



GRC Critical Role for Encounter COVID-19

By : Fery Iriyawan SE, QIA, CISA, CFE, ERMCP, CIA





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Profile Experiences & Journey

“Develop a passion for learning, if you do, you will never cease to grow.”



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Scan Below:



2017 – Present

*Was appointed as **Head of Group Internal Audit.***



2010 – 2017

*Started as **Internal Audit & Enterprise Risk Management Coordinator** until **Sept 2014**, and became **Internal Audit Manager** on **Oct 2014** until **Sept 2017.***



2008

February 2008 – November 2008**, starting career as a **Junior Auditor** at **KAP Salaki & Salaki.



BUMA

2017 – Present

*also served as **General Manager – Internal Audit** and in 2019 become **General Manager – Internal Audit & Risk Advisory.***



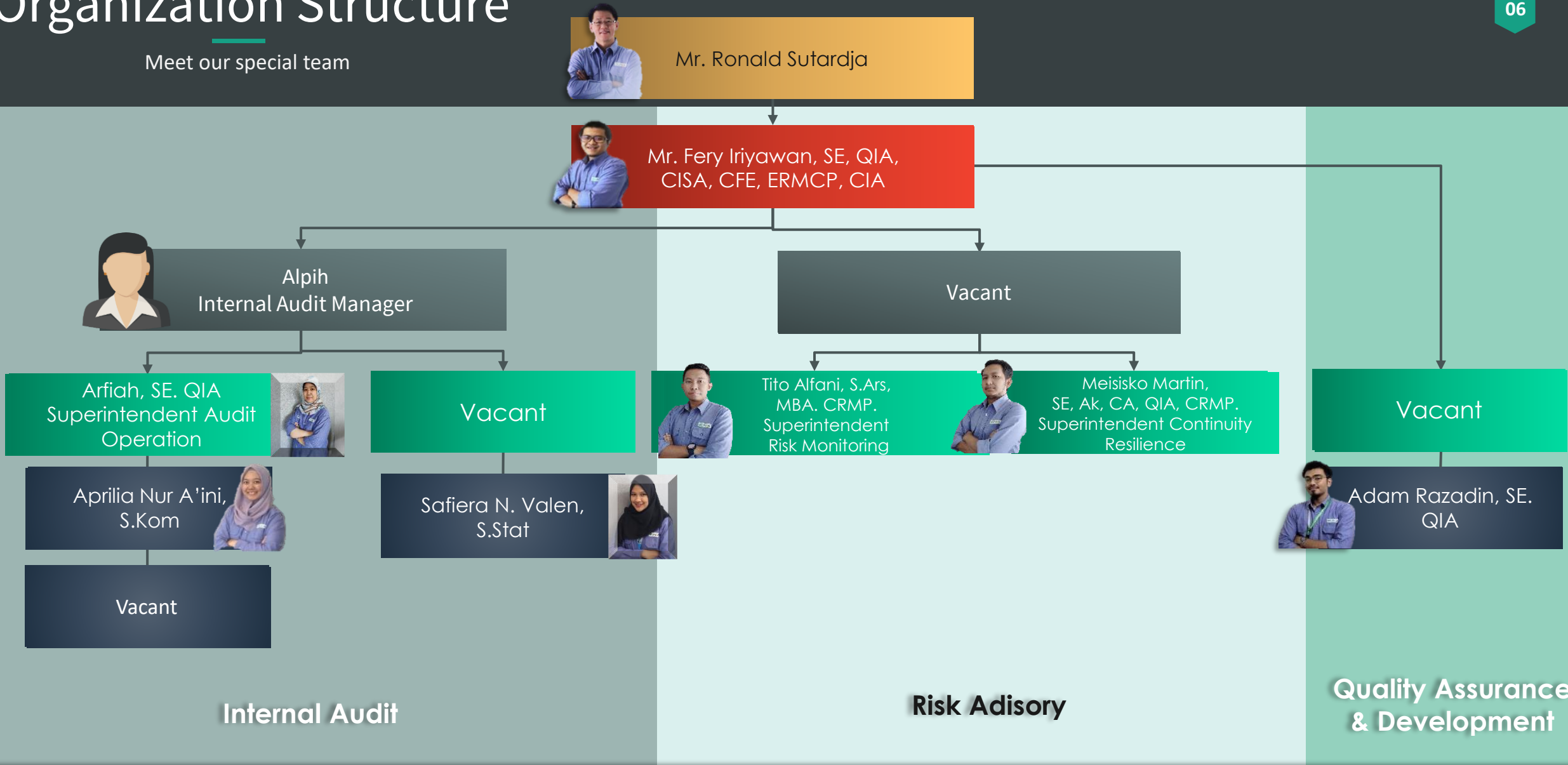
RSM

2008 – 2010

*Was continued his journey as a **Senior Auditor** at **RSM Indonesia.***

Organization Structure

Meet our special team



Internal Audit

Risk Advisory

Quality Assurance & Development



Before we immerse in this sharing

GRC BRIEF UNDERSTANDING (REFRESHMENT)



Governance

Governance is the **combination of processes and structures implemented by the board** to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives.

Risks

Risk is the **possibility of an event occurring** that will have an impact on the achievement of objectives. Risk is measured in terms of impact and likelihood.

Control

Control is **any action taken by management, the board, and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved.**

4R CONCEPT IN BUSINESS CONTINUITY

REDUCE

Strategy used for **reducing impact of disaster** (in this case non-natural disaster, COVID-19).

WHEN
BUSINESS
DISRUPTION
HAPPENS

RESPONSE

Strategy used for **response when disasters happens**.




RECOVERY

Strategy used for **business recovery** resulted by disasters.

RETURN

Strategy used for **returning** the business to normal operation.



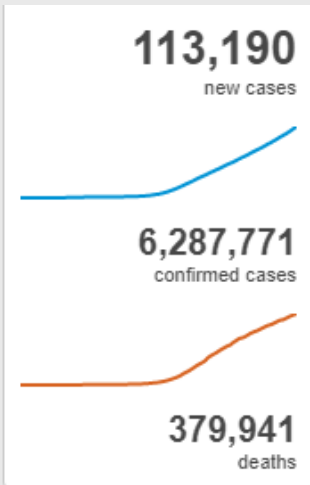
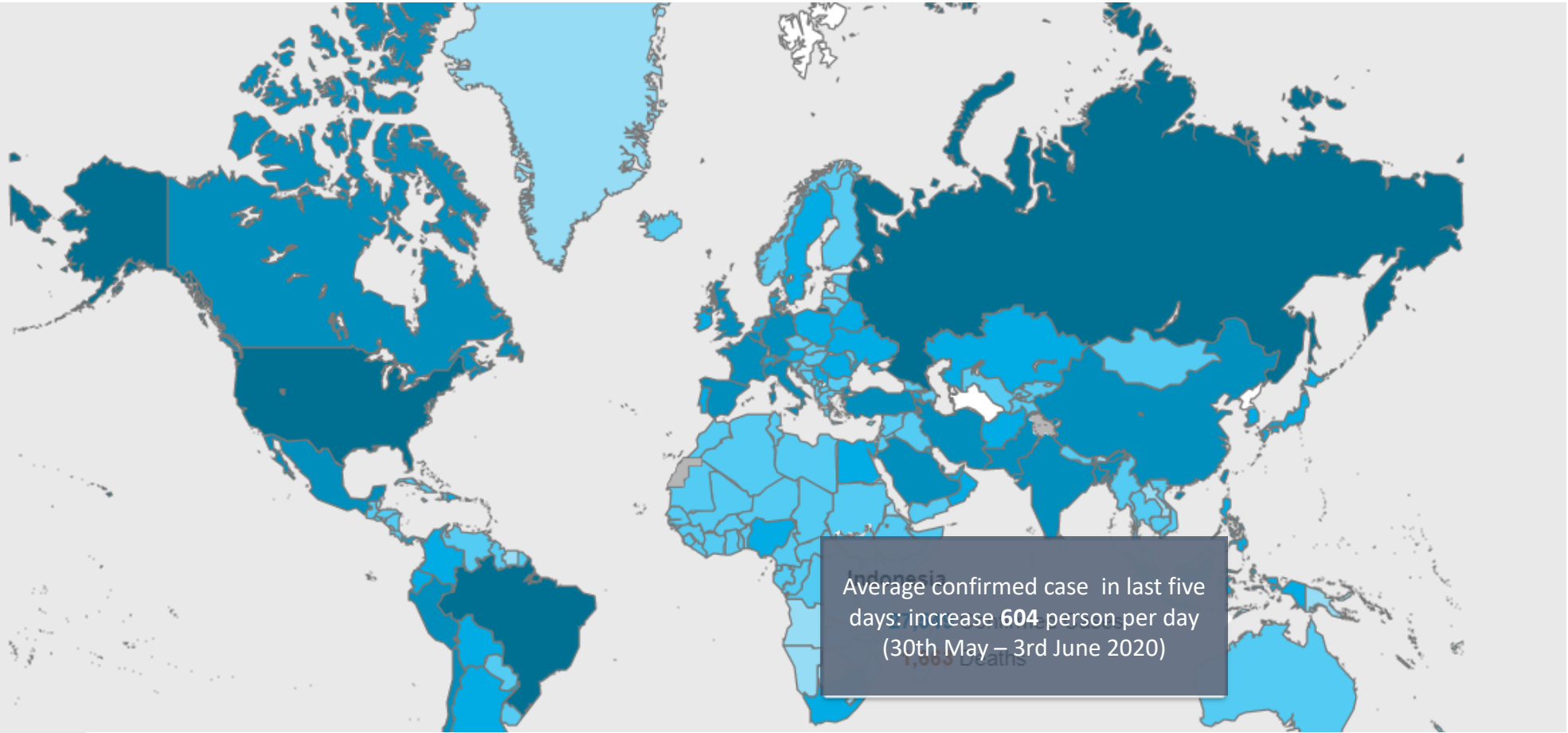
Coronavirus COVID-19:

Reduce Action



Global condition COVID-19 around world.

COVID-19 GLOBAL UPDATE AS OF JUNE 3rd, 2020

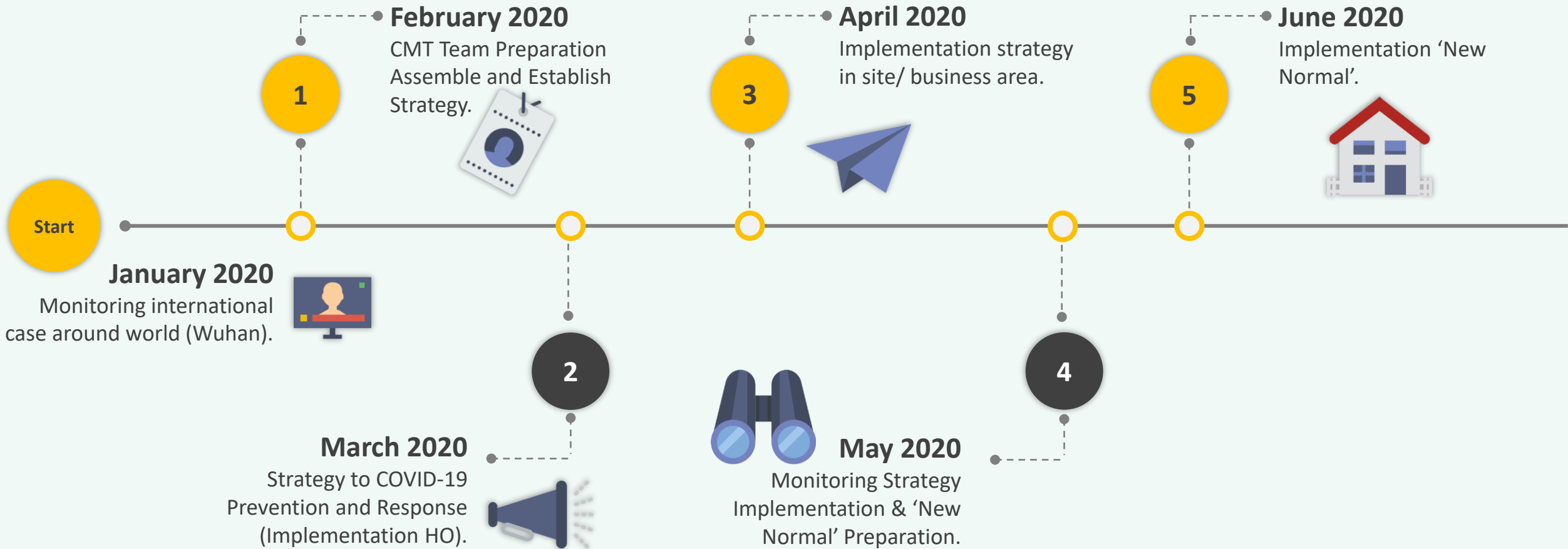


COVID-19 UPDATE NASIONAL

DATE	CONFIRMED CASE	DEATHS	% DEATHS	RECOVERED	% RECOVERED	IN CARE
03 June 20	28233 (+684)	1698	6,0%	8406	29,8%	18129

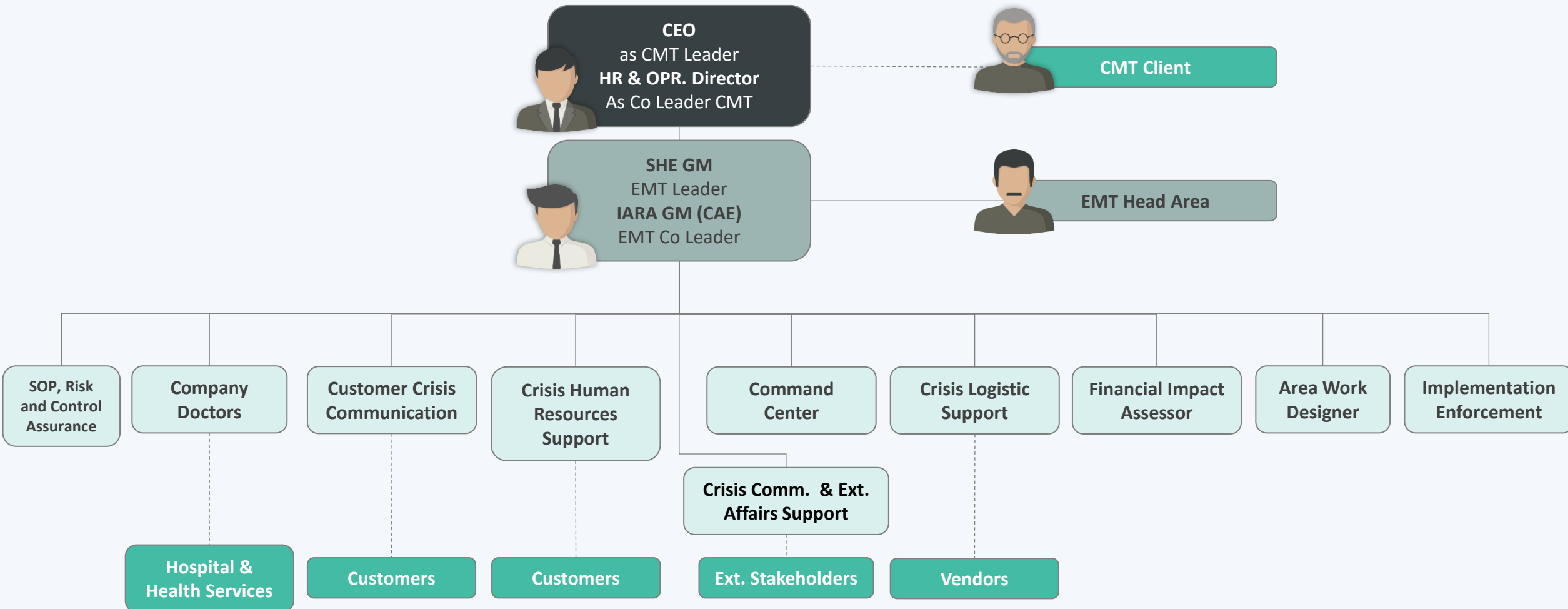
Our journey towards reducing risk

MILESTONE RISK MONITORING



Based on needs and our experience

CRISIS MANAGEMENT TEAM (CMT) - STRUCTURE



BUMA STRATEGIES RESPONSE COVID 19

We are Running on 7 Stream Strategy

1. People Stream
2. Technology Stream
3. Supply Chain Stream
4. Communication Stream
5. Customer Stream
6. Finance Stream
7. Security Stream



Encourage employee through continuous campaign & actions

GENERAL PROTOCOL



Encourage employee to maintain clean and healthy lifestyle.



Make sure employees who are sick / feel sick to stay at home / mess.



Provide training to medical teams or medical PIC sites.



Decontaminate (disinfecting) the public areas and working area.



Inform employees to avoid crowds or mass activities involving people.



Prohibit employees from traveling abroad & cancel all official domestic trips.



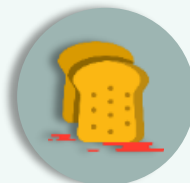
Ensuring employees to conduct independent monitoring of symptoms of COVID-19.



Establish a Command Center with information hotline.



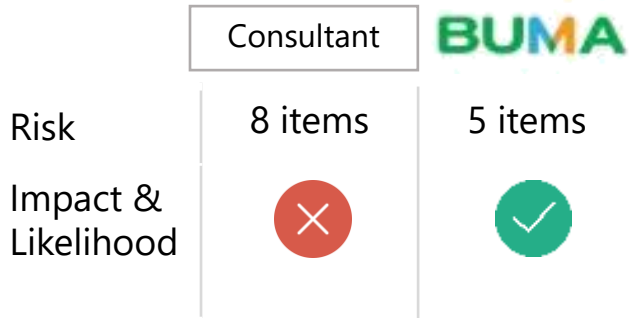
Creating a Grouping Model Procedure for employees (working & living).



Replacing buffet catering with pack meal



RISK ASSESSMENT EXAMPLE - JAKARTA STRATEGY (SECURITY STREAM)



Complementing risk also based on Management input needed (IT, FIN, IER)

- Workforce protection
- Workplace protection
- Business protection

1. Incident/Fatality occurs to BUMA HO Employee and Family during COVID-19 pandemic.

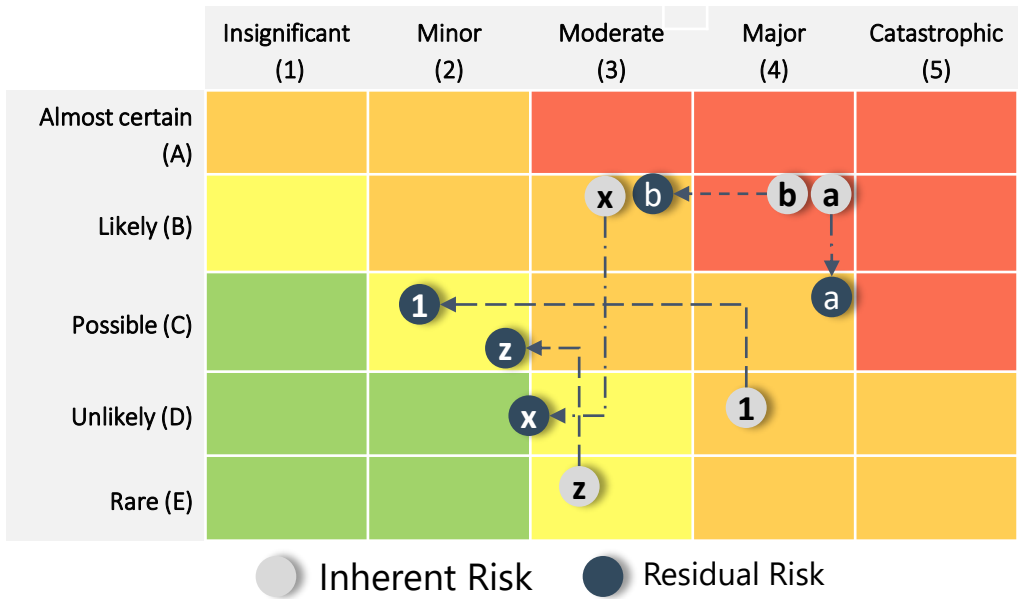
2. Direct riots on BUMA assets (critical document).
3. Server access disruption.

4. Cyber risk.
5. Cashflow disruption.

Risk Identification

Each risk will be put on risk matrix according to the **risk number**.

Inherent Risk & Residual Risk*



Current Control

Workforce

COVID-19 campaign.

Enhancement Plan

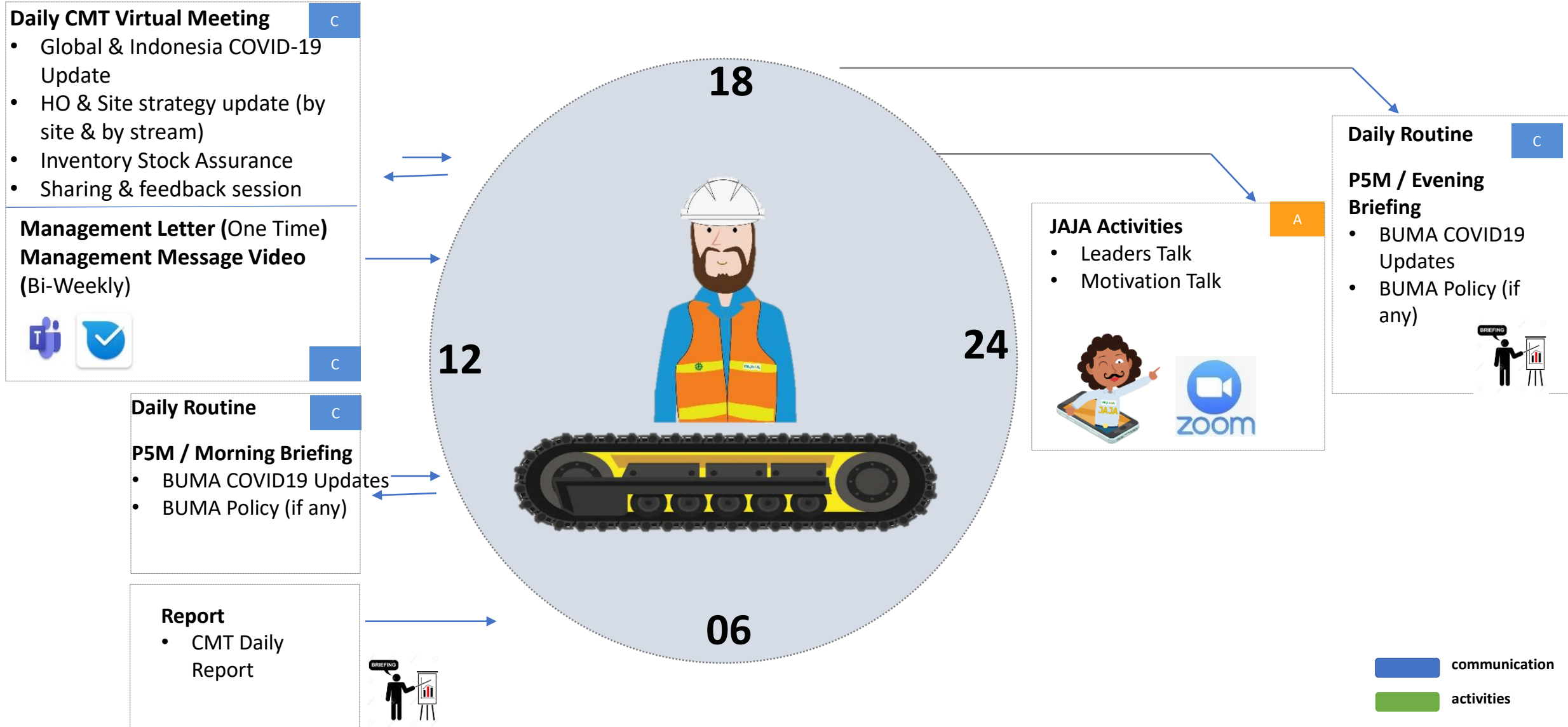
Mapping high risk area

- Please consider, every company has different event in same group. So define the risks based on significant and collective consensus.
- It's better to define own risk since we're have better knowledge on our business process. Consider using consultant only for insight and obtain Informations

*) The mapping for this has been discussed with SME (IT, FIN, IER).

DAY IN LIFE INTERNAL COMMUNICATIONS

Examples of communication activities implemented.



DAY IN LIFE INTERNAL COMMUNICATIONS (2)

Examples of communication activities implemented.

The Most View on Youtube



Tema : Atur Keuangan Sekarang Juga

Narasumber : Group of Millenials Finance

Waktu : 18.30 WIB / 19.30 WITA

Hari : Minggu



Tema : Joget Bersama

Narasumber : Srinita Surbakti

Waktu : 19.00 WIB / 20.00 WITA

Hari : Jumat

Example of entertainment program for business area employee when lockdown happened.

Continually campaign for increasing employee awarness

Financial Awareness

April
27



April
28



Coronavirus
COVID-19:
Response



BUMA CURRENT CONDITION	
NEGATIF	STAGE 2

OUTSTANDING PREVENTION CHECKLIST IN ALL JOBSITE
1 (-1)

JOBSITE	OUTST.	TR	STAT.
SITE A	0	✓	LOCK DOWN
SITE B	0	✓	LOCK DOWN
SITE C	1*	↓	LOCK DOWN
SITE D	0	✓	LOCK DOWN
SITE E	0	✓	OPERATIONAL
SITE F	0	✓	CLOSE OUT
SITE G	0	✓	OPERATIONAL
SITE H	0	✓	SHUT DOWN
SITE I	0	✓	OPERATIONAL
SITE J	0	✓	OPERATIONAL
SITE K	0	✓	WFH

*Added new checklist from site initiatives

OTG*	ODP*	PDP*	PROBABLE	CONFIRMED
79 ↔	1 ↔	0 ↔	0 ↔	0 ↔

*OTG: people without symptom, ODP: person in monitoring, PDP: patient under surveillance, As per 20 Apr 2020

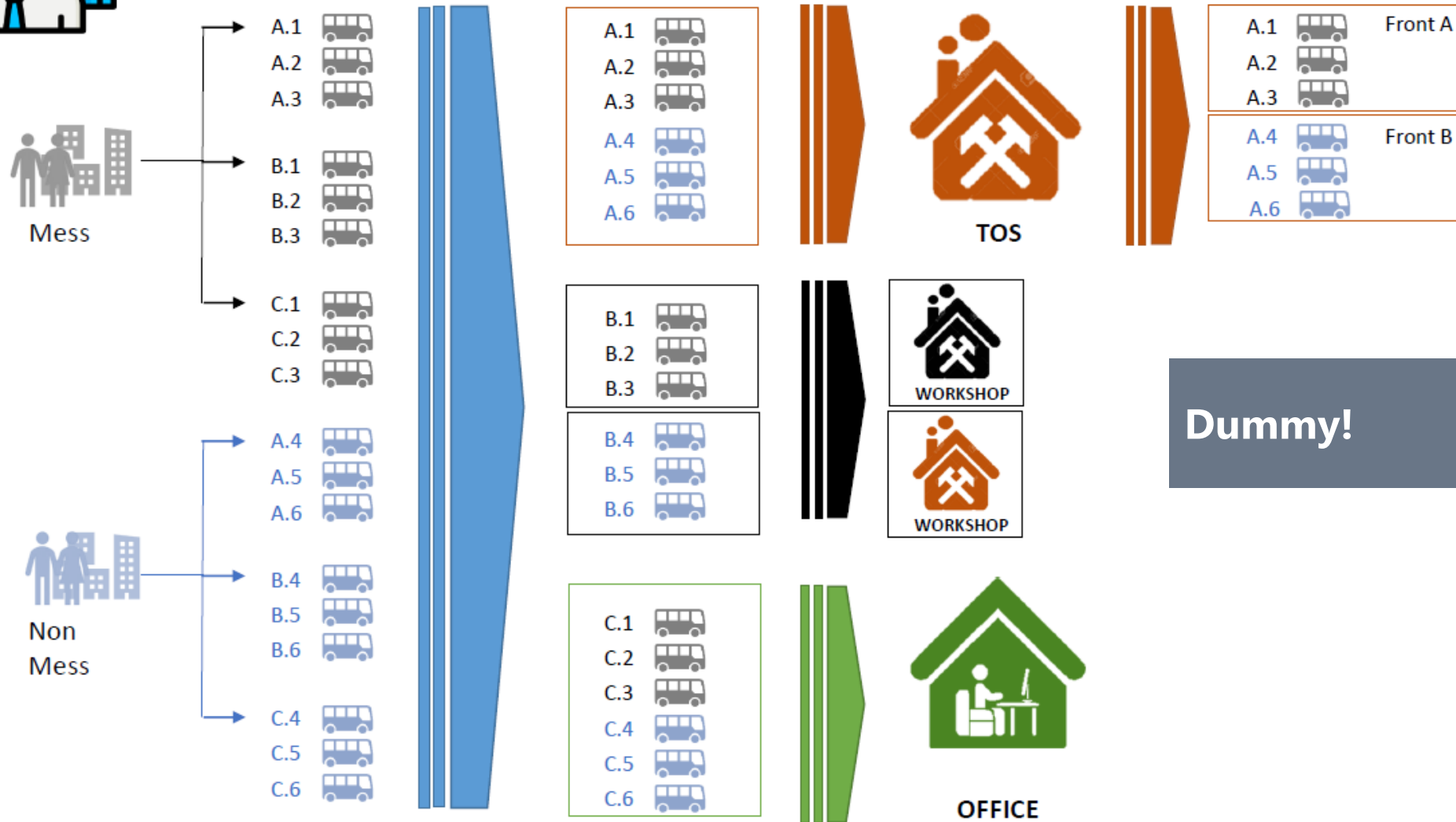
READINESS SAFETY EQUIPMENT ALL BUMA (PHASE I)		
95.7 %	NEEDS: 4,139 ITEMS	FULFILLMENT: 3,959 ITEMS

MAJOR ISSUES ON SITE		
ALL SITE	PEOPLE	<p>Increasing infected/suspected COVID-19 case surrounding jobsite area ALERT: Confirmed case in all site district (kabupaten) – April 19th 2020</p> <p>Key Focus:</p> <ul style="list-style-type: none"> • Intense monitoring local COVID 19 information update • Employee contact tracing with COVID 19 positive case • Educate employees that living in villages especially the villages that have positive COVID 19 case • Monitoring the implementation of grouping and isolation strategy
ALL SITE	PEOPLE	Evaluation/audit of grouping and COVID19 policy implementation

Province	District (Kabupaten)	Positive	ODP	PDP	Last Update
Kalimantan Timur	Berau	7 (+3)	145	48 (+10)	21/04/2020
Kalimantan Timur	Berau	7 (+3)	145	48 (+10)	21/04/2020
Kalimantan Selatan	Balangan	2 (+1)	21 (+2)	0 (-2)	21/04/2020
Kalimantan Timur	Paser	2	433 (+4)	27 (+4)	21/04/2020
Kalimantan Selatan	Tanah Bumbu	12	239 (+10)	1	21/04/2020
Kalimantan Tengah	Barito Utara	3	12	4 (-1)	21/04/2020
Kalimantan Timur	Samarinda	9 (+2)	1036 (+14)	31	21/04/2020
	Kutai Kartanegara	2	649 (+1)	26	21/04/2020
Kalimantan Timur	Kutai Kartanegara	2	649 (+1)	26	21/04/2020
	Kutai Timur	5	409 (+11)	24	21/04/2020
Kalimantan Tengah	Murung Raya	9 (+5)	6 (-6)	15 (-5)	21/04/2020
	Barito Utara	3	12	4 (-1)	21/04/2020
Kalimantan Timur	Balikpapan	23	2975 (+31)	195 (+3)	21/04/2020
DKI Jakarta	Jakarta	3279 (+167)	5799 (+49)	5201 (+10)	21/04/2020



Grouping Area Kerja

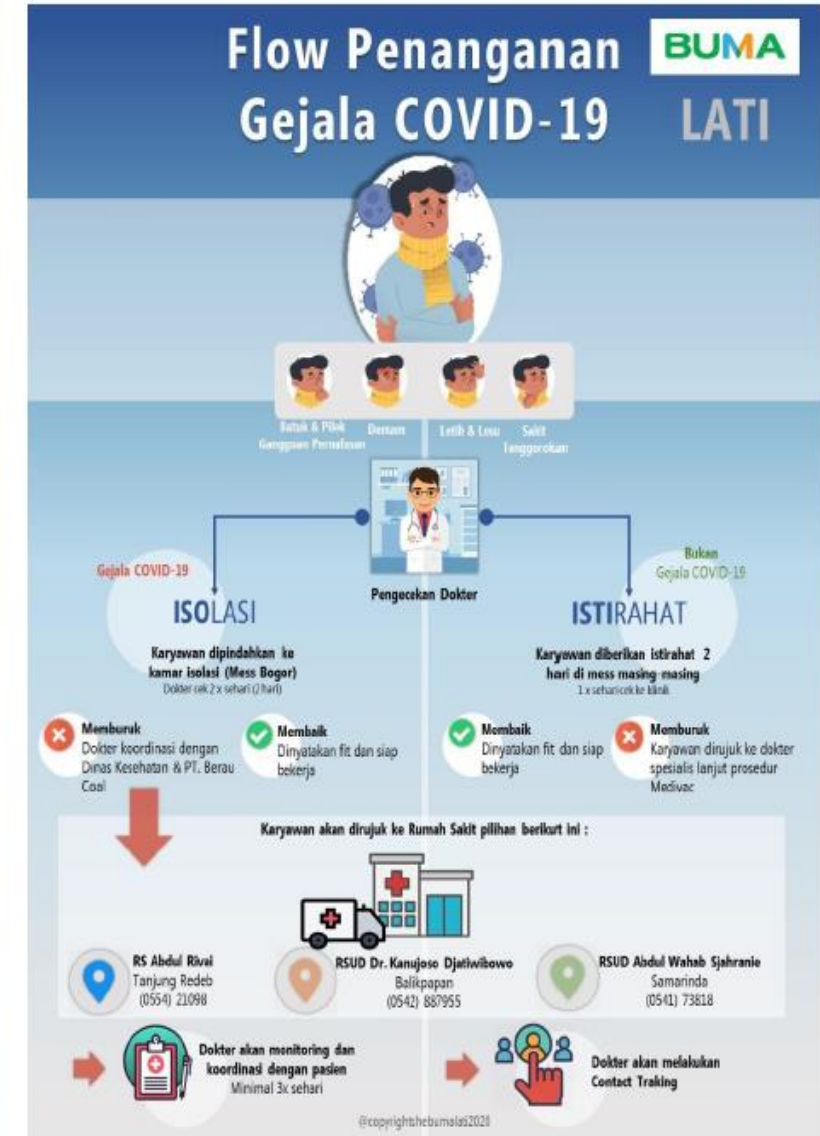
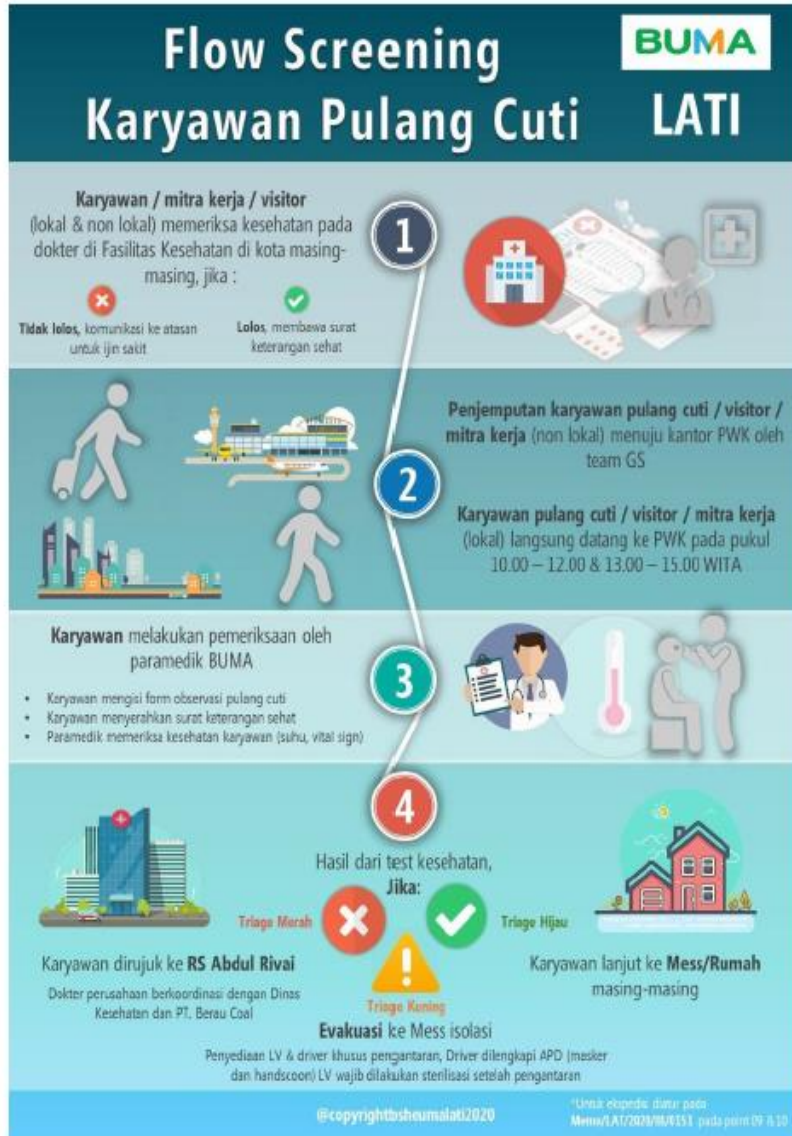


Remark :

- Absensi menggunakan system Tapping ID Card
- TOS Q3 sudah dipisahkan lokasi utk absen yg mess dan non mess
- Area Office dilakukan pembagian Work from Home dan Social distancing

Quarantine and Isolation Procedure – Site Strategy

for Implementation



Date	LEAVE - OUT			TEST (LEAVE)														
	Plan	Actual	Deviasi	PCR						RDT								
				Plan	Actual	Deviasi	Result			Plan	Actual	Deviasi	Result					
							Positive	Negative	Waiting List				Positive	Negative	Waiting List			
6-Jun																		
7-Jun																		
8-Jun																		
9-Jun																		
10-Jun																		
11-Jun																		
12-Jun																		
Up To Date																		

ISSUE	ACTION PLAN
PIC & STATUS	
PIC :	Status :
Target Time :	Over Due :

Date	RETURN - IN			TEST (RETURN)														
	Plan	Actual	Deviasi	PCR						RDT								
				Plan	Actual	Deviasi	Result			Plan	Actual	Deviasi	Result					
							Positive	Negative	Waiting List				Positive	Negative	Waiting List			
6-Jun																		
7-Jun																		
8-Jun																		
9-Jun																		
10-Jun																		
11-Jun																		
12-Jun																		
Up To Date																		

ISSUE	ACTION PLAN
PIC & STATUS	
PIC :	Status :
Target Time :	Over Due :

Note: untuk data leave (out) – return (in) dengan data Test Leave – return adalah orang yang berbeda setiap tanggalnya

Contact Tracing

RESUME PEMERIKSAAN KARYAWAN											
CONTACT TRACING (CLUSTER)	TGL UPDATE	RDT			PCR 1			PCR 2			
		BELUM TEST	REACTIVE	NON REACTIVE	BELUM TEST	REACTIVE	NON REACTIVE	BELUM TEST	REACTIVE	NON REACTIVE	
K1 : TN SMS		10	3	2	-	-	-	-	-	-	
K2 : TN SMS		20	8	2	-	-	-	-	-	-	
LOKASI ISOLASI (K1)			ACTION SITE FROM RDT (K1)			ACTION SITE FROM PCR 1 (K2)			ACTION SITE FROM PCR 1 (K2)		
MESS	RUMAH	HOTEL	Bagi yang positif akan dilakukan pcr								
5	3										
LOKASI KARANTINA (K2)			ACTION SITE FROM RDT (K2)			ACTION SITE FROM PCR 1 (K2)			ACTION SITE FROM PCR 1 (K2)		
MESS	RUMAH	HOTEL	Karantina mandiri 14 hari								
30											

Ensuring COVID-19 program has been implemented.

AUDITING COVID-19 PROGRAM



Develop Audit Programs

Determine focus by discussion to Management. Then emphasizing critical area to audit (ex : Grouping, Isolation, & Employee Mental)



Communicate to PIC

Communication vary from preparation, procedures to performs, timeline, and review procedures. Also information relate during audit process.



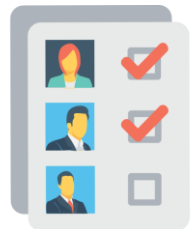
Daily Review

Conduct daily review to appointed PIC to ensure progress keep on track and meet the timeline. Note the significant issues during review.



Closing Audit

Prepare final report for present to business area management. Highlight only significant issues. Obtain commitment from audit result to be follow up.



Follow Up Result

Follow up result by reminds the PIC to obtain implementation evidence on corrective action has been approved. Limit the due date in 7 days (it crisis time!).

Internal Audit roles are assisting & reviewing audit progress conducted by PIC act as an Internal Audit by remote auditing.



AUDIT ASPECT		GROUPING			ISOLATION & QUARANTINE			SUSPECT REPORTING			EXTEND ROSTER		
GROUPING	ISOLATION & QUARANTINE	Audit Focus*	Finding **		Audit Focus	Finding		Audit Focus	Finding		Audit Focus	Finding	
SUSPECT REPORTING	EXTEND ROSTER	47	8	↔	24	2	↔	11	1	↔	13	0	↔

AUDIT SCORE	Weak	Significant Improvement Needed	Improvement Needed	Moderately Effective	Effective
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AREA	Status Audit	Audit Score
A	Done	413
B	Done	390
C	Done	489
D	Done	493
E	Done	418
F	Done	481

Executive Summary	
Grouping	XXXX
Isolation & Quarantine	XXXX
Suspect Reporting	The common issues in suspecting reporting is not all employee (based on sample) knowing the procedure & hotline for reporting suspect with COVID-19 symptoms (AREA C, D, F)
Extend Roster	XXX

Example summary issues dashboard for report daily to Management.

DOKUMENTASI PELAKSANAAN DRILL COVID-19

Screening Awal Induksi Kerja



Tn. A melakukan screening awal induksi kerja di Learning Center KM 1. Hasil Screening diketahui Tn. A tinggal di kampung zona merah sehingga medik melakukan rapid test terhadap Tn. A dan didapatkan hasil reaktif

Mobilisasi Tn.A ke Rumahnya



Tim EMT Site bekerja sama dengan Team ERG dan Section GS melakukan mobilisasi terhadap Tn. A dari Learning Center KM 1 menuju rumahnya.

Example summary drill / BCP result in site area.

Coronavirus COVID-19: Recovery and Return (New Normal)




RECOVERY & FACING NEW NORMAL

MULAI

5 Kerangka Strategi Krisis - Rencana Aksi

5 frames of strategic crisis-action plan





Closing word for end this sharing

CONCLUSIONS

GRC Roles?

1. **Governance, clear & accountable direction**; all management supporting program by establish policies and regulations, and also key roles regarding risks in their area.
2. **Risk, proactive risk monitoring and changing uncertainty condition**; monitoring COVID-19 program continually.
3. **Control, mitigate those risk and review control frequently**; evaluate COVID-19 program periodically. Also give insight for management, and assist in advisory project (related COVID-19).

Considerations?

Roles & Responsibilities

Regarding crisis condition need by CMT Lead for quick action and decide things. If CAE has this roles, possibility **act as Management will increase.**

Resources Readiness

CMT team must assign **capable team members.** Competency and experiences is critical factor as key success factor in this roles.

CHALLENGE AND CONSTRAINT

Facing potential next challenge



Communications Critical Point

Due to limited access, communication channel must be integrated.



Changing / Unclear Regulation

Could be confusing to Management for making decision to establish policy and action.



Fatigue Management

All employee must be monitored. Especially CMT team, because they're big effort to maintain request from Management.



Clear Goals

Need to define, at what point the entity will change the regulation and policy.

“It is far **better to foresee** even without certainty than **not to foresee** at all.”

- *Henri Poincare*

THANK YOU

The logo for BUMA, featuring the letters 'B', 'U', 'M', and 'A' in a stylized, multi-colored font (green, blue, orange, and red respectively) on a white background.

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