

**CREATE BRAND ATTRACTIVENESS TO SUPPORT ATTRACTING STRATEGY BY USING EMPLOYEE  
VALUE PROPOSITION : CASE STUDY AT PT DIRGANTARA INDONESIA (PERSERO)**

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*Abstract— Half of the total employees of PT. Dirgantara Indonesia almost and already in retirement, especially for engineers almost half of the total engineers no longer an employee of PT. Dirgantara Indonesia, because they actually have long retired. That happened because the customers PT. Dirgantara Indonesia prefer to choose a retired senior engineers to run their projects. This will cause obstacle in the transfer of technology, knowledge and expertise. This situation going worst with recruitment activities undertaken by PT. Dirgantara Indonesia are not going well it can be seen from the data of total applicants in 2011 fell as much as 1:5 to 1:3 in 2012 make PT. Dirgantara Indonesia have a difficulty to regenerate the engineers and other employees in general. The declining number of applicants due to low employer brand of PT. Dirgantara Indonesia. To be able to create an employer brand that appeal to prospective employees can be used EVP models. Before using the model, first we need to know the employee value proposition in PT. Dirgantara Indonesia. From the observations and discussions with the expert form PT. Dirgantara Indonesia, employee value proposition in PT. Dirgantara Indonesia is leadership, work, performance evaluation, reward, and company. From the analysis that has been done, there a five solution to build the EVP. But because there are a lot of constraints and limitations in the implementation of five improvement areas, PT. Dirgantara Indonesia can run first the most critical areas and provide significant impact and also can respond to the problems PT. Dirgantara Indonesia. Policy is very important to address the issue of transfer of technology, knowledge and skills. And then training and development is important because based on pre-research result training and development is the most important preferences for the job seeker*

*Keywords: EVP, Employee Value Proposition model*

## **1. Introduction**

PT. Industri Pesawat Terbang Nurtanio was officially established with Dr. BJ. Habibie as its President Director, On April 26, 1976, based on the Notary Act No. 15, in Jakarta. When the physical facilities of this industry completed, on August 1976 President Soeharto inaugurated this aircraft industry. On October 11, 1985, PT. Industri Pesawat Terbang Nurtanio was removed to the PT. Industri Pesawat Terbang Nusantara or IPTN. It was from this point that the new firmament of the growth of a modern and complete aircraft industry in Indonesia had just begun. And it was in this period that all aspects of infrastructure, facilities, human resources, law and regulations, and those relating and supporting the existence of the aircraft industry was integrately organized

Because of Financial Crisis 1997-2000, and Globalization, IPTN redefined itself to 'IPTN 2000' that emphasizes on implementing new, business oriented, strategy to meet current situation with a brand new structure. The restructuring program includes business reorientation, rightsizing and composing the human resources with the available workloads, and a sound capitalization based on a more focused market and concentrated business mission. IPTN also had been changed their name into PT. Dirgantara Indonesia or Indonesian Aerospace abbreviated which was officially inaugurated by the President of the Republic of Indonesia, KH. Abdurrahman Wahid, in Bandung on August 24, 2000.

After a few years PT. Dirgantara Indonesia in the difficulties times, finally PT. Dirgantara Indonesia re-growth in the middle 2010. With the investment from foreign investors, PT. Dirgantara Indonesia start back the suspended project, and began to work on the new projects with high value cooperation.

To carry out long-term projects, PT. Dirgantara Indonesia requires a lot of employees, especially expertise employee (engineer). Employees requirements are also needed to regenerate the current employees in PT.Dirgantara Indonesia.

## 2. Business Issue Exploration

### A. Problem Formulation

Table 1: Employee Age Categories

Age	18- <25	25- <30	30- <40	40- <50	50- <60	Total
Job criteria						
C	3	9	6	32	47	97
E	20	55	73	449	508	1105
M		2	9	196	336	543
P	510	293	110	303	1369	1985
R	13	38	31	91	221	394
Total	546	397	229	1071	2481	4124

Based on **Table 1**, employee demographics by age indicates that half of the total employees of PT. Dirgantara Indonesia almost and already in retirement, especially for engineers almost half of the total engineers no longer an employee of PT. Dirgantara Indonesia, because they actually have long retired. That happened because the customers PT. Dirgantara Indonesia prefer to choose a retired senior engineers to run their projects. This will cause obstacle in the transfer of technology, knowledge and expertise. This situation going worst with recruitment activities undertaken by PT. Dirgantara Indonesia are not going well it can be seen from the data of total applicants in 2011 fell as much as 1:5 to 1:3 in 2012 make PT. Dirgantara Indonesia have a difficulty to regenerate the engineers and other employees in general. The declining number of applicants due to low employer brand of PT. Dirgantara Indonesia. To increase the number of applicants, then PT. Dirgantara Indonesia must create brand attractiveness by building employee value proposition.

### B. Conceptual Framework

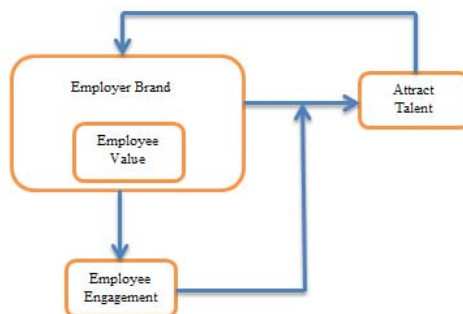


Figure 1: Conceptual Framework

This framework illustrates how organizations can attract talent. Success in attracting this talent depends on the organization's ability to create and communicate their brands. Before creating a brand, the organization must be able to build their employee value proposition first. According to Richard Mosley (2009) whether organization defined it or not, they already have an employer brand.

According to J. Stewart Black (2006) EVP have two areas, first is the inferior area and the second area is superior. When the organization successful to build a good EVP (superior area), which make what the employees get from the organization equal with their expectations. This will drive employees to engage to the organization. Employee engagement will make the employer brand more credible and will communicate their employer brand to the external organization (labor market). According to Kathryn Yetes and Laury Sejen (2011) excellent employer brand is when its can communicate effectively.

The potential employee on labor market will search the information about the company from any resources. The most trustworthy information came from the employees who have worked at the company. If the employees engage to the company they will give positive information about the company they worked, and the information is employee value proposition. After getting information the job seeker will compare the information they get with their own preferences to determine which company to work.

When the employer brand is already established, it will help the company in competition for talent in the labor market. The talents that they have acquired will make the organization EVP better.

### **C. Research Methodology**

In grab the phenomenon and explain the problems, the researcher do qualitative research using Employee Value Proposition Model and also observation, interview, and discussion to support data collection. To know the right attributes when build EVP, author started form employees opinion and understand how they feel. After that, discuss with the expert from PT. Dirgantara Indonesia.

There are five attributes when building EVP:

1. Leadership: current and prospective employees gain personal benefits from the relation to their leader.
2. Rewards: current and prospective employees gain personal benefits of higher satisfaction and more enjoyment from work when the company provides both superior tangible and intangible rewards.
3. Performance Evaluation: current and prospective employees gain personal benefits from fair performance evaluation, company do base on their performance (individual or team).
1. Company: current and prospective employees gain personal benefits from how far others outside company know of and admire of the company and its reputation. Also how far the reputation, culture, climate and environment of the firm matches with employees personal.
2. Job: current and prospective employees gain personal benefits of higher satisfaction and more enjoyment from work when the company provides interesting jobs with desirable levels of discretion, job design, job rotation, and actual growth opportunities and development.

According to J. Stewart Black (2006) employees pay in the terms of their energy, sweat, time to work in the company. In return, they will get benefit and rewards from their employer. So five EVP attributes above doesn't enough, they must divide by price. Price is pay in terms of the hours they spend at work, the talent they give, the concentration they put in, the amount they travel, the energy they expend, etc. Relative intersection of these two factors (average offering and average price) determines the extent to which the employees perceive the employment value proposition as superior or inferior. Superior side show the employee is likely to be attracted and stay with the company.

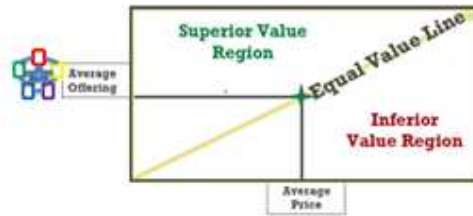


Figure 2: Employee Value Proposition Model

### 1. Business Analysis

Based on the questionnaires given to the employees, average value number of sub-variable (leadership, job, performance evaluation, reward, and company) will divide by average value number of sub-variable price. The problem priority came from the average value of indicator less than the average value of sub-variables

- Leadership

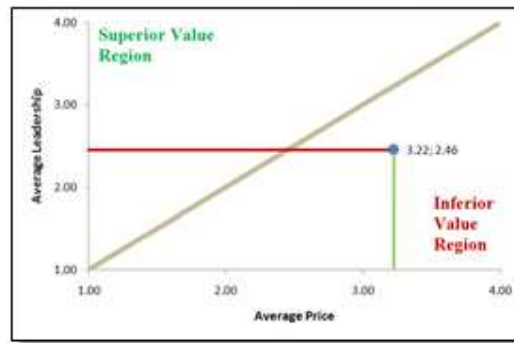


Figure 3: Leadership Sub-Variable Diagram

Based on leadership in PT. Dirgantara Indonesia lies on inferior value region, means what employee sacrifice for the organization (price) still bigger than leadership benefit they experienced. There two indicator urgent to modified, there are:

#### 1. Shared vision

This indicator is the lowest sub-indicator variable leadership, these results illustrate that employees do not really understand the vision and mission of the company, the leader (supervisors) just pronounce the vision and mission of the company. Even some employees said that their leader did not inform the vision and mission the other employees said sometimes what they hear from the leader in unit different with the leader from company.

#### 2. Fairness and Pronounced.

Employees feel that their leaders are not being objective, the assessment that the leaders do tend to be more due to its proximity to the employee. Employees are close to the leaders rarely reprimanded if their performance is low.

- Job



**Figure 4: Job Sub-Variable Diagram**

Based on job in PT. Dirgantara Indonesia lies on inferior value region, means what employee sacrifice for the organization (price) still bigger than job benefit they experienced. There two indicator urgent to modified, there are:

**1. Challenging Task**

The low point of this indicator shows that employees feel bored with the work they do at this time. The work that they do today is far from what they imagined before they had joined PT. Dirgantara Indonesia. They cannot fulfill their job description, because there are no jobs they can do and if there is any that can be done it is routines. Authority and scope of work should be increased in line with the length of their work is not seen because there no work to do.

**2. Training and Development**

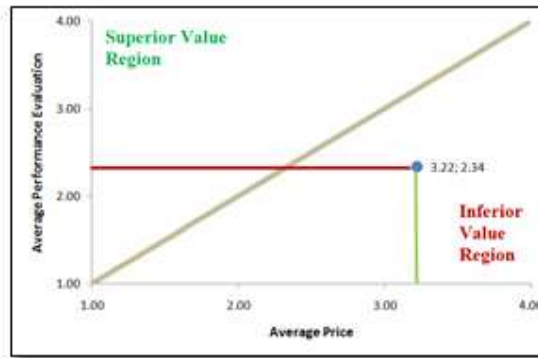
The employees feel that they do not have the same opportunities as other employees in terms of training and development in order to enhance their performance, this is related to the performance appraisal process conducted by PT. Dirgantara Indonesia where appraisal only from leader who allow high levels of subjectivity in assessment. To get training and development program, an employee must first pass the test given PT. Dirgantara Indonesia, in addition to the employees received a letter from a leader proposal to acquire training and development as well as their performance during this record.

For some certification training, the employees who require certification renewal can directly apply the training. Certification training is also prioritized to the employees who are running the project.

**3. Cross Function**

For some employees they could work in another unit, but most of the employees just do the same job and the scope of work is always the same. Cross function is only for the employees who are running the project.

- **Performance Evaluation**



**Figure 5: Performance Evaluation Sub-Variable**

Based on performance evaluation in PT. Dirgantara Indonesia lies on inferior value region, means what employee sacrifice for the organization (price) still bigger than performance evaluation benefit they experienced. There two indicator urgent to modified, there are:

1. Clearly and understandably  
Points on this indicator show that the employees do not understand the standard and the points in the assessment of their performance. Lacks of feedback from leader make the employees do not understand what criteria that are actually the basic of the assessment. Sometimes there circumstances in which no job can be done by employees will but the performance of remain assessed with the standards who already stipulated.
  2. No "Glass Ceiling"  
Employees do not understand what the criteria to make they get a promotion. Giving promotion to the employee is not accompanied by an explanation of why the employee gets promotion. There a terms to gain promotion based on performance and length of work, but sometimes there are employees whose performance is not very good and long work still below a predefined condition get promotion.
  3. Evaluation Based on Performance  
The low point on this indicator shows that employees feel that assessment of their leader do is not based on their performance. Employees felt that the assessment contains more subjective factor to some employees. Because the appraisal system apply in PT. Dirgantara Indonesia only consider the assessment from leader. The perceived state employees because they see there are some employees who are not very good performance to get a very good performance appraisal, merely because the employee personally close to the leader.
- Rewards



Figure 6: Rewards Sub-Variable

Based on rewards in PT. Dirgantara Indonesia lies on inferior value region, means what employee sacrifice for the organization (price) still bigger than rewards benefit they experienced. There two indicator urgent to modified, there are:

1. Clear and Equitable Relationship between Rewards and Performance.  
According to the explanation from Mr. Fahmi, PT. Dirgantara Indonesia doesn't give rewards based on performance. A few months ago there was a demonstration of the employees stating that giving rewards based on performance assessment is unfair because the results of assessment very subjective.
  2. Basic Salary.  
The low point shows that the majority of employees feel their basic salary is lower than the basic salary from other companies.
  3. Excellent Financial Benefits.  
The employees feel that the financial benefits that are given by PT. Dirgantara Indonesia insufficient for employees.
  4. Retirement Benefit  
The low point shows that employees are less satisfied with the retirement benefits promised by PT. Dirgantara Indonesia.
- Company

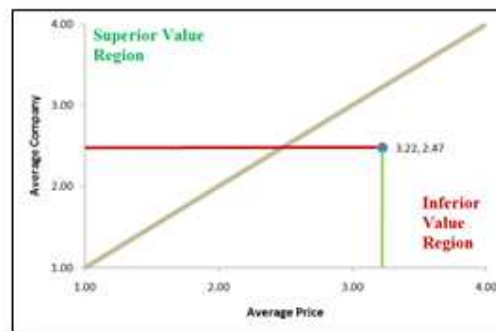


Figure 7: Company Sub-Variable Diagram

Based on company in PT. Dirgantara Indonesia lies on inferior value region, means what employee sacrifice for the organization (price) still bigger than rewards benefit they experienced. There two indicator urgent to modified, there are:

1. Climate and Environment.

The employees are not comfortable with the climate and environment in PT. Dirgantara Indonesia, work environment at PT. Dirgantara Indonesia far from the employee expectation before. Many employees form a group, and unfortunately the group make work climate going worst because of corporate politics that affect these groups.

2. Reputation.

The low point in this indicator because employees do not feel that PT. Dirgantara Indonesia is a major company with a good performance. Moreover the employees did not feel proud of working at PT. Dirgantara Indonesia. Business conditions PT. Dirgantara Indonesia is currently still in difficult situation, many negative news about PT. Dirgantara Indonesia in the past and also PT. Dirgantara Indonesia have a bad reputation in layoffs the employees.

3. Relation.

This indicator describes the relationship of the employee with his peer and with (leader) supervisors. Relationship with the leader is not very well seen from the result of questionnaire were quite low. It is because the employees feel superior just being good at the close subordinates. Some employees feel superior only govern the work to be done and sometimes employee feel their leader be arrogant

4. Exiting challenges

This indicator describes capabilities, ability, knowledge, and skill of the employee who worked at PT. Dirgantara Indonesia. The low point of this indicator shows that the employees do not feel that their co-workers have the ability, knowledge and expertise far above them. This is because the works that they not challenged and tedious, thus employees do not know the true skill of their co-workers.

### 3. Business Solution

Business solutions are given based on the priority problems that have been in the previous analysis.

A. *Alternative of Business Solution.*

1. Leadership improvement.

According to Kouzes and Posner (2002) about the things that leaders do and followers expected, called "The Practices of Exemplary Leadership":

- **Model The way**  
Leaders establish principles concerning the peers and subordinate should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow.
- **Inspired a Vision**  
Leaders envision the future and create a roadmap for getting there. But, it's not just the leader's vision that matters. Exemplary leaders understand the hopes and dreams of their followers. Using language that evokes what's meaningful to others, leaders share this vision with everyone they work with, inspiring them to join in the effort. Valuable tools in the leaders' arsenal are speaking from the heart, expressing their emotions, exhibiting a positive attitude, and creating clear "word pictures" of what's to come.



- Challenge The Process

Leaders are pioneers, challenging the status quo and changing the “business-as-usual” environment. They search for opportunities to innovate, grow, and improve. This requires seizing the initiative and encouraging others to do the same.

- Enable Others to Act

Achieving great things requires a team effort. Leaders make it possible for others to do good work by fostering collaboration and building trust.

- Encourage The Heart

Leaders encourage their followers to carry on by recognizing individual contributions and celebrating team and organizational accomplishments.

Because PT. Dirgantara Indonesia doesn't have experience on leadership training and development, company can use this model as a guiding to improve their leader. “The Practices of Exemplary Leadership” can accommodate the needs of the leaders in the improvement of leadership. The process of leadership improvement do it by third party.

## 2. Policies Improvement.

Based on one of PT. Dirgantara Indonesia values called solid unified and work together as a team, BOD should establish a policy regarding the team members. As company know there a prerequisite on MoU between PT. Dirgantara Indonesia and their customers, where they can choose the engineer to running the project. The policy implementation process begins with the issuance of the “SK Direksi” declared on the composition of project teams and then “**SK Direksi**” deployed to all employees at PT. Dirgantara Indonesia. BOD can use this policy to negotiated with the customer that the team members who running the project must include one or two junior engineer. This policy also addressed to senior engineer selected by the customer to run the project, which is a legal basis for the senior engineer to provide guidance and training on the job for junior engineer in a team. Senior engineer also must do the transfer of skills, abilities, knowledge and technology to the junior engineer. This policy can also be a binding legal basis for a junior engineer, when the junior engineer in team that are required to transfer the skills, abilities, knowledge and technology to the company. To accommodate the transfer of skills, abilities, knowledge and technology that PT. Dirgantara Indonesia must create a database as a place of skill, ability, knowledge and technology acquired by the junior engineer who was on the team either theoretical or practical (simulation). Then employees in PT. Dirgantara Indonesia can learn the skills, abilities, knowledge and technology on database. When the others of engineer of PT. Dirgantara Indonesia are not doing the job (lead time), they can learn all that there is in the database, and the junior engineer who had joined in the team can be a mentor or coach to help the other engineer understand about anything in database.

## 3. Performance Evaluation Improvement.

Performance appraisal not only by superiors structurally, but performance appraisal also carried out by peer/co-worker. For performance appraisal in team carried out by the team leader and peer in team. Employees who are assessed will get information as to why he/she could get that score. Besides that, the appraiser and the assessed discuss performance results that have been achieved to improve performance in the future.

## 4. Rewards Improvement

Based on the business environment of PT. Dirgantara Indonesia that is still volatile. Applied reward based on job by PT. Dirgantara Indonesia is very appropriate, but the nominal still doesn't enough for employee. Because PT. Dirgantara Indonesia has limited financial resources they can't improve their base salary and financial benefits. But PT. Dirgantara Indonesia can give no – cash rewards, such as employee gathering, employee recreation, etc. PT. Dirgantara also gift bonus based on performance in team. The amount of the bonus given to the team based on customer service, delivery time and the money raised, then bonus awarded to team members based on performance appraisal in team.

#### 5. Training and Development Improvement

Solution for this problem is increased percentage of no-technical training and development, especially for leadership training, managerial training such as quality management training. Employees must know and understand about requirements to get training and development.

#### B. Priority of Business Solution

Since there are a lot of constraints and limitations in the implementation of five improvement areas, PT. Dirgantara Indonesia can run first the most critical areas and provide significant impact and also can respond to the problems PT. Dirgantara Indonesia. Policy is very important to address the issue of transfer of technology, knowledge and skills. And then training and development is important because based on pre-research result training and development is the most important preferences for the job seeker. With the improvement in training and development, PT. Dirgantara Indonesia expected attracting on recruitment process can be increase. The table of improvement areas can see on **Appendix 1**.

### 4. Conclusion & Implementation

Based on construct solutions to answer the Human Resources Issues, the solutions purpose to the top management so they can do Human Resources Management intervention. The proposed solution will lead resistances to middle manager, so top management must do radical change. Author modified eight steps from Kotter for the implementation plan that will be carried out. The steps of implementation plan is outlined in **Figure 8**

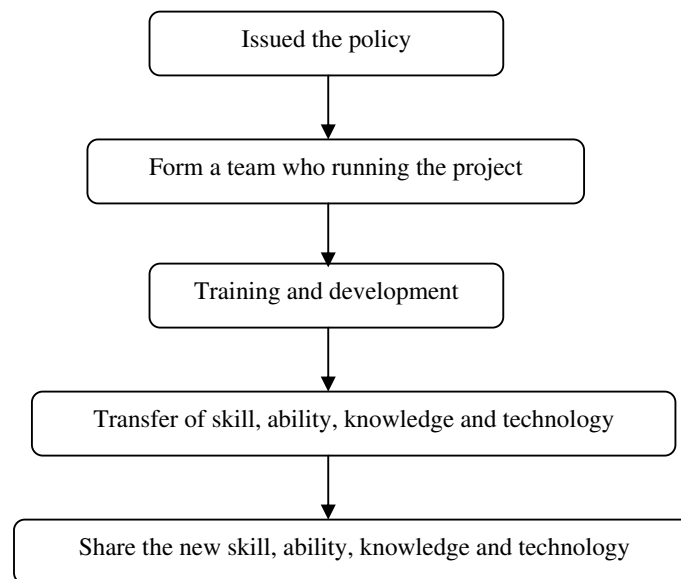


Figure 8. Implementation Plan

#### 4.1.1 Issued the policy

Issued the "SK Direksi" about team composition, Fill of "SK Direksi" include:

Customer: as a legal basis which states the member of team must include 1-2 junior engineers. With this "SK Direksi" PT. Dirgantara Indonesia must renegotiate about team that has been form.

Senior engineer: as a legal basis for the senior engineer to provide guidance and training on the job for junior engineer in a team. Senior engineer also must do the transfer of skills, abilities, knowledge and technology to the junior engineer.

Junior engineer: This policy can also be a binding legal basis for a junior engineer, when the junior engineer in team that are required to transfer the skills, abilities, knowledge and technology to the company.

#### **4.1.2. Form a team who running the project**

In addition to members of senior engineer, team members also have 1-2 junior engineers base on "SK Direksi". Junior engineer selected based on recommendations from PT. Dirgantara Indonesia, based on track record of performance and also junior engineer who is also elected by the senior engineer. Candidate for a junior engineer in the team must passed the test first, before elected.

#### **4.1.3. Training and Development.**

Before running the project, every engineers given the certification training to those who have had the required certificates, as well as certification update training to engineer who have validity period has expired. For a junior engineer, they will give training by senior engineer of the things needed to carry out the project.

#### **4.1.4. Transfer of skill, ability, knowledge and technology**

Preparations in the run time of the project will provide the junior engineer new skills, abilities, knowledge and technology that has never they get before. Such matters should be transferred by the junior engineer to the PT. Dirgantara Indonesia. To accommodate the transfer of skills, abilities, knowledge and technology that PT. Dirgantara Indonesia must create a database as a place of skill, ability, knowledge and technology acquired by the junior engineer who was on the team either theoretical or practical (simulation).

#### **4.1.5. Share the new skill, ability, knowledge and technology**

The employees in PT. Dirgantara Indonesia can learn the skills, abilities, knowledge and technology on database. When the others of engineer of PT. Dirgantara Indonesia are not doing the job (lead time), they can learn all that there is in the database, and the junior engineer who had joined in the team can be a mentor or coach to help the other engineer understand about anything in database

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## APENDIX

### APENDIX 1

**Table 3.1: Priority of Business Solution**

Current		Propose		Gap
Policies	No policy	Policy	<p>Policies aimed at the following three entities:</p> <ul style="list-style-type: none"> <li>• Customer: as the basic law which states that the composition of the team shall have 1 or 2 person junior engineer. So with this policy PT. Dirgantara Indonesia able to renegotiate with the customer.</li> <li>• Senior engineer: as the</li> </ul>	<p>Policies aimed at the following three entities:</p> <ul style="list-style-type: none"> <li>• Customer: as the basic law which states that the composition of the team shall have 1 or 2 person junior engineer. So with this policy PT. Dirgantara Indonesia able to renegotiate with the customer.</li> <li>• Senior engineer: as the</li> </ul>

			<p>basic law which states that a senior engineer shall provide orientation and education on the junior engineer before the project goes. The senior engineer shall also provide education and training while working on the implementation of the project.</p> <ul style="list-style-type: none"> <li>• Junior engineer: as the basic law which states that a junior engineer in the team shall transfer the knowledge, abilities, skills, and technology that they can from the process prior to the implementation of the project until the project is completed in the run either theory or practice (simulation) into database already made by PT. Dirgantara Indonesia. Junior engineer is also required to share experiences and provide direct guidance both as a mentor and coach to the other employees of PT. Dirgantara Indonesia, especially engineers when they are not doing the work on the things that exist in the database.</li> </ul>	<p>basic law which states that a senior engineer shall provide orientation and education on the junior engineer before the project goes. The senior engineer shall also provide education and training while working on the implementation of the project.</p> <ul style="list-style-type: none"> <li>• Junior engineer: as the basic law which states that a junior engineer in the team shall transfer the knowledge, abilities, skills, and technology that they can from the process prior to the implementation of the project until the project is completed in the run either theory or practice (simulation) into database already made by PT. Dirgantara Indonesia. Junior engineer is also required to share experiences and provide direct guidance both as a mentor and coach to the other employees of PT. Dirgantara Indonesia, especially engineers when they are not doing the work on the things that exist in the database.</li> </ul>
Training and Development	<ul style="list-style-type: none"> <li>➤ Training of company introduction <ul style="list-style-type: none"> <li>— Given to the new employees.</li> <li>— Training was given for 2 weeks.</li> </ul> </li> <li>➤ Technical training and development. <ul style="list-style-type: none"> <li>• Certification</li> <li>— Terms and</li> </ul> </li> </ul>	Training and Development	<ul style="list-style-type: none"> <li>➤ Leadership training and development. <ul style="list-style-type: none"> <li>— Given to each employee who has had at least a junior manager positions, and also employees who will get a promotion.</li> <li>— Training conducted regularly every 15 months.</li> <li>— For the employees</li> </ul> </li> </ul>	<p>Provision of technical training is very important for the PT. Dirgantara Indonesia as a requirement in the process of business PT. Dirgantara Indonesia. But providing leadership training is also very important because the leader is the essence of a company, a company that does not have a good</p>

	<p>condition of training and development</p> <ul style="list-style-type: none"> <li>✓ Recommendation of the supervisor</li> <li>✓ Has worked for 3 years</li> <li>✓ Has a track record of excellent performance</li> <li>✓ Passed the tests conducted by PT. Dirgantara Indonesia.</li> <li>✓ In priority to the engineer who will run the project</li> </ul> <ul style="list-style-type: none"> <li>• Certification update <ul style="list-style-type: none"> <li>— Given to the engineer who will run the project</li> </ul> </li> </ul> <p>➤ Quality management training</p> <ul style="list-style-type: none"> <li>— Terms and condition of training and development <ul style="list-style-type: none"> <li>• Recommendation of the supervisor</li> <li>• Has a track record of excellent performance</li> <li>• Passed the tests conducted by PT. Dirgantara Indonesia</li> </ul> </li> </ul> <p>(This training is rarely provided)</p> <p>➤ Scholarship</p> <ul style="list-style-type: none"> <li>— Terms of scholarship <ul style="list-style-type: none"> <li>• Have worked</li> </ul> </li> </ul>		<p>who has no change after training will be hard to get promotion.</p> <p>➤ Quality management training</p> <ul style="list-style-type: none"> <li>— Training is conducted on a regular basis once every 1 year</li> </ul> <p>➤ Training before running the project</p> <ul style="list-style-type: none"> <li>— Give to a junior engineer who was elected to be a member of the team.</li> <li>— Trainer: senior engineer.</li> </ul> <p>➤ Transfer of skills, abilities, knowledge and technology</p> <ul style="list-style-type: none"> <li>— Given to all employees of PT. Dirgantara Indonesia.</li> <li>— Mentor: Junior Manager.</li> </ul>	<p>leader will decline in the future.</p> <p>Based strategy map, PT. Dirgantara Indonesia focusing on production / operation then the quality management training is one of the most important. Provision of quality management should be provided periodically and regularly in order to maintain the quality of the products and also maintain customer satisfaction.</p> <p>Provision of training to junior engineer before running the project aims to maintain the quality of the team that has been known by the customer. This training also as an introduction to the junior engineer on how to work in teams and how to work desired by the customer</p>
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	<p>long enough</p> <ul style="list-style-type: none"> <li>• Has a track record of excellent performance</li> <li>• Passed the tests conducted by PT. Dirgantara Indonesia</li> </ul>			
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