

## TRAINING AND DEVELOPMENT OF HUMAN RESOURCE AUDIT

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*Education, training and development refer to giving the opportunity to all employees to enrich their knowledge, to follow training programs for abilities and performances, to develop their careers by using both internal and external resources.*

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### **Content:**

1. Overview –The Role and Importance of the Human Resources Audit;
2. Training and development of human resources audit;
  - 2.1. A practical guide regarding the methodological and practical system for approaching the audited domain;
  - 2.2. National and international reference audit reporting norms and standards regarding the training development of human resources

### **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>178</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>179</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>180</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>181</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?**

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

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

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

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

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>182</sup> Therefore, it is an essential instrument for the 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.

In order to do this, they will always ask **questions** as:

-Is there anybody in your company responsible with education, training and development of human resources? (Yes /No);

-Who bring forward a training request? (choose between the following categories: employees / supervisors / supervising managers / department managers / human resources manager / human resources manager responsible with training program / an external consultant / others);

-Are there training programs for teaching the personnel other jobs within the company? (Yes / No);

-Do all training programs have pre-established behavior objectives? (Yes / No);

-Do the training programs have their results assessed? (Yes / No);

-Who set the training domains necessary for the employees? (mention the names of the persons responsible and their positions);

-How is the necessity of training identified? (choose between the following categories: position performance standards and objectives / performance level / changes of position’s content / program of evaluation / promotion / employees’ individual objective in order to develop / others);

-How are the training programs procured? (choose between the following categories: from external sources / developed internally by training experts / developed internally by each department / developed externally by consultants / developed by schools or professional associations /others);

-Who perform the training programs? (name the responsible and position);

-What type of training it is used? (group training / self training / computer assisted self training / Internet or Web self training / duty rotation).

One can use the following scheme containing several entrepreneurial training methods. Many of these versions can be applied for the human resources department too and can be successfully brought together in order to obtained as performing results as possible.

-Must the training responsible persons have specific aptitudes? (Yes /No);

-Are classes and seminars considered training methods? (Yes / No);

-Are the training costs for each program calculated regularly? (Yes / No);

-Is the training cost carried out by the department where the trained person comes from? (Yes / No);

-Is there any specialized catalog presenting methods and training techniques? (Yes / No).

Details will be obtained regarding this catalog if we have an affirmative answer.

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182 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

- Is the organization paying the training programs or it is the possibility of a sponsorship? (one can choose between categories);
- Is there a person responsible with employees' guidance towards fulfilling their future plans of development? (Yes / No);
- Is the organization giving the possibility to discount the expenses for the training? (Yes / No);
- Is the discount available on a special level? (Yes / No).

It is concluded with the open questions assessed on a 1 to 9 scale, representing the levels of very low or very high. The diversity of audit's goals for human resources and work relations within an organization allow the approach of this procedure as a complex process which has to be studied individually.

The content of recruitment, selection and integration audit for human resources will include the evaluation of methods and procedures which are used in order to recruit personnel; the recruitment costs; the recruitment efficiency by filling up the free jobs, filling up the jobs in the future; the efficiency of the selection and integration within the organization for the new employees methods.

The most influential and thus important category is the category related to **personnel recruitment and selection**. Here we can have the majority of juridical problems for an organization. This part can allude obtaining and evaluating the candidates qualified for jobs inside the company both from internal or external sources.

In order to gather information as complete as we can in order to have an efficient audit, one can ask as many questions as necessary. Some of the questions can be the following ones:

- Who's the person responsible for request and certification of new employment? (fill in: a person responsible with demands of new employment and it's position; a person responsible with certifying new employment and it's position)
- Is there necessary a job description when certifying personnel employment? (Yes / No)
- Are there necessary some standards of performance when certifying personnel employment? (Yes / No)
- Is it encouraged hiring personnel within the company against outsiders? (Yes / No)
- Is the organization having a program which enables job occupancy? (Yes / No)

One can try to get more information regarding the details of this program if the answer is affirmative.

- Is there any promotion politics applicable within the organization? (Yes / No);
- Who determine the techniques and methods of hiring? (name the person and position);
- Which of the following specifications occur in the employment announcements? (check one or more of the following categories: name of the organization, job, location, phone number, salary, benefits, demands, name of the contact, confidentiality of information, organization's response modality, others, organization does not make the jobs public).;
- Is there a minimum number of interviewed candidates for a job? (Yes / No);
- Who perform their sorting? (name of responsible and position);
- What type of sources is used in order to bring external candidates within the organization? (check one or more of the following categories: internet, head-hunting companies, Agency of Employment and Occupancy, schools, consultants, paper announcements, professional associations, employees' recommendations, job markets, employment companies, personnel changing, internal publications, others);
- Is there any candidate recommendation program? (Yes / No).

One can generate a series of adjacent questions if the answer is affirmative in order to bring to the auditor additional knowledge. Thus, as follows there are going to asked questions regarding the persons who are responsible with the selection stages and what methods do they use, the training programs performed by these ones, employment rules, ways of data storage, demands regarding the drug test requests, psychiatric and physical tests etc.

Finally one can choose between the questions with gradual response regarding the employee's opinion

## **2.2. National and international reference audit reporting norms and standards regarding the training development of human resources**

**Education, training and development** can pertain as **guide marks** as:

- for all jobs were identified the necessary abilities;
- the complex of abilities for each employee was identified and compared with the job it has in order to identify the training needs;
- proper training tactics were identified for the training needs of each employee;
- in time it is drawn up a training and development plan for all employees;
- the manager together with the employee set clearly and accept the objectives before each class;
- a individual evaluation takes place after each class in order to observe if the objectives were reached and the level and in order to identify the necessary remedy;
- the abilities of each and every employee are periodically analyzed;

- the expected performance standards which were analyzed and correspond to the employer;
- management's periodical performances against the standard provisions;
- the remedy process it is set together with each employee when performance deficiency;
- the organization can contractually act if unsatisfactory performance.

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