

Bureaucracy Reform Implementation of Legislative Institutions in Indonesia

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Abstract

Reform government bureaucracy can be interpreted as a change or correction in the form of application of the new rules of the system of administration to change the purpose, structure and procedures are intended to facilitate the achievement of development goals. Bureaucratic reform is expected to be the driver of change to bring government agencies to shift or move from its current state to the expected conditions. Therefore, a change that is managed in a holistic, structured and result oriented will greatly help the organization, teamwork and individual/staff to undergo a "transition" towards the desired state bureaucracy. House of Representatives of the Republic of Indonesia (DPR RI) is one of the state institutions which have a legislative function, budgetary, and oversight. To implement the third function, the Parliament has the duty and authority among others: forming Act, establish the budget, carry out surveillance and accommodating as well as follow up on public complaints aspirations. In performing these functions and see the authority is, the bureaucracy reform that adapts to the development of communication is essential to be a concern for Parliament. Through evaluative method of analysis with a qualitative approach, this study aims to provide an overview and perspective on the implementation of bureaucratic reform in the House of Representatives. House of Representatives as a legislative institution in Indonesia through the Secretariat General and Expertise Board of DPR RI to conduct bureaucratic reform to make improvements, improvement, reinforcement, or the arrangement of the eight (8) areas of change through 9 (nine) program RB, namely a change of mindset (change management), monitoring systems, performance accountability, institutional, management, human resources management system with the State Civil Apparatus, laws and regulations, the quality of public services, and Quick Wins. Secretariat General and Expertise Board of DPR RI through Reforms to improve itself in giving participation to support the creation of a modern parliament which is the purpose of Parliament. Parliament modern as contained in the Strategic Plan of the Parliament is a parliament that perform the functions of representation, legislation, budget and supervision, the Parliament which brought public aspirations, the House which opens wide space for public participation, the House of Representatives that is easily accessible, open, and transparent, and the House of Representatives that is able to take advantage of digital information technology to reach a wider public and facilitate the work.

Keywords: Reforms, Legislative, the House of Representatives, Good Governance, Change Management, Communications.

INTRODUCTION

Bureaucracy reform is the main concept for improving the conditions of the implementation of the life of the nation and state in Indonesia. This concept is a concept that plays an important role in the administration of government in Indonesia, both at Ministries, Institutions, and Regional Governments. Given the large scope of activities and the results of changes desired by bureaucratic reform, managing change to achieve the goals and objectives of bureaucratic reform becomes very important. Based on PAN-RB Ministerial Regulation No.10 of 2011 Bureaucratic reform is expected to be a driver of change to bring institutions to shift or move from current conditions to the expected conditions.

Therefore, changes that are managed in a holistic, structured and results-oriented manner will greatly assist the organization, the work team and individuals/staff in them in undergoing a “transition period” towards the desired bureaucratic conditions. In organizations, these changes parties in the change process will reduce resistance.

Various problems that always accompany the bureaucracy, such as large numbers of officials, relatively low quality of bureaucrats, inadequate incentives, and a thick paternalistic culture are common problems faced by government bureaucracies in all parts of Indonesia (Mariana, 2006).

The experience of a number of countries shows that bureaucracy reform is a decisive step in achieving the progress of the country,

through bureaucracy reform, arrangements are made for the governance system that is not only effective and efficient but also capable of being the backbone in the life of the nation and state. In the end, the successful implementation of bureaucracy reform will be very supportive in the creation of good governance, because bureaucracy reform is at the core of efforts to create good governance (Prasojo & Kurniawan,2018).

Include structure, process, people, mindset and work culture. Changes as desired bureaucratic reform is not a simple process. In addition, change has the opportunity to bring resistance to individuals in the organization. Process transparency, communication and involvement of all Good and clean governance is a universal formula for many countries in the world because it is believed to be able to realize a country that is oriented to public services. Historically, the position of the public with the government was in a gap position. This is because from the beginning, the government had resources and authority that were not owned by the public, in other words the government was stronger than the public. Therefore good governance, through various instruments, can balance the public position when dealing with the state.

The House of The Representatives of the Republic of Indonesia (DPR RI) is one of the state's high institutions that has legislative, budgetary and supervisory functions. To carry out these three functions, the house of representatives has the duties and authorities, among others: to formulate a law, set APBN,

carry out supervision and accommodate and follow up on public complaints aspirations. In carrying out this function and seeing the authority it possesses, the implementation of bureaucracy reform that adjusts the development of communication is an absolute matter that must be a concern for the DPR RI.

Departing from these conditions, this study seeks to discuss bureaucracy reform in the legislative institutions in Indonesia. Through this research, it is expected to provide an overview and perspective on the implementation of bureaucratic reform in the DPR RI.

RESEARCH METHOD

The research method of this research is evaluative analysis method, which is a method of collecting and presenting the data obtained to analyze the actual situation and then conducted a rational analysis based on juridical references through library research and field research (Akhmaddhian, 2012).

Literature study is looking for and using sources from primary data in the form of scientific journals, legislation, books, internet, articles, lecture dictates and other writings that are related to the material of bureaucratic reform. Field studies are observations to institutions that are the object of research, namely the House of Representatives of the Republic of Indonesia, as well as conducting interviews with informants, among others: Djaka Winarko as Head of the Secretariat General of

DPR RI, and Heru Nugroho as Auditor in the Main Inspector Secretariat General of DPR RI. After the data was collected, the data were processed and analyzed qualitatively so as to produce research objectives.

DISCUSSION

General Review of Bureaucratic Reform

The word reform comes from the word form are which means forming. In accordance with its origin, the term reform has several meanings. First, a change in a better direction or improvement; second, correction of errors, irregularities, or violations; third, an action for revolutionary. As a term used relating to government or the State, the term reform can mean placing a new form or condition and increasing; to improve the form of the state, or bring change from bad to good so that prosperity as a goal can be achieved. (Delfitri, 2005: 27).

Other opinions say that reform means change by looking at future needs, re-emphasizing the original form, doing better by stopping wrongdoings and wrong practices or introducing better procedures. A comprehensive overhaul of a living system in political, economic, legal and social aspects. Reform also means fixing, correcting, perfecting by making something wrong right. Therefore, reforms have implications for changing something and eliminating imperfect ones becoming more perfect, for example through institutional policy changes. Thus it can be stated

because of the characteristics of reform in certain fields, namely: first, the existence of unsatisfactory conditions in the past; second, the desire to improve in the future; third, there is a large change; fourth, there are people who do; fifth, the existence of new thoughts or ideas; and sixth, the existence of a system in a particular institution is not good on a small scale or large scale as in a state institution (Delfitri, 2005: 29). Reform in general means changes to a system that already exists at a time.

Nevertheless, the word reform itself first emerged from the renewal movement in the Christian Church in Western Europe in the 16th century, led by Martin Luther, Ulrich Zwingli and John Calvin. Reform is the process of rearranging, changing, improving, and perfecting something to make it better. Based on the above understanding, the reform always adjusts to the current conditions and needs of the community, even as much as possible to meet the needs of society in the future. Therefore, reform is a movement that continues and will not end. Changes carried out in the framework of reform still rest on the basic values of the existing state philosophy, but by improving or perfecting improper steps. Today's bureaucracy is so sensitive to the term. Almost all walks of life know the designation of the bureaucracy, especially among educated people. Things that were detected in their view were that bureaucracy was annoying, convoluted, chain, strict rules and many formalities. Even though the bureaucracy itself is epistemologically derived from Greek: "Bureau", which means "desk or place of work of officials". actually the bureaucracy is a means

for the ruling government to carry out public services in accordance with the aspirations of the community. Bureaucracy is "the type of an organization that is intended to achieve large administrative tasks by coordinating systematically (regularly) the work of many people" (Jailani, 2006: 81).

The reforms that occur have positive meanings that signal the desire for change and change toward something better. Meanwhile, the bureaucracy is defined as the integrity of government organizations that carry out the tasks of the State in various government organizational units and non-departmental institutions both at the center and in the regions. Thus, bureaucratic reform is interpreted as an effort to become a desire to change or fix a government organization that carries out state duties in this case public service to become something better (Kurniasih & Anwaruddin, 2008: 72).

Indonesian Government Bureaucracy Reform Government bureaucracy reform is defined as the use of authority to make improvements in the form of applying new regulations to the government administration system to change goals, structures and procedures intended to facilitate the achievement of development goals (Guzman, 1993).

Bureaucracy reform leads to the rearrangement of internal and external aspects of the bureaucracy. In the internal level, the

reform of the bureaucracy must be implemented both at the top level, middle level, and the implementation level. Improvement in the top level must take precedence because the strategic position of the top bureaucrats is as a strategic decision maker. On the other hand, the leader also acts as a patron so that it will be easier if the reform and renewal are carried out first among the leaders while providing an example for his subordinates. At the middle level, strategic decisions made by leaders must be elaborated in operational decisions and subsequently into technical decisions for executors in the field (implementation level).

In the external level, reforming the bureaucracy is intended to avoid subordination of the bureaucracy in politics or power. In other words, external reforms are intended to realize bureaucratic neutrality. That is, the bureaucracy must be neutral from the power of strength and political, economic, and so on. Improvement towards neutrality is relevant in relation to the still dominant role of the bureaucracy in the formulation and implementation of policies and in public services. Neutrality will be related to justice in the provision of public services (Mariana, 2006).

Therefore, the concept of bureaucratic reform is actually a broad concept of scope because it includes structural and cultural reforms. In another concept, reforming the

bureaucracy in more detail includes structural (institutional), procedural, cultural, and bureaucratic ethics reforms (Nurdjaman, 2002). Structural (institutional) reforms involve streamlining the bureaucratic structure by considering rationality and efficiency. Expanding authority to the regions through decentralization allows regions to structure their bureaucratic organizations according to their needs, regional financial capacity, vision and mission carried out by local governments.

Procedural reform is related to deregulation and debureaucratization of service mechanisms so that services can be provided more quickly and at affordable costs (effective and efficient). Efforts to simplify bureaucratic procedures must also be adjusted to local conditions, for example with the geographical and demographic conditions of the region in question.

Cultural reform involves changes in the commitment and work ethic of the bureaucracy that is increasingly oriented to improving public services. Negative excesses of patrimonial culture that place the bureaucracy as the boss of the community that must be served must be converted into public servants.

Reformation of bureaucratic ethics involves norms and values that must be a guide for the bureaucratic apparatus to behave appropriately in carrying out their duties. Bureaucratic ethics shows a moral principle in the bureaucratic profession. Reformation of bureaucratic ethics strives for the ethical values

that live and apply in the professional community including the bureaucracy not only to be the personal beliefs of its members but also to be a set of institutionalized norms. This means that ethics must be a reference in acting, which violates it can be subject to moral sanctions. In connection with the operationalization of the concept of bureaucratic reform, there are three types of approaches that can be applied, namely a comprehensive approach, an incremental approach, and a combination approach (Hendytio, 1998). The comprehensive approach places bureaucratic reform as a concept that covers a broad and comprehensive scope, without any priority or focus on a particular sector. The incremental approach places bureaucratic reform as a sustainable and focused effort on a particular sector that is a priority, generally this approach is supported by more detailed and specific policies. While the combination approach combines the two previous approaches, for example by improving management capabilities along with other reform efforts as a whole.

The choice of the approach to be used will vary for each country because it depends on the specific situation that exists in a country. Likewise, different types of problems, socio-cultural factors, and the political structure of society will cause the chosen approach to vary between countries and even between regions.

General Description of DPR- RI

Changes to the 1945 Constitution

of the Republic of Indonesia, resulting in changes in the constitutional structure in Indonesia. If previously there was the highest state institution and a high state institution, then the position of these institutions is now equal and named as a state institution, namely: the People's Consultative Assembly (MPR), the President, the House of Representatives (DPR), the Regional Representative Council (DPD), The Supreme Audit Board (BPK), the Supreme Court (MA), the Constitutional Court (MK), and the Judicial Commission (KY). In carrying out their duties, these state institutions respect each other and respect each other's position, duties and authority. Among these state institutions, the state institutions that have representation functions are: the House of Representatives (DPR), and the Regional Representative Council (DPD). Members of these two state institutions are members of the People's Consultative Assembly (MPR). The MPR has the task of amending the 1945 Constitution and appointing and dismissing the president and vice president. DPR and DPD are representative institutions that are directly elected by the people. The difference between the two institutions is that the DPR is an institution of political representation while the DPD is a regional (provincial) representation institution.



Figure 1. DPR RI Logo

DPR RI is a representative institution of the people that is domiciled as a state institution. As one of the state institutions of the Republic of Indonesia Parliament has a relationship and equal position with other state institutions. Working together with each other respect and respect each other's position, duties and authority. The position of the DPR RI is strong, because it cannot be dissolved by the President and can always oversee the President.

The position of DPR RI after the amendment to the 1945 Constitution is very strong in terms of the establishment of the Law. If before the amendment of power forms a Law in the hands of the President, at the moment this power is in the hands of the DPR which is a representation of the people.

In carrying out its duties and functions, the DPR has supporting elements, namely the Secretariat General and Expertise Board of the House of Representatives, which is domiciled as a Secretariat of State Institutions led by a Secretary General and in carrying out its duties is accountable to the DPR Leaders. The Secretary General is assisted by a Deputy Secretary General and several Deputies. Secretary General who is appointed and

dismissed by the President at the suggestion of the DPR Leader. The House of Representatives can appoint a number of experts/experts in accordance with their needs, and in carrying out their duties the Secretariat General can form an Assistance Team. The organizational structure and work procedures of the Secretary General are determined by a Presidential Decree.

Implementation of Bureaucracy Reform in the House of Representatives of Republic of Indonesia

Secretariat General and Expertise Board of DPR RI as part of the elements of government that carry out the role and function of the supporting system of the House of Representatives as mandated in Law Number 17 of 2014 concerning the People's Consultative Assembly, the House of Representatives, the Regional Representative Council, and the Regional People's Legislative Assembly, are required to participate in the Government's efforts to realize a clean, accountable, effective, efficient, and have quality public service bureaucracy, as stated in the Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025.

Bureaucracy reform requires multidimensional efforts that cover system, policy and technical levels. In the system level, the first thing to do is change towards a more democratic, participatory and egalitarian political system. At the policy level, reforming the bureaucracy must be supported by a policy framework that guarantees strict law enforcement. Public policies are formulated to minimize and even eliminate the practices of

Corruption, Collusion and Nepotism in an effort to realize clean, efficient and effective governance practices. In the technical level, bureaucratic reform is often focused on structural aspects, especially staffing downsizing in the government environment (Mariana,2006).

The DPR RI Secretariat General and Expertise Board through the Bureaucracy Reform improved themselves in giving their participation to support the realization of the modern parliament which is the goal of the DPR RI for the period 2015-2019. The modern DPR as contained in the 2015-2019 DPR RI Strategic Plan is a parliament that carries out the representation function, legislation, budget and supervision, the House of Representatives that brings public aspirations, the House of Representatives which opens the widest possible space for public participation, the DPR is easily accessible, open and transparent, and the DPR is able to utilize digital information technology to reach a wider public and facilitate work.

The implementation of Bureaucracy Reform as mandated in Presidential Regulation No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025, which emphasizes the importance of the application of clean government and good governance which is universally believed to be the principle needed

to provide excellent service to the community, with the main program the government does is build state apparatus through the implementation of bureaucratic reform.

The DPR RI Secretariat General and Expertise Board carries out bureaucratic reform by making improvements, enhancements, strengthening, or structuring 8 (eight) areas of change through 9 (nine) RB programs, namely changes in mindset (change management), supervision system, performance accountability, institutional, management, State Civil Service management system, legislation, quality of public services, and Quick Wins.

The bureaucracy reform implementation plan of the DPR RI Secretariat and Expertise Board is contained in roadmap the Bureaucracy Reform that will be a guide for the bureaucratic reform managers in the Indonesian House of Representatives Secretariat and Expertise Board to take concrete steps to improve the quality of support to the DPR. The essence of the change in bureaucracy reform is the change in the apparatus mentality which of course cannot be done only through steps directed directly at the apparatus, but also must be addressed to the entire system that surrounds the apparatus. Bureaucracy reform activities as stated in the 2015-2019 DPR RI Secretariat and Expertise Board road map are as follows :

Table 1. DPR RI Secretariat and Expertise Board road map

CHANGE AREA	ACTIVITY
Change Management	<ul style="list-style-type: none"> a. Development of religious, accountable, professional, and integrity values or RAPI adopted by all employees; and b. Formation of change agents that can encourage changes in mindset.
Strengthening Supervision	<ul style="list-style-type: none"> a. Construction of work units to obtain a title towards WBBM; b. Gratification control implementation; c. Implementation of a whistleblowing system; d. Application of handling conflicts of interest;

	<ul style="list-style-type: none"> e. SPIP development in the work unit environment; f. LHKASAN Reporting Management; g. APIP Capability Improvement through IACM towards Level 3 in 2019; and h. SPIP Survey Maturity Level.
Strengthening Performance Accountability	<ul style="list-style-type: none"> a. Development / development of information technology in performance management; and b. Development of SAKIP to achieve the LAKIP "A" assessment target in 2019
Institutional Strengthening	Evaluation and restructuring of ASN institutions in each K / L and Local Government
Strengthening Governance	<ul style="list-style-type: none"> a. Expansion of integrated e-government implementation in the provision of support to the DPR; b. Application of efficiency in the implementation of providing support to the DPR; c. Implementation of the Public Information Disclosure Act; and d. Application of a reliable archival system.
Strengthening the Apparatus HR Management System	<ul style="list-style-type: none"> a. Continuous improvement of the planning system for the needs of ASN employees at the DPR RI Secretariat General and Expertise Board; b. Formulation and determination of a transparent and competency-based recruitment and selection system policy in the DPR RI Secretariat and Expertise Board; c. Formulation and establishment of an open promotion system policy in the DPR RI Secretariat General and Expertise Board; d. Policy on utilization of assessment center; e. Formulation and stipulation of employee performance appraisal policies at the DPR RI Secretariat General and Expertise Board; f. Formulation and determination of performance-based reward and punishment policies at the DPR RI Secretariat and Expertise Board; g. Development / development of ASN information systems at the DPR RI Secretariat and Expertise Board; h. Formulation and determination of the policy of the cadre system of ASN employees at the DPR RI Secretariat General and Expertise Board; i. Formulation and stipulation of policies on the utilization / development of competency profiles for candidates and high- ranking ASN officials in the DPR RI Secretariat General and Expertise Board; j. Formulation and stipulation of quality control policies for education and training in the DPR RI Secretariat General and Expertise Board; k. The application of an open, competitive and competency-based promotion system is supported by the increasingly effective supervision by the State Civil Apparatus Commission (KASN); l. Formulate and determine the career patterns of the Indonesian House of Representatives Secretariat and Expertise Board staff; m. Measurement of competency gaps between position holders and job competency requirements; and n. Strengthening the system and quality of education and training to support performance.
Strengthening Laws and Regulations	<ul style="list-style-type: none"> a. Periodic evaluation of various laws and regulations that are being implemented;

	<ul style="list-style-type: none"> b. Improve / amend various laws and regulations that are deemed irrelevant, survey overlap, or disharmony with other laws and regulations; c. Doing deregulation to reduce legislation that is seen as hampering service;
Improving the Quality of Public Services	<ul style="list-style-type: none"> a. Development of Service Announcement; and b. Improve service standards.
Quick Wins	<ul style="list-style-type: none"> a. Acceleration of preparation of Academic Text (NA) and Draft of Bill according to Prolegnas Priority b. Legislation Information System Development (SILEG)

As part of the implementation of bureaucracy reform, the Indonesian Parliament's Secretariat and Expertise Board also drafted a Reform Action Plan, which was always based on general government directives as contained in the PANRB Ministerial Regulation No. 11 of 2015 concerning the 2015-2019 Bureaucratic Reform Road Map. In addition, in drafting the Reform Agenda also pay attention to activities as stipulated in the 2015-2019 RI DPR RI Strategic Plan and General Assembly.

Management of Change

In the area of Apparatus / Change Management Mental Strengthening, the Bureaucracy Reform Program of the DPR RI Secretariat and Expertise Board was designed to create an organizational resource management system that could enhance the role and capability of the Indonesian Parliament's Secretariat General and Expertise Board in providing administrative support, trials and expertise to the DPR RI in a professional manner (good governance). For this reason, the implementation of reforms needs to be managed well through a change management program. The main thing that gets attention on the change management program is how

to maintain the leadership commitment to the success of bureaucratic reform. This commitment must also be supported by the expansion of the bureaucratic reform socialization media to all employees so that they know understand and practice these changes.

To encourage the process of change, there must be a change in mindset and culture of performance (mental apparatus) in each employee through the establishment of amind setand the application of aculture setthat is performance, effective, efficient and accountable in culture superior namely Religious, Accountable, Professional and Integrity (RAPI). Then to support the acceleration of changes in mindset and behavior of employees through strengthening and internalizing the superior cultural values of RAPI, it is necessary to establish and optimize the role of change agents.

Strengthening the Oversight System

In the Area of Strengthening the Oversight System there are 8 (eight) activities with their sub-activities, namely as follows: Strengthening the Monitoring System,

Application of WBS, Application of Gratification, Development of the integrity zone area, Public complaints regarding the performance of the Secretariat General, Handling Conflicts of Interest, Enhancing APIP capabilities, Development of supervision infrastructure

Strengthening Accountability Performance

To increase the accountability of the performance of the DPR RI Secretariat General and Expertise Board, it is necessary to strengthen the Government Institutional Performance Accountability System (SAKIP) of the Indonesian House of Representatives and Expertise Board. In accordance with Presidential Regulation Number 29 of 2014 concerning SAKIP, the implementation of SAKIP as described in the following Figure:



Figure 2. SAKIP Diagram

SAKIP Implementation Process Chart

Within the Area of Performance

Accountability Strengthening there are 5 (five) action plans that will be implemented by the DPR RI Secretariat General and Expertise Board in 2016-2019, namely: Strengthening the Performance Planning System, Strengthening Performance Measurement System, Strengthening the Performance Reporting System, Strengthening the Internal Evaluation System, Strengthening the IT Development / Development System in Performance Management.

Strengthening of the Institutional

Implementation of Bureaucratic Reform in 2016 An Action Plan for Change Area 4 has been established 2017 Institutional Strengthening is by organizing the organization. In 2017, the DPR RI Secretariat General and Expertise Board had an action plan to carry out the development of an information technology-based organizational structuring system, this application was part of the ortala (organization and management) application. Plans in this application employees of the Secretariat General and Expertise Board can get information including: Applicable organizational structure; The duties and functions of the work unit are in accordance with the Regulation of the Secretary General regarding Organization and Work Procedure; Organizational history based on the Secretary General's Regulation on Organization and Work Procedure; Actively participate in providing input related to organizational

structuring.

Strengthening Governance

In the Area of Strengthening the Governance There are 4 (four) action plans to be implemented by the DPR RI Secretariat General and Expertise Board, namely: Preparation of Business Process Maps in the DPR RI Secretariat General and Expertise Board; Preparation of SOP; Application Development/Development; and Archival Management Based on ICT.

Strengthening the Apparatus HR Management System

The action plan for Strengthening the HR Management System is directed at realizing the DPR Secretariat General and Expertise Board employees who have high competence in the field of their duties. For this reason, it is necessary to assess the competence of employees through competency mapping. In the area of changes in Strengthening the HR Management System of the Apparatus there are 15 (fifteen) action plans that will be implemented by the DPR RI Secretariat General and Expertise Board in 2016-2019 namely: Continuous improvement of ASN employee planning systems; Formulation and determination of transparent and competency-based recruitment and selection system policies; Formulation and establishment of an open, competitive, competency-based promotion system policy supported by more effective supervision by KASN; Formulation and

stipulation of policies on the utilization of assessment centers; Measurement of competency gaps between position holders and job competency requirements; Formulation and stipulation of policies for the utilization/development of competency profiles for candidates and high-ranking ASN officials; Arrange and determine career patterns including the formation of ASN employees; Formulation and stipulation of control policies on the quality of education and training; Strengthening the system and quality of education and training to support performance; Formulation and determination of employee performance appraisal policies; Formulation and determination of policies reward and punishment performance-based; Development/development of ASN employee information systems; Establishment of Transcript Functional Position; Position Arrangement; and Establishment of the General Secretariat Non-PNS Employee Management.

Strengthening Legislative Regulations

In the area of amendment to the Strengthening of Laws and Regulations, there are 4 (four) action plans to be implemented by the DPR RI General Secretariat and Expertise Board, namely: Legislation Making Program; Preparation of Guidelines for Evaluation of legislation in the environment of the DPR RI General Secretariat and Expertise Board; Evaluation of Legislation in the environment

of the DPR RI Secretariat General and Expertise Board; and Administration/Documentation/Socialization of Regulations - Invitation.

Improving the Quality of Public Services

In the action plan to improve the field of public services (area of change VIII Bureaucratic Reform) 2 (two) achievement targets have been set, namely:

1. The implementation of Integrated Public Services. Integrated Public Services tries to place 3 (three) types of Public Services in the DPR RI to be held in one public service room location, otherwise known as the One Roof Integrated Service concept. The three types of public services that will be integrated are Public Information Services, Community Complaints, and Community Delegation Distribution. An integrated public service which at the time was Services of the Indonesian House of Representatives operated for approximately one year since it was inaugurated. But in mid-2016, the Integrated Service Room was no longer available. Since the Integrated Community Service and Public Information One-Stop Service Room is no longer available, the public service activities that are integrated in one room are still running, but stand separately or held in the place of each Work Unit. One reason is the lack of adequate facilities and infrastructure to support the operation of the three public

service areas in the same location. This happened as a result of the change in organizational structure in the General Secretariat, where the Integrated Service Room was used as the newly formed Protocol Bureau Workspace. Thus, one of the targets for improving public service areas, in accordance with the bureaucratic road map for 2017 - 2018 is to evaluate and revive Integrated Public Services or One Roof Public Services that have been inaugurated and implemented previously under the name Integrated Public Complaints and Public Information Services.

2. Strengthening the Quality of Public Services. In strengthening the quality of public services, the target is aimed at establishing a specific Public Service Standard for each work unit in the Secretariat General and the DPR Expertise Board that performs public service functions, in the order of priority scale (referring on the definition of "public") Board Members, Partners, and Communities. Based on the records of the implementation of the Bureaucratic Reform in the previous period (2010 -2014), a number of Service Standards were successfully compiled, which included 4 (four) types of public services at the DPR RI Secretariat General as a pilot project, namely Public Information Services (PPID), ¹⁹⁸Public Complaints, Services Indonesian

Parliament's Health and Library. In the implementation of the Bureaucracy Reformation period 2010-2014, the Service Declaration was also successfully compiled, as well as the motto of each of the four public service units, in addition to the established Service Standards. Moto and Notices have been published, either through

the media standing banner, website, or the walls of the service rooms. However, to realize excellent public services, continuous evaluation and refinement is needed in order to change towards a better direction, which is the essence of bureaucratic reform. Therefore, evaluation and improvement of service standards are included.

Table 2. Success Indicators

NO	AREAS CHANGE	SUCCESS INDICATORS
1	Change Management	a. changes in mindset and performance culture (mental apparatus) in each employee through the establishment of a mind set and the application of a culture set that is performance, effective, efficient and accountable oriented in a superior culture that is Religious, Accountable, Professional and Integrity (RAPI).
2	Strengthening Supervision	a. increased implementation of SPIP in the Indonesian Parliament's General Secretariat and Expertise Board. b. increasing the role and capability of Government Internal Supervisory Apparatus (APIP).
3	Strengthening accountability performance	Increase appraisal of the DPR RI Secretariat General and Expertise Board reaches a value of "A" in 2019.
4	<i>Institutional Strengthening of</i>	<i>the DPR RI Secretariat General and Expertise Board Organizations of appropriate size and function</i>
5	<i>Strengthening of Governance</i>	<i>a. development e-Government Integrated; b. Arrangement of Business Process Maps; and c. ICT-based Archival Management.</i>
6	<i>Strengthening the Apparatus HR Management System</i>	<i>a. increasing the quality of human resources in providing expertise and trial support; b. The placement of employees in positions according to their competency requirements; c. Increased employee integrity; d. the identification of potential employee groups (talent pool) for leadership regeneration; e. The implementation of training oriented to the development of competencies;</i>
7	<i>Strengthening Laws and Regulations</i>	<i>a. establishment of standardized legislation; b. decreased overlap in the formation of legislation; c. the task of the work unit within the Indonesian Parliament's Secretariat General and Expertise Board is more directed, organized and planned; and d. effective management of laws and regulations in the Indonesian</i>

8	<i>Improving the Quality of Public Services</i>	<i>a. Improving the quality of public services;</i> <i>b. The establishment of service standards in all units that perform public services; and</i> <i>c. Increased Positive Image of public services in the Indonesian Parliament</i>
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All action plans for 8 (eight) areas of change carried out by the DPR RI Secretariat General and Expertise Board in 2016-2019 will be measured by the success indicators as shown in the table below.

The bureaucracy reform of the DPR RI Secretariat and Expertise Board as outlined in the road map of bureaucratic reform was evaluated and reported on each year so that the expected changes could be realized. The Bureaucracy Reform Implementation Report was prepared by the Bureaucracy Reform Implementation Team of the Indonesian House of Representatives and Expertise Board as a communication media for all levels within the Indonesian Parliament's Secretariat General and Expertise Board to have accurate and comprehensive information, which is one of the factors in supporting bureaucratic reform policies and institutional transformation of the DPR RI. This report will be a benchmark for the creation of good governance in the DPR RI Secretariat and Expertise Board and can describe the changes that occur gradually and continuously and measured in accordance with the action plan set out in the road map. Evaluation activities were also carried out by the Indonesian House of Representatives for the changes that were made, consisting of an external evaluation

CONCLUSION

The House of Representatives of the Republic of Indonesia as one of the

that was carried out by the Minister of Administrative Reform by providing assessments and recommendations. In addition, the evaluation was also carried out internally by the DPR RI as a coordinating activity and anticipatory step. The internal evaluation conducted by the Indonesian House of Representatives on programs to change bureaucratic reforms is carried out routinely through the work team. The work team that contains the area responsible for changes in bureaucratic reform ensures that the program/activity under its responsibility can run according to what is targeted and planned within a certain period of time. For a period of one year, the Work Team always routinely makes plans through the preparation of action plans and timelines of programs / activities that are targeted and output in one year. The working team also always routinely conducts meetings to evaluate and assess the work progress of each area of change. In the meetings referred to, each person in charge of the change area conveyed the progress of the implementation of the program / activity. At the end of the year, the Work Team is also always routinely making reports containing the achievement of output targets and problems / constraints found during the process of achieving the targets output intended.

legislative institutions in Indonesia through the Indonesian Parliament's Secretariat General and Expertise Board carries out

bureaucratic reform by improving, enhancing, strengthening, or structuring 8 (eight) areas of change through 9 (nine) RB programs, namely changes in mindset (change management), supervision system, performance accountability, institutions, management, State Civil Apparatus HR management system (ASN), legislation, quality of public services, and Quick Wins.

As part of the implementation of bureaucratic reform, the Indonesian Parliament's Secretariat and Expertise Board also drafted a Reform Action Plan, which was always based on general government directives as contained in the PANRB Ministerial Regulation No. 11 of 2015 concerning the 2015-2019 Bureaucratic Reform Road Map. In addition, in drafting the Reform Agenda also pay attention to activities as stipulated in the 2015-2019 RI DPR RI Strategic Plan and General Assembly.

The bureaucracy reform of the DPR RI Secretariat and Expertise Board as outlined

in the road map of bureaucratic reform was evaluated and reported on each year. The Bureaucracy Reform Implementation Report was prepared by the Bureaucracy Reform Implementation Implementation Team of the Indonesian House of Representatives and Expertise Board as a communication media for all levels within the Indonesian Parliament's Secretariat General and Expertise Board to have accurate and comprehensive information, which is one of the factors in supporting bureaucratic reform policies and institutional transformation of the DPR RI. This report will be a benchmark for the creation of good governance in the House of Representatives of the Republic of Indonesia and can illustrate the changes that have taken place gradually and continuously and measured in accordance with the action plans set out in the road map.

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