

A Bureaucratic Reform Scenario Planning: A strategy tool for managing behavior change of Indonesia Civil Service into uncertain futures.

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## Abstract.

Over the last several years, there has been improved commitment in the Indonesia government to addressing the important issue of Bureaucratic Reform (BR). This paper is looking at new ways to think about, and plan for, the effects of BR in Indonesia. In 2013, the Government of Indonesia and Indonesia parliament will pass the important bill on State Civil Apparatus (Undang Undang Aparatur Sipil Negara or UU ASN), which outlines a broad framework for how the country will deal with its civil service (State Civil Apparatus). Planning for new way of managing its civil service within a new act (UU ASN) is a cornerstone of that document. Even though before that, the Ministry of Bureaucratic Reform had been calmly exploring and testing ways to plan its civil service more effectively in current dynamic environment.

New legislation (UU ASN) will influence many aspects of Bureaucracy ecosystems, such as recruitment, career, political participation etc, which will in turn affect behavior and culture of Indonesia civil service. These effects are already impacting the behavior of the Civil Service in some ministry, the ranges of impacts on bureaucracy changing behavior and culture that will need to address are unprecedented and most are not well understood. There is much uncertainty about the precise behavior in which bureaucracy, public and business will respond to these changes of legislation.

Strategic planning determines where an organization (business or government) or a policy initiative is going over the next several years. This is a key management exercise. Scenario planning helps the organization and bigger audiences visualize the future in an ordered way so that the strategic plan is valid and likely to occur as planned. Both strategic and scenario-based planning also allows an organization (a policy initiative) to prepare for unrealized futures. The futures explored, and the plans developed, can be used as a road map to the future, as possibility plans for unexpected events or as event triggers for potentially harmful strings of events.

Scenarios enable the country strategist to guide a course between the false certainty of a single future of Indonesia Bureaucratic reform and the confused paralysis that commonly strike in disturbed times.

When well executed, scenarios can boast a range of advantages. But they can also set traps for the unsuspecting. The challenge of Indonesia Bureaucratic reform is because of false certainty of single future that the current Bureaucratic Reform will be successful. In the Indonesia Bureaucratic Reform, strategic and scenario planning will help define the future state of Indonesia. It is the objective to fulfill it when developing new thoughts for actions and further development activities.

This paper will build several (four) scenarios of BR in Indonesia after 2013, each scenario is specially constructed stories about the future. Every scenario represents a different but plausible world. The purpose of scenario planning is to illustrate how different forces of BR (one axis of external force as public support and one axis for internal force as civil service union acceptance) can manipulate the future of Indonesia Bureaucratic Reform towards opposite directions. The four scenarios develop our mental maps and enlarge the number of options to act on approaching events. We might look at the scenario that tolerate the greatest threat and try to minimize the risk or it might look at the scenario with the highest possible and shape their own future by trying to maximize the probability of the respective scenario developing. Scenarios are a powerful tool for the public decision maker and country strategist. They are mainly valuable in developing strategies to guide the kinds of particular events we have seen in the present world economy.

Keyword: Bureaucratic Reform, UU ASN, decision making, scenario planning.