

# Sinar Mas Mining

HR Role in Managing COVID-19 Crisis

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**DRAFT**



# COVID-Digital Revolution has major implications for HR to manage COVID challenges

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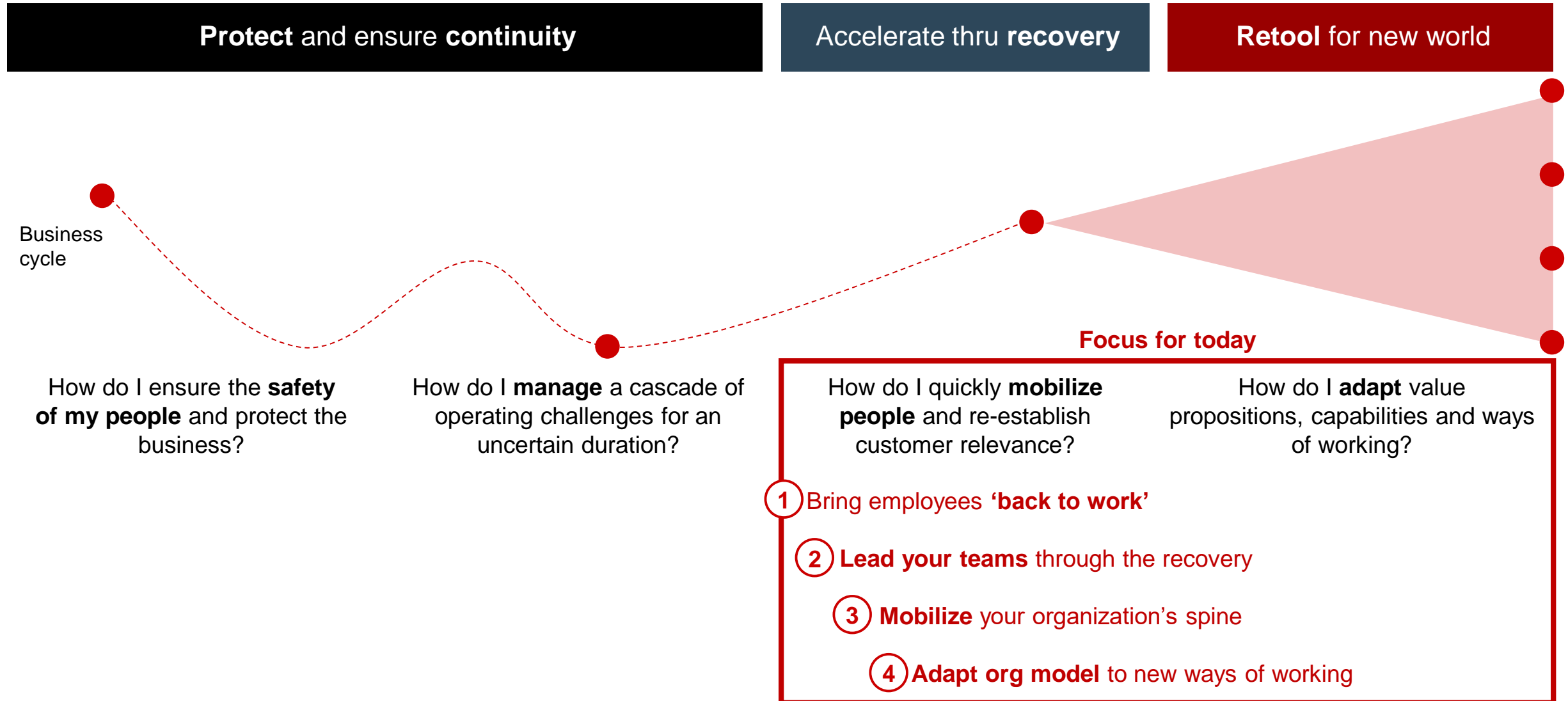
Who led the digital transformation of your company?

A) CEO

B) CTO

C) COVID-19

# HR's role spans three phases of the COVID-19 crisis – Protect, Recover, Retool



# HR should focus on five critical aspects for a successful Back-to-Work program

## **A** WORKFORCE DEMAND

What are my workforce needs?  
What is the urgency of BTW?

- **Customers / end-markets**
- **Value-chain readiness**
- **New ways of working**

*Advance,*

*Retreat,*

*Adapt,*

*Repeat*

*Advance, Retreat, Adapt, Repeat*

## **B** WORKFORCE SUPPLY

What is stopping me from physical BTW?  
How can I mitigate risk of faster BTW?

- **Workforce risk / constraints**
- **Mitigation measures**
- **Workforce disposition**

*Advance, Retreat, Adapt, Repeat*

## **C** Sequence | Scenario testing

Timing & demand-supply scenarios

## **D** INTERNAL ALIGNMENT

Who will LEAD and EXECUTE?

- **Leadership team alignment**
- **Empowered front line**
- **Unions / social partners**

*Advance,*

*Retreat,*

*Adapt,*

*Repeat*

## **E** MOBILIZATION

What will it take to be successful?

- **Engagement / communication**
- **Trainings**
- **Stress-level monitoring**

# Labor demand will depend on new “ways of working” going forward



What work should be co-located and where?

What work can remain ‘at home’?

What work can be done more efficiently?

What work can be automated?

What work can be eliminated?





# It is more important than ever to adopt an open and learning posture



## Control

Being guarded and **less trusting**

Speaking and not listening;  
**less inclusive**

Closing off and **interjecting**

Identifying as a functional leader; **less likely to see the “greater good”**

Manage by **controlling** and providing the best answer

**“Fixed mindset”** focused on **protecting** ourselves

## Trust

Being present and **presuming trust**

Active listening and asking questions;  
**more inclusive**

Opening up and **being vulnerable**

Identifying as an enterprise leader;  
**more likely to see the “greater good”**

Manage by **trusting** and enabling others to solve the problem

A **“Learning mindset”** open to all **possibilities and future opportunities**

# Back-to-Work program should focus on front-line alignment

**Alignment of leadership on accountabilities and empowerment of frontline managers are essential to drive a successful back to work program**



## Frontline managers

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Empowerment of front-line managers

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Onboarding in advance on all new policies

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High velocity feedback loop with local employees



## Employee representatives

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Early involvement of employee representatives

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Collection of inputs to follow on the progress

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Initiation of informal discussions of possible longer terms implications

# Back-to-Work will require dedicated change management to support front-liners



## Communication

as a “news room”

**50%**

as a “war room”

**50%**

**Official channel** before the rumor

**Efforts focused on key populations**

**Local stories** for local people

**New communication channels**



## Trainings for managers and employees

**70 / 20 / 10**

**Trainings** on working modes, hygiene protocols and new behaviors through a 70/20/10 approach (on-the-job, experience sharing and formal trainings)



## Stress level monitoring

**Regular pulse checks** to monitor stress level

**Support from HR teams** to manage tricky situations

**Dedicated psychological support** to deal with fear from back to work and high level of stress



# What HR leaders should consider as they retool operating models for the New World

**Purpose, Values and Strategy**  How did your company **purpose** or **values** come to life during the crisis?  
 What **capabilities** proved to be more important than others?



## Structure and Accountabilities

- Did the crisis reveal opportunities to **accelerate and streamline decision making**?
- Have you been able to refocus on the **activities that are most critical** and eliminate others?
- What have you learned about your ability to **work with 3<sup>rd</sup> party partners**?



## Management System

- Which **meetings/forums were added** that should be kept and **which were cancelled** and shouldn't be reinstalled?
- Which **initiatives have you paused** and might not restart? Which will change?
- How did you **allocate resources more dynamically** in the crisis?



## Leadership, Culture and Ways of Working

- What has this crisis revealed about how you **rally the leadership team**?
- Can you use this time to **rebalance 'run the business' and 'change the business'** activity?
- What have you learned about **being more adaptable and agile**?
- Which **cultural elements stood out** in the crisis?



## Talent Engine

- What **roles and what traits have** been shown to really matter?
- Where have you applied more **nimble talent practices** that you should embrace permanently?
- With remote working, have you **evolved your thinking on people location**?
- Can you **variabilize your workforce** to improve its quality and flexibility?



## Technology and Data

- Are there areas you should install or **accelerate automation** to increase reliability?
- What **data have you been using for decision making** and what have you learned about its timeliness/quality?
- How can you further **leverage people data** to support management in new situations?

**Business Processes:**  What **steps or groups have been removed** from key processes and do they need to be added back?

Thank you for listening!

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***“There are decades where nothing happens; and there are weeks where decades happen.”***

*Vladimir Lenin*

