



STRATEGY FOR INCREASING THE COMPETENCY OF THE STATE CIVIL APPARATUS IN THE PERSONNEL AND HUMAN RESOURCES DEVELOPMENT AGENCY OF TANAH BUMBU DISTRICT, SOUTH KALIMANTAN PROVINCE

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Submit : November 26, 2023

Accepted : December 30, 2023

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Abstract

The Personnel and Human Resources Development Agency as a Regional Work Unit within the Tanah Bumbu Regency Government which handles personnel matters and human resource development should have competent human resources in carrying out their duties and functions. This research aims to analyze strategies for increasing the competency of state civil servants in the civil service and human resource development agency of Tanah Bumbu Regency. This research uses a qualitative approach. The researcher tries to draw conclusions from the formulation of the problem faced by analyzing the data using the method chosen by the researcher. The research location was focused on the Personnel and Human Resources Development Agency of Tanah Bumbu Regency. The research was carried out from 2022 to 2023. Data analysis was carried out using the SWOT method. The results of the analysis show that strategies that can be implemented include preparing a training needs analysis document and a Human Capital Development Plan document so that the training attended by ASN is in accordance with needs and can provide opportunities for all ASN, making assessment tests as evaluation material to analyze ASN training needs, encouraging ASN to take part in non-classical training, develop a career and talent development plan for ASN through a merit system, and implement job analysis and workload analysis correctly.

Keywords: Competency Improvement Strategy, ASN Competency, Land of Spices.

INTRODUCTION

Human Resources (HR) is the main strategic contributor to all organizational activities (Riniwati, 2016; Suprihanto & Putri, 2021). Therefore, every organization that wants to develop must manage and develop its human resources well (Primayana, 2015; Almasri, 2016).

Human resources who work in government organizations are known as State Civil Apparatus (ASN) (Do Karim et al., 2020; Sultan, 2022). ASN based on Government Regulation Number 11 of 2017 concerning PNS Management is a profession for civil servants and government employees with work agreements who work for government agencies.

Personnel aspects in the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 86 of 2017 concerning Procedures for Planning, Controlling and Evaluation of Regional Development, Procedures for Evaluation of Draft Regional Regulations Concerning Regional Long-Term Development Plans and Regional Medium-Term Development Plans, as well as Procedures for Amendments to Term Development Plans Regional Long Term Development Plans, Regional Medium Term Development Plans and Regional Government Work Plans are one of the aspects that are in the area of regional development affairs. Thus, developing human resources who can work professionally in government is a very important aspect so that services to the community can run optimally.

Professional Human Resources are the main capital in creating a good bureaucracy (Kalangi, 2015; Suryono, 2011). The government's administrative function can run well if it has competent human resources in carrying out its main duties and functions (Rillia, 2017; Febriana, 2014). Bureaucratic reform emphasizes that public service is the main point in carrying out government bureaucracy (Iskandar, 2017; Sawir, 2020).

The Personnel and Human Resources Development Agency as a Regional Work Unit within the Tanah Bumbu Regency Government which handles personnel matters and human resource development should have competent human resources in carrying out their duties and functions.

Based on Tanah Bumbu Regent's Regulation Number 32 of 2022 concerning Duties, Functions, Job Descriptions and Work Procedures for Organizational Elements, the Regional Personnel Agency and Human Resources Development of Tanah Bumbu Regency has the task of assisting the Regent in carrying out the preparation and implementation of regional policies in the field of personnel, education and training. To carry out these tasks, qualified, professional and proportional human resources are needed in carrying out job duties and positions. Competencies that are in accordance with the requirements for managerial competence and technical competence at the Personnel and Human Resources Development Agency are able to realize excellent service in the field of personnel.

There is an equalization of administrative positions into functional positions in Tanah Bumbu Regency based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2021 concerning the Equalization of Administrative Positions into Functional Positions, in Tanah Bumbu Regency a number of supervisory officials have been equalized into functional positions. .

The equalization of supervisory positions into functional positions is a new challenge for the Personnel and Human Resources Development Agency to be able to manage so that civil servants who change positions are able to carry out their duties well due to changes in position status (Fitrianingrum et al., 2020; Permatasari & Ariani, 2021), then his work pattern must also adapt to the provisions of the laws and regulations relating to each functional position he occupies.

Based on the Decree of the Minister of Home Affairs Number 800/8604/OTDA dated 27 December 2021. Regarding the Approval of Equalization of Positions within the Provincial and Regency Regional Governments in South Kalimantan Province, there are 172 supervisory positions that have been transferred to functional positions, of which inauguration to functional positions has been carried out in accordance with the agreement on December 31 2021. The transfer from a supervisory position to a functional position adds a new burden to the Personnel and Human Resources Development Agency, how to ensure that civil servants whose positions are transferred can work professionally in accordance with their field. So that all civil servants, whether they occupy functional positions as a result of equalization or functional officials who are purely from CPNS recruitment and functional officials who are the result of moving positions from structural or from other functional positions, can take part in education and training in accordance with organizational needs, of course, in addition to budget support as well. There must be good planning from the Personnel and Human Resources Development Agency as an SKPD which has the function of carrying out the preparation and implementation of regional policies in the fields of personnel, education and training.

Competency development planning is of course related to the human resources owned by the Personnel and Human Resources Development Agency. As of 31 December 2022, the Tanah Bumbu Regency Personnel and Human Resources Development Agency has 35 civil servants with a total functional HR apparatus of 7 (seven) people, with 4 (four) of them being the result of equalization of positions. Meanwhile, the number of ASN that must be handled throughout Tanah Bumbu Regency is 3,966 people, of which 2,672 people are functional officials (Data Source: BKPSDM as of 31 December 2022)

In an effort to develop these competencies, regional governments, in this case the Personnel and Human Resources Development Agency, should have a human resource development plan document for the next 5 (five) years, one of which is an analysis of education and training needs or an education and training plan that must followed by ASN Tanah Bumbu Regency.

To prepare a competency development plan through education and training, it is appropriate for the Tanah Bumbu Regency Personnel and Human Resources Development Agency to have Human Resources who are competent in analyzing and planning training and development of human resources for each position occupied.

Based on data on education and training attended by civil servants at the Personnel and Human Resources Development Agency, in 2021 there will only be 2 (two) functional officials taking part in technical education and training, and in 2022 there will be 10 (ten) civil servants at the Personnel and Human Resources Development Agency Human Resources who take part in technical education and training. Meanwhile, for functional education and training in 2021 and 2022, no civil servants from the Civil Service and Human Resources Development Agency will participate. Meanwhile, the Administrator Leadership Training in 2022 will be attended by 1 (one) person from the Personnel and Human Resources Development Agency.

Considering that human resources are the main factor in running an organization (Effendi, 2021; Sinambela, 2021), then to develop human resource competence in Tanah Bumbu Regency, the Personnel and Human Resources Development Agency should have competent employees so that all personnel services and human resource development plans run well.

Based on the above, the author is interested in researching how to improve employee competency at the Personnel and Human Resources Development Agency. The title of the research carried out by the author is as follows: "strategy for increasing the competence of state

civil servants in the civil service and human resource development agency of Tanah Bumbu Regency".

RESEARCH METHODS

Based on the problem formulation obtained by the researcher, it was decided to conduct this research using a qualitative approach. The researcher tries to draw conclusions from the formulation of the problem faced by analyzing the data using the method chosen by the researcher. The research location was focused on the Personnel and Human Resources Development Agency of Tanah Bumbu Regency. The research will be carried out from 2022 to 2023.

In an effort to obtain facts regarding the implementation of competency improvement at the Personnel and Human Resources Development Agency in Tanah Bumbu Regency, the types of data in this research are divided into 2 (two), namely written and unwritten. Written data takes the form of literature searches (books, scientific journals, official documents and previous research), while unwritten data is obtained by conducting interviews with officials at the Personnel and Human Resources Development Agency.

The researcher chose a qualitative research method, so the researcher studied further the problems faced by the Tanah Bumbu Regency Personnel and Human Resources Development Agency. To carry out this method, researchers used instruments in the form of office equipment, namely laptops, printers and stationery to support the smooth work of researchers in processing the data obtained, as well as a list of questions that were submitted to informants to obtain information directly.

The data collection techniques used in this research are:

- 1) Researchers made direct observations of the condition of the Tanah Bumbu Regency Personnel and Human Resources Development Agency, analyzing data obtained from the Apparatus Development and Performance Sector which handles matters of increasing employee competency.
- 2) Interviews were conducted directly by researchers with officials at the Personnel and Human Resources Development Agency, including high-level pratama officials, administrator officials, supervisory officials, and functional officials who handle personnel matters.

The data analysis technique used in this research uses SWOT analysis. Researchers carry out an analysis of the Strengths, Weaknesses, Opportunities and Threats that exist in the research object being carried out.

RESULTS AND DISCUSSION

State of ASN Tanah Bumbu Regency

The number of BKPSDM ASN is 35 (thirty five) people, handling 3,966 civil servants and 690 PPPK people. ASN as per ASN Law Number 20 of 2023, ASN employees are Civil Servants (PNS) and PPPK (Government Employees with a Work Agreement). ASN positions consist of managerial positions and non-managerial positions. Managerial positions consist of Main High Leadership Positions, Middle High Leadership Positions, Primary High Leadership Positions, Administrator Positions, and Supervisory Positions. Meanwhile, non-managerial positions consist of Functional Positions and Executive Positions. The situation of civil servants based on class and position as of 31 December 2022 can be seen in Table 1.

Table1. Condition of Civil Servants Based on Class and Position as of 31 December 2022

NO	DESCRIPTION	AMOUNT
	Government employees	
1	Group I	10
2	Group II	531
3	Group III	2694
4	Group IV	731
	AMOUNT	3966
	Managerial Position	
1	Primary High Leadership Position	32
2	Administrator Position	145
3	Supervisory Position	285
	AMOUNT	462
	Nonmanagerial Positions	
	Executive Position	832
	Functional	
1	First Master Teacher	610
2	Young Expert Teacher	550
3	Intermediate Expert Teacher	471
4	Coaching Teacher	6
5	Teacher	23
6	Intermediate Expert Midwife	4
7	Young Expert Midwife	10
8	First Expert Midwife	14
9	Skilled Midwife	116
10	Supervising Midwife	25
11	Skilled Midwife	53
12	Advanced Dental Nurse	8
13	Skilled Dental Nurse	5
14	Supervising Dental Nurse	2
15	Associate Expert Nurse	1
16	Young Expert Nurse	53
17	First Expert Nurse	49
18	Advanced Nurse	59
19	Skilled Nurse	35
20	Supervising Nurse	25
21	Young Expert Health Administrator	3
22	First Expert Health Administrator	1
23	Young Expert Policy Analyst	68
24	Young Expert Apparatus HR Analyst	6
25	First Expert Apparatus HR Analyst	4
26	Young Expert Food Security Analyst	2
27	Young Expert Agricultural Product Analyst	1
28	First Expert Agricultural Product Analyst	1
29	Intermediate Expert Pharmacist	1
30	Young Expert Pharmacist	7
31	First Expert Pharmacist	5
32	Young Expert Archivist	2
33	First Expert Archivist	3
34	Advanced Archivist	1
35	Skilled Archivist	3
36	Advanced Pharmacist Assistant	18
37	Assistant Pharmacist Supervisor	1
38	Skilled Pharmacist Assistant	14
39	Skilled Anesthesia Assistant	1

NO	DESCRIPTION	AMOUNT
40	First Expert Apparatus HR Assessor	1
41	Middle Expert Auditor	4
42	Young Expert Auditor	12
43	First Expert Auditor	5
44	First Expert ASN Management Auditor	1
45	Intermediate Expert Doctor	14
46	Young Expert Doctor	25
47	First Expert Doctor	8
48	Associate Dentist	4
49	Young Expert Dentist	1
50	First Expert Dentist	1
51	Associate Expert Health Epidemiologist	1
52	Young Expert Health Epidemiologist	3
53	Young Expert Industrial Relations Mediator	3
54	First Expert Industrial Relations Mediator	1
55	Young Expert Veterinary Medical	1
56	Young Expert Nutritionist	1
57	Advanced Nutritionist	14
58	Supervising Nutritionist	3
59	Skilled Nutritionist	7
60	First Expert Tutor	1
61	Young Expert Cultural Pamong	1
62	Skilled Veterinary Paramedic	2
63	Young Expert Social Worker	5
64	Young Expert Construction Services Trustee	1
65	First Expert Construction Services Builder	1
66	Young Expert Anesthetist	1
67	Young Expert Researcher	1
68	Introduction to Young Expert Work	1
69	Introduction to First Expert Work	1
70	Young Expert Agricultural Equipment and Machinery Supervisor	1
71	Young Expert Pharmacy and Food Supervisor	1
72	Young Expert Environmental Supervisor	3
73	First Expert Environmental Monitor	1
74	Young Expert Agricultural Product Quality Supervisor	3
75	First Expert Agricultural Product Quality Supervisor	1
76	Young Expert Feed Quality Supervisor	1
77	Middle Government Supervisor	1
78	Junior Government Watchdog	6
79	First Government Overseer	4
80	First Government Overseer	1
81	Young Expert Fisheries Supervisor	1
82	Intermediate Expert School Supervisor	29
83	Young Expert School Supervisor	5
84	Young Expert Goods/Services Procurement Manager	8
85	Young Expert Capture Fisheries Production Manager	2
86	Young Expert Environmental Impact Controller	5
87	First Expert Plant Pest Control Organism	2
88	Young Expert Community Self-Help Activator	5
89	First Expert Community Self-Help Mobilizer	7
90	Supervisory Motor Vehicle Examiner	4
91	Intermediate Expert Inspector	3
92	Young Expert Inspector	5
93	Young Expert Community Health Instructor	6

NO	DESCRIPTION	AMOUNT
94	First Expert Public Health Educator	3
95	First Expert Industry and Trade Extension Officer	2
96	Intermediate Expert Agricultural Extension Officer	5
97	Young Expert Agricultural Extension Officer	16
98	First Expert Agricultural Extension Officer	15
99	Advanced Agricultural Extension Officer	9
100	Beginner Implementing Agricultural Extension Officer	1
101	Agricultural Extension Supervisor	2
102	Skilled Agricultural Extension Officer	7
103	First Expert Social Counselor	4
104	Young Expert Drafter of Legislative Regulations	2
105	Skilled Medical Recorder	1
106	Intermediate Expert Planner	1
107	Young Expert Planner	14
108	First Expert Planner	6
109	Executive Civil Service Police	7
110	Beginner Executive Civil Service Police	3
111	Young Expert Public Relations Institution	2
112	Young Expert Computer Officer	5
113	First Expert Computer Institution	8
114	Proficient Computer Services	2
115	Supervisory Computer Institutions	1
116	Young Expert Health Laboratory Institutions	1
117	First Expert Health Laboratory Institution	2
118	Advanced Health Laboratory Institutions	10
119	Supervisory Health Laboratory Institutions	4
120	Skilled Health Laboratory Institutions	2
121	Young Expert Librarian	3
122	Advanced Radiographer	2
123	Skilled Radiographer	2
124	Supervising Radiographer	1
125	Skilled Optician Refractionist	1
126	Young Expert Sandiman	1
127	Skilled Sandiman	1
128	Young Expert Sanitarian	1
129	First Expert Sanitarian	1
130	Advanced Sanitarian	7
131	Supervisor Sanitarian	3
132	Young Expert Statistics	1
133	Young Expert Road and Bridge Engineering	1
134	First Expert Road and Bridge Engineering	1
135	Young Expert Water Engineering	2
136	Young Expert Environmental Health Engineering	1
137	Young Expert Building and Housing Engineering Engineering	5
138	Skilled Research and Engineering Technician	1
139	Skilled Blood Transfusion Technician	5
140	Advanced Dental and Oral Therapist	3
141	Supervising Dental and Oral Therapist	1
142	Skilled Dental and Oral Therapist	2
AMOUNT		2672

Apart from the civil servants above, there are 690 PPPK people, all of whom are functional officials consisting of 541 teachers, and 149 functional non-teachers.

ASN Competency Development Targets

The BKPSDM Strategic Plan contains ASN competency development targets for 5 (five) years. In budget planning, personnel is a supporting element for government affairs, in the Field of Personnel Affairs, with the program being the Personnel Program. The Personnel Program consists of 4 (four) activities and 14 (fourteen) sub-activities.

One of the activities that supports increasing ASN competency is the ASN Competency Development activity which consists of 4 (four) sub-activities, namely:

- 1) Assessment Center Management
- 2) Administrative Management of ASN Training and Certification
- 3) ASN Advanced Education Management
- 4) Facilitation of ASN Position Certification

The targets for increasing ASN competency are listed in the 2021-2026 Strategic Plan as shown in Table 2.

Table 2. Target for Increasing ASN Competency in 2021-2026

NO.	DESCRIPTION	TARGET (PEOPLE)						KET
		2021	2022	2023	2024	2025	2026	
1	Assessment for ASN	84	100	100	100	100	100	
2	Basic Education and Training	150	150	150	150	150	150	
3	Leadership Training	29	13	5	5	5	5	
4	Technical Education and Training	70	100	50	50	50	50	
5	Functional Education and Training	150	150	250	250	250	250	
6	Study Assignment Help	13	75	76	76	75	58	
7	Service Exam	20	37	20	20	20	20	
8	Promotion Exams and Diploma Adjustments	25	25	25	25	25	25	

BKPSDM ASN Competency Improvement Strategy

Competency has 5 (five) main components, namely knowledge, skills, self-concept, self-characteristics, and motives (Suhandrik, 2022; Maesyaroh, 2017). In order for someone to have competencies appropriate to their job, they must make optimal use of the five main components so that their competencies match the job requirements (Susanto, 2016; Pianda, 2018).

The majority of BKPSDM ASN have a bachelor's degree in educational qualifications, and only 8.57% have junior and senior high school education, and there are even 8.57% who have a master's degree, indicating that in terms of educational qualifications, the requirements for the position they occupy are in accordance with the job analysis. However, if you look further, the Apparatus Development and Performance Sector which handles competency improvement planning only has 7 ASNs consisting of 1 (one) Head of Division, with 6 (six) implementers to realize 2 (two) activities divided into 6 (six) sub-activities related to competency development, and 5 sub-activities related to assessment and evaluation of apparatus performance with a budget ceiling of 34.46% of the total BKPSDM ceiling.

The strategy to increase ASN competency implemented is:

- 1) Improve educational qualifications by providing opportunities for study assignments at local government expense, as well as study assignments at independent expense.
- 2) Providing opportunities to take part in leadership training education for managerial officials, providing technical training for managerial and non-managerial officials, as well as functional training for non-managerial officials specifically for functional officials.

Of these two strategies, not a single BKPSDM ASN has taken part in study assignment opportunities at government expense, there are only a few who have taken part in independent study assignments to upgrade their education level to Bachelor's and Master's levels. Meanwhile, the education and training that ASN BKPSDM participated in during 2021-2022 is as shown in Table 3.

Table 3. Recapitulation of BKPSDM Technical Training for Tanah Bumbu Regency 2021-2022

NO.	YEAR	TRAINING NAME	JLH PARTICIPANTS (PERSON)	KET
1	2021	Full Stack Programming Training	2	
2	2021	Personnel management training	2	
3	2022	Technical Guidance for Integrated Personnel Data Management based on information technology in accordance with Presidential Decree Number 39 of 2019 concerning one Indonesian data	3	
4	2022	Electronic-Based Public Service Administration Bimtek to improve excellent service performance	3	
5	2022	Preparation of DUPAK for the Functional Position of HR Analyst	4	
			14	

The plan for developing ASN competency in Tanah Bumbu Regency is contained in the strategic plan (Renstra) and annual work plan (Renja) of BKPSDM, in the form of a plan for the number of ASN who will take part in training. Specifically, the budget for technical training and functional training is not yet based on the name and number of positions that will be included in the training.

The absence of more detailed competency development planning such as Training Needs Analysis (AKD) or Human Capital Development Plan (HCDC) shows that currently meeting training needs is still not based on comprehensive planning that refers to organizational needs in accordance with organizational strategy and organizational tasks and functions.

Personnel and Human Resources Development Agency, as a regional apparatus tasked with implementing regional policies in the fields of personnel, education and training. Based on the results of the author's research, there are several internal factors (Table 4) and external factors (Table 5) that influence the development of BKPSDM ASN competencies.

Table 4. Identification of Internal Factors

IDENTIFICATION OF INTERNAL FACTORS			
<i>Strengths(Strength)</i>		<i>Weaknesses(Weakness)</i>	
S1	Availability of sufficient human resources in quantity	W1	The ASN competency development plan has not been prepared optimally
S2	The leadership's commitment is very supportive in increasing ASN competency	W2	The budget allocation for training to increase ASN competency is still insufficient
S3	Training provider resources are available and easily accessible	W3	The frequency of training to increase ASN competency is very low and limited
S4	The concept of increasing ASN competency is clear and measurable	W4	ASN's competency is limited
S5	Standardization of the implementation of quality ASN competency training	W5	Not all competencies resulting from training can be applied in work units

Table 5. Identification of External Factors

IDENTIFICATION OF EXTERNAL FACTORS			
<i>Opportunities (Opportunity)</i>		<i>Threats (Threat)</i>	
O1	Implementation of regulations regarding ASN	T1	Changes to regulations regarding personnel
O2	Increase the number of ASN according to	T2	Government policy regarding employee rationalization

IDENTIFICATION OF EXTERNAL FACTORS			
<i>Opportunities (Opportunity)</i>		<i>Threats (Threat)</i>	
	competency		
O3	Increasing the level and career of open ASN	T3	Demands for personnel services that meet standards
O4	Good working network within the work unit	T4	Fast IT developments and updates
O5	Very supportive IT developments	T5	The working relationship between leaders and subordinates is less than harmonious

All internal factors and external factors that influence increasing the competency of ASN BKPSDM Tanah Bumbu Regency have been analyzed. According to Mukhlisin & Pasaribu(2020);Kamaluddin (2020); Rochman (2019), these factors are in the form of strengths, weaknesses, opportunities and threats.

Based on the results of the analysis of various influencing factors, alternative strategies can be formulated which include: SO strategy (utilizing strengths to seize opportunities), WO strategy (overcoming weaknesses to seize opportunities), ST strategy (utilizing strengths to overcome threats), and WT strategy (overcome weaknesses to overcome threats).

Based on the SWOT analysis, alternative strategies are taken by decision makers in order to increase the competency of ASN BKPSDM Tanah Bumbu Regency. The formulation carried out produces 4 (four) strategic analyses, where each analysis offers 3 (three) alternative strategies. The explanation of each strategy analysis is as follows:

1. SO Strategy

The SO strategy is based on the principle of utilizing all strengths in improving ASN competencies that have been identified to obtain existing opportunities. Alternative strategies that can be implemented are:

- a. Optimizing the commitment of leaders who are very supportive in increasing ASN competency thereby opening up opportunities to increase ASN levels and careers.
- b. Utilize training providers' resources that are available and easily accessible so that ASN can keep up with developments in changes to personnel regulations.
- c. Optimizing the availability of ASN in quantity to increase their competency by utilizing developments in information and technology.

Alternative implementations of SO strategies that can be carried out based on the results of interviews and document studies are as follows:

- 1) Develop a talent and career development plan for ASN based on a merit system so that it can increase ASN motivation in improving their competency.
- 2) Maintain and improve existing collaboration with various agencies/institutions in implementing ASN competency improvement, including BPSDM South Kalimantan Province, State Administration Institute, Ministry of Home Affairs and various other training organizing institutions that meet the qualifications in providing training.
- 3) Increasing the participation of ASN to take part in mixed training or blended learning which combines face-to-face learning with distance learning.

2. ST Strategy

ST's strategy analysis is to utilize existing strengths to overcome threats to increasing ASN competency. The alternative strategies taken are as follows:

- a. Optimizing the availability of sufficient ASN in quantity to anticipate government policies regarding employee rationalization.
- b. Optimizing the commitment of leaders who are very supportive in increasing ASN competency by utilizing fast and updated IT developments
- c. Utilize available and easily accessible training provider resources to improve ASN competency in order to meet demands for personnel services that meet standards.

Implementation of alternative ST strategies that can be carried out is as follows:

- 1) Using job analysis and workload analysis is more effective and efficient in placing ASN according to their competencies.
- 2) Carry out assessments and use the results as material for employee mapping so that position placement, whether through transfer or promotion, obtains ASN who are competent in accordance with the position they occupy.
- 3) Develop and maximize the use of the SIAP application to make it easier to obtain ASN information in personnel services. The SIAP application or Employee Information and Administration System is an application owned by BKPSDM which is an application for information and personnel administration services.

3. WO Strategy

The WO strategy explains how to overcome the weaknesses faced in increasing ASN competency to seize available opportunities. The alternative strategies that can be taken are as follows:

- a. Optimizing IT developments in order to overcome limited budget allocations for competency improvement training.
- b. Utilizing IT developments as a medium to obtain appropriate and quality training information so that training results can be applied in work units.
- c. Utilizing IT developments which are very supportive to increase the frequency of training to improve ASN competency which is very low and limited.

Implementation of alternative WO strategies that can be carried out is as follows:

- 1) Be more selective in choosing the training that ASN will participate in, by choosing a quality training institution, and the training that is attended must be able to support the performance of the work unit.
- 2) Increasing ASN participation in various non-classical training such as e-learning methods, webinars, coaching clinics by utilizing online applications such as zoom meetings and google meet.

4. WT Strategy

The WT strategy is used to overcome existing weaknesses in order to prevent threats. The alternative strategies that can be implemented are as follows:

- a. Prepare a ASN competency development plan document so that there is an even distribution of competency improvement so that it can meet the demands of employee service standards.
- b. Pay attention to and follow developments in regulations so that the training that ASN takes part in can actually be applied to work units.

- c. Efficient budget limitations for training to increase competency by following IT developments so that the training that is followed does not always have to be classical training.

Alternative implementations of the WT strategy that can be carried out are:

- 1) Prepare a Training Needs Analysis (AKD) document that can explain the gap between the current competencies and the competencies that ASN should have.
- 2) Prepare a Human Capital Development Plan (HCDF) document containing training needs in accordance with the vision and mission of the Regional Head, with reference to the RPJMD.
- 3) Utilize assessment results as material for evaluating employee training needs.

CONCLUSSION

The strategy to increase the competency of BKPSDM ASN is to prepare a training needs analysis document and a Human Capital Development Plan document so that the training attended by ASN is in accordance with needs and can provide opportunities for all ASN. Making assessment tests as evaluation material to analyze ASN training needs. Encourage ASN to take part in non-classical training, namely through training held online such as webinars or other forms of online training in order to increase the frequency of training attended so that it does not only depend on budget availability. Develop a career and talent development plan for ASNs through a merit system so that ASNs have equal opportunities in careers according to their competencies and ASNs will be more motivated to improve their competencies. Implement job analysis and workload analysis correctly so that ASN placement is in accordance with their competencies, which will improve SKPD performance.

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