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# HR Audit Course: Reviewing Recruitment, Succession, Development and Workforce Metrics

5 – 9 September 2027  
Doha





## HR Audit Course: Reviewing Recruitment, Succession, Development and Workforce Metrics

Ref: 682\_33672 Date: 5 – 9 September 2027 Location: Doha Fees: 4300 GBP

### Programme Summary

HR audit practice is the subject of this one-week training course for HR directors, heads of audit and talent leaders, ending in an HR audit file for one talent process. People processes carry legal, financial and reputational risk, yet they are often reviewed through opinion rather than records. The programme moves from scoping to recruitment, succession and development reviews, then to workforce metrics and peer benchmarking, using examples from banking, manufacturing and public services. Mars Training Centre UK delivers this HR audit programme to mixed-organisation cohorts.

### The Business Case

A talent management audit gives leaders evidence on whether hiring, succession and development decisions follow stated rules and produce the people the strategy needs. Without a method, reviews rest on anecdote and metrics are not comparable between units or with peers. A shared approach sets criteria, tests records and compares measures on a common definition. The capability influences the following indicators.

- Hiring Consistency: Improves as selection records are tested against stated criteria.
- Succession Readiness: Improves as critical roles are mapped to named, developed successors.
- Metric Reliability: Improves as workforce measures are defined, checked and compared with peers.

### Principles and Evidence Base

- ISO 30414 Human Capital Reporting Guidelines: Provide the reference set of workforce metrics used for mapping and comparison in Session 4.
- Audit Evidence Principles: Require sufficient and reliable support for each finding, applied in Sessions 1, 2 and 5.
- Talent Lifecycle Review Principles: Follow people from selection through development to succession, applied in Sessions 2 and 3.
- Benchmarking Principles: Compare like with like on agreed definitions, applied in Session 4.

### Intended Participants

- HR directors who own the people processes under review and answer for their results.
- Heads of audit who plan reviews of people processes and need workable criteria.
- Talent leaders who run succession and development and must show that decisions are sound.
- Reward and workforce planning managers who produce the metrics that leaders rely on.

Typical functions include human resources, internal audit, workforce planning and organisational development.



## Learning Outcomes

1. Participants will be able to construct an HR audit scope statement with criteria drawn from policy and stated practice.
2. Participants will be able to evaluate recruitment and selection records for consistency and completeness.
3. Participants will be able to diagnose weaknesses in succession coverage and development delivery.
4. Participants will be able to justify workforce metric definitions and check the data behind them.
5. Participants will be able to compare internal measures with peer figures and explain the gaps.
6. Participants will be able to prioritise findings and design an action plan that management can own.

## Programme Structure

### Day 1: HR Audit Foundations and Scoping

What should an HR audit examine, and against which criteria?

- HR Audit Mandate and Scope Statement
- People Risk Register
- Audit Criteria Table
- HR Records Sampling Plan
- Audit Work Programme

### Day 2: Recruitment and Selection Review

Are hiring decisions consistent, documented and fair?

- Vacancy-to-Offer Trail Test
- Selection Criteria Consistency Check
- Candidate Record Review
- Time-to-Hire Analysis
- Recruitment Exception Log

### Day 3: Succession and Development Review

Does the organisation prepare people for the roles it will need?

- Critical Role Inventory
- Succession Coverage Matrix
- Development Plan Completion Check
- Training Spend Match
- Talent Review Calibration Sheet



## Day 4: Workforce Metrics and Peer Benchmarking

Which workforce measures can be trusted, and how do they compare with peers?

- Human Capital Metric Mapping
- Metric Definition and Data Check
- Turnover and Retention Analysis
- Peer Comparison Table
- Benchmark Gap Summary

## Day 5: Findings and the HR Audit File

Do the review records support one set of findings and actions?

- Applying the Session 1 Audit Criteria Table
- Testing the Session 3 Succession Coverage Matrix
- Reviewing the Session 4 Benchmark Gap Summary
- Finding Statement and Action Plan Sheet
- Completing the HR Audit File

## Methodology

The programme uses a data workshop method built on a shared case of a mid-sized organisation with hiring files, a succession plan, training records and a set of workforce metrics. Participants test prepared records, find the planted weaknesses and then adapt each tool to a talent process of their own organisation.

- Suggested activity: Testing a sample of hiring files against stated selection criteria and logging exceptions.
- Suggested activity: Mapping succession cover for ten critical roles and ranking the gaps.
- Suggested activity: Reconciling a turnover figure to its source data and comparing it with peer values.

## Capstone Output

Each participant completes an HR audit file for one talent process. It holds a scope statement, an audit criteria table, a record test with exceptions, a succession coverage matrix, a peer comparison table and an action plan. The file is used at work as the working record for a review, as a briefing for the HR leadership team and as a template for later audits.

## Frequently Asked Questions

### Is HR audit training suitable for leaders who have not led an audit before?

Yes. HR audit training assumes familiarity with people processes and basic workforce reporting but no prior audit leadership, and builds each method through a shared case.



## **Which standards does HR audit training rest on?**

HR audit training rests on the ISO 30414 human capital reporting guidelines, together with audit evidence, talent lifecycle review and benchmarking principles applied across the sessions.

## **How is the file from HR audit training used at work?**

You use the HR audit file as the working record for a review, as a briefing for the HR leadership team and as a template for later audits.

## **How does HR audit differ from HR analytics training?**

HR audit centres on testing records and controls against criteria and reporting findings, while HR analytics training centres on modelling workforce data to predict outcomes such as attrition.