Evolution of Human Capital Management

**Personnel**
- 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

**Human Resources**
- Functions: Advisory Services, Problem Solving, Operational Issues
- Financial Focus: Cost Control
- Key Strategies: HR Practices, Business Context

**Human Capital**
- Functions: Capacity Building, Identification of Opportunities, Strategic Issues
- Financial Focus: Investment Analysis (ROI)
- Key Strategies: Systems Thinking, Strategic Consulting

**Metaphor:** Enforcer
**Paradigm:** Technical Correctness
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**Metaphor:** Business Partner
**Paradigm:** Process Improvement

**Metaphor:** Strategic Partner
**Paradigm:** Transformation