
Competency Development for Animal Handlers : Human Resource Perspective

Endah Turiasih¹, Asropi², Edy Sutrisno³

Abstract:

This research aimed to develop the competence of animal handlers at Ditpolsatwa Korsabhara Baharkam Polri in animal care and to recommend a training design model for enhancing this competence. Using a qualitative research approach, the study found that while Ditpolsatwa is well-recognized and has improved in personnel, material, and facilities, the competence of animal handlers in providing first aid for animal health is minimal, relying heavily on veterinarians. Current knowledge of animal care among handlers is basic and passed down generationally. To improve performance, it is essential to enhance animal handlers' skills through targeted training. The study suggests using the ADDIE model to design training programs that enable handlers to provide first aid, manage animal health, and perform post-treatment and physical care independently.

Keywords: Competency Development; Training; Animal Handlers

Submitted: 22 April 2024, Accepted: 3 May 2024, Published: 16 May 2024

1. Introduction

Currently Indonesia is given trust by the world as an organizer of international scale activities, this can be seen during 2022 Indonesia's existence in the international arena with a myriad of tourism, Indonesia hosts various international events in the country such as MotoGP and World Superbike (WSBK) held in Mandalika and the Global Platform For Disaster Risk Reduction (GPDRR) World Tourism Day, World Conference on Creative Economy (WCCE), and the G20 Summit held in Bali. This certainly requires tighter security to support the smooth running of these activities, one of which involves the Directorate of Animal Police Korsabhara Baharkam Polri who works by using K-9 or sniffer dogs and horses in carrying out field tasks.

The Directorate of Animal Police is a range of Police under Korsabhara Baharkam Polri as the main implementing element at the Police Headquarters level in charge of organizing escort activities, patrols, guarding, limited SAR, Dalmas with animals, tracking, maintenance and health of Police Animals, and carrying out training as well as education of handlers, dog animals, aswasada, and horse animals. Ditpolsatwa is assisted by Urtu as the bearer of the Administrative function, Sub

¹Politeknik STIA LAN Jakarta, Indonesia, endahturiasih@gmail.com

²Politeknik STIA LAN Jakarta, Indonesia, asropi@stialan.ac.id

³Politeknik STIA LAN Jakarta, Indonesia, edysutrisno@stialan.ac.id

Directorate of Tracking and Deterrence as the executor of the main task, Sub Directorate of Maintenance and Veterinary and Sub Directorate of Animal Training as supporting elements.

Subdit Tracking and Deterrence is one of the functions of Ditpolsatwa which is tasked with carrying out the main task in charge of animal handlers consisting of dog handlers or commonly referred to as K-9 handlers and horse handlers or commonly referred to as Aswasada. In carrying out tasks in the field, Subditcakkal is at the forefront of Ditpolsatwa's operational activities in the context of securing various state activities involving animals. Tracking Dogs or K-9 Ditpolsatwa are working dogs with various breeds originating from the Netherlands and have been trained according to the abilities or competencies needed by Ditpolsatwa, as well as Horse animals. Dog animals and horse animals are obtained through selection by experts who have experience in the field of dog animals and horse animals including animal handlers also participate in it to get the best animals according to the competence possessed by each animal (Clifford et al., 2013).

In addition to animals that have duties according to their qualifications or abilities, animal handlers also have duties in accordance with the qualifications of the dog and horse animals above, based on the Decree of the Directorate General of Vocational Training and Productivity of the Ministry of Manpower of the Republic of Indonesia Number: 2/2881/LP.00.00/XII/2021 concerning Registration of Police Animal Handler Special Work Competency Standards and Decree of the Head of the Baharkam Polri Sabhara Corps Number: Kep/305/VII/2021 concerning the Police Animal Handler Competency Packaging Package that the Police Animal Handler Certification Scheme is a certification scheme that refers to the special work competency standards of the Police Animal Handler. Animal health is important and a top priority, because animals are the main tool to achieve the success of Ditpolsatwa tasks in the field. Lack of animal care can cause disruption of animal health and does not rule out the possibility of leading to death which will have an impact on the non-optimal implementation of tasks in the field. In addition to this, it should be noted that Polri Animals are the result of procurement sourced from the state budget with a considerable value, Polri animals come from the Netherlands with the best criteria that have been trained and ready to use so that if there is an animal death, it will indirectly cause state losses.

Based on the National Police Chief Regulation Number 1 of 2019 related to the Management System and Operational Success Standards of the National Police, it is stated that in the operational involvement of the National Police, the Animal Police is included in the troops that provide technical assistance in preventive activities by carrying out patrols, security, animal mass control and Search and Rescue, although their job is to provide technical assistance to other police, their functions and roles are very important and strategic. From the description above, it is necessary to have training or development education in the field of animal care to improve the ability

or competence of animal handlers. Currently, specialization development education (Dikbangspes) for animal handlers has been included in the Police Education Program (Prodiklat Polri) and has been routinely carried out every year, but what currently exists is Dikbangspes for animal handlers with specialization in K-9 Dog handlers, namely Dikbangspes for basic handlers, Explosives tracking, general tracking, Drug Detection and SAR while for horse animal handlers there is only one specialization, namely Dikbangspes Aswasada.

Based on the annual report of Ditpolsatwa, the current animal handler data at the Police Headquarters level totals 203 people and at the Regional Animal Unit totals 854 people and out of a total of 1057 handler personnel who have paramedic competencies, only 5 people serve in the animal function at the Police Headquarters level. Animal handlers who have veterinary competence include 2 animal handlers who follow the cooperation program between Ditpolsatwa and IPB, namely the D3 veterinary paramedic education scholarship program and 3 animal handlers who have a health education background. From the annual report data of Ditpolsatwa, the current animal handler data at the Police Headquarters level 97% of animal handlers still do not have competence in the field of animal health care, so it is necessary to increase the competence of animal handlers in animal care so that they can handle first aid on animals in the field to support the performance of Ditpolsatwa.

2. Theoretical Background

Competency Development

The concept of data competency development is interpreted based on 2 perspectives, namely micro and macro perspectives. Macro development is an increase in the potential and quality of a person in an effort to realize the goals of national development, improvement includes planning the management and development of human resources in order to realize maximum results, this haisl can be anything, money or objects (Wong 2020). Bunesso et al. (2020) further states that competency development is an effort to develop employees' technical abilities, knowledge, morals in line with job requirements and this can be done through education and several types of training. Education aims to develop broader insights and knowledge as well as an analytical and critical mindset (Prasetya et al., 2020).

Animal Handler

If we talk about an animal handler or more commonly known as an animal handler is someone who is an expert in controlling and regulating the behavior of wild animals (Roma et al., 2021). Animal handlers usually use hypnotic techniques to control animals or other techniques such as using sounds, various smells, colors, and or even drugs to control the animal (Sandt 2020). Animal handlers must have adequate knowledge of the beast or star they are controlling in a safe and effective manner (Ligouri et al., 2023). Animal handling is an exciting and challenging profession that requires specialized skills and expertise. Meanwhile, animal handlers or commonly

referred to as animal handlers in Polri are Polri personnel who serve in the Polri animal function who are trained and certified as Polri animal handlers. Polri animal handlers are members of the National Police who have skills in dealing with animals both in training and caring for and operating animals, namely K-9 and Horse animals.

3. Methodology

In this study, the author chose a descriptive research method using a qualitative approach aimed at describing the phenomena and symptoms that occur in the research conducted, namely the development of animal handler competence in the field of animal health (veterinary) in the police animal function. In this study the authors used in-depth interviews, questionnaires, observations, document studies, and triangulation in the data collection process in the study.

The data obtained through interviews, documents, field notes and questionnaires were systematically arranged and then selected which were crucial and which were to be understood to make conclusions that were easily understood by themselves and other individuals. Qualitative analysis, the author can focus on description, meaning, placement of data in each context so that it can be seen how the competency development of Polri animal handlers in the field of veterinary or animal health in the function of Polri animals. In order to obtain harmonized data, so that several techniques are carried out, namely data reduction, data presentation, and verification.

The research measurement tool used in the research is by using interview guidelines that are prepared based on the theoretical concepts and dimensions used in the theoretical reference framework. The interview guideline consisted of several open-ended questions based on the focus of the research, namely the development of Polri animal handler competence in veterinary or animal health in the Polri animal function. In addition, research instruments can also be in the form of tools that assist in collecting data in the field such as notebooks, interview recording devices, cameras or videos for documentation. The equipment can be in the form of sounds/statements, events or written data.

4. Empirical Findings/Result and Discussion

Animal handler competence in first aid for animal health conditions

Based on the results of interviews with informants about how the competence of animal handlers in first aid on animal health is currently obtained information that animal handler skills in first aid handling animal health conditions such as nosebleeds / bleeding, heat stroke in dogs and first aid in colic in horses are still minimal and limited. Most of the first aid is still done by medical personnel because animal handlers only understand about animal training and maintenance in general. In addition to the above, informant III also added that "so far for senior handlers it

has been quite good, but there needs to be good consistency from animal handlers and the need for supervision from the officers of each unit so that the handlers are more intense and willing to pass on their knowledge to junior handlers who still do not understand the first aid handling of animal health conditions".

From the results of interviews with the informants above, it is explained that the competence of animal handlers in first aid for animal health conditions is currently still very minimal and limited. The knowledge of animal handlers in animal health first aid is still uneven, there needs to be a leadership role in supervision to improve the competence of animal handlers both from knowledge and skills in first aid for health conditions, so that animal health will be maintained.

Animal handler competence in post-treatment care or doctor handling

Based on the Subditharvet medical record report in 2022 and 2023, the handling of animals with various diseases that are prominent and often occur in animals, namely:

Table 1. Data on Disease Handling in Animals

No	Nama Penyakit	Tahun	
		2022	2023
1.	Indigestion	52	32
2.	Skin disease	19	17
3.	Animal fleas	24	22
4.	Lacerations	7	25
5.	Anemia	6	16
8.	Colic in horses	7	39

Data source : Subditharvet Ditpolsatwa medical record report

From the data of a series of handling of animal health problems carried out by the veterinarian above, further treatment is still needed until the animal is healthy again and ready to carry out its duties. Follow-up care after treatment is not only carried out by veterinarians but the role of animal handlers in the healing and recovery process of animals is also an important part. Animal handlers must take care of their animals until the animals can be operational again. Based on interviews with informants, it can be seen that the competence of animal handlers in caring for animals after treatment is still limited to giving oral medication and vitamins and monitoring the animals, the rest is still done by veterinarians or veterinary paramedics.

The ability of animal handlers in post-treatment care or veterinary handling is still less than optimal and does not fully understand how and what to do in the post-treatment healing period. Animal handlers still rely heavily on veterinarians or veterinary paramedics". From the above statement it can be concluded that the ability of animal handlers in caring for animals is still limited, animal handlers do not fully understand how and what to do in caring for animals after treatment, treatment is still limited to giving oral medication or vitamins but for other

treatments they still depend on veterinarians as shown in the picture below. Based on the information above, it can be seen that the competence of animal handlers after treatment is still limited and still has to be improved, still depending on post-treatment care on veterinarians indicates that animal handlers are still not able to carry out treatment independently. The role of the veterinarian should be as a supervisor in post-treatment care and coordinate with the animal handler on how and what things should be done to the animal after the animal has been treated by the doctor.

Animal handler competence in animal physical care

Animal care competencies are not only care when animals experience illness or health problems. But in addition to competencies that are directly related to animal health, no less important is the physical care of animals as a major factor in maintaining animal health. Animal physical care is part of animal maintenance in realizing healthy and operationally ready animals. The importance of maintenance for animals is to prevent disease in animals. Maintenance or physical care for animals includes bathing animals, cutting animal nails, cleaning fungi, nails and animal ears.

From the results of observations in general, some animal handlers currently understand the basics of animal maintenance but are still uneven as expressed by Informant V "The ability of animal handlers in the skill of carrying out animal maintenance is actually good but for new handlers who still need training, new handlers still do makeshift maintenance according to the direction of older handlers with basic knowledge that has been passed down." From the information above, it can be interpreted that the inequality of animal husbandry skills is due to the inactivity of animal handlers who have been in the service longer to share knowledge with new handlers. New handlers are required to learn independently by watching their seniors in the maintenance and care of animals.

The lack of specialized training in animal husbandry and care is one of the obstacles as stated by Informant IV: "In carrying out animal maintenance, an animal handler is required to understand that animal maintenance must be carried out every day to determine whether or not there is a problem with the animal. This becomes an obstacle when senior animal handlers carry out outside services or incidental and immediate services so that animals must be cared for by junior handlers who do not understand animal handler maintenance". The statement above states that the inability of new animal handlers in the maintenance and care of animals is an obstacle, especially when senior animal handlers are out of service so they cannot assist in animal maintenance. Maintenance activities and physical care of animals should be carried out consistently so that the cleanliness and health of animals are always maintained.

In addition to the consistency of the handlers themselves, the role of the leadership in supervising the implementation of animal maintenance is an important part as expressed by informants that the competence of animal handlers in animal maintenance is still not optimal, there is still a need for supervision both from the leadership and cooperation with coworkers. The importance of supervision from leaders can have a positive effect on improving the ability of animal handlers. The leader's concern is to always monitor the development of the animal handler's abilities and evaluate how the animal handler's abilities are so that deficiencies can be immediately corrected. After knowing how the competence of animal handlers in animal care further researchers discussed how the ability of animal handlers in the physical care of animals and obtained information from informants stated that animal handlers have not fully mastered the physical care of animals. For physical care of animals must be accompanied by medical personnel or people who are experts in this field.

Mastery in terms of physical care of animals is still lacking in detail and painstaking only impressed to carry out the task but less attention to the results of the work this causes the results of care is less than optimal. As can be exemplified in the care of animal nails to cut nails some handlers already understand but for new handlers still can not do it yourself, for cleaning mold and fleas the handlers still depend on veterinarians. Based on the information from the informant above, it can be concluded that the competence of animal handlers in physical care is still not optimal and handlers still do not fully understand the science of physical care for animals so that the results are not optimal. The implementation of animal care is still assisted by veterinarians, animal handlers carry out animal care seems just to carry out tasks but pay less attention to the results so that animal care is not optimal. In addition to still relying on physical care with veterinarians, physical care of animals is also still dominated by handlers who have served more than 5 years, the absence of concern from handlers who have long served to transmit knowledge to new handlers and the absence of special training in animal maintenance and care is one of the causes of less than optimal animal maintenance and care.

Training Planning to improve the ability of animal handlers that is appropriate & applicable for maintenance & care

In order to improve the competence of animal handlers, especially in the field of maintenance and care, it is necessary to develop a special training plan for animal maintenance and care. Before stepping into training planning, we first know how the development of handler competence is currently obtained information that the development of handler competence is currently only limited to developing competence in operating the animal in accordance with its job function. Competency development is currently packaged in specialist handler development education for general trackers, explosives trackers, narcotics trackers and SAR. Development education related to animal maintenance and handlers has not been accommodated

so that many handlers still do not understand the importance of animal maintenance and care.

Currently, competency development through competency development education activities is expected to be able to provide competent knowledge for animal handlers, but currently the Dikbangspes still seems monotonous and has not kept up with the times, and currently still focuses on the ability to use animals when in the field but increasing handler competence in terms of animal maintenance and animal care has not been touched. In addition to competency development through specialist development education that has not accommodated the development of animal care competencies, information from Informants added that the current competency development of handlers, especially new or junior handlers, is still lacking, including:

- a. Handlers have not been equipped with knowledge of animal care and maintenance at the beginning of placement in Ditpolsatwa, so handlers who cannot adapt will be placed in the staff field.
- b. The handler has not implemented either daily or weekly animal care training.

After understanding the results of the interviews, it can be illustrated that current competency development is still focused on developing competencies on how to operate animals but has not touched on competencies on animal maintenance and care. This has led to the lack of skill of animal handlers in animal care and has not provided new handlers with sufficient insight into animal care. This has led to the lack of skill of new handlers in caring for animals as revealed by Informant VII: "To cut nails some handlers already understand but for new handlers still cannot do it themselves, for cleaning mold and fleas the handlers still depend on veterinarians".

From the above statement it can be concluded that basic maintenance skills such as cutting nails alone are still not all understood, let alone other treatments that require more special skills so that there needs to be an evaluation of why sata treatment has not been touched and there is no separate training. Based on the results of interviews related to competency development evaluation, it is explained that the evaluation carried out on the skills or competencies of animal handlers is as follows:

- a. The skills of the Animal Charmer still vary according to the self-development of each Handler, the selection of education is not yet in accordance with his duties but is still in accordance with the wishes of the handler;
- b. the absence of trainers/instructors/mentors in accordance with the latest developments, both internal and external regarding the National Police Animal Handler in the Ditpolsatwa and regions.

Furthermore, Informant II explained "So far, an evaluation has been carried out on the ability or skills but there has been no significant change, the evaluation is still impressed only as a report but not yet fully improved as a whole in improving the ability of animal handlers". From the above statement it is concluded that

Ditpolsatwa has evaluated the competence of animal handlers but the results are still not optimal. From the evaluation results it is known that the development of animal competence is still not one mind, competency development still prioritizes the interests of each Subdit which is only tailored to the needs of the Subdit. From the results of observations that there have been training activities for the abilities of each Subdit that present animal handlers from both Ditpolsatwa and territory with a duration of 3-5 days but the results are not optimal. This is because the time given is still too little so that the knowledge given is only the basics. Based on the evaluation results and explanations above, it can also be seen that there are obstacles to the development of animal handler competencies that researchers explore from the information provided by informants.

Constraints on education and competency development training in the Ditpolsatwa environment, namely:

- a. There are still limited quotas available, especially for participants from the region in education or training in developing animal handler competencies;
- b. Lack of existing infrastructure facilities in the Animal Subdivision as an organizer of animal handler training;
- c. The lack of interest from DITPOLSATWA personnel at the central level is because there is no change in Dikbangspes every year and most have attended the training.

Apart from the obstacles above, there has been no development of animal handlers in the field of animal care due to the length of regulations in proposing additional training activities as explained by Informant V: "Obstacles in developing animal handler competency are currently lengthy regulations in drafting policies for developing animal handler competency, developing animal handlers. not fully in line with organizational needs."

From the statement above, the informant stated that one of the obstacles was the lack of interest from the animal handler. This had an impact on the development of the handler's competence in accordance with Spencer and Spencer (1993) that competence includes 5 characteristics, namely self-concept, knowledge, traits, motives and skills. Self-concept, knowledge, traits, and motives will predict actions or behavior, while skills will predict performance outcomes.

The concept above is called the Casual Competency Model. It can be explained that competence always contains intention, which is a Motive Force or trait that will cause action to produce an outcome. Competence is a person's basic characteristics which include traits, motives, self-concept, skills, which can be used in carrying out tasks or work that are based on knowledge and skills and supported by work attitudes that must be possessed. Likewise with animal handlers, if they lack interest or motivation to take part in training, this will affect the actions and outcomes produced to support the activities of the Ditpolsatwa.

After knowing the obstacles to developing animal handler competency above with various problems, informants I and II as bearers of planning, administration and training functions provided input on how to overcome obstacles or problems in developing competency, especially in the field of animal care with almost the same opinion which was concluded as follows " The strategy needed to develop animal handlers' competence in care is to provide training to animal handlers in the field of animal care so that they are not dependent on veterinarians or veterinary paramedics."

In order to follow up on this strategy, the informant added steps that must be taken, including preparing a plan for developing the handler's competency with the following stages:

- a. Make studies or academic manuscripts related to how the skills of animal handlers in the field of animal care and care are currently;
- b. Propose a training plan for animal handlers in the field of animal care and care;
- c. Accommodating needs related to animal handler competency development training;
- d. Develop a training plan or design for animal handlers in the field of animal care and care.

In accordance with National Police Chief Regulation number 19 of 2010 concerning the Implementation of National Police Training, article I explains that training is a process or effort, method of action, activity in maintaining, providing, increasing skills and abilities using methods that prioritize practice so that they are accustomed to or proficient in carrying out work or general duties of a police officer who acquires tactical and technical knowledge to develop and maintain skills and abilities with predetermined requirements. In line with the above, according to Flippo (Cole et al., 2021) explains that development is a process of training aimed at increasing skills, knowledge, expertise to carry out a job; and education relates to expanding background and general knowledge (Jatisunda et al., 2022). The training program must be good and guided by regulatory methods related to the expertise or skills needed by the organization so that the output produced will be effective, efficient and of high quality in order to realize the vision, mission and goals of the organization.

To carry out training that produces quality output, careful training planning needs to be prepared. There is a need for a training model or design to understand the flow of training starting from training planning, training objectives and training materials so that appropriate and applicable competencies are produced according to the needs of the organization. According to Gagnon and Collay, 2001, the term training design consists of structure, overall, outline, framework and systematics of training activities. Apart from that, training design can also mean a systematic planning process prepared before implementing training or development activities.

From the results of the observations and interviews above as well as the theory that has been explained, there are several training design models. The researcher chose the ADDIE design model, namely a learning model which functions as a guide to create dynamic and effective training planning infrastructure. The ADDIE model uses 5 stages, namely Analysis, Design, Development, Implementation and Evaluation. The researcher chose the ADDIE model because the model is in accordance with the characteristics of the training required in developing the competency of animal handlers, the components are interrelated and structured systematically. This can be interpreted from the initial stage to the final stage in its application which is carried out systematically and must be sequential because the stages or steps are already very simple.

Likewise, in training to develop the competency of animal handlers, especially in animal care, it must be systematic and sequential, animal handlers must have a basic knowledge of how to operate animals, then train animals according to their function so that handlers will know the correct way to care for animals according to the characteristics of the animal's function (Gul & Khan 2022).

As explained above, the researcher has prepared a training design for animal care and maintenance using the ADDIE model in accordance with the needs of the DitpolSATWA, the stages carried out can be seen in the picture below:

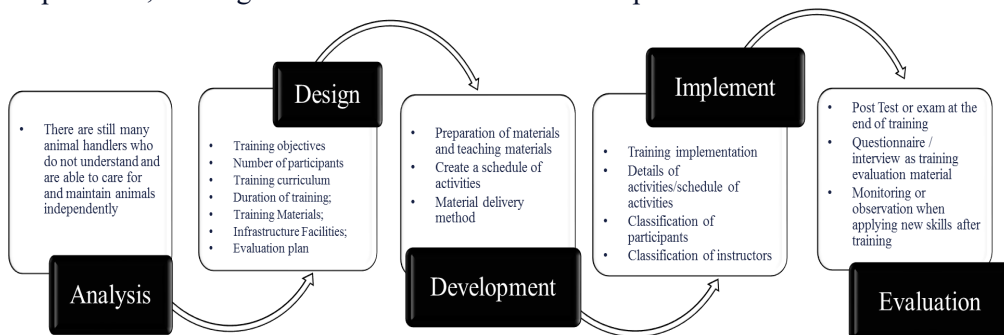


Figure 1. ADDIE model training design Training for animal care and treatment

From the image of the ADDIE model training design above, each stage in preparing the training design can be explained as outlined below:

a. Analysis Stage

The analysis stage is carried out to determine the needs stage in the training process and identify problems. This stage aims to find out the problems that occur in developing the competency of animal handlers. The problem in developing the competency of animal handlers at this time is that animal handlers are still not optimal in the field of animal care and maintenance. Many animal handlers still do not understand and are able to carry out the care and maintenance of animals independently. Knowledge about the care and maintenance of animals is still basic and it seems that there has been no change or innovation. The care and maintenance of animals still depends on veterinarians and veterinary paramedics. Less than optimal care and maintenance of animals

will indirectly disrupt animal health. In connection with the above problems, it is necessary to increase the competence of animal handlers in the field of animal care and maintenance through training and then applying it in the implementation of daily tasks and special assignments so that the care and maintenance of animals does not depend on veterinarians or veterinary paramedics.

b. Design Stage

After the analysis stage is carried out on problems related to the competence of animal handlers, then proceed to design the implementation of animal care and maintenance training by animal handlers as follows:

- 1) The purpose of the training is to improve the competence of animal handlers in the field of animal maintenance and care, including care in the first handling of animal health, post-treatment care and physical care of animals.
- 2) There were 36 participants consisting of Ditpolsatwa participants and Regional animal units. Participants are preferably members of the National Police who have just graduated or who have just been placed in the Ditpolsatwa and regional satw units.
- 3) The curriculum that will be used in rice-line animal care training contains knowledge or topics related to handling animal rearing, including animal behavior patterns; Symbiosis of animal handlers with animals; Handling of minor types of animal diseases; General knowledge of animal health care and maintenance; General knowledge of animal care and maintenance; Knowledge of animal health management in emergency situations.
- 4) Training duration is planned for 2 months so that animal handlers understand in detail about understanding and caring for animals.
- 5) The learning methods used include interaction lectures in class to introduce the basic concepts of animal care and care; Field practice for explanation of handling techniques; Group discussions to solve problems and share experiences; Practical exercises with direct supervision from the instructor.
- 6) Training materials such as Power Point presentations that contain material in the form of images and other written materials; Learning modules that contain Practice material; Video demonstration of animal handling and care techniques; and Worksheets as participant practice exercises.
- 7) Infrastructure;
The infrastructure facilities prepared include classrooms; Laptop; and Infocus. Dogs and Horses as a means of field practice. Animal Health Equipment for animal care practices.
- 8) Plan an evaluation by conducting a written test to measure understanding of training concepts; Conduct practical skills assessments during practice in the field; Thorough assessment of participants during the training.

c. Development Stage

The next stage is the development stage which contains realization activities from the design of animal care and maintenance training as described above, including:

- 1) Preparation of materials or teaching materials related to the care and maintenance of animals.

- 2) Create a schedule of animal care and maintenance training activities. Training activities are carried out consisting of theoretical material and field practice.
 - 3) Prepare discussion materials and case studies in animal care and maintenance which include the competence of animal handlers in first aid to animal health conditions, the competence of animal handlers in post-treatment care or doctor handling, the competence of animal handlers in animal physical care.
 - 4) The method of delivering Training Materials includes:
 - a) Case Study and Simulation
Participants are given a simulation of conditions that are in accordance with the work environment and are faced with one case that occurs. Then participants will carry out activities based on instructions from instructors and organizers to solve the problems faced.
 - b) Group Discussion
Participants discuss a problem topic guided by the instructor. At this stage of the process, participants discuss according to their respective groups. This grouping is redirected to the break out feature provided in the application. This distribution is facilitated by the organizers.
 - c) Direct Coaching
This method is given to participants directly by the instructor if there are things that are not effectively done by participants during the implementation of the training program, so that it can be implemented at that time.
 - d) Inspiring Other
The method is implemented in sessions 2 to 4. Inspiring other is sharing learning experiences on the material that has been given in the previous session on the results of assignments that have been carried out. It is expected that participants will be able to collaborate various knowledge and skills possessed to deal with various different situations with the same problem or issue.
 - e) Assignment Learning Project
The implementation of this time management program focuses on the Assignment Learning Project delivered by the instructor at the end of each session. The goal is to improve participants' understanding and skills of the lesson learn results obtained by participants during training at the next meeting.
 - 5) Post Class Based
In the post-class based session, participants will be given the task of implementing the results of the training.
- d. Implementation Stage
- The application stage in animal care and maintenance training activities is to implement the design of models or teaching materials that have been developed in accordance with learning, namely:

- 1) Implementation of structured training according to a schedule that has been prepared.
- 2) The implementation of the training is planned to be carried out for 2 months with the following details:
 - a) Week I: Curriculum pattern, evaluation system and Perdupsis; Medical examination; Physical Efficacy Test; PreTest initial knowledge test.
 - b) Week II: Behavior patterns of dogs / horses; Symbiosis of the handler with his animal.
 - c) Week III: Introduction to the types of animal rearing and care; Knowledge of types of minor animal diseases; General knowledge of how to care for and care for animals.
 - d) Week IV: Training on the theory of competence of animal handlers in first aid against animal health conditions; Practice the competence of animal handlers in first aid against animal health conditions.
 - e) Week V : Competency Training of animal handlers in post-treatment care or doctor care; Practice Competency of animal handlers in post-treatment care or doctor care.
 - f) Week VI: Competency Training of animal handlers in animal physical care; Paktek Competence of animal handlers in physical care of animals.
 - g) Week VIII: Final knowledge test (Post Test); Evaluation of training activities Animal care.
- 3) Participant calcification
Participants of the animal handler competency development training program in the field of animal maintenance and care consist of animal handlers both at the central and regional levels who have served less than 2 years as animal handlers.
- 4) Instructor Classification
Animal competency development training instructors consist of competent and certified internal and external instructors, namely animal handlers who have been galang certified and external resource persons in charge of animal maintenance and care and animal health.
- e. Evaluation Stage
The evaluation stage is the last stage in this model. Evaluation is used as a process to determine whether the animal handler competency development training has been successful or still needs further improvement or improvement. Evaluation can be done in several ways, namely:
 - 1) Provide an exam at the end of the training (post test) to assess how the understanding or knowledge of animal handlers is related to the care and maintenance of animals;
 - 2) Make questionnaires or direct interviews about the competence of animal handlers in the care and care of post-training animals as feedback from participants to evaluate the effectiveness and relevance of training materials used for future training improvement materials;

- 3) Monitoring or observation as animal handlers carry out daily tasks to assess how new skills are applied post-training.

The training design above is the beginning of planning in the development of Animal Handler competencies. Competency development, especially the improvement of animal handler skills through training in the field of animal care and care, it is hoped that animal handlers are able to provide first aid, post-treatment care and physical care for their animals so that they do not depend on veterinarians or veterinary medical professionals.

5. Conclusions

Based on the analysis and discussion of research results by identifying the constraints of problems in developing the competence of animal handlers at the Korsabhara Baharkam Police Directorate, especially in the field of animal maintenance and care which are grouped in several aspects according to aspects in the frame of mind, it can be concluded that the DITPOLSATWA is currently widely known to the wider community and has been more developed in terms of the number of personnel and material as well as adequate facilities such as kennels and Modern Stables and animal hospitals, along with which activities involving animals are also increasing. The number of animal activities will affect the stamina and condition of animals and require health care treatment caused by fatigue, weather, environmental adaptation and others.

There is no veterinarian in the task force, so handlers are required to be able to provide first aid if animals need medical handlers, but from the results of the study, it was explained that the competence of animal handlers in first aid to animal health conditions is currently still very minimal and limited. The competence of animal handlers in the field of care is still limited to the basic knowledge, knowledge about animal care is only obtained from generation to generation. Animal care is still accompanied by veterinarians including post-treatment care and animal physical care. Animal handlers have not fully mastered the competence of animal care, in post-treatment care handlers have so far only been limited to administering drugs and vitamins and monitoring the development of animal health for other skills such as changing bandages, cleaning wounds are still done by veterinarians or veterinary medical professionals.

Physical care of animals is part of animal maintenance as one of the main factors in maintaining animal health. In general, animal handlers already understand the basics of animal care but are not evenly distributed, knowledge about animal care is still mastered by senior handlers but is still less active in sharing knowledge with new handlers. New handlers are required to learn independently so that the results are less than optimal. The development of animal handler competence is an effort to improve the performance of the DITPOLSATWA in the context of carrying out

the duties and functions of the Animal Police in the field through activities to improve the ability and skills of animal handlers. The development of animal handler competence has now been implemented but it is still limited to the competence of handlers for operations, there is no special training on animal maintenance and care.

The DITPOLSATWA has carried out an evaluation related to the competence of animal handlers but the results are still not optimal, from the results of the evaluation it is known that the development of animal competence is still not one thought, competency development still prioritizes the interests of each Sub-Directorate which is only tailored to the needs of the sub-director, besides this the evaluation still seems to be limited to a leadership report but has not been followed up with improvements in the impact of the evaluation results.

Obstacles in the development of handler competence in general include the limited quota available in animal handler specialization development education; Specialization development education as a means of competency development seems monotonous every year and most personnel, especially at the central level, have attended the training; lack of existing infrastructure facilities at Subditlatsatwa as an organizer of animal pwang training; The length of regulations in the preparation of competency development mining proposals tailored to the needs of the organization.

The strategy in overcoming obstacles and problems related to the development of animal handlers is by providing training, especially in the field of animal care. The first step in realizing training for animal handlers is to compile a training design and training design that is in accordance with the characteristics of animal handler training is a training design with the ADDIE model. The design is in accordance with the needs of the DITPOLSATWA which is expected by animal handlers to be able to provide first aid in handling, animal health, post-treatment care and physical care for their animals so that they do not rely on veterinarians or veterinary medics.

References:

- Bonesso, S., Gerli, F., Zampieri, R., & Boyatzis, R. E. (2020). Updating the debate on behavioral competency development: State of the art and future challenges. *Frontiers in psychology, 11*, 521736.
- Clifford, P., Melfi, N., Bogdanske, J., Johnson, E. J., Kehler, J., & Baran, S. W. (2013). Assessment of proficiency and competency in laboratory animal bi methodologies. *Journal of the American Association for Laboratory Animal Science, 52*(6), 711-716.
- Cole, L., Boss, L., Fowler, D., & Cheatham, L. (2021). Using leadership simulation scenarios with graduate nursing learners to support frontline nurse leader competency development. *Nurse Leader, 19*(4), 405-410.

-
- Gul, R., & Khan, K. (2022). Measuring employee retention and organizational development through competency development. *KASBIT Business Journal*, 15(3), 88-100.
- Jatisunda, M. G., Nahdi, D. S., Cahyaningsih, U., & Rohimatunnisa, D. (2022). Pre-service Mathematics Teachers' Professional Competency Development Through Analysis of Learning Obstacles. *EduMa: Mathematics education learning and teaching*, 11(2), 180-190.
- Liguori, G., Costagliola, A., Lombardi, R., Paciello, O., & Giordano, A. (2023). Human-Animal Interaction in Animal-Assisted Interventions (AAI) s: Zoonosis Risks, Benefits, and Future Directions—A One Health Approach. *Animals*, 13(10), 1592.
- Prasetia, I., Akrim, S. N. P., & Pratiwi, S. N. (2020). Lecturer Competency Development Model in Designing a Line Learning Resources in University of Muhammadiyah Sumatera Utara. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(4), 2994-3004.
- Roma, R. P., Tardif-Williams, C. Y., Moore, S. A., & Bosacki, S. L. (2021). A transdisciplinary perspective on dog-handler-client interactions in animal assisted activities for children, youth and young adults. *Human-Animal Interaction Bulletin*, (2021).
- Sandt, D. D. (2020). Effective implementation of animal assisted education interventions in the inclusive early childhood education classroom. *Early childhood education journal*, 48(1), 103-115.
- Wong, S. C. (2020). Competency definitions, development and assessment: A brief review. *International Journal of Academic Research in Progressive Education and Development*, 9(3), 95-114.