

# Rancangan behavioral competency model pada departemen maintenance di Unocal Geothermal of Indonesia = Behavioral competency model development at maintenance department PT Unocal Geothermal Indonesia

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## Abstrak

This paper is discussing the problem happened in PT Unocal Geothermal Indonesia regarding competency for positions which are not clearly defined while actually Unocal has already have its own Competency Dictionary.

The problem started to surface when there was a supervisor that de-promoted due to unsatisfactory performance\_ Later it was found that one of basic causes of this problem due to the fact that there is no clear behavioral competency for this position, The lack of clear behavioral competency made it difficult to create measurement tools in recruitment and selection, training and development, and performance appraisal.

Based on the finding, the writer developed behavioral competency for following position: Leadsman, Supervisor, and Superintendent and used Unocal's competency dictionary to develop behavioral competency for those position.

After series of discussion, it is found that there was 5 seven behavioral competency for Leadsman, 11 behavioral competency for Supervisor, and 14 behavioral competency for Superintendent.

It is expected that these competencies can be applied in Unocal and used for recruitment and selection, training and development, and performance appraisal. So, there will be a clear definition of what competency that required for positions in Unocal. In the future, it is expected if the company apply the behavioral competency in the area of recruitment and selection, training and development, and performance appraisal, no similar occurrence related to industrial relation will ever happen again.