

SUCCESSION PLANNING

Management

SPEAKER

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Human Capital Director &
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Charge for Corporate Strategy
at PT Pamapersada Nusantara



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**Gerakan Nasional
Indonesia Kompeten**

22 Feb 2023

**9TH INDONESIA
HR DIRECTOR'S SUMMIT**

Succession Planning Management



Perencanaan, pengisian dan pengelolaan posisi – posisi strategis di perusahaan untuk menjamin **sustainability bisnis** saat ini dan masa mendatang

Tujuan :

1. Memastikan **pemenuhan posisi strategis**
2. **Development** yang jelas dan terarah
3. **Retensi** karyawan
4. Optimalisasi **Kinerja** organisasi

Succession Process



01

Organization Strategy Analysis

- a. Strategi Korporasi (3P)
- b. Struktur Organisasi
- c. Posisi – posisi strategis
- d. Dukungan stakeholder



02

Existing & Future Leaders Map

- a. People Review
- b. Management Skill Assessment (MSA)
- c. Human Assesst Value (HAV)
- d. Talent Pool
- e. Replacement Table Chart (RTC)



03

Existing & Future Leaders Development

- a. Target Posisi
- b. Target Kompetensi
- c. Target Durasi/Waktu
- d. Jenis Pengembangan (Dev. Type) :
 - Training
 - Coaching & Mentoring
 - Job Assignment
 - Benchmark
 - Self Learning
 - Acceleration Program



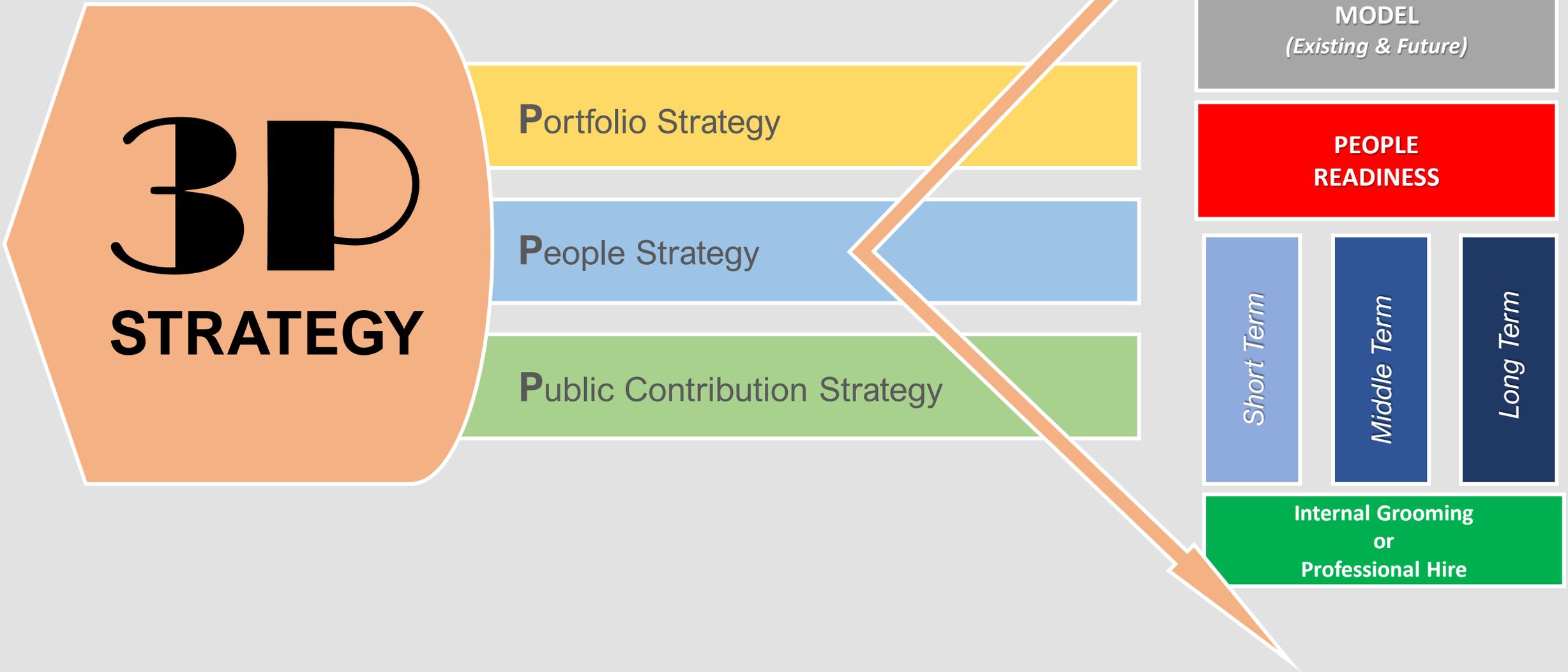
04

Evaluation & Placement

- a. Evaluasi periodik :
 - Kemajuan kader
 - Kecukupan kader (Benchstrength)
 - Turn Over (kader)
- b. Penempatan / Placement
 - Fit to 3 Competencies
 - Fit to Customer



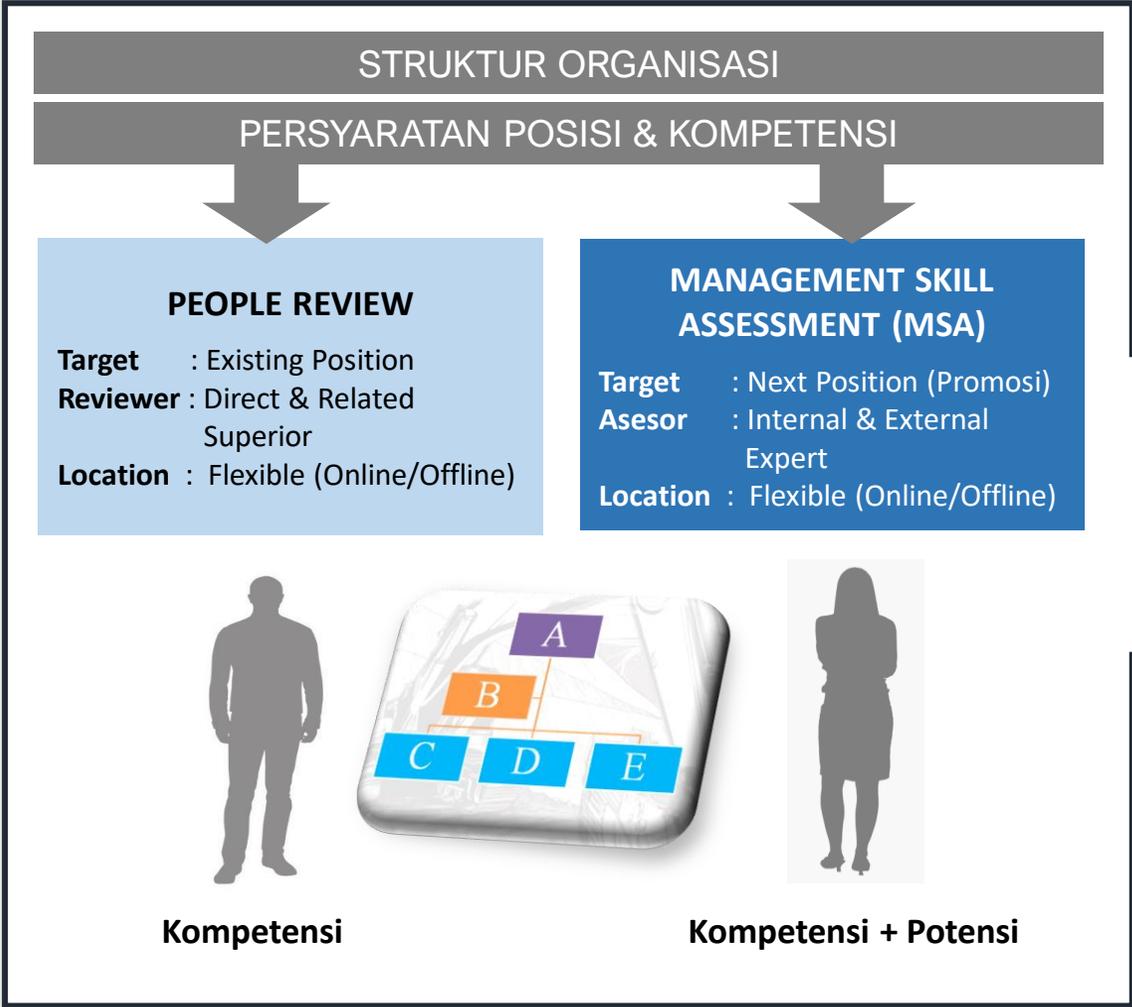
01 **Organization Strategy Analysis**



Existing & Future Leaders Map

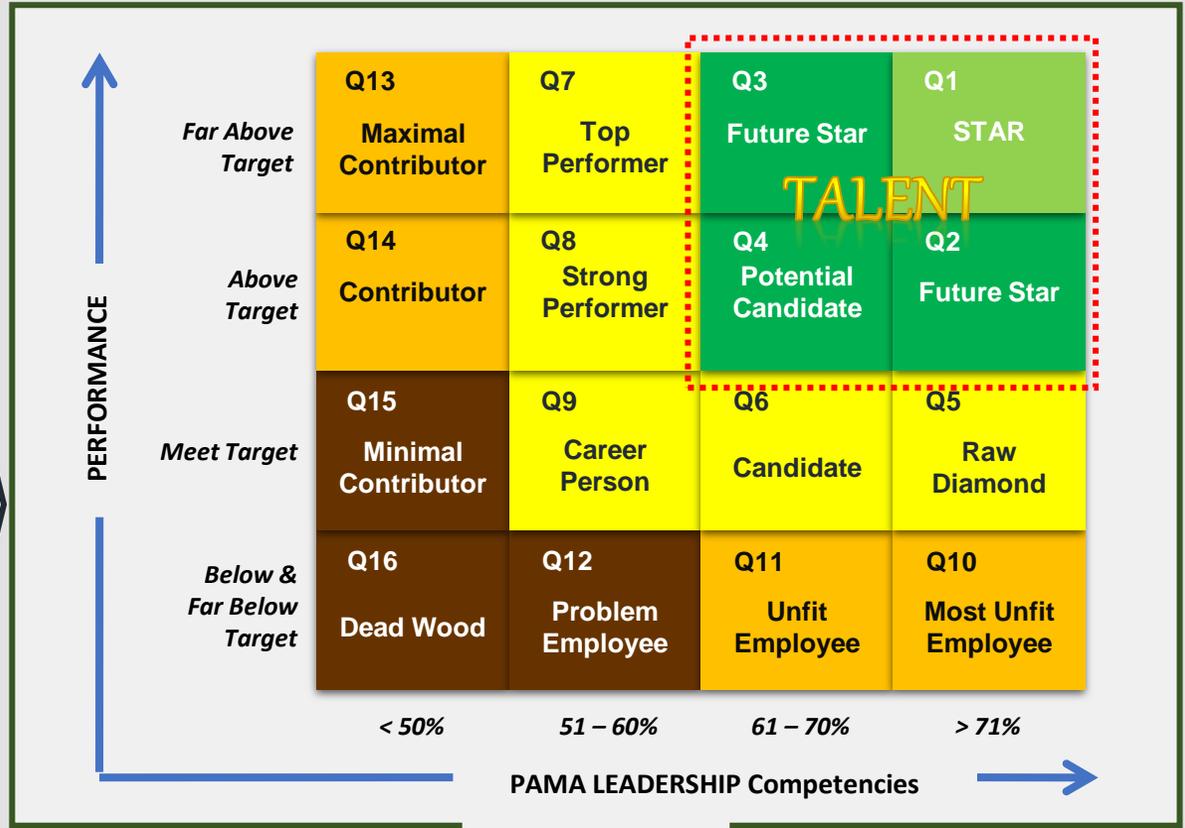
PROSES

People Profiling



OUTPUT

Human Asset Value (HAV)

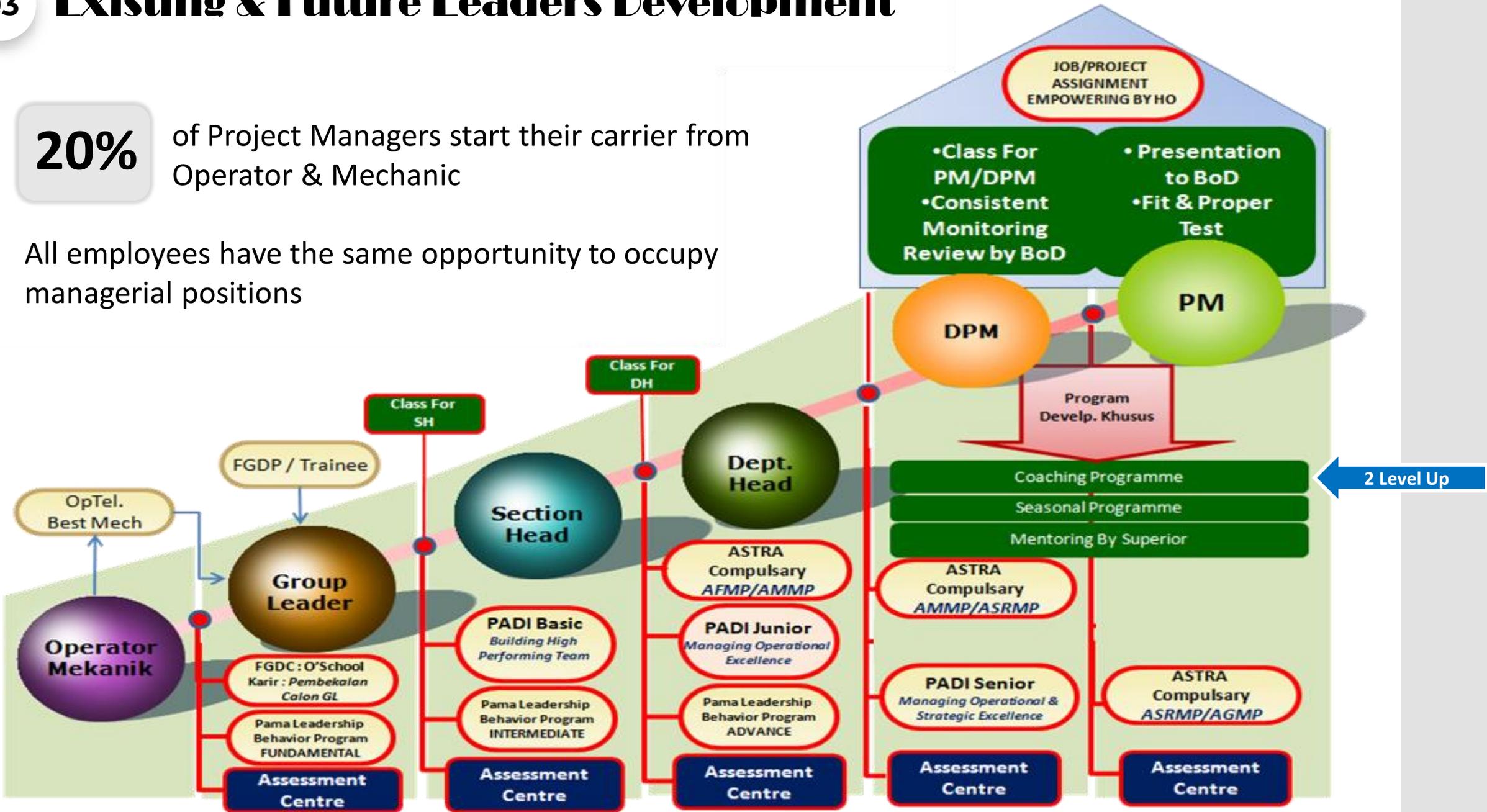


RTC (Replacement Table Chart) + Development Plan

03 Existing & Future Leaders Development

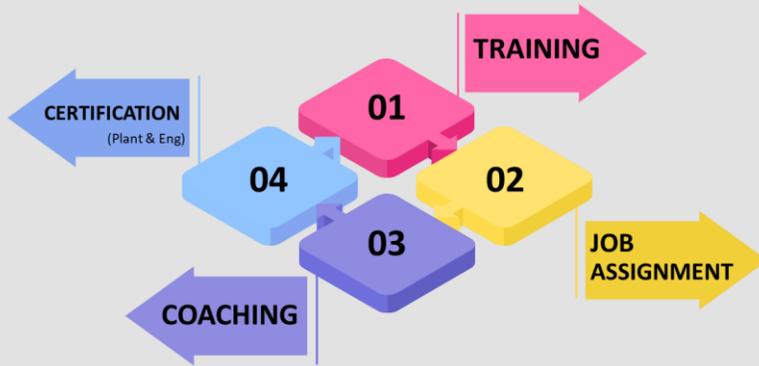
20% of Project Managers start their carrier from Operator & Mechanic

All employees have the same opportunity to occupy managerial positions



DEVELOPMENT EVALUATION

PLACEMENT EVALUATION



Key Result :

1. Leadership Competencies Gap Fulfillment
2. Technical Competencies Gap Fulfillment
3. Value Competencies

Keputusan Komite :

1. **Dapat** di-placement saat ini (now)
2. **Belum dapat** di-placement saat ini, program development dilanjutkan selama periode tertentu
3. **Tidak dapat** di-placement, diganti kader yang lain (yang siap)

Key Result :

1. Strategic Position Fulfillment

Catatan :

1. Saat baru menduduki posisi, talent akan dilakukan **pendampingan oleh mentor** dalam menjalankan peran dan fungsinya.
2. Evaluasi kinerja akan **dimonitor intensif** pada periode awal menduduki posisi.

Performance Indicators :

1. Talent Ratio
2. Benchstrength
3. Cadre Readiness :
 - Now
 - 1 – 2 Tahun
 - 3 Tahun

Key Success factors :

1. **Antisipasi** strategi bisnis perusahaan
2. **Akurasi** dalam people mapping dan analysis
3. **Akselerasi** program pengembangan talent

Terima Kasih

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