ABSTRAK

Kebijakan penyederhanaan birokrasi melalui penyetaraan jabatan administrasi ke dalam jabatan fungsional merupakan bagian dari reformasi birokrasi yang bertujuan meningkatkan profesionalisme aparatur dan kualitas kinerja pemerintahan. Salah satu jabatan fungsional yang mengalami peningkatan signifikan akibat kebijakan ini adalah Jabatan Fungsional Analis Kebijakan (JFAK), termasuk di lingkungan Sekretariat Daerah Provinsi Kepulauan Riau. Penelitian ini bertujuan menganalisis implementasi kebijakan penyetaraan jabatan administrasi ke dalam Jabatan Fungsional Analis Kebijakan di Sekretariat Daerah Provinsi Kepulauan Riau. Penelitian menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara mendalam, observasi, dan studi dokumentasi. Analisis dilakukan dengan menggunakan teori implementasi kebijakan George C. Edward III yang meliputi variabel komunikasi, sumber daya, disposisi, dan struktur birokrasi. Hasil penelitian menunjukkan bahwa kebijakan penyetaraan jabatan telah dilaksanakan sesuai ketentuan normatif, namun pelaksanaannya belum optimal. Pemahaman teknis terhadap peran JFAK masih terbatas, dukungan sumber daya dan pengembangan kompetensi belum memadai, penerimaan kebijakan cenderung bersifat administratif, serta belum tersedianya pedoman teknis dan SOP di tingkat daerah. Kebijakan penyetaraan jabatan merupakan langkah positif dalam reformasi birokrasi, namun memerlukan penguatan pada aspek implementasi agar Jabatan Fungsional Analis Kebijakan dapat berperan lebih optimal dalam mendukung peningkatan kualitas kebijakan publik di Provinsi Kepulauan Riau.

Kata Kunci: Implementasi Kebijakan, Penyetaraan Jabatan, Jabatan Fungsional Analis Kebijakan, Edward III.

ABSTRACT

The policy of bureaucratic simplification through the equalization of administrative positions into functional positions represents a key agenda of bureaucratic reform aimed at enhancing civil servant professionalism and improving the quality of government performance. One functional position significantly affected by this policy is the Functional Position of Policy Analyst, particularly within the Regional Secretariat of the Riau Islands Province. However, the substantial increase in the number of Policy Analysts has not yet been accompanied by a proportional improvement in the quality of public policy. This study examines the implementation of the policy on the equalization of administrative positions into the Functional Position of Policy Analyst in the Regional Secretariat of the Riau Islands Province. A descriptive qualitative approach was employed, with data collected through in-depth interviews, observation, and document analysis. The analysis was guided by George C. Edward III's policy implementation framework, which emphasizes four key variables: communication, resources, disposition, and bureaucratic structure. The findings indicate that the policy has been implemented in accordance with prevailing regulations, yet its practical implementation remains suboptimal. Technical understanding of the Policy Analyst role is still limited, resource support and capacity development are insufficient, policy acceptance tends to be administrative rather than substantive, and technical guidelines as well as standard operating procedures at the regional level have not been fully established. Although the policy constitutes a positive step toward bureaucratic reform, further strengthening of its implementation is required to enable Policy Analysts to contribute more effectively to the improvement of public policy quality in the Riau Islands Province.

Keywords: *Policy Implementation; Position Equalization; Functional Position of Policy Analyst; Bureaucratic Reform; Edward III.*