



**Lembaga Penelitian dan Pengabdian Masyarakat (LPPM)  
Sekolah Tinggi Ilmu Ekonomi (STIE) La Tansa Mashiro**

*Jl. Soekarno Hatta Rangkasbitung Lebak Banten Indonesia 42317*

*Telp. 0252 207163 Fax. 0252 206794*

*http://www.ejurnal.latansamashiro.ac.id*

*email. lp2mpt@gmail.com / lppmstieltm@gmail.com*

## **SURAT TUGAS**

No. 98/LPPM-LT/XII/2017

Yang bertandatangan dibawah ini, Direktur Lembaga Penelitian dan Pengabdian Kepada Masyarakat Sekolah Tinggi Ilmu Ekonomi La Tansa Mashiro Rangkasbitung, dengan ini menugaskan kepada :

Nama : Dr. Yumhi, ST., MM  
NIDN : 0312127201  
Jabatan : Dosen STIE La Tansa Mashiro

Untuk melaksanakan rangkaian Kegiatan Sebagai Narasumber Pada Pelatihan Soft Skill Tentang Manajemen Kinerja Di Lingkungan Pegawai Setda Kabupaten Pandeglang.

Demikian surat tugas ini diberikan untuk dapat dilaksanakan dengan penuh tanggungjawab.

Rangkasbitung, 08 Desember 2017

LPPM STIE La Tansa Mashiro

Direktur,

Dr. Panirran, S.E., M.M., AK., CA., CPA

NPP. 13112640818115



# SERTIFIKAT

Nomor : 912/70-Vh/2017

diberikan kepada

***Dr. H. YUMHI, ST, MM***

Sebagai Narasumber

Pelatihan Soft Skill Tentang Manajemen Kinerja  
Di Lingkungan Pegawai Setda Kabupaten Pandeglang

Pada Tanggal 8 Desember 2017

Kepala Bagian Administrasi Pembangunan  
Setda Kabupaten Pandeglang



H. Dian Pahrudin, S.Sos., MM  
NIP. 197005041995031003

# MANAJEMEN KINERJA



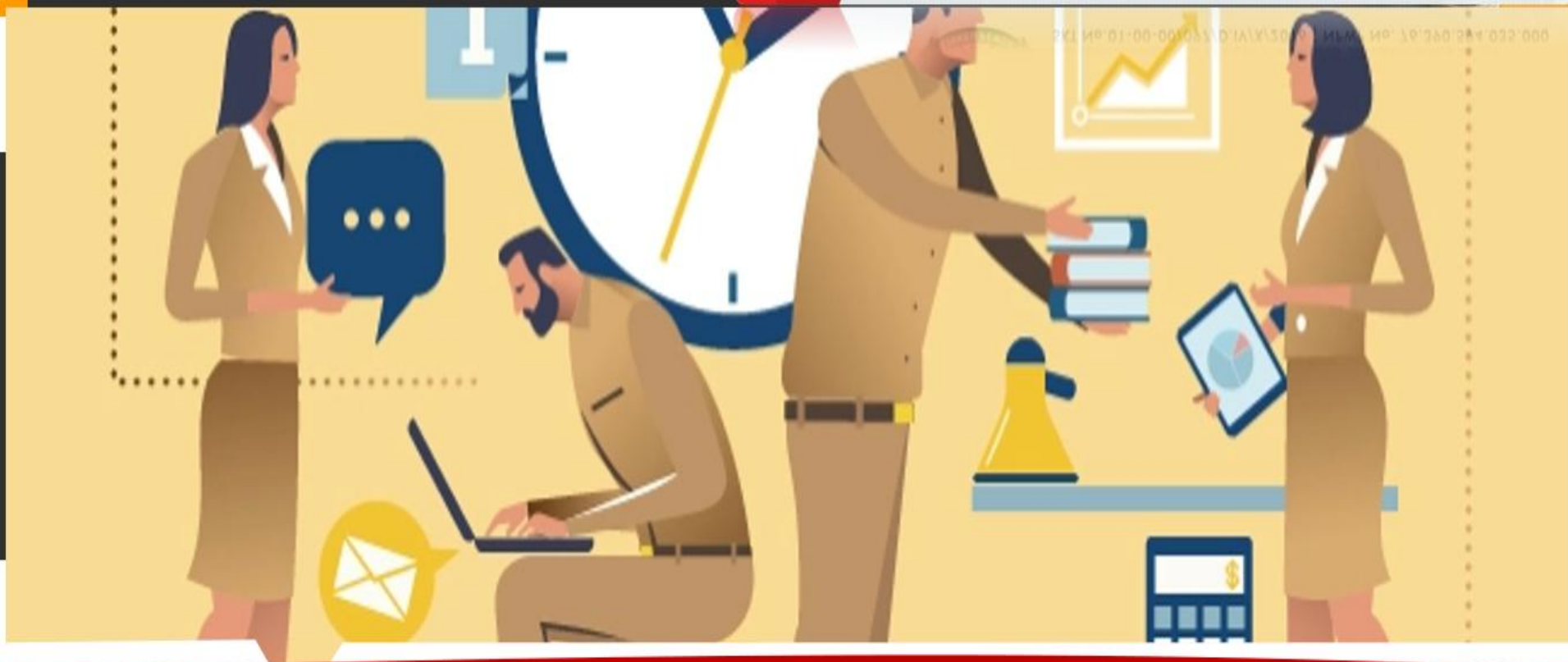
**Dr. Yumhi, ST, MM**

**PELATIHAN SOFTSKILL  
DI LINGKUNGAN PEMDA KABUPATEN PANDEGLANG**

# Bimbingan Teknis



Pusat Pendidikan dan Pelatihan - **PUSDIKLAT PEMDA**  
**LEMBAGA INFORMASI KEUANGAN DAN**  
**PEMBANGUNAN DAERAH**  
**TERDAFTAR DI DJEN POLPUM KEMENDAGRI RI**  
SKT No.01-00-00/097/D.IV/X/2016 | NPWP No. 76.390.594.035.000



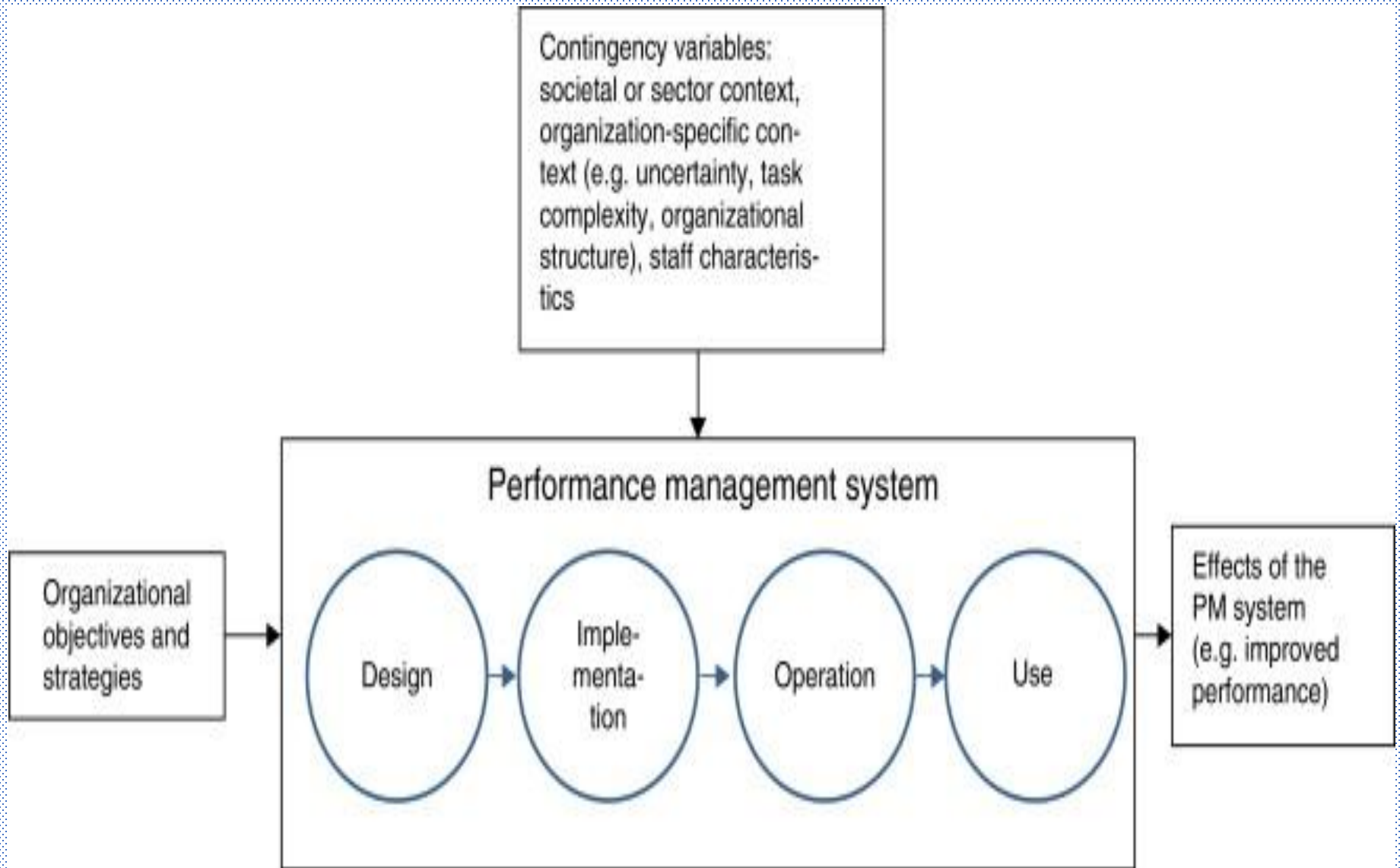
## Bimtek Prosedur Penilaian Kinerja Pegawai Negeri Sipil PNS Pada Instansi Pemerintah

Sekretariat : Jl.Kalibaru Barat No.1 ,Jakarta  
Telpon Kontak 0213501999 HP 0812 13720188 - 082312506470

[www.Pusdiklatpemda.com](http://www.Pusdiklatpemda.com)

# Performance Management in the Public Sector

- ❑ Situates performance in some of the current public management debates, including some emerging discussions on the new public governance and neo-Weberianism;
- ❑ Discusses the many definitions of performance and how it has become one of the most contested agendas of public management;
- ❑ Examines the use as well as the non-use of performance information;
- ❑ Conveys a nuanced discussion of the so-called perverse effects of using performance indicators;
- ❑ Discusses the technicalities of performance measurement in a five-step process:
- ❑ Prioritizing measurement, indicator development, data collection, analysis and reporting; and
- ❑ Explores the challenges and future directions of performance management.



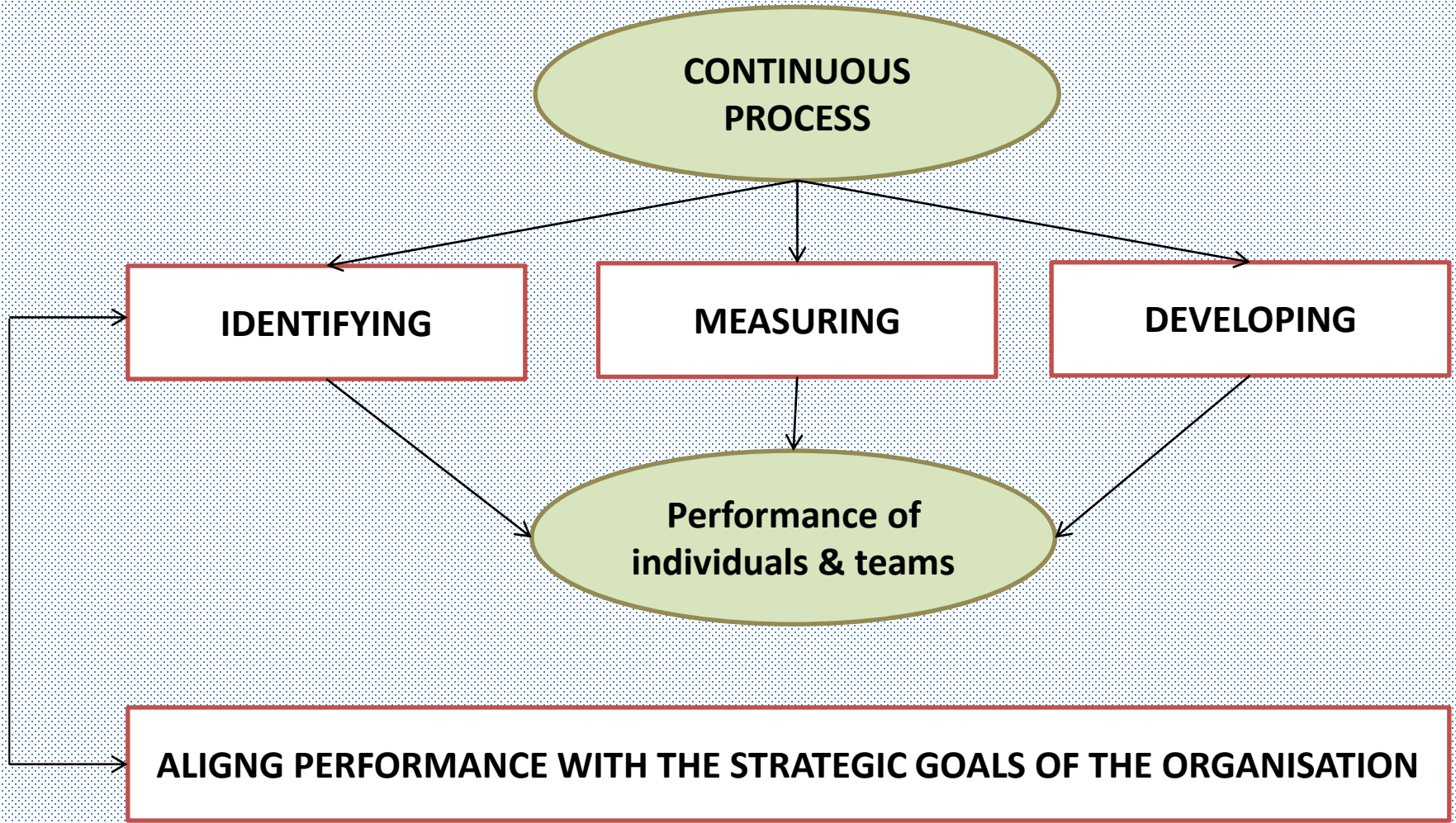
# PM DEFINED

**Continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the organisation**

**It involves:**

- **Performance planning to achieve goals**
  - **Reviewing and assessing progress**
- **Developing knowledge, skills and abilities**

# DEFINITION OF PERFORMANCE MANAGEMENT





# Consider two main components of the definition:

## ■ Continuous process:

- It is ongoing, future-oriented, and participative system
- Never ending process of setting goals and objectives
- Observing performance constantly/regularly
- Giving and receive ongoing coaching & feedback
- Aimed at improving employee performance

## ■ Alignment with strategic goals:

- Ensure that employee activities & outputs are congruent with organizational goals/objectives
- To help organizational gain competitive advantage
- Create direct link between employee performance and organisational goals
- and makes employee contribution to organisation explicit.

# DEFINITIONS

A means of getting better results from the organisation, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and attribute/competence requirements.

It is a process for establishing shared/common understanding about what is to be achieved

An approach to managing and developing people in a way which increases the probability that it will be achieved in the short and longer term.

**YOU HAVE TO ASK YOURSELF NOW ...**

***Am I really committed  
to better service  
delivery at work?***

***What is my  
contribution towards  
the achievement of  
strategic objectives?***

# SIMPLE PROPOSITION

*'When people **know** and **understand** what is expected of them, and have been able to **take part** in forming those expectations, they **can** and **will** perform to meet them.'*

*It seeks to change the **attitudes, values, and approaches** of management and employees according to new strategies, processes and plans to improve productivity and performance.*

# Basic understanding

Vision

Mission

Strategic Objectives

Departmental Objectives

**Alignment of Job Descriptions**  
• Functional analysis / job design  
• Standardisation of JD's  
• Job Evaluation & Grading

Performance Agreements

Individual Development Plans

Performance Review

Performance Appraisal

Performance Recognition

Human Resources Process

HR systems

HR systems

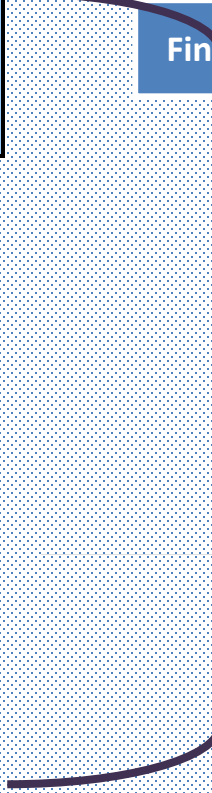


e-OPMS

Financial Parameters

Finance systems

IPMS (manual)



# OVERALL PRINCIPLES OF PM (Strebler et al 2001)

- Have clear aims and measurable success criteria
- Be designed and implemented with employee involvement
- Be simple to understand and operate
- Must be fundamental in achieving all management goals
- Allow employees to have clear understanding of their performance (contributions) and organisational goals
- Focus on role clarity and performance improvement
- Be closely linked to well resourced training and development infrastructure
- Directly linked to reward and build in equity and transparency safeguards
- Be regularly reviewed against its success criteria

# VIEWS OF PRACTITIONERS ON PRINCIPLES OF PM (Armstrong & Baron (2004))

- PM is what managers do: a natural process to manage
- A Management tool which helps managers to manage
- Its about how we manage people
- Driven by corporate purpose and values
- To obtain solutions that work
- Only interested in things you can do something about and get a visible improvement
- Focus on changing behaviour rather than paperwork
- Based on acceptable principles but operates flexibly
- Focus on development not pay
- Success depends on what the organisation is and needs to be in its performance culture

# **ETHICAL PRINCIPLES**

## **(Winstanley & Stuart-Smith, 1996).**

- Respect for the individual – treat people as “ends in themselves” and not merely as “means to other ends”
- Mutual respect – parties involved respect each other
- Procedural fairness – procedures operated fairly in accordance with principles
- Transparency - people affected given opportunity to scrutinize the basis upon which decisions were made



# THE PERFORMNACE MANAGEMENT CYCLE

## STRATEGIC GOALS OF THE ORGANISATION

### PLAN

#### Performance Agreement

- Role profile-key results
- KPI's / learning goals and plans
- Performance goals
- Performance Development Plans

### REVIEW

#### Joint analysis of performance

- Dialogue & feedback
- P Assessment
- Agree strengths & weaknesses and build on it
- Agree areas for improvement

### ACT

#### Performance Activities

- Carry out role/tasks
- Implement P improvement plan
- Implement PDP

### MONITOR

#### Ongoing performance management

- Monitor performance
- Continuous feedback
- Coaching
- Deal with under-performance

# SUMMARY OF PERFORMANCE MANAGEMENT ACTIVITIES OVER A YEAR

**Start of year**

PERFORMANCE  
AGREEMENT



**Continuous  
dialogue**

ONGOING  
PERFORMANCE  
MANAGEMENT



**End of year**

PERFORMANCE  
REVIEW



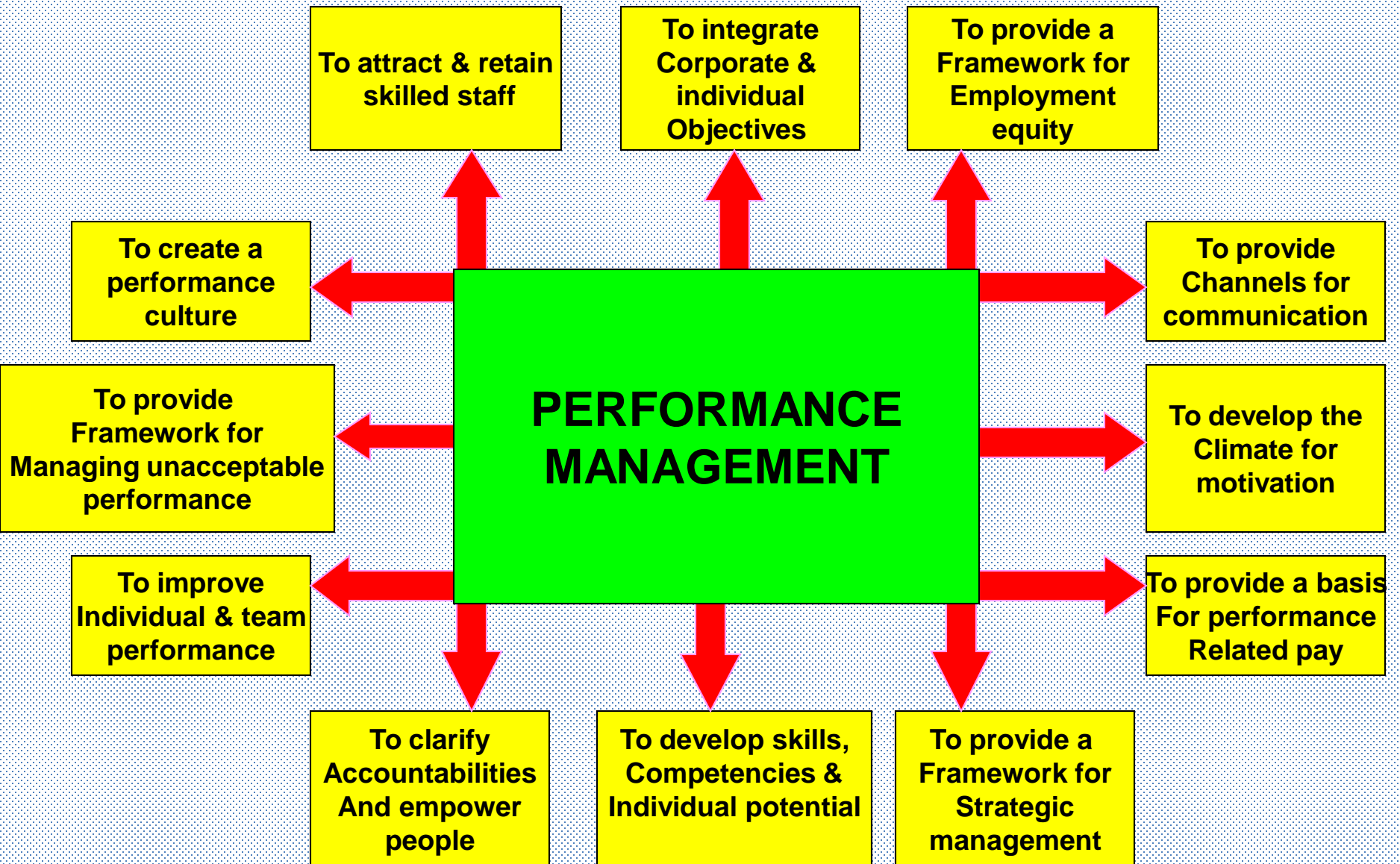
# PERFORMANCE AGREEMENTS

- Outcome of decisions made jointly by the manager and individual during the planning part of performance management sequence
- Provides foundation for managing performance and guide improvement and development activities
- Used as a reference point when planning and reviewing performance and is a key of PMS
- Contains agreements on expectations in the form of results, competencies and actions required

# ROLE PROFILES

- Role profile is the basis of agreement, and it defines the following:
- Overall purpose: what the role exist to achieve
- Key result areas – elements of role for which clear outputs and standards exist (KPA's)
- Knowledge and skills requirements: what role holder should know and be able to do
- Behavioural competencies requirements: types of behaviour required for successful performance

# AIMS OF PERFORMANCE MANAGEMENT



## THE OVERALL AIM OF PERFORMANCE MANAGEMENT:

- Is to establish a culture in which individuals and groups take responsibility for the continuous improvement of business processes and of their own skill and contributions

Thus:

- PMS will aim to instil a customer-service, performance-oriented, transparency and accountability culture within an organisation and align service processes, rules, regulations, and practices with the new culture.

# KEY BENEFITS OF PMS

- PM focuses on results, rather than behaviours and activities
- Aligns organizational activities and processes to the goals of the organization
- Cultivates a system-wide, long-term view of the organization.
- Produce meaningful measurements

## WHAT CAN THE PMS DO FOR THE ORGANISATION?

- Create **high performance culture** – high performance organisation
- Improve organisational **efficiency and effectiveness**
- Ensure **quality services** for greater customer satisfaction
- Create **customer service oriented culture**
- PMS **aligned with vision and mission** will provide a clear direction for organisation
- **Link individual activities** to organisational objectives
- Organisation will become a **learning organisation**
- Organisation will achieve its strategic objectives



# WHAT CAN THE PMS DO FOR EMPLOYEES?

- Increase **motivation and commitment** of employees
- Enable individuals to **develop** their abilities
- Ensure sustained **growth** and individual development
- Positively **influence behaviour** to achieve organisational objectives
- Improve **individual and team** performance
- Deliver increasingly **efficient and effective** services
- Responsive to the **customers' needs** and ensure customer satisfaction
- Motivate employees to achieve their **full potential** in line with organisational strategic objectives
- It supports **knowledge, skills and competency** levels
- Employees will **understand their contribution** to the vision and mission of org
- Employees will **commit themselves** in their jobs
- Employees will **adapt to new challenges** within the organisation
- Provide basis for **rewarding** people
- Assists in **empowering people and to retain** high quality people
- Can lead to **performance related** salaries

# MANAGING THE PMS PROCESS

- Leadership, support and commitment to the implementation, enforcement, monitoring and evaluation of the PMS will ultimately provide the impetus for its implementation.
- In the absence thereof the PMS is not likely to succeed
- PMS is a process owned and driven by line managers and should be regarded as an integral part of the continuing process of management
- The implementation of the PMS should be seen as a process and not as an event.
- Therefore, it is a total company effort and cannot be left to one person, one division or one Department.
- Leadership plays a pivotal role to steer, guide and direct the implementation of the PMS in the organisation.
- Thus, performance management will become the core function of all the supervisors, managers, executives etc.