

Talent Management Model for Functional Policy Analyst Positions: A Soft System Methodology Perspective

Mala Sondang Silitonga¹, Retnayu Prasetyanti², Rindri Andewi Gati³, Risky Yustiani Posumah⁴, Reni Suzana⁵

{rindri.gati@lan.ac.id³}

NIPA-School of Administration Jakarta Campus, Jakarta, Indonesia

Abstract. This research aims to explore talent management practices for functional policy analysts from the perspective of Soft System Methodology (SSM). The study employs a qualitative research approach to delve into the complexities of talent management within the framework of the Regulation of the Minister of Apparatus and Bureaucratic Reform No. 3 of 2020, concerning Talent Management. The qualitative methodology involves in-depth interviews, document analysis, and participant observation in four main research locations, including Bali Province, West Java Province, the Ministry of Finance, and the National Institute of Public Administration (NIPA). The analysis focuses on the talent model development for Functional Policy Analyst Positions involving talent (1) Talent Planning; (2) Talent Acquisition, (3) Talent Development, (4) Talent Retention, (5) Talent Mobility, (6) Talent Placement, (7) Talent Monitoring. The findings reveal variations in talent management practices influenced by organizational cultures and values, policy, and contextual factors such as managerial instruments for the functional positions of policy analyst. Soft System Methodology proves instrumental in understanding the inherent complexities of talent management in the public sector, providing a holistic and adaptable approach. This research contributes to the existing body of knowledge by offering insights into the implementation of talent management practices in functional policy analyst roles. The comparative analysis highlights the importance of a talent management model as a contextual factor in formulating talent management strategies for functional policy analyst positions. The study recommends a universal tailored model for all locus to enhance the effectiveness of talent management practices.

Keywords: Talent Management, Soft System Methodology, Functional Policy Analyst, Bureaucratic Reform

1 Introduction

The Indonesian government has the Vision of *Indonesia Maju 2045* with Economic Transformation starting in 2020-2024 as a solid foundation. Based on the National Medium Term Development Plan (*Rencana Pembangunan Jangka Menengah Nasional-RPJMN*) 2020-2024, Indonesia's target for 2020-2024 is to create an independent, advanced, just and prosperous Indonesian society. It is focused on building a strong economic structure based on competitive advantages in various regions. To achieve the vision, the support of an agile and dynamic bureaucracy is needed. Furthermore, apart from achieving this vision, the formation of a world-class bureaucracy is one of the Indonesian Government's strategies to create a more

professional and intelligent State Civil Service (*Aparatur Sipil Negara-ASN*) (SMART ASN). The formation of professional ASN can be seen in Law Number 5 of 2014 concerning State Civil Apparatus and Government Regulation Number 11 of 2017 concerning Management of Civil Servants (*Pegawai Negeri Sipil-PNS*). In these regulations is an emphasis on aspects of qualifications, competence and performance to optimize public services in Indonesia [1].

Here, developing ASN competencies is in line with the focus on human resource development and simplifying bureaucracy. Ideally, employee competency development must be accompanied by clear regulations. The implementation of competency development must be in harmony between individual needs and organizational needs. The simplification of the bureaucracy itself has been initiated since 2004 and followed up with Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform (RB) 2010-2025. To realize this, it is deemed necessary to enact Regulation of the Minister for Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 7 of 2022 concerning Work Systems in Government Agencies for Simplifying Bureaucracy on February 10 2022. This policy has had quite a systemic impact on government bureaucracy in Indonesia in institutional, human resource and management aspects [2].

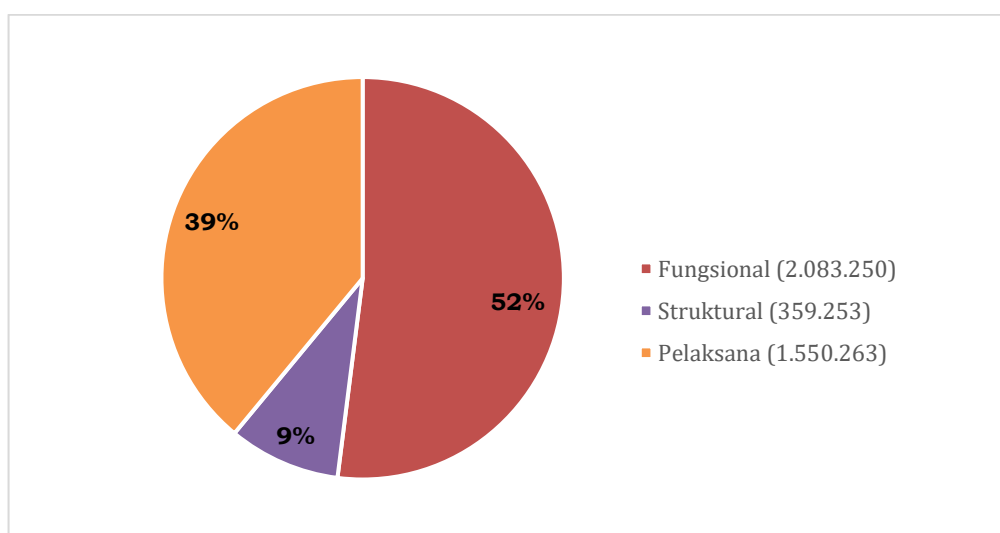


Fig. 1. Distribution of Civil Servants According to Position as of June 2022
(source: Badan Kepegawaian Negara, 2022)

Based on statistical data as of 2022 released by the State Civil Service Agency (*Badan Kepegawaian Negara-BKN*), the number of civil servants in Indonesia is around 3,992,776 people with details of Functional Officials (*Jabatan Fungsional-JF*) amounting to 2,083,250 people (52%), Structural Officials totaling 359,253 people (9%) and Implementing Officials around 1,550. 263 people (39%). The number of functional officials increased after there were regulations regarding bureaucratic simplification and the transfer of administrative positions to functional positions. This can be compared with civil servant statistics in 2019 with a composition of 50.17% being Specific Functional Positions (*Jabatan Fungsional Tertentu-JFT*), 39.10% being General Functional Positions (*Jabatan Fungsional Umum-JFU*) and 10.37% being Structural Positions [3]. The transfer of administrative positions to functional positions certainly has positive and negative impacts in its implementation. The move to

functional positions means that echelon positions 3, 4 and 5 can be simplified and identified for their proximity to the appropriate functional positions. (Prasojo in Tumanggor & Wibowo, 2021). Irfan [5] also stated in his research that the elimination of echelons is expected to reduce unnecessary costs in providing service and position facilities. In the 2020-2024 planning, strengthening the implementation of civil servant management is carried out by implementing National ASN Talent Management, Improving the Merit System, Simplifying Echelonization, and Functional Officials Structuring. Talent management ASN has a crucial role in running government.

Collings and Mellahi [6] defines talent management as activities and processes that involve systemic identification of key positions that contribute differently in the organization, either filled by competent incumbents or new talent pools with high potential who still have high commitment to the organization. Talent management therefore requires targeted human resource policies designed to increase the talent pool. In an exclusive view of talent, talent pools are often identified through HR management measurements and interventions specifically targeted at them. For example, learning opportunities, retention bonuses, and so on [7]. In Malaysia, Singapore and Thailand, talent management practices include talent recruitment, talent development and talent retention with various varied schemes [8]. Talent management itself was first popular in the private sector. Previous research from Sobandi et al. [9], mapped 3 State Companies with the best talent management practices, namely PT Garuda Indonesia, PT Telkom, and PT Biofarma. In Indonesia, the implementation of national ASN talent management and Functional Position Arrangement is included in the policy and strategy direction of Bureaucratic Reform and Governance. Talent management itself is regulated in Government Regulation Number 11 of 2017 concerning Management of Civil Servants as an element of strengthening the criteria for the ASN merit system. The merit system career pattern emphasizes aspects of competence, qualifications, performance, fairness and openness [10].

One of the functional positions most often targeted for equalization is the Functional Policy Analyst Position (*Jabatan Fungsional Analisis Kebijakan*-JFAK). Based on Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 45 of 2013 concerning Functional Positions of Policy Analysts and Credit Scores, JFAK is a specific functional that has the scope of duties, responsibilities and authority to carry out policy studies and analysis within central and regional agencies. So, to become a JFAK, the individual is required to have certain competencies. There are several reasons why civil servants join JFAK. One of them is through the ASN adjustment/inpassing mechanism from structural positions, transfer from other positions, and application for JFAK for the first time.

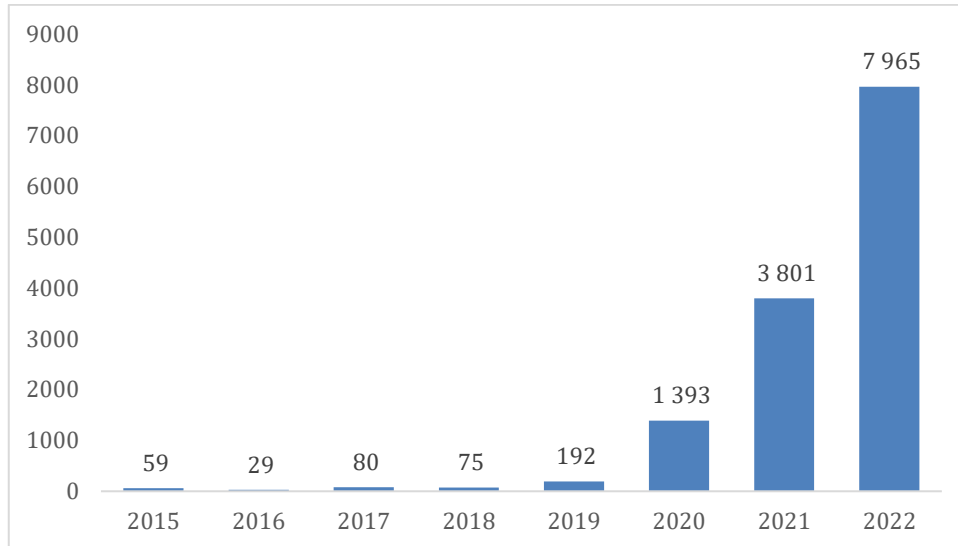


Fig. 2. Graph 1 Number of Policy Analysts in Indonesia Year 2015-2022
(source: Lembaga Administrasi Negara, 2023)

Graph 1 shows the very significant growth in the number of JFAKs in the last 7 years. Data from the Policy Analyst Development Center (*Pusat Pembinaan Analisis Kebijakan-PUSAKA*) of National Institute of Public Administration (NIPA) as of October 2022 shows the number of JFAKs in all central and regional agencies in Indonesia reached 7,965 people. This has increased thousands of times compared to 2015, when Indonesia only had 59 policy analysts. The large number of JFAKs in Indonesia requires NIPA as the JFAK development agency to develop a talent management model. The talent management model for JFAK refers to the stages of ASN talent management including talent acquisition; talent development; talent retention; talent placement; monitoring and evaluation, including talent mobility. On the other hand, the implementation of a special talent management model for JFAK is considered crucial to support the implementation of the merit system, as well as in order to provide a more synchronous picture between the JFAK career map and the grand design of ASN talent management in general.

2. Literature Review

2.1 Talent Management

Human resources in an organization consist of all the people who are active in the organization. HR management is related to various activities such as selection of prospective employees, recruitment, training, development, payroll, evaluation, employee promotion and termination of employment. Large-scale organizations have HR departments that are generally responsible for recruitment, selection, education and training, performance management, talent management, rewards, and employee relations [12]. HR management itself is a long process of acquiring, developing, cultivating and evaluating employees. At several points or when certain limits have been reached, employees can be released again in accordance with applicable

provisions and procedures. Suparman dan Soantahon [13] in their writing, he said that the word "talent" has two main meanings, first as a collection and combination of abilities, competencies, expertise, skills, commitment which manifests in high employee performance and contributes to organizational performance. Second, talent is defined equally to achieve goals as an employee or group of employees who are considered to have the ability, competence, expertise, commitment, which will encourage high organizational performance. These two meanings mark the emphasis of the word talent on "the ability that stands out in a group of people, who are then used as potential leaders of the organization".

In the talent management policy contained in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 3 of 2020, talent management also has a meaning that is not much different. In this policy, the talent management stages include: 1) talent acquisition, 2) talent development, 3) talent retention, 4) talent placement, and 5) monitoring and evaluation. Apart from having the same management stages as HR management, the significant difference between HR management and talent management lies in the process of placing and retaining talented employees in their positions within the organization. Still in their writings, Suparman dan Soantahon [13] also stated that Talent Management "is interpreted as re-labeling or rebranding of HR management functions to make them more up to date and credible".

2.2 Functional Position of Policy Analyst (Jabatan Fungsional Analis Kebijakan-JFAK)

Pramusinto in Lembaga Administrasi Negara [14] said "strengthening the policy analyst profession within government organizations in Indonesia is expected to encourage the creation of a deliberative process in the policy process. The birth of the functional position of policy analyst is also part of the strategy to develop a rational perspective in the policy analysis process by strengthening evidence as a basis for policy formulation". The function of a policy analyst is aimed at helping decision makers no longer produce policies that overlap or cause negative reactions from the public but instead produce innovative, agile and evidence-based policies. This can happen because the function and scope of JFAK's work can connect and collaborate with various other JFs to produce high-quality policies. JFAK also has a role in the policy process starting from the agenda setting stage to policy evaluation. JFAK also has the ability to initiate the preparation of policy analyzes and provide practical examples related to JFAK's role in the policy cycle in both central and regional governments. For example, in the agenda setting process, JFAK can carry out policy analysis and advocacy. In the policy formulation process, JFAK's role can be in the form of creating alternatives, policy recommendations or helping design policy implementation. In the implementation stage, JFAK can assess policies by analyzing policy implementation, while in the final stage of evaluation JFAK can assess policies by analyzing policy impacts (policy outcomes) or policy effectiveness.

3 Research Method

The approach used in this research is the Soft Systems Methodology (SSM) approach. SSM is a development of systems thinking that provides an alternative analysis of complex problems that focuses not only on problems/elements/components, but on connectivity and dependencies between elements. Through the SSM approach, researchers attempt to analyze human activity systems as a learning process effort in developing the JFAK talent management model. In implementing SSM, researchers refer to the 7 (seven) stages of the SSM process as can be seen in the picture below.

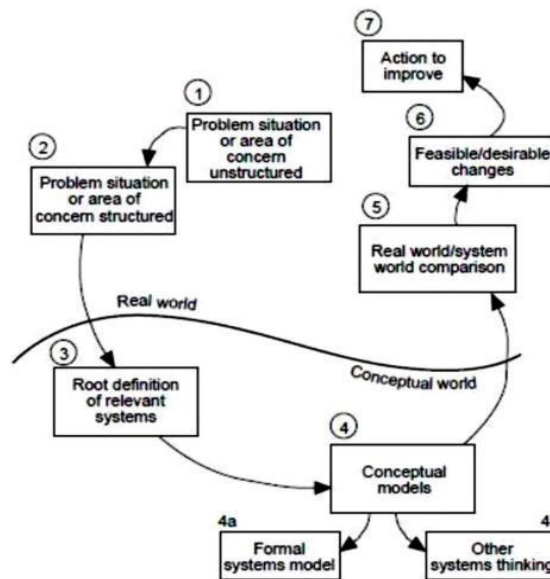


Fig. 3. Stages of Soft System Methodology
(source: Checkland & Scholes, 1999; Hardjosoekarto, 2012)

This research was carried out observationally in two different loci, namely within the central and regional governments. In central government agencies, we focus on the Indonesia Ministry of Finance and National Institute of Public Administration (NIPA). Meanwhile for regional government agencies, we took the locus of the Bali Provincial Government and the West Java Provincial Government. The four agencies were chosen based on a good merit system and talent pool. In addition, the research locus was chosen based on the dominant distribution of JFAK compared to other areas.

4 Results and Discussion

4.1 General Overview of Talent Management in Research Locus

Based on research conducted at 4 research loci, there are 2 important aspects that are the foundation for implementing neglect management, namely structuring institutional aspects and stages of talent management. This mapping can be seen in the following table.

Table 1. Aspects of Implementing Talent Management in Research Locus

Aspects	Bali Province	West Java Province	Ministry of Finance	NIPA
Institutional Aspect	Talent Management Team, consisting of the Talent Management Committee and Secretariat. The Talent Management Team consists of the Regional Secretary and Authorized Officials in the Fields of Personnel, Supervision, Planning, Organization and Administration and Law	Target Position, Talent Profile, Leadership Forum, Mentoring, Talent Development Program, Selection Committee, Performance Assessment Team, HR Database Supported and integrated with SIAP JABAR	Target Position, Talent Profile, Leadership Forum, Mentoring, Talent Development Program, Selection Committee, Performance Assessment Team, HR Database	TM Technical Team, Talent Pool Selection Team
TM Stages	Talent Acquisition, Talent Development, Talent Placement and Retention, Monitoring and Evaluation	Talent Acquisition, Talent Development, Talent Retention, Talent Placement, and Monitoring and Evaluation	Talent Needs Analysis, Identification of Talent Candidates, Confirmation of Talent Candidates, Leadership Forum, Talent Development, Talent Retention, Evaluation	Talent Identification, Talent Pool Selection, Talent Pool Development, Talent Pool Retention, Talent Pool Evaluation

A. Institutional Aspect

The Bali Province Talent Management Framework is an integrated pattern of activities in a system consisting of objective components, system components and supporting components. Bali Provincial Government Civil Servant Talent Management is carried out by the Talent Management Team which consists of the Talent Management Committee and the Talent

Management Team Secretariat. The Talent Management Committee is an institutional element formed to determine talent needs, talent in target positions, and talents proposed for position succession. The membership of the Talent Management Committee consists of: (1) Regional Secretary as chairman; (2) Primary High Leadership Officials in charge of Personnel Affairs and HR Development; (3) Primary High Leadership Officials in charge of Supervision Affairs; (4) Primary High Leadership Officials in charge of Planning Affairs; (5) Primary High Leadership Officials in charge of Institutional and Organizational Affairs and Administration; and (6) Primary High Leadership Officials in charge of Legal Affairs. To support the duties of the Talent Management Committee, a Talent Management Team Secretariat was formed which plays a role in providing input, data and information required by the Talent Management Committee in accordance with its authorized duties.

Civil Servant Talent Management in West Java Province is a civil servant career management system which includes the stages of acquisition, development, retention and placement of talents who are prioritized to occupy target positions based on the highest level of potential and performance through certain mechanisms which are implemented effectively and sustainably to meet the needs of the Regional Government West Java province. Talent Management Infrastructure in West Java Province consists of (1) Target Position; (2) Talent Profile; (3) Leadership Forum; (4) Mentoring; (5) Talent Development Program; (6) Selection Committee; (6) Performance Assessment Team, and (7) HR Database Supported and integrated with SIAP JABAR.

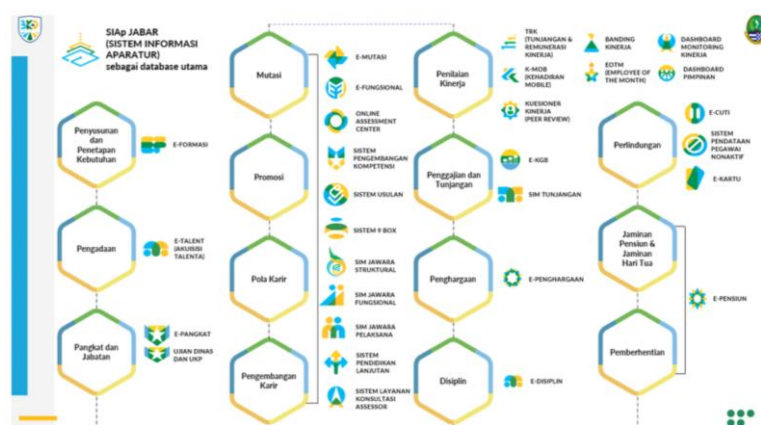


Fig. 4. SIAP JABAR Application which is Integrated with the Performance Appraisal System, Discipline Enforcement and Employee Development

(source: Peraturan Gubernur Nomor 69 Tahun 2020 Tentang Manajemen Talenta ASN Di Pemerintah Provinsi Jawa Barat)

Talent Management within the Ministry of Finance is carried out to ensure the availability of Ministry of Finance Civil Servants who have the qualifications, competence and optimal performance to fill structural positions that have a significant impact on the achievement of the vision, mission and strategy of the Ministry of Finance or other positions considered strategic by the Ministry Finance. The Ministry of Finance's Talent Management Institution consists of (1) Target Position; (2) Talent Profile; (3) Leadership Forum; (4) Mentoring; (5) Talent Development Program; (6) Selection Committee; (7) Performance Assessment Team and (8) HR Database. For organizations, Talent Management aims to find and prepare the best

employees to occupy higher level target positions and lead the organization to optimize strategic achievements, organizational goals, and support the Ministry of Finance to become a world class government institution. This program also aims to realize succession planning that is objective, planned, open, timely and accountable so that it can strengthen and accelerate the implementation of the Merit System within the Ministry of Finance. Apart from that, talent management within the Ministry of Finance also builds a climate of positive and transparent competition among employees to provide the best performance for the Ministry of Finance and build trust and increase employee engagement with the organization. Meanwhile, for employees, talent management aims to provide equal opportunities to develop careers; and a means of realizing self-actualization through competency and career development.

Talent Management in NIPA is the management of talented civil servants to obtain a succession plan group. To support the implementation of talent management within the NIPA, a Talent Management Technical Team and a Succession Planning Group Selection Team (Talent Pool) were formed. The Technical Team is a team tasked with assisting Talent Management Managers in verifying identification results. Meanwhile, the Selection Team is a team that together with the Talent Management Manager is tasked with carrying out Talent Pool selection. Overall, it can be concluded that the four research loci have sufficient infrastructure to carry out talent management within their agencies.

B. Talent Management Stages

The stages of talent management are very important in the context of human resource management (HR) because they form the basis for identifying, developing, and retaining talent that is vital to organizational success. The stages of talent management in Bali Province consist of 4 process stages that form a talent management cycle, namely (1) talent acquisition; (2) talent development; (3) talent retention and placement; and (4) monitoring and evaluation. The talents selected as candidates will ultimately be responsible for ensuring the organization is able to overcome future challenges. The selection of candidates must be carried out carefully and then provided with training and development that provides them with the skills and competencies needed in the future organizational environment.

The stages of West Java Province Talent Management consist of: (1) Talent Acquisition; (2) Talent Development; (3) Talent Retention; (4) Talent Placement; and (5) Monitoring and Evaluation. Talent Management is in line with the Implementation of the Merit System which aims to ensure that positions in the government bureaucracy are occupied by employees who meet qualification, competency and performance requirements. This means that employee appointments, transfers, promotions, salaries, awards and employee career development are based on employee qualifications, competence and performance. To support Meritocracy and Talent Management, the Regional Government of West Java Province carries out maintenance and updating of a number of management applications and personnel services that have been operating since 2019-2022 which have been integrated with the West Java Provincial Apparatus Information System (SIAP JABAR).

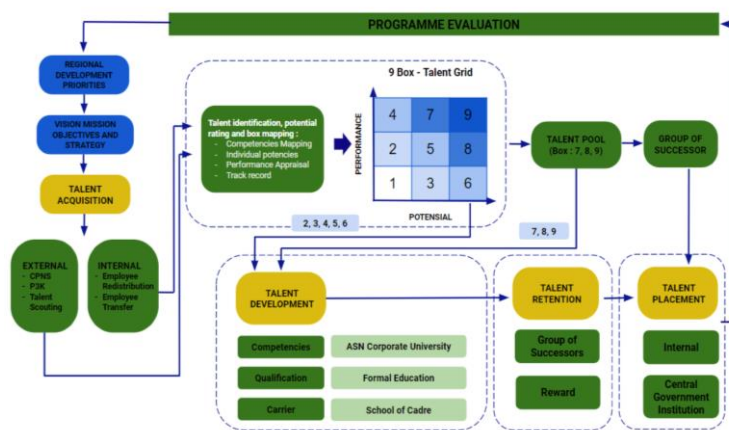


Fig. 5. West Java Province ASN Talent Management Model

(Source: Peraturan Gubernur Nomor 69 Tahun 2020 Tentang Manajemen Talenta ASN Di Pemerintah Provinsi Jawa Barat)

Talent Management is a series of integrated HR management processes designed to search for, manage, develop and retain the best Ministry of Finance employees who have superior qualifications, competencies and performance with the flow of (1) Talent Needs Analysis; (2) Identification of Talent Candidates; (3) Confirmation of Talent Candidates; (4) Leadership Forum; (5) Talent Development; (6) Talent Retention; and (6) Evaluation.

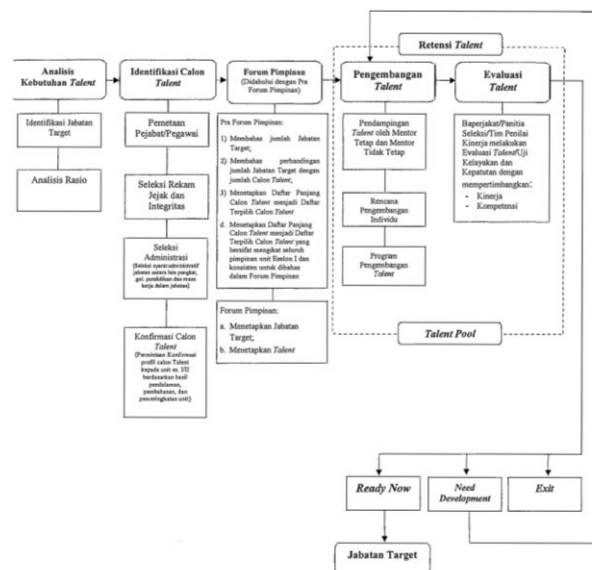


Fig. 6. Ministry of Finance Talent Management Flow

Talent Management within NIPA is carried out through stages (1) Talent Identification; (2) Talent Pool Selection; (3) Talent Pool Development; (4) Talent Pool Retention; and (5) Talent Pool Evaluation. Talent Management is carried out by taking into account the principle of certainty, namely providing clarity regarding the provision of Successors in an open and

timely manner. In terms of professionalism, Talent Management is carried out in an accountable manner to form Successors who have the best competency and performance for the organization. Talent Management at NIPA is carried out in accordance with actual conditions and can be accounted for and carried out in a systematic, structured and sustainable manner to prepare Successors for each Target Position based on planning and preparation in the previous year.

4.2 Talent Management Model for JFAK Development Agencies: Soft System Methodology

As the JFAK development agency, NIPA has an urgency in creating a talent management model for Policy Analysts. Good talent management will improve organizational efficiency and effectiveness by ensuring that the right policy analysts are in the right place at the right time. This supports bureaucratic reform efforts and institutional simplification by ensuring that human resources are utilized optimally. SSM was chosen as an approach to designing a talent management model with the following stages.

A. Stage 1: Enter Problem Situation (Unstructured)

Specifically, the JFAK talent management model has not been regulated by the government agency that is the locus of the research. Based on the research results, it shows that JFAK's special talent management stages can be mapped as follows.

1. Talent Planning

JFAK's talent planning is based on several consideration factors, including (1) the focus of bureaucratic reform in the 2020-2024 National Medium Term Development Plan; (2) the direction of the Grand Design for Bureaucratic Reform, especially regarding the bureaucratic simplification agenda; (3) Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 7 of 2022 concerning Work Systems in Government Agencies to Simplify Bureaucracy. Apart from environmental elements, JFAK talent planning is also carried out based on the organization's internal needs in realizing its vision and mission. Talent planning is regulated in the guidelines or legal basis/regulations/decrees/perka regarding JFAK talent management in the internal bureaucratic environment. The provisions stipulated in the talent planning document include critical functional positions for the organization such as policy analysts, planners, personnel analysts, competency development analysts, etc. Conceptually, talent planning helps provide a roadmap or time-map for organizations to manage talent, methods, models, talent systems, various opportunities and obstacles in implementing talent management.

2. Talent Acquisition

Referring to JFAK talent planning, JFAK talent acquisition was carried out, both from internal and external sources. Talent acquisition can be carried out through the 9 grid talent management competency test in recruiting candidates for state civil servants, and talent scouting. Apart from that, employee redistribution and employee transfers can be carried out, such as equalization of Administrator positions, transfer of Functional Researcher Positions, massive inpassing of employees to JFAK which occurred after the bureaucratic simplification policy.

3. Talent Development

JFAK talent development can be done through:

- a. Formal Education, enabling policy to facilitate the task of continuing formal education for policy analysts
- b. Competency Development. Competency Standards, Certification, Competency Development Training (classical & non-classical) through ASN Corporate University
- c. Vertical career development
4. Talent Retention
Can take the form of Group of Successors, ASN Talent Academy, and reward giving.
5. Talent Mobility
Through national transfers (across agencies and regions), internships across agencies/State/Regional Owned Enterprises, inter-agency, co-creation (squad), and regional mobility (project-based).
6. Talent Placement
Through internal promotions, national transfers (across agencies and regions)
7. Talent Monitoring

B. Stage 2: Express Problem Situation (Structured)

At this stage, the researcher identifies the problem situation (structured problem) and tries to describe the condition of the problem through rich pictures. Picture diagrams or rich pictures are a picture of a situation or description of a problem in the form of an attractive illustration covering the main elements in the problem system along with the relationship and flow of each element. Rich pictures also describe stakeholders as "problem owners" and "problem solvers" who will determine the identification of CATWOE analysis at the next stage. Below are rich pictures based on the SSM thinking framework.

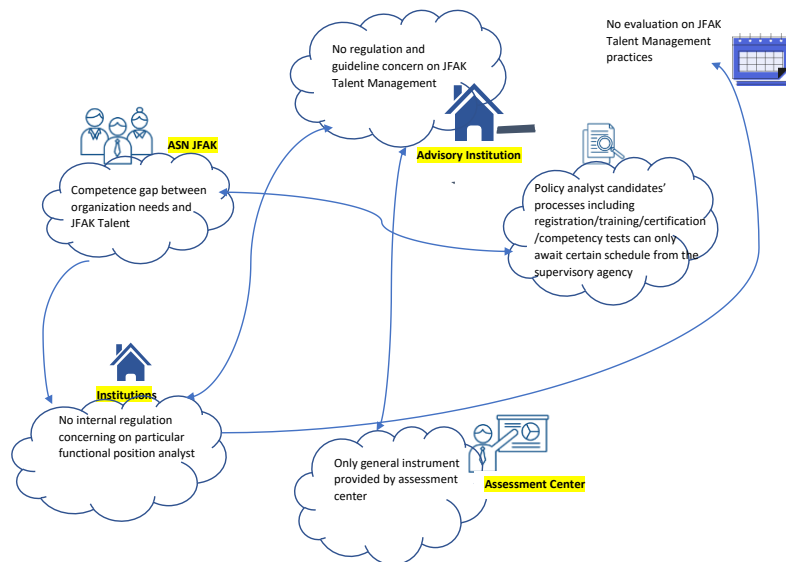


Fig 7. SSM thinking Framework

C. Step 3: Formulation of Root Definition of Relevant Systems

Table 2. Root definition of Relevant Systems

CATWOE	Details
Costumer	Govt Inst (NIPA, Personnel and Human Resources Development Agency (BKPSDM)/Regional Personnel Agency (BKD), Bali and West Java Prov Govt), Policy Analyst (Civil Servant), Assessment Center
Actor	Instansi (NIPA, Personnel and Human Resources Development Agency (BKPSDM)/Regional Personnel Agency (BKD), Bali and West Java Prov Govt), Assessment Center
Transformation	Prepare regulations related to talent management for the Policy Analyst in the form of regulations/decrees/circulars, etc.
Weltanschauung	Improvements to the Succession Planning model should be carried out for efficiency and effectiveness in position placement
Owner	Governor, Head of the Personnel and Human Resources Development Agency (BKPSDM)/Head of the Regional Personnel Agency (BKD), Regional Secretary
Environment	Law Bureau
Efficacy	Talent management has a formal, measurable and standardized legal basis
Efficiency	The accuracy of Policy Analyst talent planning is more measurable and standardized
Effectiveness	Accurate allocation of organizational resources

D. Stage 4: Build Conceptual Models of The Systems Named in the Root Definitions.

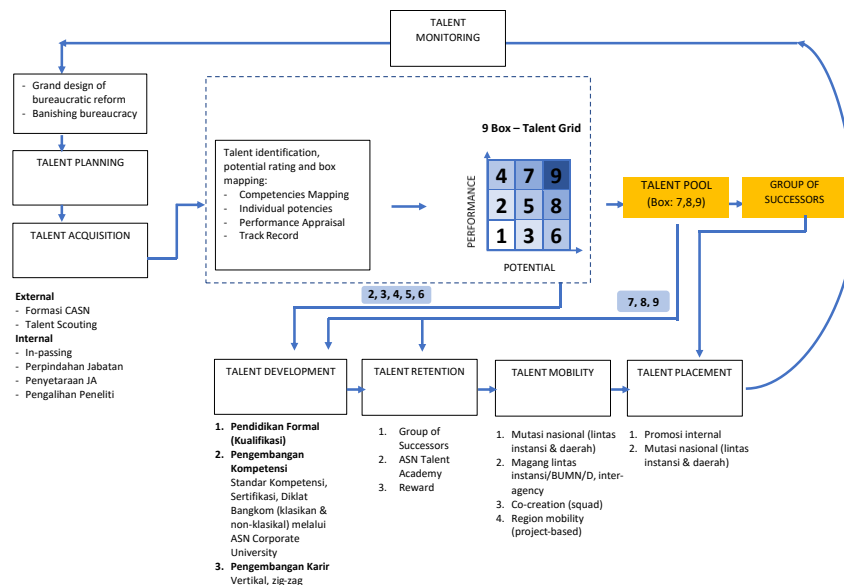


Fig 8. Build Conceptual Models of The Systems Named in the Root Definitions.

E. Stage 5 and 6: Compare the Model with the Real World and Define Feasible and Desirable Changes.

At this stage, the conceptual model that has been proposed as the JFAK talent management model is assessed and compared with existing conditions to see the level of feasibility and desirability. The alternative assessment of the JFAK talent management model was assessed based on a grid analysis of policy effectiveness by William Dunn. The effectiveness test results show that the proposed JFAK talent management model has a high level of feasibility and desirability, so it can be implemented with the support of people, money, methods, materials and machines available in the organization.

Table 3. Model Effectiveness Test for Policy Analyst Talent Management

Talent Management Stages	Points (1-5)					
	Effectivity (30%)	Efficiency (10%)	Accuracy (30%)	Similarity (10%)	Responsivity (10%)	Feasibility (10%)
Talent Planning	5	3	5	5	5	5
Talent Acquisition	5	3	4	3	5	5
Talent Development	5	3	5	3	5	5
Talent Retention	5	3	5	3	5	5
Talent Mobility	4	1	4	5	5	5
Talent Placement	5	3	4	3	5	5
Talent Monitoring	5	3	5	5	5	5

(source: research result, 2023 adapted from William Dunn's model)

With the combination of NIPA urgency and the SSM approach, it is hoped that a responsive, adaptive and effective talent management model can be created in supporting the strategic role of policy analysts in the context of bureaucratic reform and institutional change.

5 Conclusion

All research loci (Bali Provincial Government, West Java Provincial Government, Ministry of Finance and NIPA) already have strong political will in implementing ASN talent management. Indicators can be seen from efforts to formulate policies in the form of regulations and programs as well as the implementation of talent management in ASN career development based on each institution needs and characteristics. We identified that NIPA as Policy Analyst Advisory Institutions should develop special talent management guidelines for them. This is based on the specific qualifications and technical competency requirements of Policy Analysts, as well as in order to obtain quality talent resulting from transfers of positions.

References

- [1] N. R. Fauzian and N. T. Maryati, "Rekonstruksi Manajemen Talenta ASN Menggunakan Pendekatan Soft System Methodology: Studi Kasus Pada Pemerintah Daerah Provinsi Jawa

- Barat,” *Jurnal Ilmiah Administrasi Pemerintahan Daerah*, vol. 14, no. 2, pp. 198–216, 2022, doi: 10.33701/jiabd.v14i2.
- [2] Humas Lembaga Administrasi Negara, “Wujudkan Sistem Kerja ASN yang lebih Agile, LAN Selenggarakan KOMPAK Edisi IV Bahas PermenPAN RB 6 dan 7 Tahun 2022,” Lembaga Administrasi Negara.
- [3] Badan Kepegawaian Negara, “Buku Statistik Pegawai Negeri Sipil 2022,” Jakarta, 2022. Accessed: Jan. 24, 2023. [Online]. Available: <https://www.bkn.go.id/e-library/buku-statistik-pegawai-negeri-sipil-juni-2022/>
- [4] B. F. Tumanggor and E. K. Wibowo, “Motivasi Kerja dan Kinerja Pegawai Negeri Sipil Pasca Implementasi Kebijakan Pengalihan Jabatan Struktural Eselon III, IV dan V ke Jabatan Fungsional di Pemerintah Pusat dan Daerah,” *Jurnal Sumber Daya Aparatur*, vol. 3, no. 1, May 2021, [Online]. Available: <https://www.kasn.go.id/details/item/533-penghapusan-eselon-kasn-ingatkan-soal-demoralisasi>,
- [5] M. Irfan, “Pengalihan Jabatan Struktural ke Jabatan Fungsional: Suatu Telaahan Penghapusan Jabatan Eselon III dan IV di Badan Kepegawaian Negara,” *Jurnal Kebijakan dan Manajemen PNS*, vol. 7, no. 1, Jun. 2013.
- [6] D. G. Collings and K. Mellahi, “Strategic talent management: A review and research agenda,” *Human Resource Management Review*, vol. 19, no. 4, 2009, doi: 10.1016/j.hrmr.2009.04.001.
- [7] P. Iles, X. Chuai, and D. Preece, “Talent Management and HRM in Multinational companies in Beijing: Definitions, differences and drivers,” *Journal of World Business*, vol. 45, no. 2, 2010, doi: 10.1016/j.jwb.2009.09.014.
- [8] O. Poocharoen and C. Lee, “Talent Management in the Public Sector: A comparative study of Singapore, Malaysia, and Thailand,” *Public Management Review*, vol. 15, no. 8, pp. 1185–1207, Nov. 2013, doi: 10.1080/14719037.2013.816525.
- [9] B. Sobandi *et al.*, *Kajian Model Manajemen Talenta di Lingkungan Lembaga Administrasi Negara*, 1st ed. Sumedang: Pusat Kajian dan Pendidikan dan Pelatihan Aparatur I Lembaga Administrasi Negara, 2016.
- [10] A. Rakhmawanto, “Dikotomi Sistem Merit dan Politisasi Birokrasi dalam Pengangkatan Jabatan ASN,” Jakarta, May 2018. Accessed: Feb. 17, 2023. [Online]. Available: <https://www.bkn.go.id/unggah/2022/06/19-Policy-Brief-Mei-2018.pdf>
- [11] Lembaga Administrasi Negara, “Annual Report Lembaga Administrasi Negara Tahun 2022,” Jakarta, 2023.
- [12] A. Wilkinson, *Human Resource Management: A Very Short Introduction*. Oxford: Oxford University Press, 2022.
- [13] R. Suparman and S. M. Soantahon, “Integrasi Manajemen Talenta dengan Pengembangan Kompetensi ASN,” *Journal of Government and Politics (JGOP)*, vol. 4, no. 1, p. 121, Jul. 2022, doi: 10.31764/jgop.v4i1.5367.
- [14] Lembaga Administrasi Negara, *Panduan Optimalisasi Peran Jabatan Fungsional Analisis Kebijakan*. Jakarta: Pusat Pembinaan Analisis Kebijakan Lembaga Administrasi Negara, 2021. Accessed: Feb. 18, 2023. [Online]. Available: https://lan.go.id/wp-content/uploads/2021/05/FA-Pedoman-JFAK-0428-elektronik_compressed.pdf
- [15] P. Checkland and J. Scholes, *Soft Systems Methodology in Action*. New Jersey: Wiley, 1999.
- [16] S. Hardjosoekarto, *Soft Systems Methodology (Metodologi Serba Sistem Lunak)*. Jakarta: UI-Press, 2012.
- [17] Pemerintah Provinsi Jawa Barat, *Peraturan Gubernur Nomor 69 Tahun 2020 tentang Manajemen Talenta ASN di Pemerintah Provinsi Jawa Barat*. Bandung, 2020.