

ABSTRAK

***MONITORING* MANAJEMEN TALENTA MELALUI APLIKASI BER-TAPIS DI BADAN KEPEGAWAIAN DAERAH PROVINSI LAMPUNG**

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Penelitian ini bertujuan untuk mendeskripsikan proses *monitoring* dan menganalisis implementasi Manajemen Talenta ASN berbasis Sistem Merit melalui aplikasi Ber-TAPIS di Badan Kepegawaian Daerah (BKD) Provinsi Lampung, serta mengidentifikasi faktor pendukung dan penghambatnya. Penelitian menggunakan pendekatan deskriptif kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Analisis dilakukan berdasarkan teori Governansi Digital Michael E. Milakovich (2022) dengan indikator transparansi, akuntabilitas, efisiensi, partisipasi, dan keamanan informasi. Hasil penelitian menunjukkan bahwa implementasi Manajemen Talenta melalui aplikasi Ber-TAPIS telah berjalan baik secara normatif dan administratif. Aplikasi ini mengintegrasikan data kinerja, kompetensi, dan rekam jejak ASN yang diolah melalui model *9 Box Talent Grid* sehingga mendukung pemetaan talenta secara lebih objektif dan berbasis data. Digitalisasi tersebut meningkatkan transparansi dan akuntabilitas pengelolaan kepegawaian serta memperkuat prinsip sistem merit dalam pengembangan karier ASN. Namun demikian, optimalisasi fungsi strategis Manajemen Talenta belum sepenuhnya tercapai. Pemanfaatan *talent pool* sebagai dasar utama promosi dan suksesi jabatan masih menghadapi kendala, antara lain keterbatasan anggaran asesmen, kapasitas dan akreditasi UPTD Penilaian Kompetensi, integrasi sistem, serta literasi digital ASN. Secara umum, implementasi berada pada tahap konsolidasi dan penguatan sistem, dengan arah transformasi menuju tata kelola ASN yang lebih profesional, transparan, dan berbasis data.

Kata Kunci: Manajemen Talenta ASN, Sistem Merit, Governansi Digital, Ber-TAPIS, BKD Provinsi Lampung.

ABSTRACT

TALENT MANAGEMENT MONITORING THROUGH A BER-TAPIS APPLICATION AT THE BADAN KEPEGAWAIN DAERAH LAMPUNG PROVINCE

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This study aims to describe the monitoring process and analyze the implementation of Merit System-based Civil Servant Talent Management through the Ber-TAPIS application at the Regional Civil Service Agency (BKD) of Lampung Province, as well as identify supporting and inhibiting factors. The study used a qualitative descriptive approach with data collection techniques through interviews, observation, and documentation. The analysis was conducted based on Michael E. Milakovich's Digital Governance theory (2022) with indicators of transparency, accountability, efficiency, participation, and information security. The results show that the implementation of Talent Management through the Ber-TAPIS application has been running well both normatively and administratively. This application integrates ASN performance, competency, and track record data processed through the 9-Box Talent Grid model, thus supporting more objective and data-driven talent mapping. This digitalization increases transparency and accountability in personnel management and strengthens the merit system principle in ASN career development. However, optimization of the strategic function of Talent Management has not been fully achieved. Utilizing the talent pool as the primary basis for promotion and job succession still faces challenges, including limited assessment budgets, capacity and accreditation of Competency Assessment Technical Implementation Units (UPTD), system integration, and ASN digital literacy. Overall, implementation is currently in the system consolidation and strengthening stage, with a transformation toward more professional, transparent, and data-driven ASN governance.

Keywords: *ASN Talent Management, Merit System, Digital Governance, Ber-TAPIS, BKD Lampung Province.*