

ABSTRACT

Success is certainly the goal of a project. One of the crucial factors in achieving project success is the role of the project manager. PT XYZ is one of the companies engaged in general construction services. Various projects have been completed by the company, but various problems have also occurred during the project. According to internal data, it was found that 56% of projects experienced delays. The projects include various types, such as housing construction, construction of company facilities, and architecture. There are various factors that cause projects at PT XYZ to experience delays, one of which is the man factor, namely the lack of competence of project managers, the lack of communication skills of project managers, and internal conflicts. To explore these problems, interviews were conducted to identify project manager errors. Project manager mistakes that have occurred, namely not listening to input from teams and builders, communication methods that are not suitable for the audience, not conducting regular meetings with stakeholders, not conducting feedback, not managing and resolving conflicts, not informing accurate work, and not solving problems that occur quickly and responsively. PT XYZ currently does not have any assessment of personal project manager competencies. Therefore, it is currently necessary to identify the competence of project managers by first identifying the priority weight of each unit of personal project manager competency, then the design of Key Performance Indicators is required.

One of the approaches taken to overcome this problem is measuring the assessment of personal project manager competencies based on the Project Manager Competency Development (PMCD) Framework. PMCD Framework is a framework for the definition, assessment, and development of project manager competencies. Personal competencies in the PMCD Framework include communicating, leading, managing, cognitive ability, effectiveness, and professionalism. Weighting will first be carried out on the six elements of the competency unit using the Analytical Hierarchy Process (AHP) method. AHP is one of the approaches in determining weighting priorities by describing multi-criteria problems. Thus, this research will measure the assessment of personal project

manager competencies with a Likert scale, 360 degree feedback method as a method of distributing questionnaires, and Analytical Hierarchy Process (AHP) as a weighting of assessment indicators and determining priority rankings. From the research results, the weighting results obtained are communicating with a weight of 29%, leading with a weight of 17%, managing with a weight of 12%, cognitive ability with a weight of 7%, effectiveness with a weight of 31%, and professionalism with a weight of 5%. That way the final result of the personal project manager competency assessment is obtained, which is 0.65. Furthermore, a solution is proposed in the form of an assessment form and Key Performance Indicator based on the PMCD Framework. The results of the assessment measurement and KPI design can be used as a reference regarding the competence of project managers at PT XYZ. That way the development of project manager competencies will be more effective and right on target.

Keywords — Project Manager Competency Development (PMCD) Framework, Analytical Hierarchy Process (AHP), Key Performance Indicator