

## ABSTRACT

PT XYZ is a subsidiary of Telekomunikasi Indonesia, Tbk which is engaged in construction services, one of which is working on fronthaul easy macro projects as an order from Telkomsel. Telkomsel's Fronthaul Easy Macro BTS construction project is a service that provides fiber core infrastructure either by aerial cable (KU) or ground cable (KT) from the existing CNOP site (BBU) to the RRU node which will be used by Telkomsel as a solution for implementing cellular networks, especially in areas that can only be covered by micro BTS. This service is an additional CNOP scope service. The project is known to be delayed as planned past the completion date specified in the contract or beyond the agreed date. Looking at the formulation of the problem that has the most dominant root of the problem by categorizing the problem in Telkomsel's BTS Easy Macro Fronthaul construction project, the author chooses the 3rd largest weight, namely human resources.

In the human resources section, the author measures the competencies in human resources, namely project managers, assisted by assessment by the functional manager, Telkomsel Site Manager, Field Supervisor, and the project manager himself who was involved in the Telkomsel BTS Easy Macro Fronthaul construction project. Measurement of human resource competence by distributing statement questionnaires according to the PMCDF® method, namely personal competence aspects of project managers. By using the AHP model as a weighting of personal aspect competency unit ranking to provide a clear picture of the extent of priority and importance given by PT XYZ. Personal competence aspects of project managers are measured in accordance with reference indicators in PMCDF, namely Communicating, Leading, Managing, Cognitive ability, Effectiveness, and Professionalism.

The results of research that have been processed using the likert scale and AHP weighting according to the indicators in the PMCDF reference, the priority of the first to last competency unit is obtained by the Managing unit by getting a weight of 28.3%, Leading obtained a weight of 22.6%, Cognitive Ability obtained a weight of 14.1%, Professionalism obtained a weight of 13.9%, Communicating obtained a weight of 13.7%, and Effectiveness obtained a weight of 7.5%. The results of the Personal Aspect Managing competency score get an average percentage score of

64.3% with the category somewhat good, Leading get an average percentage score of 69% with the category somewhat good, Cognitive Ability get an average percentage score of 79% with the category good, Professionalism get an average percentage score of 72.57% with the category good, Communicating get an average percentage score of 57% with the category somewhat not good, and Effectiveness obtained an average percentage score of 60.4% with the category somewhat good. It can be concluded that the project manager who handles the Fronthaul Easy Macro BTS Telkomsel construction project is still lacking and needs a development stage to improve personal aspect skills.

Development proposals due to all these units are still weak, will be planned and carried out several types of learning in accordance with the weaknesses in the competency units in the PMCDF reference. This type of learning is accompanied by experts in their respective fields. In the Communicating, Leading, and Managing units, proposals are planned by training and coaching. In the Cognitive Ability unit, Training and Simulation or gamification is carried out, you can also see guide books according to company standards. In the Effectiveness unit, proposals are planned by Mentoring or Coaching. In the Professionalism unit, proposals are planned by conducting Peer-to-peer coaching.

Keywords: Project Manager, PMCDF®, Assessment of Personal Competencies, Likert Scale, and AHP