Redesain Jaringan Tata Kelola Kebijakan Terintegrasi Dalam Collaborative Decision Making Guna Peningkatan Kualitas Layanan Penerbangan Dengan Pendekatan Soft Systems Methodology Based Multi
Method
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INTISARI

Kajian ini menyajikan ilustrasi pengembangan Harmonisasi ATFM *(Air Traffic Flow Management)* dan ACDM *(Airport Collaborative Decision Making)* sebagai bagian dari rencana *Seamless Air Navigation Service* (ANS) sebagaimana berisi visi Sistem ATM yang terintegrasi, selaras, dan dapat dioperasikan secara global, dengan perencanaan hingga dan setelah tahun 2025. Di Indonesia sendiri pelaksanaannya masih bersifat parsial namun didukung beberapa kebijakan global terkait, upaya ini dilakukan untuk mewujudkan pelayanan yang efisien, efektif dan selaras. Namun kenyataannya di Indonesia penerapan kebijakan yang sedang berjalan saat ini belum dapat berjalan sesuai harapan sehingga para pelaku mengalami kendala dalam mengambil keputusan dalam memberikan pelayanan penerbangan. Penelitian ini berfokus pada analisis dan rekomendasi tata kelola kebijakan Harmonisasi ATFM dan ACDM, *Key Performance Indicator* dan Manajemen Konflik Operasional serta Investasi pada Infrastruktur untuk meningkatkan sistem dan tantangan pada transformasi digital dalam inovasi implementasi ATM *System* di Indonesia. Pengembangan Harmonisasi ATFM dan ACDM dengan meminjam Model *Integrated Policy Network (Problem Solving as Policy Game in a Network)*. Penelitian ini menggunakan *Soft System Methodology* (SSM) based *Higher Order Thinking Skills* (HOTS) dengan kategori *theoretical research practice* atau *research interest.* Refleksi ini dimaksudkan untuk menganalisis minat pemecahan masalah *(problem solving interest)* personel di industri penerbangan dalam pemberian pelayanan penerbangan dalam pengambilan keputusan. Model *Integrated Policy Network* pengembangan Harmonisasi ATFM dan ACDM merupakan pendekatan praktis bagi personel dan pemerintah, dengan fokus pada penerapan inovatif *experience based knowledge* dari *Problem Solving as Policy Game in a Network* berdasarkan inovasi penerapan ATM *System* dalam organisasi.

Kata kunci: *Integrated Policy Network* Harmonisasi ATFM dan ACDM, SSM (*Soft System Methodolgy),* HOTS (*Higher Order Thinking Skills*).

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ABSTRACT

This study presents an illustration of the development of harmonizing Air Traffic Flow Management (ATFM) and Airport Collaborative Decision Making (ACDM) as part of the Seamless Air Navigation Service (ANS) plan. This plan envisions an integrated, harmonized, and globally interoperable ATM System, with planning extending to and beyond. In Indonesia, the implementation remains partial, albeit supported by several related global policies. These efforts aim to achieve efficient, effective, and harmonized services. However, in reality, the current policy implementation in Indonesia has yet to meet expectations, resulting in challenges for stakeholders in making decisions to deliver aviation services. This research focuses on the analysis and recommendations for the governance of ATFM and ACDM harmonization policies, Key Performance Indicators (KPIs), operational conflict management, and investment in infrastructure to enhance the system and address challenges in the digital transformation of ATM System implementation innovations in Indonesia. The development of ATFM and ACDM harmonization adopts the Integrated Policy Network Model (Problem Solving as Policy Game in a Network). Specifically, this study uses the Soft System Methodology (SSM)-based Higher Order Thinking Skills (HOTS) under the category of theoretical research practice or research interest. This reflection aims to analyze the problem-solving interest of aviation industry personnel in decision-making for providing aviation services. The Integrated Policy Network Model for developing ATFM and ACDM harmonization serves as a practical approach for personnel and the government, focusing on applying innovative, experience-based knowledge from the Problem Solving as Policy Game in a Network, based on the innovative implementation of the ATM System within organizations.

Keywords: Integrated Policy Network Harmonization of ATFM and ACDM, SSM (Soft System Methodology), HOTS (Higher Order Thinking Skills)