 3.
Budget Requirement £	Budget Requirement £	Budget Requirement £	Budget Requirement £	Budget Requirement £
Reminder of Team KPIs...				
Reminder of Values...				

Gaining buy-in and support

Great, you've got a strategy! Time to get buy-in!

This might mean different things in different roles. Maybe you need to get "sign-off" from your line manager, your board, or other stakeholders.

You'll certainly need to get buy-in and support from your peers.

Don't underestimate how important this task is. It's a great way of demonstrating how far you've come and can be a really powerful way of galvanising relationships



Taking the team with you

If you haven't already, make sure you take the time to get your team excited about the strategy. They need to understand it, so they can get behind it.

They'll be your change agents in the organisation; delivering your strategy through their own stakeholders and peers. They need to be clear on the direction of travel and how you're going to get there together.

They also need to be crystal clear on the part that they play in delivering the strategy.

They need to be able to answer the question: "Do you understand the goals and how you can contribute to them?"; with a resounding "YES!"

But there's more to come on that in your final 30 days.

60 – 90 Days

This is the time when you need to start putting those plans into action.

You need to build momentum. Deliver those quick wins you identified. Share the wins and celebrate the wins.

Lay the foundations for your longer-term plans. Secure the budgets.

Much of this 30-day period is about getting your team in order. So they can deliver on your behalf.

It's crunch time – if your team isn't what, or who you need. Now is the time to make that decision.

You need to align your team to deliver the goals. Making sure that each goal has a clear owner and everyone knows what part they play in delivering each one.

If you need to exit any of your team, there is never a good time. But now might be it. You're not new in and "knee-jerking". But you also aren't going to be putting a square peg in a round hole for when you need your team to be aligned and delivering.

Of course, you may also need to recruit to fill gaps in skill sets you have. Our advice is don't rush this. Create a high-quality process and step through it fairly and transparently; ideally supported by your wider team.

Anyone you bring in will need the support of the wider team to deliver. A lot of resentment can lie in unfair, or poorly conducted recruitment processes. Don't let that happen to you.

Establish ways of working in your team:

- How do you communicate?
- How do you come together as a team?
- How do you measure and track performance?
- How do you hold each other to account?
- How do you celebrate success?



Put in place development plans for your team. Continue to build out your own.

Expect to spend a lot of time with each member of your team one to one during this time. This is great time to build your relationships and for them to get crystal clear on what you expect of them.

90 Days & Beyond

By now, you should be flying! But at this point, it's likely you're being pulled in all kinds of directions! Here's some advice to keep you focused beyond 90 days.

Ask for Feedback

Ask for feedback from your key stakeholders regularly. How are you doing? How are you & your team being perceived?

Ask for feedback from the wider organisation. Use feedback surveys and informal feedback to get a sense of your early impact and check if you're focusing on the right things.

Continually review

Take a look at your KPIs – how are you tracking? If it's not looking good, what do you need to adjust and change?

Continue to check in with employees. Ask for their feedback regularly. This will give you continual insight into your success and priorities. This process can also build engagement by creating a clear employee voice.

Focus on the engagement & performance of your team

Ask for feedback from your key stakeholders regularly. How are you doing? How are you & your team being perceived?

Ask for feedback from the wider organisation. Use feedback surveys and informal feedback to get a sense of your early impact and check if you're focusing on the right things.

Stakeholder management

Keep up the focus on stakeholder management. Keep building those relationships. Keep them informed on what you're delivering, what's going well, and what is likely to slip.

Identify those true allies and ensure you are using them wisely. Who are your change agents? How can you use them to get stuff done?

Take time out to reflect

It's hard to prioritise this. Especially when you're running at 100 miles an hour in a new role. But we'd advise that you take time out, not long after your 90 days, to take a step back and reflect.

Take out your review notes from your first 30 days and use them to see how far you've come. It's a great opportunity to review what's worked and is likely to work and what you might need to adjust and change.

Celebrate the wins

Make sure that you are taking time to celebrate your wins.

This is likely to be a key recognition tool for you and a way to build engagement in your team.

Protect your own well-being

Starting a new role can be incredibly draining. It can take a toll on your energy levels and your mental health. Please, make sure you are taking the time for self-care and prioritising your own well-being.

Consider an external mentor or using someone in your network for regular check-ins. Someone who understands what you are going through and can look out for you. Ensure you're using your leave and taking time away from your role for yourself, your family, and your loved ones. Your team and your organisation need you. But you can't pour from an empty cup. Make this a key priority.

Key Points

Your first 90 days are likely to go by in a flash. Keep these key points we've covered in mind, so you can have the best possible impact in those early days.

1

Information gathering can start before you've started your new role

2

Consider the insight you need to create a strategy and a plan before you start your information-gathering phase

3

Use data & feedback to give you insight and viewpoints, using technology and systems to help you access this with ease

4

Create a strategy that will allow your stakeholders to understand your direction of travel and support your vision

5

Focus heavily on the engagement and performance of your own team

6

Ask for feedback on your own performance

7

Continually review

8

Take time to reflect and review

9

Celebrate your wins

10

Take time to look after yourself and your wellbeing

Further Reading

Attract & Retain with your EVP

Find out how you can turn your Employee Value Proposition into an attraction & retention tool.

[Read our blog...](#)

[Watch our 'EVP to the MAX' webinar...](#)

[Download our EVP Action Plan Builder...](#)

Employee Engagement Calendar

Learn everything you need to know about key employee engagement dates, including big holidays and awareness days.

[Download Jan-Mar '23 Employee Engagement Calendar...](#)

Webinars

[Watch Locking in Talent: Increase retention – Reduce risk & cost...](#)

[Watch From Boom to Belt Tightening – keeping engagement high...](#)

[Watch EVP to the MAX – attracting & retaining talent...](#)

Starting the Engagement Survey Process

Here we take a look at some of the key things you need to consider before you send out your first survey.

[Read our blog...](#)

Taking Charge of your own Engagement

What can you do to increase your own engagement? Take a look at some of our tips & tricks.

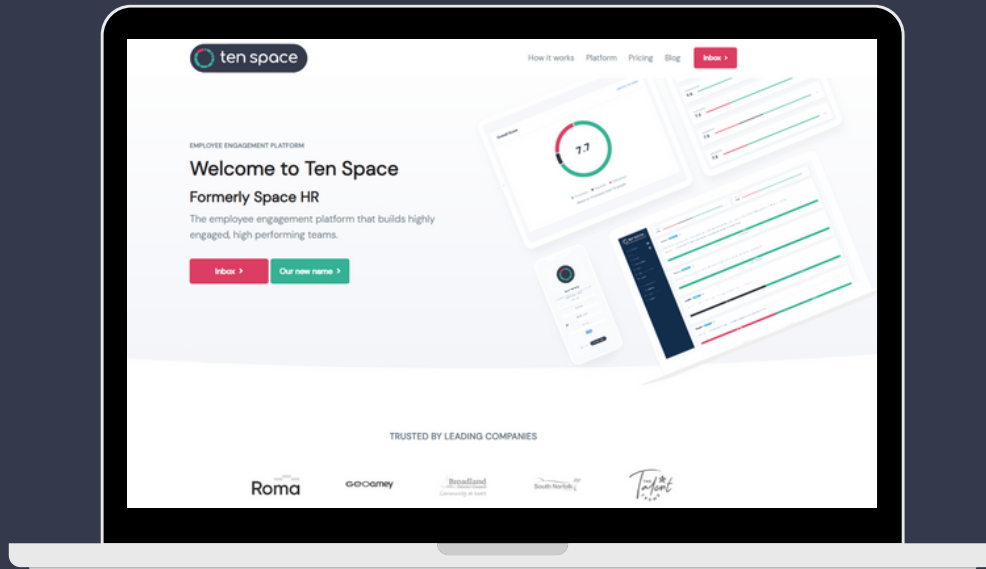
[Read our blog...](#)

Improving your Business with Employee Feedback

Here we look at 8 of the smart ways you can use the insight in your business, to drive improvement and growth.

[Read our blog...](#)

About Ten Space



At Ten Space we have developed an employee engagement platform that supports organisations to build highly engaged, high performing teams.

We elevate the employee experience by bringing efficiency, professionalism and simplicity to gathering employee feedback.

For People teams, it reduces months of work into minutes, with built in tools to help you understand your feedback and quickly action it. For employees, it offers a simple, trustworthy & engaging way to provide anonymous feedback – via WhatsApp, SMS and email.

Whether you're a small ambitious business, or an experienced HR team our platform and customer success team is there to support you.

Contact us:

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