

# Penyusunan Model Kompetensi dan Pengukuran Kompetensi Pemegang Jabatan di Departemen Human Resources PT. AI = Developing Competency Model and Employee's Competency Assessment in Human Resources Department PT. AI

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## Abstrak

Saat ini, departemen HR memiliki peran yang lebih konsultatif dalam mengelola karyawan di dalam organisasi. Fungsi Departemen HR di PT. AI selain sebagai tim pendukung juga sebagai agen perubahan sekaligus partner strategis yang berperan sebagai pendorong kemajuan karyawan dan organisasi. Program I-IR yang dijalankan merupakan strategi pengelolaan SDM untuk jangka panjang agar dapat menghadapi perubahan dari waktu ke waktu. Tim di dalamnya dituntut memiliki kompetensi yang sesuai untuk memenuhi peran dan tanggung jawabnya agar program kegiatan HR secara menyeluruh dapat dijalankan dengan baik.

Sebagai agen perusahaan, hal ini diperlukan agar mereka bisa melalukan perbaikan dan perubahan diri sendiri terlebih dahulu sebelum berperan pada perubahan secara luas bagi organisasi. Berdasarkan hal tersebut, penelitian ini mengembangkan model kompetensi untuk Departemen HR PT. AI dan melakukan pengukuran kompetensi pemegang jabatan untuk mengetahui profil kompetensi karyawan sehingga dapat mengidentifikasi kesenjangan kompetensinya.

Dalam menyusun kompetensi, digunakan teknik behavioral event interview (BEI) untuk mengetahui critical incident terkait mengenai pekerjaan yang dilakukan. Dari penyusunan model kompetensi, diperoleh 10 kompetensi yaitu Analytical Thinking, Planning, Organizing & Monitoring, Decision Making, Initiative, Building Trust, Customer Focus, Follow and Develop SOP, Communication Skill, Interpersonal Skill dan Strategic & Business Acumen.

Sedangkan dari sisi keahlian teknis mengenai HR diperoleh 8 keahlian teknis yaitu Compensation & Benefit, HR Information System, HR Strategic Management, Industrial Relation, Organizational Development, Personnel Administration, Recruitment, dan Training & Development. Model kompetensi dilengkapi dengan tingkat kepentingan dan standar minimum tingkat kemahiran kompetensi untuk setiap jabatan.

Pengukuran kompetensi dilakukan menggunakan indikator perilaku yang telah disusun dalam model kompetensi. Metode skala rating menggunakan multi-rater dipilih dalam melakukan pengukuran kompetensi pemegang jabatan.

.....Currently, HR department have a more consultative role in managing employees in the organization. HR Department on PT. AI not only functions as a support team, but also as agents of change and strategic partners for organization that contribute on employee and organizational development. HR programs have a role as a human resources management strategy for the long term. HR team are expected to have competencies that required to fulfill their roles and responsibilities, so they can perform well in running all HR programs. Also, as agent of change, they need to improve and change their self before involved on the widespread changes to the organization. Based on that reason, this study develops a competency model for HR Department in PT. AI. This study also conduct employee's competency assessment to know individual

competency profiles so could identified competency gaps of employees.

In developing competency model, behavioral event interview technique (BEI) used to determine critical incident related to the job to identifying competencies. This competency model resulting 10 soft competencies, Analytical Thinking, Planning Organizing & Monitoring Decision Making, Initiative, Building Trust, Customer Focus, Follow and Develop SOP, Communication Skill, Interpersonal Skill and Strategic & Business Acumen. It also obtain 8 technical skill, Compensation & Benefits, HR Information System, Strategic HR Management, Industrial Relations, Organizational Development, Personnel Administration, Recruitment, and Training & Development. Also, competency model included with an important level and minimum requirement of proficiency level in each competency for all position. Competency assessment conducted using behavioral indicators that are contained in the competency model. A multi-rater scale method is selected to employee's competency assessment.