

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 C³ 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

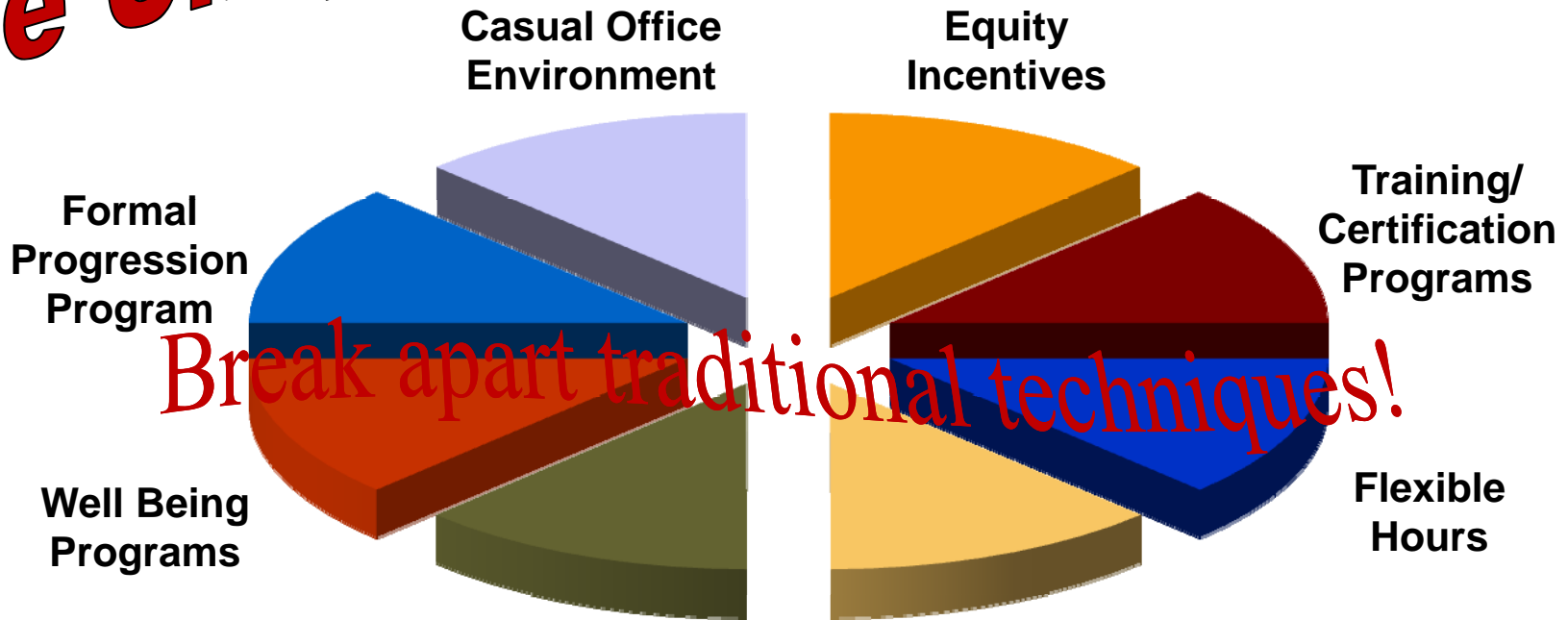
What Are You Looking For ?

- 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 ?

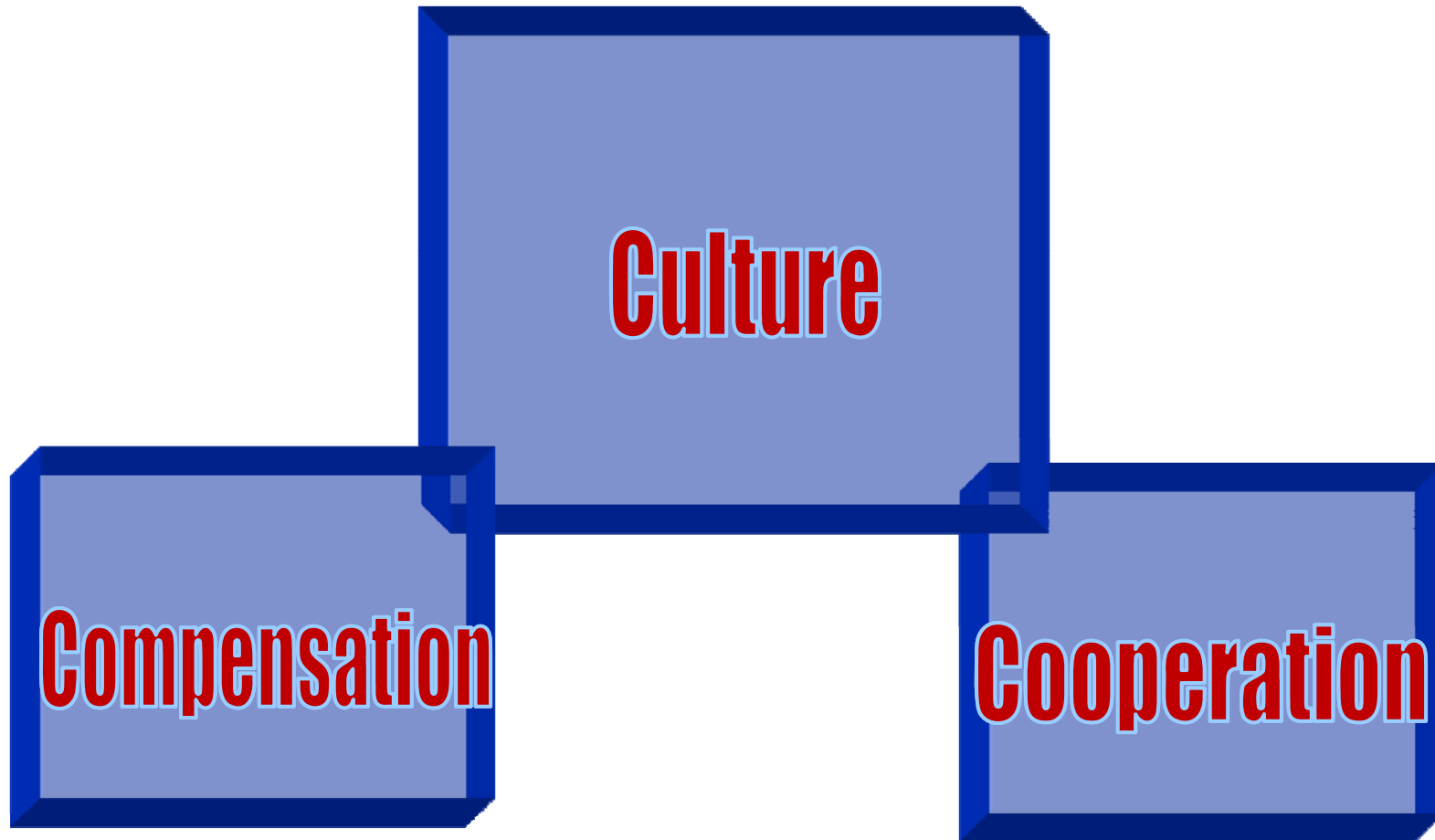
Be Unique!



Break apart traditional techniques!

Be Creative!

C³ 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, 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!

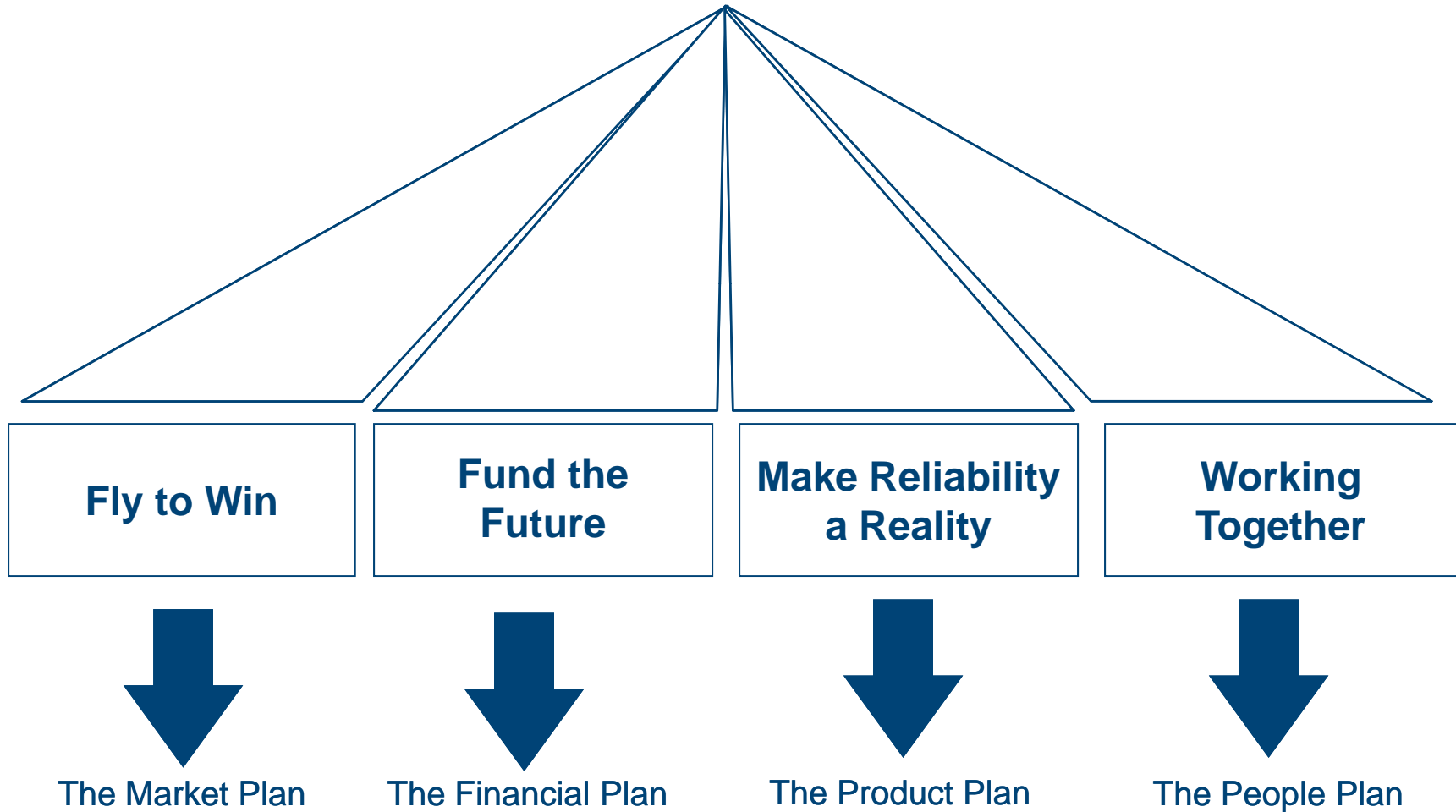
- Don't undersell your Benefits Plan...candidates want to know how the company will invest in them!
 - Health Plans
 - 401K Plans
 - Stock Purchase Plans

- 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 1st 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

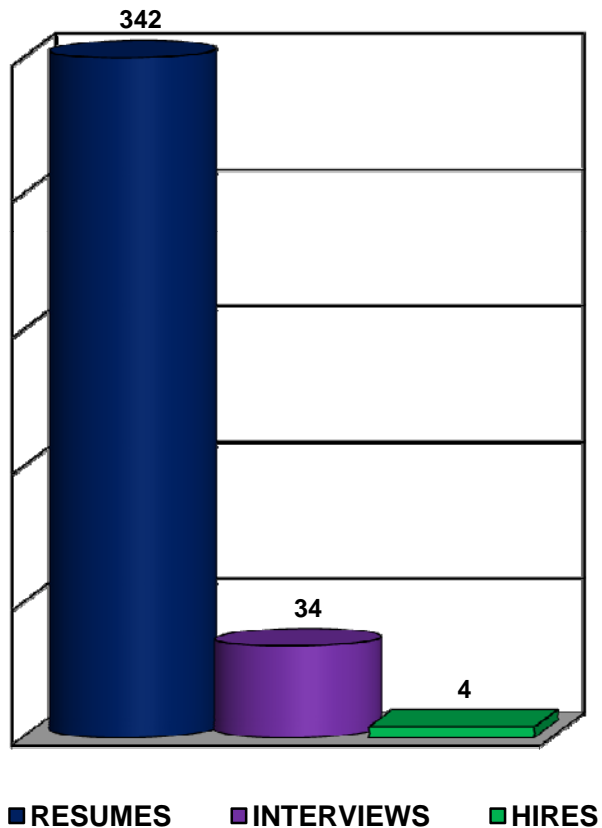
Provide resources for people to manage their careers

- 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...

