

## Competency Development Of State Civil Apparatus (ASN) Of Planning (Planners) In The Meranti Islands Regency

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### Abstrak

Reformasi di bidang manajemen publik telah menjadi *mainstream* dalam birokrasi dan pemerintahan, terutama dalam hal perencanaan pembangunan daerah. Oleh karena itu, perencana sebagai ujung tombak perencanaan wilayah dituntut untuk mampu memenuhi kualifikasi (kompetensi) sebagai sumber daya manusia di semua sistem pendukung lembaga pemerintahan. Pengembangan kompetensi merupakan keniscayaan bagi para perencana dan harus diarahkan pada penataan yang sesuai dengan bidang tugasnya. Kajian ini mengisi kelangkaan hasil penelitian terkait perencana di Kabupaten Kepulauan Meranti yang merupakan kabupaten termuda di Provinsi Riau. Sejak pemekaran dari Kabupaten Bengkalis pada tahun 2008, Kabupaten Kepulauan Meranti masih belum mampu menunjukkan kemajuan yang berarti. Penempatan perencana belum didasarkan pada kompetensinya. Upaya pengembangan kompetensi perencana belum dilakukan secara sistematis dan strategis. Hal ini berdampak pada perencanaan dan penganggaran Kabupaten Kepulauan Meranti yang belum efektif dan efisien. Metode penelitian kualitatif dengan analisis SWOT digunakan untuk menjawab pertanyaan penelitian dan mengekstrak data. Pendekatan ini diperlukan sebagai alat analisis untuk mencapai kesimpulan yang diharapkan dalam penelitian ini. Hasil penelitian menggambarkan bahwa perencana perlu dibekali dengan pelatihan agar dapat mencapai kompetensi yang diinginkan dan mampu merencanakan pembangunan daerah secara optimal.

**Kata kunci:** perencana, kompetensi, ASN, manajemen publik, manajemen sumber daya manusia.

### Abstract

Reforms in the field of public management have become *mainstream* in the bureaucracy and governance, especially in terms of regional development planning. Therefore, planners as the spearhead of regional planning is required to be able to meet the qualifications (competence) as human resources in all support systems of government institutions. Competency development is a necessity for planners and should be directed to arrangements that are in accordance with their field of duty. This study fills in the scarcity of research results related to planners in the Meranti Islands Regency, which is the youngest district in Riau Province. Since its division from Bengkalis Regency in 2008, the Meranti Islands Regency has still not been able to show significant progress. The placement of the planners has not been based on its competence. Efforts to develop the competence of the planners have not been carried out systematically and strategically. This has an impact on the planning and budgeting of the Meranti Islands Regency which has not been effective and efficient. Qualitative research methods with SWOT analysis were used to answer research questions and extract data. This approach is needed as an analytical tool to reach the conclusions expected in this study. The results of the study illustrate that planners need to be equipped with training in order to achieve the desired competencies and be able to plan regional development optimally.

**Keyword:** planner, competence, ASN, public management, human resource management.

## 1. INTRODUCTION

The paradigm shift in governance and government administration has had a wide impact in Indonesia, especially after the 1998 reform. This change, known as bureaucratic reform, is also in line with the concepts of general administration which have changed to new public management (New Public Management). The situation in many countries around the world generally shows symptoms of a change in orientation from the bureaucracy as the locus of public management shifts to the community. This is in many ways a positive progress and brings a breath of fresh air to changes in public management for the better in this country.

This change in public management became the mainstream of development. And as we all know, ASN is the spearhead in public management. Thus, the implementation of changes in the area of human resource management is one of the efforts made by ministries, institutions and local governments to improve the quality of services to the community (Fathya, 2017). There are several problems experienced in the HR management of the apparatus as described in the 2015-2019 Bureaucratic Reform Roadmap (Permenpan, 2015: 12), including: placement of ASN that is not in accordance with competence, competency gaps between ASN because some occupy positions with job competency requirements, not optimally ASN performance, integrity is still low in ASN, the implementation of performance-based budgeting in the remuneration system is not yet optimal, performance management has not been implemented, the employee career development system for ASN who performs well has not been able to fully provide awards, and has not been oriented to competency development in employee training, especially in terms of regional development planning.

The 2015-2019 Bureaucratic Reform Roadmap explains that the area of change in the management of personnel HR (ASN) is a priority for the government given that the behavior of civil servants as apparatus is closely related to the implementation of an effective HR management system. In the HR management system, starting from employee planning, procurement, to the termination stage, it must be implemented properly. If this is ignored, the government will produce incompetent ASN human resources. Incompetent ASN automatically affects the quality of government administration and services. Changes in HR management must always be made to obtain a HR management system that is able to produce professional civil servants (Permenpan, 2015: 31). This problem does not include those related to the neutrality of the bureaucracy, which is often questioned because in many cases, ASN is politically patronized (Ruslihardi et al, 2021). Moreover, planning ASNs are often trapped in the principal-agency relationship with the legislature (Kusumawardhani, 2021).

The gloomy picture of ASN competence is still a topic of discussion among academics and the general public. This is indeed not just rhetoric, but facts and undeniable reality. Even if a rough conclusion is drawn, it can be said that among ASN, 60% of them are ASN who work odd jobs, without a strong motivation to work professionally (Asrani, 2006). This indicates that only a few ASN can be relied upon and work according to their competence.

Returning to regional development planning, the role of planning ASN is certainly very important. Regional development planning is the beginning of the work of the regional government as a whole to carry out public services, in accordance with the vision and mission of the regional head. Planning ASN is a think tanker in conducting studies and evaluations of development policies, in every local government organization (OPD). Planning ASNs are expected to be able to manage planning, prepare and manage planning documents, as well as reports on the evaluation results of development activities (Setiawan, 2021).

Based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 38 of 2017, there are at least three groups of competencies that the planning apparatus must possess. The three competency groups are as follows.

1. Technical competence, namely the ability that the planning apparatus must possess in recognizing regional planning and development processes. The benchmarks for this competency are the level and specialization of education, functional technical training, and technical work experience.
2. Managerial competence, namely the ability of the planning apparatus in implementing the governance needed in the implementation of the main tasks of planning and regional development. The benchmarks are education level, structural or management training, and leadership experience.
3. Socio-cultural competence, namely competence that shows the ability of the planning apparatus in implementing effective communication in accordance with the needs of implementing the main tasks and functions of the planning and regional development sector. This is measured through work experience related to a pluralistic society in terms of ethnicity, religion, culture, and so on so as to have a rich national insight.

In Law Number 25 of 2005 concerning the National Development Planning System, it is explained that the essence of development planning is an activity in determining policy directions that are in accordance with community needs with various methods and systematic flow of activities by looking at the quality of the resources owned. Development planning itself consists of at least two important aspects. First, it is an activity to formulate a development plan, and second, as a process that will determine the success of development. The importance of this regional development planning process indicates that each region is required to be able to minimize errors that will occur in the development process, so that regional development is expected to run more effectively and efficiently (Setianingsih et al, 2016). Each region has different problems in the preparation of its development plan. Thus, this phenomenon indicates that the regional development planning process cannot be separated from strategic issues and typical problems that will be experienced by local governments. and requires a reliable planning ASN to identify and find alternative solutions to these problems. However, not all planning ASNs have this competence.

The problem related to inadequate planning ASN competence seems to be a classic problem in many regions, especially in new regions which are the result of division of previous regions with considerations from aspects of regional autonomy. Constraints that often occur are when people in an area want expansion, but it is not balanced with the readiness of infrastructure, and especially the readiness of human resources. This is what then backfired in the future. Likewise in Riau Province, which has several districts resulting from regional expansion.

The Meranti Islands Regency as one of the youngest regencies in Indonesia, which was a division of Bengkalis Regency in 2008, actually experienced a similar situation. The development in the Meranti Islands Regency has not been optimally felt by the community. Poor facilities and infrastructure, infrastructure, and human resources in general which are still lagging behind other regions in Riau Province. The development of the Meranti Islands Regency which focuses a lot on the potential of fisheries and agriculture (Tampubolon, 2013), has not brought much change to the community. Even though Meranti Islands Regency is an area close to Batam Island and is the outermost district in Riau Province, it is not enough to boost progress and development in the area (Anggrahita et al, 2018).

The need for regional expenditure is very large when compared to the PAD obtained. In fact, it can be seen that PAD revenue decreased drastically in 2018, while regional spending actually increased. This indicates the very strong dependence of the Meranti Islands Regency on transfer funds from the center. From the table above, there is no visible effort from planning ASN to be able to increase the ratio of PAD to APBD. The lack of PAD is also an illustration that the economic cycle in the Meranti Islands Regency is not fast enough and moves the community towards better welfare.

Development problems that seem to be a burden for the region to move forward become a question mark and interesting for further discussion on how to plan regional development in the Meranti

Islands Regency. This question automatically also questions how competent the planning ASN is. There is a gap between the condition of the Meranti Islands Regency, which actually has the potential to develop, and the reality that is contrary to expectations. The connection with the suboptimal regional development planning with the rate of development of the Meranti Islands Regency which has not changed much since the beginning of the division of the region became the initial assumption that became the starting point for the birth of this research plan.

Academic studies on the Meranti Islands Regency are still quite limited, especially related to the development of planning ASN competencies. However, research on the development of planning ASN competencies has been carried out by Arief Budi Setiawan at the Regional Development Planning Agency (Bappeda) of Rokan Hulu Regency, Riau. In his research, it was stated that the development of the competence of planning apparatus at the Regional Development Planning Agency of Rokan Hulu Regency in terms of the criteria for developing job-oriented competencies could be concluded as good (Setiawan, 2020). However, it is also mentioned that on the other hand, the development of these competencies has not been optimal. This is because there are still many apparatuses in the Regional Development Planning Board of Rokan Hulu Regency who have not received competency development through training activities (Setiawan, 2020). In addition, there are findings that in terms of quantity, the number of planning ASNs has not been fulfilled, although in terms of assessment center measurements, the performance of the planning apparatus has shown good results. The inhibiting factor for developing competence at the locus is the poor coordination and socialization between agencies, as well as budget constraints.

The difference between this study and this study is the locus. Research by Arif Budi Setiawan has a locus in the Bappeda of Rokan Hulu Regency, while this study has a locus on all planning ASNs in all OPDs of Meranti Islands Regency. Thus, this research will be more comprehensive and have more data and findings, considering the organizational differences in each OPD.

A similar study was conducted by Dimas Amarullah et al (2018), with the title Development of Planning Apparatus Competence (Case Study at the Regional Planning and Development Agency of West Kalimantan Province). By locus, this research takes the same locus as Arif Budi Setiawan's research, namely in Bappeda. However, Amarullah et al. taking place in the Bappeda of West Kalimantan Province. The findings in this study are the efforts to develop the competence of planning apparatus in the Bappeda of West Kalimantan. Efforts to develop apparatus competence through three learning methods, namely education, training, and development (Amarullah, 2018). The supporting factors for the efforts to develop the competence of the apparatus include high apparatus motivation and a clear career path, while the inhibiting factors are the lack of leadership commitment, less systematic placement of apparatus, and coordination between institutions that has not been going well.

The two studies above have several similarities in their conclusions on the factors that hinder the development of planning ASN competencies, namely the coordination between institutions that has not been going well. It is possible that this will also appear in this study, but with a higher complexity because it will juxtapose data from many OPDs.

Research on the development of other ASN competencies was written by Irwan Fathurrochman in 2017. However, the research entitled "Development of Competence of State Civil Apparatus (ASN) Islamic High School (STAIN) Curup Through Education and Training Methods" focuses on general competencies and the locus is located at STAIN, who are not direct stakeholders of regional planning. However, the findings of this study support other studies that make education and training a determining factor in the development of ASN competencies. Education and training can be done through off the job and on the job training (Fathurrochman, 2017). This method is considered effective according to the research results.

Overman in Keban (2004) suggests that public management is not scientific management, although it is strongly influenced by scientific management. Public management reflects the pressures between a rational orientation on the one hand, and a political policy orientation on the other. Public management is also an interdisciplinary study of general aspects of organizations. Public management is also a combination of management functions, such as planning, organizing, controlling, as well as human resources, finance, information, and so on.

Shafritz (1992) states that public management is like representing the heart and circulation system in the human body. In this public management there is HR management. In HR management there are at least three main points of determination. The first concerns how agencies obtain the right human resources in quantity and quality. The second thing is about how to improve the quality of employee development in such a way that they can work as well as possible and with high enthusiasm. The third is about how to lead and control them in accordance with organizational goals.

This thesis talks about the second determination, namely how the Meranti Islands Regency Government can improve the quality, in this case the planning ASN competence, so that they can work even better. That is, competence will be directly proportional to performance improvement.

Competence according to Spencer and Spencer in Sedarmayanti (2016) is defined as part of the personality inherent in a person, as well as predictable behavior in various circumstances and work tasks. Furthermore, it is stated that competence is something that causes or predicts behavior and performance. Competence also predicts who performs well, by benchmarking criteria or standards used. So it can be concluded that competence is a characteristic that underlies a person and is related to the effectiveness of an individual's performance in his work.

A slightly different understanding is expressed by Wibowo (2007) which states that competence shows skills or knowledge with professional characteristics in the field of something and as superior in that field. While Andersen in Sedarmayanti (2016), emphasizes the notion of competence in abilities, knowledge, and other personal attributes that distinguish between someone who performs and who does not perform. Thus, competence is a tool to predict the success of a person's work in a certain position.

From some of the concepts of competence stated above, it can be concluded that competence is all things related to a person's knowledge and skills that become his characteristics and cause him to be able to carry out the responsibilities and roles assigned to him. This is related to the organizational goals that must be achieved, and requires the competence of each entity to be able to answer the challenges of the organization today and beyond.

The characteristics of competence according to Spencer and Spencer in Sedarmayanti (2016) are as follows.

1. Motives, namely something that is consistently thought by someone so that he takes action. Motives are drive, direct, and select behavior toward certain actions for your goals away from others. This is likened to someone who is motivated and consistently pushes himself to be responsible for achieving goals.
2. Traits, namely the character that influences how a person responds to various information and situations and behaves in a certain way. A person's character is determined by self-confidence, self-control, and endurance.
3. Self-concept, namely the value or self-image that is owned by a person. Attitudes and values are measured through tests to respondents to find out the value someone has for doing something.
4. Knowledge, namely information or knowledge possessed by a person for a particular field. Knowledge will always be related to competence.
5. Skill, namely the ability to carry out certain physical tasks.

In accordance with the description of the concept of competency character, it will be seen how the development of existing competencies in planning ASNs will be seen. The relationship between competence and performance is very closely related. Good performance can only be expected from good ASN competence.

Meanwhile, the concept of competency development in competency-based HR management is a human resource management process, where the decision-making process is based on information on the competency needs of the position and individual competencies to achieve goals (Sedarmayanti, 2016). From this statement, it can be seen that competence provides the basis for organizational management because with organizational competence it will be able to survive in all situations.

Another concept of competency development was proposed by Harrison (2000). Harrison said that training and development is an organizational plan to improve employee competence. Increasing competence is very important because changes are always happening, to keep them competitive, and are also needed to improve productivity.

Ruky in Setiawan (2020) argues that the HR development program is basically an effort to improve the quality and competence of HR in the organization. Human resource development efforts certainly aim to make the organization able to realize their vision and mission and achieve goals. Like other researchers, Ruky emphasizes the importance of HR competence.

Manopo (2011) responds to the urgency of increasing competence by describing two approaches to developing competence, namely competence from scratch and developing competence from existing ones (Setiawan, 2020). In the context of the planning ASN in the Meranti Islands Regency, the possible approach is the second approach, because there are already planning ASNs in the OPD even though they have not shown strong competence. Therefore, according to Rampesad (2006), what must be done is to develop job-based employee competencies.

The development of work competencies in question is in accordance with Deming's circle, namely the plan, do, check, action functions. If you refer to Deming's circle, the development of planning ASN competencies includes four activities, namely planning results (targets), training, assessment, and job-oriented competency development (Rampesad, 2006).

Rampesad explained how the competency development should be carried out. The planning stage is carried out with an agreement on the targets that should be achieved, in accordance with the goals of the organization. At the training stage, ASN planners are guided to be able to practice and apply their competencies according to the conditions and demands of the job. Meanwhile, the assessment stage is carried out with a formal assessment of the progress of ASN in their work. Finally, at the development stage, work-oriented competencies can be seen from the courses and trainings that are followed, other development programs, and the achievement of performance in planning ASNs.

## 2. METHOD

This research is located in the Meranti Islands Regency Government. The development of planning ASN competencies is still a discourse with minimal implementation. The planning ASN and the Meranti Islands Regency Government in general certainly need to strengthen the urgency of this discourse so that it can become a common agreement that is contained in a formal policy. This is very important in order to explore all the potential ASN planners who are still "sleeping" to be able to be mobilized and managed for the benefit of the people of the Meranti Islands Regency.

In accordance with the research question, namely "how is the development of planning ASN competence in the Meranti Islands Regency", then this research phenomenon will be explained using a case study approach. Case studies are part of qualitative research that seeks to involve and report on the

complexity of social activities (Martono, 2015). According to Martono, the case study assumes that "social reality" is created through social interaction, and tries to identify and explain this social reality before trying to analyze and develop a theory.

This study uses data processing techniques with a qualitative SWOT analysis model. The data used is data from interviews with informants. Data processing with the SWOT model combines S and W factors as a single unit, namely as internal factors, and then combines O and T as external factors. SWOT analysis is known as an analysis that compares the strengths, weaknesses, opportunities, and threats. The steps of the SWOT analysis in the context of this research are as follows.

1. Identify Strength Factors
2. Identify Weakness Factors
3. Identify Opportunity Factors
4. Identify Threats
5. Build a SWOT Matrix

6. Relevance to Competency Development according to Rampesad (2006) and Competency Characteristics according to Spencer and Spencer in Sedarmayanti (2016)

The SWOT matrix will produce 4 main strategies from variations of the meeting of 2 internal factors and 2 external factors, namely:

a. S-O . Strategy

S-O (Strength-Opportunity) strategy is an alternative organizational strategy based on logic to optimize all organizational strengths to capture or seize opportunities that may be available outside the organization.

b. S-T Strategy

ST strategy (Strength-Threath) is an alternative organizational strategy that focuses on using organizational strengths to minimize or anticipate identified threats that will emerge outside the organization and have an impact on the organization.

c. W-O Strategy

WO (Weakness-Opportunity) strategy is an alternative strategy created by taking advantage of existing opportunities by reducing organizational weaknesses.

d. W-T Strategy

WT (Weakness-Threath) strategy is an alternative strategy based on defensive or defensive logic, where the organization seeks to reduce organizational weaknesses and at the same time try to avoid threats that are expected to arise.

According to Rangkuti (2013), the strategy in the SWOT analysis which is influenced by the company's strengths, weaknesses, opportunities, and threats can be divided into 4 strategic quadrants. The process of organizing the data in this study uses the following data analysis techniques.

1. Data reduction

When the data collection process is carried out, there is a possibility that data that should not be used in the analysis process is carried away. The data that is not needed is certainly less relevant to the research focus that has been determined. A mature and sharp analysis at the end of the study is derived from data that has been selected, grouped, and then organized or sorted so that it can be easily drawn as conclusions and verified.

2. Drawing conclusions and verification

The final part of a research process is to draw a conclusion from the data that has been collected and selected. However, before the final result is determined, there needs to be a verification step to confirm and confirm the conclusion with data proof.

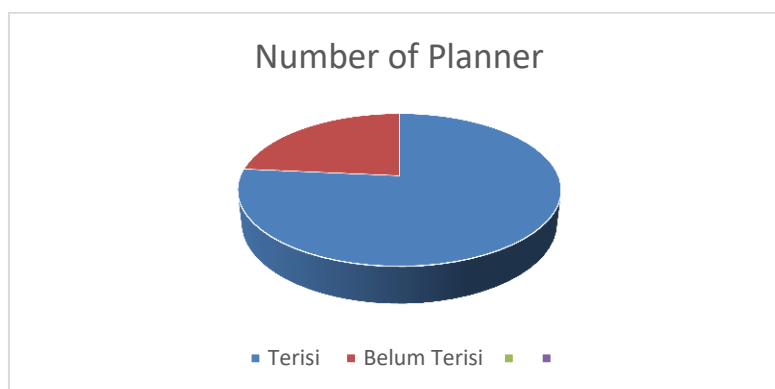
A very important part of data analysis is checking the validity of the data to produce an objective study and minimize subjectivity. There are several ways that can be used to test the validity of the data, but in this study the method that will be used is the triangulation technique.

According to Moleong (2002), the triangulation technique can be achieved by comparing observational data with interview results, comparing what people say in public with what they say in private, and comparing what people say about the research situation with what people say all the time. Furthermore, Moleong explained that researchers can also compare a person's situation and perspective with various opinions and views of people outside the object of study, and compare the results of interviews with the contents of a related document.

### 3. RESULTS AND DISCUSSION

The general description related to organizational management in the Meranti Islands Regency should follow the regulations that are the legal umbrella and the SOTK that applies in the Meranti Islands Regency. ASN career planning should be divided into two parts, namely the structural part and the functional part. When referring to Law Number 5 of 2014 concerning State Civil Apparatus, ASN is an administrator position. The position of administrator is related to administrative matters, and as such is a group of positions containing functions and duties related to public services as well as government administration and development, which are occupied by administrative officials in government. This administrative position also has a structure, and thus provides a structural position as a directing function in public management. In contrast to functional positions, which are a group of positions that contain functions and duties related to functional services based on certain skills and expertise. Functional positions are filled by functional officials.

In terms of quantity, in the transitional condition of the leadership of the Meranti Islands Regent, the ASN planners have not fulfilled all the needs of the OPD in the Meranti Islands Regency Government. This can be seen from the diagram below.



In this existing condition, of the 34 OPD within the Meranti Islands Regency Government, only 26 OPD have a planner from ASN. The remaining eight OPDs do not yet have a ASN planner. Even if there has been an executor of the task, as long as it is not definitive, neither the ASN concerned nor the OPD leadership have dared to do much to optimize their abilities in the field of OPD program planning.

The number of ASN planners in the Meranti Islands Regency has not met in quantity. This does not include the functional planner positions that should exist in Bappeda (Development Planning Agency at Sub-National Level). The number of ASN planners should be adjusted to the needs and



workload analysis in each OPD. Not all OPDs have planners from ASN, and this certainly affects the overall planning of the Meranti Islands Regency.

If seen from the distribution of ASN planners, planners are dominated by group III (a, b, c, and d). to be able to sit in Group III, an ASN should have had a long service period and have a diploma at the undergraduate level. With this knowledge, ASN planners are expected to be able to work better and understand regional planning comprehensively.

The planning department is needed in large numbers because its duties cover a wide field since starting to control regional planning designs and practical recommendations in terms of planning, controlling implementation and monitoring in all DPOs. The biggest support for the ASN planners is in planning, controlling and supervising regional planning. Planning is often likened to a "kitchen" where 'to gather and cook' everything the region needs within a certain period of time in accordance with the Regent's vision and mission.

The group of functional positions has not yet been owned by the Meranti Islands Regency. Whereas this is needed to be able to support the implementation of the main tasks and functions in accordance with the expertise, skills, profession, and specialization of the planner. This functional group of positions is determined based on the Decree of the Regent, and is led by a senior functional staff and the number of members is adjusted to the needs and workload. Of course, it cannot be separated from the existing laws and regulations. Currently, the latest regulation regarding this functional position is regulated in the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 4 of 2020.

At present, the ASN planners in Bappeda do not come from ASN who are in the planning sector professionally. Meanwhile, those who are in the process of becoming a planner turn out to be serving in another department or another OPD. This illustrates the unsystematic structure of the ASN, especially in the planning section.

In addition to the problem of the quantity of human resources, the quality of human resources is also still a homework for the Meranti Islands Regency Government. This is due to the lack of training on planning that is attended by planning ASNs. In the past few years when the world had not experienced the Covid-19 pandemic, training was obtained with considerable effort. For example, by going to Jakarta, or other cities where several universities often hold planning training. In the district itself, no planning training was ever held.

One of the positive impacts of the pandemic is the number of online trainings that can be reached by ASN planners. So far there has been almost no training whatsoever on planning. This constraint directly or indirectly affects the quality of the ASN planners. The absence of training facilities that hone ASN planners, ASN's skill is one of the factors agreed by ASN planners and OPD related to the absence of significant progress in OPD planning.

Although the ASN in charge of the general and planning divisions are people who have completed their undergraduate studies, this is not an absolute guarantee that planning in the Meranti Islands Regency has gone well. The quality of human resources is not only seen from the number of graduates, but also from the creativity and innovation carried out. So far, Meranti Islands Regency is still far from this capability, so there needs to be a competency development strategy for ASN planners so that there can be acceleration in the ability and quality of ASN planners.

If you look at the current conditions that still do not meet in quantity and quality, actually with the guidelines in accordance with the Regulation of the Minister of PAN-RB, Meranti Islands Regency can gradually fulfill them. In terms of quality, because the development of positions is still relatively new, there are demands for quality that are still inadequate and will be increased gradually as well. At least there are several reasons underlying the current condition. The first is the policy of the previous Regent which did not place much importance on the ASN planners when viewed from the policies and

statements of the planning department. Second, the mapping of human resources, especially ASN planners, has not been fully carried out. ASN planners should have a planning knowledge base, but in fact there are still those who come from other positions or positions, or even if they start a career from the start in the planning department, there is no adequate provision. Thus, their knowledge of competence is still limited and requires major adjustments. Moreover, Meranti Islands Regency is currently faced with many challenges. The ability to plan is needed, so that quality improvement must be carried out from recruitment onwards while carrying out tasks.

From the research results, it can be seen that there are at least three motives for ASN planners working on their current duties. First, the motive for receiving. With this motive, ASN only carries out the tasks assigned to them. Second, the motive to survive. With this motive, ASN does not want to lose his position so he tries to keep it. Third, the motive for self-development. With this motive, ASN seeks to master the job with the hope that in the future there will be the next career path.

These three motives actually naturally exist within the employee. However, when viewed from the performance of his work, nothing stands out from the three motives. If there is a good support system, it is not impossible to jump-start the potential of ASN with these various motives. As long as the motive is positive and can be a trigger for ASN planners' actions to develop better and consistently, the motive is very important to have and care for.

Meanwhile, the character of the employee is still complacent with the condition of a dozen years in a comfortable position. They unconsciously compare the conditions in the past and the current transition period. The transitional conditions made many employees feel uncomfortable because the new regent's policy seemed to be removing their secure position. The fact that in the past, leaders often arbitrarily placed people based on closeness and trust, causing them to have the same assumptions. Complaints based on personal concerns dominate employees. Excessive aversion is also shown. This was triggered by the fear of being unwanted by the new leadership.

This kind of character has unfortunately been shaped over the years. Unpreparedness to face change is an indication that employees do not yet have a strong character at work. Information is also often confusing because of the large amount of politicization in the policies of the new leadership. Employees will try to look excellent in the eyes of superiors so that they are still used and not replaced by other people.

The series of tests and selections during the transition took many employees by surprise. Informal approaches with policy makers are also carried out. Many think this will change decisions and employees can do anything to get the position they want. In fact, this is no longer appropriate, and employees must follow the existing rules of the game.

In terms of knowledge, the ease of information today is partly because now knowledge can be searched easily through the internet and online meetings. And basically, as long as the planner is willing to seek information, it will be obtained, and it can work well.

However, as stated earlier, the knowledge possessed by ASN planners in the Meranti Islands Regency is relatively limited because there is no training or courses that support the increase in knowledge about planning. This has become a classic problem and, in the future, there should be regulatory changes that allow ASN planners to increase their knowledge. This also applies to the skills they should have.

Based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform (PAN-RB) Number 38 of 2017, there are three groups of competencies that must be possessed by ASN planners. The first is technical competence. This technical competence must be possessed because it is related to the process of identifying regional potentials as material for regional planning and development. From the results of interviews and observations made for the purposes of this research, technical competence variables such as level and specialization of education are sufficient to

meet the requirements. All ASN planners have a bachelor's degree and already have the basic knowledge needed as ASN. However, if you look at other variables such as functional technical training, the results are very less. The lack of initiative capacity of the ASN itself, and exacerbated by the condition of the district government in the past that seemed unconcerned, resulted in technical training being neglected and not experienced by most planners. However, planners have experience working with technicalities that make their day-to-day tasks easier.

Second, managerial competence. This competency emphasizes the ability of the planning apparatus to implement the governance needed in carrying out the main tasks in the field of regional development planning. The variables used as benchmarks are the level of education, structural and management training, and leadership experience. Structural and managerial training is usually obtained by ASN in leadership training, but in leadership experience, ASN planning is the Head of Sub-section. This means that the ASN planners have members in carrying out their duties, both those who are ASN employees as well as temporary employees of the Regional Government.

The third is socio-cultural competence, which is a competency that shows the ability of ASN planners in implementing effective communication in accordance with the needs of implementing the main tasks and functions of the planning and regional development sector. The variable related to this is work experience that is in direct contact with the social reality of a pluralistic society in various aspects (ethnicity, religion, culture, and others). The output is being able to make plans that accommodate all the diverse interests of the community.

At this third point, the ASN planners are considered to have been able to be inclusive by providing equal opportunities to all levels of society from various ethnic groups, religions, races, and groups to accommodate their aspirations. This was revealed in interviews with community leaders from the Pancasila Youth organization, Karang Taruna, the Riau Batak Family Association, the Riau Java Family Association, and from the Muhammadiyah organization.

Based on the identification of factors that become strengths, opportunities, weaknesses and threats or challenges, a SWOT analysis can be carried out. In principle, this SWOT analysis will cross several conditions into alternative strategies. There are 4 choices of strategy, including the S-O strategy that brings together strengths with opportunities, the S-T strategy that brings together strengths and threats, the W-O strategy that brings together weaknesses and opportunities and the W-T strategy that brings together weaknesses and threats.

#### SWOT Analysis

SWOT Analysis	<i>Opportunity (O)</i>	<i>Threat (T)</i>
	<ol style="list-style-type: none"> <li>1. Advances in information technology</li> <li>2. Development of planning regulations</li> <li>3. Regional economic growth post-covid-19</li> <li>4. Development of more effective and efficient training methods</li> <li>5. Digitizing the coaching management system</li> <li>6. Benchmarks and developments in planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Changes in global conditions that affect the region</li> <li>2. Changes in planning regulations</li> </ol>

	technology in the development of ASN planners' competencies	
<b>Strength (S)</b> 1. Strong HR 2. High work ethic of ASN planners 3. Learning initiative	<b>SO</b> 1. Prepare ASN planners to master technology and e-government 2. Optimizing the ASN planners to become the engine of planning for new economic growth 3. Digitizing all training management systems and regional information systems 4. Provide training in accordance with the needs of planners and regions	<b>ST</b> 1. ASN planners are directed to plan possible environmental problems 2. Conduct training to anticipate regulatory changes
<b>Weakness (W)</b> 1. Training management is not yet available 2. Limited powers 3. Mutation of ASN and shortage of ASN planners 4. Formality in Musrenbang 5. Inadequate budget 6. Not solid work team	<b>WO</b> 1. Implementation of the latest management information system and data system to support effective and efficient management of public organizations and training. 2. Placing ASN according to their potential so that they can work optimally 3. Budgeting for the training and competency development of ASN planners	<b>WT</b> 1. Structuring planning governance by training ASN planners to be responsive to problems and changes.

The strategy to increase the competence of planning ASN in the Meranti Islands Regency based on the results of the SWOT analysis that has been carried out has resulted in 11 strategies which are divided into four types of strategies.

#### 1. S-O Strategy

S-O (Strength-Opportunity) strategy is an alternative organizational strategy that is based on logic to optimize all the organizational strengths it has to capture or seize opportunities that exist outside the organization that may be available. In the SWOT matrix this strategy is in the form of:

- Preparing ASN planners to master technology and e-government
- Optimizing the planning ASN to become the engine of planning for new economic growth
- Digitizing all training management systems and regional information systems
- Provide training in accordance with the needs of planners and regions

#### 2. S-T Strategy

ST strategy (Strength-Threat) is an alternative organizational strategy that focuses on the use of organizational strengths to minimize or anticipate the identified threats that will arise outside the organization and have an impact on the organization. This in the SWOT matrix is:

- a. ASN planners are directed to plan for possible environmental problems
- b. Conduct training to anticipate regulatory changes

### 3. W-O Strategy

WO (Weakness-Opportunity) strategy is an alternative strategy made by taking advantage of existing opportunities by reducing the organization's weaknesses. This in the SWOT matrix is:

- a. Implementation of the latest management information systems and data systems to support effective and efficient management of public organizations and training.
- b. Placing ASN according to their potential so that they can work optimally
- c. Budgeting for the training and competency development of planning ASNs

### 4. W-T Strategy

WT (Weakness-Threat) strategy is an alternative strategy based on defensive or defensive logic, where the organization seeks to reduce organizational weaknesses and at the same time try to avoid threats that are expected to arise. This is described in the SWOT matrix as:

- a. Structuring planning governance by training ASN planners to be responsive to problems and changes.

Based on the results of the SWOT identification and the SWOT matrix, if drawn to the quadrant, then the most appropriate strategy is Quadrant I strategy, which is a progressive strategy. This position indicates that the organization has good strengths and opportunities and can continue to develop and optimize the organization's strengths to achieve existing opportunities.

## 4. CONCLUSION

The results of this study conclude several things about the development of ASN planners' competency in the Meranti Islands Regency. Based on the results of the research and SWOT analysis, there are several following conclusions can be written. First, internal and external factors owned by the planning ASN of the Meranti Islands Regency consist of strengths, weaknesses, opportunities and threats. There are 3 strengths, 6 weaknesses, 6 opportunities and 2 threats. Strengths identified include strong human resources, high work ethic of ASN planners, and learning initiatives. Weaknesses include unavailability of training management, limited authority, mutation of ASN and a shortage of ASN planners, formalities in the musrenbang, inadequate budget, and an incomplete work team. Opportunities include advances in information technology, development of planning regulations, post-Covid-19 regional economic growth, development of more effective and efficient training methods, digitization of training management systems, and benchmarks and developments in planning technology in the development of ASN planners' competencies. The identified threats include changes in global conditions that affect the region and changes in planning regulations.

The second, the competency improvement strategies resulting from the SWOT analysis include SO, ST, WO and WT strategies. The SO strategy includes preparing ASN planners to master technology and e-government, optimizing ASN planners to become new economic growth planning engines, digitizing all training management systems and regional information systems, and providing training according to planners and regional needs. The ST strategy includes ASN planners directed at planning possible environmental problems, conducting training to anticipate regulatory changes. The WO

strategy includes, the application of management information systems and up-to-date data systems to support effective and efficient management of public organizations and training, placing ASN according to their potential so that they can work optimally, and budgeting for training and competency development of ASN planners. The WT strategy includes structuring planning governance by training ASN planners to be responsive to problems and changes. Seeing the condition of SWOT and its location in quadrant I, the strategy recommendations are more progressive, i.e., the organization has good strengths and opportunities to be developed.

Third, the competency development strategy for ASN planners in the Meranti Islands Regency can be carried out based on the resulting strategy. In the S-O strategy, the implementation is to optimize human resources by improving and implementing the training system, including the methods and curriculum. It is also necessary to organize organizational management through digitalization (e-government). In the ST strategy, the implementation is to improve technology and competence of ASN planners to anticipate the impact of climate change related to planning. The WO strategy is to organize OPD management and training management by implementing digital information systems, as well as increasing synergies between fields and OPD so that existing planning runs effectively and efficiently. The WT strategy is to prepare the ASN planners' capabilities to face the challenges of regional problems and the changes that occur.

## 5. SUGGESTION

Based on the results of this study, the recommendations that can be submitted are as follows:

1. For the purposes of competency development, it is necessary to study the identification of competency-based development needs for planners. Operationally, this competency review is conducted annually to plan and evaluate the results of the training and involve experts.
2. Competency development needs to be supported by internal synergy and coordination with the Meranti Islands Regency Government as well as with external training providers and so on, in the management of training management and competency improvement, especially the readiness of its supporters (e.g., budget, training program, working conditions and culture). The application of a democratic work culture can be applied to accommodate the opinions of all employees, such as internal discussions or aspiration nets.
3. In order to increase competence, it must be based on the results of the identification of the needs above (point 1), so that the development of competence is in accordance with the position and field as well as the needs of the agency. This means that the recommendations of the results of the study must be carried out consistently

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