

# A Managerial Supervision Model in the Design Process for Madrasah Supervisors in Pasaman Regency

Sermal<sup>1\*</sup>, Yanuar Kiram<sup>2</sup>, Buchori Nurdin<sup>3</sup>

<sup>1,2,3</sup>Doctoral Program of Education, Universitas Negeri Padang

\*Corresponding author. Email: [sermalpohan@gmail.com](mailto:sermalpohan@gmail.com)

## ABSTRACT

The research objective in this study was to describe the results of the implementation of the managerial supervision model carried out by madrasah supervisors in the Pasaman Regency. The research method is the research and development (R&D) model of Borg and Gall to produce specific products and test the effectiveness of these products. The result of this research is that there is the process of implementing managerial supervision; a thorough plan is prepared first. The planning is discussed in advance for supervisors to prepare school development programs according to the competencies of the school. The program is implemented in the new academic year, which will later be broken up into an annual program, and a semester program, at this stage the supervisor guides the school in making school programs that are relevant to the school's vision and mission.

**Keywords:** Design, Managerial Supervision, Madrasah, Supervisor.

## 1. INTRODUCTION

Education is the key to the nation's progress. The high and low quality of education is strongly influenced by the main components in education, one of which is the assessment or supervision component. Supervision can stimulate the process of fostering the development of students in a sustainable manner so that they are more responsive to participate in today's society (Piet A. Sah Understanding, 2000: 16). The duties and functions of supervision have been regulated in Government Regulation Number 74 concerning Teachers Article 54 paragraph (8) which are carried out by supervisors appointed by the government. Supervisors have full authority in carrying out supervision to evaluate the implementation of the educational process in educational institutions through assessment and guidance in terms of technical education and administration in specific academic units and function as innovators, counselors, motivators, collaborators, assessors and partner teachers, and school principals through monitoring and evaluation.

The fact found in the field is that the implementation of supervision has not gone well by the guidance for the implementation of supervision set by the government, because the guidance visits have not been carried out correctly. After all, so far, supervisors

are still using conventional methods. Supervisors come to the school and meet face to face with the teachers who are under their guidance to explore various kinds of problems related to the learning process. According to [Taqizar](#) (2018: 20) due to frequent obstacles in the implementation of supervision visits where teachers and supervisors cannot carry out their obligations because they are unable to attend, thus that the coaching process does not run smoothly.

The same thing happened in Pasaman Regency, West Sumatra, which has eight supervisors at the madrasah level at the Ministry of Religion of Pasaman Regency. With obstacles found; first, the burden of assigning supervisors is excessive in fostering teachers in madrasahs while schools as the target for the guidance and long distances allow the development process not to be carried out optimally. Second, the process of carrying out the supervisor's duties, which is still conventional, allows the supervisor or teacher unable to fulfil their obligations because they are unable to attend school, and the current pandemic conditions do not allow for field monitoring. Third, the low quality of management services at the Ministry of Religion, especially in Pasaman Regency.

The problems are affecting the implementation of the supervisor's duties if the supervisor's duties do not

go well. It will be possible that the quality of teaching carried out by teachers at the Ministry of Religion of Pasaman Regency will below, if the quality of teacher teaching is low it will impact the quality of school graduates in the Ministry of Religion of Pasaman Regency if the quality of school graduates is low, so the input of prospective students to tertiary institutions weakens. Based on the description above, the purpose of this study is to reveal data/information analysis and discuss "Development of a Managerial Supervision Model in the Design Process for Madrasah Supervisors in Pasaman District.

## **2. METHOD**

This type of research uses research and development (R&D). The research and development process is used to develop and validate a product through some stages (Sugiyono, 2015:28). It is; 1) Research and information collecting, a literature study based on the need to formulate a research framework; 2) Planning the preparation of a research plan through the formulation of skills and expertise related to the problem, determining the goals to be achieved at each stage; 3) Develop preliminary form of product, namely developing the initial form of the product to be produced; 4) Preliminary field testing, namely conducting trials on a limited scale; 5) Main product revision, namely making improvements or revisions of the initial product results that have been carried out by early stage testers; 6) Main field testing, usually called trials that are carried out on a larger scale; 7) Operational product revision, namely making improvements / enhancements to the results of larger scale trials; 8) Operational field testing, namely the validation test step of the operational model that has been generated through questionnaires and interviews; 9) Final product revision, namely making final improvements to the model developed from the final product; 10) Dissemination and implementation, which is a step to disseminate the product / model developed to the public / wider community, especially in the education field.

## **3. RESULT AND DISCUSSION**

The terms of managerial supervision planning, school supervisors make semester and annual program plans that have been drawn up at the beginning of each new academic year, which aims to plan well what Madrasah supervisors will do.

According to Slameto (2016), supervisory work program planning is done based on the vision, mission, and goals of school supervisors through managerial supervision activities at target schools, aiming to improve school supervisors' ability according to their fields. Schools schedule the plan as an annual program

and a semester program, which is compiled collectively by all Madrasah supervisors in the form of a large meeting to provide suggestions and input on programs to be implemented in the next year.

However, the obstacle found difficulty managing the coaching process according to the plan prepared due to excessive workloads. In addition to the annual programming process, the problem encountered is the problem with the planning tools for the supervision of teacher development planning, which is also equipped with several supporting instruments. However, using these techniques and instruments may not necessarily improve the quality of school education. Activities in the planning of the managerial supervision program have not been fully realized under the compiled program. In fact, by carrying out the steps for implementing supervision activities or supervision stages that are systematic and logical to carry out managerial supervision work correctly, it can improve school competence. It is under the stipulated regulations, namely PERMENPAN No. 21 of 2010, Article III, concerning Obligations, responsibilities and authorities; point (a), which states that: the supervisor's obligation in carrying out the task is to compile a supervisory program, implement a supervisory program, evaluate the results of the implementation of supervision, guide and train educators and education staff.

Moreover, madrasah supervisors in Pasaman Regency compile a program for implementing managerial supervision by taking into account various terms and conditions: 1) The compilation of programs is carried out jointly based on the results of work meetings beginning of the school year. 2) The program is compiled by the applicable regulations and contains aspects of performance evaluation, staff development, monitoring of 8 National Education Standards in the assisted education unit. 3) The program is structured to have signs, objectives, and results-oriented based on the previous year's program. Therefore, it can be ensured that supervisors carry out managerial supervision.

Therefore, in the process of implementing managerial supervision, careful planning is prepared first. The planning is discussed in advance for supervisors to prepare school development programs according to the school's competencies. The schools implement the program in the new academic year, which will later be broken down into annual programs and semester programs. In this stage, supervisors guide schools in making school programs relevant to the school's vision and mission.

#### 4. CONCLUSION

Supervisory work program planning is done based on the vision, mission, and goals of school supervisors. Schools schedule the plan as an annual program and a semester program compiled collectively by all Madrasah supervisors. However, the obstacle found difficulty managing the coaching process according to the plan prepared due to excessive workloads, the authors say. The problem encountered is the planning tools for the supervision of teacher development planning, they say. It can be ensured that supervisors carry out managerial supervision by careful planning. The authors conclude that carrying out the steps for implementing supervision activities or supervision stages that are systematic and logical can improve school competence.

#### AUTHORS' CONTRIBUTIONS

Based on the findings of the analysis of the development of managerial supervision model in the design process for supervisors of madrasah in Pasaman regency, therefore, in the process of implementing managerial supervision, careful planning is prepared first. The planning is discussed in advance for supervisors to prepare school development programs according to the competencies of the school. The program is implemented in the new academic year, which will later be broken down into annual programs and semester programs.

This research has several important implications, namely that it can serve as a guide or basis for researchers who will further research with titles related to this research. The results of this study can also contribute to knowledge, especially about the development of the managerial supervision model in the design process for supervisors of schools.

#### ACKNOWLEDGMENT

This journal and the research behind it would not have been possible without the exceptional support of the supervisor. It is grateful for the insightful comments offered by the anonymous peer reviewers at books & texts. The generosity and expertise of everyone have improved this study in innumerable ways and saved the research from many errors; those that inevitably remain are entirely their responsibility.

#### REFERENCES

- [1] Made Pidarta, *Pemikiran Tentang Supervisi Pendidikan*, Jakarta: Bumi Aksara, 1999.
- [2] Nata, Abuddin, *Manajemen Pendidikan: Mengatasi Kelemahan Pendidikan Islam Indonesia*, Bogor: Kencana, 2003.

- [3] Nurtain, *Supervisi Pengajaran*, Jakarta: Ditjen Dikti Depdiknas, 1989.
- [4] Piet A. Sahertian, *Konsep Dasar dan Teknik Supervisi Pendidikan dalam Rangka Pengembangan Sumber Daya Manusia*. Jakarta: RinekaCipta, 2000.
- [5] Rohani HM, Ahmad dan Abu Ahmadi, *Pedoman Penyelenggaraan Administrasi Pendidikan Sekolah*, Jakarta: Bumi Aksara, 1991.
- [6] Sahertian, Piet A, *Konsep Dasar & Teknik Supervisi Pendidikan; Dalam Rangka Pengembangan Sumber Daya Manusia*. Jakarta: Rineka Cipta, 2008.
- [7] Slameto, *Supervisi Pendidikan Oleh Pengawas Sekolah Jurnal Manajemen Pendidikan*, 2016, 3.(2) pp.192-206.
- [8] Sugiyono, *Metode Penelitian Kombinasi (Mix Methods)*. Bandung: Alfabeta, 2015.
- [9] Syafaruddin, *Manajemen Mutu Terpadu dalam Pendidikan*, Jakarta: Grasiondo, 2004.
- [10] Syafaruddin dan Asrul, ed, *Manajemen Kepengawasan Pendidikan*, Bandung: Citapustaka Media, 2014.
- [11] Taqizar, Supervisi berbasis IT. *Jurnal At-Thadbir STAI Darul kamal NW kembang kerang*, 2018, Volume 1 No 2 tahun.