

## SUMMARY

PT. Suprama excavates competency level on every position based on its profile which refers to non-technical and technical inventory. Based on the assessment on 188 employees, Manufacturing Division grade 4-7, conducted in 2014 showed that 31 employees (16.49%) fulfilled the standard of competency index composed by the company, either non-technical or technical competency, and both of them. It meant that 157 employees (83.51%) needed training and development to narrow down the competency gap. Since there was competency index gap between target and reality, and also a need of an approach supported by HRD professional focuses on business result, the mapping plan of technical competency development program by using 70:20:10 Model in PT. Suprama is needed to make the human resources advanced and developed following the expansion of the company.

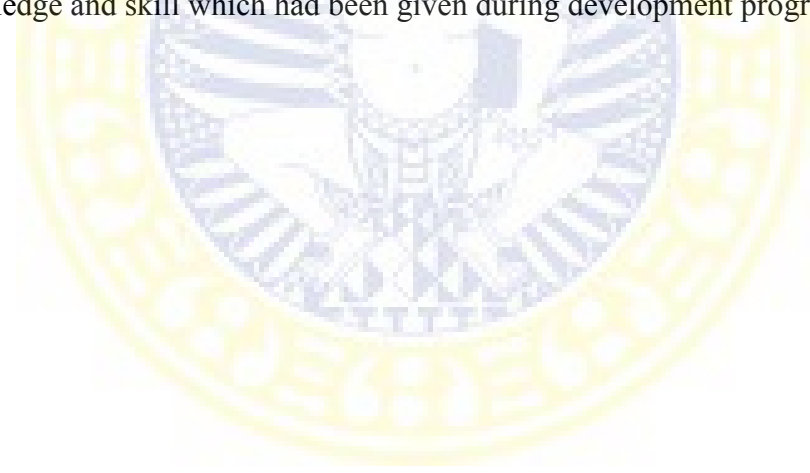
The employees can use 70:20:10 model to do an experiment between theory and practice through their daily work. It means that 70% learning obtained from experience in integrating, practicing and mastering a new ability, knowledge and behavior change. The example is to give work project, internship, a short term assignment, task force, position rotation. 20% learning obtained from manager explanation, senior's advice, coach, educator, social network community, such as observing other people to reflect the behavior's effect on ourselves. The example is watching, coaching and counseling. 10% learning obtained from formal program to acquire knowledge or skill through intensive program instruction. The example is education and training indoor and outdoor, learning from textbooks, articles or electronic and other related formal education (Kajewski & Madsen, 2012).

The objective of this research was to: (1) compose development priority scale on employees' technical competency grade 4-7, Manufacturing Division and (2) map development program on employees' technical competency by using 70:20:10 Model. This research used mixed method, which is, qualitative and quantitative research method and explanatory narrative approach. The researcher collected and analyzed quantitative data, then collected and analyzed qualitative data. The population of the research was all employees of PT. Suprama, Grade 4-7, Manufacturing Division. The informants were chosen purposively. The informants were Training and Development Manager, Manufacturing General Manager, Manufacturing Manager, Production Assistant Manager, Engineering Assistant Manager, Lab, QC and EHS manager, PPIC manager, and WHSE and Log. Manager. The data were analyzed from the result of technical competency gap index on employees grade 4-7, Manufacturing Division and the result of competency development priority. This result can be put into agenda for employees development in the following years.

The research showed that (1) the composing of technical competency development priority scale on employees grade 4-7, Manufacturing Division consisted of 58 positions, 5 positions had intermediate development priority, 46

positions had upper intermediate development priority, and 7 positions had advance development priority and (2) the mapping of the technical competency development program in Manufacturing Division employees grade 4-7 consisted of 173 employees. 59 employees were going to be developed by using 70:20:10 Model. 7 employees were going to be developed by 70 Model, 27 employees were going to be developed by using 20 Model, and 25 employees were going to be developed by using 10 Model. There were 55 out of 77 technical competencies needed developing.

The conclusion of this research was to map technical competency development program on PT. Suprama employees by using 70:20:10 Model to contribute to the growth ambition of the company through competent human resource in every position. Employees who got 70 Model were given a work project to master their work field as a given target. Employees who got 20 were watched and coached intensively by their supervisor or senior colleagues about work attitude and work mastery of their work field. Employees who got 10 were given a formal training of development class referring to certain themes in order to increase their technical competency. The researcher gave PT. Suprama management some suggestions that (1) the development program should be matched with the skills needed in each department by looking at the urgency level and (2) watch and coach should be conducted by the supervisor to support the knowledge and skill which had been given during development program.



## ABSTRACT

### **The Mapping of Technical Competency Development Program on PT. Surya Pratista Utama Employees by Using 70:20:10 Model**

The objective of this research was to: (1) compose development priority scale on employees' technical competency grade 4-7, Manufacturing Division and (2) map development program on employees' technical competency by using 70:20:10 Model. This research used mixed method, which is, qualitative and quantitative research method and explanatory narrative approach. The researcher collected and analyzed quantitative data, then collected and analyzed qualitative data. The population of the research was all employees of PT. Suprama, Grade 4-7, Manufacturing Division. The informants were chosen purposively. The data were analyzed from the result of technical competency gap index on employees grade 4-7, Manufacturing Division and the result of competency development priority.

The research showed that (1) the composing of technical competency development priority scale on employees grade 4-7, Manufacturing Division consisted of 58 positions, 5 positions had intermediate development priority, 46 positions had upper intermediate development priority, and 7 positions had advance development priority and (2) the mapping of the technical competency development program in Manufacturing Division employees grade 4-7 consisted of 173 employees. 59 employees were going to be developed by using 70:20:10 Model. 7 employees were going to be developed by 70 Model, 27 employees were going to be developed by using 20 Model, and 25 employees were going to be developed by using 10 Model. There were 55 out of 77 technical competencies needed developing.

**Keywords: mapping, technical competency development, 70:20:10 Model**