

jumlah mahasiswa setiap tahun ajaran namun juga memperhatikan jumlah program studi dan studi yang diadakan.

Kata kunci: proses bisnis, reengineering, brainstorming, benchmarking, fantasizing

ABSTRACT

Politeknik Telkom as an institution organizing vocational education services trying to compete with another institution that organize education services. To be able to compete then Politeknik Telkom must provide good quality of education services. A good quality of education services is strongly influenced by the quality of human resources (human source), which in this case is lecturer, especially permanent lecturers. Quality of permanent lecturers in Polytechnic Telkom hasn't complied with standard of DIKTI, if viewed from amount adequacy, or other qualifications concerning strata, functional position academic, and certification. In this study, improvement of permanent lecturers development business process at Polytechnic Telkom will be conducted using reengineering clean sheet approach methods which is rethinking fundamentally and redesign radically business process to get dramatically improvement in performance measure like fee, service, and speed (Hammer and Champy, 1993). This improvement is done via several stages : identification of existing business processes, creative ideas, design processes, and validation. At stage creative idea will involve brainstorming, benchmarking, and Fantasizing. Stage brainstorming is done on Director Politeknik Telkom. Stage benchmarking is done on the University of Indonesia (UI) and Politeknik Negeri Jakarta (PNJ). Apart from data from UI and PNJ, in benchmarking process also used data of DIKTI standard, instrumentation accreditation diplomas, and several standards of world class university as data reference. Used benchmarking data covering process of functional academic promotions, process of certification, processes of research, processes of devotion to society, process of recruitment, processes of lecturer's performance evaluation, ratio of permanent lecturers to students, ratio of permanent lecturers to non-permanent lecturers, qualifications of permanent lecturers, and average of teaching burden of permanent lecturers per semester. At stage Fantasizing, thoughts for discover creative ideas associated with development permanent lecturers in Polytechnic Telkom is conducted. After creative ideas stage, process of design and making roadmap development lecturers as proposals repairs is done, then validation is done.

Results from this research is improvement of permanent lecturers development business processes in Polytechnical Telkom, covering process of functional academic promotions, process of certification, processes of research, processes of devotion to society, process of recruitment, processes of performance evaluation lecturers, ratio of permanent lecturers to students, ratio of permanent lecturers to non-permanent lecturers, qualifications of permanent lecturers, and average of teaching burden of permanent lecturers per semester, process of further studies, and lecturers benchmarking. In addition, roadmap for development of permanent lecturers in Politeknik Telkom from schoolyear 2010/2011-2016/2017 is also produced.

Recommendation from this research covers recommendations to Polytechnics Telkom and subsequent studies. Recommendations for polytechnic Telkom is to conduct development of permanent lecturers continually, giving large budget for

permanent lecturers development, maximize functions of organizational structure, and doing improvement in other things like curriculum, facilities, and tata pamong. Whereas recommendations for subsequent studies is to make information system for lecturers performance evaluation and basic of permanent lecturers development conducted is not only amount of student annually but also noticed amount of courses and study held.

Keyword : business process, reengineering, brainstorming, benchmarking, fantasizing