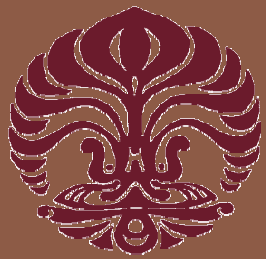
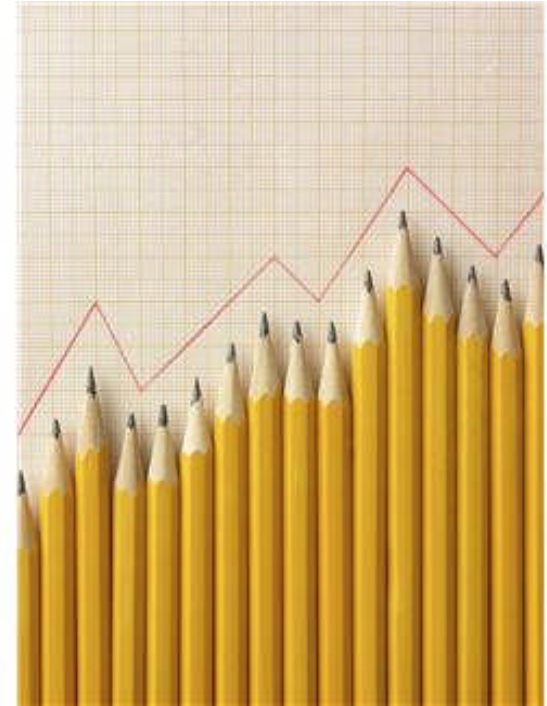


SISTEM ADMINISTRASI KEPEGAWAIAN



Materi Administrasi Kepegawaian Negara
disiapkan oleh Lina Miftahul Jannah

THE INTEGRATED PERSONNEL SYSTEM

Personnel of the local bodies and those of the state government form a part of the same service. All or some categories of personnel of the local bodies may be drawn from this service. The local civil service is absorbed into the state civil service. The state government can transfer them from the urban body to other departments

In the *'integrated'* system the personnel are transferred between national, state and municipal governments

An integrated service covering both national/state governments and municipal government is based on merit principles. Its distinctive feature is vertical as well as horizontal transferability of personnel

ADA TIGA SISTEM KEPEGAWAIAN:

The Integrated
Personnel
System

The Separated
Personnel
System

The Unified
Personnel
System

ADVANTAGES OF INTEGRATED PERSONNEL SYSTEM [1]

Ensures the same salaries, conditions of service, and retirement benefits for civil servants regardless of the level of service

It permits the most extensive area basis for recruitment

It provides the widest possible career opportunities in public service.

Can estimate the national manpower is needed and the organization of educational and training programs to meet them

ADVANTAGES OF INTEGRATED PERSONNEL SYSTEM [2]

Facilitates the optimal use of trained personnel and permits the use of centralized personnel service and uniformity in personnel rules and practices to the extent advisable

Facilitates the decentralization of development functions and thereby increases the participation of the people in the administration of those functions.

Gives the central government a greater stake in the improvement of living conditions in small towns and rural areas in order to make life there more attractive to qualified personnel and, incidentally, to other residents as well.

More insulated than in other systems from local politics and personal pressures, although they may be less responsive to local elected bodies

DISADVANTAGES OF INTEGRATED PERSONNEL SYSTEM [1]

The staff may not be as responsive as they should be to the local council

The most capable staff are likely to be promoted to higher level of government just when they acquire the experience needed to deal effectively with complex local government problems

The integrated personnel system is geared to meet the central government needs; as a consequence, the distinctive elements of local government personnel management, including.

The danger of excessive centralization of authority with its resultant delays and lack of adaptation to local needs would be ever present

There is a danger of paternalism, and even authoritarianism, in relationship between municipal government and the staff belonging to the integrated service.

THE SEPARATED PERSONNEL SYSTEM

Each local authority has the power to appoint its own personnel. Such personnel are administered and controlled by the local authority and are not transferable to any other unit

In '*separate*' personnel system municipalities are empowered and responsible for recruitment and maintenance of their own personnel

ADVANTAGES OF SEPARATED PERSONNEL SYSTEM

Ensure the loyalty and effective performance of their employees

Employees are likely to know the local conditions better and develop more interest in community affairs

Since the local authority has control over its entire staff, the problem of different status for different categories of staff doesn't exist

The opportunities for continuous employment may induce some of the talented young persons to seek a career in the service of the local municipal government

Relatively economical because the compensations for some municipal employees need to be competitive only with other opportunities for employment in the local economy

'self-government' by allowing local authorities to exercise power in an important field, i.e., recruitment and management of its own manpower resources

DISADVANTAGES OF SEPARATED PERSONNEL SYSTEM

Local authorities may not be able to fulfill all the requisites of a good personnel system. The catchment area for recruitment and the ability to pay are both restricted in respect of particular municipalities

Restricts opportunities for promotion, especially for higher-level officers.

Spend their entire working life in the locality, local vested interests are likely to influence their performance. The officers are likely to develop some kind of personal allegiance to particular local political leaders or group interests.

THE UNIFIED PERSONNEL SYSTEM

All or some local bodies form a single career service for the entire state, from which officers and other employees are posted in various units and also transferable within the state. The service is administered by the state government

Certain categories of personnel constitute a statewide municipal cadre raised and controlled by the state government

Involves an area basis for recruitment as wide as the area covered by the unified service. Under unified personnel system, objective criteria and methods are to be applied in recruitment, appointment and promotion. Transfers are made easy between municipalities. The staffs are protected against arbitrary disciplinary measures adopted by the local authority.

ADVANTAGES OF UNIFIED PERSONNEL SYSTEM [1]

It may facilitate the creation of a statewide career service founded on the merit principle

It may enable municipalities, especially the smaller ones; to obtain the services of more qualified persons than would be attracted to them under a separate system

It may prevent, or greatly lessen, nepotism and favouritism in appointment, promotion and other personnel matters

ADVANTAGES OF UNIFIED PERSONNEL SYSTEM [2]

It involves a certain degree of centralised control over municipal personnel matters but also provides for delegation of personnel functions to municipal authorities to the maximum extent practicable and may thus facilitate the devolution of development functions to local authorities

Responsiveness of employees to local councils may be a problem at the initial stage, but those who make local government service a life-time career are more likely to develop skills and attitudes conducive to sound relationship with their council

Despite the problems connected with it, a unified service nevertheless provides a more rational basis than may otherwise be possible for dealing with the municipal government staffing problems

DISADVANTAGES OF UNIFIED PERSONNEL SYSTEM [1]

It does not solve all the personnel problems of local authorities. In fact, some new problems may arise because of the need for trained staff

New problems arise in relationship between employees who belong to the unified service and those who do not

Some of the old staffing problems may persist: (eg" shortage of staff, particularly at the middle and higher levels due to continued disparities in salary levels between the municipal service and the state service; and lack of promotion opportunities for higher-level officers)

DISADVANTAGES OF UNIFIED PERSONNEL SYSTEM [2]

Problem of inadequate funds for training may be aggravated where municipal councils are expected to pay for the training of staff in the unified service

Political interference in personnel matters continues to exist, at least at the district or state levels

There are possibilities of conflict between the unified service agency and municipal councils.

A unified service may also raise special problems in training

PEGAWAI NEGERI DI INDONESIA

Total PNS
:
4.732.472

Laki-laki:
2.560.083
(54%)

Perempuan:
2.172.389
(46%)

**Komposisi
Jabatan:**

Struktural:
246.993

Fungsional:
2.051.491

TU/teknikal:
1.763.370

Instansi

Pemda:
2.795.700

Kementerian:
737.023

Komisi/LPND:
74.709

**Pegawai
Non Sipil**

TNI: 361.823

Polri:
363.000

BUMN:
726.128

Aparatur Negara

Aparatur Sipil
Negara

TNI

Aparatur Eksekutif
dan Aparatur
Administrasi/Teknik

Hakim, Jaksa, Polri,
Guru dan Dosen

UU 43/1999

- © **Pasal 2 ayat 2 → Pegawai Negeri Sipil terdiri atas PNS Pusat dan PNS Daerah**
- © **Pasal 13 ayat 1 & 2 → Kebijakan manajemen PNS mencakup penetapan norma, standar, prosedur, formasi, pengangkatan, pengembangan kualitas sumber daya PNS, pemindahan, gaji, tunjangan, kesejahteraan, pemberhentian, hak, kewajiban, dan kedudukan hukum berada pada Presiden selaku Kepala Pemerintahan**

UU 43/1999

- ⊙ **Pasal 25 ayat 1 & 2 → Pengangkatan, pemindahan, dan pemberhentian PNS dilakukan oleh Presiden**
- ⊙ **Untuk memperlancar pelaksanaan pengangkatan, pemindahan, dan pemberhentian PNS Presiden dapat mendelegasikan sebagian wewenangnya kepada pejabat pembina kepegawaian pusat dan menyerahkan sebagian wewenangnya kepada pejabat pembina kepegawaian daerah**

UU 43/1999

- © **Pasal 34 ayat 2 → BKN menyelenggarakan manajemen PNS yang mencakup perencanaan, pengembangan kualitas sumber daya PNS dan administrasi kepegawaian, pengawasan dan pengendalian, penyelenggaraan dan pemeliharaan informasi kepegawaian, mendukung perumusan kebijaksanaan kesejahteraan PNS, serta memberikan bimbingan teknis kepada unit organisasi yang menangani kepegawaian pada instansi pemerintah pusat dan pemerintah daerah**
- © **Pasal 34A ayat 1 → Untuk kelancaran pelaksanaan manajemen PNSD dibentuk BKD**

LINGKUNGAN STRATEGIS +

Global dan regional

- Globalisasi perdagangan dan ekonomi pasar terbuka perlu daya saing tinggi
- UUD NKRI 1945 hasil amandemen ciptakan DPD, MK, KY, dan menghapus DPA. Dengan UU telah dibentuk banyak lembaga negara
- Pemerintahan koalisi timbulkan instabilitas pemerintahan dan mengganggu kinerja dan efektivitas pemerintahan negara
- Desentralisasi ciptakan jaringan pemerintahan yang kompleks: 35 kementerian, 85 lembaga negara, 33 provinsi, dan 497 kab/kota
- Indonesia kembali menjadi bangsa berpendapatan menengah yang memerlukan pelayanan publik lebih bermutu
- Disparitas kesejahteraan umum dan disparitas kapasitas aparatur antardaerah semakin lebar
- Low trust kepada aparatur negara
- Ledakan pensiun: 4,9 juta akan pensiun 2015.

Nasional



+ PENTAHAPAN PEMBANGUNAN DALAM RPJPN 2005-2025

RPJM 1 (2005-2009)

Menata kembali NKRI, membangun Indonesia yang aman dan damai, yang adil dan demokratis dengan tingkat kesejahteraan yang lebih baik

RPJM 2 (2010-2014)

Memantapkan penataan kembali NKRI, meningkatkan kualitas SDM, membangun kemampuan iptek, memperkuat daya saing perekonomian

RPJM 3 (2015-2019)

Memantapkan pembangunan secara menyeluruh dengan , menekankan pembangunan keunggulan kompetitif perekonomian yang berbasis SDA yang tersedia, SDM yang berkualitas, serta kemampuan iptek.

RPJM 4 (2020-2024)

Mewujudkan masyarakat Indonesia yang mandiri, maju, adil, dan makmur melalui percepatan pembangunan di segala bidang dengan struktur perekonomian yang kokoh berlandaskan keunggulan kompetitif

= TUJUAN AKHIR YANG
INGIN DICAPAI

Aparatur Negara

Aparatur Negara yang profesional,
a-politikal, berintegritas tinggi,
yang mampu mendukung
keberhasilan pembangunan dlm
bidang lain.

2010

- Aparatur
Negara yang
Patrimonial

2025

- Aparatur
Negara yang
Profesional