



Strategic Plan in Improving the Quality Of Educators at SDN Banjarrejo, Belitang Jaya District, East Oku Regency

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Abstract. The purpose of this study was to determine the strategic plan in improving the quality of educators at SDN Banjarrejo, Belitang Jaya District, OKU Timur Regency. The research method used is a qualitative descriptive approach. Data were obtained through observation, interviews and documentation. The object of research is the principal, educators and school administration. Data were analyzed by data reduction, data presentation and conclusion drawing. The results showed that the strategic plan in improving the quality of educators has been implemented well consisting of the main steps, namely; strategic plan, implementation of strategic plans, and evaluation of strategic plans. The principal carried out a number of procedures, namely holding meetings and initiating, examining various laws and school policies, formulating a vision of a successful school future, analyzing the school internally and externally using SWOT analysis, identifying strategic issues, developing problem handling techniques, and evaluating and assessing activities that need to be improved.

Keywords: Strategic Plan, Improving Quality, Educators

1. BACKGROUND

To compete with other countries in the era of globalization, educational progress must be accelerated. as stated by Tini (2017: 60) Competition to improve the quality of the Indonesian education process. Assessment, certification, and accreditation are used in the educational process to track its progress. As a way to hold stakeholders accountable for the implementation of education, education assessments are conducted to regulate the quality of education throughout the country. The core of the curriculum of educational institutions is learning. The quality of learning is dynamic and diverse, and can be observed from various perspectives over time. It is the professional duty of educators to ensure high-quality learning at the educational level. For example, this can be realized by providing facilities for students that maximize learning outcomes and by creating meaningful experiences for them (Simatupang et al., 2024).

The East OKU Regency Government has made efforts to improve the quality of teachers through various training and certification programs, although there is still a shortage of qualified teachers in some areas. Efforts to improve access to education through the construction of new schools and the provision of scholarships for underprivileged students continue to be carried out. Community participation in education in East OKU is quite high,

with the cooperation of parents, the community, and the community to improve the quality of education (Ministry of Research, Technology, 2024).

By considering the potential, problems, and current situation while adhering to the vision, mission, and long-term goals of the school that have been set, then: SDN Banjarrejo Kec. which is to be achieved in 2024–2025 which refers to eight national education standards. SWOT analysis is used to conduct environmental analysis, which includes inspections of buildings and infrastructure, students, human resources, education, and learning activities, as well as internal and external environments. The strategic plan also outlines the quality improvement goals based on an examination of the actual situation in the State Elementary School. This aims to provide direction on how to improve the quality of schools over the next four years. Furthermore, RKM approved the work program and activities developed by SDN Banjarrejo, Belitang Jaya District, East OKU Regency, which in this case is focused on improving the quality of teachers.

2. THEORETICAL STUDIES

Strategic Plan is a series of selection processes that will be determined by the determinants of interests as stated (T. Hani Handoko, 2023), explains the procedure for choosing the company's objectives and determining the plans, guidelines, and strategic programs needed to meet these goals, and determining how to implement Strategic Planning is a term used to describe these plans. In summary, Strategic Planning is a long-term preparation procedure used to identify and achieve organizational success.

Ensuring that the analysis is focused on customer needs and the competitive environment in which the organization operates will help improve SWOT activities. When creating and refining an institution's long-term plan, these two factors are crucial. This plan needs to be created with techniques that will help the organization protect itself from competitors and increase its customer appeal. An institution's identity that is better than its competitors will be discovered when Goals and values are also tested along with this test. The quality attributes of the institution must be easier to recognize after its identity is formed.

(Musa Hubeis & Mukhammad Najib, 2014) Strengths, Weaknesses, Opportunities, and Threats are referred to as SWOT. Although SWOT analysis is now often used for the strategic planning of educational institutions, it is a useful tool to identify the capabilities of each institution.

The advantage of Strategic Planning is that it has the main benefit that it offers constant direction for organizational operations (Setiyati et al., 2024). Managers will provide the

company with well-defined goals and strategies to achieve them using strategic planning (Zahraa et al., 2024). As a result, organizations have well-defined goals and strategies. Further, the strategic planning process helps managers anticipate problems before they arise. The problem manifests and addresses it before it worsens (Peter Landau, 2022).

(Syafarrudin, 2002) explained that the quality of education can be influenced by internal and external factors. Curriculum, finance, infrastructure and facilities, and human resources, school administration, and leadership are examples of internal variables. Then there are external problems such as limited socio-cultural use of science and technology, low political participation, and an economy that does not support education (Siagian et al., 2024).

(Usman, 2006) Effective sources, practices, and management have provided the basis for the growth and establishment of the criteria in question. On the other hand, the standard outlines the ideal size and conditions. From a theoretical point of view, standards can also be used to guarantee that professional education initiatives offer the skills and requirements that applicants must meet in order to be accepted into the field. Competence and professionalism are two factors that determine a person's qualifications and limitations.

3. METHODS

This method uses descriptive methodology and qualitative research techniques. In conducting research, descriptive strategies are used to collect data methodically, factually, and precisely according to the description. According to Sevilla (1993: 61) descriptive techniques are intended to collect data regarding the actual current situation. (Zen et al., 2022).

4. RESULTS AND DISCUSSION

In educational institutions, teachers and other staff are crucial components. Improving the performance and competence of teachers and other education personnel is a top priority for schools. The following is data on educators:



Picture of SDN Banjarrejo educators

The most important part of an educational organization is the teacher in the learning and teaching process. A teacher plays an active role in various initiatives to build future human resources in the field of development. (Darat et al., 2017) explains that teachers are all people who have authority and responsibility for the education of their students, both inside and outside the classroom, individually and as a group. In other words, the responsibility and authority to guide and teach students is in the hands of the teacher. The educational background of teachers and other educators is different from the educational experience they have during a certain period of time. Inequality in educational background can have an impact on the way teachers conduct teaching and learning activities. In this case, the need for educators in educational institutions and the learning process (Ridiana & Sirozi, 2024). Because in the world of Sulfemi education. W.G (2015: 115) in (Sopian, 2016) explains that educators play the role of educators, facilitators, class leaders, learning planners, and organizers of the learning environment. If the assignment can be practiced, students will find it easier to follow the lessons delivered by the teacher. Likewise, educators who are members of the Banjarrejo Elementary School environment who have an important role in developing the quality of students in the school environment. The following is a list of teachers at SDN Banjarrejo, Belitang Jaya District:

Table List of Names and Educational Levels of Educators of SD Negeri Banjarrejo

NO	TEACHER'S NAME	EDUCATION LEVEL							
		S2	S1	D4	D3	D2	D1	High School	< High School
1.	Susman, S.Pd		<input type="checkbox"/>						
2.	Jasmanto, S.pd		<input type="checkbox"/>						
3.	Muryanto,S.Pd		<input type="checkbox"/>						
4.	Mugiono,S.Pd		<input type="checkbox"/>						
5.	Ngadiyo, S.Go		<input type="checkbox"/>						
6.	and Salama,S.P.D.		<input type="checkbox"/>						
7.	Sumaji Pranyoto,S.Pd		<input type="checkbox"/>						
8.	Sukarmi, S.Pd		<input type="checkbox"/>						
9.	Fitri Yani,S.Pd		<input type="checkbox"/>						
10.	Anis Fadila,S.Pd.I		<input type="checkbox"/>						
11.	Ita Nurfadilah, S.Pd		<input type="checkbox"/>						
12.	Fatimatul Fadilah,S.Pd		<input type="checkbox"/>						
13.	M. Taufiq Hidayat, S.Pd		<input type="checkbox"/>						

There are 13 educators and education staff of SD Negeri Banjar Rejo for the 2024/2025 school year, consisting of 1 principal, 9 educators, and 3 education staff.

Table Data on educators and education staff of SD Negeri Banjarrejo

No	Position	Status			Qualification		Certified	
		PNS	PPPK	Honor	S-1	SMA	Already	Not yet
1	Principal	1	-	-	1	-	1	-
2	Classroom Teacher	4	1	1	6		4	2
3	PJOK Teacher	1	-	-	-	1	-	-
4	Guru PAIBP	-	-	1	1	-	-	1
5	Mulok Teacher	-	-	1	1	-	-	1
6	Tenaga Administration	-	-	2	2	-	-	-
7	Library Staff	-	-	1	1	-	-	-
Sum		6	1	5	12	1	5	4

Table Number of Students in the Last 3 Years of the 2022/2023 Academic Year

NO	CLASS	NUMBER OF CALORIES	NUMBER OF STUDENTS
1	1	1	21
2	2	1	18
3	3	1	18
4	4	1	23
5	5	1	14
6	6	1	14
SUM		6	108

Based on the results of observations, data was obtained that 99% of students at SD Negeri Banjar Rejo came from Banjar Rejo Village. Meanwhile, 1% of students come from the next village for the reason that the distance is closer to SD Banjar Rejo.

Based on student data regarding the work of parents completed by each homeroom teacher, 50% of parents work as farmers, 35% of laborers, 5% as self-employed, 5% as traders, 2% as civil servants, and 3% as private employees.

Discussion

SDN Banjarrejo has decided to conduct assessments and modifications to its strategic plan every four years, and this schedule is adjusted to the level of Strategic Plan Evaluation (Strategic Reassessment and Strategic Planning Process). The plan for all things that need to be done this year will be discussed at the beginning of the year. This meeting includes planning activity schedules and activity coordinators. The purpose of the meeting at the end of the semester is to discuss the programs that have been implemented over the past 12 months. To make improvements in the following year, this meeting also discussed the challenges that arose throughout the activity. There is also a list of activities and programs that cannot be carried out

that year. This was done to discuss the accountability of activity leaders for the actions that have been carried out.

In the programs to improve the quality of educators, there have been several that have been implemented, such as there have been several teachers who have participated in training in improving the competence of educators, but the training that is followed is all carried out through webiner, besides that all teachers take part in the KKG in making problems The challenges that need to be overcome are that there are some lack of ability of educators in using technology.

Furthermore, discuss the accountability of activity leaders for the actions that have been carried out. The implementation of the activity, the results, and the challenges faced during the activity were all discussed in this meeting. In addition, efforts to improve the quality of teachers are also reviewed periodically. The evaluation includes internal communication sessions led by the principal, activity leaders, and all educators

And furthermore, the statement from the principal in the evaluation of this strategic plan also paid attention to the results of the SWOT analysis at SDN Banjarrejo. (Dedi Mulyadi, 2018) Strategizing is recommended to go beyond creating suggested tactics, such as

Solving problems, progress, and improvements, to address vulnerabilities and threats. The following strategies should be developed to take advantage of opportunities: strategies to overcome threats by increasing weaknesses (W-O strategies), methods to use strength to defeat threats (S-O strategies) and methods to use strengths to defeat threats (S-T strategies). Among them is the SWOT analysis of Human Resources (HR) of SDN Banjarrejo and Environmental Analysis by paying attention to weaknesses and threats, this is done to anticipate internal and external issues that affect strategic planning performance, anticipate bad things that can affect school progress and help schools realize how to overcome a problem or formulate solutions to improve the quality of educators at SDN Banjarrejo.

And the threats in Environmental Analysis at SD Negeri Banjarrejo are: The influence of television shows and cultural globalization that is not good on the development of students' mental attitudes, the rapid change of the curriculum so that old books do not work while the school spends a lot of budget on book purchases, there are language differences that make it difficult for students to interact, there are cultural differences between school residents and the community around the school, lack of understanding of basic manners

In this case, the principal invites all educators, especially homeroom teachers and the role of parents in supervising student behavior and inviting them to provide examples in doing

good attitudes and providing support for children in the development of attitudes, knowledge and talents.

5. CONCLUSION

Conclusion

From the results of discussions and research obtained in the field regarding strategic planning in improving the quality of educators, the researcher came to the following conclusions:

1. Strategic Planning has been implemented very well, the steps in the implementation have been coordinated until completed, the first step is to hold a meeting first, the principal initiates and forms a team to assist in the preparation of Strategic Planning. To find data on the strengths and weaknesses of schools. The second step is to examine various school laws and policies to determine the official and informal obligations of the mandate of SDN Banjarrejo. covering the goals, objectives, and demands of SDN Banjarrejo in relation to improving the quality of educators. The third step, Formulating a vision for the future of a successful school The vision is formulated at the beginning of the stage of adjusting to the needs of the local community. After determining the vision, then make a mission, and the goals of the school. The fourth step, Analyzing the school both internally and externally, there are two aspects that in the analysis of the SWOT approach, namely analyzing Human Resources and analyzing the environment of SD Negeri Banjar Rejo. The fifth step is to identify strategic issues by examining the findings of the SWOT analysis, namely weaknesses and threats and in SDN Banjarrejo which are the obstacles that will be overcome, then determine this strategic issue. The sixth step is to develop problem handling techniques by examining strategic issues from various programs and activities to find solutions to improve them. And finally, Evaluation or assessment of planning that needs to be improved, evaluating the implementation of strategic planning to consider all things to make improvements, and the special target of evaluation in this study is a program to improve the quality of educators. The evaluation is carried out in four years.
2. In the implementation of strategic planning in the implementation process has gone well, it is found that the steps that have been developed, namely the role and implementation duties of the organization members in charge of the program are able to coordinate the implementation of strategic planning until it is completed and prepare the person in charge of several programs. Second, Determining Special Targets Schools determine

specific targets appropriately, namely educators in special targets, in this case the school plans to organize internal KKG and PTK training, involve teachers in various forms of training, involve teachers in science and technology-based media making training, and involve external teacher competency workshops in improving the quality of educators. Third, relevant handling steps in dealing with school strategic issues School Quality Evaluation, developing action plans, improving the curriculum, providing opportunities to participate in training for teachers and staff, conducting continuous evaluations, supporting student welfare, and increasing the active participation of parents in the education process. Fourth, the preparation of schedules is arranged differently depending on the level of urgency, such as socialization and cooperation patterns. Fifth, the resources needed, establishing communication with various partners related to the school show that this communication process is running smoothly. Through school KKG activities, and implemented through socialization of cooperation habits. This seeks to foster effective communication between all parties. Finally, check monitoring, make assessments and modifications to strategic planning every four years at the beginning of the semester and at the end of the semester

3. The evaluation was carried out well and in an orderly manner. The meeting at the beginning of the year, discussing the plans and activities that have been carried out and also for the coming year, discussing with the person in charge of activities and making schedule plans, at the end of the semester to discuss programs in improving the quality of educators that have been implemented in the previous year. To make improvements in the following year, the meeting also discussed the challenges that arose during the activity, and then discussed the accountability of the activity leaders for the actions that have been implemented. The implementation of activities, the results, and the challenges faced during the activities. In addition, efforts to improve the quality of teachers are also reviewed periodically. In this strategic planning evaluation, it also pays attention to the results of SWOT analysis, including SWOT analysis of Human Resources and Environmental Analysis by anticipating internal and external issues that affect strategic planning performance, anticipating bad things that can affect school progress and helping schools overcome a problem or formulate solutions to improve the quality of educators, Furthermore, observe what are the implications of the evaluation. Among them are internal and external evaluations, educator quality improvement programs, and SWOT analysis, and finally after conducting an evaluation, the school prepares a plan for the next 4 years adjusted to the level of needs.

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