Abstract. The company needs to maintain and create knowledge assets originating from employees to be one of the keys to success in the era of knowledge economy. Knowledge assets owned enterprise employees need to be managed systematically in order to increase the leverage of the achievement of the target. Assessment of the level of readiness required an enterprise knowledge management to knowledge management better. One way of knowledge management readiness assessment through surveys. The study was confined to the Directorate of Human Capital & CSR PT ANTAM (Persero) Tbk using knowledge management assessment survey of nine competency-based models. Results of the assessment showed that the general level of preparedness of the organization is in its early stages so-so. Ninth organizational competence should be encouraged more strongly to increase leverage the achievement of value-added organization aligned with its business strategy. Assessment results are used for mapping organizational knowledge management initiatives opportunity and become one of the inputs in the preparation of the road map knowledge management company. One of the initiative is to build the capacity to create basic talent pool and networking infrastructure through expertise locator to strengthen the foundation of knowledge management.

Keywords. Knowledge; knowledge based organization; expertise locator; knowledge management.

I. INTRODUCTION

A company may be superior and world-class quality in the era of knowledge economy, more dependent on the assets that are intangible (not shown) than the tangible (visible). With more advanced level of knowledge of the organization, the easier for the company to deal with change and win the competition.

Recognizing the importance of knowledge as the company's Intellectual Asset Management is committed to make ANTAM as a knowledge-based enterprises. In accordance with the corporate values which PIONEER, ANTAM has incorporated the functions of Knowledge Management (KM) in order to create a culture of learning and knowledge sharing within the organization. This commitment alone have poured in ANTAM KM objectives, namely:

a. KM ANTAM aims to encourage interest and create a climate that supports learning and development program Human Capital Excellence.

b. All human knowledge ANTAM managed and belong to the company, and used to support business processes, innovation and disseminated for the maximum benefit of the company.

KM development in ANTAM needs to be done systematically. One of them is the measurement of the level of maturity or readiness KM for identifying and analyzing the need for the KM better.

One method used is the method of 9 competencies Knowledge Management based on Knowledge Based Organization.
II. PROCESS

Measurement of KM readiness aims to identify the readiness KM in ANTAM in being a Knowledge Based Organization.

Primary data collection activities conducted through KM Readiness Survey on 12-13 May 2015 with the main limitation on the perceptions of employees in the Directorate of Human Resources and in consideration of time and then the sample needs the addition of other samples at the Directorate.

Collecting data using techniques off line survey on 12 - 13 May 2015. The number of samples is 60 people. Focus limited to the Directorate of Human Resources. Figure 1 to 4 describe the profile of respondents when the survey was conducted.

Figure 1. Respondents by Directorate

![Graph showing respondents by Directorate]

Figure 2. Respondents by Division

![Graph showing respondents by Division]
The method used is the method of 9 frames knowledge management competencies as shown in Figure 5.

Figure 3. Respondents by Level Position

Figure 4. Respondents by role

Figure 5. Method 9 frame knowledge management competencies
Survey using ordinal scale, so that the method of presenting the survey results using a more precise depiction of the respondent's answers. To give real meaning, then how to read the results of the survey follow the rules as shown in Figure 6.

![Figure 6. Interpretation Guideline](image)

1) The results of Expertise Locator dimension shown in figure 7 to figure 9.

![Figure 7. Average Dimension Expertise Locator](image)

![Figure 8. Question Expertise Locator and Response](image)
Figure 9. Critical Indicators - Expertise Locator

2) Results Dimensional Community of Interest is shown in figure 10 to figure 12.

Figure 10. Average Dimensional Community of Interest

<table>
<thead>
<tr>
<th>No.</th>
<th>Quest</th>
<th>Code Average</th>
<th>Fav</th>
<th>Neutral</th>
<th>Unfav</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Apakah tercipta sesi Brainstorming mengenai cara-cara baru dalam operasional ANTIM?</td>
<td>COI_1</td>
<td>4,8</td>
<td>38%</td>
<td>55%</td>
</tr>
<tr>
<td>11</td>
<td>Apakah Anda dan rekan-rekan didorong untuk berbicara secara informal/seru diskusi mengenai kerja selama jenjer kerja?</td>
<td>COI_1</td>
<td>4,8</td>
<td>28%</td>
<td>58%</td>
</tr>
<tr>
<td>12</td>
<td>Apakah lingkungan kerja (pengetahuan, ruang kerja) memudahkan Anda untuk berbicara dan berkomunikasi satu sama lain (misalnya: ada tempat untuk berdiskusi secara bebas)?</td>
<td>COI_2</td>
<td>5,1</td>
<td>38%</td>
<td>38%</td>
</tr>
<tr>
<td>14</td>
<td>Apakah Anda mendapatkan kesempatan untuk menggunakan ponsel, mengstandar aturut proses dalam melaksankan sebuah pekerjaan?</td>
<td>COI_4</td>
<td>5,6</td>
<td>60%</td>
<td>38%</td>
</tr>
<tr>
<td>13</td>
<td>Apakah Anda dan rekan kerja seser berkenalan satu sama lain mengenai kerja yang Anda lakukan?</td>
<td>COI_3</td>
<td>5,7</td>
<td>35%</td>
<td>33%</td>
</tr>
</tbody>
</table>

Total Average: 5,2 (47% Favor, 45% Neutral, 8% Unfavorable)
3) Results of Peer Assist Dimensions shown in figure 13 to 15.

Figure 12. Critical Indicators - Community of Interest

Figure 13. Average Dimension Peer Assist

Figure 14. Peer Assist Questions and Responses
Figure 15. Critical Indicators - Peer Assist

4) Results Shared Learning Dimensions shown in Figure 16 to Figure 18.

Figure 16. Average Dimension Shared Learning

Figure 17. Shared Learning Question and Response
Figure 18. Critical Indicators - Shared Learning

5) The results of Project Retrospect Dimensions shown in figure 19 to 21.

Figure 19. Average Dimension Project Retrospect

Figure 20. Question and Response Project Retrospect
6) Dimensions Community of Practice Results are shown in Figure 22 to Figure 24

![Figure 22. Average Dimensional Community of Practice](image)

![Figure 23. Community of Practice Questions and Responses](image)
Figure 24. Critical Indicators - Community of Practice

7) The results shown in the picture Dimension Technology Figure 25 to 27.

Figure 25. Average Dimension Technology

Figure 26. Question Technology and Response
8) The results shown in the picture Dimension Strategy Figure 28 to 30.

Figure 27. Critical Indicators - Technology

Figure 28. Average Dimension Strategy

Figure 29. Questions and Response Strategies
9) Dimensional Change Management results shown in Figure 31 to 33.

![Figure 31. Average Dimensional Change Management](image)

![Figure 32. Change Management and Response Questions](image)
The spread of the measurement results can be seen in the radar diagram as shown in Figure 34.

Recommendations from the survey readiness of KM in ANTAM particularly in the Directorate of Human Resources can be seen in Figure 35.
IV. CONCLUSIONS

1. Methods of measuring the readiness of KM with methods 9 competencies able to identify systematically the needs of a knowledge-based organization.

2. The technique can be applied in ANTAM, Subsidiary ANTAM.

3. Recommended the implementation of KM done gradually by defining the KM strategy aligned with business strategy in ANTAM.

4. Development Roadmap KM ANTAM can guide the development of the KM systematically.

References