



# HR STRATEGY

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# Profile



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**vedapraxis**

Chief Advisory and Partner

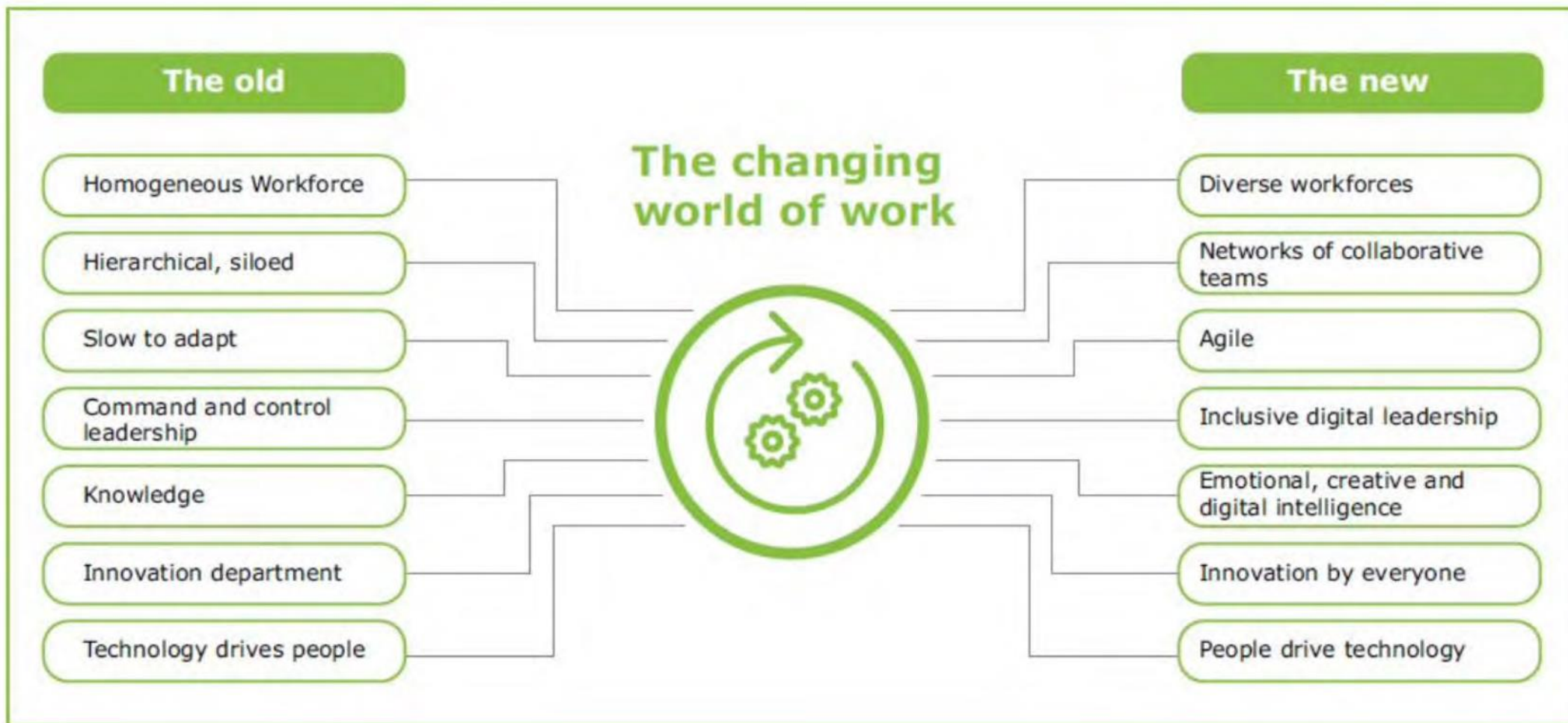


**ISACA**

Indonesia Chapter

Vice President ISACA Indonesia

# Changing World of Work



# Changing World of HR



# Changes of Corporate Strategy and the Impact to HR

## Wow! Bank BCA Hapus Posisi Back Office hingga Akuntan

Rina Anggraeni

Selasa, 29 September 2020 - 14:26 WIB



Bank BCA terus bertransformasi ke teknologi digital untuk menciptakan efisiensi. Fotoilustrasi

A+ A-

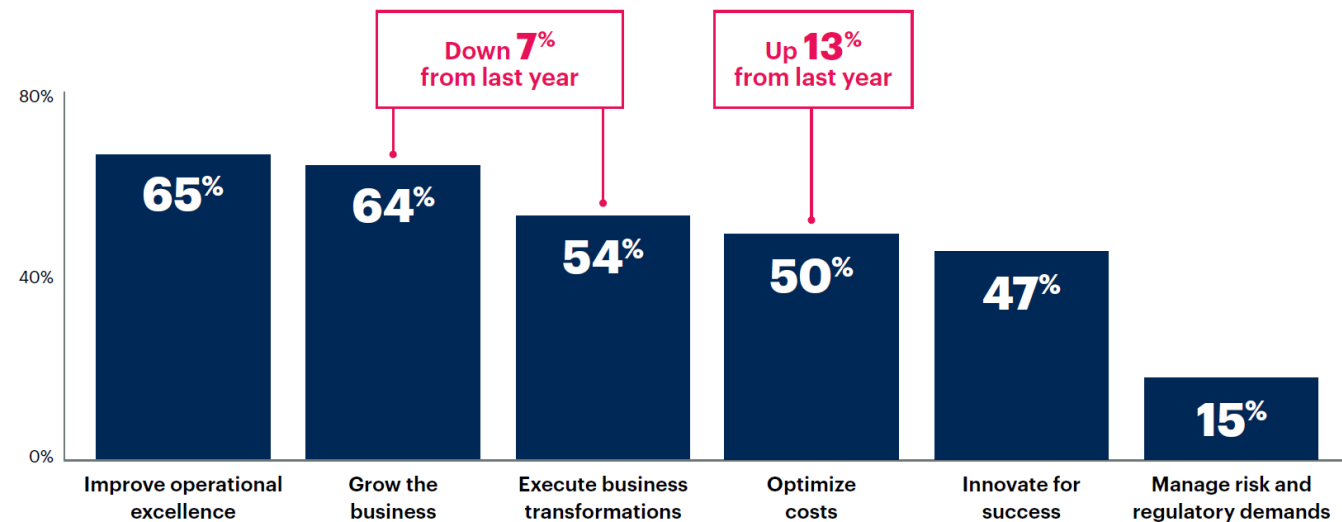
**JAKARTA - Presiden Direktur PT Bank Central Asia Tbk (BCA) Jahja Setiaatmadja** memastikan tidak ada pemutusan hubungan kerja (PHK) karyawan meskipun posisi *back office* hingga akuntan di setiap kantor cabang telah dihapus digantikan dengan teknologi digital. Adapun peran masing-masing pekerja tersebut dikembalikan untuk membantu tugas lain di kantor cabang.

"Kemarin timbul isu kita akan PHK tapi nggak, kita tidak melakukan PHK. Kita coba mentransformasi tetapi pekerjaannya itu hilang. Pekerjaan *back office* di setiap cabang itu hilang," ujar dia dalam diskusi virtual, Selasa (29/9/2020).

Top 5 Priorities for HR 2021

## How HR leaders see business priorities for 2021

While many HR leaders still expect a focus on growth in 2021, cost optimization features more widely than it did a year before.



n = 874 HR leaders

Note: Respondents were asked to select their top three priorities, in rank order, based on their importance to their organization over the next 12 months.

Source: Gartner 2021 HR Priorities Survey

## Problem today: Knowing where to start

The COVID-19 pandemic will have a lasting impact on the future of work. The question for HR leaders is how much these trends have and will alter pre-pandemic strategic goals and plans, and what immediate action and longer-term adjustments must be made as a result.

### 9 Future of Work Trends Post-COVID-19

What are the long-term implications of the coronavirus pandemic on the HR function and work?



#### Accelerated Trends

1. More employees working remotely
2. Increased use of employee data
3. Greater role of the employer as a social safety net
4. Wider use of contingent workers



#### New Impacts

5. Critical skills are no longer synonymous with roles
6. Some employees find work more humanizing in the crisis; others find it dehumanizing
7. Crisis response distinguishes top-tier employee brands



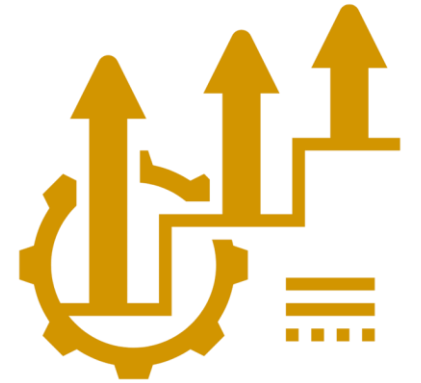
#### Pendulum Swings

8. Organizations prioritize resilience as much as efficiency
9. Crisis adds to organizational complexity, straining design, culture and value proposition



# STRATEGIC HRM

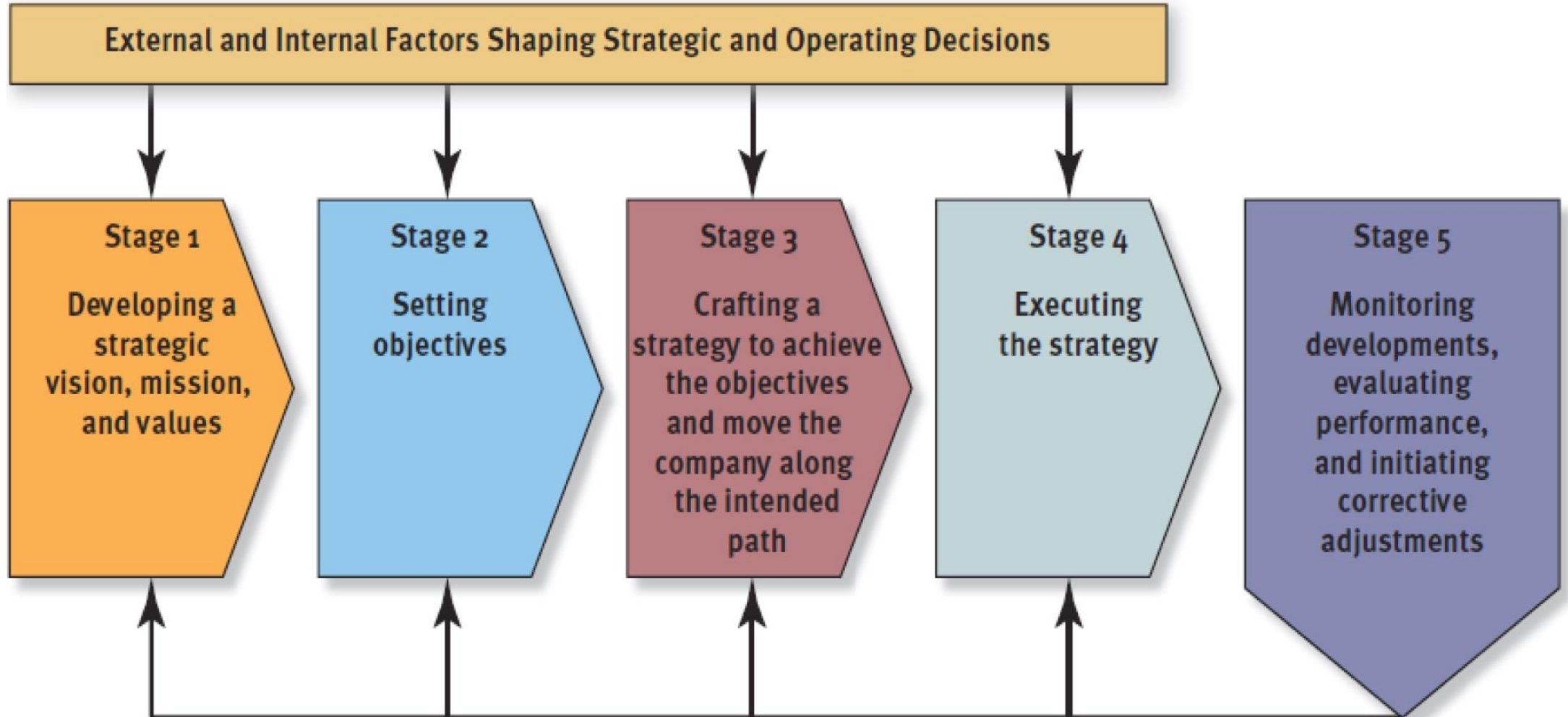
**Strategic management** is a process to address the organization's competitive challenges by integrating goals, policies and action sequences into a cohesive whole.



## Strategic HRM

- “The pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals.”

# Corporate Strategy







# Example of Vision Statements



To bring inspiration and innovation to every athlete in the world.



Be the destination for customers to save money, no matter how they want to shop.



To be the best way to pay and be paid, for everyone, everywhere.



To become the world's most loved, most flown, and most profitable airline.



To provide access to the world's information in one click.



To be the world's leading producer and provider of entertainment and information.



To create the most compelling electric car company of the 21st century.



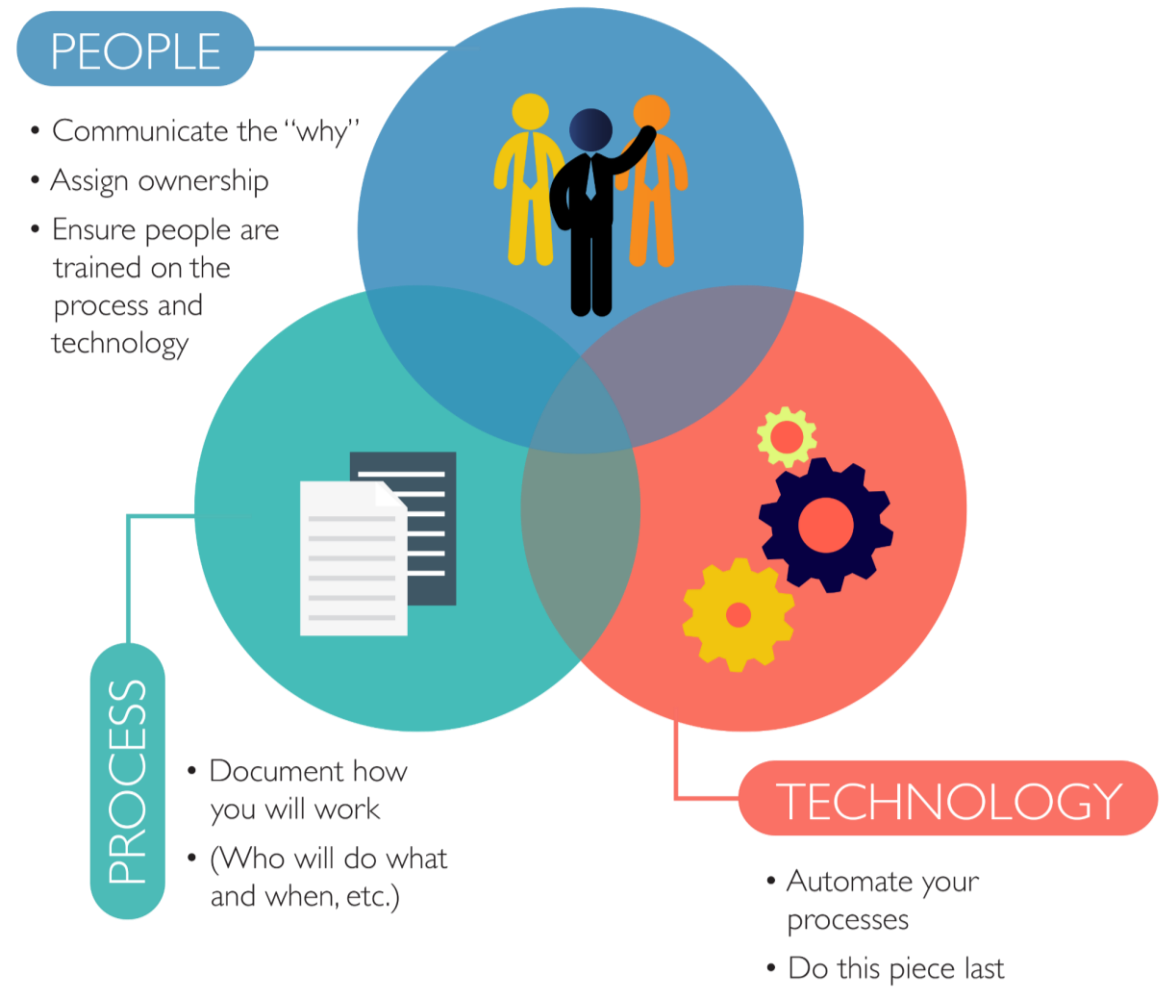
To be the world's best quick service restaurant experience.



To establish Starbucks as the premier purveyor of the finest coffee in the world.



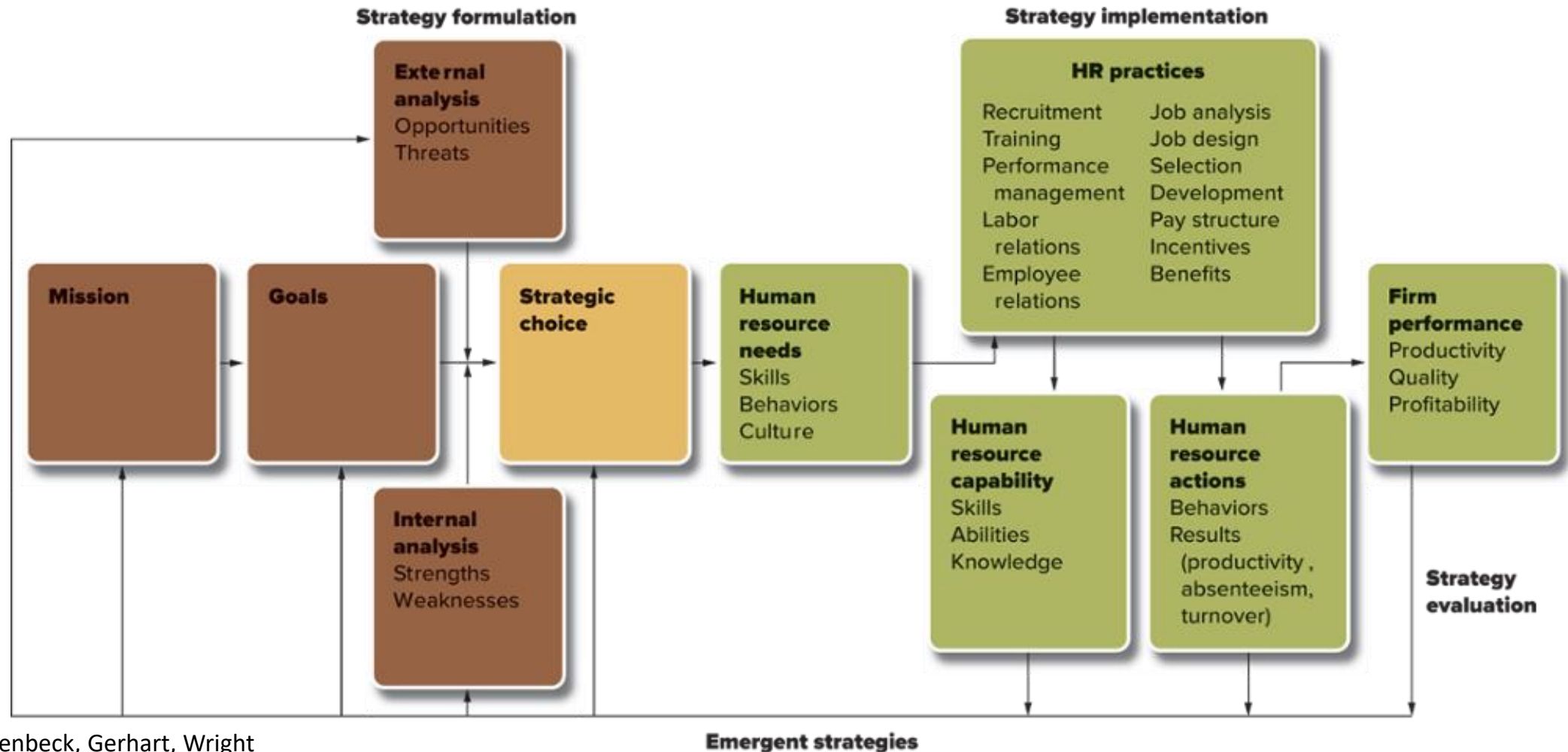
# People Process and Technology



- Managing People, Process, and Technology/Infrastructure is important in formulating and executing corporate strategy.



# HR STRATEGY FORMULATION & IMPLEMENTATION





# CHALLENGES ON STRATEGY FORMULATION

- External
  - Business Trends and Economic Con
  - Laws and Regulations (UU Ciptaker, RUU PDP, & others)
  - Technology (Digital Transformation, Data Analytics)
  - Shareholder
  - Social and Environmental
  - etc
- Internal
  - Current internal conditions



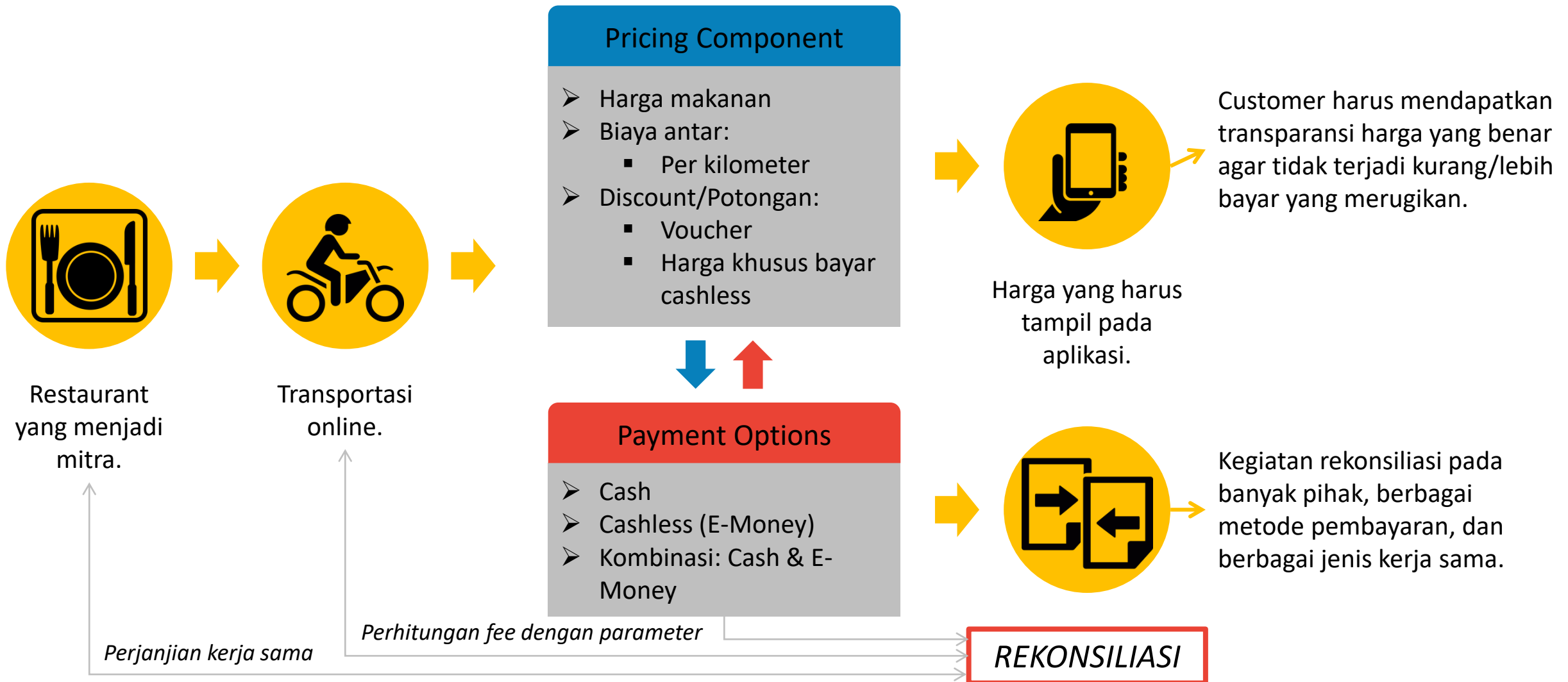


# EX 1 - Do you regularly order food online?



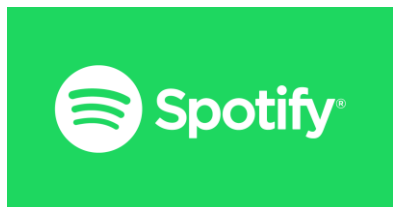
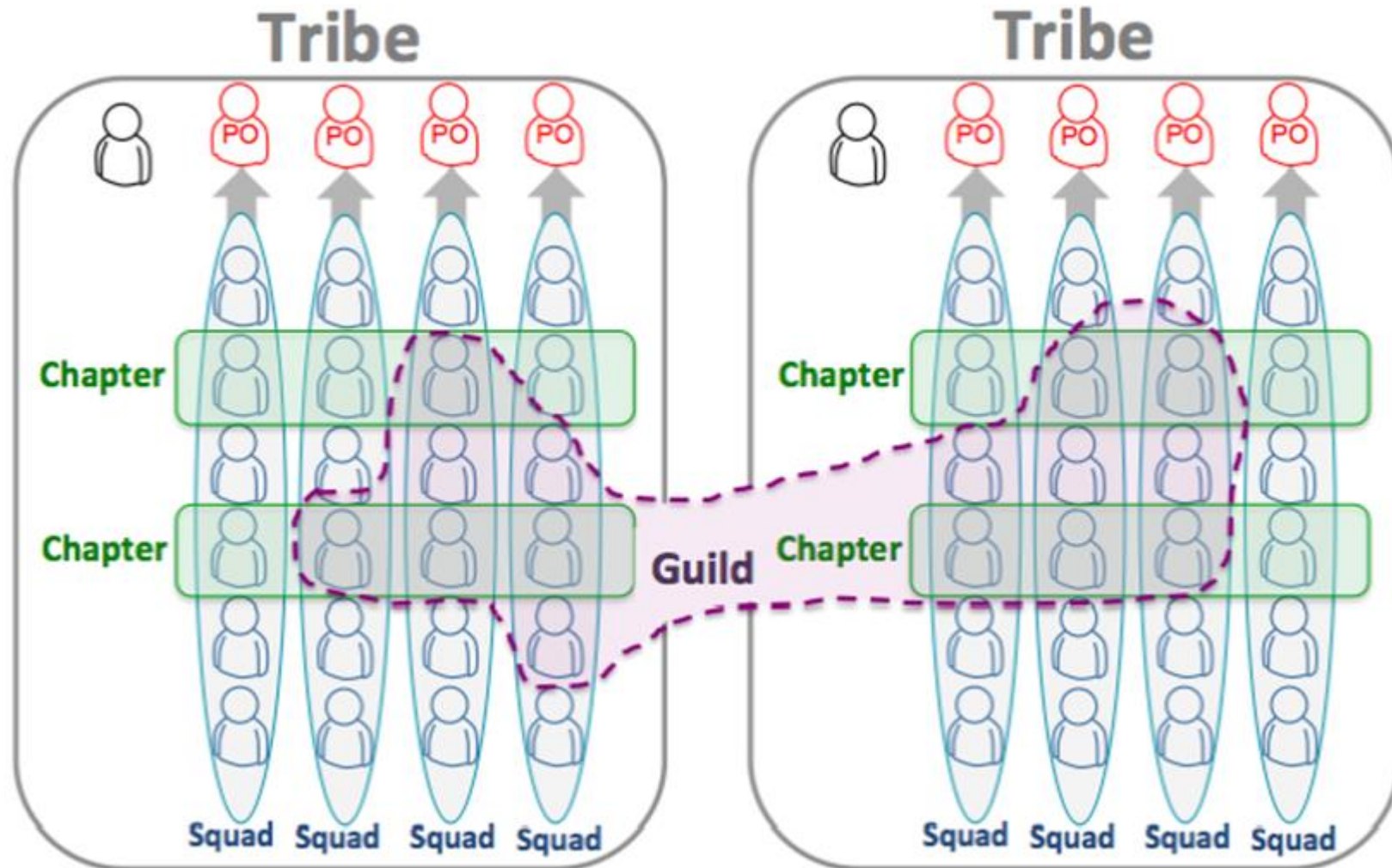


# EX 1 - Food Delivery Business Model

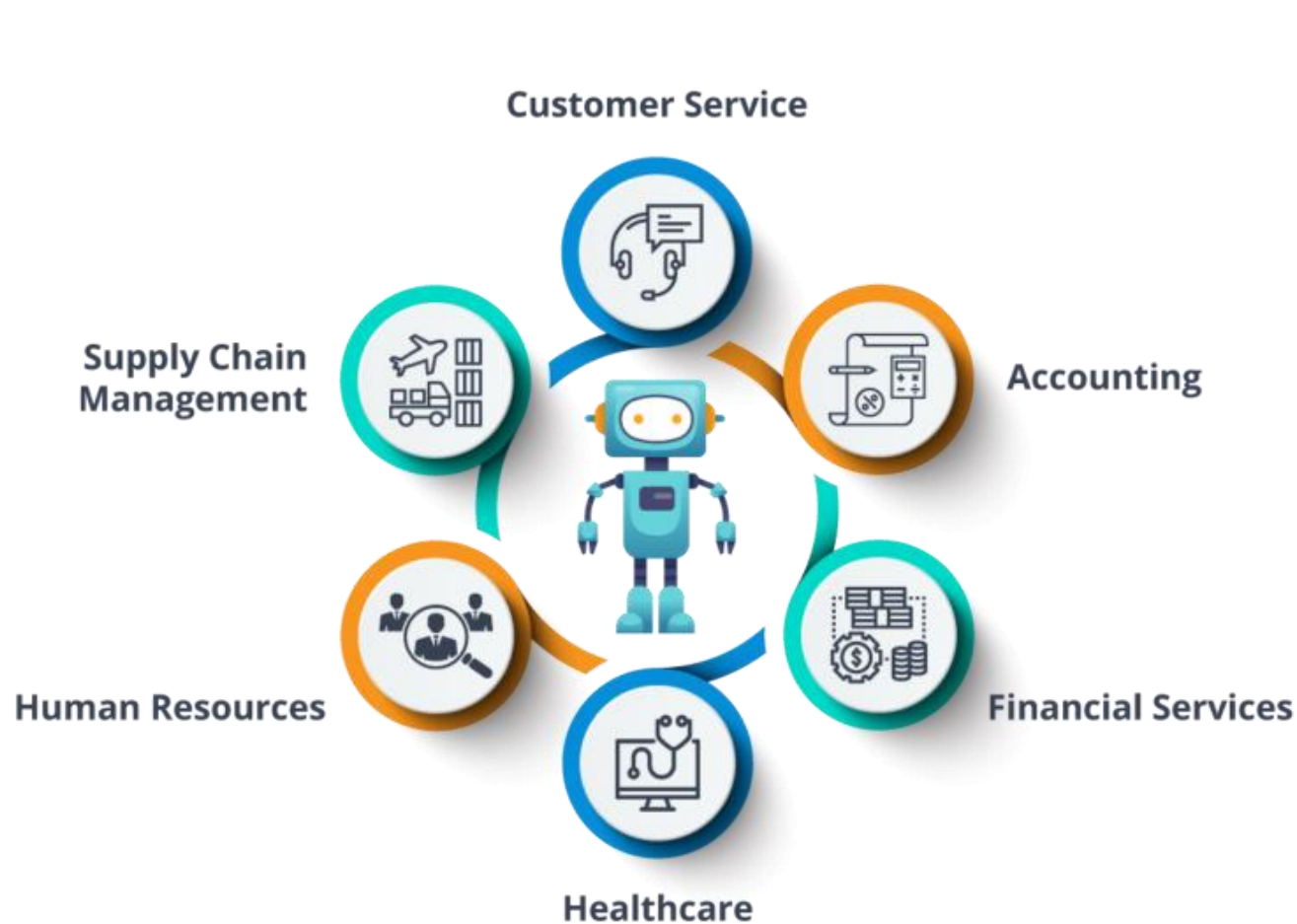




# EX 2 – Spotify Agile Model



# EX 3 – Robotic Process Automation (RPA) and Intelligent Automation





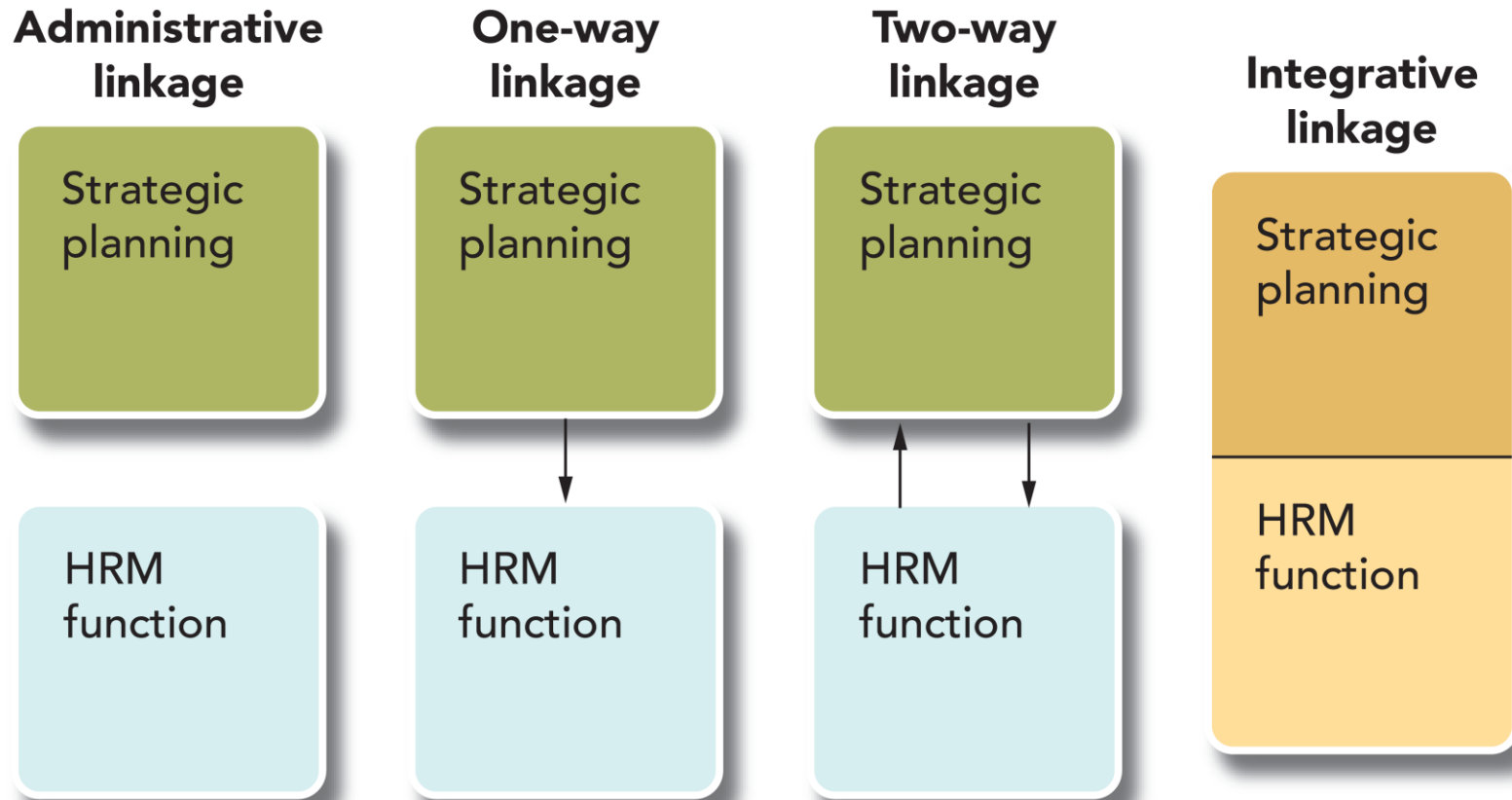


# Types of Corporate Strategy

- Concentration Strategy (increasing market share, cost reduction, or maintaining niche market)
- Internal Growth (market and product development, and innovation)
- External growth (merger and acquisition or setting up new business)
- Divestment
- Downsizing

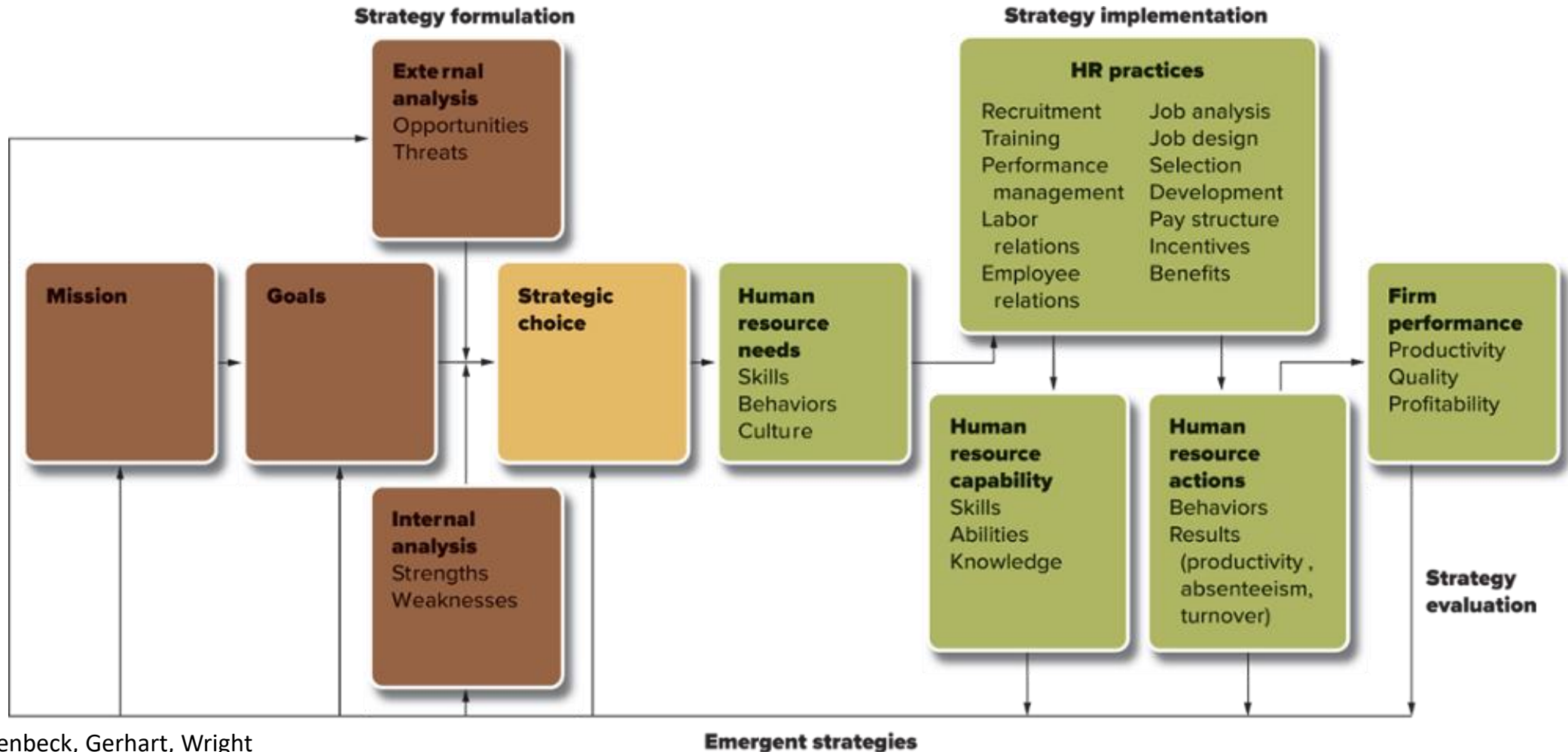


# Linkages of Strategic Planning and HRM



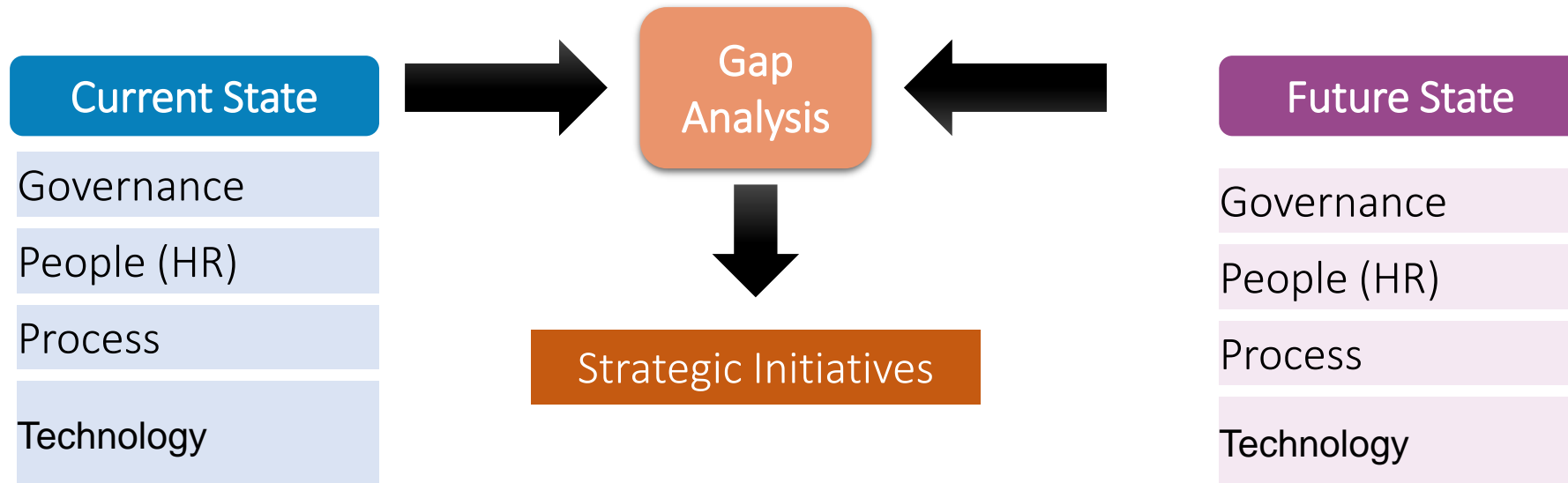


# STRATEGY FORMULATION & IMPLEMENTATION





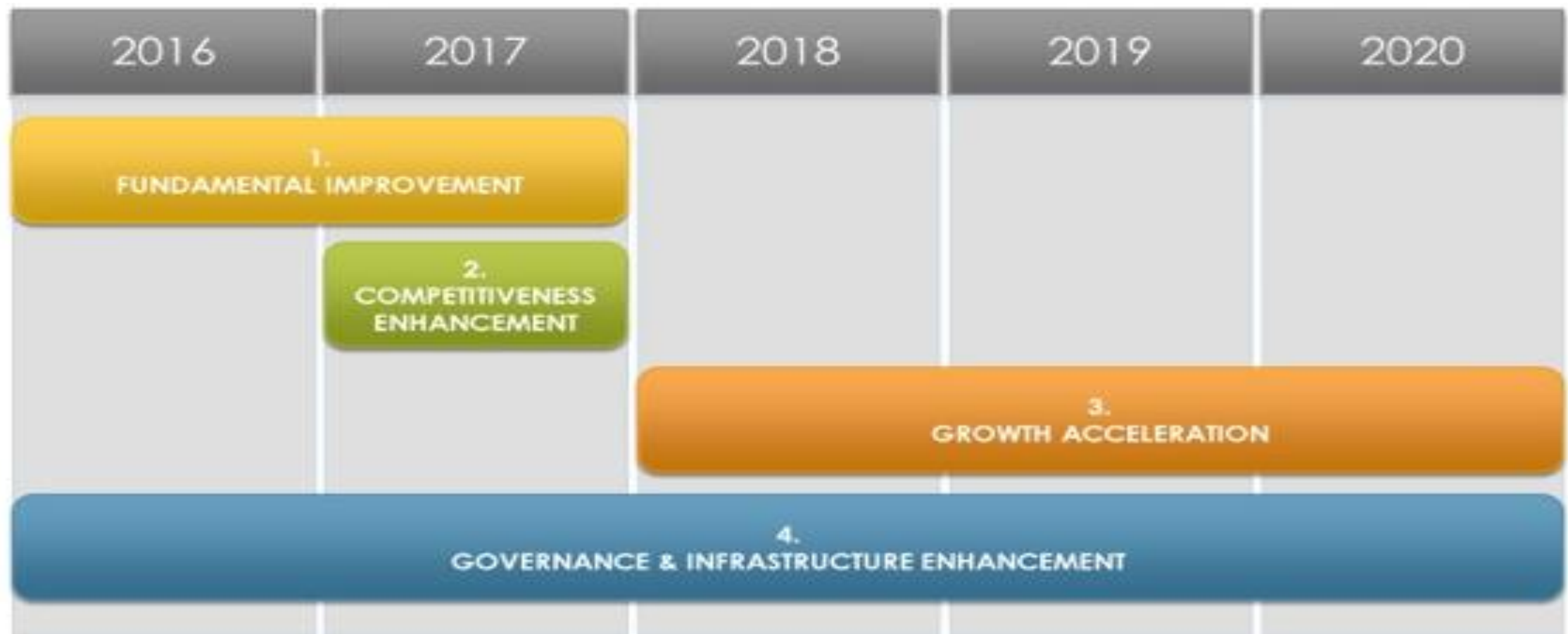
# Current and Future Analysis



- Identification what needed in achieving the future state
- As a basis in building the roadmap



# Implementation Roadmap



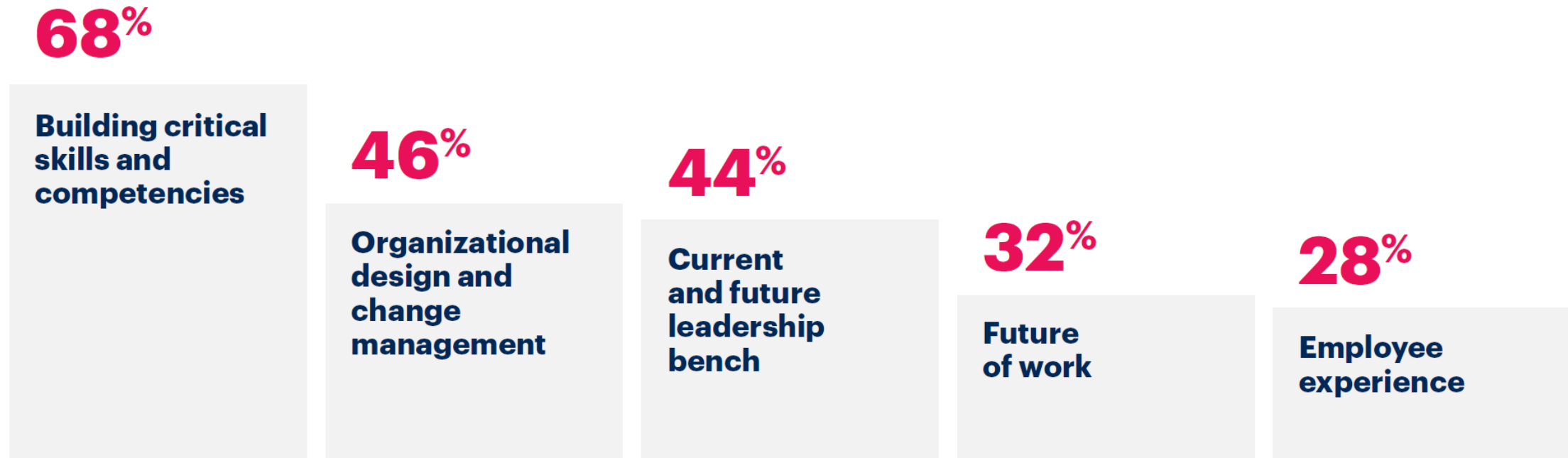


# Strategy Implementation Variables




## Top 5 priorities for HR leaders in 2021

We surveyed more than 800 HR leaders across industries and regions to identify their priorities for 2021. Building critical skills and competencies tops the list, but many HR leaders will also prioritize workforce and work (re)design, leadership and employee experience — as well as navigating ongoing shifts in work trends.



## New imperative: Tackle impact of remote work on employee experience


Hybrid workforce models aren't only about selecting one location over another; they provide an opportunity for employers, managers and employees to share ownership of location decisions around a common expectation that employees can switch locations dynamically depending on what makes the most sense to drive the highest levels of productivity and engagement. To improve employee experience, organizations have to support and enable this approach throughout the employee life cycle.





**Employee experience**  
Adapting the employee life cycle for a hybrid workforce




Where and how do we invest in the employee life cycle for greatest returns on a hybrid workforce?

 Improved employee engagement

 Expanded career options

 Improved well-being

 **Tool to Get Started:** How Organizations Are Supporting a Hybrid Workforce

### 01 Recruiting

Shift sourcing and attraction strategies and adjust EVP and employment branding strategies.

### 02 Virtual onboarding

Implement virtual onboarding delivery methods to reduce costs and allow for individual tailored onboarding experiences.

### 03 Well-being

Analyze current health and well-being strategies, and identify areas for improvement and optimization of the organization's offerings.

### 04 Goal setting and performance

Educate managers on how to revise performance goals as needed, and manage by those goals or outcomes versus direct observation.

### 05 Total rewards

Determine how compensation, rewards and recognition strategies will need to be adjusted to support a hybrid workforce and ensure parity.

### 06 Communications and collaboration

Implement technology solutions that improve communications, collaboration and connectivity between employees.

### 07 Talent development

Implement virtual learning solutions and update talent management practices to develop strategic talent pipelines in a hybrid environment.





# Equal Employment Opportunity

- *Setiap orang berhak untuk bekerja serta mendapat imbalan dan perlakuan yang adil dan layak dalam hubungan kerja. (UUD 45 Pasal 28D)*

## UU 13 tahun 2013

- Setiap tenaga kerja memiliki kesempatan yang sama tanpa diskriminasi untuk memperoleh pekerjaan. (Pasal 5)
- Setiap pekerja/buruh berhak memperoleh perlakuan yang sama tanpa diskriminasi dari pengusaha. (Pasal 6)
- Setiap pekerja/buruh berhak memperoleh upah yang sama untuk pekerjaan yang sama nilainya. (Pasal 11)



# Employee Safety

- The Occupational Safety and Health Act (OSHA)
- Undang-undang No. 1 Tahun 1970 tentang Keselamatan Kerja
- Undang-undang nomor 23 tahun 1992 tentang Kesehatan
- Undang-undang No. 13 Tahun 2003 tentang Ketenagakerjaan
- Peraturan-peraturan pemerintah tentang K3



THANK YOU

