



**Recruit. Learn. Perform.**  
A Users' Guide to the Core  
Elements of Human Capital  
Management

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# Recruit. Learn. Perform.

## A Users' Guide to the Core Elements of Human Capital Management

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### Background

From the earliest days of commerce, successful business owners have had to shrewdly manage their assets. Finding and keeping skilled labor was always a relevant factor, but it was only very recently that business owners began to recognize their organization's employees as a crucial asset. Today, employees, with their unique knowledge and individual skills, are considered human capital, and a company's ability to intelligently manage that asset is more critical than ever.

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### Human Capital Management

Business owners who view their employees as human capital have an added interest in investing in those employees to enhance the value they can contribute to the organization. *Human Capital Management (HCM)* is the practice of optimizing workforce productivity and individual employee performance through an investment in strategic recruiting, learning and performance management. These *core elements* of HCM, *recruiting, learning, and performing*, are critical processes in the life cycle of an employee, and when executed effectively, have proven to deliver positive proven financial returns for the company.

#### *Recruit*

Recruiting the right job candidate – someone who maintains the needed job competencies and whose personality is a good match for the company – can increase productivity and improve employee retention. By creating accurate job descriptions, establishing realistic job goals, and objectively assessing candidates' skills, companies are more likely to recruit and hire applicants who can meet the demands of the job and quickly contribute value to the organization.

#### *Learn*

Training positively impacts an employee's level of job satisfaction, engagement and overall commitment. Learning programs also help bridge gaps between an employee's existing skills and job competencies that still need to be developed. By providing targeted learning opportunities for employees, companies can increase productivity and improve employee performance.

## Perform

An effective performance management process tracks employees' achievements, holds them accountable for meeting goals, and provides an opportunity for constructive feedback. By setting goals and tracking performance, a company ensures employees are aligned with its collective objectives and working productively to achieve them. A performance management program also helps companies systematically recognize and reward key performers, and in turn, that recognition helps motivate and retain existing talent. Finally, by identifying its key performers, a company is better equipped to recruit and hire job candidates with similar traits in the future.

## Investing In HCM

To remain competitive in an often-brutal business environment, large Fortune 500 companies have for some time practiced Human Capital Management. Along the way, they've invested significant financial and intellectual resources to develop technology to support their HCM initiatives. These advanced systems have streamlined recruiting processes, enhanced instructor-led and electronic learning opportunities, and simplified performance evaluation procedures.

Smaller companies, however, have had limited access to the HCM technology employed by Fortune 500 companies. The same state-of-the-art systems originally developed for large companies have been too cost prohibitive and too difficult to implement and administer effectively. That is, until now.

G&A Partners, a Professional Employer Organization (PEO) and Human Resource Outsourcer (HRO), includes *Recruit-Learn-Perform* in its service offering. Through its *Recruit-Learn-Perform* platform, G&A delivers HCM best practices and technologies to help smaller companies optimize their workforce and their HR processes, so the company is working smarter, not harder, to achieve its goals.

## A Picture Speaks 1,000 Words

The best way to demonstrate the power of *Recruit-Learn-Perform* may be through an example. Allow us to introduce James. James owns the ACME Company. ACME is a cool small company that is quickly on its way to becoming an even cooler midsize company.

ACME's rapid growth has presented its share of challenges, but James is a proactive guy. He recognized that his growing company wasn't optimizing its human capital, so he searched for a workable solution and found G&A Partners. With its advanced *Recruit-Learn-Perform* platform, G&A Partners was able to help James improve productivity and enhance individual employee performance through more efficient administrative processes and strategic best practices in recruiting, training and performance management.

## Recruit

James and his team are being stretched pretty thin these days. They need to hire a slew of new employees, but for the sake of illustration we'll focus on just one soon-to-be ACME employee: Andy the accountant. Andy is smart, enthusiastic, and somewhat experienced in the field of accounting. After business school, Andy began working for a midsized accounting firm. He's been there almost four years, but he's not seeing any promising growth opportunities, so he's ready to make a change.

Like a lot of fresh, eager up-and-comers, Andy is conducting his job search almost entirely online. He's networking with friends and former colleagues through LinkedIn. He's searching renowned job sites, like Monster, for suitable postings. And when he sees an opening he's interested in, he completes an online application and submits his resume electronically.

**"...customized filtering tools weeded through the countless applications submitted from various sources."**

ACME had always had an impressive looking website, but it didn't include a branded careers site to promote its employment brand and attract top candidates. G&A's advanced applicant tracking and recruiting platform, *G&A Recruit*, elevated ACME's recruiting efforts to a whole new level. And ACME's timing couldn't have been better. Just as the company got its new recruiting site operational, Andy the Accountant began pounding the electronic pavement. Andy was able to see ACME's job posting on his favorite job board. Posting jobs there was easy for ACME now. In fact, it was virtually automatic.

Andy didn't know much about ACME, but after following a seamless link to the company's website, he discovered that ACME was just the type of thriving company he was hoping to find. Through an intuitive work flow, Andy was able to populate his application using his LinkedIn profile, saving him the time and hassle of filling out another lengthy employment application, not knowing if it would ever be seen.

Back at ACME, customized filtering tools weeded through the countless applications submitted from various sources. James was excited to see such a large quantity of candidates, but was even more exhilarated when he saw how easily *G&A Recruit* narrowed in on the most qualified candidates.

Andy was one of those applicants. He and a handful of others received personalized emails from ACME saying the company was interested in them and inviting them to take an online skills assessment. Andy was able to easily complete the assessment online at his convenience.

Pre-employment assessments helped ACME further filter the field and select just five candidates to interview. After a rigorous series of one-on-one interviews, Andy became ACME's clear choice. Andy's future supervisor made a personalized phone call to extend an offer, but ACME's applicant tracking and recruiting system was able to take over from there to electronically deliver a formal offer.

Andy promptly accepted ACME's offer. Soon after, he received employment documents. He was able to complete the necessary forms online and even execute his employment contract with an electronic signature.

G&A Recruit significantly streamlined ACME's hiring process and helped the company snare a top-notch talent that might have pursued other opportunities if ACME's system hadn't moved him so quickly from applicant, to candidate, to employee.

## Learn

James always felt a sense of commitment to employee development, but as a relatively young company, ACME had yet to develop a formal training program. Instead, hiring supervisors and colleagues took responsibility to help orient and train new employees one-on-one.

Until recently, ACME's organic approach to training had worked sufficiently well, but the company's rapid growth was changing that. Supervisors and experienced employees were stretched thin – they no longer had time to train ACME's increasing number of new hires. Developing a more structured program was critical to maintaining the company's unique culture and getting new talent up-to-speed quickly.

Accessing industry-leading training was appealing to James, but he still wanted to tap into his own team's unique industry knowledge and expertise. After all, they were the experts in their field. No one understood their industry the way ACME employees did.

*G&A Learn* provided James the functionality he craved, but never knew existed. In addition to having unprecedented access to libraries of industry and job-specific content, ACME was able to create its own media-rich learning content using its own employees as instructors. Now ACME could offer new employees on-the-job training, without having to take critical employees off the job.

Andy the accountant was one of the first incoming ACME employees to benefit from the company's new training program. He was able to get oriented quickly on the company's policies and procedures, study up on the products and services ACME offered, and complete some refresher courses on the basic computer applications ACME used.

Andy was even able to receive job-specific training on ACME's accounting systems and procedures.

ACME's customizable training program helped Andy hit the ground running while at the same time keeping his supervisor, Steve, abreast of his progress with real-time training completion notifications and assessment scores. In a matter of mere weeks, rather than months, Andy had easily scaled the learning curve and was making meaningful contributions inside and outside the accounting department. In fact, Andy was performing at a level few would expect from a new employee.

## Perform

A few months down the road, Andy is neatly entrenched at ACME and it's time for his first official performance review. He's not worried. At various times over the past few months, Andy and Steve, have reviewed the goals associated with his job and discussed his performance to-date. Andy has also been able to log onto ACME's performance management system and input his progress, so he knows he's on track to meet his goals. In fact, Andy's already input several new goals for the next performance period that he's eager to talk with Steve about at his review.

**"...pull applicable elements from evaluations designed and used by Fortune 500 companies."**

Steve is preparing for Andy's review too by collecting multi-rater or 360° feedback from Andy's colleagues and internal client groups. They all had the opportunity to work with Andy – now they have the opportunity to complete a quick and convenient online assessment of Andy's performance relative to the company's defined performance criteria.

Using *G&A Perform*, ACME was able to customize its performance management process, which included predefining evaluation criteria that focuses on the behaviors, attributes and technical skills that are most important for the company to sustain its culture and success. But ACME didn't have to recreate the wheel – they could pull applicable elements from evaluations designed and used by Fortune 500 companies. General criterion, like teamwork, communication, and integrity, apply to all ACME employees, while technical skills are more specific to the functions of a team and its function. In Andy's case, accuracy, ethics, and sound judgment are important factors to determine success.

Once all of Andy's assessments are compiled and approved, Steve sits down with him in a face-to-face meeting to share the feedback.

In addition to noting Andy's strengths as well as a few areas for improvement, Steve and Andy use this meeting to discuss upcoming objectives for the team and individual goals for Andy, including some new learning opportunities that could help prepare Andy for a possible promotion in the not-too-distant future. Getting constructive feedback for his efforts helps Andy feel more engaged, and he's motivated to continue to work hard because he sees the potential trajectory of his career at ACME.

Recruiting, learning, and performance management – these core HCM practices are not only integral to Andy's development and advancement at ACME, but they also contribute significantly to the company's overall success. Andy and his ACME coworkers are aligned, engaged and eager to achieve, so they're performing at a higher level than ever. And with its smart HCM practices, ACME has begun to look a lot more like a Fortune 500 company, so they've been able to attract and retain more people like Andy – a caliber of talent typically reserved for large corporations

## Conclusion

Good employees are worth investing in – now business owners can contribute to their professional development by employing the same Human Capital Management practices used by the strongest, most admired global companies. Technology platforms, like G&A's *Recruit–Learn–Perform*, can deliver smart, strategic and streamlined HCM processes to small businesses and help insure optimum returns on your company's greatest asset now and in the future.

## About G&A Partners

G&A Partners helps growing businesses by becoming their HR partner and helping them minimize costs, increase productivity and reduce risk. As experts in human resources, employee benefits, compliance and payroll, G&A takes on integral HR and administrative functions and relieves business owners of these responsibilities so they can focus their time, talent and energy on growing their business.

For more information visit [www.gnapartners.com/get-started](http://www.gnapartners.com/get-started) or call today at: (888) 909-7920.

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