

## Analisa strategi reformasi birokrasi di Sekretariat Wakil Presiden Republik Indonesia = The analysis of bureaucratic reform strategy in the Secretariat of Vice President of Republic Indonesia

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### Abstrak

Tesis ini membahas mengenai strategi implementasi reformasi birokrasi di Sekretariat Wakil Presiden Republik Indonesia (Setwapres RI). Tujuan penelitian adalah untuk menganalisa strategi reformasi birokrasi yang dipilih dan dilaksanakan oleh Setwapres RI serta faktor-faktor yang mendukung dan menghambat implementasinya. Penelitian ini merupakan penelitian kualitatif dengan pendekatan post positivis.

Berdasarkan hasil analisis atas formulasi strategi reformasi birokrasi dengan menggunakan Matriks of Optimum Reform Strategy (Hahn Been Lee) diperoleh kesimpulan bahwa strategi reformasi birokrasi yang dilakukan oleh Setwapres RI adalah strategi inkremental.

Hasil penelitian merekomendasikan Sekretariat Wakil Presiden untuk membentuk sebuah unit kerja yang memiliki tugas dan fungsi khusus melaksanakan program-program reformasi birokrasi di lingkungan internal Setwapres RI; menjalankan program change management secara periodik untuk mentransformasikan nilai-nilai reformasi birokrasi bagi pembentukan pola pikir dan budaya kerja; membangun Sistem Pengendalian Intern Pemerintah (SPIP) secara utuh sebagai early warning system atas pelaksanaan tugas dan fungsi seluruh unit kerja; dan meningkatkan komitmen serta efektivitas peran Pemimpin disemua level manajemen untuk mendorong keberhasilan reformasi birokrasi.

*This thesis discusses the strategy of bureaucratic reform implementation in the Secretariat of The Vice President of the Republic Indonesia (VP Office). The research goal was to analyze the strategy of bureaucratic reform that was chosen and executed by the VP Office, along with the factors that support and prohibit its implementation. The research is qualitative in nature that uses a post positive approach. Using the Matriks of Optimum Reform Strategy (Hahn Been Lee) as tool of analysis towards the formulation of the bureaucratic reform strategy, this research concludes that the bureaucratic reform strategy conducted by the VP Office is an incremental type of strategy.*

Based from the results, this research recommends the following steps for the VP Office: that the VP Office establishes a working unit that specializes only in executing bureaucratic reform programs in the VP Office's internal environment; also implement a change management program periodically in order to transform bureaucratic reform values into a certain mind set and work culture; establish a comprehensive Governmental Internal Control System (Sistem Pengendalian Intern Pemerintah) to function as an early warning system towards the execution of all of the working units tasks and functions; increase the commitment and effectiveness of the leader's role in order to push for the successfulness of bureaucratic reform.