

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development Procedure	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	1 of 18

PERINGATAN

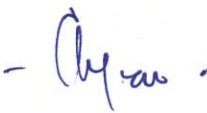
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Desi Arifianti AVP of HCGA	Okty Saptarini VP of Corporate Secretary	Tirta Hidayat President Director

 PT Humpuss Maritim Internasional Tbk.	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development Procedure	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	2 of 18

RIWAYAT PERUBAHAN DOKUMEN

DOCUMENT CHANGE HISTORY

Tanggal <i>Date</i>	Rev. <i>Rev.</i>	Halaman <i>Page</i>	Deskripsi Perubahan <i>Change Description</i>
04 Januari 2024	01	1	- Perubahan Pimpinan Corporate Secretary selaku verifikasi prosedur, dari yang sebelumnya atas nama Dedi Hidayana menjadi Okty Saptarini. - Perubahan nama personil Manager HCGA selaku Pengajuan prosedur, dari yang sebelumnya atas nama Ria Adhelia Ardianti menjadi Desi Arifianti
30 Juli 2024	02	1 s/d 18	- Perubahan Nomenkelatur level jabatan dari yang semula : • General Manager menjadi Vice President (VP) • Manager menjadi Assistant Vice President (AVP) • Assistant Manager menjadi Junior Assistant Vice President (Jr. AVP) • Supervisor menjadi Senior Executive • Officer menjadi Executive
05 Desember 2024	03	1 s/d 18	- Penyesuaian penomoran terkait penambahan prosedur Pemusnahan Dokumen (HUMI-CORSEC-SOP-07) dan Penghapusan barang inventaris (HUMI-CORSEC-SOP-08) - Penambahan Referensi • Peraturan Perundang-Undangan N0.13 Tahun 2003 Tentang Ketenagakerjaan. • Peraturan Perusahaan sesuai Keputusan Kepala DISNAKER No. e-0164 Tahun 2023. • Juklak Pelatihan No. 005/JUKLAK-HC/HUMI/XII/2023 • ISO 37301:2021 Sistem Manajemen Kepatuhan

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development Procedure	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	3 of 18

DAFTAR ISI

TABLE OF CONTENT

COVER	1	COVER	1
RIWAYAT PERUBAHAN DOKUMEN	2	DOCUMENT CHANGE HISTORY	2
DAFTAR ISI	3	TABLE OF CONTENT	3
I. TUJUAN	4	I. PURPOSE	4
II. RUANG LINGKUP	4	II. SCOPE	4
III. REFERENSI	4	III. REFERENCE	4
IV. DEFINISI	4	IV. DEFINITION	4
V. TANGGUNG JAWAB	5	V. RESPONSIBILITY	5
VI. DIAGRAM ALIR	6	VI. FLOWCHART	6
VII. URAIAN PROSEDUR	11	VII. PROCEDURE DESCRIPTION	11
VIII. LAMPIRAN	18	VIII. ATTACHMENT	18

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development Procedure	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	4 of 18

I. TUJUAN

Untuk memastikan semua proses pelatihan dan pengembangan dapat dipahami dan dilaksanakan secara efektif dan efisien serta dapat meningkatkan kesadaran, kepedulian, kemampuan dan tanggung jawab dalam melaksanakan fungsi dan tanggung jawab setiap karyawan yang sesuai dengan strategi bisnis perusahaan, maka diatur ketentuan mengenai pelatihan dan pengembangan dalam sebuah kebijakan.

I. PURPOSE

To ensure that all training and development processes can be understood and implemented effectively and efficiently and can increase awareness, concern, ability and responsibility in carrying out the functions and responsibilities of each employee in accordance with the company's business strategy, the provisions regarding training and development are regulated in a policy.

II. RUANG LINGKUP

Pedoman mencakup fungsi manajemen sumber daya manusia yang meliputi perencanaan, rekrutmen, seleksi, penerimaan, penempatan, orientasi, dan pengangkatan karyawan darat di kantor pusat dan cabang PT Humpuss Maritim Internasional Tbk. (HUMI) beserta Anak dan Unit Usaha.

II. SCOPE

The Guidelines cover the human resource management functions which include planning, recruitment, selection, hiring, placement, orientation and appointment of onshore employees at the head office and branches of PT Humpuss Maritim Internasional Tbk. (HUMI) and its Subsidiaries and Business Units.

III. REFERENSI

- 3.1 Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas
- 3.2 Undang-Undang Nomor 11 Tahun 2020 tentang Cipta Kerja.
- 3.3 Peraturan Perundang-Undangan N0.13 Tahun 2003 Tentang Ketenagakerjaan.
- 3.4 Peraturan Perusahaan sesuai Keputusan Kepala DISNAKER No. e-0164 Tahun 2023
- 3.5 Juklak Pelatihan No. 005/JUKLAK-HC/HUMI/XII/2023
- 3.6 Anggaran Dasar PT Humpuss Maritim Internasional Tbk.
- 3.7 Anggaran Dasar Entitas Anak PT Humpuss Maritim Internasional Tbk.
- 3.8 Peraturan Perusahaan PT Humpuss Maritim Internasional Tbk.
- 3.9 Manual Sistem Manajemen MK3L.
- 3.10 ISO 9001:2015 Sistem Manajemen Mutu.
- 3.11 ISO 14001:2015 Sistem Manajemen Lingkungan.
- 3.12 ISO 45001:2018 Sistem Manajemen Keselamatan Kesehatan Kerja.
- 3.13 ISO 37301:2021 Sistem Manajemen Kepatuhan
- 3.14 International Safety Management Code
- 3.15 International Safety Port Security Code

III. REFERENCE

- 3.1 Law No. 40/2007 on Limited Liability Companies
- 3.2 Law Number 11 of 2020 concerning Job Creation.
- 3.3 Low No. 13 of 2003 on Manpower
- 3.4 Company Regulation stipulated by Keputusan Kepala DISNAKER No. e-0164 Tahun 2023
- 3.5 Training Guidelines No. 005/JUKLAK-HC/HUMI/XII/2023
- 3.6 Articles of Association of PT Humpuss Maritim Internasional Tbk.
- 3.7 Articles of Association of Subsidiaries PT Humpuss Maritim Internasional Tbk.
- 3.8 Company Regulations of PT Humpuss Maritim Internasional Tbk.
- 3.9 QHSE System Manual.
- 3.10 ISO 9001:2015 Quality Management System.
- 3.11 ISO 14001:2015 Environment Management System.
- 3.12 ISO 45001:2018 Occupation Health and Safety.
- 3.13 ISO 37301:2021 Compliance Management System
- 3.14 International Safety Management Code
- 3.15 International Safety Port Security Code

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development <i>Procedure</i>	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	5 of 18

IV. DEFINISI

Perusahaan dalam kebijakan ini adalah PT Humpuss Maritim Internasional Tbk.

Anak Usaha adalah Perusahaan yang sahamnya dimiliki oleh PT Humpuss Maritim Internasional Tbk. dan yang dikendalikan secara langsung oleh Perusahaan.

Unit Usaha adalah Perusahaan yang sahamnya dimiliki oleh Anak Usaha PT Humpuss Maritim Internasional Tbk. dan yang dikendalikan secara tidak langsung oleh Perusahaan.

Kompetensi Human Capital adalah seluruh aspek HC yang dapat digunakan untuk kegiatan operasional Perusahaan/Anak Usaha/Unit Usaha dimana didalamnya terdapat perencanaan tenaga kerja, perekrutan dan seleksi, penerimaan karyawan, penempatan dan orientasi karyawan, dan pengangkatan karyawan tetap.

Kompetensi adalah suatu persyaratan yang harus dipenuhi mencakup pendidikan, pengetahuan, keterampilan, perilaku dan pengalaman agar karyawan yang bersangkutan dapat melakukan tugas secara optimal.

Karyawan yang dimaksud di dalam Juklak ini adalah karyawan darat yang meliputi karyawan tetap dan karyawan kontrak Perusahaan/Anak Usaha/Unit Usaha dengan beberapa ketentuan yang di atur secara khusus.

Pelatihan dan Pengembangan adalah kegiatan pengembangan diri karyawan yang direncanakan oleh Perusahaan/Anak Usaha/Unit Usaha yang disesuaikan dengan tuntutan pencapaian kinerjanya dan untuk memenuhi persyaratan kompetensi yang ditetapkan, yang terdiri dari :

- Pelatihan Internal (In - House Training)**, jenis pelatihan yang dilaksanakan di dalam Perusahaan/Anak Usaha/Unit Usaha dimana tenaga pelatihnya dapat berasal dari dalam maupun luar perusahaan.
- Pelatihan Eksternal**, jenis pelatihan yang dilaksanakan di luar Perusahaan/Anak Usaha/Unit Usaha yang tenaga pelatihnya berasal dari lembaga pendidikan di luar perusahaan.
- Pelatihan Induksi** merupakan pelatihan yang harus diikuti oleh seluruh karyawan baru/karyawan yang dimutasi tentang bagaimana yang bersangkutan harus bekerja di tempat yang baru.

IV. DEFINITION

The company in this policy is PT Humpuss Maritim Internasional Tbk.

Subsidiary is a company whose shares are owned by PT Humpuss Maritim Internasional Tbk. and which is directly controlled by the Company.

Business Unit is a company whose shares are owned by subsidiaries of PT Humpuss Maritim Internasional Tbk. and which are indirectly controlled by the Company.

Human Capital Competency is all aspects of HC that can be used for the operational activities of the Company/Subsidiary/Business Unit, which includes workforce planning, recruitment and selection, employee recruitment, employee placement and orientation, and permanent employee appointment.

Competence is a requirement that must be met including education, knowledge, skills, behavior and experience so that the employee concerned can perform tasks optimally.

Employees referred to in these Guidelines are onshore employees which include permanent employees and contract employees of the Company/Subsidiary/Business Unit with several provisions specifically regulated.

Training and Development is an employee self-development activity planned by the Company/Subsidiary/Business Unit that is adjusted to the demands of achieving its performance and to meet the specified competency requirements, which consists of:

- Internal Training (In - House Training)**, a type of training carried out within the Company / Subsidiary / Business Unit where the trainers can come from inside or outside the company.
- External Training**, a type of training carried out outside the Company / Subsidiary / Business Unit whose trainers come from educational institutions outside the company.
- Induction training** is training that must be attended by all new employees / employees who are transferred about how they should work in a new place.

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development Procedure	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	6 of 18

V. TANGGUNG JAWAB

Direksi Perusahaan/Anak Usaha/Unit Usaha bertanggung jawab untuk melaksanakan seluruh kegiatan atau aktivitas proses manajemen sumber daya manusia secara efektif dan efisien dengan dibantu oleh Human Capital Department Perusahaan/Anak Usaha/Unit Usaha, dan khusus untuk pelaksanaan di Anak/Unit Usaha dapat berkonsultasi dengan Corporate Secretary atau Pejabat tertinggi yang membawahi Human Capital Departemen di HUMI.

V. RESPONSIBILITY

The Board of Directors of the Company / Subsidiary / Business Unit is responsible for carrying out all activities or activities of the human resource management process effectively and efficiently with the assistance of the Human Capital Department of the Company / Subsidiary / Business Unit, and specifically for implementation in the Subsidiary / Business Unit can consult with the Corporate Secretary or the highest official in charge of the Human Capital Department at HUMI.

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development <i>Procedure</i>	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	7 of 18

VI. DIAGRAM ALIR

6.1 Ketentuan Umum

6.2 Identifikasi Kebutuhan Pelatihan

VI. FLOWCHART

6.1 General Requirement

6.2 Identify Training Needs

Diagram Alir <i>Flow Diagram</i>	Dokumen/Rekaman Mutu <i>Document/Require Record</i>	Penanggung Jawab / Person <i>in Charge</i>	Keterangan Aktivitas <i>Activity Description</i>
Mulai Start Identifikasi Kompetensi seperti yang tertuang dalam job description Competency identification as stated in the job description Proses identifikasi didapatkan dari hasil Assessment serta rekomendasi kompetensi The identification process is obtained from the assessment result and competency recommendations HC bertanggungjawab untuk mengidentifikasi kebutuhan pelatihan yang berkaitan dengan kompetensi setiap karyawan HC is responsible for identifying training needs related to the competency of each employee Selesai Finish	Identifikasi kebutuhan pelatihan <i>Identify training needs</i>	# Human Capital Department # Human Capital Department # Human Capital Department	Lihat Point 7.2 Identifikasi kebutuhan pelatihan Refer to point 7.2 Identify training needs

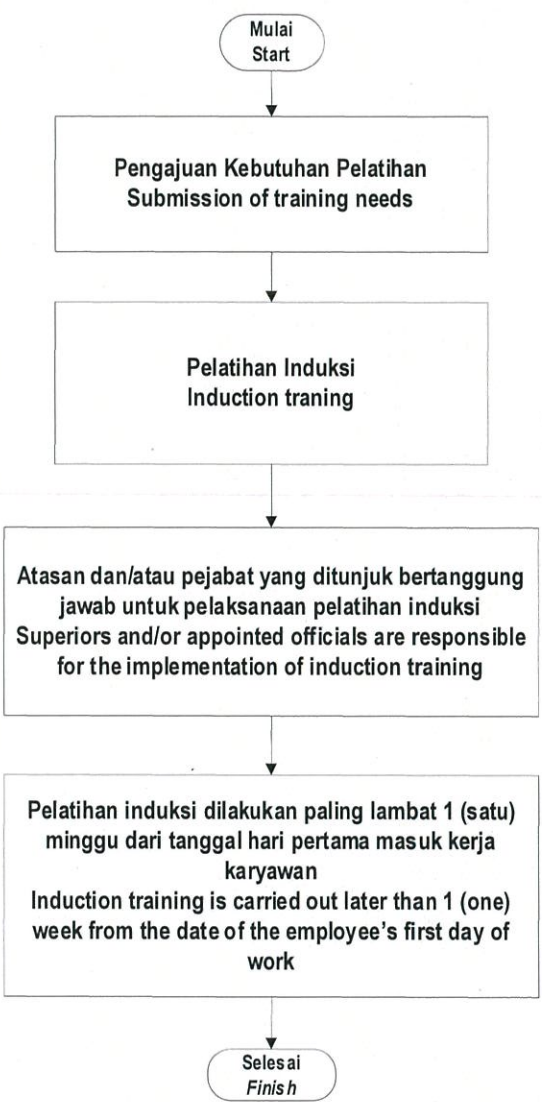
	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development <i>Procedure</i>	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	8 of 18

6.3 Pengajuan Kebutuhan Pelatihan

6.3.1 Pelatihan Induksi

6.3 Training Requirement Submission

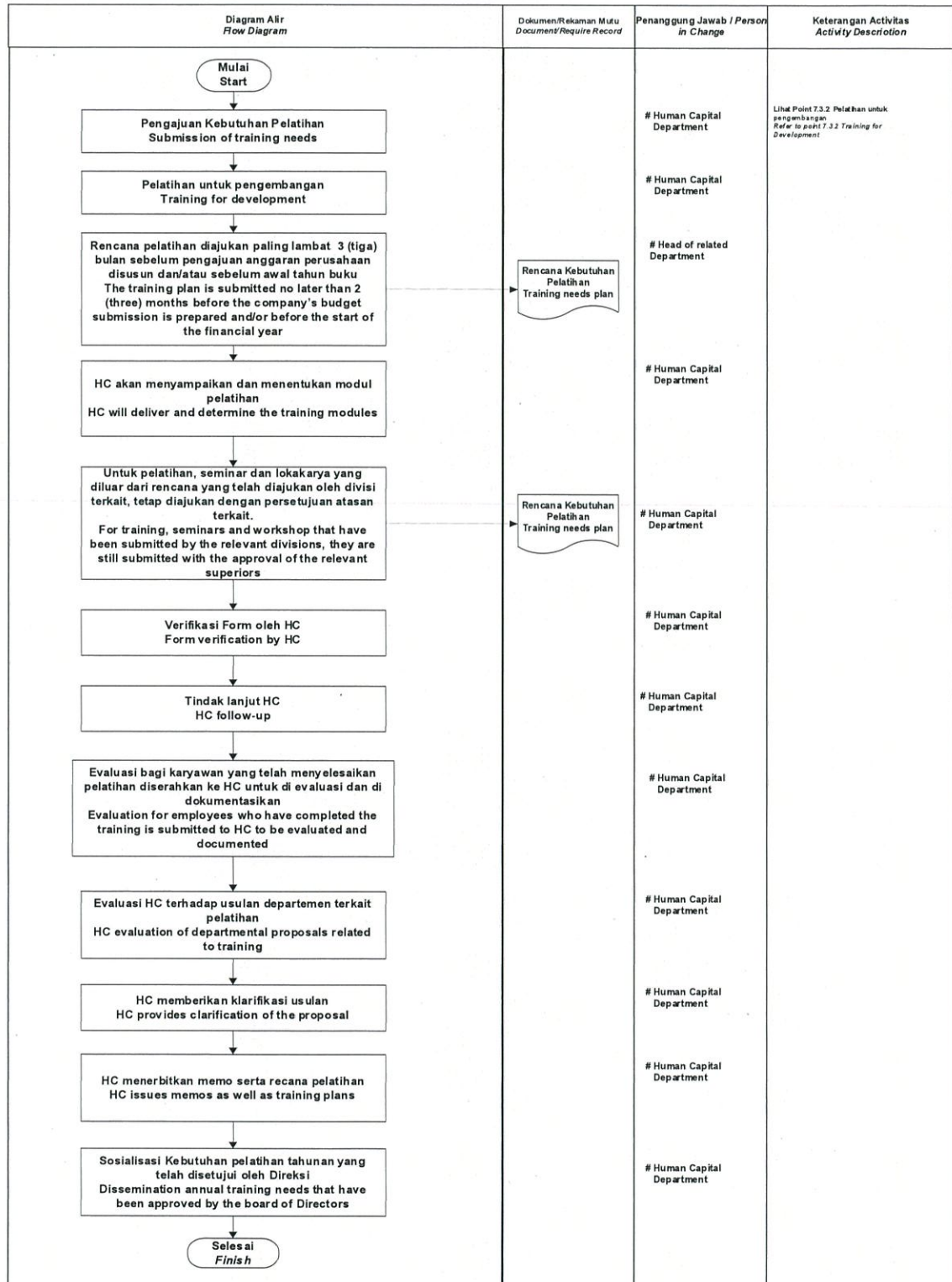
6.3.1 Induction Training

Diagram Alir <i>Flow Diagram</i>	Dokumen/Rekaman Mutu <i>Document/Require Record</i>	Penanggung Jawab / Person <i>in Charge</i>	Keterangan Aktivitas <i>Activity Description</i>
 <pre> graph TD Start([Mulai Start]) --> A[Pengajuan Kebutuhan Pelatihan Submission of training needs] A --> B[Pelatihan Induksi Induction training] B --> C[Atasan dan/atau pejabat yang ditunjuk bertanggung jawab untuk pelaksanaan pelatihan induksi Superiors and/or appointed officials are responsible for the implementation of induction training] C --> D[Pelatihan induksi dilakukan paling lambat 1 (satu) minggu dari tanggal hari pertama masuk kerja karyawan Induction training is carried out later than 1 (one) week from the date of the employee's first day of work] D --> End([Selesai Finish]) </pre>		# Human Capital Department # Human Capital Department # Human Capital Department # Human Capital Department	Lihat Point 7.3.1 Pelatihan Induksi Refer to point 7.3.1 Induction Training

 PT Humpuss Maritim Internasional Tbk.	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development <i>Procedure</i>	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	9 of 18

6.3.2 Pelatihan untuk pengembangan

6.3.2 Training for development



 PT Humpuss Maritim Internasional Tbk.	Prosedur Pelatihan dan Pengembangan	No. Dokumen Document No.	HUMI-CORSEC-SOP-12
		No. Revisi Revision No.	03
	Training and Development Procedure	Tanggal Terbit Date of issue	02 Januari 2025 / January 02 nd , 2025
		Halaman Page	10 of 18

6.4 Pelaksanaan Pelatihan

6.4 Implementation

Diagram Alir Flow Diagram	Dokumen/Rekaman Mutu Document/Require Record	Penanggung Jawab / Person in Charge	Keterangan Aktivitas Activity Description
Mulai Start Sumberdaya Manusia department mengeluarkan pemberitahuan kepada seluruh departemen The Human resources department is issues notifications to all departments Sumberdaya manusia departemen bertanggungjawab akan waktu, tempat, trainer dan peralatan yang dibutuhkan saat pelatihan The human resources department is responsible for the time, place, trainers and equipment needed for training Mengajukan permintaan pelatihan kepada Departemen Sumberdaya manusia Submit a request for training to the Human Capital Department Jumlah peserta pelatihan maksimal 25 orang kecuali ada ketentuan lain berdasarkan jenis pelatihan The maximum number of training participants is 25 people unless there are other provisions based on the type of training Memastikan Trainer mempersiapkan materi pelatihan Ensure trainers prepare training materials Kualifikasi Trainer yang sesuai dengan ketentuan Trainer qualifications in accordance with the provisions Trainer bertanggungjawab sepenuhnya untuk melaksanakan rencana pelatihan yang telah ditetapkan The trainer is fully responsible for carrying out the training that has ben set Setelah pelatihan trainer diwajibkan membuat laporan pelaksanaan pelatihan kepada departemen sumberdaya manusia After the training, the trainers are required to make a report on the implementation of the training to the human resources department Selesai Finish	Rencana Kebutuhan Pelatihan Training needs plan Rencana Kebutuhan Pelatihan Training needs plan	# Human Capital Department # Human Capital Department # Head of related Department # Human Capital Department # Board of Directors # Human Capital Department # Human Capital Department # Human Capital Department # Human Capital Department # Human Capital Department	Lihat Point 7.4 Pelaksanaan Pelatihan Refer to point 7.4 Implementation Training

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development Procedure	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	11 of 18

6.5 Evaluasi Efektivitas Pelatihan

6.5 Evaluation of Training Effectiveness

Diagram Alir <i>Flow Diagram</i>	Dokumen/Rekam Mutu <i>Document/Require Record</i>	Penanggung Jawab / Person <i>in Charge</i>	Keterangan Aktivitas <i>Activity Description</i>
Mulai Start Selesai pelatihan peserta harus memberikan feedback paling lambat H+1 setelah pelatihan Sebagai Evaluasi pelatihan After training, the trainers are required to make a report on the implementation of the training to the human resources department Karyawan yang mengikuti pelatihan wajib memberikan laporan hasil pelatihan kepada atasan langsung secara tertulis Employees participating in the training are required to provide a written report on the results of the training to their direct supervisor Untuk pelatihan yang diadakan diluar negeri dan/ atau membutuhkan waktu dan biaya yang besar maka peserta wajib membuat laporan dan persentasi kepada kepala departemen Sumberdaya manusia dan Direksi For training held overseas and/or requiring a large amount of time and money, participants are required to make report and presentation to the head of the Human Capital Department Dari hasil evaluasi, departemen Sumberdaya Manusia Melaporkan efektivitas pelatihan kepada Direksi From the results of the evaluation, the Human Capital Department report the effectiveness of the training to the directors Mengupload personal file yang berkenaan dengan pelatihan Upload personal files related to training Setiap 6 (enam) bulan menginformasikan keikutsertaan jam atau keikutsertaan karyawan dalam pelatihan kepada GM/Manager setiap departemen Every 6 (Five) Inform the hour participation or employee participation in training to the GM/ Manger of each department Setiap karyawan yang telah memenuhi jam pelatihan yang ditetapkan akan mendapatkan tambahan nilai pada penilaian kinerja yang dilakukan pada tahun berjalan Each employee who has fulfilled the set training hours will get additional points in the performance appraisal conducted in the current year Selesai Finish	Evaluasi Pelatihan Training Evaluation	# Human Capital Department # Human Capital Department # Human Capital Department # Human Capital Department # Human Capital Department # Human Capital Department # Human Capital Department	Lihat Point 7.5 Evaluasi Pelatihan Refer to point 7.5 Training Evaluation

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development <i>Procedure</i>	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	12 of 18

VII. URAIAN PROSEDUR

7.1 Ketentuan Umum

- 7.1.1 Pelatihan diberikan kepada setiap karyawan agar mampu menjalankan tugas dan fungsinya sesuai dengan persyaratan kompetensi jabatannya secara efektif dan efisien.
- 7.1.2 Setiap karyawan mempunyai peluang yang sama untuk ambil bagian dalam mengembangkan kompetensinya melalui pelatihan yang disediakan oleh Perusahaan/Anak Usaha/Unit Usaha.
- 7.1.3 Setiap karyawan di setiap tingkat jabatan wajib minimal 40 (empat puluh) jam dalam setahun untuk mengikuti pelatihan/training, dengan pembagian bobot setiap tingkat jabatan yang berbeda, yaitu:

Tingkat Jabatan	Hard Skill		Soft Skill		Total Jam (Min)
	Jam	%	Jam	%	
Vice President	16	40%	24	60%	40
Ass VP/Junior Asst VP	20	50%	20	50%	40
Senior Executive	24	60%	16	40%	40
Executive	28	70%	12	30%	40

7.1.4 Pelatihan untuk karyawan meliputi:

- Pelatihan Hard Skill**, adalah jenis pelatihan untuk meningkatkan kemampuan secara teknis yang dapat mendukung suatu pekerjaan yang dilakukan untuk mendapatkan hasil pekerjaan secara maksimal dengan efektif dan efisien.
- Pelatihan Soft Skill**, adalah jenis pelatihan non teknis yang berkaitan dengan behavior, interpersonal skill, leadership dan lain – lain yang dapat menunjang pekerjaan teknis untuk mendapatkan hasil pekerjaan secara maksimal dengan efektif dan efisien. Pelatihan Induksi/Orientasi karyawan baru yang mencakup pengenalan mengenai:

7.1.5.1 Human Capital:

- Kompensasi dan Benefit Karyawan ybs
- Peraturan Perusahaan
- Perkenalan ke seluruh karyawan HUMI Grup
- Struktur Organisasi beserta PIC nya.
- Budaya Kerja
- Tata Tertib

VII. DESCRIPTION PROCEDURE

7.1 General Requirement

- 7.1.1 Training is provided to each employee so that they are able to carry out their duties and functions in accordance with the competency requirements of their position effectively and efficiently.
- 7.1.2 Every employee has the same opportunity to take part in developing his/her competence through training provided by the Company/Subsidiary/Business Unit.
- 7.1.3 Each employee at each level of position is required to attend a minimum of 40 (forty) hours a year for training, with different weighting for each level of position, namely:

Position Level	Hard Skill		Soft Skill		Total House (Min)
	Hour	%	Hour	%	
Vice President	16	40%	24	60%	40
Ass VP/Junior Asst VP	20	50%	20	50%	40
Senior Executive	24	60%	16	40%	40
Executive	28	70%	12	30%	40

7.1.4 Training for employees includes:

- Hard Skill Training**, is a type of training to improve technical abilities that can support a job that is done to get maximum work results effectively and efficiently.
- Soft Skill Training**, is a type of non-technical training related to behavior, interpersonal skills, leadership and others that can support technical work to get maximum work results effectively and efficiently. Induction / Orientation training for new employees which includes an introduction to:

7.1.5.1 Human Capital:

- Compensation and Benefits of the Employee
- Company Regulation
- Introduction to all HUMI Group employees
- Organizational structure and its PICs.
- Work Culture
- Code of Conduct

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development Procedure	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	13 of 18

- g. Disiplin dan Tindakan Disiplin
- h. Sarana dan Prasarana Kerja
- 7.1.5.2 *Corporate Secretary*
 - a. Profil Perusahaan
 - b. Struktur Bisnis
 - c. Ketentuan Rapat Internal
 - d. Pedoman – pedoman Tata Kelola Perusahaan (GCG)
 - e. Legal Matters
- 7.1.5.3 *Business Development*
Pengenalan Bisnis HUMI Grup
- 7.1.5.4 *Finance, Accounting & Tax*
Pedoman/Kebijakan Manajemen Keuangan & Akutansi
- 7.1.5.5 Segmen – segmen usaha HUMI Grup
 - a. Memegang
 - b. LNG
 - c. Minyak & Kimia
 - d. Kapal Pendukung Lepas Pantai
 - e. Dukungan Kelautan
 - f. Pengerukan
 - g. Manajemen Awak Kapal
 - h. Manajemen Pusat Pelatihan.

Catatan: Apabila tidak memiliki Divisi *Corporate Secretary*, maka dilaksanakan oleh *Vice President/Ass VP* (level tertinggi) di Divisi karyawan yang ditempatkan.

7.2 Identifikasi Kebutuhan Pelatihan

- 7.2.1 Identifikasi kompetensi berdasarkan pendidikan, pengetahuan, keterampilan, perilaku dan pengalaman sesuai dengan fungsi dan tanggung jawab seperti yang tertuang dalam Job Description.
- 7.2.2 Proses identifikasi didapatkan dari hasil assessment serta rekomendasi yang diberikan oleh pihak penilai, juga atasan serta hasil evaluasi pemenuhan kompetensi yang telah ditetapkan untuk setiap karyawan, setiap gap terhadap kompetensi akan dijadikan masukan untuk Identifikasi Kebutuhan Pelatihan (HUMI-CORSEC-FRM-12-01).
- 7.2.3 Human Capital Department bersama dengan atasan langsung bertanggung jawab untuk mengidentifikasi kebutuhan pelatihan yang berkaitan dengan kompetensi untuk setiap karyawan di Divisi/Departemennya masing-masing serta bertanggung jawab untuk mengidentifikasi kebutuhan pelatihan untuk Pengembangan Karir

- g. Discipline and Disciplinary Action
- h. Work Facilities and Infrastructure
- 7.1.5.2 *Corporate Secretary*
 - a. Company Profile
 - b. Business Structure
 - c. Internal Meeting Provisions
 - d. Corporate Governance (GCG) guidelines
 - e. Legal Matters
- 7.1.5.3 *Business Development*
HUMI Group Business Introduction
- 7.1.5.4 *Finance, Accounting & Tax*
Finance & Accounting Management Guidelines/Policies.
- 7.1.5.5 Business segments of HUMI Group
 - a. Holding
 - b. LNG
 - c. Oil & Chemical
 - d. Offshore Support Vesel
 - e. Marine Support
 - f. Dredging
 - g. Crewing Management
 - h. Training Centre Management.

Notes: If there is no Corporate Secretary Division, it is carried out by the *Vice President/Ass VP* (highest level) in the Division of the employee placed.

7.2 Identify Training Needs

- 7.2.1 Identify competencies based on education, knowledge, skills, behavior and experience in accordance with the functions and responsibilities as stated in the Job Description.
- 7.2.2 The identification process is obtained from the results of assessments and recommendations given by the assessor, as well as superiors and the results of evaluating the fulfillment of competencies that have been determined for each employee, each gap against competencies will be used as input for Identification of Training Needs (HUMI-CORSEC-FRM-12-01).
- 7.2.3 The Human Capital Department together with direct supervisors is responsible for identifying competency-related training needs for each employee in their respective Division/Department and is responsible for identifying training needs for the Career Development of each employee in the section

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development <i>Procedure</i>	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	14 of 18

setiap karyawan yang ada dalam bagian yang dipimpinnya, sesuai dengan kualifikasi jabatan masing-masing.

7.3 Pengajuan Kebutuhan Pelatihan

7.3.1 Pelatihan Induksi

- Atasan dan/atau pejabat yang ditunjuk bertanggung jawab atas pelaksanaan pelatihan induksi untuk karyawan baru atau karyawan yang baru dimutasikan. Pelatihan induksi dicatat dalam Formulir Kegiatan Pelatihan Induksi (HUMI-CORSEC-FRM-12-02).
- Pelatihan induksi harus dilakukan selambat-lambatnya 1 (satu) minggu dari tanggal hari pertama masuk kerja karyawan yang bersangkutan. Pelatihan induksi diberikan kepada semua karyawan baru walaupun karyawan tersebut masih dalam masa percobaan.

7.3.2 Pelatihan untuk Pengembangan

- Rencana pelatihan diajukan paling lambat 3 (tiga) bulan sebelum pengajuan anggaran perusahaan disusun dan/atau sebelum awal tahun buku, masing-masing *Vice President* dan/atau *Assisstant Vice President* bertanggung jawab untuk mengidentifikasi kebutuhan pelatihan yang mencakup pelatihan Pengembangan Karir bagi setiap karyawan yang ada dalam bagian yang dipimpinnya, sesuai dengan kualifikasi jabatan masing-masing.
- Kebutuhan pelatihan tersebut diisi dalam Formulir Rencana Kebutuhan Pelatihan (HUMI-CORSEC-FRM-12-03) dan harus mendapat persetujuan dari Pejabat tertinggi di masing – masing Divisi sebelum diserahkan kepada *Human Capital Department*. Salinan dari Matriks Kebutuhan Pelatihan Tahunan diarsipkan oleh masing-masing *Vice President* dan/atau *Assistant Vice President*.
- Pejabat tertinggi *Human Capital Department*, akan menyampaikan dan menentukan modul Pelatihan sesuai dengan Formulir Matrik Kebutuhan Pelatihan Tahunan yang telah mendapatkan persetujuan tersebut, untuk kemudian didistribusikan kepada masing-masing *Vice President* dan/atau *Assistant Vice President* terkait. Modul pelatihan tersebut mencakup pelatihan *hard skill* dan *soft skill*. Modul dan jadwal pelatihan tahunan yang disusun harus juga memperhatikan anggaran periode tersebut yang telah disetujui oleh Direksi Perusahaan /Anak Usaha/Unit Usaha.

they lead, in accordance with their respective position qualifications.

7.3 Training Requirement Submission

7.3.1 Induction Training

- Supervisors and/or designated officials are responsible for the implementation of induction training for new employees or newly transferred employees. Induction training is recorded in the Induction Training Activity Form (HUMI-CORSEC-FRM-12-02).
- Induction training must be conducted no later than 1 (one) week from the date of the employee's first day of work. Induction training is given to all new employees even if the employee is still in the probationary period.

7.3.2 Training for Development

- The training plan is submitted no later than 3 (three) months before the company budget submission is prepared and/or before the beginning of the financial year, each *Vice President* and/or *Assisstant Vice President* is responsible for identifying training needs that include Career Development training for each employee in the section he/she leads, in accordance with the qualifications of their respective positions.
- The training needs are filled in the Training Needs Plan Form (HUMI-CORSEC-FRM-12-03) and must be approved by the highest official in each Division before being submitted to the Human Capital Department. A copy of the Annual Training Needs Matrix is filed by each *Vice President* and/or *Assistant Vice President*.
- The highest official of the Human Capital Department, will submit and determine the Training modules in accordance with the approved Annual Training Needs Matrix Form, to be distributed to each *Vice President* and/or relevant *Assistant Vice President*. The training modules include hard skills and soft skills training. The annual training modules and schedules prepared must also take into account the budget for that period that has been approved by the Board of Directors of the Company/Subsidiary/Business Unit.

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development Procedure	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	15 of 18

- d. Untuk kebutuhan pelatihan, seminar, lokakarya, yang diluar dari rencana yang pernah diajukan oleh Divisi terkait, diajukan kembali dengan mengisi Formulir Pengajuan Pelatihan kembali (di Luar Rencana), dengan mendapat persetujuan dari atasan langsung dan diverifikasi oleh *Human Capital Department*.
- e. Formulir Pengajuan Pelatihan (di Luar Rencana) yang telah disetujui oleh *Vice President* dan/atau Assistant Vice President terkait, serta diverifikasi oleh *Human Capital Department* diserahkan kepada *Human Capital Department* untuk ditindaklanjuti
- f. Formulir Evaluasi bagi karyawan yang telah menyelesaikan pelatihan tersebut diserahkan kepada *Human Capital Department* untuk didokumentasikan dan ditindaklanjuti.
- g. *Human Capital Department* akan melakukan evaluasi terhadap usulan departemen untuk memastikan hal-hal sebagai berikut:
 - Pemenuhan kompetensi
 - Anggaran
 - Penjadwalan
 - Kebutuhan bisnis Perusahaan / Anak Usaha/ Unit Usaha
- h. *Human Capital Department* berkewajiban memberikan klarifikasi terhadap usulan Divisi/Departemen apabila ada yang tidak memenuhi persyaratan pada point "g"
- i. *Human Capital Department* akan menerbitkan Memo disertai rencana pelatihan (Rekapitulasi Analisa Kebutuhan Pelatihan) yang telah diterima oleh masing – masing Divisi/Departemen kepada Direksi untuk mendapat persetujuan paling lambat bulan November tahun berjalan (HUMI-CORSEC-FRM-11-03).
- j. Rencana Kebutuhan Pelatihan Tahunan yang telah disetujui oleh Direksi akan disosialisasikan oleh *Human Capital Department* ke Divisi/Departemen terkait.

7.4 Pelaksanaan Pelatihan

7.4.1 Pelatihan Internal

- a. *Human Capital Department* akan mengeluarkan pemberitahuan kepada seluruh departemen tentang pelaksanaan pelatihan internal melalui email/memo.
- b. *Human Capital Department* bertanggung jawab untuk menentukan waktu, tempat, trainer dan

- d. For training needs, seminars, workshops, which are outside the plan that has been submitted by the relevant Division, it is submitted again by filling out the Training Submission Form (Outside the Plan), with the approval of the immediate supervisor and verified by the Human Capital Department.
- e. The Training Submission Form (Outside the Plan) that has been approved by the *Vice President* and/or relevant Assistant Vice President, and verified by the Human Capital Department is submitted to the Human Capital Department for follow up.
- f. Evaluation Forms for employees who have completed the training are submitted to the Human Capital Department for documentation and follow-up.
- g. The Human Capital Department will evaluate the department's proposal to ensure the following:
 - Competency fulfillment
 - Budget
 - Scheduling
 - Company / Subsidiary / Business Unit business needs.
- h. The Human Capital Department is obliged to provide clarification on Division/Department proposals if any do not meet the requirements in point "g".
- i. The Human Capital Department will issue a Memo with the training plan (Recapitulation of Training Needs Analysis) that has been received by each Division/Department to the Board of Directors for approval no later than November of the current year (HUMI-CORSEC-FRM-11-03).
- j. The Annual Training Needs Plan approved by the Board of Directors will be socialized by the Human Capital Department to the relevant Divisions/Departments.

7.4 Training Implementation

7.4.1 Internal Training

- a. The Human Capital Department will issue a notification to all departments about the implementation of internal training via email/memo.
- b. The Human Capital Department is responsible for determining the time, place, trainer and

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	<i>Training and Development Procedure</i>	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	16 of 18

peralatan yang dibutuhkan agar pelaksanaan pelatihan sesuai dengan jadwal.

- c. Agar pelaksanaan pelatihan berjalan dengan efektif jumlah peserta pelatihan maksimal 25 peserta di setiap pelatihan yang diadakan kecuali ditentukan lain berdasarkan jenis pelatihan yang akan diadakan.
- d. *Human Capital Department* memastikan bahwa *trainer* sudah mempersiapkan materi pelatihan/modul sekaligus menggandakan materi pelatihan untuk para peserta.
- e. Kualifikasi tenaga *trainer* internal harus memenuhi ketentuan sebagai berikut:
 - Telah mengikuti "*Training For Trainer*"
 - Menguasai materi pelatihan.
 - Mampu berkomunikasi secara efektif dan persuasive.
 - Sudah dikualifikasi oleh Perusahaan / Anak Usaha/ Unit Usaha sebagai *trainer*.
- f. *Trainer* bertanggung jawab sepenuhnya untuk melaksanakan rencana pelatihan yang telah ditetapkan.
- g. Khusus *trainer* dari internal HUMI Grup diwajibkan membuat laporan pelaksanaan pelatihan kepada *Human Capital Department*. *Trainer* dari internal dapat memperoleh tambahan skor untuk penilaian kinerja dari aspek pelatihan.

7.4.2 Pelatihan Eksternal

- a. Setiap akan dilaksanakannya pelatihan eksternal, *Vice President* dan/atau *Assistant Vice President* harus mengajukan Formulir Permintaan Pelatihan kepada *Human Capital Department* yang selanjutnya dimintakan persetujuan ke Direksi (HUMI-CORSEC-FRM-12-04).
- b. *Human Capital Department* berwenang untuk memberikan rekomendasi untuk waktu, tempat, tenaga *trainer* agar pelaksanaan pelatihan sesuai dengan target
- c. Selesai pelatihan karyawan yang mengikuti pelatihan khususnya yang berbayar diwajibkan membuat laporan pelaksanaan pelatihan kepada *Vice President* dan/atau *Assistant Vice President* dan *men-transfer* hasil pelatihan kepada karyawan lain di Divisi dan/atau Departemennya dalam

equipment needed so that the training is carried out according to schedule.

- c. In order for the implementation of training to run effectively, the number of training participants is a maximum of 25 participants in each training held unless otherwise determined based on the type of training to be held.
 - d. The Human Capital Department ensures that trainers have prepared training materials/modules as well as duplicate training materials for participants.
 - e. The qualifications of internal trainers must meet the following requirements:
 - Have attended "Training for Trainers"
 - Mastering the training material.
 - Able to communicate effectively and persuasively
 - Have been qualified by the Company/Subsidiary/Business Unit as a trainer.
 - f. The trainer is fully responsible for implementing the training plan that has been established.
 - g. Special trainers from within the HUMI Group are required to make a training implementation report to the Human Capital Department. Internal trainers can get additional scores for performance assessment from the training aspect.
- #### 7.4.2 External Training
- a. Every time external training is to be conducted, the *Vice President* and/or *Assistant Vice President* must submit a Training Request Form to the Human Capital Department for approval by the Board of Directors (HUMI-CORSEC-FRM-12-04).
 - b. The Human Capital Department is authorized to provide recommendations for time, place, trainers so that the implementation of training is in line with the target.
 - c. After the training, employees who take part in training, especially paid training, are required to make a report on the implementation of training to the *Vice President* and / or *Assistant Vice President* and transfer the results of training to other employees in their division and / or Department in the form of

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development Procedure	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / January 02 nd , 2025
		Halaman <i>Page</i>	17 of 18

bentuk pemaparan. Laporan hasil pelaksanaan ditembuskan kepada *Human Capital Department*.

- d. Pelaksanaan pemaparan laporan hasil pelatihan dapat masuk menjadi skor tambahan untuk hasil penilaian kinerja karyawan dari aspek skor pelatihan.

7.5 Evaluasi Pelatihan

7.5.1 Selesai pelatihan maka peserta harus memberikan *feedback* paling lambat H+1 setelah pelatihan untuk menilai pelaksanaan pelatihan baik dari segi material, metode, *trainer*, tempat dan lain-lain yang akan dipakai sebagai evaluasi oleh *Human Capital Department* untuk keperluan perbaikan di kemudian hari. *Feedback* tersebut dituangkan dalam **Formulir Evaluasi Penyelenggaraan Pelatihan** (HUMI-CORSEC-FRM-12-05).

7.5.2 Setiap karyawan yang mengikuti pelatihan akan dievaluasi oleh para atasannya masing-masing terkait penerapan hasil pelatihan pada pekerjaannya sehari-hari dan pengaruh pelatihan terhadap sikap kerja dan perilakunya. Evaluasi dilakukan selama 3 bulan ke depan, setelah pelatihan diikuti, dengan mengisi Formulir Evaluasi Pelatihan Karyawan (HUMI-CORSEC-FRM-12-05). Hasil evaluasi diberikan kepada *Human Capital Department* untuk *di-review* lebih lanjut.

7.5.3 Khusus untuk pelatihan yang diadakan di luar negeri dan/atau membutuhkan waktu dan biaya yang besar maka peserta diwajibkan untuk membuat laporan tertulis dan presentasi kepada Pejabat tertinggi di *Human Capital Department* dan Direksi.

7.5.4 Berdasarkan hasil evaluasi pelatihan, *Human Capital Department* melaporkan efektivitas pelatihan pada Direksi, setiap 6 (enam) bulan sekali. Kesenambungan program pelatihan ditentukan dari evaluasi pelatihan tersebut.

7.5.5 *Human Capital Department* bertanggung jawab untuk meng-update personal file yang berkenaan dengan pelatihan karyawan, dengan (HUMI-CORSEC-FRM-12-06)

7.5.6 *Human Capital Department* setiap 6 (enam) bulan sekali memberikan informasi kepada *Vice President* dan/atau *Assistant Vice President* untuk

presentation. The implementation report is forwarded to the Human Capital Department.

- d. The implementation of the presentation of the training results report can be included as an additional score for the employee performance assessment results from the training score aspect.

7.5 Training Evaluation

7.5.1 After the training, participants must provide feedback no later than H+1 after the training to assess the implementation of training in terms of materials, methods, trainers, venues and others which will be used as an evaluation by the Human Capital Department for future improvement purposes. The feedback is outlined in the Training Implementation Evaluation Form (HUMI-CORSEC-FRM-12-05).

7.5.2 Each employee who participates in the training will be evaluated by their respective supervisors regarding the application of the training results to their daily work and the effect of the training on their work attitude and behavior. The evaluation is conducted for the next 3 months, following the training, by completing the Employee Training Evaluation Form (HUMI-CORSEC-FRM-12-05). The evaluation results are given to the Human Capital Department for further review.

7.5.3 Especially for training that is held abroad and/or requires a large amount of time and money, participants are required to make a written report and presentation to the highest official in the Human Capital Department and the Board of Directors.

7.5.4 Based on the results of the training evaluation, the Human Capital Department reports the effectiveness of the training to the Board of Directors, every 6 (six) months. The sustainability of the training program is determined from the training evaluation.

7.5.5 The Human Capital Department is responsible for updating personal files relating to employee training, with HUMI-CORSEC-FRM-12-06).

7.5.6 The Human Capital Department every 6 (six) months provides information to the *Vice President* and / or *Assistant Vice President* to

	Prosedur Pelatihan dan Pengembangan	No. Dokumen <i>Document No.</i>	HUMI-CORSEC-SOP-12
		No. Revisi <i>Revision No.</i>	03
	Training and Development <i>Procedure</i>	Tanggal Terbit <i>Date of issue</i>	02 Januari 2025 / <i>January 02nd, 2025</i>
		Halaman <i>Page</i>	18 of 18

pemenuhan jumlah jam atau % keikutsertaan setiap karyawan di bagiannya dalam pelatihan setiap tahunnya.

7.5.7 Setiap karyawan yang telah memenuhi jam pelatihan, akan mendapatkan tambahan nilai pada penilaian kinerja yang dilakukan pada tahun berjalan.

fulfill the number of hours or % participation of each employee in their section in training each year.

7.5.7 Each employee who has fulfilled the training hours will receive additional points in the performance appraisal conducted in the current year.

VIII. LAMPIRAN

VIII. ATTACHMENT

Dokumen Terkait <i>Related Document</i>	No. Dokumen <i>Document No.</i>	Tanggung Jawab <i>Responsibility</i>
Identifikasi Kebutuhan Pelatihan <i>Identification of Training Requirement</i>	HUMI-CORSEC-FRM-12-01	Corporate Secretary
Formulir Induksi/Orientasi Karyawan Tingkat General Manager/Manager/Assistant Manager/Supervisor/Staff <i>Employee Induction/Orientation Form General Manager/Manager/Assistant Manager/Supervisor/Staff level</i>	HUMI-CORSEC-FRM-12-02	Corporate Secretary
Rencana Kebutuhan Pelatihan <i>Evaluation of Training Plant</i>	HUMI- CORSEC -FRM-12-03	Corporate Secretary
Permintaan Pelatihan <i>Training Request</i>	HUMI- CORSEC -FRM-12-04	Corporate Secretary
Evaluasi Pelatihan <i>Evaluation of Training</i>	HUMI- CORSEC -FRM-12-05	Corporate Secretary
Daftar Kepesertaan <i>Membership Lis</i>	HUMI- CORSEC -FRM-12-06	Corporate Secretary