



6-2

Konsep dan Logika Karir

KARIR

- tahap-tahap perkembangan pengalaman kerja seseorang selama masa kerjanya
- atau
- pola pengalaman-pengalaman yang berhubungan dengan kerja sepanjang hidup seseorang

Pengalaman kerja ~ menyangkut posisi, pengalaman bekerja dan tugas.

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6-3

Manajemen Karir

Karir tidak lagi dilihat sebagai kemajuan linear ke atas (*upward linear progression*) tapi secara terus menerus perlu dibuat dan diciptakan kembali karena perubahan lingkungan kerja

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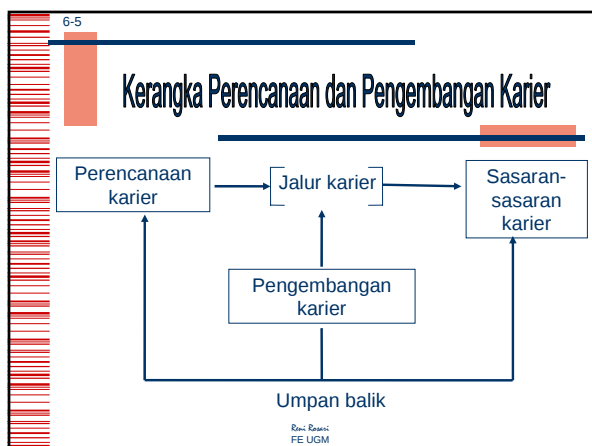
6-4

Perencanaan & Pengembangan Karir

Definisi

- ♦ Proses yang sengaja dibuat melalui mana seseorang menjadi sadar akan atribut-atribut yang berkaitan dengan karir personal (*personal career-related attributes*) dan serangkaian panjang tahap-tahap yang menyumbang pada pemenuhan karir dia
- proses dimana seseorang menjadi peduli dengan karir dan atributnya serta jenjang yang harus dilalui untuk dicapainya

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6-6

Perencanaan & Pengembangan Karir

Perencanaan Karir

proses melalui mana seseorang memilih sasaran karir, dan jalur ke sasaran tersebut

Pengembangan Karir

peningkatan-peningkatan pribadi yang dilakukan seseorang untuk mencapai suatu rencana karir

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6-7

Career focus chart

HR Activity	Traditional Focus	Career Development Focus
Human resource planning	Analyzes jobs, skills, tasks—present and future.	Adds information about individual interests, preferences, and the like to data.
Training and development	Projects needs. Uses statistical data. Provides opportunities for learning skills, information, and attitudes related to job. Rating and/or rewards.	Provides career path information. Adds individual growth orientation.
Performance appraisal	Matching organization's needs with qualified individuals.	Adds development plans and individual goal setting.
Recruiting and placement	Rewards for time, productivity, talent, and so on.	Matches individual and jobs based on a number of variables including employees' career interests.
Compensation and benefits		Adds non-job-related activities to be rewarded, such as United Way leadership positions.

Source: Adapted from Fred L. Otte and Peggy G. Hutchinson, *Helping Employees Manage Careers* (Upper Saddle River, NJ: Prentice Hall, 1992), p. 10.

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SDM: Fokus Tradisional dan Fokus Pengembangan Karir

KEGIATAN	FOKUS TRADISIONAL	FOKUS PENGEMBANGAN KARIR
Pengembangan sumberdaya manusia	- Menganalisis jabatan, ketrampilan, tugas – sekarang dan di masa yad - Memproyeksikan kebutuhan - Menggunakan data statistik	- Menambah informasi tentang minat, pilihan, dan semacamnya dari individu thd. data - Memberikan informasi jalur karir
Pelatihan dan Pengembangan	Memberikan peluang ketrampilan, informasi, an sikap berhubungan dengan jabatan	Menambah orientasi pertumbuhan individual

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SDM: Fokus Tradisional dan Fokus Pengembangan Karir

KEGIATAN	FOKUS TRADISIONAL	FOKUS PENGEMBANGAN KARIR
Penilaian kinerja	Menilai dan/atau memberi imbalan	Menambah rencana pengembangan dan penetapan tujuan individual
Perekrutan dan penempatan	Mencocokkan kebutuhan organisasi dengan individu yang memenuhi syarat	Mencocokkan individu dan jabatan berdasarkan sejumlah variabel termasuk minat karir karyawan
Kompensasi dan tunjangan lain	Memberikan imbalan untuk waktu, produktivitas, bakat, dll.	Menambah kegiatan yg. tdk. berhubungan dg. jabatan untuk diberikan imbalan, seperti posisi kepemimpinan

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Sistem Perencanaan Karir

→ membantu karyawan, manajer, dan perusahaan untuk mengidentifikasi kebutuhan pengembangan karir

Perencanaan karir → proses melalui mana karyawan:

- Menyadari minat, nilai, kekuatan, dan kelemahan mereka
- Memperoleh informasi tentang peluang kerja dalam perusahaan
- Mengidentifikasi tujuan karir
- Menetapkan rencana tindakan untuk mencapai tujuan karir

Komponen sistem perencanaan karir meliputi *self-assessment*, *reality check*, penentuan tujuan, dan rencana tindakan

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Peran Individual dalam Pengembangan Karir

- Tiap-tiap orang harus bertanggung jawab terhadap karir mereka sendiri:
 - Menilai keinginan/minat (*interests*), Ketrampilan (*skills*) & nilai (*values*)
 - Mengambil langkah yang dibutuhkan untuk mencapai karir yang diinginkan dan menyenangkan

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Peran Individual dalam Pengembangan Karir

- bertanggung jawab untuk karir mereka sendiri
- mengetahui minat, ketrampilan dan nilai mereka sendiri ~ mengambil inisiatif untuk menanyakan umpan balik tentang kekuatan dan kelemahan keahlian mereka dari manajer dan rekan kerja
- mencari informasi dan rencana karir
- mengidentifikasi tahap pengembangan karir dan pengembangan kebutuhan
- memanfaatkan peluang pengembangan-peroleh kesempatan belajar yang luas
- berinteraksi dengan karyawan dari kelompok kerja lain baik dalam perusahaan maupun dari luar perusahaan

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MEMBUAT PILIHAN KARIR

Ada tiga faktor utama yang menentukan pilihan karir seseorang:

- **Person-job-fit:** how well a particular job matches an individual's skills, interests, and values.
 - **Holland's Theory of Vocational Choice** - teori yang menyatakan bahwa orang akan berprestasi terbaik pada pekerjaan yang sesuai dengan sifat dan kepribadian mereka
- **Self-concepts:** how well that specific job compares to their images of who they are
 - **Career Anchors** – konsep diri pekerjaan seseorang berdasarkan pada bakat, kemampuan, nilai, kebutuhan, dan motivasi yang mereka persepsikan miliki – (1) technical or functional; (2) Managerial competence, (3) Security and stability, (4) Creativity and entrepreneurship, (5) Autonomy and independence
- **Job opportunity**

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HOLLAND'S THEORY OF VOCATIONAL CHOICE			
If you have the following personality traits...	...you are classified into the following Holland type...	...which means that you would like to work in the following environments...	...and that you would be successful in the following occupations:
Practical, shy, materialistic, stable	Realistic	Working with hands, machines, or tools, focus on tangible results	• Auto mechanic • Assembly worker • Mechanical engineer
Analytic, introverted, reserved, precise, curious	Investigative	Discovering, collecting, analyzing, and solving problems	• Systems analyst • Dentist • Scientist
Creative, impulsive, idealistic, intuitive, emotional	Artistic	Creating new products or ideas, especially in an unstructured setting	• Novelist • Advertising copy-writer • Sculptor
Sociable, outgoing, conscientious, need for affection	Social	Serving or helping others; working in teams	• Social worker • Counselor • Nurse
Confident, energetic, assertive, high need for power	Enterprising	Leading others, achieving goals through others in a results-oriented environment	• Manager • Politician • Stockbroker
Dependable, disciplined, orderly, practical, efficient	Conventional	Performing systematic manipulation of data or information	• Accountant • Banker • Actuary

6-15



Peran Manajemen dalam Pengembangan Karir

- ♦ Manajemen harus menyediakan kesempatan berkembang, umpan balik feedback dan penilaian yang berorientasi kepada karir (*career-oriented appraisals*)

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Peran Manajer dalam Pengembangan Karir

- memberikan umpan balik kinerja yang tepat waktu
- memberikan dukungan dan penilaian pengembangan
- berpartisipasi dalam diskusi pengembangan karir
- memberikan dukungan rencana pengembangan karyawan

Peranan Manajer dalam sistem perencanaan adalah sebagai:

- **Pelatih:** mendengar, menjelaskan, menyelidiki, menyatakan keprihatinan
- **Penilai:** memberikan umpan balik, menyatakan standar, menjelaskan tanggung jawab jabatan
- **Penasehat:** menghasilkan pilihan, membantu menetapkan tujuan, merekomendasi
- **Referral agent (agen rujukan):** menautkan karyawan dengan sumberdaya/orang, mengkonsultasikan rencana tindakan

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Peran Perusahaan dalam Pengembangan Karir

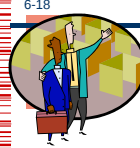
- Komunikasi misi, kebijakan dan prosedur
- Berikan peluang pelatihan dan pengembangan
- Berikan informasi karir dan program karir
- Tawarkan satu keanekaragaman pilihan karir
- Menyediakan **sumberdaya** yang diperlukan bagi kesuksesan perencanaan karir

Sumberdaya meliputi: workshop karir, pusat atau sistem informasi tentang karir, buku kerja perencanaan karir, konsultasi karir, dan jalur karir.

- perlu memonitor sistem perencanaan karir untuk menjamin bahwa manajer dan karyawan menggunakan sistem seperti yang diinginkan dan untuk mengevaluasi apakah membantu perusahaan dalam mencapai tujuan

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Peran Perusahaan

Praktek-praktek manajemen karir termasuk:

- ♦ Posting job openings
- ♦ Formal education
- ♦ Career-oriented performance appraisals
- ♦ Management counseling
- ♦ HR counseling
- ♦ Retirement preparation
- ♦ Succession planning
- ♦ Lateral development

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Peran Perusahaan

Langkah-langkah yang diambil untuk karyawan baru & potensial

Memberi *realistic job previews*

Menyediakan *challenging 1st jobs*

New employee mentoring

Planning workshop & software

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6-20

Good Management

- ♦ Menghindari *reality shock*
- ♦ Merencanakan *job rotation*
- ♦ Menyediakan *mentoring*

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Workshops Karir

- ♦ A planned learning event
- ♦ Kegiatan workshop termasuk:
 - Self-assessment
 - Environmental assessment
 - An individual segment

peopleclick Career planning software

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Manajemen Promosi & Transfer

- ♦ Keputusan-keputusan promosi atau kenaikan posisis dengan tanggung jawab lebih besar meliputi:
 - Apakah berdasar senioritas atau kompetensi?
 - Bagaimana kompetensi diukur?
 - Apakah akan dilakukan secara formal atau informal?
 - Apakah arahnya vertikal, horizontal, atau yang lain?

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Manajemen Promosi untuk Perempuan

- ♦ EMPLOYERS
 - Take career interests seriously
 - Make promotion process fair
 - Flexible career tracks
- ♦ EMPLOYEES
 - Learn, understand the business
 - Be seen as capable
 - Find & use a mentor
 - Train yourself
 - Know what you want

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Penanganan Transfer

- ♦ A transfer: a lateral move to another job with no change in salary or grade
- ♦ Transferees are looking for:
 - Personal enrichment
 - Interesting jobs
 - Convenience
 - Better hours or location
- ♦ Transfers should result in better productivity

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Penanganan Transfer

Penanganan mutasi (*transfer*)

- ♦ Alasan mutasi/transfer
- ♦ Dampak mutasi/transfer terhadap keluarga karyawan

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6-26

Manajemen Karir & Komitmen

Question:

In these times of rapid change & mergers how do you get the employees to keep the company's best interest at heart if the company doesn't seem to or is unable to care about what's good for the employee?

Answer:

Provide them with an opportunity to self-actualize, develop & reach their potential in order to be more marketable should they be let go

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Manajemen Karir & Komitmen

- ♦ Penyediaan kegiatan-kegiatan pengembangan
- ♦ Penilaian berorientasi karir
- ♦ Career records/job posting systems

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Program Pengembangan Karir

- ♦ Program Pengembangan Karir termasuk:
 - Career planning seminars
 - Provide classes, counseling & tutoring
 - Offer workshops
 - Tuition reimbursement

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Penilaian berorientasi karir (*Career-Oriented Appraisals*)

- ♦ Foster commitment
- ♦ Indicates promotability and developmental needs



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6-30

Instructions and Use of Grid for Making Associate Projections of Development

1) Promotability—Enter the appropriate Promotability letter in the box provided. If the answer to Promotability is D, F, or I, leave the "High Potential" and "Projections for Associate Development" sections blank.

2) High Potential—The High Potential box should be checked if this associate has exceptional growth potential—is within the top 5% in drive and ability. Please keep in mind that appraisal ratings and high potential ratings, while related reflect two distinct judgments—performance in current assignment versus exceptional potential for growth. A "1" rated associate is not necessarily high potential or vice versa.

OPERATIONS		FIELD MANAGEMENT	
Position Title/Volume	Code	Position Title/Volume	Code
Regional Operations Manager	1002	Manager of Geographic Markets	1017
		Manager of Business Planning	1025
		District Manager	1121
		Store Manager 30+ D.S.	0109
		Entry Store Manager	0110
		Store Manager 22-30 D.S.	0108
		Store Manager 15-22 D.S.	0107
		Regional Business Planning Manager	1026
		Store Manager 10-15 D.S.	0106
		Store Manager Under 10 D.S.	0105
Regional Catalog Sales Center Manager	1150	Regional Merchandise/Geographic Markets	1146
Regional Programs Manager	1100		
Regional Systems Manager	1027	Store Manager 5-10 S.L.	0104
Regional Catalog Sales Manager	1139	Business Planning Manager	**ADJ D
District Operations Manager	2250	District Special Events & Publicity Manager	2800
District Operations/Personnel Manager	2310	Store Merchandise & Marketing Manager	4260
Regional Loss Prevention Manager	4804		
Operations Manager 30+ D.S.	1220	Store Manager 3-5 S.L.	0103
District Merchandise Systems Coordinator	2330	General Merchandising Manager 30+ D.S.	4299

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6-31

9/10/81 *GRK/PL*

Management Characteristics and Strategic Strengths: Fill in letter for each using ratings below. See reverse for definitions.
 Ratings: G = Outstanding G = Good S = Satisfactory ND = Needs Development TN = Too New to Rate or Not Applicable

1 Leadership 2 Innovation 3 Success 4 Integrity 5 Judgment 6 Planning & Operating 7 Team Process Participation 8 Vision Creativity 9 HR Management 10

Additional Comments, Strengths and Opportunities: Lee achieved very solid results in Res -- sales taken, strong team development and depth of lines. Shows a real opportunity for Lee. Many decisions must be made more quickly by Lee, using merchandise systems letter.

OVERALL PERFORMANCE RATING (See reverse for instructions) **11**

Manager	Supervisor	Projector	Thru a discussion with these individuals, check items
Name	Date of Report	Date of Review	Thru a discussion with these individuals, check items
<i>Greg R. Turner</i>	<i>9/10/81</i>	<i>4-1/8</i>	<i>4/10/81</i>
☐ Yes	☐ No	☐ Yes	☐ No

See (reverse) for Guidance for interviewers

Promotions, Recommendations: Enter letter

Promotions for Advancement				Year 1 97	Year 2 _____
A The Top	B Second in line up	C Third in line up	D Promotions for Advancement	Project Lead	Project Lead
E Can grow with job	F Recommended below a level	G A line up regardless of level	H Not recommended	Project Lead	Project Lead
I Recommended not recommended	J Not recommended	K Not recommended	L Not recommended	Project Lead	Project Lead

High Potential Check if this person has exceptional growth potential. Year 1% of line and above ☐

SP Form 1000 Rev. 2/78 T.O.C. # 208-701-1000

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- ◆ Lima tahapan yang digunakan secara rutin oleh *internal placement centers* (IPC):
 - Conduct an internal, external, or combined search
 - Manager completes job description for the position
 - Recruiter posts current job opportunities
 - Interested employees apply for the position
 - Center coordinator assesses each applicant

-

- ◆ Menciptakan lingkungan yang lebih baik
 - Employee's assertiveness influences supervisor's fairness
 - Large organizations must work hard to set up fair work procedures
 - Fair treatment reflects underlying elements like trust and respect

Fair treatment scale

How fair is your supervisor's treatment of you? (1 = fair, 5 = unfair)

1	2	3	4	5
1. My supervisor treats me fairly	2. My supervisor treats me fairly	3. My supervisor treats me fairly	4. My supervisor treats me fairly	5. My supervisor treats me fairly
6. My supervisor treats me fairly	7. My supervisor treats me fairly	8. My supervisor treats me fairly	9. My supervisor treats me fairly	10. My supervisor treats me fairly
11. My supervisor treats me fairly	12. My supervisor treats me fairly	13. My supervisor treats me fairly	14. My supervisor treats me fairly	15. My supervisor treats me fairly
16. My supervisor treats me fairly	17. My supervisor treats me fairly	18. My supervisor treats me fairly	19. My supervisor treats me fairly	20. My supervisor treats me fairly
21. My supervisor treats me fairly	22. My supervisor treats me fairly	23. My supervisor treats me fairly	24. My supervisor treats me fairly	25. My supervisor treats me fairly
26. My supervisor treats me fairly	27. My supervisor treats me fairly	28. My supervisor treats me fairly	29. My supervisor treats me fairly	30. My supervisor treats me fairly
31. My supervisor treats me fairly	32. My supervisor treats me fairly	33. My supervisor treats me fairly	34. My supervisor treats me fairly	35. My supervisor treats me fairly
36. My supervisor treats me fairly	37. My supervisor treats me fairly	38. My supervisor treats me fairly	39. My supervisor treats me fairly	40. My supervisor treats me fairly
41. My supervisor treats me fairly	42. My supervisor treats me fairly	43. My supervisor treats me fairly	44. My supervisor treats me fairly	45. My supervisor treats me fairly
46. My supervisor treats me fairly	47. My supervisor treats me fairly	48. My supervisor treats me fairly	49. My supervisor treats me fairly	50. My supervisor treats me fairly
51. My supervisor treats me fairly	52. My supervisor treats me fairly	53. My supervisor treats me fairly	54. My supervisor treats me fairly	55. My supervisor treats me fairly
56. My supervisor treats me fairly	57. My supervisor treats me fairly	58. My supervisor treats me fairly	59. My supervisor treats me fairly	60. My supervisor treats me fairly
61. My supervisor treats me fairly	62. My supervisor treats me fairly	63. My supervisor treats me fairly	64. My supervisor treats me fairly	65. My supervisor treats me fairly
66. My supervisor treats me fairly	67. My supervisor treats me fairly	68. My supervisor treats me fairly	69. My supervisor treats me fairly	70. My supervisor treats me fairly
71. My supervisor treats me fairly	72. My supervisor treats me fairly	73. My supervisor treats me fairly	74. My supervisor treats me fairly	75. My supervisor treats me fairly
76. My supervisor treats me fairly	77. My supervisor treats me fairly	78. My supervisor treats me fairly	79. My supervisor treats me fairly	80. My supervisor treats me fairly
81. My supervisor treats me fairly	82. My supervisor treats me fairly	83. My supervisor treats me fairly	84. My supervisor treats me fairly	85. My supervisor treats me fairly
86. My supervisor treats me fairly	87. My supervisor treats me fairly	88. My supervisor treats me fairly	89. My supervisor treats me fairly	90. My supervisor treats me fairly
91. My supervisor treats me fairly	92. My supervisor treats me fairly	93. My supervisor treats me fairly	94. My supervisor treats me fairly	95. My supervisor treats me fairly
96. My supervisor treats me fairly	97. My supervisor treats me fairly	98. My supervisor treats me fairly	99. My supervisor treats me fairly	100. My supervisor treats me fairly

-

- ◆ Discipline: encouraging employees to behave sensibly at work
- ◆ Keadilan di sini berarti tiga hal:
 - Rules & regulations
 - A system of progressive penalties
 - An appeals process

6-37



Menekankan keadilan dalam disiplin

Beberapa petunjuk -

- ♦ Evidence supports wrongdoing
- ♦ Due process rights protected
- ♦ Warn first
- ♦ Relevancy
- ♦ Investigate fairly and adequately
- ♦ Substantial evidence of misconduct

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6-38



Menekankan keadilan dalam disiplin(Cont.)

- ♦ Evenhanded application
- ♦ Penalty matches offense and history
- ♦ Right to counsel
- ♦ Maintain dignity
- ♦ Burden of proof
- ♦ Get the facts and be cool

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6-39



Bertimbangankan disiplin tanpa hukuman

- ♦ Non-punitive guidelines for recurring event:
 - Oral reminder
 - Issue formal written reminder & include in file
 - Give paid one-day "decision-making leave"
 - If no further incidents occur, purge their file

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Mengelola Privacy Karyawan

- ♦ About 75% of U.S. firms now record and review some employee communications
- ♦ Electronic eavesdropping is legal - to a point

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6-41



Anda dipecat!

- ♦ Dismissal is drastic – be careful!
- ♦ Terminate at will

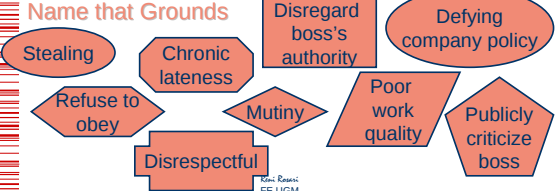
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6-42

Alasan Pemecatan

Perusahaan memecat karyawan dengan 4 alasan: unsatisfactory performance, misconduct, lack of qualifications for the job, & changed requirements

Name that Grounds



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6-43



Security Measures to Take After a Dismissal

- ♦ Use a checklist to ensure all company property is returned
- ♦ Walk employees out of the offices
- ♦ Disable passwords & accounts
- ♦ Have formal rules for return of portable equipment like laptops & handhelds

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6-44



Apa yang ditanyakan sebelum pemecatan?

- ♦ Written agreements?
- ♦ Contracts?
- ♦ Defamation (fitnah) claims?
- ♦ Discrimination?
- ♦ Worker's compensation?
- ♦ Rules communicated?
- ♦ Chance to explain or correct?
- ♦ Monies paid?
- ♦ COBRA explained?
- ♦ Reference response?
- ♦ Reviewed file?
- ♦ "Buy-out" considered?

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6-45

Petunjuk Interview Pemberhentian



- ♦ Plan interview carefully
- ♦ Get to the point – skip the small talk
- ♦ Describe situation briefly as to why person is being let go
- ♦ Listen as person begin talking freely & calmly about reasons for the termination
- ♦ Review all elements of severance package
- ♦ Identify subsequent steps employee will take

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6-46



Outplacement

- ♦ **Outplacement counseling** A systematic process by which a terminated person is trained and counseled in the techniques of self-appraisal and securing a new position



LEE HECHT HARRISON
Global Career Services

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FE UGM

6-47



Exit Interviews

- ♦ Exit interview questions to ask:
 - Why did you join the company?
 - Why did you decide to leave?
 - Was the job presented correctly & honestly?
 - Were your expectations met?
 - What was the workplace environment like?
 - Supervisor's management style like?
 - Were there any special problem areas?

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6-48



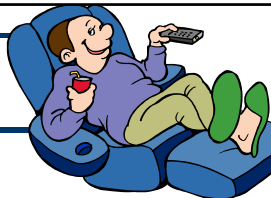
Bumping/Layoff Procedures

- ♦ Seniority:
 - Usually ultimately determines who will work
 - Can give way to merit or ability
 - Is usually based on the date employee joined
 - Is usually company-wide: an employee in one job can displace another elsewhere, if the senior person can do the job without further training

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Layoff Alternatives



- ♦ Voluntary reduction in pay
- ♦ Voluntary time off
- ♦ Rings of defense – the deliberate use of temp or contract hires so that they can be laid off rather than permanent hires

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6-50

Adjusting to Downsizings

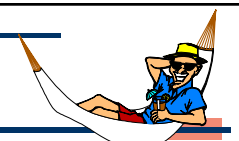
- ♦ Guidelines for implementing a reduction of force:
 - Identify objectives and constraints
 - Form a downsizing team
 - Address legal issues
 - Plan post-implementation actions
 - Address security concerns



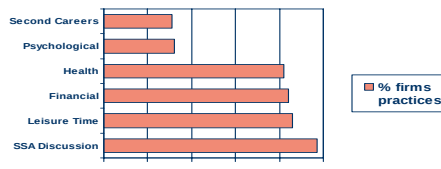
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6-51

Pensiun



- ♦ Retirement for many employees is bittersweet
- ♦ Pre-retirement counseling practices:



Practice	% firms practices
Second Careers	~35%
Psychological	~35%
Health	~85%
Financial	~85%
Leisure Time	~85%
SSA Discussion	~95%

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