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?

- Casual Office Environment
- Equity Incentives
- Formal Progression Program
- Training/Certification Programs
- Well Being Programs
- Flexible Hours
- Telecommuting
- Job Sharing

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

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

- Fly to Win
- Fund the Future
- Make Reliability a Reality
- Working Together

- The Market Plan
- The Financial Plan
- The Product Plan
- The People 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
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.)
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
"Trust the people you work for..."

"...have pride in what you do..."

"...and enjoy the people you work with."