

ABSTRACT

PT. XYZ is an industry that produces sport / casual shoes. For the company, the sewing part is one of the most important parts in the upper shoe production process. Considering the sewing process is a very important part of the production process, it requires qualified human resources. One of the efforts made by PT. XYZ to improve the quality of human resources by conducting performance appraisals. However, the current performance appraisal cannot be relied on to assess the sewing operator's performance because it does not use objective and definite benchmarks, so that in determining the value it becomes subjective, besides that the aspect of assessment that is assessed is still not relevant to the job of the sewing operator. Based on this, an improved performance appraisal instrument for sewing operators was designed based on Spencer's competence by meeting the criteria of relevance, sensitivity, reliability, acceptability and practically.

The design carried out in this study uses the process design method from the BPM (Business Process Management) discipline, which consists of 4 stages, the first stage is to define data collection standards, namely the stage of identifying the data needed to solve the problem of improving operator performance appraisals. The second stage is data discovery and "As-Is" modeling, namely collecting data including the actual process of performance appraisal, actual conditions in the related unit, job descriptions, organizational structure and modeling the actual process of performance appraisal using flowcharts. The third stage is analysis and recommend change, which is to analyze the conditions of the existing performance appraisal and recommend improvements to the performance appraisal based on Spencer's competence. Then the change design stage "To-Be" is to design the sewing operator performance appraisal instrument.

The results of this research are in the form of performance appraisal instrument design consisting of skills tests, knowledge tests, and work behavior assessments that are already related to sewing operator jobs and have objective and definite benchmarks in their assessment. Based on verification to the company, that the design results of the sewing operator performance assessment instrument have met the criteria of relevance, sensitivity, reliability, acceptability and practically required by the company.

Keywords: Performance Appraisal, Assessment Instrument, Competency