

FREE HR AUDIT

Review the underlying costs and effectiveness of HR
and discover how savings and improvements might be made



Collinson Grant

GETTING BEST VALUE FROM HR

Collinson Grant's **HR Audit** assesses the quality of human resources provision and critiques the costs of HR-related services. We use workforce analytics, research and interviews to investigate inputs and outputs, resources, risks and how performance is measured. The objective is to test all HR processes – including those delivered by external partners – and review what they achieve and how much they cost.

How many HR staff?

Our research shows that in businesses employing up to 750 people a typical ratio of all HR staff to employees is around 1 : 60. In larger companies this can increase to anything up to 1 : 150. So where should your business sit and what are the factors that might influence this ratio?

The HR Audit will reveal the underlying costs and efficiency of HR operations, establish best practice and pinpoint where and how improvements might be made. The findings guide you on whether each area of HR is legally compliant, appropriate and effective. At the same time the review will highlight other opportunities to improve business performance by enhancing services such as recruitment, talent management and development. The goal is to find opportunities for cost savings without affecting front line services.

We work collaboratively with your staff and use a structured but flexible approach which minimises the time commitments on your HR team. It provides a framework to tailor the review to match your objectives and gives senior managers the chance to challenge their view of HR strategy and performance.

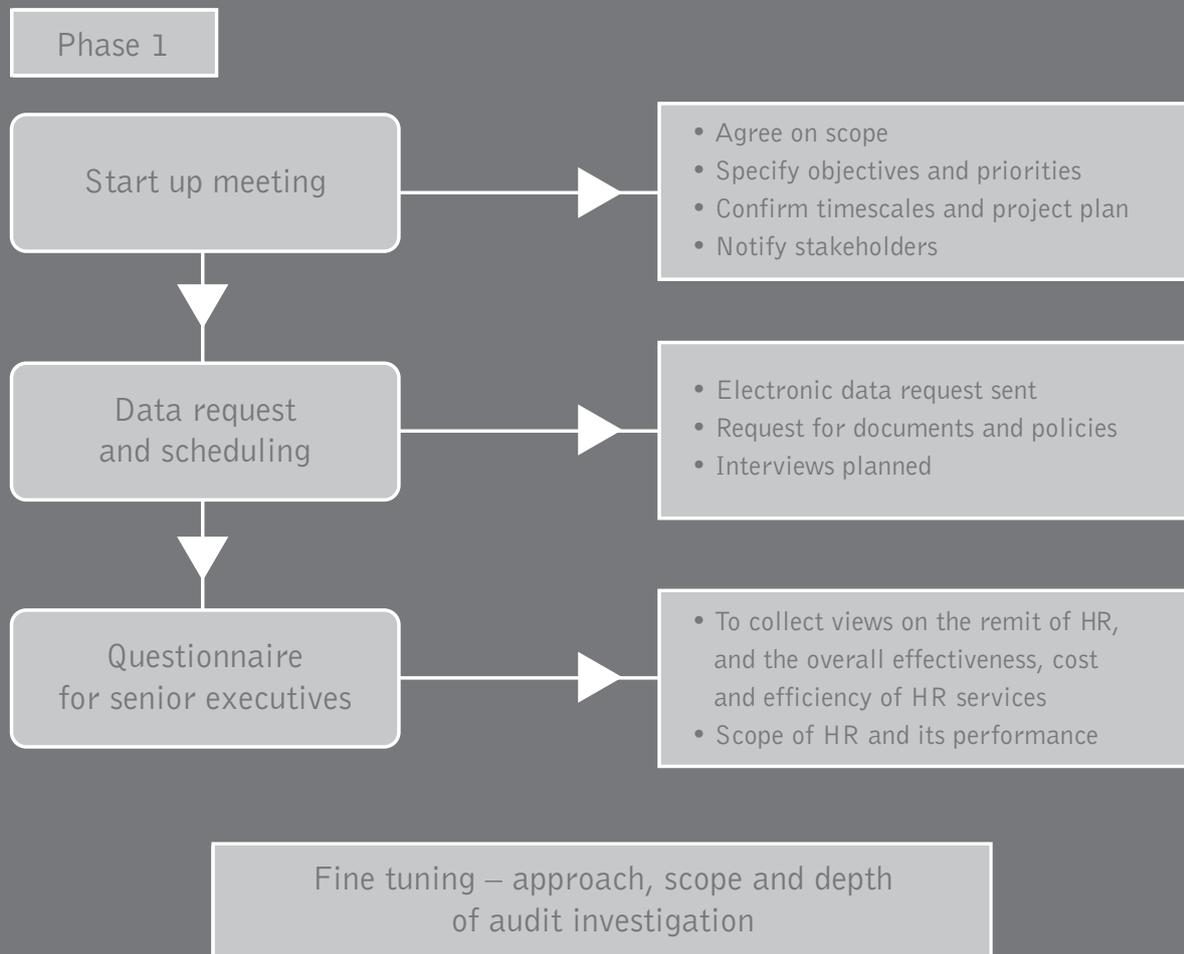
The outcomes include:

- A detailed and structured analysis of HR processes, coverage, effectiveness, weaknesses and strengths.
- A full cost critique of all HR-related services using relevant industry benchmarks.
- Confirmation on the legal compliance of services.
- Feedback on the views of senior managers on HR: its performance and cost-effectiveness.
- A detailed report with recommendations for immediate and medium-term actions and their associated costs and efficiency benefits.

What we will do

Working to an agreed timetable and agenda, we will start by confirming your objectives and priorities. The audit can usually be completed over seven to eight weeks, with only 2-3 days of input required from you. A two phase approach provides the opportunity to tailor the audit investigations even more closely to your organisation's needs.

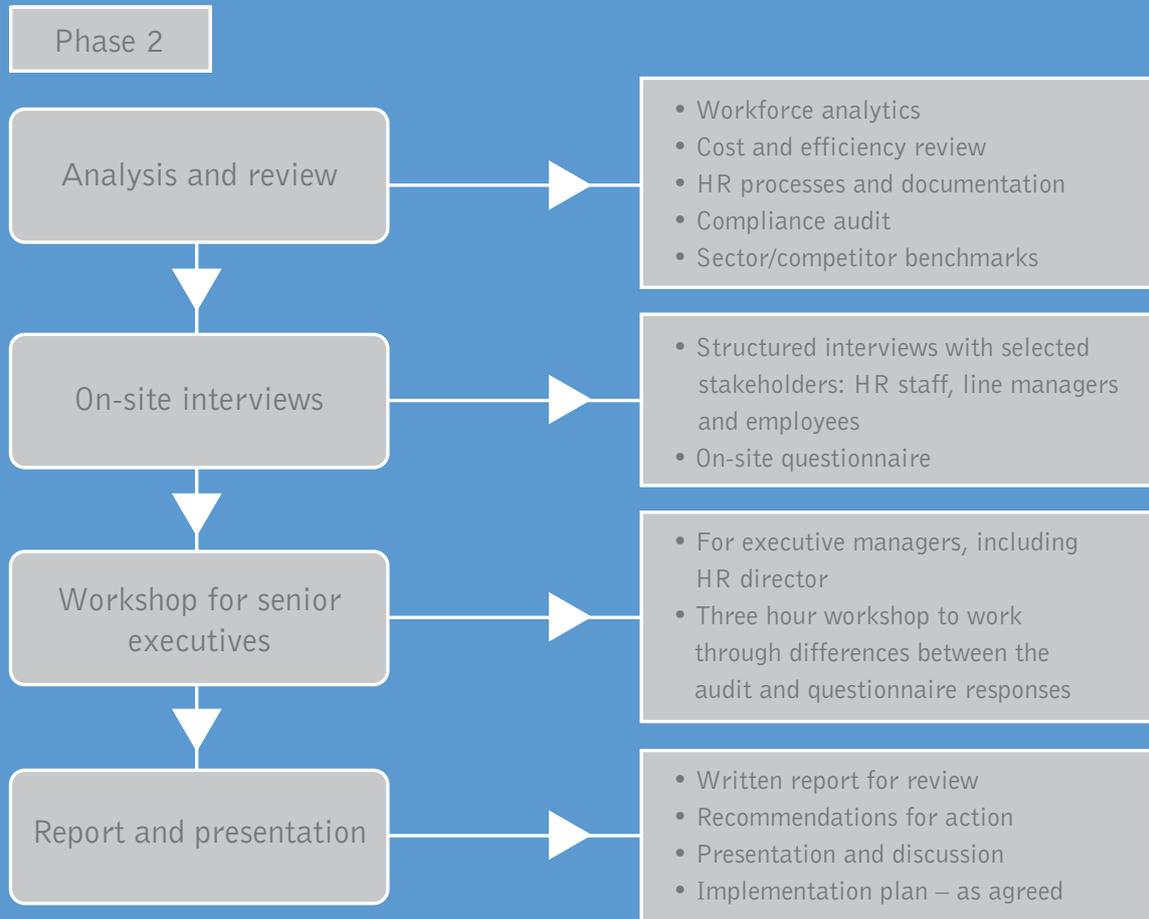
HR Audit – Programme plan and content



“The audit involved an analysis of data that we provided and on-site research and interviews. They were efficient and personable and a comprehensive report prompted a lot of discussion and gave us firm recommendations on changing our approach to managing HR. It was a worthwhile piece of work.”

**Bob Bond, Chief Executive,
Rydon Group**

HR Audit – Programme plan and content



Interviews with selected stakeholders

We balance a systematic analysis of data with a qualitative view on the structure, impact and efficiency of HR services. Interviews are held with HR practitioners, line managers and other staff. The results amplify and expand the quantitative information already collected.

Questions are wide ranging, for example:

'Who owns the appraisal process?'

'Are line managers confident about interpreting policy and using their judgement?'

'How are operational metrics used? How do they influence business decisions?'

'How are resources applied to different aspects of HR – transactional, advisory, strategic, resourcing and development?'

'How do you evaluate the advice you get from external suppliers?'

What the audit covers

There are twelve core strands to the audit investigation covering every aspect of HR operations:

Core activities	Sample content
Organisational data	Organisational strategy, staff costs, operational and financial data
HR structure and organisation	HR strategy, HR team, staff costs, in house/outsourced services
Policies and documentation	Employment contracts, company policies, staff handbook, legal compliance, equality
Reward	Pay/benefits, salary structure, overtime/bonus, industry and competitor benchmarking, gender pay gap, salary reviews
Recruitment	Staff turnover, current vacancies, recruitment process, total costs per filled vacancy, advertising spend, use of recruitment agencies, inductions
Training	Training strategy, budgets, training content, recipient demographics, benefits versus costs, evaluation, external providers
Discipline	Disciplinary procedure, grievances/dismissals, role of line managers, legal compliance, tribunal costs, external and legal fees
Managing absence	Company policy, absenteeism data, trigger levels, sick pay, and cost to business
Managing performance	Performance and development review (PDR) or appraisal process, review frequency, performance management, capability reviews
Employee engagement	Employee surveys, communication, trade union recognition and membership
Managing change	Restructuring, communication strategy, TUPE transfers, redundancies
Leaving the business	Resignations/dismissals, notice periods, settlement agreements, exit interviews and reporting

“Collinson Grant’s consultants took time to work things through and their explanations were clear throughout, with supporting notes and guidance in both verbal and written form. I have felt, as a director, confident about the process and its level of robustness if scrutinised.”

**Gary McDowell, Director of Organisational Development and People,
Findel Education**

Workshop for senior, executive managers

In phase one senior managers are asked to complete a comprehensive questionnaire on their views of HR and its contribution to the business. The survey covers strategy, structure and systems, services and processes. It prompts managers to ask:

- Are the services provided by HR what the business wants and needs?
- How is HR perceived by its users: line managers, employees and other stakeholders?
- How are HR services delivered: effectively, efficiently and responsively?
- The relative value of different services and the appropriate interface with line managers?

A short executive workshop contrasts the perceptions of senior managers with the results of the audit. This offers an extra dimension to the audit findings, helps to clarify strengths and weaknesses, and builds consensus on the priorities for action.

Review, presentation and recommendations

The HR Audit is designed to provide concise, objective and pragmatic advice. It offers:

- Objectivity: robust analysis from independent specialists who are not linked to your organisation and so will adopt an unbiased, objective and pragmatic approach.
- Clear and specific outcomes: well-defined recommendations, creating achievable operational benefits.
- An evidence-based challenge to cost structures which highlights the scope for cost-savings.
- Confirmation that all processes and documentation are legally compliant or recommendations on immediate rectification actions.

- Rigour combined with pace: to provide sufficient, relevant and timely conclusions to guide the future direction of HR.

We deliver a comprehensive report to summarise our findings and highlight our recommendations for action. Where you find it useful we will prepare an implementation plan to guide you in introducing change in the most effective way and minimising any inherent risks. We recommend a 'phased approach' to ensure the required changes are achievable; have realistic timescales and measurable outcomes.

We usually present the report to a group of senior managers and HR staff and, if required, provide a cut-down summary for other staff. At that stage you can decide on which course of action to take and how Collinson Grant might assist, to suit your priorities, budget and timescales.

Collinson Grant – business pragmatism, knowhow and practical skills

Our work for employers helps them to keep costs under control and improve the efficiency and effectiveness of HR services. We focus on helping managers to challenge the status quo, monitor their own performance and increase HR's contribution to the organisation.

We have wide-ranging skills:

- Pragmatic HR consultants – who have all held senior managerial jobs running a personnel department. They understand how to get things done and work with other functions to implement change successfully.
- Strength in depth in employment law – our team includes solicitors and employment lawyers with more than 120 years' collective experience.
- Employee relations specialists – Collinson Grant has helped to restructure hundreds of different businesses, harmonise terms and conditions, and negotiate directly with trades unions.

- Recruitment professionals and Chartered Psychologists – qualified in occupational testing. We organise individual testing and run assessment centres to enhance decisions on recruitment and promotion.

- Interim HR Managers/Directors – senior staff who can take over and manage operations for the short, medium or longer-term.

Collinson Grant has been offering HR and employment law services for over forty years. We are used to working in close partnerships with clients – often in relationships lasting many years. Our support is tailored to their business's needs: providing outsourced but closely integrated and responsive advice as and when, and in the format, it is required. We also support employers on projects on:

- Capability
- Employee relations
- HR strategy and organisation
- Leadership
- Recruitment
- Restructuring
- Reward
- Training

We are committed to maintaining excellent value for money – so we are confident that the bespoke service we offer clients meets that test.

We work with large and medium-sized employers in many different sectors, including not-for-profit organisations and those in public ownership. Frequently our clients have multi-site operations without an HR presence at every location. Our relationships are usually via an HR Director but not always. Sometimes we work directly for other operational or finance directors, and occasionally for companies that have no formal HR department.

'...no hesitation in recommending the services of Collinson Grant to others who are facing similar challenges in their organisation.'

**Graham Howe, Managing Director,
Kier Construction Eastern**

We would be delighted to tell you how an HR Audit might help your business.

For more information:

Web: www.collinsongrant.com/hr/hr-audit

Email: postmaster@collinsongrant.com

Tel: 0161 703 5600

FREE HR Audit

How to cut costs and ensure services are
legally compliant:

- Careful analysis of all HR processes -
scope, effectiveness, resources, managerial control,
strengths and weaknesses
- Full cost critique of all HR-related services
- Review and test for the legal compliance of services
- Feedback from senior managers on HR:
its performance and cost-effectiveness
- Recommendations on how to reduce costs.



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