

# Implementasi Manajemen Talenta Polri pada Perwira Pertama Lulusan Akademi Kepolisian dan Bintara Remaja oleh Biro Sumber Daya Manusia (SDM) Polda Bali Tahun 2017-2022 = The Implementation of Talent Management of Indonesian National Police to First Officer Police Graduating from Police Academy and Young Non-Commissioned Officers by Human Resources Department of Bali Police Region in 2017-2022

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## Abstrak

Sebagai upaya untuk meningkatkan manajemen SDM agar dapat mengikuti perkembangan zaman, Polri mengadopsi konsep manajemen talenta yang dituangkan pada Peraturan Kapolri no. 3 Tahun 2019 tentang Manajemen Talenta Polri (MTP). Namun demikian, pada pelaksanaannya secara khusus di polda Bali terdapat berbagai fenomena seperti fluktuasi jumlah kelompok talenta lulusan Akpol dan bintara remaja, kendala komunikasi internal, kendala anggaran, maupun tidak berjalannya mekanisme yang ada. Sehingga, penelitian ini bertujuan untuk menganalisis Implementasi MTP Pada Perwira Pertama Lulusan Akpol dan bintara remaja, faktor-faktor yang menjadi pertimbangan dalam implementasi, dan langkah ideal dalam implementasi oleh Biro SDM Polda Bali. Jenis penelitian ini adalah penelitian kualitatif dengan metode triangulasi dan pengumpulan data melalui wawancara sebanyak 12 orang, studi kasus, dan studi pustaka. Hasil penelitian menunjukkan bahwa implementasi MTP pada lulusan Akpol dan bintara remaja terdapat perbedaan mencolok khususnya pada proses perekrutan, pendidikan/ pelatihan dan pengembangan kaderisasi. Sementara pada proses orientasi, manajemen kinerja dan retensi/ pengakuan cenderung sama. Selanjutnya, pada faktor - faktor menjadi pertimbangan dalam Implementasi MTP, faktor komunikasi dan struktur birokrasi khususnya pada MTP lulusan Akpol cenderung lebih menghambat dibanding pada MTP bintara remaja. Sedangkan, faktor sumber daya dan perilaku/tendensi relatif sama. Yang terakhir, langkah ideal implementasi MTP oleh Biro SDM Polda Bali sesuai dengan Perkap No.3 Tahun 2019 pada bintara remaja sebanyak 6 langkah dan pada lulusan Akpol terdiri dari 3 langkah karena langkah identifikasi, penetapan dan pengakhiran talenta pada lulusan Akpol diselenggarakan oleh SSDM Mabes Polri.

.....As an effort to improve human resource management that can keep up with the times, Indonesian National Police, also known as Polri, has adopted the concept of talent management as outlined in the Regulation of Polri's Chief Number 3 of 2019 concerning MTP (Indonesian National Police Talent Management). However, there are various phenomena in its implementation, occurring in Bali Regional Police, such as the fluctuations in the number of talent groups graduating from police academy and young NCO (Non-Commissioned Officers), internal communication constraints, budgetary constraints, and the nonfunctioning of existing mechanisms. The study aims to analyze the implementation of MTP for young police officers graduating from police academy and young NCOs graduating from SPNs (State Police Schools), the factors that are considered in MTP implementation, and the ideal steps in MTP implementation taken by Bali Regional Police Human Resources Department. The study employs the qualitative approach using triangulation method. Data is collected through interviews with twelve people, case studies, and literature study. The results of the study show that there are several striking differences in MTP

implementation between young police academy graduates and young NCOs, especially in the process of recruitment, education/training and forming of cadres, while, the processes of orientation, performance management and retention/recognition tend to be the same. Regarding the factors considered in MTP implementation, communication and bureaucratic structure factors, especially MTP for young police academy graduates tend to be more inhibiting than MTP for young NCOs, while resource and behavior/tendencies factors are relatively the same. Finally, there are six ideal steps for implementing MTP by Bali Regional Police Human Resources Department in accordance with the Regulation of Polri's Chief Number 3 of 2019 for young police officers graduating from NCOs and three ideal steps for implementing MTP for young police officers graduating from police academy due to the facts that the steps for identifying, determining and terminating talents for police academy graduates are held by INP Headquarters Human Resources Department.