The Career Planning of Civil Servant in Malang City (Study on The Agency for Employee and Human Resource Development of Malang City)

Anggara Damar Samudra[1], Sumartono[2], Endah Setyowati[3]
{samudra27@student.ub.ac.id[1], sumartono_fia@ub.ac.id[2], endah_s_fia@ub.ac.id[3] }

Universitas Brawijaya, Indonesia[1,2,3]

Abstract. Malang City has implemented career planning for civil servants and brought positive changes in terms of the appointment and placement of employees in government positions. This research aims to analyze the career planning process, as well as various factors that support and hinder the career planning process of civil servants in Malang City. This study uses a qualitative descriptive research approach. Data collection techniques are conducted through interviews and documentation. Data analysis uses interactive data analysis techniques by Miles, Huberman, and Saldana. The results show that career planning in Malang City has been ongoing since 2022 until now, with progress reaching 50-60% of civil servants in Malang City who have been assessed and whose careers have been planned. All employee assessment results are included in the Nine Box Talent Management as the basis for career recommendations.

Keywords: Career; Planning: Civil Servant

1. Introduction

In order to realize quality development, in order to achieve Indonesia Gold 2045, optimal and quality resources are needed. One of the main resources is human resources, especially apparatus resources as implementers of development programs. Based on Law Number 20 of [1] concerning State Civil Apparatus. Article 1 Paragraph 1 explains that State Civil Apparatus (ASN) is a profession for civil servants (PNS) and government employees with work agreements (PPPK) who work in government agencies. ASN is divided into PNS and PPPK with positions divided into non-managerial positions, namely executor positions and functional positions, and managerial positions, namely supervisory positions, administrative positions, and high leadership positions. ASN, especially PNS have an important and primary role as the implementer of all activity processes, starting from planning, organizing, implementing, to evaluation. Therefore, professional PNS is needed in the implementation process so that they can provide quality public services to the community.

To create quality and professional PNS, good apparatus resource management is needed. [2] explains that apparatus management is creating a system that can develop Professionalism and performance-oriented career patterns in supporting the achievement of organizational goals, as well as paying attention to appropriate and fair remuneration. To create quality development through quality of PNS, it is necessary to align the expertise of PNS with the level of position, tasks, and the place where PNS serves. With tasks and functions, positions, and places of duty that match their expertise, PNS will be able to work optimally and professionally. To realize this, a systematic planning related to PNS career patterns is required.

Regulation of the Minister of Administrative and Bureaucratic Reform (Permen PAN-RB) of the Republic of Indonesia Number 22 of 2021 [3] concerning the Career Patterns of Civil Servants, Article 1 Paragraph (9) explains that the Career Pattern of Civil Servants (PNS) is a

basic pattern regarding the sequence of placement and/or transfer of PNS within and between positions in every type of position continuously. To realize a good career pattern, good career planning is necessary. Career planning is the process of achieving a person's career marked by clear goals regarding their career after completing education, clear aspirations regarding their career, and encouragement to advance in their career. Career management for PNS has long been implemented in Indonesia, through Government Regulation Number 17 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning the Management of Civil Servants until the issuance of the Permen PAN-RB Number 22 of 2021[3] concerning the Career Patterns of Civil Servants, especially in Article 61 of Permen PAN-RB Number 22 of 2021 [3] which states that Government Agencies that have formulated career patterns must adjust to the Permen PAN-RB. Then in Article 63, it is explained that Government Agencies that have not formulated a career pattern plan must immediately formulate a career pattern plan for no later than 2 years after the regulation is enacted, which is at most two years after May 10, 2021. It is hoped that every regional government can implement good career pattern planning in accordance with educational qualifications, competencies, performance, and organizational needs.

Based on the policies and various opinions of experts above, it is explained that career planning is very important and must be implemented by every Government Agency both at the central and regional levels. Good career planning that is in accordance with staffing conditions is indeed necessary for the creation of a character of PNS that has competence in their field. This competence, in turn, can support the implementation of government duties, especially regional development, because all employees will work according to their competencies at their position level and work unit, thus creating professionalism, productivity, performance improvement, and quality of employees in carrying out their duties. One of the regions that has begun to implement PNS career management is the Government of Malang City. This is evidenced by the assessment of Monitoring and Evaluation of Standard, Norms, Procedures, and Criteria (NSPK) for ASN Management in 2022 and 2023 as shown in Table 1 below.

Table 1. NSPK Score of ASN Management in Malang City on Career Pattern Element for 2022 and 2023

Number	Year	Maximum Score of Career Pattern	Score of Career Pattern Agency	Percentage
1	2022	7	1.3	18.57 %
2	2023	7	3.5	50 %

Source: NSPK Index Website of Government of Malang City

The score of the career pattern in the Government of Malang City has increased by 31.43% since talent management and career management were implemented in 2022, and it is expected to improve even further in the future. Through good career management, it is hoped that it will have an impact on the increase in the ASN Professionalism Index (IP ASN) and the merit system in Malang City. We can see in Table 2, the IP ASN and the score merit system in Malang City as follows:

Table 2. ASN Professionalism Index Score and Government of Malang City Merit System 2020 – 2023

Number	Year	IP ASN		Merit System	
		Score	Criteria	Score	Criteria
1	2020	57	Very Low	165	Bad

Number	Year	IP ASN		Merit System	
		Score	Criteria	Score	Criteria
2	2021	71,07	Currently	256,5	Good
3	2022	76,24	Currently	283,5	Good
4	2023	88,51	High	297	Good

Source: BKN

Based on Table 1 and Table 2 above, the career management in Malang City is running quite well. PNS Career Management in Malang City is regulated through the Malang Mayor Regulation Number 12 of 2022 [4] concerning the Civil Servants Career Management, while the assessment of PNS competencies and performance is regulated through the Malang Mayor Regulation Number 11of 2022 [5] concerning the Civil Servants Talent Management. In the Mayor's Regulation, it is explained about the career planning process for PNS starting from the preparation stage, implementation, determination of career planning by the Mayor of Malang, and monitoring and evaluation. Through this policy, the Government of Malang City has begun to improve in implementing effective talent management and career management. In 2022, talent assessments and career planning for administrative positions have been carried out and are still in process to this day. As a result, most PNS have gone through the process assessment talents to see how qualifications, performance, competencies, and various other indicators relate to how their careers will develop in the future.

Not only that, at the end of December 2023, the Government of Malang City created an application related to talent management. Through this application, employees who have completed their talent assessment are then placed in Nine Box Talent Management according to their levels, and there are recommendations for actions in each box. Through good and structured planning based on the Malang Mayor Regulation Number 11 of 2022 [5], and the Malang Mayor Regulation Number 12 of 2022 [4], supported by adequate resources and facilities, career management in the Government of Malang City can run well. Based on this, this research aims to analyze the PNS career planning process in Malang City. This research was conducted at the Malang City Personnel and Development Agency because Malang City is a region that has implemented ASN career planning and is considered successful in implementing ASN career planning to create quality and professional ASN according to their competencies, skills, positions, and places of duty.

2. Literature Review
A. Human Resource Management
Management is the overall activity related to carrying out organizational work through functions: planning, organizing, actuating, and controlling to achieve the organizational goals by using organizational resources that include: man, money, material, machine, and method efficiently and effectively [7]. In management, the human element develops into a field of management science called human resource management, and in the government sector, it refers to apparatus resources. Apparatus resources are very important because the success or failure of a government organization in achieving its goals is greatly influenced by the quality and capability of its apparatus resource. According to [2], the functions of apparatus resource management consist of planning, procurement, coaching and quality development which includes an open career system and a closed career system, appointment and transfer, promotion, compensation, welfare, and termination. To obtain competent and professional ASN, in order to realize quality development planning, there are several ways that can be taken. [6] explains that in the staffing system, there are three systems that can be pursued, namely as follows:

1. Friend System (Patronage System)

   The Friend system is a subjective personnel system, meaning that the appointment of an employee is based on a personal relationship between the appointing party and the appointed party.

2. Skill System (Merit System)

   Unlike the subjective friend system, the competency system is objective. The appointment of an employee is based on the skills possessed.

3. Career System

   According to this career system, a person is accepted as an employee because of consideration of skills. The opportunity to develop talents and skills is open as long as the employee is able to work. His rank can also be raised as high as possible. This system is a logical consequence of the personnel system based on skills.

B. Career Planning

The term career has different meanings depending on each perspective. However, there is a commonality that career issues cannot be separated from aspects of development, work, positions, and decision-making processes [7]. Career is defined as a transfer/movement to a position that has higher responsibilities than previously experienced by a person throughout their life. Career is an indicator of work that forms a systematic pattern of progress and a clear path. Career is the history of a person's work or a series of positions held during their working life [8].

From several definitions above, it can be understood that the career of employees in an organization is related to how the future of employees is connected to their work, assignment location, position, educational level, and various other aspects that are expected to improve according to the competencies possessed from being appointed as an employee until retirement. In the scope of government, the career of employees is how the future of PNS is related to work, positions, and assignments from the time they are appointed as PNS until retirement or their status as ASN is terminated. [9] explains that the career planning process involves the responsibilities of the organization, in this case, the government, and the responsibilities of the individual, in this case are PNS. PNS must identify their career desires, the abilities they possess, and conduct assessments and counseling to determine what education and training they need to improve their quality in order to support their careers. Meanwhile, the organization needs to identify its organizational needs and available opportunities, develop planning, and ensure that its employees receive the necessary information for career development as well as appropriate education and training for the development of their careers.

[10] explains that every individual must recognize themselves and express their aspirations and abilities through assessments, counseling, and assessments to understand their needs. Through this understanding, each individual, in this case, ASN, will know what needs to be developed and trained in order to support their career planning. Meanwhile, the role of the organization, in this case, the government, must identify its organizational needs, plan and provide career information, as well as provide competency development training to all employees. The end result is placement based on career paths according to the needs of the organization. According to [10], career planning must involve individuals and organizations, so that there is a match between individual needs and organizational needs; it can be seen in Figure 1.
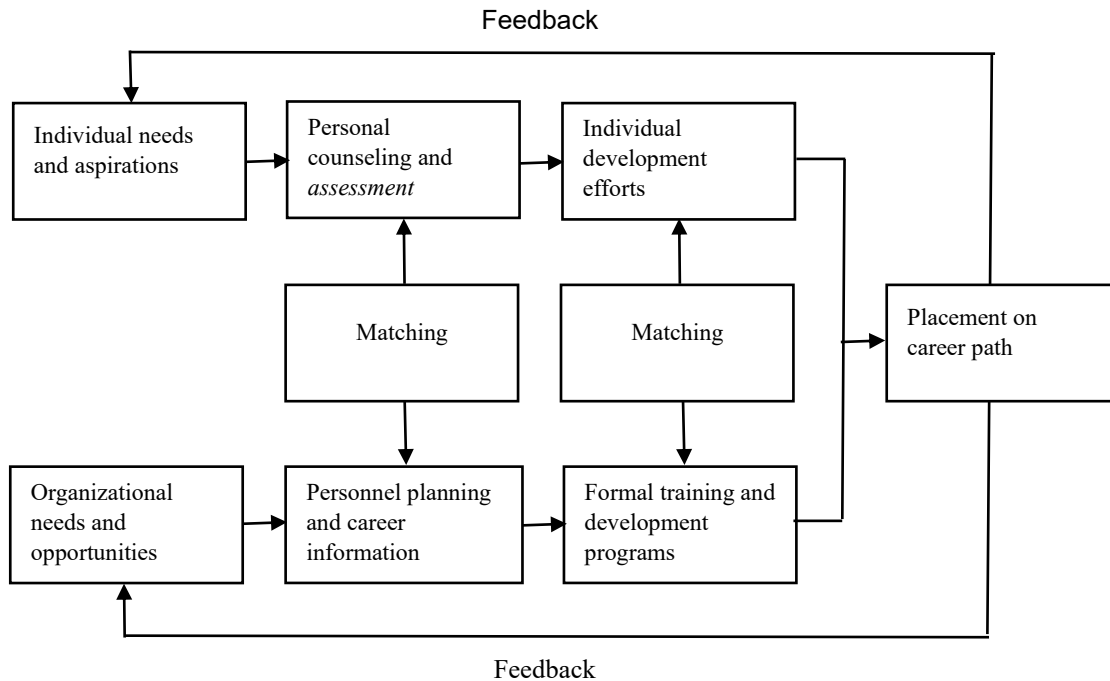
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Figure 1. Process and Relationship between Individual Career Planning and Organizational Career Planning [10]

3. Methodology

The research method used in this study is a qualitative approach with a descriptive research type that aims to describe and analyze in depth the mechanism and process of career planning for PNS in the Government of Malang City starting from the preparation stage of organizational needs to employee placement based on career mapping results. Data collection techniques use interview and documentation methods. The parties interviewed were 10 people who were PNS at the Human Resources Development and Personnel Agency (BKPSDM). The results of the documentation are in the form of rules, policies, standard operating procedures, and other documents relevant to the study. The data collected were then analyzed using interactive data analysis techniques by [14] consisting of data collection, data condensation, data display, and conclusion drawing or verifying.

4. Result

Based on the Career Planning Model proposed by [10], organizational career planning consists of Individual needs and aspirations, organizational needs and opportunities, personnel planning and career information, Personal counseling and assessment, Individual development efforts, formal training and development programs, and placement on career path. Then it is related to the Mayor of Malang Regulation Number 11 of 2022 [5] concerning Civil Servant Talent Management, and the Mayor of Malang Regulation Number 12 of 2022 [4] concerning Civil Servant Career Management.

A. Individual needs and aspirations

In the context of career planning, each individual must know what career path they desire in the future. This involves deep reflection on oneself to understand the extent of each individual's desire regarding their career path. What kind of career path is desired and needed in the future. In terms of individual needs, there is no intervention from the Government of Malang City to interfere with the desires of each individual in determining their career direction.

B. Organizational Needs and Opportunities

Based on the results of interviews conducted with Mr. HM, he stated that before the implementation of the assessment process, it is very important to compile the needs for vacant positions and critical positions in the Government of Malang City. Critical positions are positions that are important and closely related to the vision, mission, and programs of the mayor. From the information on the needs for vacant positions and critical positions, as well as the competency standard documents for positions, assessments and mapping of PNS are then carried out according to the results of the assessment. The career planning needs of PNS will be focused on meeting the needs of those vacant positions. The competency standards for positions in Malang City are regulated in the Mayor of Malang Decree Number 188.45/198/35.73.112/2021 concerning the Competency Standards for Administrator Positions and Supervisory Positions in the Regional Devices of the Government of Malang City, as well as the Mayor of Malang Decree Number 188.45/386/35.73.112/2020 concerning the Competency Standards for Primary High Leadership Positions in the Government of Malang City.

C. Personnel Planning and Career Information

In implementing career planning, preparation of the work team and resource planning are very important. Resources in this case are human resources, capital/financial resources, personnel data and information, and infrastructure. Specifically, these resources are regulated in the Regulation of the Mayor of Malang Number 11 of 2022 [5] and the Regulation of the Mayor of Malang Number 12 of 2022 [4], namely as follows:

1. Talent management team and selection committee tasked with facilitating the implementation of activities, as well as the Talent Management Assessment Center Team whose job is to measure and assess the suitability of competence, performance, job qualifications and other qualifications through assessment center.
2. Budget
3. Job map containing positions in each regional apparatus that are currently or will be vacant and critical positions.
4. ASN database
5. Job competency standards
6. Results of performance assessment reports
7. Assessment standards in the Assessment Center method and competency tests that will be used in the talent management planning process

D. Personal Counseling and Assessment

Based on the information conveyed by Mr. FA, it is explained that the career planning process is carried out by two fields in BKPSDM. The entire career planning process is carried out by the Mutation Field except for the assessment and competency development process, while the assessment and competency development are carried out by the Competency Development and Facilitation Field. Then, based on the information provided by Mr. WA, in

the implementation of the assessment, there are two assessors in BKPSDM City of Malang, but their authority to conduct assessments is still limited, so the Talent Management Assessment Center team always involves external assessors. This statement is further reinforced by Mrs. VA. She stated that BKPSDM only has two assessors, one Young Expert Human Resources Assessor and one First Expert Human Resources Assessor. The Young Expert Human Resources Assessor has the authority to conduct assessments for Supervisory Positions and may conduct assessments for Administrator Positions, but is not allowed to conduct assessments for High Leadership Positions. In addition, in the talent management assessment process, a psychologist is required, therefore in the assessment process, it is necessary to involve others outside the Government of Malang City as the Assessment Center Team

Mr. WA explained that the implementation of the assessment requires a considerable cost ranging from 3 to 6 million per person for a single assessment. Due to the high costs and budget limitations, the assessment process cannot be completed within one budget year and must be divided to be carried out over several years. Furthermore, Mrs. VA explained that since 2022 until this year 2024, assessments have been conducted on PNS in Malang City with an estimate of around 50-60% of PNS. However, the results of the assessment are only valid for a maximum of three years after the assessment is conducted, so a reassessment is needed to ensure that the assessment results are always updated according to the condition of the respective PNS.

In the implementation process of the assessment, there are several indicators that serve as the evaluation criteria. In the Mayor of Malang Regulation Number 11 of 2022[5], Article 18 Paragraph (2) Letter b, it is explained that the assessment evaluates talent potential in the form of intellectual ability, interpersonal skills, self-awareness, critical and strategic thinking ability, problem-solving ability, emotional intelligence, quick learning ability and self-development, as well as motivation and talent commitment. In addition, there are also several other evaluations in the form of competency assessments, performance evaluations, job track records, educational qualifications, and various other matters according to job needs.

Based on the information by Mr. HM, after the assessment and evaluation by each PNS, a talent mapping of the assessment results is carried out. PNS will be mapped into Nine Box Talent Management as the basis for future career planning. From there, the direction of their career development will be known, according to the recommendations in each box. The Nine Box Talent Management can be seen in the image below.

Table 3. Nine Box Talent Management

P E R F O R M A N C E	**ABOVE EXPECTATIONS**	**4**	**7**	**9**
		Performance above expectations and low potential	Performance above expectations and medium potential	Performance above expectations and high potential
	AS EXPECTED	**2**	**5**	**8**
		Performance as expected and low potential	Performance as expected and medium potential	Performance as expected and high potential
	BELOW EXPECTATIONS	**1**	**3**	**6**
		Performance below	Performance above	Performance above

		expectations and low potential	expectations and medium potential	expectations and high potential
		LOW	**MEDIUM**	**HIGH**
			POTENTIAL	

Source: Malang Mayor Regulation Number 11 of 2022 about Civil Servant Talent Management

Each talent management box represents the potential and performance of PNS, starting from PNS with low potential levels and performance below expectations, to high potential levels and performance above expectations. Each box has its own action recommendations, recommendations in the talent management box can be seen in Table 4 below:

Table 4. Talent Management Boxes Recommendations According to Category

Box	Category	Recommendation
9	Performance above expectations and high potential	1. Get promoted and retained 2. Enter the Agency/National succession planning group 3. Get Awards
8	Performance as expected and high potential	1. Maintained 2. Enter the Agency's succession planning group 3. Rotation / expansion of positions 4. Performance guidance
7	Performance above expectations and medium potential	1. Maintained 2. Enter the agency succession group 3. Rotation / job enrichment 4. Competency development 5. Study assignments
6	Performance above expectations and high potential	1. Appropriate placement 2. Performance guidance 3. Performance counseling
5	Performance as expected and medium potential	1. Appropriate placement 2. Performance guidance 3. Competency development
4	Performance above expectations and low potential	1. Rotation 2. Competency development
3	Performance above expectations and medium potential	1. Performance guidance 2. Performance counseling 3. Competency development 4. Appropriate placement
2	Performance as expected and low potential	1. Performance guidance 2. Competency development 3. Appropriate placement
1	Performance below expectations and low potential	Processed according to regulatory requirements

Source: Malang Mayor Regulation Number 11 of 2022

E. Individual Development Efforts

Based on the assessment result, then PNS will be placed according to the talent management box, each box has its own recommendations. For talent management boxes number two to seven, one of the recommendations given is PNS competency development. The competency development is education and training.

F. Formal Training and Development Programs

PNS's talent assessment results are in boxes two to seven in talent mapping, competency development recommendations will be given. Government of Malang City through Malang Mayor Regulation Number 12 of 2022 [4], has explained that one of the career management processes is through competency development. Competency development in the form of education can be provided through study assignment programs, while competency development in the form of training can be provided in classical and non-classical forms. In classical forms in the form of structural leadership training, managerial training, technical training, functional training, socio-cultural training, government training, seminars/conferences/ discussions, workshops, courses, briefings, technical guidance, socialization, and so on. While non-classical training in the form of training, mentoring, distance training, open nature learning, benchmarking, exchanges between civil servants and private employees/ state-owned enterprises, guidance in the workplace, internships/work practices, and so on.

Based on the information provided by Mr. NEW, the planning ASN training needs within the Government of Malang City are carried out annually. Every year, BKPSDM will request information from each regional apparatus organization regarding what training is needed by ASN and how many ASN need the training. From this information, BKPSDM will then plan the training needs to be implemented which are adjusted to the available budget. Then BKPSDM will determine the place, time, number of participants, type of training, and speakers who will provide guidance in implementing the training.

G. Placement on Career Path

For PNS who fall into box nine in the talent management box, the recommendation given is to be promoted and retained, to enter the agency/national succession plan, or to receive an award. Meanwhile, those in other boxes, after meeting the requirements, both in terms of competency development, can have their status raised to box nine. Based on the information conveyed by Mr. WA, in the Government of Malang City, ASN career mapping has been digital-based. This talent management application is still an application with limited access. This means that only authorized officials can see the talent status of PNS and which talent management box they are in. Then, based on information from Mr. HM, it is explained that in terms of filling positions, BKPSDM only provides recommendations to the Mayor of Malang by submitting the names of PNS who are in the "ninth box" in the Nine Box Talent Management, after that, all decisions are in the hands of the mayor.

5. Discussion

Based on the research results that have been explained above, it can be known that the PNS career planning in Malang City has been ongoing since 2022 until now, and in December 2023, PNS assessment talent result have been input into the employees information system

application in Malang City, but the application has limited access and cannot yet be accessed by all PNS. The career planning process for PN in Malang City is carried out by two fields in BKPSDM of Malang City. The Mutation Field carries out the entire series of career planning processes from the preparation of organizational needs to providing recommendations to the mayor regarding appointments to positions except for assessment activities and career development of ASN. Meanwhile, the Competency Development and Professional Facilitation Field conducts employee assessments to see employee competencies and performance, as well as carry out competency development through education and training. In the career planning process for PNS in Malang City, several stages are passed by the Government of Malang City in terms of the career planning process as follows:

A. Individual needs and aspirations
The preparation of individual needs is carried out by each individual, this requires the awareness of each employee because every employee has their own career needs. By knowing what career needs they want to achieve, each ASN will know what steps must be taken to achieve their career plans in the future. These individual needs must also be adjusted to the needs of the organization. According to [10], individual needs for their career paths will vary from one individual to another. Some individual needs for their career paths may consist of:
1.   Career levels that use/require his energy
2.   Career level that can meet development needs
3.   Career ladder that provides challenges
4.   Career level that suits your interests
5.   Career level that is in accordance with the values that are adhered to/believed in
6.   Career level that suits your personal style /personal style

B. Organizational needs and opportunities
Organizational career planning begins with compiling organizational needs. According to [10], To find out the needs of the organization, the organization must know what strategic issues are being faced, in order to prepare the appropriate level and needs of employees to address these issues. The needs of the organization in the Government of Malang City are the needs of PNS who will occupy vacant positions, both critical and non-critical positions. Critical positions are very important positions in order to realize the vision and mission of the Regional Head and what are the development priorities in Malang City. Every vacant position or will be vacant will be reported by each organization and recapped by BKPSDM, which will then be filled by competent PNS through the career planning process. To find out the suitability between the position and the PNS occupying the position, a job competency standard is needed. In Malang City, job competency standards are regulated in the Decree of the Mayor of Malang Number 188.45/198/35.73.112/2021 concerning the Competency Standards for Administrator and Supervisory Positions in Regional Apparatus within the Government of Malang City, as well as the Decree of the Mayor of Malang Number 188.45/386/35.73.112/2020 concerning the Competency Standards for Senior Pratama Leadership Positions within the Government of Malang City. Through these job competency standards, PNS career planning will be adjusted to the requirements and needs of the existing positions.

C. Personnel planning and career information
According to [10], in preparing team planning, information related to the background of employees is needed, including the skills and competencies possessed by each employee. In addition, this information must be communicated to all employees when there are vacant

positions. In Malang City, in the team planning process, several PNSs that have competent are involved. The Career Planning Team consists of 1) Administrator Position as the team leader, 2) Assessment center team consisting of assessors and psychologists who carry out assessment activities, 3) Implementing positions that handle administrative affairs up to the process of proposing assessment results recommendations to the Mayor of Malang for appointment to the position. In addition to forming a career planning team, BKPSDM also prepares career information in the form of a personnel database, competency standards for positions, job maps, performance appraisal reports, and assessment standards used during the assessment process.

D. Personal counseling and assessment

In the implementation of the assessment, BKPSDM collaborates with assessors and psychologists from outside the Government of Malang City due to a lack of human resources. The employee assessment process is not conducted all at once but in stages due to a lack of funds. Until 2024, employees who have been assessed reach 50-60% and are still ongoing. The results of this employee assessment only last for a maximum of 3 years, and afterwards, a reassessment must be conducted to ensure that the assessment results remain valid and in accordance with the employee's condition, so that they can be used as a basis for providing recommendations according to the Nine Box Talent Management. Obstacles in the form of insufficient budget cause delays in the assessment process, whereas the assessment results are only valid for three years. This means that PNSs who were assessed in 2022 must be reassessed in 2025, so that the assessment results can still be accounted for in terms of their accuracy for use in position appointments. The PNS assessment results will be entered into the Nine Box Talent Management digitally, which can be accessed by interested parties. BKPSDM is still in the application development stage. It is hoped that in the future, the results of the assessment and talent mapping can be accessed by all PNS so that every PNS can see how far their competencies are, and what they need to improve to realize the career they want

E. Individual development efforts

After the employee assessment is carried out, every PNS will know where their shortcomings lie, through the results, each employee can carry out personal self-development through education and training. Education through higher education, both undergraduate and master's, and training through socialization, technical guidance, courses, and so on. In carrying out the education and training process, PNS can carry it out themselves using personal funds, scholarships, or through competency development activities organized by the government through funding financed using the national budget or regional budget.

F. Formal training and development programs

The results of talent mapping in the Nine Boxes of Talent Management, specifically in boxes two to seven, will receive recommendations for competency development. In terms of competency development, the Malang City Government through BKPSDM carries out education and training coordinated by BKPSDM, especially in the Field of Competency Development and Professional Facilitation. The types of competency development have been regulated in the Malang Mayor Regulation Number 12 of 2022 [4]. In this regulation, education is carried out through the study assignment pathway, and training through classical and non-classical pathways. Competency development through the Education pathway can use funding from the government, scholarship programs, or personal funds. Meanwhile, classical and non-classical training programs will be funded by the Malang City Government as the implementer

of training activities. The planning of this training program is carried out annually according to the capacity of the regional budget.

G. Placement on career path

Based on PNS assessment results, PNS who are in "the ninth box" at the Nine Box Talent Management will then be recommended to the Mayor of Malang for PNS placement. This placement can be in the form of promotion to a higher position, retention in the original position, and rotation to a new position. PNS who have met the requirements according to the assessment results and meet the competency standards of the position, then their names will be submitted to the Mayor of Malang as recommendations and considerations in the appointment of positions.

6. Conclusion

The PNS career planning in Malang City has been running well, starting from the preparation of organizational needs, preparation of the career planning team and career information, implementation of assessments, employee competency development, to the placement of PNS according to recommendations in the Nine Boxes Talent Management based on assessment results. The career planning process in Malang City has been implemented since 2022 until now. The progress of development reaching 50-60% of employees who have been assessed. The assessment talent results are then mapped into the Nine Box Talent Management and entered into the employee information system. Access to the PNS's assessment information system is still limited to only a few people, but it is hoped that in the future this system can be accessed by all PNS, so that all PNS know how their career planning will be in the future.

Recommendations that can be given to the Government of Malang City are that due to budget constraints in the assessment process, the priority scale of PNS to be assessed can be identified. For example, the assessment is only conducted for PNS who have met the work period requirements to be appointed to positions, have good performance evaluation reports for the last two years, have certain educational backgrounds, or the assessment is specifically conducted for PNS in structural positions at certain levels, and so on. In this way, the Government of Malang City can save the budget because it does not need to conduct assessments for all employees. In addition, the application of the employee information system related to talent mapping should be developed as soon as possible and all PNS should be given the right to see their position in the talent mapping. The aim is to foster motivation for each PNS and to create a more transparent system in terms of PNS career management.

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