ABSTRACT

In order to rebuild Human Resource Management System, recently PT Philips Ralin Electronics Surabaya is repairing Performance Appraisal System especially for level non management staff. Performance Appraisal System implemented by company has considered both performance and competence factor. But the competence used is only soft competence that represent personal quality and has not covered hard competence that represent skill and knowledge related with technical and operational field (production floor employees). Moreover, it has not considered the weight of appraisal factor that can determine the relative importance of factor to support company development.

This research identified hard competence and soft competence needed by non management level in GLS area at second until sixth grade. This identification included formulating name, definition, scale indicator and minimal level required by each competence. Globally, there are four great categories of hard competence, they are operating machine, maintaining machine, knowledge and mastery working method/system. Whereas for soft competence are taken from Spencer’s competence dictionary (Spencer, 1993) and there are eight kinds of competence. They are achievement, initiative, concern for order, customer service orientation, team work, environmental awareness, team leadership and directiveness. While for performance criteria, it is same for all position, they are quality and quantity of work. Then each of competence criteria and performance are given weight using with Analytical Hierarchy Process (AHP) method.

The result of the new Performance Appraisal System is useful not only for evaluating measuring performance employee but also for arranging Training Need Analysis (TNA) and Competency Based Training (CBT) matrix. From the TNA, it can be arranged job-person match analysis to analyse the suitable of competence between the job holder and its job. From CBT, it can be identified trainings that are needed if an employee will be promoted or rotated to another position.

Keyword: soft competence, hard competence, Analytical Hierarchy Process, Training Need Analysis, Competency Based Training