Optimizing Public Service through Innovative Talent Management Strategies for Public Officials: A Case Study in the Riau Islands Province

Chaereyranba Sholeh[1*], Firman[1], Jalaluddin Abdul Malek[2], Novang Cahya Sri Kartini[1]

[1]Universitas Maritim Raja Ali Haji, Indonesia
[2]Universiti Kebangsaan Malaysia, Malaysia
*Corresponding Author E-mail: reyranba@gmail.com

Abstract

Talent Management is a crucial element for public organizations, which includes absorbing, identifying, and retaining civil servants who have outstanding talents in each organization and make a significant contribution to the progress of public organizations to create excellent public services. A talent management model in the public sector, especially at the local government level, is needed because approximately 80% of civil servants are placed in the regions, and the dynamics of the bureaucratic environment are more dynamic and complex. The Riau Archipelago Province is one of the areas that has implemented a merit system, but the career pattern could have gone better. This study aims to analyze strategies for implementing Talent Management to accelerate bureaucratic reform and manage the capacity of civil servants in the Provincial Government of the Riau Archipelago. This research method uses a qualitative exploratory case study methodology. The results of this study show that the Riau Islands Provincial Government has not implemented Talent Management for civil servants by the mandate of the PAN RB Ministerial Regulation Number 3 of 2020, which is currently in the preparation stage of regulations in the form of a Governor's Regulation concerning the Management of Civil Servants Talents in the Islands Provincial Government Riau. Therefore, aspects of career development in the merit system must be a significant concern so that the Riau Islands Provincial Government can meet the desired targets.

Keywords: Talent Management, Bureaucratic Reform, Merit System, ASN Management, Innovation Policy

---

INTRODUCTION

In the current era of globalization, the government faces various digital disruption challenges, so a strategy of preparing superior human resources is needed to compete with developed countries. The development of the times and its changes will undoubtedly impact

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

the organization's goals. The organization must adapt to these changes because if the organization cannot adapt to changes in the environment, many problems may arise that will hamper the organization's ability to compete with other organizations to respond to these changes. As public organizations with authority in the region adapt to economic, social, and political changes, local governments need strategic efforts to become more responsive organizations for community guidance, especially in improving services, productivity, and efficiency. The State Civil Apparatus is the spearhead of government administration because the good and bad services provided by the regional government are based on the State Civil Apparatus.

In facing the current disruption challenges, talent management is one way for organizations to help attract, develop, maintain, and utilize talented individuals so that organizations can achieve a competitive advantage and prepare themselves for a successful future (Thunnissen & Gallardo-Gallardo, 2017). Effective talent management can improve the quality of public services provided by civil servants. Not only in the private sector talent management is also vital to carry out in the public sector, where the public sector also requires individuals with competence, knowledge, and values that reflect the core principles of the public sector in providing public services for the common interest (Kravariti & Johnston, 2020). By implementing good talent management practices, the government can ensure that ASNs have the qualifications, skills, and motivation to meet the compelling demands of their tasks and responsibilities and effectively achieve better development goals and public services.

Riau Islands Province faces various challenges in the management of the State Civil Apparatus (ASN), given the geographical and socio-economic characteristics of the islands and border areas, including limited financial, human, and infrastructure resources that can affect the implementation of ASN development programs and capacity building, characteristics Islands that affect mobility of inter-island employees, lack of quality educational institutions in the regions, limited access to information, and lack of particular expertise in ASN in managing maritime resources. In resolving these problems, the government has mandated to carry out bureaucratic reform as a policy step in structuring a good governance system listed in Law Number 5 of 2014 concerning State Civil Apparatus (ASN) and Government Regulation Number 11 of 2017 concerning Employee Management Civil State and Minister of PANRB No. 3 of 2020 concerning Management of State Civil Apparatus Talents where in supporting the

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

Merit System for PNS Management must have career management which includes planning, development, career and succession planning groups obtained from talent management (Sobandi, 2019).
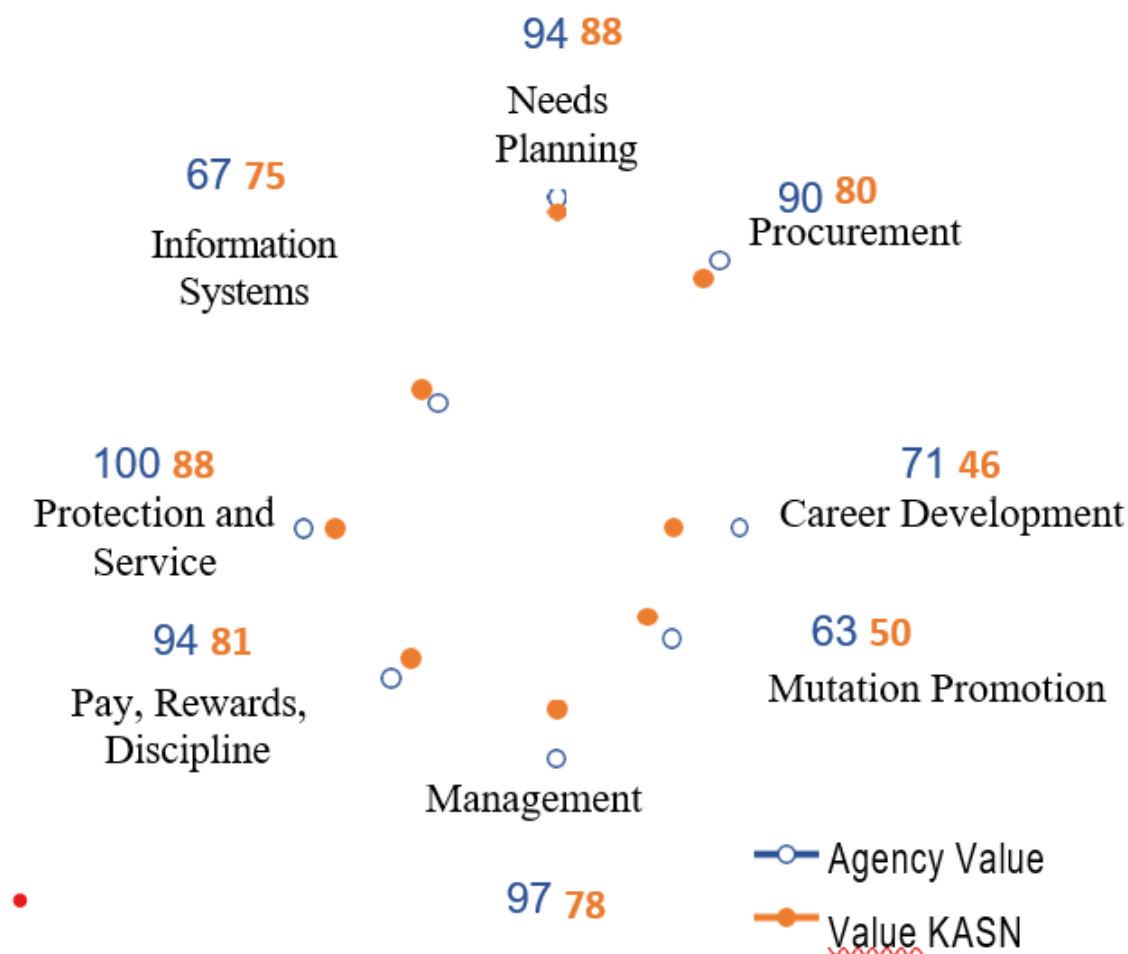

Figure 1. Results of the Temporary Assessment of the Implementation of the Merit System for the Riau Islands Provincial Government in 2022

Source: Komisi Aparatur Sipil Negara (2022)

In general, the main objective of implementing this talent management policy is realizing the practice of The Right Person on the Right Job in managing human resources in government agencies (Collins, 2001). Riau Islands Province is one of the autonomous regions established in 2002, so challenges are still faced, especially in strengthening the organization

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

and institutions within the Riau Islands Provincial Government. At present, the number of civil servants in the Riau Islands Province is 5,159 people, not including the number of employees with work agreements and freelance daily (THL), and 70 % of them are in the Riau Islands Provincial Government Centers, and 30 % are spread over five districts and two cities on the islands. The Riau Islands Provincial Government has established a bureaucratic reform policy within the Riau Islands, which explains the objectives, scope of activities and programs, as well as teams and the implementation of bureaucratic reforms in the Riau Islands Provincial Government as stipulated in the Riau Islands Governor Regulation No. 51 of 2020 concerning Improvement Implementation of Bureaucratic Reform of the Riau Islands Provincial Government. However, Riau Islands Province has not implemented the policy in applying Talent management, so the practice of talent management and career patterns has not been appropriately realized.

The application of talent management itself is based on the vision and mission of the Governor of Riau Islands Province on "Carrying out clean, open, service-oriented governance and environmentally friendly" and in line with the logical framework of the National Medium-Term Development Plan (RPJMN) Technocratic Framework in the 2020-2024 State Apparatus. The results of the evaluation of the Riau Islands Provincial Government in 2021 received the BB title, and in 2022, based on the results of temporary verification from the State Civil Apparatus Commission, received a score of 274, down from 2021, which previously received a score of 296.5. The following is a merit system assessment graph in Riau Islands Province (figure 1):

Based on the criteria of the merit system, the implementation of talent management is a requirement of a merit system that must be implemented by all government agencies, including at the regional government level. Talent management is a comprehensive and dynamic process for managing and developing a group of people with the best potential according to positions held or aimed in organizations through unidentified and integrated development. It aims to ensure the availability of talent supply to harmonize the right person with exemplary work at the right time, based on the organization's strategic objectives. Talent management can be described as an internal organizational activity that makes it easier to map talent so that organizational

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

goals can be realized (Coculova et al., 2020; Gallardo-Gallardo et al., 2020; Hongal & Kinange, 2020; Omotunde & Alegbeleye, 2021). Talent is defined as the skills possessed by employees at work or having different potential such as technological or managerial abilities (Al Jawali et al., 2022; Kaewnaknaew et al., 2022; Kwon & Jang, 2022; Shet, 2020) .

Talent management and career development are interrelated in the context of this research. Talent management involves attracting, identifying, developing, and maintaining talented individuals (Meyers & Van Woerkoem, 2014). Talent management and career development are interrelated because talent management aims to identify and develop talented individuals. In contrast, career development aims to seek opportunities and support for individuals to achieve progress in their careers. By integrating talent management and career development, organizations can create an environment that supports the growth and progress of talented individuals while meeting the needs and objectives of the organization as a whole in the career development process of Civil Servants, starting with the identification of ASN profiles and determining the Standard Competency Standards (SKJ) relating to the position and position carried out by each ASN which is the basis for planning and implementing an effective career development program. The Riau Islands Provincial Government has prepared competency standards listed in Governor Regulation 71 of 2022 concerning Competency Standards for High Leadership Position, Administrator Position, and Supervisory Positions. Nevertheless, in its application, the career development process still needs to be appropriately implemented.

At present, the Riau Islands Provincial Government still needs to implement ASN talent management under the mandate of Permenpan RB Number 3 of 2020. It has yet to have a regulation in the form of a Governor Regulation on PNS Talent Management in the Riau Islands Provincial This study will discuss how the initiation of talent management in the public sector, especially in the Riau Islands Provincial Government, prepares public sector

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

organizations to face future challenges. By identifying and developing talented individuals, the public sector can build reserves of future leaders and ensure the organization's continuity in the long run (Tyskbo, 2023).

LITERATURE REVIEW

Talent management in public administration has a vital role in facing challenges and maximizing the potential of talented individuals. Talent management is a strategic approach to identifying, recruiting, developing, and maintaining individuals with initial skills to achieve organizational goals (Collings & K, 2009). The development of talent management in the public sector has become the focus of research and attention in recent years. Several studies have identified trends and changes in the talent management approach in the public sector. One significant development is recognizing that the public sector also requires effective talent management to face challenges and achieve organizational goals. The study (Kravariti & Johnston, 2020) shows that talent management can assist the public sector in increasing human resource capacity, staff placement, career development, and employee satisfaction. In addition, there is also an increase in awareness of the importance of identifying and developing talents in the public sector. The study by (Thunnissen & Buttiens, 2017) shows that the public sector faces challenges in identifying and recruiting individuals who have competence and values under the principles of the public sector. Therefore, talent management is vital to ensure that the public sector has high-quality human resources.

Every organization, engaged in the public sector (government) or engaged sector, can build and develop talent management models to meet the needs of its organizations (Andrews, Beynon, & McDermott, 2016). Another relevant research is conducted by (Boushey & McGrath, 2016) which examines the influence of experts, amateurs, and bureaucracy in American countries. The results showed that effective talent management can improve employee performance in the public sector. Overall, the development of talent management in the public sector is getting more attention. These studies provide a better understanding of the implementation and impact of talent management in the public sector. Talent management is one of the policy innovations, so the government needs to have the capacity to adopt innovation in all government activities (Sholeh, Barsei, Nuari, & Firman, 2022). Research on talent management in Indonesia is growing. Based on a Literature Review from

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

Scopus with the use of the keyword "Talent Management in Public Sector," found 198 articles published in the last ten years that can be seen in the figure 2:
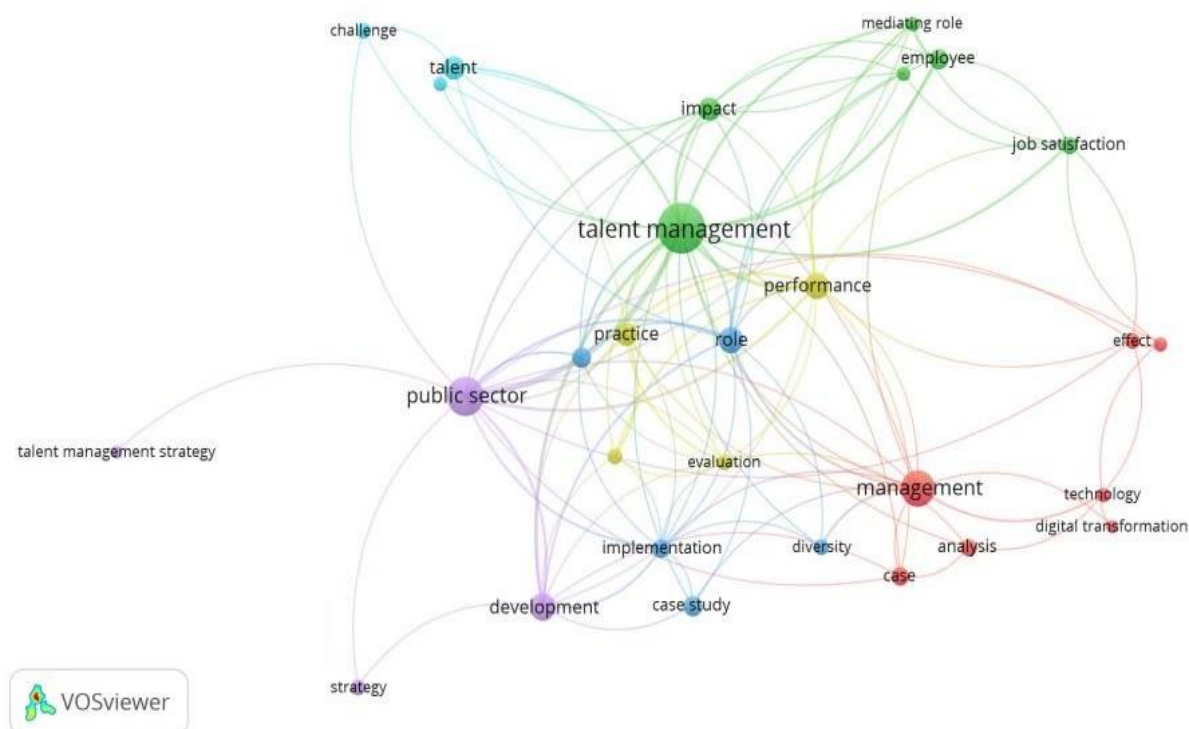

Figure 2. Literature Review Research of Talent Management in the Public Sector
Source: Researcher with VosViewer (2023)

Research on talent management in Indonesia has not been carried out, and few still conduct studies in the public sector, especially in Indonesia. It can be seen in the visualization of the density of keywords in previous studies that policy innovation that discusses talent management is still necessary to be carried out as a guideline for local governments in implementing the central government's mandate in the talent management process. In the results of the literature review, the public sector is a discussion that is often studied, so talent management is now fascinating and has shifted from the private sector to the public sector. However, there has not been much encountered by the author of discussions on initiation and strategy in talent management in the local government, so this research is expected to be a reference and guideline for local governments in applying talent management in regional government, especially the Riau Islands Province.
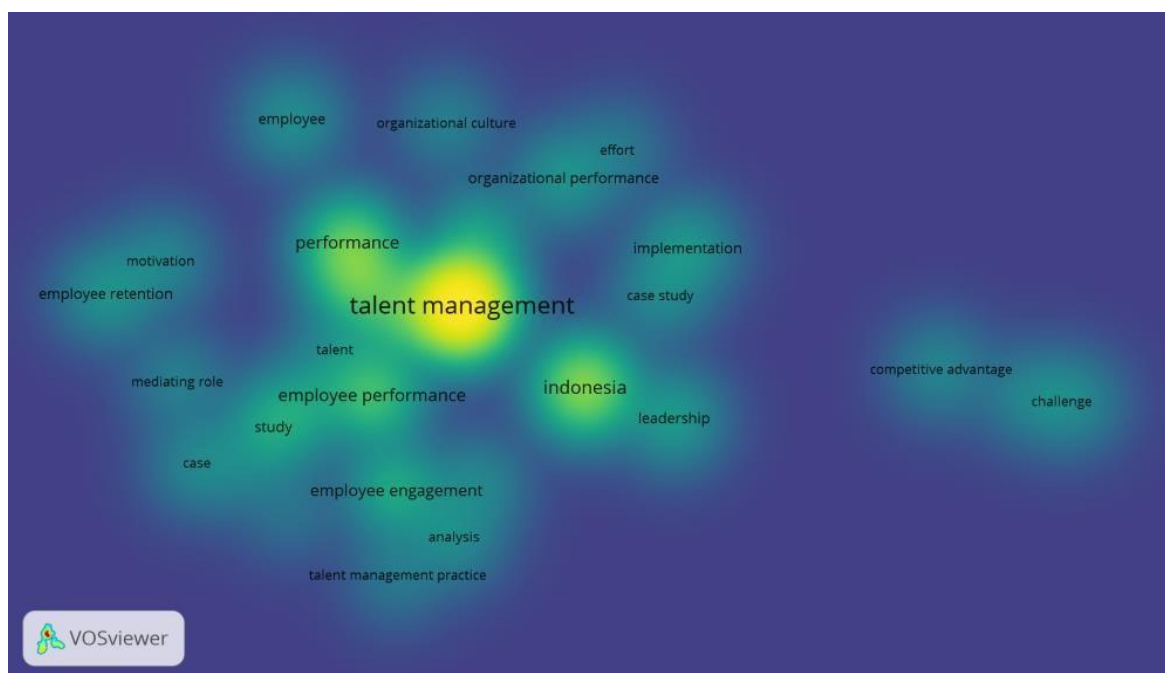
PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

Figure 3. Density Visualization of Talent Management in Indonesia
Source: Researcher with VosViewer (2023)

Figure 3 show the study will see the strategies that need to be carried out by the government in the application of talent management and career patterns, including definitions and approaches, purpose of critical positions, setting the talent profile, defining the potential, analyzing the talented worker gap, design and applying plans For Development, Assessment of the Candidate's Performance, and Assessment and Promotion Processes (Altınöz, Çakıroğlu, & çöp, 2013). Overall, previous research on talent management has provided valuable insights into the concepts and practices. This study provides a solid basis for developing effective talent management strategies and policies. It explains the management process that focuses on human resources and makes it possible to overcome difficulties in the organization and systematically cover the gap between the talents needed and the talents that exist in the journey to the organization's target.

RESEARCH METHODS

The research on talent conceptualizations in public sector organizations used an exploratory qualitative case study methodology. The qualitative approach was chosen because this research seeks to describe the overall view of researchers and try to express in depth the management of the State Civil Apparatus Talent in the acceleration of bureaucratic

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

reform in the Riau Islands Provincial Government. The final result of this study is that researchers can provide suggestions or recommendations on Instruments in Innovation of the State Civil Apparatus Management Model in accelerating bureaucratic reform in the Riau Islands Provincial Government. Qualitative research also provides more free space for researchers to explore information and data in the field. With this approach, the authors also express their views, attitudes, informants' experiences, and values adopted by the informant. All information that the author gets in the field, both from research informants and documents, is conveyed straightforwardly and sharply so that it can reveal the results of the in-depth research.

In this study, the authors used interactive data analysis techniques by reducing data, displaying data, drawing conclusions, and verifying the results (Miller, 2008), in the use of data triangulation, collecting information from various sources to be put together and form a new thought (Creswell, 2010). The process during this triangulation can be used to increase the validity of the data obtained because these data come from one source and use publish or perish and vosviewers in finding novelty and research gaps. The study was conducted at the Regional Personnel Agency of the Riau Islands Provincial Government and the Riau Islands Human Resources and Human Resources Development Agency by conducting an in-depth interview involving key informants who specifically know the implementation of talent management in Riau Islands Province.

RESULTS AND DISCUSSION

There is a reversible relationship between talent management and career development, and talent management can help make it easier to find potential future leaders (Irmawaty & Hamdani, 2016). In addition, it is comprehensively and dynamically able to develop a group of high- potential human resources in the organization through directed, integrity, and well-organized development. According to the issuance of PAN RB Ministerial Regulation No. 40 of 2018 concerning Guidelines for the Merit System in ASN Management, one of the indicators of success in the Roadmap is the career development aspect with important sub-aspects as shown in the Figure 4.
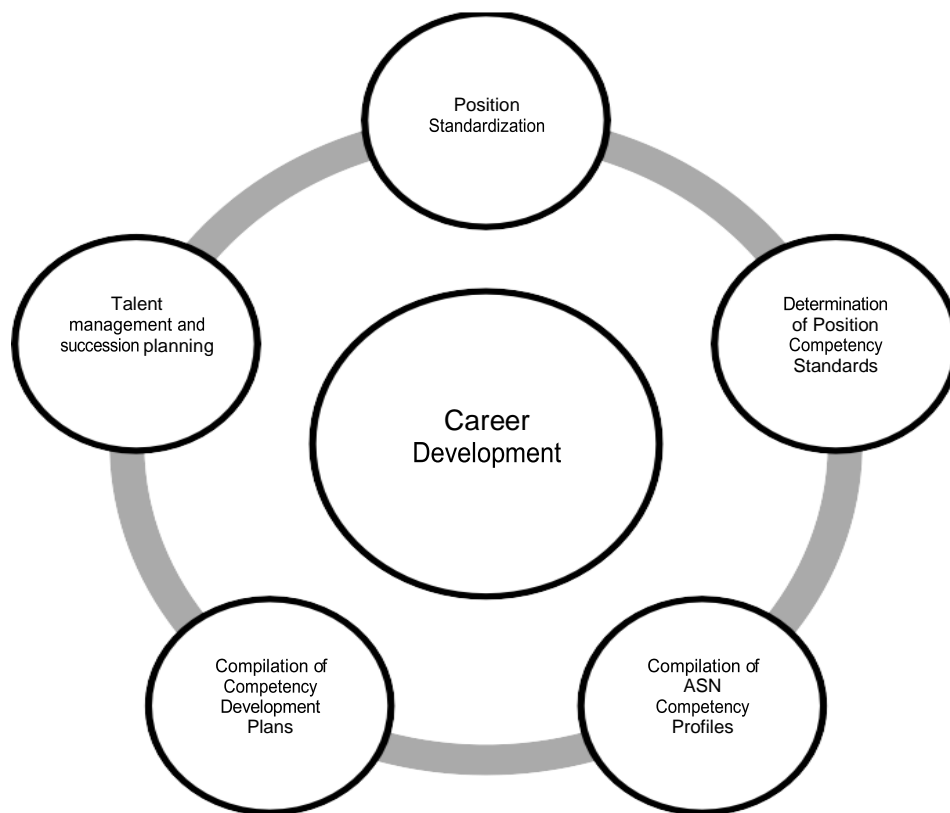
PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

Figure 4. Roadmap of the Implementation of the Merit System from the Aspect of Career Development

Source: Dewi (2020)

The career development aspect consists of several sub-aspects: standardization of positions, determination of position competency standards, preparation of ASN competency profiles, preparation of competency development plans, and talent management and succession planning. By looking at the provisions of the PAN RB Ministerial Regulation, talent management is an important part related to the topic of discussion of this research, which is one of the aspects of career development implementation.

The assessment results of the Riau Islands Provincial Government's merit system in Table 1 have increased significantly from year to year. In 2020, the total score of the eight indicators is 281, followed by 2021, which is 296.5, and in 2022 is 314. However, the increase in the application of the merit system to career development indicators still needs to reach the expected target, with the highest score of 130. However, by 2022, it will be 72, 5. This is one of the reasons the Riau Islands Provincial Government has not implemented ASN Talent Management under the mandate of PAN RB Regulation Number 3 of 2020, which is in the

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

stage of preparing and drafting regulations in the form of a Governor's Regulation concerning PNS Talent Management within the Riau Islands Provincial Government. The target for the end of 2023 is a soft launching of the Riau Islands Province PNS Talent Management application, which is planned to be implemented effectively and gradually in 2024. To identify the extent of the preparation of the Riau Islands Provincial Government in preparing talent management, this time, the researcher used 8 (eight) indicators as follows:

Table 1. Results of the Merit System Assessment of the Riau Archipelago Provincial Government

Merit System Success Indicator	Highest Score	2020	2021	2022
Needs Planning	40	37,5	37.5	40
Procurement	40	32	34	34
Career development	130	67,5	65	72,5
Promotions and Transfers	40	20	20	20
Work management	80	60	70	72,5
Payroll, Rewards, and Discipline	40	30	35	40
Protection and Service	16	16	16	16
Information Systems	24	18	19	19
Value Total	**410**	**281**	**296,5**	**314**

Source: Kepri, Penerapan Sistem Merit di Lingkungan Pemerintah Provinsi Kepulauan Riau (2022)

Defining the Targets And Strategies

The purpose of implementing talent management will be based on the Vision and Mission of the Governor of the Riau Archipelago regarding "Implementing Clean, Open, Service-Oriented and Environmentally Friendly Governance" and in line with the logical framework for the technocratic design of the National Medium Term Development Plan for the 2020-2024 state apparatus sector. If talent management is implemented, the Riau Islands Provincial Government's target is for a better bureaucratic existence that prioritizes employee talents with high performance and potential to occupy critical positions in the Regional Apparatus Organization of the Riau Islands Province. There are several strategies planned for the implementation of Talent Management in the Provincial Government of the Riau Islands, based on the PAN RB Regulation Number 3 of 2020 concerning civil servant Talent Management, namely:

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

1. Acquisition or mapping of talent: Talent acquisition is a talent acquisition strategy that is carried out through the stages of critical position analysis, analysis of talent needs, determination of acquisition strategy, identification, assessment, and mapping of talent, resolution of succession planning groups, and talent search through inter-agency mutation mechanisms and employee exchange through a unique assignment mechanism.

2. Talent Development is an effort designed to optimize individual potential, develop the skills and competencies of Civil Servants, as well as prepare Civil Servants for higher leadership roles within the organization. Talent development includes Career Acceleration, Talent Competency Development, and Talent Quality Improvement.

3. Talent retention, which aims to maintain talent positions in the succession plan group as successors who will occupy the target position, which is carried out through succession planning, job rotation, job enrichment, job expansion enlargement) and rewards.

4. Placement of talents based on a succession plan about clustering based on the strategic needs of the regional government of the Riau Archipelago province. Placement of talents can be carried out across government agencies, both central and regional, according to national or agency needs based on applicable regulations; Placement of talents included in box 9 (nine) can be placed directly in the target position by PPK; Talent placement mechanism for civil servants in boxes 7 (seven), 8 (eight) and 9 (nine).

5. Monitoring and Evaluation: Talent monitoring is carried out at talent's development, retention, and placement stages. They are monitoring and evaluating successors assigned to target positions for 2 (two) years to be reassigned to positions. Re-deployment in a position may take the form of a promotion or rotation/transfer to an equivalent position under the evaluation results and the needs of the vacant or strategic position/critical position. The head of the agency in charge of staffing is responsible for controlling and evaluating the implementation of talent management for Civil Servants in the Riau Islands Provincial Government under PermenPAN RB No. 03 of 2020.

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

Defining Key Positions

Talent management is closely related to identifying the main formations in an organization where quality human resources are an essential element as a central competitive advantage for the organization's sustainability (Putranto et al., 2022). The Riau Islands Provincial Government, in determining the prominent position known as a critical position, is under the criteria compiled based on the PermenPAN RB Number 3 of 2020. The following are guidelines for evaluating critical positions that the Riau Islands Provincial Government has prepared (Table 2) .

Table 2. Identification of Critical Positions of the Riau Archipelago Provincial Government

Number	Position Characteristics	Score Percentage
1	Positions that have the nature of the task of formulating policies, controlling, and implementing policies	10%
2	Positions that are strategic and directly related to organizational strategy and environmental developments	15%
3	Jobs that require competence according to core business	15%
4	Positions that require high performance, taking into account the completion time of work carried out within one year exceeds the standard working hours in 1 (one) year, namely 1250 hours	15%
5	A position that provides high learning opportunities]	15%
6	A position that encourages change and accelerates development and public services	15%
7	Jobs that match the priority needs of the organization	15%
	Total	100%

Source : Kepri, Pedoman Tahapan Identifikasi dan Penentu Jabatan Target dan Jabatan Kritikal dalam Pengelolaan Manajemen Talenta Provinsi Kepulauan Riau (2023)

Determine the need for talent to be managed, developed, or utilized by the Riau Islands Provincial Government using a ratio of 1:3 (one to three), with an explanation of number 1 (one) indicating the number of target positions and number 3 (three) meaning the number of talent requirements.

Setting the Talent Profile

Determining the criteria for talent must clarify the main/critical positions, then conduct activities to compile the requirements for candidates. The criteria referred to are criteria for being a high-quality leader, namely having personal character qualities, career experience, performance, and potential assignments. In determining talent criteria, the Riau Islands Provincial Government uses K, A, and S, namely Knowledge, Attitude, and Skill. Of the three

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

criteria, there are measuring tools to measure the requirements for talented employees, namely:

1. Basic Assessment (Assessment Present Job), All employees must participate in an online basic assessment conducted by the BKD and KORPRI of the Riau Islands Province for their current positions.

2. Assessment Center (Assessment of Future Job), All employees in box nine have been assessed at the present and future job assessment stages. Then, the path for the development needs of each employee is determined according to the recommendations in box 9. To measure/assess potential talent, which includes intellectual abilities, interpersonal skills, self-awareness (self-awareness), critical and strategic thinking skills (, ability to solve problems (problem-solving), emotional intelligence (emotional quotient), ability to learn quickly and develop oneself (growth mindset), as well as motivation; and talent commitment (grit). Competency Test includes measurement of technical competence, managerial competence, and sociocultural competence. Competency Assessment and Potential Assessment through the assessment center are accumulated and have an assessment weight of 35%

3. Position track record, aspects assessed consist of aspects of educational qualifications, educational qualifications and suitability of majors with position competency standards, rank/field goals, position experience, suitability of position experience with the target position, position experience with the target position, training attended, functional/technical education and training that has been followed, training/guidance/technical guidance/courses/seminars/other competence development that has been observed, disciplinary punishment, and competency certification. 30% assessment weight.

4. Other considerations of the aspects assessed are free of findings, violations of the code of ethics, awards/achievements, 360-degree work behavior

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

assessment (by superiors, colleagues, and subordinates), and organizational experience. 35% rating weight.

The results of talent identification, assessment, and mapping are then used to determine the talent box for civil servants in the Riau Islands Provincial Government with the following variables: a) Potential ranking on the X axis; b) Ranking of performance appraisal on the Y axis (figure 5).
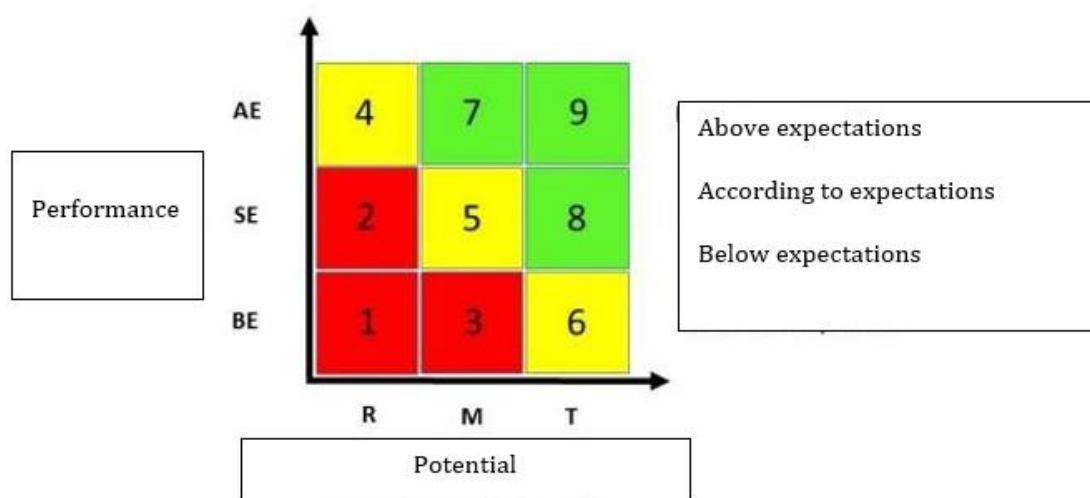

Figure 5. Civil Servant Talent Box

Source : Kepri, Pedoman Teknis Manajemen Talenta PNS Pemerintah Provinsi Kepulauan Riau (2023)

Defining the Potential

In the planning stage, the Riau Islands Provincial Government makes selection and recruitment using a talent management application, namely, entering employee data. The application automation will sort or map employees' positions in certain boxes. The assessment form that the Riau Islands Provincial Government has prepared consists of 3 potential assessment elements with the following details:

1. Competency assessment is the leading talent assessment element, weighing 35%. Several assessment indicators exist at this stage: Technical Competence, Managerial Competence, Sociocultural Competence, and Potential Assessment through the Assessment Center.

2. Position track record, the second step of assessing talented employees, has a percentage weight of 30%. There are ten assessment indicators for this stage, namely

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

Educational Qualification, Educational Qualification and Conformity of Department with Competency Standards for the position, Rank/Spatial Group, Position Experience, Compatibility of Position Experience with Target Position, Leadership Training that has been attended before, Functional/Technical Education and Training previously attended, Training/Technical Guidance/Courses/Seminars/other Competency Developments accompanied, Disciplinary Punishment, and Competency Certification.

3. Other considerations: There are several considerations when assessing talented employees, with a percentage of 35%. These indicators include qualified employees who must be found free (30%), free from Code of Ethics Violations (30%), have awards/achievements (25%), and there is a 360-degree (15%) Work Behavior Assessment from Superiors, Colleagues, and Subordinates.

Following the concept of talent management using a career pattern system, the Riau Islands Provincial Government prioritizes employee potential from internal acquisition first. That is, internal talent will be projected for internal positions first. If internally, it still needs to be fulfilled or exist. The next step is to look for potential employees externally by looking at the employee's qualifications.

Analyzing the Talented Worker Gap

The assessment, carried out every two years, allows the Riau Islands Provincial Government to find employee talents following the Position Competency Standards. That way, it can be easier to determine if the concerned civil servant is following his position. Ideally, the assessment implementation process is carried out by the Technical Implementation Unit (UPT) for employee competency assessment formed by the BKD and KOPRI of the Riau Islands Province. However, the BKD and KOPRI of the Riau Archipelago Province still need a separate UPT for employee competency assessment and work with the Province of Riau. This is because the assessment process must have a UPT Assessment center, which requires a particular funding budget for ongoing assessments.

Comparing the gap level between the required competencies and the reality, The Riau Islands Provincial Government has developed guidelines for reaching the gap level between the needed competencies and the facts as follows:

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

1. High (T) if the results of the comparison of Competency names with position competency standards are less than ½ (one-half) in the behavior indicator;

2. Moderate (S), if the results of the comparison of Competency names with position competency standards are at least ½ (one-half); - Low (R), if the results of the comparison of Competency names with position competency standards are at least ¾ (three-fourths) of all indicators;

There is no Gap (TK) if the results of comparing competency names with job competency standards meet all behavioral indicators. Data on the results of the performance gap in the framework of compiling competency development needs based on the level of performance gap which includes: Above Expectations, if most or all civil servants work above expectations and there is no main work result below expectations and consistently carry out the fundamental values of the state civil apparatus in and outside the work unit; Following Expectations, if most or all of the civil servants' work results are following expectations and only a tiny portion of the main work results are below expectations and consistently carry out the fundamental values of the state civil apparatus for themselves; Under Expected, if a Civil Servant: most or all of the work results are below expectations and have not consistently carried out the fundamental values of the state civil apparatus.

Designing and Applying Plans for Development

In carrying out the training, the Provincial Government of the Riau Islands has planned according to the needs of employees by collaborating with BPSDM Riau Islands Province. Recommendations regarding training and coaching are based on the technical guidelines for talent management of the Riau Islands Provincial Government (based on the PAN RB Regulation Number 3 of 2020). Classical forms of training include structural training for leadership, Managerial training, technical training, Functional training, Sociocultural training, Seminars/conferences/workshops, Workshops, workshops, Courses, Upgrading, Technical Guidance, and socialization. Forms of non-classical training include Coaching Mentoring, E-learning, remote training, detachment (secondment), Outdoor learning (outbound), Benchmarking (benchmarking), Exchange of civil servants with private employees/state-owned enterprises/business entities electing regions, independent learning (self-development); Learning/networking community; and Apprenticeship/work practice

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

(internship). Forms of education, including Higher education, Diploma level education, Undergraduate education, master education, and Doctoral education.

Monitoring was carried out by the Regional Talent Management Team of the Riau Archipelago Province by involving several Regional Apparatus Organizations such as the Inspectorate, Bappeda, BPSDM, Finance, Law, and Organizations. The following is the composition of the Regional Talent Management Team for the Riau Archipelago Province:

1. Steering: Governor of Riau Archipelago Province as Staff Supervisor
2. Responsible Person: Regional Secretary of Riau Archipelago Province (Authorized Official)
3. Team Leader: Head of Regional Personnel Agency and KORPRI of Riau Archipelago Province
4. Vice Chairman: Assistant for General Administration of Regional Secretariat of Riau
   a. Archipelago Province
5. Secretary: Head of Planning, Research and Development Agency of Riau Archipelago Province
6. Members: Regional Inspector of Riau Islands Province, Head of BPSDM Riau Islands Province, Head of Regional Secretariat Organizational Bureau of Riau Islands Province, Related High Leadership Officials

To rotate talented employees automatically using a talent management application. If later entered into boxes 7, 8, 9, and 3, candidates with the highest scores will be selected. Then, the regional talent management team will provide recommendations to Employees with Performance Agreements and civil servants eligible to occupy certain positions.

Assessment of the Candidate's Performance

In carrying out the candidate assessment, the Riau Islands Provincial Government collaborated with the Riau Province Technical Assessment Implementation Unit to assess echelon IV, III, and II employees. Then, the Riau Islands Provincial Government staff conducted their assessment through the Assessor Team. The concept of talent management in determining candidate positions using talent management applications. The stage of mapping the positions of outstanding candidates enters boxes 7, 8, and 9. If entered in box 9,

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

the civil servants of the country concerned will be given recommendations so they can take part in national-level promotions.

Assessment and Promotion Processes

BPSDM will develop a talent pool of talented civil servants with high potential in the form of classical and non-classical training, which are included in the talent pool in boxes 7, 8, and 9. The process of assessing talent pool civil servants for promotion using talent management applications. The talent management team will provide recommendations to PPK civil servants. To get a fair return, talented employees who fall into box nine will be given suggestions through awards and promotions.

CONCLUSION

The Riau Islands Provincial Government has made commendable strides in enhancing the merit system within the administration, with significant improvements noted in various indicators over the years, as outlined by Minister of Administrative and Bureaucratic Reform Regulation No. 40 of 2018. However, despite notable progress, the aspect of career development, crucially linked to talent management, still falls short of desired targets. It's imperative for the provincial government to elucidate specific targets and strategies concerning talent management implementation, aligning them with the overarching Vision and Mission of the Governor of the Riau Islands. Collaborative efforts with relevant agencies and the establishment of a dedicated UPT center can serve to bolster the focus on nurturing and leveraging talented employees, thus fostering a more robust career development framework.

In tandem with efforts to bolster talent management, the Riau Islands Provincial Government has conscientiously adhered to guidelines and frameworks in identifying critical positions, assessing talent criteria, and formulating training and mentoring programs. However, challenges persist, particularly in conducting regular competency assessments and ensuring seamless coordination between UPTs across different administrative levels. Addressing these challenges necessitates concerted efforts, including financial allocations for ongoing assessments and fostering closer collaboration with counterparts in Riau Province. Moreover, refining promotion and recognition mechanisms for talented individuals, such as

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

through awards and promotions, can further incentivize excellence and drive sustained organizational growth and effectiveness within the provincial administration.

REFERENCES

Al Jawali, H., Darwish, T. K., Scullion, H., & Haak-Saheem, W. (2022). Talent management in the public sector: empirical evidence from the Emerging Economy of Dubai. *International Journal of Human Resource Management*, *33*(11), 2256–2284. https://doi.org/10.1080/09585192.2021.2001764

Altınöz, M., Çakıroğlu, D., & çöp, S. (2013). Effects of Talent Management on Organizational Trust: A Field Study. *Procedia - Social and Behavioral Sciences*, 843-851.

Andrews, R., Beynon, M., & McDermott, A. (2016). Organizational capability in the public sector: A configurational approach. *Journal of Public Administration Research and Theory*, 239-258.

Boushey, G., & McGrath, R. (2016). Experts, amateurs, and bureaucratic influence in the American states. Journal of Public Administration Research and Theory, 85-103.

Coculova, J., Svetozarovova, N., & Bertova, D. (2020). Analysis of Factors Determining the Implementation of Talent Management. *Marketing and Management of Innovations*, *6718*(3), 249–256. https://doi.org/10.21272/mmi.2020.3-18

Collins, J. (2001). *Good to Great.* New York: Harper Collins.

Collings, D., & K, M. (2009). Strategic Talent Management: A Review and Research Agenda. *Human Resource Management Review*, 304-313.

Creswell, J. (2010). Research Design (Pendekatan Kualitatif, Kuantitatif dan Mixed). Yogyakarta: Pustaka Belajar.

Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: context matters. *International Journal of Human Resource Management*, *31*(4), 457–473. https://doi.org/10.1080/09585192.2019.1642645

Hongal, P., & Kinange, D. U. (2020). A Study on Talent Management and its Impact on Organization Performance- An Empirical Review. *International Journal of Engineering and Management Research*, *10*(01), 64–71. https://doi.org/10.31033/ijemr.10.1.12

Kepri, B. d. (2022). Penerapan Sistem Merit di Lingkungan Pemerintah Provinsi Kepulauan Riau. Tanjungpinang: Sistem Informasi Layanan Aparatur Terpadu (SILAT).

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

Kepri, B. d. (2023). Pedoman Tahapan Identifikasi dan Penentu Jabatan Target dan Jabatan Kritikal dalam Pengelolaan Manajemen Talenta Provinsi Kepulauan Riau. Tanjungpinang: BKD dan KOPRI Provinsi Kepri.

Kepri, B. d. (2023). Pedoman Teknis Manajemen Talenta PNS Pemerintah Provinsi Kepulauan Riau. Tanjungpinang: BKD dan KOPRI Provinsi Kepri..

Kaewnaknaew, C., Siripipatthanakul, S., Phayaprom, B., & Limna, P. (2022). Modelling of Talent Management on Construction Companies' Performance : A Model of Business Analytics in Bangkok. *International Journal of Behavioral Analytics*, *2*(1), 1–17. https://ssrn.com/abstract=4018709

Kravariti, F., & Johnston, K. (2020). Talent management: a critical literature review and research agenda for public sector human resource management. *Public Management Review*, 75-95.

Kwon, K., & Jang, S. (2022). There is no good war for talent: a critical review of the literature on talent management. *Employee Relations*, *44*(1), 94–120. https://doi.org/10.1108/ER-08-2020-0374

Komisi Aparatur Sipil Negara. (2022). Monitoring Dan Evaluasi Penilaian Penerapan Sistem Merit dalam Manajemen ASN di Lingkungan Pemerintah Provinsi Kepulauan Riau

Meyers, M., & Van Woerkoem, M. (2014). The influence of underlying philosophies on talent management: Theory, implications for practice, and research agenda. *Journal of World Business*, 192-203.

Miller, G. (2008). *Handbook of Research Methods in Public Administration*. U.S: CRC Press.

Sobandi, B. (2019). Strategi Implementasi Manajemen Talenta Pada Birokrasi di Indonesia. *Civil Service*, 15-25.

Shet, S. V. (2020). Strategic talent management–contemporary issues in international context. *Human Resource Development International*, *23*(1), 98–102. https://doi.org/10.1080/13678868.2019.1650324

Sholeh, C. R., Barsei, A. N., Nuari, A., & Firman, F. (2022). Policy adoption of the travel bubble in increasing tourism in Bintan Regency, Riau Islands province. *Jurnal Manajemen Pelayanan Publik*, 6(1), 41-53.

Omotunde, O. I., & Alegbeleye, G. O. (2021). Talent management practices and job performance of librarians in university libraries in Nigeria. *Journal of Academic Librarianship*, *47*(2), 102319. https://doi.org/10.1016/j.acalib.2021.102319

PUBLICA, Vol. 16 No. 1: 89-110
Optimizing Public Service through Innovative Talent Management Strategies for Public Officials:
A Case Study in the Riau Islands Province
Chaereyranba Sholeh et.al

Tyskbo, D. (2023). Conceptualizing talent in public sector municipalities. *International Review of Administrative Science*, 519-535.

Thunnissen, M., & Buttiens, D. (2017). Talent Management in Public Sector Organizations: A Study on the Impact of Contextual Factors on the TM Approach in Flemish and Dutch Public Sector Organizations. *Public Personnel Management*, 391–418.