
HR Process Audit Training Course: Recruitment, Payroll Inputs and Personnel Records

2 – 6 November 2026
New York





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Programme Summary

HR process audit is the subject of this one-week training course for internal audit leads, HR directors and finance controllers, ending in an audit file for one people-related process. Workforce processes carry high cost and high exposure, yet reviews often stop at policy documents while hiring approvals, pay changes and personnel records go untested. The programme builds a repeatable method for planning, testing and reporting on recruitment, payroll inputs and employee records, applied to a process the participant selects. Mars Training Centre UK delivers this programme on HR process audit to mixed-organisation cohorts.

The Business Case

An HR process audit tells leadership whether people decisions are authorised, accurate and recorded. Where testing is thin, ghost employees, unapproved pay changes and hiring outside policy go unnoticed until a dispute or a regulator raises them. Teams that test the transaction trail rather than the policy wording give boards findings they can act on.

- Unauthorised Pay Changes: Fall as payroll input checks trace each change to an approval.
- Hiring Exceptions: Fall as recruitment audit tests compare offers with approved vacancies.
- Record Gaps: Fall as personnel file testing finds missing or stale documents.

Principles and Evidence Base

- ISO 19011: Its guidance on auditing management systems shapes the planning and evidence work in Sessions 1 and 2.
- ISO 30414: The guidance on human capital reporting supports the measures reviewed in Session 4.

Intended Participants

- Internal audit leads who plan reviews of people-related processes.
- HR directors who own recruitment, pay and records.
- Finance controllers who rely on payroll data.
- Compliance managers who answer to labour regulators.
- Heads of function who want assurance over staffing decisions.

Typical sectors include banking, energy, public bodies and healthcare.



Learning Outcomes

1. Participants will be able to construct an HR audit plan from people-related risks.
2. Participants will be able to design recruitment audit tests that compare offers with approved vacancies.
3. Participants will be able to apply payroll input checks to joiners, leavers and pay changes.
4. Participants will be able to assess personnel file testing results for completeness and currency.
5. Participants will be able to diagnose weak approvals and segregation of duties in people processes.
6. Participants will be able to justify findings and ratings to HR and executive reviewers.

Programme Structure

Day 1: HR Process Audit Foundations

What does the audit cover, and where do people-related risks sit?

- HR Process Map
- Risk and Control Register
- Audit Scope Statement
- Data Access Protocol
- HR Audit Plan

Day 2: Recruitment and Onboarding

Are hires approved, fair and recorded from vacancy to first day?

- Vacancy Approval Test
- Selection Evidence Checklist
- Offer and Contract Comparison
- Pre-Employment Screening Review
- Onboarding Completeness Sheet

Day 3: Payroll Inputs

Do joiners, leavers and pay changes reach payroll correctly and with approval?

- Payroll Input Checks
- Joiner and Leaver Reconciliation
- Allowance and Overtime Test
- Ghost Employee Analysis
- Segregation of Duties Matrix



Day 4: Personnel Records and Reporting

Are employee records complete, current and protected, and what do the measures show?

- Personnel File Testing
- Leave and Absence Record Review
- Data Protection Check
- Workforce Measures Review
- Finding Rating Guide

Day 5: Applying the Tools to One People Process

Do the planning, testing and reporting tools support one complete audit file?

- Applying the Session 1 HR Audit Plan
- Using the Session 2 Vacancy Approval Test
- Running the Session 3 Payroll Input Checks
- Checking the Session 4 Finding Rating Guide
- Completing the Audit File

Methodology

The programme uses a structured exercise method built on anonymised vacancy files, payroll change logs, personnel records and draft reports from banking, energy and public settings. Participants work in audit teams on a shared case, review each other's tests and receive written facilitator feedback on every exercise set.

- Suggested activity: Matching a leaver list to final payments.
- Suggested activity: Testing a sample of offers against approved vacancies.
- Suggested activity: Rating findings from a personnel file review.

Capstone Output

Each participant completes an audit file for one people-related process. It holds a process map, an HR audit plan, test results, rated findings and a draft report. The file is used at work to brief the audit committee, guide HR on corrective action and plan the next review cycle.

Frequently Asked Questions

Is HR process audit suitable for auditors without HR experience?

Yes. HR process audit starts from process maps and builds testing skills step by step on sample files, so no HR background is needed.



Which standards does HR process audit draw on?

HR process audit draws on ISO 19011 for audit method and ISO 30414 for human capital measures.

How is the file from HR process audit used at work?

You use the audit file to brief the audit committee, guide HR on corrective action and plan the next review cycle.

How does HR process audit differ from a payroll audit?

HR process audit covers recruitment, payroll inputs and personnel records together, while a payroll audit looks only at pay calculation and payment.