

ABSTRACT

PT X is one of the State Owned Enterprises (SOEs) which is engaged in manufacturing and construction projects for technology products and services. Entering 2016, the company experienced organizational changes in order to conduct development and technological innovation. Organizational changes such as changes in business focus which previously focused on the activities of engineering services in accordance with specifications and consumer demand into the manufacturing process and the project for the products and services offered in the field of ICT, energy, infrastructure and transport, and defense and security sector. This resulted in a change of vision, mission, business focus and organizational structure that originally there were 21 divisions to 13 divisions and 1 team equals to division. Current conditions indicate the existence of a vacancy phenomenon aspiring leaders at eight positions replacement level due to absence of the Department Head of the right personnel to fill the positions. In addition, the percentage of employees who entered the Retirement Preparation Period (MPP) by 11% for managerial and operational positions limitations and constraints of individuals to achieve competency cause difficult to find candidates for a replacement leader. Therefore, it is necessary to plan employee demand and criteria.

Planning needs and criteria of employees in order to implement a program of talent management begins with identifying criteria of talents. The process of identification of priority criteria for filling key positions which influenced the company's activities. The results of the talent identification criteria of key positions will be mapped in the Human Asset Value (HAV) Matrix. Determination of criteria on HAV Matrix models based on data assessing the potential and performance used by the company. Mapping results in the form of talent required criteria based profiles in HAV Matrix distinguished by five different types of categories of employees that is Anomalies, Low Group, Middle Group, Superior Group and Top Group. Each profile on HAV Matrix is based on five levels of potential and performance.

The identification results showed 12 positions Department Head of the eight different titles. The results of the mapping criteria for the talents of the criteria of the Department Head of the HAV Matrix PT X is divided into profiles Star Player (Head of Strategic Planning, Head of Product Management, Head of Accounts, Head of Planning and Sales Control, Head of Project Engineering, Head of Operations and Head of Warehouse and Transportation) by 7 positions and profiles Rising Star (Head of Production) by 1 position.

Keywords : talent management, talent mapping, HAV Matrix, potential, performance