

MANAJEMEN SDM PENDIDIKAN

Dr. Musringudin, M. Pd.

Rabu, 20 Maret 2024

1

Pengertian,
fungsi, tujuan,
pendekatan
dan tantangan
dan
permasalahan
dalam MSDM
Pendidikan

**Tujuan: Setelah Mempelajari
Materi Mahasiswa dapat
Menjelaskan**

- **Pengertian**
- **Fungsi**
- **Tujuan**
- **Pendekatan & Tantangan**
- **Permasalahan dalam MSDM Pendidikan**

General Perspective

Organization;

People with formally assigned roles who work together to achieve the organization's goals.

Manager;

The person responsible for accomplishing the organization's goals, and who does so by managing (planning, organizing, staffing, leading, and controlling) the efforts of the organization's people.

Source: HUMAN RESOURCE MANAGEMENT. THIRTEENTH EDITION: GARY DESSLER, Pearson Education, Inc., publishing as Prentice Hall, (United States of America, 2013)

PENGERTIAN MSDM

Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

Source: HUMAN RESOURCE MANAGEMENT. THIRTEENTH EDITION: GARY DESSLER, Pearson Education, Inc., publishing as Prentice Hall, (United States of America, 2013)

Human Resource Management

Twelfth Edition

John M Ivancevich & Robert Konopaske, 2013

McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc

Human resource management (HRM) is the effective management of people at work. HRM examines what can or should be done to make working people more productive and satisfied, p. 1.

Human resource management is the function performed in organizations that facilitates the most effective use of people (employees) to achieve organizational and individual goals, p. 4.

The concepts and techniques you need to perform the people or personnel aspects of your management job.

These include:

-
1. Conducting job analyses (determining the nature of each employee s job)
 2. Planning labor needs and recruiting job candidates
 3. Selecting job candidates
 4. Orienting and training new employees
 5. Managing wages and salaries (compensating employees)
 6. Providing incentives and benefits
 7. Appraising performance
 8. Communicating (interviewing, counseling, disciplining)
 9. Training and developing managers
 10. Building employee commitment

And what a manager should know about:

1. Equal opportunity and affirmative action
2. Employee health and safety
3. Handling grievances and labor relations

Human Resource Management

John M Ivancevich dan Robert Konopaske, 2013, P. 5

Human resource management (HRM) consists of numerous activities, including

1. Equal employment opportunity (EEO) compliance.
2. Job analysis.
3. Human resource planning.
4. Recruitment, selection, motivation, and retention.
5. Performance evaluation and compensation.
6. Training and development.
7. Labor relations.
8. Safety, health, and wellness.

Management Process

Planning. Establishing goals and standards; developing rules and procedures; developing plans and forecasting.

Organizing. Giving each subordinate a specific task; establishing departments; delegating authority to subordinates; establishing channels of authority and communication; coordinating subordinates work.

Staffing. Determining what type of people you should hire; recruiting prospective employees; selecting employees; training and developing employees; setting performance standards; evaluating performance; counseling employees; compensating employees.

Leading. Getting others to get the job done; maintaining morale; motivating subordinates.

Controlling. Setting standards such as sales quotas, quality standards, or production levels; checking to see how actual performance compares with these standards; taking corrective action, as needed.

Four functions of management

John R. Schermerhorn, Jr.; James G. Hunt; Richard N. Osborn (p.10)

Organizational Behavior Seventh Edition

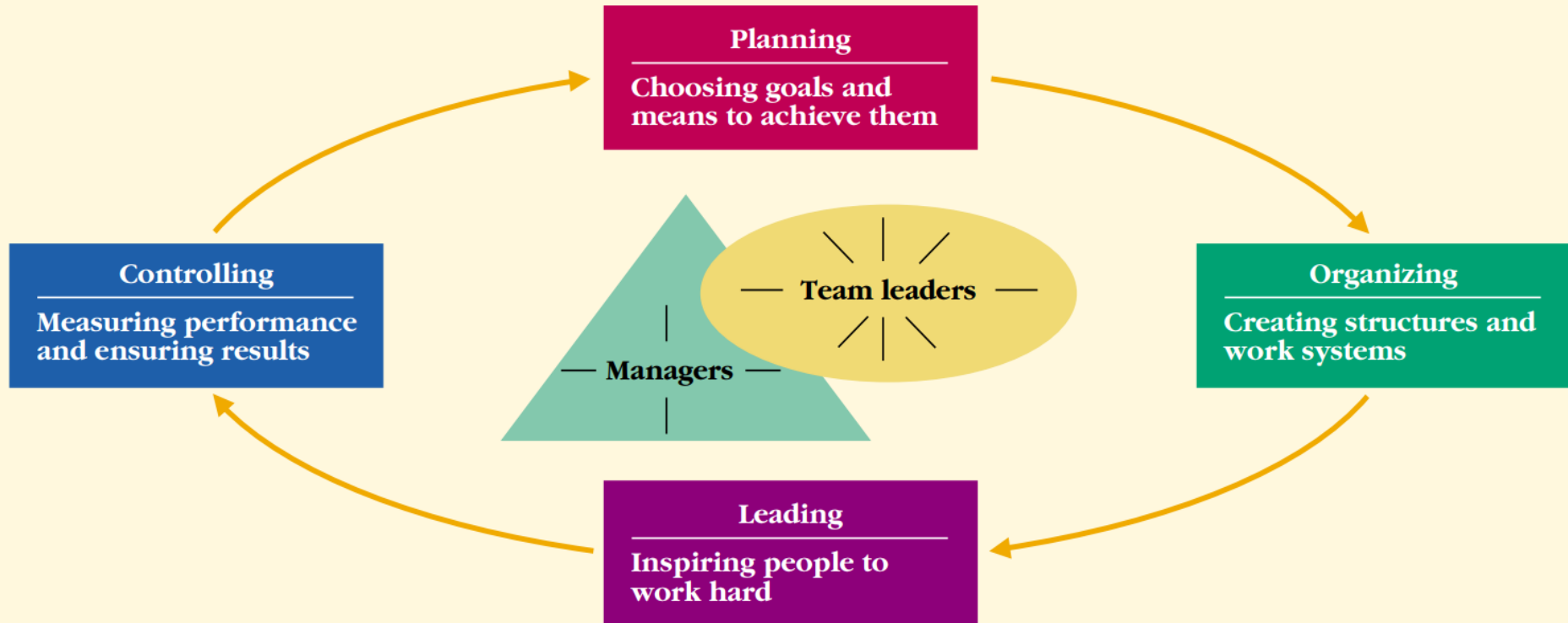


Figure 1.3

The management process of planning, organizing, leading, and controlling.

Function of Management

- Planning—Defining goals, setting specific performance objectives, and identify the actions needed to achieve them.
- Organizing—Creating work structures and systems, and arranging resources to accomplish goals and objectives.
- Leading—Instilling enthusiasm by communicating with others, motivating them to work hard, and maintaining good interpersonal relations.
- Controlling—Ensuring that things go well by monitoring performance and taking corrective action as necessary.

Fungsi Manajemen SDM

1. Perencanaan Kebutuhan SDM

Pertama, mereka bertanggung jawab untuk merencanakan kebutuhan SDM yang sesuai dengan strategi organisasi. Penentuan jumlah, kualifikasi, dan kemampuan karyawan yang diperlukan untuk mencapai tujuan organisasi.

2. Perekrutan dan Seleksi

Selanjutnya, perekrutan dan seleksi karyawan yang berkualitas. Proses merekrut calon karyawan yang potensial, melaksanakan wawancara, dan melakukan penilaian untuk memilih individu terbaik yang sesuai dengan persyaratan pekerjaan.

3. Pengembangan Karyawan

Manajemen SDM bertanggung jawab untuk menyusun program pelatihan dan pengembangan yang mendukung peningkatan keterampilan dan pengetahuan karyawan. Mereka juga terlibat dalam menyediakan kesempatan karir dan pengembangan jenjang karir yang jelas bagi karyawan.

Tujuan Manajemen SDM

...mencapai efisiensi dan efektivitas organisasi melalui pengelolaan sumber daya manusia yang baik. Termasuk meningkatkan kinerja karyawan, memastikan kepuasan karyawan terhadap management, mempromosikan nilai-nilai tempat kerja, serta menciptakan lingkungan kerja yang sehat dan produktif.

Menurut Barry Cushway (1996), tujuan dasar MSDM:

- Mendorong organisasi memiliki motivasi kerja tinggi.
- Membantu organisasi mencapai tujuan, tanpa melupakan jika MSDM bertanggung jawab untuk memikirkan dan memperhatikan dampak kebijakan dan prosedur yang dibuat untuk para karyawan.
- Perekrutan SDM yang berkualitas dan menciptakan kondisi yang mendukung kondusivitas organisasi.
- Mempersiapkan solusi untuk hal yang terduga maupun tidak terduga.
- Mengomunikasikan pesan dari pekerja dan organisasi dengan baik.

Tujuan

Why Is HRM Important to All Managers?

AVOID PERSONNEL MISTAKES First, For example, no manager wants to:

- Hire the wrong person for the job
- Experience high turnover
- Have your people not doing their best
- Waste time with useless interviews
- Have your company taken to court because of your discriminatory actions
- Have your company cited under federal occupational safety laws for unsafe practices
- Have some employees think their salaries are unfair relative to others in the organization
- Allow a lack of training to undermine your departments effectiveness
- Commit any unfair labor practices

New Approach in HR

*The **transactional HR group** uses **centralized call centers** and outsourcing arrangements to provide support for day-to-day transactional activities (such as changing benefits plans and employee assistance and counseling). In one survey, about 75% of respondents said their firms were providing transactional, administrative human resource services through such arrangements.

* The **corporate HR group** focuses on **assisting top management**, in top level big picture issues such as developing and explaining the personnel aspects of the company's long-term strategic plan.

*The **embedded HR unit** assigns **HR generalists** (also known as relationship managers or HR business partners) directly to departments like sales and production. They provide the localized human resource management assistance the departments need.

*The **centers of expertise** are like specialized HR consulting firms within the company for instance, they provide specialized assistance in areas such as organizational change.

Trends Shaping Resource Management

Trends

- Globalization
- Increased competition
- Deregulation and increased indebtedness
- Technological innovation
- More high-tech jobs
- More service jobs
- More knowledge work
- An aging workforce
- Dramatic economic downturn starting in 2007/2008
- De-leveraging plus a likely slowdown in deregulation and globalization
- Slower economic growth in many countries

So Companies Must Be

- More competitive
- Faster and more responsive
- More cost-effective
- Human-capital oriented
- Quality conscious
- Downsized
- Organized flatter (fewer layers)
- Organized around empowered teams
- Leaner
- More fiscally conservative
- More scientific in how they make decisions

Employers Will Therefore Expect from HRM That They

- Focus more on big picture issues such as helping the company achieve its strategic goals
- Find new ways to provide transactional services such as benefits administration
- Create high-performance work systems
- Take steps to help the employer better manage challenging times
- Formulate practices and defend its actions based on credible evidence
- Manage ethically
- Have the proficiencies required to do these things for instance, a command of strategic management and financial budgeting

Permasalahan dalam MSDM Pendidikan

The challenges of human resource management include *poor working condition, problem of staffing, funding, incessant transfer of teacher among others.*

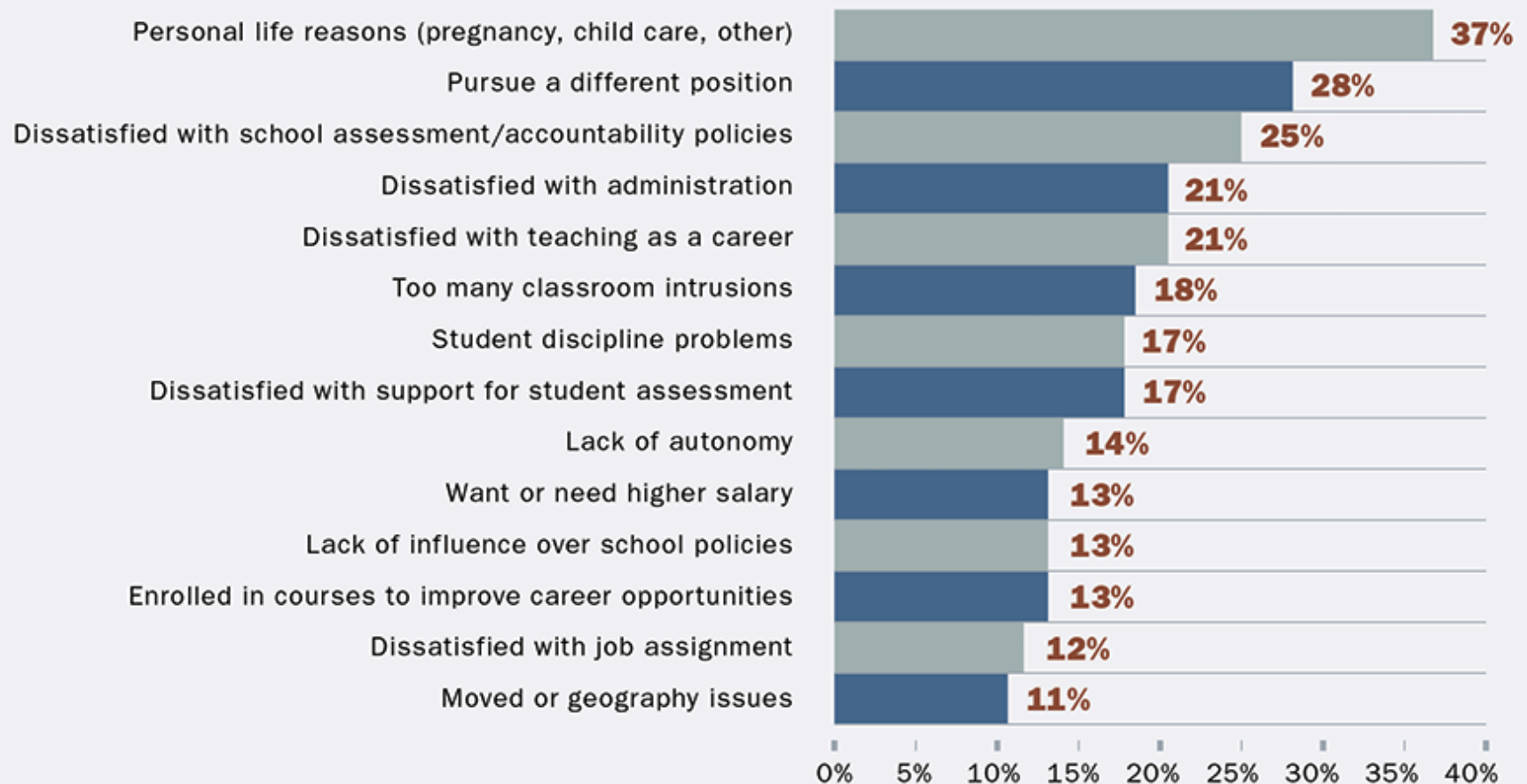
Nirvi B, Top 5 HR Challenges in the Education Sector

<https://www.peoplehum.com/blog/hr-challenges-in-the-education-sector>

- ❑ **Shortage of teachers:** A number of HR challenges in the education sector have contributed to this shortfall of teachers. This includes remuneration, working conditions, a lack of support and autonomy, and changing curriculum.
- ❑ **Retention of top educators:** One of the most critical HR challenges in the education sector—one that must equip diverse students to engage in today's knowledge-driven economy—is retaining good educators.
- ❑ **Lack of training and career development:** Continuous professional development is crucial for them to build these skills.
- ❑ **Barriers in communication:** When educators fail to communicate at work, misinformation, misunderstandings, and mixed messages can cause the system's wheels to spin or come off altogether.
- ❑ **Endless paperwork:** Time-consuming paperwork & manual processes plague educational institutions, creating the need of HR in education sector challenges such as keeping track of attendance, fees, admissions, transportation, and other data.

Figure 1: Why Do Teachers Leave?

Nirvi B

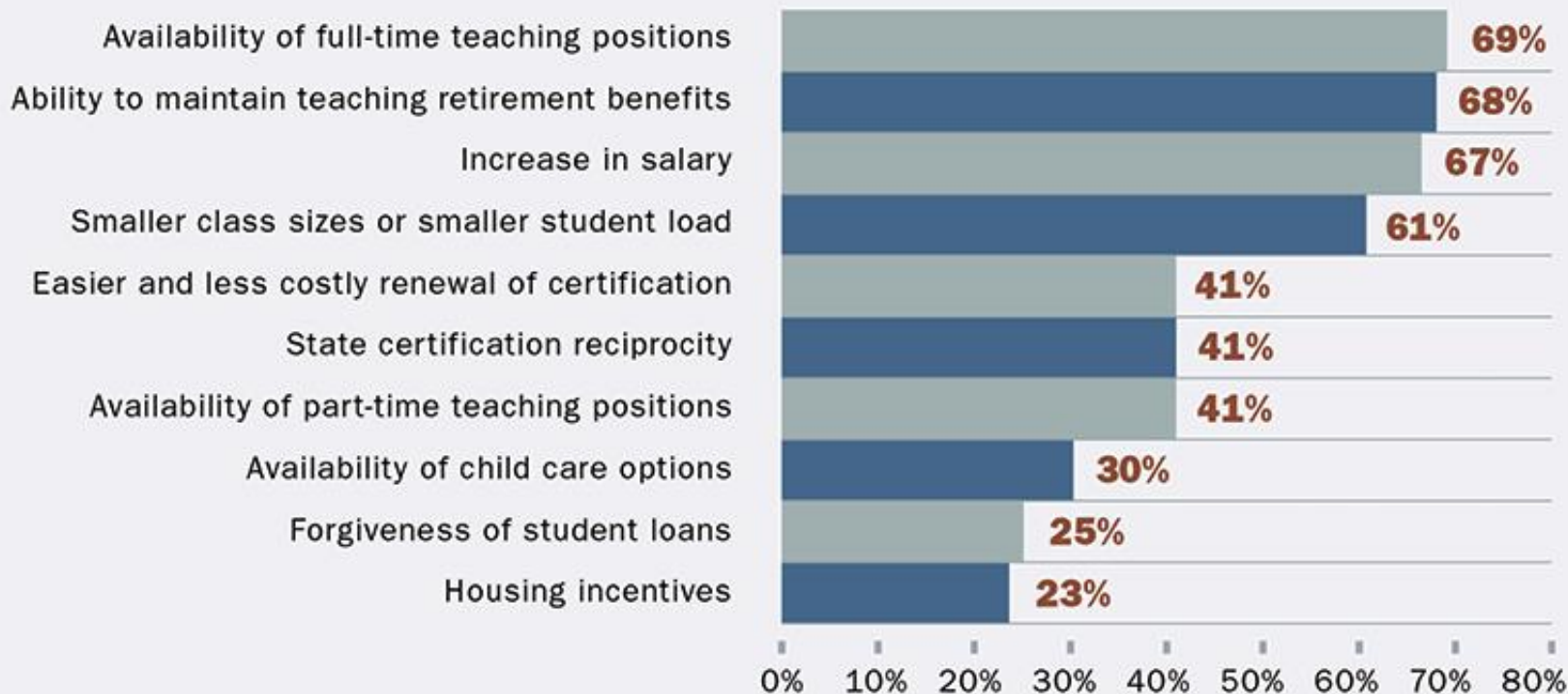


The percentage of voluntary leavers who rated the factor as extremely or very important in their decision to leave. Percentages do not add to 100 because teachers can select multiple factors.

Source: LPI analysis of the Teacher Follow-up Survey (TFS), 2013, from the Schools and Staffing Surveys, National Center for Education Statistics.

Figure 2: What Would Bring the Leavers Back?

Nirvi B



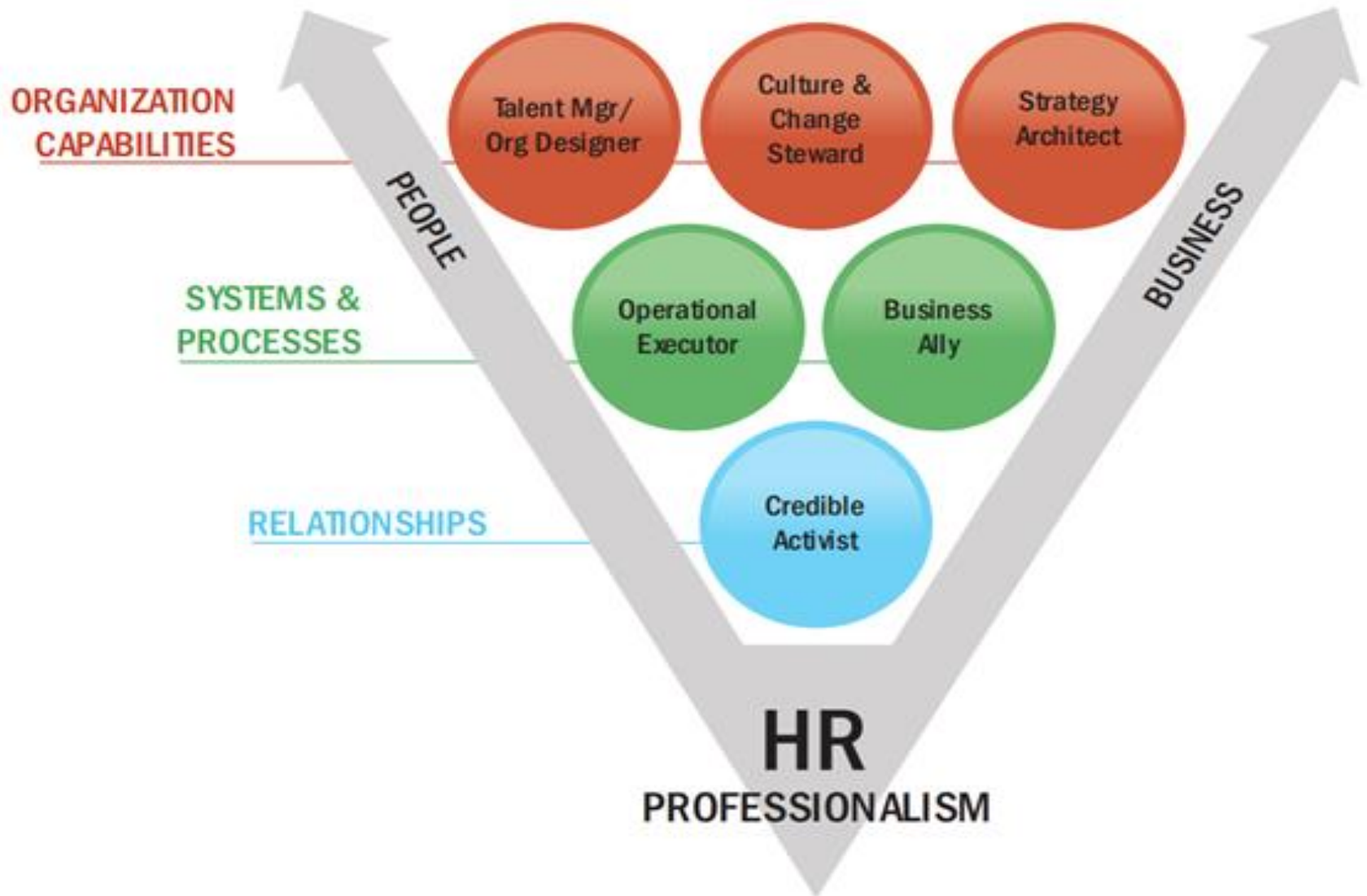
The percentage of leavers who rated the factor as extremely or very important in their decision to return.
Percentages do not add to 100 because teachers can select multiple factors.

Note: The most frequently cited factor (the availability of full-time teaching positions) may have been related to the timing of the 2011-12 National Center for Education Statistics survey, which was conducted during a time of budget cuts and teacher layoffs, during the Great Recession.
Source: LPI analysis of the Teacher Follow-up Survey (TFS), 2013, from the Schools and Staffing Surveys, National Center for Education Statistics.

3. The human resources issues in education sector during teacher training may arise due to:

- A. the training process's weakness in terms of strategic planning,**
- B. candidate teacher selection without any criterion or oversight inadequacy of pedagogical formation education,**
- C. lack of inspection of difficulties or performance improvement areas during the candidacy years,**
- D. in-service trainings not being planned,**
- E. or being conducted purely for the sake of promotion.**

THE HUMAN RESOURCE MANAGER'S COMPETENCIES



Dave Ulrich & his colleagues say that today's HR managers need the knowledge, skills, and competencies to be:

1. Talent Managers/Organization Designers, with a mastery of traditional human resource management tasks such as acquiring, training, and compensating employees.
2. Culture and Change Stewards, able to create human resource practices that support the firm's cultural values.
3. Strategy Architects, with the skills to help establish the company's overall strategic plan, and to put in place the human resource practices required to support accomplishing that plan.
4. Operational Executors, able to anticipate, draft, and implement the human resource practices (for instance in testing and appraising) the company needs to implement its strategy.
5. Business Allies, competent to apply business knowledge (for instance in finance, sales, and production) that enable them to help functional and general managers to achieve their departmental goals.
6. Credible Activists, with the leadership and other competencies that make them both credible (respected, admired, listened to) and active (offers a point of view, takes a position, challenges assumptions.)

BRIEF CONTENTS

PART ONE INTRODUCTION 2

- 1 Introduction to Human Resource Management 2
- 2 Equal Opportunity and the Law 30
- 3 Human Resource Management Strategy and Analysis 70

PART TWO RECRUITMENT, PLACEMENT, AND TALENT MANAGEMENT 102

- 4 Job Analysis and the Talent Management Process 102
- 5 Personnel Planning and Recruiting 136
- 6 Employee Testing and Selection 174
- 7 Interviewing Candidates 212

PART THREE TRAINING AND DEVELOPMENT 242

- 8 Training and Developing Employees 242
- 9 Performance Management and Appraisal 282
- 10 Employee Retention, Engagement, and Careers 320

PART FOUR COMPENSATION 350

- 11 Establishing Strategic Pay Plans 350
- 12 Pay for Performance and Financial Incentives 390
- 13 Benefits and Services 422

PART FIVE EMPLOYEE RELATIONS 458

- 14 Ethics and Employee Rights and Discipline 458
- 15 Labor Relations and Collective Bargaining 494
- 16 Employee Safety and Health 530
- 17 Managing Global Human Resources 576
- 18 Managing Human Resources in Small and Entrepreneurial Firms 604

APPENDICES

APPENDIX A PHR and SPHR Knowledge Base 633

APPENDIX B Comprehensive Cases 641

TERIMA KASIH



Peran dan Strategi dalam MSDM Pendidikan

2

Dr. Musringudin, M Pd

27 Maret 2024

Topik:

Peran dan Strategi dalam MSDM Pendidikan

Tujuan Pembelajaran

Mahasiswa diharapkan mampu menjelaskan berdasarkan analisis kritis tentang:

1. Peran Strategis MSDM dalam Pendidikan.
2. Perencanaan strategi dalam MSDM Pendidikan.
3. Langkah-langkah perencanaan strategis dengan pendekatan analisis SWOT.
4. Benefit implementasi MSDM dalam Pendidikan.

Strategic HRM, or 'people strategy', is about creating a coherent framework for employees to be hired, managed and developed to support an organization's long-term goals.

ROLE OF HUMAN RESOURCE MANAGEMENT IN EDUCATION

The goals of human resource management in education are to enhance the development of the employees or teachers so that they can contribute to goal achievement.

Human resource management has some specific roles to play like strategic roles and operational roles.

- ▶ **Strategic Role:** Operational HRM professionals typically handle the day-to-day, tactical operations. HR's are critical for effective educational functioning. its new importance stem from adequately recruited, selected , supervised, inducted and adequately rewarded, provided for, properly developed, employee appraised and promoted on the job.
- ▶ **Operational Role:** The strategic HRM staff performs a planning role that focuses on the long-term interests of the education. Operational HR functions for relations of employee and employer and encompasses maintaining policies and records, ensuring compliance to local, state and national regulations, and managing disciplinary disputes and complaints.

Peran MSDM Pendidikan

- ▶ **Peran administrasi:** berkaitan dengan kegiatan rekrutmen, penggajian, penilaian kinerja.
- ▶ **Peran Penasehat:** bertanggungjawab menyelesaikan persoalan yang dihadapi pegawai, keluhan, kritik, kekhawatiran, dan harapan anggota organisasi.
- ▶ **Peran operasional:** bertanggungjawab mengimplementasikan kebijakan organisasi termasuk mengantisipasi/menyiapkan potensi perubahan yang disebabkan factor internal & eksternal.
- ▶ **Peran strategis:** Profesional MSDM Pendidikan bertanggungjawab menangani permasalahan organisasi terkait dengan penyiapan guru dan staff yang professional, kompetitif, dan berorientasi masa depan.

Apa yang di kelola dalam MSDM Pendidikan

Human resources management is the backbone of every organization and organization is a body of people, their development, acquisition of skills, motivation for higher levels of attainments, as well as ensuring their level of commitment are all significant activities.

Apa yang di kelola dalam MSDM Pendidikan

- ▶ HRM helps subordinates to realize individual and organizational goals.
- ▶ The advantages of HRM is preparing people for the future. The institution is also able to identify potential employees who can be promoted in the future for the top level jobs.
- ▶ If proper recruitment and selection methods are followed, the institution will be able to select the right people for the right job. It will reduce the number of people leaving the education organization as they will be satisfied with their job and decrease in staff turnover.
- ▶ Due to proper HR policies, employees are trained well and this makes them ready for future promotions.
- ▶ Political philosophy has undergone change all over the world. The new approach is to develop human resource properly for ensuring its better use.

HOW TO MANAGE HUMAN RESOURCES AT FOUR LEVELS

National Level:

- ▶ a) To create conducive conditions for development of nation.
- ▶ b) To provide suitable means for exploitation and utilization of a nation's natural, physical and financial resources required for efficient and committed manpower.
- ▶ c) To facilitate human resource in generating high standard of living by inculcating such skill, attitudes and values which are required for speeding up the process of economic and educational growth.

Organizational Level:

- ▶ Human Resource Management (HRM) is a relatively new approach to manage people in any organisation. People are considered the key resource in this approach. It is concerned with the people dimension in management of an all other sub-system of an organization. The functional ability and efficiency of people in all subsystems of an organization heavily rely on the policies, programmes and practices of the HRM.

Professional level:

Effective management of human resource will help to improve the quality of work life. It will promote teamwork among employees by providing a healthy working environment. It can contribute for professional growth in the following ways:

- a) Providing maximum opportunities for personal development of each employee.
- b) Maintaining healthy relationships among individuals, and different work groups.
- c) Allocating work properly.

Social Level

Sound human resource management will have a great significance for the society. It can help to enhance the dignity of labor in the following ways:

- ▶ a) Providing suitable employment that provides social and psychological satisfaction to people.
- ▶ b) Maintaining a balance between the jobs available and the jobseekers in terms of numbers, qualifications, needs and aptitudes.
- ▶ c) Eliminating waste of human resources through conservation of physical and mental health.

Perencanaan strategi dalam MSDM Pendidikan

- ▶ **Planning**—Establishing goals and standards; developing rules and procedures; developing plans and forecasting. (Dessler)
- ▶ **Planning**—Defining goals, setting specific performance objectives, and identify the actions needed to achieve them. (John R. Schermerhorn, Jr.; James G. Hunt; Richard N. Osborn)
- ▶ The first step to effective HRM is recruitment. Begins with a needs forecast, Forecasting your internal demand for teachers begins with projecting student enrollment at all grade levels. HRM directors should work closely with local businesses and pay close attention to area housing developments, census and demographic data and enrollment of feeder institutions to help prepare enrollment projections. (Clarence Johnson, William Allan Kritsonis, 2007)

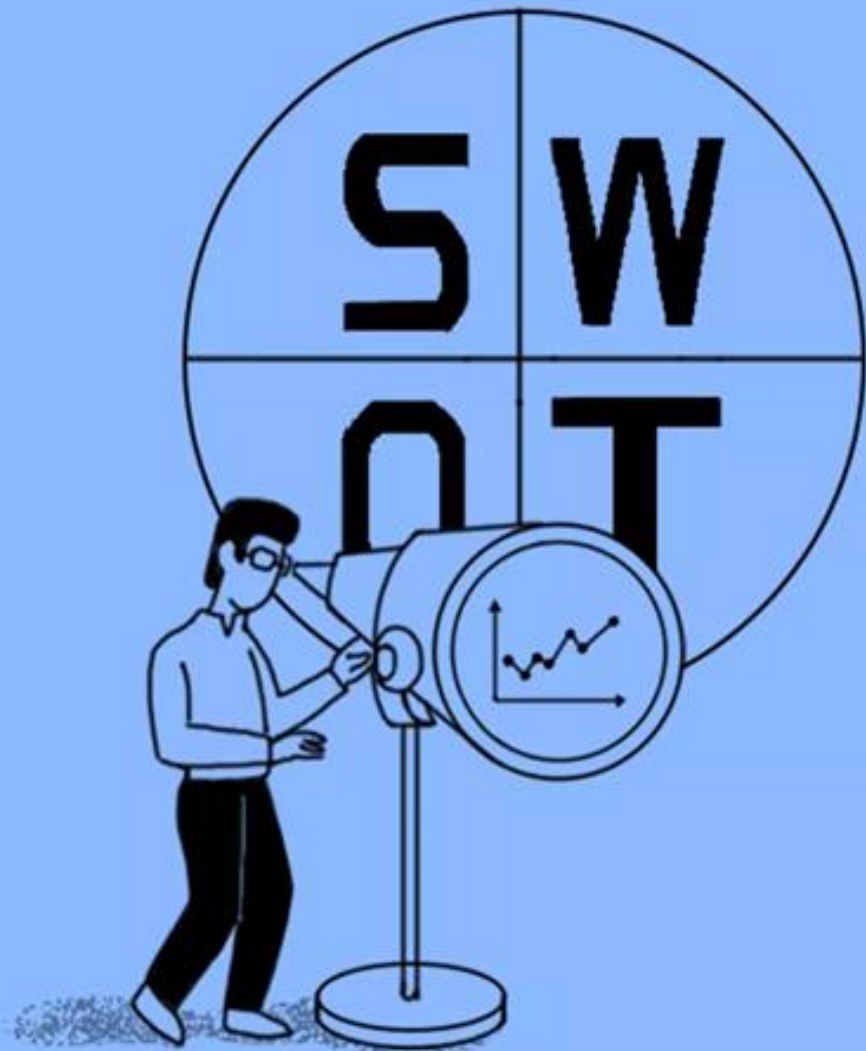
Benefit implementasi MSDM dalam Pendidikan

1. Perekrutan dan Pelatihan: merekrut dan membawa orang yang tepat ke dalam organisasi & melatih mereka untuk melakukan pekerjaan dengan lebih baik.
2. Sistem Manajemen Kinerja: meningkatkan sistem manajemen kinerja karyawan agar mereka merasa termotivasi dan dihargai atas pencapaiannya.
3. Membangun Budaya dan Nilai: menciptakan ruang kerja yang sehat dan nyaman. membantu mengeluarkan yang terbaik dalam diri seorang karyawan. Menciptakan ruang kerja yang baik adalah tanggung jawab utama departemen Sumber Daya Manusia (SDM) untuk memastikan produktivitas maksimal.
4. Manajemen Konflik: manajemen dan resolusi konflik antara karyawan dan atasan dalam industri atau organisasi. Manajemen sumber daya manusia mengambil tindakan tepat waktu untuk menyelesaikan konflik yang tidak menyenangkan secara damai dan elegan sebelum konflik tersebut lepas kendali dan mengacaukan segalanya.
5. Meningkatkan Pergantian Karyawan: pemantauan dan pengelolaan pergantian karyawan yang cermat. Perputaran karyawan yang tinggi sangat merugikan industri. Biayanya lebih dari dua kali lipat pendapatan karyawan saat ini untuk menciptakan dan melatih karyawan baru. Departemen sumber daya manusia (SDM) harus sangat jelas tentang mempekerjakan orang yang tepat sejak awal.

Perencanaan Strategis dengan Pendekatan Analisis SWOT

What Is SWOT Analysis?

- ▶ SWOT (strengths, weaknesses, opportunities, and threats) analysis is a framework used to evaluate a company's competitive position and to develop strategic planning
- ▶ SWOT analysis assesses internal and external factors, as well as current and future potential.
- ▶ SWOT analysis is a technique for assessing the performance, competition, risk, and potential of a business, as well as part of a business such as a product line or division, an industry, or other entity.



SWOT

['swät]

A framework used to evaluate a company's competitive position and to develop strategic planning.

Strengths

- ▶ Strengths describe what an organization excels at and what separates it from the competition: a strong brand, loyal customer base, a strong balance sheet, unique technology, and so on.

Weaknesses

- ▶ Weaknesses stop an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive: a weak brand, higher-than-average turnover, high levels of debt, an inadequate supply chain, or lack of capital.

Opportunities

- ▶ Opportunities refer to favorable external factors that could give an organization a competitive advantage. For example, if a country cuts tariffs, a car manufacturer can export its cars into a new market, increasing sales and market share.

Threats

- ▶ Threats refer to factors that have the potential to harm an organization. For example, a drought is a threat to a wheat-producing company, as it may destroy or reduce the crop yield. Other common threats include things like rising costs for materials, increasing competition, tight labor supply. and so on.

How to Do a SWOT Analysis

- 1: Determine Your Objective
- 2: Gather Resources
- 3: Compile Ideas
- 4: Refine Findings
- 5: Develop the Strategy

Compile Ideas can be done by identified Internal Factors

- ▶ What occurs within the company serves as a great source of information for the strengths and weaknesses categories of the SWOT analysis. Examples of internal factors include financial and human resources, tangible and intangible (brand name) assets, and operational efficiencies.

Potential questions to list internal factors are:

- ▶ (Strength) What are we doing well?
- ▶ (Strength) What is our strongest asset?
- ▶ (Weakness) What are our detractors?
- ▶ (Weakness) What are our lowest-performing product lines?

Compile Ideas can be done by identified External Factors

- ▶ What happens outside of the company is equally as important to the success of a company as internal factors. External influences, such as monetary policies, market changes, and access to suppliers, are categories to pull from to create a list of opportunities and weaknesses.

Potential questions to list external factors are:

- ▶ (Opportunity) What trends are evident in the marketplace?
- ▶ (Opportunity) What demographics are we not targeting?
- ▶ (Threat) How many competitors exist, and what is their market share?
- ▶ (Threat) Are there new regulations that potentially could harm our operations or products?

Contoh

Strengths

1. What is our competitive advantage?
2. What resources do we have?
3. What products are performing well?

Opportunities

1. What new technology can we use?
2. Can we expand our operations?
3. What new segments can we test?

Weaknesses

1. Where can we improve?
2. What products are underperforming?
3. Where are we lacking resources?

Threats

1. What regulations are changing?
2. What are competitors doing?
3. How are consumer trends changing?

**Sekian,
Terima Kasih.**



MANAJEMEN SUMBER DAYA MANUSIA (MSDM) PENDIDIKAN



Topik: ANALISIS JABATAN DAN PERANCANGAN PEKERJAAN DALAM PENDIDIKAN

Dr. Musringudin, M. Pd

Rabu, 3 April 2024

Learning Objectives

1. Explain why talent management is important.
2. Discuss the nature of job analysis, what it is and how it's used.
3. Use three methods of collecting job analysis information, interviews, questionnaires, and observation.
4. Write job descriptions, summaries and job functions.
5. Write a job specification.
6. Explain competency-based job analysis, what it means and how it's done in practice.

What is Talent Management?

Talent management as the goal-oriented and integrated process of planning, recruiting, developing, managing, and compensating employees.

Dessler, 2013



The way a manager take Talent Management;

1. Understands that the talent management tasks (such as recruiting, training, and paying employees) are part of a single interrelated talent management process.



2. Makes sure talent management decisions such as staffing, training, and pay are goal-directed. Managers should always be asking, What recruiting, testing, or other actions should I take to produce the employee competencies we need to achieve our strategic goals?

Dessler, 2013



3. Consistently uses the same profile of competencies, traits, knowledge, and experience for formulating recruitment plans for a job as for making selection, training, appraisal, and payment decisions for it.

Dessler, 2013



4. Actively segments and proactively manages employees

Taking a talent management approach requires that employers proactively manage their employees recruitment, selection, development, and rewards.

Dessler, 2013



5. Integrates/coordinates all the talent management functions

An effective talent management process integrates the underlying talent management activities such as recruiting, developing, and compensating employees. For example, performance appraisals should trigger the required employee training.



The nature of job analysis, what it is and how it's used.

GOAL



JOB ANALYSIS

Job analysis is the procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

Job analysis produces information for writing job descriptions (a list of what the job entails) and job (or person) specifications (what kind of people to hire for the job).



Nature of Job Analysis

1. Job analysis is a process of gathering relevant information about various aspects of a job and is concerned with the identification of tasks required to be performed as part of it.
2. It approaches the task of defining the role, context, conditions, human behavior, performance standards and responsibilities of a job systematically.
3. It helps in establishing the job's worth to an organization. In other words, it measures the value and contribution of a job to the growth of the organization.
4. It establishes job relatedness, which is a crucial input for HR decisions involving recruitment, selection, compensation, training, health and safety.
5. It facilitates the process of understanding the impact of environmental changes on individual jobs.

What is the job analysis primarily used for?

Main purpose of job analysis is to prepare job descriptions and job specifications which in turn helps hire the right quality of workforce into an organization.

The general purpose of job analysis is to document the requirements of a job and the work performed.

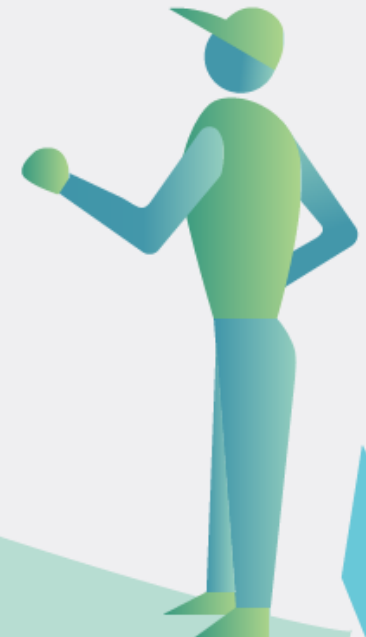


HR Specialist collect a of information via job analysis;

- ☐ Work activities.
- ☐ Human behaviors.
- ☐ Machines, tools, equipment, and work aids.
- ☐ Performance standars.
- ☐ Job context.
- ☐ Human requirements.



GOAL



Methods of collecting job analysis information



Interview



Observation



Questionnaire



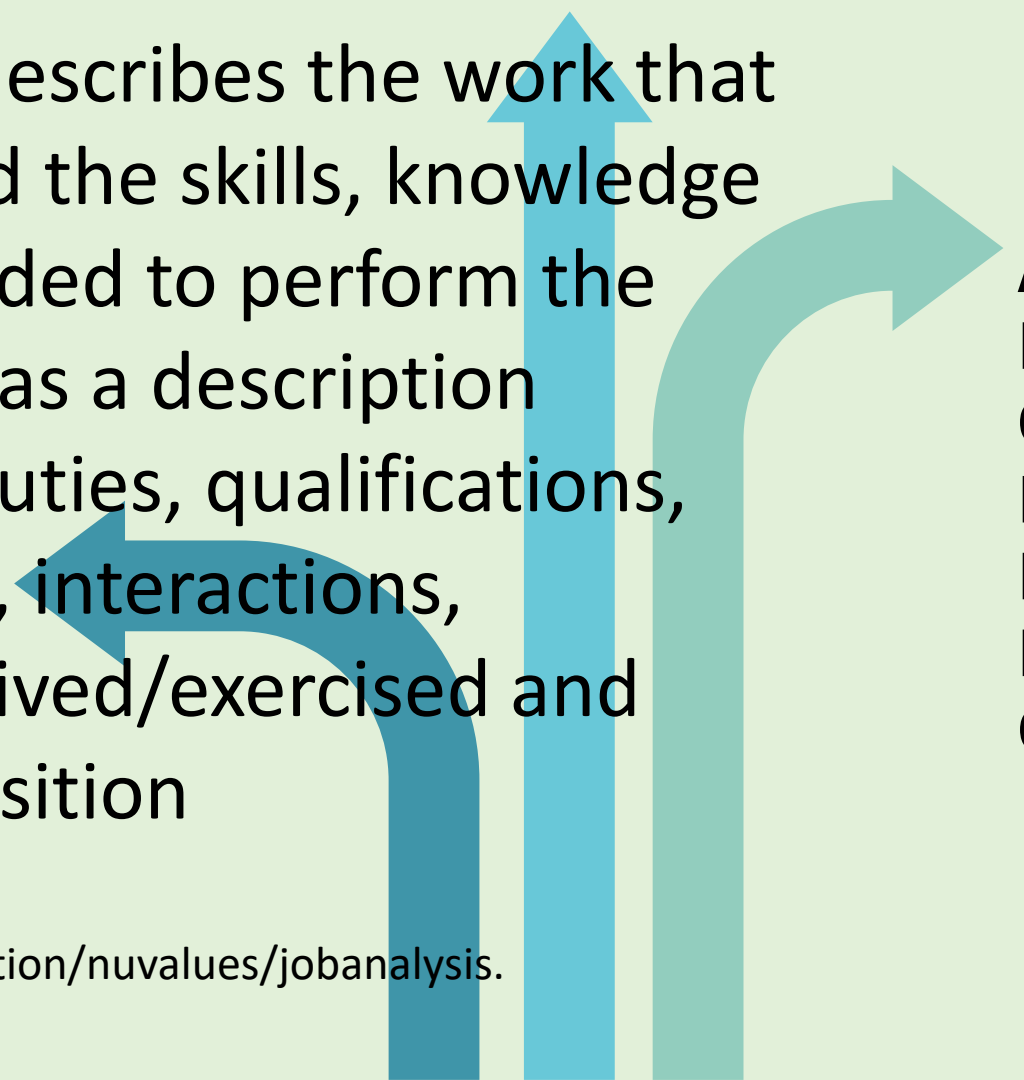
Participant Diary/Logs



Outcomes of Job Analysis

Writing the Job Description

The job description is a written statement that describes the work that is to be done and the skills, knowledge and abilities needed to perform the work. Each job has a description identifying the duties, qualifications, decision-making, interactions, supervision received/exercised and impact of the position

- 
- A. General Information
 - B. Job Summary
 - C. Salary Considerations
 - D. Duties and Responsibilities
 - E. Zone Definition Factors
 - F. Minimum Qualifications
 - G. Physical Requirements

Job Specification & Job Evaluation



Job Specification: Job specification includes minimum acceptable qualification that an individual should hold to do the job.

Some of the items mostly contained are requirements for experience, education, physical abilities and personality.



Job Evaluation: The worth of the job is recognized in job evaluation process which is based on the job comparability.

How to write a job specification

A job specification lists the qualifications required for a role and is typically listed below a job description on a job posting.

List the job qualifications

A job specification should include the minimum qualifications employees need to meet.

Add any special demands

Include any extraordinary conditions that come with the job. For example, if the employee will be required to stand for a long period of time, work in dangerous conditions or extreme temperatures

Proofread and organize your job spec

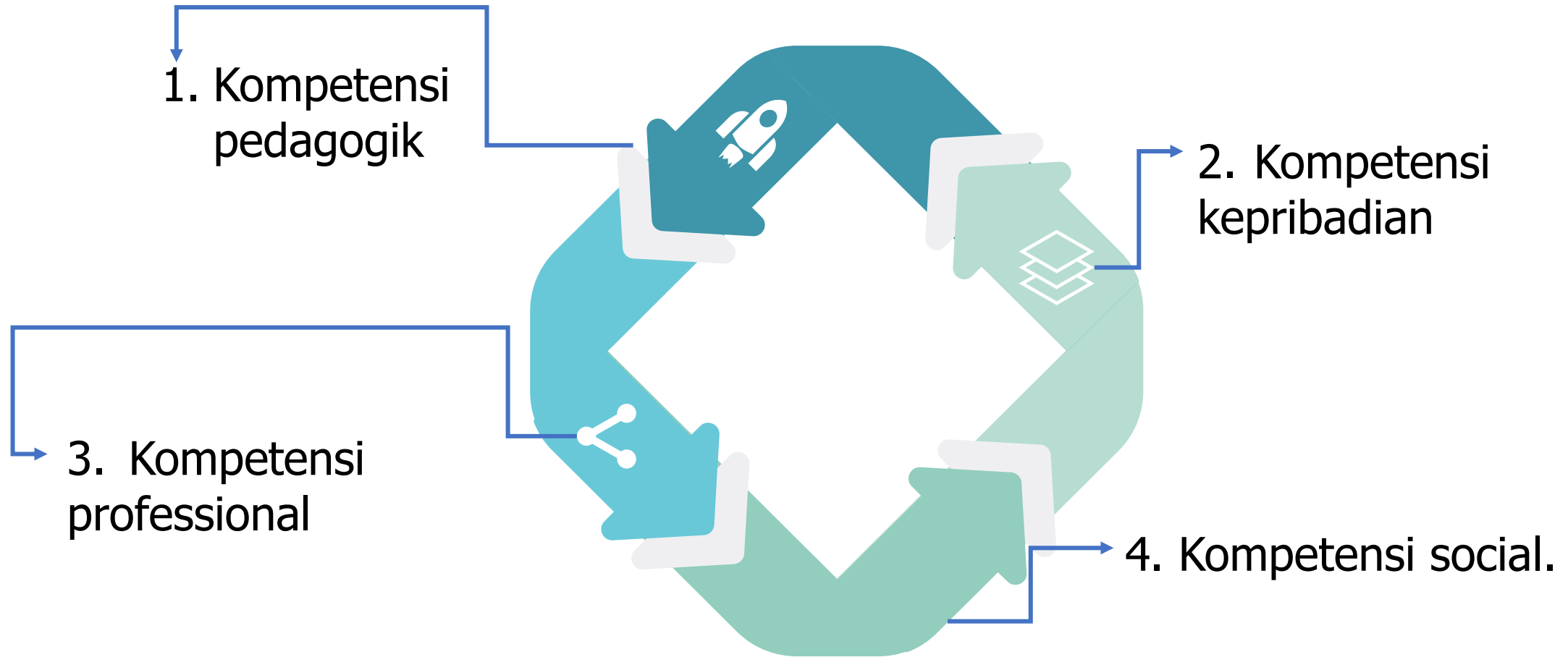
Before finalizing your job specification, proofread it by checking for spelling, grammar and tone. Read through the job specification and organize it so it makes the most sense for applicants.

Update your job specification when needed

Job requirements may change over time. That's why it's important to keep your job specifications updated.



Kompetensi Pendidik



TERIMA KASIH





4

Perencanaan & Perekrutan Sumber Daya Manusia dalam Bidang Pendidikan

Dr. Musringudin, M. Pd.

Rabu, 17 April 2024

Tujuan Pembelajaran

Setelah mempelajari materi mahasiswa mampu memahami, menjelaskan, dan menerapkan:

Pengertian
Perencanaan
SDM
Pendidikan

1

Tujuan,
Kegunaan, dan
Langkah
Perencanaan
SDM
Pendidikan

2

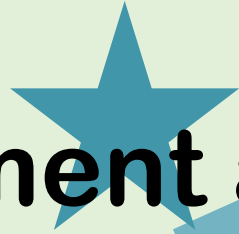
Tahapan dan
hambatan
dalam
Perekrutan
Pendidik &
Tenaga
Kependidikan

3

What is Talent Management?

Talent management as the goal-oriented and integrated process of planning, recruiting, developing, managing, and compensating employees.

Dessler, 2013



GOAL

preview.....



<https://www.youtube.com/watch?v=NwufHwariTI>

A man in a dark blue suit and patterned shirt stands with his arms crossed against a grey textured wall. In the background, a black and white line-art illustration of a city skyline is visible.

Perencanaan

Sumber Daya Manusia dalam Bidang Pendidikan

Human resource planning is both a process and a set of plans. It is how organizations assess the future supply of and demand for human resources. Thus, HR planning determines the numbers and types of employees to be recruited into the organization or phased out of it.

Human resource management / John M. Ivancevich, Robert Konopaske.—12th ed.

A man in a blue suit with arms crossed, standing in front of a city skyline.

Perencanaan

Sumber Daya Manusia dalam Bidang Pendidikan

Workforce (or employment or personnel) planning is the process of deciding what positions the firm will have to fill, and how to fill them.

Dessler, Gary

Human resource management/Gary Dessler. 13th ed

A man in a dark blue suit and patterned shirt stands with his arms crossed against a textured grey wall. A blue rectangular box is positioned in the upper right. At the bottom, a black and white line-art illustration of a city skyline is visible.

WHY Planning?

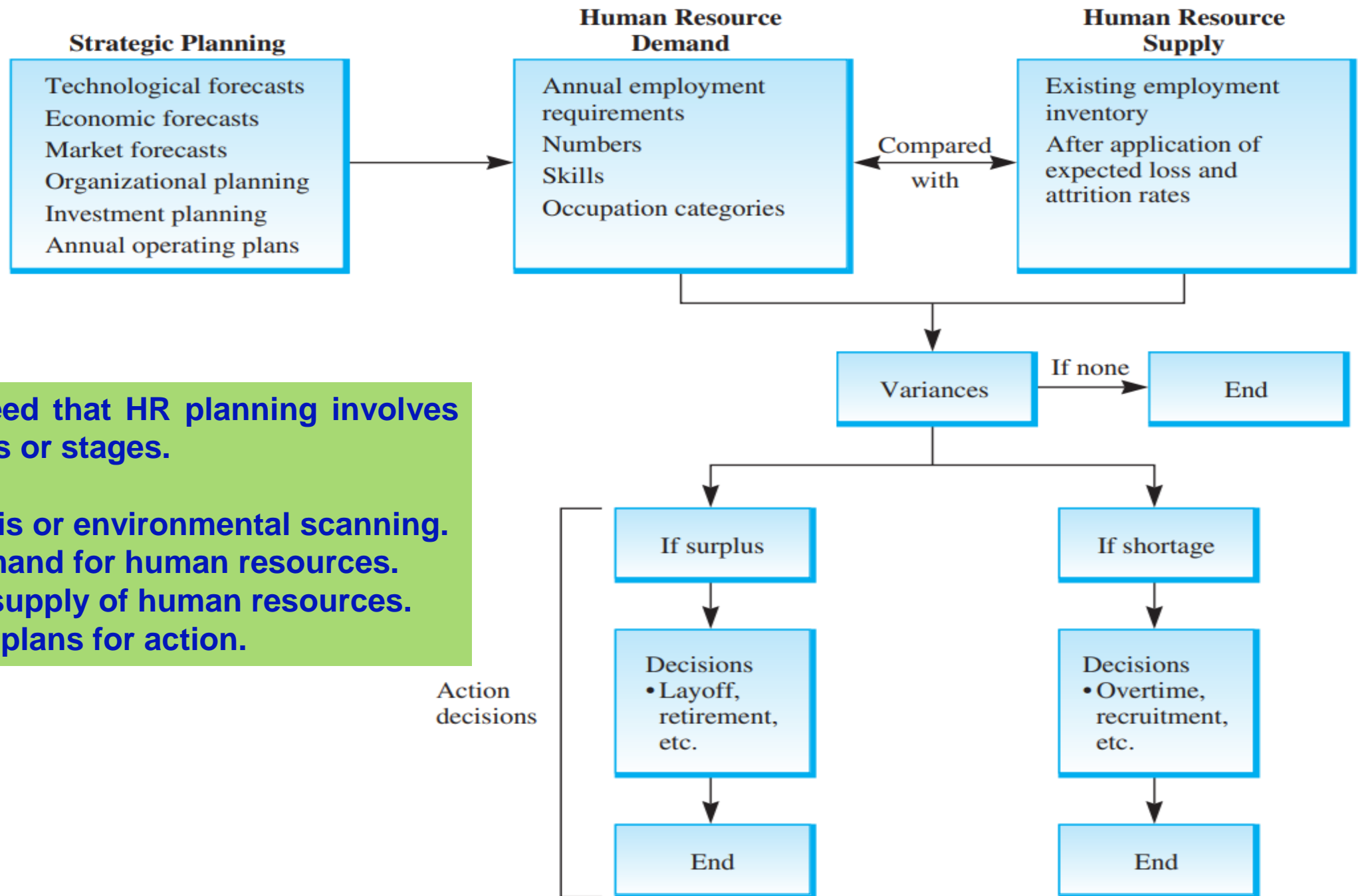
An effective HR plan also provides mechanisms to eliminate any gaps that may exist between supply and demand.

Human resource management / John M. Ivancevich, Robert Konopaske.—12th ed.

The Human Resource Planning Process

It is generally agreed that HR planning involves four distinct phases or stages.

1. Situation analysis or environmental scanning.
2. Forecasting demand for human resources.
3. Analysis of the supply of human resources.
4. Development of plans for action.



Situation analysis or environmental scanning

1

The strategic plan must adapt to environmental circumstances, and HRM is one of the primary mechanisms that an organization can use during the adaptation process. For example, rapid technological changes in the environment can force an organization to quickly identify and hire employees with new skills that previously weren't needed by the organization.

Forecasting demand for human resources

2

The next phase of an effective HR planning process is estimating not only how many but also what kinds of employees will be needed. Forecasting yields advance estimates or calculations of the organization's staffing requirements.

Analysis of the supply of human resources

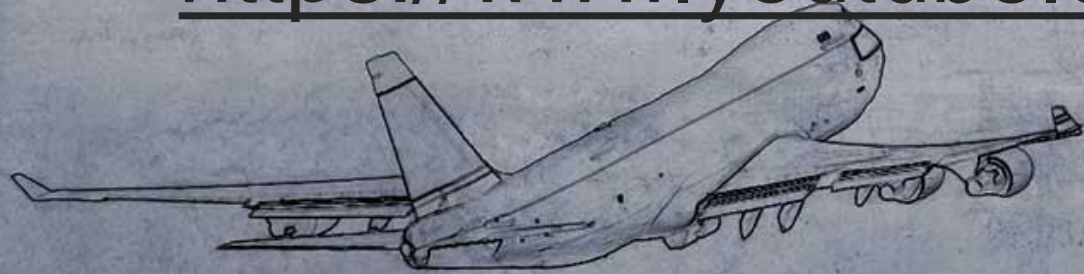
3

The third phase of HR planning is designed to answer the question, “How many and what kinds of employees do I currently have in terms of the skills and training necessary for the future?”

Development of plans for action 4

After the HR planning system has analyzed both the supply of and the demand for future workers, these two forecasts are compared to determine what, if any, action should be taken. Whenever there is a discrepancy between these two estimates, the organization needs to choose a course of action to eliminate the gap

<https://www.youtube.com/watch?v=V9GiglcDsCQ>



A man in a blue suit with arms crossed, standing in front of a city skyline. The man is wearing a blue suit jacket over a checkered shirt. He has a watch on his left wrist and a pen in his jacket pocket. The background is a city skyline with various skyscrapers.

Recruitmen

Built a Pool of Candidates

Why Recruiting Is Important?



What Makes
Recruiting a
Challenge?

Its easy to assume that recruiting is easy that all you need do is place a few ads on the Web. However, several things make it more complex.

First

some recruiting methods are superior to others, depending on the type of job for which you are recruiting.

Second

the success you have recruiting depends on non-recruitment issues and policies. For ex, paying 10% more than most firms in your locale should, other things being equal, help you build a bigger applicant pool faster.

Third

employment law prescribes what you can and cannot do when recruiting. For ex, managers can't rely on word-of-mouth dissemination of information about job opportunities when the workforce is substantially all white or all members of some other class, such as Hispanic.

Recruitment

Recruitment refers to organizational activities that influence the number and types of applicants who apply for a job and whether the applicants accept jobs that are offered. Thus, recruitment is directly related to both human resource planning and selection.

A wide-angle photograph of a busy city street at dusk. The street is filled with cars, including a white NYPD police car on the left and several yellow taxis. Tall buildings line both sides of the street, and the sky is a deep blue. The overall scene is urban and bustling.

Perekrutan SDM adalah

“Proses untuk mendapatkan sejumlah SDM yang berkualitas untuk menduduki suatu jabatan/pekerjaan.”

Methods of Recruiting

1. Internal Recruiting

2. External Recruiting



No. 1 Internal Recruiting

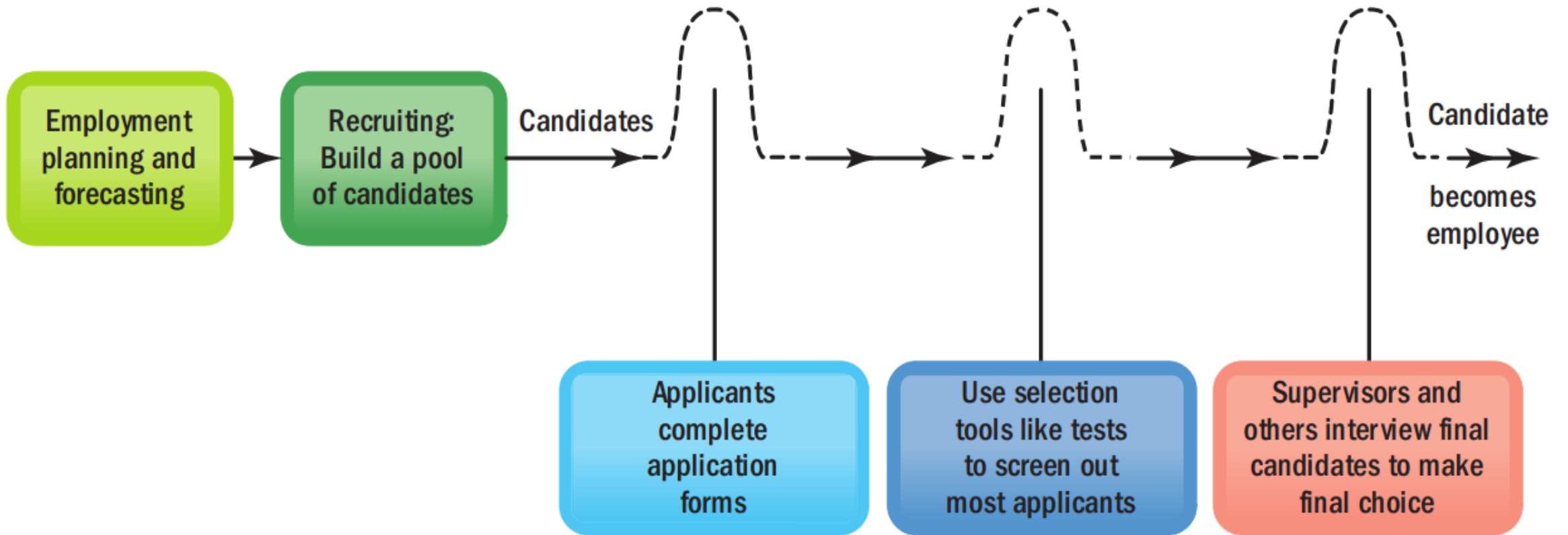
Organizations can make effective use of skills inventories for identifying internal applicants for job vacancies.



No. 2 External Recruiting

A number of methods are available for external recruiting. Media advertising, e-recruiting, social media, employment agencies, executive search firms, special events recruiting, and summer internships are discussed here. There is also a separate section on college recruitment of potential managers and professionals.

Steps in Recruitment and Selection Process



The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job.

Employment Planning & Forecasting

Decide what positions to fill, through workforce/personnel planning and forecasting

Recruiting Built A Pool of Candidates

Build a pool of candidates for these jobs, by recruiting internal or external candidates.

Applicants Complete Application Forms

Have candidates complete application forms and perhaps undergo initial screening interviews.

Use selection tools like test to screen out most applicants

Use selection tools like tests, background investigations, and physical exams to identify viable candidates.

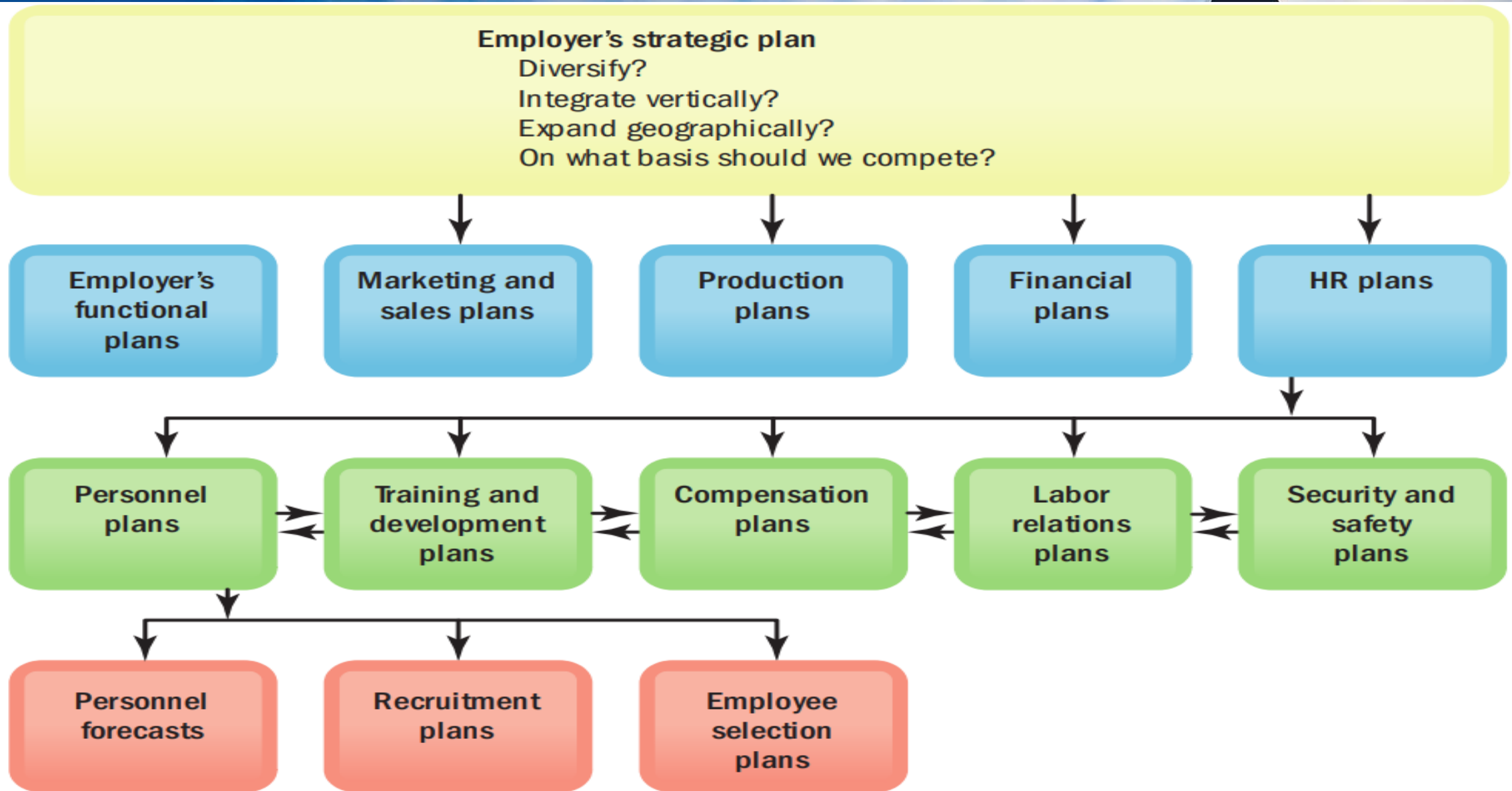
Supervisors and others interview final candidates to make final choice

Decide who to make an offer to, by having the supervisor and perhaps others interview the candidates.

Forecasting Personnel Needs (Labor Demand)

“The basic workforce planning process is to forecast the employer’s demand for labor and supply of labor; then identify supply demand gaps and develop action plans to fill the projected gaps”

Linking Employer's Strategy to Plans



Tools for Projecting Personnel Needs



TREND ANALYSIS

means studying variations in the firm's employment levels over the last few years. For ex, you might compute the number of employees at the end of each of the last 5 years, or perhaps the number in each subgroup.

RATIO ANALYSIS

means making forecasts based on the historical ratio between (1) some causal factor (like sum of student applicants) and (2) the number of employees required (such as number of teachers).

THE SCATTER PLOT

shows graphically how two variables such as sum of students registered and your institution's staffing levels are related.

Negeri/Swasta

Bagaimana
Perencanaan SDM
di sekolah anda?

Negeri/Swasta

Bagaimana proses
rekrutmen Guru/tendik di
tempat anda?





TERIMA KASIH