

Implementation of Charging Policy High Leadership Positions Openly in the Environment Government Province Riau Islands

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Implementation of Charging Policy High Leadership Positions Openly in the Environment Government Province Riau Islands

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Abstract

Placing employees as officials in the position of Primary High Officials should have the ability, skills and expertise to agree on the objectives of the Open Selection policy to obtain competent and accountable officials. Open Selection is set in PERMENPAN RB No.13 of 2014 the Procedure for Filling Open High Leadership Positions in the Government Environment. This research was conducted aimed at: a. Understand and implement the Primary Open Position (JPT) Open Selection policy; b. Understand, analyze and find what model of policy implementation is applied in the implementation of the Primary Open Position Selection (JPT) Primary; c. Understand and analyze the inhibiting and supporting factors in the implementation of Primary Leadership Open Selection (JPT) Primary in the Riau Islands Province Government Environment. The study was conducted based on the post-positivism paradigm and asked for quasi-qualitative. In this study there were 4 (four) informants who understood and many understood the research. The method used is through interviews and document searches, while the data are analyzed using the interactive model of Miles and Huberman which cannot be operated linearly, while still being simultaneous. The results showed the importance of the Bureaucracy and Budget and Political Policy Implementation of the Open Selection Position of the High Leadership (JPT) of the Riau Islands Province based on communication variables, resources, bureaucratic structure, disposition and achievement system, connected with the ability of the bureaucracy and thus political funding an area. Next, the importance of implementing a quality system to improve the quality of regional government birmentation and ASN. The inhibiting factors of the Open Selection Policy relating to humans, the budget, the long time, the implementation that is not available by KASN, has nothing to do with quality assurance and indicators that support credibility and there are no Kukkk Evaluation Guidelines. While supporting factors are the availability of supporting rules, support from the governor with morale is also a policy. Increase participant participation and generally accept the results of open selection. Another support is the open selection of the selection committee, adequate infrastructure and technology provided by Riau Islands Province.

Keywords: Policy Implementation, Open Selection, High Leadership Position

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A. INTRODUCTION

Structural positions, especially echelon-level positions in **Law Number 5 of 2014 concerning State Civil Apparatus**, **are** referred to as Primary Leadership Positions. These are managerial positions held by Civil Servants who fulfill the leadership and functional engineering abilities that are adequate in accordance with the levels. his position. Placing employees as officials in the position of Primary High Officials must have the abilities, skills and expertise as the objectives of the Open Selection policy producing competent and accountable officials.

Good Open Selection is reflected in the selection process itself, which is set out in PERMENPAN RB No. 13 of 2014 concerning Procedures for Filling Openly High Leadership Positions in the Government Environment, starting from determining the evaluation criteria, selection committee (selection), openness and accountability, so as not to cause a negative public opinion of the selection results. This means that the process and appointment of the selection results must reflect good governance and accountability, so that the results of the selection can be accepted by all parties, not causing suspicion from those who **are** not elected.

Human resources in this case the government apparatus **has an important role in the** implementation and success **of** development, because **human resources** are the most valuable assets owned by the organization. If the organization is able to have employees with very competitive quality and in accordance with the expected competencies, then the accumulation is certain that the organization will be able to achieve the expected

performance. Thus, human resource management is very important for an organization in managing, managing and utilizing employees so that they can function productively for the achievement of organizational goals.

In the context of civil servants, one of the management of human resources is regulated in Government Regulation No. 11 of 2017 concerning Management of Civil Servants as the implementation of Law Number 5 of 2014 concerning State Civil Apparatus. The government is currently in the era of transition towards the adoption of Law (Law) Number 5 of 2014 concerning the State Civil Apparatus (ASN), which becomes the statutory regulation for the implementation of the office auction. The application of the ASN Law provides more space for developing a merit-based bureaucracy system than the previous system. In Article 72 of the ASN Law it self clearly and clearly stated that "every civil servant who meets the requirements has the same right to be promoted to a higher position" which means, the system of promotion of civil servants must be open and competitive.

The auction scheme is a government procurement that provides the public to facilitate and provide input to the governance process. In addition, the community can also assist the process, which is provided with community trials needed to involve various components of the community. The Ministry of Administrative Reform and Bureaucracy Reform issued a Regulation of the Minister of Administrative Reform and Bureaucracy Reform No. 13 of 2014 concerning Procedures for Filling Open High Leadership Positions within the Government. Even though this PERMENPANRB already exists, the implementation of this PERMENPANRB has not yet been approved by all Government Bureaucracies in Indonesia. This shows that PERMENPANRB No. 13 of 2014 still has weaknesses when viewed from the side of public implementation theory, because it is interesting to review and improve.

The purpose of this study is to 1). Understand and analyze the implementation of the Primary Leadership (JPT) Open Selection policy in the Riau Islands Provincial Government. 2) Understand, analyze and find what kind of policy implementation model is implemented in the implementation of the Primary Open Position Selection (JPT) Primary in the Riau Islands Provincial Government. 3) Understand and analyze the inhibiting and supporting factors in the implementation of the Primary Open Position Selection (JPT) Pratama in the Riau Islands Provincial Government.

During this time the echelon position is still not referring to the established criteria and tends to be caused by political factors and other things. For this reason, the importance of open selection is to produce employees in high-level pratama positions with high performance according to Rusli's employee expertise (2013). Failures in implementing policies can occur as a result of limited resources in the organization (Kusnadi, 2013).

a. Policy Theory

The term policy itself is a translation of the English term policy. Policy in the dictionary is interpreted as: "a set of ideas or a plan of what to do in particular situations that have been agreed officially by a group of people, a business organization, a government or a political party." Walter (2011). Policy is as a form of efforts of public institutions such as the government to solve common problems that exist in society. The meaning implies that what is done or not done by the government that is related to the public interest will affect the interests of society at large.

Edwards III and Sharkansky (in Islamy, 2006) stated that public policy can be clearly stipulated in government regulations or in the form of programs and actions taken by the government. Mazmanian and Sabatier (in Wahab, 2012) define the process of policy implementation as the implementation of basic policy decisions, usually in the form of laws, but can also take the form of important executive orders or decisions or judicial body decisions. Typically, the decision identifies the problem to be addressed, states explicitly the goals / objectives to be achieved and various ways to structure / regulate the implementation process. The extent of the meaning of public policy is expressed by Jones (2013) is a relationship between certain government units and their environment.

b. Theory of Public Policy Implementation

Basically, policies are provisions that must be used as guidelines, guidelines or instructions for every business and activity of the Government apparatus, so as to achieve smoothness and integration in efforts to achieve goals. The implementation of Open Selection in a High Leadership Position can be stated as the implementation of public policy, because it is binding according to the rules. The process of implementing public policy certainly involves a number of implementing actors and implementing agents as well as policy makers. Referring to this Anderson (2013) says: *In general usage, the term policy designates the behavior of some actor or set of actors, such as an official, a governmental agency, or a legislature, in an area of activity such as public transportation or consumer protection. Public policy also may be viewed as whatever governments choose to do or not to do.*

Policy implementation is not only limited to a process of implementing policy decisions (usually in the form of laws, government regulations, judicial decisions, executive orders, etc.). But more than that, it is also followed by the stages in the implementation process, the expected impact and ultimately the important improvements to the laws / regulations that are the basis for implementing the policy, so that if the policy is found it is not maximized in its action the policy agent can take initiative to make changes in its implementation through improvement of regulations / laws and regulations as the basis for implementing or implementing the policy.

The implementation of the Open Selection pratama High Leadership Policy is also said to be the implementation of a public policy management system and therefore the management of this management system is certainly based on a public policy. The implementation of public policy is included in the administration of the public administration system, so to achieve the expected results every program implementer who plays an important and decisive role in the policy implementation process needs to understand the administration concept as said by Ripley and Franklin (1997) follows:

"Agencies charge by law with responsibility for administering programs must acquire resources needed to move ahead. The resourch. These resources include personal, equitment, land, raw material, and – above all – money. Second, agencies engage in interprestation and planning. Third, agencies must organize their activities by creating bureaucratic units and routines for attacking their workload. Finally, agencies ectend benefits or restrictions to their clientele or target groups. They provide the services or payment or limits on activity or whatever else represents the tangible out of a program".

c. Public Policy Implementation Model: George Edward III

The policy implementation developed by George Edward III begins with the question "What are the preconditions for successful policy implementation? What are the primary obstacles to successful policy implementation? ". Answering this important question, George Edward III points out four critical factors or variables in implementing public policy, namely communication, resources, disposition or attitude, and bureaucratic structure.

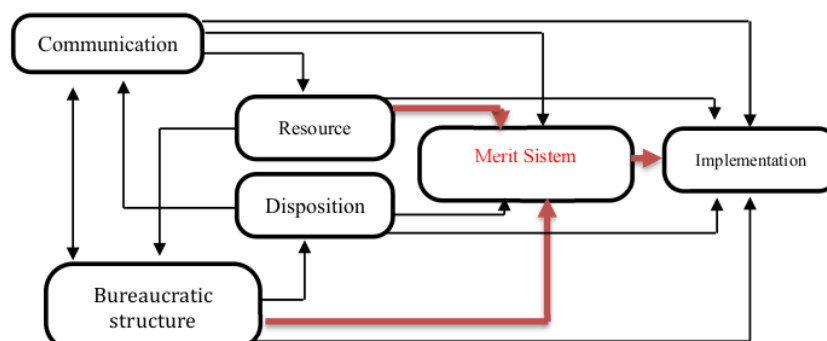
The policy implementation developed by George Edward III begins with the question "What are the preconditions for successful policy implementation? What are the primary obstacles to successful policy implementation? ". For these important questions, George Edward III points out four critical factors or variables in implementing public policy, namely communication, resources, disposition or attitude, and bureaucratic structure.

Edward III's thoughts revealed the importance of coordination and cooperation to succeed in the implementation of policies among the different bureaucratic structures, because differences in bureaucratic structures can hamper coordination for successful policy implementation. Meanwhile, problems in the internal environment of the bureaucracy can be caused by a bureaucratic structure that is too hierarchical. According to Widodo (2007):

"Strategic problems originating from the internal environment can be in the form of institutional structure, structuring and competence of its officials, management, administrative technology (facilities and infrastructure), and bureaucratic management itself. Problems originating from the external environment can be in the form of community dynamics and the growth and development of problems faced by the community so quickly, changes in the condition of society from powerless to powerless, and even very powerful (full power), the enlargement of the paradigm of thinking, shifting the paradigm in the administration of government development, and community services, from centralization to decentralization (regional autonomy), from rule government to good governance, and so on".

Bureaucratic structure also determines policy performance. This means that the successful implementation of the Open Leadership High Selection policy depends on how the executive bureaucratic structure functions together to implement the policy. Based on George Edward III's theory, the researcher adds the policy variable in the implementation theory, namely merit system, as shown in the chart below.

Image: Implementation of the Open Selection Policy for Primary Management (JPT) Pratama of Riau Islands Province



Source: George Edward III Implementation Model, after modification

d. ASN Human Resource Management

Placement of employees means allocating employees in certain work positions, this is good for new employees and promotion of old employees. Specifically for existing employees who have held positions or occupations, including the objective of the placement of employees in the sense of maintaining their position or transferring them to other positions. Schuler and Jackson (2007) provide an understanding of the placement of employees: "as a process relating to matching someone with the position to be held based on the needs of the position and the knowledge, skills, abilities and **Riaubadian Islands of the employee**".

Employee placement is intended so that employees get the certainty of working in organizations that have definite jobs and are employed according to their abilities, so that they can contribute their energy and thoughts in accordance with what is expected by the organization, so that the organization can optimally employ these employees, as well as employee feedback can expect rewards that match what he expects.

1. Competence of the State Civil Apparatus

In terminology, competence can be defined as a set of responsible intelligence actions that must be owned by a person as a condition to be considered capable of carrying out tasks in a particular field of work. In this case the competency is very closely related to the performance of each organization. Meanwhile, the performance of the organization in question also depends on the performance of individuals in the organization. Therefore, the success of work for each individual becomes important for the achievement of the **success of the organization's work in achieving certain goals**.

Referring to the success of this work, David McClelland (Martin, 2002) said: There is something basic characteristic that is more important in predicting work success. That something, more valuable than academic intelligence. And something that can be determined accurately, can be a determining point (critical factor) difference between a star performer and a dead wood. According to McClelland, that is what is called: Competence.

Shermon (2004) explained: **"Competency" has two relevant meaning – The first, addresses the ability of an individual to perform effectively in a job-relevant area. The second, is a definition of what is required of an individual, for effective performance. These two are closely related but distinct. The second meaning, involves defining what is important to be successful in a job, while the first deals with the degree to which an individual does, what is important for a job. Defining job competencies is useful in assisting individual develop their competencies for that job. This area related to success in a job role. Building on this definition, a competency model is a grouping of individual competencies, which describes all, or most of the requirements for job function, or organizational success.**

Spencer & Spencer (1993) provided the following concepts of competency understanding:

A competency is an underlying characteristic's of an individual which is causally related to criterion-referenced effective and/or superior performance in a job or situation.

Underlying characteristic means the competency is a fairly deep enduring part of a person's personality and can predict behavior in a wide variety of situation and job tasks

Causally related means that a competency causes or predict behavior and performance.

Criterion-referenced means that the competency actually predict who does something well or poorly, as measured on a specific criterion or standard.

According to Spencer's & Spencer's explanation, a concept of understanding that "underlying characteristics" contains the meaning of competence is the deepest part of the Riau Islands owned by someone who can predict various conditions, tasks and jobs. The word "causally related" can mean that competence is something related to behavior and performance. The word "Criterion-referenced" means that competence refers to who has good performance criteria and unfavorable performance criteria, if measured from certain performance criteria or standards. For example, the achievement of service standards judged by the criteria of service recipient satisfaction such as the satisfaction of citizens who take care of population administration needs.

2. Structural Job Description

Structural position is a position that explicitly exists in the organizational structure, where the position is to show the duties, authority and rights of a civil servant in the framework of an organizational structure, this is given in the framework of implementing a career system and work performance system, it must be fulfilled the requirements which is usually related to rank or the need for arrangement of rank levels in each position. Civil servants who are appointed to a rank must be in accordance with the rank assigned to that position.

In managing staffing, the Human Resources Development and Human Resources Agency that is given carries out the function of carrying out administrative processes in placing all employees in each OPD, and from each OPD is also distinguished into positions, namely for echelon 2 (two) which is currently referred to pratama high leadership is the Head of Service / Agency, echelon III (three) or administrator is the Head of Division or Head of Division, and echelon IV (four) or supervisor for the Section Head or Head of Subdivision and also executor.

3. Structural Position Placement Analysis

Basically, the requirements for holding a position are fulfilling the specified requirements. Qualifications and levels of education will basically support the professional position, especially in the effort to apply the theoretical framework, analysis and methodology for carrying out the tasks in his position, while also having the necessary office competencies. In this case, competence is the ability and characteristics possessed by a civil servant in the form of knowledge, skills and behavioral attitudes required in the implementation of the duties of his position, so that the civil servant can carry out tasks in a professional, effective and efficient manner. Employee competencies here are individual competencies that need to be owned by civil servants who are placed in a particular position.

Competence consists of the knowledge, skills and attitudes in the performance standards required at work. Related to that, Schermerhorn (2004) provided a definition of competence in terms of attitudes and abilities, namely that: "Competency is the central issue concerning the aptitudes and abilities of people at work. Aptitude represents a person's ability to learn something. Ability reflects a person's existing capacity to perform the various tasks needed for a given job and includes both relevant knowledge and skills.

Placement of civil servants in positions need to refer to HR management functions, starting from the planning aspect to dismissal. In administration, classically, the management process can refer to Gulick's opinion (in Perrelli, 2006) that the important functions of executive management consist of "Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting — providing a sort of administrative prescriptions which should be followed by any competent administrator." This process is called POSDCoRB.

4. Merit System

Merit systems prioritize human resource development systems. Some definitions of the definition of human resource management according to experts, including saying management and human resources have the following elements (1) elements of organizational goals, (2) elements of assistance, and (3) elements of others (Nawawi, 2005). According to Santa Monica College in Titin Ellyana (2011: 20) merit system is a personnel management system that aims to ensure fairness and impartiality in employee retention, selection, and promotion. The merit system is implemented by the personnel department and is appointed to oversee the selection and retention of employees classified according to the principles of merit.

B. RESEARCH METHODS

This research is in favor of the post-positivism paradigm. Taking into account the paradigm views held in this study, that; 1) social phenomena are analyzed based on meaning; 2) use sensing in understanding social phenomena; 3) undergo an understanding of all social phenomena that are related to all research data, then in research using a quasi-qualitative approach. The quasi-qualitative approach referred to by the researcher is an interpretive process of the data obtained from the informants in this study, namely undergoing an interpretive series of research results (Burhan, 2018).

Data collection in this research was carried out through interviews and document searches. In the process of collecting data, researchers and informants as the main instrument in research. Furthermore, the data obtained was tested for its validity by using triangulation. In carrying out data analysis researchers used 14 quasi-qualitative steps. Qualitative data is what people say related to a set of questions raised by researchers.

C. RESULTS AND DISCUSSION

Civil Servants who will be promoted to a position and rank are promoted to Baperjakat (Position and Rank Advisory Board). Baperjakat is tasked with selecting the appointment, transfer, and dismissal in and from structural positions of Echelon I at the central agency determined by the President at the proposal of the leadership of the agency and after receiving written consideration from the State Personnel Commission. However, to guarantee the quality and objectivity in the appointment, transfer and dismissal of Civil Servants in and from structural positions of Echelon II and below in each agency, a Position and Position Advisory Board (Baperjakat) was formed. The main weakness of this body is that its decisions are unilateral. That a civil servant is determined by a unilateral decision made by Baperjakat.

In the case of filling pratama high leadership positions, they are carried out openly and competitively among civil servants by taking into account the requirements of competency, qualifications, ranks, education and training, track record of positions, and integrity and other position requirements in accordance with the provisions of the laws and regulations conducted openly and competitive at the national or inter regency / city level in 1 (one) Province.

The purpose of compiling the Procedure for Filling out the High Leadership Positions in the Environment of Government Agencies is a permit for the central and regional governments to openly administer high, middle and pratama management. The goal is the selection of the highest leadership candidates, intermediate and pratama that

is transparent, objective, competitive and accountable. The objectives of the preparation of the Procedure for Filling out the High Leadership Position in the Environment of Government Agencies are candidates for high leadership leaders, intermediate and pratama in the central and regional government institutions in accordance with the required competencies and merit systems.

There are 4 (four) categories that are prohibited in the implementation of employment, namely discrimination, recruitment practices that violate the merit system, efforts to retaliate against protected activities (including whistleblowers), and violations of various regulations based on principles system merit. In order to better ensure that high-ranking officials meet the competency position required by the position, the Governor of the Riau Islands Province considers it necessary to regulate the procedures for filling open high-ranking positions based on a merit system, taking into account the continuity of the career of the relevant civil servant through several mechanisms that will be explained in the following narrative, the mechanism of the Stages of Selection. Stages of the announcement of the results of the selection and Inauguration Stages.

The previous Primary High Officer placement model was based on PP 100 Year 2000, through the Baperjakat mechanism, but by using Permenn 13 of 2014 the Primary High Official placement model used a mechanical Open Selection model. This model, as explained in the above schema, consists of several stages, namely:

First Stage: Planning. This stage is the Regional Secretary of the Riau Islands Province and the Human Resources Development and Human Resources Development Agency (BKPSDM) of the Riau Islands Province, making planning documents for the placement of Primary High Officials for available vacancies and available resources. Then the results of this plan are reported to the Governor as the Staffing Officer (PPK). This plan was consulted with KASN. The document consists of the implementation of the Open Selection, Open Selection participants and the Open Selection committee to obtain KASN recommendations.

Second Stage: Implementation of Open Selection using the mechanism (1) Announcement. (2) Applying. (3) Participants in Administration Selection, Position Tracking, Integrity and Morality. (4) Health and Psychiatric Tests. (5) Competency Selection (Writing of Papers). (6) Interview. (7) Announcement. (8) PPK establishes and appoints JPT, after obtaining a recommendation from KASN.

Stage Three: Evaluation of the implementation of terbuka selection internally is carried out by the Regional Secretary of the Riau Islands Province. To determine the steps taken in the next Open Selection. Then an external evaluation was carried out by KASN based on a selection implementation report submitted by the Governor of Riau Islands letter.

Although there are differences between the two models above, but the main equation of the two models above, is not to include aspects of the Merit System into the two models. Not including Merit System aspects in the two models causes both models to not have the power to achieve the leader's targets in carrying out their duties properly.

Based on the research results of the implementation of the Open Position of the High Leadership (JBT) Primary of Riau Islands Province in 2019, are as follows:

1. Open Selection carried out by the Primary High Leadership Selection Committee (JPT) Team has a philosophical basis, a basis for benefits and political considerations that is different from the Baperjakat model.
2. The Open Selection Model allows all available human resources to be democratically exposed so that high-ranking regional leaders who are qualified in their respective fields are obtained.
3. At the participant level, an attitude is formed to accept all decisions made by the Selection Team, because the implementation of the Open Selection is carried out transparently and overseen by KASN.
4. The election of regional high leaders in the Riau Islands Province openly allows all parties to accept the decisions made by the Open Selection Team, except in certain cases, the Governor of the Riau Islands Province as the user chooses 1 (one) out of 3 (three) high leadership candidate submitted by the Committee of Committee (Selection Committee) in each position available, so that the community feels they do not represent their aspirations. In cases like this there will be resistance at the beginning of the decision, and will subside if there is an explanation from the user in this case is the Governor of the Riau Islands Province.
5. The birth of high-ranking regional leaders in the Riau Islands Province will indirectly have consequences for the compensation given by the Riau Islands Province, in the form of a merit system, which is adjusted to the capabilities of the Government of the Riau Islands Province.
6. Implementation of a Merit System in the Bureaucracy of the Riau Islands Province, is still felt to be in control in terms of providing the needed human resources and compensation resources that can be provided by the Riau Islands Province. Considering the Merit System has a consequential managerial consequence and consistent implementation. If this does not happen, then the Merit System cannot run properly.

Some inhibiting factors encountered in the field during the implementation of the Open Position of Primary Leadership in Riau Islands Province are:

1. Budget resources. The budget for conducting the selection needed is verlarge, especially those used for:

assessment, medical tests, forming a selection committee, honorarium for the selection committee.

2. Local political conditions. Political intervention and nepotism are felt very strongly by the Open Selection committee, although sometimes it is difficult to prove. Like, there are political pressures and the still thick elements of regionalism and closeness. Implementation Time. The length of the Open Selection is too long, which is around two months, is felt as inefficient. This condition is caused:
 - a. Implementation of Open Selection awaits recommendations from KASN
 - b. The time for announcement and implementation is three weeks
 - c. The short interview time was ineffective because the committee could not explore all potential participants carefully, even though the interview had been carried out until late at night.
3. Quality Assurance Mechanisms and Assessment Indicators. There is no quality assurance mechanism and credible assessment indicators to ensure the process runs honestly and with quality.
4. There are no instructions for carrying out the assessment from Permenpan No. 13 of 2014. The Open Selection Committee experienced difficulties in the field because there were no technical instructions made by KASN, the decisions made by the Open Selection committee were only based on interpretation.

As for the supporting factors of the open selection policy, namely:

1. Supporting rules. Although KASN has not had an open implementation guidelines for Primary High Leadership Position yet, the following legal instruments can help the Open Selection Committee Team, namely:
 - a. UU no. 5 of 2014 concerning ASN
 - b. PP No. 11 of 2017 concerning ASN Management
 - c. Permenpan No. 13 of 2014 concerning Procedures for Filling in JPT in Government Agencies.
2. Support from the Governor. Supports of the Governor of the Riau Islands Province consist of two forms, namely moral support and policy support.
3. Participation of selection participants. Participants in the selection have enthusiasm for the implementation of this selection since it was first announced until the announcement of the selection results was announced.
4. All Open Selection participants accept the announced results. All Open Selection participants receive the selection results announced by the Open Selection Committee. This shows that participants accepted the process of carrying out the selection and the selection results.
5. Pansel openness in providing announcement of selection. The Openness of the Selection Committee is carried out both in the examination process, in which the test stages are announced and their results are announced, including the overall results of the selection process being announced publicly so that the participants and the whole public know it transparently.
6. Availability of infrastructure and technology. The facilities and infrastructure available in the Riau Islands Province Government allow all stages of the selection to run well.

D. CONCLUSION

1. Implementation of the policy of filling the Primary Leadership Position (JPT) Pratama within the Riau Islands Province Government is carried out using PERMENPANRB No. 13 of 2014 with the Open Selection mechanism guided by the provisions stipulated in the RB Permenpan.
2. The open selection policy implementation model is carried out in the following manner: a. planning; (1) planning (planning JPT needs and availability of human resources and budget. (2) consultation with KASN b. Open Selection Implementation: (1) Selection Announcement Stages (general provisions, registration requirements: (1. Stages of selection and schedule of activities, 2 other provisions) c.Stages of administrative selection d.Phases of technical competence (papers) e.Phases of managerial competency selection (assessment) f.Phases of field competency selection (interviews) g.Results of selection h.Laughter of officials.
3. The inhibiting and supporting factors for the implementation of the open selection policy are: the amount of the budget, the length of time, the absence of a selection mechanism, the absence of a quality assurance mechanism and assessment indicators, the absence of guidelines on the implementation of Permenpan No. 13 of 2014.
4. Factors supporting the open selection policy are: the existence of supporting rules, the amount of participation, participants accept the results of the selection. Open attitude of the committee and infrastructure support.

1 SUGGESTION

Based on the results of research and theoretical criticism carried out by researchers, the researchers propose the following recommendations:

1. If the government intends to seriously reform the government bureaucracy, then the implementation of the Open Selection for High Leadership (JPT) within the government, both in the central and regional governments, is the most appropriate step in placing government leaders in the government bureaucracy.
2. In the implementation of the Open Position of High Leadership (JPT) in the government environment in Indonesia, it should take into account the issue of merit system as a very important component of policy implementation in the Open Selection.

3. There should be regulations made by the Indonesian government that are more detailed and decisive regarding the Implementation of Open Selection and merit of this system in one comprehensive regulation making it easier for government to carry out implementation in the field.
4. Supposedly KASN, as a regulatory body in this Open Selection, faced with such conditions, could make a protocol on Open Selection along with measurements that must be carried out by the institutions underneath making it easier for the Open Selection Committee Team to have strong guidelines in carrying out its duties.
5. The Implementation of Open Selection is a democratic step developed in the Government Bureaucracy, especially in the regions. Therefore, people in the regions should welcome these decisions positively, so that they can support the implementation of democratization in the regions. If all these changes are dealt cynically, then these changes will not be beneficial for a change in democratization in the area.

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