Redefining the business process of Department of Food Security and Agriculture in Government of Surabaya City

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Abstract. Government of Indonesia has been launched the bureaucratic reform program since 2010. One of the action is conducted restructuring organization in all city governments. Department of Food Security and Agriculture in Government of Surabaya City is the result of merger from two Department, namely Bureau of Food Security and Department of Agriculture. This merger makes Department of Food Security and Agriculture to redefine their business process. The new business process is needed to be defined in order to align the new structure with the long term strategic planning of Surabaya City Government. This research aims to redefine the business process of Department of Food Security and Agriculture in Government of Surabaya City. The CIMOSA model is adopted for identifying the activities in the business process. The new business process is important for the department to allocate their resource, mainly the human resource and as the main input for the department to build their standard operating procedure.

Introduction

Government of Indonesia has been launched the bureaucratic reform program since 2010. The grand design of bureaucratic reform 2010 – 2025 is stated in the Regulation of President of Republic Indonesia number 81 year 2010. The main reason that underlies the bureaucratic reform program is the public demand for improving the quality of public services and capacity building and accountability of bureaucratic performance. At the end in the year 2025, this bureaucratic reform program is expected to attain its main goal for realizing good corporate governance with a professional bureaucracy, high integrity, and good public services [1]

The bureaucratic reform program defines eight areas of changes, namely Organization, Governance, Regulations, Human Resource, Audit, Accountability, Public Service, and the Mindset and Culture Set of Government Employees[1]. Each of areas of changes has its main goal to be attained. The result expected from those eight areas of changes could be shown in table 1 below.

Table 1. The Result Expected from Eight Areas of Changes in the Bureaucratic Reform Program

No	Areas of Changes	Results
1	Organization	Organization that has right function and right sizing
2	Governance	The system, process, and procedure that is clear, effective, efficient, measureable, and align with the good governance principles
3	Regulations	Regulations that are more orderly, non-overlapping, and conducive
4	Human Resource	Human resource that has high integrity, neutral, competence, capable, and free from corruption, collusion, and nepotism
5	Audit	Improve the government administration to be clean and free from corruption, collusion, and nepotism
6	Accountability	Improve the capacity and accountability of bureaucratic performance
7	Public Service	Excellence service that meet society needs and demands
8	Mindset and Culture Set of Government Employees	Bureaucratic that has high integrity and performance

As shown in table 1, the organization area of changes is expected to have an organization that has right function and right sizing. The action taken for attaining this goal is conducting restructuring organization in all city government. Act of Republic Indonesia number 23 year 2014 has governed the restructuring organization of local governments [2].

Department of Food Security and Agriculture is one result of restructuring organization that was conducted in Government of Surabaya City. This department is a merger from two different departments, namely Bureau of Food Security and Department of Agriculture. This merger process has an impact on the redefinition of existing business processes within the department. The redefinition of business process will be very important for the department to allocate and manage their resources, mainly their human resource, in order to align with the long term of strategic planning of Surabaya City government.

This paper aims to redefine the business process of Department of Food Security and Agriculture. Many models of business process have been introduced by several experts. This research will adopt the CIMOSA model to redefine the business process.

1. CIMOSA

CIMOSA is stand for Computer Integrated Manufacturing Open System Architecture that was develop by the ESPRIT Consortium AMICE (Kosanke, Vernadat, & Zelm, 1996). CIMOSA is one of enterprise modelling framework that also has been widely used in many sectors. As an enterprise modelling framework, CIMOSA considers the enterprise as[3]:

- a set of communicating concurrent processes governing the execution of elementary actions called *functional operations*
- a finite set of agents, called *functional entities,* executing the functional operations required by business processes and processing *enterprise objects.*

Adopting CIMOSA for modelling the business process in organization can ignore the type of organization. CIMOSA provides generic model for defining the business process. CIMOSA is divided into several levels. The detailed the business process that should be mapped, then it will need more detail level of CIMOSA. The zero level of CIMOSA states that every organization whatever the type of organization consists of three main processes which are manage process, core process, and support process. Manage process includes set direction, set strategy, and direct the business. Core process includes develop product, get order, and fulfill order. Support process can consist of human resource

process, information technology process, maintenance process, etc. Manage and support process will directly support the core process[4].

2. Results

Redefining the business process of Department of Food Security and Agriculture requires several steps. The first step is reviewing the historical business process that occurred in two initial department before they merger. Based on the first step, this research could capture the critical process that exist in each department before they merger. The next step is analysing the factors that underlie the merger process. And the final step is identifying the critical processes that should be occurred in the new department through aligning with the long term strategic planning of Government of Surabaya City. The data collection methods that are used in this research involve brainstorming, focus group discussion, and depth interview. Adopting the CIMOSA model, the core process as part of business process in Department of Food Security and Agriculture of Government of Surabaya City can be shown in table 2 below.

Table 2. Core Process Mapping of Department of Food Security and Agriculture

Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Business Process Office of Food Security and Agriculture	Core Process	Coaching	Coaching the Agriculture Section	Determination of Intervention Parties	Defining of the intervention goals	
					Implementation of Training of Utilization of Appropriate Technology for Cultivation of Food Crops and Horticulture	
				Assistance / Development utilization of appropriate technology for cultivation of food crops and horticulture	Defining of the intervention goals	
					Implementation Assistance / Development Utilization of Appropriate Technology for Cultivation of Food Crops and Horticulture	
			Coaching the Food Section	Counseling, Supervision and Inspection of Food Safety to Customers and business communities	Counseling, Supervision and Inspection of Fresh Foodstuffs	Outreach to Customers and business agent
						Fresh Food Supervision
						Supervision of Fresh Food and Fresh Food Inspection
				Socialization of food reserves management and prevention of food insecurity	SKPG Analysis and Mapping of Food Prone Areas	
					Socialization of Food Reserves Management and	Socialization of Food Reserves Management

Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
					Prevention of Food Insecurity	Socialization Prevention of Food Insecurity
				Local Foodstuff Processed Food Training	Determination of Intervention goals and Implementation of Foodstuff Training	
			Coaching the Farming Section	Supervision and inspection of animal products	Supervision of Animal Products Inspection of Animal Origin Products	
				Technical socialization of slaughtering of qurban hygienic and halal animals	Determination of intervention goals Implementation of Technical Socialization of Slaughtering of Hygienic and Halal Sacred Animals	
				Prevention and control of animal diseases and zoonosis	Animal clinic service Maintenance of animal and livestock health Implementation of the bird flu vaccination Treatment of worms in livestock farming	
				Training and mentoring appropriate technology livestock farming	Training of appropriate technology for cultivating livestock Assisting appropriate technology for cultivating farming	
				Increased HR agricultural extension	Development of agricultural extension workers Institutional development of the target group	
				Organizing appropriate technology exhibition of agricultural products	Facilitate the creation of innovative products / agricultural products	
			Coaching Fisheries and Marine Section	Guidance, supervision, and training of aquaculture	Supervision of aquaculture Training of aquaculture fishery	

Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				Coaching, supervision, and training Fishing	Surveillance of fisheries	
					Training of fisheries	
		Development	Developing agriculture section	Provision of plant, materials and breeding support facilities and infrastructures production food crops and horticulture	Provision of Seeds Seed Development	
					Provision of Supporting Facilities for Breeding	
					Procurement of Facilities and Infrastructure for Cultivation of Food Crops and Horticulture	
					Maintenance of Facilities and Infrastructure for Cultivation of Food Crops and Horticulture	
				Development and maintenance of coastal protected areas Surabaya beach and urban agricultural center	Development of Coastal Protected Area Surabaya Beach	
					Development of Urban Agricultural Center	
					Maintenance of Coastal Protected Areas Surabaya Beach	
					Maintenance of Urban Agricultural Center	
					Planting Protective and Productive Plants	
				Development of agricultural promotion	Participation in Exhibition	
					Implementation of Farmers Market	
					Implementation of Agricultural Contest	
			Developing food section	Development of food diversification	Preparation of food pattern score Expectations	
					Preparation of Food Balance Sheet	
				Organizing food diversification activities	Competition of food diversity	
					Organizing Movement Event Populating Fish Eating	

Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			Developing farming section	Procurement of training facilities and infrastructure and cultivation of farming	Development of infrastructure facilities of people's livestock centers Maintenance of infrastructure facilities of livestock farms	
				Procurement of training facilities and infrastructure and cultivation of farming	Procurement of livestock breeding training facilities Procurement of aquaculture farms	
			Developing Fisheries and Marine section	Development and procurement of facilities and infrastructure of aquaculture fishery	Development of fishery infrastructure facilities Maintenance of fishery facilities and infrastructure	
				Procurement of Fishing Facilities and Infrastructure	Procurement of fishery facilities and infrastructure Procurement of fishery facilities and infrastructure	
		Monitoring	Monitoring agriculture section	Monitoring of Facility Utilization, Facility and Agricultural Infrastructure	Monitoring Utilization Facilities Facility and Infrastructure Food Crops and Horticulture Monitoring Application of Appropriate Agricultural Technology Applications	
			Monitoring Food section	Food Availability Monitoring	Food Needs Survey at Home Level Food Availability Survey	
			Monitoring Farming and Counseling section	Monitoring of the utilization of facilities of infrastructure and application of appropriate technology application for farming	Monitoring the utilization of facilities and infrastructure of farming Monitoring application of appropriate technology applications for farming	
			Monitoring Fisheries and Marine section	Monitoring of the utilization of facilities for infrastructure and application of	Monitoring the utilization of facilities and infrastructure of aquaculture fishery	

Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				appropriate technology applications, aquaculture and marine aquaculture	Monitoring of the utilization of facilities and infrastructure of catch fisheries Monitoring application of appropriate technology applications for aquaculture and marine aquaculture	

3. Conclusion

Redefining the business process in the Department of Food Security and Agriculture of Government of Surabaya City is very important since this department has experienced a merger process and restructuring organization. As the result of redefining the business process, mainly there are three main process in level 0 of CIMOSA that are manage process, core process, and support process. Core processes of Department of Food Security and Agriculture consists of three main core processes, that are coaching, developing, and monitoring process. Each of this sub main process also has its own activities and sub activities that already define in level 3, 4, 5, and 6 of CIMOSA in the Department of Food Security and Agriculture of Government of Surabaya City. This new business process could be used by the department for allocating and managing their resources to attain their strategic goals.

4. Reference

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