

Pengukuran Tingkat Kematangan dan Rekomendasi Peningkatan Manajemen Proyek Pada Application Development Group (APD) Bank XYZ = Maturity Level Assessment and Recommendation for Project Management Improvement on Application Development Group (APD) Bank XYZ

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Abstrak

Dalam mencapai transformasi digital maka Bank XYZ sebagai salah satu bank BUMN terbesar di Indonesia berusaha mengembangkan sistem dan aplikasi yang mendukung berjalannya proses bisnis sehingga dengan situasi demikian maka kebutuhan akan implementasi atau pengembangan teknologi informasi di Bank XYZ pun turut meningkat. Berdasarkan laporan dokumen Project Status Report APD tahun 2020 bersumber dari PMO, kesuksesan APD yang mencapai on schedule serta mengikuti definisi kesuksesan proyek menurut PMBOK yaitu sebesar 66%, sedangkan proyek lainnya dikategorikan sebagai potential to be delayed, delayed, live implementation dan hold/dropped. Persentase kesuksesan proyek di APD tidak memenuhi target yang telah ditetapkan. Berdasarkan analisis permasalahan, maka perlu dilakukan pengukuran tingkat kematangan manajemen proyek pada grup APD Bank XYZ. Pengukuran kematangan dilakukan dengan menggunakan model pengukuran PMMM Kerzner. Penelitian dilakukan dengan mixed method yaitu kuantitatif dan kualitatif. Sebelum pengumpulan data kuantitatif, kuesioner PMMM divalidasi dengan metode kualitatif dengan wawancara kepada pakar sehingga memperoleh hasil tambahan 25 pertanyaan untuk melengkapi kuesioner. Selanjutnya, pengumpulan data kuantitatif dilakukan melalui penyebaran kuesioner untuk menghitung tingkat kematangan manajemen proyek. Pada tahap terakhir pengumpulan data kualitatif dilakukan dengan wawancara untuk memperoleh rekomendasi dari pakar di bidang manajemen proyek. Berdasarkan hasil pengukuran maka diperoleh bahwa tingkat kematangan manajemen proyek grup APD Bank XYZ belum lolos di level 1. Berdasarkan hasil pengukuran maka diberikan rekomendasi baik dari best practices dan rekomendasi pakar dalam manajemen proyek. Beberapa rekomendasi peningkatan kematangan manajemen proyek antara lain training, penggunaan tools project management, landing plan dan knowledge management.

.....In achieving digital transformation, Bank XYZ as one of the largest state-owned banks in Indonesia was trying to develop systems and applications that support the running of business processes. Based on that situation, the need for implementation or development of information technology at Bank XYZ was also increased. Based on the 2020 APD Project Status Report document report sourced from the PMO, information was obtained that the success of project that achieved on schedule and followed the definition of project success according to PMBOK was 66%, while other projects were categorized as potential to be delayed, delayed, live implementation and hold /dropped. The percentage of project success in APD does not meet the set targets. Based on the analysis of the problem, it was necessary to assess the maturity level of project management in the APD group Bank XYZ. Maturity assessment would be carried out using the PMMM measurement model by Kerzner. The research was conducted using a mixed-method, namely quantitative and qualitative. Quantitative data was collected using a questionnaire to calculate the maturity level of project management. The qualitative collection was carried out by interview to obtain

recommendations from experts in the field of project management. Based on the measurement results, it is found that the maturity level of the APD Bank XYZ group project management has not passed level 1. Based on the measurement results, recommendations were given both from best practices and expert recommendations in project management. Several recommendations for increasing project management maturity include training, use of project management tools, landing plans, and knowledge management.