

**COMPETENCE-BASED RECRUITMENT OF NON CIVIL SERVANT
STATE EMPLOYEES FOR THE INTERNAL SECURITY DIVISION,
SECRETARIAT GENERAL OF THE HOUSE OF REPRESENTATIVES
OF THE REPUBLIC OF INDONESIA**

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ABSTRACT

The security system stipulated in the Decree of the Leadership of the House of Representatives of the Republic of Indonesia Number 51/PIMP/III/2008-2009 concerning General Guidelines for Security Management in the Office Complex of the House of Representatives of the Republic of Indonesia is a Standard Operating Procedure that has been implemented so far. The security system applied is a zoning security system with a security level of Very Important Person (VIP). To implement the system and level of security, it requires the support of Internal Security personnel who have very good security competence. The research method used is a qualitative approach research method, where the data taken comes from three sources, namely the results of interviews with 14 key informants, namely 2 Members of the People's Legislative Assembly of the Republic of Indonesia, Echelon II Officials, Echelon III, Echelon IV Secretariat general The of the House of Representatives of the Republic of Indonesia, and staff who are deemed to know the problem. Apart from that, field observations and document review related to the previous recruitment of internal security personnel. The results of the study have illustrated that the cause of the non-optimal results of Internal Security personnel recruitment is the absence of Standard Operating Procedures, the absence of openness in its implementation so as to facilitate irregularities in the recruitment process. The resulting recruitment pattern in order to get competent personnel is, internal and external collaboration with agencies, transparency, clear competency standards and strong supervision and commitment.

Keywords: *recruitment, competence*

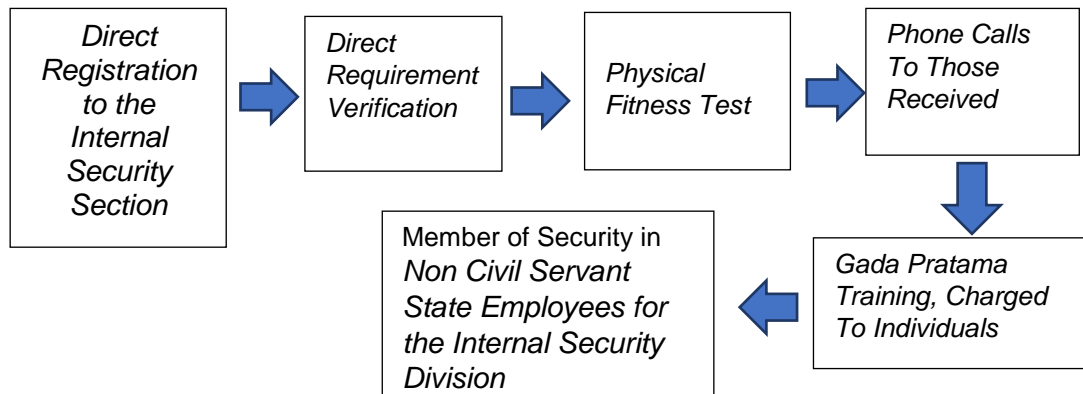
A. INTRODUCTION

In 2018 as many as 52 honorary workers and 600 outsourcing workers who were recruited since 2007, changed their status to non-civil servant government employees, or non-state civil servant government employees. As for Non-State Civil Apparatus Government Employees, this is another name for honorary, where

the salary is borne by the State Revenue and Expenditure Budget, but these Non-State Civil Apparatus Government Employees only have a one-year work bond, unlike honorary staff based on a Decree, from the Superintendent's Office. Recruitment is carried out independently, namely the internal Secretariat General of the House of Representatives of the Republic of Indonesia, the results of this recruitment have not been able to produce Internal Security personnel with appropriate competencies for the security standards Very Important Person:

1. The system for recruiting security personnel for non-state civil servants, which was carried out independently for a total of 652 personnel, only produced many candidates with inadequate performance, both in terms of age, height and weight;
2. The recruitment system that has been implemented has not produced prospective personnel who are ready to use, both in terms of knowledge and experience in work;
3. The recruitment system implemented has not yet produced Internal Security personnel with the required expertise, both VIP security, IT and communication supporting skills;
4. The recruitment system that has been implemented has released several people who were detected as having used illegal drugs and were then expelled, after the Secretariat General of the House of Representatives of the Republic of Indonesia conducted mass urine tests;
5. The system for recruiting security personnel for non-state civil servants is considered only a formality.

Recruitment patterns implemented 2007-2021



Source: *Security Section in the Secretariat General of the House of Representatives of the Republic of Indonesia*

With the recruitment pattern described above and not an SOP, of course it is very difficult to get competent personnel to secure National Vital Objects. A very simple recruitment system, without specific competency specification standards and without supervision and transparency, it is very possible for nepotism to arise.

B. THEORIES

Recruitment

In an effort to surgically address the problem, a surgical instrument is needed that is relevant and capable of penetrating the layers of the problem. With a scalpel that fits the problem at hand, the actual problem can be seen clearly, so that the writer can design a solution to answer the problems that occur. According to Sinambela, recruitment is a process carried out to find employees with the skills, competencies and knowledge needed by the organization to meet the needs of Human Resources planned by the organization. In line with that Robins, S.P., Coulter argued that the recruitment of Human Resources is the process of identifying competent job applicants. Likewise Subiyantoro and Suwanto stated that recruitment is a way of finding, obtaining, and recruiting applicants to become employees of selected groups, as a way of getting job seekers with the encouragement, expertise, power, and insight needed to contain deficiencies in staffing programming.

1. In a recruitment process, there are several aspects that need special attention, namely internal recruitment, nepotism and discrimination. The meaning of internal recruitment is vacancies for positions above the entry level, as well as employees who have the ability to work or do many professions. Recruitment from within the organization as a means of career development and encouragement of employee activities and rewards for good performance. With internal recruitment, employees are motivated to work hard to compete for higher positions and income. The advantage is that employees who are promoted will better understand the culture and climate of the organization.
2. Nepotism, is the recruitment of members of the family, cronies, friends of the same party, friends of the same ethnicity and friends of the same religion. Some organizations have policies that prevent recruiting employees based on nepotism. Recruitment should be done not from the family because maybe there will be developmental nepotism.
3. Discrimination, if the recruitment and selection are carried out by a company owned by a person or owned by a family, the industry owner is free to carry out recruitment and selection with anyone. However, for private industries that have gone public, state companies and government agencies cannot arbitrarily carry out recruitment and selection. These institutions are prohibited from discriminating. As explained through "Article 28 D part (2) of the 1945 Constitution states that every person has the power to serve and receive equal and proper remuneration and treatment in a work relationship.

In terms of the stages of recruitment, there are a number of tests that can be carried out by several organizations for different jobs, namely psychological tests; knowledge test; performance tests; aptitude test; intelligence test; as well as health tests.

1. Psychological test (psychological test). To know someone's personality or temperament. This is also often called a personality test. The test is considered important in accordance with the demands of the role that will be carried out by the worker in the future. Some workers need a tough personality so they must pass this test.

2. Knowledge test (knowledge test). This test is conducted to determine a person's knowledge, such as knowledge of a particular science. This test is generally written, but for certain knowledge it may be possible to continue with practical tests such as knowledge of languages, which need to be dialogued. This practice will clearly show how knowledgeable the applicant's language skills are.
3. Ability test (performance/attainment test). This test is to find out the skills and abilities of employees at this time. This test can be done with a written or practical test. For example, an applicant for a lecturer vacancy, in addition to theoretical abilities (knowledge, attitudes, skills), the candidate needs to be asked directly how to practice teaching in front of the class.
4. Aptitude test. This test is to determine a person's potential, to be placed in a particular job or to be developed. To become a potential leader, it is very appropriate for this test to be carried out so that one can estimate the potential of the person concerned to become a leader in the future.
5. Intelligence test . This test is to determine a person's mental abilities in general and the intelligence they have. All jobs require intelligence, although the degree of intelligence required for one job may differ from another.
6. Health test (medical test). This test is to find out the general health of a candidate, whether it supports or does not support the implementation of work.

Competence

Kadarwati stated that competency includes a set of knowledge, skills, character, and attitudes that can be technical in character, related to expertise between individuals, or directed to business fields and competence is the basic character possessed by a person who is causally related to meeting the standards required in occupy a position. Competence consists of 5 types of characters, namely; The pattern of desire is invariable and at the same time a cause of action, an innate aspect of personality and invariable reactions, a self-reflective design, data insight in specific aspects and power skills to perform duties. The same thing was stated by Hutapea and Thoha saying that there are three important parts or areas for the formation of competence, namely knowledge, skills and attitudes. Likewise, what Mulyasa (Sutrisno) said that competence is a combination of knowledge, skills, numbers and actions that are described in habits of thinking and acting.

C. METHOD

The approach used in this research is a qualitative approach, a qualitative approach is an approach that uses an open question and answer system to observe and master the attitudes, thoughts, feelings and behavior of people or groups of people. In addition, data was also collected from two other sources, namely direct observation and review of documents directly related to the pattern and results of the recruitment that had been carried out. In order to obtain information directly, the researcher conducted interviews with 14 key informants, consisting of two members of the People's Legislative Assembly of the Republic of Indonesia, two echelon 2 officials, one echelon 3 official, two echelon 4 officials, and seven

officers. Internal Security who has served for more than 15 years and is considered to understand the issues raised.

D. RESEARCH RESULT

The Need for Internal Security Personnel

Based on the results of observation and review of documents that the process of recruiting personnel for Security in Government Employees Non Civil Servants of the State Secretariat General of the House of Representatives of the Republic of Indonesia does not yet have an SOP. The recruitment process that has been carried out only follows part of the process stages carried out by the Indonesian National Armed Forces and the Republic of Indonesia Police, namely direct applications to the Internal Security Section, verification of administrative requirements, fitness tests and summons for those who are accepted, this is carried out if the recruitment of Security personnel In as many as 5 people more. However, in several admissions under 5 people based on observations, the test was not carried out but was immediately accepted. Based on news published by the media stated by one of the Middle High Officials of the Secretariat General of the House of Representatives of the Republic of Indonesia on September 28, 2022, that most of the Internal Security personnel are entrusted. In order to trace this statement, the author conducted a document review. From this review, information was obtained that not all Internal Security personnel were entrusted, while entrusted personnel, if physically assessed, still meet the requirements as safeguards for national vital objects.

Based on the results of the document review, the most basic problem encountered in the recruitment of security personnel for non-state civil servants is that there is no SOP, there are no competency standards and there is no oversight of the recruitment process that has been carried out. Furthermore, based on the results of interviews with two members of the People's Legislative Assembly of the Republic of Indonesia that in the recruitment of Internal Security personnel, competency standards are required that is different from those of other international security agencies. In addition to the required competency standards, in the recruitment process it is very necessary to pay attention to the performance of the applicants, each hiring and new employee must be based on planning with the required specifications.

According to Simanjuntak that Human Resource planning must be based on the results of job analysis, where job analysis includes analysis of job duties and activities, workload and job requirements, while these requirements include:

1. Physical requirements;
2. Quality requirements are influenced by the type and level of education, type and level of skills, and work experience; and
3. Mental requirements that include one's interests, talents, and temperament

Referring to this theory and based on the results of the workload analysis within the 2021 Secretariat General of the House of Representatives of the Republic of Indonesia, that in order to optimally carry out the duties and functions of the Internal Security Section, 922 Internal Security personnel are required.

Based on data obtained from the Internal Security Section, until the end of 2022 the total number of Internal Security personnel is 719 personnel.

Based on the Decree of the Leadership of the House of Representatives of the Republic of Indonesia

Knowledge

Based on the Decree of the Leaders of the House of Representatives of the Republic of Indonesia No. 51/PIMP/III/2008-2009 concerning General Guidelines for Security Management for the Complex of the House of Representatives of the Republic of Indonesia, that the level of security for the House of Representatives of the Republic of Indonesia is VIP. With this degree of security, it is necessary to support personnel competence starting from knowledge, ability and ethics so that the application of this degree of security can be implemented.

Based on the information gathered from the informants that in order to get competent Internal Security personnel according to the needs, the effort starts from the recruitment process. Determination of clear requirements in terms of individual abilities must be a top priority, in addition to adequate physical performance as a member of the VIP object security. Candidates for Internal Security personnel must have knowledge of security, must also have general knowledge of the House of Representatives of the Republic of Indonesia, National Vital Objects, the level of security to be applied and master protocol knowledge.

Skills

In addition to general knowledge in the field of security, prospective security personnel in non-government civil servants must also have special expertise or security specialization skills, this is needed to answer increasingly complex security dynamics, one of the skills that must be possessed is to be able to optimally use up-to-date security support equipment, that's what requires Internal Security personnel to master IT. Another dynamic that requires security officers to continue to develop is the task given by the Secretariat General of the House of Representatives of the Republic of Indonesia to the Internal Security Section in being totally involved in various international parliamentary events held domestically. The ability to speak foreign languages is one of the skills that must be possessed, and the ability to communicate with state officials.

Attitude

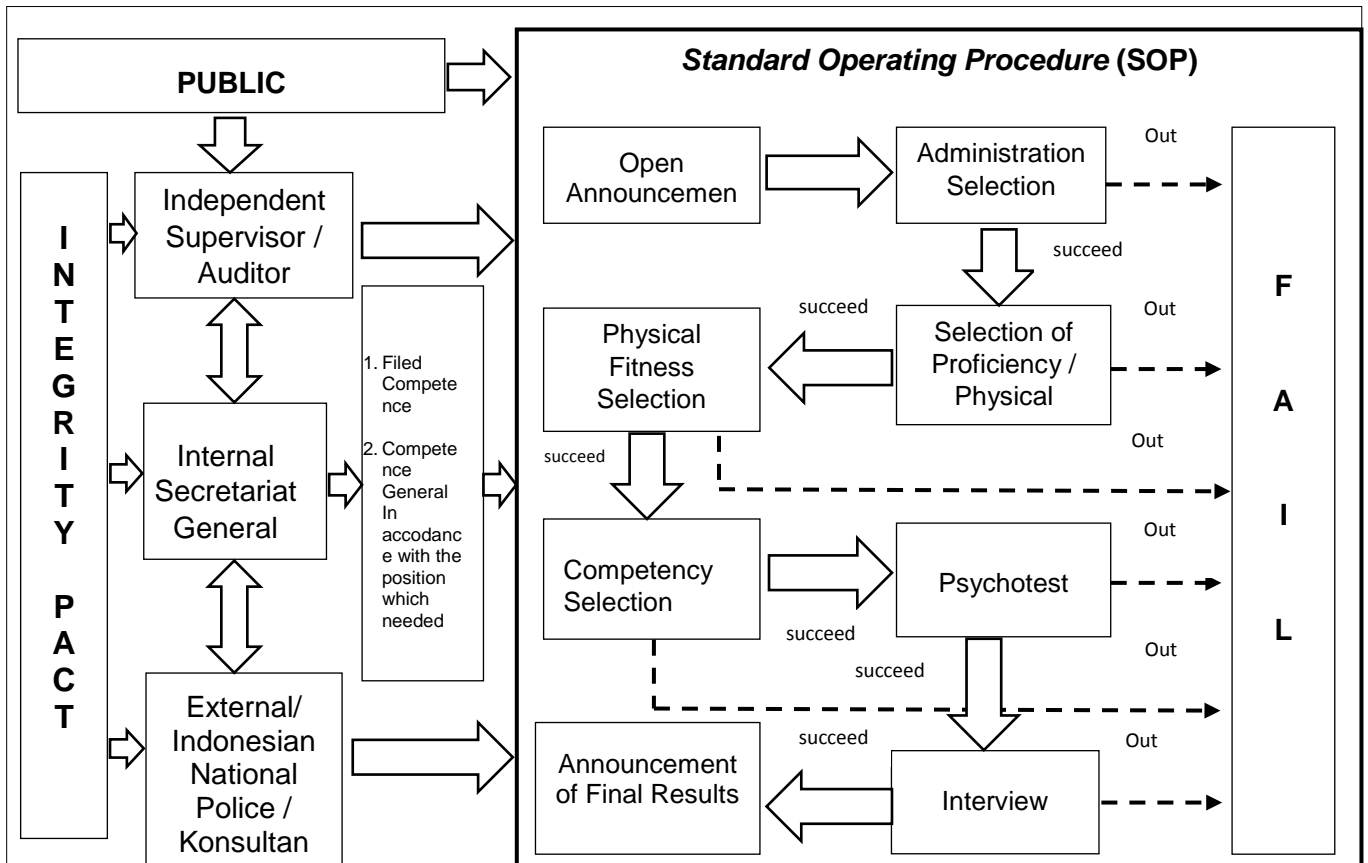
As previously explained, the stakeholders of the Internal Security Section apart from the main ones are Members of the House of Representatives of the Republic of Indonesia, Work Partners of the Republic of Indonesia House of Representatives, Guests of Friendly Countries, Officials and Employees of the Secretariat General of the House of Representatives of the Republic of Indonesia and many others, who need security services with uphold noble attitudes and ethics in its implementation. With a total of 575 members of the People's Legislative Assembly of the Republic of Indonesia, all of whom have ministerial-level protocol rights, this makes the difference between Security in the Secretariat General of the House of Representatives of the Republic of Indonesia and security for other state agencies or institutions. In Internal Security personnel must have a high discipline attitude, stamina and good performance, so that they radiate the authority of a parliamentary guard with high security standards. To obtain these

specifications, the Secretariat General of the People's Legislative Assembly of the Republic of Indonesia as the authority holder in terms of recruiting Non-State Civil Servants of the Government must really carry out verification, so that there is no mistake in accepting Internal Security personnel candidates. In addition to excellent physical skills and health, candidates for Internal Security personnel must be supported with competencies that meet the security criteria for state institutions. A person's ethics can of course be known starting from the recruitment process, where there is a stage of a test that will give a picture of a person's personality.

Recruitment Pattern

Based on the results of interviews, direct observation and document review, an illustration is obtained that a fundamental change is needed from the recruitment process that has been carried out so far, where the conventional recruitment process from 2007 to 2021 has become a competency-based recruitment pattern carried out using a collaborative method between internal Secretariat General of the House of Representatives of the Republic of Indonesia, Agencies outside the Secretariat General of the House of Representatives of the Republic of Indonesia, Supervisors, who are bound by a strong commitment.

**Competency-Based Recruitment Pattern
Prospective Security Personnel in the Secretariat General of the House of
Representatives of the Republic of Indonesia**



Looking at the picture above, it can be explained the important matters which are an integral part of a series of Competency-Based Recruitment of Candidates for Security Personnel in Government Employees Non-State Civil Apparatus at the Secretariat General of the House of Representatives of the Republic of Indonesia.

Standar Operating Procedure

As previously explained, until 2022 the Internal Security Section does not yet have a Standard Operating Procedure (SOP) for recruiting prospective personnel for Government Employees, Non-State Civil Servants. The recruitment process only follows part of the process carried out by the Indonesian National Police and the Indonesian National Armed Forces in accepting prospective new personnel, then it was discussed in the interview that there was no SOP for the recruitment of prospective personnel for Government Employees Non Civil Servants of the State Security Inside. In order to improve the quality of newly recruited personnel, and in an effort to support the success of the recruitment process, it is mandatory for each recruitment activity to have SOPs, so that recruitment can be carried out systematically. SOP in the process of recruiting internal security personnel candidates, with a competency-based model, it is hoped that in the future the performance of security services at the Secretariat General of the House of Representatives of the Republic of Indonesia will be better. In every activity carried out by government agencies, the existence of SOP is a standard framework that must exist. The functions of the SOP as discussed above are as a work guide, as a legal basis, providing information related to work and work discipline guidelines. The SOP technically regulates the recruitment process, which is carried out in a knockout system. Applicants who are deemed not to meet the requirements cannot proceed to the next selection stage, while the internal stages include:

Open Announcement

Openness and transparency are one of the principles of good governance in the implementation or results obtained, so that with this openness the public knows that the recruitment of security personnel for non-state civil servants has been opened at the Secretariat General of the House of Representatives of the Republic of Indonesia. The purpose of this announcement is to attract the attention of applicants in all corners of the country to confirm applications for those interested in becoming security personnel in government employees, non-state civil servants. The timeframe for the announcement is adjusted to the number of prospective personnel to be accepted, this is to provide opportunity and time for prospective participants who have good competence and performance but are far from the Capital City.

Administrative selection

The administrative selection is carried out by a committee team appointed by the Personnel Development Officer, as stipulated in the Regulation of the Secretary General of the House of Representatives of the Republic of Indonesia Number 16 of 2016 concerning Guidelines for the Management of Non-Civil Servants. At this administrative selection stage, screening is carried out for

suitability between the requirements set and the completeness proposed. As for this selection stage, if there are requirements that can still be proposed or updated because the validity period has expired, then those who submit applications can still be processed to the next stage.

Physical Standard Proficiency Selection

In this selection, all participants who pass the administrative selection must take part in the selection of skills and physical standards. At this test stage participants will be given an assessment in accordance with the expectations conveyed by the key informants, where Internal Security personnel must not only have intelligence abilities but also have good and convincing physical performance. The physical assessment includes height, weight, posture, vision and other suitability related to appearance. As for those who do not meet the criteria as stated in the specifications and requirements, the participant will be disqualified.

Physical Fitness Selection

This selection stage is carried out by the participants after the participants have passed the physical standard proficiency selection. The implementation of physical fitness selection includes running distance in 12 minutes for a minimum of 2.4 Km, Push Up for 1 minute for a minimum of 30 times, Sit Up for 1 minute for a minimum of 30 times. Meanwhile, if there are many participants who cannot afford it, they will be taken according to the ranking, where the percentage of participants passing at this stage is determined by the committee.

Competency Selection

Competency selection will be carried out in writing and where these competencies include general knowledge, field knowledge, and other skills related to security need within the Secretariat General of the House of Representatives of the Republic of Indonesia, such as foreign languages and other abilities in accordance with the required specifications. As for specification of abilities related to Information Technology, or other specialization abilities, they are carried out in practice.

Psycho test

The psychological test is carried out for participants who are asked to pass the competency selection as required. Psychological tests are needed to get an overview of the participants who pass the competency selection, where in addition to good competence attitudes are also needed at work which include behavior, responsibility, loyalty and integrity. This test needs to be carried out considering the characteristics of security stakeholders in the Secretariat General of the House of Representatives of the Republic of Indonesia who are state officials and contain state documents that have varying levels of confidentiality. This test is expected to be able to meet the expectations of the key informants, wherein the Internal Security personnel recruited not only have capabilities but also have very good intelligence.

Interview

Interview activities were carried out to be able to provide an overview of the extent of the commitment of the participants when they were accepted as member of the Internal Security. In addition, interviews are needed to find out directly the participants' oral speaking abilities. Because it is in accordance with the

expectations of the key informants that a Deep Security personnel besides being physically competent, has good skills, has a good attitude and can communicate verbally perfectly.

Graduation announcement

Announcement of graduation is carried out after the selection stage is complete and, get the personnel who are most in accordance with the agreed specifications. This stage is the final stage as well as the dissolution of the committee and then the prospective personnel who are declared passed are handed over to the Internal Security Section, for further orientation and other processes related to the implementation of tasks.

Determination of Competency Standards

Competency-based recruitment is a procurement of human resources based on certain specifications, be it general internal security or internal security with certain expertise. With regard to specifications and competency standards, all elements of the committee work together to develop requirements that will later enter into the recruitment process which is strung in an SOP framework. The reason the specifications are not permanently included in the SOP is because the recruitment of Internal Security personnel will be adjusted to the needs of personnel, be it personnel needs, commander element needs or personnel needs with special skills. The specifications may change at every recruitment opportunity and always adjust. However, even though the specifications may change, the process remains in accordance with the existing SOP.

Recruitment Executive

In the case of committees, as previously stated, the committee team is determined by the Personnel Development Officer. In accordance with the expectations and information conveyed by the majority of key informants that the committee team must consist of internal, external and supervisors or auditors so that the team can collaborate to implement the SOP that has been set.

Independent oversight

In a competency-based recruitment activity that is carried out transparently and openly, an independent supervisory team is needed to maintain the recruitment process from things that give rise to intervention. The supervisory team consists of the public, media and auditors, so it can be ensured that these activities are carried out in a transparent manner. To ensure the implementation of activities, according to the expectations of the key informants and to ensure that the entire series runs according to existing regulations, including ensuring that existing SOPs are implemented.

Internal team as Person In Charge

In carrying out the recruitment of Internal Security personnel for Government Employees Non State Civil Apparatus, of course it is carried out by the internal Secretariat General this is in accordance with the Secretary General Number 16 of 2016 where the recruitment implementation team must be appointed by a staffing supervisor official through a decree. As for the person in charge of the activity is the internal team although in certain cases it involves an external and professional team. The internal team comes from the internal Secretariat General of the House of Representatives of the Republic of Indonesia,

which consists of work units, Internal Security, work units in charge of HR and other work units that have a correlation with Non-State Civil Servant Government Employees. As for the need for personnel with certain expertise, the internal team can be filled by work units related to that expertise. In carrying out the tasks, the internal team is responsible for the activity

External Team

The external team is a team that comes from the Republic of Indonesia Police agency in charge of security guard development. In the competency-based recruitment of prospective personnel for security in non-government civil servants, this team is indispensable as a quality control for prospective personnel who are declared to have passed or failed at the screening stage. An external team is a team recruited from outside the Secretariat General of the House of Representatives of the Republic of Indonesia, which can be the Indonesian National Police or the Indonesian National Armed Forces which is in charge of Human Resources, and has experience in recruiting personnel. The external team and the internal team work hand in hand in preparing specifications based on the needs of Internal Security personnel, be it specifications for personnel, commander elements, or the need for Internal Security personnel with certain skills.

Public

In relation to the principles of transparency and openness, all activities carried out by government agencies must be accountable to the public. This accountability in the sense that all processes carried out including the results obtained, can be known by the wider community. News or matters in every process that goes through or something that results from the recruitment process for prospective Security Personnel in Non-State Civil Servants of the Government are included in the news of the House of Representatives of the Republic of Indonesia, which can be easily accessed by the public.

Mutual commitment/Integrity Pact

Integrity pacts are agreements made jointly by officials within ministries/agencies and local governments whose function is to affirm commitment to exercise authority honestly in accordance with laws and regulations and the ability to not engage in corruption, collusion and nepotism. Its implementation is a form of preventing and eradicating corruption in the implementation of a transparent and accountable government. The fact of integrity is a form of the ability of each committee member or individual commitment to oneself to uphold integrity, and the ability of each member not to be involved in practices of Corruption, Collusion and Nepotism, as well as a statement of willingness to ignore any intervention during or before the recruitment process is carried out.

The objectives of holding an integrity pact are:

1. Strengthen joint commitment in preventing and eradicating corruption;
2. Fostering openness and honesty, as well as facilitating the implementation of quality, effective, efficient and accountable tasks;

3. Realizing an advanced, independent, responsible and dignified Indonesian government and society based on the noble values of the nation's culture, the 1945 Constitution and Pancasila.

E. CONCLUSION

Based on the information and expectations gathered from the key informants, it has been possible to present a pattern of recruitment of security personnel in non-state civil servant government employees, where the pattern applied is believed to be able to answer existing problems. The absence of a Standard Operating Procedure (SOP) in the recruitment of security personnel at a State Institution is a very fundamental problem. The hope is to get security personnel in government employees who are not civil servants who have competence in accordance with the level of security as stipulated in the Decree of the Leadership of the House of Representatives of the Republic of Indonesia Number 51/PIMP/III/2008-2009 concerning General Guidelines for Security Management in the House of Representatives Building Complex of the Republic of Indonesia, through the recruitment process which was carried out arbitrarily, it was considered very difficult to get the expected personnel. The new pattern of recruitment must have several elements, namely clear SOPs, credible committees, accountable, oversight, specifications and integrity pacts.

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