



# Three-day Programme

on

## “HR Audit”

by

**Power HR Forum**

December 1-2-3, 2014

[Monday - Wednesday]



**Is your HR function equipped to support and deliver strategic Business Goals?  
Discover more and strengthen your HR practices through HR Audit?**

### **CONTACT DETAILS**

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## **1. PROGRAMME OVERVIEW**

It is a well established and well researched fact that HR practices impact organisational performance. Indian studies indicate growing importance of HR as a strategic variable. At the same time, these studies indicate an alarming decline in the positive perceptions of HR by line managers and other groups. Articles like “Why we hate HR” have offered reasons and also presented evidence that all is not always well with HR. Private views of managers have been found to differ very much from publications of business magazines studies indicating best employers, best practices, best place of work, high engagement etc. Yet everyone acknowledges that the future is in the hands of HR professionals.

It is important to align HR Systems and Strategies to meet the changed Business goals. While the HR policies and processes put the basic structure in place, it's the regular assessment of the System's capacity and relevance to the business goals that determine its importance and efficacy. Also, while people are the most important assets of the organization, its the people related functions that build trust, motivation, competence and talent of employees; something that only a well competent and aware HR department can do. The complete process of HR Audit will help to re-look at current management systems and work out ways in which the HR Department can play a more active and aligned role as the building block of the organization.

## **2. PROGRAMME OBJECTIVES**

- A) Participants are required to take up projects at the end of training and complete it in one month time, where they shall be demonstrating their skills in HR AUDITING.
  
- B) At the end of the programme, participants will be able to do the following:
  - 1. Describe the process of carrying out a HR audit for business success
  - 2. Explain various HR audit methodology and identify the best for their organisation
  - 3. Conduct a HR audit in their organisation/Unit
  - 4. Evaluate their organisation/Unit on critical HR metrics and
  - 5. Formulate and present action plan to overcome the gaps



### **3. PROGRAMME PROFILE**

1. The HR audit Process: Building Blocks
2. Preparing for an HR audit- Plan, Tools, Resources, right communication
3. Planning for an Audit
4. Implementation of Audit Programme
5. Reporting the HR Audit- Data analysis, developing recommendations
6. HR Audit Simulations for
  - a) Work force planning
  - b) Recruitment
  - c) Training
  - d) Employee Relation
7. Overview of HR Data Analytics
8. Sample of HR AUDIT Policy of a PSU

### **4. LEARNING METHODOLOGY:**

1. The present programme is conducted in 15 contact hours with classes being conducted in two consecutive days. The course comprises lectures, interactive discussions, quizzes, role-plays, learning activities and work assignments. The participants build their skills on continuous feedback and guidance provided by the Faculty. The programme schedule is attached herewith.
2. Participants shall be given enough reading material, templates to gain clarity on the concept of HR AUDIT.
3. As an implementation practice, the participants shall also finalise their action plan of conducting HR Audit at respective workplace alone or in teams, and present their findings at NOIDA/Mumbai to senior HR functionaries of power PSUs.
4. There is a plant visit on the third day of the programme to the Tarapur Atomic Power plant, which shall be an unique experience to see how power is being generated from nuclear fission process.



#### **5. WHO MAY ATTEND:**

Max 20 persons (HR professionals from member organisations).

#### **6. VENUE:**

Tarapur Atomic Power Plant, NPCIL, Palghar Taluka (near Boiser), Distt. Thane (Maharashtra) – 401504

- Tarapur Atomic Power Station is approximately 160 kms from Mumbai.
- Arrangement has been made for the participants for travel between Mumbai to Tarapur APP and back.

#### **7. DURATION:**

Dec 1-2, 2014 (Mon-Tuesday, two days) for class room training

Dec 3, 2014 (Wednesday), Tarapur Atomic Power Plant visit

Everybody is required to assemble at 4.30 pm on 30 Nov 2014 (Sunday) at Guest house of NPCIL, Urja Bhawan, Anushakti Nagar, Mumbai (distance from airport is approx 20 km). All participants shall reach back at Mumbai by 6 pm on 3<sup>rd</sup> Dec 2014 (Wednesday).

#### **8. PARTICIPATION FEE:**

INR 15000/- for three day long residential programme.

#### **9. RESIDENTIAL ARRANGEMENTS:**

All the participants shall stay in the guest house of NPCIL at Tarapur APP, on a single occupancy basis.

## Programme Schedule

<b>DAY I [December 1, 2014]</b>	
<b>Session 1</b>	<p><b>The HR Audit Process: Building Blocks</b></p> <p>Session details the basics required to run an HR Audit intervention. Through a highly interactive game, Participants will discover both the Concept and the Application aspects of an HR Audit.</p>
<b>Session 2</b>	<p><b>Preparing for an HR Audit - Get the Plans, Tools, Resources and Communication right</b></p> <p>The success of an HR Audit largely rests on the quality of the Plans, Tools, Resources and Communication used before, during and after an HR Audit intervention. This session highlights all those operational aspects of an HR Audit that can ultimately ensure the entire process is highly effective and efficient. Some of the Topics covered during this Session include:</p> <ul style="list-style-type: none"> <li>• Typical HR Audit Process Steps</li> <li>• Pre-Audit Information Collection and Reviews</li> <li>• Pre-Audit Self Assessment</li> <li>• On-Site Review</li> <li>• Records Review</li> <li>• Audit Report</li> </ul>
<b>Session 3</b>	<p><b>Planning and Implementing the Audit</b></p> <p>Auditing requires careful selection of Participants as well as developing appropriate schedules to implement the Audit. This Session will focus on the following:</p> <ul style="list-style-type: none"> <li>• Developing Audit Plans and Calendar of Activities</li> <li>• Identifying Sample Population</li> <li>• HR Audit Project Management</li> <li>• Finalizing Communication and Resource Team</li> </ul>
<b>Session 4</b>	<p><b>HR Audit Methodologies and Tools</b></p> <p>At times, HR Auditors end up creating a sea of data through poor choice of tools. This session will try and answer some of the most critical questions Auditors need to ask before embarking on the Audit journey:</p> <ul style="list-style-type: none"> <li>• Which Activity to Audit and How?</li> <li>• Selecting from a Multitude of Tools</li> <li>• How to use Questionnaires and Surveys</li> <li>• How to use Individual Interviews and Focus Groups</li> <li>• How to Review HR Manuals, Handbooks, Forms, Reports, Records, and Postings</li> </ul>

**DAY 2 [December 02, 2014]**

<b>Session 1</b>	<p><b>Implementing the HR Audit - Assessing and Evaluating Current Practices against Desired Benchmarks</b></p> <p>In a nutshell, an Audit is primarily a process to check the authenticity of a claim or assertion. However, Auditors today, do more than check whether something is in its place or not. They try and evaluate an HR System on a host of measures and against a wide range of benchmarks. These measures and benchmarks are not easily available and it is desirable for organizations to develop their own benchmarks where industry benchmarks are not available. This session will look into how assessments and evaluations can be conducted in the absence of any so called "gold standard" for any system that is audited.</p>
<b>Session 2</b>	<p><b>Reporting the HR Audit - Analyzing the Data and Developing Recommendations</b></p> <p>This Session will focus on how Audit Reports are developed. It will cover, among other things, the following topics:</p> <ul style="list-style-type: none"> <li>• Quantitative Analysis</li> <li>• Qualitative Analysis</li> <li>• Summarizing Strengths and Weaknesses</li> <li>• Structuring and Communicating the HR Audit Report</li> <li>• Leveraging Audit Findings - Feedback and Action</li> </ul>
<b>Session 3</b>	<p><b>HR Audit Simulation: Workforce Planning &amp; Staffing</b></p> <p>Session is designed to lead them through a mock audit of their Workforce Planning and Staffing Policies and Practices. Through the audit, Participants will learn both the conceptual and operational challenges pertaining to auditing the Planning and Staffing Function.</p>
<b>Session 4</b>	<p><b>HR Audit Simulation: Learning &amp; Development</b></p> <p>An Audit of the Learning &amp; Development Function can be very beneficial to an HR Audit Participant. This is because the Audit of the Function also involves an Audit of the Workshop. Accordingly, the Session is designed to help participants not just develop a critical perspective towards the various HR Systems that they will eventually audit, but also help them understand and appreciate their personal and professional limitations, when conducting such Audits.</p>

- On Day-3, there is a plant visit to the Tarapur Atomic power plant.
- One Day Review Programme shall take place after one month, on 'HR Audit' conducted by respective Participants in their Organization.

## Brief Profile of Trainer

Sumeet Varghese, SPHR ,  
Founding Partner, Your HR Buddy  
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A Management Consultant with expertise in areas pertaining to Organizational Development and Human Resource Management, Sumeet has been a published researcher, management faculty, trainer and consultant for over a decade serving a host of clients from the academic, business, government and the non-profit sector.

His main practice areas involve initiating and supporting organizational processes linked to Competency Management, Assessment & Development Centers, Leadership Development through 360 Degree Feedback, Employee Engagement Surveys, HRD Audit and setting up of basic to advanced HRD Systems covering key components like Performance Management, Training & Development and Recruitment & Onboarding.

He was earlier, Executive Director (India Region) for the Human Capital Institute – a Washington DC based HR Think Tank and Senior Consultant and Associate Director at TVRLS.

Sumeet is an M.Phil in Culture Studies from JNU, New Delhi and a Certified Professional in Advanced Talent Management from the Human Capital Institute, USA. He has also been recognized as a Senior Professional in Human Resources by the HR Certification Institute, an internationally recognized certifying organization for the human resource profession.

Sumeet has been a prolific columnist for Human Capital – India's only HR magazine and has contributed more than 2 dozen articles on HR issues and HR Best Practices in the last 2 years. His articles have been profiled by reputed international journals like Human Resource Development International as well as nationally acclaimed investor sites like Moneycontrol.com – a Network 18 company.



As a trainer, Sumeet's public and in-house workshops have featured executives from national and multinational companies like: Microsoft, Population Systems International, Sella Synergy, Ranbaxy, IFFCO, Colgate Palmolive, Idea Cellular – Aditya Birla Group, NTPC, Strategic Outsourcing, BHEL, ESSAR, BNP Paribas, Adayana Learning, BG Group, Intel, Arch Group, Claris, Asia Motor Works, eFunds, ING Vysya Bank, Kotak, J K Group, Leighton India, Marico India, Raymond, Reliance Industries Limited, Shapoorji Pallonji, Unimark Remedies, Wipro, Business Standard, Crompton Greaves, HPCL, Unilever, Kaplan India, Maruti Suzuki, Mawana Sugars, Oil India, Samtel, Simplex Infrastructures, Titan, Yamaha Motors, Conzerv Systems, Bajaj Auto, Hypercity Retail, UltraTech Cement, Innovaxis India, IOCL, Glenmark Pharma, Deepalaya, Transworld Group, Al Ahmadiyah, Mafoj, VVF Limited, Schindler India, Waters India, Mahindra & Mahindra, etc.

Sumeet has worked with large corporations – Multinational as well as Domestic, PSUs, small and medium businesses, institutions, NGOs and government agencies representing a wide variety of sectors. His workshops have been attended by MDs, CEOs, and various other C-level Executives, apart from VPs, GMs and various other Senior, Middle and Junior Management cadres.