**ABSTRACT** 

PT Dirgantara Indonesia has a process of operator performance evaluation

which is job grading. Of job grading activity is often considered to be an

unobjective assessment of knowledge in each of the criteria because of every "Job

Evaluation Team" is different, so the value received by the operator is not

consistent, it means that the operator qualification criteria that existed at "Job

Evaluation Team"s is always different. On the job grading activities undertaken

by "Job Evaluation Team" stored some useful knowledge for Machining

Department of Operation Division in Machining Job Group of CNC Machine

Operator in PT Dirgantara Indonesia, because after the job grading activities

would have missed the experience held by "Job Evaluation Team" in conducting

assessments. However, that knowledge is still be Evaluator's tacit knowledge

which is easy to loss if not documented to be explicit knowledge.

This study uses a method that consists of four SECI phases of knowledge

conversion which are Socialization, Externalization, Combination, and

Internalization. Knowledge of "Job Evaluation Team" on the qualification

criteria for operator knowledge all existing job grade is still a tacit knowledge

captured by an interview in accordance with an interview guide that was created.

Tacit knowledge is acquired and then do the documentation and do the best

qualification criteria search using the Delphi method. The results of this study is

the qualification criteria for all job grade knowledge that it can be a guidance in

the operator job grading activity in the CNC Machine Operator of PT.

Dirgantara Indonesia.

Keywords: Tacit knowledge, explicit knowledge, qualification criteria

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