

CHAPTER 1 INTRODUCTION

I. 1 Background

PT XYZ is a subsidiary limited liability company located in Bandung City. PT XYZ is engaged in performing services in construction and network infrastructure management. There are several divisions in PT XYZ Company, amongst them is SDI (Survey Drawing Inventory) Division. SDI Division is currently having ongoing projects. These projects perform several projects such as modernization of copper access networks with Fiber Optics, development of FTTH (Fiber to The Home) to support broadband services and improvements in service flows. In the project progress, SDI Division has the responsibility to prepare HLD (High Level Design) for each project in order to be taken out by the Construction Division in the field. A project is a temporary attempt that is done to make a product, a service or a result that has unique characteristics in each project (Project Management Institute, 2017). There are several objectives that is recorded in the Statement of Work (SOW) for these projects that includes:

1. SDI Division must prepare HLD (High Level Design that consists of establishing APD (As Plan Draw) and BoQ (Bill of Quantity) for every project.
2. SDI division carries out the projects to GO LIVE for at least 1 to 2 weeks.
3. An existing SOP (Standard Operating Procedure) must be followed.
4. SDI must achieve 100% in achievement every month.



Figure I.1 SDI Division Project Progress

Site managers that act as Project Manager in PT XYZ were appointed by the main company. The Site Manager has the responsibility of a Project Manager to ensure the project and activities in SDI division are going to achieve the project objectives based on the organization's goal. A project manager is given the responsibility to lead the Project Team that oversees achieving the project objectives to fulfill the expectations of project's stakeholders (Project Management Institute, 2017).

An organizational structure is functioning in PT XYZ where The General Manager is the highest position in PT XYZ and has the role to oversees PT XYZ in a broad view. Below the General Manager, there is a Manager of Deployment that acts as a Program Manager. The Manager of Deployment has the main responsibility for approving and overseeing projects. The Manager of Deployment has the right to receive reports from the Site Manager. Moreover, The Manager of Deployment that acts as a Program Manager has the responsibility to guide and manage Site Managers so that the projects that are performed are on track and support the organization goal. Program Manager (Manager of Deployment) will work with the Project Managers (Site Managers) and often with the Functional Managers in order to maintain, resolving problems and direct the team by providing work instructions specifically (Project Management Institute, 2017).

Below the Manager of Deployment, there are Site Managers. Site Managers exist in every division in PT XYZ below the Manager and one of them is SDI Division. The Site Manager has the role of as the Project Manager to supervise several stakeholders, including the Team Leader, Surveyor Teams and Drafter Teams. The Project Manager has the authority to oversee and brief the project team to perform the project based on the organizational policy to reach the project's objectives. Moreover, the Project Manager is allowed to make decisions that are in the range of the authority. The organizational structure of SDI Division can be seen in the diagram below.

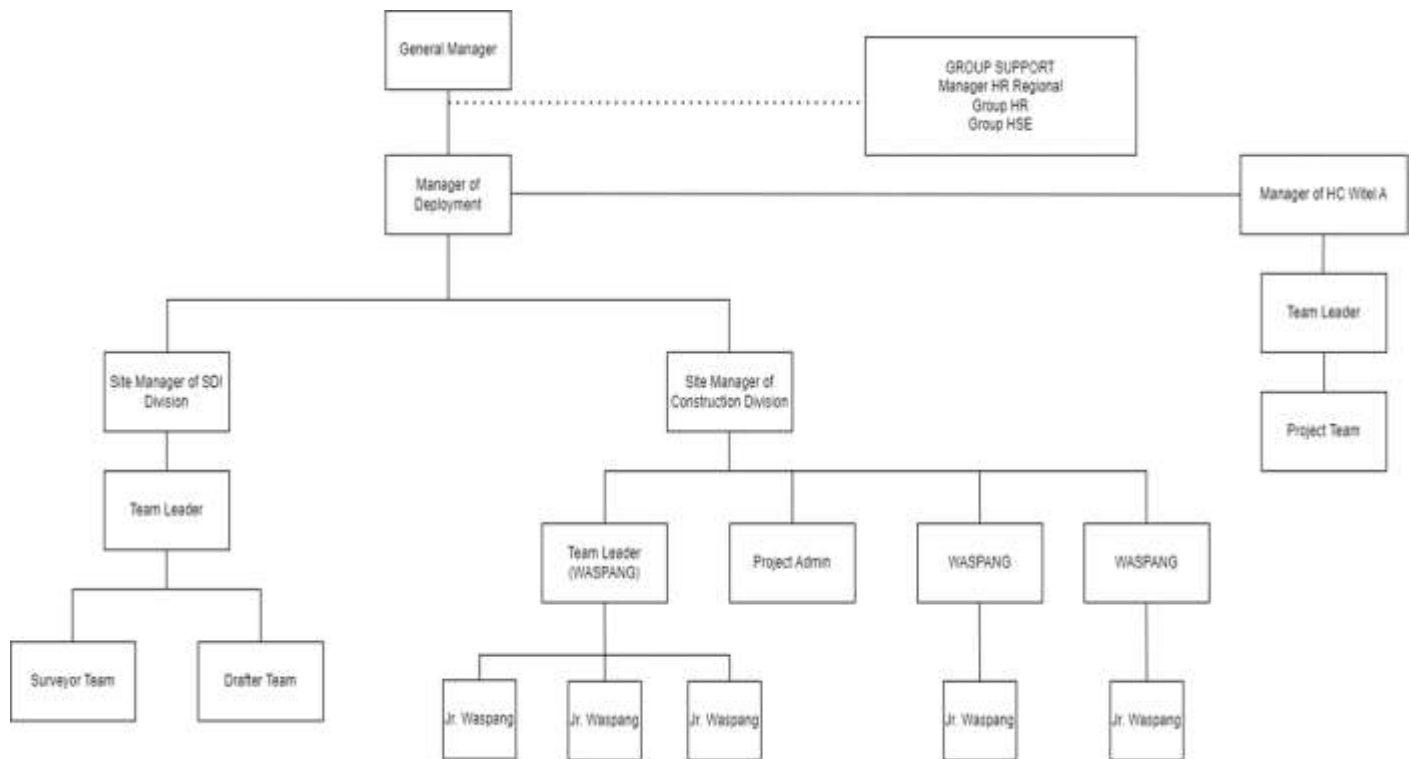


Figure I. 2 Organizational Structure

PT XYZ has their own measurements to monitor the subsidiary companies. The Subsidiary companies are divided into several areas, namely Regional. *Witel A* belongs to Regional X. Each region consists of several *Witel* or *Wilayah usaha telekomunikasi*. *Regional X* consists of several *Witel* that includes *Witel A*, *Witel B*, *Witel C*, *Witel D*, *Witel E* and *Witel F*.

In every phase, each *Witel* is being monitored to track the progress and achievements of the subsidiary company. The SDI Division in Regional X of *Witel A* is also tracked and compared to another *Witel* in Regional X. Each phase is called a quartile. These percentages in each *Witel* are calculated based on the achievements of each individual that are accumulated each month in every quartile. A summary of the first quartile in Regional X can be seen in the Summary Status below.

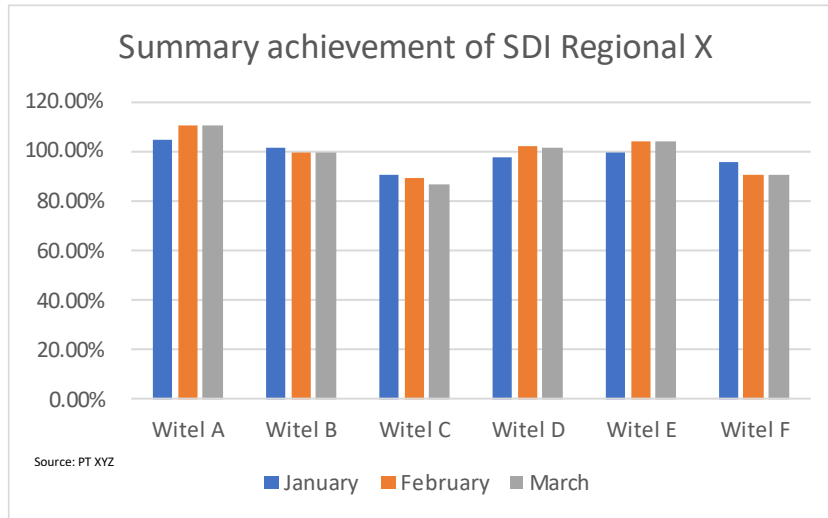


Figure I. 3 SDI Division of Regional X summary achievement in the first quartile

After analyzing the percentages of each *Witel* in the first quartile, it shows that *Witel PT XYZ* is constantly placed in the first rank. *Witel B* had a decrease of achievement in February and gradually increased in the end of quartile. *Witel B* placed in the fourth rank at the end of the quartile. *Witel C* gradually decreases until the end of quartile and placed in the fifth rank. *Witel D* had an increase in achievement until February and slightly decreased at the end of the quartile and placed in the third rank. *Witel E* gradually increased until the end of the quartile and placed in the second rank. *Witel F* gradually decreases until the end of the quartile and placed the last at the end of the quartile. The data can be seen in the table below.

Table I. 1 SDI Division of Regional X achievement summary in the first quartile

Witel	January	February	March	Average	Current Month Rank
Witel A	104.60%	110.81%	110.78%	108.73%	1
Witel B	101.44%	99.68%	99.82%	100.31%	4
Witel C	90.77%	89.44%	86.74%	88.98%	5
Witel D	97.81%	102.42%	101.79%	100.67%	3
Witel E	99.90%	104.18%	104.05%	102.71%	2
Witel F	95.53%	90.82%	90.43%	92.26%	6

In PT XYZ, SDI Division in Regional X must achieve 100% that indicates the *Witel* has successfully achieve all of the work order that have been distributed to all of the team. Every *Witel* in *Regional X* that has not achieved 100% is labeled as under

achievement. Moreover, by overseeing the status in the first quartile, Other *Witel* in Regional X seems unable to catch up with *Witel A*. Furthermore, several *Witel* experienced a decrease in achievement gradually until the end of the first quartile. Following this case, assumptions will be made regarding several *Witel* experienced under achievement in Regional X.

I. 2 Alternative Solution

Several assumptions are made into four aspects that consists of Man, System, Information and Method is visualized into a fishbone as follows.

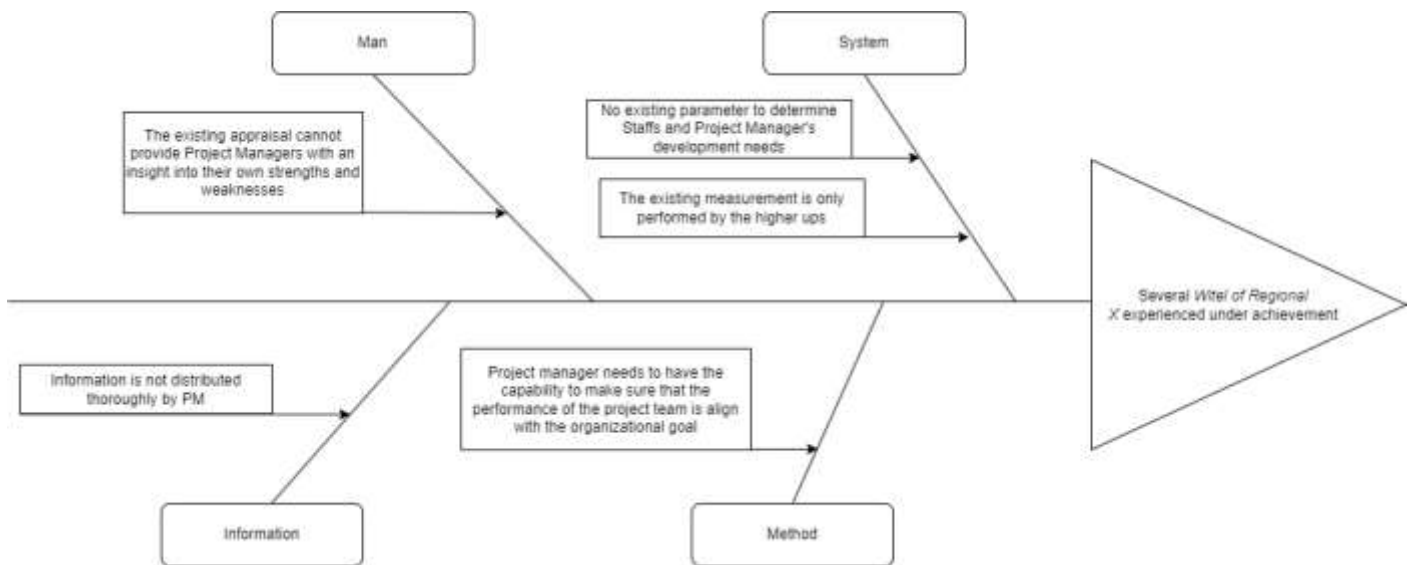


Figure I. 4 Fishbone Chart

Based on Figure 4, some aspects can be assumed that cause several *Witel* in Regional X to experience under achievement. These assumptions include Man, System, Information and Method aspects. The focus will be in Man aspect that will be explained thoroughly as follows:

1. Man

Man, factor may be the reason to the achievement results of each *Witel* because every project need project manager's capability in order to reach the organizational goals. In PT XYZ, there is an existing method to measure each stakeholders' capabilities using a balanced scored card. There are several stakeholders that are evaluated by the OSM and GM of PT XYZ, this appraisal is only filled in by the higher ups.

Table I. 2 Lists of the stakeholders that are evaluated

Evaluation will be performed to
Project Manager
Surveyor Team
Drafter Team

A balanced Scored card is used to perform appraisal for SDI Division in PT XYZ. There are several aspects that are being evaluated that include Financial, Customer, Internal business process and Learning and Growth. Every aspect has its sub-aspects. The financial aspect consists of revenue and cost sub aspects. The customer aspect consists of quality and delivery sub-aspects. The internal business process aspect includes quality and delivery sub aspects. Learning and growth aspect consists of safety sub aspects. The balanced scored cars are used for modernizing and refining the performance and service results to gain more trust to the stakeholders that are involved in the project (Sharaf-Addin & Fazel, 2021)

Table I. 3 Aspects of Balance Score Card

Aspects	Sub-Aspects	Weight
Financial	Revenue	37%
	Cost	
Customer	Delivery	25%
Internal business process	Quality	35%
	Delivery	
Learning and Growth	Safety	3%

In the evaluation, all aspects are being evaluated from each stakeholder. The weight matrix is different between the stakeholders. The existing evaluation of the stakeholders, including the Project Manager, only evaluates 4 aspects. Moreover, there is one assessment that is confidentially filled in by the higher ups towards the program and the project managers. Although the content consists of personal aspects, the score is centered, and the result may be biased. Therefore, using this evaluation, the Project

Manager may not be able to acknowledge his own personal strengths and weaknesses in detail regarding their development needs in personal aspects which play a big role in performing projects.

2. Method

A method exists within SDI Division in PT XYZ to take out projects together with Construction division. SDI Division plays a role in planning. First, the Surveyor Team will survey the fields that were ordered and appointed by the main company. After the surveyor team finishes surveying, the survey data will then be submitted to the drafter team to establish HLD or High-Level Design. HLD consists of APD (As Plan Draw) that includes the document that shows the network site plan that will be used by the construction division to be executed. SDI Division also established BoQ Plan (Bill of Quantity) to record all the materials that will be used for withdrawal purposes and to make fair deals among the contract stakeholders, though the first BoQ will contain the approximate materials that will be used, so BoQ Plan, then will be revised. After SDI Division finished making HLD, then it will be accepted by Construction Division to be executed in the field. During Execution, Construction Division then will perform *Aanwijzing* along with SDI Division delegation in order to inform the partner company about the Plan for the site and whether there will be any revision before installation. After *Aanwijzing*, the partner will deliver the materials that have been ordered by the construction division. Then, installation will be performed. After it is finished, the partner company will document the evidence in the field to be reported to the construction division. After the construction division executes the plan, the actual situation will be documented in several documents that includes ABD (As Built Drawing), Actual BoQ and Field Evidence in the field will be compared to HLD. If there are some changes in the execution, then SDI Division is responsible to update the actual field condition of the network site plan. SDI Division is also responsible for validating the actual and the plan documents. After validating, SDI Division will establish a drawing for the inventory. Lastly, the projects will obtain GO LIVE status

that indicates the network site plan is already active in the field and is recorded in document. As for the SDI Division's workflow can be seen in the figure below.

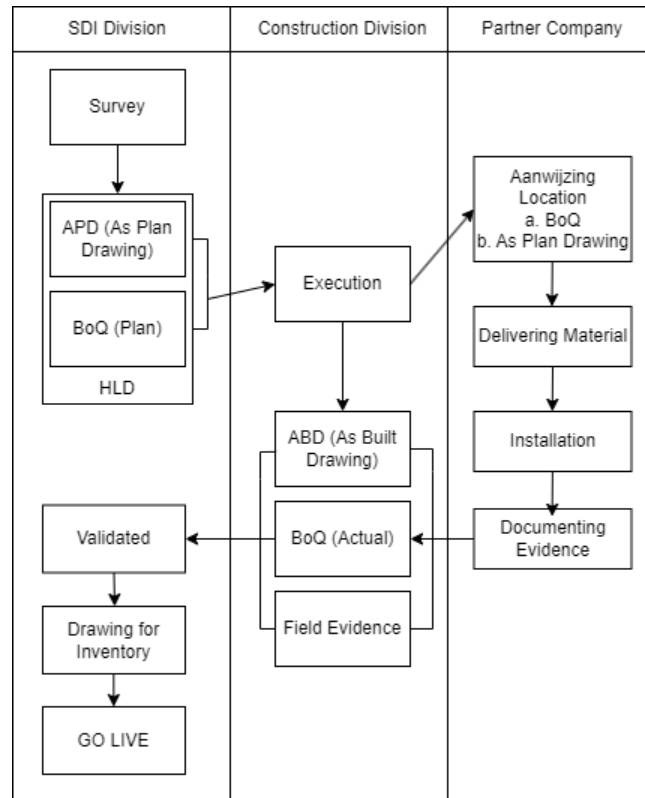


Figure I. 5 Method Workflow

These works in SDI Division of establishing HLD will be monitored and controlled, then each individual achievements will be calculated quantitatively and will be accumulated in percentages. The Project Manager plays a big role in motivating and making sure that each individual will be able to catch up with the work given and do the work accordingly. Thus, the Project Manager must have the capability to utilize the proper resources, methods and strategies to carry out all tasks with the required result. Moreover, Project manager must have the capability to assists the team in order to manage, resolve conflicts and to effectively manage the project through the use of people, financial and material resources. However, the existing appraisal method towards the Project Manager could not highlight the strengths and weaknesses in detail regarding the Project Manager's personal competence. This leads to the need on performing evaluation that will be able to measure the personal competence of the

project manager since it plays a big role in successfully reaching the organizational objectives.

3. Information

Information aspect may also become the reason. The Project Manager is responsible for communicating information to all the team and stakeholders. Since SDI Division works on projects that have high uncertainties, all stakeholders should regularly know the information updates regarding the project. Moreover, according to research, excellent project managers regularly apply several competencies which shows that the best 2% of project managers, as identified by their superiors and colleagues, stands out by exemplifying exceptional communication abilities while presenting positive attitudes (Project Management Institute, 2017). Although in the existing situation, there were no parameters regarding communication appraisals of the Project Manager towards the stakeholders.

4. System

The System aspect is also included as one of the aspects that may affect the achievements of the SDI Division. There was no existing parameter to determine the staffs and Project Manager development necessities regarding personal aspects. Hence, in this case, the Project Manager would not know his strengths and weaknesses to be developed. Moreover, the existing appraisal method is only filled in by the higher ups, so that the lower level is not able to fill in the form to evaluate their superiors.

After decomposing the existing possibility causes, the root of problems and aspects is visualized in the table below.

Table I. 4 Root of Problems

No	Root of the Problems	Aspects
1	The existing appraisal cannot provide Project Managers with an insight into their own strengths and weaknesses	Man

2	No existing parameter to determine Staffs and Project Manager's development needs	System
4	The existing measurement is only performed by the higher ups	
5	Information may not be distributed thoroughly by PM	Information
6	The need of the Project Manager's capabilities to manage and distribute individual works for SDI Division	Method

Based on the root of problems that is included, the need of finding out the Project Manager's personal competence in *Witel A*, in order to be the standard for other *Witel* in Regional X (for *Witel B*, *Witel C*, *Witel D*, *Witel E* and *Witel F*), so that Regional X will be able to provide adequate achievements, to a certain degree the achievement percentage between *Witel* has no much gap among them. However, as explained in the Man aspect, the focus on this research, the only existing appraisal method is using Balance Score Card where it is used to perform appraisal for SDI Division in PT XYZ. There are several aspects that are being evaluated that include Financial, Customer, Internal business process and Learning and Growth. Every aspect has its sub-aspects. The financial aspect consists of revenue and cost sub aspects. The customer aspect consists of quality and delivery sub-aspects. The internal business process aspect includes quality and delivery sub aspects. Learning and growth aspect consists of safety sub aspects. The balanced scored card is used for modernizing and refining the performance and service results to gain more trust from the stakeholders that are involved in the project (Sharaf-Addin & Fazel, 2021).

However, there were no appraisal methods for personal aspects which play a big role in projects. As stated, the reason to measure the Project Manager's personal aspect in view of the fact that according to certain literatures, Project Managers are employed

more frequently with personal aspect than other factors when managing projects compared to other aspects because personal competence focuses more on the actions taken by a project manager to ensure the success of a project (Alsya, Pratami, Tripiawan, & Bermanno, 2018). Moreover, according to research, excellent project managers regularly apply several competencies which shows that the best 2% of project managers, as identified by their superiors and colleagues, stands out by exemplifying exceptional communication abilities while presenting positive attitudes (Project Management Institute, 2017). These came into several reasons to find out the personal aspect of the Project Manager considering how important the personal aspect is used in projects.

Therefore, this research will lead to the personal aspect's appraisal where the parameter can emphasize the Project Manager's strength and weaknesses in personal aspects. In this research, PMCDF (Project Manager Competency Development Framework) will be used. By using personal competences as the key competence that will be measured, this will help the author to find out *Witel A* Project Manager's Communicating, Leading, Managing, Cognitive Ability, Effectiveness and Professionalism competences that are highly needed in projects in order to design a Competence Development framework for other *Witel* in *Regional X*.

Furthermore, the existing evaluation is only filled in by the higher ups that includes OSM and GM of *Witel A* in PT XYZ, this may not give an objective opinion towards the Project Manager since the evaluation is only performed by the superior. By that, an evaluation where the higher ups and the lower downs will be able to assess the Project Manager and obtain an honest and objective result regarding the Project Manager's personal aspects according to PMCDF that will be used as this research's parameter in measuring the Project Manager's personal competence. Therefore, multi-source feedback is needed that includes evaluation and direct feedback from higher ups, subordinates, peers, and self-assessment. In this research, a suitable alternative solution to this case is using 360-degree feedback. 360-degree feedback is an evaluation that requires higher ups and lower downs position to evaluate the Project Manager to obtain

objective point of views. 360-degree feedback will obtain peer-to-peer, self and higher and lower stakeholder insights to the Project Manager. Moreover, 360-degree feedback offers a thorough and accurate evaluation of one's competencies, behavior and performance results by having a diverse opinions are sure to be more compelling because it provides a wider perspective on how well the Project Manager is performing (Chopra, 2014). By obtaining honest insights from peers, every upper and lower stakeholder may highlight Project Manager's personal aspect in SDI Division of *Witel A* in PT XYZ to successfully manage the team and successfully gain first rank consecutively and obtaining the development needs that can be the parameter for other *Witel* in Regional X of PT XYZ in order to improve *Witel* in PT XYZ that experienced under achievement.

I. 3 Problem Formulation

Based on the case that is analyzed in PT XYZ, the problem formulation that will be proposed are:

1. How will PMCDF be implemented to measure *Witel A* Project Manager of SDI Divisions' personal competence in PT XYZ?
2. What kind of personal competence of *Witel A* Project Manager of SDI Division that can be Emphasized to be the focus on the development needs for other *Witel* in Regional X?
3. How Competency Development Plan will be designed to point out development needs for personal aspects of Project Managers in Regional X?

I. 4 Purpose

Based on the case that is analyzed in PT XYZ, the purposes include:

1. Finding out how PMCDF implemented to measure *Witel A* Project Manager of SDI Division's personal competence in PT XYZ.
2. Finding out the personal competence of the *Witel A* Project Manager of SDI Division that can be Emphasized to be the focus on the development needs for other *Witel* in Regional X.

3. Finding out how the Competency Development Plan will be designed to point out development needs for personal aspects of Project Manager in Regional X.

I. 5 Benefit

Based on the purposes that has been stated, these are the benefits from the research that is conducted:

1. This research can be useful to acknowledge the personal competence of the Project Manager that manages SDI Division in *Regional X* and PT XYZ may be used as the parameter of development needs in personal aspect for other *Witel* in *Regional X*.
2. The results from this research can be an evaluation for the upcoming quartile of achievement result of *Witel* in *Regional X*.
3. This research is beneficial for the writer, for the reader, Telkom University students and for the community.
4. This research may be used for the next researcher regarding similar studies.

I. 6 Writing Systematics

The proposal is described with the following writing systematics:

Chapter I Background

In the first chapter includes the background of the case of several *Witel* in *Regional X* experienced under achievements. Background includes Background, Alternative solution, problem formulation, purpose, and benefits.

Chapter II Theoretical Basis

In the second chapter, it consists of the theories and the references that will be related to the proposal topic with a goal to correlate the Project Manager's Competencies to the success or delay of similar projects that has been researched beforehand and other similar research that have been performed beforehand.

Chapter III Methodology of Research

In the third chapter, it provides the analysis of the steps that will help to reach the goal of this research based on the purpose of this proposal.

Chapter IV Data Collection and Processing

In the fourth chapter, it provides the data that is needed to get the result of this research. Whilst data processing phase is done based on the methodologies that has been stated in the third chapter.

Chapter V Analysis

In the fifth chapter, data analyzing will proceed and improvements that has been done after the research.

Chapter VI Conclusion and Suggestion

In the sixth chapter, it provides the conclusions that were obtained beforehand from the research conducted as well as several advices that may help PT XYZ in developing further.