MANAGING PEOPLE AND PERFORMANCE MANAGEMENT

12022068

Erwin Sanjaya

1. **Four step in training is:**
2. Identify learning needs  
   - what skills to be trained  
   - what types of training
3. Plan training program  
   - assemble the training content & material  
   - choose best training method & any supportive thing
4. Implement training  
   - coaching within the training  
   - give special assignment to improve thinking
5. Evaluate training  
   - review the understanding of every participant  
   - review the training content

**To make training material more meaningful to employee**:

1. Maximize the similarity between the training situation ad the work situation.
2. Provide adequate practice.
3. Label or identify each feature of the machine and/or step in the process.
4. Direct attention to an important aspect of the job.
5. Include real stories and experiences
6. **Task analysis** is identifying tasks and steps to be taken in order to achieve the goal. Such as: identifying if the task is can be completed or not , will we achieve the goal with these steps or not, etc.  
   **Performance analysis** is identifying or measuring individual action and performance while completing the task. Such as: identify what is the difficulty in doing task, what the individual skill to improve, etc.
7. **OJT** : A training intended for employees by the company to improve their competencies and skills needed for a job in a real job description.  
   Based on my experience , **most used OJT method is** : Job Rotation.  
   Job rotation is the practice of moving a new recruit between different roles in your organization. This can help to give them broader experience and train them in a variety of skills.
8. A subordinate appraisal is an appraisal system whereby managerial employees are evaluated by their subordinates.   
   **This is important because to**:  
   - improve accuracy and consistency in the way supervisor performs her/his responsibilities.  
   - gives the employees a greater sense of importance or value within the company and empowers them.  
   - gives crucial inputs on areas managers can improve.  
   - reveal the common requirements of employees.

**How can a manager handle a subordinate with defensive poor performance**:  
- Ask what they needs to improve performance  
- Give coaching and mentoring  
- Training seminars with in-house or external providers

1. Managers use the strategy map, the HR scorecard, and the digital dashboard to help them translate the company’s broad strategic goals into specific human resource management policies and activities.

* The strategy map show how each department performance contributes to achieving the company overall strategic goals.
* The HR scorecard is a process for assigning financial and nonfinancial goals or metrics of activities required for achieving the company goal and for monitoring results.
* The digital dashboard is graphs and charts of where the company stands on all those metrics from the HR scorecard process