Implementation of Talent Pool System to Realize Professionalism Performance State Civil Apparatus

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Abstract
Purpose: Realizing good local government governance and ensuring the availability of professional civil servants require planned and measurable human resource management. Therefore, the Pagar Alam City Government issued Pagar Alam Mayor Regulation No. 24 of 2021 concerning the Policy for Implementing the Civil Servant Talent Pool System within the Pagar Alam City Government. To realize good local governance and ensure the availability of professional civil servants.

Method: Normative and empirical methods were employed. Data collection was carried out using field and literature studies. The data analysis was qualitatively descriptive.

Result: Implementation of the Talent pool System as a strategy of the Pagar Alam city government to realize the professionalism of the performance of the state civil apparatus, the Pagaralam city government participated in a series of events held at the Regional VII Agency of the State Civil Service Agency (BKN) Palembang by sending 9 (nine) participants. However, the mayor's regulation has not been fully and maximally realized within the Pagar Alam City government.

Limitations: The factors that hinder the implementation of the talent pool system within the scope of the Pagar Alam city government are a lack of human resource participation and budget factors that have not been fully explained.

Contribution: Implementation of the Talent pool system as a strategy of the Pagar Alam city government to realize professionalism in the performance of the state civil apparatus.

Keywords: *Professionalism*, *State Civil Apparatus*, *Talent Pool System.*

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1. Pendahuluan

Law is a human work in the form of norms, containing behavioral instructions. In essence, law is a reflection of human will regarding how society should be developed and directed. In carrying out of the function as a regulator of human life, law must long process and involve various activities (law making and enforcement) with different qualities. Individual interests and the interests of human groups are always in conflict with each other. These conflicting interests always cause conflict and chaos with each other if they are not regulated by law. The law maintains peace by establishing a balance between protected interests, in which each person must obtain as much as possible what is his or her right (Khan & Sultana, 2021).

The Preamble to the 1945 Constitution of the Republic of Indonesia states that the aim of the state is to improve the welfare of the people. The expected prosperity is welfare that is fair and equitable and reaches everyone and can be enjoyed by the community. Welfare is one of the goals in the employment sector because it is related to the needs of all human life (Akib, Triono, Tisnanta, Hukum, & Medlimo, 2023). The implementation of worker welfare is also contained in Article 28D Paragraph 1 of the 1945

Constitution which states that "Everyone has the right to recognition, guarantees, protection and fair legal certainty as well as equal treatment before the law", and Article 28D paragraph 2 states that "everyone has the right to work and receive fair and appropriate compensation and treatment in the employment relationship." The definition of the state as explained by Aristotle is a combination of several families covering several villages, until finally it can stand completely alone until it becomes a state with a purpose. mutual pleasure and honor. To achieve this, the state needs an apparatus or government employee for the implementation of state functions (Soehino, 2008).

Overall, policy is used to describe actions taken by individuals, such as an official, group or entity, in order to overcome the problems faced. In principle, there are various explanations that define policies with various limitations or meanings. According to Noeng Muhadjir, policy is an effort to overcome social problems for the benefit of society, based on the principles of justice and social welfare. In the policy context, it must fulfill at least four key aspects, namely: (1) increasing people's living standards, (2) upholding justice in law, social justice, and individual opportunities for achievement and creativity, (3) providing active opportunities for the community to participate in discussion, planning, decision making and implementation, and (4) ensuring sustainable development (Khan & Sultana, 2021).

According to Weihrich and Koontz, policy can be considered as a means of eliminating doubts or encouragement that encourages initiative action, especially in situations that have limitations. A person's level of freedom in an organization is highly dependent on policy, and conversely, policy will reflect position and power in the organizational structure. Policies can also be thought of as plans, and they function as statements or insights that provide direction in the decision-making process. Not all policies have to be expressed in writing, but often they are implied by the manager's actions. In practical experience, policies take the form of regulations, guidelines and programs, and in the context of a country, policies are considered as a series of steps formulated by an agency or government with a specific aim, which are then followed and implemented by individuals or groups of actors to overcome specific problems.

From the explanation above, it can be concluded that policies are general guidelines and guidelines that determine the direction of action that must be taken and the rules that must be followed by those who carry out and implement the policy. Policy has a very significant role in managing an organization and in making decisions based on plans that have been prepared and mutually agreed upon (Ananda Dwi Kartika, Septiana, Ariani, Kasmawati, & Nurhasanah, 2022). Thus, policy becomes an effective tool for overcoming problems that arise in the implementation of actions. As a series of concepts and principles that underlie the basis of task planning, leadership actions, and behavior, policies function as a declaration of goals, principles, or intentions that are used as a guide to solving problems and as a framework for management in an effort to achieve targets or goals. In other words, policy is a guide for decision making.

According to A. Hoogerwert, the concept of public policy is a key element in the political realm and can be interpreted as an effort to achieve certain goals in a specified time context. Meanwhile, according to Anderson, public policy is the interaction between government units and their environment. According to Gerston, public policy is an effort made by government officials at various levels of government to solve problems of a public.
Types of public policy:
a) Substantive policies are policies related to concrete actions to be taken by the government.
b) Procedural policy, is about how the substantive policy will be implemented or carried out.
c) Distributive policies are policies related to the distribution of services or benefits to certain
d) communities or community groups.
e) Regulatory policies involve limiting or regulating individual behavior.
f) Redistributive policies aim to regulate the allocation of wealth, income, ownership or
g) rights among various groups in society.
h) Material policies are policies that provide real or concrete benefits to the target group.
i) Symbolic policies, are policies that provide benefits that are more symbolic or emblematic
j) to the target group (Alim, 2023).

According to Handayaningrat, the term administration in a narrow sense comes from the word administratie in Dutch. This term refers to activities such as note-taking, letter writing, simple bookkeeping, typing, setting schedules, and the like that are related to the technical aspects of administration. Meanwhile, according to George R. Terry, administration is the process of planning, organizing, mobilizing and controlling to achieve set goals. In the perspective presented above, if simplified, the characteristics of administration are cooperation between a group of people, a structured division of work, utilization of available resources, and the goals to be achieved. Therefore, it can be concluded that administration is collaboration carried out by a group of people based on the division of labor that has been determined in the structure, using existing resources to achieve the set goals.

In Government Regulation of the Republic of Indonesia Number 40 of 2019 concerning Implementation of Law Number 23 of 2006 concerning Population Administration, which has been amended by Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 concerning Population Administration, Article 1 Paragraph (1) states that population administration is a series of activities that involve organizing and compiling documents and population data through the process of Population Registration, Civil Registration, managing Population Administration information, and using the results for public services and development in other sectors (Alim, Triono, & Yudhi, 2023). This definition implies that every resident must be recorded and regulated through the preparation of documents issued by the local population and civil registration service. This aims to ensure that the government can easily manage all population matters if each resident's documents can be managed properly and in an orderly manner.

The legal basis for Population Administration is regulated in Government Regulation Number 37 of 2007, which refers to Law Number 23 of 2006 concerning Population Administration. Apart from that, the Minister of Home Affairs (MENDAGRI) also regulates administrative services such as the production of Resident Identity Cards (KTP), Family Cards (KK), Certificates of Disability (SKTM), Birth Certificates, Death Certificates, Divorce Certificates, Marriage Certificates, Cover Letters. Marriage, and making a Letter of Transfer of Arrival/Domicile. Therefore, it is important to carry out Population Administration properly in accordance with applicable regulations. According to Law no. 23 of 2006 concerning Population Administration, Population Administration is expected to function as an integral part of the implementation of State Administration. In terms of residents' interests, the Population Administration aims to fulfill their administrative rights, such as public services and protection related to Population Documents, without any discriminatory treatment.

Policy implementation is a concept that is not just the implementation of an activity. Implementation is a complicated and complex process because something that has been implemented on time and in accordance with procedures does not mean it has been implemented well. Implementation is a concept related to a number of indicators of success or often referred to as performance and achievement. Implementation is a concept that attempts to look at a number of key factors that influence policy implementation. There are a number of types and forms of success in implementation, such as success in complying with procedures and SOPs, success in using the budget and success in achieving policy goals or targets.

Implementation is a concept where there are a number of models offered. Each of these models does not offer a number of opposing principles, but only slight differences in several things and the number of variables. The model offered attempts to provide an overview specifically related to a number of factors that influence the implementation process. Of course, this is different from concepts such as governance which offers a number of principles, even though these principles are actually generally known to be related to the paradigm of thinking about government governance which is considered effective and efficient, clean, transparent and accountable and so on.

Tangkilisan said that policy programs that have been taken as alternative solutions to problems must be implemented, namely by administrative bodies and government agents at lower levels. Tangkilisan quotes the definition of implementation according to Patton and Sawicki in a book entitled Grounded Public Policy that: "Implementation relates to various activities directed at realizing the program, where

in this position the executive regulates the way to organize, interpret and implement the selected policies." Implementing policies in accordance with applicable regulations does not mean success in implementation, but only part of that success because success must be measured in a broad context and scope. There are dimensions of policy results and benefits that must be of concern because these aspects are often ignored as part of measuring the success of achieving goals in implementing policies. Aspects of results and benefits are difficult to measure and indeed difficult for policy implementers to reach because there are many obstacles facing them.

The scope of policy is very broad because public policy is implemented by government agencies which have very broad duties and functions. These agencies carry out day-to-day government work that has an impact on its citizens. In practice, government agencies often face work under the mandate of law, making it unclear for them to decide what should be done and what should not be done, who should do it and what should be done. Authority is the right and power you have to do something. Authority comes from the word authority which means something that has authority. Authority means power that comes from legislative power or from administrative executive power. Authority is divided into power over a group of people or power over a particular area of government.

Authority according to H. D. Stoud in Ridwan HR's book is the entirety of the rules relating to the acquisition and use of government authority by subjects of public law in relation to public law. This indicates that there is a close relationship between authority and authority. Authority is used as a term in the form of a noun and is the same as the term "Bevogheid" in Dutch legal terms. Authority or authority is also explained that these two things are often used in the field of public law, even though in reality there is a difference between authority and authority. Again, authority means what is called formal power, where this power comes from the power granted by law or legislature from executive or administrative power.

The authority according to State Administration is to issue policy regulations which originate from the principle of Freies Ermessen (freedom of action) which is owned by officials or state administrative bodies. The development of the welfare state concept goes hand in hand with this, providing greater opportunities for officials or state administrative bodies to implement Ermessen freies in providing public services, so that the instruments for implementing state administrative policies will become increasingly visible (Aurora, Tisnanta, & Triono, 2023). Therefore, it can be seen based on the definitions explained above that authority means ownership of power so that it has the ability to carry out public legal actions or the action taken is a gift from the applicable law so that it can carry out legal relations. Apart from that, there is a difference between authority and authority, namely that authority consists of Rechtbevoegdheden (authorities).

Civil Servants (PNS), are public assets, who are given rights and obligations as well as duties and authorities to provide services to the community in the field of government, in carrying out their functions and duties inseparable from the performance and professionalism and discipline of the civil servants themselves because if the civil servants assigned and given the authority to carry out the wheels of government this does not run properly or is not disciplined Then service to the people will be slow and the government can be said to fail. The administration of government and the delivery of public services must be carried out in accordance with the principles of healthy public administration (good governance). The word "government" can mean both "administration" and "leader" depending on the context. It is common knowledge that the term "government" refers to the official body tasked with running the country and enforcing the will of the people. Towards executive power or presidential direction (Medlimo, 2022).

The process of increasing public awareness and understanding of good governance in Indonesia began in the 1990s as a result of interactions between the Indonesian government, foreign governments and aid organizations aimed at easing conditions so that economic and social development goals could be achieved in 1996. The three pillars (components) of management are corporate management, which focuses on the private business sector, and civil society in general, as discussed previously. After that, there is public administration, which takes into account the governing bodies (legislature, executive,

and judiciary) and the voting public. Reform efforts on these three pillars must be coordinated so that initiatives to improve good governance can be successful.

Terminologically, governance is synonymous with government. Understanding governance also refers more to the behavior and capacity of the government, so that good governance will be realized if good government is achieved (Saputri, Rayi, Shafira Maya, Fardianyah Irzal, 2022). According to historical records, the term "good governance" was first used by practitioners in international development organizations. The governance connotation currently applied is actually very limited and technocratic in nature and revolves around effective government performance, especially in relation to public management and corruption. Many initiatives or programs that fall under the umbrella of "government" do little more than technical support to increase the government's capacity to implement public policy and promote good governance.

The government must be able to find new strategies in improving the performance of civil servants, while what is meant by employee performance is the extent to which these employees can carry out their duties well in the sense of the word implementation in accordance with the plan, so that satisfactory results are obtained to achieve good employee performance, there are required to have qualified Human Resources (HR) who are able to carry out duties as a State Civil Apparatus in accordance with the duties charged, in order to have good performance, an employee must have a high desire to do and know his work.

The number of civil servants in Indonesia is currently quite increasing, especially in Pagar Alam City, South Sumatra Province. In 2022, the number of civil servants registered in the BPKSD Kota Pagaralam, employees with the status of Civil Servants (PNS) in the ranks of the Pagar Alam City Government (Pemkot), reached 2,687 people plus 165 PPPK employees who have been appointed and worked in these two fiscal years. The data shows that there are quite a lot of civil servants in Pagar Alam City, so it can be concluded that the performance created by many of these civil servants should be able to improve performance to be able to carry out their duties well in the sense of the word implementation in accordance with the plan, so that satisfactory results are obtained to achieve good employee performance. Employees are required to have qualified Human Resources (HR) who are able to carry out duties as State Civil Apparatus in accordance with the duties charged, in order to have good performance, an employee must have a high desire to do and know his work (Alpian, 2022).

Individual performance is influenced by job satisfaction, to improve the performance of civil servants, the Pagar Alam City government will implement a talent *management* system (talent pool), talent *pool* is a change project in Leadership Training that aims to map the potential and competence of civil servants, both those who will be promoted to high, administrative, and functional leadership positions (Aridhayandi, 2018). This innovation is based on Law Number 5 of 2014 concerning the State Civil Apparatus which mandates that the implementation of ASN management must be based on the merit system, the *merit system* is the policy and management of civil servants based on qualifications, competencies, and performance, which is applied fairly and reasonably without discrimination regulated in Law Number 5 of 2014 concerning State Civil Apparatus (UU ASN) Article 1 (Meritopedia, n.d.).

In realizing good local governance and ensuring the availability of *professional* civil servants, it is necessary to have planned and measurable human resource management, implement a merit system and realize a transparent, objective and accountable civil servant career development strategy, civil servants with qualifications, competencies and optimal performance are needed to fill Administrator and Supervisory Positions through *talent pool*.

Thus, the Pagar Alam City government issued a strategy to realize quality Human Resources (HR) as civil servants as stated in Pagar Alam Mayor Regulation No. 24 of 2021 concerning the policy of organizing a *talent pool* of civil servants within the Pagar Alam city government, with the aim that the Pagar Alam city government can prepare civil servants to enter the succession group who have qualifications, Competence, and Best performance in every organization which is further prepared as

a future organizational leader. Based on the above background, it is necessary to conduct deeper research on the implementation of the Talent pool system as a strategy of the Pagar Alam city government to realize the professionalism of the performance of the state civil apparatus with the title: "Implementation of the Talent pool System as a Strategy of the Pagar Alam City Government to Realize the Professionalism Performance of the State Civil Apparatus Performance."

2. Literature Review
2.1 Implementation of the Talent Pool System as a Strategy of the Pagar Alam City Government to Realize the Professionalism of ASN Performance

Talent is an employee who meets certain requirements and has passed the selection stages to be determined and entered into the Talent pool. This talent pool is a forum for potential cadres which was formed with the aim of making it easier for the Competency Assessment Team/Position and Rank Consideration Agency (Baperjakat) in selecting candidates for structural officials starting from supervisory positions (equivalent to echelon IV). In this way, the results of the selection carried out are more objective and accountable because in the Talent Pool, the data stored is the final result of the performance assessment, personnel information system database and assessment results (Zahrani, Nurmayani, & Deviani, 2022).

The purpose of holding a Talent Pool is to prepare civil servants to enter the succession group who have the best qualifications, competencies and performance in each organization and are then prepared as future organizational leaders. The objectives of the Talent Pool are:
1) Find and prepare the best civil servants to occupy Administrator and Supervisory Positions
2) Realizing objective, planned, open, timely and accountable succession planning so as to strengthen and accelerate the implementation of the Merit System;
3) Building a climate of positive and transparent competition among civil servants to provide the best performance for the city government;
4) Manage human resources in a planned manner with objectivity and measurable quality for and ensuring transparency in Appointments to Civil Servant Positions so that they are in accordance with the qualifications, Competencies and Work Achievements held;
5) Build trust and increase civil servants' attachment to the organization.

The following are the principles in preparing the Talent Pool:
1) Objective, that is, all processes in the Talent Pool can be measured, seen and/or felt by all civil servants.
2) Planned, namely that the Talent for each vacant Target Position in Talent Management has been planned and prepared in the previous year.
3) Open, namely information covering implementation stages, criteria and information regarding civil servants designated as Talent that can be accessed by all employees.
4) On time, that is, vacant Target Positions in Talent Management can be filled immediately by Talent so that positions cannot be vacant for a relatively long time.

When preparing a Talent Pool, there are several things that need to be considered when preparing a Talent Pool, such as:
1) The Talent Pool is prepared taking into account the characteristics of civil servant positions.
2) Preparation of the Talent Pool as intended in paragraph (1) through the process:
   a. Talent needs analysis;
   b. Talent identification;
   c. Talent management;
   d. Talent Evaluation
3) Analysis of Talent needs as referred to in paragraph (2) letter a is carried out by calculating the number of Talent needs that will be managed/developed in Talent Management.
4) Talent identification as referred to in paragraph (2) letter b is carried out by determining the Target Position and the number of Talent requirements.
5) Talent processing as referred to in paragraph (2) letter c is carried out by carrying out a selection process for civil servants who have high competency and performance

6) Talent Evaluation as referred to in paragraph (2) letter d is an evaluation of the achievement of the target for preparing the Talent Pool.

The following are the elements of the Talent Pool:
1) The elements of the Talent Pool are as follows:
   a. Talent profile;
   b. Competency assessment;
   c. Job Performance Assessment.
2) The Talent Profile as referred to in paragraph (1) letter a is as follows:
   a. formal education;
   b. Position education and training
   c. age;
   d. years of service;
   e. Rank/Class:
   f. Position level;
   g. Position experience; And
   h. other necessary personnel records.
3) The Competency Assessment as referred to in paragraph (1) letter b is the Competency results obtained based on the Civil Servant Competency test.
4) The Job Performance Assessment as referred to in paragraph (1) letter e is the Job Performance of Civil Servants which is assessed once every (one) year.

The application of this Talent Pool is based on values such as the merit system, transparency, objectivity and accountability which need to be carried out in order to create qualified and competent civil servants as emphasized by Pagar Alam mayoral regulation No. 24 of 2021.

We can see from several regions that have carried out Talent Pool activities, such as in Sumedang Regency which has carried out *Talent Pool* activities in 2021 and has carried out the inauguration and taking of oaths / promises of six acting primary high leaders within the local government of Sumedang Regency in 2021. The appointed officials are the result of selection from various aspects, especially qualifications, competencies and performance which are part of the application of the merit system accommodated in a personnel management system managed by BKPSDM. Employees are assessed for their performance and potential and then the results are entered into the *Talent Pool* which is the basis for the implementation of mutations and rotations (Wijaya, 2022). Talent and career development is carried out by considering the qualifications, competencies, performance and needs of government agencies. Talent and career development is carried out through talent mobility organized based on a merit system through talent management (UU, 2023).

The legal basis for the talent pool system as a strategy for the Pagar Alam City Government to Realize the Professionalism of ASN Performance is the Pagar Alam Mayor Regulation No. 24 of 2021 on the policy of implementing a talent pool for civil servants within the scope of the Pagar Alam city government. This regulation is issued to realize good governance and ensure the availability of professional Civil Servants supported through a *talent pool* system. In addition, efforts to realize the career development strategy of Civil Servants in the City of Pagar Alam are transparent, objective and accountable (Medlimo, 2024).

Based on article 2 of Mayor Regulation No. 24 of 2021, explaining the purpose of holding a *talent pool* is to prepare civil servants to be included in the succession group who have the best qualifications, competencies, and performance in each organization which are then prepared as future organizational leaders. In making Mayor Regulation No. 24 of 2021 concerning the policy of organizing a talent pool of civil servants within the scope of the Pagar Alam city government, this has full responsibility is the Personnel and Human Resources Development Agency of Pagar Alam City (Daesyifa Bunga Hartawan, Tri Andrisman, Budi Rizki Husin, 2024).

Based on the results of an interview with Mr. Tri Warsito, S.IP., M.AP. as Head of Training and Development of the Human Resources Personnel and Development Agency (BKPSDM). The implementation of the *talent pool* system aims to determine the potential and competence to obtain data and profits for High Leadership Officials and Administrators, as well as the development of potential cadre leadership competencies (Cindy Pasela, Gunawan Jatmiko, Emilia Susanti, 2024). This system is also one of the references for promotion to structural positions, especially in echelon IV. In this *talent pool* system, an assessment of the potential is carried out to measure the level of suitability of high acting high leaders and potential ASN cadres with the demands of the JPT function (High Leadership Position), the function in question is to lead and motivate every ASN employee in Government Agencies. Appropriate characteristics are needed for the optimization of an official in carrying out higher/broader role positions in the future.

Based on data available at the Human Resources Development and Personnel Agency of Pagar Alam City, the number of civil servants in Pagar Alam City in 2023 is recorded as follows:

Table 1. Number of Civil Servants and PPPK in 2023 in Pagar Alam City

Moon	Total Employees			
	Civil servants	CPNS	PPPK	Sum
May	2.617	4	165	2.786
June	2.609	4	123	2.826
July	2.583	4	213	2.800
August	2.574	4	282	2.860

Source: Human Resources Development and Personnel Agency (BKPSDM) Kota Pagar Alam

Prior to the issuance of Guardian Regulation No. 24 of 2021 concerning the Implementation of the Talent Pool System in Pagar Alam City, the city government had already sent recommendations for participants to take part in *talent pool* activities held at the Regional Office VII of the State Civil Service Agency (BKN) in Palembang in 2020, the Pagar Alam city government sent 9 (nine) participants consisting of 6 (six) group IVa, 1 (one) IVb, and 2 (two) Iid (A.D. Kartika & Medlimo, 2022). In 2021, the issuance of the Guardian is to implement this *talent pool* system within the scope of the Pagar Alam city government. However, the implementation of the talent pool system within the scope of the Pagar Alam city government has not been fully realized so that so far the Pagar Alam city government can only send recommendations for participants to take part in the activity in areas that will implement the *talent pool* system.

The implementation of this *talent pool* is planned to be fully realized in the future. In an effort to realize quality government governance based on the principles of transparent and objective government implementation and services. BKPSDM of Pagar Alam city is currently carrying out *Assessment* activities as another alternative in grouping the performance of civil servants.

3. Metode Penelitian
The problem approach used by the author in this paper uses normative and empirical approaches. Data sources in this study came from primary and secondary data, and data collection methods were obtained from literature studies of interviews with informants. Data analysis was used in a qualitative descriptive manner to obtain the results of this study.

4. Hasil dan Pembahasan
4.1 Inhibiting Factors for the Implementation of the Talent Pool System as a Strategy of the Pagar Alam City Government to Realize the Professionalism of ASN Performance
Based on the results of an interview with Mr. Edi Iryanto, S.E. as Expert Staff for Human Resource Analysis in the Field of Training and Development of the Human Resources Personnel and Development Agency (BKPSDM) so that it is known that what are the factors that hinder the

implementation of the *talent pool* system as a strategy of the Pagar Alam city government to realize the professionalism of ASN's performance is as follows:

1) Factors Limited HR support

   Pagar Alam City has a number of civil servants recorded in the BKPSDM of Pagar Alam city amounting to 2,574 people, it is undeniable that the lack of support from human resources is still an inhibiting factor in implementing the system. Because there is still a lack of awareness of each individual on this. So that the Pagar Alam city government has difficulty in realizing these activities. Therefore, more participation of employees and agencies is needed to increase awareness and competence in pesetas so that they can carry out Perwali No. 24 of 2021 fully and properly which embodies good governance and ensures the availability of professional civil servants (Rahma, Triono, & AT, 2023). The implementation of this policy requires sufficient human resources. If deficiencies are not anticipated, this guardianship policy will not be realized. Human infrastructure should be evaluated taking into account the role of institutional knowledge in shaping laws and regulations. If this factor cannot be taken into account, the implementation of this policy cannot be realized optimally or in full.

2) Budget Factors

   Financial linkages between the government and local governments. The form of the Indonesian state which is a unitary state requires a close relationship between the government and local governments, especially in the field of finance local governments still have a strong dependence on the government. Financial relations between the government and local governments become very important in the administration of government affairs, because without good financial conditions it will be less likely that the administration of government affairs can be carried out properly (Yuswanto, Putri, Andriani, & Firmansyah, 2021). The implementation of this policy also requires sufficient budget support. If the allocation of funds in the implementation of this system is not sufficient to meet, it will have an impact on the implementation of *the talent pool policy.* The failure in implementing this policy is also supported by budget factors that have not been fully budgeted by the government so that they experience difficulties in implementation, and if this is not immediately overcome, the implementation of Guardian No. 24 of 2021 cannot be implemented optimally or fully within the scope of the Pagar Alam city government.

5. Kesimpulan

Based on the results of the research conducted, it can be concluded as follows; The implementation of the *talent pool* system aims to determine the potential and competence to obtain data and profits for High Leadership Officials and Administrators, as well as the development of potential cadre leadership competencies. This system is also one of the references for promotion to structural positions, especially in echelon IV. The implementation of the *talent pool* system as a strategy of the Pagar Alam city government to realize the professionalism of ASN performance which is planned to be implemented by the Pagar Alam City Human Resources Development and Personnel Agency has not been fully realized. However, the Pagar Alam city government has sent recommendations for participants to take part in talent pool activities at the Regional Office VII of the Palembang State Civil Service Agency as many as 9 (nine) participants and the factors that hinder the implementation of the *talent pool* system as a strategy of the Pagar Alam city government to realize the professionalism of ASN performance are factors such as lack of support or HR participants and lack of fund allocation, These conditions are obstacles in the implementation of the *talent pool* system within the scope of the Pagar Alam city government.

Based on the results of research and discussion that has been presented, the author provides the following suggestions: For the Head of the Human Resources Development and Personnel Agency of Pagar Alam City to be able to immediately realize the Guardian No. 24 of 2021 policy concerning the implementation of the *Talent Pool* within the scope of the Pagar Alam city government in full in order to realize good governance and ensure the availability of professional civil servants who can immediately overcome the factors that become obstacles in the implementation of Perwali policy No. 24 of 2021 concerning the implementation of the *Talent Pool* within the scope of the Pagar Alam city government and can carry out socialization of the *talent pool* system to all agencies within the scope

of the Pagar Alam city government, to be able to foster a sense of interest and necessity to participate in these activities.

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