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

H Cahyono1, N A Wessiani2
1 Department of Business Management, Universitas Internasional Semen Indonesia, Gresik, Indonesia
2 Department of Industrial Engineering, Institut Teknologi Sepuluh Nopember, Kampus ITS Sukolilo-Surabaya 60111, Indonesia

*hdicahyono@gmail.com

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.
| 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 capacity and accountability of bureaucratic performance      |
| 6  | Accountability                          | Improve the government administration to be clean and free from corruption, collusion, and nepotism |
| 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 | Coaching | Coaching | 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 | Coaching the Agriculture 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 |
| 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 |
|---------|---------|---------|---------|---------|---------|---------|
|         |         |         |         | Local Foodstuff | Prevention of Food Insecurity | Socialization Prevention of Food Insecurity |
|         |         |         |         | Processed Food Training | Determination of Intervention goals and Implementation of Foodstuff Training | |
|         |         |         |         | Supervising and inspection of animal products | Supervision of Animal Products | |
|         |         |         |         | Technical socialization of slaughtering of qurban hygienic and halal animals | Inspection of Animal-Origin Products | |
|         |         |         |         | Prevention and control of animal diseases and zoonosis | Determination of intervention goals | |
|         |         |         |         | Training and mentoring appropriate technology livestock farming | Implementation of Technical Socialization of Slaughtering of Hygienic and Halal Sacred Animals | |
|         |         |         |         | Increased HR agricultural extension | Maintenance of animal and livestock health | |
|         |         |         |         | Organizing appropriate technology exhibition of agricultural products | Implementation of the bird flu vaccination | |
|         |         |         |         | Coaching Fisheries and Marine Section | Treatment of worms in livestock farming | |
|         |         |         |         | Supervision of aquaculture | Training of appropriate technology for cultivating livestock | |
|         |         |         |         | Facilitate the creation of innovative products / agricultural products | Assisting appropriate technology for cultivating farming | |
|         |         |         |         | Supervision of aquaculture | Development of agricultural extension workers | |
|         |         |         |         | Training of aquaculture fishery | Institutional development of the target group | |
|         |         |         |         | | | |
| 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 |        |
|        |        | Developing agriculture section | Development | Provision of plant, materials and breeding support facilities and infrastructures production food crops and horticulture | Provision of Seeds Seed Development |        |
|        |        | Development and maintenance of coastal protected areas Surabaya beach and urban agricultural center | Development of agricultural promotion | 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 |        | Particpation in Exhibition Implementation of Farmers Market Implementation of Agricultural Contest |        |        |
|        |        | Development of food diversification | Developing food section | 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 |
|        | Development and procurement of facilities and infrastructure of aquaculture fishery | Procurement of fishery infrastructure facilities |
|        | Maintenance of fishery facilities and infrastructure |
|        | Monitoring Fishery Facilities and Infrastructure | Procurement of fishery facilities and infrastructure |
|        | Monitoring the utilization of facilities and infrastructure for aquaculture fishery |
|        | Monitoring Agriculture section | Monitoring of Facility Utilization, Facility and Agricultural Infrastructure |
|        | Monitoring Food section | Food Availability Monitoring |
|        | Monitoring Farming and Counseling section | Monitoring the utilization of facilities of infrastructure and application of appropriate technology application for farming |
|        | Monitoring Fisheries and Marine section | Monitoring the utilization of facilities for infrastructure and application of |
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

[1] Government of Republic Indonesia 2010 Regulation of President of Republic Indonesia number 81 year 2010 about Grand Design of Bureaucratic Reform Program year 2010 - 2025. Indonesia: Government of Republic Indonesia

[2] Government of Republic Indonesia. 2014 Act of Republic Indonesia number 23 year 2014 about Local Government. Indonesia: Government of Republic Indonesia

[3] Kosanke K, Vernadat F B, and Zelm M (1996) CIMOSA process model for enterprise modelling 7 international conference on the Design of Information Infrastructure Systems for Manufacturing DIISM ’96 Eindhoven the Netherlands 15–18 September 1996 (pp. 59-68). Eindhoven: Springer Boston MA

[4] Maull R S, Childe S, Bennet J P, Weaver A M and Smart P A 1995 Different Types of Manufacturing Process and IDEFO Models Describing Standard Business Processes University of Plymouth Plymouth: University of Plymouth