

## ABSTRACT

Telkom Pension Fund founded to collect funds from participants and PT Telkom as a founder, manage and develop those funds by doing various invest so that the pension payment to participants can be fulfilled from time to time. In attempt to become the best employer pension fund in Indonesia, Telkom Pension Fund realizes that human resource becomes an important factor needed to be optimized by improving employee satisfaction.

From the result of employee satisfaction survey that was held by Telkom Pension Fund, it has been discovered that career development dimension has the lowest Employee Satisfaction Index (ESI), that is 69,12% and the highest gap between expectation and satisfaction, that is 0,461. This survey result strengthen several employee complaint that arose due to employee competency parameters not well defined, for example about employee placement on a position that is unsuitable for their competency and job competency requirement that is not well defined. For that, in attempt to improve employee satisfaction, a research held to design a new competency based career path.

Research begins with a discussion to determine employee core competency based on company vision, mission, culture, and strategy that are adjusted to Spencer & Spencer competency model and Telkom Pension Fund existing competency model. Next is determining specific competency for each job that is continued by determining core competency and specific competency minimum level for each job. Those two determined based on questionnaires result where the answers based on job description and job specification for each job. After that is grouping job/position into career areas and determining career movement rules. Total value of core competency minimum level and career movement rules become a basis in designing a new competency based career path.

From the result of this research, concluded that core competency for Telkom Pension Fund employee are Achievement Orientation (ACH), Concern for Order, Quality and Accuracy (CO), Information Seeking (INF), Interpersonal Understanding (IU), Customer Service Orientation (CSO), Relationship Building (RB), Teamwork and Cooperation (TW), Flexibility (FLX), Organizational Commitment (OC), Expertise (EXP), Communication (COM), Pension Fund Knowledge (PFK) dan Information Technology (IF). While specific competency for each job is vary depends on job description and job specification. Beside that, new competency based career path designed based on total value of core competency minimum level and career movement rules.

Keywords : Career Path, Competency