Portrait of Transparency and Accountability at the Center of Professional Services and Security at the Gorontalo Regional Police

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Abstract

This article aims to analyze and describe how the form of transparency and accountability in the center of prodition and security services for the Gorontalo Regional Police is carried out. The research method used in this article is a qualitative method. Data analysis used in qualitative research is an interactive model analysis consisting of three components of analysis, namely: (1) Data Reduction; (2) Data Presentation; (3) Data Verification and Conclusion Drawing. The results of the article show that: (1) The ability to provide fast, precise, and responsive services can be seen from the intelligence of the apparatus, namely the ability to understand and carry out tasks based on logical, practical, and empirical knowledge determined by the work experience of the apparatus, the ability to understand regulations, skills in using IT, as well as proficiency in communication; (2) The expertise of officers in using assistive devices to ensure the achievement of the service process at Bidpropam must prioritize anticipatory steps in the process of handling public complaints. This can be determined by the responsive, creative and cooperative attitude of the Gorontalo Police Bidpropam apparatus.

Key Words: Transparency; Accountability; Police

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Introduction

Members of the National Police of the Republic of Indonesia or hereinafter abbreviated as Polri cannot be separated from their essence as human beings who live in society and interact with each other between individuals and community groups. The Police's professional code of ethics contains a description of the behavior guidelines of each Polri member in dealing with the community, both when carrying out their duties and authorities and when not carrying out their duties and authorities in the midst of the community. These norms are contained in the Regulation of the National Police Chief Number 14 of 2011 concerning the Professional Code of Ethics of the Indonesian National Police which includes: personality ethics, state ethics, institutional ethics and ethics in relations with the community.

Currently, the National Police are developing the National Police Grand Strategy as mandated in the National Police Long-Term Development Plan (RPJP) roadmap for 2005-2025. The year 2021 is the last or fourth stage towards a superior organization in 2025. The implementation of predictive policing in Indonesia is developed by prioritizing the maintenance of security and public order through the implementation of service functions to the community. as the tagline for the transformation of the PRECISION POLICE raised by the National Police Chief Listyo Sigit Prabowo (2021) that the Precision Police is an abbreviation of Predictiveness, Responsibility, and Transparency with Justice.

In implementing the leadership of the Precision Police, it is emphasized that it is important for Polri members to provide services to the community with a policing approach that is able to measure the level of disturbance in public

security and order through analysis based on knowledge, data, and appropriate methods so that they can be prevented as early as possible. The words accountability and fair transparency accompany the predictive policing approach which emphasizes that every Bhayangkara personnel is able to carry out Polri's duties quickly, precisely, responsively, humanely, transparently, and responsibly with justice (Listyo Sigit, 2021). This is in line with the National Police Chief Regulation Number 9 of 2019 concerning Procedures for Handling Public Complaints within the Indonesian National Police in Article 2 explaining that the procedures for handling Public Complaints within the National Police are aimed at: (1) Implementation of good public complaint services by the Police in an effort to increase trust Public; (2) Implementation of accountable supervision and control in handling public complaints; and (3) The settlement of public complaints in a good, precise, and accountable manner.

The main focus of this research is related to the form of transparency and accountability of public complaints services by the Gorontalo Regional Police or hereinafter abbreviated (Polda Gorontalo) in order to ensure the implementation of effective, efficient, fair, and accountable services. The service is called the Center for Professional and Security Services or hereinafter abbreviated as (Propam) which is a National Police organization forum that forms a division that is responsible for the development and security professional issues within the internal Polri organization. Institutionally, that in Article 17 of the Regulation of the National Police Chief Number 14 of 2011 concerning the Professional Code of Ethics, the Police are under an institution called the Profession and Security or Propam which at the level of the Regional Police (Polda) is directly responsible to the Regional Police (Kapolda).

Based on the author's observations of the existence of the Propam Service Center located in the Gorontalo Regional Police, it is expected to function as an effective means of communication for the community and members of the National Police in the context of easy, fast, transparent and accountable complaint services as mandated in Law No. Public service. This facility is also expected to be a vehicle for supervision in the context of controlling the work mechanism of the Gorontalo Police Propam Sector in the territorial unit, covering aspects of reporting, carrying out tasks, as well as everything related to the control management aspect of the National Police Propam Division.

The tasks of the Propam Service Center at the Gorontalo Police based on the Regulation of the National Police Chief Number 22 of 2010 concerning Organizational Structure and Work Procedures at the Regional Police Level include: (1) Formulating the policy of the regional police chief in the field of fostering internal security, and fostering discipline and accountability; (2) Fostering and enforcing discipline/or professional code of ethics for the Police; (3) Development and internal security covering materials, activities, personnel; (4) Professional development which includes assessment of accreditation and guidance or enforcement of professional ethics as well as auditing of internal and external case investigation processes; (5) Service for receiving reports or complaints from members of the public regarding the attitudes and actions of members or civil servants (PNS) of the National Police who are suspected of violating the Police's professional code of ethics; (6) Control and monitoring of the handling of reports and complaints from members of the public by units within the Regional Police and the implementation of rehabilitation of members and civil servants of the National Police in accordance with statutory regulations; (7) Planning and general administration, administration of internal affairs, personnel affairs, and logistical materials, as well as Bidpropam's financial services; and (8) Data collection and presentation of information and documentation of Propam activities.

From the various reports of alleged violations of the police's professional code of ethics above, the following is data based on the types of cases handled by the Gorontalo Regional Police Bidpropam:

Table 1. Types of Community Complaint Cases in Bidpropam

No.	Case Type	Sum
1	Persecution	19
2	Copulation and Infidelity	42
3	Absenteeism from duty	31
4	Unprofessional in handling criminal cases	12
5	Embezzlement	2
6	Sedition	1
7	Drug abuse	10
8	Domestic Violence	2
9	Illegal Levies	5
10	Deceit	2
11	Abuse of Authority	2
Number of Cases 2021-2022		**128**

Data Source: Gorontalo Regional Police Profession and Security Sector in 2022

Based on the data in the table above, it is clear that there are quite a lot of public reports regarding alleged violations of the Police's professional code of ethics. This means that police officers who do not obey the rules if they are not given strict sanctions can damage the image and reputation of the police who are supposed to work to help serve the community. With public reports of persecution, embezzlement, absenteeism from duty for a long time, narcotics abuse, abuse of authority, extortion, domestic violence, and so on, it is clear evidence that the duties of members of the Bidpropam Polda Gorontalo are at the forefront in maintaining the image of the Police in the eyes of the public. Ethics and code of ethics as the opinion of Rabbani (2021) that ethics is a science about what is considered good and what is considered bad by the wider community. Ethics is a measure of right and wrong in accordance with the general assumption of society. From this opinion, it can be interpreted that if the Bidpropam Polda Gorontalo is less than optimal in processing reports from the public, it will result in a low level of public trust in the institution. The reports from the public have two consequences, namely administrative consequences at the trial of the code of ethics and criminal consequences if they contain criminal elements.

From the results of the author's interviews with the community regarding the service process at the Bidpropam Polda Gorontalo, the community generally experiences problems with access to information to report violations of the code of ethics and criminal conduct. The public also questioned the transparency and accountability of Bidpropam in receiving complaints which had not been fully maximized so that the commitment of the apparatus was often questioned. Public access to Bidpropam is also often complained of where the service is still done manually. It is feared that services that are still carried out using this contemporary approach will have an impact on the lack of transparency and accountability in the service of public complaints. The researcher also considers that the organizational structure at Bidpropam has not been able to speed up the service process which generally seems to be convoluted. In addition, the incomplete standard operating procedure makes service transformation by prioritizing the principles of Dynamic Government in a public administration approach that puts forward principles that always adapt to the development of science and technology.

Fuchs & Skrzypacz, (2015) in their research journal entitled "Government interventions in a dynamic market with adverse selection" reveals that the Dynamic Government paradigm should be a challenge in government administration that is in contact with public services because it refers to conditions there are various transformations of new ideas that collaborate with technology so that there will be new perceptions that can be adapted quickly, creatively, and innovatively. Simply put, the concept of dynamic government will always lead policy makers to evaluate what happened in the past, and make adjustments now for organizational improvement in the future. Therefore, by carrying out these principles, the

researcher believes that the Propam Service Center can increase awareness, compliance, and discipline of Gorontalo Regional Police members against applicable internal laws and regulations, both applicable in general.

In the context of handling public complaints, accountability and transparency are important in order to show how much the level of conformity of service delivery with external norms or values that exist in the community. Researchers are of the view that there are many opinions regarding the elements that can be considered as part of the characteristics that build professionalism in a profession. Police in all its meanings are also referred to as a profession. It is said so because to make Polri personnel required to carry out education and training, have intellectual and theoretical expertise as well as technical in an organization. Therefore, in its implementation, police personnel are guarded by a code of ethics and special discipline as part of their professional accountability and transparency (Rustandi et al., 2022).

The form of transparency and accountability of police institutions is reflected in the Police Professional Code of Ethics which can be a guide for the implementation of police functions, so that in carrying out their duties in accordance with the laws and regulations in force in their environment. Based on the results of the interview with the Bidpropam Complaint Service Recipient of the Gorontalo Police regarding transparency in the complaint handling process, he said that: “The rights of the Reporting Party and the Reported Party: first, the reporter has the right to protection to provide information freely without coercion from any party; second, the reporter has the right to obtain information regarding the stages of the complaint report that he/she has registered; third, the Reporting Party and the Reported Party have equal rights to have their statements heard before the officer/investigator team. Meanwhile, Harsa (2021) in the journal of his research confirms that the police code of ethics is made so that police members do not use their respective culture and cultural values as a reference to act in their capacity as police officers, but use police culture in their duties. -their policing duties.

Based on the results of the author's interview with the Head of Propam Polda Gorontalo said that: "The police code of ethics is made and applied to members of the police to ensure the quality or quality of work or professionalism of police officers in service tasks to citizens, communities, and the wider community. The police code of ethics contains ideals or ideals of nobility and professionalism of the police in carrying out policing duties, prohibitions, and various things that the police should not do, both in carrying out their duties and in daily life as a person Bidpropam as a supervisory organization the leadership of the National Police who has the task of fostering and carrying out the functions of professional accountability and internal security.”

From the observations, the authors also see that there are various other problems, including: (1) Public trust in the transparency of the police institution tends to decrease; (2) Supervision and control over the handling of public complaints that are less accountable; (3) The ability of Polri members within the jurisdiction of the Gorontalo Regional Police in interpreting disciplinary regulations and codes of conduct tends to be limited; (4) Suboptimal Polri Organizational Units at all levels in giving sanctions to Polri members who commit violations through the National Police Code of Ethics Commission session; (5) The limited budget makes the support for facilities or infrastructure inadequate; (6) The level of awareness and compliance of Polri members to the regulations of the Polri professional code of ethics is still relatively low so that violations of the Polri Professional Code of Ethics continue to occur; (7) Weak objectivity of Bidpropam members in examining Polri members suspected of violating the code of ethics due to their reluctance and fear; (8) Lack of modernization of public complaints services that are integrated with technology; (9) Bidpropam has not yet created an accountable supervisory system to support clean, open, and serving governance.

From the data exposure above, it illustrates that the portrait of accountable and transparent services needs to be maximized so that it can reflect the process of handling the code of ethics which gives fear and a deterrent effect to other members of Polri personnel not to violate the code of ethics so that public trust in the Polri institution increases

Methods

The research method used in this article is a qualitative method. Data analysis used in qualitative research is an interactive model analysis consisting of three components of analysis, namely: 1) Data Reduction; 2) Data Presentation; 3) Data Verification and Conclusion Drawing (Miles et al., 2018).

The key informants in this article are: (1) Head of profession and security at the Gorontalo Police; (2) Gorontalo Regional Police Paminal Division; (3) Apparatus in the field of complaint services; (4) Officials in the field of rehabilitation of the Gorontalo Police; and (5) The general public who act as complainants at the Gorontalo Regional Police.

Results and Discussion

In the context of handling public complaints, accountability and transparency are important in order to show how much the level of conformity of service delivery with external norms or values that exist in the community. The author is of the view that there are many opinions regarding the elements that can be considered as part of the characteristics that build professionalism in a profession. Police in all its meanings are also referred to as a profession. It is said so because to make Polri personnel required to carry out education and training, have intellectual and theoretical expertise as well as technical in an organization. Therefore, in its implementation, police personnel are guarded by a code of ethics and special discipline as part of their professional accountability and transparency.

Transparency and accountability must be reflected in the Complaint Service Receiving Officer of the Gorontalo Regional Police Bidpropam In carrying out its duties, the Complaint Service Section (Yanduan) of the Gorontalo Regional Police is assisted by the Head of the report receipt sub-section (Kasubbagtrimlap) who is in charge of receiving and recording complaint reports from the public or members of the National Police. who reports allegations of irregularities or violations committed by members/ASN of the National Police. their duties are: (1) to receive complaints or direct reports as outlined in the form of a police report; (2) Receive and record complaint reports, both verbally and in writing; (3) Collecting complaints or reports centrally; fourth Prepare the administration of complaint reports; fifth, Analyzing and evaluating the implementation of complaints report acceptance activities as material for leadership policies.

As for the measurements in deepening the understanding of the form of transparency in accountability are:

Ability to Provide Fast, Precise, and Responsive Service

The portrait of police institutional transparency and accountability is reflected in the Police Professional Code of Ethics which can be a guideline for the implementation of police functions, so that they carry out their duties in accordance with the laws and regulations in force in their environment. Based on the results of the interview with the Bidpropam Complaint Service Recipient of the Gorontalo Police regarding transparency in the complaint handling process, he said that: “The rights of the Reporting Party and the Reported Party: first, the reporter has the right to protection to provide information freely without coercion from any party; second, the reporter has the right to obtain information regarding the stages of the complaint report that he/she has registered; third, the Reporting Party and the Reported Party have equal rights to have their statements heard before the officer/team of examination.”

There are several requirements for public complaints, the Recipient of the Bidpropam Complaints Service of the Gorontalo Police said that: "For the complainant/complainant (Legal attorney) who comes directly with the intention of making a report/complaint or seeking information on the progress of previous reports/complaints: 1) Show original identity cards (ID, Driving License, Membership Card, KTM, PASSPORT, Power of Attorney); 2) Provide No. telephone if available and willing; 3) Convey to the officer about the Complaint Report/complaints who then carry out: 4) Dialogue/Consultation, problem diagnosis, and problem identification; 4) Bring and show sufficient initial evidence/sufficient evidence (if any); 5) When he arrives, he wants to obtain information on the development of the Police Report/complaint letter with the requirements as stated above.

The police code of ethics is made with the hope that police members do not use their respective

culture and cultural values as a reference for acting in their capacity as police officers, but use police culture in their policing tasks. Related to this, based on the results of the author's interview with the Head of Propam Polda Gorontalo said that: "The police code of ethics is made and applied to members of the police to ensure the quality or quality of work or professionalism of police officers in service tasks to citizens, communities, and the wider community. The police code of ethics contains ideals or ideals of nobility and professionalism of the police in carrying out transparency and accountability for policing tasks, prohibitions, and various things that the police should not do, both in carrying out their duties and in daily life as individuals. Bidpropam as a supervisory organization led by the National Police which has the task of fostering and carrying out the functions of professional accountability and internal security.

From the results of interviews and theoretical support from various expert opinions, it was found that the accountability and transparency of public complaints services at the Gorontalo Police Propam service center, officials at Bidpropam should establish close relationships with the community through providing protection, protection, and services to the community. Therefore, accountability and transparency can be done by increasing the intelligence of the Bidpropam apparatus of the Gorontalo Regional Police which reflects their technical ability, work experience, and soft skills in carrying out their main duties. The intelligence of the apparatus is a person's ability to understand and carry out tasks based on logical, practical, and empirical knowledge. The indicators of focus in the intelligence of the apparatus referred to by the author consist of: (a) Work experience. Namely the broad insight and experience of each personnel who is able to solve various comprehensive problems both internally and externally when dealing with the community; (b) Ability to understand regulations. Namely, the ability to think logically, and the reasoning ability of officers who are above average so that they tend to speed up the process of handling public complaints; (c) Proficiency in using IT. Namely, the ability of Bidpropam Polda Gorontalo personnel in using electronic-based information technology devices so as to maximize the service process; (d) Skills in communication. Namely the skills of bidpropam personnel in the context of guiding, fostering, acting, and mediating anyone involved in the complaint handling process.

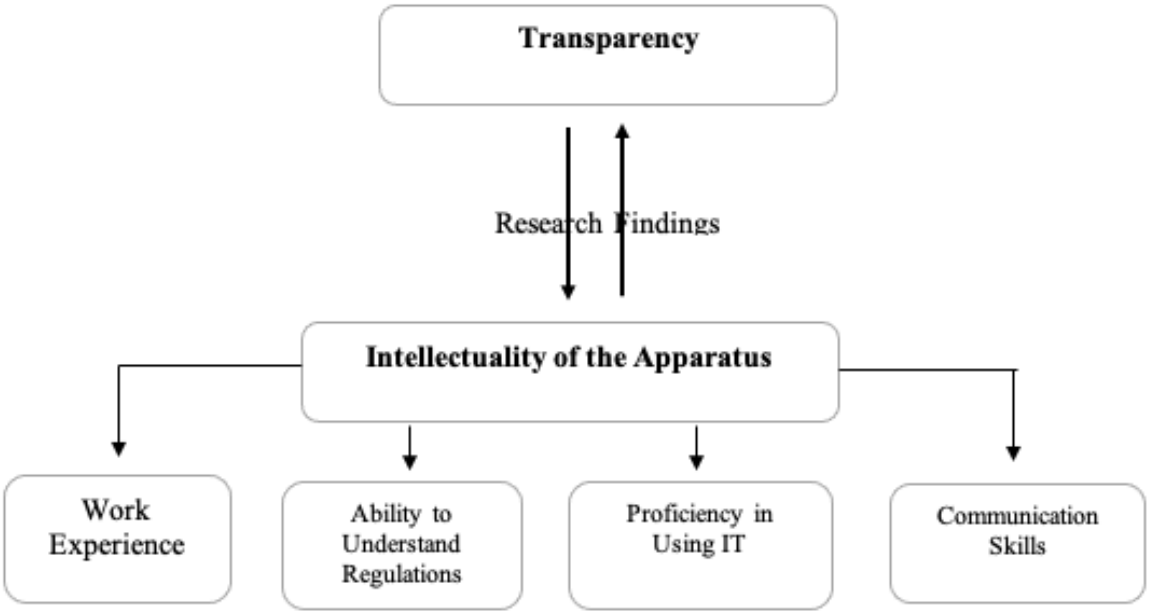

Figure 1. Author's Findings

Officers' Expertise in Using Tools to Ensure the Achievement of the Service Process

There are many opinions about the elements that can be considered as part of the characteristics

that build professionalism in a profession. Police in all its meanings are also referred to as a profession. It is said so because to make Polri personnel required to carry out education and training, have intellectual and theoretical expertise as well as technical in an organization. Therefore, in its implementation, police personnel are guarded by a special code of ethics and discipline as part of their professional accountability and transparency.

Based on the Work Plan for the Profession and Security Sector of the Gorontalo Police (Renja T.A 2020) the Linkage of the Impact Goals "Society Security and Order", the Goals, and Strategic Goals of the Gorontalo Police include:

Table 2. Strategic Goals and Objectives of the Gorontalo Regional Police in 2020

Purpose	Objectives And Strategies
1. Ensuring the maintenance of public security and order in the Gorontalo Police Legal Area	1. Maintenance of public security and order
2. Enforcing the law in an equitable manner	2. Fair enforcement of the law
3. Realizing a professional Gorontalo Regional Police	3. HR Professionalism
2. Modernization of Gorontalo Regional Police services	4. Technology moderinization
5. Implementing integrity and trusted Polri management	5. An accountable oversight system to support clean government is open and serves

In addition, the Interrelationship of Impact Targets "Public Security and Order". Bidpropam's Objectives, and Strategic Objectives, include:

Table 3. Interrelationship of Impact Targets of Public Security and Order

Purpose	Objectives and Strategies
1. As a guideline and foundation in the implementation of Bidpropam's duties in the future, it can continue internal reforms and improve the professionalism of the National Police, especially in the field of professional professions and security	1. The realization of improving superior public services in order to carry out police functions
2. Creation of services to the community / agencies and members of the National Police quickly, transparently and Professionally.	1. increased law enforcement in every disciplinary and Professional Code of Ethics of the National Police
2. Improving the performance of Bid Propam personnel so that they can work professionally, professionally, accountably so that they are respected and trusted	1. Building an effective and efficient work culture with transparent and accountable internal supervision
2. Increase the awareness, compliance and discipline of members of the Gorontalo Regional Police to the laws and regulations that apply both internally and in general	

One of the objectives in the target of the Bidpropam Work Plan in the table above is to improve the performance of the Bidpropam Polda personnel so that they can work professionally,

proportionally, and accountably so that they are respected and trusted. However, in the implementation process, researchers assess the organizational commitment in creating an effective and efficient work culture with accountable and transparent internal control that has not been fully implemented. This is allegedly due to the limited budget factor so that the space for public complaints services is still not fully maximized.

The police code of ethics is made so that members of the police do not use their respective culture and cultural values as a reference to act in their capacity as police officers, but use police culture in their policing tasks. Related to this, based on the results of the interview with the Head of Propam and Propam Polda Gorontalo said that: "The police code of ethics is made and applied to members of the police to ensure the quality or quality of work or professionalism of police officers in service tasks to citizens, communities, and the wider community. The police code of ethics contains ideals or ideals of nobility and professionalism of the police in carrying out policing duties, prohibitions, and various things that the police should not do, both in carrying out their duties and in daily life as a person Bidpropam as a supervisory organization the leader of the National Police who has the task of fostering and carrying out the functions of professional accountability and internal security (Manalu, 2014).

That transparency and accountability must also be reflected in the Complaint Service Recipient Officer of the Gorontalo Police Bidpropam In carrying out its duties, the Complaint Service (Yanduan) Division of the Gorontalo Police is assisted by the Head of the Sub-Division of Receipt of Reports in charge of receiving and recording complaint reports from the public or members of the National Police/ASN who report any alleged irregularities or violations committed by members/ASN of the National Police. As for their duties, they are: “First to receive complaints or direct reports as outlined in the form of a Police report; second, Receiving and recording complaint reports, both verbally and in writing; third, Collecting complaints or reports centrally; fourth Prepare the administration of complaint reports; fifth, Analyzing and evaluating the implementation of complaints report acceptance activities as material for leadership policies.

Usman et al. (2016) said that accountability in the context of public administration is always interesting to study, because the center of government administration practice lies in issues around accountability. In European countries, for example, accountability has long been a concern, especially in relation to policy making. Accountability is a concept that continues to develop and is continuously used because it provides an image of transparency and trust for those who run it.

Government management is basically not only trying to achieve economic and efficiency goals, but also in the context of the relationship between state responsibility and society. People want to be treated not only as consumers but as citizens, who have rights to their government, and have the right to judge all government actions. People want the government to be more efficient, and ideally more frugal. People also want their rights to be protected, their voices heard more, their values and choices respected (Podungge & Aneta, 2020).

Accountability is the obligation to provide accountability or answer and explain the performance and actions of a person, legal entity and organizational leader to parties who have the right or authority to ask for information or accountability. Accountability also requires a clear limitation and accountability of duties. Accountability refers to developing a sense of public responsibility for decision makers in government, the private sector and civil society organizations as well as for stakeholders. Especially in the bureaucracy, accountability is an effort to create a monitoring system and control quality performance (Rahmadana et al., 2020).

Transparency in the context of public service delivery is open, easy, and accessible to all parties who need it and is provided adequately and easily understood. Public services are all service activities carried out by public service providers as an effort to fulfill the needs of recipients of service needs and the implementation of statutory provisions. So conceptually, transparency in public administration is all service activities carried out by public service providers as an effort to fulfill the needs of service recipients as well as the implementation of the provisions of laws and regulations, which are open, easy, and accessible to all parties who need and are provided

adequately and easily understood by all recipients of service needs (Semil, 2018).

Meanwhile, according to Maani (2009) transparency of public services means the entire decision-making process carried out by the government. So, transparency means being open, easy, and accessible to all parties who need it and provided it is adequate and easy to understand. Transparency requires that public service implementers have knowledge of issues and information relevant to service activities. In the context of transparency in implementing public services, implementers must be open to every action and ready to accept criticism and input, especially those that can come from the community, which is a major need for the apparatus to understand the real aspirations of the community. Transparency is very necessary to reduce the opportunity for apparatus behavior that can harm the state and society.

Transparency can be seen from three aspects, namely the existence of an open policy towards supervision, the existence of access to information so that the public can reach every aspect of government policy, and the application of the principle of checks and balances between the executive and legislative institutions. The purpose of transparency is to build mutual trust between the government and the public where the government must provide accurate information to the public who need it, especially reliable information related to legal, regulatory issues, and the results achieved in the government process, there is a mechanism that allows the public to access information that is needed. relevant, the existence of regulations governing the obligation of local governments to provide information to the public, as well as fostering a culture in the community to criticize policies produced by local governments (Mansyur, 2013).

Hasiholan Dominicus Rajagukguk, (2015) In his research journal related to open access to the Propam Service Center for the Special Region of Yogyakarta Regional Police, he concluded that the obstacles faced by Bidpropam in upholding transparency and the police profession include: (1) Difficulty in providing understanding to bidpropam members to separate the rules internal Police such as between disciplinary regulations and KEPP; (2) The Head of the National Police Organizational Unit as Ankum has not been able to impose sanctions on members of the National Police who commit violations; (3) Facilities or facilities where Bidpropam, in carrying out its duties, often faces problems with inadequate facilities and infrastructure and limited budget; (4) Awareness and compliance of members of the National Police on KEPP regulations that bind and apply to them is still relatively low so that KEPP violations still occur.

Based on the responses from informants, theoretical explanations from experts, and the journal results from the previous research above, the authors conclude that the handling of public complaints regarding violations of the code of ethics for members of the National Police and PNS Polri within the Gorontalo Regional Police should be carried out transparently in order to provide fear and a deterrent effect on members Police not to cross the boundaries of the professional code of ethics.

Whereas in the view of the Gorontalo Regional Police researcher, especially the officers at Bidpropam, they must prioritize anticipatory steps in the process of handling public complaints. Anticipatory is a person's creativity in anticipating all possibilities without being accompanied by excessive fear. The anticipatory indicators according to the researcher are: (a) Responsive. That is, the officers at Bidpropam are quick to recognize symptoms and focus on problems and solutions, and are always quick to respond to any problems that arise and find a good solution; (b) Creative, namely the ability of the apparatus in the Bidpropam Polda Gorontalo must always have flexibility, namely the ability to propose various solutions or approaches to problems. Furthermore, redefinition is the ability to review the problem of public complaints based on a different perspective from what is known by many people. These two components are part of the creativity that must be possessed by officers in the Bidpropam Polda Gorontalo; (c) Cooperation, which is a form of synergy and mutual respect for the abilities of others. The importance of the synergy between the apparatus at Bidpropam Polda Gorontalo and the community must be well established so that the complaint handling process can create a sense of justice and protection for the community.

Figure 2. Author's Findings

Conclusion

The ability to provide fast, precise, and responsive services can be seen from the intelligence of the apparatus, namely the ability to understand and carry out tasks based on logical, practical, and empirical knowledge determined by the work experience of the apparatus, the ability to understand regulations, proficiency in using IT, and proficiency in communicate. The expertise of officers in using tools to ensure the achievement of the service process at Bidpropam must prioritize anticipatory steps in the process of handling public complaints. This can be determined by the responsive, creative and cooperative attitude of the Gorontalo Police Bidpropam apparatus.

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