

LEADERSHIP DEVELOPMENT PROGRAM AT DISTANCE EDUCATION WITH THE TALENT POOL METHOD

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Abstract

Distance education (DE) operates by relying on the media to bridge the relationship between lecturers and students. Thus, in higher education, there is complex management. This high complexity demands high competence of human resources as well. The Universitas Terbuka (UT) has 39 units in the regions and 16 units at the headquarter which require strong leadership. Leaders are not born, they are developed. One of the media for leadership development is the talent pool. A talent pool is a collection of potential candidates that help an organization grow and achieve its long-term goals. At all times, talent pools help organizations build 'reservoirs of talent' to have on hand. This paper aims to share UT's steps in building a talent pool as a vehicle for leadership development. The first steps in developing the talent pool at UT have been started since 2019. The steps taken are a study of leadership needs, study concept and talent pool policies, development of talent pool models, to gain management support, building understanding with managers and employees at UT, conducting potential tests, compiling test results into 9 areas, conducting talent selection based on potential and performance test results, conducting training on leadership, training mentors, conducting apprenticeships for talents, monitoring the internship process, evaluating the progress of internship results, and evaluating talents. The results of the talent evaluation will be used to provide feedback to talents about the personal potential that must be developed and at the same time provide an assessment. After the first phase of activities in 2022, talents will be trained on managerial instruments and will return to doing internships. Along with the implementation of the talent pool, UT is also developing a career path. With the career path, all UT HR will be able to choose a career path according to their potential and competence. After potential employees complete their internship, they will be placed on the career path that has been prepared. In closing, it can be stated that the DE organization, which is complex, wide-ranging, and has a high workload and a high risk needs to prepare prospective leaders so that the DE institution can grow.

Keywords: talent pool, leadership, training, career path

1 INTRODUCTION

Open University is a tertiary institution that implements distance learning. Characteristics of Distance Learning rely on the media to bridge the relationship between lecturers and students. In higher education, there is complex management. This high complexity demands high competence of human resources as well. Nowadays, Universitas Terbuka (UT) has 40 units in regional offices and 16 units in the head office which require high-quality leadership. In line with UT's vision to become a world-class open and distance university, it means that only qualified leaders can bring UT to achieve this vision. Leaders are needed who not only accept this vision as knowledge but are also able to make it happen by disseminating the vision to their subordinates, and others, encouraging, encouraging, and teaching others to achieve that vision.

Leading is not an easy thing, so it is necessary to prepare selected people to become leaders, it takes a group of people who are prepared in a planned manner to become leaders in the future. Choosing someone to be a leader requires a managerial approach (planned, trained, and developed to be elected) not to be chosen because of the most votes. Leaders are not born, they are developed. One of the leadership development media is the talent pool.

According to Pella and Afiffah (Pella & Afiffah, 2011), a talent is a human group that the company wants to maintain because of its advantages and also employees who are identified as having the potential to become leaders in the future.

According to Bourke (2020), companies that invest in talent pools will benefit, namely having a workforce plan that is aligned with organizational values, developing a system to collect an effective candidate database, and implementing a communication strategy (CSR, story employee inspiration, company innovation, and others) so that the company is remembered by job seekers.

2 METHODOLOGY

The approach used in this paper is a knowledge sharing about how UT as a state university develops a talent pool as a means to grow the potential of employees so that they are ready to become UT's future leaders.

3 FINDINGS AND DISCUSSION

UT develops a talent pool with systematic strategic steps. The basis for developing the talent pool is UT's business strategic plan for 2021-2026 and UT's needs as a PTN BH. These steps are the goal of the talent pool program and the development of a talent pool program implementation strategy. The following describes the two steps in detail.

3.1 The Benefit of the Talent Pool Program

The objectives of the talent development program for potential UT employees include:

- a. UT has a comprehensive talent development method according to the needs of the organization
- b. UT has a talent development program involving various parties in an integrative, effective, and systematic way according to the needs of the organization
- c. UT knows the competency needs that need to be improved by talent
- d. Talents get the same competency and career development opportunities
- e. Talent can carry out managerial responsibilities effectively, responsibly, and efficiently

3.2 Talent Pool Program Implementation Strategy

The talent pool program at UT started in 2019, starting with conducting a leadership needs study, and reviewing talent pool concepts and policies. The four stages used as an approach to developing the talent pool program used are in the image below:



Figure 1 Stages talent pool program

3.2.1 Set Talent Criteria

At this stage, we clarify key positions, most important positions, positions with the highest risk, or positions related to the project as the target of the development program. Next, we carry out a series of activities to determine the criteria for prospective quality leaders in the organization at each level and position that has been determined. The criteria for talent are as follows:

- a. Civil Servants and UT Non-Civil Servants with a minimum working period of 1-year
- b. Minimum education S-1 for teaching and S-2 for lecturers
- c. The maximum age of 50 years for lecturers and 45 years for students, when starting this program
- d. Performance appraisal for the last 2 years is at least good
- e. Never been a leader at UT
- f. Based on the potential test in question, it is included in the talent box 7-9
- g. Have no record of disciplinary violations in the last 2 years
- h. Recommended by Leaders

3.2.2 Selecting Participants For Program Groups

At this stage, we make all kinds of efforts to select candidates from various positions, positions, and levels of existing employees as participants in the development program. At this stage, talent selection is carried out, which consists of two elements, namely identifying talents and attracting talents to be included in the development program group. Participants for the talent pool program at UT in 2022 are as follows:

Table 1 Participants of The Talent Pool Program

No	type of employee	Location		TOTAL
		HQ	RO	
1	Lecturer	30	28	58
2	Education staff	45	34	79
	TOTAL	75	62	137

3.2.3 Designing a Leadership Development Program for Participants

In this stage, we make all kinds of efforts to design, plan and execute development programs given to each development program member. The mechanism for implementing leadership development can be seen in the following figure:

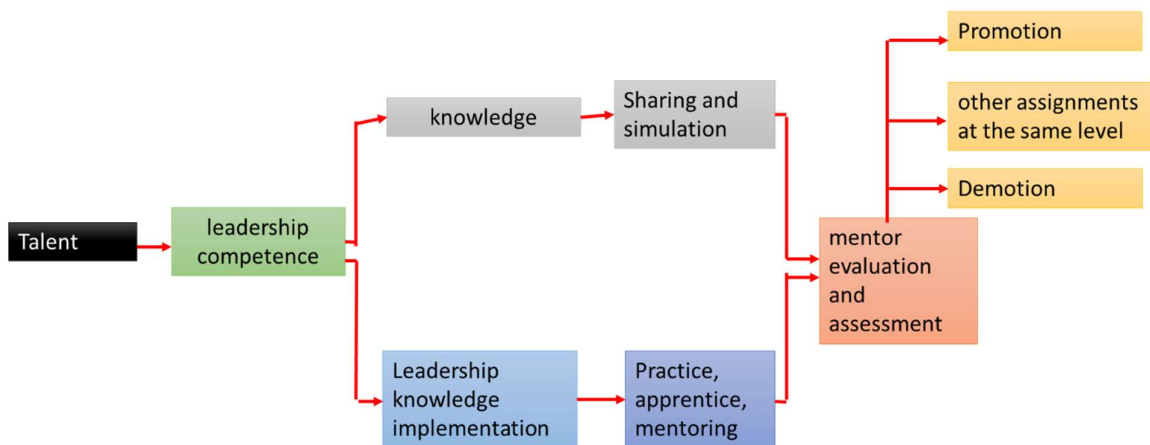


Figure 2 The mechanism for implementing a leadership development program

The talent development program is implemented using the following methods:

1. On-the-job learning;

The expected achievements in this program are that the polenta has a system view and work culture of UT as PTJJ and thinks and behaves in harmony with the theories, concepts, and practices of public sector leadership. The form of this method is in the form of internships at Central UT and supporting units, in the form of activities: Involved in the university team; Accompanying field coordinators in cross-unit meetings; Project assessments; Accompany the field coordinators following the ongoing activities; and Assisting the Head of Study Program

in the field of Study Program management. The apprenticeship mechanism carried out can be seen in the following figure:

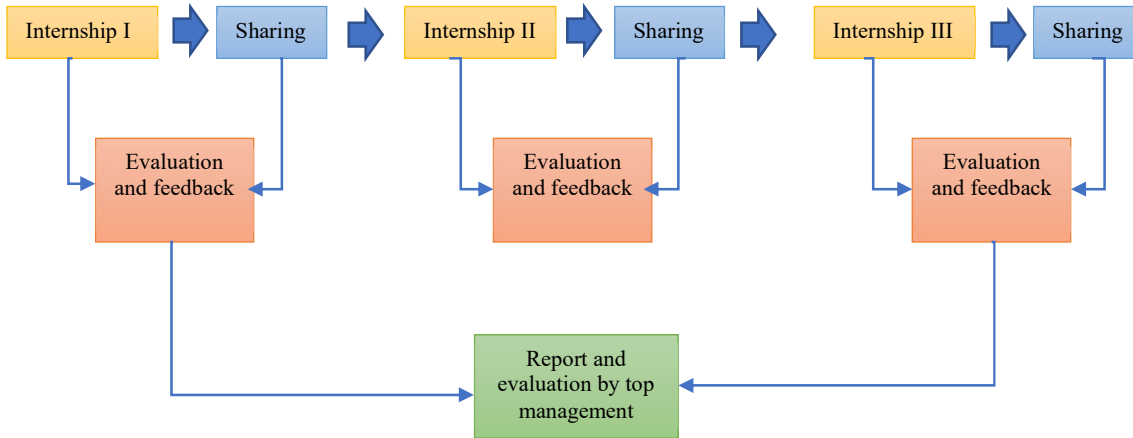


Figure 3 UT internship mechanism

Implementation of Internship Activities

1. Interns are divided into small groups of 4-5 people
 2. Internship time: 1 week per unit
 3. Participants will be accompanied by a Mentor who was previously given mentoring and coaching training. Mentor duties are as follows:
 - a. Provide guidance and feedback focused on developing managerial competence
 - b. Helping the difficulties faced by talent
2. Coaching and mentoring
- The expected achievement in this activity is that the talents gain direct experience. The form of activity in this program is in the form of mentoring/guidance/assistance in carrying out the main tasks and functions of employees or officials of the place of apprenticeship. The focus of this program can be seen in the following table:

Table 2 The Internship Design

UNIT	FOCUS	COMPETENCIES	EVENTS
Rektorat & PPMP	Teamwork	have the knowledge and skills about collaboration (participate in the university team)	<ul style="list-style-type: none"> • get involved on a university team or accreditation team • assist the field coordinators in cross-unit meetings
	Basic Leadership dan Managing People	have the knowledge and skills to use appropriate interpersonal approach styles and methods to gain the approval of others for an idea, opinion, or ideas put forward. This competency is required to be able to carry out work programs consistently and accurately.	
	Problem-solving strategy	have knowledge and skills in implementing problem-solving strategies	
UPP	Development HR	have knowledge and skills regarding HR development (education, training, and HR system development)	Project assessment
PBB	Learning and adaptability	has the ability and attitude to always update and expand knowledge, improve personal skills and abilities, and adapt quickly and flexibly to changes that occur in the work environment without hurting himself or his immediate environment.	Accompanying the field coordinators following the ongoing activities
Russian	Digital Literacy	have the knowledge and skills to understand, run, practice, and encourage the environment to use digital-based equipment, instruments, applications, or systems for work efficiency and effectiveness.	Accompanying the field coordinators following the ongoing activities
Fakultas	Manajemen Prodi	have knowledge and skills in study program management	Accompanying the study program manager in the field of Prodi management

3. Formal Learning/in-class program

The expected achievements in this activity are the talents having the competencies of Planning & Organizing, Innovation, Learning & Adaptability, Digital Literacy, and Individual Leadership. This program is in the form of learning/training. The focus of this program can be seen in the following table:

Table 3 The Focus of the Internship Program

SCOPE OF	COMPETENCE
Teamwork	Have knowledge and skills in cooperation
Basic Leadership, Managing People, Public Speaking	Have the knowledge and skills to use appropriate interpersonal approach styles and methods to get other people's approval for an idea, opinion, or ideas put forward. This competency is required to be able to carry out work programs consistently and accurately.

Organizational culture	Have knowledge and attitudes about UT organizational cultural values
Problem-solving strategy	Have knowledge and skills in implementing problem-solving strategies
Learning and adaptability	Have the ability and attitude to always update and expand knowledge, improve personal skills and abilities, and adapt quickly and flexibly to changes that occur in the work environment without hurting himself or his immediate environment.
Digital Mastery (Digital Literacy)	Have the knowledge and skills to understand, run, practice, and encourage the environment to use digital-based equipment, instruments, applications, or systems for work efficiency and effectiveness.
Social Networking	Have knowledge and skills on how to establish networking
Study Program Management	Have knowledge and experience in managing PRODI

4 CONCLUSION

The Open University (UT) has 39 units in the regions and 16 units at the headquarter which require strong leadership. Leaders are not born, they are developed. One of the media for leadership development is the talent pool. A talent pool is a collection of potential candidates that help an organization grow and achieve its long-term goals. At all times, talent pools help organizations build 'reservoirs of talent' to have on hand. The talent pool program at UT started in 2019, starting with conducting a leadership needs study, and reviewing talent pool concepts and policies. The four stages used as an approach to developing the talent pool program are:

- a. set talent criteria
- b. Select participants
- c. designing leadership development programs
- d. Evaluate and monitor the program implementation

The talent development program is implemented using the following methods:

- a. On-the-job learning;
- b. Coaching and mentoring
- c. Formal Learning/in-class program

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