

# Jurnal Manajemen Pelayanan Publik

**The SWOT Analysis of Policy Implementation on Competence  
Development at Bandung Regency**

**The Quality of Inpatient Child Health Services  
at RSUD Dr. Doris Sylvanus Palangka Raya**

**The Evaluation of Policies and Success Factors of E-Government  
Parking Tax Implementation in Capital Region of Jakarta**

**The Evaluation of Policy Implementation  
on ASN Performance Appraisal System**

**The Expansion of the New Autonomous Region  
of South Garut Regency as an Alternative to Realize  
the Effectiveness of Public Services**

**Village (Gampong) Owned Enterprises with Local Wisdom  
Between Opportunities and Threats In The Area Of COVID-19  
Pandemic (Research At The Government Environment  
Of Lhokseumawe City)**

**Supervision the Management of Holding Company Gowa Mandiri in  
Gowa Regency, South Sulawesi Province**

## The SWOT Analysis of Policy Implementation on Competence Development at Bandung Regency

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### ABSTRAK

Kabupaten Bandung merupakan Pemerintah Daerah yang memiliki Aparatur Sipil Negara (ASN) yang terbanyak di Provinsi Jawa Barat namun memiliki nilai Indeks Profesionalitas (IP) ASN rendah yaitu 27,85. Guna meningkatkan kompetensi ASN, Kabupaten Bandung melakukan implementasi kebijakan pengembangan kompetensi berdasarkan Peraturan Bupati Nomor 63 Tahun 2017. Artikel ini bertujuan menganalisis strategi Implementasi Kebijakan oleh Badan Kepegawaian dan pengembangan Sumber Daya Manusia (BKPSDM) dalam pengembangan kompetensi di Lingkungan Kabupaten Bandung. Metode penelitian menggunakan kualitatif deskriptif. Data yang dikumpulkan diperoleh melalui wawancara dan observasi. Penulis menemukan bahwa BKPSDM telah melakukan implementasi kebijakan pengembangan kompetensi dengan analisis SWOT dengan hasil bahwa BKPSDM Kabupaten Bandung berada pada kuadran II yaitu pada posisi antara peluang dan kelemahan sehingga perlu diambil strategi diversifikasi dalam implementasi kebijakan pengembangan kompetensi.

### ABSTRACT

Bandung Regency is a Regional Government that has the most State Civil Apparatus (ASN) in West Java Province which has a very low ASN Professionalism Index (IP) is 27.85. In order to improve the competence of ASN, Bandung Regency implements a competency development policy based on Regent Regulation Number 63 of 2017. This article aims to analyze the policy implementation strategy by the Personnel Agency and Human Resources development (BKPSDM) in competency development in the Bandung Regency Environment. The research method uses descriptive qualitative. The data collected was obtained through interviews and observations. The author found that BKPSDM has implemented competency development policies with SWOT analysis with the results that BKPSDM Bandung Regency is in quadrant II, which is in a position between opportunities and weaknesses, so it is necessary to take a diversification strategy in implementing competency development policies.

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## INTRODUCTION

Civil Servants (ANS) based on Law no. 5/2014 is required to reinforce the direction of ASN management in order to become professional in order to achieve the world class target of the apparatus by 2025. In order to produce professional ASN, it is necessary to measure the ASN Professionalism Index (ASN PI). In order to produce a professional ASN, it is necessary to measure the professionalism index to determine the level of ASN professionalism level at this time. In other words, the measurement of the professionalism index is to find out whether the ASN's ability and qualifications are needed to carry out their duties according to their position. This is stated in Regulation of the Minister of Management and Bureaucracy Reform of the Republic

of Indonesia Number 38 of 2018 concerning the professionalism index (PI) measurement tool for Civil Servants (ASN) (Rakhmawanto, 2015).

The importance of competency development, the Bandung Regency Government in this matter has regulated competency development policies through the Regulation of the Year 2017 No. 63 regarding the Guidelines for Integrated Competency Development for Civil Servants in the Bandung Regency Government. This policy aims to realize the competency needs of civil servants with competency standards for positions and career development plans for civil servants that are integrated into planning, budgeting, implementation, and evaluation within the Bandung Regency government. ASN position competency standards are regulated in the PAN-RB Republic of Indonesia Ministerial Regulation of 2017 No. 38 concerning ASN Position Competency Standards.

Article 16 of Regent Regulation Number 63 Year explains that integrated competency development for civil servants, namely competency development in the form of education and training for civil servants in the Bandung Regency environment which is integrated and programmed administrative and financial management by BKPSDM as the leading sector and implementer of the Policy. In terms of competency development in the form of education in IP ASN, it is measured in qualifications with a measurement value of a percentage of 25%. Meanwhile, the measurement of IP ASN competency indicators measures the development of training that civil servants have participated in as supporting the implementation of their duties.

ASN PI as a container that has the function of carrying out measurable measurements with the results to conduct assessment and evaluation of ASN in a professional manner. ASN professionals have an impact on optimizing the good or bad services provided to the public, optimizing the strength and accountability of the work of the bureaucracy, and achieving a government that is independent of KKN (Hasan, 2020). There are four dimensions in the measurement of ASN PI, namely:

1. Qualifications, the latest formal education data with a percentage of 25%;
2. Competence, Competency development data with a percentage of 40%;
3. Performance, performance appraisal data with a percentage of 30%;
4. Discipline, disciplinary law data with a percentage of 5%.

Bandung Regency is one of the Regional Governments that has the most ASN, amounting to 15,773 employees (BPS, 2015) committed to resolving the issue of ASN management to become professional. As a district that has the most ASN in West Java Province, it is a district that has a very low ASN PI value, namely 27.85 compared to the government with the same ASN PI percentage but the number of different employees is Sukabumi City with 3,540 civil servants and Banjar City with 2,419 compared with the city of Bandung which has employees of 14,303 civil servants but has an ASN PI value above Bandung Regency of 30.19.

**Table 1. Comparison of ASN PI**

Government	Number of civil servants	ASN PI
Kabupaten Bandung	15.773	27,85
Kota Bandung	14.303	30,19
Kota Sukabumi	3.540	27,85
Kota Banjar	2.419	27,85

Source: Results of ASN PI for Kanreg 3 (2019)

The low ASN PI shows the high GAP between the qualifications, competence, performance, and discipline of government employees in Bandung Regency Government. So, it is necessary to conduct an assessment of this problem. Competence is the largest component in the ASN PI assessment, which is 40%. Thus, competence is very important to note through the training elements conducted by ASN.

From the explanation above, competency development is an important part because it involves how the efforts of government agencies in increasing the capacity of civil servants to meet the determined competencies as the objectives of the previous activities. Policy reforms in the field of ASN competency development are very important because they have the goal of making the resulting services run effectively and efficiently (Haris, 2017).

The Bandung Regency Government has made various breakthroughs in order to improve the competence of ASN, related to integrated competency development for ASN, namely competency development in the form of education and training for civil servants in Bandung Regency where administrative and financial management is integrated and programmed directed to BKPSDM. BKPSDM as the leading sector and implementers of the Policy. regarding Guidelines for Competency Development BKPSDM as a supporting agency related to government affairs in the fields of personnel, education, and training.

BKPSDM Bandung Regency is the implementor of this policy and has the task of exercising the trust of policy makers, being able to understand its contents, objectives, directions, targets, so that BKPSDM carries out policy implementation being able to make relevant preparations for implementing policies in order to implement ASN policies in an effective manner and so that can achieve the ideals of the policy.

This paper aims to analyze the study of policy implementation from various alternatives that can be taken by BKPSDM in implementing competency development policies in the Bandung Regency environment. In order to analyze this, the author will use a policy concept in the form of a policy implementation model from Meter and Horn (1975), namely in measuring and explaining about achieving activities, according to him, policies may be implemented effectively, but fail to get the desired large effect, policies can be formulated with not good or some other factor.

The Personnel and Human Resources Empowerment Agency of Bandung Regency as part of a broader system cannot be separated from the influence of the external and internal environment that occurs. This condition demands high adaptability to ongoing environmental changes. To achieve this, an appropriate and planned strategy is needed. One of the strategies that can be implemented is the strategy of developing human resources. This strategy begins with a diagnostic approach that steers the organization more towards

purposeful goals. In fact, the strategy for developing human resources in the Personnel and Human Resources Empowerment Agency of Bandung Regency has not been effective.

## LITERATURE REVIEW

Implementation of the policy departs from various kinds of problems that must be resolved by the government in the public interest. Because public problems are dynamic, they require comprehensive solutions. Understanding the implementation if related to the policy is that a policy is not only formulated and then made in law and the future, there will be no follow-up of its implementation, but the policy should be implemented and implemented to achieve the specified goals. Implementation must also be controlled regularly and under applicable guidelines to get a picture of the level of success and errors when implementing it. (Kuswandi, Myrna, & Karlina, 2020).

Policy implementation as part of the main (important) stage in a series of processes in the form of horn actions from several actors in order to achieve goals, from the program in achieving goals will be able to achieve the results of the activities of Meter and Horn (1975).

In the model for implementing the policy, Meter and Horn (Tachjan, 2010: 39) do not mean to measure and explain policy implementation used for the final results of government policy, but rather to measure and explain the achievement of the program because according to them it is a policy. effective implementation may be carried out, but it does not succeed in getting the desired big effect because policies are not properly formulated or due to other factors.

The successful implementation of the Meter and Horn competency development policies (Tachjan, 2010: 39) consists of the following variables:

1. Policy Objectives and Standards

This means that policies can be understood, can be measured to generate special attention to several factors that can be determined the results of work, because the identification of the qualifications of work is important to explain. This criterion is to provide an assessment of the standard and the objective of providing a comprehensive explanation in the policy, this is evident from the ease of measurement in various cases.

2. Resources

The success of policy implementation depends on the capacity to utilize the available resources (SD). HR, SD, funds / costs and time as determinants of successful policy implementation. The SD of this policy consists of fees or other incentives, where this can make it smooth in implementing a policy. Less or limited implementation costs as a contribution to unsuccessful policy implementation.

3. Characteristics of the implementing organization

Center for Policy Implementation, namely implementing institutions, both formal and non-formal organizations, carry out policy implementation. This is considered important on the grounds that the results of the policy implementation work affect the suitability of the implementers. This is due to the strict and disciplined demands of the policy scope. In addition, an important consideration in determining the implementer is from outside the agency's work area.

4. Communication between implementing agencies

For effective implementation, Horn, Mater (1975) provides an explanation regarding the targets and objectives that implementors must know. Implementers are responsible for achieving policy standards and targets on the grounds of creating communication with policy recipients. Communication is carried out with the aim of consistency and uniformity of communication

5. The attitude of the implementer (implementer)

Van Metter, Van Horn argued as follows "the attitude of accepting or rejecting policy implementers has an influence on the success or failure of policy implementation. It is possible to do so on the grounds that the policies implemented are not made up of a designated operator who is aware of the problem being felt. However, the nature of public policy is top down so that decision makers do not know or are unable to solve problems".

6. External environment (economic, social and political)

The economic, social and political environment indicates that the environment and realm of implementation can influence or hinder the successful implementation of a policy that has been set.

## RESEARCH METHODS

The author uses a qualitative method with a locus at BKPSDM Bandung Regency. The locus was chosen because BKPSDM Bandung Regency was the agency that was directly appointed in the implementation of competency development policies. The data was collected by observing in the field and conducting semi-structured interviews with several informants, namely: the Head of BKPSDM, the Head of the Apparatus Education and Training Division, the Head of the Structural, Formal and Technical Apparatus Education and Training Division, and the Head of the Apparatus Training and Education Development Sub Division. Data analysis techniques using SWOT analysis.

## RESULTS AND DISCUSSIONS

### ASN Competency Development

The responsibilities, functions and work procedures of BKPSDM (BKPSDM) are regulated in the Bandung Regency Regional Regulation 2018. BKPSDM is an organization that supports government affairs in the field of personnel and education and training.

The main task of BKPSDM is to implement and implement certain regional policies in the field of personnel services, transfers, development of apathy (PNS), education and training, and administrative management. The BKPSDM functions are as follows: 1) Formulating technical policies according to the scope of its responsibilities; 2) Supporting the implementation of responsible government; 3) Fostering, carrying out responsibilities according to the main tasks and functions; 4) Carrying out various tasks that are carried out in accordance with the assigned tasks and functions.

Article 16 of the Regent Regulation Number 63 Year explains that competency development must be integrated in the form of education and training for civil servants in the Bandung Regency environment which

is integrated and programmed administrative and financial management by BKPSDM as the leading sector and implementer of the Policy. In terms of competency development in the form of education in ASN PI, it is measured in qualifications with a measurement value of a percentage of 25%. Meanwhile, the measurement of ASN PI competency indicators measures the development of training that civil servants have participated in as supporting the implementation of their duties.

Competency development activities in the form of training are carried out by the Bandung Regency Government which is carried out annually as a planned activity that starts with the need for and evaluates the competency development of civil servants.

The capacity building policy was developed by BKPSDM in accordance with Regent Regulation No. 63 June 2017, which is a comprehensive capacity building for the state civil apparatus in the Bandung Regent Government. In this policy, it is explained that the comprehensive development of ASN capabilities is the development of the Bandung Regent's education and training capabilities for civil servants, where the comprehensive and procedural management of administration and finance is directed directly to BKPSDM as the leading policy department. And executor. This is confirmed in Regent Regulation Number 63 of 2017 Article 1 Paragraph 6 (Guidelines for Comprehensive Capacity Development on ASN), and it is explained that BKPSDM is an institution that supports government affairs in the field of personnel and education and training.

### **Overview of Competency Development Policy Implementation (ASN)**

Observing the development of the competency of ASN in Bandung Regency based on the implementation of policies from Meter and Horn (1975) which consists of six main aspects so that the evaluation of policy implementation can be implemented effectively based on a policy model, including:

#### **1. Clarity of policy standards and objectives**

The implementation of competency development policies carried out by BKPSDM is guided by Regent Regulation No. 63 of 2017, which is related to "Guidelines for Capacity Building of Civil Servants".

In terms of standards and policy objectives, it is explained that the policy has the objective of measuring ASN competence through a combination of planning, budgeting, implementation and evaluation within the Bandung Regency Government and ASN career development plans. Realization of the requirements contained in Article 4 of the policy.

Based on the author's interview with the Head of BKPSDM explaining the policy of work competency standards or ASN competency standards, it is contained in Regulation of The Minister Management and State Agents Bureau Reform of The Republic Indonesia Number 38 of 2017 About Standard Competency for State Civil Service Officers.

The interpretation of this policy is that the position competency standards for civil servants describe the knowledge, skills and behavior required for civil servants in carrying out their duties. Every regional government agency is obliged to prepare SKJ ASN as a form of management of the state civil apparatus



based on a performance system. However, in its overall implementation within the district government, the SKJ ASN has not been prepared. So that the standard measure in policy implementation is not clear and measurable because the ASN Position Competency Standards have not been prepared in the Bandung Regency government.

Furthermore, the Head of the BKPSDM Education and Training Division explained the Competency Development Policy Standards and Targets as follows:

"In the implementation of competency development policies through training as targets and targets, the implementation measures are guided by the Education and Training Needs Figures or commonly referred to as the Education and Training Needs Figures or AKD as achievement targets."

The analysis of education and training needs (AKD) plays an important role in determining the effectiveness of the education and training, therefore the analysis of education and training needs must be clear and measurable. An analysis of education and training needs is important. If the analysis of education and training needs is good and strong, the training provider will stand firm, on the other hand, if the AKD is not good and weak, the training will not achieve good results. Because of the importance of training needs analysis, institutions (instansi) must apply a measurable education and training needs analysis to make the outputs and objectives of the training programs more effective.

Analysis of education and training needs as a form of competency development needs planning which includes:

- a. Skills and knowledge that must be improved
- b. Targets in developing abilities and knowledge
- c. How to increase employee capacity
- d. Implementation capacity carried out in increasing employee competence
- e. Schedule and place of implementation and time
- f. Employee capability improvement must be in accordance with the curriculum in improving employee capability, and
- g. Education and Training Fund

Government Regulation No. 101 of 2000 Education and Training for Civil Servant Positions, states that the purpose of ASN Training is to achieve competent ASN with appropriate requirements. Thus it is very clear that the implementation of the Education and Training is aimed at increasing competence, however, until now the implementation of the Education and Training, especially in the regions, is still not able to cover the competency needs of Apparatus HR.

Analysis of education and training needs (AKD) has a strategic role and determines the effectiveness of a training because, without a clear AKD training activities will only be in vain. Analysis of training needs is very important. If the analysis of training needs is good, the education and training building will stand well. Therefore, agencies must implement effective AKD so that the productivity and outcome of an education and training becomes more effective and efficient.



The following is an analysis of the training needs at BKPSDM Bandung Regency, as shown in the table below:

**Figure 1. Table of Development Score Recapitulation by BKPSDM Bandung Regency**

No.	Competency Type s	Total		
		Scor e	%	Number of Participants
I	LEARNING TASKS			
1	<i>Master in Environmental Engineering</i>	1	1.54	2
2	<i>Master of Informatics Engineering</i>	1	1.54	2
3	<i>Masters in HR</i>	1	1.54	2
4	<i>Masters in Public Policy</i>	1	1.54	2
5	<i>Master of Environmental Science</i>	1	1.54	2
6	<i>Master of Law</i>	1	1.54	2
7	<i>Bachelor of Civil Service Education</i>	3	4.62	3
II	LEARNING PERMIT			
1	<i>Doctoral in Environmental Science</i>	1	1.54	2
2	<i>Master of Management Science</i>	7	10.77	16
3	<i>Master of Public / Public Administration Sciences</i>	4	6.15	6
4	<i>Master of Governmental Science</i>	2	3.08	4
5	<i>Master Management Resources Power Man</i>	1	1.54	3
6	<i>Master in Social and Political Sciences</i>	1	1.54	2
7	<i>Bachelor of Science Administration of the State</i>	5	7.69	17
8	<i>Bachelor of Management</i>	5	7.69	14
9	<i>Bachelor of Government</i>	1	1.54	2
10	<i>Bachelor of Accounting</i>	1	1.54	3
11	<i>Bachelor of Management Economics</i>	1	1.54	3
12	<i>Bachelor of Economics in Agricultural Management</i>	1	1.54	1
13	<i>D-3 Management</i>	1	1.54	1
14	<i>PACKAGE C / SMA equivalent</i>	5	7.69	6
IV	TECHNICAL TRAINING			
1	<i>Government technical goods / services</i>	28	43.08	137
2	<i>Financial Administration</i>	28	43.08	95
3	<i>Management Goods Reserved Area (BMD)</i>	28	43.08	67
4	<i>Expenditure Treasurer</i>	27	41.54	74
5	<i>ASN Personnel Administration / Management</i>	25	38.46	45
6	<i>Official script administration</i>	22	33.85	43
7	<i>Analyst Position / Analyst Expenses work / evaluation office</i>	20	30.77	65
8	<i>Records management technical</i>	20	30.77	33
9	<i>Regional Planning ( Renstra )</i>	16	24.62	45



10	AKIP / SAKIP	16	24.62	21
11	Preparation of Position Competency Standards	15	23.08	58
12	Information Technology	14	21.54	331
13	Preparation of SOP	14	21.54	37
14	Accrual based accountability	14	21.54	34
15	Protocol	14	21.54	17
V	FUNCTIONAL TRAINING			
1	Archivist	5	7.69	7
2	Staffing analyst	4	6.15	9
3	Planning legislation	2	3.08	4
4	Nurse functional training	2	3.08	137
5	Planner	1	1.54	2
6	Environmental sanitation techniques	1	1.54	2
7	Testers vehicle motor base	1	1.54	3
8	Advanced motor vehicle examiner I	1	1.54	1
9	Advanced motor vehicle examiner II	1	1.54	4
10	Advanced motor vehicle examiner III	1	1.54	6
11	Pharmacist	1	1.54	3
12	Instructor	1	1.54	3
13	Auditor	1	1.54	37
14	Midwife	1	1.54	2
15	Sanitarian	1	1.54	12
VI	GOVERNMENT TRAINING			
1	Administrator	3	4.62	7
2	Supervisor	2	3.08	23
3	JPT	1	1.54	1
VII	SOCIALCULTURAL TRAINING			
1	Character building	9	13.85	280
2	Motivation and empowerment	4	6.15	7
3	Creativity and innovation	3	4.62	56
4	Defend the country	2	3.08	3
5	Conflict management	2	3.08	6
6	Motivation for performance improvement	1	1.54	1
7	Penngembangan potential self	1	1.54	62
8	Effective negotiation skills	1	1.54	1
9	Effective public speaking	1	1.54	4
10	Cultural arts development	1	1.54	1
11	National insight	1	1.54	1
VIII	OTHER TRAINING			
1	Technical guidance	13	20.00	1306
2	Socialization	12	18.46	1200
3	Comparative study / benchmarking	8	12.31	144
4	Workshop	8	12.31	838

5	<i>Seminar</i>	7	10.77	583
6	<i>Outbound</i>	6	9.23	208
7	<i>Certificate of competence for JFT</i>	6	9.23	121
8	<i>Coaching / mentoring</i>	2	3.08	7
9	<i>e-learning</i>	2	3.08	4
10	<i>Sharing session / FGD</i>	2	3.08	17
11	<i>Certificate of competence for JFT</i>	1	1.54	7
12	<i>Internship</i>	1	1.54	10
13	Basic training for CPNSD (2020 admission selection)			309
14	Technical guidance on strengthening field competencies for CPNSD (2020 admissions selection).			309

Source: RKPK BKPSDM Bandung Regency (2020)

The data above is the result of the planning analysis process and the needs for competency development. In addition, as a reinforcement of arguments related to competency development policy targets, it can be seen from the results of the coordination meeting activities conducted by the BKPSDM of West Java Province which emphasizes that in planning the needs of ASN competency development according to real needs to achieve the achievement of organizational strategic goals or development goals, through activities Competency Development Analysis (AKPK). Thus, the data above shows that there are 7 trainings that have been carried out and 10 trainings from AKD have not been realized in fulfilling the training needs of civil servants

## 2. Policy Resources

Resources, refers to how much contribution or financial support (budget) and human resources (HR) are in implementing programs or policies to produce policy implementation with good performance and can explain the value effectively and efficiently.

Based on the results of the interview with the person in charge of the competency development section, the human resources implementing the competency development policy include the following elements:

- HR as the implementer of activities, namely BKPSDM employees, especially in the field of Education and Training, which has three subsections and consists of 10 employees, have the competencies needed by the organization and are able to work well in the environment of government where they work guided by predetermined main tasks and functions.
- There is a team for compiling a needs plan and evaluation of competency development which is stated in article 8 of the Bandung Regent Regulation Number 63 of 2017.
- Human Resources as objects to develop their competence in implementing this Competency Development Policy are PNS of Bandung Regency Government. This is because in the Regent Regulation Number 63 of 2017 article 38 emphasizes that competency development through training is carried out at least 25 (twenty five) hours of lessons for each civil servant in 1 (one) year which can be adjusted to the needs and capabilities of the budget. The number of civil servants in the Bandung Regency Government is as follows:

**Figure 2. Number of Employees**



Source: [simpeg.bandungkab.go.id](http://simpeg.bandungkab.go.id) (2020)

The three human resource policies above have met the criteria both in terms of number and effectiveness, so that they can support the successful implementation of policies for increasing the capacity of employees. Employee effectiveness in work is related to knowledge, loyalty, professionalism and ability to carry out work. This number is related to the personnel needed to cover all target groups. Apparatus as the main resource is indispensable for the success of the policies implemented, because without competent, skilled and professional HR apparatus the implementation of policies will not run effectively and efficiently.

In addition, in implementing competency development policies, budget sources relate to the provision of funds for plans or policies to ensure their implementation. Without sufficient financial support, policies will not run effectively and efficiently in realizing the goals that have been set. The budget is considered a management tool to carry out the planning and control functions of an activity, and the budget also functions as a driving force for the implementation of plans and activities.

It is explained in Regent Regulation Number 63 of 2018 that integrated and programmatic administrative and financial management is addressed directly to BKPSDM. The Head of the Sub Division of Education Development and Apparatus Training stated that in implementing the competency development policy, BKPSDM is supported by the APBD and DID not yet covering all the needs for implementing the Education and Training. Therefore, BKPSDM carries out priority education and training programs.

In addition, the provision of infrastructure and facilities is one of the factors supporting the success of implementing the determined policy objectives. Apart from that, what is no less important is communication between the executor and the authorities. Communication and authorization are also

important factors for policy success. The most important thing is communication between the implementers. At the same time, the most important thing for authorities is to provide confidence and ensure that policies are implemented as expected. BKPSDM is clearly an institution implementing policies for developing the capacity of the apparatus in translating goals and objectives in increasing competence.

The Regional Revenue and Expenditure Budget and DID for Competency Development at BKPSDM are contained in the Apparatus Capacity Building Program and consists of several activities, namely: Education and Pre-Service Training for Regional Civil Servant Candidates, Structural Education and Training for Civil Servants, Education and technical training Duties and Functions for Regional Civil Servants, Planning, Development and Evaluation of Education and Training, as well as Formal Education and Training. These activities are the implementation of a detailed Competency Development Policy. From this, it can be seen that BKPSDM has provided Budget Resources that are in accordance with the implementation needs of competency development.

### **3. Organizational characteristics of the implementer (implementer)**

The characteristics of the executing agency indicate the contribution or carrying capacity of the organization which is supported by the structure (resources) of the organization, the values (culture) that develop in the organization, the relationships and interactions of the organization's internal communication in the bureaucracy.

Competency development in the form of education and training for civil servants in the district of Bandung, integrated and programmed administrative and financial management, is aimed directly at BKPSDM. BKPSDM has a coordination function in implementing competency development policies and is specifically managed by the Education and Apparatus Training Sector. In addition, civil servant competency development activities at each regional apparatus are managed by the regional apparatus secretariat or appointed officials, under the coordination of regional apparatus personnel management officers.

To understand research on policy implementation, it is necessary to first understand the two main features of the bureaucracy, namely:

#### **1. Standard Operating Procedure (SOP)**

Procedures (SOPs) are a series of standardized written instructions regarding the various processes of organizing organizational activities, how and when to do them, where and by whom. Its function is to provide guidance for implementers. In carrying out main duties and functions, BKPSDM Bandung Regency has clearly implemented SOPs for their main tasks and functions. use. Through SOPs, activities and policy implementation that have been prepared based on predetermined provisions can run well and be directed.

#### **2. Fragmentation**

Fragmentation is the spreading of the responsibilities of several institutions which one or the other has differences. Generally, the more communication needed to implement a strategy, the greater

the failure to implement the strategy. Fragmentation affects the narrow view of many bureaucracies. Of course, this has a negative impact on the success of policy implementation. (Winarno, 2010: 155).

At this level, implementing ASN capability development, BKPSDM needs good coordination with all policy implementing parties. This is for OPD or regional apparatus organizations in the relevant agency area. BKPSDM as the implementer or executor of activities in improving employee competence must be able to carry out these tasks responsibly and with directed goals.

The Human Resources and Personnel Development Agency (BKPSDM) of Bandung Regency as the implementer of the ASN competency development policy is required to be able to coordinate with all parties related to policy implementation. All regional apparatus organizations in Bandung Regency. This is due to BKPSDM as executor and facilitator with the responsibility of executing ASN competency development tasks in Bandung Regency.

#### **4. Communication between related organizations and implementing activities**

From the previous explanation. This Competency Development is the ASN Position Competency Standards and the ASN Training Needs Figures. It just isn't. immediately implemented unilaterally. however, it is communicated with other parties and the human resources who carry out the activities. The function of BKPSDM in implementing civil servant competency development policies is coordination in the field of management and finance. It is explained that the coordination in question is a working relationship mechanism between BKPSDM and regional apparatuses related to educational programs which include planning, organizing and evaluating education and training as well as other government agencies.

Coordination with regional apparatus that has been implemented is through Focus Group Discussions (FGD) in determining needs because the proposed needs are the authority of each Regional Apparatus.

The results of interviews with the Head of Apparatus Training and Education that in implementing competency development, especially through training, the Bandung district government through BKPSDM uses the Delivery Pattern and Cooperation Pattern. Where the sending pattern is the implementation of education and training carried out by an accredited institution through the participant sending mechanism. Meanwhile, the cooperation pattern is the implementation of education and training carried out by regional apparatus, namely BKPSDM through a cooperation mechanism with accredited institutions. From this it confirms that BKPSDM only sends and collaborates in the implementation of competency development.

The institutions that collaborate with BKPSDM are as follows:

- a. STIA LAN
- b. BPSDM Ministry of Home Affairs
- c. BPSDM West Java Province
- d. UPI

Some of the institutions above, as technical implementers that assist BKPSDM in implementing Education and Training. As we all know that BKPSDM as an implementation with a delivery pattern, this is due to the basic provisions of the BKPSDM district / city in organizing the competency development of delivery patterns.

## **5. The disposition or response of the implementers**

Implementers in the policy have a strategic role in accordance with the objectives and policies that have been determined in increasing employee competence. In carrying out their duties as executors, agencies must have an attitude of loyalty or commitment, be firm and honest in implementing a policy.

BKPSDM Bandung Regency as the implementer of the ASN competency development policy must have a firm commitment in fulfilling its main duties and functions.

The strong commitment of the policy implementers has encouraged agencies to always be observant in carrying out their duties and functions based on predetermined provisions. At the same time, it must be honest and law-abiding, and provide direction to the executor to always comply with the rules and provisions of the plan. The attitude of the implementer in carrying out a policy is the main thing, if the implementer is honest and kind, then the policy objectives that have been made will run well and be directed. Likewise, with the commitment and attitude of BKPSDM, especially in the fields of education and training.

The Head of the Sub Division of Apparatus Education and Training explained that BKPSDM always strives to carry out competency development well, especially in relation to planning the need for training recommendations from each Regional Apparatus. This is considered important because it is the basis for the success and accuracy of competency development.

The compilation of competency development plans and needs is carried out jointly with the Regional Apparatus in Bandung Regency, resulting in a comprehensive competency development plan of the needs of the organization, position and individual civil servants of the Bandung Regency Regional Government. This has now been supported by the application of the Competency Development Application which facilitates the collection and integration of employee databases related to job history and training, as well as competency gaps for each employee.

## **6. The economic, social and political environment**

The external environment plays an important role in success. Implementing development policies. Capacity of civil service institutions. And human resource development in Bandung Regency. Apart from the economic and social environment, the political environment also affects them. The current era of globalization is facing problems with mental conditions, attitudes and political behavior. According to democratic principles, bureaucratic power is not limited. At the level of authority, but scattered everywhere (decentralization). Bureaucracy without borders, without documents. The bureaucracy no longer clings to hierarchy.



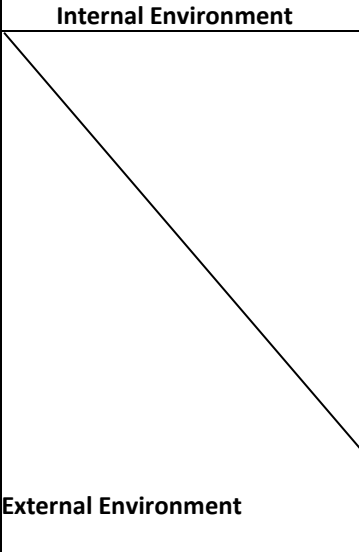
In the implementation of the competency development policy, what is meant by the social environment can be seen in the interaction between BKPSDM and other regional officials. Thus, creating good communication. Because the role of regional apparatus is to compile proposals for competency development needs. This is the authority of the regional apparatus to compile. According to the results of the interview, the Head of Sub-Division for Education and Apparatus Training stated that the Regional Apparatus was in accordance with the applicable policies. Meanwhile, the economic environment in the implementation of competency development policies is seen from the relationship between increasing competence and the position of each civil servant. The correlation is that if an employee has good competence so that he gets a position that is in accordance with the competence and this is also related to the incentives received by the civil servant concerned.

## 7. Policy Implementation Strategy on Competency Development

In the traditional planning model, decision makers rely more on historical data in planning, without considering various environmental changes that will impact their organization. In subsequent developments, it turned out that this approach was not sufficient. The organization should look at the external environment and interconnected sectors as part of its planning process. In this regard, the organization must conduct an environmental analysis, also known as an environmental scan. Environmental scan is defined as a description of what is happening in the organization's internal and external environment that can influence strategic plans.

Table 2 shows the strategies that can be done for competency development policies at BKPSDM Bandung Regency. These strategies are contained in the SWOT Analysis Matrix. The SWOT matrix is a matrix that interacts internal and external strategic factors. This matrix can clearly describe how the opportunities and threats (external) faced can be adjusted to the strengths and weaknesses (internal) they have. The SWOT analysis matrix for competency development can be seen in Table 1 below.

**Table 2. Possible Strategies for Development Competence**

Internal Environment	Strength (S):	Weakness (W):
<div>  </div>	1. Has the authority to coordinate, facilitate, control, and foster in apparatus development activities 2. Having an organizational structure that allows providing personnel services to regional apparatus 3. The existence of laws and regulations that support the duties and functions of BKPSDM (Constitution- Government Regulations- Presidential Decree- Ministerial Regulation- Local Regulation- Regent Regulation) which support the duties and functions of personnel affairs and education and training	1. Human resources that are owned do not meet the competence (competency gap) required to provide clean and serving services 2. The implementation of the reward and punishment system in developing apparatus has not been optimal 3. The facilities owned have not met the needs of clean and servicing services
External Environment	Opportunity (O):	SO strategy
		WO strategy

1. Regional apparatus and the people of Bandung Regency need the services of the Human Resources and Human Resources Development Agency 2. There is support from local, provincial and central governments and universities in improving the performance of the Personnel and Human Resources Development Agency. 3. Enforcement of the ASN Law in the personnel management system	1. Improve personnel services to regional apparatus (PD) and the community in accordance with applicable regulations regarding services 2. Optimizing rewards and punishments in an effort to improve performance 3. Improve employee competence in an effort to improve quality and prepare apparatus to face competition as a result of the enactment of the ASN Law	1. Improve program coordination and synergy with PD and the central government to improve competence and employee welfare and improve the quality of personnel services 2. Improve employee competence in an effort to improve quality and prepare the apparatus to face competition as a result of the enforcement of the ASN Law 3. Improve the quality and quantity of facilities and infrastructure as well as optimize the budget sourced from the APBD and other funds to improve the performance of personnel services with more modern IT-based facilities and infrastructure
Threat (T):	ST strategy	WT strategy
1. Weak coordination between agencies related to service and personnel guidance is still a violation of employee discipline 2. Low PD perceptions of the urgency of competency development to support the performance of ASN as an asset / human capital in the government bureaucracy	1. Optimizing rewards and punishments in an effort to improve performance 2. Improve the quality of apparatus resources through competency testing and development 3. Optimizing and directing the development of functional competencies by increasing the welfare of functional apparatus	1. Synergize stakeholder support in personnel services 2. Carry out employee performance measurements that have an impact on additional employee income as an effort to optimize the application of reward and punishment

Based on the results of the SWOT analysis above, the Personnel and Human Resources Development Agency of Bandung Regency is in quadrant II, which is in a position between opportunities and weaknesses so it is necessary to take a diversification strategy in increasing the competence of apparatus resources for services. Therefore, the resulting strategy based on the interaction of S + O, S + T, W + O, and W + T is as follows:

- Improve personnel services to PD apparatus and society in accordance with applicable regulations concerning services.
- Synergize stakeholder support in staffing services.
- Improving the quality and quantity of facilities and infrastructure as well as optimizing the budget sourced from the APBD and other funds to improve the performance of personnel services with more modern IT-based facilities and infrastructure.
- Improve program coordination and synergy with PD and central government to improve competence and employee welfare as well as improve the quality of personnel services.
- Carry out employee performance measurements that have an impact on additional employee income as an effort to optimize the implementation of reward and punishment.

- f. Increasing the competence of employees in an effort to improve quality and preparing the apparatus to face competition as a result of the enforcement of the ASN Law.
- g. Optimizing rewards and punishments in an effort to improve performance.
- h. Improving the quality of apparatus resources through competency testing and development.
- i. Optimizing and directing ASN for the development of functional competencies and improving the welfare of functional personnel.

## CONCLUSIONS

BKPSDM Bandung Regency will certainly be successful in implementing competency development policies if fully supported by all officials in the Bandung Regency Government and good cooperation with stakeholders and BKPSDM has made excellent efforts in implementing competency development policies.

BKPSDM strategy for Bandung Regency, namely: 1). Improve the quality, equity and proportional distribution of employees according to their competence, 2). Improve coordination with Regional Apparatus in increasing professionalism and synergy of apparatus 3). Developing the integration of personnel data and information systems, and 4). Improve coordination and synergy of programs with local and central government to improve performance and welfare.

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