

# Putting the Pieces Together: Opportunities for Addressing Workforce Challenges

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# Workforce Challenges: Putting the Pieces Together



# Human Capital Survey

1. How many are experiencing staff shortages?
2. How many are within 10 years of retirement?
3. How many think your organization's human capital challenges are going to increase in the coming years?

# On Demand

## **Demand for accountants is driven by:**

- A volatile and uncertain business environment
- Changing financial laws, regulations and standards
- Increased government oversight
- Government transformation
- Technology

# Accounting, by the Numbers

- 1.3 million accountants and auditors in U.S.
- Accounting ranked 6<sup>th</sup> of professions likely to be most affected by retirements
- Number of doctorates in accountancy not keeping pace with demand
- Number of grads with master's degrees is on rise

# Supply and Demand

- Top CPA firms' concerns are:
  - Finding and retaining qualified staff
  - Succession planning and developing owners
- 28% of GAO's staff eligible to retire in 5 years
- Salaries for accountants are bounding higher

# The Cost

**Turnover costs 150 percent of a person's salary due to:**

- Additional recruiting expenses
- Productivity and training costs
- Lost intellectual capital
- Negative effect on working relationships

# Steps to Success

- Aligning workforce strategies with organizational goals
- Acquiring talent
- Developing talent
- Retaining talent

# Integrated Management Process



Source: GAO.

# Workforce Planning

Planning helps organizations:

- Accomplish mission efficiently and effectively
- Be more client focused and employee oriented
- Link resources to strategic direction
- Identify and address skill gaps, surpluses, and succession shortages

# GAO's Workforce Planning Process

## PREPARE

- Establish strategic priorities
- Analyze current staffing data
- Establish resources planning parameters

## FORMULATE

- Identify workforce needs and address succession planning issues
- Formulate workforce decisions
- Develop workforce plans

## IMPLEMENT

- Finalize workforce plans
- Communicate
- Implement workforce plans
- Incorporate workforce results into planning cycle

## EVALUATE

- Monitor workforce results throughout year
- Conduct post-implementation assessment
- Continuously improve the process

# Acquiring Talent

- Involve senior managers
- Take a personalized approach
- Partner with educational institutions and professional associations

# Internship Program

- Attracts high-quality entry-level staff
- Offers “live” assignments over 10 to 16 weeks
- Includes specialized training and networking opportunities
- Option to convert without competition

# Developing Talent

- 2-year professional development program
- Continuous learning
- Leadership skills program
- Mentoring program
- Executive candidate development program

# Retaining Talent

- Specialized professional development and training
- Reimbursement for professional certifications and college courses
- Recruitment and retention bonuses
- “Making a difference” in public service

# Work-Life Benefits

- Student loan repayment
- Transit benefits
- Flexible work schedules
- Telecommuting
- Business casual dress
- On-site child care, fitness center, and health unit

# Workplace Winners

- Successful internship program
- High rating on Employee Feedback Survey
- Best Places to Work in the Federal Government
  - Ranked 2<sup>nd</sup> in 2007
- Steady retention rates

# Lessons Learned

- Ensure senior management buy-in and involvement
- Establish and sustain personal connections with students, faculty, and career services offices
- Maintain robust internship program, including providing “offers in hand”
- Regularly adjust recruiting strategies and compensation packages to stay competitive
- Provide high quality supervisors and assignments

# Right People, Right Jobs, Right Time



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## On the Web

Web site: [www.gao.gov/cghome.htm](http://www.gao.gov/cghome.htm)

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