



Assessment of BLU Maturity in Non-Financial Aspects at the University of Jambi

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Abstract. The purpose of this study is to measure the maturity level of BLU in all aspects of organizational governance in a comprehensive and end-to-end manner, where this tool is dynamic, can be adapted to conditions and targets for the year concerned. In this method the population in this study were all BLU Jambi University employees. Sampling was carried out using a purposive sampling method according to the work product (activity of the BLU employee's role) or documentation owned. The type of data used in this study is secondary data from the Community Satisfaction Index, and other data that is relevant to the needs of the UNJA BLU Maturity assessment analysis. The analytical method in this study uses descriptive analysis based on the BLU Maturity Rating work paper which is compiled based on the basic principles of maturity assessment which consists of five main levels to ensure that all indicators in each aspect are aligned and equal between clusters and sub-clusters. Clusters. In the results of this study, to ensure the continuity and development of UNJA's BLU services, researchers will conduct a Maturity Assessment of UNJA's BLU using the BLU Maturity Rating and Evaluation Assessment Tools version 1.0. This tool consists of two components, namely Results-Based and Process-Based. Jambi University as a BLU institution has the potential to continue to grow and develop in a number of areas to improve service quality.

Keywords: Process Based · Public Service Agency · Results Based

1 Introduction

Jambi University (UNJA) is a Technical Implementation Unit of the Ministry of Research, Technology and Higher Education (Kemristekdikti) led by a Chancellor who is responsible to the Minister. Jambi University, which was started in 1960, has only started to develop since 1970, when Repelita I began. Academic conditions then began to improve in the 80s with the construction of a new campus in Mendalo Darat (15 km from the old campus in Telanaipura).

These programs and plans are also accompanied by setting realistic and measurable targets through various operational performance indicators. To make the program

successful, the steps taken by UNJA are organizational and governance improvements. Therefore, UNJA established the Learning Development and Quality Assurance Institute (LP3M) and the Internal Monitoring Unit (SPI) (Permendikbud Number 19 of 2014 concerning OTK UNJA) in implementing the Academic Quality Assurance System and Internal Supervision and Evaluation as a breakthrough to support changing organizational culture that emphasizes quality. These two systems are realized as a form of UNJA's accountability to the public and a reflection of UNJA's seriousness in continuing to develop a culture of quality in every aspect of service. Meanwhile, in terms of financial administration, UNJA has implemented e-payment to provide flexibility in the form of freedom to implement sound, transparent and accountable business practices. In this case it has also been explained in the law regarding finance or other related matters.

Law Number 1 of 2004 concerning the State Treasury states that government agencies whose main tasks and functions are providing services to the public can implement a flexible Public Service Agency (PPK-BLU) Financial Management Pattern by prioritizing productivity, efficiency and effectiveness. Since 2017 UNJA has been officially designated as a BLU work unit based on the Decree of the Minister of Finance of the Republic of Indonesia Number 782/KMK.05/2017 concerning the Designation of Jambi University at the Ministry of Research, Technology and Higher Education as a Government Agency Implementing the Public Service Agency's Financial Management Pattern. Through financial management, BLU UNJA can implement a better quality performance-based financial management system so that it can support the successful implementation of the Tridharma of Higher Education and the provision of other public services.

BLU as the face of the government in providing public services is expected to have qualified capabilities so that it can continue to provide the best service to the community. The Minister of Finance in the 2019 BLU National Coordination Meeting emphasized that BLU has the potential to continue to grow and develop in a number of fields, including technological innovation, asset optimization, and improving service quality. To ensure the continuity and development of BLU services, the Ministry of Finance has developed a tool that is expected to be able to assess BLU performance comprehensively and universally for all BLUs. It is hoped that these tools will generate assessments that are used by BLU Financial Management Supervisors (PPKBLU), technical ministries/agencies, and relevant BLU agencies in identifying areas for improvement. The tools in question are the BLU Maturity Rating Assessment Tools and Evaluation version 1.0. This tool consists of two components, namely Results-Based and Process-Based. UNJA's tool as PPK BLU work unit aims to measure the maturity level of BLU in all aspects of organizational governance in a comprehensive and end-to-end manner, where this tool is dynamic, can be adapted to conditions and targets in the year concerned. This is what made the Research Team interested in conducting the UNJA BLU Maturity Assessment.

2 Method

Styles can be applied using the style palette. The population in this study were all BLU Jambi University employees. Sampling was carried out using a purposive sampling method according to the work product (activity of the BLU employee's role) or

documentation owned. The type of data used in this study is secondary data from the Community Satisfaction Index, and other data that is relevant to the needs of the UNJA BLU Maturity assessment analysis. The analytical method in this study uses descriptive analysis based on the BLU Maturity Rating work paper which is compiled based on the basic principles of maturity assessment which consists of five main levels to ensure that all indicators in each aspect are aligned and equal between clusters and sub-sub-clusters.

3 Result and Discussion

BLU maturity assessment results. This article only discusses result-b (Fig. 1).

3.1 BLU Maturity Level in Service Components.

3.1.1 Measuring the Maturity Level of BLU in the Context of Community Satisfaction with BLU Services

Level 1-Initial

In the context of community satisfaction with BLU services, there are several levels, namely: Level 1 - initial, at this level the criteria for achieving the target are Deviations from the community satisfaction index of 0.6 below the target. With the trend indicator criteria, the trend of achieving targets is stable at level 1; and the movement of the target achievement trend up or down to level 1 by 1 level.

Then the supporting documents in the context of community satisfaction with BLU services are the Community Satisfaction Index Report for the year of assessment and the previous 2 years. The achievement indicator for the reporting year was the community satisfaction index of 76.09% with a maturity score of 3. The achievement of this assessment indicator was filled in during the assessment period. The achievement

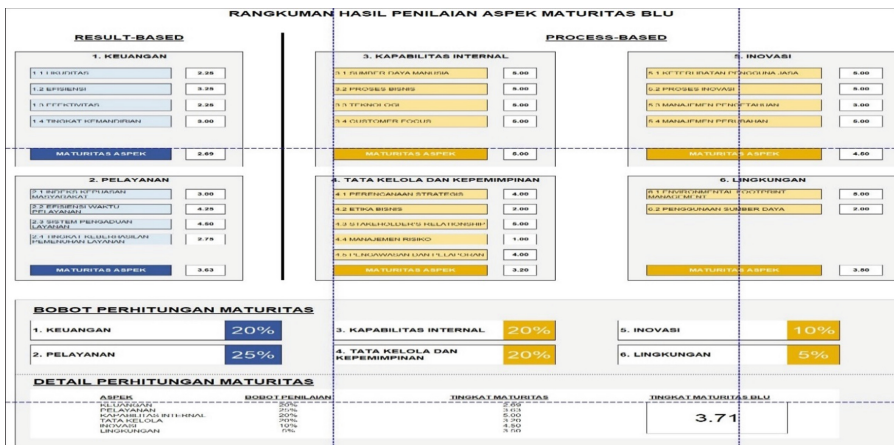


Fig. 1. Summary of the results of the BLU maturity aspect assessment

of the assessment indicators in the previous one-year period was filled with a community satisfaction index of 73.05% and a maturity score of 3. Then for the achievement of the assessment indicators in the previous two years it was filled with a community satisfaction index of 71.20% and a maturity score of 3.

The trend indicator assessment score is filled with the final score of the assessment results of the indicator trend analysis, namely 3. And for the indicator maturity score is filled with 3 which indicates the final indicator maturity score. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 2 - managed

In the context of community satisfaction with BLU services, there are several levels, namely: Level 2 - managed, at this level the criteria for achieving the target are Deviations from the community satisfaction index $0.6 > x 0.4$ below the target. With the criteria of trend indicators, trend movement indicators are stable at level 2; and the movement of the target achievement trend up or down to level 2 by 1 level. The movement of target achievement up or down from level 1 is 2 levels

Then the supporting documents in the context of community satisfaction with BLU services are the Community Satisfaction Index Report for the year of assessment and the previous 2 years. The achievement indicator for the reporting year is the community satisfaction index of 76.09% with a maturity score of 3. The achievement of this assessment indicator is filled during the assessment period. The achievement of the assessment indicators in the previous one year period was filled with a community satisfaction index of 73.05% and a maturity score of 3. Then for the achievement of the assessment indicators in the previous two years it was filled with community satisfaction. Index 71.20% and maturity score 3

The trend indicator assessment score is filled with the final score of the assessment results of the indicator trend analysis, namely 3. And for the indicator maturity score is filled with 3 which indicates the final indicator maturity score. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 3- Determined

In the context of community satisfaction with BLU services, there are several levels, namely: Level 3 - defined, at this level the criteria for achieving the target are Deviations from the community satisfaction index of $0.4 > x 0.2$ below the target. With the trend indicator criteria, the trend of achieving targets is stable at level 3; and the movement of the target achievement trend up or down to level 3 by 1 level. The movement of target achievement up or down from level 2 is 2 levels. The movement of the target achievement trend up or down to level 1 for more than 2 levels.

Then the supporting documents in the context of community satisfaction with BLU services are the Community Satisfaction Index Report for the year of assessment and

the previous 2 years. The achievement indicator for the reporting year was the community satisfaction index of 76.09% with a maturity score of 3. The achievement of this assessment indicator was filled in during the assessment period. The achievement of the assessment indicators in the previous one-year period was filled with a community satisfaction index of 73.05% and a maturity score of 3. Then for the achievement of the assessment indicators in the previous two years it was filled with a community satisfaction index of 71.20% and a maturity score of 3.

The trend indicator assessment score is filled with the final score of the assessment results of the indicator trend analysis, namely 3. And for the indicator maturity score is filled with 3 which indicates the final indicator maturity score. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 4- Predictable

In the context of community satisfaction with BLU services, there are several levels, namely: Level 4 – predictable, at this level the criteria for achieving the target Deviation of the community satisfaction index is < 0.2 below the target. With the trend indicator criteria, the trend of achieving targets is stable at level 4; and the movement of the target achievement trend up or down to level 3 by 1 level. The trend of target achievement is up from or down to level 4 by 1 level. The movement of the target achievement trend is up or down to level 3 by 2 levels and the trend movement of target achievement is up or down to level 2 by 3 levels.

Then the supporting documents in the context of community satisfaction with BLU services are the Community Satisfaction Index Report for the year of assessment and the previous 2 years. The achievement indicator for the reporting year was the community satisfaction index of 76.09% with a maturity score of 3. The achievement of this assessment indicator was filled in during the assessment period. The achievement of the assessment indicators in the previous one-year period was filled with a community satisfaction index of 73.05% and a maturity score of 3. Then for the achievement of the assessment indicators in the previous two years filled with a community satisfaction index of 71.20% and a maturity score of 3.

The trend indicator assessment score is filled with the final score of the assessment results of the indicator trend analysis, namely 3. And for the indicator maturity score is filled with 3 which indicates the final indicator maturity score. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 5- Optimizing

In the context of community satisfaction with BLU services, there are several levels, namely: Level 5 – optimization, at this level the criteria for achieving the target The deviation from the community satisfaction index is 100%. With the trend indicator criteria, the trend of achieving targets is stable at level 5; and the achievement movement rises to level 5 by 1 level. Then the supporting documents in the context of community

satisfaction with BLU services are the Community Satisfaction Index Report for the year of assessment and the previous 2 years. The achievement indicator for the reporting year is the community satisfaction index of 76.09% with a maturity score of 3. The achievement of this assessment indicator is filled during the assessment period. The achievement of the assessment indicators in the previous one year period was filled with a community satisfaction index of 73.05% and a maturity score of 3. Then for the achievement of the assessment indicators in the previous two years it was filled with community satisfaction. Index 71.20% and maturity score 3.

The trend indicator assessment score is filled with the final score of the assessment results of the indicator trend analysis, namely.

3.1.2 Measuring the Maturity Level of BLU in the Context of Efficiency of BLU Service Time

Level 1-Initial

In the context of time efficiency, BLU services consist of several levels, namely: Level 1 - initial, at this level the criteria for achieving the target are service time efficiency deviation of 0.6 below the target. With the trend indicator criteria, the trend of achieving targets is stable at level 1; and the movement of the target achievement trend up or down to level 1 by 1 level.

Then, supporting documents in the framework of BLU service time efficiency are Performance Reports that contain total service delivery and total service time in the year of assessment and the previous 2 years. Achievement indicator for the reporting year is service time efficiency of 99% with a maturity score of 4, achievement of this assessment indicator is filled during the assessment period. The achievement of the assessment indicators in the previous one year period was filled with service time efficiency of 104% and a maturity score of 5. Then for the achievement of the assessment indicators in the previous two year period it was filled with a service time efficiency of 105% and a maturity score of 5.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 4.5. And for the indicator maturity score it is filled with 4.25 which indicates the final score for the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 2- Managed

In the context of time efficiency, BLU services consist of several levels, namely: Level 2- Managed, at this level the criteria for achieving the target are service time efficiency deviation of $0.6 > x 0.4$ below the target. With the criteria of trend indicators, trend movement indicators are stable at level 2; Movement of the target achievement trend up or down to level 2 by 1 level; and the movement of target achievement up or down to level 1 by 2 levels.

Then, supporting documents in the framework of BLU service time efficiency are Performance Reports that contain total service delivery and total service time in the year of assessment and the previous 2 years. Achievement indicator for the reporting year is

service time efficiency of 99% with a maturity score of 4, achievement of this assessment indicator is filled during the assessment period. Achievement of the assessment indicators in the previous one-year period is filled with service time efficiency of 104% and a maturity score of 5. Then for achievement of the assessment indicators in the previous two-year period filled with service time efficiency of 105% and a maturity score of 5.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 4.5. And for the indicator maturity score it is filled with 4.25 which indicates the final score for the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 3- Determined

In the context of time efficiency, BLU services consist of several levels, namely: Level 3- defined, at this level the criteria for achieving the target are service time efficiency deviation of $0.4 > x > 0.2$ below the target. With the trend indicator criteria, the trend of achieving targets is stable at level 3; the movement of the target achievement trend up or down to level 3 by 1 level; and the movement of the target achievement trend up or down to level 2 by 2 levels; the movement of the target achievement trend up or down to level 1 for more than 2 levels.

Then, supporting documents in the framework of BLU service time efficiency are Performance Reports that contain total service delivery and total service time in the year of assessment and the previous 2 years. Achievement indicator for the reporting year is service time efficiency of 99% with a maturity score of 4, achievement of this assessment indicator is filled during the assessment period. Achievement of the assessment indicators in the previous one-year period is filled with service time efficiency of 104% and a maturity score of 5. Then for achievement of the assessment indicators in the previous two-year period is filled with service time efficiency of 105% and a maturity score of 5.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 4.5. And for the indicator maturity score it is filled with 4.25 which indicates the final score for the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 4- Predictable

In the context of time efficiency, BLU services consist of several levels, namely: Level 4- predictable, at this level the criteria for achieving the target are Deviation of service time efficiency < 0.2 below the target. With the trend indicator criteria, the trend of achieving targets is stable at level 4; movement trend of target achievement down to level 4 by 1 level; movement of the target achievement trend up or down level 3 by 2 levels; and the movement of the target achievement trend up or down to level 2 by 3 levels.

Then, supporting documents in the framework of BLU service time efficiency are Performance Reports that contain total service delivery and total service time in the year

of assessment and the previous 2 years. Achievement indicator for the reporting year is service time efficiency of 99% with a maturity score of 4, achievement of this assessment indicator is filled during the assessment period. Achievement of the assessment indicators in the previous one-year period is filled with service time efficiency of 104% and a maturity score of 5. Then for achievement of the assessment indicators in the previous two-year period is filled with service time efficiency of 105% and a maturity score of 5.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 4.5. And for the indicator maturity score it is filled with 4.25 which indicates the final score for the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 5- Optimizing

In the context of time efficiency, BLU services consist of several levels, namely: Level 5- optimization, at this level the target achievement criteria is 100% service time efficiency. With the trend indicator criteria, the trend of achieving targets is stable at level 5; and the movement of the achievement trend rises to level 5 by 1 level.

Then, supporting documents in the framework of BLU service time efficiency are Performance Reports that contain total service delivery and total service time in the year of assessment and the previous 2 years. Achievement indicator for the reporting year is service time efficiency of 99% with a maturity score of 4, achievement of this assessment indicator is filled during the assessment period. Achievement of the assessment indicators in the previous one-year period is filled with service time efficiency of 104% and a maturity score of 5. Then for achievement of the assessment indicators in the previous two-year period is filled with service time efficiency of 105% and a maturity score of 5.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 4.5. And for the indicator maturity score it is filled with 4.25 which indicates the final score for the maturity indicator. For justification for BLU maturity assessment, it is filled with maturity justification based on the results of the assessment of indicators that can be achieved, and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment according to each indicator.

3.1.3 Measuring the Maturity Level of BLU in the Context of the BLU Service Complaint System

Level 1-Initial

In the context of the BLU service complaint system, it consists of several levels, namely: Level 1 - initial, at this level the criteria for achieving the target are the absence of public complaint service media, followed by deviations in the level of complaints rising 0.6 below the target, and deviations of timely complaint settlement 0.6 below target. With the trend indicator criteria, the trend of achieving targets is stable at level 1; and the movement of the target achievement trend up or down to level 1 by 1 level.

Then, the supporting documents in the framework of the BLU service complaint system are media documentation for public complaint services in the year of assessment

and the previous 2 years. And Service Complaint Reports in the year of assessment and the previous 2 years. The achievement indicators for the reporting year were media complaints 2 with a maturity score of 5, complaints were followed up 74% with a maturity score of 4, then timely completion of 74% with a maturity score of 4, the achievement of this assessment indicator was filled in during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with media complaints 1 with a maturity score of 5, complaints were followed up 100% with a maturity score of 5, then 100% timely completion with a maturity score of 5, achievement of this assessment indicator was filled in the previous one year period. Achievement of the next indicator is filled with complaint media 1 with a maturity score of 5, complaints are followed up 100% with a maturity score of 5 and timely completion of 100% with a maturity score of 5. This achievement indicator is filled in the previous two year period.

The trend indicator rating score is filled with the final score of the trend indicator analysis assessment result, which is 4,667. And for the indicator maturity score it is filled with 4.5 which indicates the final score of the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 2-Managed

In the context of the BLU service complaint system, it consists of several levels, namely: Level 2 - Managed, at this level the criteria for achieving the target are the existence of a public complaint service media, deviations in the level of complaints are followed up $0.6 > x 0.4$ below the target, and deviation of complaint resolution on time is $0.6 > x 0.4$ below target. With the criteria of trend indicators, trend movement indicators are stable at level 2; movement of the target achievement trend up or down to level 2 by 1 level; and the movement of target achievement up or down to level 1 by 2 levels.

Then, the supporting documents in the framework of the BLU service complaint system are media documentation for public complaint services in the year of assessment and the previous 2 years. And Service Complaint Reports in the year of assessment and the previous 2 years.

The achievement indicators for the reporting year were media complaints 2 with a maturity score of 5, complaints were followed up 74% with a maturity score of 4, then timely completion of 74% with a maturity score of 4, the achievement of this assessment indicator was filled in during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with media complaints 1 with a maturity score of 5, complaints were followed up 100% with a maturity score of 5, then 100% timely completion with a maturity score of 5, achievement of this assessment indicator was filled in the previous one year period. Achievement of the next indicator is filled with complaint media 1 with a maturity score of 5, complaints are followed up 100% with a maturity score of 5 and timely completion of 100% with a maturity score of 5, this achievement indicator is filled in the previous two year period.

The trend indicator rating score is filled with the final score of the trend indicator analysis assessment result, which is 4,667. And for the indicator maturity score it is filled with 4.5 which indicates the final score of the maturity indicator. The justification for

BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 3-Determined

In the context of the BLU service complaint system, it consists of several levels, namely: Level 3 - defined, at this level the criteria for achieving the target are the existence of a public complaint service media, deviations in the level of complaints are followed up $0.4 > x 0.2$ below the target, and settlement deviations timely complaints is $0.4 > x 0.2$ below the target. With the trend indicator criteria, the trend of achieving targets is stable at level 3; trend of target achievement up or down to level 3 by 1 level; the trend of achieving targets moves up or down to level 2 by 2 levels; and the movement of the target achievement trend up or down to level 1 for more than 2 levels.

Then, the supporting documents in the framework of the BLU service complaint system are media documentation for public complaint services in the year of assessment and the previous 2 years. And Service Complaint Reports in the year of assessment and the previous 2 years.

The achievement indicators for the reporting year were media complaints 2 with a maturity score of 5, complaints were followed up 74% with a maturity score of 4, then timely completion of 74% with a maturity score of 4, the achievement of this assessment indicator was filled in during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with media complaints 1 with a maturity score of 5, complaints were followed up 100% with a maturity score of 5, then 100% timely completion with a maturity score of 5, achievement of this assessment indicator was filled in the previous one year period. Achievement of the next indicator is filled with complaint media 1 with a maturity score of 5, complaints are followed up 100% with a maturity score of 5 and timely completion of 100% with a maturity score of 5, this achievement indicator is filled in the previous two year period.

The trend indicator rating score is filled with the final score of the trend indicator analysis assessment result, which is 4,667. And for the indicator maturity score it is filled with 4.5 which indicates the final score of the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 4-Predictable

In the context of the BLU service complaint system, it consists of several levels, namely: Level 4 - Predictable, at this level the criteria for achieving the target are the existence of a public complaint service media, deviations in the level of complaints are followed up $0.4 > x 0.2$ below the target, and deviation of complaint resolution on time is $0.4 > x 0.2$ below target. With the trend indicator criteria, the trend of achieving targets is stable at level 4; movement trend of target achievement down to level 4 by 1 level; movement of the target achievement trend up or down to level 3 by 2 levels; and the movement of the target achievement trend up or down to level 2 by 3 levels.

Then, the supporting documents in the framework of the BLU service complaint system are media documentation for public complaint services in the year of assessment and the previous 2 years. And Service Complaint Reports in the year of assessment and the previous 2 years.

The achievement indicators for the reporting year were media complaints 2 with a maturity score of 5, complaints were followed up 74% with a maturity score of 4, then timely completion of 74% with a maturity score of 4, the achievement of this assessment indicator was filled in during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with media complaints 1 with a maturity score of 5, complaints were followed up 100% with a maturity score of 5, then 100% timely completion with a maturity score of 5, achievement of this assessment indicator was filled in the previous one year period. Achievement of the next indicator is filled with complaint media 1 with a maturity score of 5, complaints are followed up 100% with a maturity score of 5 and timely completion of 100% with a maturity score of 5, this achievement indicator is filled in the previous two year period.

The trend indicator rating score is filled with the final score of the trend indicator analysis assessment result, which is 4,667. And for the indicator maturity score it is filled with 4.5 which indicates the final score of the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 5-Optimizing

In the context of the BLU service complaint system, it consists of several levels, namely: Level 4 - predictable, at this level the criteria for achieving the target are 1, media complaints are 90%, complaints are followed up 90% and timely completion is 90%. With the trend indicator criteria, the trend of achieving targets is stable at level 5; achievement up to level 5 by 1 level. Then, the supporting documents in the framework of the BLU service complaint system are media documentation for public complaint services in the year of assessment and the previous 2 years. And Service Complaint Reports in the year of assessment and the previous 2 years.

The achievement indicators for the reporting year were media complaints 2 with a maturity score of 5, complaints were followed up 74% with a maturity score of 4, then timely completion of 74% with a maturity score of 4, the achievement of this assessment indicator was filled in during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with media complaints 1 with a maturity score of 5, complaints were followed up 100% with a maturity score of 5, then 100% timely completion with a maturity score of 5, achievement of this assessment indicator was filled in the previous one year period. Achievement of the next indicator is filled with complaint media 1 with a maturity score of 5, complaints are followed up 100% with a maturity score of 5 and timely completion of 100% with a maturity score of 5, this achievement indicator is filled in the previous two year period.

The trend indicator rating score is filled with the final score of the trend indicator analysis assessment result, which is 4,667. And for the indicator maturity score it is filled with 4.5 which indicates the final score of the maturity indicator. For BLU maturity

assessment justification is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment according to each indicator.

3.1.4 Measuring the Maturity Level of BLU in Order to Successfully Fulfill BLU Cluster Special Services

Level 1-Initial

In order to successfully fulfill BLU services specifically for families, it consists of several levels, namely: Level 1 - initial, at this level the criteria for achieving the target are Deviation Level of Success of Service Fulfillment 0.6 below the target. With the criteria of trend indicators, the trend of achieving targets is stable at level 1; the movement of the target achievement trend up or down level 1 by 1 Level. Then, the supporting documents in the framework of the successful fulfillment of this special BLU cluster service are data and supporting documents for sub-specific calculation of indicator clusters.

Achievement indicators for the reporting year were accreditation 67% with a maturity score of 4, graduate work readiness (link & match industry) 31% with a maturity score of 1, then research produced 56% with a maturity score of 3, achievement indicators for this assessment were filled in during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with accreditation of 67% with a maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1, then the resulting research was 68% with a maturity score of 4, achievement of the assessment indicators it was filled in the previous one-year period. Achievement of the next indicator is filled with accreditation 61% with a maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1 and research produced by 66% with a maturity score of 4, achievement of this indicator is filled in the previous two year period.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 2.8333. And for the indicator maturity score it is filled with 2.75 which indicates the final score for the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 2-Managed

In order to successfully fulfill BLU special family services, there are several levels, namely: Level 2 - Managed, at this level the criteria for achieving the target are deviation from the success rate of service fulfillment $0.6 > x 0.4$ below the target. With the criteria of a trend indicator, trend movement towards achieving a stable target at level 2; movement of the target achievement trend up or down to level 2 by 1 level; and the movement of target achievement up or down from level 1 by 2 levels. Then, supporting documents in the framework of the successful fulfillment of this BLU cluster-specific service, namely data and supporting documents for the calculation of cluster-specific sub-indicators.

Achievement indicators for the reporting year were accreditation 67% with a maturity score of 4, graduate work readiness (link & match industry) 31% with a maturity score of

1, then research produced 56% with a maturity score of 3, achievement indicators for this assessment were filled in during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with accreditation of 67% with a maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1, then the resulting research was 68% with a maturity score of 4, achievement of the assessment indicators it was filled in the previous one-year period. Achievement of the next indicator is filled with accreditation 61% with a maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1 and research produced by 66% with a maturity score of 4, achievement of this indicator is filled in the previous two year period.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 2.8333. And for the indicator maturity score it is filled with 2.75 which indicates the final score for the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 3-Determined

In order to successfully fulfill BLU services specifically for families, there are several levels, namely: Level 3 - determined, at this level the criteria for achieving the target are Deviation Level of Service Fulfillment Success $0.4 > x 0.2$ below the target. With the trend indicator criteria, the trend of achieving targets is stable at level 3; movement of the target achievement trend up or down to level 3 by 1 level; movement of the target achievement trend up or down to level 2 by 2 levels; and the movement of the target achievement trend up or down to level 1 for more than 2 levels. Then, supporting documents in the framework of the successful fulfillment of this BLU cluster-specific service, namely data and supporting documents for calculating cluster-specific sub-indicators.

Indikator pencapaian tahun pelaporan adalah accreditation is 67% with a maturity score of 4, graduate work readiness (link & match industry) 31% with a maturity score of 1, then the resulting research is 56% with a maturity score of 3, the achievement of these assessment indicators is filled during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with accreditation of 67% with a maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1, then the resulting research was 68% with a maturity score of 4, achievement of the assessment indicators it was filled in the previous one-year period. Achievement of the next indicator is filled with accreditation 61% with a maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1 and research produced by 66% with a maturity score of 4, achievement of this indicator is filled in the previous two year period.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 2.8333. And for the indicator maturity score it is filled with 2.75 which indicates the final score for the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations

are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 4-Predictable

In the context of successful fulfillment of special family BLU services, it consists of several levels, namely: Level 4 – Predictable, at this level the criteria for achieving the target are Deviation Level of Success of Service Fulfillment < 0.2 below the target. With the trend indicator criteria, the trend of achieving targets is stable at level 4; movement trend of target achievement down to level 4 by 1 level; movement of the target achievement trend up or down level 3 by 2 levels; and the movement of the target achievement trend up or down to level 2 by 3 levels. Then, the supporting documents in the context of the successful fulfillment of this special BLU cluster service are data and documents supporting the calculation of certain clusters-sub-indicators.

Achievement indicators for the reporting year were accreditation 67% with a maturity score of 4, graduate work readiness (link & match industry) 31% with a maturity score of 1, then research produced 56% with a maturity score of 3, achievement indicators for this assessment were filled in during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with accreditation of 67% with a maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1, then the resulting research was 68% with a maturity score of 4, achievement of the assessment indicators it was filled in the previous one-year period. Achievement of the next indicator is filled with accreditation 61% with a maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1 and research produced by 66% with a maturity score of 4, achievement of this indicator is filled in the previous two year period.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 2.8333. And for the indicator maturity score it is filled with 2.75 which indicates the final score for the maturity indicator. The justification for BLU maturity assessment is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment in accordance with each indicator.

Level 5- Optimizing

In order to successfully fulfill BLU special family services, there are several levels, namely: Level 5 – optimization, at this level the target achievement criteria is 72% accreditation, graduate work readiness (link & match industry) is 80% and research produced is 70%. With the criteria of the trend of the trend of achieving a stable target at level 5; and the achievement movement rises to level 5 by 1 level. Then the supporting documents in the context of the successful fulfillment of BLU cluster-specific services, namely data and supporting documents for the calculation of cluster-specific sub-indicators.

Achievement indicators for the reporting year were accreditation 67% with a maturity score of 4, graduate work readiness (link & match industry) 31% with a maturity score of 1, then research produced 56% with a maturity score of 3, achievement indicators for this assessment were filled in during the assessment period. Achievement of the assessment indicators in the previous one-year period was filled with accreditation of 67% with a

maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1, then the resulting research was 68% with a maturity score of 4, achievement of the assessment indicators it was filled in the previous one-year period. Achievement of the next indicator is filled with accreditation 61% with a maturity score of 4, graduate work readiness (link & industry match) by 29% with a maturity score of 1 and research produced by 66% with a maturity score of 4, achievement of this indicator is filled in the previous two year period.

The trend indicator assessment score is filled with the final score of the trend indicator analysis assessment results, namely 2.8333. And for the indicator maturity score it is filled with 2.75 which indicates the final score for the maturity indicator. For BLU maturity assessment justification is filled with maturity justification based on the results of the assessment of indicators that can be achieved and BLU maturity recommendations are filled with recommendations on the results of BLU maturity assessment according to each indicator.

3.2 BLU Maturity Level in the Internal Capability Component.

3.2.1 Measuring the Level of Maturity of BLU in the Management of Organizational Human Resources

Level 1-Initial

In the context of human resource management, an organization consists of several levels, namely: Level 1 - initial, at this level the testing criteria for each level of the indicator are that HR management carried out within the organization is still ad-hoc in nature and the determination of roles and responsibilities is informal. With the testing criteria for each process, namely the organization at least manages human resources in an ad hoc and administrative manner, the organization at least determines HR roles and responsibilities informally, and the organization at least provides education and training to human resources on an ad-hoc basis.

Then, the criteria are met? (Y/N) in the context of managing organizational human resources which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. For the achievement level at level 1 - this start is fully achieved. The supporting documents needed are that there are no work products, at least the organization has carried out HR management activities, including but not limited to employee recruitment, employee education and training, payroll and remuneration, etc., after that there are no work products, at least roles and HR responsibilities have been defined even though they have not been stated in official organizational documents and there are no work products, at least education and training have been carried out even without good planning and needs analysis.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then finally at level 1 - the initial context of organizational human resource management, namely uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2- Managed

In the context of human resource management, the organization consists of several levels, namely: Level 2 - Managed, at this level a criterion is tested for each level of indicators. The main focus of the organization is still limited to the assignment of human resources in accordance with the main tasks and functions that have been determined. With the testing criteria for each process, the organization has at least carried out the employee recruitment process in accordance with the qualifications needed by the organization. The organization has at least determined the main duties and functions of the position, and the organization has at least drawn up a plan for regular human resource education and/or training according to needs organization.

Then, the criteria are met? (Y/N) in the context of managing organizational human resources which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents required are a list of employee qualifications required by the organization, including but not limited to educational background, specialization skills, etc., after which the main duties and functions of the position covering all functions and positions within the organization can be in the form of job descriptions and positions. Not only structural in nature, but includes positions at the executive/staff/functional level, as well as Education Needs Analysis and/or HR Training/Training Needs Analysis; and Human Resources Education and/or Training Plans, including but not limited to materials, implementation schedules, and participant objectives.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then finally at this level, the context of organizational human resource management is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3- Determined

In the context of human resource management, the organization consists of several levels, namely: Level 3 - defined, at this level the testing criteria for each level of the indicator is that the organization has the ability to manage human resources based on established standard procedures. Set by the organization. The main focus of the organization is to develop the knowledge needed to encourage HR competence and instill a professional work culture. With the testing criteria for each process, namely the Organization has at least established formal HR management procedures, the Organization has at least established an HR career development plan or program, and the Organization has at least developed a routine HR education and/or training plan in accordance with the needs of the organization. The organization at least has provided cross-unit collaboration facilities for each employee.

Then, the criteria are met? (Y/N) in the context of managing organizational human resources which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved.

The supporting documents needed are HR Management Policies/Procedures (SOP), including but not limited to Competency Mapping procedures, Workload Measurement (ABK), Employee Competency/Knowledge Measurement and capability analysis of these results, after that the Development Plan/Career example program HR: Guidelines for HR management that contain career development at the POLRI Hospital, as well as Cross-Unit Work Program Coordination Reports (example: Minutes of Coordination Meetings).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then finally at this level, the context of organizational human resource management is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4- Predictable

In the context of human resource management, an organization consists of several levels, namely: Level 4 – predictable, at this level the test criteria for each indicator level are that the organization is able to measure HR output and performance trends, identify new things. Opportunities in competency development, and adopting shared experiences within the organization. With the testing criteria for each process, namely that all human resources in the organization have at least been able to collaborate across units, the organization has at least conducted HR performance analysis to predict the output trend of each employee, and the organization has implemented an HR assistance program at least in the form of knowledge transfer and sharing. Hearing.

Then, the criteria are met? (Y/N) in the context of managing organizational human resources which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Cross-Unit Collaboration Work Program Implementation Reports, for example: work group reports, accreditation, WBK WBBM, after that the HR Performance Achievement Analysis Report HR performance analysis is used to predict the output trends of each employee, so the analysis needs to cover all HR BLU. BLU HR includes all employees regulated in regulations related to remuneration, as well as Reports on the Implementation of Assistance Activities/Knowledge Transfer/Sharing Sessions.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then finally at this level, the context of organizational human resource management is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5- Optimizing

In the context of human resource management, the organization consists of several levels, namely: Level 5 - optimization, at this level the testing criteria for each indicator

level are Organizations focus on continuous improvement of each HR, as well as the ability to instill a culture of excellence in products and services on an ongoing basis. With the testing criteria for each process, namely the Organization at least always provides support to HR to carry out innovation-based assignments, the Organization has at least identified and evaluated innovation opportunities in terms of HR management to encourage organizational growth, and the Organization at least has a special work unit that has the responsibility to carry out research on sustainable human resource needs in the long term.

Then, the criteria are met? (Y/N) in the context of managing organizational human resources which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Performance Assessment Indicators per employee which includes assessment components related to innovation activities that need to be carried out, after which Research Reports or Research related to HR innovation opportunities in driving organizational growth, as well as Work Unit Structure with HR Development/Innovation tasks; HR/Innovation Development Work Unit Work Program (example: Employee Excellence Research in the Digital Age).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then finally at this level, the context of organizational human resource management is uploading documents by entering document evidence by selecting Inset-Object-File.

3.2.2 Measuring the Maturity Level of BLU in the Context of the organization's Business Processes.

Level 1- Beginning

In the context of organizational business processes. Business processes are more towards operational activities, including those related to service management and/or finance which consist of several levels, namely: Level 1 - initial, at this level the test criteria for each indicator level are management of business processes carried out within the organization which is still ad-hoc and informal business process flow determination. With the testing criteria for each process, namely the Organization has at least managed business processes in an ad hoc and administrative manner, the Organization has at least established business process flows that are carried out informally, and the Organization has at least identified the process owner of each business process flow that is owned informally.

Then, the criteria are met? (Y/N) in the context of the organization's business processes filled with Y according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities, namely 100%. For the achievement level at level 1 - this start is fully achieved. The supporting documents needed are No work products, at least the organization has carried out business process management activities including but not limited to service

management, procurement of goods and services, etc., after that there are no work products, at least the organization's business process flow has been identified even though it has not been listed in the official organizational document, and there is no work product, at least the part/function responsible for the business process has been identified even though it has not been listed in the official organizational document.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the final step at level 1-beginning is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2- Managed

In the context of organizational business processes. Business processes are more towards operational activities, including those related to services and/or financial management which consist of several levels, namely: Level 2 - managed, at this level the test criteria for each indicator level are that the organization has the ability to manage business processes regularly, although it has not been established in the form of a standard procedure. The main focus of the organization is still limited to the implementation of business processes based on informal directions. With the testing criteria for each process, namely the organization has at least determined business process flows that are carried out informally, the organization at least has a vision and mission in managing the organization's business processes even though they have not been defined in official documents and the organization has at least identified the goods and services needed to support organizational operational activities.

Then, the criteria are met? (Y/N) in the context of the organization's business processes filled with Y according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents required are the Business Strategic Plan in this case which was prepared based on the direction of the Board of Directors, as well as the Vision and Mission of the Organization in this case including organizational commitment in managing business processes.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3- Determined

In the context of organizational business processes. Business processes are more towards operational activities, including those related to financial services and/or management which consist of several levels, namely: Level 3 - defined, at this level the test criteria for each indicator level is that the organization has the ability to manage business processes based on standard procedures that has been set by the organization, in this case

including but not limited to objectives, inputs, processes and outputs. The main focus of the organization is to run business processes consistently. With testing criteria for each process, namely the organization at least has defined the entire business process flow into standard procedures which include but are not limited to objectives, inputs, processes and outputs, the organization at least has a vision and mission in managing the organization's business processes as listed in the organization's Strategic Business Plan, and the Organization has at least identified the goods and services needed to support the organization's operational activities.

Then, the criteria are met? (Y/N) in the context of the organization's business processes. Which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the activities formulated divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents required are Business Process Policies/Procedures (SOP), including SOP for Financial Management (for example SOP for Cash Management, SOP for Accounts Receivable Management, SOP for Debt Management), SOP for Determining Tariffs for Services (including decisions on tariff derivatives), SOP for Procurement of Goods and Services, SOP for Inventory Management, etc., Business Strategic Plan, contains the vision and mission in managing the organization's business processes, and the List of Fulfillment of Needs for Goods and Services Supporting the Organization's Operational Activities can be sourced from SIMAK BMN, procurement of reports, etc. and not all requirements have been met.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File. Level 4- Predictable

In the context of organizational business processes. Business processes are more towards operational activities, including those related to services and/or financial management which consist of several levels, namely: Level 4 - predictable, at this level the test criteria for each indicator level is that the organization is able to measure output and trends in process management business, identify new opportunities in business process development, and identify potential problems and risks. With the testing criteria for each process, namely the organization has at least conducted a business process performance analysis to predict the resulting output which will then be used as a basis for improving performance, service quality, cycle time, and predicting organizational income, the organization at least has a dashboard that can support monitoring the implementation of the organization's business processes on a regular basis, and the organization has at least identified potential problems and risks in all business processes that could have an impact on the achievement of organizational performance.

Then, the criteria are met? (Y/N) in the context of the organization's business processes. Which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the activities formulated divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The

supporting documents needed are Performance Analysis Reports related to Organizational Business Processes which can be sourced from annual rate analysis reports and can be sourced from managerial accounting reports, Organizational Business Process Flow Performance Monitoring Dashboard, dashboard forms not limited to internet-based applications, and Analysis Reports Performance Achievements related to Risk-Based Organizational Business Processes.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5- Optimizing

In the context of organizational business processes. Business processes are more towards operational activities, including those related to service management and/or finance consisting of several levels, namely: Level 5 - optimization, at this level the testing criteria for each indicator level are Organizations focus on continuous improvement in management and implementation business process. Organizations seek to identify innovation opportunities, address existing capability gaps, and identify trends in future needs. With the testing criteria for each process, the organization has at least identified innovation opportunities in terms of implementing business processes to drive organizational growth, the organization has at least conducted an analysis of stakeholder feedback to identify potential for improving organizational performance. Business processes, and the organization at least has a special work unit that has the task of conducting research on the needs of sustainable business processes in the long term.

Then, the criteria are met? (Y/N) in the context of the organization's business processes filled with Y according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Research Results or Research Reports related to business process innovation opportunities in driving organizational growth, Stakeholder Feedback Analysis Reports (Example: Analysis of Feedback from the Public regarding the Acceleration of Online Registration), Work Unit Structure with the task of Business Process Development/Innovation; Business Process Development/Innovation Work Program Work Program (example: Research on Increasing Service Time Efficiency by Adopting Technology).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

3.2.3 Measuring the Maturity Level of BLU in the Context of Organizational Technology

Level-1 Awal

In the context of organizational technology processes, there are several levels, namely: Level 1 - initial, at this level the criteria for each indicator level are tested, namely IT management carried out within the organization is still ad-hoc and informal. With the testing criteria for each process, namely the organization at least has carried out IT management in an ad-hoc and administrative manner. The organization at least records/collects data on IT problems that occur informally, and the organization at least has current day-to-day activities or business processes supported by IT. Then, the criteria are met? (Y/N) in the context of organizational technological processes filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are no work products, at least the organization has carried out IT management activities including but not limited to solving IT problems, managing IT infrastructure (maintenance), inventorying IT assets, etc. There are no work products, at least IT problems have been informally recorded/recorded, and There is no work product, at least one organizational business process supported by IT. (example: Online Registration System, Financial System, etc.).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level-2 Managed

In the context of organizational technology processes, there are several levels, namely: Level 2- Managed, at this level the test criteria for each level of the indicator is that the organization has the ability to manage IT regularly, even though it has not been determined. in the form of a standard procedure. The main focus of the organization is still limited to solving IT problems. With the testing criteria for each process, namely the organization has at least handled IT problems, the organization at least has special facilities that handle complaints about IT problems that can be accessed by internal and external parties of the organization although it is still limited to handling problem solving, and those who need IT support.

Then, the criteria are met? (Y/N) in the organizational technological process filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activity, namely 100%. The level of achievement at this level is fully achieved. Supporting documents needed are follow-up reports/handling of IT problems, Helpdesk which includes handling of IT problems, in this case it can be a general helpdesk that provides services in the form of handling IT problems, and a list/checklist of business processes in each unit that requires IT support (example: Inventory Recording, Customer Registration, etc.) which can be set forth in the probis SOP.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level-3 Determined

In the context of organizational technology processes, there are several levels, namely: Level 3- Defined, at this level, criteria are tested for each indicator level. Organizations have the ability to manage IT based on standard procedures set by the organization. The main focus of the organization is to provide effective and efficient IT services. With test criteria for each process, the organization has at least defined IT governance processes into standard procedures that include but are not limited to data backup and restoration, local or main network connection troubleshooting, internet installation and maintenance, bandwidth expansion, software installation., IT security, etc., the organization has at least defined all business process flows that require IT support into standard procedures that include but are not limited to objectives, inputs, processes and outputs. (continuation of criteria at level 2), and the Organization has at least defined IT risk management activities/processes into standard procedures.

Then, the criteria are met? (Y/N) in the context of organizational technological processes filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are IT governance Policies/Procedures (SOP), Business Process Policies/Procedures (SOP) that require IT support, and IT Risk Management Policies/Procedures (SOP). The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4 - Predictability

In the context of the organization's technological process consists of several levels, namely: Level 4- Predictable, at this level the test criteria for each indicator level is that the organization is able to measure the output and performance trends of IT governance, identify new opportunities in the development of IT management, and identify potential problems and risk. With the testing criteria for each process, namely the organization has at least conducted an analysis of IT governance performance to predict the resulting output which will then be used as a basis for improving performance and service quality. The organization at least has a dashboard that can support periodic monitoring of IT management activities, the organization at least has applications/systems that support operational activities and services as a whole, and the organization at least has identified potential problems and risks regarding IT governance that can impact on achievement organizational performance based on IT Risk Management Policies/Procedures (SOP).

Then, the criteria are met? (Y/N) in the context of organizational technological processes, which is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the total activities, which is 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Organizational IT Governance Performance Analysis Report, IT Management Activity Monitoring Dashboard (example: Dashboard to monitor software installation progress), Hospital Management Information that supports periodic and end-to-end integrated monitoring of IT management activities from front-office to back-office), and IT risk management reports.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of organizational technology processes, there are several levels, namely: Level 4- Predictable, at this level the testing criteria for each indicator level are Organizations that focus on improving IT governance performance on an ongoing basis. Organizations seek to identify innovation opportunities, address existing capability gaps, and identify trends in future needs. With the testing criteria for each process, the organization has at least identified innovation opportunities in terms of IT governance to drive organizational growth, the organization has at least conducted a stakeholder feedback analysis.

Then, the criteria are met? (Y/N) in the context of organizational technological processes filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents required are Research Results or Research Reports related to IT governance innovation opportunities in driving organizational growth, Stakeholder Feedback Analysis Reports (for example: Analysis of Feedback from the Community regarding the Use of Service Support Applications), and Work Unit Structure with IT Development / Tasks innovation; IT Development/Innovation Work Unit work program (example: Digital Transformation Project Study to Support Service Improvement).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

3.2.4 Measuring the Maturity Level of BLU in the Context of Customer Focus.

Tingkat 1 – Awal

In the context of customer focus, there are several levels, namely: Level 1 - initial, at this level testing criteria for each indicator level, namely IT management carried out within the organization is still ad-hoc and informal. With the testing criteria for each process, namely the Organization has at least carried out IT management in an ad hoc and administrative manner, the Organization has at least conducted an inventory of problems or service complaints to the community informally, and the Organization has at least responded to issues or complaints from the community informally.

Then, the criteria are met? (Y/N) in the context of customer focus is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are No work products, a minimum of service management activities to the community including but not limited to providing criticism and suggestions, responding to problems and complaints, etc. registered informally, and There are no work products, at least issues and complaints from the community have been responded to informally and spontaneously, in this case without following proper problem handling guidelines.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of customer focus, there are several levels, namely: Level 2- managed, at this level the testing criteria for each level of the indicator is that the organization has the ability to manage services to the community on a regular basis even though it has not been established in the form of a standard procedure. The main focus of the organization is still limited to anticipating community problems and complaints, as well as monitoring community satisfaction with the services provided. With the testing criteria for each process, namely the organization at least has a vision and mission in managing services to the community even though it has not been stated in an official document, the organization at least has special facilities that deal with service issues or complaints to the public that can be accessed widely, and the organization at least has a plan follow-up in handling service issues or complaints to the public even though they have not been stipulated in official documents.

Then, the criteria are met? (Y/N) in the context of customer focus is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are the Vision and Mission of the Organization, in this case including organizational

commitment in managing services to the community, Service Complaint Media, including but not limited to direct media, mass media, suggestion boxes, electronic media and others, and List of Institutions. Follow-up Plans/ Issue Handling/ Public Complaints.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents, namely faqs in the application and BLU maturity recommendations filled with recommendations on the results of the BLU maturity assessment according to each process. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3 – Determined

In the context of customer focus, there are several levels, namely: Level 3- Defined, at this level the test criteria for each indicator level are that the organization has the ability to manage services to the community based on predetermined standard procedures. by organization. The main focus of the organization is to provide effective and efficient services to the public. With the testing criteria for each process, namely the Organization has at least defined the entire process of managing services to the community into standard procedures which include but are not limited to providing criticism and suggestions, responding to problems and complaints, etc., the Organization has at least determine the method of measuring the effectiveness of providing services to the community including but not limited to providing criticism and suggestions, responding to problems and complaints into standard procedures that include but are not limited to measuring the achievement of KPI services, and the organization has at least established a follow-up plan in handling problems or service complaints to the public including but not limited to providing a means of criticism and suggestions, responding to problems and complaints into standard procedures.

Then, the criteria are met? (Y/N) in the context of customer focus is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Policies/Procedures (SOP) for the Implementation of Community Service, including providing a means of criticism and suggestions, responding to problems and complaints, etc. including but not limited to providing means of criticism and suggestions, responding to problems and complaints. Effectiveness standards can refer to KPIs, SPM, etc., and Policies/Procedures (SOP) for Handling Problems or Complaints Services to the Community, including but not limited to providing criticism and suggestions, responding to problems and complaints.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents, namely faqs in the application and BLU maturity recommendations filled with recommendations on the results of the BLU maturity assessment according to each process. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4 – Predictability

In the context of customer focus, there are several levels, namely: Level 4- Predictable, at this level the test criteria for each indicator level are that the organization is able to measure output and service performance trends to the public, identify new things. Opportunities in developing public service management, as well as identifying potential problems and risks. With the testing criteria for each process, namely the Organization has at least conducted an analysis of the performance of services to the community including but not limited to providing a means of criticism and suggestions, responding to issues and complaints to predict the resulting output which will then be produced. Used as a basis for improving the performance and quality of service management, the organization at least has a dashboard that can support monitoring the performance of service management to the community including but not limited to providing criticism and suggestions, responding to problems and complaints periodically, and the organization has at least identifying potential problems and risks to the performance of providing services to the community including but not limited to providing criticism and suggestions, responding to problems and complaints that may have an impact on the achievement of organizational performance.

Then, the criteria are met? (Y/N) in the context of customer focus is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Community Service Performance Achievement Study Reports, which include providing criticism and suggestions, responding to problems and complaints, Community Service Management Performance Monitoring Dashboard including but not limited to providing criticism and suggestions, responding to problems and complaints., in this case focusing on monitoring the main services provided to the community.

The form of the dashboard is not limited to the form of internet-based applications, and Risk-Based Performance Analysis Reports on Public Service Management, including but not limited to providing a means of criticism and suggestions, responding to problems and complaints.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents, namely FAQs in the application and BLU maturity recommendations filled with recommendations on the results of the BLU maturity assessment according to each process. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of customer focus there are several levels, namely: Level 5- Optimizing, at this level the testing criteria for each level of the indicator is that the organization focuses on continuous improvement in providing services to the community. Organizations seek to identify innovation opportunities, address existing capability gaps, and identify trends in future needs. With the testing criteria for each process, namely the Organization has at least identified innovation opportunities in terms of managing services to the community including but not limited to providing criticism and suggestions,

responding to problems and complaints to encourage organizational growth, the Organization has at least conducted an analysis of stakeholder feedback interests to identify the potential for improving the performance of services to the community including but not limited to providing a means of criticism and suggestions, responding to issues and complaints, and the organization at least has a special work unit that has the task of conducting research on the need to improve services to the community. The community including but not limited to providing a means of criticism and suggestions, responding to problems and complaints on an ongoing basis in the long term.

Then, the criteria are met? (Y/N) in the context of customer focus is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Research Reports or Research related to innovation opportunities in the management of services to the community including but not limited to providing a means of criticism and suggestions, responding to issues and complaints to encourage the growth of research organizations based on needs that can be carried out. Not only by internal parties who have TUSI, but can also be carried out by cooperating with external parties, namely consultants, Stakeholder Feedback Analysis Reports (for example: Community Satisfaction Index Analysis), and Work Unit Structure with the task of Development/Innovation of service to the community; Work program of the Service Development/Innovation Work Unit to the community (eg: Service Management System Implementation Project Study).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents, namely FAQs in the application and BLU maturity recommendations filled with recommendations on the results of the BLU maturity assessment according to each process. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

3.3 Governance and Leadership.

3.3.1 Measuring the Maturity Level of BLU in the Context of Strategic Planning

Level 1 – Beginning

In the context of strategic planning, it consists of several levels, namely: Level 1 - initial, at this level the testing criteria for each indicator level are strategic planning carried out ad-hoc and informally. With the testing criteria for each process, namely the organization at least has the objectives of the operational/business activities carried out even though they are informal, the organization at least has a budget plan or an informal financial management plan, and the organization at least has a strategy for carrying out operational/business activities that are carried out even though they are informal.

Then, the criteria are met? (Y/N) in the framework of strategic planning filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the number of activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are no work products, at least the organization has set goals for implementing

operational/business activities carried out informally, there are no work products, at least the organization has an informal budget plan or financial management plan, and no work products, at least no the organization has established a strategy in carrying out operational/business activities that are carried out informally.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of strategic planning, it consists of several levels, namely: Level 2-managed, at this level the test criteria for each level of the indicator are that the organization has carried out strategic planning on a regular basis, even though the planning process has not been carried out. Defined in standard procedure form. The main focus of the organization is to establish strategic plans that are short term in nature and can be implemented within the scope of divisions/units. With the testing criteria for each process, namely the organization at least has the vision and mission of the organization even though it has not been stated in an official document, the organization has at least established a work program in each division/unit in the organization concerned. Short-term in nature, the organization has at least identified the strategic conditions of the organization, including but not limited to strengths, weaknesses, opportunities, threats, internal/external environment and others.

Then, the criteria are met? (Y/N) in the framework of strategic planning filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the number of activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are the Organizational Vision and Mission, Work Programs or Strategic Plans at the Division/Unit Level, and Organizational Strategic Condition Analysis Reports (Example: SWOT Analysis Results).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3 – Determined

In the context of strategic planning, it consists of several levels, namely: Level 3- defined, at this level the testing criteria for each level of the indicator is that the organization has carried out strategic planning based on standard procedures set by the organization. The main focus of the organization is to have a comprehensive and holistic organizational strategic plan. With testing criteria for each process, namely the Organization has at least established a planning process in a standard procedure which

includes but is not limited to the definition of objectives, vision and mission, strategic objectives, performance measurement index, budget plans, etc., the Organization at least has a long-term (5-year) and short-term (1-year) strategic plan that has been prepared based on standard procedures. The organization has a special unit that is in charge and responsible for preparing the organization's strategic plan, both short and long term, and The organization at least has a follow-up plan from the results of the analysis of the strategic condition of the organization that has been carried out, and makes the results of this analysis one of the considerations in formulating strategic policies. Plan.

Then, the criteria are met? (Y/N) in the framework of strategic planning filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the number of activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Policies/Procedures (SOP) for Preparation of Business Strategic Plans and Business Plans and Organizational Budgets, 5 Year Period Business Strategic Plans and Business Plans and Annual Definitive Budgets, Organizational Structure in this case includes Planning Divisions/Units/Sections, and Follow-up Plan on Results of Organizational Strategic Condition Analysis, in this case it can be reflected in strategic objectives, performance measurement indexes, or other parts of the organization's Strategic Business Plan.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4 – Predictability

In the context of strategic planning, there are several levels, namely: Level 4- predictable, at this level the test criteria for each indicator level are that the organization is able to measure the output and trend/percentage of achievement of both long-term and long-term strategic plans. -predetermined short term and short term, identify new opportunities in organizational/business development, and identify potential problems and risks. With the testing criteria for each process, namely the Organization has at least conducted an analysis to predict the output and trend/percentage of achievement of the predetermined strategic plan to be able to identify the possibility of achieving the strategic plan, the Organization has at least determined a follow-up plan from the results of the analysis of output and trend/percentage the achievements of the strategic plan, especially if there are identified issues and risks of strategic objectives or predetermined performance achievement indexes that cannot be achieved on time or the resulting output is not as expected, and the organization at least has a dashboard that can support monitoring of the achievement of the target plan strategic plan, including but not limited to strategic goals, performance achievement indexes, and others on a regular basis.

Then, the criteria are met? (Y/N) in the context of managing organizational human resources which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by

total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Organizational Performance Reports, in this case it contains an analysis of the achievement of a predetermined strategic plan (Example: Government Agencies Performance Report/LAKIP), Organizational Performance Reports, in this case it contains follow-ups. Plan from the results of the achievement analysis of the strategic plan. (Example: Performance Reports of Government Agencies/LAKIP), and Strategic Plan Achievement Monitoring Dashboards in the form of dashboards that are not limited to internet-based applications.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of strategic planning, it consists of several levels, namely: Level 5-Optimizing, at this level the testing criteria for each level of the indicator is that the organization focuses on continuous improvement in the organization's strategic planning. Organizations seek to identify innovation opportunities, address existing capability gaps, and identify trends in future needs. With the existence of testing criteria for each process, the Organization has at least used the results of the review and evaluation of the achievements of the previous period's strategic plan as feedback or reference in preparing the current period's strategic plan. In this case it includes the achievement of strategic goals and performance achievement indexes, the Organization has at least identified opportunities for innovation in terms of strategic planning to encourage organizational growth, and the Organization has at least conducted an analysis of stakeholder feedback to identify potential/opportunities that can influence strategic plans, strategic goals, and future performance achievement index.

Then, the criteria are met? (Y/N) in the framework of strategic planning filled with T, T, and Y according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 33%. The achievement level at this level is partially reached. The supporting documents needed are the Organizational Strategic Plan, in this case containing the results of studies and evaluations of the achievement of the previous period's strategic plans, Research Reports or Research related to strategic planning innovation opportunities to encourage organizational growth. (Example: Innovation in Macro Factor Analysis in Strategic Planning), and Stakeholder Feedback Analysis Report. (Example: Analysis of Organizational Service Performance Improvement Suggestions).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the

last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

3.3.2 Measuring the Maturity Level of BLU in the Context of Business Ethics

Level 1 – Beginning

In the context of business ethics, it consists of several levels, namely: Level 1- Initial, at this level the testing criteria for each indicator level are the application of the organizational code of ethics carried out in an ad-hoc and informal manner. The organization has at least identified the things that need to be regulated in the organizational code of ethics, and there are no work products yet, at least the organization has disseminated the organizational code of ethics if there is a need or request.

Then, the criteria are met? (Y/N) in a business ethics contest, with Y according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity divided by the total activity, which is 100%. The level of achievement at this level is fully achieved. The supporting documents required are There are no work products, at least the organization has implemented a code of ethics if necessary such as when an employee violation occurs, There are no work products at least the organization has identified things that need to be regulated in the organizational code of ethics, and Stakeholder Analysis Report Feedback Interest. (Example: Analysis of Organizational Service Performance Improvement Suggestions).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of business ethics, it consists of several levels, namely: Level 2- Managed, at this level the test criteria for each level of the indicator are that the organization has the ability to carry out the organization's code of ethics on a regular basis even though it has not been established in the form of standard procedures. The main focus of the organization is still limited to increasing employee awareness of the organization's code of ethics. With the testing criteria for each process, namely the organization at least has implemented an organizational code of ethics on a regular basis/organizational scale, the organization at least has an activity plan to carry out socialization related to the organizational code of ethics which is carried out regularly, and the organization at least has a size/format in assessing adherence to the code of ethics even though it has not been stipulated in an official document. Then, the criteria are met? (Y/N) in a business ethics contest, with Y according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity divided by the total activity, which is 100%. The level of achievement at this level is fully achieved. The supporting documents needed are a report on the implementation of the organization's code of ethics, a socialization plan for the organization's code of ethics, and the size/format of evaluating the implementation of the code of ethics.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then finally at this level the context is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3 – Determined

In the context of business ethics, it consists of several levels, namely: Level 3-Defined, at this level the testing criteria for each level of the indicator is that the organization has implemented a code of ethics based on standard procedures set by the organization. The main focus of the organization is to ensure compliance with the code of ethics is implemented throughout the organization. With the testing criteria for each process, namely the Organization has at least defined the organizational code of ethics into standard procedures which include but are not limited to regulations, standards of behavior in providing services, rewards and punishments and others even though they are still informal. The organization has at least implemented a code of ethics. Organizational ethics based on standard procedures that have been established throughout the organization, and the organization has at least disseminated the organizational code of ethics to all related parties based on a predetermined plan.

Then, the criteria are met? (Y/N) in the context of business ethics, namely Y, T, T according to BLU research results, the percentage of achievement is filled with the results of the formulated activities that are fulfilled divided by the total activities, namely 33%. The achievement level at this level is partially reached. The supporting documents needed are the Policies/Procedures (SOP) of the Organizational Code of Ethics which apply to all employees, both Civil Servants (PNS) and non-PNS. In this case the Organizational Code of Ethics can be a naturalization/reflection of the Code of Ethics prepared by the Ministries/Technical Institutions, Reports on the Implementation of the Organizational Code of Ethics, in this case based on established standard procedures, and Reports on the Implementation of the Organizational Ethics Code, in this case based on standard procedures which has been set..

The justification for BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification for each criterion that can be achieved in accordance with the availability of supporting documents, namely at this level based on the Chancellor's Regulation. Number 6 of 2016. And BLU maturity recommendations are filled with recommendations on the results of the maturity assessment. BLU according to each process. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4 – Predictability

In the context of business ethics, it consists of several levels, namely: Level 4 - Predictable, at this level the test criteria for each level of indicators are that the organization is able to measure outputs and performance trends from implementing the organizational code of ethics that have been carried out, identify new opportunities in development, and identify potential problems and risks. With the testing criteria for each process, namely the organization has at least carried out a performance analysis of the implementation of

the organizational code of ethics to predict the resulting output which will then be used as a basis for improving performance and service quality, the organization at least has a dashboard that can support regular monitoring of the implementation of the organization's code of ethics, and the organization has at least identified potential problems and risks related to the implementation of the organization's code of ethics that could have an impact on the achievement of organizational performance.

Then, the criteria are met? (Y/N) in the context of business ethics, with T according to BLU research results, the percentage of achievement is filled with the results of the activities formulated divided by total activities, namely 0%. For the level of achievement at this level is not reached. The supporting documents needed are an Analysis Report on the Implementation of the Organization's Code of Ethics, Dashboard Monitoring the Implementation of the Organization's Code of Ethics, in this case monitoring compliance and violations that occur within the organization. The form of the dashboard is not limited to internet-based applications, and the Analysis Report on the Evaluation of the Implementation of the Organization's Code of Ethics. Risk Based.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of business ethics, it consists of several levels, namely: Level 5- Optimizing, at this level the testing criteria for each level of the indicator are that the organization focuses on continuous improvement in improving the process of implementing the organization's code of ethics. Organizations seek to identify innovation opportunities, address existing compliance gaps, and identify trends in future requirements. With the testing criteria for each process, namely the Organization has identified innovation opportunities in terms of implementing the organizational code of ethics to support the creation of code of ethics compliance in all parts of the organization, the Organization has an organizational code of ethics implementation system that is integrated with internal control systems/units. Related information so that information related to violations of the organization's code of ethics can be immediately known by the internal control unit/other units that carry out the code of ethics control function, and the organization has a work unit that has the task of conducting research on the need to apply the organization's code of ethics in the long term.

Then, the criteria are met? (Y/N) in the context of business ethics, with T according to BLU research results, the percentage of achievement is filled with the results of the activities formulated divided by total activities, namely 0%. For the level of achievement at this level is not reached. The supporting documents needed are Research Reports or Research related to innovation opportunities in the application of the organizational code of ethics to support the creation of compliance with the code of ethics in all parts of the organization, Code of Ethics Management Information Systems that are integrated with internal control systems/related units, and Work Unit structures with functions as

follows: Implementation of the Code of Ethics and Work Programs of Work Units for Implementation of the Code of Ethics (for example: Integration of Plan Management Information Systems, Codes of Ethics and Internal Control Systems).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

3.3.3 Measuring the Maturity Level of BLU in Managing Stakeholder Relations

Level 1 – Beginning

In the context of stakeholder relations, there are several levels, namely: Level 1 - Initial, at this level the testing criteria for each level of the indicator are Management of relations with stakeholders is carried out in an ad-hoc and informal manner. With the testing criteria for each process, namely the Organization has at least conducted ad hoc and administrative management of stakeholder relations, the Organization has at least conducted an informal inventory of stakeholder problems or complaints, and the organization has at least conducted an informal inventory of stakeholder problems or complaints. Then, the criteria are met? (Y/N) in the context of stakeholder relations, which is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. Required supporting documents No work products, at least relationship management activities with stakeholders including but not limited to operational/business cooperation agreements, goods or service supply agreements, etc., no work products, at least issues or complaints stakeholders have been recorded/registered informally, and There is no work product, at least stakeholder issues and complaints have been responded to informally and spontaneously, in this case without following proper issue handling guidelines.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of stakeholder relations, there are several levels, namely: Level 2-Managed, at this level the test criteria for each indicator level is that the organization has conducted stakeholder relationship management on a regular basis, even though the process has not been determined in the form of standard procedures. The main focus of the organization is to identify all relevant stakeholders and determine the roles and responsibilities of each stakeholder. With the testing criteria for each process, namely

the organization has at least identified the organization's internal and external stakeholders, in this case including but not limited to organizational employees, customers, parties related through operational cooperation, related ministries/institutions, and others, the organization at least has determined the roles and responsibilities of all stakeholders for the operational and business activities of the organization in providing services to the community, the organization at least has special facilities to deal with stakeholder problems or complaints that can be accessed widely, and the organization at least has an action plan continue to handle stakeholder problems or complaints even though they have not been stipulated in the official document. Then, the criteria are met? (Y/N) in the context of stakeholder relations, which is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. Supporting documents required List of Organizational Stakeholders which can be included in the strategic plan and not all of which must be identified, List of Organizational Stakeholders, in this case contains the roles and responsibilities of each stakeholder, Stakeholder Complaint Media, including but not limited to direct media, mass media, suggestion boxes, electronic media and others, as well as a List of Stakeholder Follow-up Plans/Issues/Complaints.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3 – Determined

In the context of stakeholder relations, there are several levels, namely: Level 3-Defined, at this level the test criteria for each level of the indicator are that the organization has the ability to manage relationships with stakeholders based on standard procedures set by the organization. The main focus of the organization is to ensure good relations are established between the organization and its stakeholders. With the testing criteria for each process, namely the Organization has at least defined the entire process of managing relations with stakeholders into standard procedures which include but are not limited to the process of preparing operational/business cooperation agreements, agreements for the supply of goods or services, etc., Organizations at least lack of established measurement methods in evaluating the management of stakeholder relations, in this case including but not limited to compliance with agreements, fulfillment of agreements on time, etc., and the organization has at least established follow-up plans in addressing stakeholder issues or complaints into standard procedures.

Then, the criteria are met? (Y/N) in the context of stakeholder relations, which is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Policies/Procedures (SOP) for Managing Stakeholder Relations,

Policies/Procedures (SOP) for Evaluation of Stakeholder Relations Management, and Policies/Procedures (SOP) for Handling Stakeholder Problems or Complaints.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4 – Predictability

In the context of stakeholder relations, there are several levels, namely: Level 4 - Predictable, at this level the test criteria for each indicator level are that the organization is able to measure output and performance trends from internal and external collaboration. Stakeholders, new opportunities that can improve collaboration performance, and identify potential problems and risks. With the testing criteria for each process, namely the Organization has at least conducted a performance analysis of the collaboration carried out with both internal and external stakeholders to predict the resulting output to be used as a basis for making improvements in managing relationships with stakeholders The organization at least has a dashboard that can support monitoring periodically on cooperation with internal and external stakeholders, and the organization has at least identified potential problems and risks of cooperation with internal and external stakeholders that may impact on the achievement of organizational performance.

Then, the criteria are met? (Y/N) in the context of stakeholder relations, which is filled in with YY, and T according to BLU research results, the percentage of achievement is filled in with the results of the activities formulated divided by the total activities, which is 67%. The level of attainment at this level is mostly achieved. The supporting documents needed are Performance Achievement Analysis Reports related to Relationship Management with Stakeholders, in this case performance in collaboration with related stakeholders, Performance Monitoring Dashboard in Managing Relationships with Stakeholders, in this case as a means to maintain good relations between the organization and stakeholders in the form of a dashboard not limited to the form of internet-based applications, and Performance Achievement Analysis Reports related to the Management of Relationships with Stakeholders of Risk-Based Organizations.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with the BLU maturity recommendations resulting from the assessment in accordance with their respective processes. Then finally at this level the context is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of stakeholder relations, there are several levels, namely: Level 5- Optimization in this level, the test criteria for each level of the indicator are Organizations focus on continuous improvement in managing relationships with stakeholders. Organizations seek to identify innovation opportunities, address existing capability gaps, and

identify trends in future needs. With the testing criteria for each process, the organization has at least identified innovation opportunities in terms of stakeholder relationship management to encourage organizational growth, the organization has at least conducted a stakeholder feedback analysis to identify potential improvements in stakeholder relationship management, and the organization has at least a work unit specifically tasked with conducting research on the need to improve the management of relationships with stakeholders in a sustainable long term manner.

Then, the criteria are met? (Y/N) in the context of stakeholder relations, which is filled in with YT, and Y according to BLU research results, the percentage of achievement is filled in with the results of the formulated activities that are fulfilled divided by the total activity, which is 67%. The level of attainment at this level is mostly achieved. The supporting documents required are Research Reports or Research related to innovation opportunities in managing relationships with stakeholders to encourage organizational growth, Stakeholder Feedback Analysis Reports. (example: Analysis of Suggestions related to Organizational Goods/Services Procurement Process), and Work Unit Structure with the task of Development/Innovation Management Relations with Stakeholders; and work programs from service/innovation development work units to the community (for example: Study of the Implementation of a Service Monitoring System Managed with Third Parties in Real Time).

The justification for BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification for each criterion that can be achieved in accordance with the availability of supporting documents at this level, namely the research report Mrs. Retno & Assignment of Tracer Study and SOTK BAK. And BLU maturity recommendations are filled with recommendations from the results of BLU maturity assessments in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

3.3.4 Measuring the Maturity Level of BLU in the Context of Risk Management

Level 1 – Beginning

In the context of risk management, it consists of several levels, namely: Level 1 - initial, at this level the testing criteria for each indicator level are Risk management is carried out in an ad-hoc and informal manner. With the testing criteria for each process, namely the Organization has at least carried out risk management in an ad hoc and administrative manner, the Organization has at least defined the risks that exist and are related to certain Divisions/Units informally, and the Organization has at least carried out risk management activities on a small scale/scope, for example only in one Division/Unit.

Then, the criteria are met? (Y/N) in the framework of risk management, which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are There are no work products, at least the organization has carried out risk management even though it is reactive to issues or problems that arise, There are no work products, at least the organization has defined existing risks and is related to a particular Division/Unit informally, and Not Yet there are work products, at least

the organization has carried out risk management activities within the scale/scope of a Division/Unit.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of risk management, it consists of several levels, namely: Level 2-managed, at this level the testing criteria for each level of the indicator is that the organization has carried out risk management on a regular basis, even though the risk management process has not been carried out. Established in the form of a standard procedure. The main focus of the organization is to manage risk effectively and efficiently. With the testing criteria for each process, namely the Organization has at least carried out risk management activities at the organizational scale/scope on a regular basis, the Organization has at least defined the risks that exist and are related to the organization, including but not limited to strategic risk, operational risk, risk financial, policy and procedural risks, and IT risks, etc. even though it has not been defined in an official document, and the organization at least has a size/format for carrying out risk management activities even though it has not been defined in an official document.

Then, the criteria are met? (Y/N) in the context of risk management, which is filled in with Y, T, and T according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 33%. The achievement level at this level is partially reached. The supporting documents needed are reports on risk management activities that have been carried out periodically, Risk Register Documents, in this case containing all existing risks related to the organization, and Size/Format of Organizational Risk Assessment.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents which at this level are SK & SOP ISO, UNJA Collaboration Documents & Internet Providers, and ISO 9001: 2015 Standard Documents. As well as BLU maturity recommendations filled with recommendations on the results of BLU maturity assessments in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3 – Determined

In the context of risk management, there are several levels, namely: Level 3-Defined, at this level the testing criteria for each indicator level is that the organization has carried out risk management based on standard procedures set by the organization. The main focus of the organization is to centrally manage risk management activities. With the testing criteria for each process, namely the Organization has at least established a risk management process in standard procedures which include but are not limited to strategic risk, operational risk, financial risk, policy and procedure risk, and IT risk, etc.,

then the Organization shall at least -at least has a size/format/tool/template to support risk management activities so as to support it in producing consistent work outputs, the organization has at least carried out risk management activities based on standard procedures that have been established using the size/format/tool/template owned by the organization, the organization has a Dedicated Unit that is in charge and responsible for carrying out risk management activities within the organizational scale/scope, and the Organization at least has a follow-up plan for the risk management activities that have been implemented.

Then, the criteria are met? (Y/N) in the context of risk management filled with T in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activity, namely 0%. For the level of achievement at this level is not achieved. The supporting documents required are Organizational Risk Management Policies/Procedures (SOP), Forms/Workpapers to support the risk management process, Organizational Risk Management Activity Reports, in this case prepared based on established standard procedures, Organizational Structure, in this case contains Divisions / Risk Management Unit/Division (Example: Risk Management Division), and Risk Management Results Follow-Up Plans,

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File. Level 4 – Predictability

In the context of risk management, it consists of several levels, namely: Level 4-Predictable, at this level the test criteria for each indicator level are that the organization is able to measure the output and trend/percentage of achievement of risk management activities carried out, identify new opportunities, and identify potential problems and risk. With the testing criteria for each process, namely the Organization has at least conducted an analysis to predict the output and trend/percentage of risk management activities that have been carried out to be used as a basis for improving operational/business activities, the Organization has at least established a follow-up (mitigation) plan from the results of the analysis output and trend/percentage of achievement of risk management activities carried out, especially if there are identified issues and risks that may affect operational/business activities, the organization at least has a dashboard that can support regular risk potential monitoring, and the organization at least has carry out training and counseling to ensure related parties understand and implement risk management processes and procedures properly.

Then, the criteria are met? (Y/N) in the context of risk management filled with T in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activity, namely 0%. For the level of achievement at this level is not reached. The supporting documents needed are Risk Management Reports, in this case containing analysis of output and trend/percentage of risk management activities carried out, Risk Management Reports, in this case containing follow-up (mitigation) plans from the results of analysis of outputs

and trends/percentages carried out, Organizational Risk Monitoring Dashboard The form of the dashboard is not limited to internet-based applications, and Risk Management Training and Counseling Plans as well as the Implementation of Risk Management Training and Counseling Activity Reports.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading the document.

Level 5 – Optimizing

In the context of risk management, there are several levels, namely: Level 5- Optimizing, at this level the testing criteria for each indicator level are that the organization focuses on continuous improvement in organizational risk management. Organizations seek to identify innovation opportunities, address existing capability gaps, and identify trends in future needs. With the testing criteria for each process, namely the Organization has at least identified innovation opportunities in terms of risk management to encourage increased organizational compliance, the Organization has at least used integrated IS/IT to support risk management activities, in this case including real-time risk analytics, and the Organization has at least -at least has conducted an analysis of stakeholder feedback to identify potentials/opportunities that can increase the effectiveness and efficiency of risk management implementation in the future.

Then, the criteria are met? (Y/N) in the context of risk management filled with T in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activity, namely 0%. For the level of achievement at this level is not reached. The supporting documents needed are Research Reports or Research related to risk management innovation opportunities to encourage increased organizational compliance, IS/IT that supports real-time risk management activities, and Suggestions for Improvement of Risk Management Implementation).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

3.3.5 Measuring the Maturity Level of BLU in the Framework of Supervision and Control

Level 1 – Beginning

In the context of supervision and control, it consists of several levels, namely: Level 1- Initial, at this level the criteria testing for each indicator level, namely Supervision and Control, is carried out in an ad-hoc and informal manner. With the testing criteria for each process, namely that the Organization has at least carried out Supervision and Control activities in an ad hoc and administrative manner, the Organization has at least

determined the flow of Monitoring and Control on a small scale/scope, such as only in Divisions/Units which are carried out periodically. Informal, and the Organization has at least carried out Supervision and Control activities on a small scale/scope, for example only in one Division/Unit.

Then, the criteria are met? (Y/N) in the framework of supervision and control, to be filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the number of activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents required are No work products, at least the organization has carried out Monitoring and Control activities even though it is reactive to issues or problems that arise, there are no work products at least the organization has established a Monitoring and Control flow (top-down and/or bottom-down). up) on a small scale/environment, such as in only one Division/Unit which is carried out informally and there is no work product yet, at least the organization has carried out Supervision and Control activities on the Division/Unit scale/environment.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File. Level 2 – Managed

In the context of supervision and control, it consists of several levels, namely: Level 2-Managed, at this level the test criteria for each level of indicators are routine, even though the process of Supervision and Control has not been defined in a standardized form. Procedure. The main focus of the organization is to create compliance within the scope of the organization. With the testing criteria for each process, namely the Organization has at least carried out Supervision and Control activities at the organizational scale/scope of the organization on a regular basis, the Organization at least has a Monitoring and Control flow at the organizational scale/scope even though it has not been stipulated in the official document, and the Organization has at least a size / format in carrying out activities in carrying out Supervision and Control even though it has not been stipulated in the official document.

Then, the criteria are met? (Y/N) in the framework of supervision and control, to be filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the number of activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Organizational Monitoring and Control Activity Reports, Supervision and Control Flow (top-down and/or bottom-up) within the organizational scale/scope (Example: Matrix Responsible, Accountable, Consulted, Informed (RACI), Accountable, Responsible Answer, Participant, and Advisor (ARPA) Framework, etc.), and Organizational Monitoring and Control Size/Format.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be

achieved in accordance with the availability of supporting documents and BLU maturity recommendations filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3 – Determined

In the context of supervision and control, it consists of several levels, namely: Level 3-Defined, at this level the test criteria for each level of the indicator are that the Organization has carried out Supervision and Control based on standard procedures set by the organization. The main focus of the organization is to centrally manage Monitoring and Control activities. With the testing criteria for each process, namely the Organization has at least established the Monitoring and Control process in standard procedures which include but are not limited to Monitoring and Control of the achievement of strategic plans, operational/business activities, finance, IS/IT, and others, The organization at least has the size/format/tools/template to support Supervision and Controlling activities so that it supports consistent work outputs, the Organization at least has carried out the Supervision and Controlling activities based on standard procedures that have been established using the size/format/tool / template owned by the organization, the Organization has a Special Work Unit that is tasked and responsible for carrying out Supervision and Control on an organizational scale/scope, and the Organization at least has a follow-up plan for the Supervision and Control that has been carried out.

Then, the criteria are met? (Y/N) in the context of supervision and control filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Organizational Supervision and Control Policies/Procedures (SOP), Forms/Workpapers to support the Supervision and Control process, Organizational Monitoring and Control Activity Reports, in this case prepared based on established standard procedures, Organizational Structure, in this case It contains the Division/Unit/Section of Supervision and Control (Example: Internal Audit Unit), and the Follow-up Plan for the Results of Supervision and Control.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4 – Predictability

In the context of supervision and control, it consists of several levels, namely: Level 3-Defined, at this level the test criteria for each level of indicator are that the Organization is able to measure output and trend/percentage of achievement from Monitoring and Control activities that have been carried out, identify new opportunities, and identify potential problems and risks. With the testing criteria for each process, namely the Organization has at least conducted an analysis to predict the output and trend/percentage of Supervision and Control activities that have been carried out to be used as a basis for improving operational/business activities, the Organization has at least determined a follow-up plan

from the results of the analysis. Concerning the output and trend/percentage of achievement of the Monitoring and Control activities carried out, especially if problems and risks are identified that may affect operational/business activities, the Organization at least has a dashboard that can support the Monitoring and Control which is carried out periodically, and the Organization at least lack of carrying out training and counseling to ensure that all parties within the organization understand and carry out Supervision and Control in accordance with well-defined procedures..

Then, the criteria are met? (Y/N) in the framework of supervision and control, which is filled in with Y, Y, T, Y in accordance with BLU research results, the percentage of achievement is filled with the results of the formulated activities that are fulfilled divided by the total activity, which is 100%. The level of achievement at this level is fully achieved. Supporting documents needed are analysis of output and trend/percentage of Supervision and Control activities carried out (Example: SPI report), Follow-up plan from the results of output and trend/percentage analysis carried out (Example: SPI report), Monitoring Dashboard of Supervision and Supervision Activities organization in the form of dashboards, not limited to internet-based applications and Training and Counseling Reporting and Supervision Plans and Reports on the Implementation of Training and Counseling Activities Reporting and Supervision.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of supervision and control, it consists of several levels, namely: Level 5- Optimization, at this level the testing criteria for each level of the indicator are Organizations focus on continuous improvement in Organizational Oversight and Control. Organizations seek to identify innovation opportunities, address existing capability gaps, and identify trends in future needs. With testing criteria for each process, namely the Organization has at least identified innovation opportunities in terms of Supervision and Control to encourage increased organizational compliance, the Organization has at least used integrated IS/IT to support Supervision and Control activities, in this case including the provision of top-down information and/ or bottom-up in real-time and accurately, and the Organization has at least conducted an analysis of stakeholder feedback to identify potentials/opportunities that can increase the effectiveness and efficiency of the implementation of Monitoring and Control in the future.

Then, the criteria are met? (Y/N) in the framework of supervision and control is filled in with T in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the number of activities, namely 0%. For the level of achievement at this level is not reached. The supporting documents required are Research Results or Research Reports related to Supervision and Control innovation opportunities to encourage increased organizational compliance, IS/IT that supports real-time monitoring and reporting, and Stakeholder

Response Analysis Reports. (example: Analysis of Suggestions for Improvement of Monitoring and Control Implementation).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

3.4 Innovation

3.4.1 Measuring the Ability of BLU to Manage the Involvement of Service Users in Innovation

Level 1 – Beginning

In the context of service user involvement, it consists of several levels, namely: Level 1 - Initial, at this level the testing criteria for each indicator level are service user involvement in service innovation development which is still ad-hoc in nature and documentation is still informal. With the testing criteria for each process, namely the organization at least has an awareness of the importance of the involvement of service users in developing organizational service innovations, the organization has at least involved service users in developing innovations in an ad-hoc and informal manner, and the organization has at least provided a forum for service users to provide suggestions, ideas, and input for the development of service innovation.

Then, the criteria are met? (Y/N) in the context of service user involvement, which is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are No work products, at least the organization has awareness of the importance of service user involvement in developing organizational service innovation by providing a means for service users to submit suggestions, ideas, or input for development, No product work, at least activities have been carried out innovation development involves service users through means such as conducting surveys to suggestion boxes, and There is no minimum work product the organization has provided a means for service users to submit suggestions, ideas, and input for the development of service innovations.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of service user involvement, it consists of several levels, namely: Level 2- Managed, at this level the testing criteria for each level of the indicator is that the

organization has the ability to involve service users in developing innovations at least through conveying wishes, ideas and aspirations for service development on a regular basis although it has not been stated in the form of standard procedures. The main focus of the organization is still limited to the involvement of service users in the development of innovation.

With the testing criteria for each process, namely the organization has at least involved service users on a regular and informal basis, in this case service users play an active role in providing opinions and aspirations in the development of service innovations, the organization has at least involved service users in compiling requirements in the ongoing service innovation process. Going on. Developed, and the Organization has at least documented and evaluated the involvement of service users in developing service innovations.

Then, the criteria are met? (Y/N) in the context of service user involvement, which is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are activity reports related to service user input, in this case related to input on innovations and services being developed, reports or recapitulation of suggestions, ideas, input of service users, in this case related to the preparation of needs in the service innovation process that is being developed, and Service User Engagement Evaluation Report.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then finally at this level upload documents by entering document evidence by selecting Inset-Object-File. Level 3 – Determined

In the context of service user involvement, there are several levels, namely: Level 3- Defined, at this level the test criteria for each indicator level are that service users act as parties who provide input to the development of service innovation. The main focus of the organization is that service users are at least consistently involved in every stage of innovation development to provide suggestions, ideas and feedback.

With the testing criteria for each process, namely the Organization has at least established a process to involve service users in the development of service innovations to become a standard procedure, the Organization has at least involved service users (internal and external) on a regular and formal basis, in this case service users (internal and external) acts as the party consulted at several stages of innovation development to convey suggestions, ideas, and feedback. The organization has at least developed a service user involvement strategy in the development of innovation, in this case including but not limited to service user engagement schedules, methods or means of user involvement, and so on, and the organization has at least been involved with service users (internal and external). in the development of the innovation process on a regular basis in accordance with established standards.

Then, the criteria are met? (Y/N) in the context of service user involvement which is filled with Y, Y, T, and Y according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activity, which is 75%. The level of attainment at this level is mostly achieved. The supporting documents needed are Service Innovation Development Policies/Procedures (SOP), in this case it contains the process of involving service users, Reports or Summary of User Suggestions, Ideas, Feedback related to Service Innovation Development, Minutes of Service Innovation Development Meetings with Service Users, Include facilities available for service users to submit suggestions, ideas, and input, service user survey schedules regarding service innovation development, and monitoring and evaluation reports regarding service user involvement in innovation development.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3 – Determined

In the context of service user involvement, there are several levels, namely: Level 3-Defined, at this level the test criteria for each indicator level are that service users act as parties who provide input to the development of service innovation. The main focus of the organization is that service users are at least consistently involved in every stage of innovation development to provide suggestions, ideas and feedback.

With the testing criteria for each process, namely the Organization has at least established a process to involve service users in the development of service innovations to become a standard procedure, the Organization has at least involved service users (internal and external) on a regular and formal basis, in this case service users (internal and external).) acts as the party consulted at several stages of innovation development to convey suggestions, ideas, and feedback. The organization has at least developed a service user involvement strategy in the development of innovation, in this case including but not limited to service user engagement schedules, methods or means of user involvement, and so on, and the organization has at least been involved with service users (internal and external). in the development of the innovation process on a regular basis in accordance with established standards.

Then, the criteria are met? (Y/N) in the context of service user involvement which is filled with Y, Y, T, and Y according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activity, which is 75%. The level of attainment at this level is mostly achieved. The supporting documents needed are Service Innovation Development Policies/Procedures (SOP), in this case it contains the process of involving service users, Reports or Summary of User Suggestions, Ideas, Feedback related to Service Innovation Development, Minutes of Service Innovation Development Meetings with Service Users, Include facilities available for service users to submit suggestions, ideas, and input, service user survey

schedules regarding service innovation development, and monitoring and evaluation reports regarding service user involvement in innovation development.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4 – Predictability

In the context of service user involvement, it consists of several levels, namely: Level 4- Predictable, at this level the test criteria for each indicator level are that the organization is able to measure output and performance trends related to service involvement. Users in innovation development, identify new opportunities in innovation development, and identify potential problems and risks.

With the testing criteria for each process, namely the Organization has at least conducted an innovation development performance analysis involving service users (internal and external) to predict the output of the resulting innovation development activities which will then be used as a basis for improvement. Service performance and quality, the organization at least has a dashboard that can support monitoring the involvement of service users (internal and external) in the service innovation development process on a regular basis, and the organization at least identifies potential problems and risks for the involvement of service users (internal and external) in the process development of service innovations that can have an impact on the achievement of organizational performance.

Then, the criteria are met? (Y/N) in the context of service user involvement which is filled with Y, Y, and T according to BLU research results, the percentage of achievement is filled with the results of the formulated activities that are fulfilled divided by the number of activities, namely 67%. The level of attainment at this level is mostly achieved. The supporting documents required are the Service Innovation and Service Development Performance Achievement Analysis Report which contains analysis related to the analysis of service user involvement in the innovation process or a separate report, the Service Innovation Development Process Monitoring Dashboard which includes Service User Engagement. The form of the dashboard is not limited to internet-based application forms, Analysis Reports and Performance Achievements related to Innovation Development and Risk-Based Organizational Services.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then the last step at this level is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of service user involvement, it consists of several levels, namely: Level 5- Optimizing, at this level the testing criteria for each indicator level is that the organization focuses on continuous improvement in increasing the role and involvement of service users in planning, Innovation and decision making. The organization seeks to continue to increase participation and interaction with service users by collaborating to become co-designers and co-producers.

With testing criteria for each process, namely the Organization has identified innovation opportunities in terms of the involvement of service users (internal and external) in the development of innovations to drive organizational growth, the Organization has ensured constant participation and interaction with service users through collaboration to become co-designers and co -producer in carrying out continuous improvement, and the organization has a special work unit tasked with conducting research on the needs for the development of sustainable service innovation in the long term.

Then, the criteria are met? (Y/N) in the context of service user involvement which is filled in with Y, T, and Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activity, which is 67%. The level of attainment at this level is mostly achieved. The supporting documents needed are Research Reports or Research related to service innovation opportunities for the community to encourage organizational growth, Cooperation agreements with service users as service innovation co-designers and co-producers, and Work Unit Structure with the task of Implementing the Innovation Process which includes the Program User Engagement Work from the Innovation Process Implementation Unit which includes User Engagement (example: Survey Process Update Work Program with Integrated e-Surveys with Innovation Development Process Monitoring Dashboard).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents at this level which are SOTK LPTIK & BAK and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with each process. Finally, at this level, the context of service user involvement is uploading documents by entering document evidence by selecting Inset-Object-File.

3.4.2 Measuring the Ability of BLU in Managing the Innovation Process in the Organization

Level 1 – Beginning

In the context of the innovation process, there are several levels, namely: Level 1 - Initial, at this level the testing criteria for each level of the indicator are that the process of product and service innovation is still ad-hoc and the documentation is still informal. With the testing criteria for each process, namely the Organization at least has an awareness of the importance of the product and service innovation process in supporting the organization's operational activities and business continuity, the Organization has at least carried out a product and service innovation process in -hoc and informal advertising, and the Organization has at least communicated the importance product and service innovation process to all parts of the organization.

Then, the criteria are met? (Y/N) in the context of the innovation process which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities which is 100%. The level of achievement at this level is fully achieved. The supporting documents needed are No work products, at least the organization has awareness of the importance of the product and service innovation process in supporting the organization's operational activities and business continuity by enabling the implementation of product and service innovation processes by all parts of the organization, There is no work product, at least the organization has carry out the innovation process even though it has not been formally documented, and there is no work product, at least the organization has conveyed to all parts of the organization the importance of product and service innovation processes to improve services to users.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Finally, at this level the context of the innovation process is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of the innovation process consisting of several levels, namely: Level 2- Managed, at this level the testing criteria for each level of the indicator is that the organization has the ability to carry out the product and service innovation design process on a regular basis even though it has not been defined in the form of standard procedures. The main focus of the organization is still limited to the implementation of the innovation process. With the testing criteria for each process, namely the organization has at least carried out the innovation design process on a regular and informal basis, in this case the innovation design at least includes the background, objectives and benefits of the innovation being developed, the organization has at least carried out the innovation implementation process on a regular and informal basis to innovations that are being developed, and the Organization has at least documented and evaluated the process of implementing innovations that have been carried out.

Then, the criteria are met? (Y/N) in the context of the innovation process which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities which is 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Proposals or Action Plans for Product and Service Innovation, Reports on the Results of Implementation of Product and Service Innovations, and Reports on Evaluation of the Results of Implementation of Product and Service Innovations.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Finally, at this

level the context of the innovation process is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3 – Determined

In the context of the innovation process consists of several levels, namely: Level 3-Defined, at this level the testing criteria for each level of the indicator is that the process of product and service innovation has been carried out periodically according to predetermined procedures. The main focus of the organization is that the innovation process has been applied consistently throughout the organization. With the testing criteria for each process, namely the Organization has at least determined the implementation of product and service innovation processes into standard procedures that at least cover the planning, implementation, evaluation and monitoring processes that are implemented by all organizational units, the Organization has at least compiled a list of product and service innovations to ensure that the innovations carried out support each other and do not overlap, and the Organization has at least ensured that the product and service innovation process carried out throughout the organization consistently uses/based on established procedures.

Then, the criteria are met? (Y/N) in the context of the innovation process which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities which is 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Policy/Procedures (SOP) for the Development of Product and Service Innovations, a List of Innovations which includes but is not limited to: Innovations that have been implemented and Innovation Work Programs (can be used as a reference in the preparation of the RBA, or already listed in the RBA as well as in reports performance), and Report on Monitoring and Evaluation of Product and Service Innovation Process Implementation.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Finally, at this level the context of the innovation process is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4– Predictable

In the context of the innovation process consists of several levels, namely: Level 4-Predictable, at this level the test criteria for each indicator level is that the organization is able to measure the output and performance trends of product and service innovation. Process, identify new opportunities in innovation development, and identify potential problems and risks. With the testing criteria for each process, namely the Organization has at least conducted an analysis of the performance of product and service innovation processes (internal/external) to predict the resulting output which will then be used as a basis for improving performance and service quality, the Organization at least has a dashboard that can support process monitoring product and service innovations (internal/external) on a regular basis, and the Organization at least identifies potential

problems and risks in the process of product and service innovation (internal/external) that may have an impact on achieving organizational performance.

Then, the criteria are met? (Y/N) in the context of the innovation process which is filled in with Y, Y, and T in accordance with BLU research results, the percentage of achievement is filled with the results of the formulated activities that are fulfilled divided by the total activity, which is 67%. The level of attainment at this level is mostly achieved. The supporting documents needed are Performance Analysis Reports for Product and Service Innovation Processes (internal/external), Dashboard Monitoring Product and Service Innovation Processes (internal/external), covering innovation processes that are being developed/constructed as well as those that have been implemented.. The form of the dashboard is not limited to the form of internet-based applications, and Performance Achievement Analysis Reports related to the Product and Service Innovation Process (internal/external) Risk-Based Organization.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Finally, at this level the context of the innovation process is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5– Optimizing

In the context of the innovation process consisting of several levels, namely: Level 5- Optimizing, at this level the testing criteria for each level of the indicator is that the Organization focuses on continuous improvement in improving product and service innovation processes. Organizations strive to continuously improve their innovation processes to support improved performance and create an agile organization. With testing criteria for each process, namely the Organization has identified innovation opportunities in terms of product and service innovation processes to encourage organizational growth, the Organization already has an innovation tool that is able to support the implementation of the innovation process, in this case this tool can be used by all units/teams/individuals within the organization, and the organization has a work unit with a specific task to conduct research on the need for a sustainable innovation process in the long term.

Then, the criteria are met? (Y/N) in the context of the innovation process which is filled in with Y, Y, and T in accordance with BLU research results, the percentage of achievement is filled with the results of the formulated activities that are fulfilled divided by the total activity, which is 67%. The level of attainment at this level is mostly achieved. The supporting documents needed are Research Results or Research Reports related to innovation opportunities in product and service innovation processes to drive organizational growth, integrated systems to support the implementation of innovation processes (for example website-based collaboration tools), and Structural Work Units with the task of implementing the Innovation Process and Work program of the Innovation Process Implementation Unit (example: Work Program for the Development of Collaborative Tools that Support the Innovation Process).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that

can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Finally, at this level the context of the innovation process is uploading documents by entering document evidence by selecting Inset-Object-File.

3.4.3 Measuring the Ability of BLU to Manage Knowledge to Support Innovation.

Level 1 – Beginning

In the context of knowledge management, it consists of several levels, namely: Level 1- Initial, at this level the testing criteria for each level of the indicator are that the information and knowledge management process is still ad-hoc in nature and the documentation is still informal. With the testing criteria for each process, the organization at least has an awareness of the importance of information and knowledge management in supporting operational and innovation activities, the organization has at least succeeded in managing information and knowledge in an ad-hoc and informal manner, and organizational personnel (individuals) have at least store and/or document privately owned knowledge/information on an ad-hoc basis.

Then, the criteria are met? (Y/N) in the context of knowledge management which is filled in with Y according to BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are No work products, at least the organization has awareness of the importance of managing information and knowledge, No work products, at least the organization has managed information and knowledge if there is demand, and No work products, at least personnel (individuals) have storage and/or documentation of knowledge/information that is private or decentralized (eg information storage on USB or private cloud).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then finally at this level the context of knowledge management is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of knowledge management, it consists of several levels, namely: Level 2- Managed, at this level the test criteria for each indicator level are that the organization has the ability to manage information and knowledge on a regular basis even though it has not been established in the form of standard procedures. The main focus of the organization is still limited to managing and documenting information and knowledge. With the testing criteria for each process, namely the Organization has at least carried out routine and informal management of knowledge resources, in this case covering the knowledge needed by parts of the organization to carry out routine tasks has been documented, the Organization has at least carried out the process of exchanging information

and informal knowledge, and The Organization has at least documented and evaluated its information and knowledge management processes.

Then, the criteria are met? (Y/N) in the context of knowledge management which is filled in with Y according to BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. Supporting documents needed are libraries, e-Libraries or shared folders/drives that are used to store documents such as educational modules, SOPs or work implementation instructions, etc., Documentation of Sharing Session Activities/Dissemination of Information and Knowledge Through Organizational Communication Channels, and Information and Knowledge Management Result Evaluation Report.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents at this level, namely the SS repository, the new UNJA library, the UNJA reading room and the PPID report. As well as BLU maturity recommendations filled with recommendations on the results of BLU maturity assessments in accordance with their respective processes. Finally, at this level, the knowledge management context is uploading documents by inserting proof of documents by selecting Inset-Object-File.

Level 3– Determined

In the context of knowledge management, it consists of several levels, namely: Level 3-Defined, at this level the test criteria for each indicator level are Information and knowledge management has been carried out periodically according to predetermined procedures. The main focus of the organization is the preparation of infrastructure that can support knowledge management. With testing criteria for each process, namely the Organization has at least defined the process of implementing the knowledge management process into standard procedures that include but are not limited to the classification of types of information, updating information, to the distribution of information within the organization, the Organization has at least the basic infrastructure to support knowledge management, and There is routine training for mandatory knowledge/information to ensure that all employees have the latest knowledge and are in accordance with their duties and functions.

Then, the criteria are met? (Y/N) in the context of knowledge management which is filled with Y, Y, and T according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of attainment at this level is mostly achieved. The supporting documents needed are Information and Knowledge Management Policies/Procedures (SOP), Libraries, shared folders, e-Library, learning centers, to newsletters via email containing information and knowledge that can be accessed by all employees, and Training Activity Plans. Mandatory Information and Knowledge Activity Reports/Reports on Achievements of Training Implementation.

The justification for assessing BLU maturity at this level is filled in with the results of the BLU maturity assessment based on the justification for each criterion that can be achieved in accordance with the availability of supporting documents at this level, namely the PPID album and related units.. As well as BLU maturity recommendations filled with

recommendations on the results of BLU maturity assessments in accordance with their respective processes, namely units. Finally, at this level, the knowledge management context is uploading documents by inserting proof of documents by selecting Inset-Object-File.

Level 4– Predictable

In the context of knowledge management, it consists of several levels, namely: Level 4- Predictable, at this level the test criteria for each indicator level are that the organization is able to measure the output and trend of knowledge management performance, identify new opportunities in developing innovation, and identify potential problems and risks. With the testing criteria for each process, namely the minimum organization has conducted knowledge management performance analysis to predict the resulting output which will then be used as a basis for improving performance and service quality, the minimum organization has a dashboard that can support regular monitoring of the knowledge management process, and the organization at least has identified potential problems and risks to the knowledge management process that may impact on the achievement of organizational performance.

Then, the criteria are met? (Y/N) in the context of knowledge management which is filled in with T according to BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by total activities, namely 0%. For the level of achievement at this level is not reached. The supporting documents needed are Knowledge Management Performance Achievement Analysis Report, Knowledge Management Process Monitoring Dashboard, dashboard forms not limited to internet-based application forms, and Performance Achievement Analysis Reports related to Knowledge Management Process of Risk-Based Organizations.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Finally, at this level, the knowledge management context is uploading documents by inserting proof of documents by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of knowledge management, it consists of several levels, namely: Level 5- Optimizing, at this level the testing criteria for each level of the indicator are that the organization focuses on continuous improvement in improving the knowledge management process. Organizations strive to continuously improve knowledge management processes in order to obtain optimal benefits from the information and knowledge they manage. With testing criteria for each process, namely the Organization has identified innovation opportunities in terms of knowledge management processes to encourage organizational growth, the Organization has a knowledge management system that is integrated with the human resource information system (HRIS), so that it can monitor the knowledge development of each individual, and The Organization has a special work unit tasked with conducting research on the need for sustainable knowledge management in the long term.

Then, the criteria are met? (Y/N) in the context of knowledge management which is filled in with T according to BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by total activities, namely 0%. For the level of achievement at this level is not reached. The supporting documents needed are Research Results or Research Reports related to knowledge management innovation opportunities to drive organizational growth, Integrated Knowledge Management Information Systems with Human Resource Information Systems, and Work Unit Structures with Knowledge Management Implementation tasks and Work Programs from Knowledge Management Unit Work (example: Information and Knowledge Digitization Project).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Finally, at this level, the context of knowledge management is uploading documents by entering document evidence by selecting Inset-Object-File.

3.4.4 Measuring the Ability of BLU in Managing Change Management in the Organization

Level 1 – Beginning

In the context of change management, there are several levels, namely: Level 1 - Beginning, at this level the test criteria for each level of the indicator are that the change management implementation process is still ad-hoc and the documentation is still informal. With the testing criteria for each process, namely the Organization has at least carried out ad-hoc and informal change management, the Organization has at least an awareness of the importance of the efforts and experiences of certain individuals in implementing change management, and the Organization has at least communicated the importance of change management if necessary.

Then, the criteria are met? (Y/N) in the framework of change management which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are No work products, at least change management has been carried out if needed, No work products, at least the organization has made minimal efforts in implementing change management by realizing the importance of individual experience in the implementation process, and No work products yet, at least the organization has provided an understanding to the entire organization regarding the importance of change management.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then finally at

this level the change management context is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of change management, it consists of several levels, namely: Level 2-Managed, at this level the test criteria for each level of the indicator are that the organization has at least carried out regular and informal change management, the organization has at least a designated change management function if necessary, and the organization has at least documented and evaluated a change management process.

Then, the criteria are met? (Y/N) in the framework of change management which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents required are Change Management Activity Reports made if necessary, Change Management Function Preparation Meeting Minutes for certain work programs/Change Management Function Appointment Letters for certain work programs, and Change Management Process Evaluation Report.

The justification for BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents at this level, namely Bureaucratic Reform (Bu retno). And <https://www.unja.ac.id/reform-bureaucratic-university-jambi/>. As well as BLU maturity recommendations filled with recommendations on the results of BLU maturity assessments in accordance with their respective processes. Then finally at this level the change management context is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3– Determined

In the context of change management, there are several levels, namely: Level 3-Defined, at this level the test criteria for each level of the indicator are that the implementation of change management has been carried out periodically according to pre-determined procedures. The main focus of the organization is the implementation of change management that has been standardized by the organizational change management unit. With the testing criteria for each process, namely the Organization has at least established a process for implementing change management into standard procedures that contain methods for implementing change management, the Organization at least has basic infrastructure and organizational units/teams that specifically aim to support change management on an ongoing basis, and the Organization has at least ensured that the implementation of change management is carried out in a standardized manner throughout the organization.

Then, the criteria are met? (Y/N) in the framework of change management which is filled with Y, Y, and T according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Change Management Policies/Procedures (SOP), Minutes of Organizational Change Management Function Arrangement/Organizational Change Management Function Appointment Letters and also from the Communication Media

of the Organizational Change Management Function (example: newsletter, email) and Monitoring and Evaluation Reports Change Management Process.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Then finally at this level the change management context is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4– Predictable

In the context of change management consists of several levels, namely: Level 4 - Predictable, at this level the test criteria for each level of indicators is that the organization is able to measure the output and performance trends of change management, identify new opportunities in developing innovation, and identify potential problems and risks. With the testing criteria for each process, namely the organization has at least conducted a change management performance analysis to predict the output resulting from change management activities to serve as a basis for improving performance and service quality, the organization at least has a dashboard that can support continuous monitoring of the change management process. Periodically, and the Organization has at least identified potential problems and risks to the change management process that could have an impact on the achievement of organizational performance.

Then, the criteria are met? (Y/N) in the framework of change management which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Change Management Performance Achievement Analysis Report, Change Management Process Monitoring Dashboard Dashboard forms are not limited to internet-based application forms, and Performance Achievement Analysis Reports related to Risk-Based Organizational Change Management Process.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Then finally at this level the change management context is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of change management, there are several levels, namely: Level 5- Optimizing, at this level the test criteria for each indicator level are that the organization focuses on continuous improvement in improving the change management process. Organizations strive to continually improve their change management processes to avoid repeat failures. With testing criteria for each process, namely the Organization has identified innovation opportunities in terms of change management processes to ensure the achievement of organizational targets and objectives, the Organization has a change management system that is integrated with the internal control system so that it can

monitor the implementation of change management, and the Organization has a special work unit with the task of conducting research on the need for sustainable change management in the long term.

Then, the criteria are met? (Y/N) in the context of knowledge management which is filled in with Y according to BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents required are Research Reports or Research related to innovation opportunities in the change management process to ensure the achievement of organizational targets and objectives, Management Information Systems related to Change Management Processes that are Integrated with Internal Control Systems, and Work Unit Structures with Change Management tasks and Work Programs from the Change Management Work Unit (example: Performance Appraisal Process Piloting Work Program).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Then finally at this level the change management context is uploading documents by entering document evidence by selecting Inset-Object-File.

3.5 Environment

3.5.1 Measuring BLU's Ability to Manage Environmental Footprint

Level 1 – Beginning

In the context of environmental footprint management, it consists of several levels, namely: Level 1- Initial, at this level the testing criteria for each indicator level is that the environmental footprint management carried out within the organization is still ad-hoc in nature and the documentation is still ad-hoc in nature. Still informal. With the testing criteria for each process, namely the Organization has at least carried out ad-hoc and informal environmental footprint management, the Organization has at least identified issues related to the environmental footprint informally, and the Organization has at least conducted documentation related to environmental footprint management activities on an ad hoc basis.

Then, the criteria are met? (Y/N) in the context of environmental footprint mgt which is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the activities formulated divided by the total activities, which is 100%. The level of achievement at this level is fully achieved. Required supporting documents are No work product, at least the organization has conducted ad-hoc and informal environmental footprint management activities, No work product, at least the organization has identified issues related to environmental footprint informally, and No work product, at least the organization has carry out environmental footprint management activities even though they have not been formally documented.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be

achieved in accordance with the availability of supporting documents and BLU maturity recommendations filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then finally, at this level the context of environmental footprint management is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of environmental footprint management, it consists of several levels, namely: Level 2- Managed, at this level the testing criteria for each indicator level is that the organization has the ability to manage its environmental footprint on a regular basis, even though it has not been established in the form of standard procedures. The organization's main focus is still limited to environmental footprint management activities, at least it has been carried out repeatedly even though there is no standard yet. With the testing criteria for each process, namely the Organization has at least carried out environmental footprint management on a regular basis based on the needs of the organization, the Organization has at least conducted documentation and evaluation related to informal environmental footprint management activities, and the Organization has at least identified issues related to environmental footprint as a basis environmental management activities. Footprints.

Then, the criteria are met? (Y/N) in the context of environmental footprint mgt which is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the activities formulated divided by the total activities, which is 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Reports on Environmental Management and Environmental Monitoring Activities, Evaluation Reports on Environmental Footprint Management Results, and a List of Environmental Management Issues (as a basis for subsequent environmental management activities).

The justification for BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents at this level, namely SS PLO and e-regis. As well as BLU maturity recommendations filled with recommendations on the results of BLU maturity assessments in accordance with their respective processes. Then finally, at this level the context of environmental footprint management is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3– Determined

In the context of environmental footprint management, it consists of several levels, namely: Level 3- Defined, at this level the testing criteria for each indicator level is that the organization has the ability to manage environmental footprints based on standard procedures set by the organization. The main focus of the organization is that environmental footprint management activities have at least considered internal and external needs. With the testing criteria for each process, namely the Organization has at least established a process for managing environmental footprints into standard procedures, the Organization has at least identified the needs of internal and external parties for the purposes of carrying out activities related to managing environmental footprints on a regular basis according to the needs of the organization, and the organization has at least

conducted regular environmental footprint management in accordance with established standards.

Then, the criteria are met? (Y/N) in the context of environmental footprint mgt which is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the activities formulated divided by the total activities, which is 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Policies/Procedures (SOP) for Hospital Environmental Management, for example B3 waste management, Education for example the UI green matrix, Education for example other waste management, List of Environmental Management Needs and Reports on Environmental Management Efforts and Environmental Monitoring Efforts (UKL-UPL).

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Then finally, at this level the context of environmental footprint management is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4– Predictable

In the context of environmental footprint management, it consists of several levels, namely: Level 4 - Predictable, at this level the test criteria for each indicator level are Organizations capable of measuring outputs and performance trends related to environmental footprint management, starting from identifying new opportunities in the development of environmental footprint management processes, as well as predict the output. With the testing criteria for each process, namely the Organization has at least conducted an environmental footprint management performance analysis to predict the resulting output which will then be used as a basis for improving performance and service quality, the Organization at least has a dashboard that can support monitoring of environmental footprint management on a regular basis, and the Organization at least has identified potential problems and risks in the environmental footprint management process that may impact on the achievement of organizational performance.

Then, the criteria are met? (Y/N) in the framework of change management which is filled with Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents required are an Analysis Report of Environmental Management and Monitoring Performance and an Analysis Report of Risk-Based Environmental Management and Monitoring Performance Achievements.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Then finally, at this level the context of environmental footprint management is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of environmental footprint management, there are several levels, namely: Level 5- Optimizing, at this level the test criteria for each indicator level is that the organization focuses on continuous improvement of the environmental footprint management process and is able to instill a culture of excellence in products and services on an ongoing basis. With testing criteria for each process, namely the Organization has identified innovation opportunities in the environmental footprint management process to encourage organizational growth, the Organization has tools to automatically monitor environmental footprint management so that the environmental footprint can be managed and maintained in a sustainable manner, and the Organization has a special work unit tasked with conduct research on the need for sustainable environmental footprint management in the long term.

Then, the criteria are met? (Y/N) in the context of environmental footprint mgt which is filled in with Y, T, and Y in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activity, which is 67%. The level of attainment at this level is mostly achieved. The supporting documents needed are Research Results or Research Reports related to environmental management opportunities to encourage organizational growth, Environmental Management Monitoring Information Systems/Tools (example: Waste Management Process Management Information Systems), and Work Unit Structures that have the task of Environmental Management and Monitoring and Programs Work of the Environmental Management and Monitoring Working Group.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Then lastly at this level the context of environmental footprint management is uploading documents by entering document evidence by selecting Inset-Object-File.

3.5.2 Measuring the Ability of BLU in Managing the Use of Resources

Level 1 – Beginning

In the context of the use of resources, there are several levels, namely: Level 1- Initial, at this level the testing criteria for each level of the indicator are the efficiency of the use of resources carried out within the organization which is still ad-hoc in nature and the documentation is still informal. With the test criteria for each process, namely the Organization has at least carried out ad-hoc and informal efficient use of resources, the Organization has at least identified problems related to the informal use of resources, and the Organization has at least carried out documentation related to the efficient use of resources in an informal manner. Informal. AD hoc.

Then, the criteria are met? (Y/N) in the context of resource use is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the number of activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents required are No work products, at least the organization has made efficient

use of resources in an ad hoc and informal manner, There are no work products, at least the organization has identified issues related to the use of resources in an informed way, and There are no work products, at least the organization has carried out activities for the efficient use of resources even though they have not been formally documented.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and the BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then lastly at this level the context of resource usage is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 2 – Managed

In the context of the use of resources, there are several levels, namely: Level 2-Managed, at this level the testing criteria for each level of the indicator is that the organization has the ability to efficiently use resources on a regular basis even though it has not been defined in the form of standard procedures. The main focus of the organization is still limited to the efficient use of resources, at least this has been done repeatedly even though there is no standard yet. With the testing criteria for each process, namely the Organization has at least carried out efficient use of resources on a regular basis based on organizational needs, the Organization has at least conducted documentation and evaluation related to efficient use of resources informally, and the Organization has at least identified problems/needs related to the use of resources Power. as a basis for efficient use of resources.

Then, the criteria are met? (Y/N) in the context of resource use is filled in with Y in accordance with BLU research results, the percentage of achievement is filled in with the results of the fulfilled activity formulation divided by the number of activities, namely 100%. The level of achievement at this level is fully achieved. The supporting documents needed are Resource Utilization Efficiency Activity Reports, in this case including but not limited to the efficient use of electricity, water, and so on, Resource Utilization Result Evaluation Reports, and a List of Problems/Requirements for Resource Utilization including Issues relating to efficiency.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations filled with recommendations for the results of the BLU maturity assessment in accordance with their respective processes. Then lastly at this level the context of resource usage is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 3– Determined

In the context of using resources, there are several levels, namely: Level 3-Defined, at this level the testing criteria for each level of the indicator is that the organization has the ability to use resources efficiently based on standard procedures set by the organization. Organization. The main focus of the organization is the efficient use of resources, at least considering internal and external needs. With the testing criteria for each process, namely the Organization has at least defined the process of efficient use

of resources into standard procedures, the Organization has at least identified BLU's internal and external needs for the purposes of carrying out activities related to efficient use of resources on a regular basis according to needs organization, and the Organization has at least carried out efficient use of resources on a regular basis in accordance with predetermined standards.

Then, the criteria are met? (Y/N) in the context of the use of resources filled with Y, T, and T according to BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by the total activities, which is 33%. The achievement level at this level is partially reached. The supporting documents required are Policies/Procedures (SOP) on the Use of Resources in an Organizational Environment, List of Requirements for Efficient Use of Resources, and Reports on Efficiency of Use of Resources.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Then lastly at this level the context of resource usage is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 4– Predictable

In the context of resource use, it consists of several levels, namely: Level 4 - Predictable, at this level the test criteria for each indicator level is that the organization is able to measure output and performance trends related to efficient use of resources, starting from identifying new opportunities in efficiency development process of using resources, as well as predicting output. With the testing criteria for each process, namely the Organization has at least conducted a performance analysis of the efficiency of resource use predicting the output resulting from efficient resource use activities to be used as a basis for improving performance and quality of service, the Organization at least has a dashboard that can support the efficiency of monitoring resource use on an ongoing basis periodically, and the Organization has at least identified potential problems and risks to the process of efficient use of resources which may have an impact on the achievement of organizational performance.

Then, the criteria are met? (Y/N) in the framework of change management, which is filled with T in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 0%. For the level of achievement at this level is not reached. The supporting documents needed are the Performance Analysis Report on the Efficiency of Resource Use, Process Monitoring Dashboard for Efficient Resource Use. The form of the dashboard is not limited to internet-based applications, and Analysis Reports on Achievement of Performance Efficiency in the Use of Risk-Based Resources.

The justification for the BLU maturity assessment at this level is filled with the results of the BLU maturity assessment based on the justification of each criterion that can be achieved in accordance with the availability of supporting documents and BLU maturity recommendations are filled with recommendations for the results of the BLU maturity assessment according to each process, namely units. Then lastly at this level the context

of resource usage is uploading documents by entering document evidence by selecting Inset-Object-File.

Level 5 – Optimizing

In the context of the use of resources, there are several levels, namely: Level 5-Optimizing, at this level the test criteria for each indicator level are that the organization focuses on continuous improvement in the process of efficient use of resources and is able to instill a culture of excellence in products and services on an ongoing basis. With the testing criteria for each process, namely the Organization has identified innovation opportunities in terms of efficient use of resources to encourage organizational growth, the Organization has tools to monitor the use of resources automatically so that efficiency activities can be carried out continuously, and the Organization has a special work unit that has the task of conducting research on the need for efficient use of resources that is sustainable in the long term.

Then, the criteria are met? (Y/N) in the context of the use of resources filled with T in accordance with BLU research results, the percentage of achievement is filled with the results of the fulfilled activity formulation divided by total activities, namely 0%. For the level of achievement at this level is not reached. The supporting documents needed are Research Reports or Research related to opportunities for efficient use of resources to encourage organizational growth, Information Systems/Tools for Monitoring Efficiency of Resource Use (example: Information Systems for Water and Electricity Management), and Work Unit Structures with Efficient Use of Resources Utilization of Lecture Resources and Work Programs from Work Units for Efficient Use of Resources.

The justification for the blu maturity assessment at this level is filled with the results of the blu maturity assessment based on justification for each criterion that can be achieved in accordance with the availability of supporting documents and blu maturity recommendations filled with recommendations for the blu maturity assessment results in accordance with each process, namely the unit. Then lastly at this level the context of resource usage is uploading documents by entering document evidence by selecting inset-object-file.

4 Conclusion

Based on the results of detailed BLU maturity calculations, Jambi University with the Education type cluster and the Higher Education type sub-cluster showed the result of the BLU maturity level of 3.71. Where based on the result based, the financial aspect maturity level is 2.69 with a rating weight of 20%, and the service aspect maturity level is 3.63 with a rating weight of 25%. Then based on process-based, namely the maturity level of the internal capability aspect of 5.00 with an assessment weight of 20%. The maturity level of governance and leadership aspects is 3.20 with a rating weight of 20%, after that the innovation aspect maturity level is 4.50 with a rating weight of 10%. And the last is the environmental aspect maturity level of 3.50 with a rating weight of 5%.

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