

Talent Management Analysis at Financial Audit Agency

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Abstract:- The purpose of this research is to evaluate talent management program at Badan Pemeriksa Keuangan/BPK (Supreme Audit Agency). Using the qualitative evaluation research method, CIPP (Context, Input, Process, Product) model of evaluation. The data is collected from ten of BPK employees from various related departments. The result of this study found that: (1) the context component evaluation is very good, (2) the input component of evaluation is poor, good, and very good, (3) the process component is poor, good, and very good, (4) the product component of evaluation is very good. The overall evaluation of the talent management program at BPK is moderate. Thus, it is necessary to provide appropriate skill development and increase responsibility for BPK employees.

Keywords: Talent management, evaluation program, CIPP model, Supreme Audit Agency.

1. Introduction

In the midst of increasingly rapid and sophisticated developments in science and technology, companies are aware of the importance of having employees for the progress of their business. Now, employees are no longer seen as mere resources, but are important assets for the survival and development of the company. This is the era of changing human resources into human assets called human capital. Human capital emphasizes human resources as an organizational competitive advantage which is achieved through strategic investments such as talent management (Baron and Armstrong, 2008). Human capital management (HCM) is the heart of talent management. One of the major changes in HRM today that is starting to get serious shape and attention is talent management.

Talent management is a new and modern approach that places a key and fundamental role for humans in managing a company. Talent is usually operationalized as human capital, a term used to denote the stock of competencies, knowledge, social and personality attributes that are embodied in the ability to perform labor so as to generate economic value (Farndale et al., 2010). The encouragement to implement talent management in public sector organizations in Indonesia can be traced from the development of various strategies such as those used by Bank Indonesia (BI), the Ministry of Finance, the Ministry of Law and Human Rights, the Ministry of State-Owned Enterprises and several BUMNs (Bank BUMN, Pertamina, Telkom), TNI and the Supreme Audit Agency (BPK). One perspective on talent management is to see it as a stand-alone function that falls outside the normal recruitment and development policies. In almost all of the talent management literature, the “talent” referred to is related to leadership and governance, rather than practitioner excellence which can drive the bottom line of many institutions (especially the private sector) (Smith, 2015).

BPK is a state institution that has a strategic role in encouraging the government to implement development policies and strategies. BPK according to Law Number 15 of 2006 Article 1 paragraph (1) is a state institution whose task is to examine the management and accountability of state finances, carried out by the Central Government, Regional Governments, other State Institutions, Bank Indonesia, State-Owned Enterprises, Public Service Agencies Public, State-Owned Enterprises, and other institutions or bodies that manage state finances. Apart from auditing state finances, BPK is also active in international audit institutions. BPK plays a very active role in international institutions such as (INTOSAI), the United Nations audit committee, namely the Independent Audit Advisory Committee (IAAC) and very much initiates audit activities in international institutions.

BPK's involvement and relations with international organizations and other state auditing institutions have had an influence on BPK's capacity building and institutional development. This is related to increasing the capability, knowledge and experience of BPK human resources in various international activities. To achieve these expectations, human resources (HR) have an important role in an organization, both business and non-business organizations such as government, foundations, education, and so on. The number of human resources supporting BPK activities reached 6,869 employees consisting of 618 structural officials, 4,059 functional inspectors (PFP) and 2,192 implementing officials.

Prior to the introduction of talent management for competency development and succession planning, to guide the implementation of the bureaucratic reform agenda in the field of HRM, BPK developed the HRM Plan in 2009. The HRM Plan is a strategic document consisting of an integrated framework and approach that governs practices practice in the field of HRM at BPK. Many activities have been carried out in relation to the HRM Plan. These activities, among others, are directed at developing and improving policies and practices in the field of HRM at BPK. In connection with the implementation of talent management with the accompanying conditions as a background, the researcher is interested in conducting research on how to implement a talent management strategy at BPK. This question is very interesting to answer regarding the hope of implementing talent management in BPK's efforts to answer human resource management issues and support the realization of a merit system.

2. Literature Review

A large number of human resource (HR) practitioners around the world believe that in various policy studies talent management is one of the most important human resource challenges facing twenty-first century organizations (Ashton and Morton, 2005). Talent management has become a hot topic and the 'war for talent', as an expression launched by a group of McKinsey consultants in the 1990s, became a ubiquitous discourse (Michaels, Handfield-Jones, & Axelrod, 2001). Program evaluation can be defined as a systematic operation of varying complexity involving data collection, observation and analysis, and culminating in an evaluation of the quality of the program being evaluated, considered as a whole, or through one or more of its components (Mizikaci, 2006).

Good program evaluation theory has six main features: overall coherence, core concepts, tested hypotheses about how evaluation procedures produce the desired results, applicable procedures, ethical requirements, and a general framework to guide program evaluation practice and conduct research on evaluation. programs (Stufflebeam & Coryn, 2014). Program evaluation is strongly influenced by the evaluation model adopted. The CIPP Stufflebeam model was used in this study because it is comprehensive and systematic (Mohebbi, Akhlaghi, Yarmohammadian, & Khoshgam, 2011). Unlike Tyler's goal-oriented (selective) evaluation model, Stufflebeam involves evaluating all program components. Assessing programs with this model, therefore, allows the researcher to determine its value in terms of assessing needs, resources, practical applications, and outcomes (Frye & Hemmer, 2012). Users of this model evaluate programs with respect to the relationships between different parts of a program, as a result of which they can influence each other.

The purpose of bureaucratic reform is to create a professional government bureaucracy with characteristics, integrated, high-performance, free and clean of KKN, capable of serving the public, neutral, prosperous, dedicated, and upholding the basic values and code of ethics of the state apparatus. The vision of bureaucratic reform is the realization of a world-class government, namely a professional and high-integrity government that is able to provide excellent service to the community and democratic government management to be able to face the challenges of the 21st century through good governance in 2025.

The definition of talent according to the BPK Talent Management Guidelines is an employee who has the potential and performance that can make a significant contribution to the achievement of BPK's strategic objectives. Talent Group is a set of Talents identified and grouped according to certain criteria which are further developed and utilized in order to support the achievement of BPK's strategic objectives. Talent Management is a series of mechanisms consisting of Talent Needs Analysis, Talent Identification, Talent Development and Utilization, and Monitoring and Evaluation processes that are implemented to support the achievement of BPK's strategic

objectives. The Talent Management Framework consists of the following components: Objective Components, System Components, and Supporting Components.

3. Methodology

The research was conducted in the period from May to December 2021 at the Supreme Audit Agency of the Republic of Indonesia (BPK RI) Jl. General Gatot Subroto Kav. 31 Central Jakarta 10210. This research is evaluation research. In evaluation research, the model adopted in evaluating talent management programs at the Supreme Audit Agency is the CIPP Model. CIPP stands for Context, Input, Process and Product (Stufflebeam, 2000, 2003; Stufflebeam & Coryn, 2014). In carrying out the study, the CIPP evaluation model is carried out comprehensively to understand the activities in the coaching program, from program design to program completion.

The presentation of data for the CIPP evaluation model is carried out on each component, namely the context, input, process, and product components. The score level has been made by the researcher which consists of four levels as shown in the following table.

Table 1 Assessment Categories Based on Compliance with Evaluation Criteria

Scale	Tiers	Rating Explanation
1	Poor	If none, until only a few research findings match the evaluation criteria
2	Deficient	If only a few of the research findings match the evaluation criteria
3	Good	If only a few to most of the research findings match the evaluation criteria
4	Very good	If most of the research findings are in accordance with the evaluation criteria.

4. Result and Discussion

The results of this study will attempt to reveal the effectiveness of the implementation of the talent management program at BPK using the CIPP model as described in the previous chapter. The CIPP model proposes four assessment components, namely from a review of context, input, process, and product.

Context Evaluation

The results of the assessment of the context evaluation are in a very good assessment.

- Aspects of vision and mission. The formulation of the talent management vision and mission is not specifically for talent management, but a combination of everything in the HR Bureau. So that the description, desires and shared aspirations regarding the future of the organization have not been explored in the form of conditions, roles and ideals to be realized or roles to be carried out which are the commitment of all members of the organization without feeling forced or because of being pressured by the leadership.
- Aspects of program objectives. The purpose of the talent management program at BPK has a formula, namely succession and has been achieved with various real activities in order to achieve the goals set. However, the program objectives have not been systematic and integrated. However, it can still accommodate the talent needs of BPK.
- Aspects of program objectives. The targets have been formulated in writing but do not yet have a derivative and the HR Bureau is still drafting which is currently still in the material.

Input Evaluation

The results of the assessment of the context evaluation are in the rating from poor, good, to very good.

- Aspects of program strategy. The evaluation results were poor because only a few evaluation criteria were met. The strategy formulation has not been aimed at talent management purposes.

- b. Aspects of program planning. The evaluation results in this aspect are of good value. Indeed, a talent management activity plan already exists and is scheduled, but the activity is not yet specific and involves several sections within the HR Bureau. Such as planning needs, mutations so that it has not been integrated for BPK employees.
- c. Institutional aspects. The results of the assessment on the institutional aspect are very good. Most of the evaluation criteria were met. The drawback is that the Secretary General's Decree for the Talent Committee consisting of Tortama and Echelon I has not been signed by the Secretary General.
- d. The aspect of readiness of human resources is very good. Most of the criteria are met. The drawback is the lack of work units in handling talent management, because only the HR Bureau plays a role.
- e. Aspects of facility readiness. The results of the assessment on the readiness of the facilities are very good. All criteria are met. For example, the availability of system support and procedures for talent management in the form of Talent Management Guidelines and Standard Operating Procedures (POS) that are being prepared.
- f. Aspects of budget readiness. The results of the assessment on budget readiness are very good. Two evaluation criteria on this aspect of the budget were met. For example, regarding the availability available in the Annual DIPA and the sufficient amount supported by the budget of other sakers.
- g. Aspects of data and information. The results of the assessment on data and information are very good. The two evaluation criteria on the data and information aspects were all met. Availability of applications on the HR Information System (SISDM) and updates that can be accessed by all employees anytime and anywhere.

Process Evaluation

The analysis of the evaluation of the talent management process at BPK from each aspect of the process is as follows.

- a. Aspects of program implementation. The results of the evaluation of the implementation of the program are in the very good category. In this aspect, there is consistency and also the ability of program implementers to meet the needs of succession planning in managerial positions according to Permenpan Number 38 of 2017. As for functional positions, it is carried out and written in the program according to BPK competency standards.
- b. Aspects of the working mechanism. The results of the assessment on the aspect of the working mechanism are very good. Implementation of talent management programs in accordance with work procedures with the availability of specific work procedures and implementation according to work procedures.
- c. Cooperation aspect. The results of the assessment on the aspect of cooperation are poor and very good. Intra-collaboration was not carried out well. The cooperation with Inter has been very well done. The weakness is collaboration with intra such as the Talent Committee whose members consist of Echelon I and Tortama not yet knowing that they are the Talent Committee, this is because there is no decree that has been approved or signed by the Secretary General of BPK.
- d. Aspects of talent needs analysis. The results of the evaluation of the talent needs analysis aspect ranged from good and very good. Careful planning and attention to vacancies information but not yet systematically involved. The discussion of talent needs is carried out carefully and not in a hurry, so that in implementing talent needs more actions are taken than implementing solutions.
- e. Aspects of talent identification. The results of the evaluation of the talent identification aspect ranged from good and very good. In identifying very open and anyone knows clearly. Although it has not been systematically involved for the parties involved, the criteria as the basis for talent assessment are very

clear and easy to understand with the SISDM, so that the determination of the results of talent identification is carried out with professional and relevant considerations.

- f. Aspects of talent development and utilization. The results of the evaluation of the talent identification aspect ranged from good and very good. Talent readiness for succession of positions is supported by a well-organized and up-to-date Talent Development Catalog. Mentors also accompany each talent in developing their competence with a mentoring process based on a mentoring scheme, so that talent development is based on talent proposals for succession of positions.
- g. Aspects of control and evaluation. The results of the assessment on aspects of control and evaluation are good and very good. This happens because in determining talent status it is fast and precise, but the talent management system and procedures have not been implemented. The time limit for talent status is carried out on an ongoing basis with a semi-annual reporting period. This is in accordance with utilizing the Semester Talent Status Monitoring and Evaluation Report and re-examining the implementation of the previous process. So the talent management procedure to determine talent status is still relevant. When finding obstacles in the implementation of talent management procedures, BPK formulates suggestions for problem solving, so as to create improvements to talent management systems and procedures.

Product Evaluation

The analysis of the evaluation of talent management products at BPK from each product aspect is as follows.

- a. Objective aspect. The results of the assessment on the objective aspect are very good. The filling of managerial positions and the formation of functional positions is carried out objectively and succession planning with talent management has accelerated the merit system.
- b. Planned aspect. The results of the assessment on the planned aspect are very good. The filling of managerial positions and functional position formations is carried out in a planned manner and succession planning with talent management has accelerated the merit system.
- c. Open aspect. The results of the assessment on the open aspect are very good. The filling of managerial positions and functional position formations is carried out openly and succession planning with talent management has accelerated the merit system.
- d. Timely aspect. The results of the assessment on the timely aspect are very good. The filling of managerial positions and functional position formations is carried out on time and succession planning with talent management has accelerated the merit system.
- e. Accountable aspect. The results of the assessment on the accountability aspect are very good. The filling of managerial positions and the formation of functional positions are carried out in an accountable manner and succession planning with talent management has accelerated the merit system.

Based on the results of research and discussion on the evaluation of the talent management program at BPK, the decision is that the talent management program can be continued with various revisions to its program sections and increasing the readiness of program implementers.

5. Conclusion

Based on the result and discussion, it can be concluded that (1) the evaluation of the context was in a very good assessment with the vision, mission, goals and objectives of the program that were accommodated to the needs of talent; (2) the evaluation of the context is in a good assessment with several evaluation criteria being met, such as the readiness of human resources; (3) process evaluation is in a very good assessment with the consistency and ability of program implementers to meet the needs of succession planning; (4) product evaluation is in a very good assessment by filling positions and succession planning in an objective, planned, open, timely, and accountable manner. These findings lead to recommendations for the development of appropriate skills in the public sector and increased organizational responsibility that focuses on employee potential for it is integrated in organizational

development. Moreover, recommended to develop a talent management strategy that reflects the values of BPK employees around inclusiveness and public services.

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