Human Resources Management Evolution & AEC

Challenge or Threat

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Flow of presentation

- Current situation
- HRM Evolution
- ASEAN Economic Community 2015
- Empirical research data
- Strategy
- Way forward
HR today

- Talent readiness
- Linked performance management with business
- Talent Management & Acquisition
- Globalization of HR
- Leadership Development
- Outsourcing
- Diversity
- Engagement & Empowerment
- From HR to Human Capital
Origin of HR

End of 18th Century: Welfare Officers
• Protection for female employees & children
• Care for injured & sick employees
• Created in response to harshness in industrial conditions

The World Wars: Labor/Employment Manager
• Administration of absence, training & recruitment
• State/Trade Union partnerships
• Handled queries on compensation matters
• Employee data

1945 – 1979: Personnel Management
• Welfare & employment mgt were integrated
  → Personnel Mgt
• Output could be influenced by employment policies
• Structured compensation policy
• Collective bargaining & IR
• Specialized functions (70’s)

1980 – 2000: Human Resources/Compliance Officer
• Administrator & technical expert
• Focused on improving efficiency & effectiveness
• Compensation engineering as key to productivity (incentive plans, deferred comp, options)

2001 till now: Strategic HR
• Strategic Business Partner
• Change Agent
• Employee Champion
• COE
• Share Service
Evolution of Human Resources Management

HISTORICAL
- Welfare
  - Forms & Employees
- Industrial Relations
  - Union & Risk Protections
- Generalist HR
  - Line Manager support

PRESENT
- Share Service
  - ERP System
- HR Business Partnering
  - Ulrich Model

FUTURE
- Business Focused Solution
- Customer Segmentation
- Business Analytics
- On demand personal HR
The Changing Role of HR
What CEOs Really Want from HR?

Just a quick REALITY CHECK!

Employers want HR to address strategic issues involving the competitiveness and performance of the firm...More than the role of protector and administrator
What CEOs Really Want from HR?

The business environment:
- Globalization
- Economic uncertainties
- Technology innovations
- Profitability thru Cost & Growth
- Intensified Competition

Requires Companies to focus on:
- Increased value
- Organizational capabilities → fast, responsive, cost effective
- Creating climate for action
- Unique competitive advantage

Requires HR to change:
- Business savvy
- Align with strategy
- Strong bench strength
- Change catalyst
- Help biz leaders to achieve objective
HR Competency Model

Dave Ulrich, 2012
Indonesia HR Profession Competency Model

INDONESIA

MSDM

Manajemen Relasi
Integritas
Kepemimpinan
Pemahaman Bisnis
Konunikasi
Konsultasi
Orientasi pelayanan pelanggan
Kerjasama Tim
Manajemen Sumberdaya Manusia
Strategi dan Perencanaan
Layanan Administrasi
Hubungan Industrial
Pengelolaan Sistem
Informasi Pekerja
Pengelolaan Karir
Pengembangan Organisasi
Pembelajaran dan Pengembangan SDM
Manajemen Talenta
Penumbangan
Pengembangan

Yunus Triyonggo, 2014
(PMSM Indonesia)
What are famous Nomenclatures?

Those we know....

- Human Resource
- Personnel
- Talent Management
- Human Capital

“Although "human resources" has been the standard name for only about a decade, a significant number of HR departments have adopted creative alternatives, including "people services," "human ecology," "performance solutions" and "organization effectiveness."

- Carla Joinson
ASEAN Economic Community Pilar

1. Single Market and Production Base
   - Free flow of goods
   - Free flow of services
   - Free flow of investment
   - Free flow of capital
   - Free flow of skilled labor

2. Competitive Economic Region
3. Equitable Economic Development
4. Integration into the Global Economy

Free flow of skilled labor
PROFESI YANG TELAH MEMILIKI MRA (Mutual Recognition Arrangement)

BIDANG PROFESI:

1. Engineering – 2005
2. Nursing – 2006
3. Arsitek – 2007
4. Land Surveying - 2007
5. Medical and Dental Practitioners – 2008
6. Accountant – 2008
7. Perhotelan

RAMBU-RAMBU MRA:

- Qualification Requirements
- Qualification Procedures
- Recognition Arrangements
- Licensing Requirement and Procedures
- Domestic Regulations
- Professional Ethics
- Appeal Mechanism and Dispute Resolution Procedures

PERLU PENYIAPAN INFASTRUKTUR
INDONESIA 2020... A Glimpse...
Evolution of HR function in Indonesia

40% is already exposed in the strategic process and business partnering, but 1/3 is still in Administrative and Industrial Relations,
Bentuk apresiasi profesi HR dikaitkan dengan posisi di perusahaan

- Tidak ada bagian yang menangani fungsi HR: 28,8%
- Fungsi HR dirangkap dengan Departemen selain HR: 17,6%
- Terdapat Departemen HR namun pembagian fungsinya tidak lengkap: 15,2%
- Masuk dalam posisi Manager/Dept. Head: 10%
- Masuk dalam posisi Senior Manager (selevel GM): 4,4%
- Masuk dalam Board of Director (BOD): 2,8%
- Tidak mengisi: 21,2%

Already showing a good signal
The company in Indonesia really appreciates the HR profession.
1/3 is already reflecting the good signal but there is still around 43% put at middle level
Stakeholders Mapping

HRM Profession Competency Development

- HR Practitioners
  - Competency Standard
  - Opportunity for competency development
  - Go global

- HR Profession Association
  - Strengthen HR capability
  - Integrity of profession

- HR Experts
  - Strengthen HR capability
  - Refresh HR Expertise

- HR Certification Institution/ Consultant
  - Synchronize the curriculum
  - Align with the HR development strategy

- BNSP
  - Competency standard User for licensing LSP and MRA

- Government
  - ASEAN regional alignment
  - Workers’ competitiveness
  - As “Instansi Teknis” of MSDM

- Union/ Society
  - Competent HR Professional

- Industry
  - Competent HR Professional
  - Development opportunity
  - User feedbacks

- Universities
  - Synchronize the curriculum
  - Align with the HR development strategy
The Importance of HR Competency Development in Indonesia

Pentingnya proses pengembangan kompetensi profesi HR di Indonesia

Confirmed: in the highest top priority
The Urgency of HR Competency Development in Indonesia

Tingkat urgensi proses pengembangan kompetensi HR di Indonesia

- 28.8% Urgent & very urgent
- 44.8% Urgent
- 15.2% Very urgent
- 3.6% Urgent
- 4.4% Very urgent
- 2.8% Urgent
- 0.4% Very urgent
- 0.4% Urgent
- 2.8% Very urgent
- 4.4% Urgent
- 28.8% Not urgent

Urgent & very urgent
We need urgently to widely disperse it
The Importance of HR Competency Standard in Indonesia

Pentingnya standar kompetensi HR di Indonesia

Boldly important & very important
Tiga Pilar Utama Pengembangan SDM Berbasis Kompetensi dan Berbudaya Indonesia

Stakeholders

SKKNI/KKNI

DIKLAT Kompetensi

Sertifikasi Kompetensi

Lemdiklat Kompetensi

Budaya Indonesia

Lem. Sertifikasi Profesi
Sub-sistem percepatan penerapan SKKNI MSDM

Sub-sistem pelaksanaan program pelatihan MSDM berbasis kompetensi

Sub-sistem pelaksanaan sertifikasi profesi MSDM

Model Pengembangan Kompetensi Profesi MSDM
Sub-sistem percepatan penerapan SKKNI MSDM

Asosiasi Profesi MSDM
Asosiasi Industri
BNSP
Kemnaker RI
LSP MSDM
Lemdiklat MSDM
Konsultan MSDM
SKKNI MSDM
Pakar MSDM
Praktisi MSDM
Praktisi MSDM bersertifikat
Organisasi/perusahaan/Industri
Universitas

Program pelatihan MSDM berbasis kompetensi
Kurikulum Pendidikan berbasis kompetensi

: perlu percepatan
Sub-sistem pelaksanaan program pelatihan MSDM berbasis kompetensi

1. Program Pelatihan MSDM
   Ke 1, 2, 3, ..., n

2. Lemdiklat MSDM
   Ke 1, 2, 3, ..., n

3. Konsultan MSDM
   Ke 1, 2, 3, ..., n

4. SKKNI MSDM

5. Praktisi MSDM

6. Instruktur bersertifikat

7. Pilot Project Pembelajaran online

8. Pilot Project Pembelajaran 10-20-70

9. Replikasi Program untuk pemerataan kesempatan

10. Program pelatihan MSDM berbasis kompetensi

11. Praktisi MSDM kompeten

12. Program Pelatihan Instruktur
Sub-sistem pelaksanaan sertifikasi profesi MSDM

1. Kemnaker RI
2. Sosialisasi Sertifikasi Profesi
3. Regulasi wajib bersertifikat
4. Praktisi MSDM

5. BNSP
6. SKKNI MSDM
7. LSP MSDM
8. Praktisi MSDM
9. Asosiasi Profesi MSDM
10. Program Pelatihan Asesor Kompetensi
11. Asesor bersertifikat
12. Komunitas Praktisi MSDM bersertifikat
13. Komunitas Praktisi MSDM bersertifikat
14. Komunitas Praktisi MSDM bersertifikat
Way forward..

- Align all resources to focus on HR competency development agenda
- Develop HR Competency Development Framework
- Synchronize all stakeholders’ expectation and contribution to optimize the efforts
- HR practitioners take actively to participate in the competency elevation
- HR profession association maintains the quality and recognition of HR profession