



# **KONGRES NASIONAL IV ASSESSMENT CENTER INDONESIA 2015**

Selasa-Kamis, 15-17 September 2015

Trans Luxury Hotel Bandung



Perkumpulan  
Assessment Center  
Indonesia



adaro  
PT Adaro Energy, Tbk.



# Indonesia National Congress Talent Development

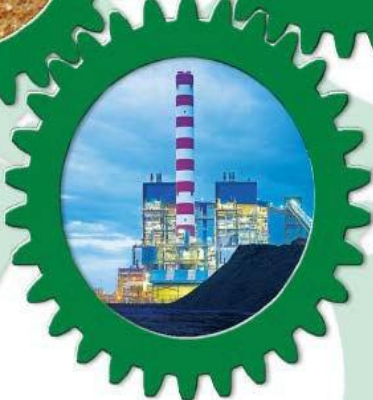
Bandung – 11 September 2015

*Djohan Nurjadi*



PT ADARO ENERGY Tbk  
ANNUAL REPORT 2014

STRENGTHENING  
THE CORE  
FOR BUSINESS  
SUSTAINABILITY



### Mining Assets

#### PT Alam Tri Abadi

**PT Adaro Indonesia (AI)** Thermal coal mining, South Kalimantan  
**PT Semesta Centramas (SCM), PT Paramitha Cipta Sarana (PCS) and PT Laskar Semesta Alam (LSA)** Thermal coal mining at three IUPs, South Kalimantan (75%)  
**PT Mustika Indah Permai (MIP)** Thermal coal reserve, South Sumatra (75%)  
**PT Bukit Enim Energi (BEE)** Thermal coal resource, South Sumatra (61.04%)  
**PT Bhakti Energi Persada (BEP)** Thermal coal resource, East Kalimantan (10.22% with option to acquire up to 90%)  
**IndoMet Coal Project (IMC)** Metallurgical coal mining with BHP Billiton at seven IUPs (PT Juloi Coal, PT Maruwai Coal, PT Kalteng Coal, PT Lahai Coal, PT Ratah Coal, PT Sumber Barito Coal, and PT Pari Coal), Central and East Kalimantan (25%)

### Mining Services

**PT Adaro Mining Technologies (AMT)** Coal research and development  
**PT Adaro Eksplorasi Indonesia (AEI)** Coal exploration  
**PT Jasapower Indonesia (JPI)** Operator of overburden crusher and conveyor  
**PT Saptaindra Sejati (SIS)** Mining and hauling contractor

### Logistics

#### PT Adaro Logistics

**PT Indonesia Bulk Terminal (IBT)** Coal terminal and fuel storage  
**PT Sarana Daya Mandiri (SDM)** Barito River mouth dredging and maintenance contractor (51.2%)  
**PT Indonesia Multi Purpose Terminal (IMPT)** Port management and terminal operator (85%)  
**PT Puradika Bongkar Muat Makmur (PBMM)** Stevedoring  
**PT Maritim Barito Perkasa (MBP)** Barging and shiploading  
**PT Harapan Bahtera Internusa (HBI)** Third-party barging and shiploading

### Trading

**Coaltrade Services International Pte Ltd (CTI)** Marketing agent, trading thermal coal for Adaro and third-party coal producers and customers

### Power



#### PT Adaro Power

**PT Makmur Sejahtera Wisesa (MSW)** Owns and operates 2x30MW mine-mouth power plant  
**PT Bhimasena Power Indonesia (BPI)** Partner in 2x1,000MW power generation project in Central Java (34%)  
**PT Tanjung Power Indonesia (TPI)** Partner in 2x100MW power generation project in South Kalimantan (65%)

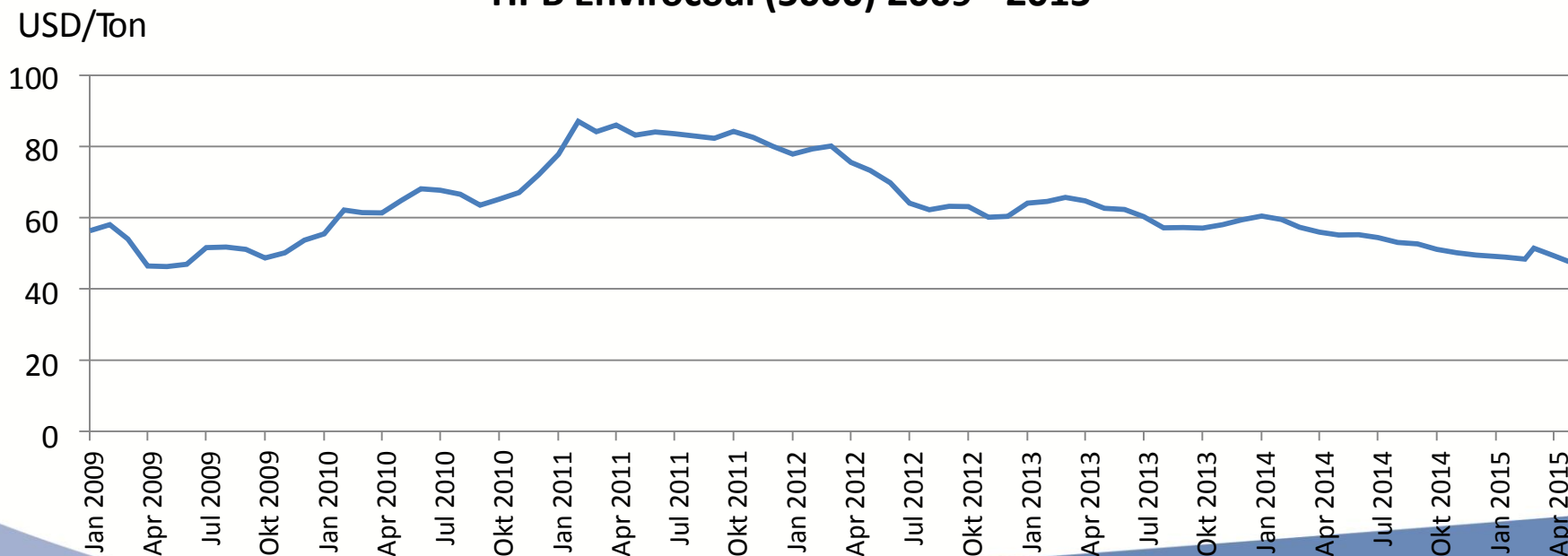
### Land Asset Management

**PT Adaro Persada Mandiri (APM)** Land management  
**PT Sarana Rekreasi Mandiri (SRM)** Construction and contractor, services and trade  
**PT Rehabilitasi Lingkungan Indonesia (RLI)** Environmental remediation, e.g. tree-planting  
**PT Agri Multi Lestari (AML)** Agriculture, livestock, crops and fisheries

# Current Business Challenges ....

- ❖ New Business : Power Plant
  - New Knowledge & Skills
- ❖ Efficiency :
  - Coal Price 
  - Production Cost 

HPB Envirocoal (5000) 2009 - 2015



# Previous Business Challenges .....

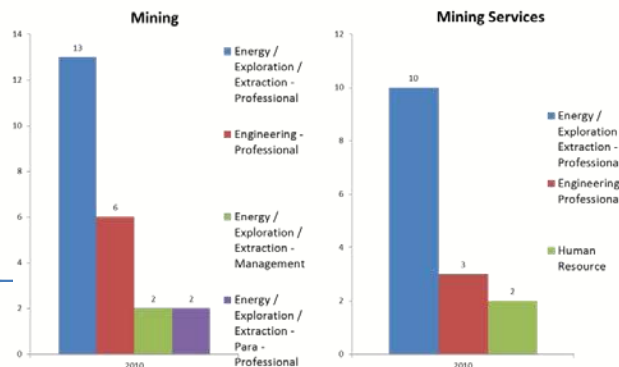
## Talent War

### ❖ Coal Competition :

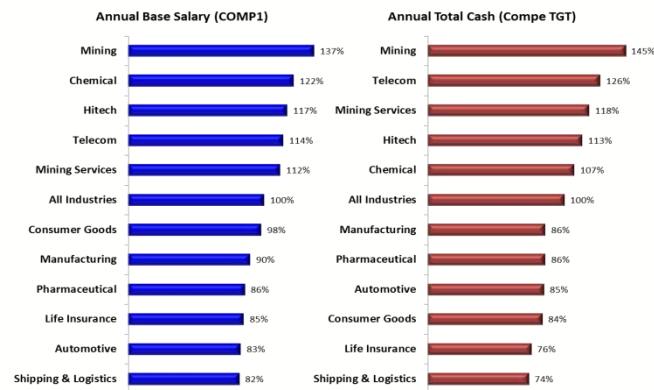
➤ Coal Price



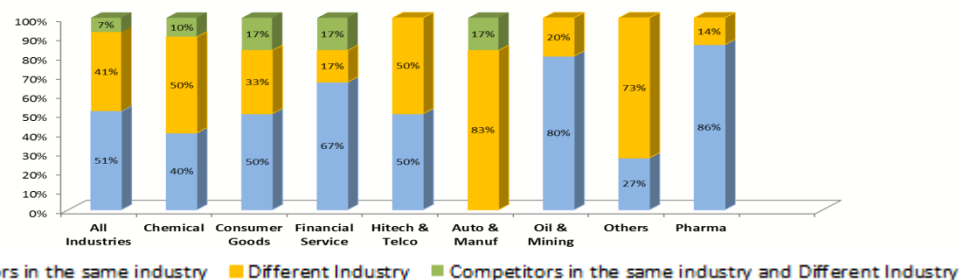
Top 3 Most Difficult Jobs to Recruit



Industry Comparison 2010 - Overall Market Index



Where They Move



➤ Coal Players

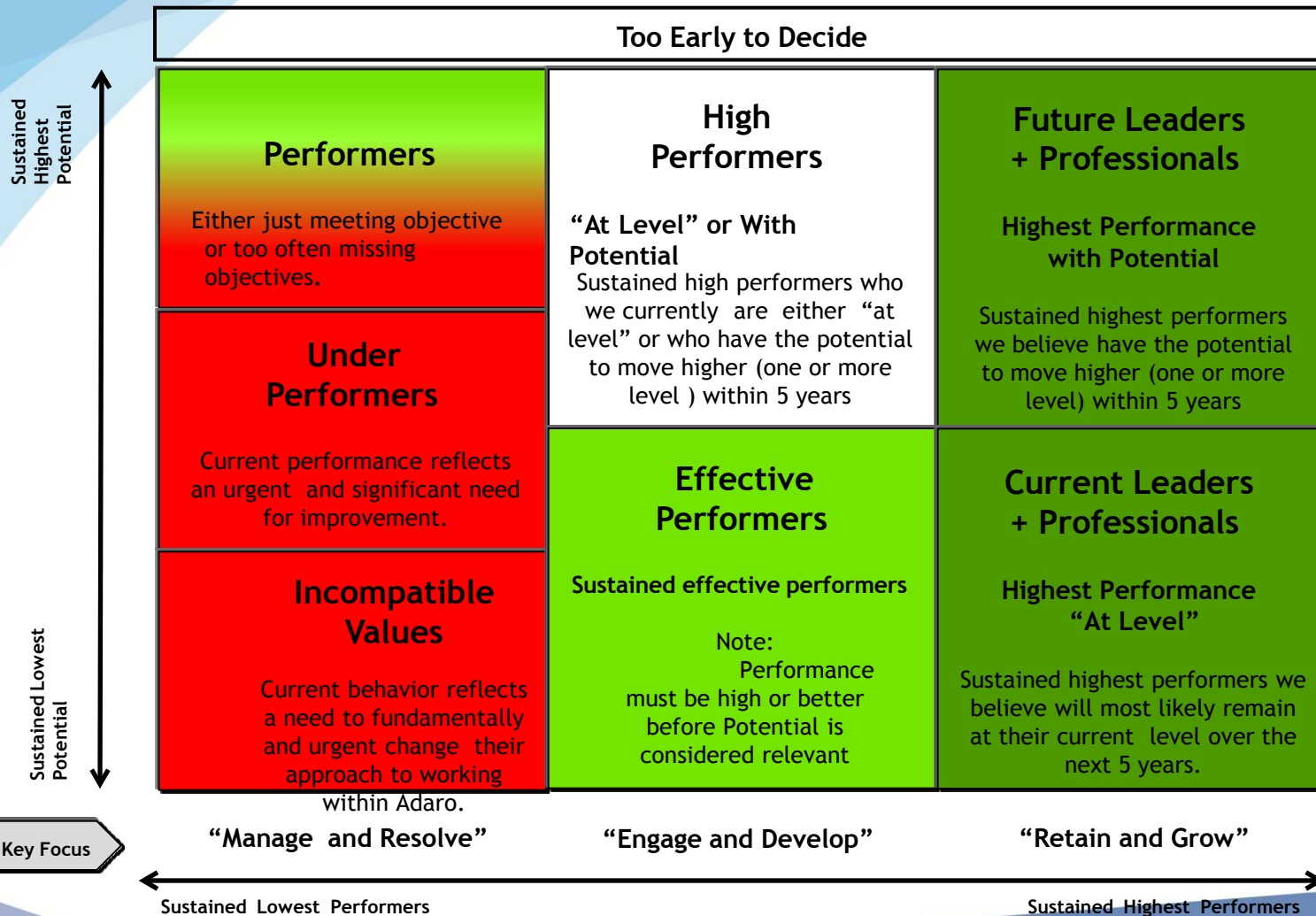


### ❖ Business Sustainability :

➤ Succession Planning / Talent Management

# Talent Identification :

## Mapping Potential vs Performance



# Assessment :

## ❖ Focus Group Discussion



## ❖ In Basket / In Tray



## ❖ Presentation



## ❖ Interview



# Competencies

## Job Competencies Profile

Job Title : Production Section Head

Division: Operations

Basic Capability	Element	Sub Element	Level				
			1	2	3	4	5
Basic Capability	Basic Skill	Communication Skill					
		Safety, Health, Environment Regulation					
		English Literacy					
Leadership & Managerial Capability	Leadership	Visionary Thinking					
		Empowerment					
		Coaching & Counseling					
		Motivating other					
	Managerial	Planning & Organizing					
		Monitoring & Controlling					
		Cross Functional Capability					
		Problem Solving & Decision Making					
Professional Capability		Operational Management					
		Operational Technique					
		Drilling & Blasting					
		Mine Design & Planning					
		Financial Planning & Budgeting					

# Replacement Table Chart (RTC)

		Readiness			
		Immediate (within 1 year)	Ready 1 – 3 years	Ready 3 – 5 years	Ready > 5 years
Critical Position	Chief Operating Officer	Andi	Sulaiman	-	-
	Geotechnical Manager	-	Jonny	-	Alex
	HR Manager	-	-	Benny	-
	Land Acquisition Manager	-	-	-	Usman
	Mine Planning Manager	-	Tonny	-	-
	Coal Hauling Manager	Yacob	Said	Tina	-
	Government Relations Manager	Ali	Melati	Robert	Junita

# Individual Development Plan (IDP)

adaro				INDIVIDUAL DEVELOPMENT PLAN FORM			
<b>Employee Information</b>							
Name	XXXXX	Readiness Code	R3				
NIK	XXXXX	Date of Joining	XXXXX				
Current Position	Production Planning Manager		Development Period	XXXXX			
Targeted Position	DGM Production		Department/ Division	XXXXX			
<b>Learning/ Development Plan (Please capture mutually agreed areas for development and action plan) On-the-job Learning</b>							
<b>Competency to Develop</b>		<b>Actions</b>		<b>Resources and Support Needed</b>		<b>Review Dates</b>	
1) Geotechnical		Study SOP/ WI about Geotechnical		DGM Production		Q1	
		Receive mentorship from senior engineer and attend discussions with consultants on specialist topics such as soil & rock mechanics		DGM Production		Q2	
2) Environment Management		Read up on EIA/RKL/RPL related publications		DGM HSE		Q1	
		Serve as a subject matter expert and mentor in ISO 14001 (such as ISO 14001:2004 Environmental Management Systems) that is related to environmental issues and ensure technical operation is compliant with international standard		DGM HSE		Q4	
3) Mining Operational Management		Rotation to Production Manager		HR Department		Q2	
<b>Formal Learning</b>							
<b>Competency to Develop</b>		<b>Subject</b>		<b>Institution</b>		<b>Plan</b>	
Geotechnical		Attend external geotechnical training courses such as Foundations, Rock Slopes, Ground Improvement Techniques, Instrumentation, Landfill Design, Geosynthetics, Erosion and Sediment Control, Pavement Design, etc.		External		Q1	
Environmental Mgt		Environmental Compliance		Internal		Q2	
Project Mgt		Project Mgt		Internal		Q3	
Statistical Analysis & Method		Mine Statistic		External		Q3	
Contract Mgt		Contract Mgt		Internal		Q4	
<b>Signature / Date</b>							
Division Head		Director		Human Resources			

# Leadership Development Program (LDP)

Leading People



Managing Business

## The Art of Leadership

1. Visionary Thinking
2. Coaching & Counseling
3. Empowerment
4. Motivating Others

L5

L4

L3

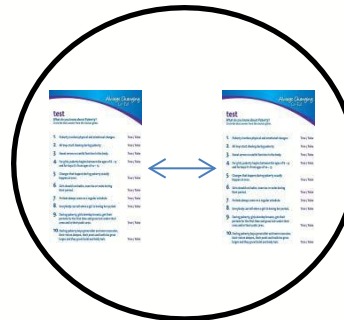
L2

## The Science of Management

1. Planning & Organizing
2. Monitoring & Controlling
3. Cross-Functional Capability
4. Problem Solving & Decision Making



360° Feedback



Pre & Post Test

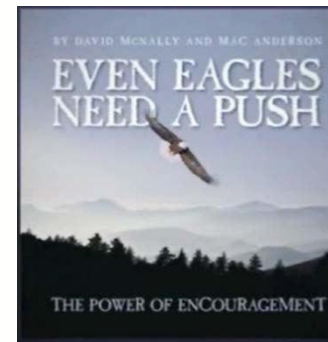


In Class Training

# Talent Development Initiatives :

- Mentoring
- Assignment as Subject Matter Expert
- Assignment as Coach
- Job Rotation
- Technical Training (Certification)
- Conference/Seminar
- Professional Association
- Skip Level Counseling
- Involvement in meetings
- Leadership Development Program
- Special Project
- Focus Group Discussion (Employee Engagement Survey)
- Temporary Acting
- Officer In Charge (OIC)

*... even an eagle needs a push ...*



# Result

Level	Promotion	OIC	Rotation
Director	7	0	0
GM	6	2	1
Manager	9	14	5
Superintendent	1	1	6
	23	17	12

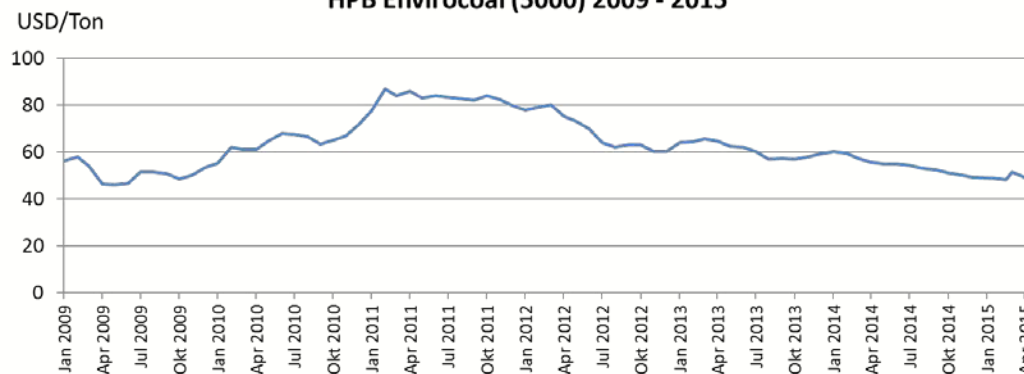


# What Next ?

## ❖ Current Business Challenge

➤ Coal Price ?

HPB Envirocoal (5000) 2009 - 2015



Source : [www.minerba.esdm.go.id](http://www.minerba.esdm.go.id)

➤ Power Plant !





Perkumpulan  
Assessment Center  
Indonesia

# Thank You

# I more

