

HR Audit Checklist

A structured audit of the people systems managers rely on every day. Sequence matters: records and compliance form the floor, and development work only pays back once structure and expectations are documented.

How to use this tool

1. Audit with evidence, not recollection: request the document for each item.
2. Complete section one fully before investing in later sections.
3. Assign one owner and one date per gap.
4. Re-audit annually and after any significant restructuring.

1. Compliance and records

Item	In place	Partial	Absent	Action owner
Every employee has a signed written contract				
A single accurate employee record system exists				
Leave, absence and working time rules are documented				
Payroll has a defined approval and audit trail				
Conduct, grievance and disciplinary processes are written				
Confidentiality, data and equipment policies are issued				

2. Structure and roles

Item	In place	Partial	Absent	Action owner
An accurate organization chart exists				
Reporting lines are unambiguous				
Job descriptions describe outcomes and decisions				
Duplicated responsibilities have been identified				
Critical roles are identified with cover arrangements				

3. Performance and reward

Item	In place	Partial	Absent	Action owner
An objective setting cycle operates with quarterly check-ins				
One rating scale with written definitions is used				
Pay decision logic or salary bands are documented				
The promotion standard is stated in advance				
A workable underperformance process exists				

4. Capability and development

Item	In place	Partial	Absent	Action owner
Capability gaps are defined against roles				
Training is commissioned against gaps, not interest				
Learning is evaluated for workplace application				
Manager development is deliberate, not incidental				
Succession planning covers critical roles				

5. Analytics and planning

Item	In place	Partial	Absent	Action owner
Headcount, cost and attrition are reported consistently				
Time to hire and quality of hire are tracked for critical roles				
Internal movement and promotion rates are visible				
Workforce scenarios are attached to the business plan				
HR reporting reaches the leadership team on a schedule				

Scoring: count items marked Absent or Partial in each section. Any section with three or more gaps should be treated as a priority for structured review. Carnelian Consult | info@carnelianconsult.com | carnelianconsult.com