

Usulan implementasi strategy map dan balanced scorecard dengan fokus human capital readiness studi kasus pada PT. Rajawali Nusantara Indonesia (Persero) = Proposal for implementation of strategy map and balanced scorecard focusing on human capital readiness in PT. Rajawali Nusantara Indonesia (Persero) / Anthony Feryanto

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Abstrak

[ABSTRAK

Penelitian ini bertujuan untuk merancang sistem ketersediaan sumber daya manusia SDM yang strategis pada sebuah perusahaan holding yang memiliki berbagai sektor usaha Strategic Human Capital Readiness SHCR dapat membantu perusahaan dalam menggambarkan SDM yang sangat berpengaruh signifikan terhadap kinerja perusahaan yang sesuai dengan peta strategi strategy map yang telah dibuat perusahaan Perusahaan dapat menyelaraskan strategic alignment antara strategi dan sasaran perusahaan kepada kinerja SDM Untuk perolehan data penelitian ini menggunakan metode studi kasus dengan data yang digunakan dalam kurun waktu dua tahun selama tahun 2012 2013 Awal penerapan SHCR dengan merumuskan visi dan misi perusahaan menerjemahkan visi dan misi tersebut ke dalam Strategy Maps dan Balanced Scorecards BSC Selanjutnya menetapkan key performance indicator KPI yang tepat dari empat perspektif BSC dengan fokus pada perspektif Learning and Growth dengan melihat Human Readiness melalui identifikasi Strategic Job Families kemudian mengembangkan profile kompetensi dan kinerja dari setiap Strategic Job Families Selanjutnya melakukan assessment review sehingga mendapatkan jumlah ketersediaan setiap pekerjaan strategis dan terjadinya gap Akhirnya mengusulkan Divisi SDM untuk merancang suatu program pengembangan SDM dan mengimplementasikan Human Capital Readiness Hasil penelitian menunjukkan adanya gap atas ketersediaan SDM sekitar 61 dari SDM yang ada.

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ABSTRACT

The aim of this research is to design a strategic system for human resource readiness in a holding company which has many business Strategic Human Capital Readiness SHCR can help company to describe human resources who have significant influence toward company based on the strategy map that once by the company The company can conduct formulated strategic alignment between strategy and company rsquo s goal on human resource performance This study is taken place at PT Rajawali Nusantara Indonesia Persero the data used from 2012 ndash 2013 The first step of SHCR is to formulate vision and mission of company and then to put that into strategy maps and Balanced Scorecard BSC Next step is to settle the appropriate Key Performance Indicator KPI from the four perspective of BSC and then focus in Learning and Growth by seeing Human Readiness by identifying Strategic Job Families SJF then to develop profile competencies and performance of every SJF Furthermore conducting assessment review to get the number of availability for each job and the strategic gap Finally human resource division proposes to design a human resource development program and implementing human capital readiness The result of research shows that the availability of human resources gap is about 61 of the available human resources. , The aim of this research is to design a strategic system for human resource readiness in a holding company which has many business

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