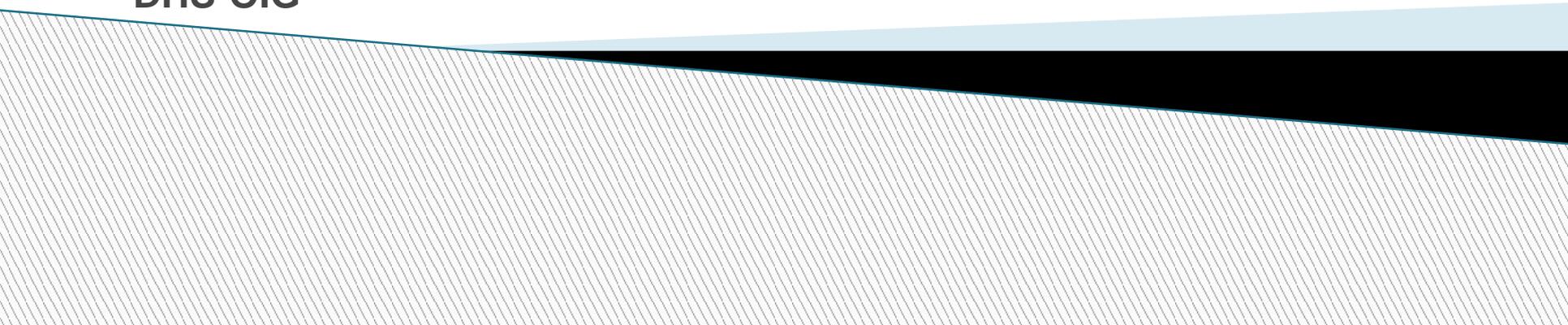
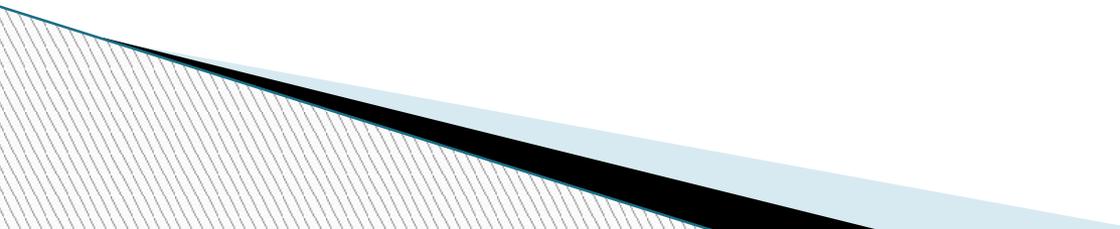


Hiring and Retaining a High Quality Workforce

Mark Bell
Deputy Assistant Inspector General for Audit
DHS-OIG

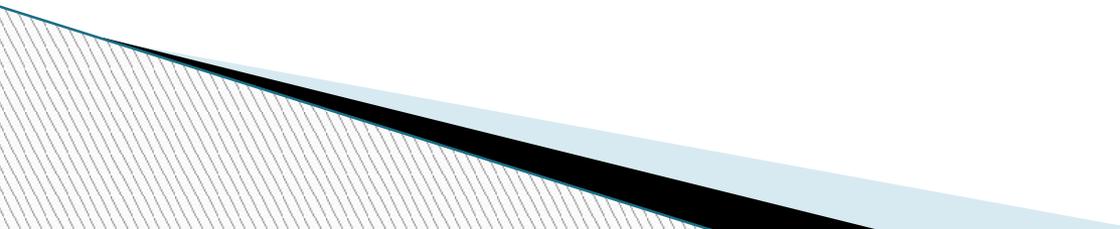


Perspective

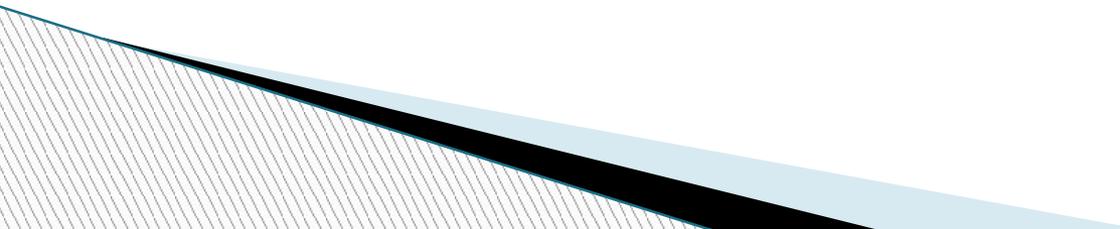
- ▶ Not an HR or personnel specialist
 - ▶ Hiring Manager
 - ▶ Chief, Audit Operations – hired over 75 new employees in three years
 - ▶ Maintained a 95% retention rate
- 

"When hiring key employees, there are only two qualities to look for: judgment and taste. Almost everything else can be bought by the yard."

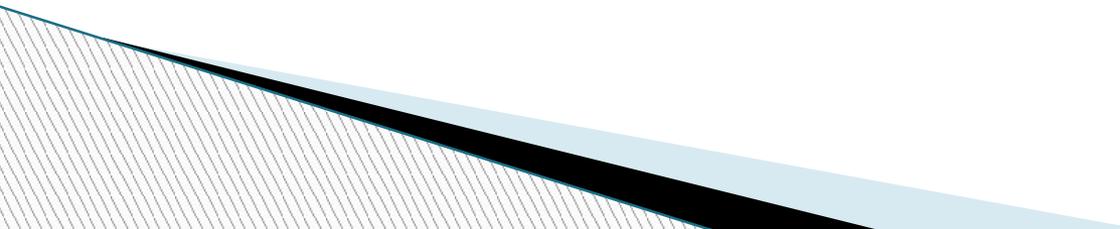
— John W. Gardner



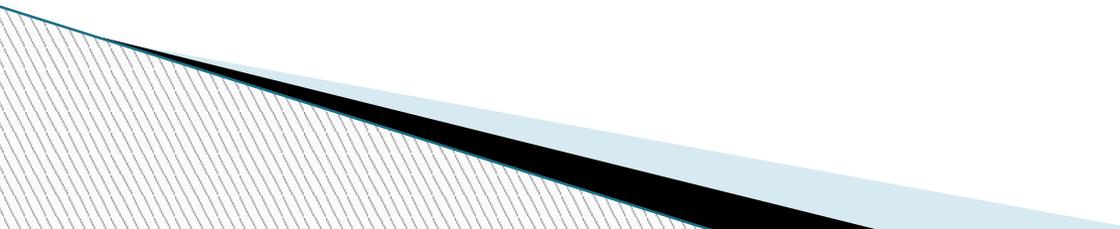
Hiring

- ▶ Hire people who can think, skills can be taught.
 - ▶ Hire people that fit into the organizational vision and culture.
 - ▶ Smart, hardworking people have smart, hardworking friends.
- 

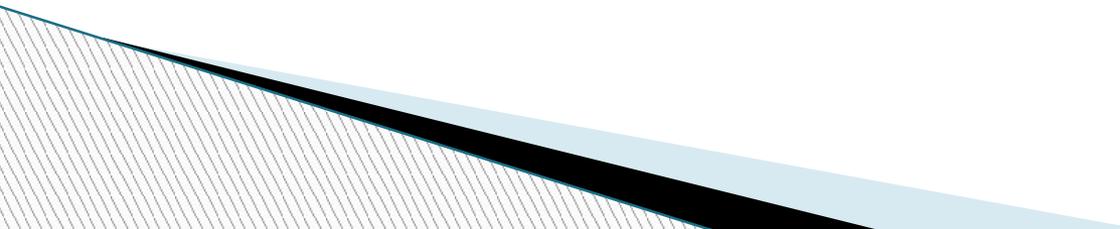
Hiring

- ▶ Don't keep hiring yourself.
 - ▶ Team interview.
 - ▶ Student programs.
 - ▶ Practical test as part of interview process.
- 

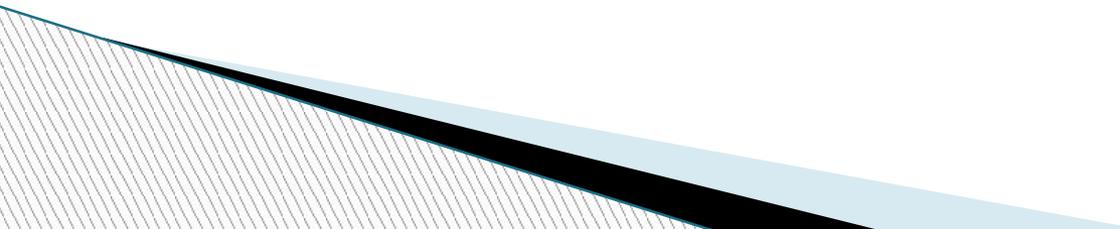
Retaining

- ▶ Teach people.
 - ▶ Challenge people.
 - ▶ Empower people.
 - ▶ Reward people.
- 

Retaining

- ▶ Work life balance.
 - ▶ Care.
 - ▶ Don't retain those who don't fit.
- 

Retaining

- ▶ Don't let poor managers continue to manage.
 - ▶ Plan for attrition.
 - ▶ Promote from within when possible.
 - ▶ Don't take it personally when good people leave for other opportunities.
- 

Questions

“Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out.”

— Ronald Reagan

