



KONGRES NASIONAL IV ASSESSMENT CENTER INDONESIA 2015

Selasa-Kamis, 15-17 September 2015

Trans Luxury Hotel Bandung

Garudafood



Build Business Leader - Garudafood Group

Kongres Nasional Assessment Center Indonesia

Bandung, 16 March 2015

**Wara Sri Handayani
Head of Human Capital & General Services**

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Panelist Profile

Wara Sri Handayani

Head of Human Capital & General Services

PT. Sinar Niaga Sejahtera

- **Education Backgrounds**

- Bachelor Degree

- Padjadjaran University Bandung

- Faculty of Psychology (Major: Industrial & Organization)

- High School : SMAK Stella Duce, Yogyakarta

- Junior High School : SMPN 1 Medan

- Elementary School : SD Semarang & Medan

- **Job Experiences in Garudafood Group**

- Head of Human Capital & General Services 2015 - present
- Executive & Talent Management Head 2012 - 2014
- Career Development Head 2010 – 2012
- Recruitment & Assessment Manager 2007 - 2010
- People Development Manager 2006 - 2007

- **Job Experiences in others company**

- **PT. Tigaraksa Satria, Tbk** 2001 - 2006
People Development Manager
- **PT Astra Agro Lestari, Tbk** 1999 - 2001
Human Resources Supervisor
- **PT United Tractors, Tbk** 1996 - 1998
Recruitment & Assessment Officer



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Corporate Journey

Corporate Journey





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Food Division



Roasted Peanut



Coated Peanut



Snacks



Confectioneries



Milk Drink



Biscuits



Basic Food



Functional Drink





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Beverage Division



Tea-Based Beverage

Juice , Fruit flavor drink, jelly cup & Jelly Milk



Coffee-Based Beverage



De'Koffie

1.

Food & Beverage Business 2015

An overview of opportunities, capabilities and provisions : Indonesia's Food & Beverage Industry

MARKET OPPORTUNITIES



- 400% growth in food manufacturing. FDI projects since 2010 - (BKPM)
- Significant growth in the consumption and sale of food and beverages - (Frost & Sullivan, Business Monitor International)
- Increased production from farm & agro business

EXISTING & FUTURE CAPABILITIES



- Increasing labour more than 930 ,000 in F & B manufacturing - (Statistics Indonesia)
- The lowest operating costs in ASEAN for the food and beverage plants - (Financial Times)

GOVERNMENT PROVISIONS & SUPPORT



- The government's commitment to support investment in the food and beverage industry and R & D program.
- Support from the government for research and technology programs of food and agriculture



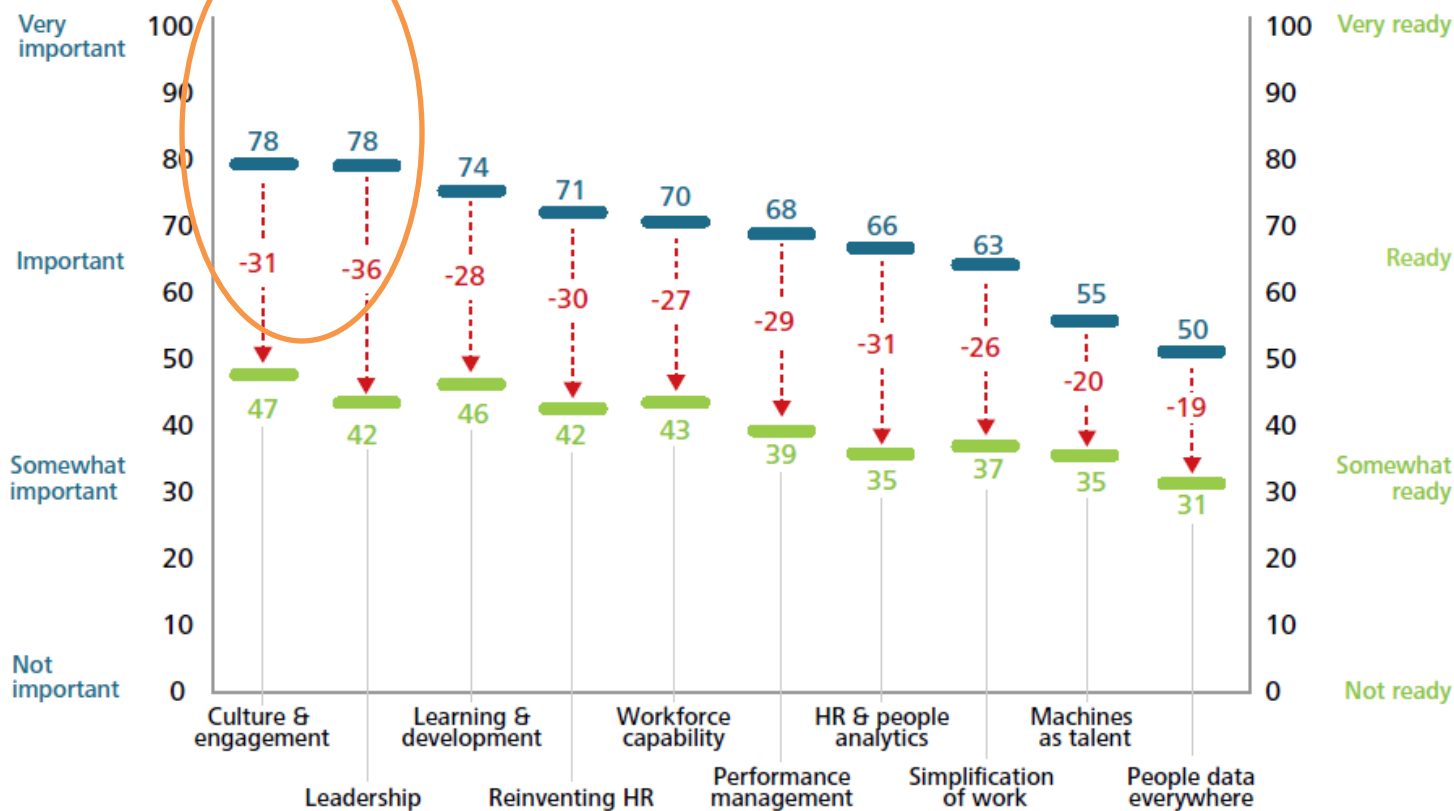
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2.

Trend HR 2015

Talent Trends: Global importance vs. readiness

Figure 2. Talent trends: Global importance vs. readiness



Graphic: Deloitte University Press | DUPress.com

1. Culture & Engagement

Culture & Engagement

Global Issues:



Low engagement in the most companies

The company has not had a program to measure and improve engagement

Employees are now like customers; companies have to consider them volunteers, not just workers

Leaders lack an understanding of and models for culture

The new world of work changes the way we engage people

Employees' motivations have changed

Attraction and retention problem | Tantangan di segmen karyawan kunci

8-9 dari 10

Indonesian companies have problems
employee

42%- 46%

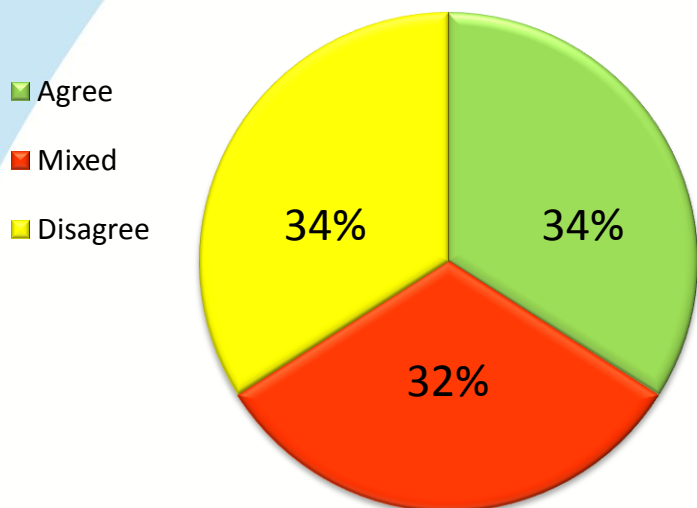
Employees think that their organization
and retaining qualified people

	Attraction	Retention
All employees	29%	34%
Critical-skill employees	78%	75%
High-potential employees	86%	75%
Top-performing employees	89%	79%

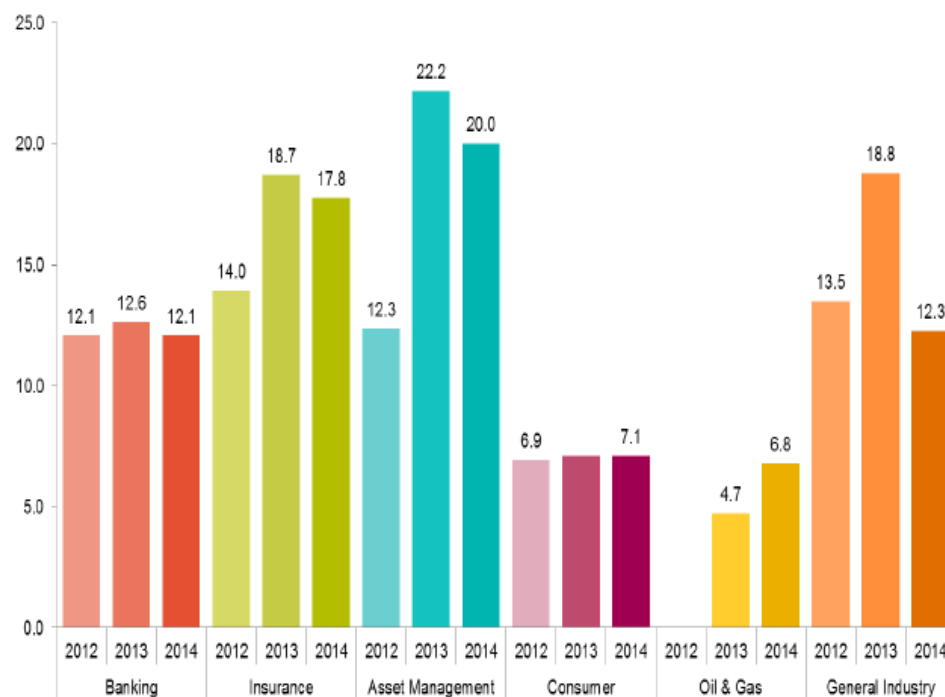
Sources: Towers Watson 2014 Global Talent
Management and Rewards Study, Global and Indonesia

Retention risk is high | Indicated by both increasing attrition/turnover and high levels of employees who intend to leave their organization over the next two years

In Indonesia, 66% of employees are likely to leave the company within a period of 2 years



Sources: Towers Watson 2014 Global Talent Management and Rewards Study, Global and Indonesia



12-13% average rate of turnover, Higher (around 18-20%) for specific industries

2. Leadership

Global Issues

not strong in
establishing the
path of
leadership at all
levels

Difficult to
develop leader at
all levels

Leadership
program is limited
to a few selected
employees

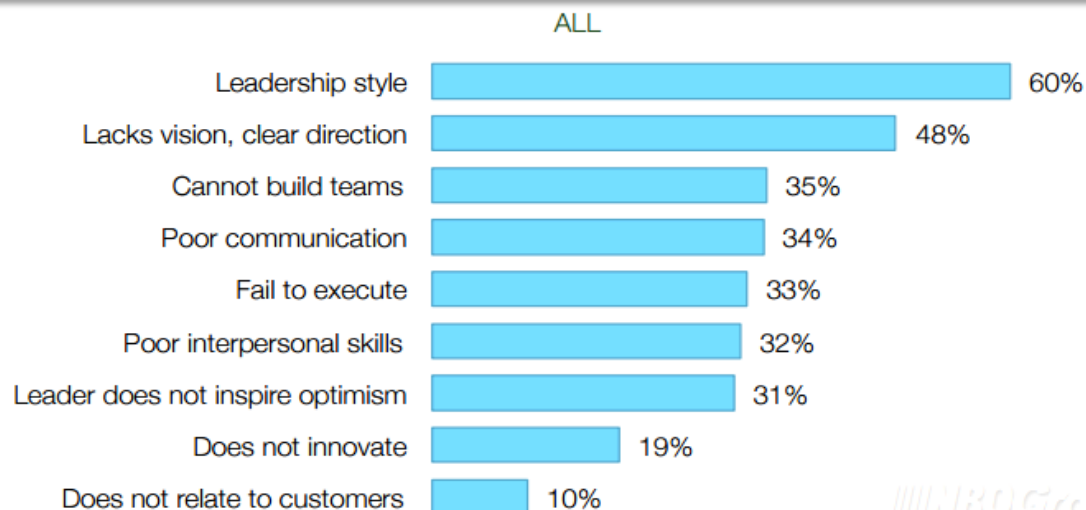
The investment
for the leadership
program is less
consistent



Deloitte University Press (2015)

NBO Group Study (2014)

Q: What is the most significant cause of the failure Leader in the organization?



SINGAPORE TOP 5



INDONESIA TOP 5



MALAYSIA TOP 5

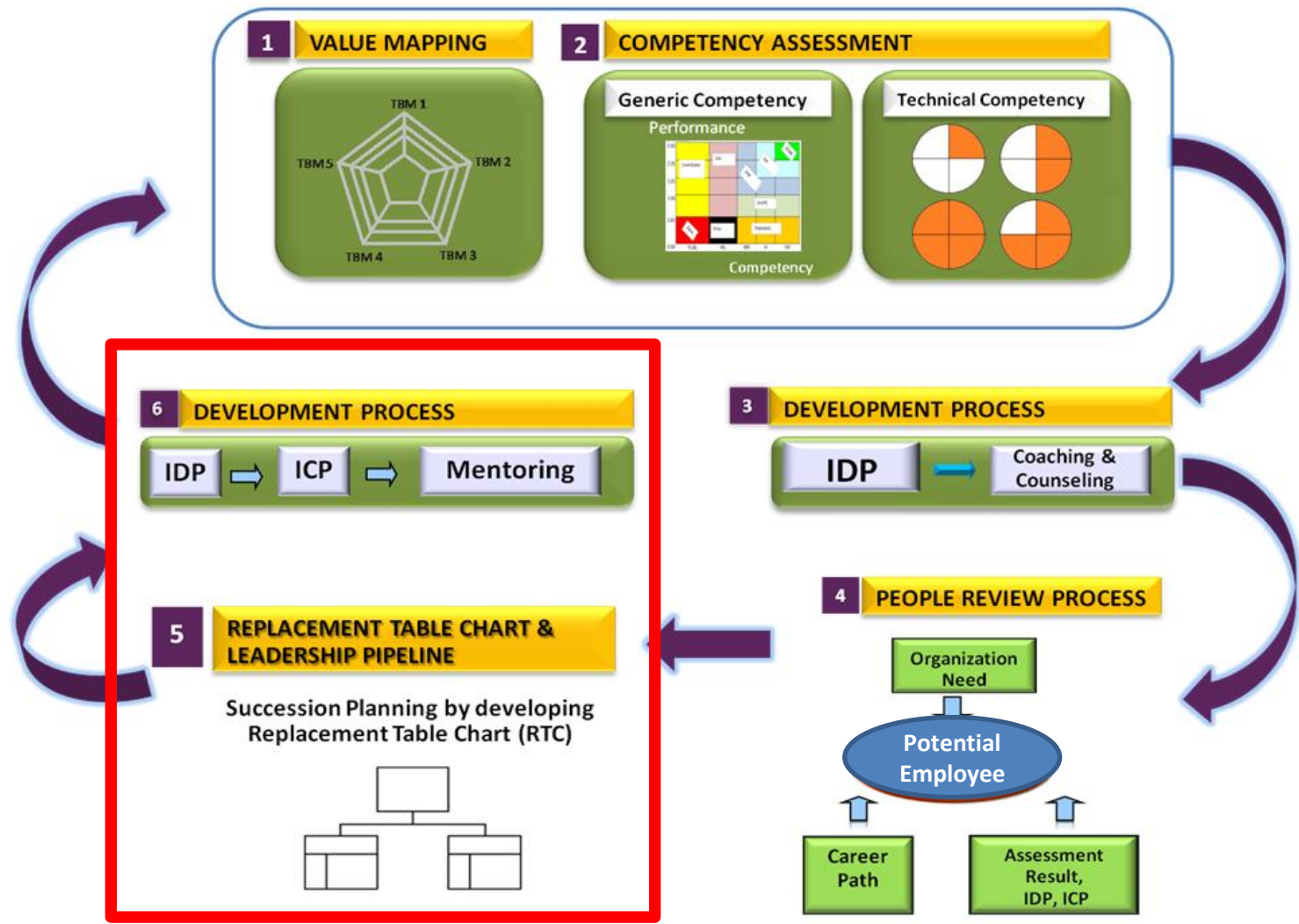











3.

HR Strategy to build Business Leader

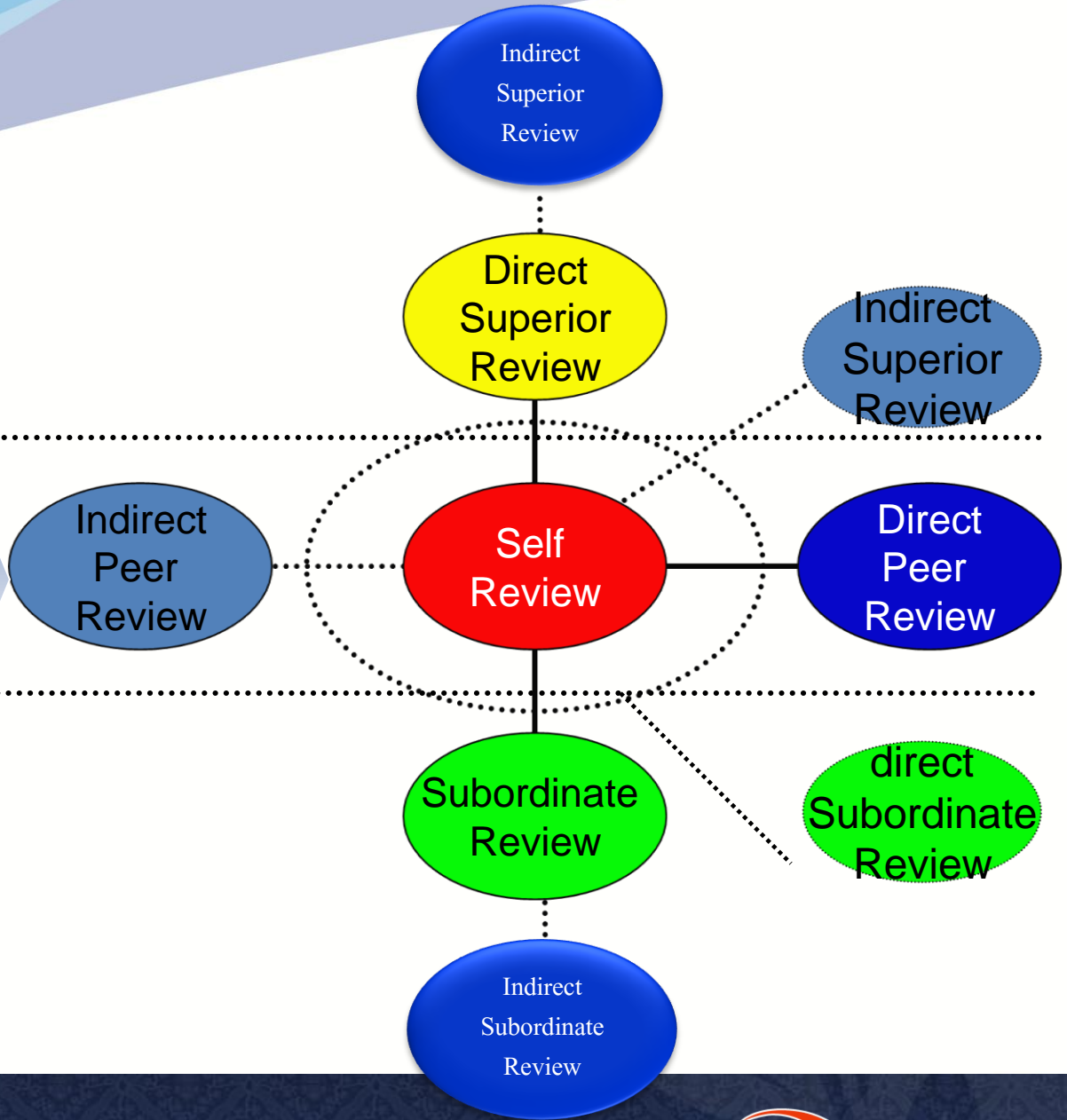
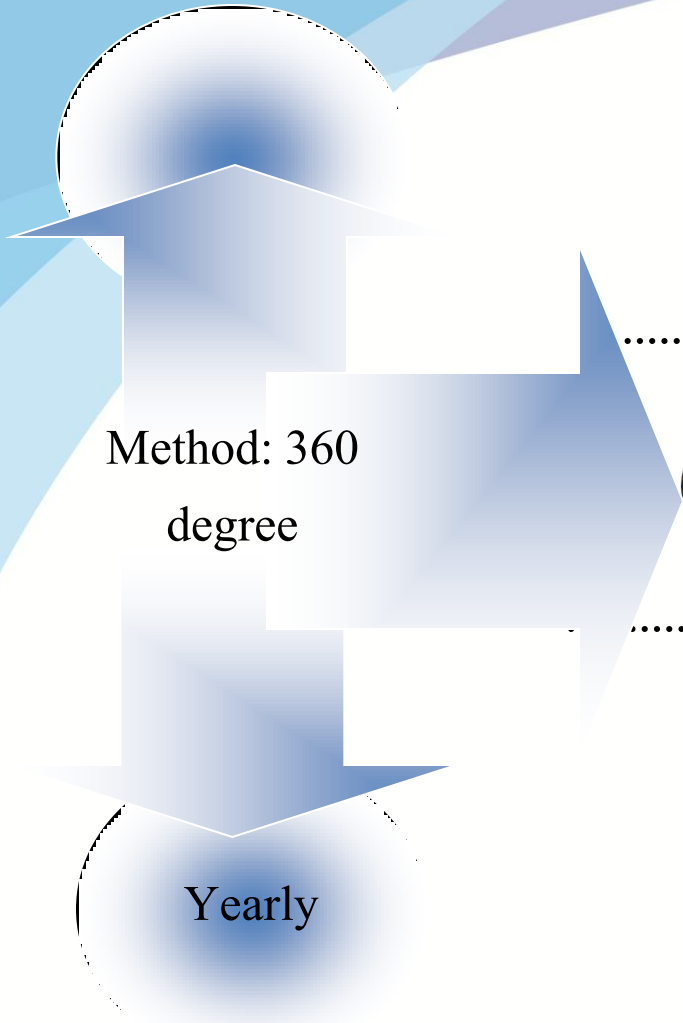
CAREER DEVELOPMENT GARUDAFOOD GROUP

ALUR PENGEMBANGAN KARIR KARYAWAN TUDUNG

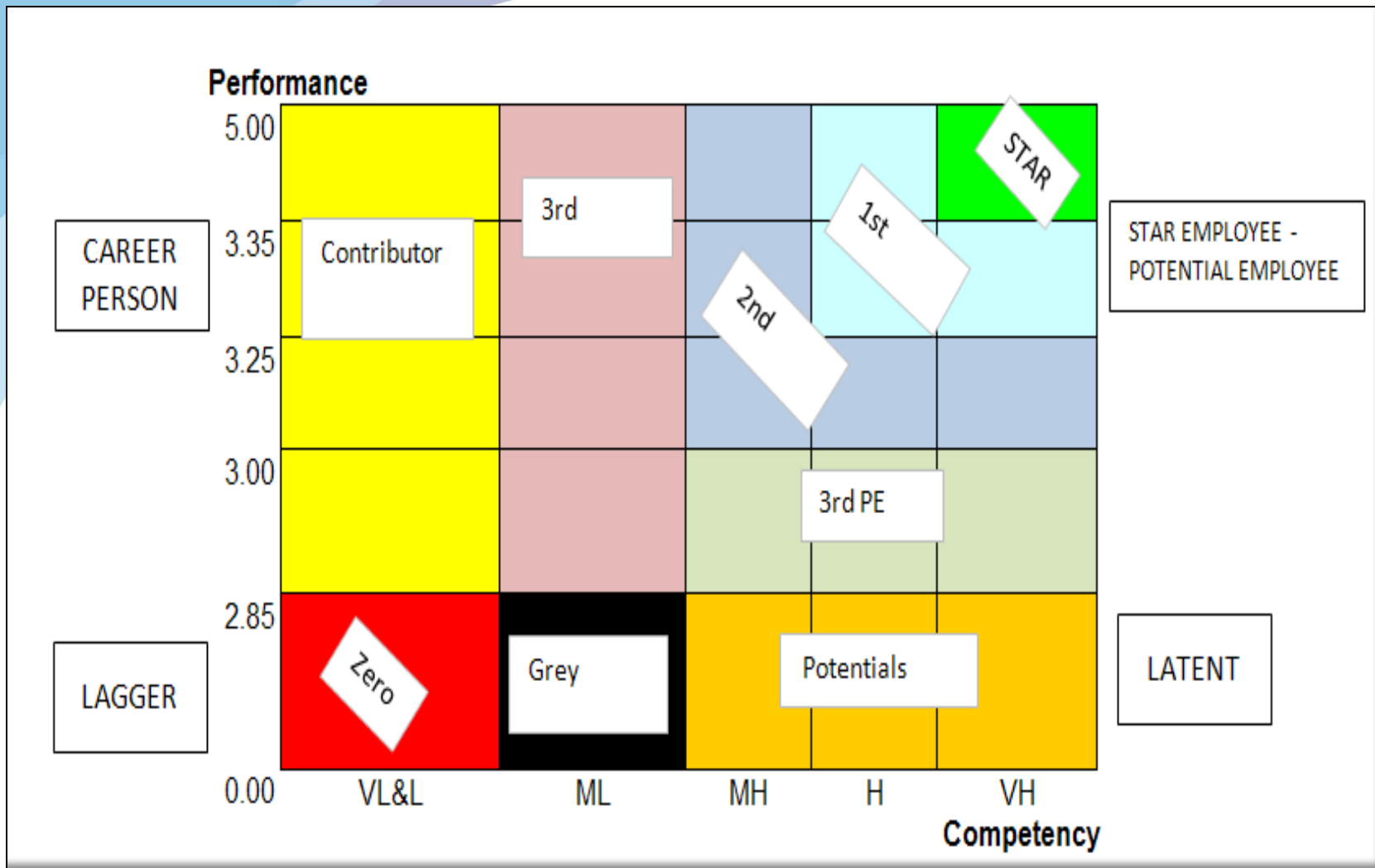


Position level	Objective			
	People Readiness	Successor	Leader as Business Leader	Executive as Coach
Director				
Division Head				
Dept Head				
Section Head				
Team Leader / Sales				

Objective of People Development	Description
People Readiness (SJF)	<ul style="list-style-type: none"> - Readiness for value, generic and technical comp per SJF - Implementation : Competency Enhancement
Successor	<ul style="list-style-type: none"> - Availability of successor for the next level - Implementation : CP & CT Program
Leader as Business Leader	<ul style="list-style-type: none"> - Fulfill cross functional and business strategy competency - Implementation : Executive Development Program
Executive as Coach	<ul style="list-style-type: none"> - Availability of mentor - Implementation : Pool of Mentor



Employee Mapping (Competency vs Performance)





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Head

Division Head

Department Head

Coordinator

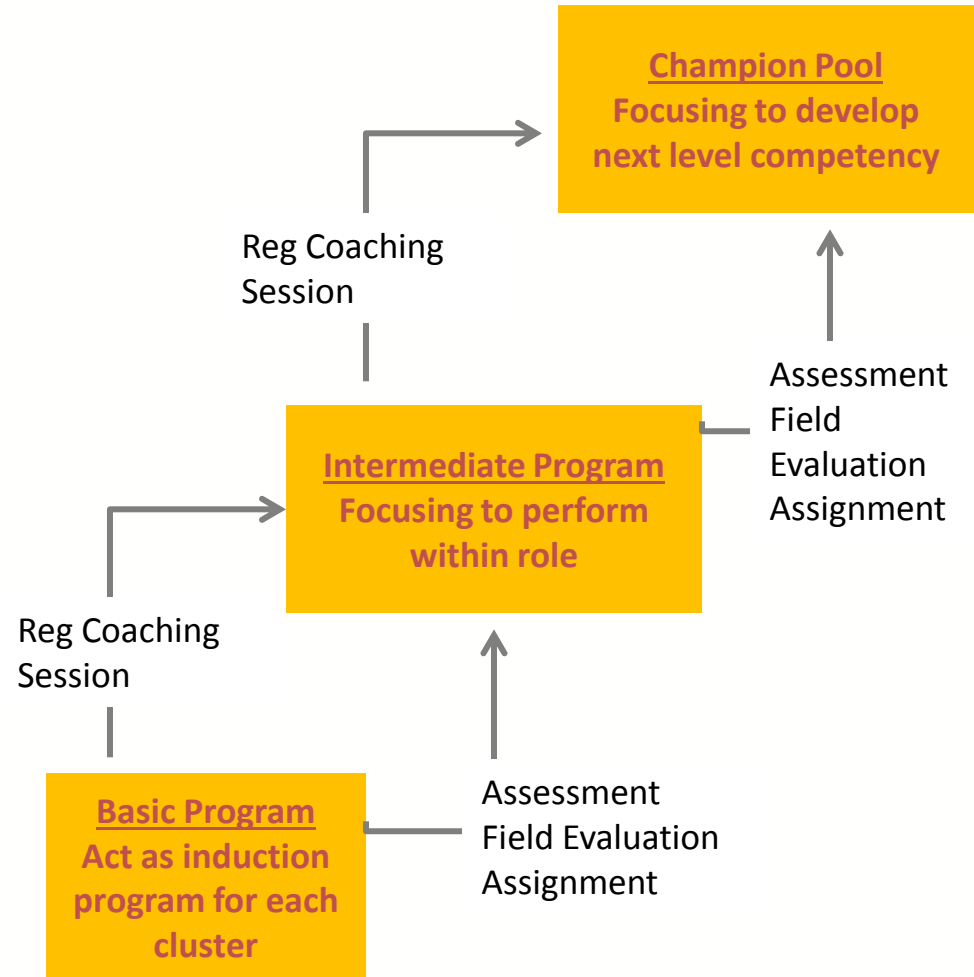
Section Head
Supervisor

Staff.

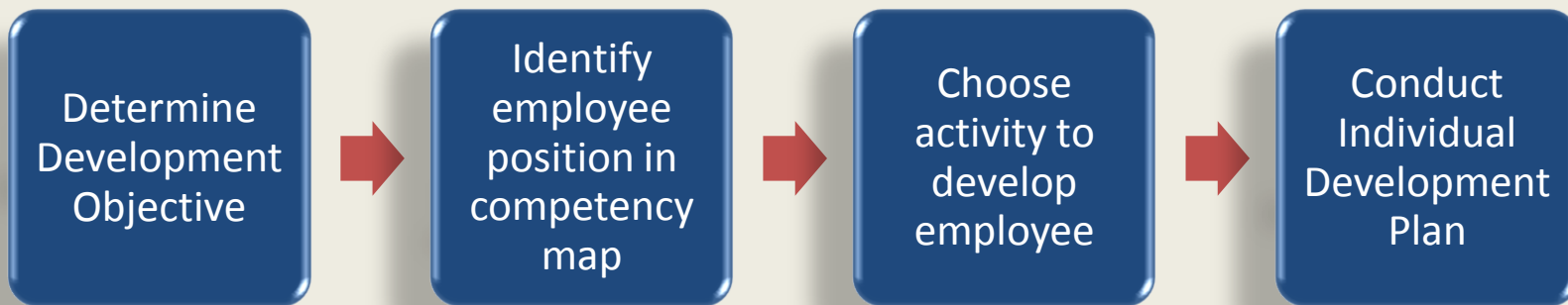
Team leader
Salesman

Technical Competency Mapping

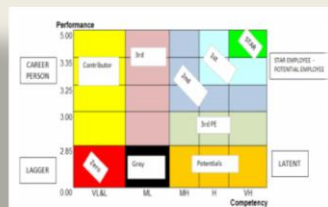
Projects
On The Job



People Development Process

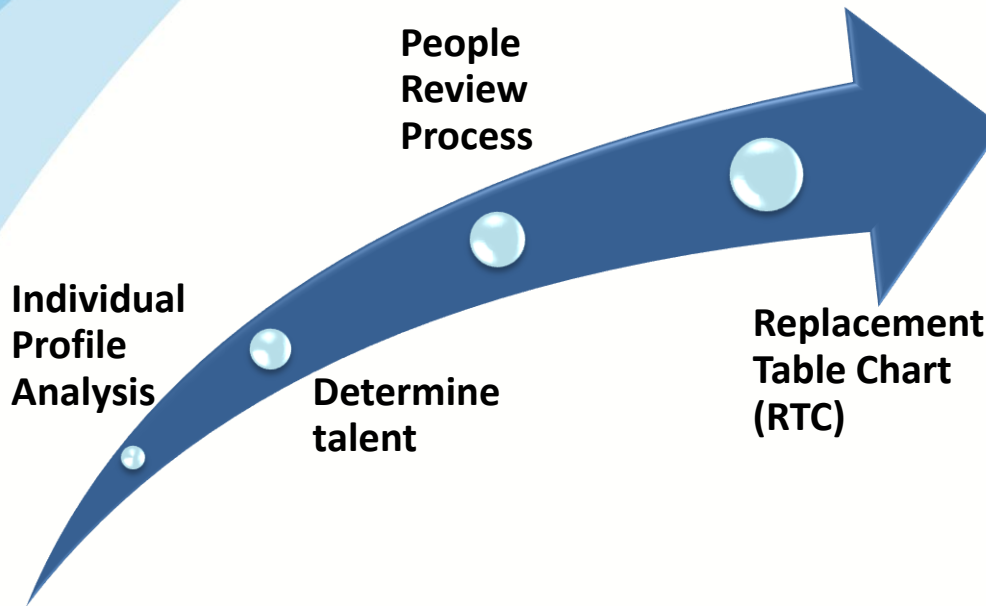


Tujuan Pengembangan	Media & Aktivitas Pengembangan
Value	Counseling
Kompetensi Teknis	a. Coaching
	b. Functional / Basic Operation Training
Kompetensi Generik	a. Coaching & On The Job Development
	b. Training / Learning Program
	c. Self study program
	d. Professional / Executive Mentoring



Level Employee	Program Pengembangan	Media & Aktivitas Pengembangan	Metode/ Teknik	Penyaji
Individual Employee	Accelerator program	Program pengembangan yang memfokuskan pada pengembangan jangka panjang dalam rangka pada kesempatan dan kemampuan untuk untuk mengoptimalkan kebutuhan jangka panjang organisasi	a. Coaching & On The Job Development b. Coaching / Executive Mentoring	Functional / Basic Operation Training
Client	Make up call program	Program pengembangan yang dimaksudkan agar karyawan memaksimalkan kinerjanya dalam kompetensi yang sudah dengan performance yang ditunjukkan	a. Coaching b. Coaching & On The Job Development c. Training	Functional / Basic Operation Training
Career Person	Performance individual Program	Program pengembangan yang memfokuskan pada pengembangan kemampuan lebih karyawan untuk meningkatkan performansinya	a. Coaching & On The Job Development b. Coaching / Executive Mentoring c. Training	Functional / Basic Operation Training
Laggard	Diagnose program	Program pengembangan yang dilakukan untuk meningkatkan dengan kualifikasi tinggi	a. Coaching b. Training	Functional / Basic Operation Training

PEOPLE REVIEW PROCESS



I. Leader analyze Individual Profile based on

- Value
- Generic Competency
- Technical Competency
- Performance
- People Mapping

II. Leader determine talent category for team

- a. Kader : Readiness < 1 tahun
- b. Talent : Readiness 1-2 tahun
- c. Emergency Candidate

III. People Development Committee conduct people review

IV. Leader has RTC for his / her unit

Type of Champion Development Programs

Champion
Development
Program
consist of:

Champion Development Program

Champion Pool

Champion
Trainee

Champion Pool:
Supervisory
Grade 3 to 5

Champion Pool:
Managerial
Grade 5 to 7

Champion Star
Grade 7 to 9

Entry Level (S1)
Grade 3 to 4

LFE



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4.

Challenges

Challenges in implementing Talent Management



- High Commitment from Top Management
- Culture Readiness
- Generation Gap between superior & subordinate
- Business changes and different needs in each Line of Business
- Readiness of all HR System that support Talent Management Program (OD, Perf Management, Learning & Dev, Reward Strategy)
- Leader / Line Manager as doer for this program, HR as facilitator

Appendix