



Expert Meeting on Human Resources Management and Training



Evaluation of Hybrid Working in BPS

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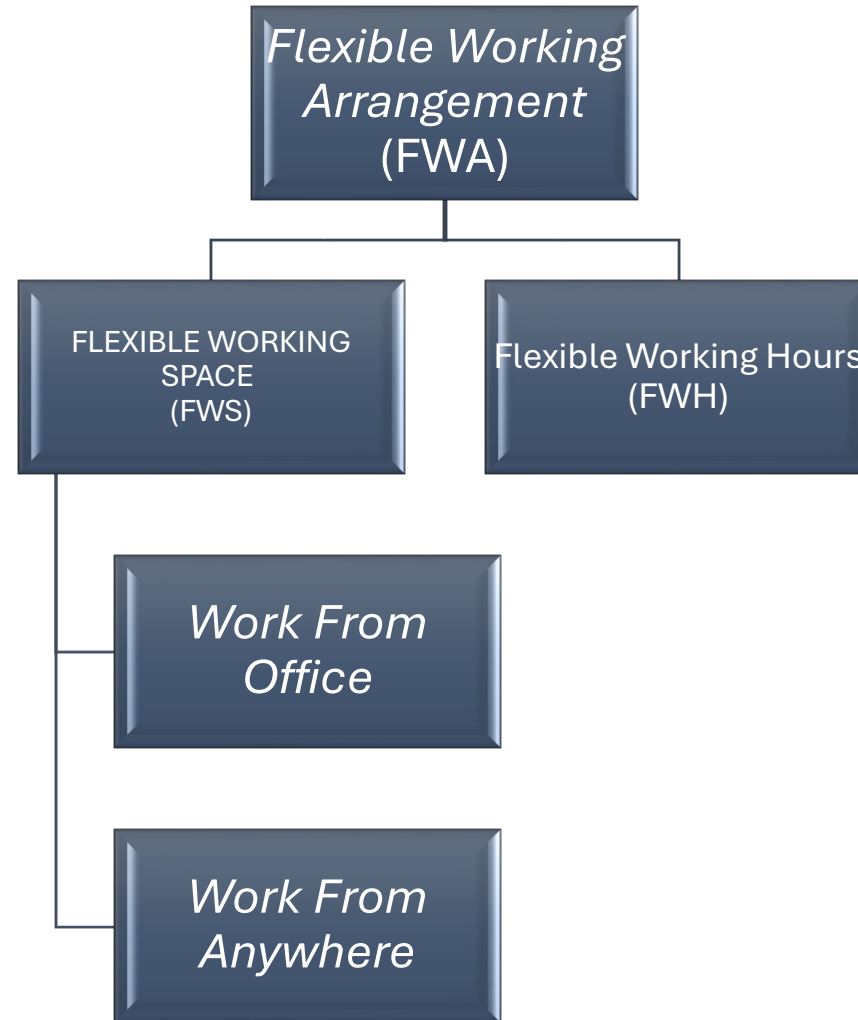


Surabaya, 22 Mei 2024

INTRODUCTION

FLEXIBLE WORKING ARRANGEMENT (FWA)

FWA is a flexible working arrangement consisting of workplace flexibility and working time flexibility.



Benefits of implementing FWA

FWA maximizes the function of space and technology and agile governance to monitor the sustainability of each employee's performance. The main goal is to increase the efficiency and effectiveness of tasks and functions in achieving output. In general, some of the goals to be achieved through the implementation of the FWA concept are: Improving work-life balance (United Nations, 2019); Strengthening employee family relationships (Chung & van der Lippe, 2020); and Helping employees to continue to be able to manage their responsibilities outside of work.

CRITERIA IN IMPLEMENTING FWA



JOB CRITERIA

1. Formulation of policies or policy recommendations.
2. Work that is not related to the maintenance of facilities and infrastructure.
3. Work that is not directly related/face-to-face with service users, both internal and external to the Central Statistics Agency (BPS).
4. Work that can be done using online facilities.



EMPLOYEE CRITERIA

1. Have an Employee Performance Predicate with a minimum value of 'good' for the previous assessment year.
2. Not currently in the process of being examined for disciplinary violations or not currently serving disciplinary punishment based on applicable provisions.
3. Able to work independently, responsibly, communicate effectively with superiors, co-workers and other parties and be responsive to assignment instructions.



PLACE CRITERIA

1. Co-working space in work units within the Central Statistics Agency that have implemented the concept of activity-based workplace
2. Employees' homes/residences.
3. Other locations in the territory of the Republic of Indonesia that have supporting facilities and infrastructure for the implementation of FWS as long as they do not endanger the security, health, safety, and tarnish the good name of employees and the organization.

BPS FWA TRIAL



- FWA Trial Mechanism
- Evaluation of FWA Trial Implementation

FWA TRIAL PLANNING BUREAU BPS



IMPLEMENTATION MECHANISM

The FWA trial implementation at the Planning Bureau has been carried out since **May 2023**.

The Planning Bureau is piloting 2 FWA mechanism:

1. *Top Performer* Mechanism (May – October 2023)
2. Proportional Mechanism (November – December 2023)

From the trial result, it was concluded that the **Proportional Mechanism is more relevant for the expansion of the FWA test**



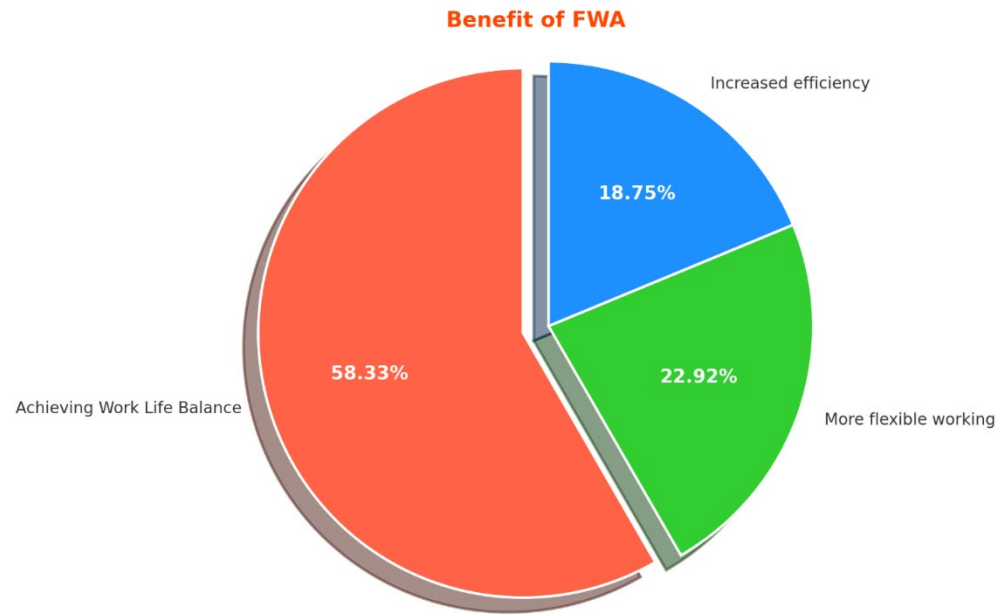
EVALUATION

Several evaluations of the evaluation of the FWA Planning Bureau for the Period May–December 2023:

1. It is necessary for employees to adapt to new work procedures, one of which is in reporting performance; daily/monthly using Kipapp application.
2. Adjustment to the mechanism are needed so that all employees feel the benefits of the *Flexible Working Arrangement*.
 - o Employees become more responsible for daily work output, both WFA and WFO
3. Commitment from team leaders and heads of work units is required to carry out employee performance assessments in a timely manner.
4. Monitoring from the supervisor becomes the key to the success of FWA implementation in BPS

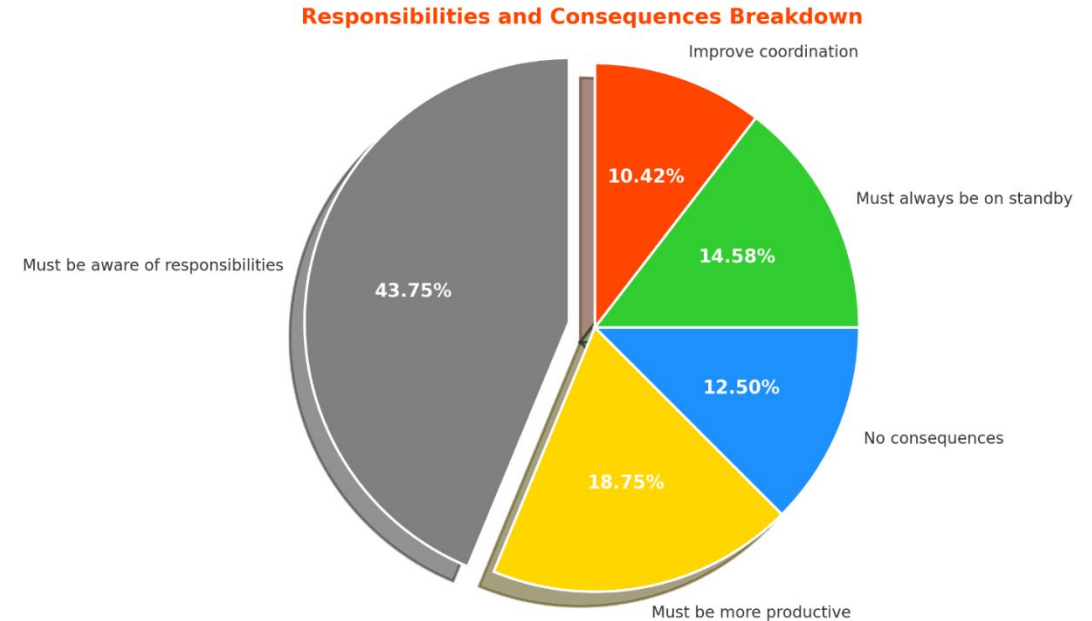
MANFAAT DAN KONSEKUENSI FWA

Benefits of FWA Perceived by Employees



Based on the evaluation results of the implementation of FWA in the Planning Bureau, employees feel the benefits of FWA especially related to the balance between personal life and work. In addition, employees also feel that in carrying out work they become more flexible and can carry out efficiency especially in terms of transportation.

Consequences of FWA Implementation Felt by Employees



However, in addition to the benefits obtained from FWA, employees are also aware that there are consequences in implementing FWA, namely that employees are increasingly responsible for completing work and must be more productive.

TERMS OF IMPLEMENTATION OF EXPANSION OF WORK UNIT FWA TRIAL

ROLE RESULT MATRIX



The Work Unit has a Role Result Matrix (MPH) that maps employees into work teams and their respective outputs.

MATRIKS PEMBAGIAN PERAN DAN HASIL

| PEGAWAI | JABATAN | OUTCOME ANTARA/ OUTPUT/ LAYANAN | | |
|---|--------------|---------------------------------|---------------------------------|---------------------------------|
| NAMA PEJABAT PIMPINAN TINGGI ATAU PIMPINAN UNIT KERJA MANDIRI | NAMA JABATAN | INDIKATOR KINERJA INDIVIDU 1 | INDIKATOR KINERJA INDIVIDU 2 | INDIKATOR KINERJA INDIVIDU 3 |
| NAMA PEGAWAI | NAMA JABATAN | PERAN HASIL (RENCANA KINERJA) 1 | TIDAK ADA PERAN | PERAN HASIL (RENCANA KINERJA) 2 |
| NAMA KETUA TIM | NAMA JABATAN | PERAN HASIL (RENCANA KINERJA) 1 | PERAN HASIL (RENCANA KINERJA) 2 | PERAN HASIL (RENCANA KINERJA) 3 |

| PEGAWAI | JABATAN | OUTCOME ANTARA/ OUTPUT/ LAYANAN | | |
|------------------|--------------|---------------------------------|---------------------------------|---------------------------------|
| NAMA KETUA TIM | NAMA JABATAN | PERAN HASIL (RENCANA KINERJA) 1 | PERAN HASIL (RENCANA KINERJA) 2 | PERAN HASIL (RENCANA KINERJA) 3 |
| NAMA ANGGOTA TIM | NAMA JABATAN | PERAN HASIL (RENCANA KINERJA) 1 | PERAN HASIL (RENCANA KINERJA) 2 | PERAN HASIL (RENCANA KINERJA) 3 |
| NAMA ANGGOTA TIM | NAMA JABATAN | PERAN HASIL (RENCANA KINERJA) 1 | PERAN HASIL (RENCANA KINERJA) 2 | PERAN HASIL (RENCANA KINERJA) 3 |

USING KIPAPP APPLICATION



The Work Unit has been using performance recording with KipApp and has been implementing it for the previous two months.

Monitoring

Monitoring

Tahun: 2023

Wilayah: Pusat

Unit Kerja Eselon 1: Sekretariat Utama

Unit Kerja Eselon 2: Biro Perencanaan

Jenis SKP: Tahunan **Bulanan**

Bulan: Desember

C Refresh Pencarian Download Excel

Anda dapat menggeser tabel ini ke kanan

| No | Unit Kerja | Jumlah Pegawai | SKP Bulanan Desember | | | |
|----|------------------|----------------|----------------------|---------------|------------------|---------|
| | | | Belum Buat | Sedang Dibuat | Sedang Diperiksa | Dinilai |
| 1 | Biro Perencanaan | 64 | 10 | 2 | 0 | 52 |

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COMMITMENT UNIT LEADER



The commitment of the Unit Leader to follow the agreed FWA flow and governance is marked by the signing of the commitment.

BADAN PUSAT STATISTIK **ST 2023**
SINERGI PERTANAHAN

SURAT PERNYATAAN KESEDIAAN SEBAGAI INSTANSI PESERTA PILOT PROJECT IMPLEMENTASI PENGATURAN POLA BEKERJA PEGAWAI APARATUR SIPIL NEGARA (ASN) PADA INSTANSI PEMERINTAH

Saya yang bertanda tangan di bawah ini:

Nama : Atqo Mardiyanto
Jabatan : Sekretaris Utama Badan Pusat Statistik
NIP : 196405081987021002
Alamat : Jl. Dr. Sutomo No.6-8, Jakarta 10710

Dalam hal ini bertindak untuk dan atas nama **Badan Pusat Statistik (BPS)**.

Dengan ini, saya menyatakan **BERSEDIA** untuk menjadi instansi peserta *Pilot Project* Implementasi Pengaturan Pola Bekerja Pegawai ASN pada Instansi Pemerintah sebagai upaya percepatan penyusunan Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi mengenai Pengaturan Pola Bekerja Pegawai ASN pada Instansi Pemerintah, yang merupakan amanat Peraturan Pemerintah No 94 Tahun 2022 dan Peraturan Presiden No 21 Tahun 2023.

Demikian surat pernyataan kesediaan menjadi instansi peserta *Pilot Project* Implementasi Pengaturan Pola Bekerja Pegawai ASN pada Instansi Pemerintah ini dibuat dengan sebenarnya untuk dapat dipergunakan sebagaimana mestinya.

Jakarta, 22 November 2023
Sekretaris Utama BPS,

 Atqo Mardiyanto

MEKANISME PERLUASAN UJI COBA FWA



MEKANISME

The expansion of FWA within the scope of the Central Statistics Agency will be implemented starting in March 2024. The expansion mechanism is as follows:

1. Eligible Work Units, complete the specified requirements;
2. The requirements that have been collected will be reviewed by the FWA Team;
3. If eligible, FWA can be applied in the related Work Unit;
4. Mentoring will be carried out intensively and periodically by the FWA Team.



UNIT KERJA PERLUASAN FWA

Daftar Kandidat *Eligible* WFA

| No. | Unit Kerja |
|---------------|---|
| Pusat | |
| 1. | Biro Keuangan |
| 2. | Biro Sumber Daya Manusia |
| 3. | Inspektorat Wilayah II |
| 4. | Direktorat Statistik Ketahanan Sosial |
| 5. | Direktorat Sistem Informasi Statistik |
| Daerah | |
| 1. | BPS Provinsi Jawa Barat BPS Kota Cimahi BPS Kabupaten Bekasi |
| 2. | BPS Provinsi Jawa Tengah BPS Kota Surakarta BPS Kabupaten Pati |
| 3. | BPS Provinsi Jawa Timur BPS Kabupaten Mojokerto BPS Kota Madiun |
| 4. | BPS Provinsi Bali BPS Kota Denpasar BPS Kabupaten Gianyar |

MEKANISME PERLUASAN UJI COBA FWA

SYARAT & KETENTUAN FWA

- ❖ All employees are entitled to apply for WFA (except for high-ranking officials and administrators).
- ❖ The WFA schedule is a maximum of 2 days a week.
- ❖ The number of weeks in 1 WFA implementation is 4 weeks.
- ❖ The number of WFA days depends on the monthly performance value (SKP value).
- ❖ The Performance Value (SKP Value) used as the basis for the number of WFA days is the SKP Value for Month N-2.
- ❖ The requirement for applying for WFA is that the employee has submitted a performance report for the previous month on the KipApp application and has been assessed by Echelon II/Head of Work Unit/Related Work Unit.
- ❖ WFA can be implemented if all team leaders agree to the schedule proposed by employees.

| EMPLOYEE PERFORMANCE TARGET VALUES | MAXIMUM WFA PER WEEK | Number of WFA Days Per Month |
|------------------------------------|----------------------|------------------------------|
| Tidak Kirim SKP Bulanan | 0 kali | 0 |
| < 80,00 | | |
| 80,00 - 83,99 | 0 s.d 1 kali | 2 |
| 84,00 - 87,99 | 1 kali | 4 |
| 88,00 – 92,00 | 1 s.d 2 kali | 6 |
| > 92,00 | 2 kali | 8 |

CONCLUSION

Flexible Working Arrangement has proven to provide many benefits for employees in managing between office work and personal life. With FWA, employees can get more work-life balance which then leads to increased employee welfare. Employees are also more enthusiastic about working to get more FWA which will certainly increase employee productivity. Employees also become healthier and have more time because they do not have to spend time on the road during the commute to the office. In the end, FWA is a win-win solution for workers at NSO and for the productivity of NSO itself.

However, there are many challenges in implementing FWA. FWA requires employees to always be on standby and connected to the internet. Communication is an important key in implementing FWA. Employees must also be able to condition themselves to work at home. They need a comfortable 'space' to work at home if they choose to work from home during FWA. Leaders must also be aware by checking bad behavior that employees may do during FWA. Anticipate employees who may behave fraudulently during FWA

HYBRID WORKING IN FUTURE

In the future, BPS will pilot the FWP to all work units in Indonesia. At the same time, it will be formulated and piloted for FWT at the central BPS. Evaluations will continue to be carried out every month to anticipate various things until the right and relevant formula is obtained for work at BPS. Improving employee welfare and employee productivity are the main objectives in implementing FWA.



Thank You