ABSTRACT

Design of Performance Review of Unit Pelaksana Teknis Dinas (UPTD) of Balai Pengembangan Benih Kentang (BPBK) Pangalengan Using Balanced Scorecard Approach

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The objectives of this study were: (1) To study internal and external factors influencing the development and providing of high quality and BPBK certificated potato seed in connection with Balance Scorecard, (2) To analyze strategic objectives and key performance indicator at BPBK in performance evaluation using Balance Scorecard approach, (3) To arrange BPBK performance evaluation design in providing high quality and certified potato seed using Balance Scorecard,(4) To analyze format of BPBK strategy map as a high quality and certified potato seed producer by identifying strategic objectives in every balance scorecard perspective, and (5) to formulate managerial implication for BPBK to developing certified potato seed in West Java. Data was obtained from internal side of Dinas Pertanian Tanaman Pangan West Java and BPBK and external side of Balai Penelitian Tanaman Sayuran, Balai Pengawasan dan Sertifikasi Benih Tanaman Pangan and Hortikultura, farmers, and academics.

The result of this study show that BPBK has strengths on reliable manpower, availability of means of agriculture and infrastructure, budget supporting from local government, having a definitive market partners (customer farmers) and able to produce certified seed G0 to G2. The weaknesses are it has in production land to produce seed G2, there is no regulation on partnering BPBK with third party and susceptible environment around seed plantation from spreading of plant disease especially from virus. External factor as an opportunity for BPBK are potential market in West Java and other province and descending of exchange rate Rupiah to US dollar. The threat that BPBK face on in development program for certified potato seed in West Java are the fact that many potato seed with counterfeit certified circulated in the market, high farmer preferential to imported potato seed, limited land and farmer capital and other competitors that starting to increase their production capacity.

From this study it was known that strategic theme in development program for certified potato seed in West Java are reliable estate management, farmer prosperity and local original income, and also professionalism up grading for seeding agribusiness agent. Key performance indicators used on financial perspective are amount of potato seed produced and amount of realized planning using available budget. Key performance indicators used for performance review on customer perspective are amount of farmer who actively produce potato seed, amount of seeding agribusiness agent who involved and contributed in technology meeting, production technology applied by BPBK, production device to increase potato seed production capacity and satisfaction survey to the farmers who use BPBK service. On internal business process perspective, key performance indicators used are students and farmer who have apprentice at BPBK and also amount of potato seed that produced. On learning and developing perspective, key performance indicators used are amount of on time and quality report delivered, amount of educated and trained officers and satisfaction survey to BPBK officers.

The result show that KPI for customer perspective is external side of Dinas Pertanian Tanaman Pangan and BPBK, while others three perspectives are internal side of Dinas Pertanian Tanaman Pangan and BPBK. Arranged strategy map shown there is connection and integration from every strategic objectives from one perspective to the others. This indicates that the success of Dinas Pertanian Tanaman Pangan external side relies on the performance of Dinas Pertanian Tanaman Pangan internal side and BPBK.