



**GUAM OFFICE OF PUBLIC ACCOUNTABILITY  
HUMAN RESOURCE STRATEGY  
2024 - 2028**

**JUNE 2024**

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# FOREWORD



Håfa Adai!

The International Organization of Supreme Audit Institutions (INTOSAI) Lima declaration (ISSAI 1) recognizes that an effective Supreme Audit Institution (SAI) is dependent on its capacity to recruit, retain, and effectively deploy highly skilled staff. The very nature of a SAI’s core activities makes human resources capabilities crucial to achieve high level performance, and we are pleased to present the Office of Public Accountability’s (OPA) Human Resources (HR) Strategy: “Enhancing employee recruitment, performance measurement, and the training and development process to be more competency-based.”

This HR Strategy is in line with OPA’s overall Strategic Plan (2024 – 2028), specifically, Strategic Priority 5: Recruit and Retain Competent, High-Performing Staff to Provide Impactful and Quality Service, Objective 5.1: Develop Human Resources (HR) Strategy to Improve Recruitment and Retention of Staff.

This is the first time OPA has developed an HR strategy, which was cited in OPA’s SAI Performance Measurement Framework (PMF) Assessment issued in 2019.

SAI 22 Dimension (ii) – Human Resources Strategy: OPA has not developed a human resource strategy. However, considerations for human resources are reflected in OPA’s Strategic Plan 2014-2017, where Goal 1, Objective 2 aims to obtain authority over human resources and Goal 3 aims to recruit and retain qualified staff. In the absence of a human resources strategy, as a government agency, OPA is required to follow policies and procedures on human resource matters including recruitment, retention, remuneration, performance appraisal and professional development established by Guam’s Department of Administration.

We will monitor and evaluate the success of our HR Strategy as part of the monitoring and evaluation of our strategic plan in accomplishing our objectives.

We aim to work with all our stakeholders to make positive progress in implementing our HR Strategy to have competent high-performing staff to provide impactful and quality service for Guam and its citizens.

SENSERAMENTE,

A handwritten signature in blue ink, appearing to be 'Senseramente', written in a cursive style.

PUBLIC AUDITOR



*Auditing for Good Governance*

OFFICE OF PUBLIC ACCOUNTABILITY  
1000 GARDEN DRIVE, SUITE 100  
HAGATNA, GUAM 96910  
TEL: (671) 473-4349

## ABOUT THE OPA

Public Law 21-122 established the Office of Public Accountability (OPA) in July 1992. OPA is an instrumentality of the Government of Guam, independent of the executive, legislative, and judicial branches.

We seek to serve the public interest by providing the Governor of Guam, the Guam Legislature, and the people of Guam with dependable and reliable information, unbiased analyses, and objective recommendations on how best to use government resources to support the well-being of our island and its constituents.

## Mission

We independently conduct audits and administer procurement appeals to safeguard public trust and promote good governance for the people of Guam.

## Vision

The government of Guam is the standard for public trust and good governance.

## Core Values

**Objective:** to have an independent and impartial mind.

**Professional:** to adhere to ethical and professional standards.

**Accountable:** to be responsible and transparent in our actions.

# STRATEGIC PRIORITIES & OBJECTIVES

- **STRATEGIC PRIORITY 1: PROTECT AND ENHANCE THE INDEPENDENCE OF OPA**

Objective 1.1: Achieve Independence from Budget Control.

Objective 1.2: Obtain Public Auditor Immunity from Suit or Prosecution in the Normal Discharge of their Duties.

- **STRATEGIC PRIORITY 2: TIMELY DELIVERY OF IMPACTFUL AND QUALITY AUDIT REPORTS**

Objective 2.1: Establish an Effective Project Management System.

Objective 2.2: Enhance Applicable Processes for Audits and Oversight.

Objective 2.3: Establish an Effective Recommendation Tracking and Follow-Up System.

- **STRATEGIC PRIORITY 3: CONTINUE TO DELIVER TIMELY DECISIONS ON PROCUREMENT APPEALS**

Objective 3.1: Update Procurement Appeals Rules and Regulations to Include the Use of Technology to Streamline the Admin Process.

- **STRATEGIC PRIORITY 4: FOSTER AND ENHANCE PUBLIC PERCEPTION AND OPA AWARENESS TO STAKEHOLDERS**

Objective 4.1: Improve Communication with OPA Stakeholders.

Objective 4.2: Increase Internal and External Stakeholders' Awareness of OPA's Mandates and Roles.

- **STRATEGIC PRIORITY: 5. RECRUIT AND RETAIN COMPETENT, HIGH-PERFORMING STAFF TO PROVIDE IMPACTFUL AND QUALITY SERVICE**

Objective 5.1: Develop Human Resources (HR) Strategy to Improve Recruitment and Retention of Staff.

Objective 5.2: Implement HR Strategy as part of Operational Plan.



# HUMAN RESOURCES ENVIRONMENT

To assess the HR Environment, we conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. In addition, we developed an employee survey that included statements related to OPA’s HR environment, for which employees had to rate on a scale from Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. With the exception of the four members of the HR Working Group, the other 11 of OPA’s 15 employees completed the survey, which meant we essentially received 100% feedback to complete the SWOT Analysis. See Appendix 1 for SWOT and survey results.

Guam OPA has more strengths and opportunities than weaknesses and threats. In determining the HR overall strategy and strategic initiatives, we believe the root cause for recruitment and retention issues can be improved by, “Enhancing employee recruitment, performance measurement, and the training and development process to be more competency-based.”

In order to achieve this, we have identified the following strategic initiatives:

- A. Develop a competency framework that identifies key competencies required for each position at Guam OPA.
- B. Incorporate a competency framework in job descriptions, duties, and required knowledge, skills, and abilities.
- C. Incorporate competency framework into Recruitment and Induction.
- D. Establish a training plan that is competency-based and relevant to job position and employee development.
- E. Incorporate competency framework in employee performance measurement evaluations.

## **Prerequisites for Recruiting and Retaining Staff**

The actions in this HR Strategy focus on competencies through establishing a competency framework which is an important and essential cornerstone for recruitment, performance appraisals and training. In addition to these actions it is important to mention that our organization will continue to prioritize well-being, cultivating a positive work environment, and demonstrating effective leadership as essential strategies for our organizations seeking organization to recruit and retain competent employees. These factors not only enhance employee satisfaction and engagement but also contribute to organizational success and competitiveness in the long run.

# HUMAN RESOURCES STRATEGY

Strategic Initiatives (SI)	Focus Area	Timeframe	Output Indicators	Outcome	SI Responsibility Authority and Accountability	Budget Cost	Threats	Risk Level (L/M/H)
Develop Competency Framework.	Attraction and Retention Diversity & Inclusion (EEO) Wellbeing/Welfare Health and Safety (WHS)	Aug 2024 - Mar 2025	1. Submit Draft Competency Framework (CF) to Management for approval. 2. Final CF approved. 3. Key competencies identified for each position at Guam OPA.	Employee recruitment, performance measurement, and the training and development process is more competency-based.	SP Group 5 HR Champion Management	Staff and Management hours	<ul style="list-style-type: none"> <li>• Delayed development of CF.</li> <li>• Lack of internal stakeholder input.</li> <li>• Management disapproves CF.</li> <li>• Lack of Management involvement, follow-up, or maintenance.</li> <li>• Employee resistance.</li> <li>• Insufficient and irrelevant research.</li> </ul>	L
Incorporate Competency Framework into development aspects, such as job descriptions, duties, and required knowledge, skills, and abilities.	Attraction and Retention Compliance and Legal Issues	Apr 2025 - October 2025	1. Updated job descriptions duties, and required knowledge, skills, and abilities that include key competencies required for each position at Guam OPA.	Improved expectations for applicants and current employees.	SP Group 5 HR Champion Management	Staff and Management hours	<ul style="list-style-type: none"> <li>• Delayed development of CF.</li> <li>• Management disapproves CF.</li> <li>• Lack of Management involvement, follow-up, or maintenance.</li> <li>• Insufficient and irrelevant research.</li> </ul>	L
Incorporate Competency Framework into Recruitment and Induction.	Attraction and Retention Diversity & Inclusion (EEO) Compliance and Legal Issues	Starting October 2025	1. Establish and Adopt OPA Personnel policy and procedures for recruitment and induction. 2. Training of Staff.	1. Higher pool of competent applicants. 2. Improved employee orientation.	SP Group 5 HR Champion Management	Staff and Management hours	<ul style="list-style-type: none"> <li>• Delayed development of CF.</li> <li>• Management disapproves CF.</li> <li>• Management's resistance or lack of involvement, follow-up, or maintenance.</li> </ul>	L
Establish a training plan that is competency-based and relevant to job position and employee development.	Employee Development Employee Engagement	Sep 2025 - Feb 2026	1. Approved training plan. 2. Training plan presentation and training for all employees. 3. Specific training for supervisor and providing feedback systems.	Improved employee performance and workload output.	SP Group 5 HR Champion Management	Staff and Management hours	<ul style="list-style-type: none"> <li>• Delayed development of CF.</li> <li>• Management disapproves CF.</li> <li>• Management's resistance or lack of involvement, follow-up, or maintenance.</li> <li>• Lack of internal stakeholder involvement.</li> <li>• Employee resistance to the Training Plan.</li> <li>• Inadequate supervision for new or inexperienced audit staff.</li> </ul>	M
Incorporate Competency Framework in employee performance measurement evaluations.	Performance Measurement Employee Engagement Diversity & Inclusion (EEO) Wellbeing/WHS	Starting October 2025	1. Updated employee performance measurement evaluation policy and procedures. 2. Updated employee performance evaluation template. 3. Employee training on new performance evaluation process.	1. Improved communication on employee performance. 2. Improved employee morale: the ability and mandate for staff to contribute and promote higher level of trust between managers and staff members. 3. Reduction in staff turnover percentage each year. (as determined during annual budget preparation)	SP Group 5 HR Champion Management	Staff and Management hours	<ul style="list-style-type: none"> <li>• Delayed development of CF.</li> <li>• Management disapproves CF.</li> <li>• Management's resistance or lack of involvement, follow-up, or maintenance.</li> <li>• Employee resistance to new evaluation criteria or process.</li> <li>• Lack of employee feedback on supervisors' performance.</li> </ul>	M



# IMPLEMENTATION OF HR STRATEGIC PLAN

## COMMUNICATION OF THE HR STRATEGY

- Circulation via email to Management and all employees. Short presentations at staff meetings.
- Transmittal of HR Strategy to key stakeholders, i.e. Guam Legislature, Office of the Governor, Media, Affiliate Organizations (i.e.: Pacific Association of Supreme Audit Institutions and Association of Pacific Islands Public Auditors)
- Posting HR Strategy to OPA website.

## REPORTING OF THE HR STRATEGY

To be included as part of the OPA Annual Report and annual budget proposal.

## OPERATIONAL PLAN, MONITORING & EVALUATION

Guam OPA currently has an Operational Plan from January 2024- December 2024. This Operational Plan will be amended to reflect and include the new HR strategic initiatives that will be implemented to achieve the overall strategic priorities. Aspects of the HR Strategy will also be incorporated in future operational plans as needed.

Monitoring and evaluation of the HR strategy will also be incorporated in the OPA overall strategic plan monitoring and evaluation framework.



## INTERNAL FACTORS- STRENGTHS

- Professional development is encouraged and supported by management. *Most strongly agree.*
- Certification is encouraged and incentivized. *Most strongly agree.*
- Certification pay incentive is attractive and inviting for employees to consider pursuing certification. *Most strongly agree.*
- The OPA provides all resources, tools, and equipment needed for employees to perform job duties. *Most strongly agree.*
- Professional development hours offered to staff are fair and flexible. *Most equally strongly agree or agree.*
- Incentives for new and current employees to seek professional development opportunities are satisfactory. *Most equally strongly agree or agree.*
- Training opportunities are extensive and provided or shared with all employees. *Most agree.*
- Performance evaluations are timely. *Most agree or strongly agree.*
- Individual Development Plans are effective and used on a regular basis. *Most strongly agree or strongly agree.*
- Internship experiences at the OPA have been effective with recruitment *Most agree.*
- The OPA has a good reputation an employer and stands by its core values. *Most agree.*
- Probation requirements for new employees are effective and satisfactory. *Most agree.*
- The selection process for new employees is effective and satisfactory. *Most agree.*
- The overall morale and welfare of the employees at the OPA is satisfactory or better. *Most agree.*
- The telework policy is fair and flexible for all employees. *Most equally agree or are neutral.*
- Guidance received during task processes is provided regularly and consistently. *Most agree or are neutral.*
- Existing Personnel Rules and Regulations should be reviewed and revised as needed. *Most are neutral.*
- The OPA turnover rate has improved in the last three years. *Most are neutral.*
- Merit bonuses for outstanding performance are awarded fairly. *Most are neutral.*

## INTERNAL FACTORS- WEAKNESSES

- Marketing and promoting job opportunities at the OPA needs improvement. *Most strongly agree.*
- The compensation study is outdated, and a new one should be conducted in the next 3-5 years. *Most equally strongly agree or agree.*
- A training plan for the organization and individuals should be established and complied with. *Most strongly agree or agree.*
- Evaluations and scoring for job applications is untimely, and applicants lose interest after a while. *Most agree.*
- Training experience aligns with competencies required to conduct job duties. *Most agree.*
- Our office finds it difficult to recruit more experienced candidates. *Most agree.*
- Higher-level positions are more difficult to fill. *Most agree.*
- New hires are given a full training experience during the probation period to understand and agree to roles and responsibilities. *Most are neutral, weighted equally with others who disagree or strongly disagree.*

## EXTERNAL FACTORS- OPPORTUNITIES

- Marketing or promoting job opportunities at the OPA needs improvement. *Most strongly agree.*
- The OPA promotes a healthful work-life balance for all employees. *Most strongly agree.*
- The compensation study is outdated, and a new one should be conducted in the next 3-5 years. *Most equally strongly agree or agree.*
- The OPA should have more than one equal employment opportunity officer. *Most agree.*
- Current leadership and management support making improvements to operations and employee professional development. *Most agree.*
- Employees should be recognized and awarded more frequently and for more accomplishments. *Most agree.*
- Office news is received by employees regularly and in a timely manner. *Most are neutral.*
- The format for performance evaluations should be revised. *Most are neutral, but most others strongly agree or agree.*
- Performance evaluations are fair and effective. *Most are neutral, weighted equally with others who strongly agree or agree.*
- An updated review and revisit of job announcements and position descriptions is necessary. *Most agree or are neutral.*
- The OPA should pursue training for staff to participate evaluating and scoring job applications. *Staff is equally neutral, equally agrees/strongly agrees, and equally disagrees/strongly disagrees.*

## EXTERNAL FACTORS- THREATS

- The political climate affects our budget, financial, and human resources. *Most strongly agree.*
- Competitive compensation and benefits offered elsewhere are a threat to sustainable or growing efforts at the OPA. *Most agree.*
- Interest in auditing or accounting work is decreasing. *Most agree.*
- There is a general lack of awareness about what auditing work is. *Most agree.*
- A change in leadership (the public auditor position) and management has a direct effect on employee retention. *Most are neutral.*

## Appendix 2: Document Control

### Record of Approval

Draft Prepared by:  
Jerrick Hernandez  
Melissa Ngiralmu  
Selina Onedera-Salas  
Marisol Andrade

Date:  
May 1, 2024

Draft Reviewed by:  
Vincent Duenas  
Thyrza Bagana  
Joy Esperanza  
Maryann Manglona

Date:  
May 15, 2024

Final Review and Approval by:  
Benjamin J.F. Cruz

Date:  
June 5, 2024

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### Contact for Inquiries or Proposed Changes:

Jerrick Hernandez, Accountability Auditor III  
Suite 401, DNA Building  
238 Archbishop Flores Street  
Hagåtña,, Guam 96910  
jhernandez@guamopa.com  
671-475-0390 ext. 204



## “AUDITING FOR GOOD GOVERNANCE”



(671) 472-7951



(671) 475-0390



<https://www.opaguam.org/>



[admin@guamopa.com](mailto:admin@guamopa.com)



Suite 401 DNA Building  
238 Archbishop Flores Street  
Hagatna, Guam  
96910