

# EMPLOYEES COMPETENCE DEVELOPMENT

## Competencies Development by Program in 2021 and 2020

Enhancement Programs	2021		2020		2019	
	Batch	Participants	Batch	Participants	Batch	Participants
<b>Leadership Development Programs</b>						
Officer Development Program	15	660	11	244	20	500
Staff Development Program	16	778	16	480	7	212
SESPIBANK Program	1	3	1	3	2	5
Mandiri People Manager (MPM) Fundamental	2	54	7	210	4	120
Mandiri Advanced Leaders (MALP) Program	3	85	1	28	1	25
S2 Program	1	10	-	-	1	18
Mandiri Advanced Senior Leader (MASLP) Program	3	118	-	-	1	34
Executive Development Program (EDP)	-	-	-	-	1	8
Executive Training	-	-	-	1	3	31
Other Leaderships	562	45.625				
<b>Pengembangan Technical Development Programs</b>						
	1.762	169.304	-	-	-	-
<b>E-learning &amp; Podcast</b>						
	5.112	539.293	-	-	-	-

## Competencies Development by Job Level in 2021

No.	Employee Level	Number of Training Participants
1.	Commissioner	13
2.	Director	12
3.	SEVP - SVP	153
4.	VP - AVP	3,552
5.	SM - FAM	12,822
6.	Operative	20,442
7.	Non-Operative	107
8.	Pension/ Terminated	1,543
	<b>Grand Total</b>	<b>38,644</b>



## EMPLOYEES COMPETENCE DEVELOPMENT

Days and Hours spent for the Training Programs (Man Hour)

Employee Level	Number of Training Participants	Sum of Training Duration (hours)	Average Training Hours per Employee
Female	20,106	1,060,609	52.75
Male	18,538	1,077,279	58.11
<b>Grand Total</b>	<b>38,644</b>	<b>2,137,888</b>	<b>55.32</b>

Employee Level	Number of Training Participants	Sum of Training Duration (hours)	Average Training Hours per Employee
01. Commissioner	13	108	8.31
02. Director	12	324	27.00
03. SEVP - SVP	153	9,461	61.83
04. VP - AVP	3,552	288,399	81.19
05. SM - FAM	12,822	957,984	74.71
06. Operative	20,442	846,635	41.42
07. Non-Operative	107	802	7.50
08. Pension/ Terminate	1,543	34,175	22.15
<b>Grand Total</b>	<b>38,644</b>	<b>2,137,888</b>	<b>55.32</b>

Costs of Employee Competencies Development

No	Program	Employee Development Costs (Rp-million)	
		2020	2021
1	Executive Development Program	Rp4,307	Rp5,800
2	Middle & Junior Management Development Program	Rp46,201	Rp49,265
3	Retaining Competency Development Program (S2)	Rp35,584	Rp45,296
4	Change & Culture Development Program	Rp11,038	Rp2,937
5	Essential Leadership Capability Development Program	Rp7,303	Rp2,643
6	Organizational Capability Development Program	Rp50,401	Rp28,330
7	Pre-Retirement	Rp2,823	Rp1,882
8	Mandatory Skill Development Program	Rp74,365	Rp70,941
	<b>Grand Total</b>	<b>Rp232,023</b>	<b>Rp207,094</b>