

Impact of HR Audit on an Educational Institute: University of Pune, Pune

Datar Akshay Prasad

*Board of College & University Development, University of Pune,
Ganeshkhind, Pune, Maharashtra, INDIA*

Abstract

In current changing business environment, suitable HRM has understood a key role in the growth of the organization. It has become very important to re-look at this most important asset of the organization.

The objective behind this paper was to increase in-depth knowledge of the HR and the effectiveness of HR functions within an organization. The HR audit in University was planned to get a clear judgment about the overall status of most faculties/Departments and to find out whether existing systems and procedures are acquiescent desired result. This information will be an invaluable input while making strategic decisions. Scope of the HR Audit conducted in this paper was specified as under:-

1. Audit of the Functional Role of each department and faculty.
2. Audit of the Service Role Of the department or section.
3. Audit of the Compliance to established benchmarks.
4. Audit of the Strategic effectiveness of the department or sections
5. Audit of the Financial Management of the department or section.

The human resource audit involved examining current policies, practices and strategies of all the departments or sections to verify the effectiveness and helping University to improve its productivity, transparency and efficiency. To conduct Human Resource Audit in University extensive study on various aspects related to faculties, students and staff were analyzed and studied through interviews of staff at various levels, observation of working of non teaching staff, taking responses from students and staff by questionnaire method and

documents review at various levels. The firsthand experience has helped us in our specialization in HR as this enhanced our prospective of thoughts.

Keywords: HR Audit, Human Resource Management, University system, tools of innovation.

1. Introduction

All companies, organizations, institutions consist of people and are meant to serve the people with products and services. Humans, therefore, are not only the resources of organizations but are the main instrument of their progress. It is not enough to say, people are our most precious asset or business is people. Instead we must say our company or organization (including its results) is a creation of our people. Except in the initial period of the village artisans, humans have not been fully valued for their creativity and creations.

On the philosophical plane, no one disputes such averments. But in practice, and often subconsciously, many see employees as one of the business inputs, as hindrance to progress. Most of them have been used to do particular jobs to keep the wheels turning or production flowing. The machines suppressed men's minds and encouraged use of hands and muscles. It has been a continuous quest to replace human hands by machines, not so much for the comfort of man, but to get more obedient, more indefatigable, disposable instruments of production.

2. Definition of HR Audit

A Human Resources Audit is a all-inclusive method (or means) to review current human resources policies, actions, documentation and systems to ensure compliance with ever-changing rules and regulation as well as to identify needs for improvement and enhancement of the HR function. An Audit involves methodically reviewing all aspects of human resources, usually in a checklist fashion.

2.1 How to carry out HR Audit

The human resource audit is "a systematic, formal evaluation of all human resource policies and programs in an organization" (Hercus and Oades 1982, p. 43), It may focus on such matters as (1) how well the HR departments present purpose and strategy support those of the organization, (2) how well the departments structure enhances its ability to function, and (3) how well staffing and policies of the department are compatible with its purpose in the organization (Fombrun et al., 1984). These issues are important because department efforts in such HR practice areas as recruitment, training, compensation, and benefits among others are tools for influencing "goodness of fit" between people and positions. In other words, each practice area is a long-term change strategy in its own right that helps match up what kind of work is being done and the kind of people available to do the work.

3. Role of the Auditor

1. Decide what to examine in an HR audit.
2. Tentatively decide how to conduct the audit by drafting a rough audit plan.
3. Select people to assist in the audit.
4. Collect background information on any or all of the following areas:
 - (1) the HR department, the HR plan, or practice areas:
 - (2) the organization:
 - (3) linkages between the HR department and organization: or
 - (4) specific issues to be investigated.
 - Finalize the audit plan

4. University of Pune: An Overview

The University of Pune (Formerly known as University of Poona) was founded by a visionary and eminent personalities on 10th February, 1948, whose mission in life was to promote professional education among the peoples. In the last 65 years or so, University has firmly established itself as a University of high repute providing professional and job-oriented education. Research has always been an important component of the academic activities in Pune University from the very beginning. University unhesitatingly has branched off into the fields of IT, Aviation, Animation and Management Studies taking into account the demands of the global job market.

It is one of the few Indian universities and first from the Maharashtra state with complete computerization at all functional levels, including admissions, examinations, and administration, finance, library. Few days back University got second place in the State Governments “e-Government Award” in the category of “IT for Environment”.

The University lays special emphasis on inculcating the feeling of brotherhood, spirit of accommodation and a healthy concern for social issues among the student society. To this end, eminent scholars are invited to deliver lectures on matters of contemporary interest. The University community is committed to realize the dream of its founder, i.e., to see it as one of the premier educational institutions of the country.

The governing bodies of the University are as follows :

1. Senate
2. Management Council
3. Academic Council
4. Board of College & University Development
5. Board of Examinations
6. Finance & Accounts Committee
7. Faculty
8. Board of Studies

5. Status of the University

The University has linkages with reputed institutions and organizations within the country and outside. In recognition to the contribution of the University to teaching

and research, the National Assessment and Accreditation Council (NAAC), an autonomous body under the University Grants Commission re-accredited with highest “A” grade. University of Pune has been honored with “University with Potential of Excellence” status by the University Grants Commission.

6. HR Audit: Scope

Scope of the HR Audit conducted in this Research was specified as under:-

- 1) Audit of the efficient role of each department and faculty. This consists of the systems and procedures prevailing in the department/faculty, the deployment of the human resources within the department/Faculty and reportage and problem resolution methodologies.
- 2) Service role audit of the department/Faculty or unit
 - a) Tangibles such as peoples, services, equipments
 - b) Reliability of human resource with all their skills, competencies and individual personalities
 - c) Awareness of departmental management as compared to being hasty.
 - d) Guarantee of quality.
- 1) Compliance Audit to established benchmarks.
- 2) Strategic Audit for effectiveness of the department/ faculty/unit.
- 3) Financial Audit of the department/faculty/unit.

7. Audit Methodology

To conduct Human Resource Audit in University extensive study on various aspects related to faculties, students and staff were analyzed and studied. The process includes the following:

Interview: Interviews and written surveys were found more appropriate than observation on departmental strengths and weaknesses. Staff at different hierarchical levels and Students with different perspectives was sources of valuable information about the department,

1. Has been doing well.
2. Has not been doing well.
3. Has been doing but should not be doing, and
4. Has not been doing but should be doing.

Document Review: Document reviews was not limited only to publications proposed for extensive distribution, in fact casual interactions between members of the department and others in the group was also examined. Examples of documents include departmental brochures, letters, memoranda, and meeting schedule. We use content analysis to develop categories of topics or problems raised in the documents, count the occurrence of reference to each topic, develop a checklist from the topics, giving priority to those commonly mentioned, examine how many times the same problems were raised in casual communication, what problems were apparently acted on and how many were not, and what results stem from auditor action and inaction.

Questionnaire: The “organizational mirror” approach as described by Fordyce and Weil (1971) was used for data gathering. It is a means for providing feedback to a group or department about how others perceive its activities or its performance. Hence, the “organization mirror” is useful because it reflects departmental “reflection”. When applied to this HR audit, students and staff were asked questions as the following ones: (1) what do you think about the department generally? (2) In what ways do you feel that the department is functioning well? What are its present strengths? (3) In what ways do you feel that the department could get better its usefulness? What are its present weaknesses? (4) How do you feel the department could help your part of the organization improve operations in line with durable strategic plans? Answers to Questionnaires used for students and staff members were then analyzed, placed in categories developed through content analysis and used as the basis for subsequent conclusion.

Sampling: General survey of students, staff, non-teaching staff was carry out by way of informal communications, scrutiny and feedback form methods. Feedback form was also used for this purpose.

8. Conclusion

Like one door led to one information to another and one experience to other. We have seen and felt various facet that opened more avenues for us than to join us to the aim. As unexpected conclusion is more a part of learning than recommendation. Sometimes working for execution part is like predicting the future and the more we went in in-depth, the more stimulated we got to get the fair keys.

The major findings as a part of conclusion are :

- a) HR audit helps to link the long term purpose, goals and objectives of the HR functions.
- b) It also examines what peoples are presently doing in their jobs in the organization.
- c) Examines what kinds of peoples are doing the work at present.
- d) Analyze the present strengths and weaknesses.
- e) Estimate the no. of people and jobs needed to achieve the objective/goal.
- f) Compare present and future jobs/people/HR practices
- g) Implement HR strategy and monitor whether HR strategy will work, is working and has worked.

As a part of our personnel learning we learnt more than expected. We got a firsthand insight of the real work as carried by the Personnel Department of a University. The firsthand experience has helped us in our specialization in HR as this enhanced our prospective of thoughts. The brief suggestions/ recommendations emerged after in-depth analysis and study will provide with a wide scope to understand the functions and mechanism of working in any organization.

9. Recommendations

- Specific charter of duties for Security Guards should be made available to Security supervisor and should be read, understood and signed by all the security staff at the time of taking over the duty.
- Mock exercises should be conducted regularly to check response and serviceability of fire fighting capabilities/equipments.
- There is a strong requirement of a database management system in the administration section as it has to deal with huge amount of data relating to staff. This would help in generating ad-hoc reports as and when required by various authorities and control delay in publication of Annual Report of University.
- There is a requirement of issuing detailed instructions on utilization of delegated financial powers and training on procurement procedures.
- The system of allotment and expenditure of funds needs to be streamlined.
- A formal system of monitoring of Probation period should be instituted.
- The need for a formal system of Induction training for the employees was strongly felt so as to acquaint them with the goals/objectives/vision of University so that they can contribute efficiently to achieve the same.
- An employee handbook should be published which includes various entitlements, rules/regulations governing these entitlements and forms for claims.
- With the help of University intranet, a system should be instituted so that the employees have an access to the limited portion of their dossiers maintained at Establishment section to know the training/courses recorded gaps in Appraisal form etc and students should also be allowed to access e-governance system being installed to know curriculum, schedules, performance etc.
- A formal system of redress of grievances of employees should be established with the system of feedback to aggrieved employee at every stage of processing of complaint.
- There is a requirement of separate HR department in University.
- Organize regular training programmes for administrative staff should be organized to acquaint them with operations of latest office equipments to improve efficiency.
 - Wi-Fi connectivity and online system of information dissemination be implemented throughout the campus.
 - Charter of duties of teaching and non teaching staff should be available on the University website and updated regularly.
 - Standard Operating Procedure (SOP) with detailed actions to be initiated in different contingencies should be readily available in the office and regularly updated.

- Extraction of information from the staff/employees of University was very difficult, which signifies lack of transparency in the system.
- Induction training for all the new appointments should be conducted centrally as well as at departmental level.
- Cleaning staff should be supervised effectively and local supervision should be entrusted.

10. Abbreviations

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| HR | Human Resource |
| HRM | Human Resource Management |

References

- [1] University of Pune, Pune. <http://www.unipune.ac.in>
- [2] Hercus and Oades 1982, p. 43
- [3] Fordyce and Weil (171)
- [4] Fombrun et al., 1984

