
**CIVIL SERVANT CAREER DEVELOPMENT MODEL AT THE SECRETARIAT OF
THE PRESIDENTIAL ADVISORY COUNCIL**

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Abstract

This study aims to analyze the career development of Civil Servants (PNS) within the Secretariat of the Presidential Advisory Council (Setwantimpres), identify the factors contributing to suboptimal career development, and formulate career development strategies and models tailored to the organization's characteristics. This study employed a qualitative method with a case study approach. Data collection techniques included in-depth interviews, observation, and document review. The research informants consisted of structural officials, functional officials, administrative staff, and triangulation informants from the Human Resources Bureau of the Ministry of State Secretariat. Data analysis was conducted through data reduction, data display, and thematic conclusion drawing. The results show that civil servant career development in Setwantimpres established a formal foundation through the implementation of talent management, performance appraisal, competency development, competency tests, and a career management system integrated with the Ministry of State Secretariat. However, its implementation has not been optimal due to constraints in organizational structure, job formation, and career mobility space; suboptimal career information transparency and follow-up on assessment results; as well as limitations in competency development and employee readiness. This study also found that career development in lean-structured organizations cannot rely solely on vertical promotion but needs to be strengthened through rotation, mutation, deployment, continuous competency development, coaching, mentoring, and job enrichment. Based on the findings, a career development model for Setwantimpres civil servants was formulated, consisting of six main components: mapping organizational needs and employee potential; performance appraisal, competency assessment, and talent management; career portfolio and track record; continuous competency development; career mobility; and career monitoring, evaluation, and feedback. This model is expected to serve as a foundation for a more directed, transparent, adaptive, and sustainable civil servant career development in government organizations with limited structures.

Keywords: career development, civil servants, talent management, competence, career mobility, Presidential Secretariat

INTRODUCTION

The career development of State Civil Apparatus (ASN) is a strategic issue in bureaucratic reform in Indonesia because it

is directly related to the professionalism of the apparatus, organizational effectiveness, and the quality of public services. In the modern public administration paradigm,

career development is no longer understood simply as a promotion or promotion, but as a systematic process to improve employee competence, capacity, and readiness to support organizational goals in a sustainable manner (Sedarmayanti, 2019). Good career development is also an important part of the implementation of the merit system, namely the management of ASN based on competence, performance, and qualifications in an objective and fair manner.

The urgency of civil servant career development is increasing in line with the demands of bureaucratic reform and digital transformation in the government sector. Government organizations are required to be more adaptive, professional, and responsive to changes in the strategic environment. In this context, career development is a crucial tool for ensuring the availability of human resources capable of adapting to the evolving needs of the organization (Sholihah et al., 2024). Career development not only benefits individual employees by increasing motivation and job satisfaction but also contributes to the sustainability of institutional capacity and organizational effectiveness (Badriyah, 2019).

However, the implementation of civil servant career development in various government organizations still faces several obstacles. Several studies have shown that civil servant career development still tends to be administrative and not fully based on competency or talent management. Career development systems in many government agencies are still affected by limited organizational structures, minimal

promotion pathways, suboptimal competency mapping, and a mismatch between organizational needs and employee development (Putri et al., 2022). These conditions lead to career stagnation for some employees and limited professional development opportunities.

This problem is also seen in the Secretariat of the Presidential Advisory Council (Setwantimpres), as one of the organizational units under the Ministry of State Secretariat of the Republic of Indonesia, which has a strategic function in providing technical and administrative support to the Presidential Advisory Council. Setwantimpres has the characteristics of a relatively lean organization with a broad scope of functions, including administration, personnel, trials, policy data and information, protocol, public relations, and internal organizational services (Presidential Advisory Council of the Republic of Indonesia, 2026). This limited organizational structure creates its own challenges in employee career development, especially related to limited structural promotions and job mobility space.

Internal data from the Presidential Secretariat (Setwantimpres) shows that the number of employees has experienced dynamics during the 2016–2025 period. In 2016, the number of employees was recorded at 58 people and increased to 77 people in 2025. This increase in the number of employees indicates the organization's growing need for human resource support, but on the other hand, it also increases the need for a more structured and adaptive career development system.

Table 1.Development of the Number of Setwantimpres Employees 2016–2025

Year	Number of Employees	Change
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2016	58	-
2017	56	-2
2018	57	1
2019	62	5
2020	62	0
2021	62	0
2022	57	-5
2023	58	1
2024	57	-1
2025	77	20

Source:Researcher processing of internal data Presidential Secretariat, 2025

Based on Table 1, employee growth shows a fluctuating trend, with a significant increase expected in 2025. However, increasing employee numbers does not automatically guarantee adequate career development opportunities. In organizations with relatively small structures, increasing employee numbers can actually increase internal competition for limited promotion opportunities.

In addition to the growth in employee numbers, the dynamics of career development within the Presidential Secretariat are also evident in the high level of employee mobility through internal transfers. Data on employee transfers from 2024 to April 2026 shows 65 employee transfers spread across several work units.

Table 2.Recapitulation of Setwantimpres Employee Transfers for the 2024–April 2026 Period

Year	Data and Information Bureau	General Bureau	Secretary of the Council Member	Amount
2024	7	4	1	12
2025	12	24	0	36
2026*	2	15	0	17
Amount	21	43	1	65

Source:Researcher processing of internal data from the Presidential Secretariat, 2025 until April 2026.

The data shows that employee mobility within the Presidential Secretariat is quite high, particularly in the General Bureau. However, a high rate of transfers does not necessarily indicate optimal employee career development. Transfers carried out without clear competency mapping and development directions have the potential to become merely an

administrative mechanism without significantly impacting employee capacity.

The condition of formal employee career development is also seen from the data on employee promotions for the period 2024–April 2026. During this period, 26 employees received promotions, with the majority of promotions at the group III level.

Table 3.Promotion Pattern for Secretariat Employees of the Presidential Secretariat for the 2024–April 2026 Period

Promotion Path	Number of Employees
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III/b → III/c	8
III/a → III/b	6
III/d → IV/a	4
II/d → III/a	3
IV/b → IV/c	2
IV/a → IV/b	1
III/c → III/d	1
IV/c → IV/d	1

Source: Researcher processing of internal data from the Presidential Secretariat, 2025

The table shows that employee career development is more concentrated at the middle level, particularly in group III. This condition indicates that employee career development is still predominantly in the form of administrative promotions rather than substantive career development based on competency and organizational talent development.

On the other hand, the implementation of talent management policies within the Ministry of State Secretariat of the Republic of Indonesia through Minister of State Secretary Regulation Number 7 of 2024 has essentially provided a framework for merit-based career development for civil servants (ASN). However, the implementation of this policy may not be optimal in every organizational unit, as each has its own unique structure and human resource needs. In the context of the Presidential Secretariat's Secretariat, the relatively streamlined organizational structure requires a more contextual approach to career development, particularly in the areas of rotation, transfer, competency development, and talent mapping.

Previous research on civil servant career development has generally focused on government organizations with large structures and broad promotion pathways. Meanwhile, research specifically

addressing career development in government organizations with relatively small structures and strategic functions, such as the Presidential Secretariat, is still very limited. Furthermore, most previous research has focused on the normative aspects of career development policies, while research integrating employee numbers, transfers, promotions, competency needs, and talent management into a single career development model is still scarce.

Based on these conditions, this research is crucial to analyze the career development of Civil Servants within the Presidential Secretariat and to formulate a more contextual, adaptive, and organizationally appropriate career development model. This research is expected to contribute to the development of public sector human resource management studies, particularly regarding ASN career development in government organizations with relatively lean organizational structures but complex strategic functions.

LITERATURE REVIEW

Previous Research

Many studies have been conducted on civil servant career development in various public organization contexts, both at the central and regional levels. These studies generally place merit systems,

competency development, talent management, and human resource development as crucial factors in supporting civil servant professionalism and government organizational effectiveness.

Silaban et al.'s (2024) research on civil servant career development at the Secretariat General of the Indonesian House of Representatives (DPR RI) shows that the implementation of the merit system has been quite successful, although it is not yet optimal in terms of career development and personnel information systems. The study emphasized the importance of fairness and transparency in civil servant career management. These findings suggest that the implementation of the merit system requires the support of a more structured career development mechanism to produce a professional bureaucracy.

Karwayu et al.'s (2025) research at the Sikka Regency Human Resources Development Agency (BKPSDM) found that career development planning for functional officials remained administrative in nature and not yet integrated with organizational strategy. This study demonstrated that weak mapping of employee competencies and needs resulted in career development being reactive and lacking a long-term focus.

In the context of implementing a merit system, Mulyadi et al.'s (2025) research on the West Java Provincial Government shows that civil servant career development still faces various obstacles, such as the lack of integration of personnel information systems, low levels of understanding of meritocracy, and the persistence of external intervention. This research confirms that the success of civil

servant career development is determined not only by regulations but also by organizational commitment and the quality of bureaucratic governance.

Research by Soeharto et al. (2023) on civil servant career development in Badung Regency shows that career development has progressed quite well, but still faces obstacles in the form of limited information on career opportunities and political intervention. These results demonstrate that civil servant career development is still influenced by organizational factors and the bureaucratic environment.

Furthermore, research by Sudrajat et al. (2025) shows that a talent management approach positively impacts leadership quality and the effectiveness of public organizations because employee placement is based on competency and potential. This research reinforces the view that civil servant career development needs to be supported through a planned, competency-based talent management system.

Research by Khairani et al. (2023) shows that ASN competency development in West Sumatra Province has not been effective due to low employee participation in competency development programs and the suboptimal implementation of the merit system. This confirms that competency development is a crucial element in supporting ASN career development.

Napitupulu et al.'s (2017) research found that career development had a positive effect on work motivation, perceived organizational support, and employee commitment, although the effect on performance was indirect through mediating variables such as motivation and affective commitment.

Similarly, Roringkon and Nurkholivvah (2025) showed that work motivation, job satisfaction, and work discipline significantly influence civil servant performance. This finding confirms that human resource development is not solely administrative but also influenced by psychological and organizational behavioral factors.

Research by Roringkon and Silitonga (2025) shows that implementing a corporate university as a learning system for civil servants is a crucial strategy for improving civil servant competency in an integrated and sustainable manner. This demonstrates the importance of a modern training system in supporting civil servant career development.

Furthermore, research on the use of artificial intelligence in HR governance shows that digital transformation can improve employee management efficiency, including competency development and employee information systems. Meanwhile, Vasilieva (2018) emphasized that modern bureaucracy requires new competencies that are adaptive to technological developments, so career development cannot be separated from digital transformation.

Based on these various studies, it is clear that civil servant career development still faces various challenges, ranging from limited career paths, weak implementation of the merit system, suboptimal talent management, and limited competency development systems. Previous research has generally been conducted in local governments or government agencies in general, while studies on civil servant career development within the Presidential

Advisory Council Secretariat are still very limited.

Thus, there is significant research potential for exploration, particularly regarding civil servant career development in central government organizations with relatively streamlined structures but strategic functions. This research aims to analyze civil servant career development within the Presidential Advisory Council Secretariat and formulate a career development model appropriate to the organization's characteristics.

Theoretical Review

Public administration is the science that examines how government organizations are managed to achieve national goals through the implementation of public policies, public services, and effective and accountable resource management. In modern developments, public administration is no longer understood solely as a technical administrative activity, but also as a governance process that must adhere to the values of democracy, professionalism, and accountability (Rosenbloom et al., 2022).

This study uses the New Public Service approach proposed by Denhardt and Denhardt (2003). This approach positions state officials as public servants oriented toward public values, participation, and institutional responsibility. In this context, career development for state officials is understood not only as a promotion process but also as part of strengthening the capacity of public organizations to provide professional and sustainable services and institutional support.

Furthermore, Dessler's (2020) theory of Human Resource Management (HRM)

emphasizes that people are a strategic organizational asset that must be systematically managed and developed. From a Strategic Human Resource Management perspective (Wright & McMahan, 1992), employee management must align with organizational strategy, ensuring that career development is not solely focused on the individual but also on the organization's needs and goals.

The career development theory in this study refers to Dessler (2020), who emphasized that career development is an integrated process within HRM that encompasses career planning, training and development, performance appraisal, and promotion or career advancement. Career planning involves determining the direction and career path of an employee based on organizational needs and individual potential. Training and development are efforts to improve employee competency. Performance appraisals serve as the basis for objective evaluation of career development. Promotion, on the other hand, is a form of job mobility based on competency, performance, and organizational needs.

These four elements demonstrate that career development is a systematic, directed, and merit-based process. In the context of this research, Dessler's theory is used as the primary analytical tool to understand how civil servant career development is implemented in the Wantimpres Secretariat.

Theoretical Review

This research stems from the gap between the regulations on civil servant career development and the actual conditions of civil servant career

development within the Presidential Advisory Council Secretariat. Normatively, civil servant career development is regulated through various regulations, such as the Civil Servant Law, the Government Regulation on Civil Servant Management, and policies on talent management and civil servant career patterns. However, in practice, civil servant career development within the Presidential Advisory Council Secretariat still faces limitations, including limited job opportunities, suboptimal promotion and rotation, and unclear career paths.

This study uses the New Public Service theory to explain that career development is part of strengthening the capacity of public organizations. Furthermore, a Strategic Human Resource Management approach is used to understand that career development must align with organizational strategy. The primary theory used is Dessler's (2020) career development theory, which encompasses career planning, training and development, performance appraisal, and promotion. These four aspects are used as analytical tools to assess the alignment between career development policies and implementation within the Presidential Secretariat.

Based on this framework, this research is directed at analyzing the gap between regulation and implementation, identifying obstacles to civil servant career development, and formulating a career development model that is more appropriate to the organizational characteristics of the Presidential Advisory Council Secretariat.

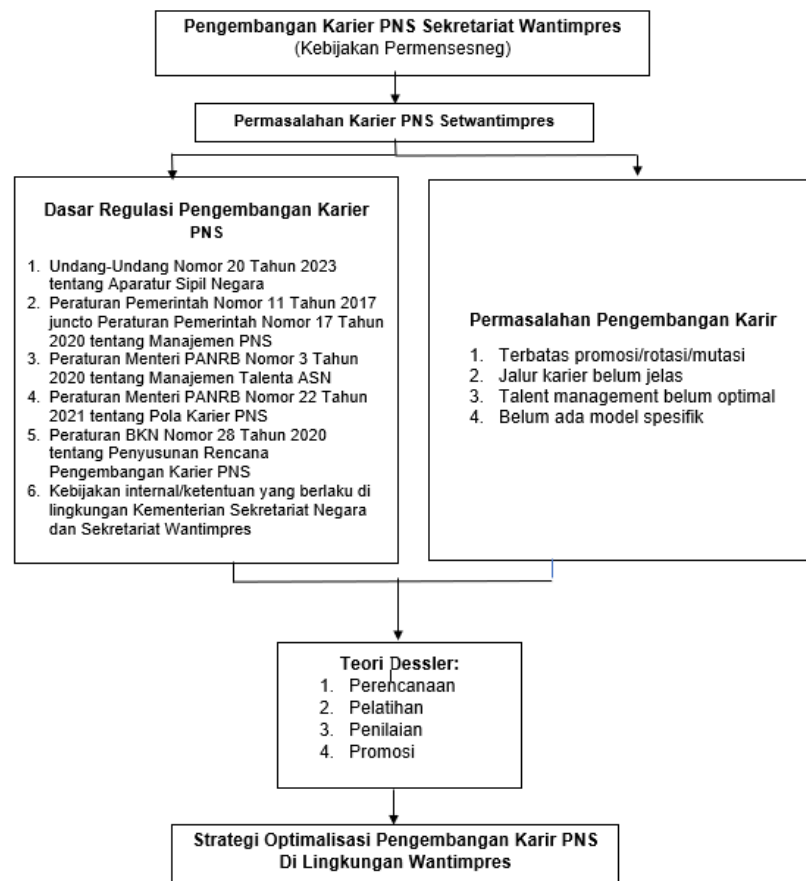


Figure 1.Framework of Thinking

METHODOLOGY

This research employed a qualitative method with a case study design. Qualitative methods were chosen because the research aimed to gain a deeper understanding of the career development phenomenon of Civil Servants (PNS) within the Presidential Advisory Council Secretariat (Setwantimpres), specifically regarding policies, implementation, obstacles, and organizational needs in employee career management. This approach allows researchers to examine social realities holistically, taking into account the context, processes, meanings, and interactions between the actors

involved in the phenomenon under study (Creswell, 2024).

A case study design was used because the research focuses on a specific location, namely the Presidential Secretariat, which has unique institutional characteristics and human resource management dynamics. Case studies allow for in-depth, contextual exploration, and are tied to real-world situations within the organization (Yin, 2018).

This research aims not only to describe empirical conditions but also to analyze the gap between policy and practice, and to formulate a career development model that better aligns with organizational

needs. Therefore, this research is applied in nature, aiming to provide applicable and contextual policy recommendations (Sugiyono, 2022).

Data collection technique

Data collection in this study was conducted naturally, with the researcher as the primary instrument. Data were obtained from primary and secondary sources relevant to the research focus on civil servant career development at the Presidential Secretariat (Setwantimpres) (Moleong, 2020). Data collection techniques included in-depth interviews and documentation studies.

Semi-structured interviews were conducted to gather information regarding the implementation of career development policies, promotion opportunities, transfers, competency development, obstacles, and organizational needs. Informants were selected using purposive sampling based on their involvement in and knowledge of employee career management.

The research informants consisted of key informants, namely structural officials with strategic authority in HR management, as well as supporting informants consisting of functional officials and HR analysts at various levels. Furthermore, triangulation informants came from the Ministry of State Secretariat to strengthen the validity of career development policy data at the ministerial level.

In addition to interviews, documentation studies were used to examine ASN policy documents, talent management, organizational structures, personnel data, and HR development evaluation documents. Documentation was used to compare normative and implementative conditions and to

strengthen interview results through data triangulation (Sugiyono, 2022).

Data Processing and Analysis Techniques

Data analysis in this study uses the Miles & Huberman interactive model which consists of three stages, namely data condensation, data presentation, and drawing conclusions/verification (Miles, Huberman & Saldaña, 2021).

In the data condensation stage, researchers select, reduce, and group interview and documentation data according to the research focus. The data is then simplified to focus more on key career development issues.

At the data presentation stage, the findings are organized into a thematic narrative covering career development systems, policy implementation, barriers, and organizational needs. Thematic categorization is used to facilitate analysis of the relationships between conceptual variables.

In the conclusion-drawing stage, researchers interpret the presented data to answer the problem formulation. Conclusions are continuously verified through triangulation of sources and methods to maintain the validity of the findings.

Research Results Validation Procedure

Validation of the research results was conducted to ensure the validity of the formulated career development model. Validation was carried out through several stages: developing an initial model based on data analysis, validation by experts in public administration and civil servant human resource management, and validation by practitioners within the Presidential Secretariat.

Expert validation was conducted to assess the suitability of the theory, the consistency of the model structure, and its relevance to ASN regulations. Practitioner validation aimed to ensure that the model aligns with the organization's actual conditions and can be implemented operationally.

Input from experts and practitioners was then used to revise and refine the model. The final model, a synthesis of empirical findings, theoretical foundations, and practical organizational needs, provides both academic and implementable value.

Research Instruments

The primary instrument in qualitative research is the researcher, who plays a role in the entire research process, from data collection to analysis (Moleong, 2020). The

researcher is a key instrument because qualitative research relies heavily on interpretation and understanding of context. Supporting instruments include interview guidelines and a documentation checklist. The interview guidelines were used to guide the in-depth data collection process, while the documentation checklist was used to identify and review documents relevant to civil servant career development.

The documents analyzed included civil servant regulations, talent management policies, organizational structures, personnel data, performance evaluations, and HR planning documents. Sensitive data, such as individual assessment results, were used aggregated and anonymously to maintain research ethics.

Table 4.Key Research Informants

No.	Informant Group	Number of Informants	Representing Position
1	Leadership elements	1 person	Head of General Bureau
2	Structural officials	3 people	Head of TURTP Section, Head of Household and Equipment Sub-Section, Head of Protocol Sub-Section
3	Functional officials	5 people	JF Intermediate Expert, JF Intermediate Expert 2, JF First Expert, JF First Expert 2, JF Advanced
4	Internal HR technical elements	1 person	Junior Expert Human Resources Analyst
5	Policy triangulation informants	2 persons	Senior Expert Human Resources Analyst at the Human Resources Bureau, Deputy for Civil Service Administration, Ministry of State Secretariat

Source: Researcher's work, 2025

RESULTS

Civil Servant Career Development at the Presidential Advisory Council Secretariat

The career development of Civil Servants (PNS) in the Secretariat of the Presidential

Advisory Council (Setwantimpres) is essentially within the framework of the human resource management system applicable within the Ministry of State Secretariat. This is evident in the

implementation of talent management, performance assessments through PiAWai, SKP/OKR, functional position credit points, competency tests, competency development, and coordination with the Human Resources Bureau and the ASN Competency Development Center. The existence of these mechanisms indicates that civil servant career development at Setwantimpres has a fairly clear formal basis.

However, research results indicate that the existence of this formal system has not fully addressed career development issues at the work unit level. The main obstacles identified include limited organizational structure, limited job formations, limited room for career mobility, less than optimal transparency of career information, limited follow-up on assessment results, and uneven employee competency readiness.

The findings of this study align with the career development theory proposed by Dessler (2020), which explains that career development is a two-way process: the individual and the organization. Individuals are responsible for understanding their abilities, interests, values, and career aspirations, while organizations are responsible for providing career paths, performance appraisals, training, coaching, and opportunities for job mobility. Therefore, career development is understood not only as promotion or advancement, but as a continuous process of enhancing employee capacity to meet organizational needs.

This view is further reinforced by Armstrong and Taylor (2020), who explain that career development needs to be integrated with organizational strategy, talent management, workforce planning,

and ongoing employee competency development. In the context of the Presidential Secretariat, career development has not been fully and optimally integrated with organizational needs and employee development dynamics.

Limitations of Organizational Structure and Job Formation

One of the research's key findings is the limited organizational structure and job formations as factors limiting career development opportunities for civil servants at the Presidential Secretariat. The relatively lean organizational structure results in a limited number of structural positions and promotion opportunities. This situation means that employees with experience, tenure, and good performance may not necessarily receive promotion opportunities due to the limited number of available positions.

These findings indicate that career development is not solely determined by individual employee qualities but is also significantly influenced by organizational design and the availability of institutional space. Dessler (2020) explains that organizations play a crucial role in providing career paths and development opportunities. When organizations have small structures and limited job space, optimal career planning will be difficult for employees, even those with good potential.

Organizational structure limitations also contribute to career stagnation. Research shows that some employees remain in the same position or work unit for very long periods of time. This situation suggests that rotation and transfer are not functioning optimally as career development tools.

Career stagnation has the potential to reduce employee motivation, limit work experience, and limit the development of cross-functional competencies. Noe et al. (2021) explain that employee development is not only carried out through formal training, but also through work experience, rotation, assignments, and job-based learning. Employees who remain in one job for too long tend to have limited perspectives and organizational experience.

In the context of a public organization with a lean structure like the Presidential Secretariat, career development cannot rely solely on vertical promotions. Organizations need to strengthen horizontal mobility, such as rotation, transfer, deployment, cross-functional assignments, and transfers between functional positions, to ensure employees continue to have room to develop their experience and competencies.

Table 5. Structural Limitations and Their Impact on Career Development

Aspect	Condition of Findings	Impact
Organizational structure	Lean structure and limited number of positions	Limited promotion opportunities
Job formation	Formations are not always available	Employees experience career stagnation
Rotation and mutation	Not running optimally	Underdeveloped work experience
Career mobility	Narrow mobility space	Limited cross-functional competency development

Source: Researcher's work, 2025

Transparency of Career System and Assessment Follow-up

The research results show that talent management and competency assessments have been implemented within the Presidential Secretariat. However, some employees do not yet clearly understand the talent management recruitment mechanism, assessment results, their position in the talent pool, or follow-up after taking the competency test.

This situation demonstrates a gap between the system in place at the ministry level and the understanding of employees at the work unit level. A career development system will be effective if employees receive clear information about career opportunities, assessment bases, assessment results, and development recommendations.

Dessler (2020) explains that performance appraisals are not only used to assess employee performance but also serve as a basis for providing feedback, identifying training needs, and developing career development plans. In this study, PiAWai, SKP, and OKR have been implemented as performance appraisal instruments, but they have not always been followed by concrete development follow-up.

Performance appraisals that are not linked to career development have the potential to become merely administrative activities. However, performance appraisals should be used to help employees understand their strengths, weaknesses, and the direction in which they need to develop.

This view is in line with Mathis et al. (2017), who explained that the performance

appraisal system needs to be linked to human resource development so that organizations are able to identify training

needs, employee potential, and job development opportunities.

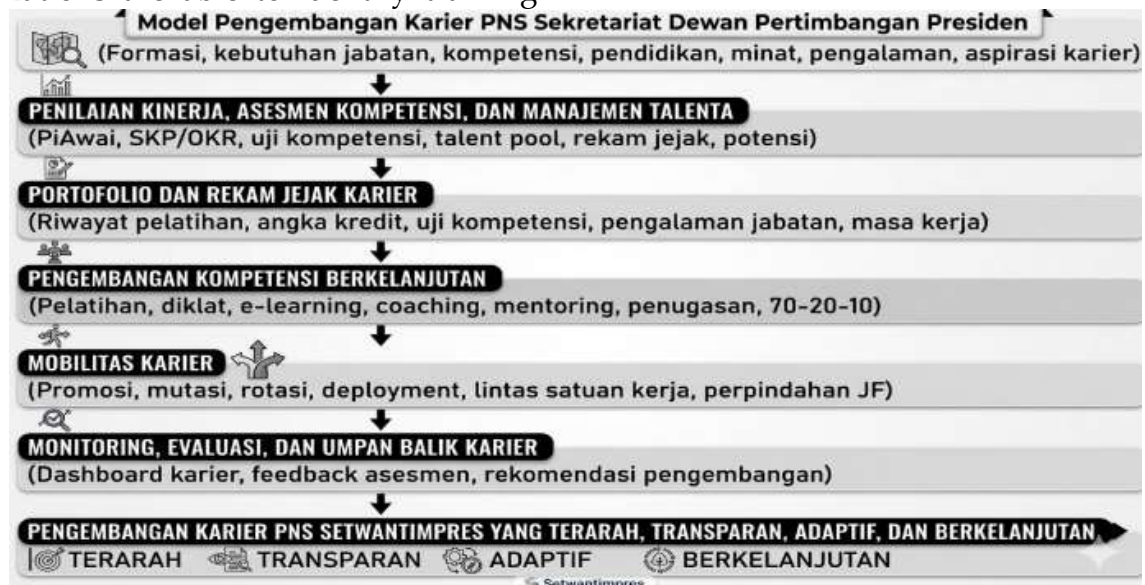


Figure 2. Career Development Model for Civil Servants of the Presidential Advisory Council Secretariat

The image demonstrates that career development needs to be an interconnected process. Assessments and evaluations should not be merely formalities; they must be followed by clear feedback and development recommendations.

Employee Competency Development and Readiness

Competency development is a crucial factor in optimizing civil servant career development at the Presidential Secretariat. Research shows that training, workshops, seminars, technical guidance, and e-learning are available through the PPKASN (National Civil Service Agency), BKN (National Civil Service Agency), ANRI (National Agency for National Civil Service Development), and functional position development agencies.

However, the implementation of competency development still faces several obstacles, such as limited training quotas,

limited budgets, implementation schedules that do not always meet needs, and the unequal readiness of employees to meet functional position requirements.

Some employees still understand competency development as merely fulfilling mandatory study hours (JP), rather than as part of long-term career planning. This situation results in competency development not being fully oriented to job requirements and career mobility readiness.

Dessler (2020) explains that training and development must be structured based on organizational needs, job requirements, and individual employee needs. Training that is not linked to career needs will struggle to have a strategic impact on improving employee capacity.

Armstrong and Taylor (2020) also explain that competency development needs to be directed at improving employee

capabilities to meet current job demands and future organizational needs.

The research results show that Setwantimpres requires a more targeted

competency development system, based on job needs, and integrated with employee portfolio development and career plans.

Table 5.Structural Limitations and Their Impact on Career Development

Constraint Factors	Form of Problem	Impact
Training quota	Limited participants	Not all employees get the opportunity
Budget	Certain training requires large costs.	Advanced training is difficult to access
Relevance of training	Training does not fully meet job requirements	Competence is not optimal
Employee readiness	Portfolio and requirements are incomplete	Competency tests and promotion are hampered
Constraint Factors	Form of Problem	Impact

Source:Researcher's work, 2025

Civil Servant Career Development Optimization Strategy

Based on the research results, the strategy for optimizing civil servant career development at Setwantimpres needs to be directed towards a more integrated, adaptive system based on organizational needs and employee potential.

The first strategy is mapping organizational needs and employee potential. This mapping includes employee formation requirements, competencies, education, work experience, interests, talents, and career aspirations. This strategy is crucial for ensuring a match between organizational needs and employee capacity.

The second strategy is compiling employee track records and career portfolios. Employee track records can be used as a basis for career development decisions, promotions, rotations, and competency development.

The third strategy is to strengthen the transparency of career information and

provide feedback on assessment results. Employees need to receive clear information about job opportunities, the selection process, assessment results, and development recommendations.

The fourth strategy is strengthening the development of sustainable competencies through job-based training, coaching, mentoring, assignments, and the 70-20-10 learning approach.

The fifth strategy is strengthening career mobility through rotation, transfer, deployment, and assignments across work units. This strategy is crucial because the relatively lean organizational structure of the Presidential Secretariat (Setwantimpres) limits vertical promotion opportunities. Therefore, employee career development cannot rely solely on structural promotions, but also needs to be directed at enriching work experience and expanding competencies through horizontal mobility. Rotation and transfer can help employees gain cross-functional experience, gain a broader understanding of the organization's

business processes, and improve their readiness to handle more complex tasks. Meanwhile, deployment and assignments across work units can serve as organizational learning tools, enabling employees to understand work patterns in other units and expanding their coordination and adaptability.

This strategy aligns with the view of Noe et al. (2021), who explain that work experience is an effective form of employee development because it can improve technical skills, interpersonal skills, and organizational understanding. Employees who gain cross-disciplinary experience tend to have a broader work perspective and are better prepared to face changing organizational needs. In the context of the Presidential Secretariat, strengthening career mobility can also be a solution to reduce career stagnation due to limited job formation.

The sixth strategy is strengthening career development monitoring, evaluation, and feedback. Monitoring is necessary to ensure that the entire career development process is directed, sustainable, and aligned with both organizational needs and employee potential. Evaluation can be conducted through monitoring training outcomes, competency development, performance achievements, portfolio readiness, and employee assessment results. Furthermore, employees need to receive regular feedback on their strengths, weaknesses, and areas for improvement to support their career development.

Clear feedback will help employees understand their career position and determine necessary development steps. Dessler (2020) explains that career feedback is a crucial part of employee development

because it helps individuals understand the results of performance assessments and the development direction needed by the organization. With ongoing monitoring and evaluation, career development becomes more than just an administrative activity, but a systematic employee development process oriented towards improving the capacity of civil servants.

Based on these strategies, optimizing civil servant career development at the Presidential Advisory Council (Setwantimpres) needs to be directed toward a more open, data-driven system that integrates organizational needs with employee potential. Career development should not only focus on job promotions, but also on improving competency, enriching work experience, preparing for mobility, and developing a civil servant (ASN) that is adaptive to organizational change. Therefore, the implemented career development strategy is expected to support the creation of a more professional, transparent, and sustainable civil servant management system within the Presidential Advisory Council Secretariat.

CONCLUSION

Based on the results of research on the career development of Civil Servants (PNS) within the Secretariat of the Presidential Advisory Council (Setwantimpres), it can be concluded that PNS career development basically has a formal policy basis and mechanism that is integrated with the human resources management system of the apparatus within the Ministry of State Secretariat. This system is seen through the implementation of talent management, performance assessment through PiAWai and SKP/OKR, competency development through PPKASN

and functional position development agencies, competency tests, functional position credit points, and coordination of HR management with the Human Resources Bureau of the Ministry of State Secretariat.

However, the research results indicate that the implementation of civil servant career development at the Presidential Secretariat is not yet fully optimal. The existence of this formal system is not fully able to address the career development needs of employees in an organization with a relatively lean structure, limited job formation, and limited room for career mobility. Based on the research results, several key conclusions are as follows.

1. Limited organizational structure, job formation, and career mobility space are the main factors that have prevented the career development of civil servants at the Presidential Secretariat.

The relatively small organizational structure of the Presidential Secretariat (Setwantimpres) limits the number of positions, particularly within the structural pathway. This situation results in promotion and career development opportunities not always being available to employees with established tenure, experience, and strong performance. The study also found potential career stagnation due to some employees remaining in certain positions or work units for extended periods. This suggests that career development is not only influenced by individual employee quality but also by organizational design and the

availability of institutional space for career mobility.

2. Transparency and follow-up of the career development system have not been running optimally.

Talent management, competency assessments, competency tests, PiAWai, and SKP/OKR have been implemented as part of the career development system. However, some employees have not received clear information regarding the basis for talent management calls, assessment results, their position in the talent pool, or follow-up after participating in the selection or competency tests. Performance assessments have also not been fully linked to career development recommendations, such as further training, rotations, transfers, or promotions. As a result, some employees do not clearly understand the direction of their career development and what competencies are needed to support future career advancement.

3. Employee competency development and readiness still requires strengthening.

Competency development programs through training, workshops, seminars, technical guidance, and e-learning are already available through the PPKASN (National Civil Service Agency), BKN (National Civil Service Agency), ANRI (National Institute of Indonesian National Armed Forces), and functional position development agencies. However, their implementation still faces obstacles in the form of limited quotas, budgets, training schedules,

the relevance of training materials, and employee readiness to meet administrative requirements and portfolio development. Some employees also still perceive competency development as fulfilling mandatory class hours, rather than as part of long-term career planning. However, career development requires competency readiness, portfolios, credit points, and work experience relevant to job requirements.

4. The strategy for optimizing civil servant career development at the Presidential Secretariat needs to be directed towards a more integrated, adaptive, transparent, and data-based system.

These strategies include mapping organizational needs and employee potential, developing track records and career portfolios, strengthening career information transparency and feedback on assessment results, developing ongoing competencies, and strengthening rotation, transfer, deployment, and mobility across work units. Career development in lean organizations cannot rely solely on vertical promotions but needs to be expanded through horizontal mobility, cross-functional assignments, coaching, mentoring, and experience-based development.

Based on the research results, the Setwantimpres PNS career development model was formulated as a career development model that integrates six main components, namely:

1. mapping organizational needs and employee potential;

2. performance appraisal, competency assessment, and talent management;
3. portfolio and career track record;
4. sustainable competency development;
5. career mobility; and
6. monitoring, evaluation, and career feedback.

The model is designed to connect organizational needs with employee potential, while adapting the Ministry of State Secretariat's career development system to the characteristics of the Presidential Secretariat's Secretariat as a structured organization with limited resources. This model is expected to ensure that civil servant career development within the Secretariat is more focused, transparent, competency-based, and sustainable.

SUGGESTION

Based on the research results and conclusions obtained, there are several suggestions that can be used as considerations in efforts to optimize the career development of civil servants within the Secretariat of the Presidential Advisory Council. Strengthening the mapping of organizational needs and potential employees of the Presidential Advisory Council requires a more systematic and regular mapping of organizational needs and employee potential. This mapping includes the needs of job formations, competencies, education, work experience, interests, talents, training results, credit points, and employee career aspirations. Good mapping will help the organization determine employee development priorities more precisely and serve as a basis for planning promotions, rotations, transfers, and competency development. Compiling the track record and career portfolio of

Setwantimpres employees requires establishing an employee career track record system that includes job history, length of service, training, assessment results, credit points, performance achievements, and assignment experience. This track record can be used as a basis for decision-making in career development, especially to determine employee readiness for promotions, rotations, transfers, deployments, or functional position transfers. Strengthening career information transparency and assessment feedback The Human Resources Bureau of the Ministry of State Secretariat, along with the Presidential Secretariat and the Presidential Secretariat (Setwantimpres), needs to improve the transparency of information regarding job opportunities, the basis for talent management recruitment, the selection process, assessment results, and follow-up on employee development. Employees who have participated in assessments or competency tests should receive feedback on their strengths, weaknesses, and competencies that need improvement to prepare for more targeted career development. Continuous competency development based on job needs Competency development needs to be directed not only to fulfill mandatory class hours, but also to support job needs and employee career plans. Training and development should be structured based on organizational needs, job groups, and employee readiness to face competency tests and career development. In addition to formal training, competency development also needs to be strengthened through coaching, mentoring, knowledge sharing, special assignments, and the 70-20-10 learning approach. Strengthening rotation, transfer, deployment, and mobility across

work units The Presidential Secretariat needs to strengthen the mechanisms for rotation, transfer, deployment, and mobility across work units as a strategy to overcome limitations in the organizational structure. Horizontal mobility can be an effective career development alternative for organizations with lean structures because it can broaden employee work experience, improve cross-functional competencies, and reduce the potential for career stagnation. Strengthening the role of leaders in employee career development Work unit leaders need to be more active in fostering employee careers through coaching, mentoring, providing feedback, challenging assignments, and regular career dialogues. Leaders not only act as administrative superiors, but also as mentors who help employees understand the direction of career development and improve their competency readiness. Developing a career dashboard and monitoring Setwantimpres employees can develop an internal career dashboard that contains training data, credit points, assessment results, job history, and employee development recommendations. This dashboard can help organizations monitor employee career development, identify competency development needs, and strengthen the integration between talent management, performance appraisals, and career development. Suggestions for further research It is recommended that further research examine the implementation of the Setwantimpres civil servant career development model after it has been implemented in organizational practice. In addition, subsequent research can use a quantitative or mixed methods approach to measure the relationship between career development, competency,

work motivation, job satisfaction, and employee performance. Comparative research on other government organizations with similar structures can also be

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