



EVALUATION OF THE IMPLEMENTATION OF THE EQUALIZATION OF ADMINISTRATIVE POSITIONS INTO FUNCTIONAL POSITIONS IN THE ENVIRONMENT OF BENGKULU PROVINCE BASED ON PERMENPAN RB NO. 17 OF 2021

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INTRODUCTION

According to PermenPANRB regulation Number 17 of 2021, Administrative Positions refer to positions that involve functions and tasks related to public services, government administration and development. On the other hand, Functional Positions include a group of positions that involve functions and tasks

ABSTRACT

This research evaluates the implementation of the equalization of administrative positions into functional positions in the Bengkulu Provincial Secretariat, based on PermenPANRB Number 17 of 2021. The study aims to assess the effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy of this policy. Utilizing a qualitative approach, the research employs documentation, interviews, and observation as data collection methods. The study found that while the equalization process was successfully implemented, it has not fully achieved its intended objectives. Challenges include lack of competency testing for officials transitioning into functional positions, inadequate career development, and insufficient adaptation to the new work environment. The study highlights the need for better alignment between qualifications and functional tasks, as well as enhanced socialization and training for officials. Although the policy offers potential benefits, including clearer career paths and increased allowances, its effectiveness is hindered by operational and bureaucratic obstacles. Further efforts are required to ensure the sustainability and success of the equalization process, including competency assessments, career development programs, and improvements in the work system.

related to functional services that are based on certain expertise and skills. This structural position includes positions that are clearly regulated and contained in the organizational structure or in the organizational structure of the relevant agency.

The implementation of equalization of positions involves equal functional officials



who must meet qualifications or educational levels that are parallel to the relevant educational and competency requirements. This is in accordance with the provisions in PermenPANRB Number 17 of 2021 concerning the Equalization of Administrative Positions into Functional Positions. Article 8 paragraph (2) of the regulation emphasizes that equalization of positions can be carried out after the official concerned has taken and successfully passed a competency test held by the relevant government agency, after collaborating with the agency that supervises the Functional Position. Furthermore, Paragraph (3) stipulates that if an official does not successfully pass the competency test, he will be transferred to another functional position in accordance with applicable policies.

Based on the results of direct interviews with the Regional Secretariat of Bengkulu Province, the equalization of administrative positions into functional positions was carried out without undergoing a competency test. The importance of competency tests in equalizing positions is illustrated, especially because the positions that are recognized as equal are the functional positions of young experts. In accordance with Government Regulation Number 17 of 2020 concerning Management of Civil Servants, the main requirements involve advanced professional qualifications. One step that can be taken to fulfill these

requirements is through carrying out a competency test.

This situation is completely inconsistent with the principles of career patterns for State Civil Servants (ASN) as explained in PermenPANRB Number 22 of 2021 concerning Career Patterns for Civil Servants. There are at least two principles that are not adhered to, namely guarantees of certainty and aspects of professionalism. ASNs who occupy functional positions without taking a competency test clearly do not have clarity regarding the career path they must take. If this condition is ignored, the impact will be felt in the lack of fulfillment of the principles of professionalism. ASN career patterns should be a driving force for increasing competence and achieving better performance

Rapid equalization of positions forces equalized officials to adapt quickly to new work methods. They must have the ability to complete tasks with a focus on suitability and speed of work, so that the decision-making process and service to the community can take place effectively and efficiently.

Differences in characteristics between administrative positions and functional positions result in the need for adjustments in the equalization of these positions. There are fundamental differences in the nature of administrative positions and functional positions. In the context of administrative positions, the paradigm of the relationship



between superiors and subordinates. On the other hand, in functional positions, there is no pattern of superiors and staff, but rather cooperation between colleagues who carry out tasks according to their functional expertise, and are directly responsible to their superiors. In functional positions, performance assessment is based on individual achievements with the collection of credit scores as concrete evidence. The impact of equalizing positions is the need for affected officials to follow an individual performance-based work system in accordance with their functional position with proof of collecting credit scores.

MATERIALS AND METHODS

This study applies qualitative methods. This approach includes research methods that focus on exploring the natural state of objects. In qualitative methods, researchers function as the main means, data collection is carried out using triangulation techniques (combination), data analysis is inductive, and the emphasis of research results is more on interpretation of meaning than generalization (Sugiyono, 2009).

1. Documentation

The use of documentation study is a method for collecting data by analyzing written information in documents, such as laws and regulations, diaries, transcripts, newspapers, books, and other printed media. This documentation approach is applied to collect data related to job equivalency in the Bengkulu Provincial Secretariat

2. Interview

Interview technique is used as a method of data collection in this study, where researchers ask questions directly to relevant sources to obtain information regarding research problems. Question and answer dialogues are conducted by researchers with informants at the Bengkulu Provincial Secretariat to collect relevant data. Therefore, in conducting interviews, data collectors have prepared a series of written questions along with answer options that have been prepared

3. Observation

Observations are carried out by carrying out direct observations on objects at the research location regarding the problems to be studied. Observations that will be carried out by researchers at the Bengkulu Provincial Secretariat regarding the Equivalence of Administrative Positions to Functional Positions in the agency's environment.

According to Sugiyono (2010:32) in Setiawan (2017:46), the focus of the research is the limitation of the problem which contains the main problem which is still general in nature. So in accordance with the research aspect, the focus of this research is the Evaluation of the Implementation of the Equivalence of Administrative Positions into Functional Positions in the Bengkulu Provincial Secretariat based on Permenpan RB No.17 of 2021.

1. Effectiveness

Achieved goals It can be seen to what extent the level of success of the implementation of a policy has been achieved, this can be reviewed in terms of results and efforts made, for example: HR who have skills and expertise

2. Efficiency



Producing optimal output. How much effort is required to achieve the desired results, for example: Budget availability in the job equalization process

3. Adequacy

Produce optimal output. How much effort is required to achieve the desired results, for example: Budget availability in the job equalization process.

4. Equity

The justice given and obtained by the target of public policy is the benefits felt from the implementation of job equalization, for example: the fulfillment of ASN employees in all work areas according to the quality of their respective human resources.

5. Responsiveness

How far the policy can satisfy the needs, preferences, or values of certain community groups. How the public policy targets respond to the policies that have been implemented, for example: the response of officials affected by job equalization in carrying out their duties

6. Accuracy

The criterion of appropriateness is closely related to substantive rationality, since statements about the appropriateness of a policy do not concern one individual criterion but two or more criteria together. Appropriateness refers to the value or worth of the program's goals and to the strength of the assumptions underlying those goals.

Based on the results of the study on performance achievements in the Bengkulu Provincial Secretariat environment in 2022-2023, it was obtained that there were no significant changes in improving the quality of human resources and personnel services. The implementation of job equivalency in the Bengkulu Provincial Secretariat environment has been successful in its implementation, but when viewed from the purpose of carrying out job equivalency, it has not met the effectiveness dimension because it still causes several problems for employees affected by job equivalency related to adaptation to the work environment and still have an orientation to the structural positions they previously held, namely getting used to working without subordinates. There are no significant changes in improving the quality of human resources and personnel services.

2. Efficiency

The equalization of administrative positions to functional positions can trigger budget inflation in all agencies in Indonesia. To create efficiency after the implementation of the equalization of administrative positions to functional positions is difficult for the government to do, because budget efficiency affects the income level of officials affected by the job equalization process.

3. Adequacy

Based on the Regulation of the Minister of PAN RB Number 7 of 2022 Concerning the Work System in Government Agencies for Bureaucratic Simplification, it can be seen that the change in the work system after the equalization of positions has no hierarchical and bureaucratic relationship between functional officials resulting from the equalization with implementing officials

RESULTS AND DISCUSSION

Result

1. Effectiveness



and pure functional officials. The bureaucratic level only occurs at levels 1 and 2, namely at echelon 2 and echelon 3. While at the level below it, there is no bureaucratic relationship and hierarchical hierarchy.

4. Equity

Srikandi Application Bureaucratic Flow

It can be seen that the bureaucratic process that occurs in the Bengkulu Provincial Secretariat still uses the old bureaucratic pattern. Functional officials who are the result of the equivalence still carry out coordination in making personnel documents. It's just that the process of making personnel documents and the bureaucratic process is carried out online. In producing personnel documents, it is not necessary to verify with functional officials who are the result of the equivalence but rather directly to echelon 3 administrator officials at echelon 2 levels to higher levels. However, with a work system that has not changed after the equivalence of administrative positions to functional positions, it still uses the old bureaucratic pattern so that the bureaucratic flow in the Srikandi application becomes longer

5. Responsiveness

Socialization is not only necessary for employees to understand the job equalization policy, but it is also important for employees to understand the tasks and work that must be carried out in the new position. If employees are still confused about the tasks that must be carried out, or how they work, then their performance can be less than optimal. On the other hand, if employees have understood well, they will also produce better performance.

6. Accuracy

Before carrying out job equalization, job analysis and job description must first be carried out. In conducting job analysis and workload and paying attention to the suitability of the job equalization employee. Job analysis and job description will be very helpful to see and understand what tasks must be done, the level of complexity, workload, as well as the qualifications, competencies, and education that must be possessed by an employee who will occupy the position. The results of the job analysis and job description will be a reference to be adjusted to the qualifications possessed by the job equalization employee. These results will also make it easier for the organization to see what an employee must have before his position is equalized, so that when he occupies his new position, the employee is ready and meets the standards to carry out the task

DISCUSSION

1. Effectiveness

The effectiveness indicator refers to the understanding of the extent to which the level of success of the implementation of a policy has been achieved, this can be viewed in terms of results and efforts made. The implementation of the equivalence of administrative positions into functional positions of Civil Servants in the Bengkulu Provincial Secretariat can be said to have been successful in its implementation. However, when viewed in terms of the objectives to be achieved from the implementation of the equivalence of the position, there has not been any achievement because there are still many obstacles after the implementation of the equivalence of



administrative positions into functional positions of Civil Servants in the Bengkulu Provincial Secretariat.

2. Efficiency

Efficiency indicators refer to the understanding of how much effort is needed to achieve the desired results. The implementation of the equalization of administrative positions into functional positions should not stop just by changing employees who previously held administrative positions and then transferred to functional positions. To achieve the desired goals, there still needs to be various follow-ups that must be carried out by the Regional Government, including coaching for the development of civil servant careers, regulating promotions and paying attention to improving the welfare of functional officials resulting from the equalization.

3. Adequacy

Adequacy indicators refer to the understanding that whether the results achieved in implementing the policy can solve the problem. In its implementation, the implementation of the equalization of administrative positions into functional positions of Civil Servants in the Bengkulu Provincial Secretariat has only been limited to transferring officials who occupy administrative positions into functional positions, but the achievement of the objectives of the implementation of the equalization of positions has not been felt.

4. Equity

In the implementation of the equivalence of administrative positions to functional positions in the Bengkulu Provincial Secretariat, no benefits have been felt from the implementation of the policy of

implementing the equivalence of administrative positions to functional positions.

5. Responsiveness

Responsiveness indicators refer to the understanding of how public policy targets respond to policies that have been implemented. The readiness of Administrator Officials to be transferred into Functional Positions produces various responses. For administrator officials who are transferred into functional positions with appropriate competency qualifications and a match between the administrative position and the new functional position, they will feel more prepared. However, for administrator officials who are transferred into functional positions that do not have appropriate competency qualifications and differences in duties and functions with their previous positions, they tend to be unprepared.

Structural and functional officials who are the results of the equivalency are still confused about the work system in the functional positions they currently hold. They have been appointed as functional officials with responsibilities such as compiling credit points in accordance with the regulations applicable to the functional positions they hold, however, they also still have to handle structural work. Meanwhile, they still have a structural workload that has not been released, but have lost control over the staff who were previously under their command

6. Accuracy

The accuracy indicator refers to the understanding of whether the results of the implemented policy can be beneficial. The implementation of the equivalence of



administrative positions into functional positions actually has many advantages that can be considered by functional officials affected by the equivalence, in addition to being able to propose a promotion every 2 years if they have met the credit points, functional positions also have a clearer career path and hierarchy. Higher functional position allowances, as well as opportunities for broader career development.

There are still many problems that arise and must be fixed, such as the implementation of the job equivalence policy in the Bengkulu Provincial Secretariat environment without going through a competency test, the incompatibility of educational background with the position held, and the development of employee competencies resulting from the equivalence through functional training has not been implemented

CONCLUSION

1. The Bengkulu Provincial Government has proposed 561 positions and 561 have been approved by the Minister of Home Affairs in accordance with letter Number: 800/8568/OTDA regarding Approval of Positions within the Bengkulu Provincial Government dated December 27, 2021, where there is a difference of 47 positions from the 608 proposed, consisting of 42 positions re-proposed for PSO and Equivalency and 5 positions for which PSO has been issued but the equivalency has not been issued.
2. On December 31, 2021, the inauguration of Administrative Officials into Functional Positions was 521 people. Among them, the approval of 561 administrative officials was approved to be equalized, 521 administrative officials were approved to be equalized into functional positions with the note that there was a difference of 10 out of 39 vacant positions following functional training. For 1 administrative official who was not approved to be equalized into a Functional Position because the administrative official would enter the Retirement Age Limit at the end of 2021
3. Based on the Letter of Approval for the Equivalency of Positions issued by the Ministry of Home Affairs, as well as the facts that occurred in the field. After being implemented, the implementation of the equivalency of administrative positions into functional positions of Civil Servants in the Bengkulu Provincial Secretariat environment caused various problems. These problems include, the existence of inappropriate competency standards and competency gaps due to educational backgrounds that do not match the functional positions resulting from the equivalency, the existence of differences in systems and work patterns between administrative positions and functional positions which cause a lack of understanding of the main tasks and functions of the new functional positions resulting from the equivalency, the existence of additional tasks as Coordinators and Sub Coordinators which cause duplication of work and the work system of functional positions resulting from the equivalency feels like it is still when you are an administrative official or structural official, and the inconsistency



between the workload analysis and the number of functional positions resulting from the equivalency

RECOMMENDATIONS

1. In overcoming the problem of non-compliance with job competency standards, for functional officials who are the result of equivalency who still have to fulfill the Strata 1 education level, especially for those who have a Retirement Age Limit that is still quite long so that they still have a long opportunity to have a career, it is hoped that by continuing their education they can meet the competency standards as determined without requiring a lot of personal costs that must be incurred.
2. For functional officials who are the result of equivalency who still have to take part in functional training and take part in competency tests, it is suggested that they can play a more active role in seeking information related to the implementation of training.
3. In overcoming the lack of budget in the Bengkulu Provincial Secretariat environment, the Regional Government is expected to be able to establish cooperation with the Central Government, Supervising Agencies and even the Bengkulu Provincial Secretariat to hold training and competency tests for functional officials who have obtained equivalency through an online system. The implementation of functional training and competency tests online is expected to meet the competency standards of functional officials who have obtained equivalency and can minimize the budget required.
4. The Central Government is expected to be able to increase the options for functional positions that can support the running of government in the Regional Apparatus.
5. The Personnel Agency and the Head of the General and Personnel Sub-Division in each Regional Apparatus are expected to be more active and more open to developments in information regarding job equivalency, especially related to the implementation of training

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