

## INTISARI

Penelitian ini bertujuan untuk merumuskan perencanaan strategis pada Badan Pelayanan Pengadaan Barang/Jasa (BPPBJ) Provinsi Daerah Khusus Ibu Kota Jakarta dengan menggunakan model *The Strategic Change Cycle* Bryson (2005) yang meliputi sepuluh langkah dalam perumusan perencanaan strategi. Hasil wawancara dengan pemangku kepentingan internal diolah melalui tahapan analisis yang meliputi: 1) mandat organisasi; 2) *key stakeholders* internal dan eksternal; 3) misi dan visi organisasi; 4) analisis terhadap kekuatan, kelemahan, peluang, dan tantangan; 5) faktor kesuksesan; serta 6) identifikasi isu strategis. Metode Pendekatan Langsung digunakan untuk menemukan isu strategis dalam organisasi. Penggunaan Tes Litmus atas isu strategis menghasilkan isu yang paling strategis bagi organisasi, yaitu: 1) pengembangan kelembagaan; 2) peningkatan kualitas sumber daya manusia; serta 3) percepatan pelaksanaan pengadaan barang/jasa. Pendekatan Proses Pengembangan Strategi Lima-Bagian menghasilkan tiga rumusan rencana strategis organisasi, yaitu: 1) menyusun dan mengajukan Susunan Organisasi dan Tata Kerja baru; 2) meningkatkan kualitas sumber daya manusia melalui sertifikasi Jabatan Fungsional Pengadaan Barang/Jasa Pemerintah, pelatihan, dan penetapan tunjangan kinerja; serta 3) menyusun draf kebijakan konsolidasi lelang.

Kata Kunci : BPPBJ, Faktor Kesuksesan, Kekuatan, Kelemahan, *Key Stakeholders*, Mandat, Misi, Isu Strategis, Peluang, Pengadaan Barang/Jasa, Tantangan, Tes Litmus, Perencanaan Strategis, Rencana Strategis, *The Strategic Change Cycle*, Visi.

## ABSTRACT

*This study was aimed to formulate the strategic planning on Badan Pelayanan Pengadaan Barang/Jasa (BPPBJ) in Jakarta by using The Strategic Change Cycle Bryson's Model (2005), which covers ten steps in the formulation of strategic planning. The results of interviews with internal stakeholders were processed through stages of analysis, including: 1) mandates of the organization; 2) internal and external key stakeholders; 3) the mission and vision of the organization; 4) analysis strength, weakness, opportunity, and challenge; 5) critical success factor; and 6) the identification of strategic issues. Direct Approach Method was used to find the strategic issues in the organization. The usage of Litmus Test on strategic issues indicated that the most strategic issues for the organization were: 1) institutional development; 2) improving the quality of human resources; and 3) the acceleration of procurement process. Five-Part Strategy Development Process Approach resulted in three formulations organization's strategic plan, which are: 1) develop and propose a new organizational structure; 2) improving the quality of human resources through certification of officer for government-procurement of goods/services, training, and stipulating the performance allowance; and 3) drafting the policies of consolidated auction.*

*Keywords : BPPBJ, Challenge, Critical Success Factor, Government-Procurement of Goods/Services, Key Stakeholders, Litmus Test, Mandate, Mission, Opportunity, Strength, Strategic Issues, Strategic Plan, Strategic Planning, The Strategic Change Cycle, Vision, Weakness.*