

## **Effective Appointment of High-Ranking Officials Within the Government's Ministries: A Critical Policy Analysis**

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### **Abstract**

*The purpose of this study is to analyze the processes, policies, and impacts of the provisions on the appointment of high-ranking officials within the Indonesian Ministries, related to the delays in filling positions since the implementation of the Law on State Civil Apparatus. This study is exploratory qualitative research. This study collected data by conducting interviews and literature studies and analyzing them through a content analysis approach. The results show that in terms of the appointment process, many appointment processes are not in accordance with the provisions of legislation, resulting in organizational ineffectiveness. On the other hand, the impact and policy evaluation showed that the official recruitment policy had a positive impact on the organization. This research implicitly states that it is necessary to improve the operation of the recruitment activities of high-ranking officials in the Ministry, so as to be able to create officials who bring optimal competitiveness in the government of the Republic of Indonesia.*

**Keywords:** *Indonesia, Ministry, Senior Officials, Recruitment, Bureaucracy.*

### **1. Introduction**

Bureaucratic Reform, universally referred to as Administrative Reform, is essentially a sustainable and planned change effort. As stated by Wallis (1989), the Administrative Reform is: "Induced, permanent improvement in Administration." In other words, implementing permanent changes in public administration. Permanent changes are for the long term, and not just for a moment. In other words, improvement (to improve) means realizing better administrative conditions or circumstances (to improve). Administrative reform must occur on an ongoing basis. Related to Administrative Reform, the United Nations Development Programme (UNDP, 2004) briefly points out three critical areas that must be the object of reform: those related to Civil Service Reform, Improving the Policy-Making System, and Restructuring the machinery of government.

Bureaucratic Reform in Indonesia has 8 (eight) Areas of Change: (1) organization, (2) Apparatus Work Culture, (3) management, (4) legislation, (5) Apparatus Human Resources, (6) supervision, (7) accountability, and (8) Public Service. These eight areas of

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change are efforts that have been, and will be, carried out in Indonesia in the context of Bureaucratic Reform until 2025. One of the areas of change in Bureaucratic Reform is changes related to the issue of Human Resources of the Apparatus, which is included in the scope of Human Resources Management. HR management reform is carried out through a change from the old perspective of personnel management that emphasizes the rights and obligations of individual employees to a new perspective that emphasizes strategic human resource management.

To provide a legal basis for the management of human resource development of the state apparatus, the government has made changes to Law Number 8 of 1974 and Law Number 43 of 1999 on the Principles of Civil Service, which have been implemented in Indonesia for almost 20 years. This change was realized with the issuance of Law No. 5/2014 on the State Civil Apparatus (ASN). It is also emphasized in the law that ASN Management is the management of ASN to produce ASN employees who are professional, have basic values, professional ethics, freedom from political intervention, clean from corrupt practices, collusion, and nepotism.

One component of the Merit System that has undergone fundamental changes with the enactment of Law No. 5 Year 2014 on ASN is the filling of officials for high positions in the government. In the new provisions, these positions are referred to as high-leadership positions (JPT). In the old provisions, for several decades, the filling of JPT in the government, both at the Center and in the Regions, was carried out by appointment by the leadership with consideration from the Rank and Position Advisory Board in their respective agencies and considering the Employee Rank Order List. In the new provisions, the filling of the JPT must go through an open position-filling process. The main criterion in the appointment of the JPT is competence in accordance with the competencies required for a position.

Based on the understanding in the realm of public administration, the open filling system is known as "by position", or filling in accordance with the competencies required in the position to be occupied. Previously, Indonesia applied the filling of positions "by carrier" (according to career). Both the systems have advantages and disadvantages. The open filling of positions, which has been implemented for more than five years, has both positive and negative effects. In the implementation of this new system, various irregularities have been found, including the abuse of authority by political officials as Personnel Supervisory Officers (PSO). This phenomenon is evidenced by the number of political officials caught red-handed by the Corruption Eradication Commission of Indonesia and other Law Enforcement Agencies, both at the local government and central levels. The data show that six regents, two mayors, and one chairman of a political party were caught, some of whom had been sentenced for their mistakes. In 2021, the State Civil Apparatus Commission of Indonesia received 294 complaints from various groups related to the Open Selection process at both the central and regional levels. Based on the results of these investigations, 114 violations were identified in the process.

Another fact obtained from Ministries and Institutions at the central level shows that the provisions regarding the filling of the JPT require a very long time. Starting from the preparation of regulations for the legitimacy of Open Selection, the determination of the Selection Committee, and the determination of the final results of candidates for JPT officials. As a result, some ministries and institutions require the appointment of Acting Officials (Plt) to fill the vacancies of JPT officials who have not been appointed. The delay in filling the JPT never happened before the implementation of Law No. 5/2014 on the ASN. The delay in filling the JPT in the Ministry of National Development Planning since 2020 occurred because the provisions of the ASN Law began to be fully implemented at that time. In addition, until 2020, there were no JPTs whose terms of office had expired. Especially for 2022, the delay occurred owing to changes in nomenclature and simplification of positions, which led to overlapping authority. These changes require approval from the Ministry of Administrative Reform and the

**Bureaucratic Reform.** The approval process for changes in organizational structure and position nomenclature takes a long time. The appointment of Acting Officers in the Ministry of National Development Planning has resulted in delays in the issuance of strategic decisions or regulations.

The Ministry of National Development Planning is one of the ministries that strategically manages the order of governance. The Ministry of National Development Planning formulates and stipulates policies in the field of national development planning; national development strategies; sectoral, cross-sectoral, and cross-regional policy directions; and macroeconomic frameworks that include an overall picture of the economy, including fiscal policy directions, regulatory frameworks, institutions, and funding. The Ministry of National Development Planning also elaborates on the Vision and Mission of the elected president into the medium-term strategic plan.

This study aims to evaluate public policies related to human resource management in the government, especially those related to leadership at the ministerial level. According to Patton, evaluation is defined as a process that critically analyses a program. Evaluation involves collecting and analyzing information related to activities, characteristics, and outcomes. The purpose of the evaluation is to assess the program, improve its effectiveness, and/or inform decisions on its sustainability.

Public Policy Evaluation is essentially a process used to determine the impact of public policy and what has or has not been achieved in accordance with the objectives of the policy. The simplest criteria, which are most often used in evaluating policies and implementation, are whether the specified objectives have been met and to what extent. Policy evaluation is information in the form of measurement and assessment at the policy implementation stage as well as on the outcome or impact of the policy. More explicitly, Lester and Stewart categorized the types of policy evaluations as follows:

1. Process Evaluation.

Process evaluation focuses on the way the program or policy is delivered to the public or how the policy is implemented. This type of evaluation focuses on assessing policy implementation and public satisfaction. Basically, it attempts to uncover management problems in policy implementation or uncover stagnant policies. Process evaluations ask questions such as 'Are the requirements being met?' and "How can the policy be carried out more efficiently?".

2. Impact Evaluation.

This evaluation relates to the final result or impact of a policy. It focuses on whether the policy objectives have been achieved in terms of output. This type of evaluation was easier to perform. This is because assessing results is easier than assessing the implementation process.

3. Policy Evaluation.

This type of evaluation concerns the "benefits" of the policy, as is the purpose of issuing a policy. That is, whether the problem has been reduced as a result of the policy implementation.

4. Meta evaluation.

This evaluation is a synthesis of the findings of previous studies. It looks for commonalities among the outcomes, measures, and trends in the literature. It is very similar to a literature review in that it collates existing findings and looks for patterns across different evaluations.

The basic essence of public policy evaluation in the field of human resources in government is the evaluation of the implementation of the merit system related to career development in government. From an organizational or agency perspective, a career

management organization (CCO) refers to the programs or activities provided by organizations to support the career success of their employees. The merit system focuses on the recruitment, development, and placement of employees based on competence and integrity. In this regard, the principles of the "Merit System" contained in "the Civil Service Reform Act of 1978," which is implemented in the United States, briefly include the following:

1. Recruitment as needed
2. Fair and equal treatment
3. Appropriate salary
4. Employee integrity
5. Employee utilisation
6. Employee Performance Measurement
7. Employee competency development
8. Employee Neutrality
9. Employee Protection.

The meritocracy system in the recruitment process is generally based on educational qualifications, passing selection, and appropriate position qualifications. Regarding the promotion process, meritocracy is associated with individual performance-based assessments and indicators to measure the competence of the position to be occupied. Based on the provisions applicable in Indonesia, every State Civil Apparatus will occupy a position. They can occupy all the positions. To occupy positions in JPT, JA, and JF must fulfil the provisions that are unique to each position. In its provisions, each position type has different assessment procedures, requirements, and methods of selection.

Research concerning the implementation of the Merit System, which is a system mandated by the ASN law, has been conducted by several researchers [including Meyrina (2016); Daniarsyah, (2017); Rosmiati, Sumaryana, Saefullah, and Buchari, (2018); Dwiputrianti, (2018); Mubin and Roziqin (2018); Noors, (2019); Nurwita, (2019); Welasari, Suwaryo, Agustino, and Sulaeman (2019), Ulfa, Rahmanto, and Suswanta (2020); Nirwana and Prasojo (2021)]. The results of the various studies above conclude that the Personnel Supervisory Officials (PPK), in this case, the Minister, Head of Institution and Regional Head, still apply the Spoil System, where in the Filling and Appointment of JPT still prioritizes the selection of selected candidates based on personal closeness. In addition, it is also found that the implementing regulations used in determining officials are not based on the Merit System as mandated by the ASN Law.

Other studies that focus on the implementation process of JPT Filling and Appointment have also been conducted by researchers, including Yahya, Rafi, and Mutiarin (2015); Irfan (2017); Nanik Priyanti (2017); Utami (2017); Alkadafi, Rahmadani, and Andry (2018); Nasir, (2019); Mius, Suradinata, Ilham, and Djaenuri, (2019)]. From the studies conducted by these researchers, it is found that the open selection process requires a lot of money and a long time, this is due to:

1. The determination of the requirements for open selection of participants is not in accordance with the provisions in the ASN Law.
2. The criteria for the authority, duties, and functions of open selection organizers have not been clearly defined.
3. There are different interpretations of the meaning of openness,
4. There has been an attempt to discourage candidates from outside the agency by including specific requirements within the agency.

5. Lack of experts or assessment consultants,
6. Online facilities and infrastructure constraints,
7. Time-consuming to implement,
8. Cost a lot of money.

Meanwhile, researchers who focus on the process of determining candidates, among others, are Burhanuddin and Fatmawati (2016); Taufik (2020); and Sabaruddin, Utomo and Fait (2021), the results of their research conclude that the dominance of political officials in the implementation of open selection is manifested in the form of determining official candidates from the top three selection results, besides that the authorised officials already have certain records regarding the candidates participating in the open selection. Therefore, the process of filling and determining the JPT was not carried out objectively.

Policies related to ASN Human Resource Management are policies that can be evaluated with a focus on "Have the provisions been fulfilled?" and "How can policies be carried out more efficiently?" In reality, the implementation of various policies related to ASN has encountered various obstacles, as described in the problem identification. The selection of officials in a position, which is essentially a career path for employees, has been irregularly implemented. Deviations in the implementation of the JPT determination policy are actually carried out by Personnel Supervisory Officers (PPK).

Deviations that occur in the implementation of the Apparatus Human Resource Management Policy result in phenomena that are not in accordance with what is formulated in the policy. Related to policy implementation, Abidin (2012) emphasises that many policy implementation failures occur due to the influence of internal and external factors. Thus, the problems and obstacles that occur in the implementation of policies related to ASN in Indonesia can be caused by internal and external factors. Internal barriers from the organizational system or individual competence of each employee, as well as barriers that come from outside the organization.

Based on the research background, it can be stated that the evaluation of the JPT Filling and Appointment policy is not in accordance with the published policy. Therefore, the research question posed is as follows: "Why is the filling and appointment of JPT not in accordance with the Policy for Filling and Appointing High Leadership Positions as stated in the applicable laws and regulations?" The research results are expected to make a positive contribution to Public Policy Theory. Therefore, this can be useful for academics. In addition, it is also expected to contribute to the development of scientific principles related to the merit system, especially related to the pattern of selection and appointment in positions in State Civil Apparatus Resource Management. The practical benefits of this research are expected to provide recommendations for the improvement or refinement of policies related to the filling and appointment of JPT in the Resource Management of the State Civil Apparatus.

## **2. Research Methodology**

This research was conducted by applying qualitative methods using an Exploratory Research Design. The exploratory design is intended to answer what can be found in this research. The primary data used in this study were obtained through in-depth interviews with several competent informants. In this case, the informants knew and mastered the problems being studied. The selection of informants in this study was conducted purposively, where the researcher determined the criteria for determining informants so that the information and data obtained were in accordance with the research objectives. The following table explains the respondents and their justifications.

Tabel 1. Respondent List

No	Position	Function	Information Extracted
1	Personnel Supervisory Officer (PPK) or Authorised Officer	Final determinant of JPT Official	• Criteria for selection
			• Reasons /argumentation for acceptance or rejection of candidate
			• What is the reaction towards the selection committee work
2	Elected JPT Officials from Open Selection	Elected Officials	• Competency suitability
			• Interaction with Employee manager
3	Participants from Open Selection	Participants who were not selected	• Opinion on cause of failure
			• Critique of the Selection Process
			• Suggested Improvements to the selection process
4	Member or Former Member of the Selection Committee	Open Selection Organiser.	• Obstacles to Implement good selection process
			• Application of selection Criteria
			• Attitude towards Elected Officials
5	Independent Consultant for Open Selection	Implementing the independent "fit and proper test"	• Reason for selecting elected official
			• Experience of the independent consultant
			• Expertise of the independent consultant
			• Tools or Methods
6	Officials from the Human Resources Bureau of Ministry of National Development Planning	Selection administration team	• Selection Stages
			• Ministry Briefing and context
			• Barriers for good selection process
7	Official of the State Civil Apparatus Committee	National Supervisor of High Official Selection	• Monitoring mechanism
			• Criticisms and Suggestions for the Organisation of Selection
			• Policy Outlook
8	Member of Commission II of the House of Representatives	Lawmaker	• Law-related to Civil Service Appartus Revision
			• Results of Parliamentary Oversight of Law - related to Civil Service Appartus
9	Ministry of Civil Service and Bureauchratic Reform	Policy Makers	• Revision of Regulations regarding Open Selection

This research will also focus on evaluating the implementation of public policies in the field of human resources, especially leadership appointments in the ministry. The operationalization of the concept of thought from Lester and Stewart (2000) applied in the implementation of this research is formulated in Table 2.

Table 2. Concept Operationalization

Evaluation Type	Operational Definition	Indicators
Process Evaluation	Is the implementation in accordance with the provisions?	Conformity with provisions, and Efficiency of implementation.
Impact Evaluation	Are the changes that occur in accordance with the policy objectives?	Changes that occur as a result of policy implementation.
Policy Evaluation	Has the problem that the policy was intended to solve been reduced or has the goal that the policy was intended to achieve been achieved?	Results that have been achieved at the time of policy evaluation.
Meta evaluation.	Are there similarities or differences between the results, measures and trends of the various evaluations?	Synthesis of various evaluations conducted since the policy was enacted.

The data were analyzed by conducting a content analysis of the answers given by the respondents. The operational steps of content analysis are: (1) writing down the primary data from the interviews in a transcript, (2) identifying each piece of data (coding), and (3) examining the consistency of the answers given during the interviews. For some informants, a few reinterviews were conducted to obtain more complete answers.

Primary data obtained from the interviews were then combined with secondary data from various sources to be used as materials for the research conclusions. The triangulation method was also used to check for the truth between the results of interviews with written data and other data. The triangulation techniques applied were as follows:

1. Theoretical Triangulation, analysing research results using different theories.
2. Triangulation of Data Collection Methods, which compares information from interviews with data and other information from secondary sources.

### 3. Results and Discussions

#### 3.1 Process evaluation

Process Evaluation, as stated by Lester and Stewart (2000), is an evaluation of the implementation process of a policy. Policy implementation can be interpreted as an effort to realize policy goals and objectives through one or several actions that must be taken. The following are the various recruitment processes for high-ranking ministerial officials that will be analyzed:

1. Open Selection Preparation

The preparatory steps taken by the Ministry of PPN/Bappenas include: (1) determination of a vacant High Leadership Position, (2) Preparation of Selection Implementation Plan, and (3) Formation of Selection Committee. Selection preparation requires various regulations or implementing regulations. Judging from the year of issuance, it turns out that the implementation regulations of Law No. 5 of 2014 concerning ASN have

experienced a delay of three to five years in their issuance. Because of this delay, there was uncertainty in the provisions and procedures of ASN management.

## 2. Implementation of Open Selection

The implementation steps are as follows: (1) Announcement of Vacancies and Position Selection Mechanism, which includes: (a) name of the position to be filled (vacancy), (b) Selection Stages, (c) General Requirements, (d) Special Requirements, (e) Registration Conditions, (f) Other Conditions, and (g) Selection Schedule. In general, announcements and determinations are made online through websites and are disseminated to the public. (2) Administrative selection was conducted on the documents sent by the applicants. The Selection Committee conducts administrative selection by verifying the completeness of the administrative files in accordance with the required provisions. Subsequently, the Selection Committee determines the candidates who meet the administrative requirements to participate in the next selection. Meanwhile, candidates who do not meet the provisions are declared to be unable to participate in the selection stage (knockout system). Administrative requirements for participants consisted of general and special requirements. (3) Monitoring and Evaluation of Selection Activities include (a) Supervision of the Implementation of JPT Selection and (b) Recommendations on the Results of Supervision by KASN. During the process of Open Selection of High Leadership Positions, the Ministry of PPN/Bappenas did not receive any Recommendations of Supervision Results that needed to be followed up. This means that KASN has assessed that the process carried out by the Ministry of PPN/Bappenas is in accordance with the applicable regulations.

Based on the interviews conducted, the following are the things that happen in the recruitment process of high-ranking officials in the ministry:

1. The lengthy process to initiate Open Selection has resulted in vacant positions exceeding three months. This is because of the various procedures that must be followed, starting from the determination of positions by the Ministry of PAN and RB, and other selection processes by KASN require long procedures and a long time.
2. Too long a process for the formation of a Selection Committee. The impact of this lengthy process is not only time-consuming and labor-intensive, but also results in lost opportunities for potential candidates to occupy positions that are in accordance with their competence.
3. There are cases of communication between members of the Selection Committee and Selection Participants. Of course, the Selection Committee is expected to be objective and politically neutral.
4. There are still many ministries and institutions that do not recognize job competency standards; therefore, they rely more on the results of written tests and interviews from assessors.
5. There is no standardized or written provision on traceability in a regulation, so it is prone to distortion.
6. This TPA option often raises questions from participants and other employees, especially when the JPT official chosen is not ranked 1 in the proposal from the Selection Committee or PPK.
7. The duties and functions of the KASN in overseeing the implementation of JPT fillings in government institutions are still not running as mandated by the law, especially in the implementation of follow-up on the recommendations it issued.

The following table summarises the results of the process evaluation conducted:



Table 3. Process Evaluation Results

No.	Selection Stages	Concept Operationalisation	
		Purpose	Efficiency Analysis
I	PREPARATION		
	1) Determination of Vacant Position	To fill a High Leadership Position for which there is no official	Inefficient, it takes 6 months to determine the vacant position.  Awaiting the determination of Position nomenclature from the Ministry of PAN and RB.
	2) Preparation of Selection Implementation Planning	Develop a Selection Plan	Efficient, conducted by the Main Secretariat/Ministerial Secretariat of the Ministry of National Development Planning/Bappenas.
	3) Selection Committee	To select Selection Committee Members	Inefficient, requiring KASN coordination and approval, so that it takes 12 months to determine the members of the Selection Committee.
II	IMPLEMENTATION		
	1) Position Vacancy Announcement	Application of the principle of Transparency, in order to reach all potential candidates.	Efficiently utilising mass media and social media.
	2) Administrative Selection	To see if the conditions have been fulfilled.  The criteria for administrative requirements are based on laws and regulations and internal regulations of the Ministry of National	Efficient because the Selection Committee has verified and authenticated documents from applicants.

		Development Planning/Bappenas.	
3)	Managerial and Socio-Cultural Competence Selection	To conduct an assessment of Managerial and Socio- Cultural Competence	Efficient and has successfully translated the Position Competency Standards into tools and test substance in the assessment centre.
4)	Track Record Search	To assess suitability for the post applied for and other relevant information.	There are no clear criteria regarding the sources and types of information used.  Prone to subjective and political interference.

### 3.2 Impact evaluation

This evaluation focuses on the results of a policy or is concerned with its outcomes. It also focuses on whether the policy objectives have been achieved in terms of "outcomes." It is used to answer the question, 'Are the intermediate outcomes in line with the policy objectives?' The objective of this selection is to implement a transparent, objective, competitive, and accountable selection of candidates for high-ranking main, middle, and pratama officials. The target is the selection of candidates for main, middle, and senior high-leadership officials in central and regional government agencies in accordance with the required competencies based on the merit system.

Evaluation of changes that occur as a result of the implementation of these policies in the Ministry of PPN/Bappenas is carried out by examining the performance achievements of the Ministry of PPN/Bappenas, with the benchmark performance targets contained in the Ministry of PPN/Bappenas Strategic Plan. The average realization of performance in Bappenas by 2022 reached 95.34%. Compared to the average target, this achievement was 105.85%. This means that the policies implemented related to the filling of the JPT have produced "Output" in accordance with the policy objectives.

By analyzing the performance achievements that occurred at the Ministry of PPN/Bappenas, the information obtained in the form of outputs influenced by the implementation of policies has not been able to measure the impact, let alone change. This means that the policies implemented related to the filling of JPT have resulted in better "Outputs."

### 3.3 Policy evaluation

This type of evaluation considers the "long-term consequences" of a program or policy. It assesses the impact on the problem that the policy intends to solve. Examples of questions that can be asked in this evaluation include: "Has the problem (e.g. poverty level) been reduced by the implementation of this policy?". Thus, this evaluation requires a time lag from the time the policy is implemented to the change or solution of the problem that occurs.

Considering that this policy will be implemented in the Ministry of National Development Planning/Bappenas in 2021, policy evaluation cannot be carried out because "long-term consequences" information cannot be obtained.

### 3.4 Metaevaluation

Another evaluation approach is a meta-evaluation. This approach seeks to understand the findings of the evaluations conducted by other researchers. Meta-evaluation is the synthesis of evaluation research findings. It is intended to look for commonalities between the results, measures, and trends found in publications from previous studies.

From the meta-analysis conducted, it was found that some crucial variables conveyed by previous researchers from their research results included the following:

1. Selection Communication and Socialisation,
2. Candidate administration requirements are used to inhibit, restrict and facilitate certain candidates,
3. The limited authority of the Selection Committee,
4. Difficulty getting an Independent Assessment Consultant,
5. Long selection period,
6. Large selection implementation costs,
7. Objectivity of JPT determination from Selection Results.

No previous research has used variables or research focuses related to

1. Outcome or the result of policy implementation,
2. Impact or change which is the purpose of issuing a policy.

Meanwhile, a comparison of appointment activities for Senior Officials in other countries has been found.

1. The Selection Committee is a permanent Committee, not an ad-hoc Committee,
2. The criteria for candidates for Senior Officials emphasize the fulfilment of competencies that have been standardized for each level of position.

## 4. Conclusion

A policy evaluation of the Filling and Appointment of High Leadership Positions in Ministries, with a case study of the Ministry of National Development Planning/Bappenas, has been carried out by the author by applying various types of policy evaluation, which include: 1) Process Evaluation, 2) Impact Evaluation, 3) Policy Evaluation, and 4) meta-analysis.

Based on the research question, 'Why is the filling and appointment of JPT not in accordance with the policy on filling and pointing high leadership positions as stated in the applicable laws and regulations?' The results of this study are as follows: First, the process of implementing the policy was carried out in accordance with its provisions. Second, inefficiencies found in the implementation of the Policy include: (1) Determination of Vacant Position, takes six months, Coordination and approval of KASN in the Formation of Selection Committee, takes 12 months, and (3) Track Record Search; there are no clear criteria related to the source and type of information used so that it is prone to subjective intervention, slander, and political interests; and (4) The Process of Filling and Appointment of High Leadership Officials takes six months from the announcement of vacancies to the inauguration. Third, positive output results from this policy, manifested in the form of an increase in agency performance. Fourth, the Outcome or impact of the policy cannot yet be found because the policy has only been implemented for one year.

There are several theoretical inputs for further development of this research. To determine the disadvantages and benefits of the Policy on the Filling and Appointment of High Leadership Positions in Ministries or Institutions located at the center, further research needs to be conducted related to outcomes and impacts or changes from the implementation of the policy. Research related to this outcome should be conducted within 5 years of the policy being implemented. Future research that will conduct a Policy Evaluation before there are outcomes or impacts (changes) from the implementation of the policy, then an "Intermediate Evaluation" is needed by applying goal-free evaluation (GFE). In this case, the evaluator determined the focus of the evaluation.

In practical terms, the inputs that can be provided are as follows. First, to reduce the implementation process timeframe and costs in the JPT Open Selection, the administrative procedures concerning coordination between the Ministry or Institution concerned with the Ministry of PAN and RB, KASN, and BKN need to be simplified. Second, clear provisions are needed on the source of information from the Track Record Search, so that it does not become an arena or means for certain interests of Staff Supervisory Officials or Politicians. Third, for policies related to the filling and appointment of high leadership positions in ministries and institutions to be more effective and efficient, a "revision" of various related laws and regulations is needed. Fourth, as in some countries, JPT Selection should be carried out by a permanent Commission or Agency. It is no longer an ad hoc committee.

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