

Strategic Modeling of Civil Servant Competency Needs: A Customized Approach in the PPSDM Kemendagri Yogyakarta Region

Ibrahim Mustafa¹
Universitas Negeri Yogyakarta

Muhammad Rafly Alaidruz²
Universitas Negeri Yogyakarta

Submitted : 18-12-2024, Accepted : 19-01-2025, Published : 20-02-2025

Abstract

Competency Development Planning is a bill for private employees and government organizations today. This article is entitled Competency Development Customization through the Competency Development Needs Analysis Management Model (AKPK) for Civil Servants in the Work Area of the Ministry of Home Affairs' PPSDM Regional Yogyakarta, one of which is to respond to the above phenomenon. The purpose of this study is to obtain a model that meets the requirements in analyzing competency development needs. The method of this research is qualitative Research and Development (R&D) which is equipped with the SOAR (Strengths, Opportunities, Aspirations, and Results) analysis method. Data collection was carried out through: (1) documentation studies sourced from (a) research result documents published in journals related to competency development research and (b) competency development documents at competency development organizing institutions using activity implementation checklist sheets; and competency development documents using activity implementation checklist sheets; and (2) opinion polls using questionnaires related to the actual condition of employee competency. The data analysis technique uses simple descriptive statistics and qualitative analysis in the form of a Systematic Literature Review (SLR). The results of the analysis, synthesis, and recommend 3 (three) major stages of the Competency Development Needs Analysis (AKPK) business process: (1) Preparation of AKPK Facilitators which is carried out through AKPK facilitator training (Training of Facilitators); (2) Analysis of Competency Development Needs which is carried out in several stages and steps accompanied by a number of forms to be filled in and inputted into the AKPK information system (SI-AKPK). The analysis activity begins with the Competency Development Needs Analysis Workshop activity followed by the FGD activity; and (3) Preparation of AKPK Report, carried out through Report Preparation Facilitation.

Keywords: AKPK Management Model; Systematic Literatur Review (SLR)

Introduction

The low quality of public services due to the large gap in competence between civil servants is a symptom that is currently occurring. This symptom is also the basis for the difficulty in achieving macro development indicators. Several problems are noted as the cause of the emergence of the competence gap, including the following.

In regional apparatus, this competence gap can be caused by national or regional development planning not being used as a reference for planning education and training needs. At the agency level, the development of human resources for civil servants is not yet synergistic or even integrated with the strategic plan for development planning that has been set. There is a tendency that competence development is not yet based on the need to achieve the strategic plan, but rather prioritizes dropping obligations as a formality of compliance with the rules. A narrow understanding that tends to be partial that competence development can only be done through education and training, has not been pursued with a variety of patterns as in the current regulations on competence development for civil servants.

Observing the above symptoms, the Center for Studies and Education and Training III of Civil Servants at the Center for Studies on the Performance of Civil Servants of the State Administration Institution (PKP2AIII-LAN, 2016) presented its findings as follows.

- a. Low competence and performance of local government apparatus;
- b. Job competency standards have not been prepared;
- c. Job analysis has not been prepared;
- d. Lack of attention from local governments regarding the budget for education and training activities;
- e. Many employee development programs that are not based on an analysis of the current needs for developing personal and organizational competencies.

Signs such as those above indicate that the need for developing the competence of regional and central civil servants has not been fully met based on recruitment policies alone. Therefore, efforts to improve the quality of the State Civil Apparatus with the concept of management, arrangement, and development of ASN competence are the core of the roadmap for the transformation of quality state apparatus, and are crucial to achieving regional development goals that are in line with and support national development. In terms of developing the

competence of the apparatus, this is a challenge for state administration and public administration organizers in Indonesia.

One of the subsystems that is the first stage in the process of managing, structuring, and developing the competency needs of state apparatus is conducting a Competency Development Needs Analysis (AKPK). The results of the AKPK will fulfill the roadmap for structuring and mapping the competency development needs of state apparatus personnel. The AKPK can be used for the following things.

- a. Identifying strategic competency development needs to increase the capacity of the apparatus in meeting service demands nationally and globally;
- b. Strengthening the mainstream of competency development in the form of budget reallocation for competency development
- c. Supporting the preparation of national work and competency standards; and
- d. Materials for compiling employee competency development plans at the center/region/organization/work unit

For institutions that organize education and training for human resource development, implementing AKPK activities is a separate bill to fulfill the need analysis on what competency needs must be developed by each employee to be reported to stakeholders and followed up as recommendations for competency development activities.

PPSDM Regional Yogyakarta as an educational and training institution with the status of UPT under the Human Resources Development Agency (BPSDM) of the Ministry of Home Affairs has a work area of guidance: ASN in the Regency/City of Lampung Province, West Java Province, DKI Jakarta Province, Banten Province, West Kalimantan Province, South Kalimantan Province, North Kalimantan Province, East Kalimantan Province, and Central Kalimantan Province (BPSDM Kemendagri, 2021).

By looking at the phenomenon as explained above, the researcher carries the theme of the AKPK training management model in Writing Scientific Papers (KTI) Scientific Orations of

Widyaiswara with the title "Customization of Competency Development through the Competency Development Needs Analysis Management Model (AKPK) for Civil Servants in the Work Area of PPSDM Kemendagri Regional Yogyakarta.

The formulation of the problem is stated in the form of a research question or Research Question by referring to the needs of the chosen topic. The following are the Research Questions (RQ) proposed in this study.

- a. RQ 1: What models have been developed in analyzing the needs for civil servant competency development over the past five years?
- b. RQ2: What models have quality and meet the conditions/requirements required (eligible) in analyzing the current needs for civil servant competency development?
- c. RQ3: What are the prospects for developing a management model for analyzing civil servant competency development in the work area fostered by the Ministry of Home Affairs' PPSDM Regional Yogyakarta?

Based on the research questions as stated above, the author sets the objectives of this study as follows.

- a. Describe the picture of the research results regarding the models that have been implemented in analyzing the needs for civil servant competency development
- b. Obtain a business process model for competency development analysis as an eligible management model in conducting AKPK
- c. Recommend the use of alternative prospective AKPK management models for civil servants in the work area fostered by the Ministry of Home Affairs' PPSDM Regional Yogyakarta
- d. In general, this study can contribute ideas based on empirical evidence on how efforts are made to build a competency development training management model for civil servants in the area fostered by the Ministry of Home Affairs' PPSDM Regional Yogyakarta. Specifically, it is expected to provide benefits:

- e. for researchers and structural and functional officials at the PPSDM Kemendagri Regional Yogyakarta to increase insight into alternative management models for Competency Development Needs Analysis;
- f. to provide ideas on alternative models for AKPK training management according to the needs of personnel managers in the PPSDM Kemendagri Regional Yogyakarta area;
- g. to be useful for Stakeholders who organize training as holders of autonomy to increase their responsibility and participation in efforts to provide services to fulfill 20 hours of mandatory competency development lessons for civil servants in their work areas; and
- h. it is expected to be valuable input for policy makers, both for BKPSDM/BKPP in districts/cities and provinces as well as at PPSDM Kemendagri Regional Yogyakarta, or BPSDM Kemendagri and the State Administration Institute (LAN) as the fostering agency, so that it can provide alternative training management models that are in accordance with the demands of civil servant competency development needs.

Methods

The framework of this research is described as follows :

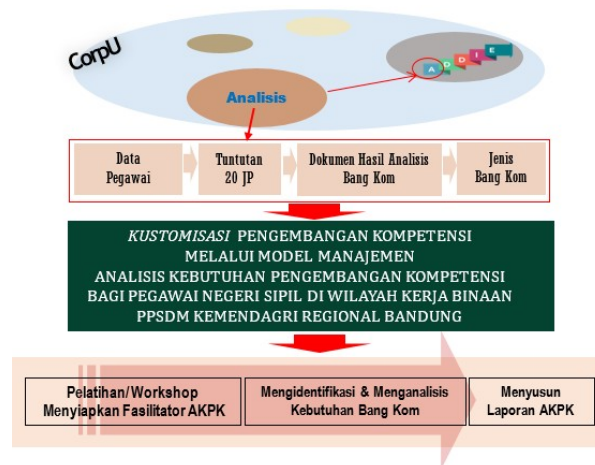


Figure 1. Research Framework

Source: Data Processed (2025)

The framework of this research shows that organizing training occurs through efforts to customize input components, namely stakeholder demands and factors that are grouped into

general and specific phenomena that are managed through a process of analyzing the needs of the bangkom to produce output in the form of an AKPK document. The method that is considered appropriate to the needs of this research framework is qualitative research and development (R & D). Referring to Sugiyono's opinion (2014), "the research and development method or Research and Development is a research method used to produce certain products, and test the effectiveness of these products". The author hopes that this KTI product will produce something new (novelty) in the form of an AKPK management model for administrators of apparatus training in the work area fostered by the PPSDM Kemendagri Regional Yogyakarta. Complementing this method, the author sharpens it through the SOAR analysis method to find the cause of the main problem related to the identification of competency development that has been carried out by the managers of bangkom activities. SOAR (Strengths, Opportunities, Aspirations, and Results) is a very positive framework that can be used for strategic thinking and analysis that enables an individual, team, or organization to create a strategy and/or strategic plan to build its future through collaboration, shared understanding, and commitment to action (Watkins, Mohr, & Kelly, 2011).

internal external	STRENGTH (S)	OPPORTUNITIES (O)
ASPIRATIONS (A)	strategi SA	strategi OA
RESULT (R)	strategi SR	strategi OR

Figure 2. SOAR Analysis Map

Source: Data Processed (2025)

In relation to the results of the SOAR analysis as illustrated in the SOAR analysis map, the strategy that can be carried out to find the main cause of the problem is to combine SA, SR, OA, and OR strategies, namely

"Facilitating institutions that organize competency development that are under the guidance of PPSDM Regional Yogyakarta, both Province and Regency/City through uniform understanding of the business process of analyzing structured and massive competency

development needs in order to map the needs of 20 JP bangkom apparatus both personally and organizational needs in order to meet various types and channels of bangkom apparatus resources, both training and non-training."

Sources of data for this research informants: (1) A number of studies published in research journals that are displayed in electronic database web engines such as Google Scholar, [Neliti], Proquest.; (2) data from documentation studies sourced from competency development documents at institutions that organize competency development in Regency/City/Province that are under the guidance of PPSDM Kemendagri Regional Yogyakarta.; and (3) statement of survey results to employees/managers of competency development at the institution organizing competency development in the Regency/City/Province that is under the guidance of the PPSDM Kemendagri Regional Yogyakarta.

Data collection was conducted through: (1) Documentation study; (2) Poll using a questionnaire related to the actual condition of employee competency and management of competency development activities to a number of competency development activity managers (bangkom). The contents reveal the efforts of managers: (1) in providing PNS Profile data containing a history of their competency development; (2) regarding inventory activities and recapitulation of employee competency gaps according to behavioral indicators per competency; and (3) compiling a PNS competency development plan according to the proposal of the Regional Apparatus

Data analysis was conducted by: (1) literature search using electronic database search engines such as Google Scholar, [neliti], Indonesian Policy Study Repository, or others and citation and reference manager: using the Mendeley application; (2) Following the SLR flow using the PRISMA 2009 flow diagram technique by Compiling a Summary Table of Journal Article Search Results based on keywords according to the selected Search Engine Electronic Database; and (3) using simple descriptive statistics to obtain % of the conclusions of the document review and opinion poll.

Results and Discussion

1) The results of the PRISMA 2009 flow diagram for the Journal Search SLR are obtained as follows.

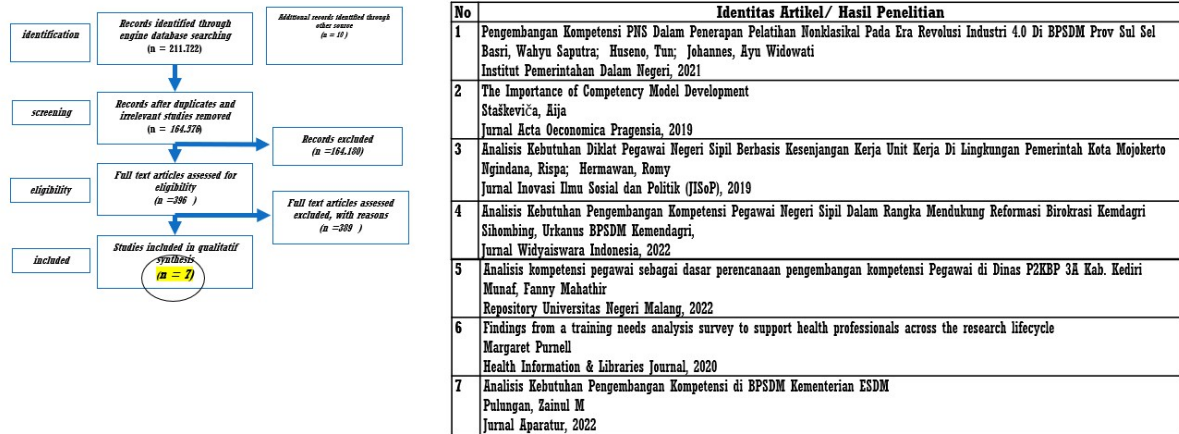


Figure 3. Selection Process and Included Articles in the Systematic Review

Source: Data Processed (2025)

The results of the document availability search are as follows.

Kuantitatif Ketersediaan Dokumen AKPK (sampling purposif)					Kuantitatif Tracing Jajak Pendapat Kondisi Aktual Komp Peg dan Pengelolaan Keg Bangkom (sampling purposif)						
No.	Wilayah	Uraian Ketersediaan			No.	Wilayah	Uraian Kegiatan				
		Profil PNS	Check list penilaian pegawai setiap level oleh atasan dan sejawat tentang kesenjangan kompetensi setiap indikator perilaku	Usulan Perangkat daerah tentang Rencana Pengembangan Kompetensi PNS			Menyediakan profil PNS ttg Riwayat Bang Kom	Menginventarisasi gap kompetensi peg sesuai indikator perilaku per jenis dan komponen kompetensi	Merekapulasi gap kompetensi pegawai	Nominta usulan renc Bang Kom PNS kpd PD	Menyusun renc Bang Kom PNS sesuai usulan PD
1	Kab/ Kota Prov Lampung	100%	96%	80%	1	Kab/ Kota Prov Lampung	86%	35%	35%	86%	88%
2	Kab/Kota Prov Jawa Barat	100%	98%	91%	2	Kab/Kota Prov Jawa Barat	89%	46%	46%	89%	89%
3	Kab/Kota Prov DKI Jakarta	100%	98%	90%	3	Kab/ Kota Prov DKI Jakarta	90%	51%	51%	90%	92%
4	Kab/Kota Prov Banten	100%	96%	66%	4	Kab/ Kota Prov Banten	67%	24%	24%	67%	70%
5	Kab/Kota Prov Kal Bar	100%	92%	72%	5	Kab/ Kota Prov Kal Bar	54%	27%	27%	54%	60%
6	Kab/Kota Prov Kal Sel	100%	93%	73%	6	Kab/ Kota Prov Kal Sel	63%	28%	28%	63%	73%
7	Kab/Kota Prov Kal Ut	100%	92%	62%	7	Kab/ Kota Prov Kal Ut	60%	22%	22%	60%	73%
8	Kab/ Kota Prov Kal Tim	100%	93%	73%	8	Kab/ Kota Prov Kal Tim	51%	30%	30%	51%	89%
9	Kab/ Kota Prov Kal Teng	100%	92%	62%	9	Kab/ Kota Prov Kal Teng	50%	21%	21%	50%	74%
Rerata		100%	94%	74%	Rerata		68%	32%	32%	68%	79%

Figure 4. Quantitative Recap of AKPK Document Availability and Actual Employee Competency Conditions in Bangkom Activity Management (Purposive Sampling)

Source: Data Processed (2025)

The results of the survey are as follows.

- a. In general, only employee profiles are available in full, while data on employee budget needs are not yet available or have not been optimally attempted.

- b. Training institutions tend not to inventory competency gaps for each behavioral indicator in full, managerial, socio-cultural, technical, and even government competencies. What exists is: 1) inventory of training activities that have not been trained in regional apparatus and 2) inventory of regional apparatus that were subjected to similar training in the previous year.
- c. BKPSDM/BKPP/BPSDM prepares budget plans but are generally not based on proposed organizational and personal employee needs. Planning activities tend to be top-down from the BKPSDM/BKPP/BPSDM institutions to be known and proposed by participants according to the list of training activities to be held by the training organizer
- d. Budget analysis activities tend to be absent or do not occur, including guidelines and documents of the results of their analysis.

2) Results of Analysis and Synthesis Answering Research Questions

- a. Analysis and Synthesis to answer RQ 1, several reviewed studies have not fully addressed the question of mapping training based on specific output types. The study by Basri et al. only reached the stage of emphasizing the importance of training planning. Meanwhile, the paper published in *Ecia Oeconomica Pragensia* focused more on the relevance of training needs analysis but did not explain how to systematically analyze those needs. Other models proposed in the literature lack integration of creative approaches or competency-based frameworks, although some attempted to incorporate learning design elements.
- b. Analysis and Synthesis to answer RQ 2, there is evidence of training models that apply the input–process–output approach to analyze training needs, such as the study by Utamas (2022). However, many other studies do not provide detailed methods for conducting training needs assessments. Some rely on expert opinions or observational data, but often without validation procedures or quantitative approaches. While there are attempts to move toward adaptive and competency-based training models, the integration of these models remains limited and fragmented.

c. Analysis and Synthesis to answer RQ 3, several articles discuss methods used to design training models based on actual needs. For example, the work by Munaf and Fauzy (2022) explains effective strategies for planning training programs, while another study by Purnadi et al. (2020) combines literature review with field observations to design their model. Overall, synthesis results highlight two key aspects in answering RQ3: the importance of understanding needs from both organizational and participant perspectives, and the necessity of systematic mapping to develop training models that are relevant and contextually appropriate.

3) Innovation and Novelty Recommendations

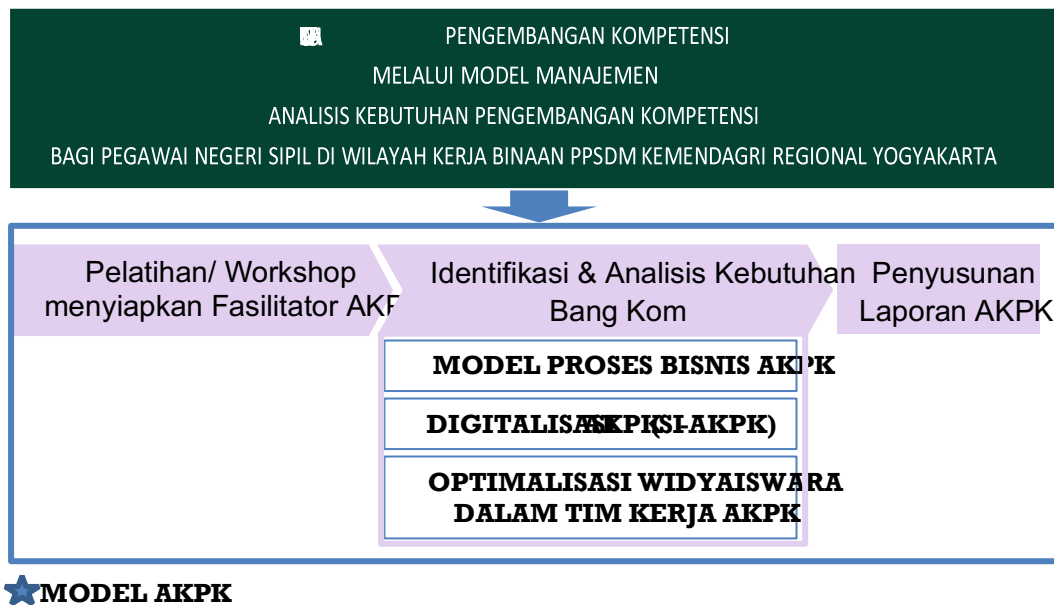


Figure 5. Mode AKPK

Source: Data Processed (2025)

The activities are:

- Implementing training/workshops to prepare AKPK facilitators
- Preparing and standardizing the business process model for competency development needs analysis;
- Inclusively optimizing the role and function of widyaiswara as program guardians in AKPK activities;

- d. Forming an AKPK TEAM
- e. Utilizing digital (temporarily using the AKPK SI prototype) as a tool that helps facilitate the input process for analysis activities.
- f. Encouraging the birth of the "AKPK Corner" (AKPK Corner), a forum for discussion, facilitation, and recommendations, a forum for current information sources in facilitating competency development information needs.

Conclusion

Competency development planning The organizers of civil servant training in the Yogyakarta Regional PPSDM foster environment have not utilized a massive model as a guideline in identifying competency development needs. Only employee profiles are available in full, while data on employee competency development needs have not been optimally utilized. There is no inventory of competency gaps for each behavioral indicator that completely contains managerial, socio-cultural, technical, and even government competencies. Planning activities tend to be top-down from the training organizing institution (BKPSDM/BKPP/BPSDM) to the public, not based on proposals from the Regional Apparatus (PD). The Regional Apparatus only needs to propose participants according to the training list provided. Competency development analysis activities tend to be absent or even do not occur, including guidelines and documents of analysis results for follow-up.

No business process model for competency development analysis was obtained as a systematic and structured management model that has quality and meets the conditions/requirements required (eligible) in carrying out AKPK. The results of journal searches have not yet clearly conveyed the business process framework of AKPK. In general, it is done like data collection activities in traditional research by utilizing interview instruments, questionnaires, or limited group discussions. This was also done without any preliminary activities that reflected that the competency development activities were undertaken because there was a discrepancy or unavailability of employees

Prospective proposal for the development of a competency development needs analysis management model for civil servants in the work area fostered by the Ministry of Home Affairs' PPSDM Regional Yogyakarta, namely Customization of Competency Development. Through the Competency Development Needs Analysis Management Model for Civil Servants in the Work Area Fostered by the Ministry of Home Affairs' PPSDM Regional Yogyakarta.

References

- Allen, M. D. (2002). *The Corporate University Handbook: Designing, Managing & Growing a Successful Program*. AMACOM.
- Basri, Wahyu Saputra. Huseno, Tun. Johannes, Ayu Widowati (2021). *Pengembangan Kompetensi Pegawai Negeri Sipil Dalam Penerapan Pelatihan Nonklasikal Pada Era Revolusi Industri 4.0 Di Badan Pengembangan Sumber Daya Manusia Provinsi Sulawesi Selatan*. Institut Pemerintahan Dalam Negeri.
- BPSDM Kemendagri (2021). *Rencana Strategis Badan Pengembangan Sumber Daya Manusia (BPSDM) Kemendagri 2020-2024*
- CDC. (2018). *ADDIE Model*. Cdc.Gov.
<https://www.cdc.gov/training/development/addiemodel.html>
- Fauziah, N. M., & Prasetyo, A. W. (2019). ASN Corporate University : Sebuah Konsep Pendidikan dan Pelatihan Pada Era Disruptif. *Civil Service*, 13(2), 51–62.
- Fornell C, Johnson MD, Anderson EW, Cha J, & Bryant BE (1996). The American Customer Satisfaction Index. *Journal of Marketing* 60(4):7-18
- Grenzer, J. W. (2006). *Developing and Implementing a Corporate University*. HRD Press.
- Hasibuan , S. P. Melayu. (2007). *Manajemen Sumber Daya Manusia Edisi Revisi Jakarta: Bumi Aksara*
- Iwa, Asep H. dan Sudrajat (2021). *Analisis Kebutuhan Pengembangan Kompetensi*. Yogyakarta: Pustaka Setia

- Jin, L., He, Y., Song, H., (2012). Service customization: to upgrade or to downgrade? An investigation of how option framing affects tourists' choice of package tour services. *Tour. Manag.* 33 (2), 266–275.
- KBBI (2023). *Kamus Besar Bahasa Indonesia*. Jakarta: Balai Pustaka
- Lusiana and M. Suryani (2014). Metode SLR untuk Mengidentifikasi Isu-Isu dalam Software Engineering, *SATIN (Sains dan Teknol. Informasi)*, vol. 3, no. 1, 2014
- Margaret Purnell (2020). Findings from a training needs analysis survey to support health professionals across the research lifecycle. *Health Information & Libraries Journal*
- Moher D, Liberati A, Tetzlaff J, Altman DG, The PRISMA Group (2009). Preferred Reporting Items for Systematic Reviews and MetaAnalyses: The PRISMA Statement. *PLoS Med* 6(7): e1000097. doi:10.1371/journal.pmed1000097
- Munaf, Fanny Mahathir (2022). Analisis kompetensi pegawai sebagai dasar perencanaan pengembangan kompetensi Pegawai di Dinas P2KBP 3A Kab. Kediri. *Repository Universitas Negeri Malang*
- Ngindana, Rispa. Hermawan, Romy (2019). Analisis Kebutuhan Diklat Pegawai Negeri Sipil Berbasis Kesenjangan Kerja Unit Kerja Di Lingkungan Pemerintah Kota Mojokerto. *Jurnal Inovasi Ilmu Sosial dan Politik (JISoP)*
- Novriyanti Achyar¹, Rusdinal Rusdinal² (2021). Analisis Kebutuhan Pengembangan Model Peningkatan Kompetensi Dosen Program Studi Keperawatan Melalui Pelatihan Profesionalitas. *Jurnal Bahana Manajemen Pendidikan*. Vol. 10 Number 2 Tahun 2021, pp 146-153
- Rayanto, Y.H., Sugianti (2020). Penelitian Pengembangan Model Addie dan R2D2: Teori dan Praktek. Pasuruan: Lembaga Academic & Research Institute 2020
- PKP2A II LAN (2015). *Kajian Pengembangan Kompetensi ASN Dalam Mewujudkan Visi Reformasi Birokrasi*. Pusat Kajian dan Pendidikan dan Pelatihan Aparatur II Lembaga Administrasi Negara.

- PKP2AIII-LAN (2016). Laporan Kinerja PKP2AIII-LAN Tahun 2016. Samarinda:
PKP2AIII LAN
- PKP2AIII-LAN (2016). Temuan Pusat Kajian dan Pendidikan dan Pelatihan III Aparatur (2005 dan 2008). PKP2AIII-LAN Samarinda
- Pulungan, Zainul M (2021). Analisis Kebutuhan Pengembangan Kompetensi Manajerial Melalui Penilaian Kompetensi. Jurnal AgriWidya (Menginspirasi Untuk Pelatihan Yang Lebih Baik). Vol 2 No.2 - Juni 2021
- Savitri, Renny. (2020). Faktor-Faktor Pendorong dan Penghambat dalam Penyelenggaraan Pengembangan Kompetensi ASN di Era Adaptasi Kebiasaan Baru. Makalah Konferensi Nasional Politeknik STIA LAN
- Staškeviča, Aija (2019). The Importance of Competency Model Development. Jurnal Acta Oeconomica Pragensia
- Sugiyono. (2014). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Yogyakarta: Alfabeta
- Suharsono, Agus (2022). Pengembangan Kompetensi Pegawai Provinsi Jawa Tengah Melalui Implementasi Jateng Corporate University. Jurnal Litbang Prov Jateng, Vol. 20, No. 2, Des 2022
- Urkanus Sihombing (2023). Analisis Kebutuhan Pengembangan Kompetensi Pegawai Negeri Sipil Dalam Rangka Mendukung Reformasi Birokrasi Kementerian Dalam Negeri. Jurnal Widyaiswara Indonesia Vol. 4, No. 1, Maret 2023, pp. 21-34
- Watkins, JM, Mohr, BJ, & Kelly, R. (2011). Appreciative Inquiry : Change at the Speed of Imagination. (tersedia: <https://www.researchgate.net/publication/239419533> Appreciative Inquiry Change at the Speed of Imagination Second Edition)

Perundang-undangan

Undang-Undang Republik Indonesia Nomor 20 Tahun 2023 Tentang Aparatur Sipil Negara

Undang-Undang Republik Indonesia Nomor 5 Tahun 2014 Tentang Aparatur Sipil Negara
Peraturan Pemerintah Nomor 11 Tahun 2017 dan Perubahannya Peraturan Pemerintah
Nomor 17 Tahun 2020 tentang Manajemen PNS

Peraturan Pemerintah 17 Tahun 2020 Tentang Perubahan atas Peraturan Pemerintah Nomor 11
Tahun 2017 Tentang Manajemen PNS

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 14 Tahun
2011 tentang Pedoman Pelaksanaan Program Manajemen Pengetahuan (Knowledge
Management)

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor Nomor 38
Tahun 2017 tentang Standar Kompetensi Jabatan Aparatur Sipil Negara

Keputusan Menteri Keuangan Republik Indonesia No. 924/KMK.011/2018 tentang
Kementerian Keuangan Corporate University

Keputusan Menteri Dalam Negeri Nomor: 050-156 Tahun 2021 tentang Rencana Strategis
Badan Pengembangan Sumber Daya Manusia Kementerian Dalam Negeri Tahun 2020
– 2024

Keputusan Menteri PAN-RB No. SKJ.1 tahun 2023 tentang Standar kompetensi Jabatan
Widyaiswara

Peraturan Lembaga Administrasi Negara Republik Indonesia Nomor 5 Tahun 2018 tentang
Pengembangan Kompetensi Pegawai Aparatur Sipil Negara.

Peraturan Lembaga Administrasi Negara Republik Indonesia Nomor 10 Tahun 2018 tentang
Pengembangan Kompetensi PNS

Peraturan Lembaga Administrasi Negara Republik Indonesia Nomor 16 Tahun 2022 tentang
Standar Kompetensi Jabatan di Lingkungan LAN RI

Peraturan Lembaga Administrasi Negara Republik Indonesia Nomor 6 Tahun 2023 tentang
Sistem Pembelajaran Pengembangan Kompetensi Secara Terintegrasi (Corporate
University)

Keputusan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik
Indonesia Nomor. SKJ.1 / 2023 tentang Standar kompetensi Jabatan Widyaiswara
Keputusan Kepala Lembaga Administrasi Negara Nomor 306/K.1/HKM.02.2/2024 tentang
Pedoman Penyelenggaraan Sistem Pembelajaran Pengembangan Kompetensi Secara
Terintegrasi (Corporate University) Pada Tingkat Instansi