

**GOVERNMENT MANAGEMENT TRANSFORMATION  
IN BANDUNG REGENCY WEST JAVA, INDONESIA  
(A STUDY AT DEPARTMENT OF EDUCATION AND CULTURE)**

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***Abstract***

*Transformation is a transtition process from a certain period to the next phase, which happens due to the presence of innovation or alteration, wheter in structural or prosedural aspects, planned or unplanned. “ Basically, transformation is a continous process. It includes reframing, restructuring, revitalization and renewal. Bandung regency had held regional general elections (Pilkada) in 2015, and already transformed its government management, Eventough the Regent himself, as incumbent usually faces difficulties to implement transformation inside his burreucracy system. By using qualitative and descriptive method, the researcers had interviewed the Regent of Bandung, Chief of Bappeda (Regional Development Planning Agency), Chief of Department of Education and Non Governmental Organizations in Education sector. The result of this research described that in reframing aspects, the education system have been altering from the current progress, not only depended on Startegic Planning, but also acomodated new ideas to encourage the success of educational programs. Meanwhile, for recruiting aspects, the governments found difficulties since the regulations from the National Government was not suitable within the needs in Bandung Regency. The revitalization aspects cannot be implemented yet, eventhough the Chief of Educations has already figure up the problem, such as the importance in buid Vocational School in Agriculture and Animal Husbandry. For renewal aspects, the government established “Edu Share” to socialize, facilitate and distribute scholarsips, and Doctorates Forum in Bandung Regency. Eventough the institutions is build outside the authority of Department of Education. The researchers concluded that, the shape of transformation in government management, especially in educational aspect has been dominated by the rules, whom did not able to adapt into the surrounding area, especially in Bandung Regency. Based on this condition, it is highly recommended, for the Chief of Education to be able to create activites which is consistent with the current rules, but also be able to satisfy the needs of society.*

*Keywords: reframing, restructuring, revitalizations, renewal*

**INTRODUCTION**

Based on Law Number 23 Related to Local Government, education is an obligatory basic service for any district, besides, there are attribution authorities

based on the constitution number 30 year 2014 about government administration, attribution authority is a delegation of authority to the Agency and/or Government Officials by the 1945 Constitution or the

Law. Therefore, each level of Government has the authority in accordance with the mandate of the law. The Distribution of responsibility of governmental affairs in the education sector can be seen in the table below.

Thus, Education department of Bandung Regency controlling the particular affairs, such:

1. Division of Management affairs of primary school education, early childhood education (ECD) and non-formal education.
2. Division of affairs of the local content curriculum for Primary Schools, Early

Childhood Education (ECD) and non-formal education.

3. Division of affairs Teachers and Education Personnel for the transfer of educators and education personnel in Bandung regency

In order to Implement the Affairs of the Government, observations show that reframing can be implemented with not only focus on Medium-Term Regional Development Plan (RPJMD), the ideas of the Head of the department/division can be a cornerstone of the implementation of the education program in Bandung Regency. Restructuring and revitalization can not

Tabel 1 *The Division of The Government in Educational Affairs*

No	Affairs	Government	Province	Regency/Municipality
1	E d u c a t i o n Management	1. Standardize national education standard 2. Higher Education Management	1. Secondary Education Management 2. Special Education Management	1. Primary Education Standard 2. Early childhood education program and Non-Formal Education
2	Curriculum	Standardizenational curriculum of higher education, secondary education, primary education, Early childhood education program and Non-Formal Education	Standardize local language curriculum for secondary education and special education.	Standardize local language curriculum for primary education and Early childhood education program and Non-Formal Education
3	Aaccreditation	Accreditation of higher education, secondary education, primary education, early childhood education, and non-formal investigation.		
4	Teacher and Supporting staff	Controlling teacher, teacher mutation and teacher career development	Teacher and supporting staff mutation accrues the cities in theprovince	Teacher and supporting staff mutation across the district in the cities.

Source: Law Number 23 year 2014

run effectively because of distortion from the aspect of regulation and authority that head of Department of education has. For renewal, the Head of department create institutions which have a function to support educational programs. However, the establishment of the institutions is not the head of department authority.

Because of education is an important aspect in the management of human resources, then the researcher assumes that is important to see whether exist the management transformation of the Government in the education service in the Bandung Regency. Therefore, this research was entitled "The Transformation of the Government Management (A Study on Education Department in Bandung Regency Government)".

## **RESEARCH OBJECTIVES**

Research Objectives this study aims to:

1. Acknowledge and analyze the implementation of the Government's management transformation in education from the aspect of reframing in Bandung Regency.
2. Acknowledge and analyze the implementation of the Government's management transformation in education from the aspect of restructuring in Bandung Regency.
3. Acknowledge and analyze the implementation of the Government's management transformation in the field of education from the aspect of the revitalization in Bandung Regency.
4. Acknowledge and analyze the implementation of the Government's management transformation in education from the aspect of renewal.

## **SIGNIFICANCE OF THE STUDY**

Education became one of the leading services in the Government Accomplishment, thus this field be the measurement for the progress of an area (province, city or regency). Education Sector became a measure for measuring index of human development. so that HDI (Human Development Index) figures largely determine the progress of a country even the region.

## **Conceptual Framework**

According to Foucault (1994) in McKevitt, David and Lawton, states that the art of government is a long history as a substitute for advising to the kingdom relating to appropriate actions such as: the action of power, securing policies, loving God and obeying, law implementation and etc. However, such advise clashed with the emergence of "ruling art" since the 16th century, before political science had been spread. According to Gordon and Miller cited Foucault (1994), states that the problems of government began to rise again in the 16th century, with a resurgence when personal problems were taken over by the Institutions. As with Catholic and Protestant doctrines, there are problems in the soul and life of the government, for example in terms of teaching to children. This is the ability of government (governmentality), when the privacy of the citizens problems taken by the government.

According to Tangkilisan (2005), who saw a change in public organization that the bureaucratic thought of Hummel influenced the formation of public organization based on Max Weber's view, which concluded that bureaucracy represented the creation of a new

society from human interaction. In its development, the transformation of human life normally changes the shape of a modern organization. Human interaction that was originally known in a humanist public organization concerned about justice and freedom, as a society and conveying in the same language and be responsible for what it does to the public, has encountered a change according to the transformation of human life.

That change, according to Hummel, makes the bureaucracy of modern organization a new species of an inhuman society. The inter-human relationships in society are replaced by control and efficiency. Norms and beliefs related to human goals are transformed into skills recognition over administrative and productivity.

Psychologically, personal relationships within the bureaucracy are very rational, lack of the feeling, and override individual desires (ego). The bureaucracy implements one-way communication as a personal command, and politically ignores the human desire in determining a particular method of seeking a truth and the desire of society.

In the process of transformation, bureaucrats neglect social characteristics, culture, communication skills, which are commonly used as a medium of human capacity, in order to adapt to the system. However, in compensation, the bureaucrats not only get a material reward, but also recognition (recognition) of the existence of bureaucrats. In a bureaucracy, bureaucrats deprive their humanitarian personality, and the bureaucracy more reflects its institutional identity, and psychologically, there is an absolute dependency.

Public organizations are recognized to be effective if in reality, the implementation of bureaucracy can serve in accordance with the needs of the community (client), meaning there are no barriers that occur in the service, quickly and accurately in providing services, and able to solve the phenomenon that stands out due to a fast social changes from the internal.

In Redjo (2009) had been mentioned that as a process, the transformation is generally the inevitability of the existence of humanity as free beings who have similarity and desire to be treated in every process, especially in the process of state and government. The nature of humanity in the process includes respect for their existence and the recognition that the people are a central part of every state and government process. Recognition of the sovereignty of the people ultimately became the primary demand in the governing process with no exceptions to any state and government.

Citing the understanding of Karl Polanyi which cited by Redjo (2009), the transformation is basically a transition process from a certain period to the next, it happens because of innovations or changes both structural and procedural, planned and unplanned. These innovations and changes lead to the occurrence of dynamics that distinguished from normative or regular.

Following the opinion of Gouillart (1995: 6-7), then the process of transformation can be defined as a biological process, as a dynamic life process, grows and develops, becomes "saturated" and then reaches its peak by transition. Similarly, in the case of transformation of governmental organization there is also biological corporation, which is a process of development of the organization

(corporate) to become a modern corporation, complex and well organized.

An organization just as human beings born then developed, facing problems then recovery, mature and growing old. And in each process, it encountered four (4) dimensions of activity, namely reframing, restructuring, revitalization and renewal, thus, the organization becoming unique and different from other organizations that are suited to the demands of the organization itself and the demands of the faith environment where they belong. When an organization does so, all organizational systems are pushed to achieve goals.

Taking Gouillart's opinion above, transformation in the field of management also can be interpreted as a biological process, from the management of the first generation to the fifth generation as proposed by Savage (1990: 2). Similarly, within this framework, four (4) Gouillart dimensions are used as a reference for analysis, due to the same idea in the way of thinking pattern, The biological model in the transformation process or The Four R's of Transformation: Reframing, Restructuring, Revitalization and Renewal.

First, Reframing, ie; Changes in organizational concepts about what and how to achieve organizational goals related to the established organization background of thinking. This is because frequently the organization focuses only on certain ways of thinking and is unable to build a new mental model of what they are and what they want to be. Reframing opens the organizational thinking with new visions and decisions.

Second, Restructuring (re-instructor), ie efforts that made to improve the competitive performance structure . This

activity is generally related to the values of governance and apparatus performance, in order to be the main consideration in organizations that must be met and adapted to the ability of public services and public demands Third, rearrange the priorities of development (revitalization), that is how to connect the government with the environment, Because in general the success of development designed by the government is very dependent on the degree of conformity between the needs of the community and the government's designated development priorities.

Fourth, renewal, ie efforts that are made by the government to remodel the humanitarian and organizational spirit of the perpetrator or government apparatus towards this transformation process. This renewal is related to the effort to develop the potential of human resources in accordance with the vision of the mission that government has.

The concept of good governance in Suryanto (2008) states that in the implementation of local governance, related to public sector management has faced a massive transformation in the mid-80s. This change is directed at creating a reliable public management and improving the quality of public administration. The concept of rigid, hierarchical and bureaucratic public administration system has been abandoned and in its place has developed a flexible and market-oriented public management concept (Hughes, 1998). The strength of Weber's bureaucratic model is believed to be incapable of following various developments, community demands and environmental demands

According to Salam (2004), the management of Regional Government in

Indonesia is based on the 1945 Constitution which gives wide, real and responsible autonomy rights. This is reinforced by MPR Decree number XV / MPR / 1998 on the Implementation of Regional Autonomy which contains the regulation, sharing and utilization of national resources with justice, as well as the balance of central and regional finances within the framework of Republic of Indonesia.

## METHODOLOGY

To achieve the research objectives that researchers have described in the introductory chapter, the researchers intend to use a qualitative research approach with descriptive method. Qualitative research method is a research procedure that produces descriptive data in the form of words, notes related to meaning, value and understanding (Bogdan and Taylor, 1975: 5). The model of this method, in observation of research data is not limited and isolated by variables, population, sample, and hypothesis. Therefore, qualitative research methods always have a holistic nature, ie interpretation of data in relation to various aspects that may exist, in other words this method is used to assist researchers in constructing reality and understanding its meaning (Kaelan, 2005; Qudsi, 2011).

While the descriptive narrative approach is a specific type of qualitative design that “the narrative is understood as a text that is spoken or written by telling about events / actions, connected chronologically, where the procedure in conducting this research begins by focusing on the assessment of one or two individuals, Data through their stories, the reporting of individual experiences, and the chronological formation of the

meaning of the experience (Cresswell, 2014: 96).

From the definition of qualitative research methods and descriptive narrative approaches, it can be seen that, the choice of qualitative and descriptive approaches, as a study in a particular setting in real life (natural) with the intention of investigating and understanding the phenomenon of what happened and how it happened (Qudsi, 2011), to be used as a method in this research is appropriate, in the effort of the researcher to get clear and systematic, factual, accurate and validation description about the transformation of government management in Bandung regency

### 1. Data Collection Technique

Data Collection Technique in this research will follow the rules of data collection based on the chosen method in this research, which is qualitative method. According to Creswell (2014), the forms of data in qualitative research continue to experience rapid development in various literatures. However, from these various forms, qualitative data forms can be grouped into four basic types of information: observation, document, audio visual, and interview. But in this research, audio visual is not included in data collecting technique.

### 2. Informant Determination Technique

Informant determination technique used in this research is by using purposive sampling type, whom the researcher determines the individual to be made informant based on the researcher’s consideration itself which is based on the assumption that the individual can be specific understanding about research problem

and phenomenon in this research (Cresswell, 2014: 217). Thus the selection process of this informant from the beginning has been deliberately determined by the researchers based on these considerations. The informants involved in this research are:

- Regent of Bandung, Dadang Naser
- Head of Education Department in Bandung Regency
- Community Leaders

## DISCUSSION

Government Science is present when individual issues are taken up by government agencies, as well as government-funded education. When parents are unable to pay their child's tuition, it is an individual matter. However, when the government provides scholarships for those who can not afford, or issue a policy to withdraw education funds in elementary level, there has been a takeover of individual problems by the government.

Researchers see the importance of education in transforming government management, as education is one of the obligatory functions for local governments. Below, it will describe the transformation of government management which is observed from various aspects i.e. reframing, restructuring, revitalization and renewal.

### Reframing

Reframing is a change in organizational concepts about what and how to achieve organizational goals. The way to achieve the goals of Education and Culture Department in Bandung Regency is prepared through programs.

Those programs can not be separated from institution's Vision of Mission which is listed in the Medium Term Development Plan (RPJMD), Long Term Development Plan (RPJP), Strategic Plan (Renstra), Development of Education in macro national and West Java regional level.

The change of concept in achieving organizational goals appears from Juhana's<sup>3</sup> point of view that mission vision has a four-frame context of objectives, methods, focus and grounding. *First*, the goal is achieving Bandung as advanced, independent and competitive Regency; in the first period (2010-2015), in the second period (2015-2020) the plan changed into establish a Bandung District Advanced, Independent and Competitive. *Second*, the result is achieved through good governance methods, i.e. clean and accountable. *Third*, the focus is laid on strengthening rural development. *Fourth*, the foundation is religion, cultural regional and eco-friendly policy.

The changing of concept also appears from the Regent's view that Korea had sent a team, led by Park Sung Hee to learn Indonesia heritage's value. Park Sung Hee found Indonesia has Bhineka Tunggal Ika, which is internalized in by Pancasila. According to the Regent, in Bandung Districts Bhineka Tunggal Ika is locally translated into Korean, called *saemaulundong*, which is used as the basic character of Korean people. From lazy and drunk society, how *saemaulundong* was raised effectively. The transformation occurs from lazy appearance into hard

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3 Male, The Chief of Education Department in Bandung Regency. Education: Doctoral Degree.

work, smart, disciplined society. The concept is similar with the saemaulundong, called *sabilulungan* in Sundanese. So the challenges is put togetherness, gotong royong, and designs Korea as superior nation. As well as this spirit, *sabilulungan* in Bandung regency, wish that the district is advanced, independent and competitive.

Beside a changing perspective on how to achieve institutional goals, reframing also emphasizes on necessity strategy in achieving institution's vision and the mission. Juhana's strategy is similar to this method, whereas the Department of Education and Culture's strategy should be systematically and vertically structured in a sustainable, well-structured plan. For the organic is adapting with surrounding environment, like literary habit and sanitation award. It means there is spontaneous growth from various developing ideas. Education does not have to stick on the strategic plan compiled fifty or five years ago. When good ideas emerge, they had to be developed directly through the study, should be implemented as soon as possible, like literary habit, honesty canteen. According to Juhana, honesty canteen does not belong to Strategic Plan (Renstra). All activities which are already in the strategic plan, is basically available in the curriculum. Integrity and orderly attitude; as well as literary habit is already in the curriculum, just occasionally put as a reinforcement inside of a program. Sanitation awards are already in the curriculum, such as "please, be clean!". It's all there, but the activities are organic. It is intended to be interesting, as improvisation is not rigid but adapted to the teaching system that has been composed five years back. In order not to be too historical, so there is improvisation,

excitement in implementing the program. As environment, trends, developmental trend, and civilization trends . According to Juhana; "Because I think the plan is compiled in the past, if there is a new idea how to implement it. Then there are two sides of the program, there is a strategic side and there is the organic side. We are not allergic to change, since we are always open, not closed to receive information, to accept the idea of"

The sanitation award program get highly responded from, Ujang Sopanndi<sup>4</sup>, according to him sanitation award will push teachers and students to practice clean habit. Before this program there was only a clean teacher's toilet. But he was regretted it since when behavior of civil servant teachers who only think of certification and promotion than their qualifications in teaching. In the contrary, the honorary teacher does not receive proper attention from the government, but the quality of teaching is somehow better than their counterparts Moreover, the honorary teacher must go to college again, because if they will not continue education will not be appointed as permanent civil servant.

The Strategy of education development program in 2016-2020 at the national level was strengthening institutional services. Therefore, from 2016 to 2020, the development of education in Bandung Regency, focused on strengthening of educational institutions in providing educational services, in addition to pioneering Compulsory Secondary Education (Wajar Dikmen 12

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4 Male, Honorary Teacher, 34 years old, 34 years old, bachelor degree



years). The strengthening of institutional education in providing services is expected to be a capital in preparing a qualified education for society, thus having competitive advantage at the local and regional levels, particularly in: (1) strengthening the service of educational and cultural institutions; (2) Strengthening of curriculum services, manpower, education facilities and infrastructure and other supporting facilities, in every educational and cultural program unit; (3) Strengthening of administrative and management of education development, both at the level of SKPD of education development managers, as well as at the level of educational and cultural program units. (4) Expansion and equitable access to education (5) community participation'

In addition, reframing also includes development objectives, development priorities and attitudes to face global change. The purpose of the development of Bandung Regency is "achieving Bandung as Advanced, Independent and Competitive Regency", for the first period, the second period changed to "consolidate the Bandung District Advanced, Independent and Competitive". If it is associated with the Department of Education and Culture, the curriculum, which presented, had to create a child who is advanced, independent and competitive. Not only students but teachers should have similar targets. It means, that there must be equality with the District, or able to surpass another Regency / City. Bandung Education and Culture Office has exceeded the achievements of other districts / cities, as proven by the achievement of national champion leaders. National Supervisory Champion, while the students have been able to win the, National Olympic Sports

Science (O2SN)/ The elementary level students won the General Champion, and the junior champion got champion general in West Java level. It can be concluded that their competitiveness is not wishful thinking anymore. While development in Bandung Regency focused on strengthening rural development, which implemented by Regent through program RAKSA DESA, so Department of Education and Culture also implement its support to rural development.

In facing of global transformation, Bandung Regency does not want to depend solely on other products, unless they have potential aspects on it. For example: Bandung Regency is surplus on vegetables, rice, dairy products, tea, and coffee. But it gets minus supply on beef, and still brings beef from the east region. In maintaining food security, they actually do not need to bring beef, but the diet is replaced by chicken meat. Juhana wants to develop his thinkers that, in terms of independent and competitive progress, Bandung Regency can have local resiliencies. According to him, independence is the same with the resilience of the area, which is now a new person thinks limited to food security. He thinks life is not just food alone. The improving of faith is also necessary because we are vulnerable to the heresies.

### **Restructuring**

Restructuring is the activities of government organizations to build organizational models, prepares organizational infrastructure and design units according to the need. It can not be separated from the existing institution, the government structure which is the organizational structure of the government

organizers to implement regional autonomy. Starting from the Regent, SKPD which consists of Inspectorate, Regional Secretary, Secretariat of the Board, Agency, Institution, District Institution up to the lowest level of government i.e. the Village.

In preparing organizational infrastructure, the Department of Education and Culture is faced with subjective elements, although the Head of Department has not dared to make changes in accordance with Law no. 23 of 2014 on Regional Government. For example, there is a type of service with type A, the field should not be more than five sub department. That is a problem, now the Office of Education and Culture has seven areas; if it must be divided into five areas then there will be people who lost the position.

Infrastructure in local government is also related to echelon. Juhana agreed that in the State Civil Service (ASN) there is no echelon-ization. Better capacity and performance become the key level of one's success. Someone can do his job, but how far his productivity like what? How many number of job targets that can be done?. If based on echelon, both echelon two, are equally echelon three but their performance may be different.

Designing organizational units to adapt to the needs according to Juhana, several Agencies must adapt to the potential of Bandung regency, not the regulation. That is the fallacy, the new Government Regulation No. 18 of 2016, as the elaboration of Law no. 23 years 2014. The organizational section suddenly makes a new SOTK, its adaptation focused on regulation. Juhana appealed that the name, effectiveness, efficiency are created to be

more productive. Institutional name itself must adapt to the potential and problems of Bandung Regency itself, because in truth it is the essence of autonomy. So it being separated based on the regulation, then the Central Government would be dominant. This is a mistake. Juhana did not know the Department of Education and Culture whether to be split or not. The most recent PP's will lead to overlapping authority when education is separated with Culture, since education and culture is a unity that can not be separated. In addition, before the PP was born, between SKPD (Work Unit of Regional Devices) had already run synergistically. The PP is also responded by the Regent.

Ideally institutional government should adapt not only with regulation but also adapt to potential and problems. But do not be forced to regulation. If someone wants to separate the education and cultural offices should ask the experts, not organization experts, but the expert on substance of educators and culture. Want to separate agriculture, livestock and forestry, ask the experts! Because, it cannot be solved with an organization expert alone since its about organizational and institutional issues, so it has to adapt to potentials and problems. The potential and problems of each Regency / City are different, that is the characteristic of regional autonomy. By observing the potential of Bandung regency, just look at its characteristics whether in agribusiness, agriculture, animal husbandry or industry. Then the institutional names must being reinforce based on it. Including the education office, should be able to enter in all aspects, must adapt to the potential. So what kind of vocational school and where it should be build; whether they

are pharmacists' or agriculture vocational school for example, then the industry must be reproduced, because the potential is agriculture, livestock and industry. Thus, the number of vocational school types should be able to adapt.

### **Revitalization**

Revitalization means rearranging development priorities, by linked government with its surrounding environment, since generally the success of development who designed by the government depends heavily on the degree of conformity between the needs of the community and the government's priorities.

According Juhana, linked the government with its environment can be seen from the potential of nature and physical potential. Natural potential and human resource potential are closely related to each other, Bandung regency potential, we must observe first its characteristics whether in agribusiness, agriculture, animal husbandry or industry. Then, the institutional names must strengthen the environment. Including the Office of Education and Culture must be able to enter all these aspects, and adapt to its potential. Thus, Vocational School should be multiplied and manifested thereafter, whether they are in livestock, agriculture, industry categories. The school should be reproduced, because the potential has been defined. Thus, the number of vocational schools and its varied types must be able to adapt with current challenges.

Associated with physical environment is linking the Regency's potential with physical form of an object, and nature. While social environment associated more with people the relationships

around it. If associated with Bandung Regency, the physical environment is related to geographical aspects, and its characteristics, the challenges is bringing various characters of agriculture and industry into the physical environment in Bandung regency. While for the social environment related to the Government, economic, political, cultural, including in it is education in Bandung regency.

The main priority needs to be undertaken by the Office of Education and Culture, stating its vision and mission, which stipulated in the work plan or strategic plan as stated: "The implementation of excellent education service in shaping human beings who put the value of local cultural values with global orientation". Excellent service is certain values in providing availability, affordability, quality, equality and security. Our people are: possessing high intellectual and spiritual capacity which is consistent in everyday behavior and deeds based on Faith to God and embodied in the attitude of *taqwa*. Local cultural values include noble character, personality with cultural values and Sundanese etiquette. Global-oriented means competitive and adaptive to the development of science and technology, and future oriented. Process and product quality means quality process as excellent service, while the quality of the product is civil society. It can be achieved by increasing availability, affordability, quality, equity, and certainty / security of education services. Furthermore, those steps hopefully can develop a culture which laid on certain characterized by aesthetic, logical, ethical and historical dimensions. Beside, it is also necessary to improve public image through governance, transparency and accountability.

## Renewal

Several problems are difficult to implement because of the collision with the rules, but the Head of the Office solve it by establishing institutions. For example, the Department of Education and Culture often accepts applications for scholarship assistance to study inside and outside the country. Unfortunately they have sufficient budget, but lack of authority to spend it in similar program, since this department job is not including students scholarship. Thus, the Department create an institution called EduShare. It has collaborations with ITB and Unpad lecturers, who care about Bandung students, provide scholarships, advising guidance to increase their chances in the admissions process. If they already have admitted, they received guidance more to avoid Drop Out and others. EduShare's main duty is socialization, mentoring and provide scholarship, which is beyond the Department of Education's core authority. In EduShare the Head of Department acts as a personal figure, collecting funds in mutual assistance.

The Regent also wants to establish a university in Bandung regency, but this is not the authority of the Education and Culture Office. It is difficult since it clashed with rules and the Head of Department is not a lecturer. In order to support this plan, he establishes an association consists of doctoral forum in Bandung Regency. Doctors who are stay or work in Bandung Regency, or, being associated historically with Bandung regency. Currently, the associate finds 57 doctoral in Bandung Regency. Moreover, the Regent asks the associate to collaborate not only for

doctor in education background, but also in all fields such as, economy, agriculture, politics and others in order to support the vision-mission. Although outside the authority of the Head of Education and Culture, he looks for alternative solutions to implement the vision and mission of Bandung Regency.

## CONCLUSION/IMPLICATION

In the aspect of reframing, there has been a change in the concept of education that is not stick bluntly to the Strategic Plan (Renstra) but instead develops from ideas that guide the success of educational programs. Meanwhile, the restructuring aspect is difficult to implement since it intertwining with the regulation given by the Central Government, even it does not fulfill the needs of Bandung Regency.

Revitalization aspect can not be implemented even though Head of Education Office really understand it, as for Regency need to have Agriculture and Animal Husbandry Vocational School. For Renewal aspects the Departement establishes EduShare whom main tasks are socialization, mentoring and scholarship, as well as Doctoral forums/ associate in Bandung regency, although the institution is formed outside the authority of the Head of Education and Culture Office.

The researcher concludes that the process of transformation of the management of the government of education is still shackled with the rules, although the rules can not adapt to the environment in Bandung regency. It is suggested that the Head of Service can create policies that do not conflict with the rules, but can meet the society's needs.

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