



STRATEGY FOR COMPETENCE DEVELOPMENT OF CIVIL SERVANTS IN THE AGENCY OF HUMAN RESOURCES DEVELOPMENT MINISTRY OF INTERNAL AFFAIRS (A COMPETENCY-BASED STRATEGIC STUDY OF HUMAN RESOURCES)

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Article history:	Abstract:
<p>Received: 4th June 2022 Accepted: 4th July 2022 Published: 6th August 2022</p>	<p>Every ASN has the right and opportunity to develop competence through the competency development path of at least 20 (twenty) JP in 1 year according to the mandate of PP Number 11 of 2017 concerning Civil Servant Management. It is mandatory for every government agency, K/L and Local Government. The implementation of this regulation has not been fulfilled because the current competency development policy has not been based on an analysis of education and training needs. The purpose of this research is to map and collect the required competencies. It 's relevant in the implementation of the duties and functions of the BPSDM of Ministry of Home Affairs. This research is descriptive with a qualitative approach. Based on the results of the study, it can be concluded that the competencies needed in carrying out the main tasks and functions are core competencies and specific competencies of 15 job clumps and 67 competencies. These competencies apply to all positions. The Problems in developing ASN competencies at the BPSDM of Ministry of Home Affairs is learning facilities that are not standardized. It is not based on needs. The competency development has not been planned. The coordination has not been maximized. It needs adjusted to changes in development competence and competency development strategies on an ongoing basis have an impact on improving organizational performance. Refer to the Head of LAN Regulation Number 10 of 2018 concerning Competence Development of Civil Servants with a technology-based competency development pattern and non-classical competency development system that will be able to fulfill the fulfillment of competency development rights ASN Human Resources Development Agency 20 hours of lessons (JP) in a year.</p>

Keywords: Strategy, Competence, Development

INTRODUCTION

By normative, development competence Apparatus State Civil is must because has regulated at the statutory level until the rules below. Constitution Number 5 of 2014 concerning Apparatus State Civil in article 69 number 1 states that " every ASN has a rights and opportunities for develop competence". Development competence conducted through education and training, seminars, courses, workshops, upgrading and others. On a higher level low, Regulation Government Number 17 of 2020 concerning Management Apparatus State Civil Regulate more thing technical. Article 203 number 4 states: that development competence for every PNS is carried out at least 20 (two twenty) hours of lessons in 1 year, as well as Perkalan RI Number 10 of 2018 concerning Development Competence Civil Servant Article 29 paragraph 2 forms development competence. With So, there are 2 things basic set namely (1) the right of ASN to get opportunity for develop competence, and (2) the number of hours of lessons is 20 JP each year. Keywords in terms the above laws is competence. premise basic is opinion (Marrelli et.al, 2005) which explains that competence are the building blocks of work performance and Sallet et.al (2016) which explains that resource man is one of the strategies for reach goals and vision nation so that required resource more human efficient, productive, competent and have knowledge qualified. same thing also emphasized by Mannayong & Haerul (2019), that competence is needed for organization public nor private for answer needs organization in resolve changes that occur very quickly, problems are

very complex and dynamic as well as future uncertainty. Gomes (2008) mentions that competence have a number of superiority or benefit namely (1) predictor success job, (2) as reference in recruitment, and (3) evaluation and development base employees. This thing means that factor competence could used for goals that.

By conceptual, competence could defined as ability from every individuals that include aspect knowledge, skills and attitudes in work properly with specified standard (Velde, 2010). Competence is also defined as combination Among tacit and explicit knowledge , behaviors and skills that enable somebody for To do something work (Draganidis & Mentzas, 2006). By structural, Spencer & Spencer (2010) explain that there are 5 components required competence that is personal credibility, ability for arrange change, ability for arrange culture, ability convey resource people and knowledge business. Competence is known have influence to performance organization.

Research conducted by Harits and Bhagya (2020) found existence positive correlation Among competence waiter public and bureaucratic reform to performance organization government in Cianjur. Research results Fauzi (2019) shows that by simultaneous, competence employee give positive and significant influence on performance variables employees of the Bureau of Administration and Cooperation of the Provincial Secretariat West Java with contribution by 60.4%, while score of 39.4% is influenced by other variables that do not researched. More results is what Setiono (2019) did find that competence and integrity greatly affect performance of the supervisor at the Banjarnegara PUPR Service. Not only on organization government, the competence variable is also very influential to performance company. Results of research conducted Sudaryana (2021) found that competence is factor that gives highest contribution to performance of PT Kukuh Not quite enough Sandang Mills Bandung. Study Sujiati et.al (2017) also found that competence mediate influence motivation to performance organization Satellite Technology Center National Institute of Aeronautics and Space.

Results research the confirm importance development competence for increase performance organization. And if refer to the terms the above legislation, then development ASN competence is obligation (mandatory) for every agency government, both Ministries/Agencies and government area. However in implementation, implementation to regulation the still not yet conducted optimally. Obligation involve ASN in development programs competence with a minimum of 20 hours of lessons every year not yet fulfilled. There are several problem in development ASN competence. First, compiling policy development staffing moment this not yet based to analysis needs education and training. Second, development competence ASN not yet refers to to planning development good level national or area. Third, at the level of organizational, no existence thread red Among planning development national or area and plan strategic development structured staffing. ourth, development competence only considered as education and training carried out by classic. Fifth, development competence conducted by separated with policy pattern career ASN . Problems the still found almost all agency government , including the Ministry of Home Affairs.

Presidential Decree Number 11 of 2015 concerning the Ministry of Home Affairs explains that the Ministry of Home Affairs has Duty organize business in the field government domestic for help President in organizing state government. In To do Duty, the Ministry of Home Affairs organizes not enough more 10 (ten) functions. With thereby Task The Principal and Functions of the Ministry of Home Affairs above should supported with availability resource reliable human, master knowledge knowledge and technology as well as have competence as hinted. However until moment This is the Ministry of Home Affairs yet have a competency model that includes includes development strategy proper competence capable answer rights and opportunities as well as fulfillment development ASN competency of at least 20 hours of lessons (JP) a year. Competency model is framework defining work required skills and knowledge for To do something job. Competency model serve something gathering skills and combine them for reach destination organization (von Treuer & Reynolds, 2017). By general , Vu (2017) explains that the competency model has many used in practice management source power human , start from individual functions such as recruitment , selection , management performance come to planning strategic organization and design structure and culture organization . Could concluded that the competency model is a development strategy resource humans who can help organization reach the goal .

Al- Mannaee & Ryan (2019) explains that method training traditional no enough effective for ensure enhancement competence. Therefore, the competency model needed for ensure characteristics required by the organization and the types suitable learning for develop it . However , the competency model as an instrument in management resource based competence this not yet many applied , especially in organizations sector public sector in Indonesia such as the Ministry of Home Affairs. With so , needed something effort development of relevant competency models with Duty subject and function as well as destination Ministry domestically .

Study this expected could build something idea new conceptual regarding development strategy relevant competencies with tasks and functions for achievement the vision, mission, goals and objectives of the Ministry of Home Affairs. Development strategy competencies created _ expected could Fulfill needs every individual ASN Ministry of Home Affairs fulfill rights and opportunities meets 20 JP and is useful for organization for determine type or development model proper competence .

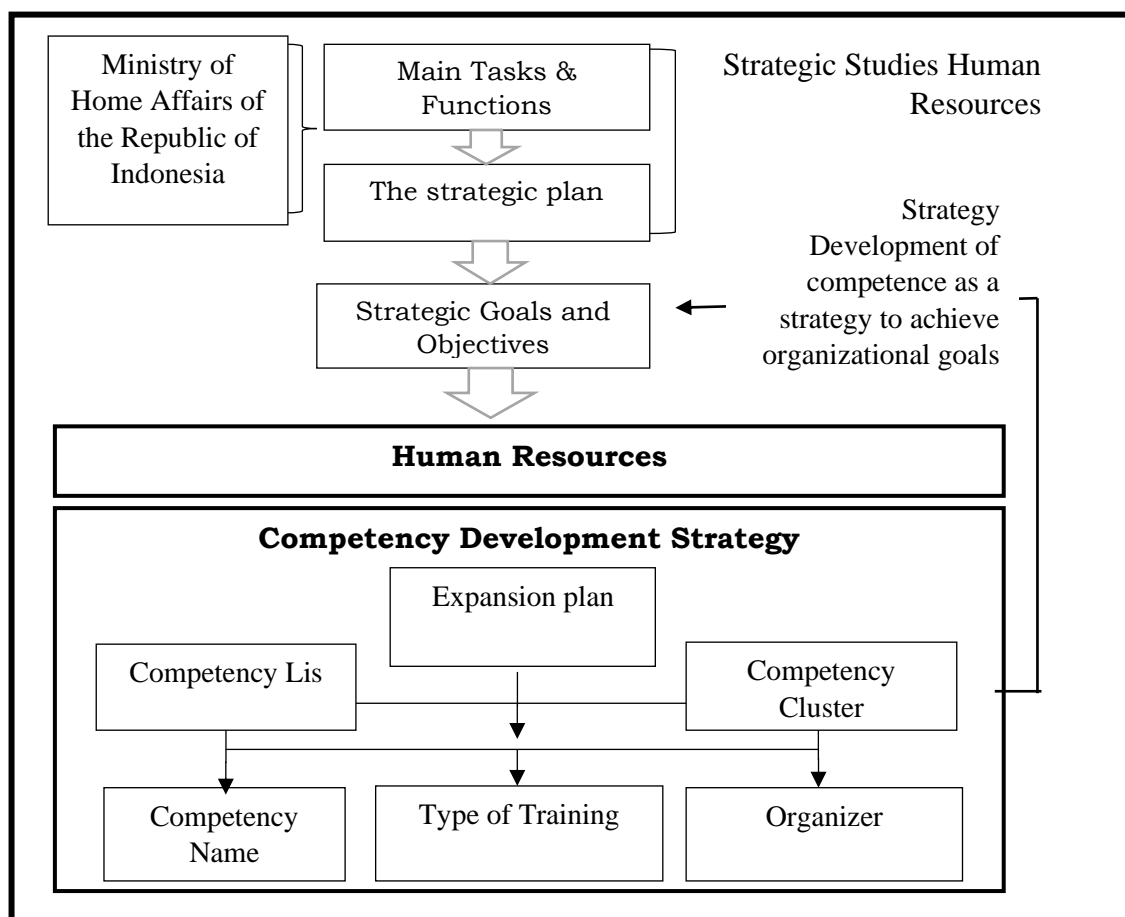


Figure 1 Novelty Schematic Study

Based on the description stated above, then_ urgency study this is (1) mapping and gathering competence implementation duties and functions of the Ministry of Home Affairs BPSDM (2) compiling and analyzing problems development competence implementation duties and functions of the Ministry of Home Affairs BPSDM, and (3) developing a Development Strategy Competence implementation the duties and functions of the Ministry of Home Affairs BPSDM .

LITERATURE REVIEW
Competence

Megahed (2018) explains that term competence (competence) can defined at 3 (three) levels. First Level , competence is individual attributes. In view this, competence is something corresponding individual responsibility and authority with its potential. At the second level, competence seen in organizing resource internally like knowledge (systems), routines , procedures and production technology. Then at the third level, competence seen as something attribute organization and is combination Among knowledge, skills, structures, technologies and processes to face superiority competitive. Similarly, Hoffman (1999) referred to by Hsieh (2012) analyzes various literature and summarize 3 points important in define competence namely (1) personal attributes and qualifications, (2) behaviors that can be observed, and (3) standard individual performance.

Framework work based competencies (Competency-based framework) selected competencies or needed by a organization in order to reach the goal (Benayoune, 2017). According to the IEAE (2019), devices work competence (competency framework) is a a model which general explain great performance normal at one organization . Something framework work usually covers various competencies that at various situation in organization . because of that, skeleton work competence is behaviors, values , recognition and rewards needed by the organization for To do something role certain. Something framework work competence usually consist from various interlocking components related . IEAE (2019) explains that framework work competence covers core values, core competencies and competencies functional (functional competencies). Core values are influencing principles _ action people and the choices they make .

A competency model can also covers information about skills and abilities required _ for all levels of work .

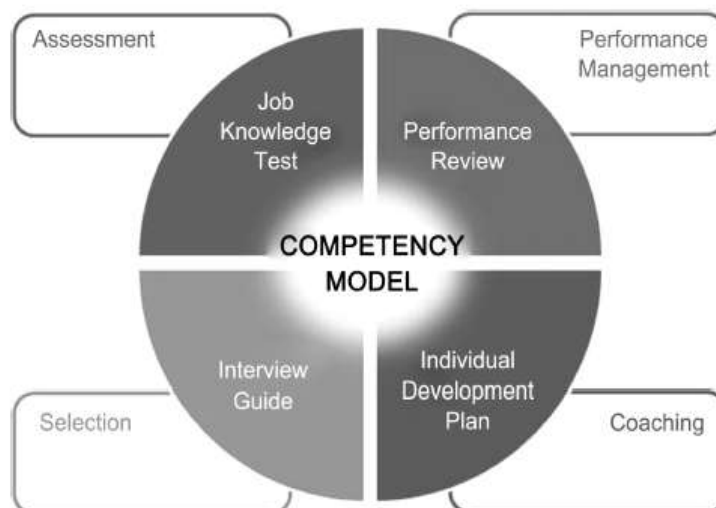


Figure 2. Competency Model

Source : Anand and Khanna (2000)

Education And Training

According to Siagian (2006), understanding education is overall processes, techniques and methods study teach in skeleton divert something knowledge from somebody to others accordingly with standard that has been set . According to Simamora (2004), training is a learning process that involves acquisition skills, concepts, rules or attitude for increase performance power work. According to Gomes (2003), training is all effort for increase performance workers at a activity certain to be not quite enough he answered .

According to Heindjrachman (2002), education is effort or activities that aim for develop knowledge someone, including in Thing mastery and skills for make decision in face related problems with effort reach purpose. According to Nitisemito (1992) understanding training is effort develop or repair attitude , behavior , skills nor knowledge someone to match with needs organization .

Destination education and training according to Oemar (2007), namely: Educating , training as well as build resource man in something organization so that could doing various programs in the field . Educate, train as well as build elements employment that can study by continuously for increase competence as strong , independent, professional, ethos work high and productive. Educate , train as well as build member in something organization in accordance with their talents and interests. Educate and train member suitable organization with needs development .

Methodology Study

Study this is study descriptive done with approach qualitative. According to Creswell (2013), research qualitative descriptive is a research strategy whose purpose is to investigate individuals with ask for it tell life them. Information obtained will told back by researcher with style chronology narrative. In section end research , information about life individual this will combined return with style narrative and matched with view study alone .

In accordance formula problem, research conducted for decipher by qualitative (1) condition existing competence at BPSDM Ministry of Home Affairs, (2) competence what just what is needed for implementation Duty Principal and functions of BPSDM Ministry Domestic , (3) problems what only found in development competence of ASN BPSDM Ministry of Home Affairs, (4) pattern development competence of ASN at BPSDM Ministry of Home Affairs, and (5) Develop a development model relevant ASN competencies with Duty the principal and functions of BPSDM Ministry of Home Affairs.

Data collection techniques using interviews, observations and documentation. Moleong (1997: 173-175) states that in study qualitative must Fulfill four criteria: Credibility), transferability, (3) dependability, and Confirmability. The data analysis technique used is an interactive model analysis from Milesand Huberman (1992) which consists of three components of analysis, namely: Reduction data, data presentation and conclusion

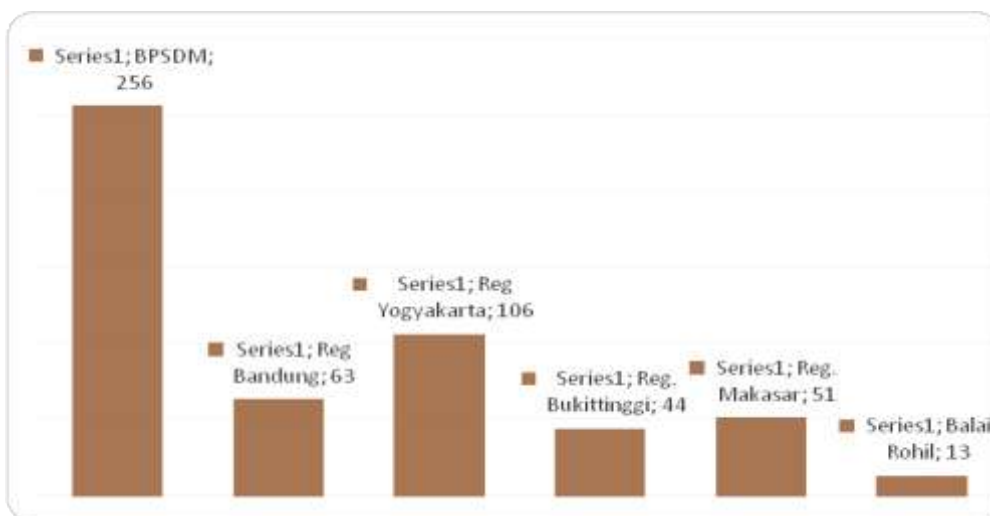
RESEARCH RESULTS

Description Development Agency Brief Resource Ministry of the Interior Human.

Development Agency Resource The Ministry of Home Affairs was formed in 2015 through Regulation of the Minister of Home Affairs Number 43 of 2015 concerning Organization and Work Procedure of the Ministry of Home Affairs. Broadly speaking, BPSDM was formed in skeleton print apparatus government competent and professional domestic in accordance future needs and demands. In accordance rule the above law, BPSDM is responsible to the Minister and led by the Head of the Agency. Task The main BPSDM is doing development resource man government domestically appropriate with provision legislation .

Condition Existing Competence at BPSDM Ministry of Home Affairs.

Based on the personnel database , it is known that condition existing competence resource people at BPSDM Ministry of Home Affairs, such as seen on the Graphics following .

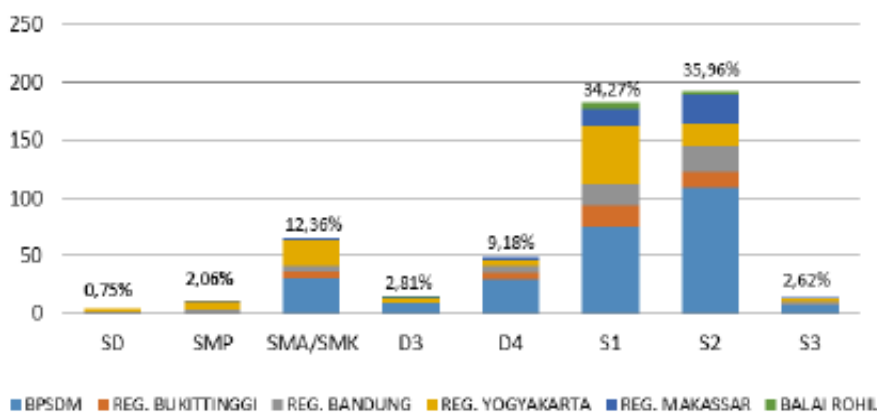


Source : BPSDM Ministry of Home Affairs (processed)

Graph 1. BPSDM Personnel Database

Graphics above _ serve scatter resource BPSDM human and 5 units work other . By Overall , the number of ASN at BPSDM and its work units is as many as 533 people of which 48.03% are in the BPSDM Ministry of Home Affairs whereas the remaining 51.97% spread over 5 work units namely 4 Regional Offices and 1 Balai Development Competence Fire and Civil Service Police Unit Praja (Satpol PP) Rokan Downstream (now in Kemang Bogor Regency).

Whereas level ASN education of BPSDM Ministry of Home Affairs is diverse as chart the under this :



Graph 2 Education Level of ASN BPSDM

Based on chart the is known that deployment employee with level S2 and S1 education have more proportion a lot in each work unit, by 35.96% for S2 and 34.27% for S1. This thing means employee with background behind education tall or in other words competence by general more many than not , so could said that BPSDM of the Ministry of Home Affairs and Regional UPTs experienced enhancement capacity employee. Naturally Thing this could boost and encourage achievement organization by maximum , even though in operate organization in order to Becomes center of excellence no only needed employee with competence general but need staff too with competence special or competence certain to create more performance innovative and professional in all level position for fully for interest organization . Under this showed chart BPSDM employees of the Ministry of Home Affairs and Regional UPTs based on type position .

Proportion employee at BPSDM Ministry of Home Affairs based on position still dominated by office leader high and administration (84%), while position functional certain only part small alone (16%). Along with the spirit of bureaucratic reform that prioritizes ASN professionalism, government push enhancement position functional certain who have expertise and skills certain. Thereby case for BPSDM Ministry of Home Affairs, with the more breadth scope tasks and functions organization, need there is addition position functional certain for support activity development competence and function BPSDM organization in particular .

Required Competencies and Clusters for Implementation Task Principal and Functions of BPSDM Ministry of Home Affairs

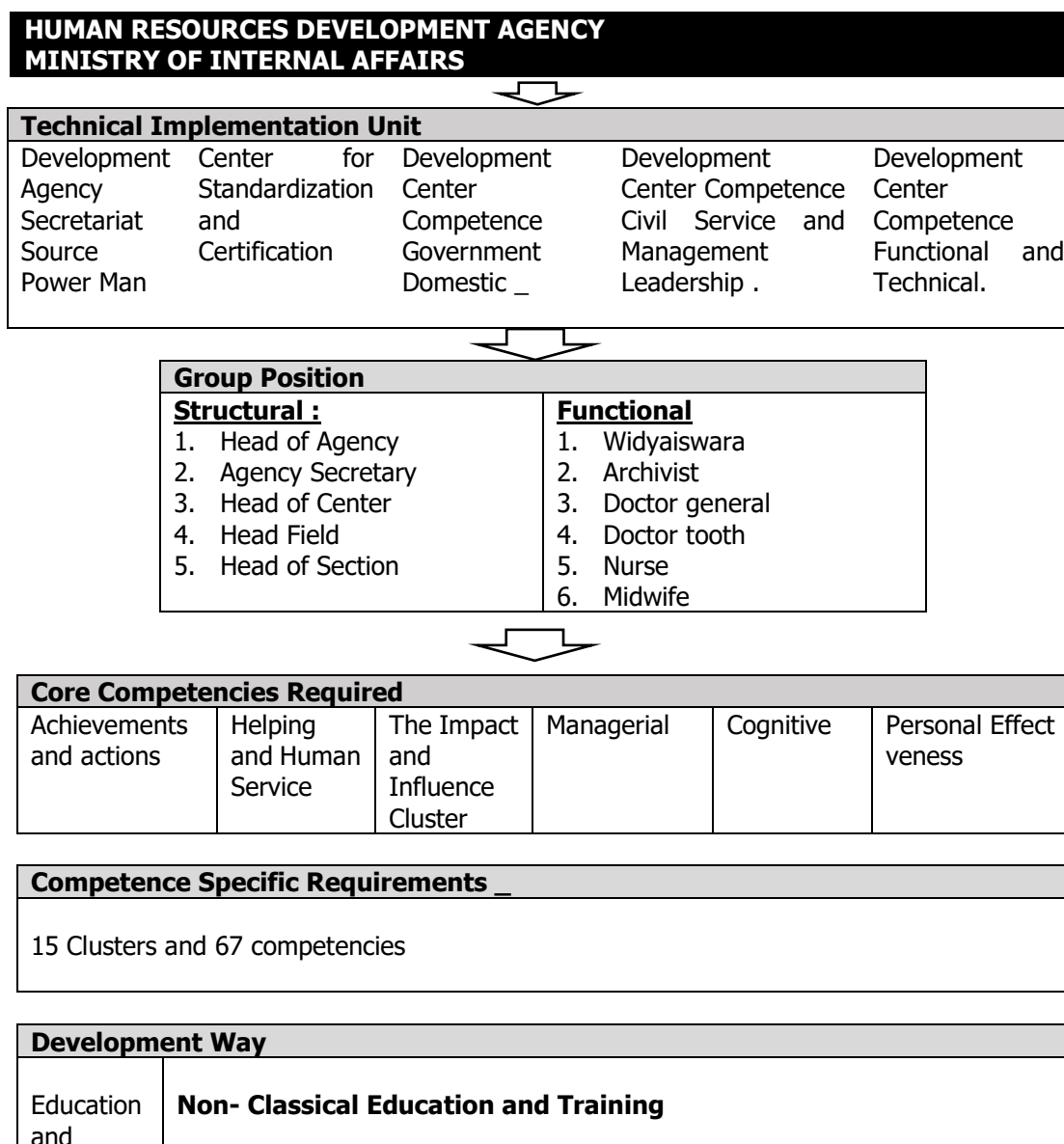
Competence is one crucial resource in achievement destination organization . Development Agency Resource Man as an institution that was formed with Duty tree in development resource man government domestically appropriate with provision legislation must adapt competence the apparatus to be in harmony with Duty as mentioned . Based on results analysis is known that there is a number of type education and training carried out , as disclosed by the Head of the Development Center Competence Functional :

There are 3 core business of BPSDM , which is often echoed by the leadership in each forum that is certification, standardization, accreditation, us this want to doing training our second level must accreditation with LAN RI, we want to doing planning legislation our must accredited from the Ministry of Law and Human Rights, so if BPSDM can build accreditation as much as possible , then we are great .

Quote the indicates that by whole There are 3 core businesses organized by BPSDM Ministry of Home Affairs that is certification , standardization and accreditation . Based on results analysis , known that BPSDM has 5 work units in the regions called PPSDM of the Ministry of Home Affairs (Center for Development) Source Power Human) and their respective duties and functions in Minister of Home Affairs Regulation Number 13 of 2021 concerning Organization and Work Procedure of the Ministry of Home Affairs.

Development Strategy

Based on the list of competencies that have been described above , then could arranged plan or development strategy by sustainable to have an impact for enhancement performance organization. Development strategy this has customized with Regulation Head of LAN Number 10 of 2018 concerning Development Competence Civil Servants, as in the picture the under this:



training classic	Coaching and Mentoring	Self Development / Learning Independent	e-Learning (using Learning Management System (LMS)	Blended Learning (offline and online	Micro Learning	KMS (Knowledge Management System
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Figure 3
Development Strategy Competence

DISCUSSION

Based on description about various aspect development competence so could outlined explanation as following

Condition existing competence at BPSDM Ministry of Home Affairs.

Source Power Man is something factor main important in every development process organization and must managed with both for effectiveness and efficiency organization the more increase. In other words source power man divided on the planning, implementation and maintenance strategies aimed at in manage humans in order to have performance maximum effort included in the policy development as well as the process for support strategy. Moment this, source power man no again seen only as source power, however is a capital or asset in something organization, or in other words when this the term human resource already switch become human capital. Source power man seen as valuable asset and can multiplied as well as as investation for organization in reach success organization.

Development Agency Resource Man as an institution in charge of the main thing is is increase quality resource man government domestic have very strategic role in support the way service public nor tasks government other. Strategic tasks and principals and functions the Becomes base so that BPSDM must supported by resources competent human as well as professionals. Based on the data described above, it is known that that most of the existing ASN BPSDM have title undergraduate (S1) and master (S2). This thing means that condition resource existing human already could support implementation Duty subject and function. However thus, from side competence still required effort development by continuously and planned to meet the BPSDM needs whole. Needs competence the cover competencies that must be owned by official structural nor compatible functional with Duty the principal and function of each position. This thing supported results research conducted by Wahyudi (2014) which found that not enough optimal PNS performance in the Social Section District Regional Secretariat East Kutai due to because competence employees who have not adequate . because of that, if BPSDM Ministry of Home Affairs can map needs competence as well as develop competencies that have been there is so destination organization could with easy achieved.

Adequate level of education will greatly affect competence so in the end support productivity and performance employee . premise this in line with results research conducted by Abubakar (2018) which found that components competence the employee who gave contribution significant to productivity work employee is knowledge . With so , can it is also concluded that The education level of the Ministry of Home Affairs BPSDM employees will be very influential to productivity work and achievement destination organization .

Competencies and Clumps Required for implementation Duty the principal and functions of the Ministry of Home Affairs BPSDM.

Based on results analysis is known that there is competencies needed for implementation The duties and functions of the Ministry of Home Affairs BPSDM can be walk with good and purpose organization can achieved . A number of competence the could grouped into 2 , namely (i) core competence and (ii) competence specific (specific competence). Competencies the obtained based on identify and match with business processes as well as the goals of the Ministry of Home Affairs BPSDM . LOMA's Competency Dictionary (1998) distinguishes competence into two categories, namely: (1) Core competency, which are unique aspects that must be possessed by all employees in order for the organization to be competitive. Without these competencies, employees cannot perform effectively and the organization cannot achieve success. This competence is the embodiment of the mission and values of the organization, so it must be possessed by individuals in all positions, functions, and levels within the organization. (2) Job specific competency, which are unique aspects needed in order to produce superior performance in a position or group of positions.

Key competencies refer to the abilities, knowledge, skills and resources that make up or become the main strengths of an organization. The main competencies of an organization are formulated differently and are not easily replicated by other organizations. Thus, the main competence must be a characteristic or differentiating factor for the organization.

Based on the results of the analysis described in the previous section, it is known that the core competencies needed at the Ministry of Home Affairs BPSDM are achievement orientation (results orientation), team work (cooperation/team work) and personal integrity (personal integrity). The three competencies reflect and represent the main tasks and functions of BPSDM. Bergenhenegouwen (1996) explains that core competence of something organization is the unit combination of business processes and skills man who gives characteristics certain on character organization . Competence main is character main or skill from something organization and formed from various aspect

like motivation, effort members, technology and expertise as well as ideas about collaboration and management. Following will each competency is explained Main BPSDM Ministry of Home Affairs.

The type of competence Orientation to results (achievement orientation) will affect the work productivity of the State Civil Apparatus. If all ASN, whether structural officials, certain functional officials or general functional have a high level of competency orientation results, it will have an impact on the output produced and have an cumulative impact on the achievement of organizational performance. This is in accordance with research conducted by Lumbasi et.al (2016) which found that leaders who have achievement orientation competencies will affect the performance and work productivity of their subordinates. The research of van Dam et.al (2020) also found that there was an influence of achievement orientation on the progress of an organization.

Another competency that must be possessed by all ASN at the Ministry of Home Affairs BPSDM is team work. Competence will be reflected if all team members can work well together. The competence of the work team consists of several important indicators such as the intensity of communication, disclosure of information, clarity of information, coordination of tasks / work and mutual assistance. This competence also greatly affects work productivity, according to the results of Hasbiyadi's research (2017) conducted on SOEs in Makassar City. The results of this study indicate that the competence of the work team (team work) is a very important factor for the work productivity of SOEs in Makassar City.

The third main competency is personal integrity. Integrity is the most essential thing in an office environment. Integrity can simply be interpreted as an honest attitude and upholding moral values. A person is said to have integrity if he exhibits ethical behavior and continues to do the right things, even if no one is watching. In terms of carrying out the main tasks and functions at the Ministry of Home Affairs BPSDM, the personal integrity of all state civil servants will create a conducive work environment. In addition, BPSDM as an institution tasked with fostering human resources for domestic government is required to always be a role model in various aspects, including integrity. Thus, it is appropriate and reasonable that personal integrity is the main competency that must be possessed by all state civil servants at the BPSDM Ministry of Home Affairs.

In addition to core competencies, this research has also identified specific competencies needed to achieve organizational goals. These specific competencies are required from structural and functional officials or apply in general. At least 15 clumps with 67 specific competencies that can be identified and must be possessed by all state civil servants at the BPSDM Ministry of Home Affairs. From 15 clumps and 67 competencies Specific the has analyzed the harmony with Duty subject and function as well as destination organization.

Problems found in development the competence of ASN BPSDM Ministry of Home Affairs.

Based on results analysis, known that there is various problem causing so that development ASN competence at BPSDM Ministry of Home Affairs has not yet walk by maximum. By common, some problems that can identified including (i) facilities learning not yet standardized, (ii) not yet based needs, (iii) development competence not yet planned, and (iv) coordination not yet conducted by maximum.

Research results this in line with ever expressed by the Secretary The General Ministry of Manpower released the Liputan6.com website that: phenomenon moment this still show existence various problem in effort development ASN competence. Problem first, compiling policy development staffing moment this not yet based to analysis needs education and training. Second development ASN competency yet refers to to planning development good level national nor area. Third, at the level of organizational, no existence thread red Among planning development national or area and plan strategic development structured staffing.

Adolph et.al (2014) explain that competence could understood as something complex and required skills for respond changes that occur in the environment. Competence is something construction or consisting of from various variety class competence, good technical, methodological, social and communication skills, personal and implementation. Combination from various competence the will be very helpful in To do various activity. On the basis of that so effort development competence apparatus is crucial thing _ for enhancement productivity and performance organization by whole. However so, effort development personal competence in organization no without challenge.

There are various constraint or challenges faced in development personal competence so that has Becomes theme research in along a number of decade last. Factor first to be constraint in development ASN competencies at BPSDM Ministry of Home Affairs are: facility unfinished learning standardized. As a government agency that is given Duty for develop resource human, needed facility adequate support. Facility supporter the useful in Thing support the learning process for participant training but also for all ASN in develop competence. Lack of facility as source study of course will greatly affect competence of ASN, especially the widyaiswara who later will convey materials and materials lesson to participant training. Besides facilities, other factors that become constraint is development competence not yet based on needs.

Management resource man based competence want is something system needs based planning. That is, organization must arrange plan needs competence in accordance with Duty subject and function or business processes. Plan competence this later will beneficial for determine competencies that will needed and required competencies developed than already available.

According to Sumanti (2018), Plan development competence conducted for period period of 1 (one) year whose financing poured in plan work budget annual agency government. Needs and plans development competence consist on inventory type necessary competencies upgraded from every civil servant and plan implementation

development competence. For arrange plan development competence then what should conducted is (a) analyze gap competence , done with compare profile ASN competence with standard competence positions occupied and to be occupied ; and (b) analyze gap performance conducted with compare results evaluation ASN performance with performance targets position occupied . Another factor that is also constraint is lack of coordination maximum .

Development ASN competence requires participation from various party or part in something organization . At the Ministry of Home Affairs BPSDM , there are : a number of fields and various job title tree and function vary . Different fields and positions the need resource man with different skills so that required identification by comprehensive and involving all existing part in organization . Besides in Thing planning needs competence , coordination is also needed so that there are harmony Among plan work and budgeting as well as customized with needs competence as well as provision legislation . If all could participate with good so will generated something document planning comprehensive competence.

Development Strategy Competence of ASN BPSDM Ministry of Home Affairs

In realize fulfillment civil servant rights in development competence to core and specific competencies above so According to Javad et.al (2012), there are 3 (three) approaches that can be used: used by a organization for strategies to develop competency models choice Second with approach strategy-based approach which is based on the idea that something changing organization destination strategic must also change the list of competencies member or workers , and this process occur since change Organization of the Education and Training Agency become a Development Agency Source Power Man so that for shared core competencies over 6 clusters with 15 competencies and competencies Specific with 15 clumps with derivative 67 competencies . Well core competencies and competencies Specific must controlled by ASN Development Agency Source Power Humans, and for fulfill it of course must based on the provisions legislation with meet a minimum of 20 hours of lessons (JP) in a year. Fulfillment from competence the if only depending on the pattern development competence classic will need a very long time and a very large financing . For that offer for pattern development competence with put forward technology is the most entry sense with use non-classical education and training through self development, e-learning, learning distance distance, micro learning and others mixed together in one system known learning with called Learning management system (LMS) and Knowledge Management System (KMS). Draft this is what 's going on strive for existence by the Ministry of Home Affairs through corporate university activities. Draft this is very helpful by efficient and effective achievement of 20 Hours of Study (JP) a year to all ASN Development Agency Source Power Ministry of Home Affairs Human , and will jack up results evaluation bureaucratic reform index and index ASN professionalism.

CONCLUSION

On the basis of results data analysis and discussion that has been presented in section before, then there is a number of conclusion research that can stated , among others : Required competencies in implementation Duty The principal and functions of the Ministry of Home Affairs BPSDM can be grouped into 2 groups namely (i) core competencies, namely achievement orientation, team work and professional integrity, and (ii) competence specific competence, namely 15 clumps positions and 67 competencies . Competencies the apply by general for all position ; Problems in development ASN competencies at the Ministry of Home Affairs BPSDM include : learning not yet standardized , not yet based needs , development competence not yet planning , and coordination not yet maximum , as well as necessary adjustment with change development competence; Development strategy competence by sustainable impact for enhancement performance organization , with referring to the Rules Head of LAN Number 10 of 2018 concerning Development Competence Civil Servant _ with pattern development competence based technology and systems development non- classical competence will capable Fulfill fulfillment right development Competency of ASN Development Agency Source Power Human 20 hours of lessons (JP) in a year .

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