

Road map bureaucracy reform public service government Provincial Riau

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Abstrak

Penelitian ini bertujuan untuk mendiskripsikan arah kebijakan *road map* reformasi birokrasi bidang pelayanan publik dengan fokus standar pelayanan di pemerintah Provinsi Riau. Metode penelitian menggunakan analisis kualitatif. Data lapangan yang diperoleh dituangkan dalam suatu uraian atau laporan dalam bentuk tabel, sehingga diperoleh gambaran yang mengenai arah kebijakan reformasi birokrasi pelayanan publik pemerintah Provinsi Riau. Berdasarkan hasil penelitian menunjukkan *road map* reformasi birokrasi pemerintah Provinsi Riau di bidang pelayanan publik sudah memiliki standar pelayanan tetapi belum memberikan bentuk legalitas dan kesungguhan dalam bentuk janji yang memberikan hak masyarakat dalam pelayanan. Dalam sub-indikator SOP bagi pelaksanaan standar pelayanan sudah ada pada sebagian besar jenis pelayanan, tetapi perbaikan atas standar pelayanan tidak melibatkan stakeholder dan perbaikan atas SOP belum berkala. Untuk itu sebaiknya arah dan kebijakan reformasi birokrasi khususnya dibidang pelayanan publik disusun sesuai rencana aksi karena tahap ini penting menggambarkan kegiatan yang lebih detail dan teknis dalam waktu singkat yaitu satu tahun

Kata Kunci : Reformasi Birokrasi, Pelayanan Publik, Pemerintah, Road Map

Abstract

Purpose of this research is to describe the direction of bureaucracy reform road map policy in the field of public service with the focus of service standard in Riau Provincial government. This research uses qualitative analysis. Field data obtained in Riau Province is set in description or report in the form of table, so it can get a clear picture about what is going on about the direction of bureaucratic reform policy of Riau Province public service. government. Based on the results of the research indicates that the road map of bureaucratic reform of the provincial government in the field of public service already has the standard of service but has not provided the form of legality and seriousness in the form of promise of giving the right of society in service. In SOP subindicators for the implementation of service standards already exist in most types of services, but improvements to service standards do not involve stakeholders and improvements to SOP have not been done regularly. Therefore, the direction and policy of bureaucratic reform especially in the field of public services must be prepared in accordance with the action plan because this stage is important to describe the activities and techniques in more detail in a short period of one year.

Keywords: Bureaucratic Reform, Public Service, Government, Road Map

INTRODUCTION

Based on Presidential Regulation number. 81/2010 on the Grand Design of Bureaucratic Reform 2010-2025 said that in accelerating the achievement of good governance, it is necessary to reform the bureaucracy throughout the Ministries,

Institutions and Local Governments. This presidential regulation stipulates that every government agency must implement bureaucracy reform (Presiden Republik Indonesia, 2010)

Bureaucracy Reform is a significant change in the elements of bureaucracy, including institutional, human resources apparatus, management, accountability apparatus, supervision, and public services. Of the 8 (eight) areas of expected change, changes in the improvement of the quality of public services constitute the essence of reform as an automatic outcome of all elements of bureaucratic reform. The expected result of this public service reform is the realization of a world-class public service. Some examples of bureaucratic reforms within the public service area include the reformation of personnel services, finance, treasury, planning and budgeting, immigration, customs, taxation, land, investment and information systems by developing easily through online systems and system-building for management Data on the database becomes easier (Kastanti et al., 2015)

Bureaucracy as a tool to serve the needs of people in the region becomes very important to be addressed. This is also in line with the development of the era that requires government officials to be more responsive in meeting the needs of its citizens (Hidayah, 2014). A fundamental improvement in one of the areas of reform will provide a great design perspective that will be done for the future. With improvements in one field it shows its relation to other fields. Especially by adopting a democratic system of government, every public policy must accommodate every need of the people.

The implementation of bureaucratic reform is a continuous, systematic, planned and directed process for the implementation of professional, clean, and authoritative government services. Road Map of Riau Provincial Government Reform in that context, in essence is an effort to realize the renewal of management and change of paradigma of civil state apparatus in public service (Nurbarani, 2009). Road Map Bureaucracy Reform Riau Provincial Government is a guideline for the implementation of the endless process of bureaucratic reform in Riau Province within five years.

Based on the Letter of the Minister of State Apparatus and Bureaucracy Reform No. B / 109 / D.I PAN RB-UPRBN / 3/2016 shows the evaluation result of bureaucratic reform of provincial government bureaucracy is 37.66 category C this is the achievement of bureaucracy reform of riau province with details:

Table 1. Bureaucratic reform index of Riau Provincial government

No	Component ratings	Maximum	Value 2015	Achievement %
1	Change management	5,00	0,82	16,37
2	Setup legislation	5,00	2,09	41,75
3	Structuring and strengthening organizations	6,00	1,17	19,44
4	Governance arrangement	5,00	1,71	34,13
5	Structuring HR management systems	15,00	8,68	57,89
6	Strengthening accountability	6,00	1,88	31,27
7	Strengthening supervision	12,00	3,61	30,12
8	Increasing the quality of public services	6,00	2,64	44,02
Total level component		60,00	22,59	37,66

Riau Provincial Government has made efforts to improve the implementation of Bureaucracy Reform Riau Province Government. In general, the Riau Provincial Government's Bureaucracy Road Map contains an overview of the current condition of the Riau Provincial Government, the expected conditions in the next five years, the problems faced and the agenda of bureaucratic reform in order to overcome various problems encountered and realize the objectives of bureaucratic reform.

The general condition of bureaucracy reform achievement in public service area of Riau Provincial Government as: 1) The issuance of governor regulation No.61 of 2015 on the permanent procedure of forest and land fire disaster control in Riau Province (Gubernur Riau, 2015); 2) Integrity zone free from corruption RSUD arifin achmad riau province in 2015; 3) Establishment of public service standards and evaluation of all SKPD by 2015; 4) Provincial psychiatric hospitals have launched a corruption-free region and headed for a clean bureaucracy and served in 2015; 5) Award from Kempan RB to RSUD arifin achmad for best service category in patient; 6) Kempan RB Award to BP2T Riau Province for the best service in licensing; 7) Best PTSP nomination, Excellent service image and best judgment of Ombusman related to qualification of compliance to public service law to BP2T of riau province.

Based on the description of the background of the problem, the Riau Provincial Government as a public service institution that carries one of the tasks as the implementer of public services but the condition shows there are still many units / institutions that have not met the indicators in various public appraisal such as indicator of compliance of public service although some agencies have shown improvement service. Referring to the above mentioned background, the research objectives are: To Describe the Direction of Public Service Bureaucracy Reform Policy with the focus of service standard in Riau Province Government.

METHOD

Focus of the research

The focus of the research is the direction of public service bureaucracy reform policy with the focus of service standards of Riau Provincial Government based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform number 14 of 2014 on guidelines for government bureaucracy reform evaluation as: 1) Service standards; 2) Culture of excellent service; 3) Governance management; 4) Assessment of satisfaction with service; 5) Utilization of technology and information (RB, 2014). But for this study we focus our discussion on Service Standards, while other aspects will be discussed in the next journal.

Data and methods of collection

To obtain good results must be supported by accurate data in accordance with what is desired, the data must be extracted from sources related to the problem under study. Referred to as the source of data in the study is the subject from which data can be obtained. The sources of data in this study are:

1. Person / informant

Namely the data source that can provide data in the form of oral answers through interviews or jawaban written and in the form of actual data obtained from field research, obtained by direct researchers from research subjects namely Head subsection (Kasubbag) Public Service Riau Province and Chairman Ombusman Riau Province.

2. Events

Data obtained through interviews related to bureaucratic reform. This event can be addressed as an incident that arose in the process of reform bureaucracy of riau provincial government.

3. Paper / Documents

Data obtained from literature, legislation, research proposals, mass media, and other sources related to the object under study. This is required as a reliable source and legal legitimacy.

Data collection in this study is done through the following steps:

1. Interview (Interview)
2. Observation, in Government of Riau Province for 2 (two) years.
3. The document, in the form of Presidential Regulation 81 of 2010 on the grand design of bureaucracy reform 2010-2025 (Presiden Republik Indonesia, 2010), Minister of Administrative Reform and Bureaucracy Reform No. 11 of 2015 on Bureaucracy Reform Roadmap 2015-2019 (Gubernur Riau, 2016), Governor of Riau Decree No. 1300 of 2015 on the Formation of Bureaucracy Reform Team of Riau Province (Gubernur Riau, 2015) Minimum Service Standards Evaluation Report (SPM) Riau Province 2015.

Data analysis

Data analysis used in this research is qualitative data analysis (Haribowo & Wijaya, 2012) describes about qualitative data analysis as follows: "The data appear in the form of words and not a number. The data may have been collected in a variety of ways (observation, interview, essence of documents) and when processed previously used (through notes, typing, editing, or stationery), but qualitative still use words usually arranged into expanded text "

Stages of analysis in the study are disclosed as follows:

1. Data collection.

Data in the form of words results from interviews with Head of Sub-division of public services and chairman ombudsman Riau Province with the recording, typing, editing.

2. Data reduction.

In this study, field data obtained at the Riau provincial government is poured in a detailed or detailed description or report. The field report is a reduction researcher, summarized, selected for the fundamentals, focused on the basics, focused on important and closely related issues, then searched the pattern through editing, coding and pentabeling. Data reduction is done continuously during the research process in Riau Province government progress.

3. Presentation of data.

In this research, the data presentation is manifested in tabular form, so the researcher can get a clear picture of what is going on about the direction of bureaucracy reform policy of public service of Riau Provincial Government in order to improve the quality of public service, especially in Riau Province government.

4. Drawing conclusions / verification.

The researcher seeks to analyze and search for the meaning of the data that has been collected through the search of patterns, themes, relationships, things that often arise and so forth, which is poured in conclusions that are still tentative, but with increasing data through the process of verification continuously, Then the obtained conclusion is (grounded). In this case the withdrawal of inference is done inductively, that is with the withdrawal of conclusions starting from the things that are specific to the things that are universal.

RESULTS AND DISCUSSION

Bureaucracy reform public service Riau Province government

In the direction of good governance, the government of 2015-2019 issued a policy on the need for bureaucratic reform (Gubernur Riau, 2016). Therefore, all government agencies or organizations are obliged to fix their bureaucracy. Bureaucracy reform is

expected to improve the bureaucracy in Indonesia which previously had some deficiencies so that the bureaucratic tasks can run well and maximally.

One of the agenda in bureaucratic reform is improvement of public service. Because public service is one of the important indicators of 8 areas of bureaucracy reform. Improvement of public services is expected to maximize the task of bureaucracy as community service. This is important in bureaucratic reforms to change the mind-set and cultureset as well as the development of work culture. Bureaucracy reform is directed at efforts to prevent and accelerate the eradication of corruption, in a sustainable way, in creating good governance, clean government, and free (Haribowo & Wijaya, 2012)

In creating an optimal public service, there must be a standard for measuring the services provided by the bureaucracy to the public. Ministry of State Apparatus and Bureaucracy Reform has made standardization for public service in an institution specified in through the decision of Minister of PAN RB no. 63 of 2003. This decree contains as: 1) Service procedure; 2) Terms of service; 3) Clarity of service personnel; 4) Discipline of service personnel; 5) Responsibility of service personnel; 6) Ability of service personnel; 7) Speed of service; 8) Justice to get service; 9) Courtesy and Hospitality Officer; 10) Fairness of service charge; 11) Certainty of service charge; 12) Certainty of service schedule; 13) Environmental comfort; 14) Security of service

Based on the standard standar set by the government, the Riau provincial government to improve some service sectors, can be seen in the achievement of public services as follows:

Table 2. Achievements in areas of change in public services

No	Problem faced by	Programs that have been implemented	Output	Outcome	Result
1	Not all services apply one-stop service	for the implementation of the Governor's study Regulations one Stop services (OSS) integrated	implementation of Governor Regulation PTSP	There is a legal basis and clear rules on the implementation of PTSP	2014
2	There are many regulations in the system of services provided by the provincial government	deregulation in order to speed the service process	assessment reduction Regulation Daerah (regulations) which inhibits permit services	regulation which ensures ease of providing services	2016
3	Not all public services within the provincial government use of information technology	construction or development of information technology inservices	information systems and technologythe provincial government	IT systems that help service to the public	2016

Source: Road Map of bureaucratic reform of riau provincial government in 2015-2019

In preparing a road map of bureaucracy reform Riau Provincial Government 2015-2019 then has been made sesuai with priority program of bureaucracy reform every year. Priorities in the field of public services include:

1. Priority of Bureaucracy Reform program 2015
Facilities coaching service unit of Riau Province
2. Priority of Bureaucratic Reform program of 2016

Developing public service innovation, planning of regional apparatus unit (SKPD) with integrity zones, corruption free area, bureaucracy net serving area

3. Priority of bureaucratic reform program in 2017
Integrated e-Government system
4. Priority of bureaucratic reform program in 2018
Establishment of a supervisory system
5. Priority of bureaucratic reform program in 2019
Create an integrated community satisfaction index, a thorough evaluation of the implementation of public services.

Despite having the Roadmap of Bureaucratic Reform as the policy direction but only 7 Sub-indicator Services of 21 subindicators are still lacking and not even good. Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform number 14 of 2014 on Guidelines for the Evaluation of Bureaucratic Reforms Government Agencies has outlined the evaluation guidelines for Bureaucratic Reform evaluation into BPR format. The assessment format positions local governments both provincial and district / municipal governments to conduct self-assessment and then verification of the assessment is done by the PANRB Ministry to determine the suitability of the conditions and field evidence. The verification process is done not to all SKPD in the Riau Province government environment but only 3 SKPD samples submitted only and every year the sample should not be the same SKPD.

The findings of the Independent Apparatus of Bureaucracy Reform in 2016 on the Public Service area show the results as listed in the appendix 1.

Riau Provincial government service standards

The Riau Provincial Government already has Service Standards but other sub-indicators are still low. Service standards provide information to the public on matters relating to cost, time and requirements. So that people will get a more transparent and efficient service. Service standards will address the often-discovered problems such as the emergence of stealth costs, unpredictable service times usually tend to be very long because there is no time limit, people are wasteful of time due to lack of complete requirements because there is no clear guidance and so on.

Another sub-indicator that needs special attention is the Service Standard. Service standards are defined only in a small number of services in units / agencies within the Riau Provincial Government. This means that the unit / institution of the organizer already has a service standard but has not provided the form of legality and sincerity in the form of a pledge that gives the right of the community in the service. Notice of service is the promise of the organizers to implement the principles of the Service. For example, "We hereby declare that we are able to carry out the service in accordance with the standard of service that has been established and if we do not keep this promise we are ready to accept sanctions in accordance with the prevailing regulations (Triantoro, 2004).

While SOP subindicators for the implementation of service standards already exist in most types of services, review and improvement on service standards does not involve stakeholders and the review and improvement of SOP has not been regularly. Riau Provincial Government already has a legal umbrella related to the implementation of SOP Formulation as outlined in Governor Regulation Riau No. 99 of 2015 About Guidelines for Preparation of Standard Operational Procedures In Riau Province Government Environment. The pilot project of SOP preparation is the Regional Secretariat (Setda) of Riau Province in 2015. Setda already has 198 types of Service SOP existed within the Regional Secretariat of Riau Province.

The Governor's Regulation contains principles, phases, teams, compilation, verification, execution, and monitoring. However, this Gubernatorial Regulation has not explicitly binding on the involvement of all stakeholders in the review and SOP improvements. The Governor's Regulation only explains the involvement of the leaders, executors, and the Bureau of the Organization in conducting review and improvement. Whereas stakeholders are all related elements / parties in a policy, both the service provider and the recipient of services such as the community, NGO / Community, entrepreneur and so on. So it is natural if there is no type of service that reviews and improvement SOP involving stakeholders (Josef Kurniawan Kairupan, 2014)

While subindicator review and periodic improvement of Riau Provincial Government done periodically. Whereas in Riau Governor Regulation explained explicitly that SOP review is done at least once in two years. This needs more attention because there are already binding rules. However, the weakness of this regulation has not yet sanctioned if it does not comply with the implementation of periodic review and sanction if not implement the Regulation (Saputra, 2016)The same is true of the review and standardization of services that are not regularly conducted and do not involve stakeholders.

All subindicators in the above Service Standards can be improved as all subindicators are technical. So it is easier to repair and does not require a large cost. Things to note are:

1. Resources Apparatus that understand the workflow. Some obstacles in the preparation of SOPs are the difficulty of pouring the work process into the SOP flow chart if the Apparatus Resources do not understand what is being done, how the service process and who the parties are involved in providing services.
2. The apparatus believes that the Service Notice is important to inform the recipient of the service of the pledge / appointment of the implementer. So that public trust can increase. In addition, it is important to build executor confidence that the notion of service is not just a promise but a commitment.
3. Stakeholder involvement in the improvement of service standards and SOPs is one of the important factors to get better service. Their involvement demonstrates the existence of objectivity in the preparation of revised service standards and SOPs.
4. The need for revisions to several important matters in Riau Governor Regulation No. 99 of 2015 on Guidelines for Preparation of Standard Operational Procedures in the Provincial Government of Riau (Gubernur Riau, 2015). These include Stake holder involvement in both the preparation and review of the SOP and the addition of sanctions articles if they do not implement the rules.

Provincial Government of Riau can more easily map the direction and direction of policy Reformasi especially Area Services as contained in the Roadmap is to plan action accordingly. An action plan should be established based on the policy direction already established. The action plan becomes important because it describes the more detailed and technical activities stages in a shorter period of time 1 year. The action plan is prepared by considering the following:

1. Based on the results of previous year evaluation.
2. The action plan conforms to the direction and policy of the Bureaucratic Reform Roadmap set out in the year in force.
3. Action plans are made into a table format that makes it easy for every stakeholder to understand. An example of the Action Plan format can be seen in the table below.

Table 3. Plan of public service action of Riau Provincial government in 2016

IMPROVING THE QUALITY OF PUBLIC								
No	Action Plan	Indicator	Completion Time	Target	Budget	Responsible	Activity	Output
1	Preparation of quality service standards	Service standards have been compiled together with	SOP-second week of September 2016	Standards service and SOP	-	of Organization	Establish information of services for each type of service	notices services
							Review and improvement of service standards and SOP	Improve Service Standards and SOP
2	Preparation of policy system of services that includes <i>reward / punishment</i>	There is a <i>reward / punishment</i> related to the provision of services	Week IV September 2016	Cultural service excellence	-	Law section	Formulate policies on the system <i>reward / punishment</i> provision of services	Policy
3	Transparency satisfaction rate of service	public satisfaction survey results can be accessed by the	first week of September 2016	Community satisfaction survey	-	Part organization	Provides access to the public to see the results of a survey on service satisfaction	access to survey
							Committing continue on community satisfaction survey results to services perform the complaint improvements through information technology on a regular basis.	Follow-up report Applications complaint

CONCLUSION

Based on the result of the research, it can be concluded the road map of bureaucratic reform of Riau provincial government in the field of public service with the focus of service standard as follows:

1. All units / implementing agencies in the provincial government have a standard of service but have not provided the form of legality and sincerity in the form of a promise that gives the right of society in the service.
2. SOP sub-indicators for the implementation of service standards already exist in most types of services, but improvements to service standards do not involve stakeholders and improvements to SOP have not been regularly
3. The Governor's Regulation only explains the involvement of the Chairman, the Executor, and the Bureau of the Organization in conducting review and improvement.

Whereas the stakeholders are all related elements or parties in a policy both the service provider and the recipient of services such as the community, NGO / Community, entrepreneur and so on.

4. Constraints in the preparation of SOPs is difficult to pour the process of work into the flow chart of SOP because the Resources Apparatus do not understand what is done, therefore the need for technical guidance to employees, and run punishment to employees who violate the rules and rewards to employees who excellence.
5. Riau Provincial Government should map the direction and policy of bureaucratic reform especially in the field of public services in accordance with the road map by preparing action plan accordingly because this stage is important to describe the more detailed activities and techniques in a short time that is one year.

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Appendix 1. Independent assessment of bureaucracy reform implementation of public service area

Standard Service (1)		1.0			0.60	60.00%	
a.	There is a service standard policy		Yes, if there has been a policy of service standards that include clarity of costs, time, requirements	Y/T	Y	1	
b.	The standard of service has been in notices		a. Notices service standards have been in on all kinds of services b. Service standards have been in Notice on most types of services c. Service standards notices at a fraction type of service d. Notice not yet in service standards on all types of service	A/B/C/D	C	0.33	
c.	There is SOP for the implementation of service standards		a. There is SOP for the implementation of service standards on all types of service b. There is SOP for the implementation of service standards on most types of services c. There is SOP for the implementation of service standards at a fraction type of service d. There has been no SOP for the implementation of service standard	A/B/C/D	B	0.67	
d.	Review and repairs done on service standards		a. Review and repairs carried out on regular service standards and carried out by involving stakeholders b. Do a Review and improvement of standard of services on an irregular basis and / or by involving stakeholders c. Review and improvement has not been done on the standard of service	A/B/C	B	0.5	
e.	Review and repairs performed on SOP		a. Review and improvement of SOPs do regularly b. Review and SOP performed on an irregular basis c. There has been no improvement SOP Review	A/B/C	B	0.5	
Culture Excellent service (1)		1.0				0.67	66.60%

a.	Has conducted socialization / training in an effort to implement Cultural Excellent service (example: code of ethics, aesthetics, capacity building, excellent service)	<p>a. The whole a social andalasis/ training has been conducted in an effort to implement a culture of service excellence</p> <p>b. Most of socialization / training has been conducted in an effort to implement a culture of service excellence</p> <p>c. A small part of socialization / training has been conducted in an effort to implement a culture of service excellence</p> <p>d. All sosilization / training has not been done in the effort to implement the culture of excellent service</p>	A/B/C/D	A	1	
b.	Information about the service is easily accessible via various media	<p>a. Information services can be accessed through a variety of media (eg, bulletin boards, websites, social media, print media, television, radio, etc.)</p> <p>b. Information services can be accessed through multiple media (eg, bulletin boards, flyers, etc.)</p> <p>c. Information is difficult to access services through a variety of media</p>	A/B/C	A	1	
c.	There have been a system of sanctions /reward for service delivery and the provision of compensation to the recipient of the service when the service does not match the standard	<p>a. There have been a system of sanctions / reward for service delivery and the provision of compensation to recipient of service when the service is not standardized and has been implemented</p> <p>b. There have been a system of sanctions / reward for service delivery and the provision of compensation to the recipient of the service when the service does not match existing standards not yet implemented</p> <p>c. There has been no system of sanctions / reward for service delivery and the provision of compensation to the</p>	A/B/C	C	0	

			recipient of the service when the service does not fit the standard				
d.	There have been a means of integrated services / integrated		a. If all services have been done in an integrated manner b. While most services have been done in an integrated c. If a small portion has been done in an integrated services d. If no services are performed in an integrated	A/B/C/D	C	0.33	
e.	There is a service innovation		Yes, if there is evidence that service innovation is created and beneficial to the recipient of the service	Y/T	y	1	
Management Complaints (1,5)		1.5				1.10	73.40%
a.	There are complaints of media services		Yes, if it has been established media service complaints clearly and openly	Y/T	Y	1	
b.	There is a service complaint SOP		a. There is a comprehensive SOP service complaints b. There SOP service complaints but have not been entirely c. SOP has been no complaints of service	A/B/C	B	0.5	
c.	There are units that manage complaints service		yes, if it has been established complaint management units	Y/T	Y	1	
d.	Has conducted follow-up on all complaints service for the improvement of service quality		a. Has conducted follow-up on all complaints service for the improvement of service quality b. Has conducted a follow-up most of the complaints service for the improvement of service quality c. Has conducted a follow-up on complaints fraction fatherly care service quality improvement d. Not to do follow up on all complaints fatherly care improvement of service quality	A/B/C/D	B	0.67	

e.	Evaluations have been conducted on the handling of complaints / feedback		a. The evaluation of the handling of complaints / feedback conducted regularly b. The evaluation of the handling of complaints / feedback do not regularly c. There has been no evaluation of complaints / feedback	A/B/C	B	0.5	
Rate of satisfaction with the service (1,5)		1.5				0.33	22.17%
a.	Do people's satisfaction survey services		a. Survey of community satisfaction with the services performed periodically b. Survey public satisfaction with the service is not periodically c. There are no community satisfaction survey to service	A/B/C	B	0.5	
b.	Community satisfaction survey results publicly accessible		Yes, if the available media to access the survey data is easy	Y/T	T	0	
c.	Do follow up on the results of public satisfaction survey		a. Do follow-up to the entire community satisfaction survey results b. Do follow-up to the majority of the community satisfaction survey results c. Do follow up on a small part of community satisfaction survey d. Not to do follow-up on community satisfaction survey results	A/B/C/D		0.165	
Utilization of Information Technology (1)		1.0				0.61	61.00%
a.	Have a plan application of information technology in service delivery		Yes, if there is a plan of implementation of information technology in the delivery of services	Y/T	Y	1	
b.	Have to apply information technology in providing services		a. The whole service has been applying information technology in providing services b. most services have applied information technology in providing services c. a small portion of service has to apply information technology in providing services d. The entire service is not applying information technology in providing service	A/B/C/D	C	0.33	

c.	Improvements have been made continuously		a. Repairs carried out continuously b. Repairs do not continuously c. Not to be improved	A/B/C	B	0.5	
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Source: Organization Bureau of Riau Province Regional Secretariat, 2016