



## 2. Technical Capability

It is knowledge, skills, and attitude that should be owned by all employees according to their job functions. Technical capabilities are grouped into job functions in Corporate Banking, Retail Banking, and support function.

## 3. Leadership Capability

It is the skills needed by an employee to carry out leadership function. A good leadership is truly needed to make sure all employees of the company are able to become role models for other people.

# DESIGN FOR HUMAN CAPITAL TRAINING AND DEVELOPMENT

Human Capital training and development are designed in line with corporate strategy to ensure all programs/activities are efficient, effective, and integrated to improve Bank Mandiri's performance.



Design components for training and development at Bank Mandiri are as follows:

### 1. Learning Budget and Plan

The process of making training, development, and budget allocation plans.

### 2. Learning Analysis

The process of analyzing learning needs based on business needs and organization development.

### 3. Learning Design

The process of designing education and training curricula based on the results of learning analysis.

### 4. Learning Development

The process of developing education and training curricula into materials, methodology, as well as evaluations.

### 5. Learning Implementation

The process of implementing the education and training curricula that have been set in the Learning Design and Learning Development stage.

### 6. Learning Evaluation and Research

The process of measuring and evaluating the impacts of education and training.

The foundations in designing such competence training and development are as follow:

#### 1. Learning Partner

Internal and external experts taking parts in training and development program as module writer, trainer, coach, mentor, buddy, and so forth.

#### 2. Hange Management

The process of improving employees' knowledge, skills and attitudes.

#### 3. Facility

Physical or technological facilities that support training and development program.

#### 4. Communication, Branding and Marketing

The process of making strategies for management, communication, and interaction with internal and external stakeholders in order to maintain public perceptions.