

ABSTRACT

The upcoming strategic issue which would be another challenge upon Human Resource Department caused by the rapid and dynamic change within the organization is the global competition that demands the company to seek the best people either from inside or outside the company itself. Meanwhile, as much as 67 % employees which hold strategic staff position and 54 % employees who hold executive position will be retired by 2010 (Source : HR Department Data Center, 2005). Thus, certain success plan is required to fulfill the vacant positions by the time mentioned previously. One of regeneration programs used by PT. Telkom is High Flyers program (such method conducted to deploy the key position). Currently, the problem is that there is no precise selection criteria do exist. It leads to the system where the preliminary employees' selection only conducted based on memo referred by the line manager. Obviously it involves such subjectivity within the promotion process which attracts disappointment from the employees. Those employees complaint that they are not satisfied upon the career path plan offered by the company due to their incapability to set up certain track based on their own abilities and preferences.

Initial adjustment selection model was developed from the system prior to this current one used by PT. Telkom by considering Fit and Proper test model. The outcome model would be afterward used to measure such values needed upon HFE candidates' criteria. The value is processed through criteria need consideration using pair comparison questionnaire. By having selection criteria need value, the company has certain fixed standard to compose selection master plan for top management needs in long term upon precise quantity and qualifications.

Data process results show identification criteria need value can be measured in qualitative way by adjusting criteria importance value. Specialist category is more prioritized than managerial criteria which can be seen from importance value belongs to specialist category as much as 55,4 % and the one belongs to managerial is only 44,59 %.

STTTTELKOM