Role of Chief Statistician

In culture change

Lesson learn from Statistics Indonesia
Why Organizations CHANGE??
(Swaim, 2014)

Why We Have to Change

MOTIVES

Performance Gap
SILO business processes, output coherency, processes efficiency

New Technology
Satellite technology, Area Sample Frame, media survey shifting (CAPI, CAWI, etc)

Identification of opportunities
new methodology, technology and utilization of administrative data.

Reaction to internal & external pressure

Change for sake of change
BPS motivation becomes World class NSO

01 CRISIS
02 Performance gaps
03 New Technology
04 Identification of opportunities
05 Reaction to internal & external pressure
06 Mergers & Acquisitions
07 Change for sake of change
08 Sounds good
09 Planned Abandonment
“Culture eats Strategy for Breakfast”
(Peter Drucker)

- Define New Results
- Taking Action that produces results
- Identifying the Beliefs that generate the proper actions.
- Providing Experiences that instill the right Beliefs.

Resource: Results Pyramid (Connor and Smith, 2011)
BPS-Statistics Indonesia at a glance

**BPS in Number 2019**
- More than **500** municipal offices
- **34** Provincial offices

**Millennial Generation**
- < 40 in BPS

**Additional task as a mandatory**
- Coordinator of National Statistics System and One Data Indonesia
- Workload exceed capacity
- Overlapping activities and contents

**FUTURE VISION**
- New Competencies of Statistics, IT and supporting aspects
- New demand and international standard
- National Statistics System as a response to worldwide issues

**Facts & Figures**
- **15.919**
- Data July 2019

- National level is about 57.50%
- Di java, bali, lampung < 50%
- Di East Indonesia > 70%

- More than 500 municipal offices
- 34 Provincial offices
Transformation Roadmap

INNITIAL ACTIVITIES

- Strategic Plan;
- Concept of operation document
- Analysis Doc (Gap Analysis);
- Top Level Integrated System Requirement Document (TLISRD);
- Scoping and budget planning etc.

EXECUTION ACTIVITIES

- Business Process Reengineering
- Integrated Survey and business register for establishment.
  - IT Strategic and Design
- Enterprise Architecture, data mgmt. & service management
  - Employee competency mapping
- HR infra structure development
  - Regulatory framework
- Performance & career management Development etc.

2010-2015

DAWN PHASE

2016-2017

DESIGN PHASE

2018-2019

RUNNING PHASE

IMPLEMENTATION ACTIVITIES

- Piloting of integrated Survey
- Implementation of IT strategic and design (standard procedure and backbone development)
- Implementation of HR strategy (CBHRM, Performance appraisal 360 etc)
- Implementation of IT strategic (SLA, standardization, modernization, etc)

2020-2022

REFINEMENT ACTIVITIES

Transformation Roadmap
Transformation Framework

**GAMSO**
*(Generic Activity Model for Statistical Organizations)*

**Stakeholders Demand**
(National & International demands)

**Government Policies**
(Value, system, regulation national program)

**Analysis Documents**
(Gap analysis documents)

**IT Transformation**
EA, ITSM, DMS, etc

**GSBPM**
*(Generic Statistical Business Process Model)*

**SBFA**
*(Statistical Business Framework Architecture)*

**World Class NSO**
“A Leader is one who know the ways, goes the way and show the way (John. C Maxwell)

By giving example, strong engagement as well as involvement in every positive activities will bring us closer to achieve goals.
“Transformation is similar to change the tire while we driving, therefore a leader must be present in the process, driving properly while trusting the work team to fix the gap”

Suhariantno
Indonesia Chief Statistician
What are The actual Leader Role?

Role Model  Integrator  Fortress
Deal with the Challenges

**Agile Approach**
Cascade and Chop the Transformation Agenda into several Quick wins and prioritize them.

**Sense of Ownership**
Involve every stakeholder and employee in the process to raise ownership and engagement.

**Working All Out**
Use every resource and media (including social media) to Foster the transformation process and getting people familiar with the programs.

**Just do it, and winging it**
Every action has risks, count it and do the best. If something went wrong, fix it and iterate it efficiently.
## Transformation Product

### Statistics Business Process Transformation
- BPR for establishment based survey is available
- Initial phase of SOP development for establishment based survey
- Preparation of BPR for household based survey
- Development of BPR for household based survey
- SOP for establishment based survey is available
- Test case of BPR for establishment based survey (focus: pilot on integration of monthly LME survey and producer price survey)
- Support business characteristics survey

### Information & Technology Transformation
- CAPI Framework System
- Data Lake Readiness
- Roadmap Digital transformation.
- Knowledge management development
- Collaboration Tools
- Business Continuity Plan (BCP)
- Dashboard BPS NSCC
- EA Assessment
- IT Service Management
- Data Management
- CSI System

### Organization & HR Transformation
- Implementation of CBHRM
- New BPS’s workforce based on SBFA/BPR
- Job analysis and Job evaluation
- Competency map of all employee (Assessment center for all employee 2015 as baseline, and segmented position in 2018)
- New Performance & Career Management mechanism.
- Development and implementation of 360 appraisal
- Draft of New Structure Organization
Thank You