

ABSTRACT

Transformation in organizational structure and the shift of leadership PT Indonesian Telecommunications shortened to TELKOM, which began late in 2011 resulted in a change in the vision and mission of TELKOM in 2012 to 2016. It also makes TELKOM reassign TELKOM's strategic goals and strategies. As one organizational unit TELKOM, human capital center (HCC) that acts managing human resources was not separated from the condition changes. Changes in vision, mission and strategic goals TELKOM make the changes in vision, mission and strategic goals of HCC. Changes in vision, mission and strategic goals of HCC make changes performance indicators HCC, so the key performance indicators or KPI HCC is also changing. Based on the description of the condition then it is behind the research.

Designing KPIs in this research through cascading process, which begins with an analysis of the vision and mission of HCC, followed by identification stage HCC contributions and influence in the context of corporate strategy maps, customer identification HCC, HCC activities, outputs for each activity HCC, and the HCC customer expectations every activity of HCC, cascading strategies objective company into strategic objectives HCC, the development of strategic objectives into four perspectives in the balanced scorecard, so indicators will be compared to the calculations using Analytical Hierarchy Process (AHP) to get KPI. The calculation of the AHP method produces 4 KPI, consist of one KPI financial perspective, one KPI customer perspective, one KPI internal business process perspective, and one KPI learning and growth perspective. What happens next will be measured against the KPIs that have been designed. KPI measurement result that the four KPI has categorized all hit the target, so the score of the performance HCC 2,785625907, were included into the good criteria.

Keywords: *Human Resources, Cascading Balanced scorecard, Key Performance Indicators (KPI), Analytical Hierarchy Process (AHP)*