

## Internship Indonesia

**Title:** Developing Human Resource Management system for dairy cooperative  
**Client:** KUTT Suka Makmur, Pasuruan, East Java, Indonesia  
**Period:** As soon as possible

### Assignment

KUTT Suka Makmur was established in September 1968 and is one of the biggest milk producers in East Java Province. Today the cooperative has several units:

- Raw milk collection.
- Feed mill which currently produces concentrate 22 ton per day.
- Minimarket which sells staple foods and groceries products. Benefit for members and staff is buying on credit.
- Dairy farm with a new manager, former veterinary, who is building up the number of cows with improved techniques production.
- Silage machine; the cooperative built a machine to produce silage which in a pilot stage, though not yet started the production yet.
- Engineering to maintain their trucks and other equipment, but also build a silage machine.
- Logistics which assists all units and delivers concentrated feed. Currently the cooperative is facing an enormous overcapacity as last year they leased another large truck to transport milk, while production has reduced.

With regard to the cooperative governance, KUTT Suka Makmur is currently moving away from the family management model towards professional management. Improvements in the governance of the cooperative have started and will continue to take place including the changing mindset of employees from the traditional cooperative towards a modern and professional cooperative. Human resources management needs to be improved as part of the improvements in good governance i.e. provide training for management and staff on performance assessment, job profiles and job descriptions.

In May 2016, an employee of Friesland Campina visited KUTT Suka Makmur to draft job profiles for all business unit heads, assistant business unit heads and the general manager. Unfortunately, no job profiles were drafted for board and supervisory board members as well as all other employees. The cooperative employs about 225 staff for consists of 9 business units. Since then there has been little progress in further development of the HR tools. Recently a new HR manager was appointed, however he worked as a logistic manager before and needs support in further developing the HR tools. Further discussion with management will take place on what job descriptions and procedures to focus on.

**We are looking for:**

Student following a Bachelor's or Master's program in human resource management. We are looking for a well-motivated Dutch or Dutch-based student from an university/ college who is interested to develop a Human Resource Management system for this dairy cooperative in East Java Indonesia.

The characteristics we look for are: strong analytical skills, good communication and writing skills, adventurous, disciplined, flexible, independent, fluent in English, result-driven and willingness to work/live in East Java, Indonesia for several months; and is prepared to work directly with dairy farmers. Experience or strong interest in developing HRM system is necessary.

**Objectives**

To develop Human Resource System Management for the cooperative

**Activities**

1. Read Company Assessment of KUTT Suka Makmur
2. Read reports from Jobs Description and Performance Management Mission
3. Conduct interviews with management and unit heads
4. Review the existing job descriptions
5. Discuss findings with HR Manager
6. Develop the HR tools; job description, Key Performance Indicators, staff database, performance review cycle, standard operating procedure, by sparring with management, HR manager, Agriterra staff
7. Train and mentor Unit heads and HR Manager to use tools 8. Presentation to management and board

**Expected Result**

- Job descriptions and KPI for each unit
- HRM Standard Operating Procedures
- HR (staff) database form
- Performance review schedule
- Report of internship that includes observation and recommendation with regards to HRM and general things for both Agriterra and Suka Makmur

**Application**

Send your CV and a short letter of motivation to Agriterra [vacature@agriterra.org](mailto:vacature@agriterra.org) for the attention of Mr C.C. van Rij, MBA, manager agri-advice, before 6 April 2018. For any further questions, please contact Joka Bosch, +31 6 86808977 or send an email to [bosch@agriterra.org](mailto:bosch@agriterra.org).

### **About Agriterra**

*Agriterra is an agri-agency founded and steered by the farmers' organisations and agricultural cooperatives in the Netherlands. Its mandate is to strengthen producers' organisations and cooperatives worldwide. For farmer-led business initiatives, Agriterra specifically supports business development services in the pre-investment phase such as feasibility studies, market surveys, business planning and capacity building components. In addition Agriterra provides:*

- *Brokerage services to link farmer-led business development initiatives with investors, banks and other primary and supportive stakeholders in the value chain.*
- *Advisory services often employing Agripool advisors: experts stemming from co-operative and private agribusiness companies from the Netherlands and beyond with a specific thematic or sector expertise.*

### **Agriterra**

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