

## MANAGEMENT OF ARCHIVIST RESOURCES AT THE GENERAL SECRETARIAT OF THE INDONESIAN NATIONAL POLICE

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### ABSTRACT

This study aims to analyze the management of archivist resources at the General Secretariat of the Indonesian National Police (*Polri*), focusing on enhancing the competence and career development of archivists. Archivists play a vital role in maintaining the integrity and accountability of records as part of public administrative services. However, *Polri* is facing a crisis due to a shortage of competent archivists, exacerbated by the low interest among personnel and negative stigma associated with the archivist profession. Through a qualitative descriptive approach, this study identifies inhibiting factors and formulates development strategies for archivist resources based on a merit system. The findings indicate that training, competency certification, and regulations equivalent to other functional positions are essential to improving the professionalism and attractiveness of the archivist position within *Polri*.

**Keywords:** *Archivist Resource Management, Competence, Functional Position, Polri, Records Management*

### A. PRELIMINARY

The role of the archivist is crucial in an organization, particularly in the administration and management of records. The ability to ensure accuracy is a crucial component of operational efficiency and data integrity. Therefore, archivists consistently provide information, provide access, and reference important documents. Archivists ensure that the information they provide is accurate and reliable and document efficiently and effectively. Therefore, archivists maintain a central approach to the security and availability of records, and facilitate more transparent, accountable, and accurate business processes. As well as the responsibility of the archivist in providing information and managing important things in documents, by providing more detailed information and managing important documents, he is willing to provide information, access and retrieval of information, manage important documents. (Kusno et al., 2023).

Activities related to archiving are very broad, in accordance with Archives the *Undang-Undang No. 43 Tahun 2009*, which defines archiving as the recording of various activities or events in various forms and media. According to Sunday

(2012:3), in addition to archive management, factors such as standards, procedures, archiving systems, human resources, and others must also be considered. Archives function as a place to store critical information and need to have a reliable management method to facilitate administrative tasks in every organization or business.

Based on the *Peraturan Menteri Reformasi Administrasi dan Birokrasi Republik Indonesia Nomor 13 Tahun 2016*, which amends the previous Ministerial Regulation, the Functional Position of Archivist is defined as a position that includes the functions, duties, responsibilities, and authority to carry out archival activities in State Institutions, Regional Governments, Village Governments, and Universities. Within an agency, civil servants with specialized expertise in the field of archiving are often referred to as archivists. Their primary responsibility is to manage, safeguard, and utilize important archives. Archivists play a crucial role in a company or agency. They are also responsible for addressing various archival-related issues arising from various state institutions, such as national, regional, and district security agencies. These issues are often triggered by dissatisfaction or complaints from employees within these institutions.

The *Peraturan Kepala Kepolisian Republik Indonesia Nomor 6 Tahun 2017* concerning the Organizational Structure and Work Procedures of Organizational Units at the Headquarters Level of the Indonesian National Police, as amended several times, most recently by the *Peraturan Kepala Kepolisian Republik Indonesia Nomor 6 Tahun 2022* concerning the Fourth Amendment to the *Peraturan Kepala Kepolisian Republik Indonesia Nomor 6 Tahun 2017* concerning the Organizational Structure and Work Procedures of Organizational Units at the Headquarters Level of the Indonesian National Police. This regulation defines the types of positions referred to in the *Peraturan Pemerintah Nomor 11 Tahun 2017* concerning Civil Servant (PNS) Management, which includes Administrative Positions (JA), Functional Positions (JF), and High-Level Leadership Positions (JPT). JA and JPT fall into the structural positions category regulated in the National Police Organizational Structure and Work Procedures (SOTK).

Functional positions face challenges, particularly related to the low interest of Indonesian National Police personnel in pursuing a career as archivists and the lack of regulations supporting this position. The shortage of archivists is not limited to the Indonesian National Police but also to various other ministries and institutions. According to the Acting Head of the Indonesian National Armed Forces (ANRI), Indonesia needs an additional 88,000 archivists out of a total of 120,000. The shortage of archivists is due to low public interest in entering this profession and strict requirements in the selection process. The Indonesian National Police (*Polri*) has regulations regarding the Archivist Position through the *Keputusan KaPolri Nomor: Kep/430/VI/2013*. However, in 2023, through the *Keputusan KaPolri Nomor: Kep/1635/XII/2023* dated December 5, 2023 concerning the Formation and Echelon/Nivelling of Functional Positions of *Polri* Members within the *Polri* Environment and Number: *Kep/1636/XII/2023* dated December 5, 2023 concerning Competency Standards, Job Descriptions and

Requirements for Functional Positions within the *Polri* Environment, it describes the functional positions of *Polri* members within the *Polri* Environment consisting of: a. Police Intelligence Agent; b. Criminal Investigator; c. Police Human Resources Assessor; d. Police Medical and Investigative Health Personnel; e. Sispamobvitnas Auditor; f. Intelligence Analyst; g. Police Investigation Supervisor; h. Police Inafis Examiner; i. Police Labfor Examiner; j. Police Instructor; k. Police Gadik; l. Police Information Technology Developer; m. Police Psychologist; n. Police Auditor; o. Police Science Researcher; p. Police Goods and Services Procurement Manager (PPBJ *Polri*); q. Police Public Relations Administrator; r. Police Translator; s. Police Chief Policy Administrator; t. Internal Security Investigator; u. Police Propam Accreditor; v. Police Propam Examiner; w. Police Legal Analyst and Advocacy; x. Police Regulation Designer; y. Legal Counselor; z. Police Lecturer; aa. Education Quality Assurance; bb. Financial Analyst; cc. Police Financial Verifier; dd. Police General Planner; ee. Police Budget Planner; ff. Marine Navigator; gg. KBR (Biological and Radioactive Chemistry) Technician; hh. Bomb Squad Technician; ii. Police Pilot; and jj. Air Police Mechanic.

The General Secretariat of the Indonesian National Police, as a work unit with developmental duties and functions, is responsible for organizing archives within the Indonesian National Police and collaborates with the National Archives of the Republic of Indonesia to develop human resource potential through education and training programs designed to hone critical thinking, analytical thinking, and problem-solving skills. Although training has been provided for personnel holding the rank of Bintara/PNS Grade II as Skilled Archivists and Pama/PNS Grade III as Expert Archivists, there are discrepancies in the appointment of functional positions that should be intended for personnel holding the rank of Pamen/Gol IV.

**Table 1: Data on Civil Servants in the Indonesian National Police Who Have Undertaken Skilled and Expert Archivist Education and Training by Work Unit**

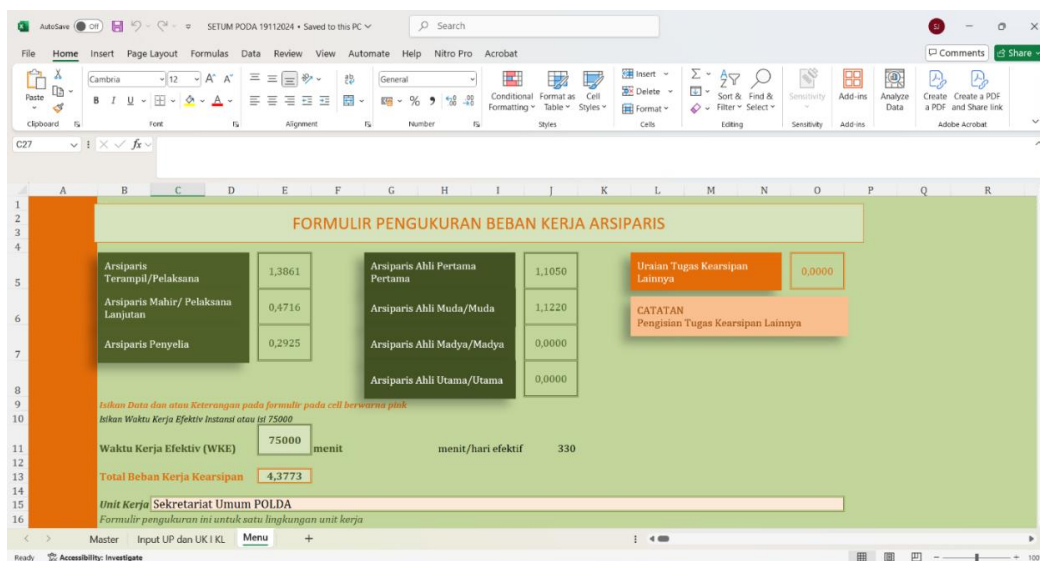
UNIT	SKILLED WORK	EXPERT	TOTAL
National Police Headquarters	66	65	131
Regional Police	103	95	198
Total	169	160	329

Data source: *Subbagbinset, General Secretariat of the Indonesian National Police, 2019*

**Table 2: Data on Civil Servants in the Indonesian National Police Who Have Undertaken Certification Based on Competency Level**

COMPETENCY	NUMBER ARCHIVISTS	CERTIFIED ARCHIVISTS
EXPERT	160	9
SKILLED	169	5
Total	329	14

From the data above, it can be concluded that the National Police General Secretariat has provided guidance and training for personnel who meet the requirements to receive education and hold functional positions as archivists within the Indonesian National Police, both at National Police Headquarters and at the National Police Headquarters.



Source: ABK Setum Polri

Human resource (HR) management is a determining factor in organizational success, including in the context of archives management in government institutions. In the digital era, archives are not merely administrative records but also strategic assets for decision-making, legal evidence, and the preservation of institutional history. The Indonesian National Police (*Polri*), as a public institution, has a significant responsibility to ensure orderly archives across all its work units. In this regard, archivists are a vital element that must be managed professionally. Reality shows that the Indonesian National Police (*Polri*) is

experiencing a shortage of archivists, both in terms of quantity and quality. According to data from the Indonesian National Police General Secretariat (2024), 329 personnel have undergone archivist training, but only 14 have been certified. The lack of interest in the functional position of archivist is further exacerbated by the negative perceptions inherent in this profession. Furthermore, the latest *Polri* regulations do not explicitly include the position of archivist in the functional position structure, adding to the institutional challenges in strengthening this profession.

**Table 3: Seizing the Functional Position of Civil Servant Archivist within the Indonesian National Police**

NO	FUNCTIONAL POSITION: SKILLED EXPERT	FUNCTIONAL POSITION: SKILLED EXPERT			FUNCTIONAL POSITION: SKILLED EXPERT		
		MIDDLE	YOUNG	FIRST AGE	SUPERVISOR	EXPERT	SKILLED
		PNS GOL IV a/b/c	PNS GOL III c/d	PNS GOL III a/b	PNS GOL III c/d	PNS GOL III a/b	PNS GOL II c/d
	ARCHIVISTS	14	49	63	25	25	71

Source: *Setum Polri, 2024*

The Indonesian National Police General Secretariat requires the development of an integrated, merit-based archivist resource management system within the Indonesian National Police General Secretariat. However, preliminary data indicates problems with the effectiveness of institutional archives management within the Indonesian National Police, including a shortage of competent and certified archivists; budgetary support for increased training and competency certification for archivists within the Indonesian National Police; regulations that act as structural obstacles to strengthening the profession; clarity and specifications for functional positions of archivists within the Indonesian National Police; and equality of functional position allowances and performance allowances for archivists compared to other functional positions within the Indonesian National Police.

Based on the above background, this study identifies the following problems: What factors hinder the development of competency and the fulfillment of the needs of the archivist functional position at the General Secretariat of the National Police of the Republic of Indonesia? What strategies can the General Secretariat of the National Police of the Republic of Indonesia develop to optimize competency development and fulfill the needs of the archivist functional position at the General Secretariat of the National Police of the Republic of Indonesia?

## **B. LITERATURE REVIEW**

### **The Concept of Archivist**

The definition of archives comes from various languages, such as the Greek term "archeion" and the Latin "archivum," which are often used in government contexts. Additionally, records are also considered a form of archive. According to Jay Kennedy (1998), an archive is a product of an organization or an individual's collection of information generated, described, and stored in various media for use in business transactions. The international standard ISO 15489 defines records management as the process of collecting, storing, and disseminating information for conducting business.

The *Peraturan Pemerintah Nomor 28 Tahun 2012* revised the duties and responsibilities of an archivist. This change was made as a follow-up to the *Undang-Undang Nomor 43 Tahun 2009* concerning Archives, with the aim of adapting the role of archivists to current developments and the increasingly complex needs of archive management. To understand this more deeply, it is important to detail archival activities related to the functions and duties referred to in the article. This includes archive management, storage, maintenance, and accessibility of information needed to support administration and decision-making in various institutions. By understanding the role of archivists comprehensively, we can assess their contribution to the effectiveness of archival systems in both public and private institutions.

### **The Role of Archivists in Organizations**

Archivists are human resources tasked with managing physical and digital archives, maintaining the continuity of organizational information, supporting decision-making, and ensuring the availability of historical evidence. The archivist's primary duties include creating, maintaining, and preserving archives in accordance with regulations, as well as maintaining the security and authenticity of archives as a form of protection of the public's civil rights. Article 151 paragraph (2) of the *Peraturan Pemerintah Nomor 28 Tahun 2012* provides an overview of the flexibility, responsibility, and enthusiasm that an archivist must possess in carrying out his duties. This provision indicates that the profession of archivist requires a high level of adaptability to the dynamics of technological and information developments, as well as the increasingly complex demands of archive management, as follows: a) Archivists have a crucial role in ensuring that all documents produced by various institutions, both government and private, are managed properly in accordance with archival standards. The main task of an archivist is to oversee the entire process of creating, receiving, and storing documents. By understanding the theory and practice of archive management, archivists can ensure that the documents produced are of good quality and can be accounted for. In addition, archivists are also authorized to limit access to certain documents if necessary. b) Archivists have the task of managing the entire life cycle of documents, from creation, storage, to destruction. Archivists must ensure that documents are managed in accordance with applicable regulations and established standards. In addition, archivists are also responsible for protecting documents from damage, loss, or access by unauthorized parties. c) An archivist is a professional responsible for the management and preservation of important

documents. The primary duty of an archivist is to ensure that documents are accessible, maintained, and used effectively and efficiently. By managing archives systematically and in a structured manner, archivists can help organizations avoid the loss of important information and improve accountability. This ultimately has a positive impact on the organization's overall performance. d) Archives are a valuable source of knowledge for the public. Archivists are responsible for ensuring that archives are well-maintained and accessible to the public. By managing archives professionally, archivists help the public understand the history, culture, and development of a nation. In addition, archivists also play a role in ensuring that the information contained in archives is accurate and reliable.

Archivists are professionals responsible for managing and preserving a nation's information heritage. The primary duty of archivists is to ensure that archives are accessible, maintained, and utilized by present and future generations. By applying good archival principles, archivists play a crucial role in advancing science, particularly in education. By managing archives well, archivists can make a significant contribution to society at large.

#### **Regulations on the Position of Archivist in the Indonesian National Police**

The *Undang-Undang Nomor 14 Tahun 2005* provides a broader definition, namely that professional work is an activity that requires special education, training, or experience. The *Undang-Undang Nomor 43 Tahun 2009* clearly defines an archivist as a professional with special competence in managing archives. To carry out their duties effectively, an archivist requires in-depth knowledge, adequate skills, and strong analytical abilities. This competency is generally acquired through formal education or specialized training in the field of archiving.

Based on the *Peraturan Menteri Reformasi Administrasi dan Birokrasi Nomor 13 Tahun 2016*, the functional position of archivist has specific functions and responsibilities in the field of archiving. However, the latest regulations in the Indonesian National Police (*Kep/1635/XII/2023* and *Kep/1636/XII/2023*) no longer include the position of archivist in the list of functional positions, which was previously included in the *Keputusan Kepala Kepolisian Republik Indonesia Nomor Kep/430/VI/2013* dated June 21, 2013, concerning Certain Functional Positions within the Indonesian National Police, thus exacerbating the shortage of archivists within the Indonesian National Police.

#### **Personnel Competency Procurement and Development Strategy**

According to Siambaton (2017), a professional archivist must have strong technical skills in managing, protecting, and providing access to information stored in archives, namely: a) Mastering information technology and related sciences to manage information efficiently and securely. This expertise is essential to ensure the smooth process of archiving, searching, and retrieving archives, both within the organization and in selective and comprehensive national projects. b) Understand the administration system well and have the ability to develop an archiving system and manage information archives to serve administrative, practical, academic, and general needs without ignoring interests protected by law or ethics; c) Master the principles of practical archiving and be able to describe the concepts and theories of archiving, then apply them in the

practice of archiving activities, and; d) Be able to conduct studies on archiving theories and concepts, conduct research, and formulate new alternatives in the field of archiving.

The development of archivists' professionalism and competence must be improved so that information and archives management is recognized as a vital component within the organization. Archivists, with their ability to collaborate with various professions such as doctors and teachers, have been recognized as an important part of the professional group.

In general, a profession is an occupation that requires specialized education. According to Sulisty-Basuki (1991), professionalism refers to the qualities or standards expected of someone in carrying out their profession. Individual competence, as reflected in how they utilize their skills, is crucial to achieving professionalism. A person's performance competency is an important indicator for assessing their credibility. This also applies to archivists, where many still lack an understanding of their existence and the importance of archives.

The *Undang-Undang Nomor 43 Tahun 2009* defines archives as a collection of records or documents produced by various entities, including government, educational institutions, businesses, and the public, in carrying out their activities. These archives come in various formats, from written to digital, and record important events in social and national life. Archives hold high historical value for organizations, regions, and communities. Meanwhile, Gomes (2003) emphasizes the importance of human capital within an organization. Qualified human capital, with diverse skills and knowledge, is a valuable asset for an organization's success.

To improve the competency of archivists through training programs, several strategic steps can be implemented. First, skills-based training needs to be developed with a focus on essential practical skills in archives management, such as storage, organization, and recovery techniques. This training can be conducted through workshops or simulations that reflect real-world situations. Second, it is crucial to develop an officially recognized competency certification program for archivists. This certification will provide formal recognition of their competence and encourage more personnel to participate in training.

Furthermore, collaboration with the National Archives of the Republic of Indonesia (*ANRI*) is essential to provide archival training and education that meets national standards, so that archivists acquire relevant knowledge and skills. Furthermore, a comprehensive and structured training module should be developed, covering various aspects of archival work from basic to advanced, with regular updates to keep pace with technological developments and best practices.

Mentoring and coaching should also be implemented, with more experienced archivists guiding their new colleagues, helping to directly transfer knowledge and experience. Furthermore, it is important to conduct regular evaluations and feedback on training programs to identify areas for improvement and improve the quality of future programs.

Finally, raising awareness of the role of archivists through seminars or discussions can help increase understanding among Indonesian National Police

(*Polri*) personnel about the importance of archiving, thus attracting more people to pursue careers in this field. By implementing these steps, it is hoped that the competency of archivists will significantly improve, enabling them to carry out their duties more effectively and professionally in managing archives within the *POLRI*.

### C. METHOD

This research uses a descriptive qualitative approach. Data were collected through literature review, policy analysis, and in-depth interviews with National Police personnel directly involved in archives management and archivist human resources. The analysis was conducted thematically, referring to theories of human resource management and functional career development in public sector organizations.

### D. RESULTS AND DISCUSSION

The Indonesian National Police (*Polri*) is experiencing a significant shortage of archivists. Data from the Indonesian National Armed Forces (*ANRI*) shows that the national need for archivists across all agencies reaches 120,000, while the current availability is far below that figure. Within the *Polri* itself, personnel interest in becoming archivists is very low. This is influenced by the stigma of the profession, which is considered less prestigious than other structural and functional positions.

#### Archivist Qualities and Competencies

Archivist is one of the positions included in the professional workforce in Indonesia. As explained in the Indonesian Job Classification (*KJI*) book, published in its first commercial edition in 1987, it classified 1,688 abstract "positions" representing tens of thousands of jobs in the workforce. Further explanation in the Indonesian Job Classification (1987:194) states that archivists are categorized into category 19: Professionals, Technicians, and Other Related Personnel (*YBDI*). Workers in this category perform expert and technical functions not performed by those classified elsewhere.

Group 19 is classified into the following job groups: 191 Librarians, Archivists, and Curators; 192 Other Social Sciences Experts; 193 Social Workers; 194 Personnel and Position Management Experts; 195 Linguists, Translators, and Language Interpreters; 199 Professionals, Technicians, and Other Personnel.

Key informant 1, regarding the recruitment of functional archivist staff within the Indonesian National Police (*Polri*), stated:

"The Indonesian National Police (*Polri*) has opened up vacancies for personnel to become archivists, both expert and skilled. However, functional positions are still only available to civil servants (*ASN*), not to police officers. However, the National Police General Secretariat (*Setum Polri*) has trained and educated archivist cadres, both members and civil servants, and has recruited around 300 individuals from across Indonesia."

The process for fulfilling functional positions generally follows the rules and procedures established by the relevant institutions and refers to applicable regulations. As stated by Key Informant 8:

"The Bureau of Strategic Studies (*SDM*) of the Indonesian National Police (*Polri*) is striving to establish the functional position of Archivist to meet the needs of existing functional positions within the National Police by facilitating the *Setum* (General Secretariat) and *ANRI* (National Archives) to discuss the need for archivists within the National Police. However, currently, this can only be achieved for the Functional Position of Archivist with *ASN* status, not yet for *Polri* Members."

Key Informant 3 explains that the vital role of supporting an efficient information, documentation, and administration system within the National Police (*Polri*) plays in ensuring that archives can be accessed quickly and accurately according to operational needs:

"*Setum Polri* has implemented training for Archivists at both the Expert and Skilled levels to meet the need for Archivists within the National Police. We train both *Polri* Members and Civil Servants, both at the Non-Commissioned Officer (NCO) or Class II level, and Officer (Class III) with a general Bachelor's degree."

However, the archivist training conducted by the National Police General Secretariat presents its own challenges, as expressed by Key Informant 5, who said:

"Of the various assessors who have completed the archivist certification assessment, they are reluctant to participate in the archivist training conducted annually by the National Police General Secretariat because the position of archivist is less popular and the requirements to become an archivist are strict."

The shortage of archivists in the National Police can impact the management of archives within the National Police. Key Informant 2 also raised the challenges facing the Indonesian National Police (*Polri*):

"Due to the large and complex volume of archives, including the storage of various documents ranging from investigative reports and administrative records to forensic data, as well as limited resources, both in terms of infrastructure and human resources who are not specifically trained as archivists."

Key Informant 2's explanation echoes the Indonesian Job Classification book published by the Indonesian Ministry of Manpower. Over time, the Indonesian National Police (*Polri*) began opening up opportunities for archivist positions for archives management with special focus, as stated by Key Informant 3:

"*Setum* (General Secretariat) itself already has an expert archivist from a former *SDM* employee, who was transferred to the Indonesian National Police and was given the position of Expert Archivist in 2022."

Existing archivists lack a strong legal framework to work within the Indonesian National Police (*Polri*). Therefore, innovation is needed to create regulations governing the functional position of archivists and fulfilling their needs according to the needs of the Indonesian National Police. Therefore, the steps to meet the need for archivists in the Indonesian National Police include: Needs Identification. Before recruitment begins, the organization must identify the need for archivists based on; Workload Analysis, determining the number of archivists needed based on the volume of archives and the complexity of their management. The determination of the number of archivists needed will be adjusted to the *ABK* (Special Staff) determined by *Setum Polri*, referring to regulations established by *ANRI*.

As stated by Key Informant 7, in accordance with the *Peraturan Menteri Negara Reformasi Administrasi dan Birokrasi Nomor PER/3/M.PAN/3/2009* concerning the Functional Position of Archivist and its Credit Points, and the Regulation of the Head of the Indonesian National Armed Forces (*ANRI*) Number 10 of 2009 concerning Guidelines for the Preparation of Functional Position Formations for Archivists, it states:

"In recruiting archivists within the Indonesian National Police (*Polri*) agencies, a workload analysis is required to determine the number of archivists needed in each UK 1, namely the National Police Secretariat itself and several Regional Police Secretariats requiring archivist positions."

The required competencies align with the Indonesian National Work Competency Standards (*SKKNI*) for archiving.

- a. Being an archivist doesn't just involve digging through old documents, a love of organizing, and research, but rather more than that. The important task is managing and preserving archives as the nation's intellectual property. Therefore, the qualifications and requirements for becoming an archivist, as quoted on the link [jadiASN.id/cpns-kearsipan](http://jadiASN.id/cpns-kearsipan), are required. In addition to the general requirements for other civil servant candidates determined by the National Police and the National Civil Service Agency (*BKN*), the specific requirements and qualifications for becoming an archivist are:
  - b. a. Hold a minimum of a Bachelor's degree (Bachelor's) in Archives, Library and Information Science, or other related field as determined by the relevant agency.
  - c. b. Have the ability to operate general archives and computer management software.
  - d. c. Have skills in research, communication, and data management.
  - e. d. Meet the general requirements for Civil Servant Candidates (*CPNS*), which include age, physical and mental health, and no criminal record.
- f. This also aligns with the Indonesian National Police's (*Polri*) prioritizing filling archivist positions through planned, standardized, and technical competency-based recruitment. The Indonesian National Police's recruitment approach adheres to the principle of meritocracy in public sector human resource management, where placement is based not only on availability but also on the match between individual competencies and job requirements. The

selection criteria established by the Indonesian National Police, which are oriented towards professionalism, include three main aspects:

- g. Relevant educational background, such as in archives, libraries, or information management.
- h. Understanding of national archives regulations and internal Indonesian National Police policies.
- i. Ability to operate digital archives management technology, such as an EDMS.

#### **Challenges in Archivist Management**

The challenges faced by the Indonesian National Police (*Polri*), particularly in the functional position of Archivist, allow the *Polri* to position itself to meet the increasingly complex archives management requirements and support the smooth operation of the organization as a whole. Some of the main issues faced, which also pose challenges for archivists, are as follows: High document volume: The *Polri* manages a large number of documents, both physical and digital. This high volume demands an efficient and effective archives management system to maintain order and information accessibility. Data security, the protection of confidential documents, is a top priority in archives management. Therefore, archive management procedures must be designed strictly and securely, ensuring that sensitive information is protected from unauthorized access and potential data leaks. Lack of trained human resources, one of the problems often faced is the lack of archivists with adequate competence. The lack of trained human resources in the field of archives can hamper the effectiveness of document management and affect the overall performance of the institution.

#### **Challenges in Digital Transformation in the Indonesian National Police (*Polri*)**

Digital transformation in archives management is a key focus of bureaucratic reform within the Indonesian National Police (*Polri*). The implementation of an Electronic Document Management System (EDMS) is seen as a strategic step to increase efficiency, accountability, and accessibility of institutional information. However, as faced by many other public sector institutions, this digitalization process is not without various structural and cultural challenges that have the potential to hinder its success. Therefore, this analysis focuses on identifying the main obstacles to EDMS implementation and formulating a comprehensive policy direction for developing a digital archiving system within the Indonesian National Police (*Polri*).

Some of the main obstacles encountered include: Lack of Adequate Digital Infrastructure. One of the most fundamental obstacles to EDMS implementation in the Indonesian National Police (*Polri*) is the limited availability of information and communication technology (ICT) infrastructure across all work units. Several regional units, particularly those outside the central government, still experience disparities in access to hardware (computers, servers, archive scanners) and supporting software compatible with national digital archive system standards. This situation results in uneven archive digitization and is prone to data fragmentation between units. This technological gap between units or regions can exacerbate disparities in bureaucratic performance and hinder the achievement of systemic efficiency. Lack of Training for Archivists: In addition to infrastructure,

the quality of the human resources (HR) operating the system is also a crucial factor. Observations indicate that not all employees, particularly archivists, possess adequate technical skills to operate the EDMS. The lack of training, technical guidance, and digital competency development leads to suboptimal system utilization. By adopting an approach that emphasizes the importance of continuous individual and institutional capacity building to drive the success of digital reform within the Indonesian National Police (*Polri*); Resistance to Change, the resistance factor to change, is also a significant challenge in digital transformation. Some employees show reluctance to abandon conventional filing methods due to attachment to old habits, distrust of new systems, or a lack of understanding of the benefits of EDMS. And to achieve successful transformation requires a process of socialization and assistance in the introduction and continuous training. Without an intensive process of socialization and assistance on the value of change, resistance will remain a latent obstacle to bureaucratic modernization.

#### **Challenges in Implementing the Archives Policy**

Although the National Police's archives policy has been well-formulated, its implementation in the field faces various obstacles, including: Lack of Supervision: Policy implementation is often not optimally monitored, resulting in inconsistent application of archives management standards across all work units; Lack of Employee Understanding: Many employees do not yet realize the importance of proper archives management, so this task is often viewed as merely administrative work. Human Resource Limitations: The number of qualified archivists in the Indonesian National Police (*Polri*) is still limited, resulting in an uneven workload and potentially reducing the effectiveness of archives management. Technological Barriers: Some work units do not yet have the technological infrastructure to support digital archives management, such as adequate hardware, software, and internet access.

#### **Strategy for Optimizing the Role of Archivists**

To maximize the role of archivists in the Indonesian National Police (*Polri*), a comprehensive and integrated approach is needed, implementing several strategic steps to optimize the role of archivists in archives management within the *Polri*, including: a) Stricter supervision, implementing a regular monitoring system and evaluating archivist performance to ensure proper implementation of archiving policies; b) Increasing the Competence and Number of Archivists, expanding archivist recruitment, and providing advanced training programs and professional certification to enhance skills and productivity; c) Improving Technology Infrastructure, providing a budget to update hardware, software, and information technology networks to support digital archive management; d) Internal Education and Socialization, conducting internal campaigns to increase employee awareness of the importance of archives as an organizational asset, while building a work culture that values good archive governance.

#### **Efficiency and Effectiveness of Archives Management at the National Police Secretariat**

Several studies have shown that archives management within the National Police can be improved through streamlining work processes, developing human

resources, and improving facilities/infrastructure. Good archives management directly impacts the operational efficiency of the National Police, including in case resolution and internal administration.

Within the Indonesian National Police (*Polri*), archives management is not simply about storing documents. This must be based on a strong foundation of good governance, accountability, transparency, and law enforcement, as archives are essential for informed decision-making based on justice. To achieve this goal, archives management must be carried out efficiently and effectively, particularly in the context of Archivist Resources.

Efficient Archives Management relates to the optimization of resources, including human resources, natural resources, technology, and infrastructure, to achieve desired performance while minimizing costs, effort, and time. Several indicators of efficiency in archives management that can be implemented at the National Police Secretariat include: a) Use of Digital Technology; the implementation of an electronic archives system supported by the Indonesian National Police's Srikandi (Archival Service) and the Indonesian National Police's Astina (*Astina Polri*). This is done to reduce the use of physical documents and accelerate data access and storage; b) Effective Archivist Resource Management, which aligns the number of archivists with needs and improves competency through training, seminars, and certification; c) Standard Archiving Procedures, implementing systematic archive management methods in accordance with existing regulations within the Indonesian National Police (*Polri*), such as the Archives Management system stipulated in the *Peraturan Kepala Kepolisian RI Nomor 17 Tahun 2007* concerning Archives Management within the Indonesian National Police; d) Optimizing Archives Space and Infrastructure, this is part of supporting the management and storage of archives so that they are secure, well-organized, and easily accessible according to their classification and level of confidentiality.

Meanwhile, the effectiveness of archives management refers to the extent to which the archiving system and strategy are able to achieve the main objectives of archives management within the *Polri*, such as supporting investigations, public services, and decision-making based on valid data. Several factors that determine the effectiveness of archives management in the *Polri* include: a) Accuracy and completeness of archives that can be accounted for to support police activities; b) Speed of access and timeliness in data retrieval to support *Polri* operational and administrative tasks; c) Security and confidentiality of archives, especially documents that are confidential or sensitive to national security; d) Compliance with these regulations and policies remains guided by internal *Polri* regulations, namely the *Peraturan Kepala Kepolisian RI Nomor 17 Tahun 2007* and national regulations, including the *Undang-Undang Nomor 43 Tahun 2009*.

Good management of Archivist Resources is key to achieving efficient and effective archive management that is structured, easily accessible, secure, and supports overall police performance, so that *Polri* can carry out its duties and functions professionally, accountably, and transparently.

### **Strategic Archivist Management**

To improve the efficiency and effectiveness of archives management within the Indonesian National Police (*Polri*), several strategic recommendations can be implemented, aimed at ensuring that the archiving system is not only well-organized but also supports data security, accuracy, transparency, completeness, and smooth administration. The recommendations that can be expressed in the research on Archivist management within the Indonesian National Police are as follows: a) Strengthening Human Resources Competence, special training for archivists, especially related to data security and technology. This training specifically includes improving digital literacy, mastery of electronic archive management software (e-archive), and understanding the principles of cybersecurity. This training is in line with the competency-based training approach, which emphasizes improving skills based on real work needs. This refers to the national archivist competency standards (*SKKNI*), the *Permenpan RB Nomor 9 Tahun 2014*, and the Special Work Competency Standards (*SKKK*) for Indonesian National Police Archivists. For the storage and processing of digital archives, *ANRI* has carried out through the Srikandi Application and *Setum Polri* with the *Astina Polri* application which is expected that Archivists are able to guarantee the integrity, authenticity, and security of digital data throughout its life cycle; b) Development of Digital Infrastructure, implementation of a secure and easily accessible digital system to support modern archiving which cannot be separated from the development of digital infrastructure that supports the principles of accessibility, interoperability and security. Technology must align with user needs and organizational policies. Therefore, digital systems must be not only sophisticated but also align with the organizational structure and work culture, especially within the Indonesian National Police (*Polri*), whose workload and archives require faster, more efficient actions, and protection from the threat of data loss or leakage. c) Monitoring and Evaluation: Routine monitoring of archives management to ensure compliance with standards, ensuring that each stage of archives management is carried out in accordance with national archival regulations and standards as established by *ANRI*. This evaluation can be conducted periodically through internal and external audits, based on key performance indicators (*KPI*) and compliance checklists. This is done to achieve consistent quality improvement and identify gaps that need to be addressed. d) Policy Socialization: Increasing understanding of the importance of archives and related regulations at all levels of the organization, which is a strategic effort to build an archives-aware culture that includes an understanding of the value of archived information as an organizational asset, data protection regulations, and the responsibilities of each work unit in the archives cycle. Regular understanding is carried out by the National Police Secretariat through *Rakernis*, Assistance and training by calling archive custodians, namely the Head of each work unit and archivists who have received archivist education and training.

### **Development Strategy**

These three main aspects established by the Indonesian National Police (*Polri*) reflect the technical needs of the position, but also demonstrate the *Polri*'s response to the demands of developments in the digital era and the dynamics of

modern information governance. Therefore, it can be said that the *Polri* has a policy for recruiting archivists that is not merely administrative but also strategic in ensuring the sustainability of accurate, accountable, secure, and responsible information management.

The preparation and determination of the formation of prospective archivist employees is a crucial stage in the recruitment process. This stage aims to determine the number of staff needed by considering various strategic, technical, and legal aspects. The following is an in-depth explanation of the aspects that must be considered: a) Organizational Needs, by identifying the volume of archives to be managed, the level of work complexity, and the need for personnel based on applicable operational standards and adjusted to the strategic plan and priorities of the organization. This is done to analyze that the presence of archivists in the organization can increase the efficiency and productivity of archive management in order to support organizational operations and maintain the continuity of relevant information for the decision-making process according to applicable legal standards; b) Budget, adjusting the number of positions opened with the available budget to recruit and pay archivists according to career levels, responsibilities and levels of competency required in accordance with the *Peraturan Pemerintah Nomor 5 Tahun 2024* concerning adjustments to Civil Servant Salaries and for honorary or contract workers, the budget is adjusted to regional regulations or internal policies; c) Regulation, referring to *Peraturan Pemerintah Nomor 11 Tahun 2017* concerning Civil Servant Management, if the archivist is a civil servant (*PNS*) which includes: The Principle of Meritocracy, namely the archivist formation must be filled based on qualifications, competencies, and performance, not on the basis of personal or political relationships, Job Analysis and workload, where the preparation of the formation must be based on the job analysis (*anjab*) and workload analysis (*ABK*) documents regulated in this regulation, Formation Approval, while the Indonesian National Police, both at the Headquarters and regional levels, must obtain approval from the Ministry of Administrative and Bureaucratic Reform (*Kemenpan RB*) regarding the number and type of formations submitted, while for archivists recruited as contract or outsourcing workers, the determination of the formation must refer to the internal policies of the Indonesian National Police as long as the rights of workers are fulfilled as stated in Law Number 13 of 2003 concerning Manpower by attaching a Work Agreement that regulates the Rights and Obligations of Contract Archivists, Each formation that has been determined must refer to the Indonesian National Work Competency Standards (*SKKNI*) in the field archiving, to ensure that recruited archivists possess adequate technical and non-technical competencies.

Recruitment conducted by the Indonesian National Police (*Polri*) must adhere to the principles of transparency, accountability, and be free from discrimination or nepotism, as stipulated in the *Undang-Undang Nomor 5 Tahun 2014* concerning the State Civil Apparatus (*ASN*).

## E. CLOSING

Archival resource management at the National Police General Secretariat faces significant structural and cultural challenges. A systematic, merit-based managerial approach is needed to improve the quality and quantity of archivists. Key recommendations include developing regulations for archivist functional positions within the National Police, increasing capacity through training and certification, and creating a conducive and inclusive work climate. By strengthening archivist human resource management, it is hoped that archive management within the National Police will become more accountable, efficient, and modern in line with the demands of the digital era.

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