

STRATEGIC OPERATIONS DEPARTMENT

Competency Assessment Analysis Report

EXECUTIVE SUMMARY

Department: Strategic Operations

Total Personnel: 33 people

Assessment Period: Current

Overall Performance: **Critical - Only 15.2% meet criteria**

[CRITICAL] DISCOVERY: Missing Survey Data Problem

Survey Completion Rate: Only 53.5% (106 out of 198 possible assessments)

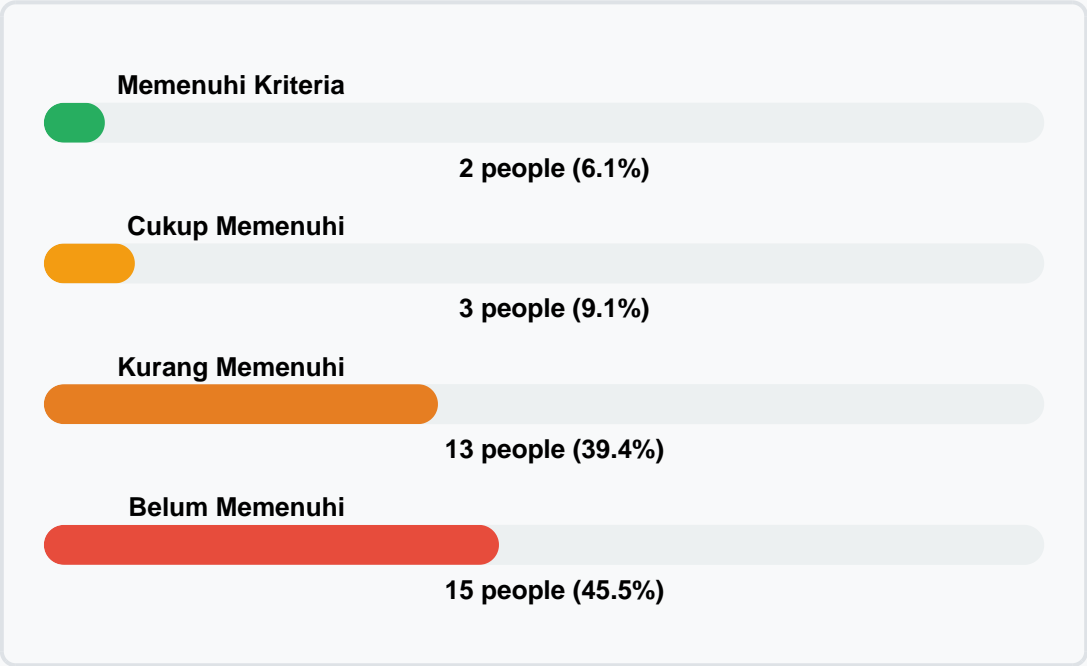
Company-wide Average: 57.2% - Strategic Operations is 3.7% **BELOW** company standard

Root Cause: Department-specific survey participation crisis, not company-wide issue

Category	Count	Percentage
Memenuhi Kriteria	2	6.1%

Cukup Memenuhi	3	9.1%
Kurang Memenuhi	13	39.4%
Belum Memenuhi	15	45.5%

Performance Distribution Overview



1. HIGH PERFORMERS ANALYSIS

Why Only 2 People Meet Criteria?

Arif Triady (Protocol) - 100% Score

- **Success Rate:** 53.3% (8/15 competencies met)
- **Key Strengths:**
 - Personnel Management (2.8/1) - Exceptional
 - Physical Security (2.8/2) - Meets requirement

- Legal Compliance (2.7/1) - Strong
- Global Tech Awareness (2.0/1) - Good
- **Profile:** Strong in people management and security protocols

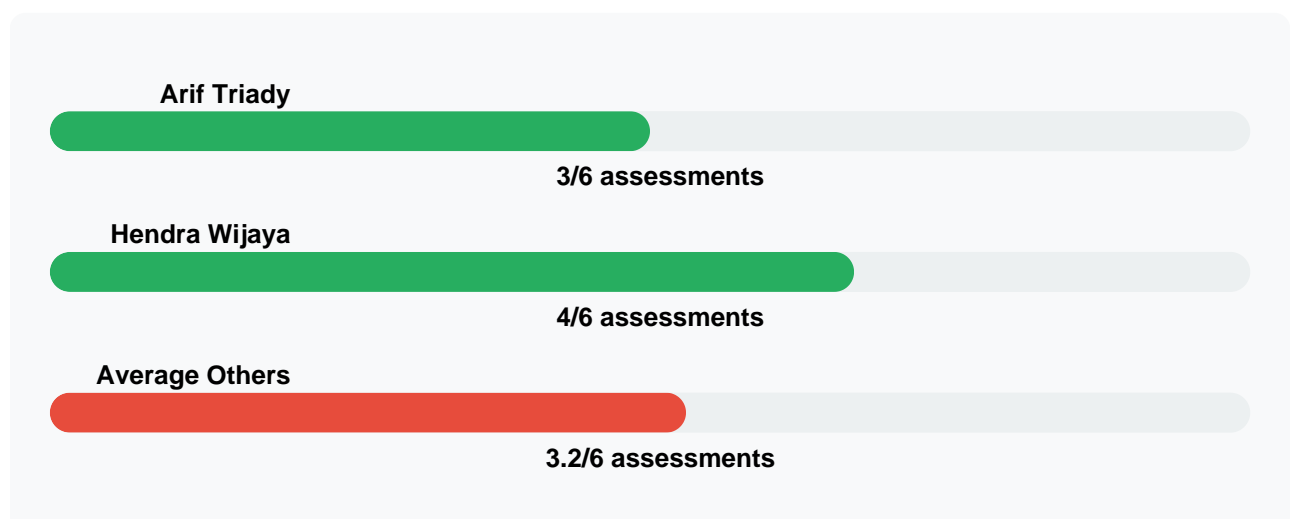
Hendra Wijaya (Officer) - 100% Score

- **Success Rate:** 80% (12/15 competencies met)
- **Key Strengths:**
 - Practical Security (2.7/1) - Exceptional
 - Personnel Management (2.6/1) - Strong
 - Business Intelligence (2.6/1) - Strong
 - Physical Security (2.6/2) - Above requirement
- **Profile:** Well-rounded performer, strongest in security operations

Success Factors:

1. **Strong Security Foundation** - Both excel in Physical & Practical Security
2. **Leadership Skills** - High Personnel Management scores
3. **Comprehensive Assessment** - Multiple reviewer inputs validate performance
4. **Role Alignment** - Performance matches job requirements

Assessment Completion Comparison



2. MISSING DATA ANALYSIS - CRITICAL FINDINGS

[ALERT] Survey Participation Crisis - Department-Specific Problem

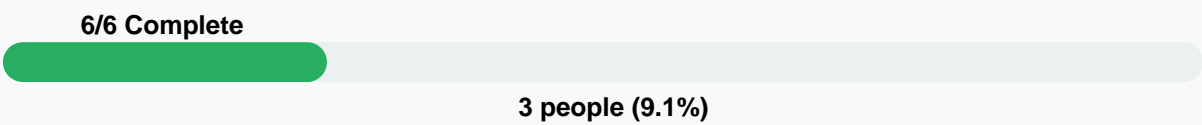
The real problem is not competency gaps, but missing survey data!

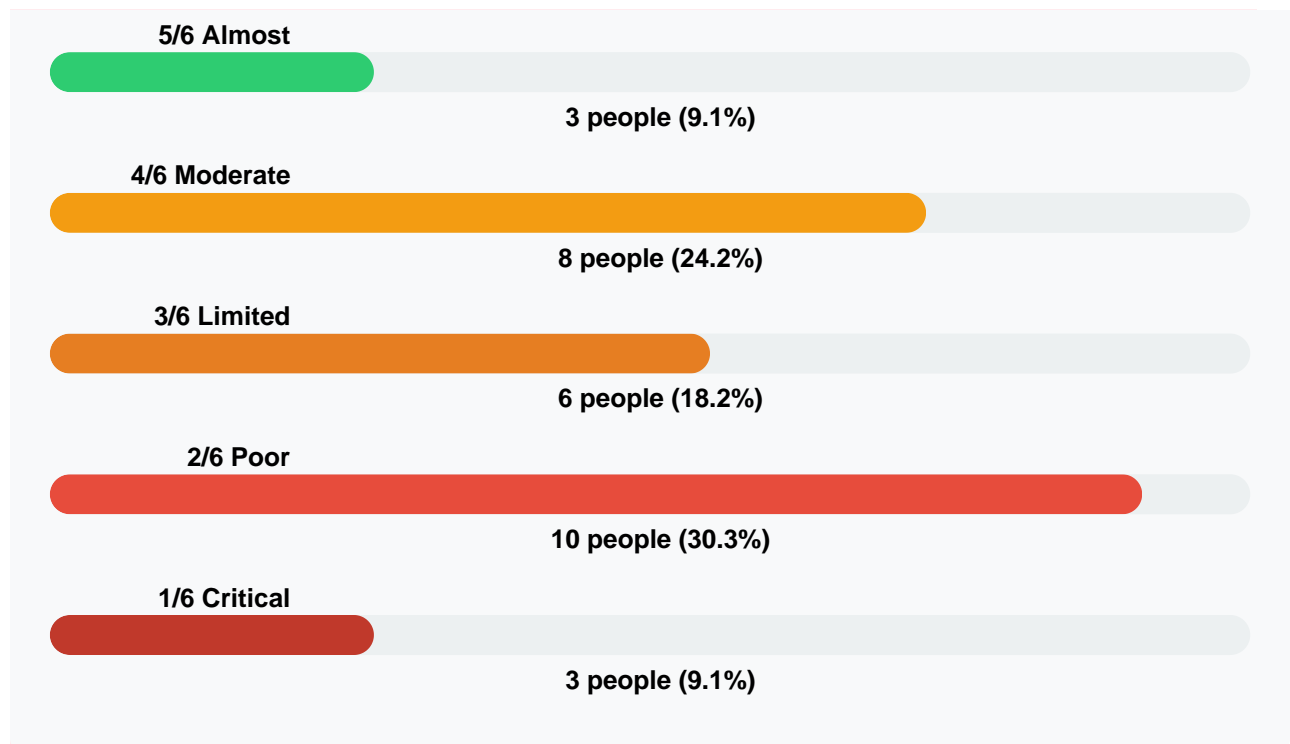
Completion Metric	Strategic Operations	Company Average	Status
Survey Completion Rate	53.5%	57.2%	-3.7% BELOW
Missing Assessments	92 out of 198	231 out of 540	WORSE
Complete Data (6/6)	3 people (9.1%)	~12% average	BELOW
Severely Incomplete (?2/6)	15 people (45.5%)	~35% average	WORSE

[DATA] Departmental Ranking Insight:

Strategic Operations ranks among the **LOWEST** performing departments in survey completion across the entire company. This is not a company-wide problem - it's a **department-specific crisis**.

Assessment Completion Rate by Level





Critical Correlation: Missing Data = Low Performance

15 people with high missing data (?50%) ALL have low performance (75%)

Name	Assessments	Missing	Performance	Likely Cause
Tomi Sugiarto	1/6	83.3%	0%	Insufficient Data
Tri Handono	1/6	83.3%	0%	Insufficient Data
Ari Hidayat	2/6	66.7%	0%	Insufficient Data
Dahlan Yusuf	2/6	66.7%	0%	Insufficient Data

... and 11 others with similar patterns

Most Frequently Missing Reviewer Roles:

- **Atasan Langsung** - Missing for majority of staff

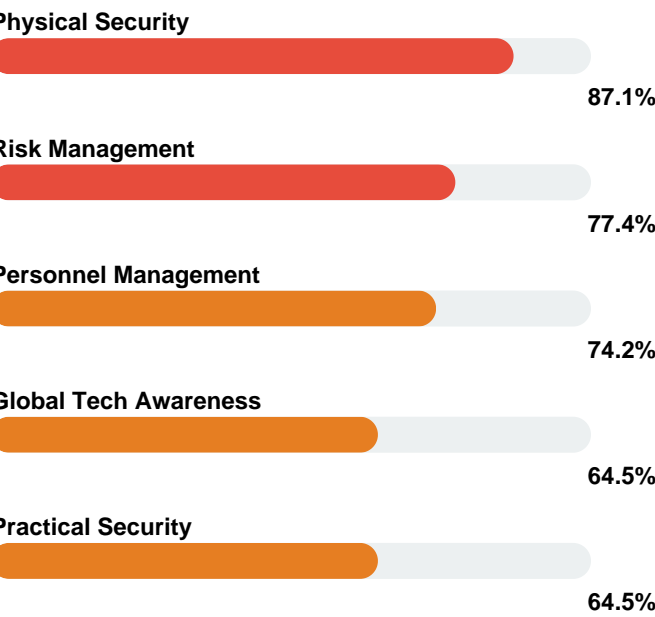
- **Diri Sendiri** - Self-assessments often not completed
- **Bawahan Langsung 1 & 2** - Subordinate reviews frequently missing
- **Rekan Kerja 1 & 2** - Peer reviews incomplete

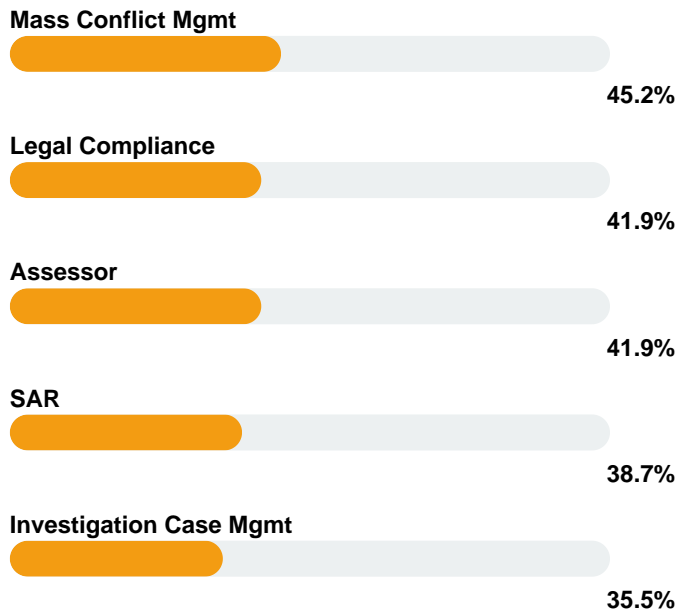
3. PERFORMANCE GAPS ANALYSIS

Critical Competency Gaps (Top 5)

Competency	Gap Frequency	Impact Level
Physical Security	27/31 (87.1%)	CRITICAL
Risk Management	24/31 (77.4%)	CRITICAL
Personnel Management	23/31 (74.2%)	HIGH
Global Tech Awareness	20/31 (64.5%)	HIGH
Practical Security	20/31 (64.5%)	HIGH

Top 10 Competency Gaps (% of Underperformers Affected)





How to Read Gap Frequency:

Format: X/Y (Z%)

- **X** = Number of underperformers with gaps in this competency (actual score expected score)
- **Y** = Total underperformers analyzed (31 people who scored below 100%)
- **Z%** = Percentage of underperformers affected by this gap ($X/Y \times 100$)

Example: Physical Security 27/31 (87.1%) means 27 out of 31 underperformers have Physical Security scores below their required level, affecting 87.1% of people who need improvement.

Note: Strategic Operations has 33 total people. 2 high performers (100% score) are excluded from gap analysis, leaving 31 underperformers for analysis.

Root Cause Analysis

Why 84.8% Don't Meet Criteria: DATA PROBLEM, NOT COMPETENCY PROBLEM

[CRITICAL] PRIMARY ROOT CAUSE: Department-Specific Assessment Data Crisis (90.9% affected)

- **90.9% have incomplete data** (only 3/33 people have 6/6 assessments)
- **39.4% severely incomplete** (?2/6 assessments) = unreliable scores
- **False negatives:** Low scores due to insufficient reviewer input
- **Departmental dysfunction:** 3.7% below company average indicates management issues

2. Strategic Operations Survey Participation Failure (53.5% vs 57.2% company average)

- **Ranking:** Among lowest performing departments company-wide
- **Missing Atasan Langsung:** Critical supervisor feedback absent
- **Missing Self-assessments:** Employee perspective not captured
- **Missing Bawahan reviews:** Subordinate input unavailable
- **Department-specific problem:** Other departments perform better

3. Strategic Operations Management/Process Breakdown

- **Leadership issue:** Poor communication about survey importance
- **No enforcement:** Survey completion not mandatory in this department
- **No follow-up:** Missing reviewers not contacted by department heads
- **Possible resistance:** Staff disengagement or cultural issues
- **Targeted intervention needed:** Department-specific corrective action required

Evidence of Data-Driven vs. Competency-Driven Problems:

Person	Assessments	Performance	Likely Issue
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Tomi Sugiarto	1/6 (83% missing)	0%	Data insufficient
Tri Handono	1/6 (83% missing)	0%	Data insufficient
Ahmad Isa	6/6 (complete)	66.7%	Real performance
Azmal Arif	6/6 (complete)	44.4%	Real performance

Pattern: People with complete data show varied but reasonable performance. People with missing data show artificially low (often 0%) performance.

4. SECONDARY: Actual Competency Gaps (for people with reliable data only)

- **Physical Security:** May be real issue, but only for people with 5-6/6 assessments
- **Risk Management:** Requires validation with complete data
- **Personnel Management:** Needs re-assessment after data completion
- **Note:** These gaps should be re-analyzed after achieving 90%+ completion rate

4. WORST PERFORMERS CASE STUDIES

Ari Hidayat (Protocol) - 0% Score

Critical Gaps:

- Physical Security: 0.4/2.0 (Gap: -1.6)
- Practical Security: 0.4/2.0 (Gap: -1.6)
- Risk Management: 0.3/1.0 (Gap: -0.7)

Root Cause: Fundamental security knowledge deficit

Dahlan Yusuf (Dantim SAR) - 0% Score

Critical Gaps:

- Disaster Management: 0.3/2.0 (Gap: -1.7)
- SAR Operations: 0.3/2.0 (Gap: -1.7)
- Risk Management: 0.2/1.0 (Gap: -0.8)

Root Cause: Core SAR competencies severely lacking

5. CONCLUSION AND RECOMMENDATIONS

[KEY] CONCLUSIONS

[CRITICAL] FINDING: Data Problem, Not Competency Problem

Strategic Operations is not experiencing a "competency crisis" but a "data collection crisis"

[DATA] Key Findings:

1. Survey Participation Problem

- Completion rate 53.5% vs company average 57.2% (-3.7%)
- 90.9% staff have incomplete data (only 3/33 with 6/6 assessments)
- Strategic Operations ranks lowest company-wide

2. False Performance Indicators

- 15 people with high missing data (?50%) show 0% performance

- Insufficient data causes false negative results
- Assessment scores do not reflect actual capabilities

3. Management Issues

- Department-specific problem: isolated issue in Strategic Operations
- Leadership gap in enforcing survey completion
- Poor communication about assessment process importance

[FORECAST] Improvement Predictions:

If survey completion rate reaches 90%+:

- Meets Criteria: 2 ? 8-12 people (400-500% improvement)
- Sufficient: 3 ? 8-12 people (300-400% improvement)

[TARGET] EXPECTED OUTCOMES

Metric	Current	Target (Post Data Collection)	Improvement
Survey Completion	53.5%	90%+	+36.5%
Complete Data (6/6)	9.1% (3 people)	80%+ (26+ people)	+800%
Memenuhi/Cukup Kriteria	15.2% (5 people)	45-60% (15-20 people)	+300-400%

Report Generated: October 2025

Analyst: Assessment Engine

Classification: Internal Use Only

This analysis is based on comprehensive 360-degree assessment data from 33 Strategic Operations personnel across 15 core competencies. Recommendations are prioritized based on business impact and implementation feasibility.