

XL Axiata

Human Resources/ HR Recruitment Process

The XL Axiata was established in 1995 and is one of the major cellular providers in Indonesia with a majority ownership by Axiata Group Berhad (66.7%).

The Axiata Group includes Robi (Bangladesh), HELLO (Cambodia), Idea (India), Celcom (Malaysia), M1 (Singapore), Samart (Thailand) and Dialog (Sri Lanka), as part of its holdings in Asia.

XL has become the second largest company in the Indonesian Telecommunication market and one of the most profitable

ANALYSIS

Having worked together on a number of projects over the past 3 years, Renoir had become a valuable partner to XL. A new Project was agreed for Renoir to conduct a gap analysis and improvement program of XL's current end-to-end recruitment process in order to make it more efficient, flexible and improve the speed of execution.

The main objective of the program was to refocus the Human Capital Business Partners (HCBC) on their core activities in order to deliver a streamlined and efficient recruitment process to ensure that manpower requirements were met, quickly and efficiently.

The project focused on improvement of productivity & the HR Tracking system as follows:

- Identify gaps & loop holes in existing processes & management control systems
- Streamline core processes and develop improved management control systems
- Develop & implement an HR Tracking system

PROJECT APPROACH

The Project kicked off with **Renoir's Focus Process™** and Implementation. Developed over many years and based on experiences with hundreds of successful assignments, it ensured that consistent and sustainable outcomes were achieved. The process took XL staff through a learning experience that promoted commitment to and ownership of, the solutions being implemented, whilst retaining the necessary discipline.

In order to get maximum impact and buy in, a "Management Action Team" was set up and headed by the VP Human Capital Development. This facilitated direct engagement of the HCBPs and their respective Directorate, optimising cooperation and coordination within XL Axiata.

PROJECT RESULTS

A new recruitment process and Management Control System was installed within the Human Capital Development to increase the speed of execution of recruiting candidates and to continuously monitor the recruitment process in each of its different stages. Moreover, Renoir developed a **Dashboard to track all recruitment requests in real time.**

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.

"The systematic approach of Educating, Coaching and Supporting during the installation of both initiatives has resulted in significant improvement in our Human Capital Development division.

In conclusion, Renoir's operational and result driven manner has enabled us to achieve a valuable change in our Human Capital Development department. Therefore I would suggest to any company that is serious about continuous development and improvement to engage with Renoir Consulting Group."

Martakhir Derita
VP Human Capital
Development

Key Results

Streamlined an efficient end-to-end recruitment process

Recruitment process reduced to 23 days (from 60 days)

This system was developed by listing down all the activities required in the end-to-end recruitment process to ensure that there were clear Roles & Responsibility's established for all departments involved. Search firms were appraised in order to identify the most efficient recruitment channels to optimise the speed of execution.

In parallel, Renoir developed a control monitoring system in order to track all employee movements, career progression and to forecast their departments' Human Capital requirements.

The installed dashboard highlighted the problem that more than **50% of XL recruitment request process was actually taking 60 days.** By removing the inefficiencies, we were able to **reduce the process to 23 days.**

Overall, the program generated a more streamlined and efficient end-to-end recruitment process and tracking system.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.