

**DESIGNING COMPETENCY DICTIONARY FOR
DIRECTORATE OF INFORMATION AND
TECHNOLOGY OF UNIVERSITAS ANDALAS**

FINAL PROJECT REPORT

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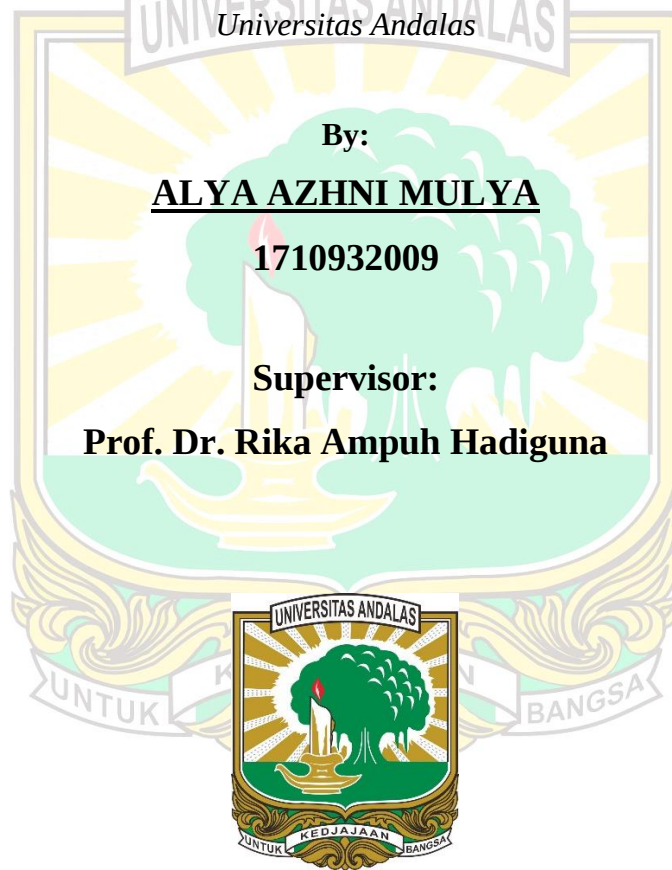


**DEPARTMENT OF INDUSTRIAL ENGINEERING
FACULTY OF ENGINEERING
UNIVERSITAS ANDALAS
PADANG
2024**

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OF UNIVERSITAS ANDALAS**

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*A report submitted in fulfilment of the requirement for the award of the Degree of
Bachelor in Industrial Engineering Department, Faculty of Engineering,
Universitas Andalas*



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ABSTRACT

In 2022 Directorate of Information and Technology of Universitas Andalas experienced a lack of personnel including in the programming division, the data server division, and the multimedia division. While also the average rating of service satisfaction in the Directorate of Information and Technology is not able to reach the number three out of scale of five, which indicates that the services that are being offered are only almost at a satisfactory level. As the strategy as an autonomous institution, Directorate of Information and Technology of Universitas Andalas emerged some divisions. Due to the restructured process, the Information and Communications Technology Directorate does not yet possess a competency dictionary for these divisions and the study is needed in impacted divisions such as the Data Center, System & Data Analysis Division and the System Information & Information Technology Services Division.

There are only 33 competencies relevant to the Data Center, System & Data Analysis Division and 28 competencies relevant to the System Information & Information Technology Services Division. The important perspective to competencies in the Data Center, System & Data Analysis Division is compatible between the employee and organization as there are 31 competencies with positive gaps and only 2 competencies with negative gaps. On the other hand, there are 30 negative gaps and only 3 positive gaps in the performance gap of the Data Center, System & Data Analysis Division. The Importance-Performance Analysis of this division shows that there are 26 competencies that fall into Quadrant 1, 5 competencies in Quadrant 2, and 2 competencies in Quadrant 2. While for the System Information & Information Technology Services Division, there is a miss perception in competencies' importance level because there are 20 competencies with negative gaps and only 8 competencies result in positive gaps. The employee's proficiency level also gives the result that there is an unmet need for competency proficiency as there are 21 negative gaps and only 7 positive ones. The Importance-Performance Analysis of System Information & Information Technology Services Division shows that there is 1 competency fall in Quadrant 1, 6 competencies in Quadrant 2, 11 competencies in Quadrant 3, and 10 competencies in Quadrant 4. It is suggested that the organization should do an evaluation in the development program, develop a competency-based training strategy, expose staff to special projects, and give the staff mentoring or coaching sessions in order to decrease the competency gaps.

Keywords: *competency gap analysis, competency level, technical competency dictionary*

ABSTRAK

Pada tahun 2022 Direktorat Informasi dan Teknologi Universitas Andalas mengalami kekurangan personil diantaranya pada divisi pemrograman, divisi server data, dan divisi multimedia. Sementara itu juga peringkat rata-rata kepuasan layanan di Direktorat Informasi dan Teknologi tidak mampu mencapai angka tiga dari skala lima, yang menandakan bahwa layanan yang ditawarkan hanya hampir pada tingkat memuaskan. Seiring dengan strategi sebagai lembaga otonom, Direktorat Informasi dan Teknologi Universitas Andalas memunculkan beberapa divisi. Karena proses restrukturisasi, Direktorat Teknologi Informasi dan Komunikasi belum memiliki kamus kompetensi untuk divisi-divisi tersebut dan diperlukan studi pada divisi-divisi yang terkena dampak seperti Divisi Pusat Data, Divisi Sistem dan Analisis Data dan Divisi Sistem Informasi dan Layanan Teknologi Informasi.

Ada 33 kompetensi yang relevan dengan Divisi Pusat Data, Sistem & Analisis Data dan 28 kompetensi yang relevan dengan Divisi Sistem Informasi & Layanan Teknologi Informasi. Perspektif penting untuk kompetensi di Divisi Pusat Data, Sistem & Analisis Data adalah kesesuaian antara karyawan dan organisasi karena ada 31 kompetensi dengan kesenjangan positif dan hanya 2 kompetensi yang memiliki kesenjangan negatif. Di sisi lain, terdapat 30 kesenjangan negatif dan hanya 3 kesenjangan positif pada kesenjangan kinerja Divisi Data Center, Sistem & Analisis Data. Importance-Performance Analysis divisi ini menunjukkan bahwa terdapat 26 kompetensi yang masuk ke dalam Kuadran 1, 5 kompetensi di Kuadran 2, dan 2 kompetensi di Kuadran 2. Sedangkan untuk Divisi Sistem Informasi & Layanan Teknologi Informasi, terdapat miss perception pada tingkat kepentingan kompetensi karena terdapat 20 kompetensi yang memiliki gap negatif dan hanya 8 kompetensi yang memiliki gap positif. Tingkat kemahiran karyawan juga memberikan hasil bahwa terdapat kebutuhan yang tidak terpenuhi untuk kemahiran kompetensi karena terdapat 21 kesenjangan negatif dan hanya 7 kesenjangan positif. Importance-Performance Analysis Divisi Sistem Informasi & Layanan Teknologi Informasi menunjukkan bahwa terdapat 1 kompetensi yang berada pada Kuadran 1, 6 kompetensi pada Kuadran 2, 11 kompetensi pada Kuadran 3, dan 10 kompetensi pada Kuadran 4. Disarankan agar organisasi melakukan evaluasi dalam program pengembangan, mengembangkan strategi pelatihan berbasis kompetensi, menugaskan karyawan pada proyek-proyek khusus, dan memberikan sesi pendampingan atau coaching kepada karyawan untuk mengurangi kesenjangan kompetensi.

Kata Kunci: kamus kompetensi teknis, kesenjangan kompetensi, level kompetensi