



# **CFO & Controller's Guide to Building a High Performance Culture**

**FEI Central PA Chapter**

**Michael Hoffner, Partner**

**Janice Snyder, Partner**

**May 20, 2025**

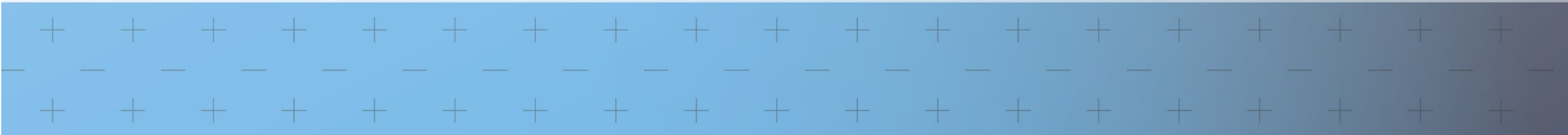
**[macpas.com](http://macpas.com)**



Michael Hoffner, CPA  
Managing Partner



Janice Snyder, CPA  
Partner  
Director of Assurance



# Firm Overview

## *Helping You Thrive!* **McKonly & Asbury**

M&A is a team of CPAs and Business Advisors serving clients from our offices in Camp Hill, Lancaster, Bloomsburg, and Philadelphia.



**BEST PLACES** to work in **PA** 2024

## Services Provided

- Advisory & Business Consulting
- Audit & Assurance
- Tax
- Entrepreneurial Support & Outsourced Accounting
- SOC & Technology Consulting

## Industries Served

- Affordable Housing
- Architecture, Engineering, and Construction (AEC)
- Entrepreneurial
- Family-owned Business
- Franchises
- Healthcare
- Manufacturing & Distribution
- Nonprofit
- Public Companies

**31%** of U.S. employees reported being engaged at work in 2024 (lowest level in 10 years).

**61%** of U.S. professionals experienced burnout in the past year.

Nearly **4 out of 5** employees feel *unmotivated* by how their performance is handled — which can directly impact productivity, engagement, and retention.

Global employee wellbeing declined in 2023 after multiple years of steady gains.

**71%** of remote workers believe setting work boundaries is very important, yet few are successful in doing so.

Flexibility isn't just a perk anymore — it's a *baseline* expectation.

**Source: 2024 Gallup Poll**

# Today's Objectives

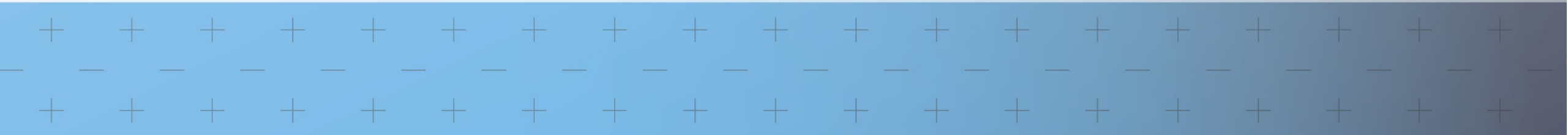
- Employee Engagement and Retention
- Core Values and Long-Term Shared Vision
- Feedback and Recognition

# Table Stakes – The Basics

- **Compensation and Benefits are at or above market**
- **Clear Expectations, Job Descriptions, Assignments, Roles and Accountability**
- **Leadership has to Care!**



# Employee Engagement and Retention



***“First, take care of the family. If you are ok at home, that will come to work with you.***

***Next take care of the employees, because if you take care of the employees they will take care of clients.***

***Finally, be positive and open to the ideas of the team.”***

**Clarence E. Asbury, CPA**  
Founding Partner of McKonly & Asbury, LLP

# Gallup's Employee Engagement Components



STRONG  
ORGANIZATIONAL  
CULTURE



SENSE OF PURPOSE



OPPORTUNITY FOR  
PERSONAL &  
PROFESSIONAL GROWTH

# Best Places to Work Surveys



LEADERSHIP	% Agreement
I understand the long-term strategy of this organization	98.8
I have confidence in the leadership of this organization	100.0
The leaders of this organization care about their employees' well being	100.0
Senior leaders live the core values of the organization	100.0
The leaders of this organization are open to input from employees	100.0
Leadership - AVERAGE	99.8



# Best Places to Work Surveys

ROLE SATISFACTION	% Agreement
I like the type of work that I do	100.0
I am given enough authority to make decisions I need to make	96.4
I believe my job is secure	96.4
Deadlines at this organization are realistic	98.8
I feel I am valued in this organization	100.0
I feel part of a team working toward a shared goal	98.8
I am able to maintain a reasonable balance between work & my personal life	96.4
I have a clear understanding of my job role	97.6
I understand the importance of my role to the success of the organization	97.6
<b>Role Satisfaction - AVERAGE</b>	<b>97.7</b>

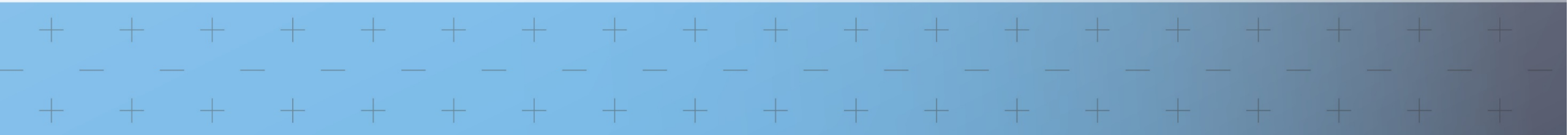


# Best Places to Work Surveys

TRAINING, DEVELOPMENT & RESOURCES	% Agreement
This organization provided as much initial training as I needed	97.4
This organization provides as much ongoing training as I need	95.2
This organization provides the technology, equipment and resources I need to do my job well	100.0
The computer or other hardware I use to do my job is dependable	97.6
The software and program applications I use to do my job are adequate	97.6
This organization helps me pursue a career path that aligns with my skills and interests	97.6
This organization encourages me to develop professionally and/or acquire new skills	98.8
If I do good work, I will be rewarded	97.6
<b>Training, Development and Resources - AVERAGE</b>	<b>97.5</b>



# Core Values and Long-Term Shared Vision



We, Not  
Me

How Can  
I...?

*Helping Others  
Thrive*

Take  
Initiative

Keep  
Perspective

# Long-Term Shared Vision

Do you have a clear long-term vision?

Is it communicated to everyone?

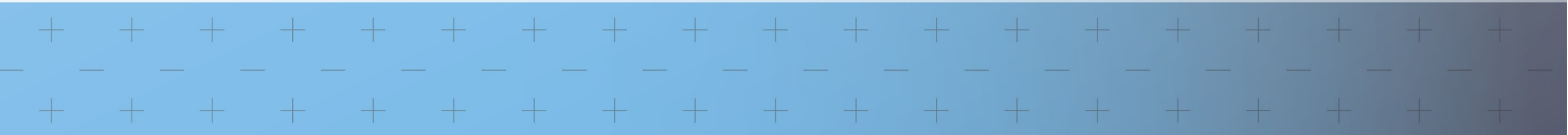
Is it clear?

It is shared by all?

Does everyone know how they contribute to the long-term vision?



# Feedback and Recognition



# Seek Feedback

Pulse Surveys

Best Places to Work Surveys

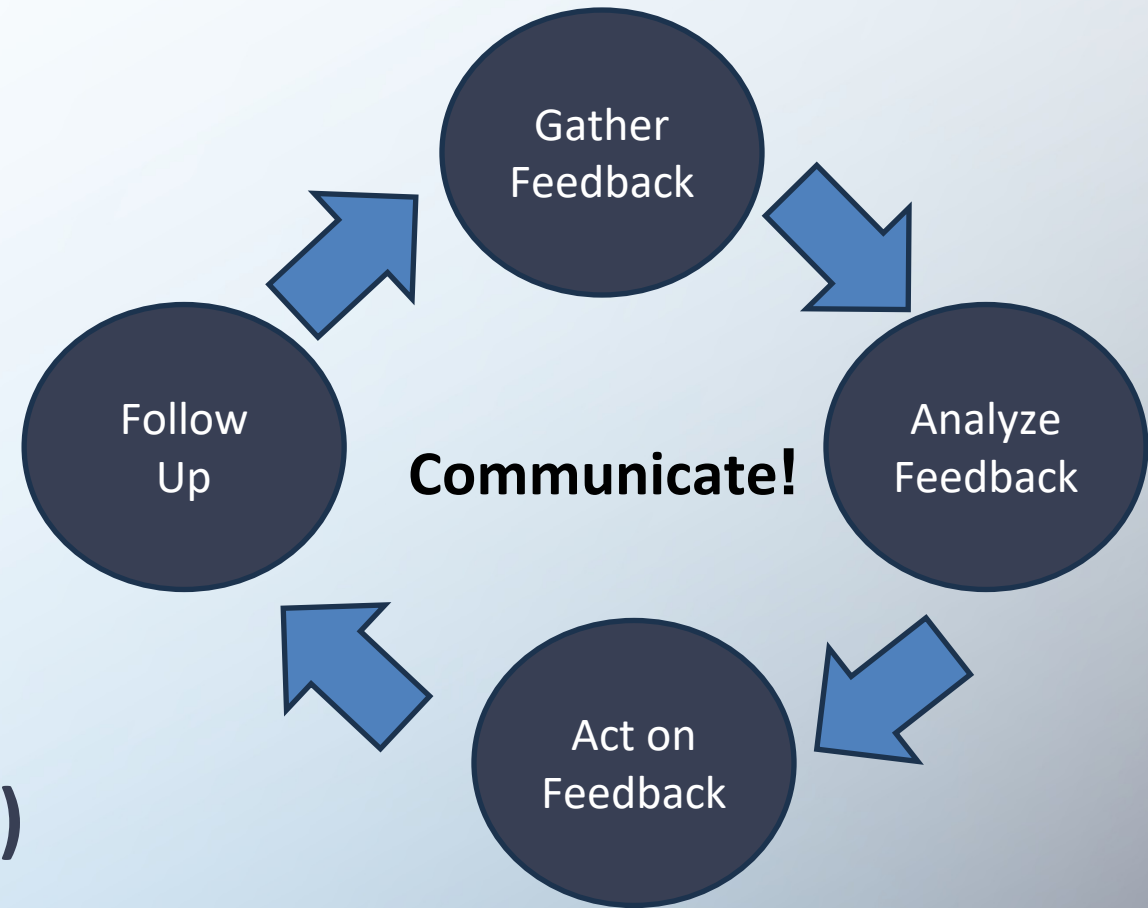
360 Feedback

Performance Reviews

Client/Customer Surveys

Focus Groups

Thrive Interviews (stay interviews)



# Know Your Team

What unique attributes or strengths does each person bring? How are you utilizing them?

- Strength finder, DISC, Meyers Brigg, Others

What motivates each employee? How do you recognize them?

Are you having candidate conversations about this?



# Recognize the Good

---

Create a Culture of appreciation and recognition

---

Know your people and tailor recognition accordingly

---

Don't wait

---

Keep it simple

---

Consider what the situation, accomplishment says about who the person is at their core.

---

Anchor the appreciation with evidence

---

Be sincere

# Lessons Learned

- Employee Engagement and Retention
- Core Values and Long-Term Shared Vision
- Feedback and Recognition



# Q&A



**Michael Hoffer**  
**Partner**  
**McKonly & Asbury**  
**[mhoffner@macpas.com](mailto:mhoffner@macpas.com)**  
**717-972-5756**



**Janice Snyder**  
**Partner**  
**McKonly & Asbury**  
**[jsnyder@macpas.com](mailto:jsnyder@macpas.com)**  
**717-701-1153**

