Development Of A Systematic, Accountable And Inclusive Mechanism Through Talent Management In Preparing Future Leaders

Bustanul Arifin Caya[1], Masydzulhak Djamil[2], Ahmad Hidayat Sutawijaya[2], Dinar Nur Affini[2]

[1]Management Doctoral Program, Faculty of Economics and Business, University of Mercu Buana
[2]Study Program of Management, Faculty of Economics and Business, University of Mercu Buana
Email: bustanulac@gmail.com

Abstract
Bureaucratic performance is generally characterized by the low quality of public services. Talent management is a mechanism in order to attract, motivate and retain qualified leaders. Therefore, this study aims to analyze the development of talent management in order to prepare future leaders. Talent management is the result of a paradigm shift in human resource management. Experts divide the definition of talent management into two spectrums, namely exclusive and inclusive. Both definitions aim to increase the organization's opportunities in order to increase the achievement of its objectives. The success of implementing talent management in various countries and the private sector has encouraged the Indonesian government to adopt talent management as part of the bureaucratic reform agenda. This study showed that the implementation of talent management requires 3 values 1) A transparent process is one of the keys to the successful implementation of talent management in public institutions; 2) Several methods that can be used are assessment center, 9 talent boxes, and development program; and 3) the talent management implementation process requires commitment from all elements of the institution. In addition, the development of talent management is formed in several stages. 1) Establishment of regulations to support the development of talent management; 2) Establishment of an Assessment Center as a center for assessing the competence of prospective leaders; 3) Reorientation of the preparation of position competencies through the Assessment Center; 4) Talent management development; 5) Integration of talent management programs with education and training through the utilization of the talent pool; 6) Establishment of a Corporate University as part of the commitment to the talent development program in the talent pool.

INTRODUCTION

The performance of the bureaucracy has always been a concern of the public, both related to the lack of maximum quality of public services to the community and the tendency of the practice of Corruption, Collusion, and Nepotism (KKN). Fatkhuri (2018) states that the public service sector is one of the most vulnerable areas for corruption, so it is not surprising that cases such as illegal levies, and gratuities occur in the public services. These practices cause the performance of the bureaucracy relatively low (Hasibuan, 2017; Hidayat, 2019).

Currently, the government is also faced with a disruptive era that began due to the COVID-19 pandemic. The changing era demands a continuous change in all lines of life, including the bureaucracy.

The bureaucracy is required to be able to continue to adapt in order to improve its services to the public. This is marked by the growing era of digitalization which has penetrated the public service sector.

Bureaucratic restructuring can only be achieved by organizations having competent, innovative and competitive Human Resources. On the other hand, bureaucracy is characterized by human resources who tend to get used to their comfort zone, so they are not easy to adapt. This results in the bureaucracy not being driven by the best people.

These problems are mainly caused by difficulties in obtaining, managing and maintaining superior ASN which can increase the achievement of bureaucratic goals. The availability of quality ASN can create organizational culture, strengthen motivation, clarify the organization's vision and mission (Helmy and Jamil 2020). Quality of Apartur Sipil Negara (ASN) is an organizational asset or human capital so it must be managed strategically and proactively (Ulric, 1998). This is not only to prepare future leaders but also to motivate other ASNs.

The management of ASN must begin to shift towards more modern management that is adaptive to change. The importance of the strategic role of ASN, the ASN development system needs to be a central point for public institutions. At the regulatory level, Law no. 5 of 2014 concerning the State Civil Apparatus (ASN) has emphasized the professional management of ASN with the introduction of a merit system. Meyrina (2016) defines the merit system as a performance system based on competence, and professionalism, is open and provides opportunities and supports every employee to develop the best performance for the organization with the main values being productivity and competence. In other words, productivity and competence are the basis for a merit system, which means that each individual is assessed on the basis of skill, ability, authority or competence, ability, and agility.

In practice, the merit system has not been fully implemented comprehensively. One form of application of the merit system has been applied only to the implementation of the recruitment of Calon ASN (CASN). This is because CASN recruitment has been based on the compatibility between employee competencies and position qualifications. Meanwhile, the pattern of career, coaching, and leadership succession has not been fully implemented in public institutions. The existence of intervention gaps such as in the open selection has also not been able to guarantee that the candidates for the open selection are the best people. In promotion, political influence is very large to appoint, place and promote positions with political connections (spoil system). In other words, the existence of a spoil system causes employee transfers or promotions that tend not to be based on employee competence and performance.

This condition is indicated by an unsystematic career development mechanism. This encourages the demotivation of ASN. The bureaucratic system tends not to provide a large enough space for employees with good qualifications to show their best abilities (Bashori 2012). ASN who have talent (potential, competence, and performance), will gradually lose work motivation due to disappointment and frustration because the environment does not support it with appropriate appreciation. Therefore, every institution must provide a merit system mechanism that is able to provide opportunities for talented

people to remain motivated to improve their performance.

One of the efforts to overcome the problem of decreasing ASN motivation is through the talent management mechanism. Talent Management Development is expected to attract talented leaders with high credibility who will be developed and maintained. Talent Management is not only focused on developing and managing employee careers, but also how the organization can attract and manage the Human Resources of its choice. In a broader scope, talent management also means how an organization manages its resources starting from the recruitment process, employee placement, performance appraisal, training and career development, until employees leave the company (employee separation) so that in the end the organizational goals can be achieved (Sedarmayanti, Risman, and Soliha 2019).

The various advantages offered require the government to adopt Talent Management as a human resource management mechanism. This is reflected by the issuance of PERMENPAN RB Number 3 of 2020 concerning Talent Management of State Civil Apparatuses which has explicitly instructed that the management of human resources from each agency, both central and regional, should be able to use this mechanism. So far, there are public institutions that have implemented Talent Management as part of HR management, such as the Ministry of Finance. The Ministry of Finance is an institution that has been considered successful in implementing the Talent Management mechanism. Therefore, this study aims to analyze the development of Talent Management in order to prepare future leaders.

METHOD

This research is a review study (literature review) with a descriptive analysis approach. Metode penelitian ini menggunakan metode *Systematic Literature Review (SLR)*. The SLR method emphasizes to collec library data or research data through various library information. In this study, the object of research being studied is the implementation of talent management strategies in the public sector.

Furthermore, the use of the SLR method is to determine research questions, namely questions that are made based on the needs of the chosen topic. This research question consists of 4 sub topics such as: 1) Talent management as a new paradigm of human resource management; 2) the Development of the definition of talent management; 3) Implementation of talent management in the public sector: ministry of finance; and 4) Talent management implementation strategies in the public sector.

The data used in this research was secondary data. Secondary data is data obtained not from direct observation. These data are the results of research that has been carried out by previous researchers. These data are sourced from primary literature such as scientific journals related to the research questions. The data was then collected using the documentation method approach. Data from various studies were collected and analyzed used to answer the formulated problems of talent management development in the public sector. In this study obtained as many as 30 articles consisting of scientific journals, and books.

RESULTS AND DISCUSSION

Talent Management as a New Paradigm of Human Resource Management

Talent Management is a result of a paradigm shift process in Human Resources management. Wulandari (2015) stated that until now at least Human Resource management has undergone three transformations, starting from the Department of Personnel, Strategic Human Resources to the era of Talent Management. Rejeki (2016) describes the evolution of Human Resource management into three stages as follows.

The stage of the personnel department developed in the 1970s and 1980s, where in those years the business function responsible for managing Human Resources in the organization was often referred to as the personnel division or department. The personnel department has a role in recruiting, hiring, paying and ensuring employees have the necessary benefits. The main activity of the function of this department is to manage the payroll system, so that the business functions of this department are easier to understand properly.

In the decade of the 1980s and 1990s Human Resource Strategic developed. This is motivated by the fact that organizations are increasingly aware of the important function of Human Resources. During this period, the function of the head of personnel changed to Vice President of Human Resources, having a bigger role. Its main role is mainly in providing the right employees, designing employee development programs, designing compensation systems for employee needs, career development, and carrying out communication and service functions for health and welfare for workers. In carrying out this management function and role, the Human Resources Department now functions more as a business partner of the organization.

Furthermore, the evolution of human resource management developed into Talent Management. This phenomenon was initiated by the issue of globalization and competitive competition. Talent Management develops with the main objectives to answer the various challenges faced including: 1) how to recruit Human Resources more effectively and efficiently based on competence; 2) how to develop leaders to strengthen culture, instill values, and create sustainable leadership succession; 3) how competency gaps can be identified quickly so that organizations can provide training, e-learning, or develop programs to fill these gaps; (4) how we can hire the right people; (5) how to manage workers consistently and measurably so that every worker is treated fairly, responsibly, is paid and rewarded commensurately; (6) how to identify high-performing workers as successors to key positions throughout the organization, and to ensure that the organization is flexible and responsive in responding to the needs of workers; and (7) how organizations can provide learning that is more relevant, flexible, convenient, and timely.

The Development of the Talent Management Definition

Initially, the term Talent Management was introduced to the public by McKinsey Consulting Company around 1997 (Madegwa and Muathe 2016). This concept was later adopted by many

companies as a breakthrough in the management of Human Resources within the company. Many surveys show that HR leaders and business executives believe Talent Management has a huge impact on their business performance (Ali, Hermawan, and Asnawi 2019). In order to take advantage of its impact many experts have attempted to define Talent Management. However, among academics and practitioners there has not been an agreement regarding the definition of Talent Management (Napathorn, 2020, Gallardo-Gallardo et al., 2015).

Garrow & Hirsh (2008) divide two definitions of management on a spectrum, namely inclusive and exclusive. Talent Management is defined more exclusively because it only focuses on developing someone with high potential. This perspective focuses on strategic positions in organizations such as organizational leaders. Aprinto et al (2016) added that Talent Management focuses on managing the best employees to be recruited, developed, placed, and promoted in key positions to give the company value where the number of the best employees is only 20% of the total employees. This understanding overrides employee planning, especially at the lower to middle levels, which only focuses on the level of decision making (Gunnoe, 2017). On the one hand, the definition of Talent Management as an inclusive process views that all employees have the potential to become talents to provide high performance for the organization. This approach is based on the premise that everyone has talent, so this definition leads to a self-development plan (PDP) for each employee. Based on this definition, it encourages companies to be able to manage all their employees.

The definition of Talent Management then developed along with the popularity of Talent Management in attracting, motivating and retaining the best talent in an organization. Armstrong (2012) adds that Talent Management as a process of ensuring that the organization has the talented people needed to achieve company goals, which involves strategic management of the flow of talent through the organization by creating and maintaining these talent channels. This concept is illustrated by a structured, comprehensive and integrated management succession planning. Determination of precise and clear talents and timely updates for the required competencies and qualities that must be possessed by incumbents. In addition, Talent Management is characterized by the existence of a well-defined career path, paying great attention to the interaction of coaching and mentoring in an organization.

Buckingham & Vosburgh (2001) defines Talent Management as the art of recognizing each employee's natural talents and figuring out how to help each employee transform those talents into organizational performance. In other words, Talent Management as an art in managing employees to optimize company performance. These talents are mapped (talent mapping) into a talent pool which is managed to bring out talented people in the organization (Lewis & Heckman 2006).

Talent in Talent Management can be a capital asset and play an important role in the overall development of the company. These capital assets will be developed through a series of appropriate and integrated development processes (talent flow) (Pella & Inayati 2011). Stewart & Brown (2011) stated that this stage of development plays an important role. This development aims to ensure that strategic positions in the organization can be filled by talents in the talent pool. Talent Management Development

is a continuous process consisting of preparing a plan for position requirements, image formation to attract the best talent, talent development, formation of an environment in order to increase the retention of these talents and placement of talents in strategic positions (Pella & Inayati, 2011).

Talent in Talent Management can be a capital asset and play an important role in the overall development of the company. These capital assets will be developed through a series of appropriate and integrated development processes (talent flow) (Pella & Inayati 2011). Stewart & Brown (2011) stated that this stage of development plays an important role. This development aims to ensure that strategic positions in the organization can be filled by talents in the talent pool. Talent Management Development is a continuous process consisting of preparing a plan for position requirements, image formation to attract the best talent, talent development, formation of an environment in order to increase the retention of these talents and placement of talents in strategic positions (Pella & Inayati, 2011).

Implementation of Talent Management in the Public Sector: Ministry of Finance

The implementation of Talent Management has generally been adopted by the private sector such as PT Astra International and PT Garuda (Rejeki 2016). However, in recent decades Talent Management has been adopted by the public sector in various countries such as the UK (Harris & Foster 2007), South Africa (Kock & Burke 2008), as well as Singapore, Thailand and Malaysia (Poochaoren & Lee 2013). These countries have adopted talent management as part of their public service reform program. Talent Management was adopted in order to produce good performing talents with the principles of a merit system, equality and diversity.

The success of implementing Talent Management in various countries and the private sector has encouraged the Indonesian government to adopt Talent Management as part of the bureaucratic reform agenda. Legally, this development has been initiated with the issuance of Law No. 5 of 2014 concerning State Civil Apparatus (ASN). The law explicitly mentions the merit system in ASN management as the forerunner to the formation of Talent Management. The talent management development agenda was then set forth in the Regulation of the Minister for Administrative Reform and Bureaucratic Reform (PermenPANRB) No. 3 of 2020 concerning State Civil Apparatus Talent Management. The regulation explains the direction of talent management development nationally. ASN Talent Management Development has a national and institutional scope. At the national level, Talent Management is determined and implemented by the national ASN Talent Management team consisting of elements from the Ministry of Administrative Reform and Bureaucratic Reform, the Ministry of National Development Planning/Bappenas, the Ministry of Home Affairs, State Administration Institutions, the State Civil Service Agency and the State Civil Apparatus Commission. . Institutional management of the agency ASN is determined and implemented by the staffing officer at each Ministry/Agency and Local Government. The determination of the scope indicates that all government institutions, both central and local, should develop Talent Management as part of the ASN management process.

One of the public institutions that has implemented Talent Management in the management of

Human Resources is the Ministry of Finance. Talent Management Development at the Ministry of Finance has gone through a long process. The initiation of Talent Management development at the Ministry of Finance began in 2010 with the preparation of a Talent Management Grand Design and conducting comparative studies with Garuda Indonesia and Telkom. The development process became legal when the Minister of Finance Regulation (PMK) Number 60 of 2016 was issued, which was subsequently amended in PMK Number 161 of 2017 concerning Talent Management of the Ministry of Finance. This regulation provides evidence that the Ministry of Finance is committed to ensuring the availability of state civil servants with optimal competence and performance to fill structural positions that have an impact on achieving the strategic objectives of the Ministry of Finance.

Based on PMK Number 161 of 2016 Talent Management at the Ministry of Finance was carried out based on the following flow: 1) talent needs analysis; 2) identification of potential talents; 3) talent determination; 4) talent development; 5) talent retention; and 6) talent evaluation.

Analysis of talent needs. Talent needs analysis is the initial process of implementing Talent Management. This process is carried out through an analysis of the number of talent needs that will be developed in Talent Management based on the number of positions that will be vacant in the coming year. Ratio analysis between the number of talent needs and target positions that will be vacant is used to determine the number of talents to be developed.

Identification of potential participants. After knowing the talent needs in the next year, then identification of potential talents is carried out. This activity aims to get the best talent. Talent identification is carried out through employee mapping and administrative selection stages. Employees are mapped (Talent Mapping) based on 9 talent boxes, where the determination is based on two assessment quadrants, namely competence and performance. Measurement of competence/potential obtained from the results of the Assessment Center implementation or psychotest results (Rifai, Maarif, and Sukmawati 2021). The output of the competency measurement process is the competency value and the Job Person Match (JPM) value. This value will be inputted in the competency quadrant. Meanwhile, the performance measurement is obtained based on the performance appraisal process, performance dialogue (2 periods) and the implementation of behavior appraisal behavior. The output of the performance appraisal is the value of the employee's performance and the value of the employee's work performance. This value will be inputted in the performance quadrant. The two values, both competence and performance, will determine the employees in the 9 boxes. In the administrative selection, employees will be selected based on administrative requirements related to education, rank, class, and years of service.

Talent determination. In addition to being selected based on administration through employee mapping and administrative selection, talents are also selected based on track records, integrity and confirmation of prospective talents. This is done to eliminate potential talents who have been recorded as having committed disciplinary penalties in the fraud category. Selection is carried out through primary data searches and interviews in order to determine the technical competence of potential talents.

This series of activities is carried out through a leadership forum by discussing the results of confirmation and determination of the selected list of talent candidates who are in box IX and can add talent candidates who are in Box VIII and VII based on the Decree of the Echelon I Unit Leaders.

Talent development. The talent development program aims to prepare talent for certain positions. The development program is carried out through on the job training methods (mentoring, individual development plans and job assignments) and off the job training (class training and leadership sharing sessions). Each talent is required to prepare an Individual Development Plan as an illustration of the vision that will be realized by the talent. As part of the talent development program, the Ministry of Finance has also developed a corporate university. Implementation of Corporate University at the Ministry of Finance is one of the main solutions to solve problems in the use of Human Resources (Fauziah and Prasetyo 2019).

Talent retention. Talent retention is a form of award given to talents to be motivated to stay in the talent pool. Talent retention is carried out in order to motivate talents to continue to contribute optimally and reduce the emergence of job dissatisfaction from talents.

Talent evaluation. Evaluation is the stage of measuring talent readiness to be placed in higher level positions or other positions deemed strategic by the Ministry of Finance. Talent evaluation is carried out by the selection committee. Talent evaluation is carried out by considering 3 aspects of the assessment as follows: 1) performance achievement (30%); 2) talent competency improvement during the development program (40%); and 3) the results of the fit and proper test (30%). The results of the assessment are then categorized into 3 criteria, namely ready now, need development and exit. Talents who meet or are included in the ready now category mean that they receive an evaluation rating ranging from 80 to 100. Need development indicates that talents still need further competency development to be able to be placed in higher-level positions or positions considered strategic by the Ministry of Finance. Talents included in the Need Development category receive an evaluation rating ranging from 60 to 79.99. Talents who fall into the Need Development category can get 1 (one) opportunity to be in the Talent Pool and get a development program in the next period. Talent categorized as exit means that talent does not meet the criteria to be placed in a higher level structural position or other position/position deemed strategic by the Ministry of Finance and is excluded from the Talent pool. Talents that fall into this category receive an evaluation rating of less than 60.

The Talent Management development process that has been carried out by the Ministry of Finance reflects that organizational leaders pay high attention to the formation of quality and empowerment of human resources. This is in line with Suryokusumo (2019) which states that a leader must have the ability to create as many other leaders as possible in the organization whose quality is even better than himself. Therefore, the commitment of leaders in implementing Talent Management is a must, especially in the Public Sector. The replication of talent management from the private sector to the public sector is a breakthrough in human resource management. This is because Talent Management is believed to be able to accelerate the achievement of organizational goals by providing quality leaders.

TALENT MANAGEMENT IMPLEMENTATION STRATEGIES IN THE PUBLIC SECTOR

The various explanations above show that planning for the management of Human Resources through Talent Management is very much needed in order to accelerate the achievement of organizational goals. Moreover, the implementation of Talent Management is of particular urgency for the Public Sector, especially for the State Civil Apparatus (ASN). ASN management will make the ASN career process transparent, accountable and inclusive. In other words, ASN candidates who will work in the public sector already have an idea related to their future career planning. This is done as an effort to improve public perception related to ASN. Of course, the implementation of Talent Management in the public sector has its own challenges, especially due to the system that has been formed.

Implementation of Talent Management in a public institution requires several values that must be ensured, including:

1) Transparent process

A transparent process is one of the keys to the successful implementation of Talent Management in public institutions. The selection process and framework for each stage of Talent Management such as identification of needs, determination, development, retention and evaluation of talent must reflect the transparency process. Transparency at this stage can legitimize the establishment and demonstrate credible management practices. The value of transparency has to be implemented since the identification of needs, where the leadership of the institution determines the needs of the organization and how these needs are translated into talent needs. In addition, organizational leaders need understanding related to translating these talent needs and strategic positions into objective assessment criteria. This is because each talent need and strategic position to be filled has different assessment criteria, because these positions require different competencies as well.

2) Credible method

The application of Talent Management requires a credible method of producing the best leaders. Some of the methods that can be used are the Assessment Center, 9 talent boxes and development programs. The Assessment Center was built in order to assess the behavior and readiness of talent in the 9 talent pool boxes. The 9 talent boxes are also used as a method to provide information to institutional leaders regarding the condition of talent. The talent conditions as described include ready now, need development, and exit. The development program is used to develop talent based on the results of the 9 talent boxes. The development program is carried out through a mentoring and mentoring approach between leaders and talents. It is focused on the development of soft skills such as communication, self-confidence and behavior change. In addition, the aim of this program is for institutional leaders (as talent users) and talents to have the same perception regarding competency needs. These three methods together will increase the success of Talent Management implementation.

3) Commitment from organizational leaders

The whole process of implementing Talent Management requires commitment from all elements

of the institution. This commitment can be reflected in the involvement of leaders in talent development at every level. Divisions that handle HR development such as the Organization and Personnel Bureau continue to consult with organizational leaders at every level. This is done in order to increase the suitability between the needs of the organization as translated by the leader and the talents to be developed. The collaboration between the Organization and Personnel Bureau and organizational leaders will increase the likelihood of adopting positive behaviors throughout the Talent Management process. In addition, the commitment of organizational leaders can change the old work culture that has been pinned on the public deposit. Organizations should start to change the way they work by creating accountability in Talent Management.

Talent Management also requires implementation strategies, especially for public institutions. Therefore, in order to produce future leaders, a systematic, inclusive and accountable mechanism is needed through Talent Management. Talent Management Development is formed in several stages as follows:

1) Establishment of Regulations to Support Talent Management Development

In implementing Talent Management, a legal basis is needed in the form of a Ministerial Regulation, Ministerial Decree, Governor/Regent/Mayor Regulation and various implementing regulations under it. The regulation is needed to provide legal certainty in the implementation of Talent Management in general in public institutions (Ministries). In addition to the Ministerial Regulation, the formation of a Ministerial Decree is needed in order to regulate the implementation of Talent Management, for example, talent development guidelines and/or mentoring mechanisms in Talent Management and employee management. The Director General's regulation is also needed as a translation of the detailed implementation of the Minister's regulations in each echelon. On the related side, the procedure for ranking talent candidates and the mechanism for implementing the leadership forum as well as the implementation of the Assessment Center can be regulated based on the Decree of the Secretary General. The formation of these various regulations will be carried out through public consultation on draft regulations attended by representatives of each echelon I within the institution. This is done to harmonize the various regulations in order to provide a conducive climate for the realization of a sustainable Talent Management implementation.

2) Establishment of an Assessment Center as a competency assessment center for prospective leaders

The smooth implementation of public policy is closely related to the competence of a leader of the organization itself. This requires an accountable and transparent competency assessment, especially in supporting the implementation of Talent Management. Therefore, it is necessary to establish an Assessment Center (AC) as a behavior-based assessment method and involve various evaluation techniques in order to obtain information on the competency profile of each State Civil Apparatus (ASN) in the context of career planning, job transfers and competency-based employee development. The Assessment Center becomes Quality Assurance that an employee occupies a certain position based

on the achievement of his competence, where the competence is valid and measurable by minimizing the subjectivity factor. AC will provide services such as Assessment Center services, job profiling, Psychotest and Personal Profiling, Team Building/Assessment Team, Self Development Programs, Workload Analysis, Organizational Development and job analysis.

At the initial stage, the AC was formed based on the level of positions in ASN in the ministry which included the Primary High Leadership Position (JPT), Administrator, Supervisor and Implementing Position. AC will be held by the Secretariat General for the JPT Pratama level and the Administrator position. The Supervisory and Implementing Positions are carried out in each Echelon I Unit Secretariat. The delegation of AC implementation to each Echelon I reflects the existence of an even distribution of tasks which are later expected to streamline and make the objectives of competency evaluation more effective. The results of the assessment process will be used as an assessment material in terms of competence and integrated into the Assessment Center Database. In the next stage, the AC will be built as an assessment center for evaluating the promotion of functional level positions within the Ministry. The implementation will later be handed over to the secretariat of each echelon I of the Ministry in charge of certain functional positions.

3) Preparation of position competencies through the Assessment Center

A target position should have the required competencies. This is intended to provide clarity of competency targets that must be possessed by an employee/talent when he wants to occupy a position. The competencies listed in the competency standards for each position are classified into 3 groups, namely general competencies, core competencies and technical competencies. The preparation of job competency standards is completed by the Assessment Center.

4) Talent Management as a method for finding, managing, developing and retaining potential leaders

Preparation of future leaders for the needs of an organization is an absolute thing today. The existence of various negative facts related to relatively long vacancies and the presence of an element of closeness to the leadership as a condition for becoming a leader does not seem to be happening in the future by using the concept of talent management. Through Talent Management, it is hoped that it will increase the trust of the organization and stakeholders, so that later it can improve the overall performance of the organization. The implementation of Talent Management is expected to be able to find and prepare the best employees to become Future Leaders and support the Ministry to become a world class government institution. Talent Management itself will be carried out based on PP No. 11 of 2017 concerning the Management of Civil Servants and the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia regarding Talent Management of the State Civil Apparatus.

The implementation of institutional talent management is carried out in order to find, manage, develop and maintain civil servants who are prepared as future leaders. The scope of the institution's Talent Management includes the positions of High Leadership (JPT) Pratama, Administrators and Supervisors. Meanwhile, JPT Madya and Utama are implemented through National Talent

Management. The formation of Talent Management begins with the preparation of supporting infrastructure for Talent Management. The infrastructure includes: 1) Target Position; 2) talent profile; 3) Leadership Forum; 4) Mentors; 5) Talent Development Program; 6) Pansel and Performance Assessment Team; 7) Database (Talent Pool); 8) Talent Management Website; and 9) Budget. This infrastructure is a necessary condition for the comprehensive implementation of Talent Management.

At the Ministry level itself, the form of Talent Management implementation is included in the form of organizational initiatives and is a form of policy from the agency leadership. Therefore, the implementation of Talent Management will be regulated by the Organization and Personnel Bureau, which has a role in planning, developing and developing employees. In the end, this whole process is expected to ensure that the target position will only be occupied by prospective leaders who really have character, competence and literacy.

5) Integration of Talent Management program with education and training through the utilization of Talent Pool

Prospective leaders who have gone through HR Talent Management are ready to be used to occupy certain positions. The limited number of positions that must be filled in allows the supervisory agency in this case the Organization and Personnel Bureau to create a talent pool platform. The platform serves as a database of qualified potential leaders. The database is data for prospective leaders who have gone through the Talent Management process but there are no positions that can be occupied. Meanwhile, the auction of positions held by the organization is required to only involve prospective leaders who have gone through the Talent Management program. The existence of such integration increases the accountability and transparency of the process of filling in the leadership positions of an organization. In addition, the talent pool platform also ensures that there will not be a vacancy of organizational leaders for too long. This is because with the existence of the database, the organization can directly involve the prospective leader in the education and training mechanism in a relatively short time. That way, the process of becoming a leader of an organization can run competitively, effectively, efficiently and measurably.

6) Establishment of a Corporate University as part of the commitment to the talent development program in the talent pool

Corporate University (CU) is a strategy used to achieve the vision and mission of public institutions, by creating a link and match between knowledge management and learning as well as achieving organizational performance. The formation of CU is expected to be beneficial in helping to improve the competence of employees in general and prospective leaders in particular. CU allows employees to learn quickly and solve obstacles at work. CU will provide a learning environment with two system formats, namely voluntary and mandatory. The two learning systems ensure that every employee can easily learn and solve problems. The mandatory training system is a training that has been carried out by educational institutions and training of public institutions in producing leaders such as leadership training for prospective leaders and functional training for functional positions.

Meanwhile, the voluntary system is a framework that allows employees to learn and improve their competencies in accordance with their respective awareness and desires. Voluntary learning will be accommodated in the form of microlearning which is accommodated by a portal called Learning Center (LC). LC is a knowledge portal to capture and manage knowledge that accommodates technical and managerial competencies spread across each division or echelon I in ministry institutions. The existence of LC allows all employees to access the knowledge repository and even online courses to improve their competence whenever and wherever they are needed without having to leave their daily activities.

Microlearning on the LC platform will provide a learning journey for talent competency development in Talent Management. Thus, talents who project themselves to occupy certain target positions with various required competencies, these talents can easily access and learn these competencies at CU. The system that has been formed can later focus on achieving organizational targets, so that it has an impact on improving organizational performance. In cases where there are specific competencies that have not been accommodated by the LC, CU provides the AskExpert platform. AskExpert provides consulting services involving experts and practitioners in every technical or management field. Later, the CU will be formed through a collaboration between the Organizational and Personnel Bureau and the Employee Education and Training Center as a driving force through the addition of roles that focus on strategic organization issues and business. In addition, this collaboration is also carried out with all echelon I units within the Ministry, especially in the context of enriching knowledge. This represents that learning is not only the responsibility of the training unit, but is the responsibility of all echelon I units within the institution.

CONCLUSION

Based on the discussion above, it can be concluded that:

1. Talent Management is the result of a paradigm shift process in human resource management. Talent Management is an evolutionary form of the personnel and Human Resource Strategic department. This change is motivated by the fact that organizations are increasingly aware of the increasingly important function of Human Resources.

2. Experts divide two definitions of management on a spectrum, namely inclusive and exclusive. Talent Management is defined more exclusively because it only focuses on developing someone with high potential. This perspective focuses on strategic positions within the organization. On the one hand, the definition of Talent Management as an inclusive process views that all employees have the potential to become talents to provide high performance for the organization. This approach is based on the premise that everyone has talent, so this definition leads to a self-development plan (PDP) for each employee. Talent Management can be defined as a process in managing the organization's Human Resources effectively and efficiently in preparing the best talents to improve organizational performance.

3. The success of implementing Talent Management in various countries and the private sector has encouraged the Indonesian government to adopt Talent Management as part of the bureaucratic reform agenda. One of the ministries that have successfully adopted Talent Management development is the Ministry of Finance. Talent Management at the Ministry of Finance goes through the following processes: 1) Talent Needs Analysis, 2) Talent Candidate Identification, 3) Talent Determination, 4) Talent Development, 5) Talent Retention, and 6) Talent Evaluation. Replication of Talent Management from the private sector to the public sector is a breakthrough in human resource management. This is because Talent Management is believed to be able to accelerate the achievement of organizational goals by providing quality leaders.

4. Implementation of Talent Management in a public institution requires several values that must be ensured, including: 1) a transparent process; 2) credible methods; 3) commitment from the leadership of the organization. Talent Management Development is formed in several stages as follows: 1) Establishment of regulations to support the development of Talent Management; 2) Establishment of an Assessment Center as a center for assessing the competence of prospective leaders; 3) Reorientation of the preparation of position competencies through the Assessment Center; 4) Talent Management Development; 5) Integration of the Talent Management program with education and training through the utilization of the talent pool; 6) Establishment of a Corporate University as part of the commitment to the talent development program in the talent pool

REFERENCES

Afiff, F. 2013. Manajemen Talenta (Bagian I). diunduh dari http://sbm.binus.ac.id/2013/08 /01/manajemen-talenta-bagian1/ pada tanggal 5 Februari 2015.

Ali, Ahmad Saomin, Aji Hermawan, and Yudha Heryawan Asnawi. 2019. "Konsep Dan Tantangan Dalam Implementasi Talent Management Di Perusahaan Multinasional: Studi Kasus PT Unilever Indonesia Tbk." Jurnal Manajemen Teori dan Terapan 12(1): 1–17.

Armstrong, M., Armstrong' s handbook of human resource management practice, 2012, 12th edition, Kogan Page, pp255-269.

Aprinto B, Kuswanda H, Chosasih C. 2016. Buku Praktisi SDM Mewujudkan Konsep Human Capital: Revolusi Human Capital. Jakarta (ID): PPM Manajemen.

Bashori, Khoiruddin. 2012. "MANAJEMEN TALENTA UNTUK MENGOPTIMALKAN PRODUKTIVITAS PNS." 6(2): 61–73.

Buckingham, M., & Vosburgh, R. M. (2001). 21st century human resources function: It's the talent, stupid!. Human Resource Planning, 24(4), 17-23.

Fatkhuri, Fatkhuri. 2018. "Korupsi Dalam Birokrasi Dan Strategi Pencegahannya." Jurnal Ilmiah Manajemen Publik dan Kebijakan Sosial 1(2): 65–76.

Fauziah, Nike Mutiara, and Andri Wahyu Prasetyo. 2019. "ASN Corporate University: Sebuah Konsep Pendidikan Dan Pelatihan Pada Era Disruptif." Civil Service: Jurnal Kebijakan dan Manajemen PNS 13(2): 51–62.

Gallardo-Gallardo, Eva, Sanne Nijs, Nicky Dries, and Pedro Gallo. 2015. "Towards an Understanding of Talent Management as a Phenomenon-Driven Field Using Bibliometric and Content Analysis." Human Resource Management Review 25(3): 264–79. http://dx.doi.org/10.1016/j.hrmr.2015.04.003.

Garrow, V., Hirsh, W. (2008), 'Talent Management: Issues of Focus and Fit,' Publik Personnel Management, 37, pp389–402, permanent link to the document: http://dx.doi.org/10.1177/009102600803700402

Gunnoe JA. 2017. Adaptive talent management for project professionals: early identification of future industry leaders [disertasi]. Arizona (US): State University.

Harris,P & Foster,C. 2007. Talent Management Challenges in the UK's Publik Sector.

Hasibuan, A. 2017. Birokrasi, Korupsi dan Kekuasaan. Jurnal Transformative 3(1):1-14.

Helmy, Z, and Jamil, A.S. 2020. "Restrukturisasi Sistem Pelatihan Kepemimpinan Dalam Membentuk Calon Pemimpin Masa Depan: Pendekatan Studi Literatur." AgriHumanis: Journal of Agriculture and Human Resource Development Studies 1(1): 1–17. http://jurnal.bapeltanjambi.id/index.php/agrihumanis/article/view/50/31 (June 4, 2020).

Hidayat, E. S. 2019. Kinerja Pelayanan Birokrasi dalam Mewujudkan Kepuasan Pelanggan. Jurnal Ilmiah Ilmiu Administrasi Negara. 6(2): 43-49.

Kock & Burke. 2008. Managing Talent in The South African Publik Service. Publik Personnel Management. Vol. 37, No. 4.

Lewis RE dan Heckman RJ. 2006. Talent management: a critical review. Elsevier Human Resource Management Review. 16:139-154. doi: 10.1016/j.hrmr.2006.03.001

Madegwa, Lindah, and S M A Muathe. 2016. "A Critical Review of Talent Management: A Research Agenda." International Journal of Science and Research (IJSR) 5(1): 1131–34.

Meyrina, Rr Susana.A. 2016. "Implementasi Peningkatan Kinerja Melalui Merit Sistem Guna Melakanakan Undang-Undang Aparatur Sipil Negara No. 5 Tahun 2014 Di Kementerian Hukum Dan HAM." Jurnal Ilmiah Kebijakan Hukum 10(2): 175–85.

Napathorn, Chaturong. 2020. "How Do MNCs Translate Corporate Talent Management Strategies into Their Subsidiaries? Evidence from MNCs in Thailand." Review of International Business and Strategy 30(4): 537–60.

Reilly, P. (2012). International Talent Management. Global HR: Challenges facing the function. Gower.

Rejeki, Putri Wulandari Atur. 2016. "Model Talent Management Di Beberapa Negara Dan Perusahaan Di Indonesia." Jurnal Wacana Kinerja 19(1): 121–52. http://biblioteca.ibge.gov.br/visualizacao/monografias/GEBIS - RJ/RBG/RBG 1995 v57_n1.pdf%0Ahttps://periodicos.ufpe.br/revistas/rbgfe/article/view/234295.

Pella DA, Inayati Afifah. 2011. Talent Management, Mengembangkan SDM untuk Mencapai Pertumbuhan dan Kinerja Prima. Jakarta (ID): PT. Gramedia Pustaka Utama.

Poochaoren,O & Lee,C. 2013. Talent Management in the Publik Sector. Bukit Timah Road Oie Tiong Ham Building Singapore. Lee Kuan Yew.

Rifai, Ahmad, M. Syamsul Maarif, and Anggraini Sukmawati. 2021. "Persepsi Pegawai Terhadap Implementasi Manajemen Talenta Di Organisasi Pemerintahan." Jurnal Aplikasi Bisnis dan Manajemen 7(2): 366–78.

Sedarmayanti, Herdi Risman, and Fikriatus Soliha. 2019. "Evaluasi Talent Management System PT POS Indonesia." Jurnal Ilmu Administrasi 16(1): 1–16.

Stewart GL, Brown KG. 2011. Human Resource Management: Linking Strategy to Practice. Second edition. New Jersey (US): John Wiley & Sons, Inc.

Suryokusumo, Suryanto. 2019. "Manajemen Talenta Di Sektor Publik: Studi Kasus Penerapan Manajemen Talenta Di Kementerian Keuangan Dan Pemerintah Provinsi Jawa Tengah." Civil Service: Jurnal Kebijakan dan Manajemen PNS 13(2): 63–72. http://isjd.pdii.lipi.go.id/file_download/13_2_2019_63-72_1978-7103_6.pdf.

Ulrich, David, 1998, A New Mandate for Human Resources, Harvard Business Review, January-February, 125-134