

## **New Hire Job Assignment Criteria**

**Purpose:** When selecting an appropriate first assignment for new auditors, our goal is to provide the best opportunity for new auditors to be engaged and productive, resulting in positive experiences. The most appropriate assignments would be to performance audits that are in the survey or early execution phases. When selecting appropriate first assignments, it is important not only to consider the content of the work, but also the work environment and characteristics of those who will be responsible for teaching, mentoring, leading and motivating the new employees.

**Responsibilities:** Chiefs of Staff have primary responsibility for working with Program Directors to apply the new hire assignment criteria as soon as practicable, but no later than 45 days prior to when new hires are scheduled to come on board. Accordingly, the Chiefs of Staffs should verify with gaining Program Directors whether or not there are specific audit assignments for the new hires that meet as many of the assignment criteria as possible.

If appropriate audit assignments are not available, the Chiefs of Staff/Program Directors should canvass other Program Directors (preferably with teams at the same locations) and consider the temporary “loan” of new auditors to other teams if the assignment criteria are not achievable on the originally assigned teams. They may also consider scheduling follow-up audits because start dates for these efforts are usually flexible and can be planned to correspond to new hire start dates when doing so helps satisfy the majority of the assignment criteria. At some field offices, Chiefs of Staff and Program Directors may want to consider “pooling” new hires to allow more flexibility in making appropriate assignments during the new hires’ first year.

Audit teams should release new auditors from their first assignments at the end of the execution/reporting phase so that they can continue to learn and develop their basic auditing skills, gain experience, and understand and apply Generally Accepted Government Auditing Standards/Agency audit policies on subsequent assignments. The overall expectation should be that new auditors will work on multiple audits during their first year, with supervisors gradually expanding their assignments to include the planning and command reply phases as skill proficiency progresses.

### **New Hire Job Assignment Criteria:**

- a) **Type of Work**
  - ✓ Appropriate for on-the-job training under the day-to-day guidance of an experienced, co-located auditor
  - ✓ Not overly complex, broad or long; best if focused on a single audit objective
  - ✓ Exposure to the Army at the installation/operational level
  - ✓ Auditor actively engaged in:

- Gathering and documenting audit evidence
- Interviewing clients
- Conducting analyses, drawing conclusions and summarizing results
- Communicating audit results orally and in writing

b) *Supervisor/AIC/Team Lead*

- ✓ Has a positive forward-looking attitude toward agency (mission, goals, leadership and values)
- ✓ Embodies Agency values in his/her behavior
- ✓ Displays sincere interest in promoting employee's learning and professional development
- ✓ Technically competent in assisting employees with their work as well as competence in interpersonal human relations with their staff
- ✓ Good teacher/coach who assesses and adjusts to employees' learning needs, styles and personal characteristics
- ✓ Sensitive to individual differences (gender, race, age, work style, education level, etc.)
- ✓ Comfortable in an authoritative role and evaluating others' work and conduct
- ✓ Physically available, accessible and approachable
- ✓ Listens respectfully to the ideas and concerns of staff
- ✓ Provides constructive, honest and critical feedback in a manner that respects the employee's strength and confident growth toward independence
- ✓ Flexible
- ✓ Supportive of work-life balance but not intrusive on employee's private concerns

c) *Other Environmental Factors*

- ✓ Team not experiencing any type of serious behavior or performance issues (problem employees under formal discipline (Performance Improvement Plan))
- ✓ Adequate work/office space available
- ✓ Positive office atmosphere