

# STRATEGIES FOR ATTRACTING AND RETAINING EMPLOYEE'S

OPM STRATEGIC COMPENSATION CONFERENCE 2000

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## OUR VISION

- “To become the audit organization with the foremost reputation for competence, integrity and customer satisfaction by
- Attracting and developing highly qualified employees dedicated to continuous improvements.”

## WHO WE ARE

- \$600 screwdriver; \$300 ashtray
- No military
- Career workforce
- Closed career system for auditors
- Climate survey benchmark
  - FY 92 3.71
  - FY 95 3.82
  - FY 98 3.98
- Small number of large performance awards
- About 16 % of workforce rated “Outstanding”

## ATTRACTING POTENTIAL EMPLOYEES

- Goal - 600 entry-level auditors in 1 1/2 years
- OPM Partnerships - Process
  - One Service Center for everything
  - Dual certification - up to 7 locations
  - Line manager interviewers - Alumni match, when possible
  - Name request tie breaker
  - 130 colleges contacted - Business faculty
  - Certificate turn around - about 2 weeks
  - On - line recruiting - Web Site connection

## ATTRACTION (cont.)

- OPM Partnership - Corporate Image
  - Training (CPE)
  - Tuition/CPA review course reimbursement
  - Challenging assignments - the work itself
  - Team approach - diversity emphasis
  - World - wide locations
  - Work environment

## ATTRACTION (cont.)

- Compensation
  - One sentence on salaries
  - Projected salary
  - 3 - 5 years career ladder
  - TSP graph - 25 yrs. = \$1 million
  - Comp time/overtime
  - Recruitment bonus
  - First duty station travel

## RETAINING GOOD EMPLOYEES

- Career Development Goal

- “Build environment of trust, teamwork, and mutual respect through effective communication and leadership at all levels.”

- Monitor accomplishment through modified PME

- Create infrastructure:

- PD's

- Performance Standards

- Performance Appraisals

## RETENTION (Cont.)

- Career Development Strategies
  - Gameplan for advancement
    - profiles of auditor responsibilities (5-11)
    - at least four out of seven major audit types for GS-12
  - Two - track career through GS-14
    - Supervisory Auditor, or Technical Specialist
    - Second - Level Manager or Non-Supervisory Program Manager
- Mandatory Rotation
- Supervisory Development Program

## RETENTION (Cont.)

- Strategic rewards
  - Institutionalize Marketing Program
  - On-The-Spot - Supervisor approval only
  - CPA/Advance Degree Bonus
  - Publications Bonus
  - Director's Fellowship Program
  - On-Line Suggestion Programs

## RETENTION (Cont.)

- QWL

- Flexible hours

- Flexiplace - cost effectiveness criteria

- Merit Promotion Program Points

- Work experience

- CPA/Advanced Degree

- Professional association membership

## CHANGING NATURE OF DCAA WORK & WORKFORCE

- Audit of DoD contractor & subs
- Increase in non-defense Federal agency audits along with state and municipalities
- Financial advisory service/customer satisfaction orientation
- Audit budget empowerment
- Diversity expansion - from brochure to reality

“Protect America’s Investment While Investing in your future”

- Success requires investment
  - From leaders
  - From managers
  - From HR
  - From all employees
- Investment requires partnerships
  - With OPM
  - With universities
  - With the workforce