ABSTRACT

IMPLEMENTATION OF THE POLICY OF THE EQUIVALENCE SUPERVISORY POSITIONS INTO FUNCTIONAL POSITIONS AT THE REGIONAL PERSONNEL AND HUMAN RESOURCE DEVELOPMENT AGENCY OF MAKASSAR CITY

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The phenomenon underlying this study is the existence of a national policy on bureaucracy simplification, launched by the central government as part of bureaucratic reform. This policy requires the simplification of organizational structures through the elimination of structural positions at echelon III and IV, which are then equated into functional positions. The main objective of this policy is to create a more dynamic, agile, and responsive bureaucracy in facing the challenges of public service.

*This study used a qualitative research method with a descriptive study design. The policy implementation theory used as the analytical foundation was the Van Meter and Van Horn model, which includes six main variables, including policy standards and objectives, resources, characteristics of implementing agents, communication between organizations and the activities of implementers, social, economic, and political conditions, as well as the disposition or attitude of implementers. The data were obtained through in-depth interviews, observations, and documentation with employees and relevant officials within the Regional Personnel and Human Resource Development Agency (*BKPSDMD*) of Makassar City. The main informants in this study included the Head of* BKPSDMD Makassar *City, the Secretary of* BKPSDMD of Makassar *City, the Heads of Divisions, as well as supervisory officials who have been equated into functional positions in* BKPSDMD of Makassar *City.*

The results of the study indicate that the implementation of the position equivalence policy at BKPSDMD of Makassar *City has proceeded administratively, but still faces various challenges, especially in terms of understanding new functional duties, limited training, as well as resistance from some employees. Policy communication and the readiness of human resources become crucial factors that affect the effectiveness of implementation. Therefore, strategies for strengthening employee capacity and more intensive socialization are needed so that the objectives of the policy can be optimally achieved.*

Keywords: *Policy implementation, position equivalence, functional positions,* BKPSDM, *Van Meter and Van Horn.*

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