HUMAN RESOURCE UTILIZATION ANALYSIS (HRUA) PROCESS

Research (Audit)

Need:

✓ PRI meets with senior leadership to agree an HRUA is needed and identify why.

Survey:

✓ PRI uses a patterned interview guide to capture information re: HR issues from key employees' perspectives.

✓ PRI conducts employee focus group meetings based on information probed during patterned interviews.

✓E-mail surveys or conference calls of other employees that cannot attend the focus group meetings using same topics.

Document Search:

✓ Concurrently, PRI conducts a company document search of all relevant HR documents.

Analysis/Plan

Review & Analysis:

✓ PRI reviews data from key employee interviews and focus group meetings.

✓PRI identifies trends; converts them to vectors; reveals issues at intercept points.

✓PRI communicates issues at an executive summary level.

Immediate Action:

✓PRI sets priorities; assigns critical projects; creates a 6-9 month tactical plan.

Strategy for Future:

✓PRI develops a long-term strategic plan to create a positive employee relations culture for the future.

Presentation

Report/Resource:

✓PRI creates a HRUA Report including the identified tactical and strategic plans.

Presentation:

✓PRI presents senior leadership: comparisons between structured interview comments and employee focus groups' results; review highlights of tactical plan; and much more.

Implementation:

✓Implement tactical plan with periodic progress reports.

(PRI 2011)