

TABLE OF CONTENTS

Title Page.....	i
Approval Page.....	ii
Preface.....	iv
Table of Content.....	vi
List of Figures.....	viii
List of Tables.....	ix
List of Appendices.....	x
Abstract.....	xi
Intisari.....	xii
 CHAPTER I. INTRODUCTION	 1
1.1. Background of the study	1
1.2. Problem Formulation	3
1.3. Research Objectives.....	5
1.4. Research Benefits.....	5
 CHAPTER II. THEORETICAL BACKGROUND.....	 6
2.1. Talent.....	6
2.2. Talent Management.....	7
A. Benefits of Talent Management.....	8
B. Talent Management's Current Trend.....	10
C. Talent Management Models.....	11
2.3. Talent Pool Management.....	11
A. Talent Pool Development Model.....	13
B. Corporate Talent Pool Model.....	16
C. Cohen Talent Management's Model	18
D. Talent Pool Management Model by Heneman.....	19
E. Talent Management System by Berger and Berger.....	21
 CHAPTER III. RESEARCH METHOD.....	 29
3.1. Population and Samples.....	29
3.2. Study Design.....	29
3.3. Data and Data Collection Activities.....	32
A. Data.....	32
B. Data Collection Activities.....	32
3.4. Data Analysis.....	35



CHAPTER IV. COMPANY PROFILE.....	37
4.1. Company History.....	37
4.2. Philosophy, Vision, Mission, and Value.....	40
A. Philosophy.....	40
B. Vision.....	40
C. Mission.....	40
D. Value.....	40
4.3. Corporate Organization.....	42
A. Chief Executive Officer (CEO).....	42
B. PT.HM.Sampoerna Tbk.and Subsidiaries.....	43
C. Organization Structure.....	44
4.4. Human Resource.....	44
4.5. Human Resource System.....	47
 CHAPTER V. RESEARCH FINDINGS AND DISCUSSION	 49
5.1. General Description.....	49
5.2. Background of Talent Pool Management.....	50
5.3. Current Talent Management System.....	51
A. Respondent Perception on Talent Pool Management.....	51
B. Awareness toward the Importance of Talent Pool Management	52
C. Current Talent Management System.....	53
5.4. Proposed New Talent Pool Management Model.....	56
A. Current Talent Management System Strengths and Weaknesses	56
B. Uncovered Needs from Current Talent Management System...	57
C. New Talent Pool Management System Development.....	58
D. Recommendations toward New Talent Pool Management	60
E. New Talent Management Concept.....	61
5.5. Comparison of Current and New Talent Management Concept.....	63
5.6. Limitations of the Study.....	66
 CHAPTER VI. CONCLUSIONS AND RECOMMENDATIONS	 67
6.1. Conclusions.....	67
6.2. Recommendations.....	68
 References.....	 70
 Appendices.....	 72

LIST OF FIGURES

Figure 1	Talent Potential Capability Identification	13
Figure 2	Talent Pool Development	14
Figure 3	Corporate Talent Profile	17
Figure 4	Graphical Gap Analysis	19
Figure 5	Talent Pool Management Model by Heneman; et.al	20
Figure 6	Talent Leverage Point Framework	21
Figure 7	Sample Core Competencies	22
Figure 8	Performance Appraisal and Potential Forecast Worksheet	24
Figure 9	Employee Ranking Grid	25
Figure 10	Bench Strength Summary	27
Figure 11	The study's design	31
Figure 12	Analysis Processes	36
Figure 13	PT.HM.Sampoerna Tbk's Logo	40
Figure 14	PT.HM.Sampoerna Tbk Organizational Structure	44
Figure 15	Human Resource Department Organizational Structure	46
Figure 16	Sampoerna's Current Talent Management Model	55
Figure 17	Sampoerna's New Talent Pool Management Model	62
Figure 18	Old model Implementation	64
Figure 19	New Model Implementation	65

LIST OF TABLES

Table 1	Semi Structured format of interview step 1	33
Table 2	Semi Structured format of interview step 2	33
Table 3	Interviewee List of Research	34
Table 4	Observation Activity of Research	34
Table 5	Secondary Data Resources	35
Table 6	PT.HM.Sampoerna Tbk's Board of Commissioners and Board of Directors List	42
Table 7	Directly owned	43
Table 8	Indirectly owned	43
Table 9	Monthly Employee	45
Table 10	Workforce Composition Based on Educational Level	45
Table 11	Workforce Composition Based on Position Level	45
Table 12	Profile of respondents	49
Table 13	Current and New Talent Pool Management	64

LIST OF APPENDICIES

Appendix A	Data Collection Activities
Appendix B	Questionnaire
Appendix C	Data Recapitulations
Appendix D	Surat Keterangan Penelitian