



How to Attract, Develop and Retain Staff

Western Intergovernmental Audit Forum

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Background

- From an Organization of 700 to an organization of 7
- From a Deputy Auditor General to City Auditor of the City of Tallahassee, FL
- From reporting to the State Legislature to reporting to the City Commission
- From serving at the pleasure of an agency head to serving at the pleasure of the Mayor and City Commission
- From seeing auditee management seldom to seeing them daily





The two most important decisions an employee can make in their career

- To join an organization
- To stay with that organization
- * Employees spend more than 1/2 of daily awake hours at work – for the time spent at work, employees should feel a sense of accomplishment and contribution to their organization and profession.



The responsibilities of management

- To create an environment in which both the organization and the employee can succeed
 - To contribute to the employees professional growth
 - To set the proper tone at the top
 - To pay attention to organization vision, culture, and environment
 - To treat employees as the important asset that they are
- *Managing is accomplishing things through people.
If staff quit being productive, I am out of a job.

Methods Followed to Attract Staff



- A. Advertise in local newspapers, NALGA, FGFOA, Florida Audit Forum, local IIA Chapter newsletter, Tallahassee AGA Chapter and **“word of mouth”**.
- B. Applications screened by two audit managers and they provide me three to five applications - after all, the employee will work for one of the managers
- C. We discuss ranking of applicants – pro and con. I look to the manager that will be primarily responsible for the employees performance. He/she will evaluate the employee and I will evaluate the manager.
- D. Provide applicant salary and benefit comparison sheet

Retaining Staff - Profession Initiatives

Take an interest in employees professional growth:

- Encourage professional certifications – the employees should do this for him/herself
 - Pay for membership in two professional organizations
 - Provide all CPE and reimburse for professional luncheons
 - Provide bonus for certification and pay to have certificate framed
- * We also celebrate birthdays and anniversaries





Retaining Staff - Employee Planning and Reporting

- Development and signing of Annual Plan
- Quarterly evaluations prepared and feedback provided
- One official annual evaluation filed with the City – there should be no surprises
- Evaluation criteria agreed to by all employees
- Ask the employee to prepare for the evaluation and set aside adequate time.
- Encourage Goals and Accomplishment Document
 - Professional meetings - training received and presentations made
 - Professional memberships and involvement on committees
 - Accomplishments - Contributions to the City
 - * I share with employees my goals and accomplishments form as well as the document I provide to the Mayor and City Commission on my successes and disappointments



Retaining Staff – Suggestions for Consideration

- A. Work to build teams
- B. Build trust with employees
- C. Look for results rather than process - people work better and are more creative when they are not under stress
- D. Treat employees as the professionals that they are
- E. Do not be afraid to say to them – “You did a good job!”



Retaining Staff – Suggestions for Consideration

- F. Obey the law of the situation
- G. Give (or find) opportunities for employees that promote professional growth. There are some things that cannot be bought
- H. Hold monthly (or more frequent) staff meetings. Everyone should help in setting the agenda and everyone should participate in discussion
- I. Have an open door policy
- J. Use customer satisfaction surveys on each audit. Were we fair? It is better to help management than to say “I got you!”