



MILLIONS

MANAGEMENT SOLUTIONS

Pelatihan dan Pengembangan SDM

Exercise

UAS

2013/2014

Soal UAS

2013/2014

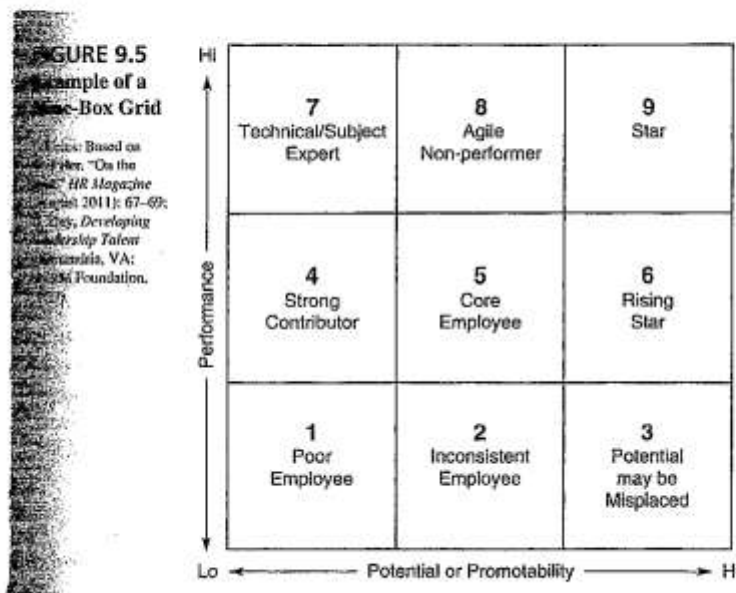
Soal 1 (30)

- Apa keterkaitan antara career planning, career path, career development dan career goals? Berikan ilustrasi yang mendukung jawaban anda
- Jelaskan bagaimana teknologi telah merubah "learning environment"! jenis learning outcomes yang seperti apakah yang cocok untuk menggunakan mobile learning? Jelaskan
- Apa saja potensi masalah yang mungkin timbul ketika menggunakan virtual reality dalam training?

Soal 2 (20%)

Nationwide financial yang merupakan perusahaan asuransi jiwa dengan 5000 karyawan yang berpusat di Columbus, Ohio menggunakan *nine box grid* untuk melakukan sucession review. Jelaskan dan berikan rekomendasi anda tipe rencana pengembangan dan aktivitas apa saja yang akan anda rekomendasikan untuk kategori "solid but not outstanding performers with moderate leadership potential"? apa yang akan membedakan program pengembangan ini nantinya dengan kategori karyawan dengan "high potential dan high performers (stars)"? jelaskan dengan komprehensif (baca ilustrasinya, analisis dan rekomendasi sesuaikan dengan case-nya)

Gbr 1- 9 box grid (Human asset value matrix)



Sumber : fig 9.5, Training & Development. Raymond Noe .edisi 6

Soal 3 (20%)

Terlampir adalah data dari sebuah perusahaan dalam rangka menghitung ROI dan BCR , perusahaan XYZ sedang ingin melakukan evaluasi level 5 terkait dengan dampak coaching terkait dengan dampak bisnis mereka secara moneter. Perusahaan melakukan tiga kali pengukuran untuk menaksir business impact from coaching, dalam tabel 1 merupakan detil dari pengukuran business impact 1, pengukuran business impact kedua dan ketiga sudah tersaji secara total. Perusahaan juga mengkalkulasi biaya yang dikeluarkan selama proses coaching tersebut. Hitunglah BCR dan ROI nya serta makna dari hasil evaluasi level 5 tersebut

Tabel 1 (lihat lampiran)

Item #	Description of Cost Area	Total Expense (Rp)	Event	Method for Cost Estimating	Contribution Factor	Inclusion %	Estimated Value
1	Revenue growth	522,800	Participation	Standard value	50%	100%	261,400
2	Retention	278,200	2 seminars	Standard value	40%	75%	106,620
3	Retention	181,200	2 seminars	Standard value	40%	75%	68,620
4	Direct cost savings	18,200	Personnel adjustment	Participant estimate	100%	100%	18,200
5	Direct cost savings	22,200	Contract services	Standard value	75%	75%	16,650
6	Direct cost savings	48,200	Staffing costs	Standard value	70%	70%	33,740
7	Retention	250,000	2 seminars	Standard value	40%	40%	100,000
8	Cost sketched	70,200	Facilities	Standard value	60%	60%	42,120
9	Direct cost savings	9,200	Supplies	M.S	100%	100%	9,200
10	Efficiency	10,000	Information Technology cost	Participant estimate	70%	60%	6,000
11	Retention	248,200	2 seminars	Standard value	75%	50%	148,125
12	Retention	18,200	2 seminars	Standard value	75%	75%	13,650
13	Retention	70,200	2 seminars	Standard value	40%	40%	28,080
14	Retention	250,200	2 seminars	Standard value	40%	75%	93,525
15	Retention	242,200	2 seminars	Standard value	40%	65%	77,725
16	Cost savings	25,200	Travel	Standard value	50%	65%	16,375
17	Cost savings	12,200	Administrative support	Standard value	100%	100%	12,200
18	Direct cost saving	11,200	Labour services	Participant estimate	40%	40%	4,480
19	Revenue growth	102,200	Participation	Participant estimate	75%	100%	76,650
20	Retention	18,200	Facilities	Standard value	60%	75%	8,175
21	Retention	11,200	Part 4	Standard value	100%	100%	11,200
22	Revenue growth	182,200	Participation	Standard value	75%	65%	138,425
	TOTAL	52,716,213				TOTAL	22,177,220

Tabel 2

Item	Cost
Needs Assessment/Development	\$ 10,000
Coaching Fees	480,000
Travel Costs	53,000
Executive Time	9,200
Administrative Support	14,000
Administrative Overhead	2,000
Telecommunication Expenses	1,500
Facilities (Conference Room)	2,100
Evaluation	8,000

Soal 4 (30%)

Bacalah case Trustmark dibawah ini

Case: Trustmark's Leadership Development Program

Trustmark provides more than 2 million people with flexible medical, life, and disability benefits and fitness and wellness services. The company, headquartered in Lake Forest, Illinois, has more than 6,200 full- and part-time employees working in twenty-five locations across the United States. Trustmark experienced steady growth until mid-1990, when it experienced financial pressures that forced it to re-evaluate its operations. Trustmark concentrated on core competencies, sold off businesses, and focused on generating capital. Once the company was financially sound, Trustmark executives moved to create a culture that would be open to innovation and opportunity. The challenge was to create a culture where all employees felt they could challenge the status quo and seek new opportunities. The key to creating this culture was developing effective leaders who supported it.

Trustmark used workshops and 360-degree feedback to help the "Trustmark Renaissance," a radical

change in the organizational culture and mind-set, succeed. The leadership program includes sessions, attended by senior leaders, directors, and managers, during which participants learn about leadership practices, such as how to inspire a shared vision, challenge the process, enable others to act, and encourage with the heart. During these sessions, participants also receive feedback from their 360-degree assessments. Participants also get one-on-one coaching where they can discuss their leadership challenges and their feedback. Participants are asked to identify development areas to focus on during the next step in the process, a two-day workshop. At the workshop, participants learn more about the leadership practices and how to improve the areas identified in their feedback. Participants leave the workshop with an improvement plan for improving their leadership effectiveness. Participants are paired with partners who are expected to provide post-workshop support, exchange action plans, and commit to follow-up to ensure success in using what they learned.

Source: Based on T. Welch, "Setting the Stage for a Renaissance at Trustmark," *T+D*, December 2010, 70-72.

Pertanyaan:

- Aktivitas pengembangan apa saja yang digunakan dalam program tersebut? Mengapa hal tersebut dipandang penting?
- Data apa saja atau outcomes yang harus dikumpulkan untuk memonitor efektivitas dari program pengembangan kepemimpinan pada Trustmark tersebut? Jelaskan juga mengenai alasan bisnis (*business reason*) terkait dengan pilihan data/outcomes yang anda sebutkan sebelumnya.
- Secara umum kebijakan pengembangan seperti apakah yang dapat dilakukan oleh perusahaan untuk mengakomodir pekerja perempuan agar dapat menduduki posisi *top management*? Berikan alasan untuk memperkuat rekomendasi anda
- Apa saja peran manajer dalam sistem pengembangan? Peran (role) yang manakah yang menurut anda paling sulit untuk seorang manajer? Peran manakah yang paling mudah? Berikan paling sedikit 3 alasan mengapa para manajer terkadang enggan/resisten terlibat dalam manajemen karir karyawan? Jelaskan argumen anda

Good luck!

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 Tabel 1)

Exec #	Measurement Area	Total Annual Value	Basis	Method for Converting Data	Contribution Factor	Confidence Estimate	Adjusted Value
1	Revenue growth	\$ 11,500	Profit margin	Standard value	33%	70%	\$ 2,656
2	Retention	175,000	3 turnovers	Standard value	40%	70%	49,000
3	Retention	190,000	2 turnovers	Standard value	60%	80%	91,200
4	Direct cost savings	75,000	From cost statements	Participant estimate	100%	100%	75,000
5	Direct cost savings	21,000	Contract services	Standard value	75%	70%	11,025
6	Direct cost savings	65,000	Staffing costs	Standard value	70%	60%	27,300
7	Retention	150,000	2 turnovers	Standard value	50%	50%	37,500
8	Cost savings	70,000	Security	Standard value	60%	90%	37,800
9	Direct cost savings	9,443	Supply costs	N/A	70%	90%	5,949
10	Efficiency	39,000	Information technology costs	Participant estimate	70%	80%	21,840
11	Retention	215,000	4 turnovers	Standard value	75%	90%	145,125
12	Productivity	13,590	Overtime	Standard value	75%	80%	8,154
13	Retention	73,000	1 turnover	Standard value	50%	80%	29,200
14	Retention	120,000	2 annual turnovers	Standard value	60%	75%	54,000
15	Retention	182,000	4 turnovers	Standard value	40%	85%	61,880
16	Cost savings	25,900	Travel	Standard value	30%	90%	6,993
17	Cost savings	12,320	Administrative support	Standard value	75%	90%	8,316
18	Direct cost savings	18,950	Labor savings	Participant estimate	55%	60%	6,253
19	Revenue growth	103,100	Profit margin	Participant estimate	75%	90%	69,592
20	Revenue	19,500	Profit	Standard value	85%	75%	12,431
21	Revenue	21,230	Profit %	Standard value	80%	70%	18,889
22	Revenue growth	105,780	Profit margin	Standard value	70%	50%	37,023
		TOTAL \$1,716,313					TOTAL \$817,126
							2 nd Measure Total \$649,320
							3 rd Measure Total \$394,712