

# 人材育成

I.

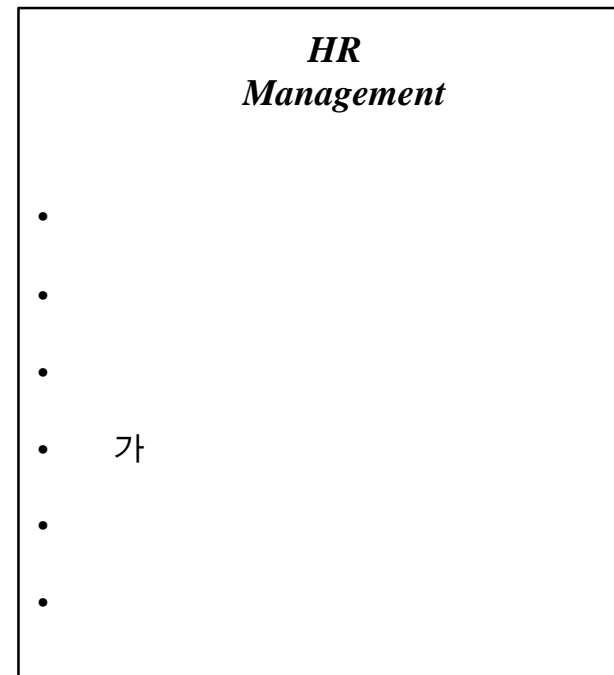
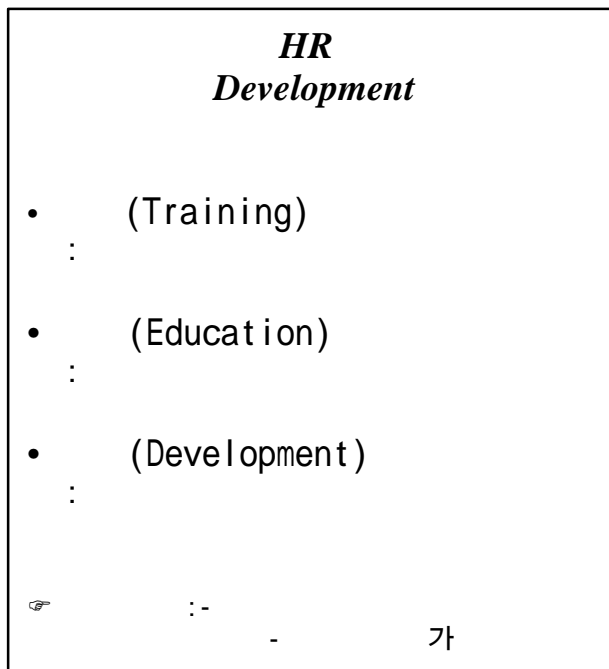
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(human resource management, HRM)

HRD

Human Resource



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\* HRD: Human Resource Development

# HRD

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## -Pat MacLagan (ASTD Models for HRD Practice)

•HRD

- (Training & Development)
- (Organization development)
- (Career development)

## - HRD

•HRD

- (Training & Development)
- 

•HRD

(HRM), (CD),

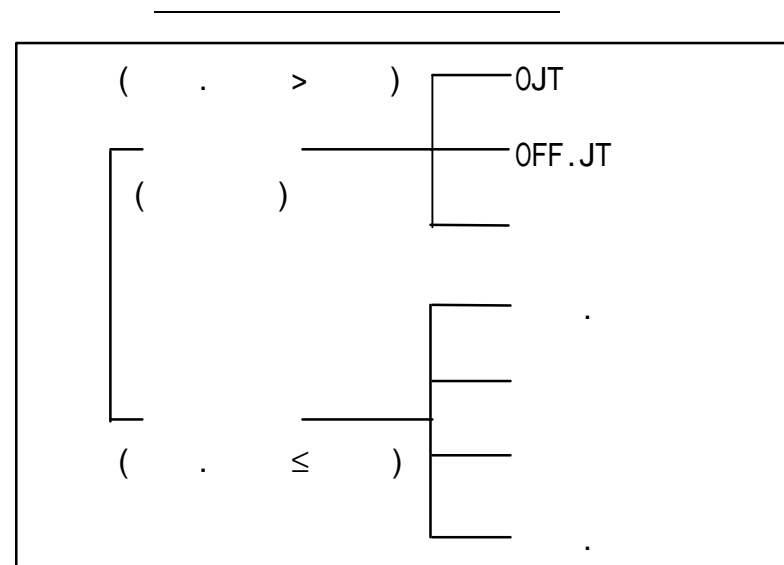
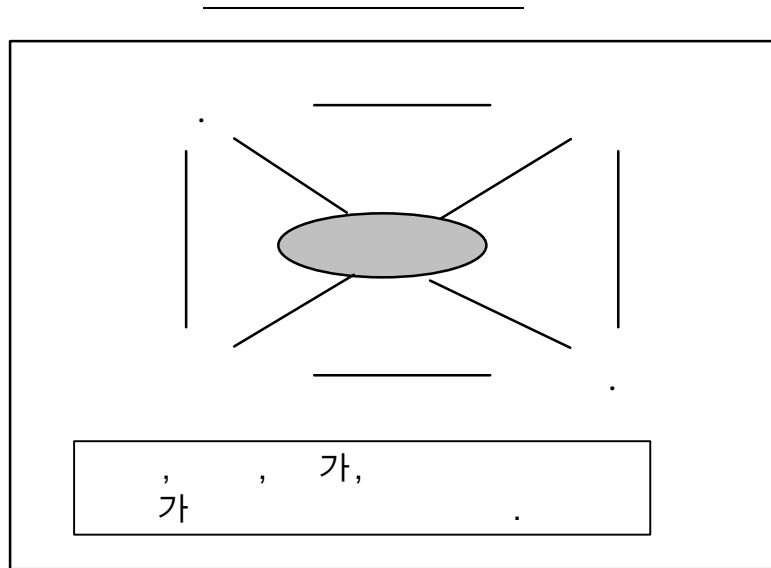
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## II.

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### 1.



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- 가 가( )
- ( , , ) .

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2.

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(conceptual skill)

- (vision)  
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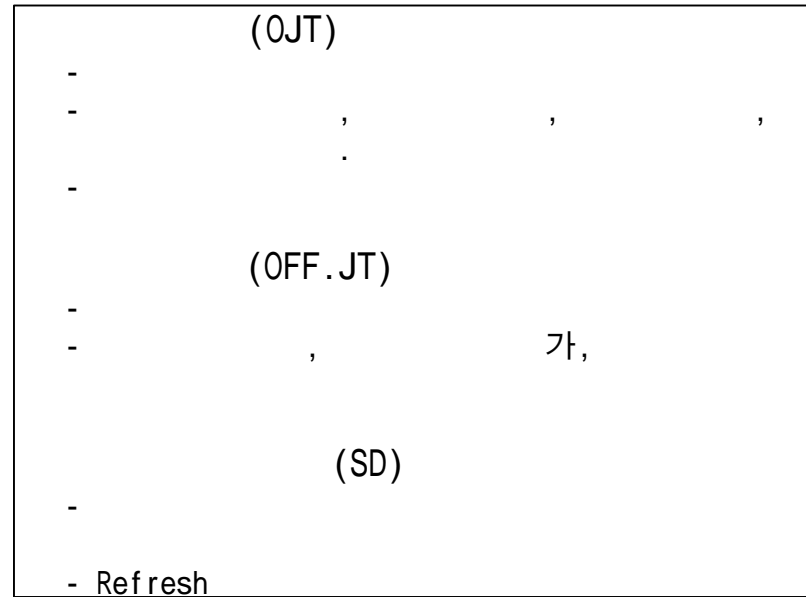
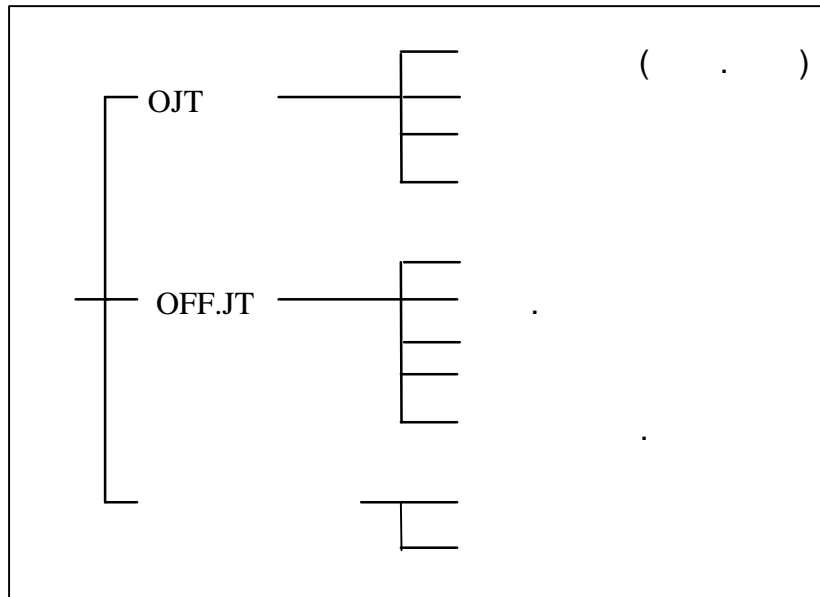
(human skill)

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(technical skill)

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- 가

3.



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## A. Structured OJT

OJT

가 : 가 가  
가 . 가  
가 ?  
가 / : ? 가 ..

### Structured OJT

(Analyze)  
(Design)  
(Development)  
(Plan for implementation)  
(Delivery)  
가 (Evaluation)  
(Follow-up)

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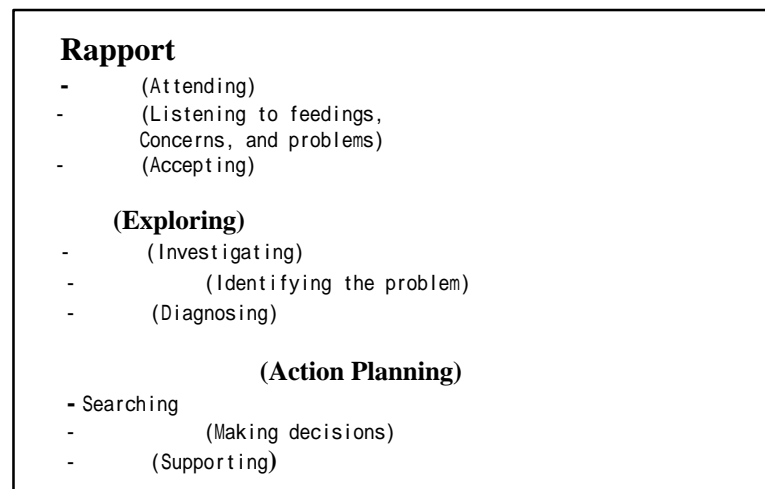
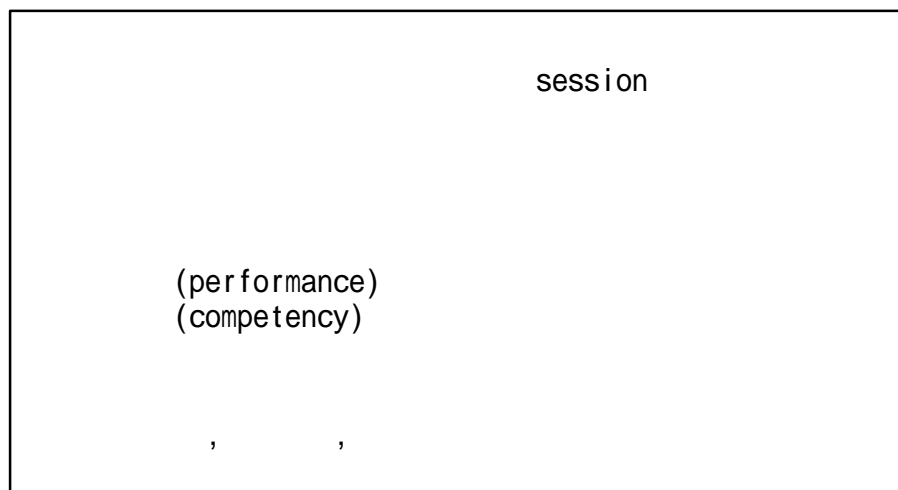
## B. Coaching / Feedback

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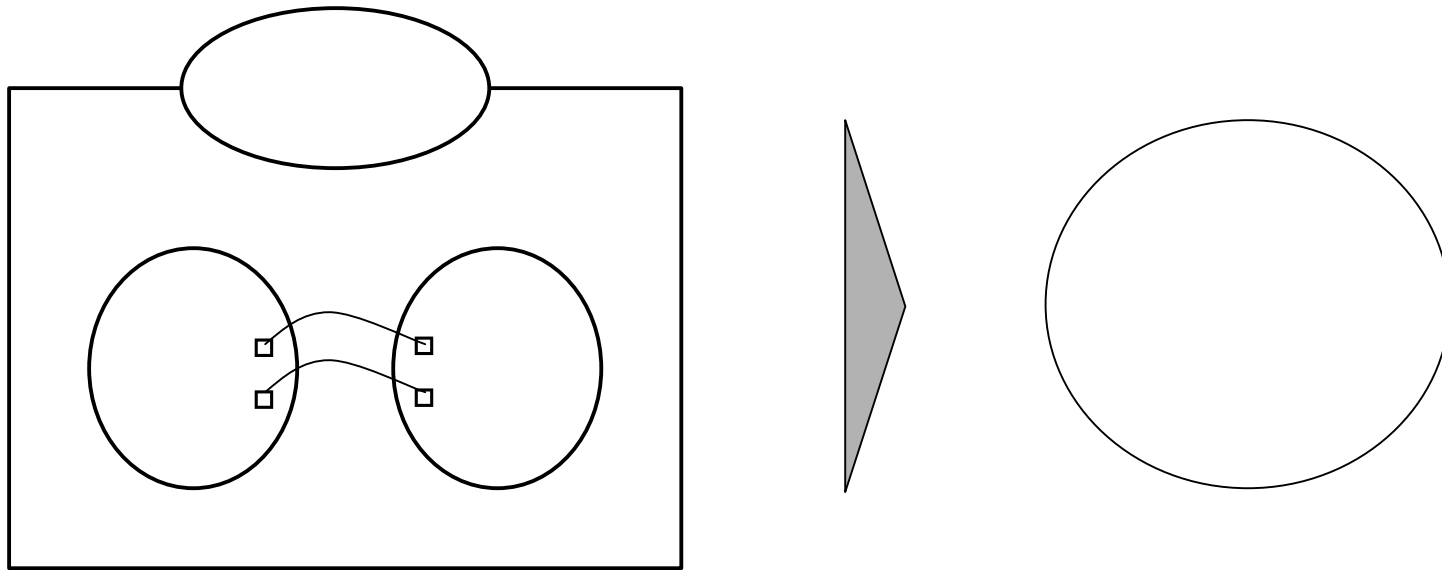
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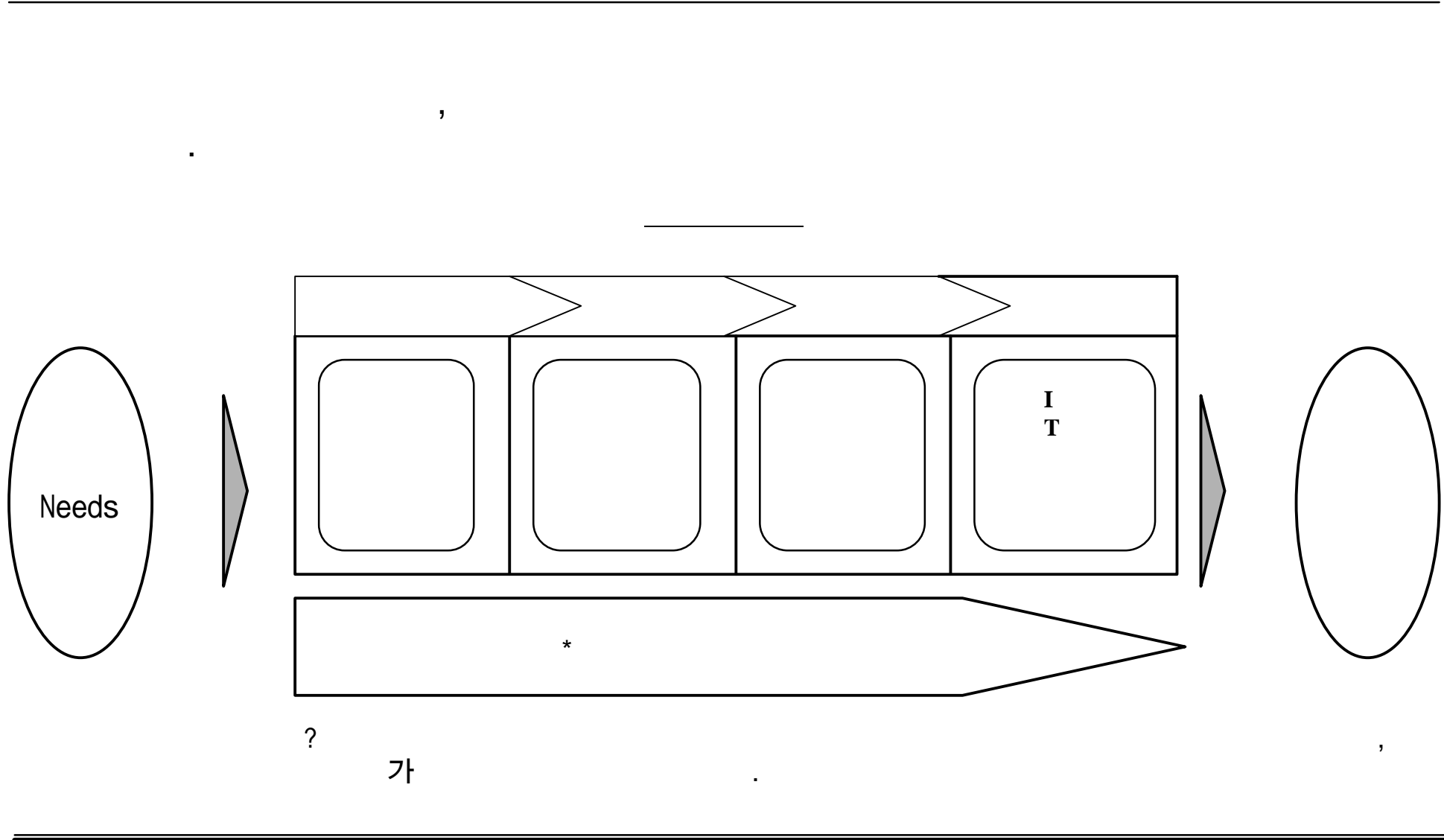
가  
Coaching/Feedback



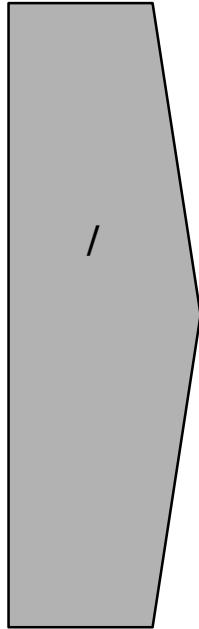
III.

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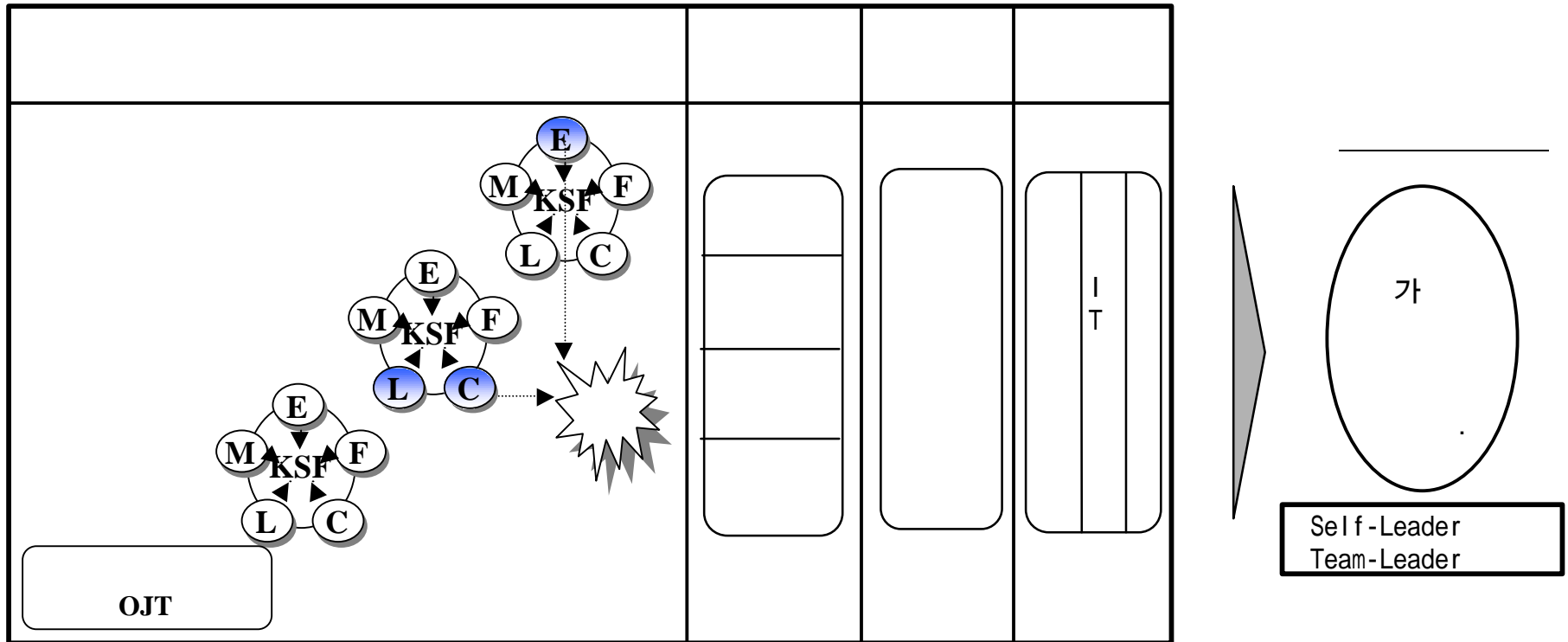
| NEEDS            | CBC |                  |  |
|------------------|-----|------------------|--|
| 가<br>↓<br>○<br>/ | , , | -<br>-<br>-<br>- | <ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤ Finance</li> <li>➤ Transformational Leadership</li> </ul>           |
| ↑<br>○<br>/ 가    | / 가 | -<br>-<br>-<br>- | <ul style="list-style-type: none"> <li>➤ Team-Leader</li> <li>➤ / Final (work-out)</li> <li>➤ / Supply chain management</li> </ul> |
| ○<br>/           |     | -<br>-<br>-<br>/ | <ul style="list-style-type: none"> <li>➤</li> <li>➤ Self - Leader</li> <li>➤ OJT</li> </ul>  |
| ○<br>/           | 가   | -<br>-<br>-      | <ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>   |



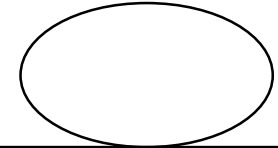
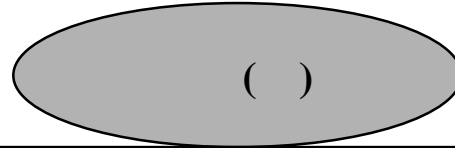
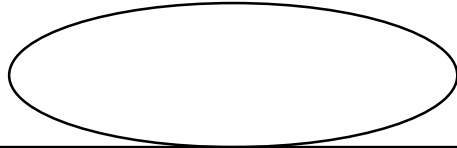
\* CBC : Competency Based Curriculum

Needs

...



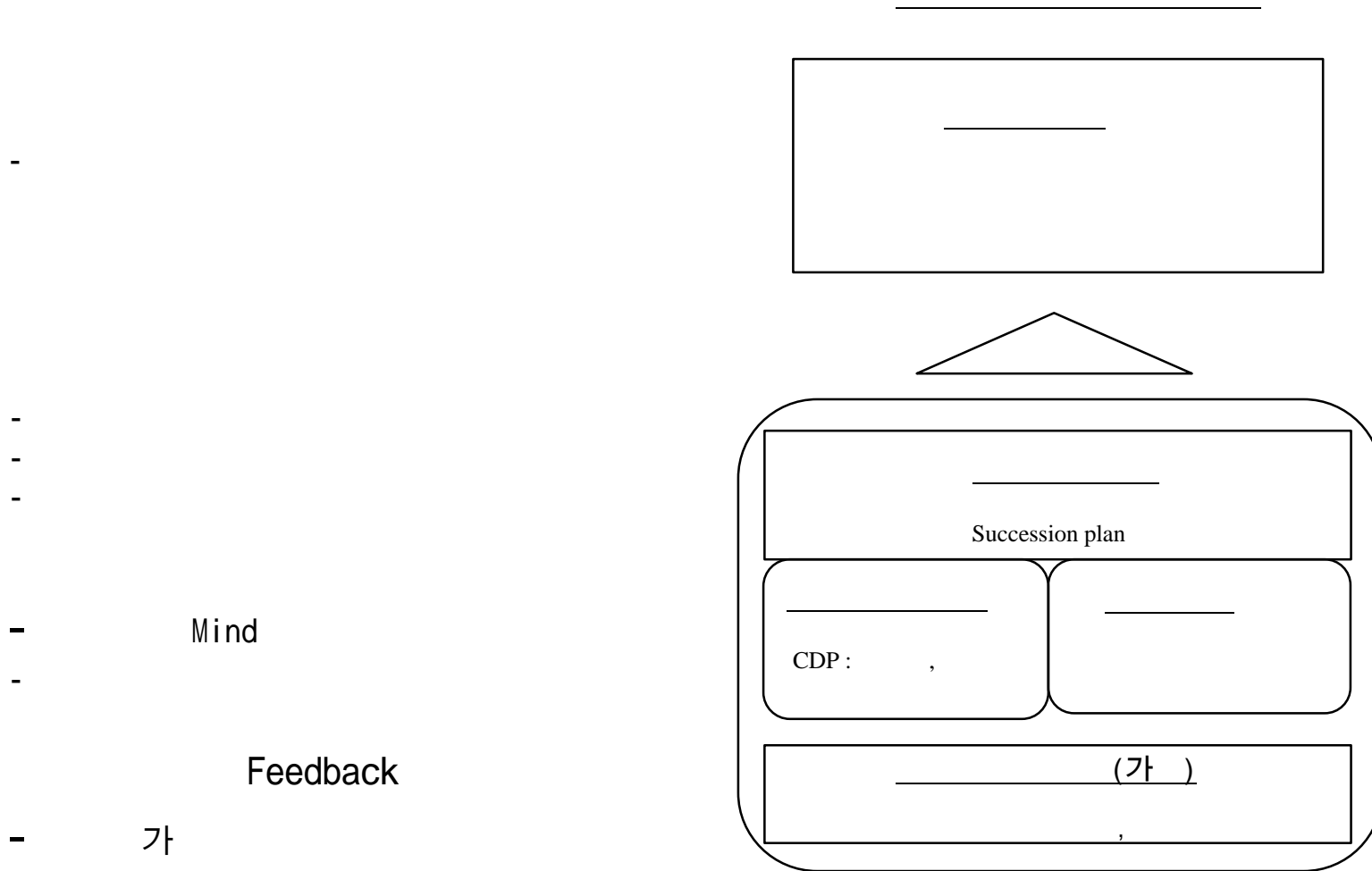
\* E: Environmental Scanning, M: Marketing, F: Finance&Accounting, L: Leadership, C: Change management



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|---|---|--|--|
| <div style="border: 1px solid black; padding: 5px; text-align: center;">가</div> | <ul style="list-style-type: none"> <li>• :</li> <li>• 가</li> </ul>          | <ul style="list-style-type: none"> <li>• 가 가<br/>( 2 가 )</li> <li>• 가 _____ X 10</li> </ul>                  | <ul style="list-style-type: none"> <li>•</li> </ul>                |
|   | <ul style="list-style-type: none"> <li>•</li> </ul>                         | <ul style="list-style-type: none"> <li>• _____ X 10</li> </ul>   | <ul style="list-style-type: none"> <li>•</li> </ul>                |
|   | <ul style="list-style-type: none"> <li>•</li> </ul>                         | <ul style="list-style-type: none"> <li>• 40</li> <li>• ) 24</li> <li>• 40 - 24 = 16</li> <li>• 40</li> </ul> | <ul style="list-style-type: none"> <li>• Top</li> <li>•</li> </ul> |
|   | <ul style="list-style-type: none"> <li>• 가</li> <li>•</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• / ,</li> </ul>  | <ul style="list-style-type: none"> <li>•</li> </ul>                |

# IV.

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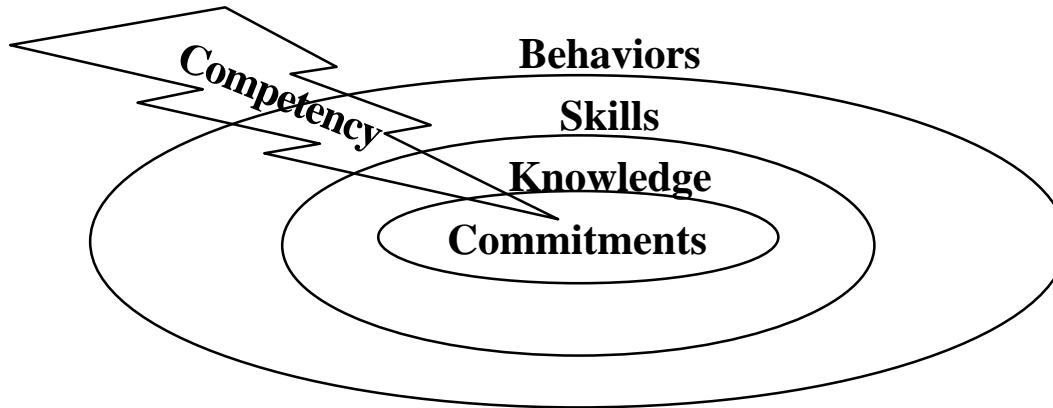
- (OJT, CDP)
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- 
- 
- Potential
- (Key position) 가
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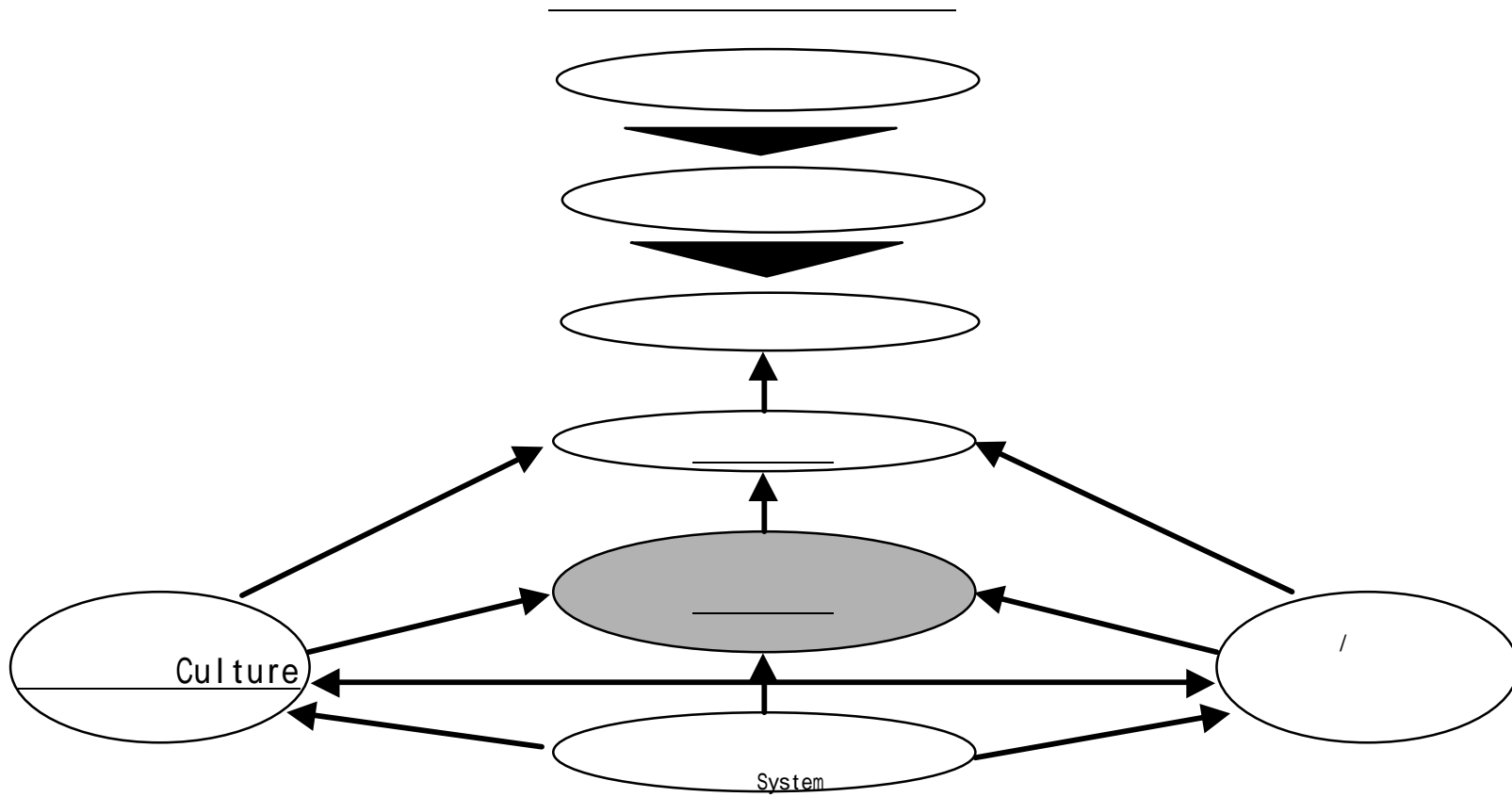
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○ (Competency) ?

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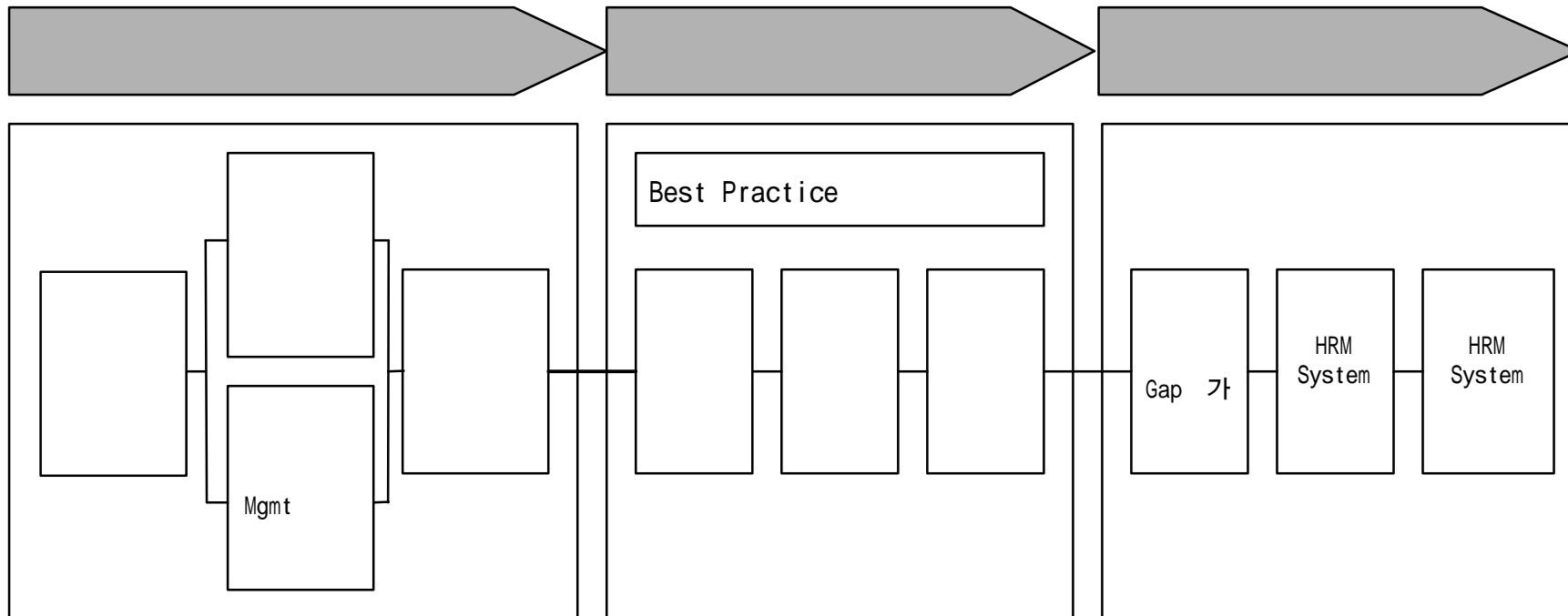




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Competency-based Approach  
Model ,  
3 Process

Competency  
Human Resource Management System .



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Outputs 가 ? 가 ?  
가 ? 가 ?



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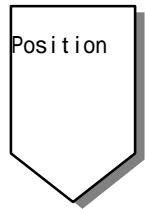
, 가 ?  
가 ?

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(가 )

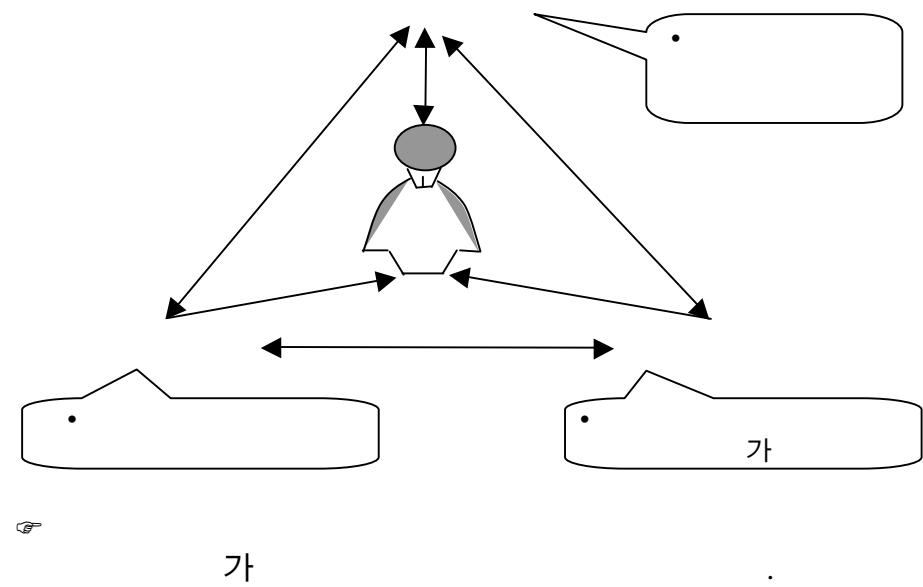
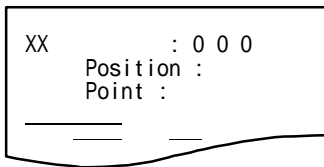
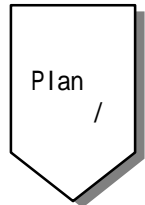
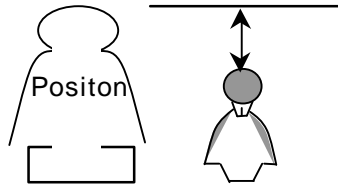
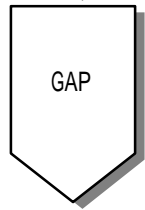
( Position)

Plan Process



• Position / ,

• /  
•  
**Outsourcing**

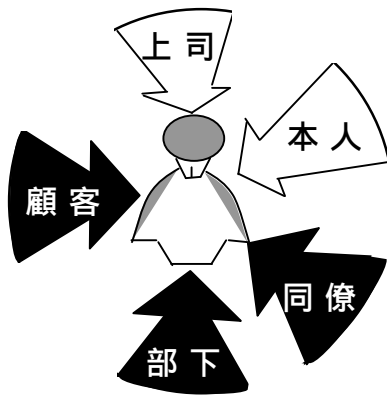


# 가

, 가 , 360 가 , .

가/

## 360度 評價



. 가 : 가

- Incentive 50% - 100% -----> 200 - 300%
- : 1 :
- 가
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