



# Accelerate Thru Recovery

SMM People Strategy in Covid-19

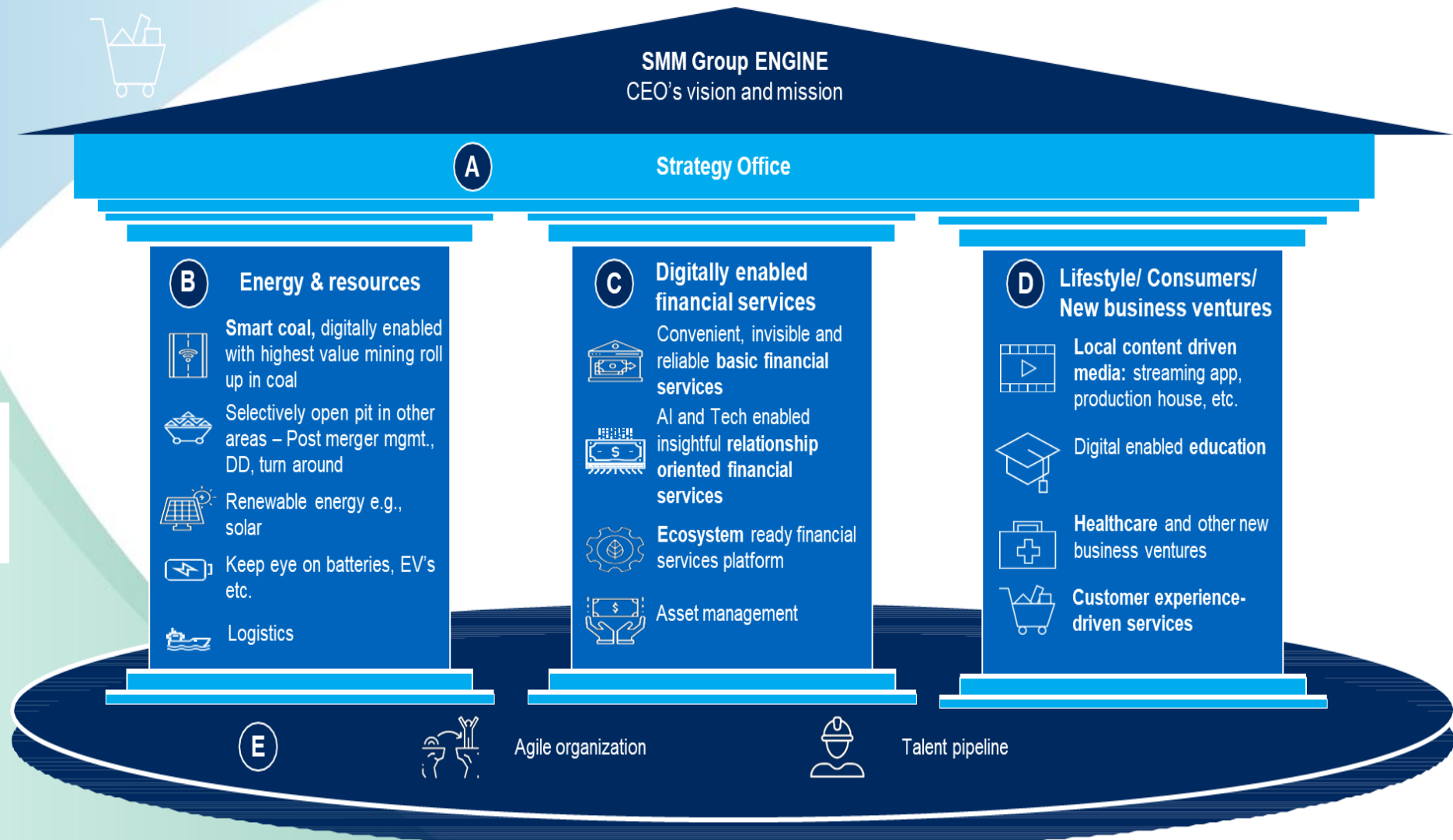
Rebound phase

Webinar, 20<sup>th</sup> May 2020



- **Back to work (Quick recovery)**
- Organization transformation (Lean organization)
- Data mining/analytics (Early forecasting)
- New-Way of working (Technology & Digital platform)

# Sinar Mas Mining Group Portfolio are relatively less impacted of Covid-19



## To create 300 C-Level for global business scale

Winning Spirit  
Bounce-Back  
Potential



### Category

1 C Level

2 Mid Level

3 Entry Level

### Details

For new business capabilities / new acquired business

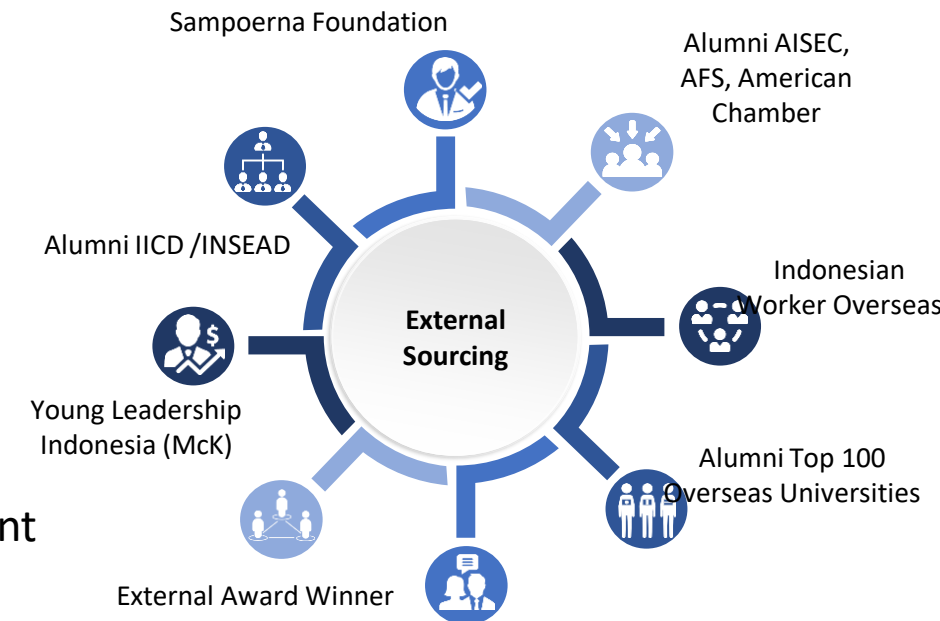
Focus on :

- Business Development,
- Research & Analyst
- IT,
- Finance

5 pillars Specific Development Programs :

- FADP
- ITDP
- LeDP
- EngDP

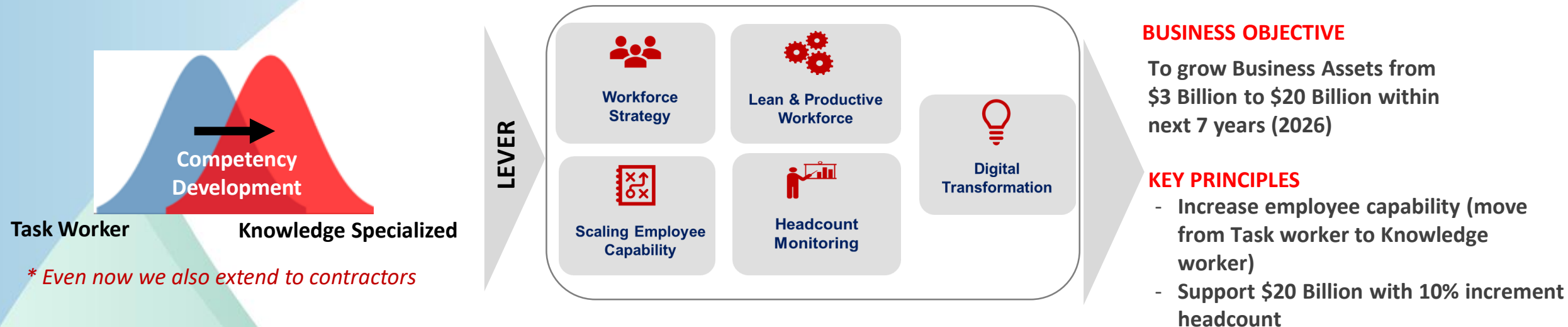
### Sourcing



- Back to work (Quick recovery)
- **Organization transformation (Lean organization)**
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# Revisiting: Operating Cost (Cost Leadership), Increase Productivity, Agile & Lean Organization

Where **the role of HR** is very important in encouraging organizations that can adapt to all changes (especially during the co-19 pandemic). One key can support agile organizations and adapt to current conditions is to transform the **Task Worker** level into a **Knowledge Worker**.



## The Background, How to Do and Implementation Progress

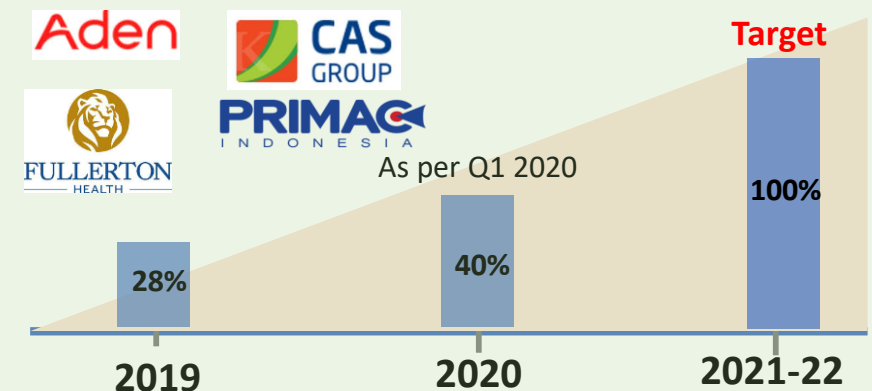
### Why?

- We **don't have capability** an focus on those job.
- We have **spent much time** to take care those job, and disturb our focus on core job and core business.
- Less **manpower flexibility** according to the situation, because when everything changes it make organization **heavy to move** and adapt.
- Cost wise also **very high cost**.

### How?

- **We optimize** the size of job including role and responsibility, work load.
- We engage with **Best In Class Partner** to support our business.
- **Use technology** to optimize the job.

### Implementation Progress



# Workforce optimization: Strategy & Approach

TASK WORKER & LABOUR SUPPLY / EXTERNAL WORKFORCE

## Assessment Methods & Tools (Task Worker)

Desktop Analysis

Job Analysis

Interview with job owner

Work Load Analysis

Time & Motion Study

Technology or Digital Utilization (optimizing)

## KNOWLEDGE WORKER

**Re-design**  
Enlarge the position

Grade/Level

Select the Best People

Promotion/ Career Movement

**Combine**  
Enrich the position



Benefits Increment

UP SIDE

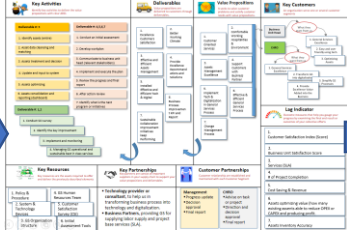
ORGANIZATION EXERCISE START HERE

### Organization Review



- Org. pyramid,
- # of layer, SoC
- # of position that does not exist but is important
- # of overlap positions

### Design of Business Model



- Business model
- Operating model
- Main R & R

### Design New Org. Structure



- New organization Structure

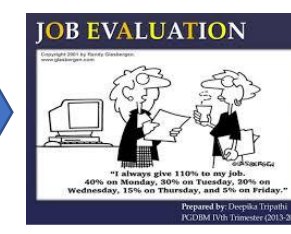
TASK WORKER START HERE

### Re-design & Job Analysis



- Set of completed of job description

### Job Evaluation



- Score of job value and grade

### Select the People



- The best fit and profile of people who will hold the position



## Strategy to optimize the HC (Task Worker)

Centralized the same or typical job

Enlarge & enrich the job

Load balance & optimize

Technology & digital intervention

DOWN SIDE

### Next Journey

Review

Organization Doesn't need these positions

1. Move to the new BU
2. Move to the new IUP
3. Early retirement

Organization still need these positions

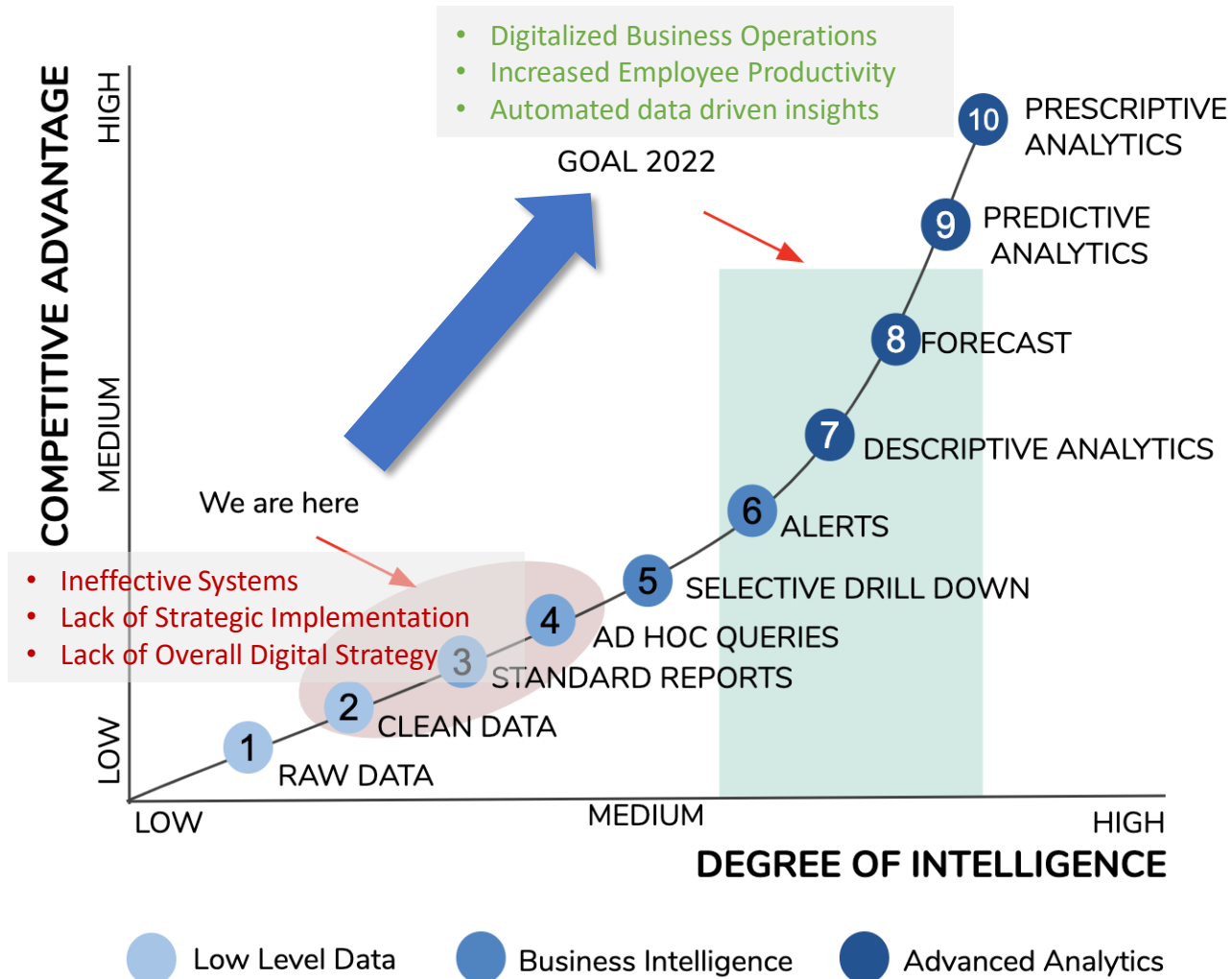
Move to our best in class partner (vendor)

TASK WORKER

- Back to work (Quick recovery)
- Organization transformation (Lean organization)
- **Data mining/analytics (Early forecasting)**
- New-Way of working (Technology & Digital platform)



# Our Journey to become a Data Driven Organization



## Steps we are taking

### DATA GOVERNANCE

- Create Data Structure
- Creation Data Discipline
- Conduct Data Cleansing

### UPSKILL ORGANIZATION

- Enable teams on Data Analytics Tools
- Create dedicated Analytics Clinics
- Hackathons

### CREATE INSIGHTS & TAKE ACTIONS

- Data Visualization
- Dashboards
- Strategic Insights

# Best in Class Tools & Tech used in our Data Analytics Journey

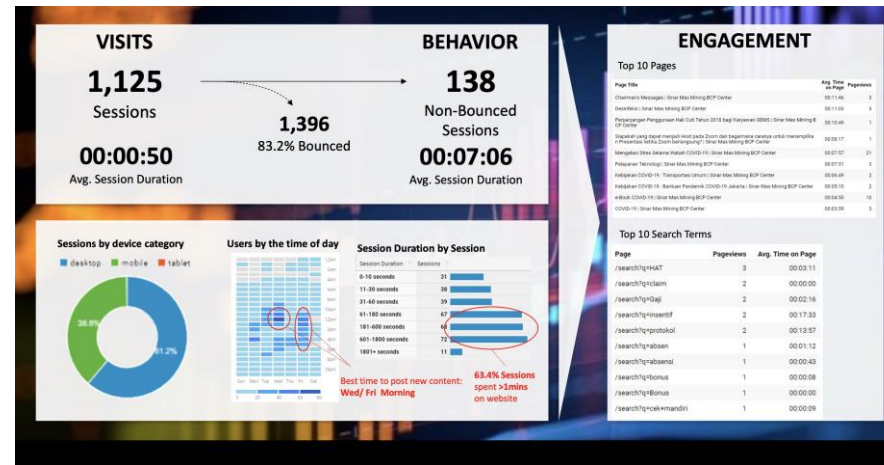
## Tools



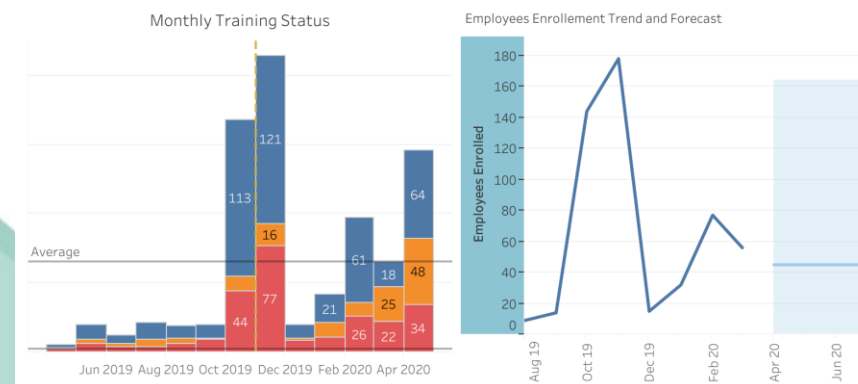
Google Analytics



## Insights



## My Learning Platform Adoption



## Benefits

- Data driven insights into employee needs
- Ability to curate content driven by analytics
- Higher employee engagement
- Ability to measure and create Dashboards to address pain points

- Use Insights to form strategic Human Capital Strategies
- Business Intelligence helps leaders with rapid problem solving
- Data Analytics helps departments solve business problems thereby positively impacting operations at large

- Back to work (Quick recovery)
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# New ways of working: HR Digital Transformation



Ability to provide a consistent employee experience will be key



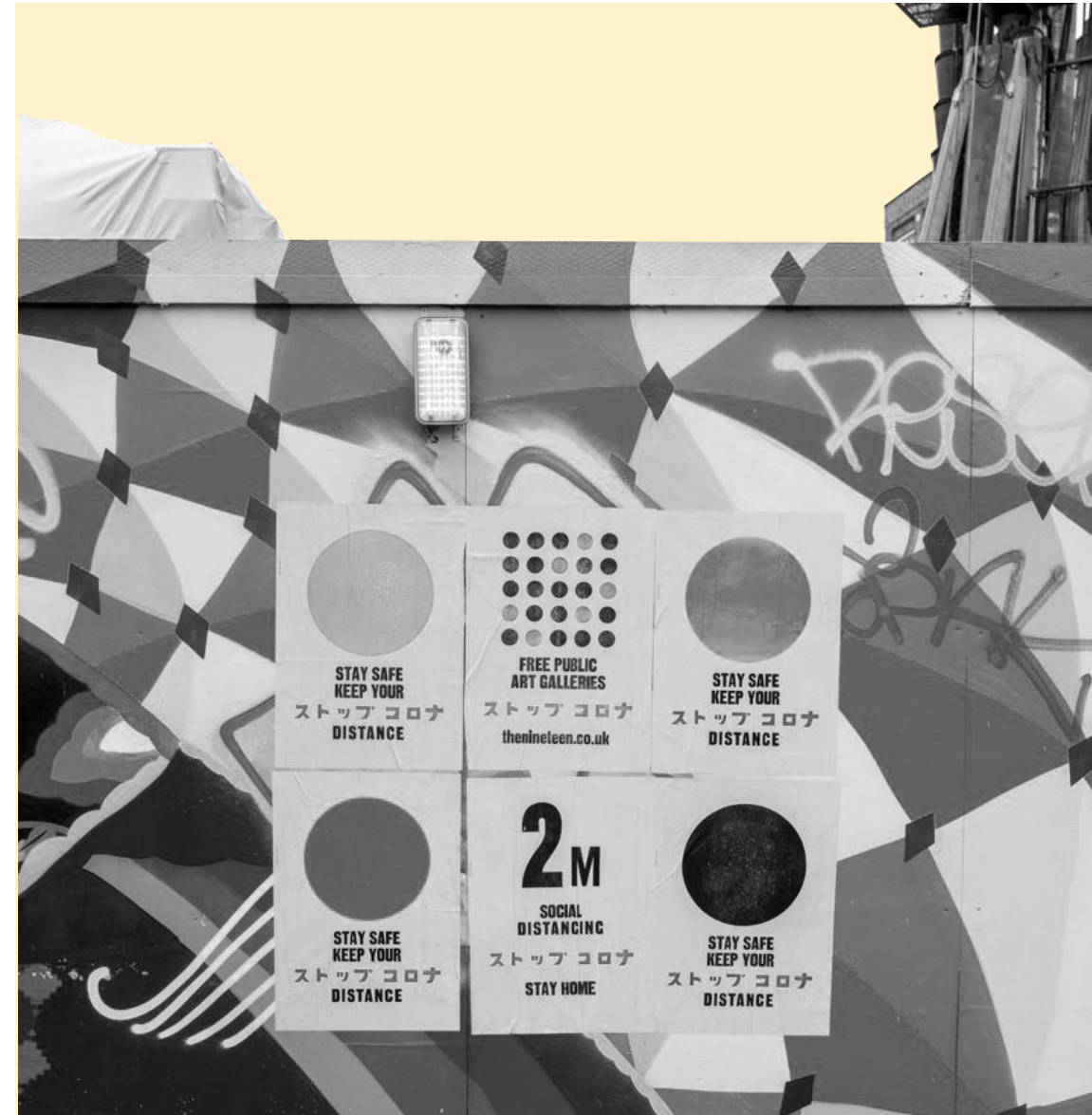
Visibility to authentic information will be critical



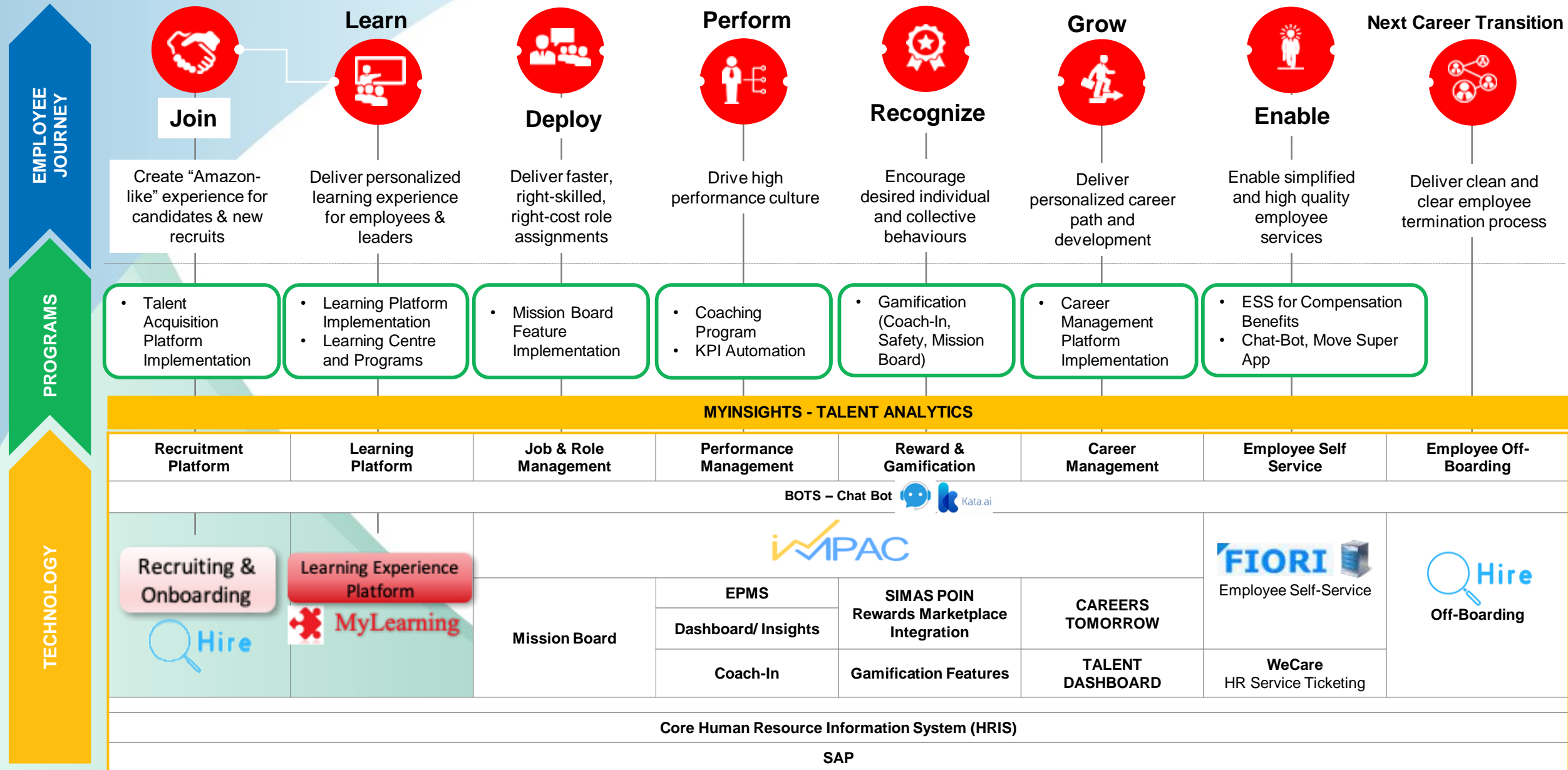
Care in the context of contribution must be enabled

## What is the NEXT NORMAL for SMM?

With investments in the SMM HR Cloud, the pace of meeting these goals can now be a competitive advantage



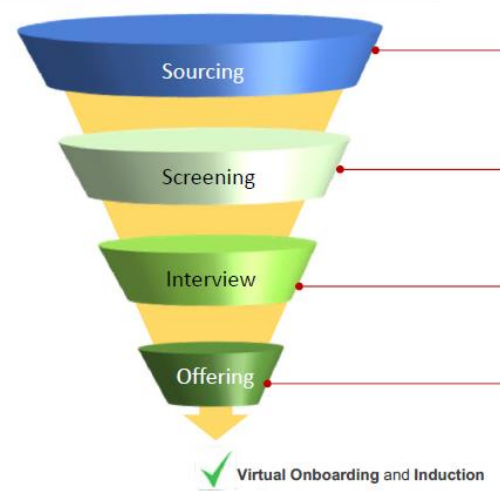
# New ways of working: HR Digital Transformation (cont.)



# New ways of working: HR Digital Transformation (cont.)

## Recruitment

### Contact-less Recruitment in SMM



- Intelligently posts the jobs
- Sources potential candidates

3 Company Career Sites

1,100+ Demands Posted

15,400+ Resumes Received

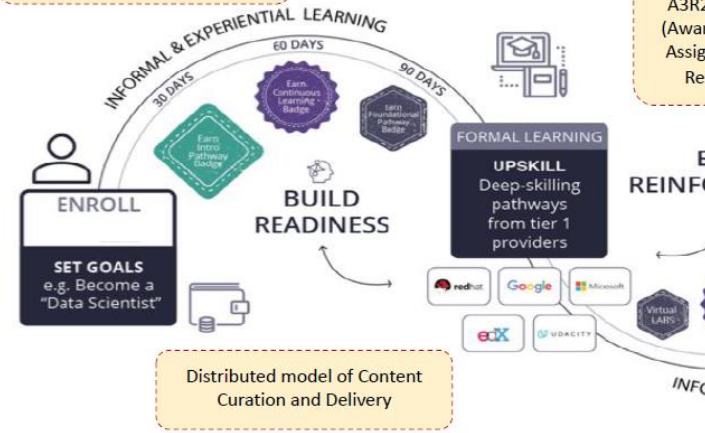
- Intelligent resume screening
- Identify the top qualified 25% of candidates

2,000+ Automatically Short-Listed

- Instantly set up interviews

Aligned learning content to current needs by creating new online learning channels

Virtual engagement with multiple quizzes in one SmartCard



## Learning

- 6,000+ items of AI curated content
- 1,858 smart cards,
- 38 livestreams engagement

A3R2 framework (Awareness, Align, Assign, Reward & Recognition)

Recognized Expert

Digital Career Coach using AI, predictive and prescriptive employee Career journey

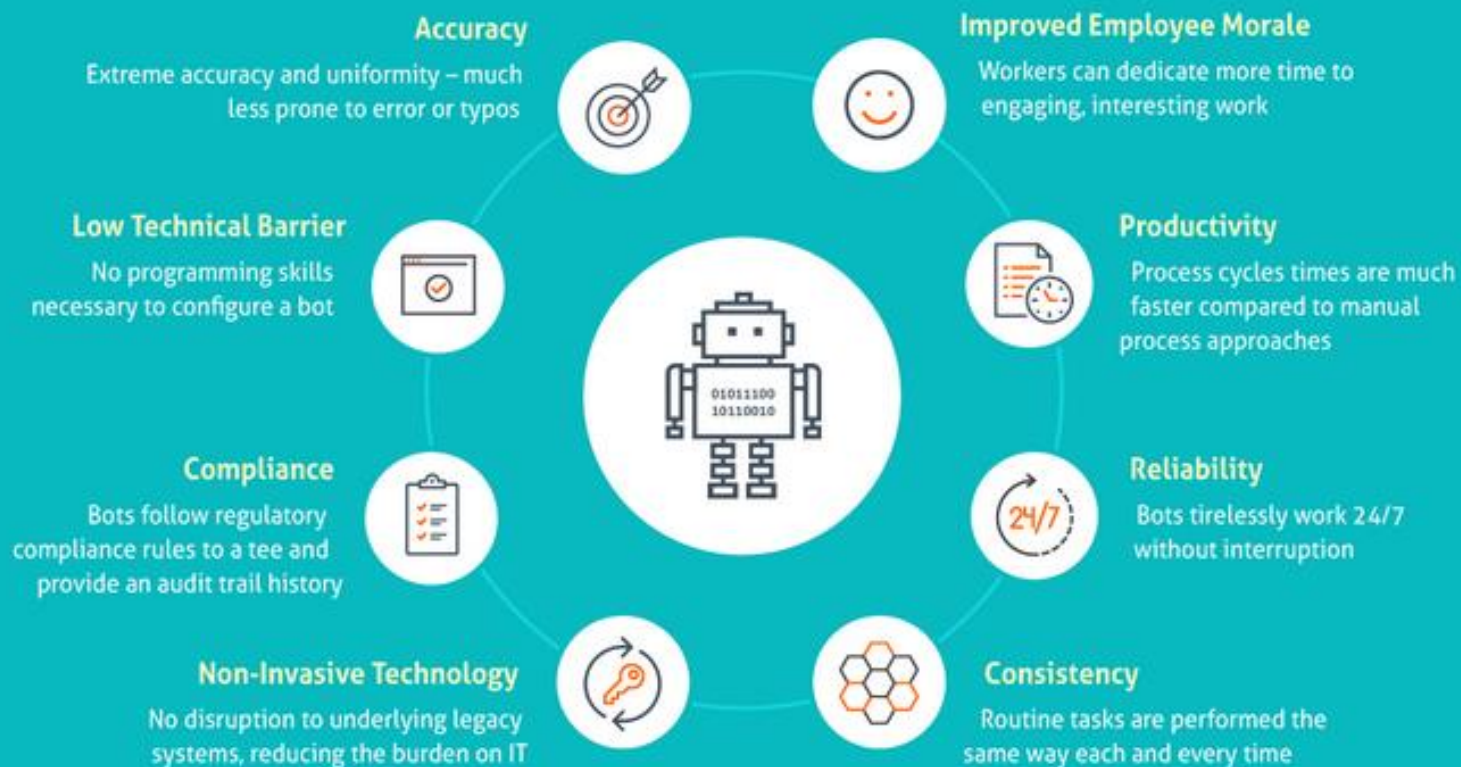
The screenshots show a user profile for Justin Mackley, a Data Analyst. It includes sections for Profile Strength, Current Role, Skills, and Future Role. Below the screenshots, it says "Profile to Role Gap Assessment & Analytics".

## Employee Experiences

Digital HR Practices throughout Employee Lifecycle



## Benefits of Robotic Process Automation



### Focusing on the benefit of RPA :

- Accuracy : minimize the error caused by human's typo
- Improved Employee Morale : help others to focus on more engaging and value-adding tasks
- Productivity : increase processing cycle time compared to manual processes
- Reliability : can focus on 24/7 tasks
- Consistency : routine task can be performed in the same way every time

# New ways of working: Technology and digital implementation in operations



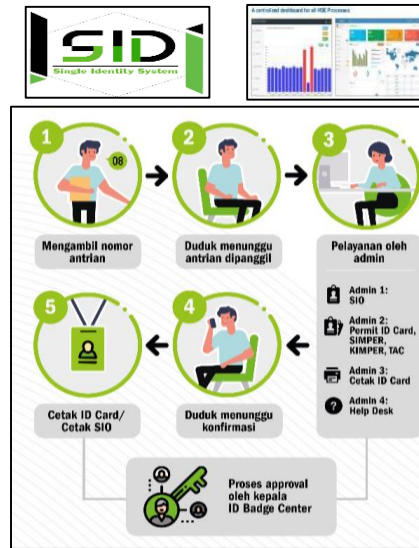
**Operation Control Room**



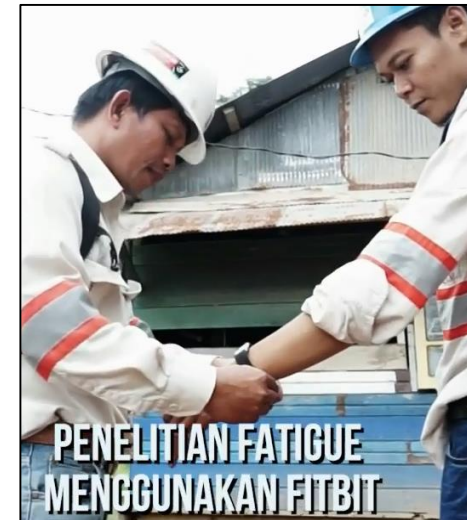
**Slope Stability Radar**



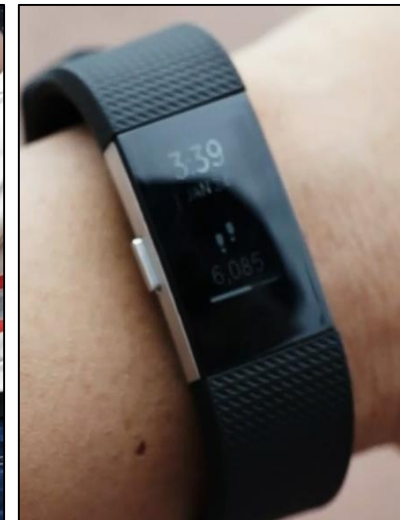
**Light Detection and Ranging Drone**



**Single Identity Systems**



**Smartwatch Sensor Integration**







Thank you

