

Transformasi Manajemen ASN Menuju Smart & World Class Bureaucracy

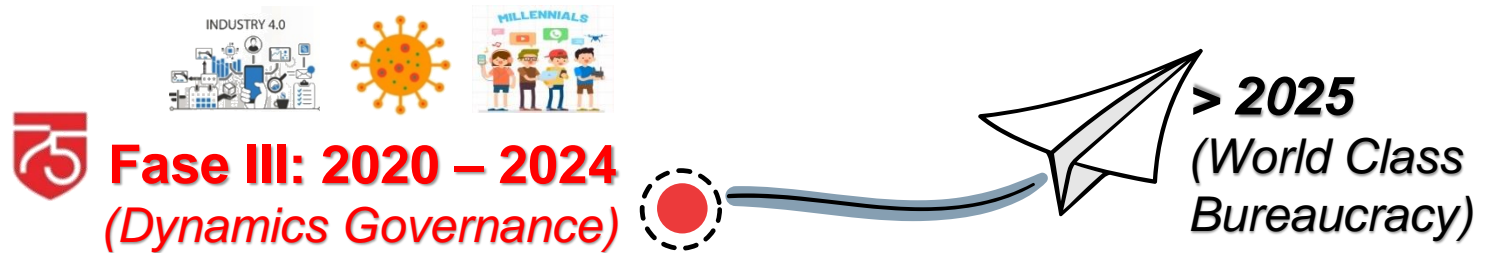
Ir. Bima Haria Wibisana, MSIS, PhD., CERG, CIHCM
Kepala Badan Kepegawaian Negara



Rapat Koordinasi Kepegawaian Se Kalimantan Timur
Selasa, 30 Maret 2021

FACTS AND FIGURES

Milestones Reformasi Birokrasi Indonesia



Fase I: 2010 – 2014
(Rule-Based)

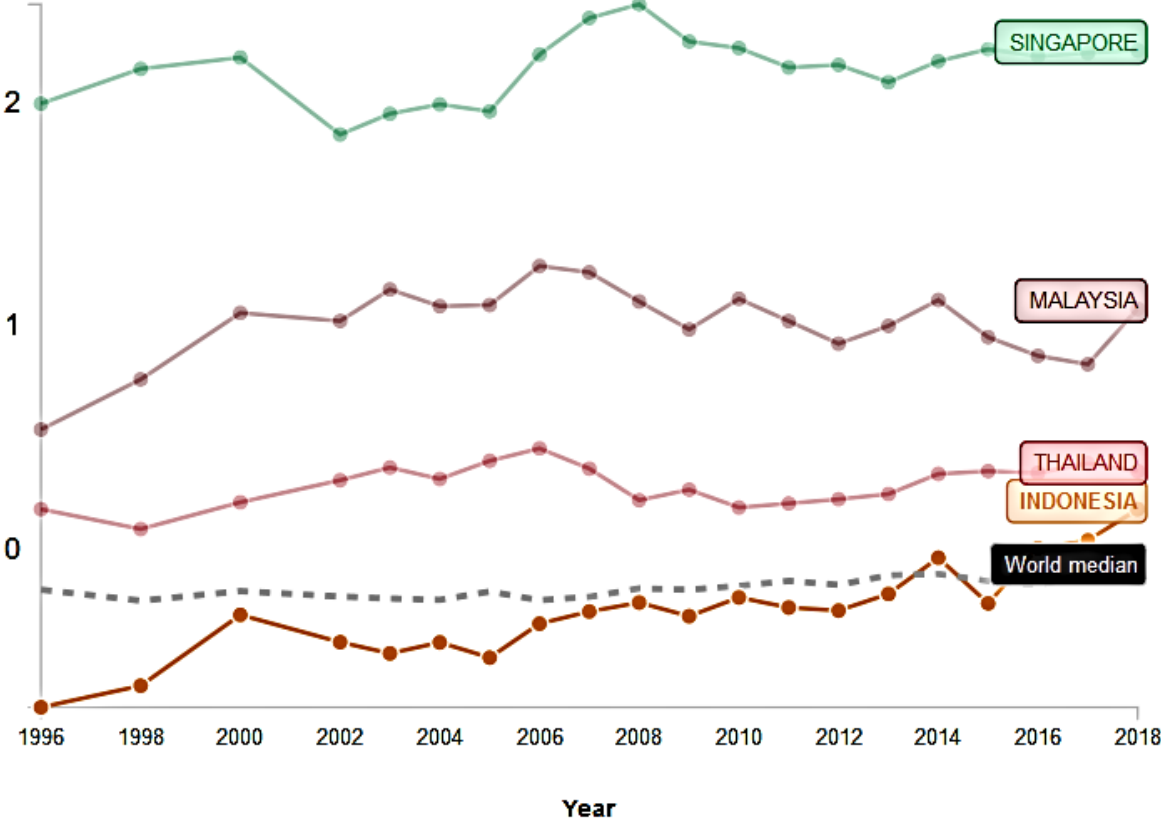
Fase II: 2015 – 2019
(Performance-Based)

Second Wave:
Perpres 81/2010 (Grand Design Reformasi Birokrasi 2010-2025)

First Wave (2004 – 2009):

- *Pedoman Umum Reformasi Birokrasi*
- *Pedoman Pengajuan Usulan Reformasi Birokrasi K/L/D*

Government Effectiveness ASEAN



<https://govdata360.worldbank.org/indicators/>

Global Talent Ranking ASEAN

	Overall Rank	Investment and Development Rank	Appeal Rank	Readiness Rank
Singapore	10	25	20	1
Malaysia	22	32	27	16
Indonesia	41	51	24	42
Thailand	43	49	30	43
Philippines	49	61	31	26

Sumber: IMD World Talent Ranking 2019

Global Competitiveness Index ASEAN

#1



Score: 84.8

#27



Score : 74.6

#40



Score : 68.1

#50



Score : 64.5

#64



Score : 61.9

#67

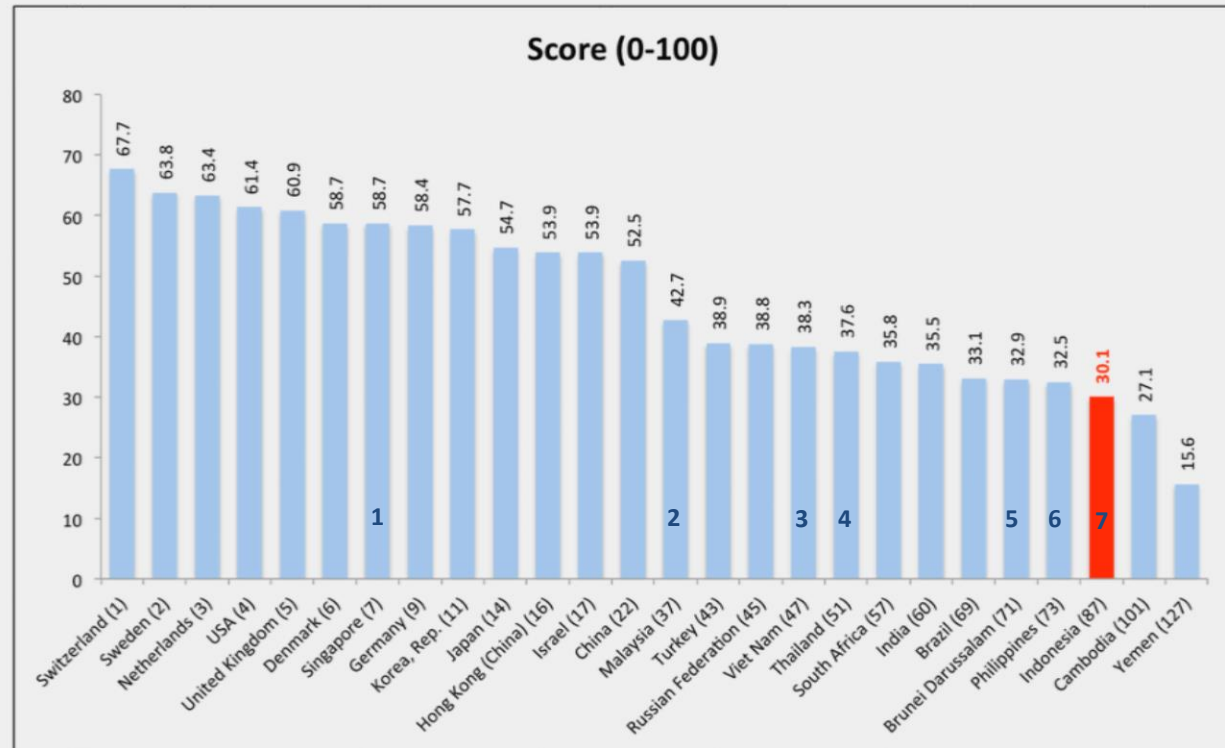


Score : 61.5

Sumber: WEF The Global Competitiveness Report 2019

Innovation
is
Future
Survival

Global innovation index 2017 (n=127)



Source: INSEAD, WIPO, and Cornell SC Johnson College of Business, *The Global Innovation Index 2017*, downloaded from <https://www.globalinnovationindex.org/gii-2017-report>.

D INDEKS KEMAKMURAN DUNIA INDONESIA PERINGKAT 5 ASEAN

Lembaga penelitian Legatum Institute dari Inggris merilis Prosperity Index yang memuat peringkat kemakmuran 142 negara sepanjang 2015. Indonesia berada di peringkat 69, naik dari posisi 89 pada tahun sebelumnya. Berikut delapan negara Asia Tenggara dalam index tersebut.

KATEGORI PERINGKAT:

● Tertinggi | 1 - 30 ● Diatas rata-rata | 31 - 71 ● Dibawah rata-rata | 72 - 112

INDIKATOR KEMAKMURAN:



Ekonomi



Keamanan



Kesehatan



Pendidikan



Modal Sosial



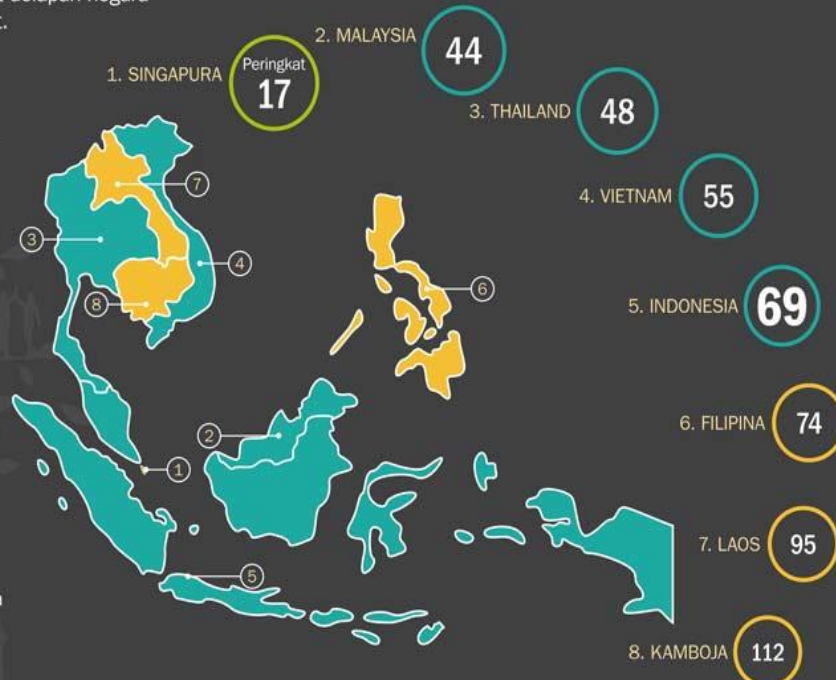
Pemerintahan



Kebebasan Individu



Kesempatan kerja dan Wirausaha

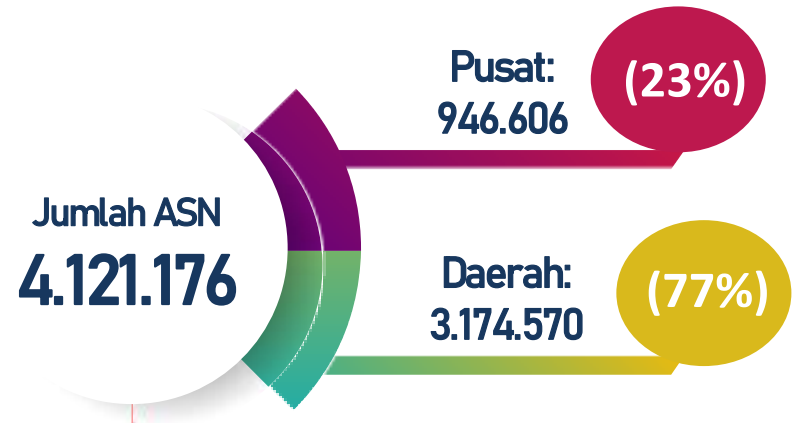


Dinilai dari 8 Indikator Kemakmuran:

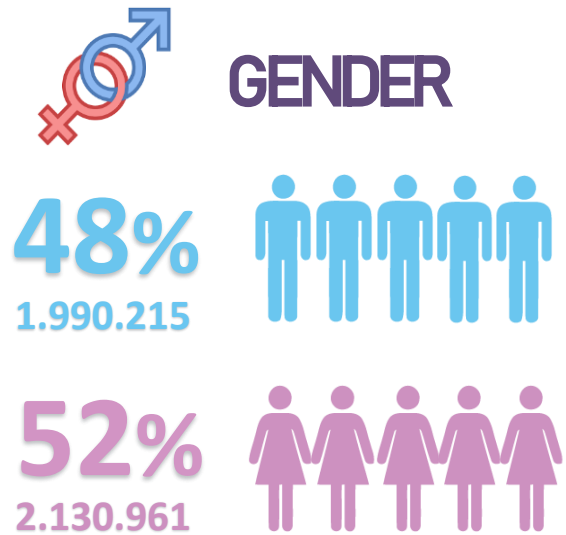
1. Ekonomi
2. Keamanan
3. Kesehatan
4. Pendidikan
5. Modal Sosial
6. Pemerintahan
7. Kebebasan Individu
8. Kesempatan Kerja dan Wirausaha

STATISTIK ASN NASIONAL

PER 30 JUNI 2020

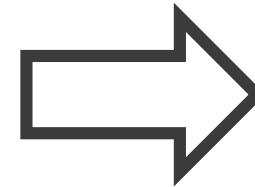
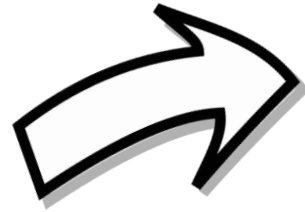


JABATAN	JUMLAH	%
GURU	1.451.591	35%
DOSEN	76.149	2%
MEDIS	320.427	8%
TEKNIS	248.709	6%
ADMINISTRASI	1.559.965	38%
STRUKTURAL	464.335	11%
JUMLAH	4.121.176	100%



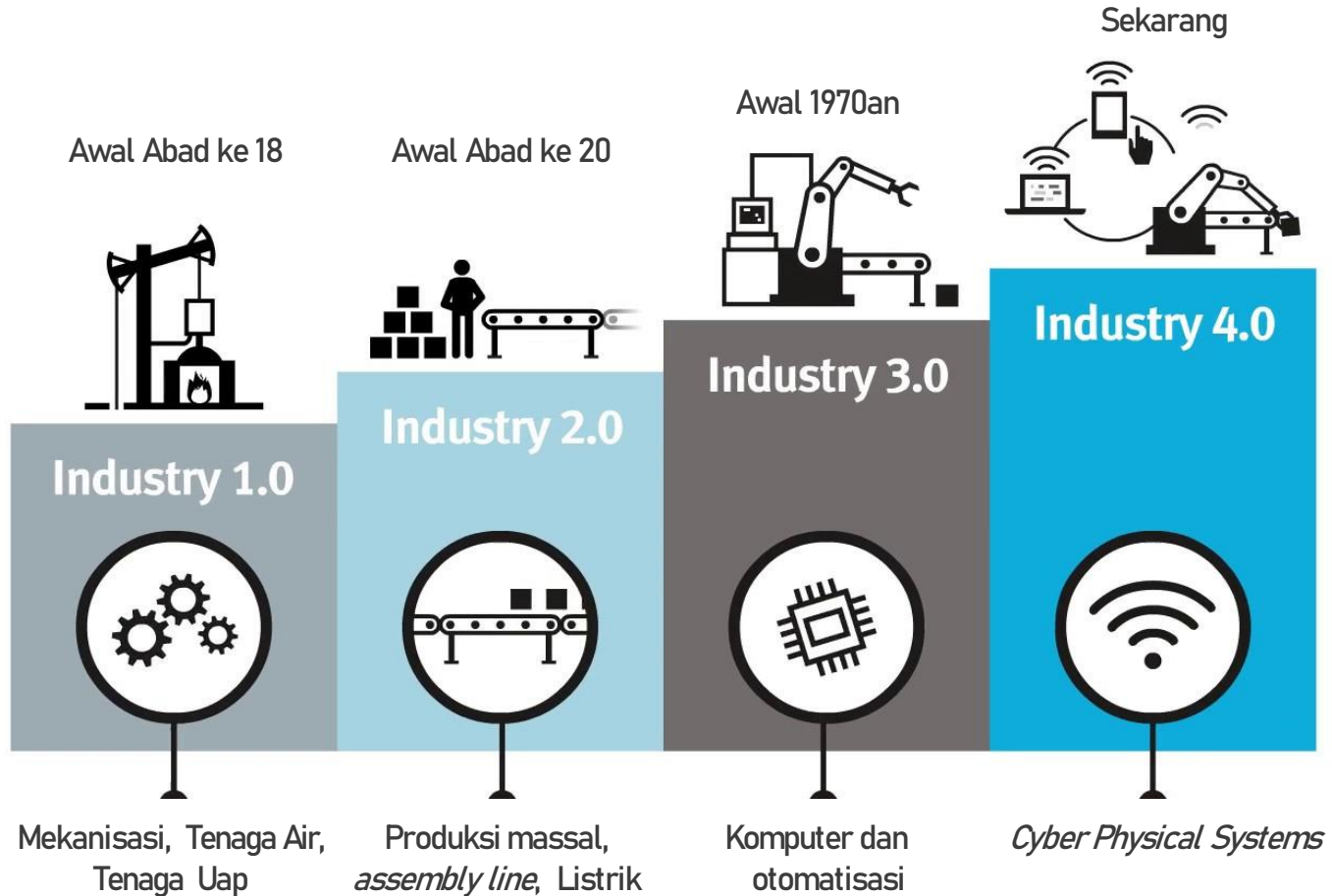
CONCEPTUAL FRAMEWORKS

TRIPLE DISRUPTIONS

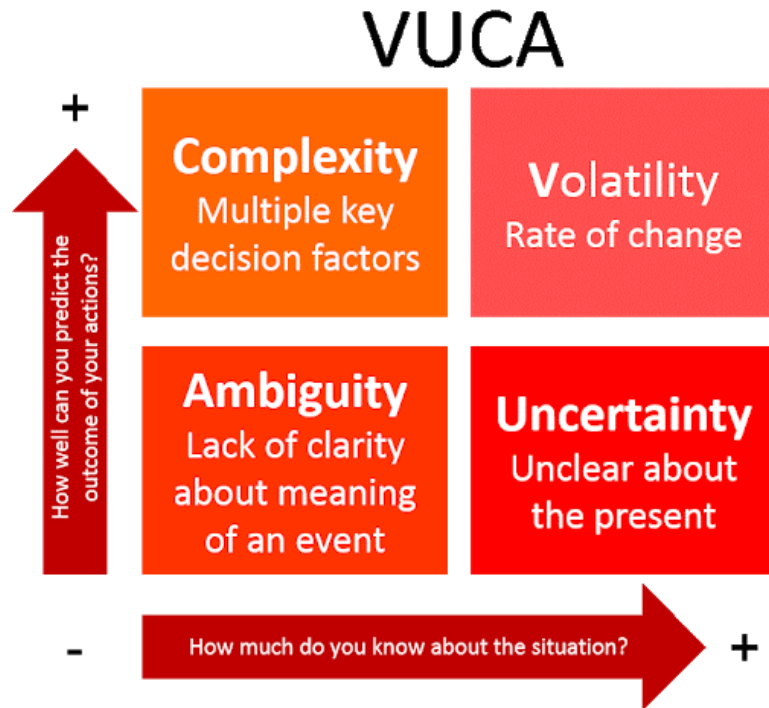


QUANTUM LEAP

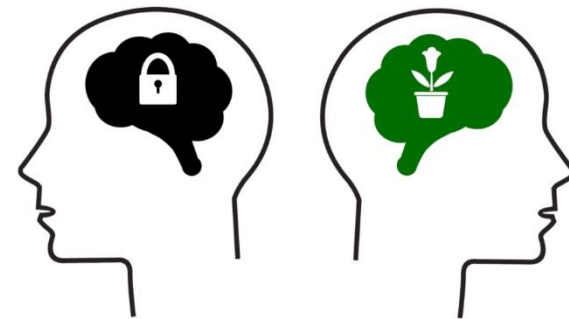
Revolusi Industri 4.0



VUCA vs VUCA



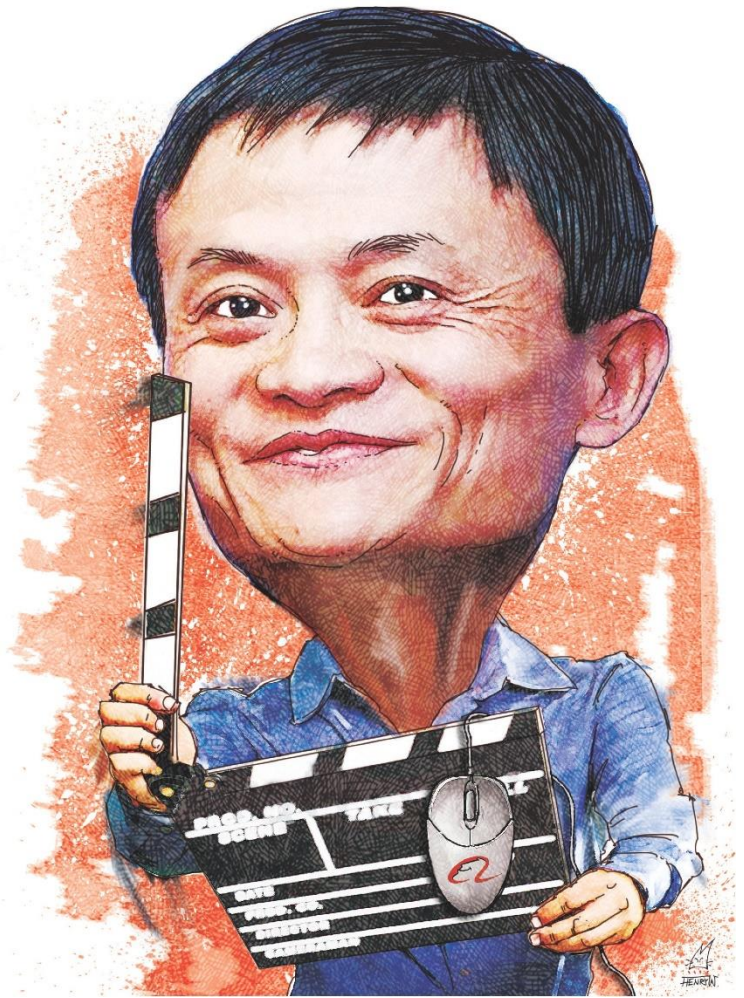
-  **Vision**
-  **Understanding**
-  **Clarity**
-  **Awareness**



Mindset Change

“In the future is **NOT** about the *competition of knowledge, it's a competition of creativity, competition of imagination, competition of learning, competition of independent thinking*”

Jack MA, *Founder of Alibaba*



The Changing Context of Works

The landscape of work is redefined by:

1. Advanced Technologies
2. Rapid Globalization
3. New Societal Values
4. Changing Demographics
5. Covid-19



CHANGE EVERYWHERE



PEKERJAAN

Banyak jenis pekerjaan yang akan tergantikan dengan teknologi informasi



TEMPAT BEKERJA

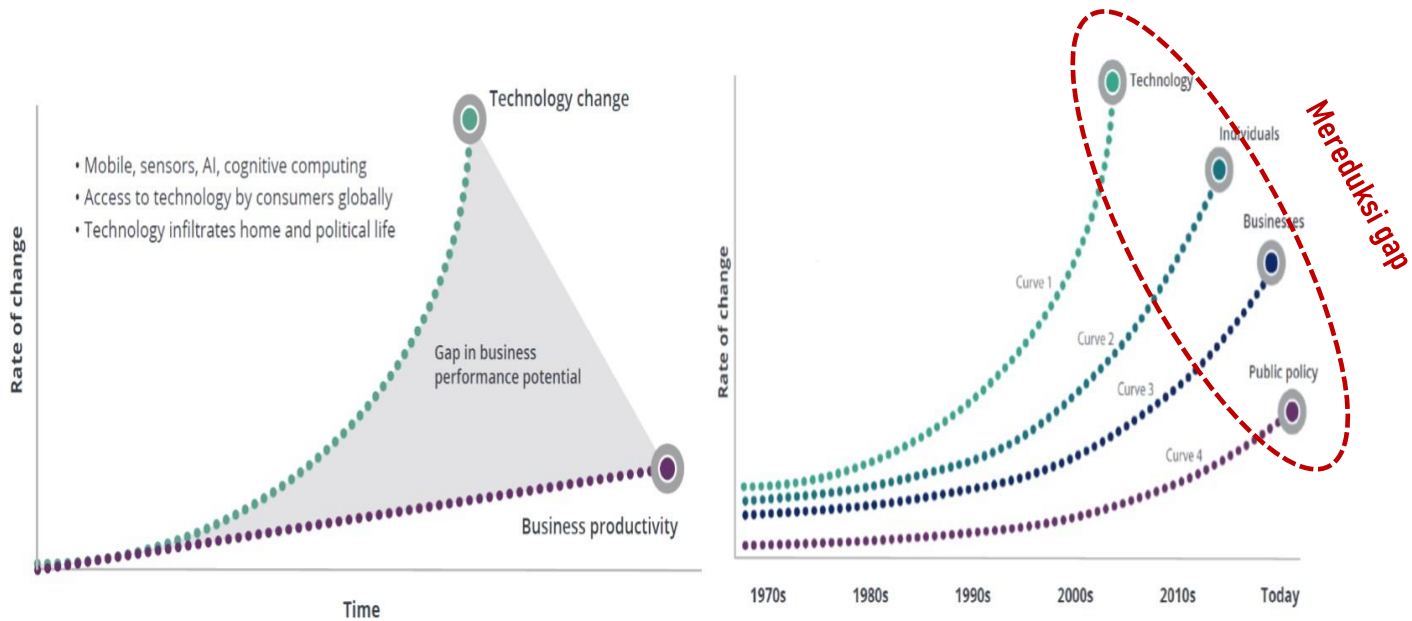
Teknologi baru menciptakan inovasi tempat bekerja
WFH-WFO atau WFA?



PEKERJA

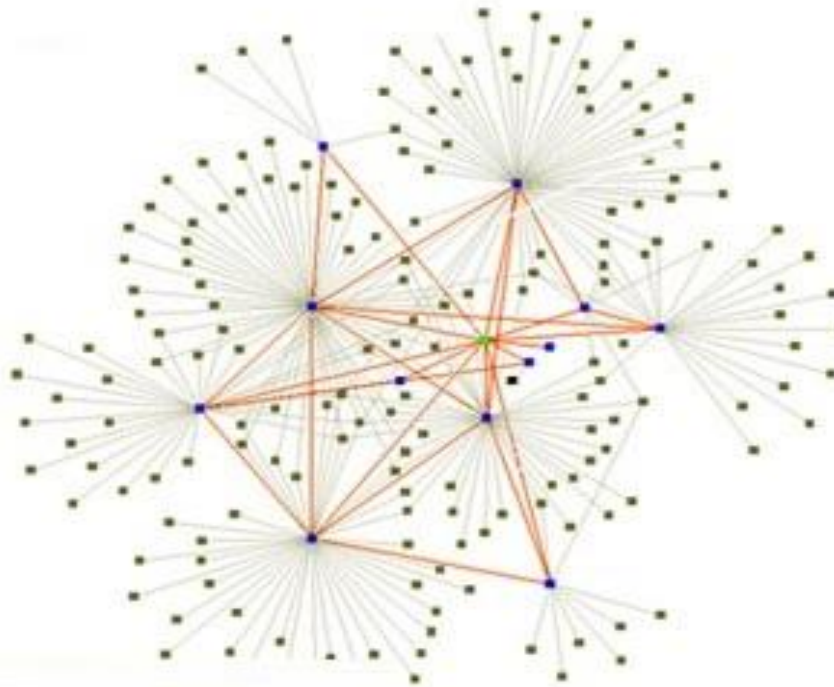
Terjadi perubahan pola/sistem interaksi kerja

TEKNOLOGI vs BIROKRASI

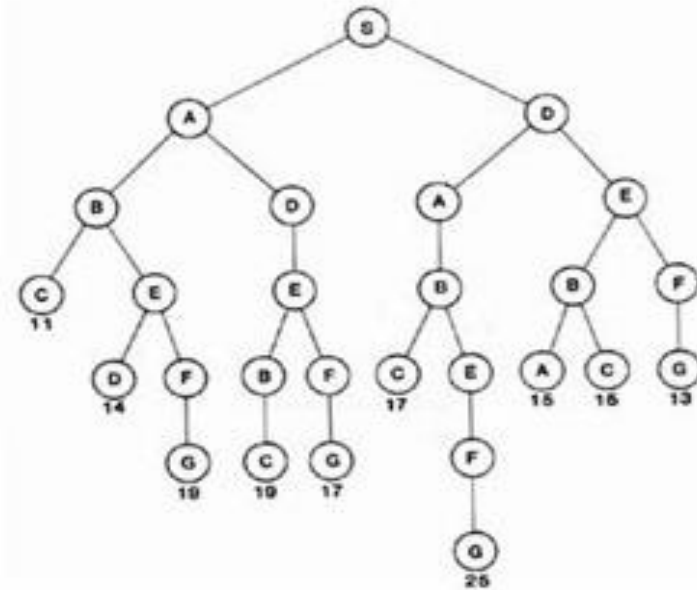


Sumber: Global Human Capital Trends 2017, M. Nuh (2018)

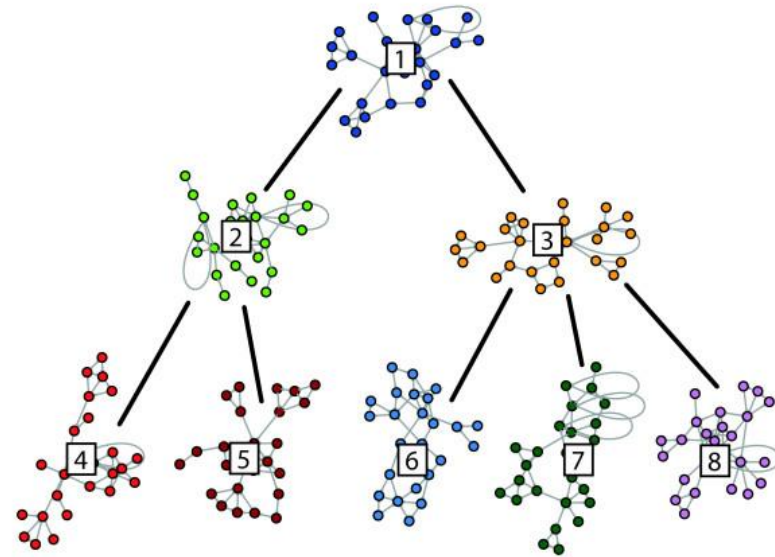
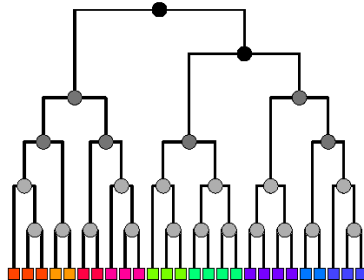
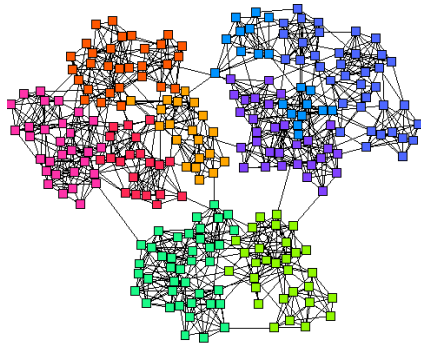
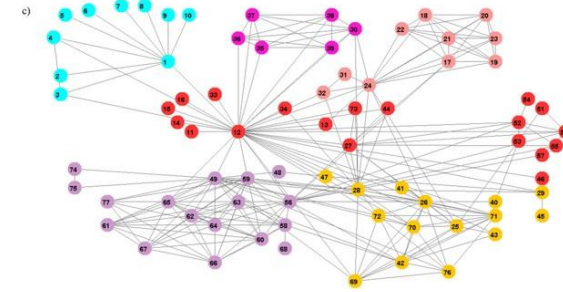
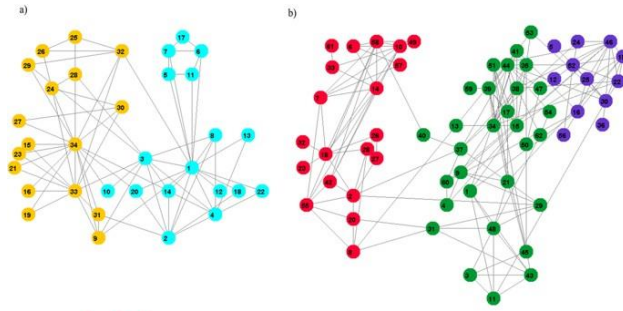
Organisasi Lebih *Flat*



Digital Network



Rational Hierarchy



ADVANCED TECHNOLOGIES



More Complex Works



Increased Collaboration

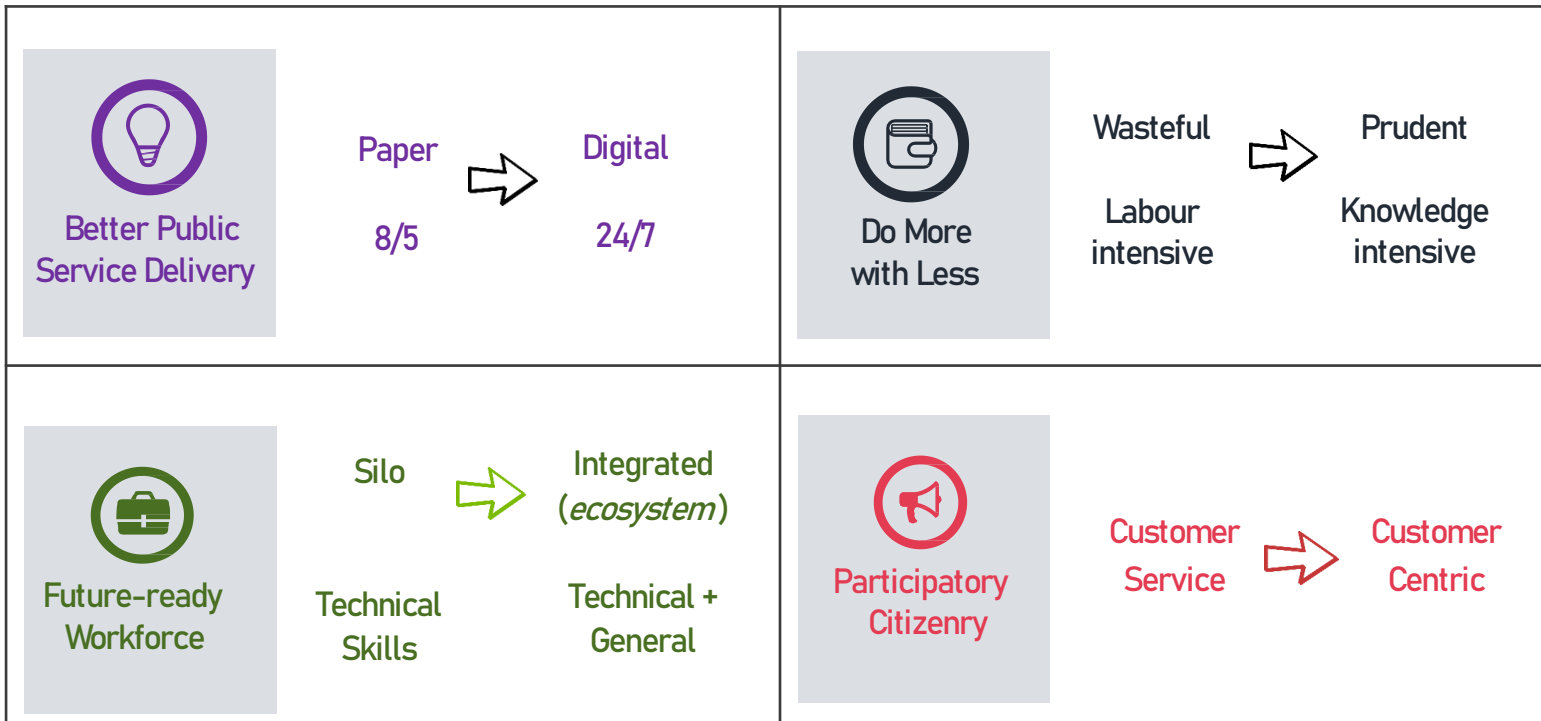


Disrupting Hierarchies

Sumber :

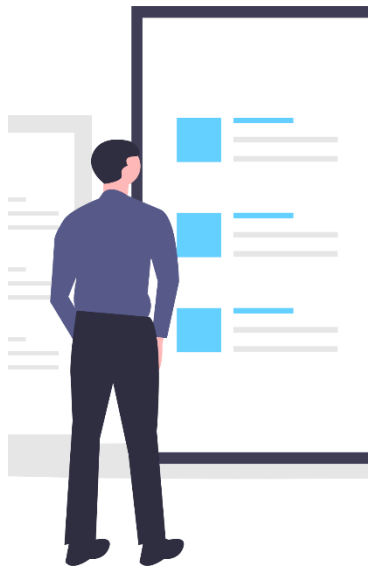
The Benefits of Flexible Working Arrangements , A Future of Work Report 2012
(Future of Work Institute, 2012)

Past vs Future: Services, Workforce, Resources, Citizens



Source:
The Head of Civil Service Meeting of The 19th Asean Cooperation on Civil Service Matters, Singapore, 25 October 2018

TREN NORMAL BARU PEKERJAAN ASN



Peningkatan volume dan konektivitas data kerja



Peningkatan tuntutan analisis dan pengolahan big data



Peningkatan transaksi dan interaksi pekerjaan secara digital

GENERIC SKILLS

NORMAL BARU ASN



Information, Media
and Technology
Skills

- Media Literacy
- Visual Literacy
- Multicultural Literacy
- Global Awareness
- Technological Literacy



Learning and
Innovation Skills

- Complex Problem Solving
- Creativity
- Curiosity
- Risk Taking



Life and Career
Skills

- Leadership and Responsibility
- Ethical and Moral Values
- Productivity and Accountability
- Flexibility and Adaptability
- Social and Cross Cultural Initiative and Self Direction



Effective
Communication
Skills

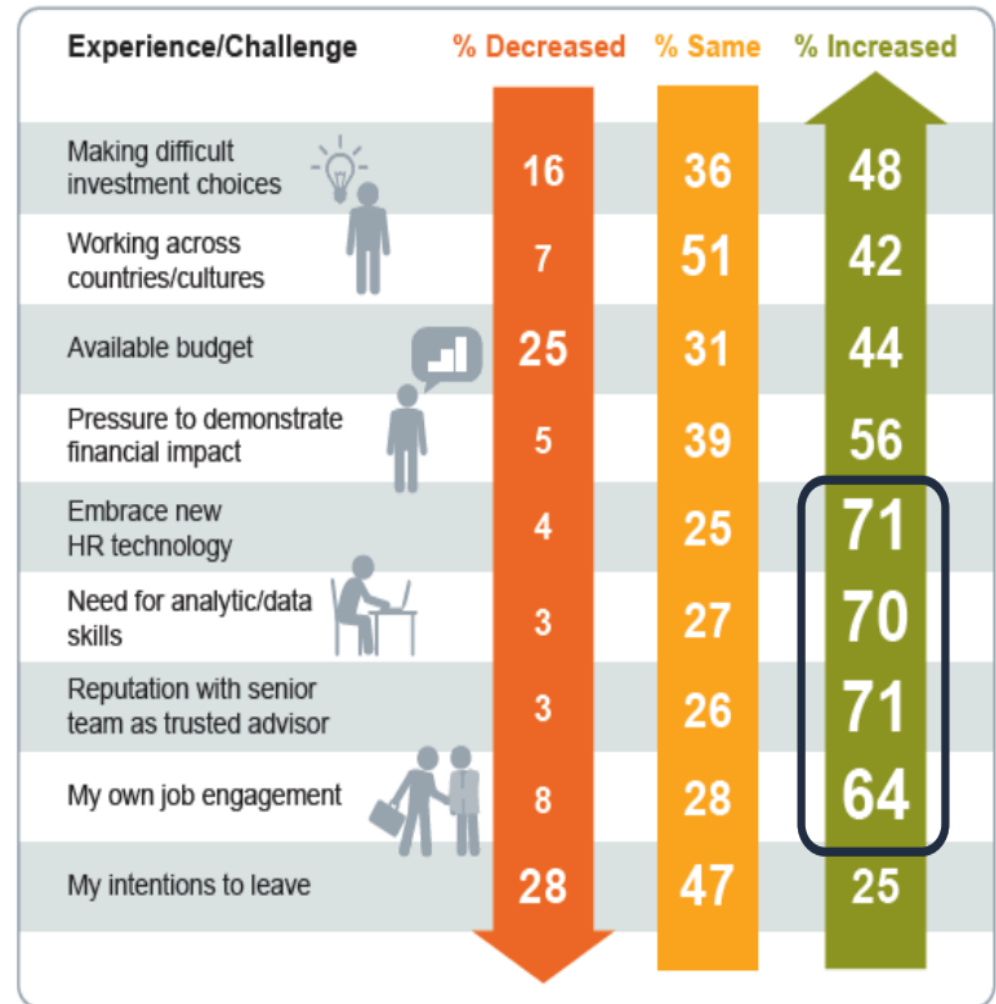
- Team Work and Collaboration Skill
- Personal and Social Responsibility
- Interactive Communication
- National and Global Orientation

KOMPETENSI MASA DEPAN

	Creativity
	Persuasion
	Collaboration
	Adaptability
	Time Management
	Cloud Computing
	Artificial Intelligence
	Analytical Reasoning

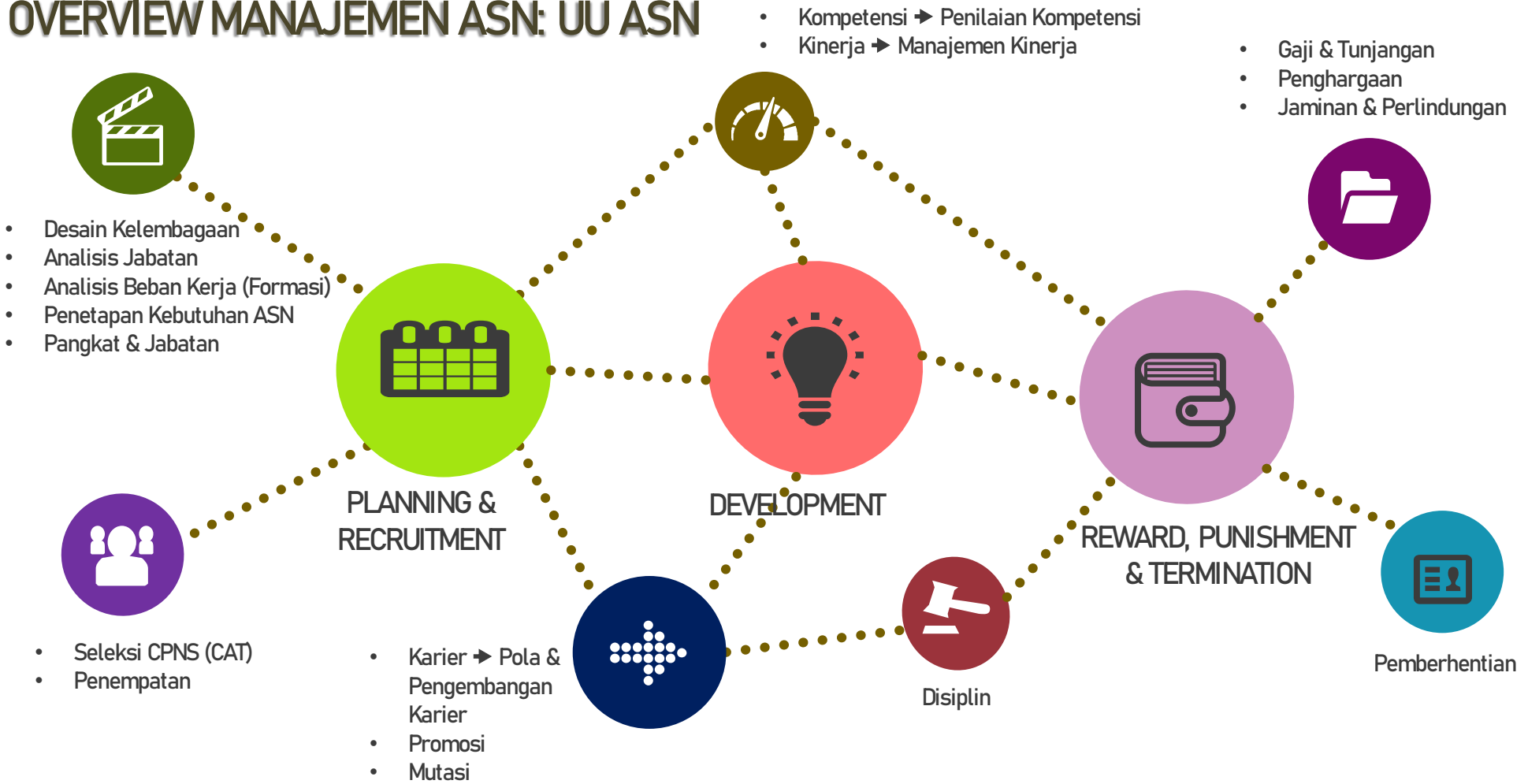
(LinkedIn Learning)

"To be successful, every single one of us has to **learn** new skills — not just once, but **throughout** our careers,"
Melinda Gates



(Global Leadership Forecast, 2018)

OVERVIEW MANAJEMEN ASN: UU ASN



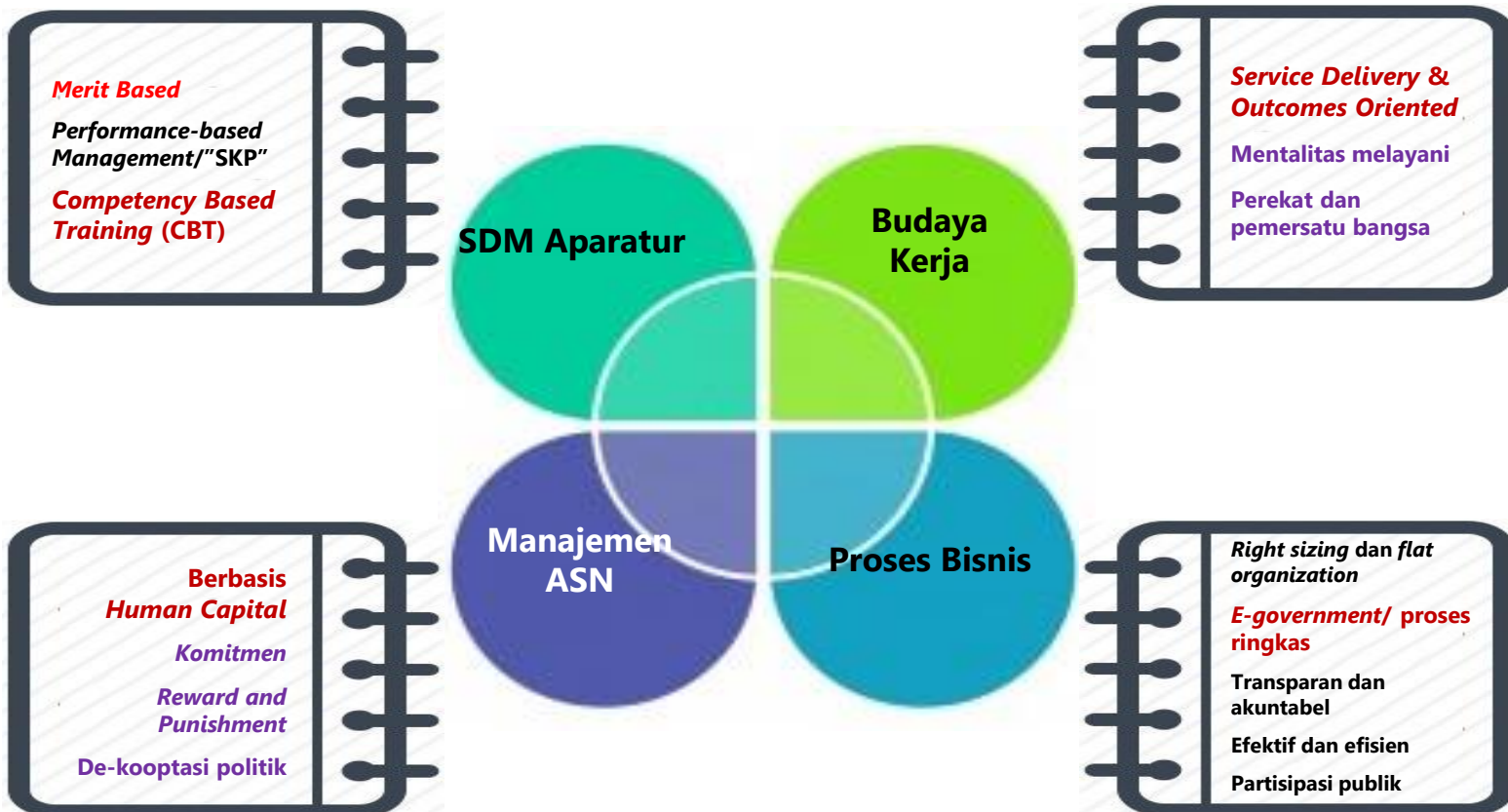
Perspektif Manajemen ASN



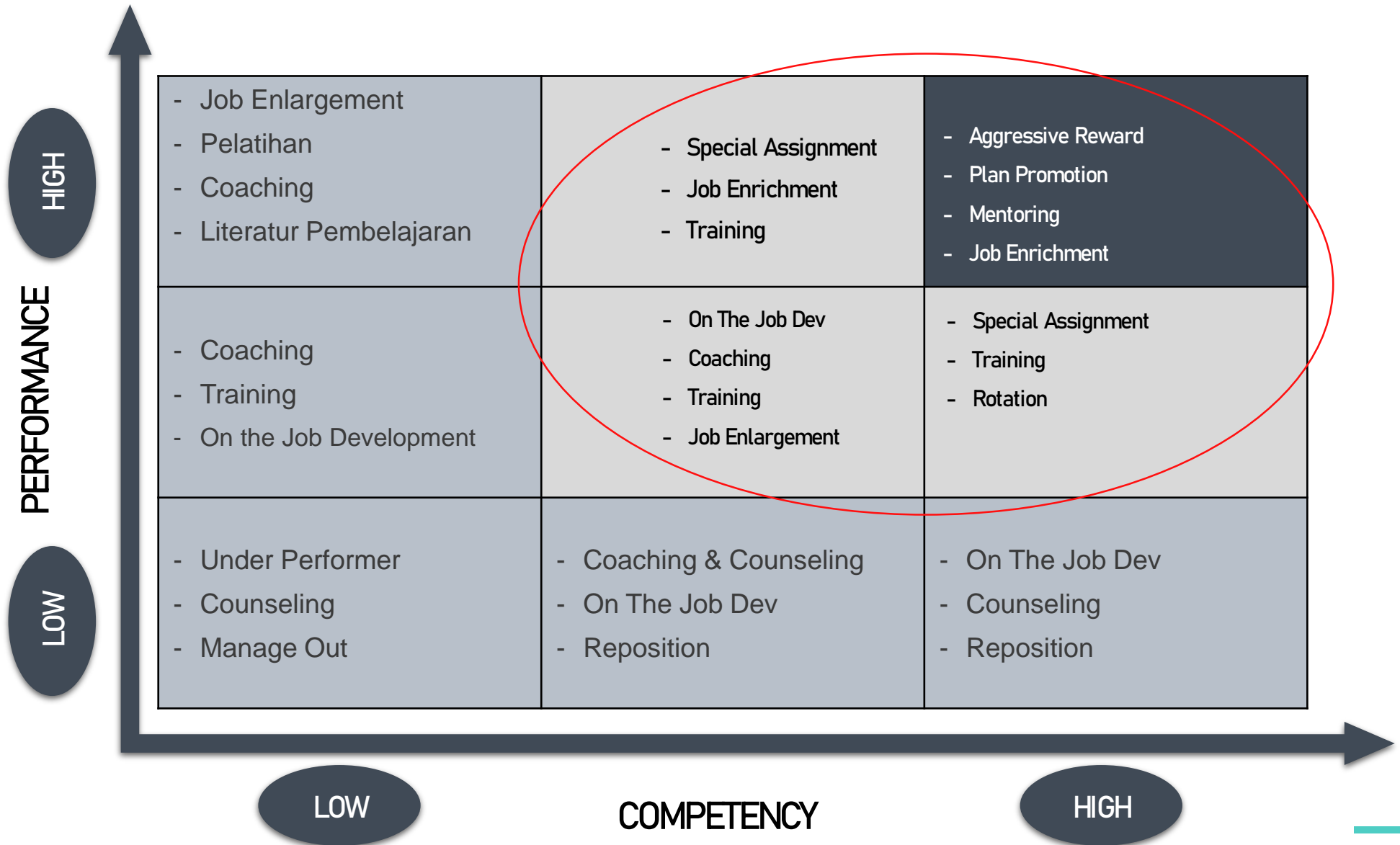
APA YANG TELAH DAN HARUS BERUBAH ?



TRANSFORMASI ORGANISASI DAN MANAJEMEN ASN



PENGEMBANGAN TALENTA KEPEMIMPINAN BERBASIS PROFIL (CLUSTER) ASN



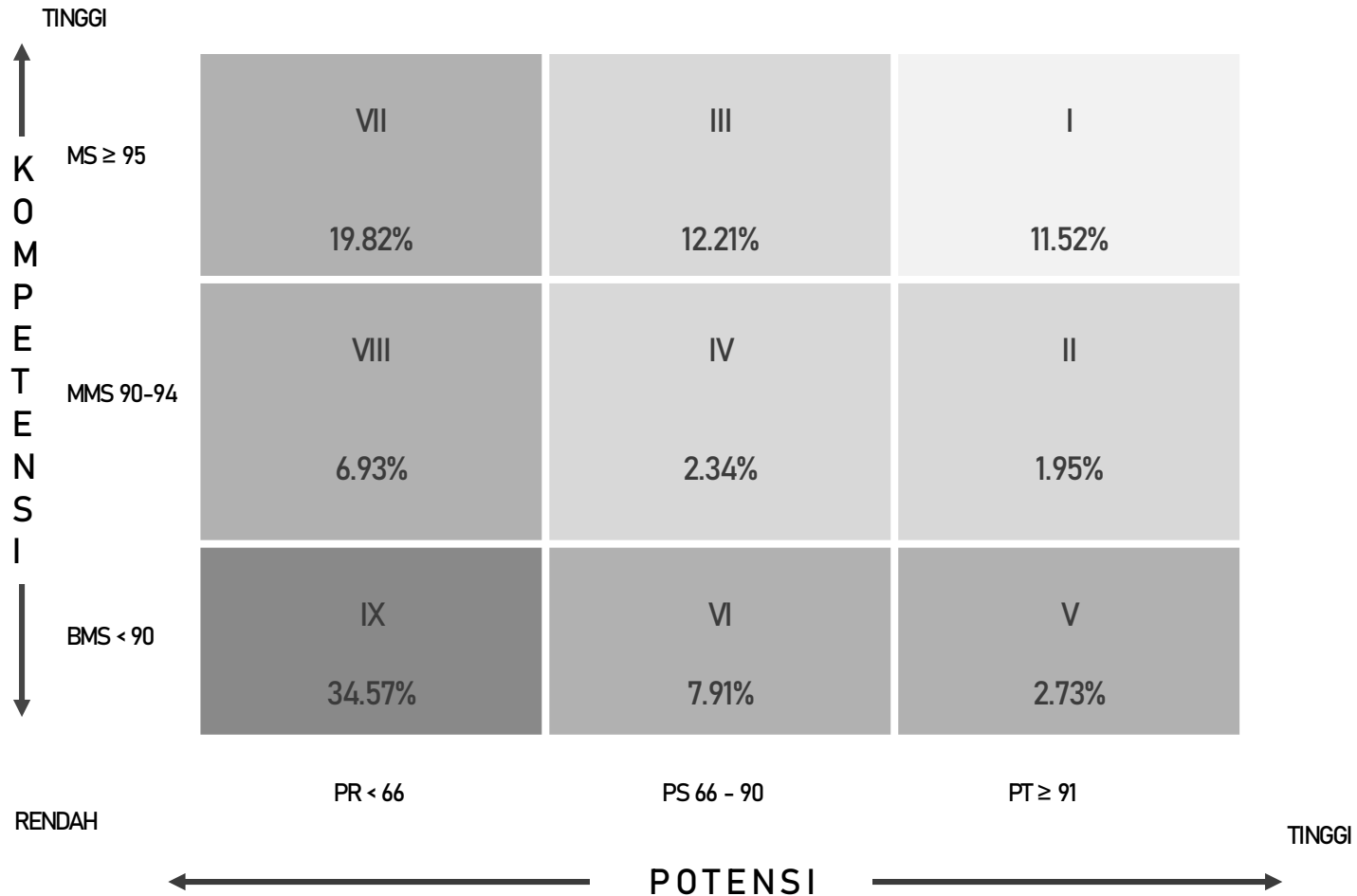
DIMANA POSISI ANDA?

4 Tipe Karyawan

 <p>WORKHORSE</p>	<p>High Skill Low Motivation</p> <ul style="list-style-type: none"> • Memiliki kompetensi • Sering mengeluh • Merasa lebih berhak 	<p>High Skill High Motivation</p> <ul style="list-style-type: none"> • Selalu memperbaiki diri • Berinisiatif • Suka membagi pengetahuan 	 <p>STAR</p>
<p>DEADWOOD</p> 	<p>Low Skill Low Motivation</p> <ul style="list-style-type: none"> • Berkinerja buruk • Tidak bersemangat • Kurang bersyukur 	<p>Low Skill High Motivation</p> <ul style="list-style-type: none"> • Ingin belajar • Antusias • Berpikiran terbuka 	<p>TRAINEE</p> 

Talent Matrix Hasil Assessment

Keseluruhan untuk Mencapai Pemerintahan Berkinerja Tinggi



CURRICULUM VITAE



Alamat:
Badan Kepegawaian Negara
Jalan Letjen Sutoyo No 12, Cililitan
Jakarta 13640, Indonesia

Telp: +62 21 8092423

Email: bima.wibisana@gmail.com

T/TL: Jakarta, 19 Juli 1961

Skill Highlights

- Policy making
- Project management
- Strong decision maker
- Complex problem solver
- Creative design
- Innovative
- Service-focused

Ringkasan Eksekutif

Kepala Badan Kepegawaian Negara (BKN). Sekretaris Jenderal KORPRI. Berpengalaman dalam mengelola organisasi pemerintah, manajemen bencana, dan organisasi kuasi publik. Telah bekerja di beberapa Kementerian dan Lembaga Pemerintahan selama lebih dari 30 tahun. Memiliki latar belakang yang kuat di bidang Administrasi dan Kebijakan Publik, Manajemen Strategik, Manajemen SDM, Manajemen Sistem Informasi, Perencanaan Pembangunan, serta Manajemen Perubahan dan Reformasi.

Pengalaman Kerja

- Wakil Kepala Badan Kepegawaian Negara (BKN), 2013-2015.
- Deputi di Lembaga Kebijakan Pengadaan Barang dan Jasa Pemerintah (LKPP), 2010-2012.
- Deputi di Badan Rehabilitasi dan Rekonstruksi Aceh-Nias, 2005-2009.
- Direktur di Badan Perencanaan Pembangunan Nasional (Bappenas), 1998-2004.
- Pengajar di Universitas Indonesia, 1997-sekarang.

Pendidikan

- Ph.D. Public Policy and Administration, University of Pittsburgh, USA, 1996.
- Master of Science in Information Systems, DePaul University, Chicago, USA, 1988
- Ir. Teknik Mesin Produksi, Fakultas Teknologi Industri, Institut Teknologi 10 November Surabaya (ITS), 1985.

Pendidikan Eksekutif

- Human Resources Policy and Development, Sol Price School of Public Policy, University of Southern California, Los Angeles, USA, 2017
- Talent Management and Succession Planning, Melbourne Business School, University of Melbourne, Australia, 2014
- Managing Change and Transformation, Melbourne Business School, University of Melbourne, Australia, 2013
- Reform Integration and Change Management, Australia Public Service Commission, Canberra, Australia, 2011.
- Making and Managing Policy, Singapore Cooperation Program, National University of Singapore, 2003 and 2004.
- Policy and Management, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, USA, 1999.
- Public Policy and Management of Development, School of Government, Monash University, Melbourne, Australia, 1997.



Terima Kasih

