# **Evolution of Human Capital Management**



#### **Functions**

- Transactions
- Compliance
- Record Keeping

### Financial Focus

Minimal Cost

#### **Key Strategies**

- Rule Knowledge
- Process Efficiency

### Products/Services

- Appointments
- Pay Changes
- Position Descriptions
- Personnel Folders
- Reports
- Salary Payments
- Benefit Information
- Training Administration
- Safety Inspections/Records

**Metaphor**: Enforcer

**Paradigm:** Technical Correctness

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#### **Functions**

- Advisory Services
- Problem Solving
- Operational Issues

# **Financial Focus**

Cost Control

# **Key Strategies**

- HR Practices
- Business Context

# **Products/Services**

- Recruiting
- Classification/Compensation
- Performance Evaluation
- Training Planning/Delivery
- Position Management
- Information Systems
- Employee Relations
- Payroll
- Risk Management

**Metaphor:** Business Partner

**Paradigm:** Process Improvement

### **Functions**

- Capacity Building
- Identification of Opportunities
- Strategic Issues

### **Financial Focus**

Investment Analysis (ROI)

# **Key Strategies**

- Systems Thinking
- Strategic Consulting

# **Products/Services**

- Human Capital Planning
- Talent Management
- Leadership Development & Succession Planning
- Performance Culture
- Competency Systems
- Work Environment Enhancement
- Metrics/Standards
- Change Management/Communications

**Metaphor**: Strategic Partner

**Paradigm:** Transformation

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