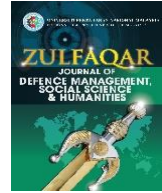




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ANALYSIS OF INDONESIA'S SHOOTER ATHLETE TRAINING MANAGEMENT ON AUSTRALIAN ARMY SKILL AT ARMS MEETING COMPETITION

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ABSTRACT

Indonesia as a state with a strategic position that becomes international sea traffic lanes should have a strong and professional military. The professionalism of the soldiers of the Indonesian National Armed Forces (TNI) demonstrated by the achievements of the Army shooter athletes at international level competitions. One of the international level competitions that have raised the name of Indonesia every year is the annual AASAM (Australian Army Skills at Arms Meeting). In this competition, from 2008 to 2018 the Army had won this competition for 11 years in a row. Therefore it becomes interesting to examine the management of exercises carried out by the Indonesian Army on shooter athletes. This research was conducted using qualitative methods. Based on the findings in the field and the results of the researchers' analysis, it can be concluded that the management training conducted by the Army for shooter athletes who participate in the AASAM competition is carried out with a regular chain of command so as to produce controlled activities and can achieve the expected targets. This was achieved because the Army had carried out this activity for many years and every year improvements were made from the results of the evaluation of activities.

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Introduction

Since the Reformation, there have been many internal changes to the Indonesian National Army (TNI). Massive internal changes within the TNI show that there is a TNI commitment to change according to the dynamics of the development of the strategic environment. Organizationally, the TNI commits military professionalism for its personnel in carrying out their duties and functions. Professional means providing high standards in completing tasks with expertise and quality service (Salusu, 2008). The universal military doctrine that is embraced, makes the TNI as a means of national defense which in every run of its programs and activities leads to professional military forces.

The professionalism of the TNI soldiers is shown by the achievements of the Army shooter athletes at international level competitions. One of the international level competitions that have raised the name of Indonesia every year is the annual AASAM (Australian Army Skills at Arms Meeting) competition. AASAM is a sniper competition which was first held in 1984 by the Australian Army ("AASAM", 2018). On its official website, AASAM originally aimed to select the best shooters from the Australian Armed Forces to form a firing team representing Australia and New Zealand, this competition began to be opened to the

international level in 1988. This competition focuses on battles using small weapons and abilities at the individual level. AASAM is designed to improve the ability to use small arms systems, equipment, and targets, combat technical analysis training, doctrine weapons training and small-arms use practices.

In this competition, the Indonesian Army has an extraordinary history of victory. From 2008 to 2018 the Army had won this competition for 11 years in a row. Indonesia first participated in this competition was in 1991, since then Indonesia has always actively participated every year, except in 1997-2004 due to Indonesia's domestic political conditions that were not stable at that time (Azhar & Reksoprodjo, 2016, p.53). In 2005, Indonesia became active again after internal conditions stabilized, and in 2008 Indonesia broke the record by becoming the overall champion in the AASAM competition. Since 2008, Indonesia has not given up its title as AASAM General Champion every year and has held the title of defending champion until 2018. The achievements of the TNI Army shooter athletes in the AASAM competition have become an interesting phenomenon amid Indonesia's conditions in fluctuating sports, and tend to be under other Asian countries (Rahmat, 2014). The objective of this research is to analyze the implementation of training management carried out by the TNI-AD in preparing shooter athletes to face AASAM competitions. Sports achievements certainly relate to management training conducted by each manager of sports (Priyono, 2012), therefore the success of the Army athlete shooter can also be caused by the good management of the training carried out.

In this study, researchers analyzed using the theory of Management Training, Human Capital, and Military Professionalism. The Indonesian Armed Forces have been able to overcome the problem of training management for its shooter athletes who will participate in international competitions, among others by continuously improving training management. The ability of the TNI AD to be able to maintain its achievements has become an interesting thing to study, especially regarding the management of the training conducted.

I. Training Management Theory

The development of the world with globalization and towards Industry 4.0 now causes the rate of change to be very fast. Thus, causing a high level of competition in various aspects. Therefore, we need individuals who are able to adapt quickly according to the progress of science and technology. To achieve this we need input aimed at updating HR skills. Training is one way to do this.

Training is an organized activity to improve the knowledge and skills of people with specific goals (Flippo, 2002). This involves systematic procedures for transferring technical knowledge to employees so as to increase knowledge and skills (Sharma, 2012, p.5). Therefore the training program can be a means for employees to gain technical knowledge, skills, and problem-solving abilities by undergoing a training program.

Training Management is a combination of two terminologies that forms a program and activity, namely management and training. There are several definitions from experts regarding training. Bernardin and Russel (1993) said "Training is a way to improve and enhance the skills and techniques that have been owned in detail, routine and structured" (p.29). Edwin Flippo (2002) stated "Training is the act of increasing an employee's knowledge and skills to do certain jobs" (Sharma, 2012, p.6). According to Sikula (2000), training means "short-term education process that uses systematic and organized methods and procedures. The trainees will learn practical knowledge and skills for a particular purpose " (Sumantri, 2000, p.2).

According to Moekijat (1985, in Nuraeni 2008), there are 3 conditions that must be met so that an activity can be called an exercise, namely; training must be done to help subordinates improve their abilities, the results of the exercise must provide a change in the habits of subordinates, both in the attitude of work and in the application of information and knowledge gained, and the exercise must be related to a particular job. Based on the definition of these experts, it can be concluded that training is a process to develop and maximize one's ability in a field in accordance with certain standards to achieve a goal.

II. Human Capital and the Theory of Military Professionalism

In the development of the military world after the Cold War, professionalism was highly demanded, because it involved their identity as a people's army, a warrior army, and a national army (Kemhan RI, 2007, p.71). As stated by Huntington (1963) quoted by Tippe (2012), The TNI is demanded as a professional army as well as a national army, that strong nationalism will give birth to professionalism: "The rise of nationalism and democracy has one important product that is closely related to the emergence

of professionalism" (p .57). This means that when the TNI's professionalism is used as capital and investment for the State and managed using Human Capital, it will produce defense forces and military human resources that are ready to be used for the interests of the State. Human Resources in the military discuss various activities, which discuss gathering human resources, recruitment, screening prospective employees, training needs studies, developing compensation systems, performance appraisals, awards, and recognition (Ma'aruf, 2014).

Materials and Methods

In this study, researchers chose to use qualitative research methods. Therefore it takes a lot of data in the form of words and activities of people or groups of people, as well as supporting documents in the form of notes, administrative documents, photos, and others as supporting data. The type of data source that will be used are primary data consisting of several informants and secondary data from the results of literature studies. This research using a qualitative method in a natural state and mostly observing the situation as well as in-depth interviews for more details (Sugiyono, 2015). In the data collection technique, researchers used several existing techniques, such as literature review, observation, interviews, and document study. Literature study conducted to collect the general information from newspapers and magazines that reported about the victory of the TNI AD contingent at AASAM. Besides, the information was also obtained from Australia's official AASAM website in terms of history and winning records in the competition. Direct observation was used in this research by recording activities at the location and analyzing things that were still unclear and need to be asked later during the interview. Observations were made based on the permission of the informants, this was because the data source to be visited was a military institution whose information was not disclosed to the public. Through observations, researchers will find out how the training carried out by the Indonesian Army Shooter Athletes at the Kostrad 1st Division Headquarters.

Next stage was Interview. Interviews were conducted in person and by telephone. In this study, researchers used unstructured interview techniques, the questions are designed to be open so that they can generate opinions from the speakers. Researchers conduct interviews with coaches and people who do recruitment to select the best athletes. Meanwhile, for the interviewees who were the source of the data in the analysis of this study, the researcher specified only those people who were directly involved in athlete support and preparation. Especially people who have contributed over the years, with the aim of knowing the developments and or changes in methods and systems that have been made. There are 7 persons that directly involved in this study; Head of Coaching and Training Affairs, AASAM's athlete for 2008-2018 competitions, Vice of The Training Commander, Operational Staff, The Head of The Trainer since 2008, General Manager of Pindad's Weapon Division and Engineering Process Manager of Pindad's Weapon Division.

Document studies were carried out to be used as additional data through open documents such as newspapers, magazines, and reports to closed ones such as letters, journals, and emails. The original documents that were used to analyze the management of training are these four main documents. The first document was KASAD Assignment Letter Number ST / 38/2018 concerning Orders to Plan, and Organize Training Center for TNI-AD Shooter Team. This document consists of directions and orders from KASAD (Chief of The Staff of The Army) to plan and carry out the preparations required by the Training and Education Center of TNI-AD.

The second document was AASAM Competition Handbook 2018. This handbook is published by the Australian Army for the purpose of being a guide for competition participants. This book contains all the rules, techniques, types of weapons, competition history, past results as well as the schedule and location of matches. The organizing committee prepares the handbook every year and sends it to the participating countries several months before the competition takes place. This handbook provides data to analyze the journey of this competition and how the Indonesian team is progressing.

The next document was AASAM Smartbook 2018. Divisi Infanteri 1 Kostrad (Army Strategic Command). This smartbook was prepared by Divif 1 Kostrad to combine the information needed by athletes and teams that will enter the competition. This document contains the types of competitions that the Indonesian team will participate in in the competition, the athletes that will be fielded along with their respective conditions and abilities, as well as the results of analysis and evaluation of previous years' competitions. The last document was Schedule of Daily Activities during Training Program. Through the document study, the researchers obtained data on the number of victories and medals won by Indonesia for 11 consecutive years. As well as the recruitment and the training process carried out.

As for data analysis techniques according to Miles and Huberman (1994), namely technical data analysis consisting of 3 activities carried out together, data reduction (data reduction), data presentation (data display), and drawing conclusions (drawing conclusions). Data reduction refers to the process of selection (selection), centering (focusing), simplifying (abstracting), transforming (transforming) data that appears in field notes or transcription. When in the field to collect the data obtained, the researcher obtained quite a lot of data and was complicated, so that it needed accuracy to choose which data was relevant for research answers. Therefore, data reduction was carried out to summarize and select main things in order to focus on important things in accordance with the research theme and pattern. This will make it easier for the author to get a clear picture and easier to get further data.

Furthermore, data display was conducted after the data reduced, it will be presented in the form of tables or graphic formats. Data display helps to shows the information efficiently and to analyze further actions. The main goal of the diagram is to provide ready access to information and convey a message, a discovery, or a particular perspective on a specific data or topic (Iliinsky, 2010).

The third step in the analysis of the qualitative data according to Miles and Huberman is drawing the conclusion. Conclusion drawing activities including re-analysis of the data that has been collected and then correlate it with research questions. Verification was fulfilled by reviewing field notes, reviewing the data repeatedly to double-check the conclusions. "The meanings emerging from the data have to be tested for their plausibility, their sturdiness, their 'confirmability' - that is, their validity" (Miles and Huberman, 1994, p. 11).

To test the reliability and validity of data in qualitative research, explained by Sugiyono (2015) includes tests, internal validity (credibility), external validity (transferability), reliability (dependability), and objectivity (confirmability). Researchers will carefully and carefully examine an activity, event, activity, process, or group of individuals in a given time and region (Creswell, 2010).

Results

This research was conducted in several places because it is integrated with several parties with their respective specifications, responsibilities and qualifications. The locations included The Army Headquarters Sopsad Division, Kostrad Infantry Division 1 in Cilodong, the Armament Division of PT. Pindad (Persero), and the Education and Training Command at the Infantry Weapons Center in Bandung.

I. Recruitment for Candidate Athlete Shooters

AASAM shooter athlete recruitment selection was carried out three months before the training was held. In July, each Kodam (Regional Military Command) from all over Indonesia carried out a selection for his soldiers who had prominent abilities in the field of shooting. Each Kodam will send 35 athletes to take part in the KASAD (Chief of The Staff of the Army) Cup shooting competition held in August, and the TNI Commander Cup Competition held in December. In October, Divif 1 Kostrad ((Army Strategic Command) will select the 20 best athletes from the KASAD Cup Competition and the TNI Commander's Cup to be included in the AASAM selection. Athletes who are not selected will be returned to their respective units, while those selected will be prepared to participate in the selection. At the same time, Divif (Infantry Division) 1 will also socialize the AASAM material that will be contested. Meanwhile, Divif 1 also sent a list of the names of athletes who would take part in the AASAM selection and submission of the selection to the Army General Staff (SUAD). When SUAD has issued a warrant, the selection can be carried out. The selection process at Divif 1 Kostrad has entered the Pre-AASAM stage which uses single-elimination system with three stages.

First stage consists of 20 new athletes from the KASAD Cup competition and the TNI Commander. This new athlete will be competed to get the highest score with AASAM material from the previous year. Athletes who get the highest score will be included in the next stage. This stage prioritizes consistency and high scores, where the minimum score from the shooting result is 80.

Second stage is the stage where new athletes will compete with AASAM athletes in the previous year with a scoring system seen from the highest score and potential each athlete might have. At this stage, the trainer has a big role to be able to see these potentials.

At the last stage, the core team has formed consists of a combination of new athletes and old athletes selected from stage II. This core team consists of 12 athletes who will be a contingent of Indonesian representatives.

The athlete who has reached stage III means that he has been determined to be a core team to be intensively trained for three months at the Kostrad Divif 1 shooting range. This training is held from January to March-April. The selection of new athlete recruitment is carried out strictly, this can be seen from several stages and screening that must be passed by prospective athletes to be able to participate in the Pre-AASAM selection.

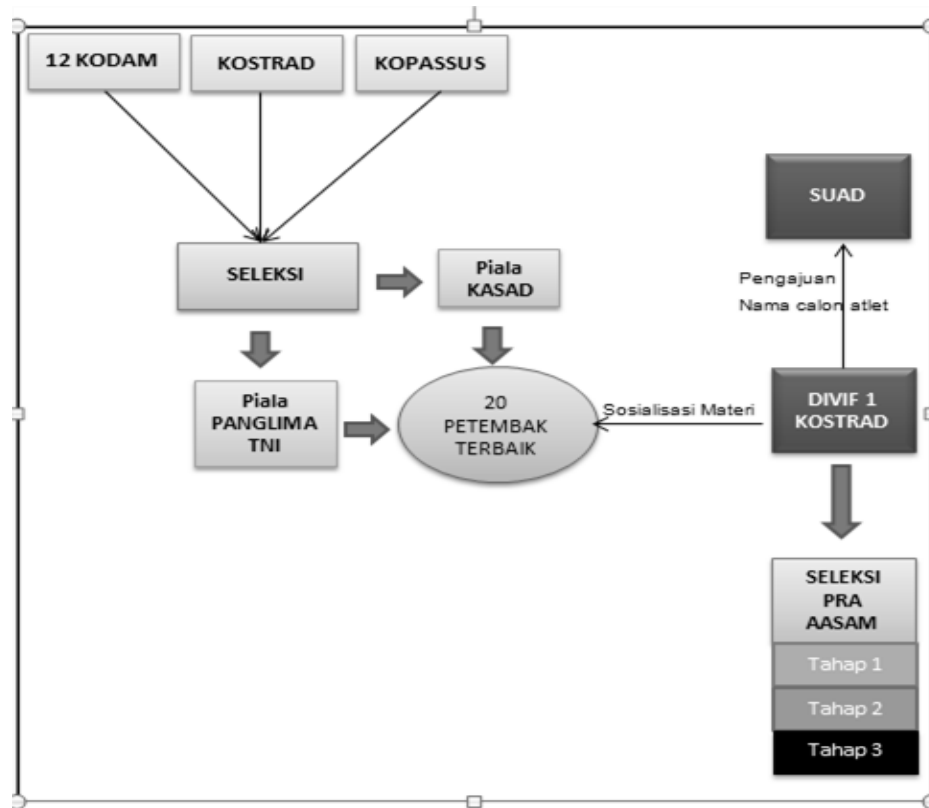


Fig. 1 AASAM Shoot Athlete Recruitment Selection Flowchart

Source: Data processed by researchers, 2018

In October, Divif 1 Kostrad had received an order from Sopsad (Army Operation Staff) to begin an internal meeting to prepare the training. This meeting is held regularly every 2 weeks. At this meeting several things were formulated, such as timeline for the implementation of the AASAM preparation program. The formulation of the activity time plan aims as a guide in the implementation of activities so that the steps in preparation become more directed.

II. Facilities and infrastructure

Like other operations carried out in military units, the preparation of facilities and infrastructure for AASAM training is also well prepared which includes;

a. Weapons:

During the AASAM competition, the Indonesian Army used weapons according to the needs of the race material, namely SS2-V4 HB, Sniper AW / AI, GPMG, SO-Minimi rifles, and G2 Elite Pistols. Since 2008 PT.Pindad has supported Indonesian contingents with domestically made products such as SS2-V4 and G2 Elite Pistols.

SS2-V4

SS2-V4 is a type of assault rifle (Assault Rifle) with the full name Assault Rifle 2 Verse 4 Heavy Barrel. This weapon is an updated version of the previous generation SS1 assault rifle. In accordance with international

weaponry regulations, weighing 5.36 kg in complete conditions and capable of firing up to 500 m. Both of these guns adopt the NATO caliber of 5.56 x 45 mm (Pindad, 2018).

Elite & Combat G2 pistols

Aside from assault rifles, another product from Pindad which has a reputation and foreign achievements is the G2 Pistol. G2 is a pistol variant with a caliber of 9mm x 19 mm which began to be produced by PT. Pindad in 2010 and replaced P-1 Pindad production or better known as FN Browning (Pindad, 2018).

The name G2 (Jee-Two) the purpose of this naming is because the production of G2 prioritizes accuracy and is precise in shooting at targets. Like its predecessor, G2 adopted a single-action system commonly used by the Indonesian army. The G2 handgun was designed with the aim of producing high performance, high accuracy pistols. Manager of PT. Pindad explained that in addition to being designed to be more ergonomic and accurate, the most important thing is that it is not easy to jam, has a lot of bullet capacity, and a magnificent appearance. The G2 Pistol variant has two versions, namely G2 Combat and G2 Elite.

b. Training Site

One facility that has an important role in carrying out athlete training is the training ground. The Sopsad Division entrusted the implementation of the training. The shooting range is used to practice shooting of soldiers ranging from pistols to assault rifles and sniper rifles. This firing range is in the Kostrad Infantry Division 1 in Cilodong, Depok, West Java. The firing range owned by Divif 1 Kostrad is one of the busiest shooting fields because throughout the year it is used to train athletes in preparation for various competitions and routine training of soldiers. Starting from the preparation for the KASAD Cup competition, the TNI Commander's Cup, AARM (some exercises were carried out on the Kopassus field), and especially for AASAM.

The firing range owned by Divif 1 Kostrad is the largest and most complete shooting range in Southeast Asia. This is because this field can accommodate six shooting fields in one location. The firing range consisted of the male and female Pistol shooting range, Karabe, 600 meter Distance, Indoor, and Skit and Trap Fields (Prasetya, 2012, para 3).

In addition, the Army also prepared another location for training, namely the Kostrad Combat Training Center in the Cibenda Area, Sukabumi. This shooting range is managed directly by Kostrad. This shooting range was prepared for AASAM training because it has a soil structure that is similar to the field in Puckapunyal, Australia. Besides that, the wind speed and temperature of the shooting range in Cibenda are also close to the conditions in Australia. The training in Cibenda aims to make the Athletes familiar with the situations and conditions that will be faced in order to be better prepared physically and mentally.

c. Logistics and Equipment

Logistical preparation and support needs for training implementation have been planned by the AASAM Training Implementation Support Team since the first preparatory meeting. Pasilog (Logistic Section Officer) will be responsible for the preparation, which will be assisted by other support teams. This preparation includes consumption, equipment needs such as ear protectors, targets, lenses, and others. During the preparation period, the pasilog will list the requirements and submit them to SUAD (Army General Staff). Later SUAD will take the decision in licensing. When SUAD has agreed and the notice has been issued, the fulfillment of needs can begin.

Discussion

Training management is a series of activities carried out continuously to achieve a goal or target. The Army has carried out this process for years to be able to achieve the expected goals and maintain their achievements. Meanwhile, for the discussion of research results, the researcher used the Training Management Theory and management principles as the main framework in analyzing the research. In addition, it is also supported by the theory of Human capital management and talent management. Therefore, in this study, the researcher used two analyzes, the first analysis to present the data that had been collected and to analyze the results of the research using relevant theories.

I. Planning in the Management of the TNI-AD Shooter Athlete for the AASAM competition

The preparation for the competition was carried out on the based of KASAD's Assignment Letter No: ST / 38/2018 concerning Orders to plan, prepare, organize training camps for the TNI-AD Shooter Team in the framework of the 2018 AASAM Shooting competition and Pangkostrad's Task Letter No: ST / 27/2018 concerning orders to plan, prepare, organize a training camp for the TNI-AD Shooter Team in the framework of the 2018 AASAM shooting competition.

The planning stage was carried out by the TNI-AD when evaluating the AASAM results from the previous year. The implementation of AASAM took place in May, and in June the TNI-AD had made preparations for the following year's competition, which began with the recruitment of shooters for the KASAD trophy at each Kodam throughout Indonesia. As the selection and recruitment process progressed, Sopsad began holding division meetings with related devices in the previous AASAM period. Sopsad then reports to KASAD through the KASAD Asop to carry out preparations for initial needs.

II. Organizing in the Management of the TNI-AD Shooter Athlete Training

Organizing involves selecting the best human resources to carry out tasks in order to achieve maximum results. Kostrad selects people with experience, knowledge, and high flying hours to train Indonesian athletes with high achievement.

Trainers

The selection of trainers is a very important first step in the preparation of AASAM athletes. This is due to the trainers who will shape the ability of these athletes to be worthy of representing Indonesia in the eyes of the world. The head of trainer is in charge of training management, designing training programs, and is responsible for overall weapons and ammunition matters. Since Indonesia has been actively sending contingents to participate in the AASAM Competition, Kostrad has sent Major Infantry Warto to be the head of trainers. His experience and expertise have been the secret weapon of the Indonesian team in winning AASAM for 11 consecutive years. He has devoted his tenure to accomplishment in a variety of fields, from athletic training, martial arts, or military, shooting, and free-fall. In the field of martial arts, Major Warto has a Dan-II black belt in karate and won a bronze medal in a competition between generations. Major Warto led not only in the AASAM Competition training but also in the BISAM and AARM competitions. Warto's ability to produce results for the competition, seen from 2005 until now the TNI has succeeded in becoming the winner and overall champion in the BISAM shooting competition in Brunei Darussalam and since 2008 AASAM in Australia.

Support Team

The implementation of AASAM athlete preparation requires a support team to prepare all athlete's needs. Starting from logistics to shooting field preparation. According to a report from the 2016 AASAM Wadanlat (Deputy training commander), Major CBA Fighter Argian, there were 40 people on the AASAM support team. Broadly speaking it consists of:

No	Position	Role
1	DANLAT Training Commander	Leads athletes's preparation and needs since before carrying out training.
2	WADANLAT Deputy of Training Commander	Carries out the athlete's preparation and needs from the preparation, implementation to evaluation stages.
3	Pasiop The operations section officer	Pasiop has the duty to take care of training activities while in the field. Pasiop is assisted by another basiop team.

4	Pasilog Logistics officer section	Prepare and take care of logistical, training, and additional needs for the athletes.
5	Medics	Ensure that athletes are always in top condition, and provide athletes with additional nutritional and supplementary requirements when needed.
6	Psychology Team	Assists the trainer during the training to assess the athlete's mental state in order to make the athlete more focus.

Table 1 List of 2018 AASAM Athlete Training Committees

Source: Data processed by researchers, 2018

III. Implementation in the Training of Indonesian Army Shooter Athletes for the AASAM Competition

After selected 12 athletes from the Pre-AASAM selection, intensive training will start for three to four months. This exercise starts from January to March or April and was held at the Shooting Field owned by the Kostrad Infantry Division 1 in Cilodong. Before starting training, the coach will first analyze the results of the Pre-AASAM implementation of each athlete. First, looking at the results of the shooting score selection. From these results, a comparison will be made with the old shooter, even though later the shooter will have a score below the old shooter, but the coach will see the other values of the athlete's shot, if it is seen that there is a potential to increase, then the coach can choose the athlete to be included in AASAM.

In the next step, the trainer will see where the athlete's weaknesses are, whether in terms of breathing, pulling the trigger technique, how to make sight alignment, even whether the adrenaline is rapidly increasing. The condition of adrenaline becomes very important because it is related to the heart's work in pumping blood. The faster the heart rate will increase the vibration when holding a weapon. Researchers observe the condition of athletes even the smallest of athletes.

Furthermore, the exercise routine starts at 04.30 am every morning, which begins with morning worship. After finishing worship, binsik (physical coaching) is carried out like jogging. Then proceed with cleaning, breakfast, and morning parade. At 8:00 a.m. the athletes begin training with warm-up or stretching to relax the muscles to avoid muscle cramp. Furthermore, it was filled with field psychology and continued with training on race material. These materials are trained every day with different weapons according to the material. Every athlete must master four types of weapons, such as long-barreled weapons, pistols, 7.62 mm caliber automatic weapons, and 5.56 mm caliber automatic weapons. Training using different weapons is carried out every day so that their muscles are accustomed to having to compete with one of the four rifles. In addition, training is also accompanied by the addition of a weight of 15 kg. Ranging from helmets, steel vests, and tactical belt. Because there is the material that requires participants to use the equipment.

In shooting training, there are three stages that must be carried out. The first is to do dry shooting or also known as the dry drills. Dry Fire Training is basic training in shooting before, this exercise is carried out by placing a firing position without any bullets in the rifle. This activity is repeated every day with the aim of building muscles that must be prepared for shooting to get used and train reflexes to be faster. Muscle building for shooting training is very important because it will affect the stability of the shooter when shooting, the muscles that have been trained when in a certain position with a certain weapon will make it easier for the shooter to concentrate more on the target. For example, a shooter will compete in match 1 in the combat rifle category, the muscles that must be prepared include the shoulder muscles to hold the weapon, the waist muscles to hold the shooting position, the thigh muscles for stability, to the arms and fingers that are on the trigger.

Breathing training or what is known as the Breathing-Aiming-Triggerring technique very important basic technique that every athletes has to master because it takes calm and high concentration to maintain the position of the target that has been directed. Technically, when about to shoot the shooter will take a deep breath and hold his breath when shooting the target so it doesn't falter. Therefore, it is very important to practice breathing techniques in a shooting. For breathing exercises, the trainer applies Yoga breathing techniques and Merpati Putih-martial arts breathing techniques.

There is so much material that is contested in AASAM from various categories and types of weapons used. Therefore the training material is carried out according to the material that will be contested that year. When it times to do training for AASAM in 2019, the material guides that will be trained use the material listed in the 2018-2019 AASAM handbook. The following are training and competition materials contained in AASAM 2018-2019:

Table 2: AASAM material for 2017-2018

2017 (53 Match)	2018 (73 Match)	
Individual	Individual	
	- Championship 5 Match	
- Rifles 25 Match	- Rifles 15 Match	- Pistol 6 Match
- LSW/SO Minimi 5 Match	- LSW/SO Minimi 4 Match	- Sniper -
- Pistol Match 5	- Multi Weapon 3 Match	- Night Match 5 Match
Team	Materi Team	
- 18 Match (Sniper & Rifles)	- 38 Match	

Source: AASAM 2018 Handbook

After the 'dry' drill stage, the athlete will start the real shooting practice stage. This 'wet' shooting exercise uses a loaded weapon equipped with a target. Athletes will carry out training in accordance with actual race conditions. In the wet shooting stage, athletes will apply basic techniques of dry drills and breathing techniques to produce high scores. Exercises according to this material take place every day from 08.00 am to 16.00 WIB which is then followed by binsik (physical building) as cooling and cleaning and weapons warehousing. This routine is carried out every day until it reaches the set target.

IV. Evaluation and Control Phase in the Management of the TNI-AD Shooter Athlete for the AASAM Competition

The evaluation was held periodically by the trainer. At first, the trainer will see the results of the selection and the results of the training, from these scores the trainer will conduct a thorough evaluation of the condition of the existing human resources. The human resources include shooters, trainers, and contingents, and supporting teams. All of them are evaluated, and it'll be analyzed where they are lacking. For the athletes, their mental health condition psychological condition was also evaluated.

Apart from trainers, evaluation and supervision were also carried out by Sopsad, SUAD, and Division Officials. They will see the results and development of the athlete's ability to see if there are problems and shortcomings so that they can be immediately fulfilled and resolved. Pindad also conducted an evaluation of the performance of their weapons. To improve the team's ability in the AASAM competition, the Pindad team will accommodate their input and evaluation results to be improved in the following year.

Conclusion

The implementation of training for shooter athletes to face AASAM competitions carried out by the TNI-AD and its staff is an actualization of training management based on policies issued by KASAD. In planning, the application of this chain of command makes every implementor understands his duties and responsibilities in achieving goals. The application of this chain of command is an opportunity for the TNI-AD to improve the capabilities of all its soldiers with clear and open communication.

In organizing, communication has a major role. people with good communication skills are placed to be the liaison. Although information from one source is needed so that information is not confusing, Kostrad still requires all soldiers involved in AASAM preparations to follow developments and information. This makes each component understand their respective duties.

The implementation of training management in the preparation of AASAM athletes went well and in accordance with the planned procedures. However, in the implementation of communication for the preparation of AASAM athletes, there are other competitions that are also held by the TNI-AD. This could be a problem for soldiers who will take part in the selection not to understand each material that will be contested and need to be prepared in each competition. Therefore a clear line of communication is needed down to the smallest units.

The implementation of control and evaluation results in the training methods provided that are always evolving, especially because the AASAM material changes every year. From these changes, the team will analyze the training programs that have been implemented. After evaluating and implementing these new programs, it will be seen whether there are any changes or progress. When the new program is not accepted by the shooter but produces good results, then the trainer will use his authority as a trainer to enforce the program. This is because the program is considered to be able to achieve its main objective, namely winning competitions. Control is carried out by various parties to ensure the performance of the team and weapons is always excellent in order to maintain quality and achievement.

The quality HR planning to support successful implementation is in accordance with the analysis of talent management theory. This is indicated by the recruitment process carried out towards implementors and policy objects openly and fairly. Until finally acquired talented people who will support the achievement of the objectives of the implementation. The application of talent management can be an opportunity for every institution to get quality human resources that will become an investment for the organization (Berger & Berger, 2004). Furthermore, budget planning plays an important role in successful implementation. This is because budgetary resources will have an influence on other variables in implementation (Siagian, 2008). Limited budget resources can reduce the quality of both in terms of human resources to facilities and infrastructure.

Recommendation

Based on the analysis and findings of researchers in the field, there are some recommendations that are expected to be suitable, such as the theory used and the results of this study can be used as a reference for subsequent researchers. There are several topics that have not been discussed in this study, for example about the synergy between institutions in the Management of Shooting Training. The synergy between army level units needs to be maintained and improved for the regeneration of shooter athletes.

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