

HR Concept in General

“Sharing perspective from Industry”

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The HR Development Stages

Staffing

Primary Focus

- Hiring and firing at best costs.

Talent Background

- Contract negotiations; little focus on human sensitivity.

Labor & Industrial Relation

Primary Focus

- Negotiating with unions representing company
- Negotiating talent for least costs.

Talent Background

- Legal and negotiating background.

Personnel

Primary Focus

- Hiring, administering employee's compensation & benefits, union and employee relations.
- Tends to have a strong emphasis on control.

Talent Background

- Administrative and employee relations background.
- Increasing focus on business processes.

Strategic HR

Primary Focus

- Managing organization and employee performance.

Talent Background

- Background in business strategy, people, systems, and organization.

The HR role – Strategic vs. Operational



Source : Dave Ulrich, Human Resource Champions

The Key Points from Business - example

1. Help me roll out business strategies that are tailored to our needs

- To achieve our business plan, how many and what kind of people do we need? Where do we source them? Do we need to develop or hire? Do we use a contingent workforce? Which is more effective? Which is cheapest?
- What initiatives do we need to launch to guarantee maximum productivity? Are structures and jobs fit for purpose? Is resource allocation aligned with priorities? Are people properly paid/have the right incentives? Are managers focused on driving people performance? Are there any risks of losing key people? What would happen if we did – what is our contingency plan?
- How do we create community in our organization? How do we make sure that people have a sense of belonging? Do they understand strategic direction? Do they get the right mix of supervision and empowerment? Are they loyal or do we want more churn? Do they freely share knowledge and help others? Do they know and use all resources available to them in their daily work? What, if anything, needs to improve and how shall we do it?

2. Help us to coach our top talent to build leadership for the future

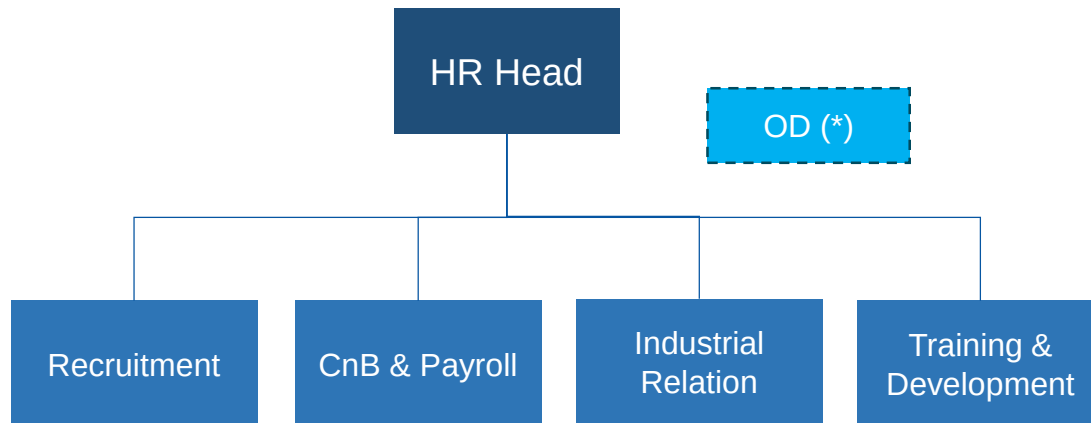
3. Support us as a change agent to achieve change in our business

- Examples of business events and changes that require change management support are: reorganizations (e.g. downsizing), culture initiatives (e.g. for sales push), competence shifts, strategic initiatives (e.g. operational excellence).

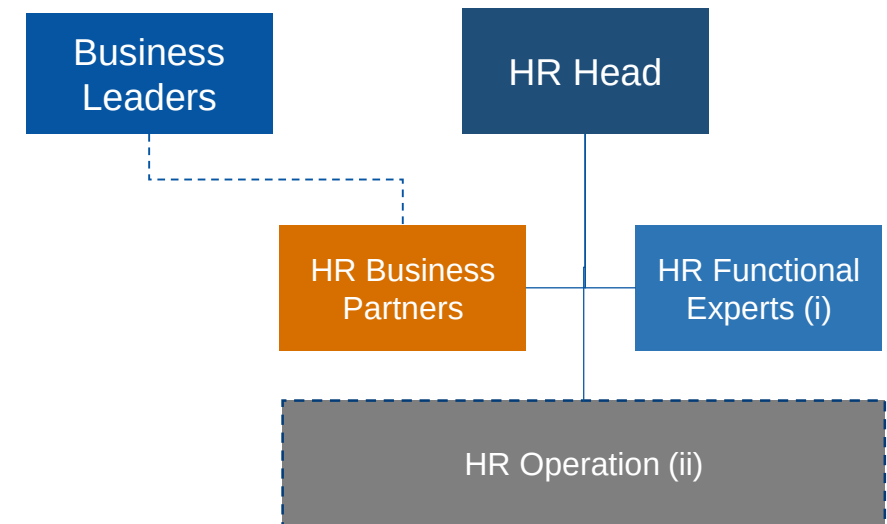
4. Be the organization & people advisor

5. Drive and handle industrial relation on organization level

HR Transformation



(*) OD sometime not part of HR organization



(i) HR Functional Experts is consolidated
(ii) HR Operation sometimes is outsourced

HR Transformation

HR Head

- Leadership and Strategy
- Organization & Talent
- HR Policy and Management System
- Industrial Relations

HR Business Partners

- Translate business demand into HR demand & delivery
- Integrate HR services to the business
- Budget planning & risk evaluation from HR perspective
- Advise changes in HR policies

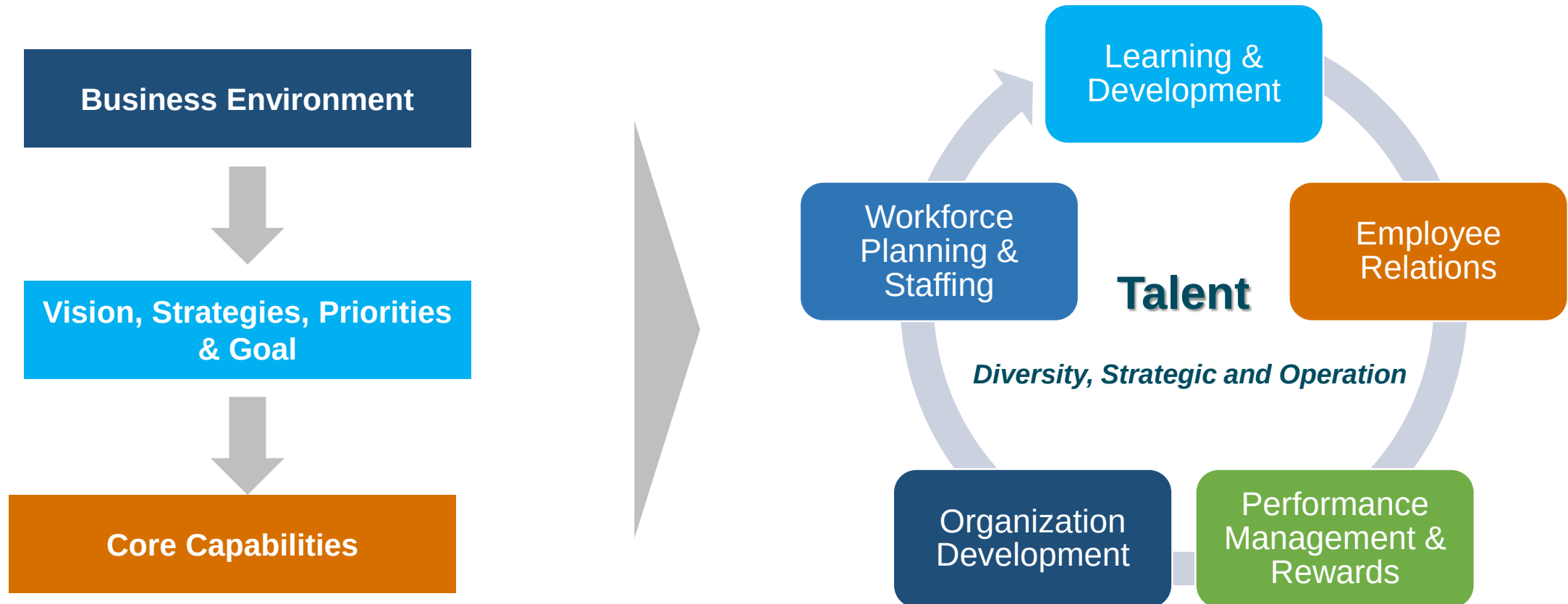
HR Functional Experts

- Design and implementation of HR processes, programs, education & learning portfolio etc
- Subject matter advise: CnB, labour law etc
- HR process ownership
- HR project management

HR Operation

- Operation of the HR transactions : recruitment, staffing, staffing, payroll, benefit administration, training administration, employee records etc

Aligning HR to the Business



Aligning HR to the Business

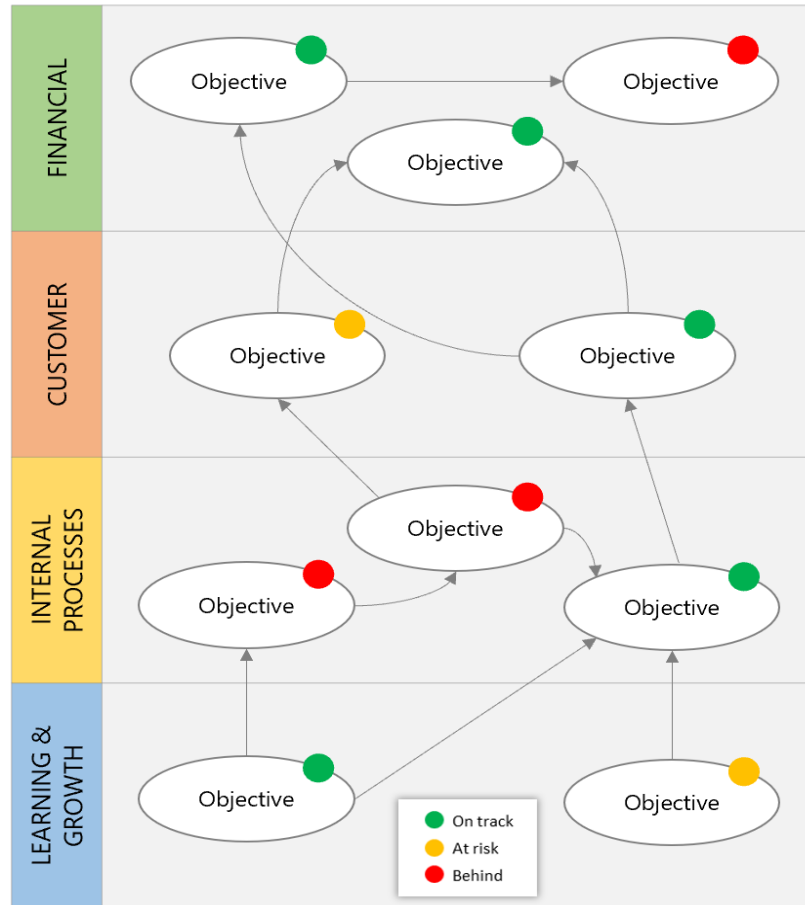
Function or Position	Workforce Planning & Staffing	Learning & Development	Organization Development	Performance Management & Rewards	Employee Relations	Diversity	Line HR Generalist
Scope of Work and Accountability	Workforce planning: - Current workforce supply (#s and skills) - Business change drivers (e.g., strategy, work, capabilities, competencies) - Future workforce demand - Gap analysis - Staffing plans - Development plans - Transition plans Staffing: - Professional recruiting - Nonexempt recruiting - Executive recruiting - Internal staffing & placement (exempt and nonexempt) - College relations - Temporary & flexible staffing	- Employee development - Management development - Executive development - Succession planning - Career management tools & resources - Learning methodologies - Learning networks - Competency models - Competency assessment, including 360 - Competency development - New employee orientation	- Strategy development & alignment - Systems integration - Work/process design & alignment - Organization design - Change management/leadership—tools, diagnostics, leadership coaching - Environment and culture design, development, and management - Continuous improvement	- Performance objectives & measures consulting and alignment (corporation, group & individual level) - Base & variable pay programs design and administration - Executive compensation - Formal and informal recognition - Benefits program plan design, administration & communication—e.g., health, insurance, retirement, time off, education - HRIS	- Policy & practice development, application & interpretation - Complaint resolution - Issues investigation - Coaching & counseling - Performance improvement - Discipline - Employee service center - Work/life programs - Employee morale & retention monitoring - Change management - Transition management - Community relations - Health services	- Business Integration—corporate diversity strategy, priorities & plans - Affirmative action - Diversity resources & programs—e.g., ERGs, diversity circles - External presence plan—e.g., suppliers, community relations, conference & convention, multicultural marketing - Minority recruiting, development, mentoring, and retention	- Skilled at business partnership and consulting (client-aligned) - Contribute to business plans - Translate business plans to HR plans - Diagnose problems and needs - Request/broker HR services and solutions - Integrate HR services, solutions, and initiatives - Customize corporate HR programs & solutions, as required by business area - Evaluate impact of HR initiatives - Ensure client satisfaction

HR Competency Framework



Source [2014 Human Resources Professionals Association](#)

Strategy Map – HR alignment



Financial

Objectives	Target	Current	Status
Increase Profitability	+0.6%	-0.5%	▼
Reduce Operating Costs	+60k	-35	▼
Minimize Debt	500k red	400k red	▲
Efficient Billings	5 days	4 days	▶

Customer

Objectives	Target	Current	Status
High Cast	5.4/3	5.5/3	▼
Retain Customers	450	448	▶
Fulfil Customer Needs	5/10	4.5/10	▶
Loyalty Program	28%	35%	▲

Internal Processes

Objectives	Target	Current	Status
Paperless Office Efforts	80%	90%	▲
Centralize IT	88%	80%	▼
Fill Empty FTEs	0 empty	19 empty	▼
Employee Retention	90%	92%	▲

Learning & Growth

Objectives	Target	Current	Status
Open New Regions	5 new	2 new	▼
Reduce Legacy Costs	-20k	-30k	▼
Recruit Partners	15 new	19 new	▲
Innovative Products	5 new	1 new	▼

Open New Regions

- HR to source the workforce with the right competence mix
- HR to source it with efficient cost.

Reduce Legacy Cost

- HR to restructure the organization
- HR to develop new structure with reduced cost by ... %

Source :

- Norton and Kaplan, Strategy Maps
- Brian E. Becker, Mark A. Huselid, Dave Ulrich, The HR Scorecard – Linking People, Strategy and Performance

Situation Analysis 2021



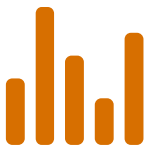
Broader Environment

- Covid-19 Pandemic
- Economy slow recovery
- Indonesia golden period 2035



Industry Dynamics

- Highly regulated industry
- The rise of Digital Learning
- Cross Boarder learning



Competition

- 4483 Universities
- 37,642 Program Studies
- 297,078 Lectures



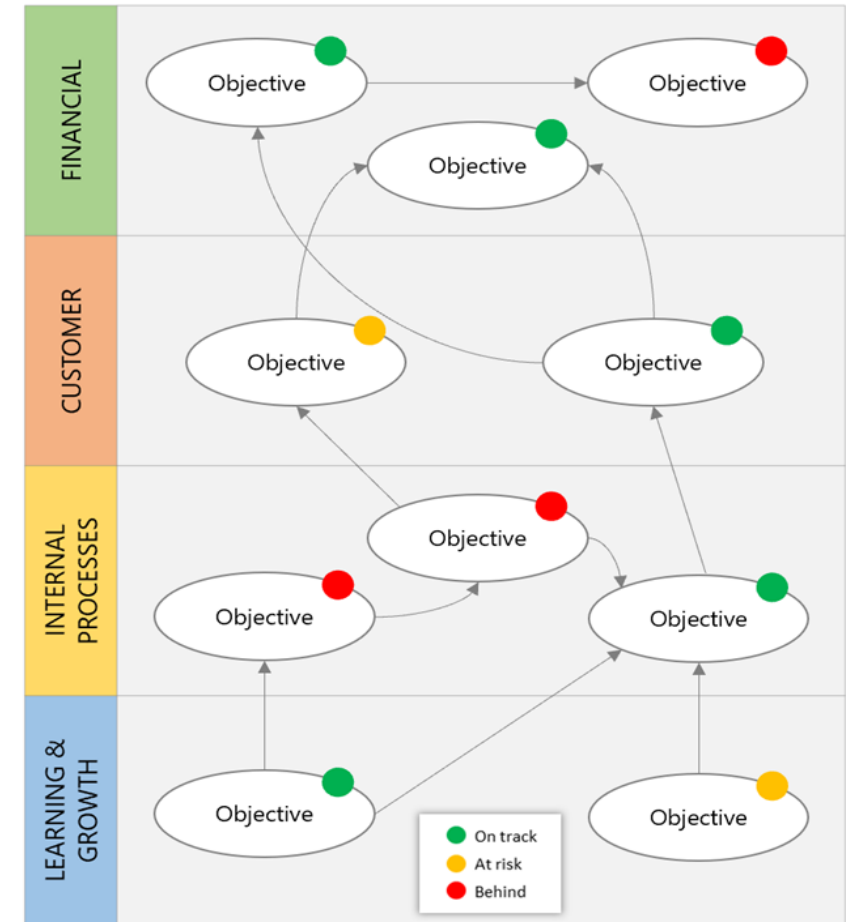
Customers

- ~ 9 million students
- ~ 1,7 millions new students/year



Own Realities

- New Normal ?
- Student Intake challenge ?
- Talent war ?
- Funding challenge?
- The push for Quality?



Further Reading

