

Peringkat kriteria dan faktor keberhasilan project management office PMO pada proyek teknologi informasi di Indonesia menggunakan Analytic Hierarchy Process (AHP) = The Use of Analytic Hierarchy Process (AHP) to rank criterias and factors for the success of project management office pmo with emphasis on information technology projects in Indonesia

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#### Abstrak

Berdasarkan penelitian lembaga survei yang ada, tingkat keberhasilan implementasi proyek teknologi informasi masih tergolong rendah yaitu di bawah nilai 50 . Salah satu faktor penyebab kegagalan proyek teknologi informasi tersebut adalah karena faktor lemahnya penerapan standard dan metodologi manajemen proyek. Pada area ini, Project Management Office PMO sangat berperan di dalam mendukung keberhasilan proyek. Kenyataannya penerapan PMO sendiri masih banyak mengalami kegagalan. Beberapa lembaga riset terkemuka menyatakan bahwa kegagalan PMO masih tinggi disebabkan karena kurangnya dukungan eksekutif, gagalnya PMO memberikan nilai tambah bagi organisasi, persepsi PMO hanya sebagai overhead cost, dan masalah harapan mengenai PMO yang tidak realistik. Di Indonesia sendiri belum ada lembaga riset yang meneliti mengenai kegagalan penerapan PMO pada proyek teknologi informasi. Survey pendahuluan yang dilakukan oleh penulis melalui jajak pendapat dengan para pakar manajemen proyek di organisasi Project Management Institute PMI Indonesia didapat kesimpulan yang sejalan bahwa masih ditemukan kegagalan penerapan PMO yang cukup tinggi di Indonesia. Penelitian ini bertujuan untuk menemukan faktor-faktor yang mempengaruhi keberhasilan implementasi PMO di bidang proyek teknologi informasi di Indonesia untuk memecahkan masalah di atas. Penelitian dilakukan secara kualitatif dengan melakukan studi literatur dan jajak pendapat pakar untuk mencari faktor-faktor penyebab keberhasilan PMO. Faktor-faktor tersebut perlu dibuat prioritas, sehingga diperlukan suatu urutan dari yang paling tinggi. Untuk membuat prioritas tersebut digunakan metode kuantitatif dengan melakukan analisis olah data dengan Analytic Hierarchy Process AHP .Hasil penelitian menunjukkan bahwa kriteria keberhasilan proyek menempati urutan pertama, sedangkan faktor dukungan top level management memberikan kontribusi terbesar pada keberhasilan PMO. Faktor lain yang perlu diperhatikan untuk keberhasilan PMO adalah sumber daya PMO yang memiliki kompetensi tinggi, kualitas kepemimpinan PMO dan standard process yang harus dimiliki.Kata kunci: Teknologi Informasi, Manajemen Proyek, Manajemen Proyek Teknologi Informasi, Project Management Office PMO , Faktor-faktor Keberhasilan PMO, Analytic Hierarchy Process AHP.

.....Based on existing research institute survey, the success rate of project implementation of information technology is still relatively low, well below the 50 . One of the factors causing the failure of information technology projects that are due to weak implementation of project management standards and methodologies. In this area, the Project Management Office PMO was instrumental in supporting the success of the project. In fact the implementation of PMO itself still many failures. Some of the leading research institutes stated that the failure of the PMO is still high due to lack of executive support, failure of the PMO provide added value to the organization, perceptions of PMO just as overhead cost, and problems regarding PMO expectations unrealistic. In Indonesia there has been no research institution that examines

the failure of the implementation of PMO on information technology projects. Preliminary survey conducted by the authors through the poll with experts in organizational project management Project Management Institute PMI Indonesia obtained the conclusion that line that still found in PMO implementation failure is quite high in Indonesia. This research aims to find the factors that influence the success of the implementation of PMO in the field of information technology projects in Indonesia to solve the above problem. Research conducted qualitatively by studying literature and expert opinion poll to find the causative factors of success PMO. These factors need to be made a priority, so we need an order from the highest. To make it a priority to use quantitative methods to perform the analysis of the data with the Analytic Hierarchy Process AHP. Consideration of the use of AHP as a tool if the data in this study because the AHP has been frequently used in the area of project management and in accordance with the problems encountered. The results showed that the project success criteria have the highest priority, while the top level management support factor contributing to the success of the PMO's largest. Other factors to consider for a successful PMO are a PMO's resource that has a high competence, leadership qualities and standards process that should be owned. Keywords Information Technology, Project Management, Information Technology Project Management, Project Management Office PMO , Success Factor for PMO, Analytic Hierarchy Process AHP