

Talent Management for Administrators and Supervisors in the Ministry of State Secretariat of the Republic of Indonesia

*Suharno Pawirosumarto^a, Wahyudi^b, ^{a,b}Widyatama University, Indonesia
*Corresponding Author Email: suharno@widyatama.ac.id,
wahyudi@setneg.go.id

This study aims to examine the talent management development program to provide human resources that have superior performance and high competency (talent). The implementation of this program in planning, developing, and maintaining talented employees (*star performer*) is intended to achieve the strategic objectives of the organization and to determine the career plan of the employees through a succession plan for filling the position of administrator and supervisor in the Ministry of State Secretariat. The research method used was a descriptive qualitative approach with the research instruments of interviews, observations, and document reviews used. The results showed that the application of talent management and succession plans has not been optimally achieved due to the lack of regulation as the basis for the implementation of talent management policies and civil servants career patterns in the Ministry of State Secretariat.

Key words: *Talent management, succession plan, career pattern.*

Introduction

The success of the organization in managing its operational functions, to produce optimum performance, is determined by the balance between policy implementation of all function tasks to produce high performance with outstanding and balanced resource management.

‘Outstanding’ in the organization means providing a very flexible space for the creation of individual superiorities to form high competitiveness. In this context, the management of

human resources, who have extraordinary talents (talented employee), becomes an unavoidable necessity. It is difficult to achieve a comparative advantage and a high competitive level as well as to provide the best service when the organization is not supported by talents who are not only advanced in planning, implementing, and controlling the organization performance but also proficient in encouraging creativity and innovation.

On the other hand, balance means that there is a policy implementation focusing on a fair appreciation of the rights and obligations of each member of the organization. A fair appreciation towards any effort is a form of loyalty to the organization. This reflects the concern of the organization to balance the obligations undertaken by all employees, including those who belong to the talented category.

Employees, including the talented, feel reluctant to apply more effort for the progress and development of the organization itself. This is due to the fact that most of them feel that what has been done so far is not appreciated in a balanced manner by the organization. If this is so, there is no motivation to consistently carry out the activities in the operational functions. They also feel futile to develop their potentials in order to achieve high levels of competence.

The Law of Civil State Apparatus has confirmed the necessity for each institution to provide guarantees of alignment between civil servants potential and the need for the task of integrated governance and development nationally. The career patterns of civil servants developed by each agency should be able to facilitate the needs of every civil servant in planning and seeking self-development as to have a career that is in line with its potential and competence. Thus, it is necessary to have a Career Pattern Control to balance the plans and career opportunities which are structured, systemic, and fair.

The career patterns compiled by each agency must accommodate the demands of Articles 72 and 73 of Civil State Apparatus Law which regulates the employees' promotion and transfer. The promotion of civil servants based on the objective comparison between competencies, qualifications, and requirements needed by the position, assessment of work performance, leadership, cooperation, creativity, and consideration of the civil servant performance appraisal team. The concern in this section is the harmony in the implementation of open selection for the leader positions so that the career pattern design that accommodates the carrier promotion and transfer activity substantively should be integrated with the implementation of an open selection. In other words, there needs to be some sort of Talent Pool which merges with the career pattern guidelines. Thus, even though the open selection is implemented nationally, the space to develop the internal employee career is still very open.

The role of the talents becomes very important especially at the level of administrative positions which perform the function of administrator and technical-operational control unit

as well as supervisory positions who monitor and evaluate the technical-operational implementation in the work unit. Therefore, it is important to do a research that substantively aims to determine the potential, competence, and achievement as administrators and supervisors as well as to manage the talent.

Developing a career based on the competence of the Ministry of State Secretariat has been implemented through the preparation of the officials' and employees' competence profile by using the Assessment Center since 2009 to 2015 which was followed by 1739 employees with the results of 295 (17%) employees exceeding standard, 1066 (61%) employees meet the standard, and 379 (22%) employees under the standard.

In addition, the implementation of the career development based on performance appraisal has been stipulated in the Regulation of the Minister of State Secretariat Number 2 Year 2014 on the Implementation of Performance Appraisal of Civil Servants in the Ministry of State Secretariat implemented from 1 January 2014 using Human Resource Management Information System (*Sistem Informasi Manajemen Sumber Daya Manusia* or SIMSDM). In April 2016, from 2231 employees there were as many as 608 employees (27.25%) who had excellent results, 1621 employees (72.25%) who had good results, 7 employees (0.31%) in average results, 2 employees (0,09%) who had low results, and 2 employees (0.09%) who had poor results.

The implementation of talent management within the Ministry of State Secretariat has been implemented through talent identification stage. Talent mapping was done by the SIMSDM by performing an input in the assessment competence test, the value of behaviour (DP3) in the last 2 years, the discipline of work, Information and Communication Technology Understanding Test (*Uji Pemahaman Teknologi Informasi dan Komputer* or UPTIK), English Language Skills Test (EPT), 360° behaviour assessment, SKP assessment in the last 2 years, disciplinary punishment of civil servants, LHKSN or LHKPN reports, and Diklatpim Level II, III, or IV results.

Theoretical Review

Talent Management

According to Pela and Inayati (2011), talent management is a process to ensure that a company fills the key position of future leader and a position that supports the company's core competencies (unique skill and high strategic value).

Talent Management is a process undertaken to ensure that the key positions within a company can be internally filled by, first, establishing a group of talent development centre comprising a group of highly qualified human resources (Pela and Inayati, 2011).

Talent Management also known as HCM (Human Capital Management) that is a process of human resource management related to three main processes. First, develop and strengthen new employees when they first entered the company (on boarding). Second, maintain and develop the existing employees in the company. Third, attract as many as possible employees who have the competence, commitment, and character to work in the company (Gasperz, 2012).

Based on the explanation of Capelli (2009), talent management is the process used by the company to anticipate and meet the needs of their human capital; To find the right person with the right skills for the right position. The focus of talent management is managerial and executive positions.

In addition, Davis *et.al* (2009) explained that talent management is recruiting, developing, and retaining individuals who consistently provide superior performance. Talent management strategy is a well-planned and structured corporate approach to recruit, maintain, and develop the talented people within the organization. The goal is to hire people who consistently deliver superior performance.

Based on the above explanation, it can be concluded that talent management is a process carried out by the company management that manages their talents in order to be competitive with other companies.

A research conducted by Boston Consulting Group (2008) in several continents with the title “*Creating People Advantage-How to Address HR Challenges Worldwide through 2015*” concluded that:

1. Talented employees and leadership will be an increasingly scarce resource
2. The age of the workforce on average will get older, and now people tend to have fewer children
3. Companies will move into a global organization
4. Emotional needs of employees will be more important than ever

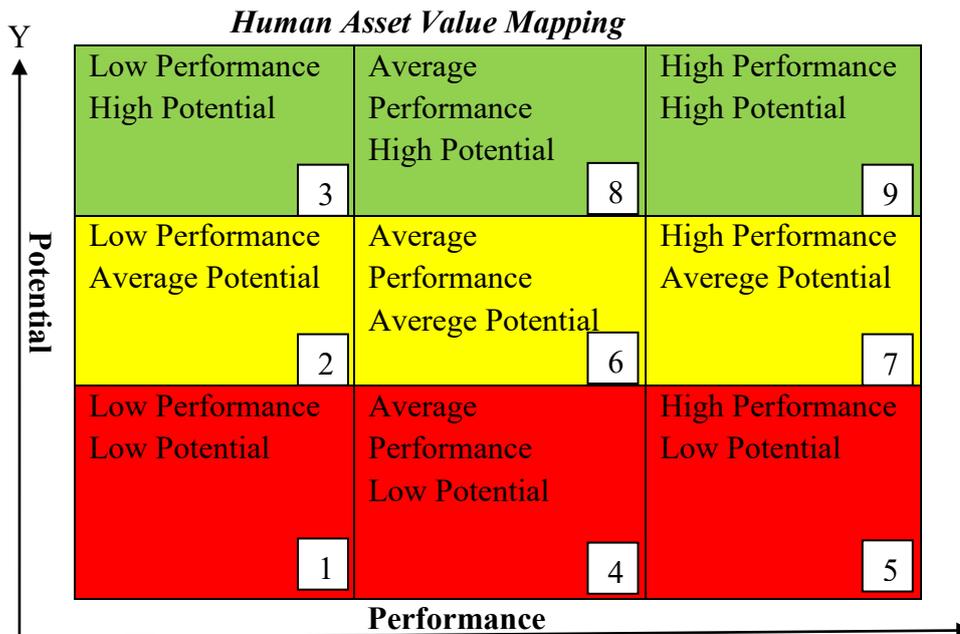
It appears that most organizations still do not have the capability in managing their talented employees so that there is a lot of leadership scarcity in the organization. There are three main things that need to be the focus in the field of human resources today due to its high future importance, while the current capability is still low. The three things are:

1. Management of talented employees;
2. Improving leadership development;
3. Management of work-life balance;

Development Based on Human Asset Value (HAV) Quadrant

Leadership development of the employees should be differentiated and in quadrants. The division is formed into nine quadrants in the Leadership Development Matrix:

Figure 1. Human Asset Value Mapping



Source: Human Capital Journal (2015)

Human Asset Value (HAV) mapping is where employees or company officers are mapped based on performance in axis "X" (horizontal) and competence or potential in the axis "Y" (vertical). HAV is composed of 9 matrix or grid, namely: Stars (high performance, high competence/potential), Prince-in-Waiting (average performance, average competence/potential), Eagles (high performance, average competence/potential), Misfits (low performance, high competence/potential), Cadre (average performance, average competence), workhorses (high performance, low competence/potential), Critical List (low performance, average competence/potential), Foot Soldiers (average performance, low competence/potential), and No Hope (low performance, low competence/potential).

HAV Mapping has a high level of objectivity because it is quantitative. To use HAV Mapping, the company needs to have a measurement system of performance and measurable potential/competence. Ideally, performance measurement used a set of KPI (Key Performance Indicator) of each employee to be mapped with performance targets that must be achieved in a year.

The second prerequisite for using HAV Mapping is that the company has a competency or potential measurement system. Every employee has a Standard of Position Competency (*Standar Kompetensi Jabatan* or SKJ) or job competence profile, namely, the competency requirements that must be met by employees. The competency requirements could be a combination of technical competencies (hard competency) and behavior (soft competency), Human Capital Journal (2015).

Analytical Hierarchy Process (AHP)

Analytical Hierarchy Process (AHP) is one of the models for decision-making that can help the framework of human thinking. This method was originally developed by Thomas L. Saaty, basic thinking is the process of establishing numerical score to compile the ranking of each alternative decision based on what the alternative should be matched with the criteria of decision-makers.

According to Widodo (2011), besides it is used for the benefits of the individual, AHP can also be used in a group of decision-making. Decision-making by more than one expert will pose a problem of how to organize the filling process of the hierarchy perception in terms of respondents understanding toward AHP model or the problem of making the analysis and conclusions of the respondents' perception. There are two common ways used in filling the AHP model perceptions, namely:

1. By consensus way in which all respondents are gathered in one place and they must propose one assessment only for one comparison;
2. By filling in separate ways, contacting respondent separately either through interviews or questionnaires.

Methods

The method used was a qualitative descriptive research method. The components of the research objects in this study include:

- a. Place, this research took place in the Bureau of Human Resources, the Deputy of Administrative Reform, the Ministry of State Secretariat of Indonesia, Jalan Veteran Number 17-18, Central Jakarta.
- b. Actor, key informants who become the author's concern are structural officials, functional officials, and Human Resources analyst in the Bureau of Human Resources, the Deputy of Administrative Reform, the Ministry of State Secretariat.
- c. Activity, activities related to aspects of talent management, especially activities that occur in the Bureau of Human Resources, the Deputy of Administrative Reform, the Ministry of State Secretariat.

The data collection technique was done by using observation, interview, and study of documentation. The collected data were further processed so as to produce the information used in the analysis. The data processing begins with a good arrangement of raw data obtained from interviews, review of documents, and observation. To avoid confusion, each data is classified according to the data material and the symptoms studied.

The data from interviews were arranged in the form of processed data and interview transcript which include the complete responses of key informants, and data from documents as well as tentative conclusions of those answers. If the temporary conclusions are not satisfactory, the required data are retrieved until the researcher gets the complete data to be analysed and, after that, the final conclusion is made.

In each qualitative study, the presence of the researcher in each stage of qualitative research helps the researcher to understand all the collected data in the study. Due to that fact, it is almost certain that qualitative researchers are people who directly conduct interviews and observations with informants. Therefore, qualitative researchers are researchers who have a long time together with informants in the field even until the saturation of data collection is achieved.

The efforts to achieve a high degree of legitimacy in another important path is to increase the persistence in observation field. Observation is not a data-gathering technique that relies solely on sensory capabilities including auditory hearing, feelings, and instinct. By increasing the persistence of observations in the field, the degree of data validity has been enhanced as well.

Results and Discussion

The State Secretariat of the Republic of Indonesia was born shortly after Indonesian Independence on August 17, 1945, precisely on September 2, 1945. One important position in the government of the newly formed Republic of Indonesia is the Secretary of State. The Secretary of State, at first, was not a ministry or department but an important part of the cabinet structure. In the early days of the formation, its main function was to assist the day-to-day tasks of the President and Vice President in the government administration under the leadership of State Secretary, A.G. Pringgogigdo and continued by M. Ihsan. After the passage of time, the State Secretary was pointed to be the head of the State Secretariat and encountered several changes both in terms of institutional structure, duties, and functions. Those changes were strongly influenced by the political changes that occur in the homeland whether the changes were influenced by events in the country or abroad. The last change that occurred as mandated by Presidential Decree Number 58 of 2010 on the Ministry of the State

Secretariat as amended by Presidential Regulation Number 80 of 2010, one of which, was the change in the name of the State Secretariat; it became the Ministry of the State Secretariat.

The vision of the Ministry of State Secretariat is established by considering the duties and functions of the President as the single chief of the executive (Head of State and Head of the Government). The vision is directed to bring the Ministry of State Secretariat into an organization that can perform its duties and functions professionally, transparently, and accountable with its excellent, fair, effective, and efficient implementation.

The program improvement of the human resource management quality to ensure the availability of human resources with superior performance and high competence, among others:

- a. The Arrangement of Human Resources is carried out through the implementation of job analysis and workload analysis, preparation of map position, formation drafting based on map position, online procurement of civil servant candidates, more objective, fair, transparent, and accountable implementation, as well as the placement/recruitment in general-functional positions;
- b. The Development of Career and Improvement of Human Resources Professionalism is done through the compilation of structural competence standard, functional competence standard, competence dictionary, the implementation of competency based training and education, the improvement of education and training facilities and infrastructure, the application of structural official candidates competence test, the application of competency profiling for all employees within the Ministry of State Secretariat, the formation of employee career pattern, the arrangement of employee training pattern, and the formulation of performance appraisal system;
- c. The Enforcement of Discipline Work Culture and Its Development is implemented through the application of employees' attendance with an electronic machine (hand key), balanced reward and punishment, monthly lectures, mindset development, attitude and productive behaviour, as well as the preparation of employee code of ethics;
- d. The Enhancement of Remuneration is established through job evaluation activities that produce the weight of position, classification of position, and the value of position as a basis for the provision of performance allowances.
- e. The development of human resource capacities in the Ministry of State Secretariat environment includes the application development system of integrated human resource competencies in technology, information, and communication comprehensively and sustainably.
- f. Performance Assessment and Awards
- g. Promotion and Rotation includes a selection for Admiral Leader and Primary Leader in an open, transparent, and non-discriminatory way by considering the competence, qualification, rank, education and training, track record, integrity, promotion to the

position of Trustees and Administrator through the selection by considering the results of the Information and Communication Technology Understanding Test (*Uji Pemahaman Teknologi Informasi dan Komunikasi* or UPTIK), English Proficiency Test, 360° Behaviour assessment, competency assessment, and track records.

Table 1: Key Informant Interviews Resume

No	Key Informants/Sources	Interviews Resume
1.	Head of Bureau of Human Resources	Appointment, transfer, and dismissal in and from the positions of Administrators and Supervisors have been carried out in accordance with the provisions of the legislation. In addition, there is a mapping of each employee. It is required to attend a series of tests such as Competency Test with Assessment Center method, Employee Performance Appraisal, 360 Assessment, UPTIK, and EPT.
2.	Head of Employee Transfer Section	HR becomes one of the important determining factors in the success of the organizational mission. HRs who have competence, motivation, good behaviour, and high performance is certainly not necessarily presented/created. Each employee also required following the competency test, UPTIK, EPT, and 360° assessment.
3.	Head of Planning Section, Information, Human Resources and Performance	The employee in the Ministry of State Secretariat is very diverse especially with the phenomenon of the gap between younger generations (Gen Y) and senior labour force (Gen X, Baby Boomers, and the Mature) which produces unbalanced labour force. Every employee is also required to follow competency test, UPTIK, EPT, and 360° Assessment.

Table 1: Continued

4.	Head of Information and Performance Management of Human Resources Subdivision	<p>The Work Performance Assessment will be used for talent management to determine the performance and competence so that we can see that the high performing and competent individual is on us in the 9th box. Hence, the performance and competence can be seen and these people, later in box number nine, will be a candidate to be promoted or get a certain reward as for an example is training abroad.</p> <p>Every employee is also required to follow competency test, UPTIK, EPT, and 360° Assessment.</p>
5.	Head of Position Transfer Subdivision	<p>The fulfillment of administrator and supervisor position in the Ministry of State Secretariat and the policy of career patterns and promotion in the Ministry of State Secretariat is conducted based on the stages of the policy defined by the Ministry itself.</p> <p>Every employee is also required to follow competency test, UPTIK, EPT, and 360° Assessment.</p>
6.	Head of Human Resources Planning and Development Subdivision	<p>The Ministry of State Secretariat requires an approach to talent management so that there is an alignment in between the Human Resources goals and the overall organizational goals. The focus of talent management is prioritized on the anticipatory actions to supply the future needs in all positions. Every employee is also required to follow competency test, UPTIK, EPT and 360° Assessment.</p>
7.	Young Personnel Analyst	<p>The development process of human resources management or employee talents is the main objective that will be beneficial to the increase of organizational performance. The employee development can be done by using training program, seminar, talent development program for employees which consist of two development parts such as leadership development and talent development.</p>

Source: *Key Informant Interview Results* (2017)

According to the Head of Human Resources Information and Performance Management Subdivision, the organization demands, and specificity characteristics of the Ministry of State Secretariat are located directly under the President and Vice President which requires an approach to the talent management so that there is an alignment between the Human Resources goals and organizational goals.

Pella and Inayati (2011: 89) argued that "companies that successfully manage talent management programs always have top executives, the board of directors or senior leaders who become the sponsor or major supporter of the development of high potential employees. Senior leaders consist of directors or general managers (GM) who deliberately devote their time to provide mentoring, education, and empowerment to employees who are perceived as future leaders.

In addition, Pella and Inayati (2011: 112) also mentioned that "the principle of talent management starts with the CEO, where CEO plays a key role in determining a business strategy, business needs on talent, talent criteria and a number of group level of talent development centers". Therefore, the leader is the most responsible party for leadership cadre in the company; talent management program in a company starts from the leader.

The right placement of human resources can be done by establishing a requirement that is an attribute/standard indicator in which it must be owned by employees. The Potential Individual Measurement generally uses the Psychology Test method which is a 90-100% decision-making tool. In Indonesia, the average employee/ candidate who passes the Psychology Test (recommended) is $\pm 5\%$, while the other 95% is not recommended/not considered.

However, in some human resources cases, employees who come from the 5% passing grade carried out a poor work performance because they tend to be critical and require many demands. On the other hand, employees who come from the 95% part (not recommended/not considered) are employees who have competence, good quality, and integrity. Therefore, we need a tool that accommodates the psychology test and Human Resources/Management test by 60% up to 40%. This should not only rely on the psychology test, but it must be coupled with the portal of HR/management test (e.g., Academic Potential/Technical Test, EQ Test, and English Proficiency Test).

In general, individual performance is always measured based on the standard psychology test that becomes a reference to assess someone's potential when he/she is promoted or becomes

a new employee. Whereas, there are other attributes/indicators in the management field that have not been detected so that a less accurate measurement of individual potential occurred.

The attributes identification that must be possessed and filled by the employees or candidates to fill vacant positions in the assessment of potential individuals are common attributes that can be used for the design of Competency Profile for Administrator and Supervisor in the Ministry of State Secretariat of the Republic of Indonesia

Table 2: Competency Standards of Administrator

NO	COMPETENCE	LEVEL
BASIC COMPETENCIES		
1	Innovative	3
2	Integrity	5
3	Orientation on Service	3
4	Orientation on Achievement	4
5	Communication	3
FIELD COMPETENCIES		
6	Leadership	4
7	Commitment to the Organization	3
8	Group Cooperation	4
9	Planning and Organizing	-

Table 2: Continued

10	Orientation on Quality	3
11	Analytical Thinking	-
12	Initiative	4

Table 3: Competency Standards of Supervisor

NO	COMPETENCE	LEVEL
BASIC COMPETENCIES		
1	Innovative	3
2	Integrity	5
3	Orientation on Service	4
4	Orientation on Achievement	3
5	Communication	3
FIELD COMPETENCIES		
6	Leadership	3
7	Commitment to the Organization	2
8	Group Cooperation	3

9	Planning and Organizing	2
10	Orientation on Quality	2
11	Analytical Thinking	3
12	Initiative	3

Table 4: Bottom Boundary Value and Upper Boundary Value of Nine Box Talent Mapping within the Ministry of State Secretariat of the Republic of Indonesia

Box	Quadrant	Axis	Bottom Boundary Value	Upper Boundary Value
9 Box	I	Competence	0	50
9 Box	I	Performance	0	50
9 Box	II	Competence	51	90
9 Box	II	Performance	0	50
9 Box	III	Competence	91	>100
9 Box	III	Performance	0	50
9 Box	IV	Competence	0	50
9 Box	IV	Performance	51	90
9 Box	V	Competence	0	50
9 Box	V	Performance	91	>100
9 Box	VI	Competence	51	90
9 Box	VI	Performance	51	90
9 Box	VII	Competence	91	>100
9 Box	VII	Performance	51	90
9 Box	VIII	Competence	51	90
9 Box	VIII	Performance	91	>100
9 Box	IX	Competence	91	>100
9 Box	IX	Performance	91	>100

Table 5: Succession Assessment Talent Pool in the Ministry of State Secretariat environment

Axis	Method	Percentage	Criteria	Weight	Value
Competence	Profiling	25	Above standard	100	25
Competence	Profiling	25	Standard	75	18,75
Competence	Profiling	25	Below standard	50	12,5
Competence	Work behaviour in the last 2 years	12,5	> 90	100	12,5

Competence	Work behaviour in the last 2 years	12,5	85-89	80	10
Competence	Work behaviour in the last 2 years	12,5	80-84	60	7,5
Competence	Work behaviour in the last 2 years	12,5	76-79	40	5
Competence	Work behaviour in the last 2 years	12,5	<75	20	2,5
Competence	Work discipline	12,5	0 day	100	12,5
Competence	Work discipline	12,5	1 – 2 days	75	9,375
Competence	Work discipline	12,5	3 – 4 days	50	6,25
Competence	Work discipline	12,5	5 – 6 days	25	3,125
Competence	Work discipline	12,5	> 7 days	0	0
Competence	UPTIK	15	Advanced	100	15
Competence	UPTIK	15	Intermediate	75	11,25
Competence	UPTIK	15	Basic	50	7,5
Competence	UPTIK	15	Pre-Basic	25	3,75
Competence	EPT	15	> 500	100	15
Competence	EPT	15	450 - 500	75	11,25
Competence	EPT	15	400 - 449	50	7,5
Competence	EPT	15	< 400	25	3,75
Competence	360° Assessment (Competencies)	20	Very high	100	20
Competence	360° Assessment (Competencies)	20	High	75	15
Competence	360° Assessment (Competencies)	20	Medium	50	10
Competence	360° Assessment (Competencies)	20	Low	25	5
Performance	360° Assessment (Competencies)	60	Very high	100	60
Performance	360° Assessment (Competencies)	60	High	75	45
Performance	360° Assessment (Competencies)	60	Medium	50	30

Table 5: Continued

Performance	360° Assessment (Competencies)	60	Low	25	15
-------------	--------------------------------	----	-----	----	----

Performance	SKP Assessment in the last 2 years	40	> 90	100	40
Performance	SKP Assessment in the last 2 years	40	85 - 89	80	32
Performance	SKP Assessment in the last 2 years	40	80 - 84	60	24
Performance	SKP Assessment in the last 2 years	40	76 - 79	40	16
Performance	SKP Assessment in the last 2 years	40	< 75	20	8

Table 6: Weight Induction and Deduction Criteria

Type of Point	Axis	Method	Criteria	Value
Deduction	Performance	Disciplinary Punishment	Heavy	5
Deduction	Performance	Disciplinary Punishment	Medium	3
Deduction	Performance	Disciplinary Punishment	Light	1
Induction	Performance	LHKPN/LHKA SN	Submitted	2
Deduction	Performance	LHKPN/LHKA SN	Submitted	2
Induction	Performance	PPK Collection	On time	1
Deduction	Performance	PPK Collection	Late	1
Deduction	Performance	PPK Collection	No submission	2
Induction	Competence	Diklatpim III & IV	Rank 1 - 5	3
Induction	Competence	Diklatpim III & IV	Attended	1

Source: Human Resources Bureau (2017)

Talent Mapping in the Ministry of State Secretariat environment

The draft of talent pool (talent mapping) in an organization requires an assessment process in the competence and potential of each employee based on the definition and measurement scales which have been set. Core competence is a behaviour or skill or values expected by employees because it is critical to organizational success (Berger & Berger 2007). Here is the talent pool of Administrator and Supervisor in the Ministry of State Secretariat based on

the measurement of competence (x-axis) and performance (x-axis) using the nine-talent box chart.

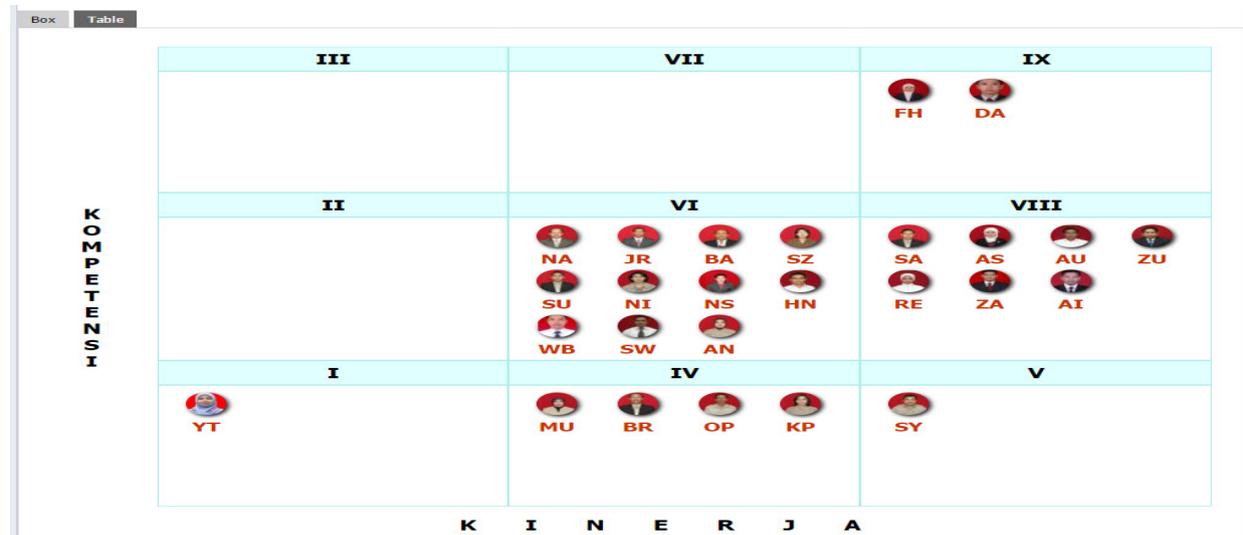
Each competency can be described and scored according to the level of its contribution. Each office holder within an organization should be evaluated and compared to the minimum level of competence demanded by the job.

After performing the talent pool selection to the assessment of the performance and potential, a classification of these talents was done to distinguish the talents into three categories: low, moderate, and good. All three categories will be used as a reference in designing a talent map, known as the Human Asset Value Matrix (HAV). The 3x3 HAV with 9 quadrants is used to classify the employees into nine categories: Star Player, Promising, Problem Employee, Career Person, Mediocre, Doubtful, Best Fit, Nice to Have, Deadwood.

Table 7: Data Sample of Supervisor Talent Mapping in Deputy of Institutional and Public Relation Affairs

No	NIP	Nama	Kuadran	A	B	C	D	E	F	G	H	I	J	K	L	Nilai Kompetensi	Nilai Kinerja
16	180005271	Fina Hayati, S.H., LL.M.	IX	25	10	12.5	11.25	15	20	60	40			+1	0	93.75	101
19	180005292	Doni Akbar, S.I.P.	IX	25	12.5	11.25	11.25	11.25	20	60	40			+1	0	91.25	101
5	180003211	Saliman, S.AP.	VIII	18.75	12.5	12.5	7.5	3.75	20	60	32			+1	+1	76	93
14	180005055	Alia Salamah, S.E.	VIII	18.75	12.5	6.25	11.25	11.25	20	60	40			+1	0	80	101
15	180005196	Angga Utama Wijaksana, S.E., MPubPol.	VIII	18.75	12.5	10	11.25		20	60	40			+1	+1	73.5	101
17	180005278	Zaka Umbara, S.H.	VIII	18.75	12.5	3.125	7.5	3.75	20	60	40			+1	+1	66.625	101
20	180005298	R. Efa Febryana, S.IP., M.Si.	VIII	18.75	12.5	12.5	11.25	7.5	20	60	40			+1	+1	83.5	101
23	180005396	Zaelani, S.Sos., M.AP.	VIII	25	12.5	12.5	11.25	3.75	20	60	40			+1	0	85	101
24	180005500	Ade Irawan, S.H.	VIII	25	10	12.5	11.25	11.25	20	60	32			+1	0	90	93
1	180003039	H. Nasichun, S.Sos., M.Si.	VI	18.75	12.5	12.5	7.5	3.75	5	15	40			+1	+1	61	56
6	180003246	John Rahakbauw	VI	18.75	12.5	12.5			10	30	40			+1	+1	54.75	71
7	180003251	Baitul	VI	18.75	12.5	12.5	7.5		10	30	40			+1	+1	62.25	71
9	180003975	Siti Zakiah, S.IP., M.AP.	VI	25	12.5	12.5	11.25	7.5	10	30	40			+1	+1	79.75	71
10	180003993	Subanjar, S.Sos.	VI	12.5	10	11.25	7.5	3.75	15	45	40			+1	+1	61	86
11	180004129	Ninin Isnaningsih, S.H.	VI	18.75	10	10	11.25	3.75	15	45	40			+1	+1	69.75	86
13	180004779	Niken Saraswati Nurhidayah, S.Sos.	VI	18.75	2.5	12.5	11.25	7.5	20	60	8			+1	+1	73.5	69
18	180005279	Hanhan Nurdiansyah, S.H.	VI	18.75	12.5	12.5		3.75	10	30	40			+1	0	57.5	71
21	180005301	Wishu Budiaji, S.IP.	VI	12.5	10	11.25		15	10	30	40			+1	0	58.75	71
22	180005395	Satriyo Wibowo, S.H., M.H.	VI	25	12.5	8.75			15	45	40			+1	+1	62.25	86
25	200000292	Aisah Nurani, S.Sos.	VI	18.75	12.5	12.5	7.5	3.75	10	30	40			+1	+1	66	71
4	180002986	Syamsudin, S.H.	V	12.5	10	6.25			20	60	40			+1	+1	49.75	101
2	180003224	Muryati	IV	12.5	12.5	12.5			5	15	40			+1	+1	43.5	56
3	180002931	Bambang Riyanto	IV	18.75	12.5	12.5			5	15	40			+1	+1	49.75	56
8	180003265	Drs. Ongko Prabowo	IV	12.5	10	12.5		3.75	10	30	40			+1	+1	49.75	71
12	180004398	Kris Puspaningrum, S.H.	IV	12.5	10	10		3.75	5	15	40			+1	+1	42.25	56
26	180003997	Yulia Trisusanti, S.IP.	I	25	12.5	12.5					40			+1	0	50	41

Figure 2. Nine Box Talent of Supervisor in Deputy of Institutional and Public Relation Affairs



Source: SIMSDM of Human Resources Bureau (2017)

Figure 2 shows the temporary results of talent mapping in the nine-box talent graph for Supervisor in the Deputy of Institutional and Public Relation Affairs, the Ministry of State Secretariat. There are two employees who are included in the category ‘Star Performer’ (located in quadrant 9), but the average distribution of talent is in quadrant 8 and 6, and there is 1 employee who entered the category of ‘non-talent’ or ‘dead wood’.

There are also results of talent mapping by using nine-box talent graph for the Supervisor in the Deputy of Institutional and Public Relation Affairs, the Ministry of State Secretariat. From the 26 employees who are in the talent inventory, there is one employee in ‘deadwood’ category, four employees in ‘Nice to Have’ category, one employee in ‘Best Fit’ category, 11 employees in ‘Mediocre’ category, seven employees in ‘Career person’ category, and two employees in ‘Star Player’ category.

YT (employee) in figure 2 belongs to Deadwood that is an employee who has low performance and potential. This kind of employee typically has less ideal performance and do not reach the standard, not completed or not aligned with the organizational objectives. Also, this employee is usually difficult to develop and grow. Although the performance is quite special and always exceeded the target in his work, SY (belongs to Best Fit category) does not have the ambition to grow because he tends to be in the types of specialists who love the same job. This is different with the employees in quadrant 6 (Mediocre) that they have the performance and potential of being alone. Employees in that group always meet the targeted job and have a lot of potentials that can be developed. Employees in quadrant 8 (career

person) show high and medium potential performance, this can be seen in the work that always exceeds the target, they also like a lot of challenges and can be promoted. FH and DA, on the other hand, are employees who belong to quadrant 9, they are in the category of Star Player. These employees are the future leaders and are a strong candidate to be promoted.

Based on the *talent pool*, it has been described above that the proposed actions on each talent development are shown in Figure 3. YT is classified as a *deadwood* in which YT should be given a maximum period of 3 months to have a self-improvement by improving the competence and following a series of tests such as Competence Test, UPTIK, EPT, and 360° Assessment. The supervisor is expected to directly assist this kind of employee by providing guidance and training. Employees who belong to *Best Fit* category are expected to maintain their motivation by incentive and reward, they also need training and development activities such as workshops, projects, training, and seminars. Moreover, employees in the category of Mediocre should be motivated to maintain its performance in accordance with the work field. As for the growth and development, they can have workshops and seminars. Next, employees in the category of *Career Person* are the future leaders, they should receive job enrichment by adding quality and complexity in the job. They also need retention program and should continue its competence improvement. Lastly, employees included in quadrant 9 or employees who fall into the category of *Star Player* can have a *job rotation* which is to transfer employees in various positions. They can be given a job enrichment by adding quality and complexity in the job, assignment, and employee retention program. As for growth and development, they can be granted a scholarship or courses in the country or abroad, they also need to be involved in national events as well as in the assignment of special teams.

Conclusion

1. The Ministry of State Secretariat has implemented a strategy of talent management by referring to some indicators of assessment criteria which includes a succession to the weights and ratings on the Y-axis (Competence) and the X-axis (Performance) and weight induction and deduction on the Y-axis (competence) and X-axis (performance).
2. The results of talent mapping (talent pool) by using the nine-box talent graph for Supervisor in the Deputy of Institutional and Public Relation Affairs, the Ministry of State Secretariat shows, that from 26 employees who are in the talent inventory, there is one employee in the 'deadwood' category, four employees in 'Nice to Have' category, one employee in 'Best Fit' category, 11 employees in 'Mediocre' category, seven employees in 'Career person' category, and two employees in 'Star Player' category.
3. The identification of the strategic positions needs to be done in stages starting from the lowest position to the highest position. The identification and selection process of officers and staff who will enter the talent pool should be based on certain criteria and

should be evaluated periodically. This is to ascertain whether or not the selected candidate is still worthy to be in the talent pool.

4. The giving of salary, health facilities, or housing is an interesting and wider promotional opportunity (career). This is an initiative effort that can be given by the organization to ensure that the talent will remain in the organization. Furthermore, the provision of a variety of rewards is aimed to ensure the attachment of talent to the organization. It can be seen, among others, by contributing the best behaviour and performance for the organization, by always saying positive things about the organization to stakeholders, and by committing to always be a part of the organization.

REFERENCES

- Christine Manopo, (2011). *Competency Based Talent and Performance Management System*. Salemba Empat. Jakarta
- Darmin Ahmad Pella dan Afifah Inayati. (2011). *Talent Management*. Gramedia Pustaka Utama. Jakarta *ent Management: Challenges for HRD Practices*. da Vol. 36. No. 1 2012
- Dorothy R. Berger & Lance A. Berger. (2008). *Best Practice on Talent Management: Mengidentifikasi, Mengembangkan dan Mempromosikan Orang terbaik Untuk Menciptakan Keunggulan Organisasi*. PPM Manajemen. Jakarta.
- Ian Taylor. (2007). *Measuring Competency for Recruitment and Development: Panduan Assessment Center & Metode Seleksi*. PPM Manajemen. Jakarta
- J. Stephen Heinen and Collen O'Neill. (2007). *Managing Talent to Maximize Performance*, Journal Published online in Wiley Inter Science.
- Ogbonna, Emmanuel & Lloyd C. Harris. (2000). Leadership style, organizational culture, and performance: empirical evidence from UK companies. *International Journal of Human Resource Management*, 11 (4). 766 – 788.
- Peter Capelli (2009). *Talent on Demand: Metode Baru Mendapatkan SDM Bertalenta, Tepat Jumlah, Tepat Kualitas dan Tepat Waktu*. PPM Manajemen. Jakarta.
- Robin Kessler (2011), *Competency-Based Performance Reviews (Evaluasi Kinerja Karyawan Untuk Mencapai Sasaran Strategis Organisasi)*. PPM Manajemen. Jakarta.



Ruwayne.Kock, Mark Burke. (2008). *Managing Talent In The South African Public Service*, Journal Public Personnel Management, Volume 37. No.4 Winter 2008 .

Sehoon Kim, Gary N. Mclean. (2012). *Global Talent Management: Necessity, Challenges, and The Roles of HRD*, SAGE Publication Reprints and Permission, 14 (4) 566-585..

Staffan Nilsson, Per-Erik Ellstrom (2012). *Employability and tal*

Thomas N Garavan, Ronan Carbery, Andrew Rock (2012). *Mapping Talent Development: definition, Scope and Architecture*. European Journal of Training and Development Vol. 36. No. 1 2012

Tony Dawis, Maggie Cutt, Nail Flynn, Peter Mowl, Simon Orme (2009). *Talent Assessment: A New Strategy for Talent Management (Mengukur, Menilai, dan Menyeleksi Orang-Orang Terbaik)*. PPM Manajemen Jakarta.

Vincent Gaspersz. (2012). *All-in-one Talent Management*. Vinchristo Publication. Bogor