

PERFORMANCE MANAGEMENT OF PEKANBARU ENVIRONMENT AND FORESTRY EDUCATION AND TRAINING CENTER (BDLHK)

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Abstract

The Environmental and Forestry Education and Training Center (BDLHK) Pekanbaru as a technical implementing unit has the task and function of providing forestry education and training. In carrying out its duties and functions, BDLHK Pekanbaru still experiencing several forest problems in its working area, education and training has not become an employee career system, the results of the Identification of Training Needs (IKD) have not been able to provide accurate information and the capacity of widyaiswara to carry out teaching activities at certain trainings especially in terms of dealing with the latest issues is still limited. The purpose of this research was to analyze the performance management of BDLHK Pekanbaru and to find out the inhibiting factors. This research uses the performance management theory proposed by Edward Deming which consists of planning, implementation/action, and reviewing. This research uses a qualitative research type with a descriptive approach. The results of this research indicate that the Performance Management of BDLHK Pekanbaru is not running optimally, this can be seen in terms of planning, implementation and monitoring. The obstacles by BDLHK Pekanbaru are the limited capacity of education and training management personnel, adaptation of new patterns in the implementation of education and training also budget reconfusing.

INTRODUCTION

The era of globalization requires the presence of quality Human Resources (HR) performance to always improve their capacity and ability to be able to compete along with the times. Human resources are one of the most important factors and the main key in determining the sustainability, effectiveness and competitiveness in an organization. Human resources that can carry out their duties and functions as well as possible will create good work results for an organization. This is because the quality of performance of individuals will indirectly describe the performance of the organization or agency itself.

Improving hr performance must certainly be carried out continuously as an effort to maximize the achievement of optimal work results. In improving the performance of human resources, efforts are needed, one of which is through Education and Training. Education and Training is a program designed to be able to increase the knowledge, ability and understanding of employees towards their overall work environment. By participating in training, it is hoped that it can provide motivation for human resources in improving the skills and skills needed in achieving organizational goals. Human Resources who have attended training in accordance with their field of duty will work better and directed. The ideal training will be able to overcome existing shortcomings so that the quality of employees can increase compared to before participating in training so that there will be an increase in employee performance.

The importance of organizing training does not only focus on aspects of employees or agencies but also on the community. This was stated by Hamid (2018: 11–12) who stated that with the training on community empowerment, it is hoped that it can lift people's lives as a target group to be more prosperous, empowered or have strength in meeting the main needs of life and will ultimately create independence in society. One of the institutions organizing Education and Training (Diklat) activities is the Environment and Forestry Training Center. Based on the Regulation of the Minister of Environment and Forestry of the Republic of Indonesia Number P.16 / Menlhk / Setjen / Otl.0 / 1/2016 concerning the Organization and Work Procedures of BDLHK article 1 paragraph 1 states that the Environmental and Forestry Education and Training Center or abbreviated as BDLHK is a technical implementation unit in the field of environmental and forestry education and training which is under and responsible to the Head of the Human Resources Extension and Development Agency Forestry. BDLHK consists of 7 (seven) working areas, namely in the Bogor, Duchy, Pematang Siantar, Samarinda, Makassar, Kupang and Pekanbaru areas.

The Pekanbaru Environment and Forestry Education and Training Center (BDLHK) consists of several working areas, namely Riau Province, Riau Islands, Bengkulu, Jambi and South Sumatra. With a large working area, BDLHK Pekanbaru has an important role and responsibility to ensure the existence of adequate and quality forestry apparatus and non-apparatus. Human Resources are important assets that

play a role in driving the organization. Human Resources as one of the important elements in the organization certainly needs to be studied for its circumstances and availability to ensure that the number, quality and skills are available when needed. Balai Pendidikan dan Pelatihan Lingkungan Hidup dan Kehutanan Pekanbaru sebagai unit pelaksana teknis di bidang pendidikan dan pelatihan memiliki wilayah kerja yang luas. However, in organizing forestry training, there are still some problems in its work area both externally and internally at BDLHK Pekanbaru. In addition, the COVID-19 outbreak as a global pandemic also has an impact on BDLHK Pekanbaru in organizing forestry training.

In responding to the Covid-19 pandemic, the learning process organized by BDLHK Pekanbaru as an actor organizing forestry training cannot be carried out properly. This situation has caused a change in the learning process which is usually carried out face-to-face (classical) in the classroom into online and hybrid learning so that in its implementation BDLHK Pekanbaru as an actor organizing forestry training experiences various obstacles or problems such as the need to adjust or adapt the implementation of training both methods and technical implementation. The problem faced by BDLHK Pekanbaru lies in its working area, namely in the Riau area, the National Disaster Management Agency (BNPB) recorded that the total area of forest and land burned throughout Indonesia from January to August 2019 reached 328,724 hectares. The largest forest and land fires, one of which is in Riau Province with the most burned land area is in Riau Province, which reaches 49,266 hectares (Source: Katadata, 2019).

Since the beginning of 2021 until now the forest and land fires that have occurred in Riau cover an area of 657.71 hectares, of which the largest area occurs in Bengkalis regency covering an area of 200.66 hectares, Rokan Hilir covering an area of 122.5 hectares and Dumai covering an area of 109.1 hectares. This is due to forest encroachment by surrounding communities, the conversion of peatland functions into plantations, and the presence of irresponsible individuals logging (Source: Antaranews, 2021). Fires and forest destruction also occurred in the Pekanbaru BDLHK work area, namely in the Bengkulu area, forest destruction that occurred reached 657,049 hectares or 71% of 924,631 hectares of forest in Bengkulu Province, this was assessed as a lack of knowledge of the community who destroyed forests by encroachment and illegal logging in protected forests, limited production forests, nature reserve forests, tourist forests, bird park forests, production forests (Source: Beritasatu, 2017).

Based on the explanation above, there are several forestry problems in the Pekanbaru BDLHK work area. With so many problems related to Environment and Forestry (LHK), it is certainly necessary to grow a strong commitment for all levels of society about the importance of maintaining the existence of forest resources and better environmental quality in the future. This awareness is considered very important and quite rational, because considering that the area of Indonesia's forest

area reaches about 65% of the land area of the Unitary State of the Republic of Indonesia. Therefore, the role of BDLHK Pekanbaru is needed in providing education and training to non-apparatus or related to the importance of forest conservation and significantly contributes to realizing competent and professional human resources of pekanbaru LHK apparatus and non-apparatus in the field of environmental management and forestry.

With the performance management system at BDLHK Pekanbaru, it will be easier to control all previously planned activities. That way, the level of output achievement and the success of BDLHK Pekanbaru's performance in achieving goals will be easily realized. Therefore, the author is interested in conducting a research entitled "Performance Management of the Pekanbaru Environment and Forestry Education and Training Center (BDLHK)".

RESEARCH METHODS

The type of research used in this study is qualitative with an approach that is descriptive analysis. According to Sukmadinata in (Luthfiah, 2017: 44) qualitative research is a study aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of people individually and in groups. The use of qualitative research methods is intended to find and understand what is behind the phenomenon to be studied. Qualitative research methods can provide details of the phenomenon (the detail of the phenomenon). To obtain information and data from informants researchers use purposive sampling and snowball sampling methods.

The purposive sampling method is a method whose informant was chosen because it has information related to research. With the purposive sampling method, researchers determine several informants who can provide the desired information according to the research problem.

Some of the key informants in this study are the Head of the Pekanbaru Environment and Forestry Education and Training Center (BDLHK), the Head of the Training Implementation and Cooperation Section at BDLHK Pekanbaru, Widyaiswara, Employees in the field of Training Facilities and Evaluation (Monev and Report), Employees in the Implementation and Cooperation Section of BDLHK Pekanbaru Training, Riau Provincial Forestry Service (2021 Training Alumni), Pematangsiantar LHK Training Center (2021 Training Alumni), The South Sumatra Provincial Forestry Service (2021 Training Alumni), and Members of the Sari Puspa Forest Farmer Group, KPH Subanjeriji, Prabumulih South Sumatra (Training Alumni). The data source of this study consists of secondary data and primary data, using data collection techniques through in-depth interviews, observations, and documentation. Data analysis techniques using the method of Miles and Huberman in Rudiana (2016: 63) stated that activities in qualitative data analysis are carried out interactively and take place

continuously until it is complete, so that the data is saturated, starting from Data Reduction, Data Presentation and Conclusion and Verification.

RESULT AND DISCUSSION

Performance Management of pekanbaru Environment and Forestry Education and Training Center (BDLHK)

BDLHK Pekanbaru plays a very important and strategic role in developing the capacity of Environmental and Forestry Human Resources (HR-LHK) through the implementation of training. By looking at the role of BDLHK Pekanbaru in an effort to improve the quality of human resources-LHK, of course, performance management at BDLHK Pekanbaru is needed. Performance management aims to ensure that the goals of the organization have been achieved consistently in various effective and efficient ways. With the implementation of proper performance management, the implementation of training will be directed, on target, and have a good impact on the target of the training program. In this study, the author uses the Theory of Performance Management proposed by Edward Deming which consists of four variables, namely; Planning, Implementation or Action, Monitoring, Reviewing.

As for being able to see how the implementation of performance management in BDLHK, it will be reviewed based on the 4 variables above, namely:

Planning

Planning is a process and series of activities that play a very important role in achieving organizational goals. This is because planning is the starting point of the performance management cycle that compiles and designs what activities should be carried out, how to provide the necessary resources and when to carry them out so that organizational goals can be achieved as expected. According to Edward Deming, planning in performance management includes processes and series of activities to set goals in a certain period, stages or steps that must be taken to achieve these goals as well as establishing work that must be carried out by the group to achieve goals. Planning also involves decision-making activities, because in the process there is a selection of alternative decisions that are very useful for projecting the future. For this reason, it is necessary to have the ability to visualize and look forward in order to formulate a pattern of the set of actions for the future.

The planning at the Pekanbaru Environment and Forestry Education and Training Center (BDLHK) consists of the preparation and determination of the Identification of Training Needs (IKD), adjustment of the Curriculum and Syllabus (Kursil), as well as the preparation and determination of Programs/Activities at BDLHK Pekanbaru. IKD is an early stage that plays a very important role in determining the direction of training so that this IKD activity must be carried out properly, so that the results of the IKD can answer the need for forestry training so that the training held can have a good impact on the target. This has also been explained in the Regulation of the Minister of Environment of the Republic of Indonesia Number 20

of 2012 which states that the Training Needs Identification Activity (IKD) is used as a basis for implementing LHK Training institutions in preparing LHK Training plans.

Guidelines or standards for the preparation of IKD have also been regulated through the Regulation of the Minister of Environment and Forestry of the Republic of Indonesia Number P.46 / Menlhk / Setjen / Kum.1 / 7/2017. This guideline certainly aims to provide standards in planning and developing environmental and forestry human resources so that competent and professional environmental and forestry human resources are realized. In addition, the guidelines for the preparation of the IKD are also based on the decision of the Head of the Forestry Training Center No. P.2 / Dik-2/2011 concerning Technical Guidelines for the Implementation of Training. This is because the Forestry Education and Training Center plays a role in preparing the formulation of technical policies in the field of forestry education and training including personnel, systems, procedures, and education and training facilities.

Based on the Pekanbaru BDLHK Strategic Plan for 2020-2024, it is explained that one of the weaknesses (weaknesses) of BDLHK Pekanbaru is related to the preparation of the IKD, namely the results of the Identification of Training Needs (IKD) have not been able to provide accurate information. As for more explanations In compiling the IKD, of course, input from several parties is needed related to the implementation of future training such as specialization in the field of work of prospective target groups, policymakers who are relevant to the field of technical candidates of the target group, Heads of Units / direct supervisors (supervisors) of work and users of target group services. This has been done by BDLHK Pekanbaru by conducting socialization in advance and inviting work units, staffing and functional coordinators of various Environmental Agencies (LH) and Technical Implementation Units (UPT) LHK before conducting IKD to the field.

In organizing the IKD, there are several series of stages that are arranged systematically and purposefully so that each stage passed can make it easier to identify appropriate training needs. In the planning aspect, of course, there is a preparation of stages or steps that must be taken to achieve the goal. Responding to the Covid-19 pandemic that occurred and as a form of efforts to carry out the IKD at BDLHK Pekanbaru, the implementation of the IKD was carried out online. However, there are still obstacles in adapting to the implementation of IKD online, such as the results of the identification of training carried out to several agencies, UPT KLHK, agencies in LHK and other training targets to get a little response, this certainly affects the information on training needs needed and what is needed by each related party.

The lack of socialization and affirmation of information from the Pekanbaru BDLHK with the head of the work unit (satker) and functional coordinator is one of the reasons for the non-optimal implementation of the IKD online. In addition, the cause of the participation of the training targets is due to the lack of coordination between the delegations of agencies / organizations who attend the socialization with

employees of the agencies / organizations represented in distributing and filling out the training needs form that has been made by BDLHK Pekanbaru.

From the explanation above, it can be seen that the Planning indicators in BDLHK Pekanbaru Performance Management have been running quite well, this can be seen from the planning output, namely the existence of the Pekanbaru BDLHK Work Plan in 2021 which was made on time. BDLHK Pekanbaru can go through a process along with a series of activities or stages in setting organizational goals in a certain period, starting from the preparation of the IKD, Determination of IKD, Adjustment to the Curriculum and Syllabus to the preparation of an Activity Program for the future that is adjusted and based on applicable regulations or regulations. In planning indicators, the division of tasks or work has also been carried out to achieve the desired goals such as the formation of the IKD Team, the Formation of a Training Committee for a certain period, and the appointment of a training teaching team.

However, in practice there are several problems faced in the planning indicators, namely the results of the Identification of Training Needs (IKD) have not been able to provide accurate information due to the focus of the targets that are too broad so that there are some studies that are not optimally reviewed, the suboptimal implementation of the IKD which is affected by the Covid-19 pandemic such as the preparation of online IKD which is still not running effectively, this is due to the lack of socialization of the target training and lack of coordination between BDLHK Pekanbaru and delegations of agencies or target groups so that the results or responses obtained regarding training needs from the target party are still minimal.

Execution or action

According to Edward Deming, performance implementation is a year-round process where employees carry out their duties or jobs and strive to achieve their performance by using their work competencies. Performance implementation action activities are activities that must be continuously carried out in order to ensure that the agreed plan can be carried out properly and smoothly. In this study, the implementation indicators or actions refer to the implementation of forestry training conducted by the Pekanbaru Environment and Forestry Education and Training Center (BDLHK) in 2021. After all the 2021 activity plans were determined by the Training Implementation and Cooperation Section (SPKD) and several parties involved in BDLHK Pekanbaru. So next is the implementation of the established program. There is an overall evaluation starting from the evaluation of the training process, evaluation of the value of participants, evaluation of its implementation to evaluation of impact. Evaluation is very useful as a reference whether the implementation of forestry training carried out by BDLHK Pekanbaru is appropriate and meets the criteria for achieving organizational goals.

The implementation of forestry training organized by BDLHK Pekanbaru refers to and is guided by several regulations, namely First, regulation of the Head of the

Forestry Education and Training Center Number: P.2 / Dik-2/2011 concerning Technical Guidelines for the Implementation of Training. Second, Regulation of the Head of the Forestry Education and Training Center Number: P.6 / Dik-2/2011 concerning Technical Guidelines for Evaluation of the Implementation of Training. Third, Regulation of the Head of the Human Resources Extension and Development Agency (BP2SDM) Number: P.3 / SDM / SET / OTL.0 / 4/2020 concerning ASN and Non-ASN Training in the field of LHK with Electronic Remote Methods. Fourth, the Regulation of the Minister of Environment and Forestry of the Republic of Indonesia Number 4 of 2022 concerning Guidelines for the Implementation and Technical Guidelines for the Functional Position of Forestry Extension Officers. Every action taken at BDLHK Pekanbaru is related to the implementation of forestry training in accordance with some of the guidelines above.

Quality and useful human resources greatly affect the achievement or not of training. This is because quality human resources will be the determining actors and support the success of the training itself. In organizing forestry training at BDLHK Pekanbaru, the availability of human resources is sufficient. The entire series of implementation at BDLHK Pekanbaru in achieving its output, namely the implementation of training began with the opening activity and ended with the closing of the training. The series of training implementation activities in accordance with the results of observations along with the results of the interviews that the author conducted include:

- 1) Opening of Training
- 2) Training Program Briefing
- 3) Learning.

In the 2019-2022 period, the methods that are more often used are E-Learning and Blended Learning. This is because the Covid-19 pandemic has an impact on changing the order of training. For this reason, both methods are considered the most optimal in organizing training. The series of learning activities at BDLHK Pekanbaru can be explained as follows;

- 1) Establishment of a Participant Management Council (DPP).
- 2) Teaching and Learning Activities
- 3) Evaluation of Trainees
- 4) Evaluation of training implementation
- 5) Final Evaluation Meeting of Training Participants.
- 6) Closing of Training

In the implementation of training, supporting facilities are needed so that activities can be carried out effectively and efficiently. Facilities and infrastructure serve to facilitate the process of activities, so that common goals can be achieved. In addition to simplifying the process of activities, the existence of facilities and infrastructure also speeds up the work process and increases the productivity of

activities can increase because it is helped by the existence of facilities and infrastructure.

Monitoring

According to Edward Deming, monitoring in terms of the relationship to performance management is an integrated process to ensure that the process goes according to plan (on the track). Monitoring can provide information on the continuity of the process to determine steps towards continuous improvement. In its implementation, monitoring is carried out when a process is in progress. Things that need to be considered in the performance monitoring process are monitoring within a certain period of time every month, once every six months or once a year, conducting discussions on the problems faced, and conducting training and development to employees. That is, monitoring is an effort to collect data and measure progress on program objectives and monitor changes that focus on processes and outputs. The implementation of monitoring is always carried out on every activity at BDLHK Pekanbaru starting from preparation, planning, implementation to evaluation.

This monitoring activity was directly carried out by the Head of BDLHK Pekanbaru as the leader and assisted by the Training Facilities and Evaluation Section in the Monitoring and Evaluation section. This is certainly in line with Edward Deming's presentation regarding monitoring indicators. In carrying out monitoring, it is necessary to have aspects that are reviewed in the sense that there is a need for monitoring of any changes that focus on the process and ensure that the process goes according to plan (on the track). Monitoring activities at BDLHK Pekanbaru carried out by the Leadership have a monitoring basis, namely the suitability of the implementation with previous planning, the implementation must be in accordance with the guidelines or criteria that have been set. The guidelines used by BDLHK Pekanbaru in monev are the Regulation of the Head of the Forestry Training Center No. P.6 / Dik-2 / 2011 related to the Technique for Organizing Training Evaluation.

Based on the overall presentation, every activity at BDLHK Pekanbaru is still being monitored, especially the implementation of training because not only one party is monitoring but is led and assisted by the Training Facilities and Evaluation Section. In addition, there are still obstacles faced in monitoring indicators, namely monitoring the implementation of training is considered less intensive than monitoring before the covid-19. This is because the team that conducted monev during the Covid-19 pandemic was only limited to monitoring from the monitor and then sending an evaluation format to the training participants while before the covid-19 (classical) monev team participated in the training location and directly monitored all activities from the opening to closing which were carried out both from the committee, teachers and training participants. In addition, aspects of network strength (signal) and the level of responsiveness of participants are sometimes not good, especially training for the community.

Reviewing

Performance reviewing is carried out on all human resources and organizations periodically to measure assessing and evaluating how far human resources are able to carry out their duties to achieve organizational goals. The core of management skills is the ability to develop and motivate workers. To carry out performance management properly, feedback is needed. Constructive performance feedback is very important, if you want to develop the abilities of employees or subordinates so that they reach their full potential, and make the maximum contribution to the organization. Such feedback is needed to assess the performance of individuals, divisions and organizations. The results of the review become feedback for the organization. Based on several BDLHK Pekanbaru performance report documents, namely in 2019 and 2020, the level of achievement of training has been carried out according to the planned target. However, in practice it is also inseparable from several obstacles such as in the SSED section, especially related to the development and utilization of the information section which is considered to be lacking. (Source: Pekanbaru BDLHK Performance Report for 2019 and 2020). According to Wibowo (2017: 207) the formal performance review includes all work that is carried out at least once a year and even better if it is carried out twice a year. And the type of performance review conducted by the head of BDLHK Pekanbaru is a top down review.

Top down reviews are traditional reviews carried out by superiors to see how far their subordinates have done their job as they have been assigned. In addition, the leadership also combines the results of performance reviews with individual and divisional achievement targets and SKP. So that the final result will result in the range of each individual. The way that is carried out by the leadership of BDLHK Pekanbaru if there are obstacles or problems with individuals or divisions is by requesting reporting from each section head so that later each section head concerned can provide directions or warnings to his subordinates. And if there is no change, a direct call is made by the leadership, namely the head of BDLHK Pekanbaru, to the person concerned or the division concerned in order to overcome and improve previous performance.

The implementation of forestry training organized by BDLHK Pekanbaru has been very good. This can be seen from the overall level of satisfaction of the resource persons both in terms of material material, presentation and delivery of good learning materials, the quality of facilities and infrastructure that are quite good, the quality of committee services is good. From the presentation of all speakers with the training held by BDLHK Pekanbaru has met the needs and interests of each individual, this is marked by the addition of insight, knowledge and knowledge so that it can be applied both for personal, group and organizational interests. It's just that there are several obstacles felt by the participants such as unstable network quality, the need for an increase in the latest or up to date teaching materials so that the presentation of the material, learning videos are more varied and eye-catching, the need to improve the

learning methods provided by widyaiswara, E-learning is not as flexible as the classical method (face-to-face) so that discussions and questions and answers cannot be done freely, the services provided by the BDLHK Pekanbaru Learning Management System (LMS) admin officer still need to be improved.

The reviewing activities carried out by the leadership of BDLHK Pekanbaru have been good. This is in accordance with Deming's view, namely performance reviewing activities are carried out on all human resources and organizations periodically to measure assess and evaluate how far human resources are able to carry out their duties to achieve organizational goals. Leaders conduct periodic performance reviews, namely once a year and in 2021 can review twice a year. This is certainly very useful to continue to improve the performance of each of his subordinates. The control of the Head of BDLHK Pekanbaru greatly affects the achievement of the organization's goals. For this reason, it is necessary to have a strong foundation or performance standardization at BDLHK Pekanbaru so that every action can be properly assessed by the leadership. At BDLHK Pekanbaru, it uses topdown review and Stakeholder Review types of reviews to maximize its performance improvement.

Factors Hindering the Performance Management of the Pekanbaru Environment and Forestry Education and Training Center (BDLHK) Capacity of Training Management Personnel

Human Resources are the main factor in the process of development and achievement of organizational goals. If the organization already has large capital, advanced technology, abundant natural resources but no human resources can manage and utilize it, it will not be possible to achieve success in achieving organizational goals. Therefore, the role of human resources is very influential in the organization as a controller of organizational success.

Based on the BDLHK Pekanbaru Strategic Plan document for 2020-2024, there are several factors that have the potential to hinder efforts to achieve the vision and mission of BDLHK Pekanbaru, one of which is in terms of Human Resources. The Pekanbaru Environment and Forestry Training Center has an adequate number of human resources, but in terms of quality, it still has to be improved again, such as the capacity of widyaiswara to carry out teaching activities in certain trainings, especially in terms of dealing with the latest issues, it is still limited, so that some types of strategic training have not been able to be carried out independently and most training organizers need to increase capacity in education management both in terms of management, services and other supporting capacities.

This problem is also strengthened through the BDLHK Work Plan for 2020 and 2021, namely the quality of training management personnel still needs to be improved and developed in accordance with their field of duty. In addition, there is still a lack of technical personnel who are able to carry out maintenance and management of facilities and infrastructure, especially for electrical / electronic equipment and optical

equipment so that existing facilities are not optimal in their use. Adult learning strategies (andragogy's learning strategy) in training need to be addressed in order to realize meaningful learning. Adults have life experience and independence in overcoming problems that cannot be confused with one another. Proper strategy in the learning process will have a significant impact on improving the competence of trainees. Human Resources Capacity is indeed one of the factors that can hinder the achievement of the vision and mission and the running or not of the achievement of an agency. Human Resources who know the main tasks and functions and have the same vision and mission as the organization will make it easier for the organization to achieve its goals and vice versa. For this reason, the capacity of Human Resources must continue to be improved and developed so that it can be useful for the organization.

Adaptation of New Patterns in the Implementation of Training

The COVID-19 pandemic has had a major impact on various aspects of life. Not only health, social and economic issues, this condition also affects the performance of organizations, one of which is BDLHK Pekanbaru as a UPT that organizes Forestry Education and Training. With the pandemic, organizations must adapt so that goals and objectives are still achieved. Before the covid-19 training activities were carried out classically (face-to-face) and now it has changed to e-learning and blended learning so that in practice there are obstacles, especially some types of training that are difficult to do online such as technical training.

The adaptation of new patterns provides changes ranging from the planning stage to the evaluation of the implementation of training which is currently more dominantly carried out online or online so that some less than optimal activities are carried out. The implementation of training in the face of adaptation to new patterns using the e-learning method. However, there are still obstacles or obstacles felt by participants and widyaiswara or teachers, especially network access problems. So that the training carried out is not as effective as when using the classical method.

The money results obtained by the SSED have a level of responsiveness of participants sometimes not good, besides that the quality of internet access also greatly affects so that the SSED must be extra to notify and provide information related to filling out the form that has been given. From the overall presentation, the adaptation of new patterns due to Covid-19 is one of the factors inhibiting the achievement of the effectiveness and efficiency of the implementation of BDLHK Performance Management in Pekanbaru. The implementation of the previous method was considered more effective compared to the online basis.

Budget Recofusing

The COVID-19 pandemic has not only had an impact on the health sector but also had an impact on the budget implementation sector. In order to ensure the availability of the budget while maintaining the health and financial sustainability of

the state, the government has made changes to the Posture and Details of the State Budget for fiscal year 2020 which is stipulated by Presidential Regulation of the Republic of Indonesia Number 54 of 2020. One of them is the shift in budget ceilings between organizational units, between functions, and or between programs in the context of handling the COVID-19 pandemic and changes in budgets between agencies. Refocusing and reallocating the MoEF budget is a follow-up to Presidential Instruction No. 4 of 2020 in the context of Accelerating The Handling of Covid-19 and Presidential Regulation No. 54 concerning Changes in Posture and Details of the State Budget for fiscal year 2020. The Ministry of Environment and Forestry itself refocused the budget of more than IDR 1.5 trillion in the program. The funding cuts came from the elimination of official travel, meeting packages, postponed capital expenditures, adjustments to activity targets and others.

The change in budget focus is directed at supporting conservation efforts, helping to prevent the spread of the pandemic, ensuring the sustainability of conservation economic enterprises and the forest sector, encouraging labor-intensive activities, maintaining public services, conducting education, and strengthening forest fire control. (Source : itjen.menlhk.go.id/). Refocusing the budget certainly affects and hinders the implementation of forestry training that has been carefully prepared in advance. So there are some activities that are not carried out due to limited budgets. budget refocusing is one of the factors inhibiting the non-optimal performance management at BDLHK Pekanbaru. With budget constraints, of course, it is difficult to maximize activities. So that in 2021 there are several trainings that are not held in accordance with the set work plan but there are additional community trainings and cooperation trainings.

CONCLUSION

The conclusions of the research on Performance Management of the Pekanbaru Environment and Forestry Education and Training Center (BDLHK) are:

1. Performance Management of the Pekanbaru Environment and Forestry Education and Training Center (BDLHK) has not been running optimally. This can be seen from three indicators that have not run optimally, namely the planning, implementation and monitoring indicators.
 - a. In the planning indicators, BDLHK Pekanbaru has made a work program along with the timing of its implementation. However, in terms of the implementation of the Identification of Training Needs (IKD) is still considered not running optimally, this can be seen from the results of the IKD has not been able to provide accurate information. In addition, the adaptation of online IKD implementation has not been effectively carried out due to the lack of socialization and affirmation of information on training targets and the lack of coordination between BDLHK Pekanbaru and delegations of agencies or target

groups so that the results or responses obtained regarding training needs from the target party are still minimal.

- b. On the implementation indicators. There are 10 types of training that are not held in 2021 out of 21 types of training that have been planned so that there is a discrepancy in the implementation of training with the plan that has been made in 2021.
 - c. On the monitoring indicator. The incompatibility of implementation with planning makes the monitoring carried out by BDLHK Pekanbaru in 2021 considered less than optimal, because in essence monitoring activities are useful to ensure that the process that takes place is in accordance with the plan made. In addition, there are still obstacles faced in monitoring indicators, namely monitoring the implementation of training (e-learning) is considered less intensive than monitoring before the covid-19.
2. The obstacles to the Performance Management of BDLHK Pekanbaru are the limited capacity of training management personnel, adaptation of new patterns in the implementation of training and reconfiguring the budget.

From the results of research and discussion on BDLHK Pekanbaru Performance Management, the following authors describe some suggestions that are expected to be input and consideration for related agencies and other readers:

1. The Pekanbaru Environment and Forestry Education and Training Center can coordinate and cooperate in the implementation of training with other relevant agencies in the service area of the Pekanbaru Environment and Forestry Training Center and tighten the monitoring system for each activity agenda so as to ensure its implementation in accordance with the planning that has been made.
2. The Pekanbaru Environment and Forestry Education and Training Center needs to improve and develop the capacity of training management personnel through scientific research in education and training, seminars, ToT, workshops and training. And as an effort to respond to the adaptation of new patterns due to the Covid-19 pandemic, it is necessary to hold regular socialization before the implementation of the IKD to the training target so that the response received can answer the needs of training as a whole. In addition, it is necessary to improve learning media, teaching materials and more interactive learning methods such as the Project Based Learning (PBL) learning model, Interactive Training, Case method, and andragogy approach so that learning is more in demand and not monotonous. As well as optimizing the implementation of training activities sourced from other funds such as increasing training in collaboration with forestry institutions, organizations or (private) companies related to forestry issues.

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