Mercer | mettl

Reshaping the talent strategy

Mercer | Mettl's digital readiness and domain assessments helped Telkom Indonesia reshape and realign its talent strategy in tune with its digital vision to create a future-ready workforce.

welcome to brighter

About the organization

Telkom is a state-owned information and communications technology enterprise and telecommunications network in Indonesia.

In 2020, Telkom Group announced its digital transformation, which aimed to make it leaner and more agile in adapting to the fast-changing landscape of the telecommunications industry. The revamped organization was expected to possess higher efficiencies and effectiveness in delivering a quality customer experience.

The development of new technologies, information and digitalization, introduced new roles and activities in the organization. The Telkom Group wanted to stay within the purview of telecommunications and information technology. But it wanted to transform its customer experience and operational strategy. Therefore, the company developed three new business lines, complementing its existing legacy portfolio:

Digital connectivity:

Fiber to the x (FTTx), 5G, Software Defined Networking (SDN)/ Network Function Virtualization (NFV)/ satellite

Digital platform:

Data centers, Cloud, Internet of Things (IoT), Big Data/ Artificial Intelligence (AI), Cybersecurity

Digital services:

Enterprise and consumers

Business challenges and requirements

First, Telkom had to decide between recruiting or developing talent. The new business portfolios required new-age competencies and roles. Some of them could be developed in-house, while the others required recruitment.

Telkom's digital journey was going to impact every employee. Digital transformation meant that every existing employee was on board the digital bandwagon, and every recruit was ready to join the journey.

The first objective was to conduct a skills gap analysis for over 10,000 employees, considering the company's digital initiatives set against global benchmarks. A skills gap analysis helped Telkom determine its talent strategy – whether to develop or recruit - establishing who needed reskilling and the skills that had to be brought in through recruitment.

Telkom had already created an organization-wide competency framework; however, translating it into an actionable strategy proved daunting. Telkom required a strategic partner to understand and translate its objective into a holistic assessment plan.

Aside from attracting and developing prospects with the desired digital skills, including behavioral and cognitive competencies, Telkom also needed assessments for specific domains and competencies. The assessments needed to match global standards to understand the current employees' standing on them, besides ascertaining the extent to which they needed to be developed further.

Telkom's challenges were multifold:

Recruitment strategy

● Hiring for new roles and competencies

The new business portfolios required Telkom to diversify its roles and hire at scale while maintaining quality. The organization needed a recruitment strategy for the domain competencies that were missing.

● Hiring cultural-fit candidates

Acquiring top talent was a priority. However, Telkom didn't want to part ways with its culture. Even at scale, it wanted to hire people who were aligned with its vision and mission.

Organizational development

● Performing a skills gap analysis for the existing workforce

Every aspect of the company's business had to embrace the digital transformation to champion the cause. It meant finding the existing employees' skill gaps and upskilling them to align them with its digital vision.

Remote solutions

● A secure and scalable assessment platform

Indonesia, much like countries worldwide, was in the middle of a pandemic and lockdowns. Thus, it began its digital journey while operating remotely and sought the necessary technology platform to scale its recruitment and development initiatives.

Mercer | Mettl's solution

When Telkom reached out to Mercer | Mettl, it had just commenced its digital journey and was unsure how to proceed. The digital adoption became more challenging amid extending and recurring lockdowns, forcing employees to work from homes.

Telkom wanted Mercer | Mettl to step in to assess its employees strategically, credibly and at scale. While Telkom already possessed the competency frameworks, Mercer | Mettl hit the ground running by offering a two-point solution.

Every Telkom employee was to undertake a digital readiness assessment to gauge their digital readiness levels, followed by a development plan to upskill them, in line with Telkom's digital journey. The company was to bring in the remaining skills by acquiring talent.

Mercer | Mettl's subject matter experts understood Telkom's viewpoint and charted detailed assessments for every role and competency it sought to achieve its digital objective. Mercer | Mettl offered a robust platform with a remote proctoring solution that enabled Telkom to continue its digital transformation journey. Such an arrangement ensured that persistent lockdowns didn't delay its plans.

Mercer | Mettl stepped in with the following solutions to cater to Telkom's varied requirements:

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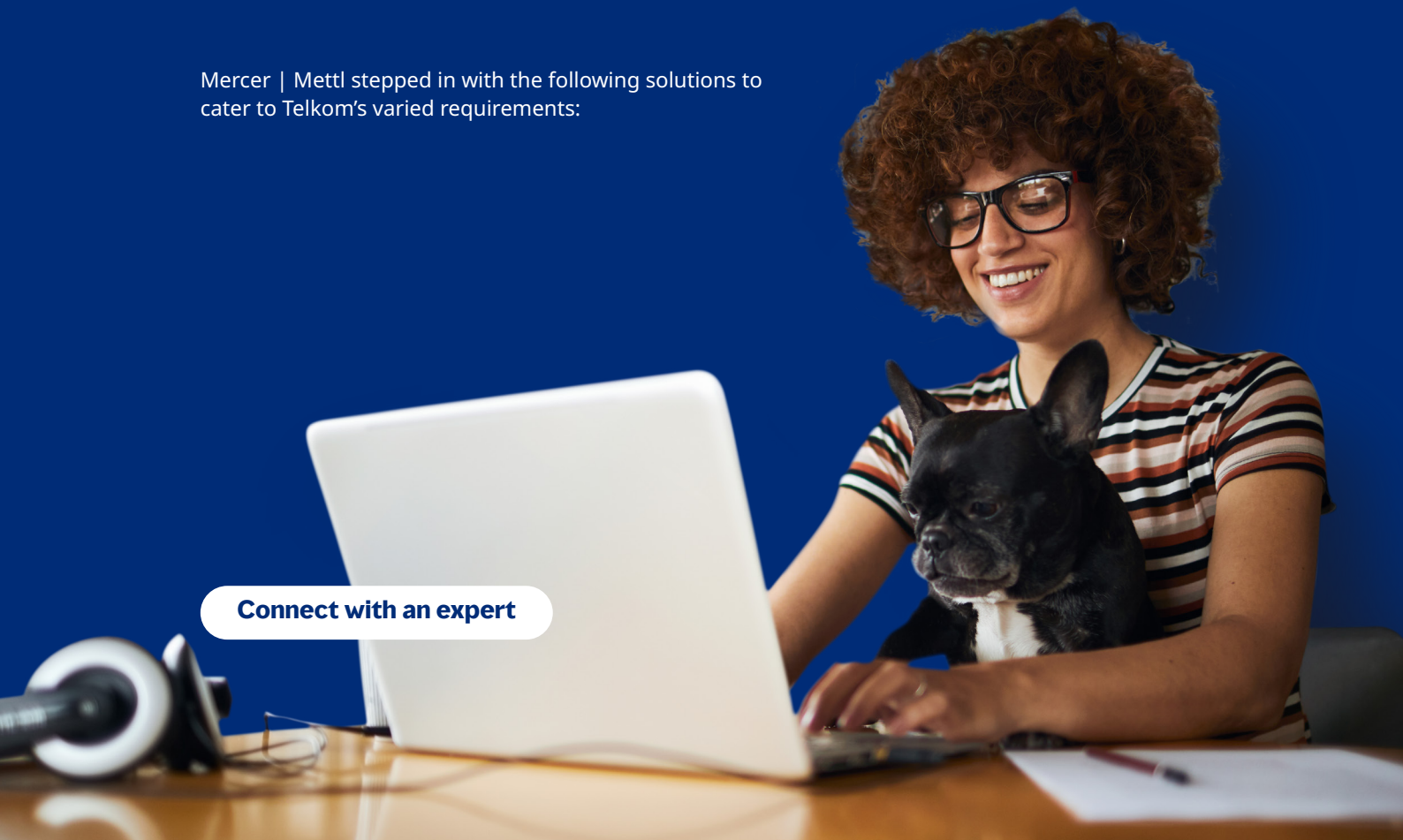
Digital readiness assessment

Mercer | Mettl's digital readiness assessment was designed to test the knowledge, skills and behaviors that underpinned Telkom's current employees' preparedness and readiness levels to adapt to the organization's digital culture. Additionally, it evaluated whether the employees possessed the potential and proficiency to adapt to the digital transformation process.

Over 10,000 Telkom employees took the digital readiness assessment that analyzed their current skill levels, enabling the company to provide the proper training and development plan for employees' upskilling.

The assessment comprised two parts:

1. The digital potential assessment had the following components:

Personality profiler **+** Critical thinking competencies **+** Abstract reasoning competencies **=** Digital potential assessment

The competencies that were part of this tool were:

Competency	Definition
Creativity and innovation	The ability to think and visualize the environment in new ways; or finding different ways to deal with work problems and business opportunities.
Entrepreneurship	The ability to recognize new opportunities and position the company to achieve business success by developing or improving markets, products and services.
Customer orientation	The ability to meet customer needs, problems and expectations. The ability to build productive relationships to achieve customer satisfaction and loyalty.
Strategic relationship	The ability to build partnerships proactively to further the company's business interests.
Adaptability	The ability to maintain work effectively amid changing circumstances and surroundings (environment, procedures and people).
Communication and collaboration	The ability to use specific methods and effective interpersonal styles to build workgroup cohesiveness, facilitating the fulfillment of shared goals. Demonstrating the ability to convey the expected information clearly and concisely, ensuring it makes the desired impact.
Learning agility	Demonstrating the ability to learn new skills and modify one's knowledge effectively - based on new information.

2. The digital proficiency assessment covered the necessary skills to use digital tools and technologies to improve one's effectiveness.

The three criteria of digital proficiency were:

Digital proficiency	Scope
The ability to locate, retrieve and manage digital data, information and content.	Find the rights apps, use keywords effectively and locate the right information on blogs, etc.
Interacting, communicating and collaborating through digital technologies.	Use emails/email suites, different online media and digital tools to communicate and collaborate effectively.
The ability to protect devices, content, personal data and privacy in the digital environment.	Understand the use of passwords, privacy settings, and the ability to distinguish between appropriate and inappropriate digital content to be shared on social media.

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Domain/technical assessments

Telkom's venture into new portfolios opened up several new roles. However, many of these competencies and roles were not very popular. Hence Telkom needed subject matter experts to design its assessments.

Mercer | Mettl helped Telkom to create unique assessments for each of these 75+ new-age roles, including, but not limited to:

- Data engineer
- Cloud engineer
- IoT engineer
- Web designer

- Network engineer
- Tower maintenance
- Graphic designer

Mercer | Mettl defined every sub-competency required for each of the 75+ roles and designed assessments, considering the levels for which they were being administered.

Impact

- More than 75 skills and competencies were assessed using Mercer | Mettl assessments.

- More than 10,000 employees were profiled using Mercer | Mettl assessments.

- Mercer | Mettl helped Telkom to choose the right talent strategy – to build or buy talent – for various roles and competencies.

- Using a customized assessment tool enabled an in-depth and holistic understanding of every employee's standing on the competencies, especially on the required digital skills.

- Telkom could identify skill gaps for every individual, helping it determine each employee's development path.

- Mercer | Mettl enabled Telkom to build a future-ready workforce.

It is more important for us that people pass with integrity. That's where Mercer | Mettl's powerful proctoring solutions helped us. Once people have undergone Mercer | Mettl's assessments, we are not worried about their technical prowess. We believe they can be developed further to contribute to Telkom's survival in the digital world.

Gede Agus Putrawirawan

Manager – Business Planning and Performance

Telkom Indonesia

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About us

At Mercer | Mettl, our mission is to enable organizations to make better people decisions across two key areas: acquisition and development. Since our inception in 2010, we have partnered with more than 4,000 corporates, 31 sector skills councils/government departments and 15+ educational institutions across more than 90 countries.

✉ MercerAsia@mercer.com

🧭 https://www.asean.mercer.com/

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