

# *Building a Talent Pipeline*

Oregon Audit Summit  
October 2023



The School of Business

PORTLAND STATE UNIVERSITY

# *What does a successful pipeline do?*



# *Aspects of a successful pipeline...*

**ENDPOINT:** The place where a crucial resource can be effectively used.

**STOPS ALONG THE WAY:** Processing points to refine materials for use.

**STARTING POINT:** Place where cost effective raw materials can be obtained.

**DISTANCE TRAVELED:** Shortest path that meets criteria above.

# *Apply to your organization*

**ENDPOINT:** What (human) resources are needed to accomplish your goals?

**STOPS ALONG THE WAY:** What skills are desired prerequisites?

**STARTING POINT:** Where can you find cost effective (human) resources?

**DISTANCE TRAVELED:** What is the most efficient path to the talent you need?

## THINK before you build!

What are you trying to accomplish?

What skills/certs are required to accomplish your goals?

# *Your Organization as an Endpoint*

## WHY should prospective staff make the journey?

Mission versus money

Lifestyle considerations

## HOW should prospective staff make the journey?

Discovery challenges

Application challenges

## List skills required for consideration

Why are these skills necessary?

Where can those skills be obtained most effectively?

## Make versus buy considerations

What is the market rate for required skills?

Do you have the ability/capacity to train?

## Do you need CPA Exam eligible staff?

VERY competitive market

Early recruiting timeline

Significant jumps in starting salaries

*Processing  
and Refining*

# *Starting Points*

## **Accounting Programs**

Required courses

Majors, Minors, Certificates

## **Other Programs**

Finance

Policy/Government/Law

Statistics

## **Experienced Staff**

Cost/benefit considerations

Can they find your position?

## **Demographic/Diversity Considerations**

Who can get started?

How can we increase equity?

## Invest the time

Dedicated recruiting time/staff

Have a recruiting calendar

## Build a formal, annual process

University events

Professional events/conferences

## Work together

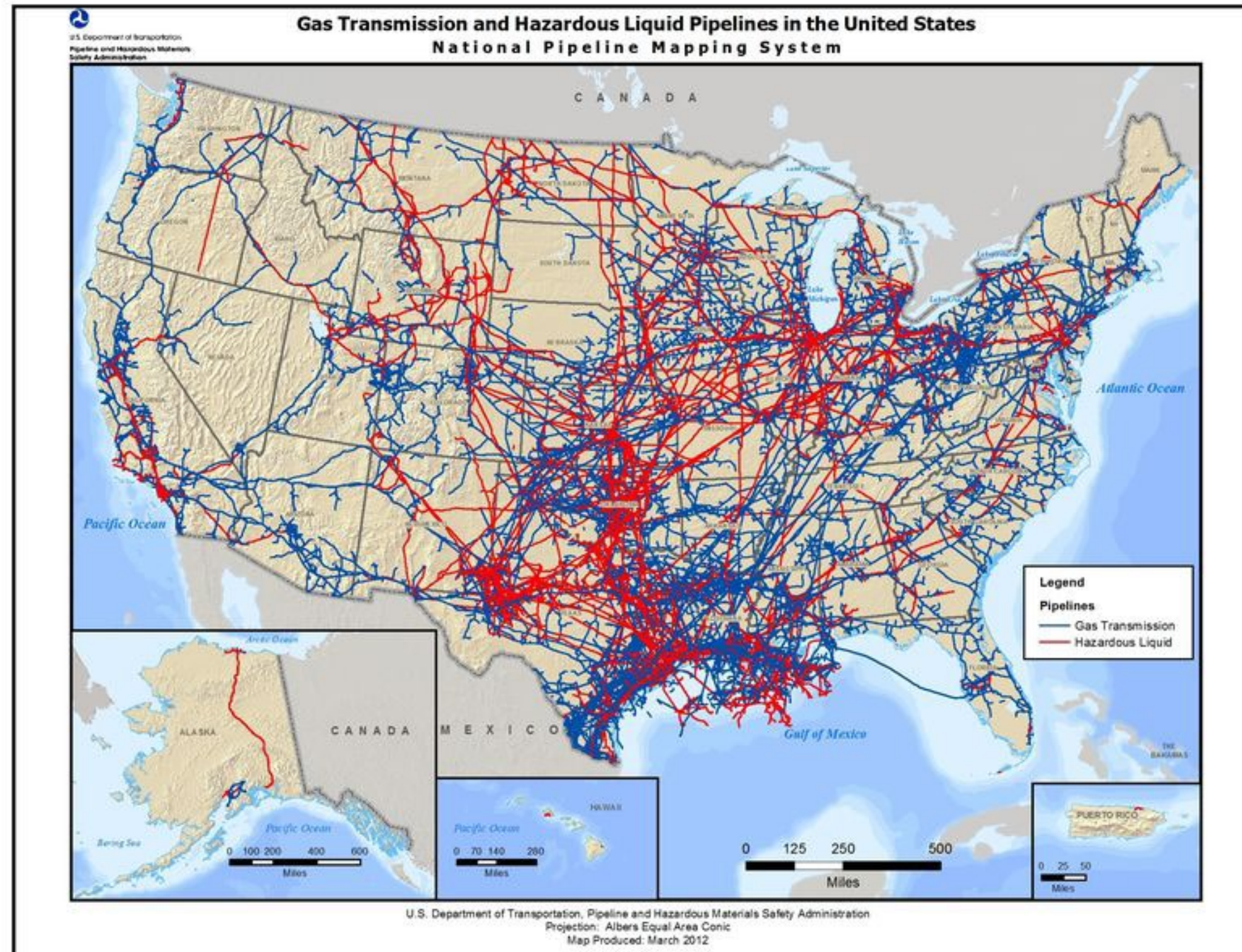
Hard to support on your own

Economies of scale (efficiency) and scope (candidate quality)

*Map an  
Efficient Path*



# *Multiple pipelines build a shared network...*



# *Work together & Think bigger*

**CENTRALIZE:** How can you partner on related hiring needs?

**INCREASE SCALE:** Pooled hiring resources on an annual timeline.

**INCREASE SCOPE:** Broader opportunities for higher quality applicants.

**TRAINING GROUND:** Rotational opportunities for skill/experience development.

*QUESTIONS?*

