

# **Finding the Next Superstar...Recruiting and Retaining MVPs**

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# **Session Overview- “The War for Talent”**

- **What has changed?**
- **Who are you looking for?**
- **What are you offering?**
- **The United Internal Audit C<sup>3</sup> formula**
- **Recruiting & Attraction techniques**
- **Retention strategies**

# **What Has Changed?**

## **Recruits Raise the Bar on Expectations**

- Job Stability/Career Opportunities
- Professional Development Plan
- Less Travel and/or Travel Incentives
- Higher Education Opportunities
- Continuing Education Training

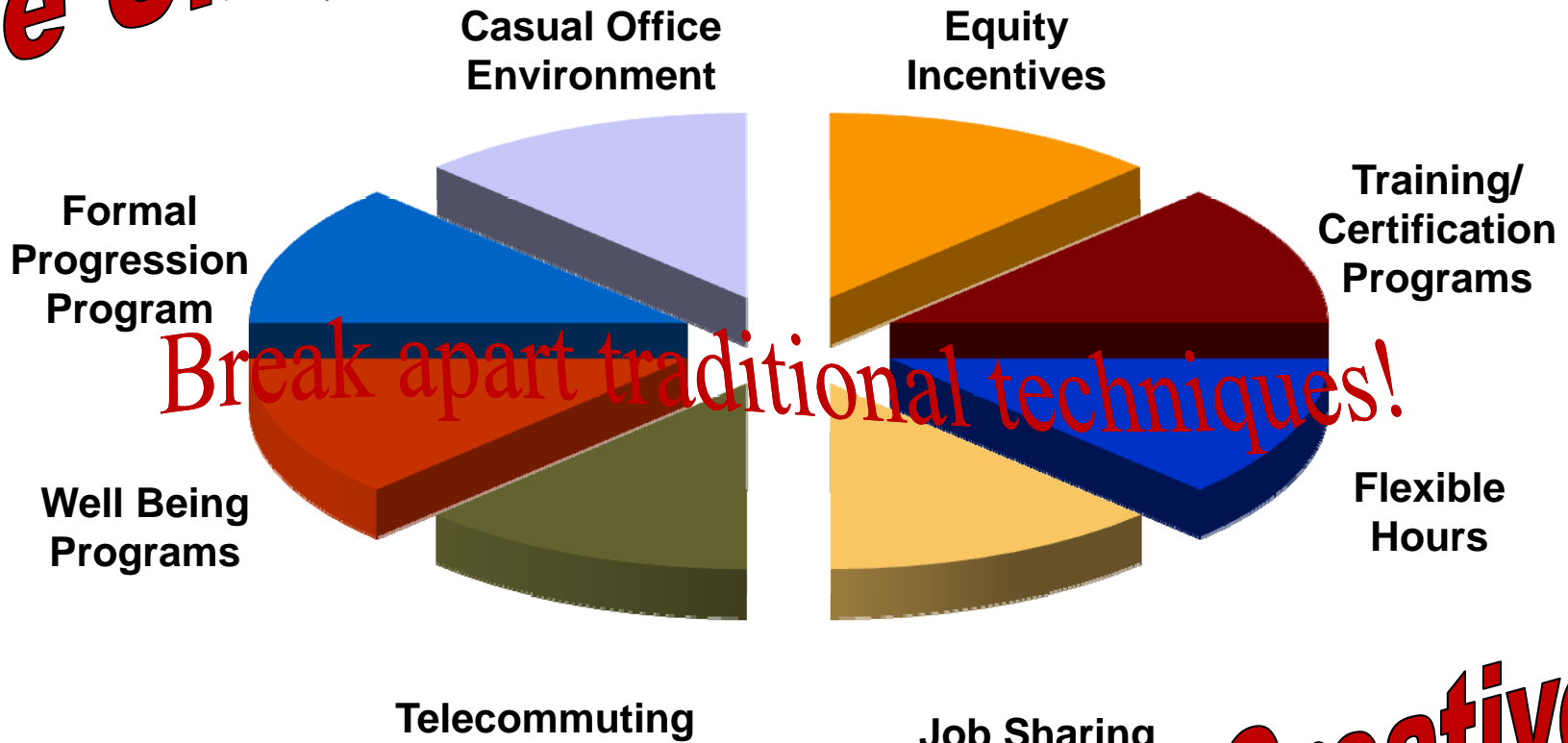
# What Are You Looking For ?

- Define your expectations
- Dissect expectations into tangible traits
- Translate traits into skills vs. personality qualities
- Obtain feedback from multi-levels of current personnel



# What Are You Offering ?

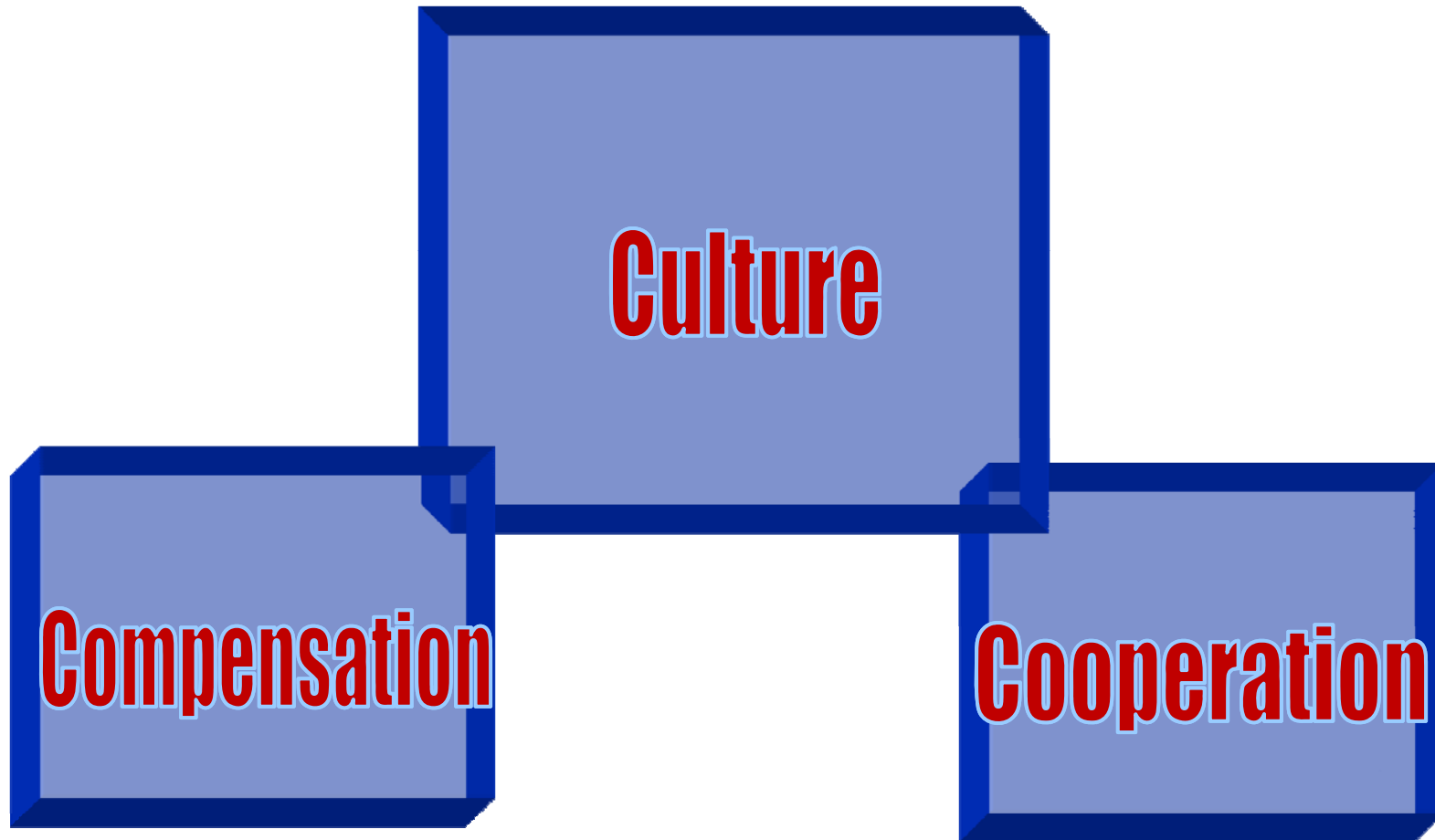
**Be Unique!**



**Break apart traditional techniques!**

**Be Creative!**

# C<sup>3</sup> Standards of a Successful Model..



# Understanding The Market

## Top 5 Factors on which Candidates Evaluate Job Offer (10 pt scale)

1. Salary – 9.0
2. Benefits – 8.9
3. Company Stability – 8.9
4. Growth Opportunities – 8.6
5. Location – 8.4

## Top 5 Factors Employees Value of Work Environment (10 pt scale)

1. Company Stability – 8.8
2. Job Security – 8.8
3. Work/Life Balance – 8.7
4. Enjoy Working with Coworkers – 8.6
5. Manager that Employee Respects and Learns from – 8.4

*\* Information obtained from "Workplace Redefined: Shifting Generational Attitudes During Economic Change", Robert Half, [www.roberthalf.com](http://www.roberthalf.com), 2010*

# The Challenges We Faced...

- Marketing the search- Easing anxiety of industry challenges
- Source of search- Recruiters, Referrals, Internal Postings
- Timing of search- Length of time it takes to fill position varies depending on time of year

# **Recruiting & Attraction Techniques— Identifying a Superstar...**

- Big 4 Public Accounting Experience
- Advance Degree/Certification -  
CIA, CPA, CISA, CFE, MBA
- Strong Interpersonal Skills
- Proven Technical Proficiency
- Culturally Diverse-to reflect our customers  
(both internal and external)

# Recruiting & Attraction Techniques— Identifying a Superstar...

- **Resume Review Objectives**
  - Meets minimum skills & experience requirements
  - Note any job/experiences which are unclear
  - Note any gaps or unusual trends in employment
  
- **Phone Screen Objectives**
  - Communication
  - Impact
  
- **On-Site Interview Objectives**
  - Decision Making Skills
  - Initiative
  - Planning & Organization
  - Work Standards

# Recruiting & Attraction Techniques— Establish an Internship Program

- Provides Opportunity to “Groom” New Talent & Evaluate Potential New Hires
- Provides Leadership Growth Opportunity for Current Team Members
- Provide Intern with Tangible Work Experience  
Real auditing; not photocopying
- Establish Clear Expectations of Program Goals for the Department as well as the Intern  
Plan for no auditing experience (new for our department); future employment offers, etc.
- Provide Honest Evaluations  
Give a fair and honest experience with valuable takeaways

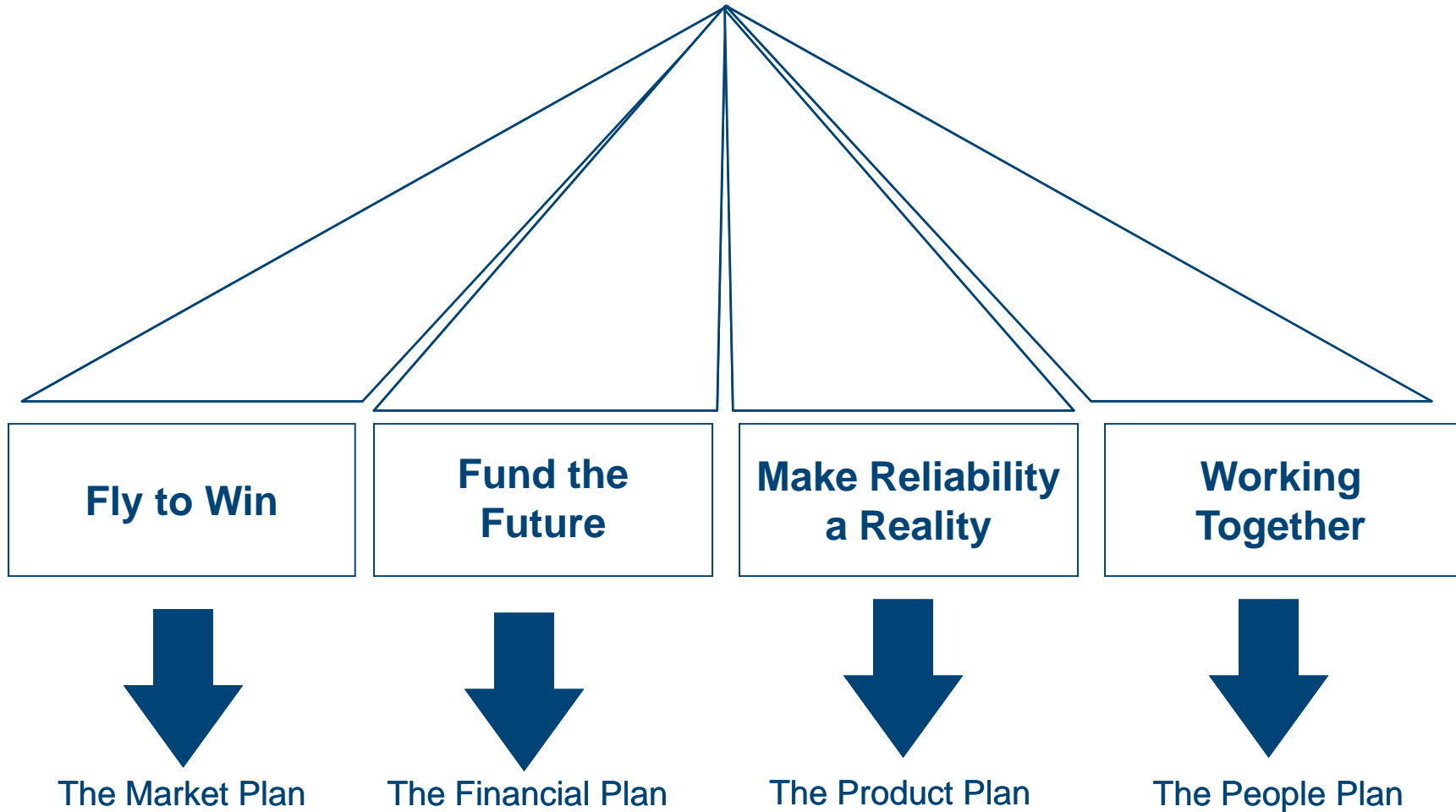
# Recruiting & Attraction Techniques— Toot Your Horn!

- Don't undersell your Benefits Plan...candidates want to know how the company will invest in them!
  - Health Plans
  - 401K Plans
  - Stock Purchase Plans
  
- Do accentuate the “benefits” of being a part of your organization...candidates want to know how the company will provide incentives!
  - Perfect Attendance Program
  - On-Time Bonus Program
  - Employee Travel Program

# **Retention Strategies: Develop A “Management By Objectives” Approach**

- Identify the key short & long term goals of your company.
- Establish departmental objectives that synchronize with the plan.
- Provide employee with tangible outline of how their role contributes to the objectives.

# United Airlines, Inc. Go Forward Plan



# Retention Strategies: Develop “Variable Pay” and “Reward” Programs

- Reinforces the value of teamwork.
- Provides platforms for “performance based” pay.
- Provides competitive edge on base salary compensation by providing incentives without increasing fixed costs.

# Retention Strategies: Professional Development Plan

- Departmental advancement opportunities
  - Staff
  - Senior
  - Supervisor
  - Manager
  - Director
  
- Company advancement opportunities. Examples of audit alumni placements:
  - Various Controller divisions
  - Sales & Marketing
  - Corporate Accounting
  - Corporate Real Estate
  - International Accounting
  - Information Technology

# United is a great place to work



On-Time bonus payments awarded monthly



Attendance Incentives including:

*Ford: Explorers / Mustangs / Escape Hybrids*

*Fee-waived 1<sup>st</sup> class space available tickets system-wide*



Profit Sharing Program



# **Retention Strategies: Special Offerings**

- **Compensatory Time Off**
- **Flexible Work Schedules**
- **Recruitment Referral Fee**
- **Professional License Reimbursement**
- **Professional Certification Study Reimbursement**
- **Professional Affiliation Enrollments**
- **International Travel Opportunities**

# **Retention Strategies: Communicate, Engage & Respond**

- Conduct routine staff meetings & invite Guest “Executives”
- Conduct a “Roundtable” discussion to facilitate open dialogue
- Implement a “Suggestion” Box to facilitate feedback without reservation

# **Retention Strategies: Communicate, Engage & Respond**

- Daily News Updates
- United Times
- United Quarterly
- Office Floor Communication Boards
- Corporate Calendar of Events
- Weekly CEO Journal Updates
- Intranet Q & A Updates

# **Retention Strategies: Increase Long-Term Career Value**

*Provide resources for people to manage their careers*

- Monthly “CEO Exchange” meetings
- Monthly “Brown Bag Lunch” meetings
- Monthly “Network Exchange” receptions
- Weekly sponsored Toastmasters Club
- Career Development Workshops

# **Retention Strategies: Increase Long-Term Career Value**

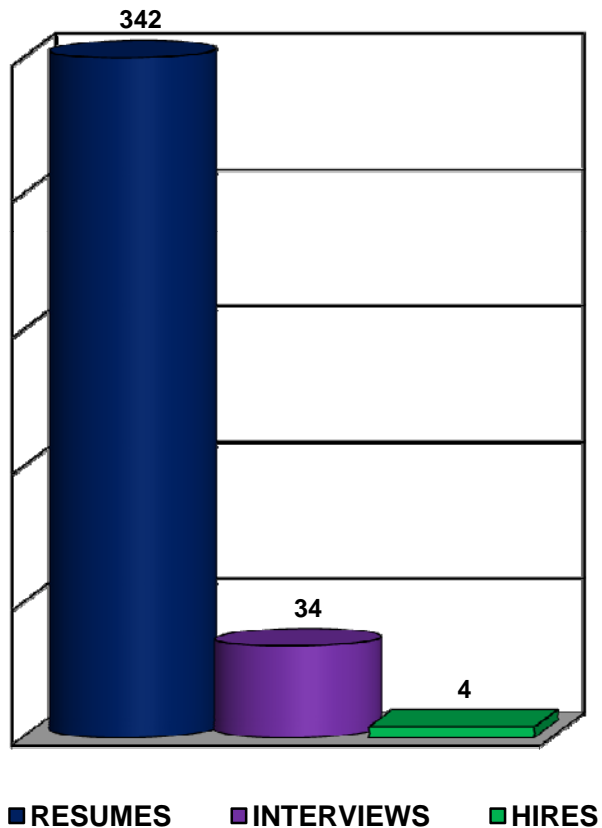
*Provide resources for people to manage their careers*

- Web-Based Performance Management & HR Information
- Web-Based Payroll Information
- Web-Based Benefits Information
- Web-Based Expense Reporting

# Culture Compensation Cooperation

## Attracts Candidates....

### Historical Recruiting Trend



- An interview was performed on about 1 out of 10 persons that expressed an interest.
- 1 person was hired for every 9 who interviewed.  
*(1 out of 86 who expressed interest.)*



# Retains Candidates....

**Over 50 Former Internal Auditors  
Continue To Add Value  
Throughout The Continental Organization...**

**VP-CMI Sales & Marketing**

**Corporate Accounting Managers**

**Corporate Real Estate Managers**

**Dining Services Manager**

**Division Controllers**

**ExJet Chief Auditor**

**Finance Directors & Managers**

**International Accounting Managers**

**Sales & Marketing Directors**

**Technology Managers**

**Culture**  
**Compensation Cooperation**

# A Proven Relationship...

