STRATEGIES AND TACTICS FOR ADMINISTRATIVE REFORM
Dalam dunia administratif, nothing has become more constant than change.

Every one of its twenty-four members was in the midst of some major administrative reform.

Reforms sangat berbeda dan sering memiliki kepribadian ganda.

“Administration” and “reform” convey different things to different people.
PUBLIC ADMINISTRATIVE REFORM

• All local governments today need efficient, swift, flexible service delivery to meet strong external and economic demand. The expectations of citizens, who are also consumers, increase at the same rate as information and communication innovations in the marketplace.

• Local governments also need to produce results; reducing crime is a much larger responsibility than employing a certain number of police officers. The bureaucratic monopoly organization, built for control purposes and used by local governments all over the world, wasn’t built to be flexible and to deliver results-oriented community services. Some local governments are turning away from the bureaucratic monopoly organization.
WHAT IS ADMINISTRATIVE REFORM

• AR is synonymous with the rationalizing process that commenced with the bureaucratic revolution

• AR is the artificial inducement of administrative transformation against resistance.

• AR IS PART OF SOCOETAL REFORM, AND, LOGICALLY, THE WIDER REFORM MOVEMENT SHOULD BE STUDIED FIRST
Hubungan antara AR dan ilmu politik

• AR is power politics in actions; it contains ideological rationalizations, fights for control of areas, services, and people, political participants and institutions, power drives, campaign strategies and obstructive tactics, compromises and concessions.

• AR as a political process designed to adjust the relationships between a bureaucracy and other elements in a society, or within the bureaucracy itself … both the purposes of reforms and the evils addressed vary with their political circumstances.

• AR as an economic process (distribution of resources and the alteration of end products)

• AR as a psychological process (the alteration of behavior patterns, beliefs, attitudes, and individual actions).
PUBLIC ADMINISTRATIVE REFORM

PAR MEMILIKI TIGA WAJAH:

• DOWNSIZING: formed from the worldwide effort to shrink the size of government;

• REENGINEERING: formed from private-sector efforts to rebuild organizational process and structures;

• CONTINUOUS IMPROVEMENT: formed from the quality movement

• Major administrative iniatives in many countries have often taken on several – and sometimes all – of these faces
• Terms such DOWNSIZING, REENGINEERING, CONTINUOUS IMPROVEMENT have quickly entered the administrative vocabulary of managers around the world.

• to make the public sector bigger, so “downsizing” atau penyusutan pemerintah (shrinking government), gains quick supports.

• there is little supports for the status quo, so “reengineering” organizations is attractive.

• no one thinks that the incentives in traditional bureaucracy produce the right incentives to help government bureaucrats adapt easily to a quickly changing world, so “continuous improvement”
Business and government organizations are downsizing. The downsizing trend is now in its second decade, and it is not slowing down.

Downsizing first started in the private sector in the early 1980s in the response to the poor competitive position of many US companies in relation to their global competitors.

DOWNSIZING is quite simple. Its strategy has a simple goal—shrink the public sector—and a straightforward set of tactics—do whatever is politically feasible to reduce the number of agencies, the level of government spending, and the number of government employees.

Dari survei: bukan karena warga tidak gembira dengan layanan yang mereka terima. Mereka percaya bahwa sektor publik secara fundamental inefficient; waste, fraud, and abuse.

Al Gore:”Reinventing” the federal government. To make it work better and cost less.
A SERIES OF IMPORTANT POINTS ABOUT THE DOWNSIZING MOVEMENT:

• First, although from time to time it built on such wildly different theoretical bases as “ReGovt” and utility maximizing behavior of bureaucrats, the movement itself is largely atheoretical. A pragmatic principle has guided it...

• Second, although there often has been bold talk about planning carefully to determine where cuts can be made, planning has tended to come after the fact, if at all.

• Third, while downsizing has in fact limited the growth of government spending and tax revenues ..., its effect on the quality of services and the efficiency of administration is anything but clear.
**DOWNSIZING** (lanjutan)

- DOWNSIZING is a particular organizational strategy used to increase organizational efficiency and productivity. It can be implemented when an organization is growing or declining. Most downsizing actions involve reductions in personnel.

- Istilah yang digunakan secara bergantian dalam literatur sektor publik: cutbacks and retrenchment umum digunakan istilah untuk tindakan dihubungkan dengan government expenditure reductions dari tahun 1970 hingga 1980-an. **Downsizing** adalah predominan digunakan hingga the current period of government reductions

- A central component of regovt is downsizing. Malahan untuk banyak orang **downsizing** adalah regovt.
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## Comparison of Reagan Administration and Clinton Administration Personnel Reductions

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<tr>
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<tr>
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<td></td>
<td>Budgets constraints</td>
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<td></td>
<td>Reduce operating costs;</td>
<td>Reduce operating costs;</td>
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<tr>
<td></td>
<td>Reduce number of employees, particularly in regulatory and social welfare agencies</td>
<td>Reduce number of employees in all agencies</td>
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<tr>
<td></td>
<td>Unevenly applied among agencies</td>
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<tr>
<td></td>
<td>Used to downgrade middle managers away from policy positions</td>
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<td>Rifts are a primary tool</td>
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<td>No buyout program used</td>
<td>Voluntary methods are primary; RIFs are limited and used as a last resort</td>
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<tr>
<td></td>
<td>Mixed success in reducing personnel</td>
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Relevant research literature and research focus

Organizational Change

Reinventing Government

Executive Management And Competencies

Downsizing
REENGINEERING

• We use gigantic words like “reinvent,” “reengineer,” and “transform” to describe this turning away from the old, machinelike organization.

• We are just as loftily describing the new organization – we want to build a “learning organization,” a “community organization,” an “entrepreneurial organization” or a “virtual organization.”
• Untuk sukses, bahkan untuk survive, pemimpin bisnis must jump past incremental improvements to a fundamental reexamination of their operations.

• Completely new work process and organizational structures can produce, they contend, quantum leaps in performance. That argument has proven powerful in the private sector, and its influence has spilled over into government.

• Reengineering begins by putting everything on the table. It means starting all over, starting from scratch, through discontinuous thinking.

• The process begins by having managers consider the “three-Cs”: Customers, Competition, Change.

• The foundation for the new reality builds on customers “who know what they want, what they want to pay for it, and how to get it on the terms that they demand”.
REENGINEERING (lanjutan)

• Broader movement to make government more entrepreneurial is dangerous. Even if entrepreneurial behavior were a good idea, the concept could never be applied to government.

• Reinventers counter that generic, problem-solving managers would perform far better than more traditional bureaucrats rooted in standard operating procedures and organizational structures.

• Procedural organizations as ones where managers can observe what their subordinates are doing but not the outcome (if any) that results from those efforts.

• The reengineers contend that controlling process to improve results is essential to better administration. Organizational process is implicit in the work of most modern public organization theorists, but it is central to almost nothing. Reengineering seeks to reestablish organizational process in the minds of managers,
CONTINUOUS IMPROVEMENT

• **Reengineer** merekomendasikan diskontinus, top-down, revolutionary change; **Continuous Improvement** menganjurkan a more gradual, continuous, bottom-up movement.

• Gerakan ini dikemudian hari sangat kuat dihubungkan dengan TQM (Total Quality Management)

• TQM builds on the notion that the quality of the product matters most.

• That costs decline as quality increases. Better quality leads to lower costs and higher productivity. Increasing quality leads to higher productivity, lower costs, higher profits, higher share price, and greater security for everyone in the company – the managers, the workers, and the owners.
ASSESSING THE REFORMS

• Tiga reformasi administratif utama:
  • Downsizing
  • Reengineering
  • Continuous improvement

• Susunan reformasi berdasarkan:
  • Goal they seek
  • The direction in which they are implemented
  • The method that drives them
  • The central focus of managers following them
  • The action that drives them
**ASSESSING THE REFORMS** (lanjutan)

<table>
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<td><strong>Action</strong></td>
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<td>Discontinuous</td>
<td>Continuous</td>
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Strategies of AR

- Struggling to wring greater economics from their public sectors while trying to make their public services more responsive. Strategi yang digunakan dipisahkan dalam tiga kategori besar:
- First, relying on downsizing to shrink their public sectors:
  - Relying more on such market-type mechanisms as user charges, vouchers, and contracting out.
  - Selling public enterprises to new private owners
- Second, reengineering their public sectors by radically transforming the way public organizations did their work:
  - Changing their central management bodies
  - Actively sought to spin power out of the hands of central administrators and vest more responsibility in local governments
  - Giving managers more operating flexibility in exchange for greater accountability to performance standards
- Finally, employing continuous improvement strategies by distributing more power within government bureaucracies to lower-level officials. More responsive public services required giving more power to government officials on the front lines to make decisions.