

## THE AUDIT OF RECRUITMENT, SELECTION AND INTEGRATION OF THE HUMAN RESOURCES

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*The most well known category and also the most important is the one referring to the recruitment and selection of staff. Here, a lot of issues of legal nature may occur within the organization. This part refers to obtaining and assessing the qualified candidates for positions within the organization, from internal sources as well as external.*

### **Content:**

1. Overview –The Role and Importance of the Human Resources Audit;
2. The Audit of Recruitment, Selection and Human Resources Integration
  - 2.1. Practical hand book of the methodological-procedural system in approaching the audited field.
  - 2.2. Norms and national and international reference standards of reporting the recruitment, selection and human resources integration audit.

### **1. Overview-The role and Importance of the Human Resources Audit**

What does the human resources audit represent?/ How does organizations help and what kind of implications involve performing such an audit?/ What is the optimum moment of performing the human resources audit, so that to generate efficiency and effectiveness for the future activities of organizations?

Therefore, here are some of the questions that frequently occur in the international specialized literature, that led to the appearance and development of this relatively new field: the human resources audit.

As there is not a definition unanimous accepted and reckogned in the specialized literature regarding the human resources audit, each of them having as background the author's conception, the culture and the personal criterion of approach, one will try to present several **definitions** given by experts in this field.

**The human resources audit** is a periodic expertise performed within the administration of the human resources, which includes monitoring and collecting the information, its analysis and assessment on this basis of the efficiency on which the organization uses the human resources, with the purpose of improving continuously the performances and the work satisfaction of the employees<sup>173</sup>.

In 2000, the French author **Ingalens** suggests that „ the human resources audit represents a **judgement** on the quality of the human resources of an organization”<sup>174</sup>.

The American specialist in this field, **Bill Coy** argues that „ the human resources audit represents a process of politics, procedures, documentations, system and research practices regarding the functions of the human resources within an organization”<sup>175</sup>.

Therefore, through **the human resources audit** one can understand a complex of activities of monitoring and collecting information, that ensures the manager that the activities developed in the human resources field are running according to the plan, measuring the progress in the direction of the established objectives and detecting this way the deviations from the plan in order to take corrective measures. Derived from the monitoring activity of the results of the human resources, the human resources audit evolved in time and became a ground rule of the human resources management .

Except the fact that it succeeds in pointing out the real dimensions of the human resources activities, the audit helps the manager within all phases of the managing process, the decisions resulted from the information provided by the audit being well fundamented<sup>176</sup>.

**The fundamental question addressed by the human resources audit- to the management audit is: Which should be the organization form of the staff administration system ? Which is the number and the necessary qualification for the organization, in order to lead to an efficient achievement of the company' startegy based on the lowest costs?**

Being a managing instrument, **the human resources audit** allows a global understanding of the human behaviour at the work place and its role in the management process.<sup>177</sup> Therefore, it is an essential instrument for the

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173 I.G. Odegov, T.V. Niconova – „The Staff Audit”, Ed. Examen, Moscova, 2004

174 Jacques Ingalens – „Audit des Ressources Humaines”, Editions Liaisons, 3e edition, p.91

175 Prepared by Bill Coy, Senior Associate for HR Consultation L Piana Associates, Inc. – „Introduction to the Human Resources Audit”, 2002, p.162

176 Marin, I. – The Human Resources Audit” – Main Function of the Human Resources Management” \_ Administration and Public Management” Magazine” , nr.2, Ed. ASE, 2002

177 Dubuis Maryline, Rotigliano Laura, Vergeseres Szlvie; professeur: M. Rousson, asistente: V. Turansky – „L’audit En Ressources Humaines”, seminaire: Changement et Intervention dans l’Organisation, mai 2002, p.6

manager who is often submitted to the pressure of decision making in promoting, offering licence, dismissal, adjusting/readjusting the work place or whatever any other element belonging to the sphere of the human resources. In conclusion, it is extremely important that the audit performers as well as the managers, to be interested in the presentation of reliable images of the real situations within the human resources department, as making decisions based on real information is favourable to the organization on long term .

Within the activity of managing the human resources function within the organization, all aspects and the corresponding behaviours of this one, must be periodically audited and assessed. The audits must be performed with the purpose of determining if different elements of the subsystem are efficient for achieving the objectives established by the management of the organization.

The complexity of the economic process determines in the immediate perspective an increase of the audit role up to turning it into a profession and officialising this type of consultancy in the human resources management. The audit does not signify a „disguised” control under a more modern form; its role is to represent a correction factor to the requirements imposed by the market evolution, so that the organizational economic efficiency to be ensured

A human resources audit can identify the results and recommend solutions on the basis of the feed-back between the staff and the manager, combined with the author’s observations. Moreover, **the human resources audit implies a systematic examination of the practices and the politics regarding the human resources from an organization.** This one points out the differences between „ what is done” and „ what needs to be done”. Eliminating the mentioned differences, the organization can ensure itself an efficient leading of the processes, by identifying the weak and strenght points of the organization and of the filed in which improvements can be made.

As it can be noticed, the human resources administration system requires detailed researches.

## **2. The Audit of recruitment, selection and integration of the human resources**

### **2.1. Practical hand book of the methodological-procedural system in approaching the audited field**

The purpose diversity of the human resources audit and of the work relations within an organization allow the approach of this procedure as a complex process, which should be studied individually.

The content of auditing the recruitment, selection and human resources integration will comprise the assessment of the methods and procedures used for the staff recruitment; the recruitment costs; the efficiency of the recruitment through filling in the vacant positions; filling in the possible future positions; the efficiency of the selection and integration procedures of the new employees within the organization .

In order to gather the most complete information, in order to perform an efficient audit, the necessary set of questions which is required will be used . Here are several of them:

- Who is the responsible person with the employment requests and authorization of new employments? (to be filled in: the responsible person with the requests of new employment and its position; the responsible person with the authorization of new employment and its position)

- Is the existence of a job description necessary when the staff employment is being authorized? (Yes/No)

- Is the existence of some predefined performance standards necessary when the staff employment is being authorized?(Yes /No)

- Is the internal staff employment favoured versus the external staff one? (Yes / No)

- Does the organization have a program regarding the occupancy of the vacant positions?(Yes / No)

If the answer to this question is a positive one, it can be speculated in order to obtain additional data regarding the details of this program.

- Is there a promotion policy that applies within the organization? (Yes / No);

- Who determines the techniques and the employment methods? ( the responsible and the position is to be filled in )

- Which of the following specifications appear in the employment announcements?

( one or more of the following categories is to be marked : the name of the organization, the name of the position, the location, the phone nr., the salary, the bonuses, the requirements, the contact person’s name, the confidentiality of the information, the modality of replying of the organization, others, the organization does not make public the vacancies)

- Is there a minimum nr of candidates interviewed for a certain position? (Yes / No);

- Who is in charge with the candidates’ selection? (the responsible and its position, to be filled in)

- What kind of sources are used in order to obtain external candidates?( to mark one or more of the following categories :internet, head-hunting agencies, the Agency for Employment of work force, schools, consultants, newspapers adds, job events, employment placement firms, staff reconversion, internal publications, others)

- Is there a program of recommending the candidates? (Yes /No).

In the case when the answer is positive, a series of additional questions can be generated, which could bring to the listener a plus of knowledge. This way, one can ask further questions regarding the responsible persons with the special phases of a selection and the methods used, the trainings programs performed by these ones, the employment rules, the modalities of storing the information, the requirements linked to the drugs tests, psychological tests, physic tests.

Finally, one can make an option for the questions with graded levels, referring to the employee's opinion.

## **2.2. National and International norms and standards of reporting the recruitment, selection and human resources integration audit**

The reference system used within the human resources audit is created in order to offer to any auditor or to any interested user a benchmarking, referring to the criterion the audit is being performed on. In what the **general reference points** of the human resources audit concerns, one can consider the following:

- The audit is being performed by a person or persons that own an adequate technical preparation and professional experience as revisor/inspector
- In all activities that refer to tasks, the revisor/inspector or revisors/inspectors maintain the independence within the mental behaviour
- The concern is being manifested through performing the audit and preparing the report;
- The procedures of certifying the social auditors ( according to ISO standards 9002) started being applied in 1994.

In 1941, **The Institute of Internal Auditors** (I.I.A.) was founded in the United States of America. The Anglo-Saxon institute gained trust and international interest. This one has an important activity regarding the level of professional experience and research, publishing writings and having its own magazine.

Starting from the „ Responsibilities Declaration”, one has currently reached to establishing some professional norms of internal audit which: define the ground principles, provide a background, establish appreciation criterion representing a factor of improving the auditors activity.

In order to reach these objectives, the **French Institute of Audit**, elaborated a programmatic document consisting in:

- The Deontological Code
- Qualification norms (according to the international standard – series 1000) that states what are the characteristics that the audit services and the people that belong to these ones, should have
- The functioning norms( series 2000) that describe the audit activities and that define the quality criterion ;
- The implementation norms (series 1000 or 2000, accompanied by an enclosed letter) which reject the precedent ones in the case of specific missions.

### **The Recruitment and the Selection can be compared to reference points and reported to different laws as ::**

- All recruitment requests of the positions are to be based on very clear descriptions of positions;
- Use of adequate channels in order to inform the candidates for each position, including agencies, recruitment firms, head hunters, external networks and internal vacancy channels;
- Each recruitment source must be measured in order for the opportunity to be determined ;
- All potential employees are tested for integrity;
- All potential employees are interviewed by at least 2 members of the management ;
- All employees are submitted to the medical analysis
- Order nr.761 from 30<sup>th</sup> of October 2001 of the Ministry of Health and Family for approaching the methodology regarding the medical examination at employment , the medical examination of adaptation, the periodic medical examination and the medical examination for work restarting;
- The techniques for psychological analysis are to be used when necessary;
- The stipulations referring to the testing of work period are included in all labour contracts
- Government Decision nr .759/2002 for approving the National Plan of action for the occupancy of work force \_ Official Monitor nr. 637/29.08.2002;
- Government Decision nr.829/2002 regarding the approval of the NATIONAL Plan against poverty and promotion of the social inclusions – Official Monitor nr. 662/06.09.2002;
- Government Decision nr. 1156/2002 for approving the Memorandum of agreement between the Romanian Government and the Labour International Organization regarding the elimination of the child's labour, signed at Geneva on the 18<sup>th</sup> of June 2002 – Official Monitor nr.792/30.10.2002;
- The staff has been entirely informed on all important regulations of their employment
- The Government Decision nr..261/22.02.2001 regarding the criterion and the methodology of placing the position in special work conditions – Official Monitor nr.114/06.03.2001;
- The Government Decision nr.676/2001 for modifying and completing the Government Decision nr.261/2001 – Official Monitor nr.424/30.07.2001;
- The Government Decision nr. 1337/2001 for modifying and completing the Government Decision nr. 261/2000 - Official Monitor nr.36/21.01.2002;
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