

## RINGKASAN

BKPSDM Kabupaten Kuningan pada tahun 2021 telah melaksanakan penyetaraan jabatan administrasi ke dalam jabatan fungsional sesuai dengan PERMENPANRB No.17 Tahun 2021 sebagai upaya penyederhanaan birokrasi. Namun, pada proses implementasinya masih terdapat kurangnya pemahaman pegawai mengenai butir kegiatan jabatan fungsional, prosedur pengumpulan angka kredit, dan ketidakjelasan terkait instansi pembina yang menaungi jabatan fungsional. Penelitian ini bertujuan untuk mengidentifikasi kurangnya pemahaman pegawai mengenai butir kegiatan jabatan fungsional.

Penelitian ini menggunakan metode deskriptif kualitatif. Pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi, serta menggunakan analisis data model interaktif menurut Miles, Huberman & Saldana.

Hasil penelitian ini menunjukkan bahwa implementasi PERMENPANRB No.17 Tahun 2021 pada BKPSDM Kabupaten Kuningan sudah cukup baik dilihat dari dimensi konteks, masukan, proses, dan produk meskipun masih terdapat beberapa kekurangan yang harus diperbaiki. Kemudian kurangnya pemahaman pegawai mengenai butir kegiatan jabatan fungsional disebabkan beberapa faktor yaitu : (1) Belum dilakukan pembekalan/diklat secara maksimal karena keterbatasan anggaran; (2) *Mindset* pegawai yang masih menganggap jabatan fungsional tidak memiliki peran strategis dalam organisasi; (3) Para pegawai masih terbiasa dengan pola kerja sebelum menjadi jabatan fungsional; (4) Belum ada produk hukum mengenai instansi pembina jabatan fungsional yang baru muncul di daerah; (5) Para pegawai masih dibebani tugas jabatan struktural (administrasi) sehingga mereka belum fokus dan maksimal dalam melaksanakan tugas jabatan fungsional; dan (6) Para pegawai kesulitan untuk mengurus prosedur pengumpulan angka kredit karena instansi pembina yang belum tersedia di daerah.

**Kata kunci :** Evaluasi implementasi, Penyetaraan Jabatan, Jabatan Administrasi, Jabatan Fungsional

## ***SUMMARY***

BKPSDM Kuningan Regency in 2021 has carried out equalization of administrative positions into functional positions in accordance with PERMENPANRB No.17 of 2021 as an effort to simplify the bureaucracy. However, in the implementation process there is still a lack of understanding of employees regarding the items of functional position activities, procedures for collecting credit scores, and ambiguity regarding the supervisory agency that oversees

This study used a descriptive qualitative method. Data collection was carried out through interviews, observation, and documentation, as well as using interactive model data analysis according to Miles, Huberman & Saldana.

The results of this study indicate that the implementation of PERMENPANRB No. 17 of 2021 at BKPSDM Kuningan Regency is quite good in terms of context, input, process, and product dimensions, although there are still some deficiencies that must be corrected. Then the lack of understanding of employees regarding the items of functional position activities is caused by several factors, namely: (1) Maximum debriefing/training has not been carried out due to budget constraints; (2) *Mind set* employees who still think that their functional position does not have a strategic role in the organization; (3) Employees are still accustomed to work patterns before becoming functional positions; (4) There are no legal products regarding new functional position advisory agencies that have appeared in the regions; (5) Employees are still burdened with structural (administrative) job duties so that they are not yet focused and maximal in carrying out functional job duties; and (6) it is difficult for employees to arrange procedures for collecting credit scores because there are no supervisory agencies in the regions.

**Keywords** : Evaluation of implementation, Equalization of Positions, Administrative Positions, Functional Positions