

PERURI

Risk Owner

Risk Agent

Divisi Teknik Dan Jaminan Keadan

Tim PPH Divisi Teknik Dan Jaminan Keadan

04/RM-FORM-2024

Revisi: 1

Tanggal Revisi: 31 Januari 2024

No	Sasaran	Tema Risiko (T1)	Kategori Risiko (T2)	Sub Kategori Risiko	Peristiwa (T3)	Identifikasi Risiko					Analisis Risiko Inheren					Evaluasi Risiko					Analisis Risiko Residual					Perlakuan Risiko							
						Penyebab	Dampak Kualitatif	Dampak Kuantitatif	Kemungkinan	Dampak	Level	Urgency	Control	Risk Control Assessment	PIC	Kemungkinan	Dampak	Level	Rencana Proaktif	Rencana Reaktif	Target Waktu	Risk Treatment Owner											
1	Improve Profitability untuk Laba sebelum pajak sebesar X\$ Miliar Rupiah untuk meningkatkan Profitability	Enterprise Risk Manager (ERM)	Risiko Keuangan	negatif	Efisiensi tidak mencapai target	1. Kebutuhan emergency pemeliharaan di luar program kerja	1. Nilai budget melebihi dari yang direncanakan	2% - 5%	2	Jarang	Besar	8	Low	0	1. Monitoring Anggaran SAP	Effectif	Divisi Teknik Dan Jaminan Keadan	2	Jarang	Sangat Kecil	2	Very Low	Evaluasi bulanan terhadap realisasi anggaran	Koordinasi dengan pihak terkait mengurangi anggaran	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Strategic Business Unit Produk Non Uang 3. Strategic Business Unit Produk Non Uang 4. Divisi Keuangan Strategis							
2	Jumlah kegiatan operasional kerja terdistribusi yang berdampak kepada Peningkatan produktivitas/efisiensi, atau Kebutuhan Customer sebanyak 1.5x/hari	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Tidak terealisasi/nya program digitalisasi	1. Keterbatasan waktu development	1. Proses tidak tersentralisasi pada satu sistem	Rp 500.000 - Rp 300 juta	2	Jarang	Sedang	6	Low	0	1. Prosedur / SOP - Penggunaan teknologisistem, Monitoring progress project	Baik	Divisi Teknik Dan Jaminan Keadan	1	Batang Jarang	Sangat Kecil	1	Very Low	Koordinasi progress dengan TI dan pihak terkait	Menggunakan aplikasi berbasis cloud yang lebih terjangkau	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Divisi Teknologi Informasi							
3	Pencapaian tingkat kepuasan pelanggan terhadap perubahan yang diukur pada tahun berjalan (CS) skor sebesar 86,9	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Skor CS tidak mencapai target	1. Turnunnya performance supporting production	1. Turnunnya kepercayaan customer terhadap kapabilitas perusahaan	Rp 100 juta - Rp 5 Mily	3	Sedang	Kecil	6	Low	0	1. Monitoring performa pengendalian kualitas produk, pemersanan dan utilitas	Effectif	Divisi Teknik Dan Jaminan Keadan	1	Batang Jarang	Kecil	2	Very Low	Optimalisasi penggunaan tool monitoring performa	Customer complain management	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Strategic Business Unit Produk Non Uang 3. Strategic Business Unit Produk Non Uang 4. Divisi Pengadaan Dan Fasilitas Umum 5. Divisi Teknologi Informasi							
4	Jumlah inovasi yang baru diimplementasikan pada tahun 2024 sebanyak 3 buah inovasi	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Inovasi baru tidak terimplementasi	1. Load pekerjaan pemeliharaan yang menyita waktu	1. Target OMTI tidak tercapai	1.000.000 - 5.000.000	1	Batang Jarang	Sangat Kecil	1	Very Low	0	1. Prosedur / SOP - Monitoring progress inovasi	Baik	Divisi Teknik Dan Jaminan Keadan	1	Batang Jarang	Sangat Kecil	1	Very Low	Implementasi inovasi	Melakukan evaluasi terhadap inovasi yang dibuat	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Departemen Pembelajaran Dan Sertifikasi							
5	Pemenuhan SLA Layanan Corrective Maintenance (CM) atau Emergency Maintenance (EM) pemersanan dan utilitas pabrik 94,7%	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Penyelesaian Layanan Corrective Maintenance (CM) mesin - mesin produksi tidak tertangani optimal	1. 1. Jumlah Teknis terbatas 2. Suku Cadang tidak tersedia 2. Spare parts mesin produksi tidak tersedia	1. Target Produksi tidak tercapai 2. Target Produksi tidak tercapai	Rp1 Milyar-Rp5 Milyar	4	Sering	Besar	16	High	0	1. Prosedur / SOP - Penggunaan teknologisistem, 1. Prosedur Pemeliharaan Tak Terencana (CM) - Monitoring Work Order pada SAP dan Report bulanan - Pengendalian Pengelolaan Suku Cadang Program mesin 1. Corrective & Emergency Maintenance Material, Elektrikal Produk & ME Peranung Produk 2. Corrective & Emergency Maintenance Material Handling 3.Coating Coating Gula CTS & Perbaikan 1 Unit Thermo VYTG 5.Pengaturan inlet Preter mesin MMS 6.Pembutaan Bangunan Service Station Material Handling 7.Pelaksanaan Emergency Maintenance Cutas Lin A &8.Pelaksanaan Emergency Maintenance Cutas Lin B &9.Pelaksanaan Emergency Maintenance Cutas Lin 10 Corrective & Emergency Maintenance Elektrikal Produk Lin A &11 Corrective & Emergency Maintenance Elektrikal Produk Lin B 12.Corrective & Emergency Maintenance Elektrikal Produk Lin 13.Rewinding Motor Listrik Produk 14.Corrective & Emergency Maintenance Mesin/Peralatan Mechanical Workshop 15.Barang Spare Parts Material 16.Barang Spare Parts Material 17.Batang Spare Parts Material 18.Corrective & Emergency Maintenance Mesin/Peralatan Mechanical Workshop 19.Preventive Maintenance Mesin/Peralatan Mechanical Workshop 20.Pemeliharaan Lisensi Software CAD 21.Batang Spare Parts Raketek Mekanikal	Effectif	Departemen Pemeliharaan Teknik	3	Sedang	Sedang	9	Medium	0	1. Prosedur / SOP - Penggunaan teknologisistem, 1. Prosedur Pemeliharaan Tak Terencana (CM) - Monitoring Work Order pada SAP dan Report bulanan - Pengendalian Pengelolaan Suku Cadang Program mesin 1. Corrective & Emergency Maintenance Material, Elektrikal Produk & ME Peranung Produk 2. Corrective & Emergency Maintenance Material Handling 3.Coating Coating Gula CTS & Perbaikan 1 Unit Thermo VYTG 5.Pengaturan inlet Preter mesin MMS 6.Pembutaan Bangunan Service Station Material Handling 7.Pelaksanaan Emergency Maintenance Cutas Lin A &8.Pelaksanaan Emergency Maintenance Cutas Lin B &9.Pelaksanaan Emergency Maintenance Cutas Lin 10 Corrective & Emergency Maintenance Elektrikal Produk Lin A &11 Corrective & Emergency Maintenance Elektrikal Produk Lin B 12.Corrective & Emergency Maintenance Elektrikal Produk Lin 13.Rewinding Motor Listrik Produk 14.Corrective & Emergency Maintenance Mesin/Peralatan Mechanical Workshop 15.Batang Spare Parts Material 16.Batang Spare Parts Material 17.Batang Spare Parts Material 18.Corrective & Emergency Maintenance Mesin/Peralatan Mechanical Workshop 19.Preventive Maintenance Mesin/Peralatan Mechanical Workshop 20.Pemeliharaan Lisensi Software CAD 21.Batang Spare Parts Raketek Mekanikal	Effectif	Departemen Pemeliharaan Teknik	3	Sedang	Sedang	9	Medium	0	1. Prosedur / SOP - Penggunaan teknologisistem, 1. Prosedur Pemeliharaan Tak Terencana (CM) - Monitoring Work Order pada SAP dan Report bulanan - Pengendalian Pengelolaan Suku Cadang Program mesin 1. Corrective & Emergency Maintenance Material, Elektrikal Produk & ME Peranung Produk 2. Corrective & Emergency Maintenance Material Handling 3.Coating Coating Gula CTS & Perbaikan 1 Unit Thermo VYTG 5.Pengaturan inlet Preter mesin MMS 6.Pembutaan Bangunan Service Station Material Handling 7.Pelaksanaan Emergency Maintenance Cutas Lin A &8.Pelaksanaan Emergency Maintenance Cutas Lin B &9.Pelaksanaan Emergency Maintenance Cutas Lin 10 Corrective & Emergency Maintenance Elektrikal Produk Lin A &11 Corrective & Emergency Maintenance Elektrikal Produk Lin B 12.Corrective & Emergency Maintenance Elektrikal Produk Lin 13.Rewinding Motor Listrik Produk 14.Corrective & Emergency Maintenance Mesin/P
6	Develop Innovation untuk mencapai target jumlah inovasi yang masuk ke dalam Minimal Silver dalam 1 tahun	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Karya inovasi tidak terrealisasi	1. Load pekerjaan yang banyak	1. Target OMTI tidak tercapai	1.000.000 - 5.000.000	1	Batang Jarang	Sangat Kecil	1	Very Low	0	1. Prosedur / SOP - Monitoring progress inovasi / GCM	Baik	Divisi Teknik Dan Jaminan Keadan	1	Batang Jarang	Sangat Kecil	1	Very Low	Penyusunan makalah inovasi	Sharing inovasi dengan unit kerja lain	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Departemen Pembelajaran Dan Sertifikasi							
7	Persentase bahan baku substandar yang digunakan per produk maksimal 1,5%	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Potensi terjadi kerusakan alat uji	1. Terhambatnya proses produksi dan penurunan kualitas produk	1. Terhambatnya proses produksi dan penurunan kualitas produk	Rp7.000.000	1	Batang Jarang	Sedang	3	Very Low	0	1. Jadwal perawatan dan kalibrasi alat uji - IK Pemeliharaan Bahan Baku	Effectif	Departemen Pengendalian Kualitas	1	Batang Jarang	Kecil	2	Very Low	Pelaksanaan Pemeliharaan dan kalibrasi alat sesuai jadwal	Kalibrasi alat uji per pihak ketiga - Percepatan Perbaikan alat uji	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Strategic Business Unit Produk Non Uang 3. Strategic Business Unit Produk Non Uang 4. Divisi Pengadaan Dan Fasilitas Umum							
8	Pemenuhan asistensi internal program investasi, asistensi pemersanan fisk investasi, dan asistensi kelancaran upa sebesar 93%	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Tidak terpenuhinya realisasi Asistensi Program Investasi dan asistensi pemersanan fisk investasi	1. 1. Spesifikasi investasi tidak sesuai dengan kebutuhan 2. 2. Sulitnya mencari penyedia lab kalibrasi eksternal dengan target	1. 1. Keterlambatan program investasi perusahaan 2. Hasil pengurangan tidak valid	Rp 500 Juta - Rp 500 Milyar	3	Sedang	Besar	12	Medium	0	1. Kesepakatan Pemenuhan Jadwal PM mesin dengan PPG - Form Penurunan Jadwal Pemeliharaan Preventif	Effectif	Divisi Teknik Dan Jaminan Keadan	3	Sedang	Besar	12	Medium	Konfirmasi ke PPG ketersediaan waktu mesin yang akan dilakukan PM di pekan berikutnya	Memkar (switch) jadwal mesin yang akan dilakukan PM dengan persetujuan PPG (Mitigasi)	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Strategic Business Unit Produk Non Uang 3. Strategic Business Unit Produk Non Uang 4. Divisi Pengadaan Dan Fasilitas Umum							
9	Pemenuhan Program Efisiensi Energi (Penerji Haku) 20% Penurunan kWh	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Keterlambatan pengadaan lampu hemat energi	1. indet lampu datu pemasok	1. Program Efisiensi lampu hemat energi tidak terlaksana	500.000 - 10.000.000	3	Sedang	Sangat Kecil	3	Low	0	1. Kontrol pekerjaan yang jelas dan detail, Pemeliharaan yang jelas, fungsi dan wewenang yang jelas, Komitmen manajemen/pemimpin, Efektifitas dan efisiensi operasional, Reliabilitas pelaporan keuangan, Kepatuhan atas hukum dan peraturan yang berlaku, Prosedur / SOP - Penggunaan teknologisistem - Rapor Koordinasi rutin dengan pihak internal dan Eksternal - Monitoring dan evaluasi rutin	Baik	Divisi Teknik Dan Jaminan Keadan	2	Jarang	2	Kecil	4	Very Low	Koordinasi dengan pihak pelaksana pekerjaan	Permitiran perseroan pengadaan	31-12-2024	1. Departemen Pemencanaan Teknik Dan Utilitas						
10	Strategic Development Score 95%	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Karyawan yang diukur sertifikasi BNSP tidak tulus	1. Kurang kompeten	1. Pelaksanaan pekerjaan menjadi tidak maksimal	Rp 500.000 - Rp 300 juta	2	Jarang	Sedang	6	Low	0	1. Talent Mapping terdistribusi	Effectif	Divisi Teknik Dan Jaminan Keadan	1	Batang Jarang	Sangat Kecil	1	Very Low	Intek pra assessment	Pengurutan ulang esai	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Departemen Pembelajaran Dan Sertifikasi							
11	Pemenuhan SLA Layanan Asistensi Teknis Bangunan Gedung 90%	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Tidak terpenuhinya realisasi Asistensi Teknis Bangunan Gedung	1. Kurangnya SDM yang memiliki kompetensi keahlian Teknik Perencanaan dan Asistensi Bangunan Gedung - Pemetaan Asistensi Teknis Bangunan dilakukan di akhir tahun	1. Tidak terealisasi program pembangunan atau renovasi gedung	Rp 300 Juta - Rp 1 Milyar	3	Sedang	Sedang	9	Medium	0	1. Monitoring asistensi dokumen teknis bangunan - Koordinasi project dengan pihak terkait - SOP Pembuatan dokumen teknis Bangunan	Effectif	Departemen Pemencanaan Teknik dan Utilitas	2	Jarang	Sedang	6	Low	Monitoring progress setiap dokumen teknis - Asistensi dokumen teknis Bangunan Gedung dilaksanakan secara berkala sebelumnya dengan phase 3 dan pengendalian internal pembangunan fisk bangunan gedung	Koordinasi dengan semua unit untuk dokumen teknis yang tidak terrealisasi	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Strategic Business Unit Produk Non Uang 3. Strategic Business Unit Produk Non Uang 4. Divisi Pengadaan Dan Fasilitas Umum							
12	Pemenuhan Business Process Improvement (BPI) 100%	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Program BPI tidak terimplementasi	1. Keterbatasan waktu implementasi	1. Target program BPI tidak tercapai	N/A	1	Batang Jarang	Kecil	2	Very Low	0	1. Pemanglun tugas, fungsi dan wewenang yang jelas, Komitmen manajemen/pemimpin, Nota Dinas dari BPM COE	Baik	Divisi Teknik Dan Jaminan Keadan	1	Batang Jarang	Sangat Kecil	1	Very Low	Koordinasi dengan konsultan dan BPM COE terkait pelaksanaan improvement	Koordinasi dengan BPM COE terkait pelaksanaan improvement	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Departemen Pemeliharaan Teknik 3. Departemen Pengendalian Kualitas 4. Departemen Pemencanaan Teknik dan Utilitas 5. Bino Business Process Management Center of Excellence							
13	Persentase Realisasi NAI Investasi Capex Divestment sebesar 60%	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Tidak terselesaikannya realisasi investasi pada tahun berjalan	1. Persiapan sarana penunjang investasi yang memerlukan waktu cukup lama	1. Keterlambatan program investasi perusahaan	1 - 22 Milyar	3	Sedang	Besar	12	Medium	0	1. Kontrol pekerjaan yang jelas dan detail, Kepatuhan atas hukum dan peraturan yang berlaku - Koordinasi rutin dengan rekanan perihal persiapan investasi	Effectif	Divisi Teknik Dan Jaminan Keadan	2	Jarang	4	Besar	8	Low	Memperbarui rujukan dari penyedia investasi untuk terkait penyediaan pemantauan spesifikasi	Koordinasi intens dengan pihak terkait penyediaan perubahan schedule investasi	31-12-2024	1. Divisi Teknik Dan Jaminan Keadan 2. Departemen Pengendalian Kaid dan Investasi 3. Departemen Pemeliharaan Perbaikan 4. Divisi Pengadaan Dan Fasilitas Umum						
14	Pemenuhan Preventive Maintenance Utilitas & Pemersanan Produk 92%	Enterprise Risk Manager (ERM)	Risiko Operasional	negatif	Penundaan pelaksanaan pemeliharaan Preventive Maintenance mesin produksi	1. Palsidnya jadwal produksi	1. Potensi kerusakan pada mesin produksi besar karena tidak teratur pemeliharaannya 2. Mesin produksi mengalami breakdown	1.000.000.000 - 5.000.000.000	3	Sedang	Besar	13	Medium	0	1. Prosedur Corrective Maintenance - Prosedur Material Workshop - Prosedur Penggantian Barang & Jasa Program Kerja 23 Preventive Maintenance Compressor High Pressure Produk 23 Preventive Maintenance Compressor Low Pressure & Vacuum Produk 24 Preventive Maintenance Inconductor 25 Preventive Maintenance Forklift 26 Preventive Maintenance Forklift 27 Preventive Maintenance Forklift 28 Preventive Maintenance Forklift 29 Preventive Maintenance Forklift 30 Preventive Maintenance Forklift 31 Preventive Maintenance Forklift 32 Preventive Maintenance Forklift 33 Preventive Maintenance Forklift 34 Preventive Maintenance Forklift 35 Preventive Maintenance Forklift 36 Preventive Maintenance Forklift 37 Preventive Maintenance Forklift 38 Preventive Maintenance Forklift 39 Preventive Maintenance Forklift 40 Preventive Maintenance Forklift 41 Preventive Maintenance Forklift 42 Preventive Maintenance Forklift 43 Preventive Maintenance Forklift 44 Preventive Maintenance Forklift 45 Preventive Maintenance 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