Human Resources Audit

Dickerson Consulting

Purpose

An HR audit is a comprehensive internal or external review of the company's HR policies, procedures, and practices. In today's knowledge economy, where people are the most important asset, identifying problems and adopting best practices through regular and proactive review can increase overall organizational performance.

The HR audit…

- verifies that your people management practices conform with your organization's mission, vision, and values, and aligns them if they do not.
- detects areas of inconsistency or gaps within and among different HR practices.
- finds the root cause of organizational performance problems so that they can be addressed.
- improves efficiency through updated systems, workflows, and processes related to people management.
- increases consistency and accountability in processes and practices managers use.

Our HR Audit Process

We take a systemized approach to the HR audit, beginning with a checklist of best practices. Through discussions with HR personnel, executives, and managers, we learn more about your organization's particular challenges and how your HR works. With each step of the process, we gather information from you, then offer the deliverables of (1) a customized report with specific steps to improve and (2) resources to support your HR department's efforts. During the audit period, we are available for meetings, calls, emails, texts, related to the HR function and implementation of our recommendations. And, if you need to outsource implementation, such as rewriting job descriptions, conducting an employee engagement survey, or offering training, we can provide you with a proposal for our experts to deliver those services.

Options and Timeline

Most organizations want one of two levels of audit: the HR Fundamentals, which covers the primary HR functions, and the Comprehensive Audit, which addresses four additional areas. However, we can customize a plan and price to suit your needs.

The HR Audit can move as quickly as your staff is available to provide information. Most organizations find it difficult to devote substantial weekly time to an audit, so the fundamentals audit usually takes 6 – 9 months. However, if you're interested in an accelerated pace, we can accommodate that with set weekly meetings.

If you're not ready for a full audit, you can choose just the elements you want from the list below for a separate proposal.

	HR Fundamentals Audit (6 – 9 months)	Comprehensive HR Audit (9 months – 1 year)
Job Descriptions	X	X
HR Planning	X	X
Recruitment	X	X
Hiring/Interviews	X	X
Onboarding	X	X
Training & Development	X	X
Performance Appraisal	X	X
Compensation and Benefits	X	X
Discipline and Separation	X	X
Employee Engagement		X
Policies and Procedures		X
HR Staff Roles		X
HRIS Use		X

Proposal and Pricing

For a price on a proposal for HR audit services, we begin with a discovery meeting to learn more about your particular challenges and the level of HR you currently have. Based on those needs, we offer a detailed plan with a price based on our activities and deliverables. We bill 30% before work begins, 40% at the halfway point, and 30% at completion of the project.

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HR Audit Services

Below are the specific areas we address in the HR audit and the deliverables you will get. Add-on services (not included in the audit) are listed as well; if you're interested in those, we can provide a scope and price proposal.

Job Descriptions

We assess the degree of completeness and accuracy of your current job descriptions. In cases where they need to be updated, we help your HR staff set goals for completion and share resources for best practices to conducting job analysis. When there is room to restructure/redesign jobs and titles, we provide advice and guidance. We create a customized job description template for your organization.

The HR Audit *does not* include job analysis and job description reviews from us, but these can be an add-on service.

Resources: Curated list of online resources to help you conduct job analysis

Add on: Writing/editing job descriptions

HR Planning

We review any turnover data or anecdotal information you have regarding retention and turnover and work with you to predict your future staffing needs. We review your exit interview strategy and your turnover documentation strategy.

Resources: Document that shows you how to calculate turnover; spreadsheet template to capture turnover data; guide to great exit and stay interviews

Add on: Conducting focus groups, exit interviews, and stay interviews with employees for HR planning

Recruitment

We conduct a full review of internal and external recruiting efforts, including our assessment of your job ads, website, and LinkedIn presence along with a targeted set of questions for your HR staff allows us to craft a recruitment plan for your future needs.

Resources: List of recruiting options you may not have considered; recruitment metrics handout (with excel spreadsheet); recruitment best practices summary

Staffing

We meet with your HR staff and managers to learn your staffing challenges to see what changes might help. We review your staffing sequence of steps, including communication

and timing. We learn more about your interview practices and questions. We provide feedback regarding ways to improve your hiring practices, including reducing time to hire.

Resources: List of staffing best practices; bias-free hiring and structured interview videos; best interview questions guide

Add on: Training your hiring managers in interviewing techniques

Onboarding

We conduct a full review of onboarding procedures, including timing, materials, etc., to determine its impact on retention and engagement. We review pre-start date communication and paperwork. We provide recommendations for improving orientation and onboarding.

Resources: Onboarding best practices guide, COPE communication strategy video

Training and Development

We review all training and development you offer to determine adequacy of needs assessment, delivery, and evaluation. We then provide guidance on training and development content to adopt or drop.

Resources: Video series on needs assessment, training delivery, and evaluation

Add on: Coach the coaching program; setting up a mentoring program; learning and development course

Performance Appraisal

We evaluate your performance management system and work with you to maximize its ability to improve performance through possible use of self-appraisals, streamlined evaluation, and frequent feedback programs. We offer options beyond the traditional annual appraisal to find what fits your specific organizational culture.

Resources: Performance appraisal best practices guide; video on giving feedback; customizable frequent feedback program

Add on: In-person training for managers regarding accurate appraisal and giving feedback

Compensation

We look at your total compensation and answer your questions about what we can do to help you structure pay, variable pay, and benefits, particularly in regards to making it competitive. We review your benefit communication and sign-up procedure.

Resources: Best practices guide for pay transparency; guidelines for benefits communication

Discipline and Separation

We evaluate discipline practices, your performance improvement plan, and termination procedures aimed at improving fairness and organizational efficiency.

Resources: Performance improvement plan template

Employee Engagement

We meet with HR staff and executives to learn more about employee engagement concerns, measurement, and programs to increase engagement. We help you evaluate what you can do to both assess and improve engagement in a variety of ways. Includes an evaluation of any third party survey and results.

Resources: List of best practices for assessing engagement

Add ons: Customized employee engagement survey design and analysis

Policies and Procedures

We review your entire policies and procedures manual and make recommendations for changes and updates to support your HR goals. We write or update any policies that you request. We assess the manual for consistency and readability throughout.

Add ons: Voice over videos of policies/procedures that can be assigned to employees

HR Staff Roles

We work to update and develop your HR staff job roles and provide them support with questions throughout the process. We make recommendations as to how to organize HR jobs and whether or not more staff should be hired. We write or update job descriptions for your HR staff as needed

Add on: Access to our HR Certification video training library

HRIS Use

We learn where your HR department can more fully use your HRIS for implementation of HR practices and can connect you with fractional staff who can do short-term projects, such as uploading all job descriptions, etc.

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