



GAO's Talent Pipeline

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- Recruiting and Hiring
- Professional Development Program (PDP)
- Learning
- Performance Management
- Career Advancement

Recruiting and Hiring

Goal: Attract and retain a highly qualified and diverse workforce

- Key components:
 - Maintain partnerships with a variety of schools and organizations, leveraging GAO campus executives
 - Utilize Comptroller General's Educators Advisory Panel
 - Conduct virtual and on-site outreach efforts to connect with candidates, including student visits to GAO
 - Identify workforce needs
 - Post announcements for broad outreach (USAJobs, other web resources)
 - Capitalize on GAO's ranking as a Best Place to Work in the Federal Government
 - Maintain market competitiveness through work/life balance and employee engagement benefit offerings

Recruiting and Hiring, cont.

- **Hiring Principles**
 - Adhere to Merit System Principles (per 5 USC § 2301)
 - Ensure equity and quality for entry-level hires through the use of established crediting plans and review panels
 - Provide equal pay for work of equal value, with appropriate consideration of both national and local rates, and use appropriate incentives and provide recognition performance excellence
- **Recent hires:** student interns, entry-level staff, specialists/critical hires (i.e., attorneys, economists, social science analysts) at all levels, and senior executives
- **Retention rate:** over 90%, with and without retirements

Recruiting and Hiring, cont.

Hiring/Retention Strategies

- Ensure a ready pool of talent at all levels in GAO by:
 1. Offering paid internships throughout the year, with ability to convert interns to permanent positions without further competition;
 2. Assessing need for entry-level hires and posting opportunities annually for PDP;
 3. Providing promotion opportunities via an annual promotion cycle process and additional promotion opportunities to meet business needs throughout the year; and
 4. Ensuring a qualified cadre of senior leaders through the Executive Candidate Assessment and Development Program.

Professional Development Program (PDP)

Two-Year Development Program for Entry-Level Analysts

- Among Staff – Proficiency in knowledge, skills, and abilities (KSAs) identified as necessary to complete mission work
- Within Staff – Same proficiency plus some subject matter expertise

Two-Year Development Program for Administrative Series

- PDP Operations - Develop proficiency in all competencies and enhance work experiences that will enable continued success

Professional Development Program (PDP)

Key Program Components

- PDP Advisors – experienced staff on detail help guide PDP staff through the program and identify developmental opportunities
- PDP Rotations – minimum of 3 rotations through different teams or different types of work to gain experience in all stages of the work process
- LC Training – 17 required courses to be completed in 1 year, during the overall 2-year PDP development program
- On-The-Job Training – job assignments and supervisors identified based on individual PDP staff's developmental needs

PDP, cont.

Key Program Components, cont.

- Performance Management
 - Expectation setting by teams at start of each rotation
 - Informal performance discussion and feedback every 3 months
 - Formal 6-month rating that includes supervisory narrative
- Compensation – staff with sustained quality performance receive pay increase every 6 months to aid in retention and focus on development
- Probationary Status - staff unable to improve performance and complete mission work can be released from the agency during a 2-year probationary period

Learning

- Detailed and comprehensive curriculum by Band Level (I, II, III) includes core and elective courses
 - Band I/PDP: On-boarding/orientation includes giving each newly-hired analyst a schedule of the required bundled training
 - Courses are sequenced so that new hires are likely to receive the necessary training they need at the appropriate time
 - Help new analysts apply their knowledge, skills, and abilities to GAO's work
 - Band II: Core curriculum includes:
 - 'Supervision of Audit Documentation' (required)
 - Writing courses
 - 'Role of the Analyst-In-Charge' course
 - Access to a wide variety of elective leadership and methodology courses to meet individual developmental needs
 - Upper-level hires (i.e., Band IIs and above) are required to complete 'Fundamentals of': 'Evidence', 'Indexing' and 'Referencing' courses

Learning, cont.

- Band III: Required 2-year development program for staff hired or newly-promoted to this level, which includes 15 core instructor-led and virtual courses. Curriculum focuses on leadership development, client relations, and reviewing reports
- Promotion Transition Seminar for newly promoted Band IIs, Band IIIs, and upper-level hires at the Band II and Band III levels that addresses new roles and responsibilities at the new level
- Training for those at all levels doing analyst-related work – required training on the Quality Assurance Framework, “Yellow Book,” and policy updates
- Additional Leadership Development Programs and services, including a mentoring program, communities of practice, facilitated leadership and career coaching and various assessments to assist in personal and professional growth

Performance Management

- GAO's performance management system is to be used to:
 - discuss expectations and help employees understand their responsibilities;
 - provide ongoing candid and specific information to employees on how well they are meeting expectations and coach employees on ways to improve performance;
 - provide for employee self-assessment and career development planning;
 - support important human capital decisions such as employee training and development, and merit pay and promotion;
 - recognize and address performance deficiencies; and
 - prepare performance appraisals based on honest, accurate, and consistent application of the competency-based performance level definitions

Performance Management, cont.

Competencies:

- Band I and IIA: Managing Own Workload, Producing Quality Work, Working with Others
- Band IIB: Providing Direction and Guidance, Planning Projects, Producing Quality Work, Working with Others
- Band III: Managing Employee Performance and Development, Overseeing Quality, Demonstrating Resource Stewardship, Managing Relationships

Rating Levels: *Exceptionally High-Quality Performance, Sustained Quality Performance, Marginal Performance, Unacceptable Performance*

Career Advancement

- Staff promoted based on merit
 - Opportunities identified through workforce planning
 - Annual process – announced agency-wide
 - Structured panel process with agency-wide criteria for recommending candidates for promotion
 - Formal review process of recommended candidates
- Panel Members:
 - assess candidates' potential to immediately perform each of the relevant competencies relative to other employees being assessed,
 - consider each candidate's performance, experience, knowledge, skills, and achievements as reflected in their ratings, resumes, addendum/essay;
 - take into account their knowledge of the candidates' information.