

## ANALYSIS OF THE USAGE OF ASSESSMENT CENTER RESULT OF THE PLANNER DEPARTEMENT AT THE RESORT POLICE UNDER THE GREATER METROPOLITAN REGIONAL POLICE

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### Abstract

Assessment center is a facility own by Polri Institution (Republic of Indonesian Police Dept.) that was using to portrait the profile competencies of the officer candidate that will seating a structural position equal to Eselon IV, III and II. The assessment competencies conducted by using serial of testing instruments, therefore the result in form of portrait profile competencies of the candidate can be using as consideration factor during selection and placement process of the officer. The purpose of this research is to understand and to analyze process of the assessment center and utilization of the result during selection and placement process of the Head of Planning Dept. at the Polres (the Regency Police Office) under Polda Metro Jaya (The Greater Jakarta Metropolitan Regional Police). Methodology of the research is qualitative with descriptive approach and data collection by combining interview and review the documentation. Based on result of this research can be defining that process of the assessment center at Polda Metro Jaya has implemented the principles of Objectivity, Necessity, Transparent and Independent. The selection and placement process of the officer under Polda Metro Jaya, beside considering assessment center result also considering other factors as of educational background, experience on duties (positions have been hold before), length of service, performance and behavior, healthiness either physic and mentality, attitude, marital status and aged. Final assessment process in the selection and placement of the officer decided by Policy Committee (Bahasa: Dewan Kebijakan/Wanjak) which was taken in the Policy Committee meeting that consist of Senior Leadership representative (Vice the Head of Greater Jakarta Metropolitan Police/Wakapolda). Inspectorate (Itwasda), Controler (Bidpropam) and Officer of Human Resources Dept. Polda Metro Jaya (Biro SDM). The selection and placement for Head of Planning Dept. at Polres under Polda Metro Jaya by consider number of the available position is limited and the level complexity of its function at each Polres is different therefore solidity of the team is one of the essential point that discuss during Wanjak meeting on top of the skill and capability of the candidate. Based on those conditions, the Wanjak meeting beside discussing and considering result of the assessment center and other factors as describe above also consider other factors as of: factor seniority, factor strategic and factor politics. The decision of Policy Committee which was taken in the Wanjak meeting mean final decision in the selection and placement of the officer under Polda Metro Jaya, inclusive the Head of Planning Dept. at the Polres under Polda Metro Jaya.

**Keyword:** assessment center, placement of the office, MSDM, Polda Metro Jaya.

### INTRODUCTION

Recently the people culture has evolved very fast following to the growing of the sciences and technologies. The evolvment of the people culture has also driven the alteration of the people behavior, needs and life styles that becoming more dynamic and complex especially in the big cities like Jakarta which was also the capital of Indonesia. Peoples are more demanding in any aspects; they want everything fast not only wanting fast services but also accuracy.

Challenging to the culture alteration that growth rapidly, POLRI (Republic of Indonesia Police Dept.) from time to time keep transforming its institution to improve their human resources quality in order to provide the best service to the citizens.

One of the transformations under POLRI Institution was stated in the Chairman of POLRI (Kapolri) decree; Perkap No.5 year 2016 related to the development of Assessment

Center that used in the process of selection of the structural officers equal to Echelon III and Echelon II or the Middle Officer Level (Bahasa: Perwira Menengah). Assessment Center facilities build at every Regional Police Office (POLDA) across Indonesia.

Implementation of the Perkap No.5 / 2016 and the Assessment Center facility which was also available at POLDA Metro Jaya (Greater Jakarta Regional Police) was very interesting to me as the Researcher to understand more deeper related to the management of the facility, the assessment process and the usage of the assessment center result in the placement of the head of the planner department at the Resort Police under Greater Jakarta Police Region. There are 2 questions that come across related to the Assessment Center facility as of:

- 1) Whether the assessment center facility will answer and resolve the organization need in order to develop capable human resources that accountable in the competitive era?
- 2) Whether the assessment center has been using consistently?

There is also concern from me as the researcher whether the assessment center manager by POLDA Metro Jaya the process has implements basic principles of the competencies assessment and the result has been use in the placement selection of the structural officer and development of the resources capability?

Other an interesting data to me is the performance result of POLDA Metro Jaya in the managing financial planning according to the data of Monev Report (Monetary Evaluation) issued by Minsistry of Finance year 2019 was indicated that POLDA Metro Jaya in the rank 30 of 34 POLDA across Indonesia, and in the rank 32 of 34 in the year 2020. Having all those data distracted me to investigate more whether all the officers of the head of planning at Polres under POLDA Metro Jaya have fulfill the position requirement, passing the assessment center process and obtain the appropriate development following to the assessment center result?

All the conditions as describes above has driven me to go deeper to research and investigate more in order to understand better the process, what went right and what went wrong, and what is the best solution that can be propose to POLDA Metro Jaya to improve the system in order to develop the accountable human resources.

As the researcher, I do expect that result of this research is not only beneficiary to the POLDA Metro Jaya as an institution but also to all students and other researchers that willing to learn more in the similar aspect as a the reference.

## **RESEARCH METHODOLOGY**

The methodologies used in this research based on qualitative research to collect all the require data and information are:

1. Interview; which was targeted to the:
  - a. Head of career development, HRD PMJ,
  - b. Head of sub division of placement, HRD PMJ,
  - c. Head of sub division of competency, HRD PMJ,
  - d. Head of budget planning at resort police
  - e. Assessor Assessment Center; and
  - f. Assesses (participants).
2. Field Observation to the facility and the process of assessment
3. Review data and documents.

While for data processing and analysis are using:

1. Data reduction
2. Record from the field observation
3. Comparison between the Policies and its implementation
4. Presenting data, and
5. Formulating conclusions

There are 3 basic questions that were used to digging more result from the targeted respondents are related to:

1. How was the management of Assessment Center at POLDA Metro Jaya and the benefit to the institution to improve the resource capability;
2. How was the process of the Assessment Center at POLDA Metro Jaya and usage of its result in the placement selection of the head of Planning at Polres (Kabagren)
3. The usage result of the assessment center, whether it has been fulfill the expectation or not and if not what was the things to do.

In the research, the researcher has interviewed 11 (eleven) officer that represent all targeted respondent, self-survey the facility and observed the assessment process. The limited resource of the respondent was due to the limitability of the position; whereas totally only 13 Kabagren position from total 13 Polres under POLDA Metro Jaya. The limited number of the respondent was also due to the Assessment Center facility that just 2 years operated and the limited assessment process to the Kabagren.

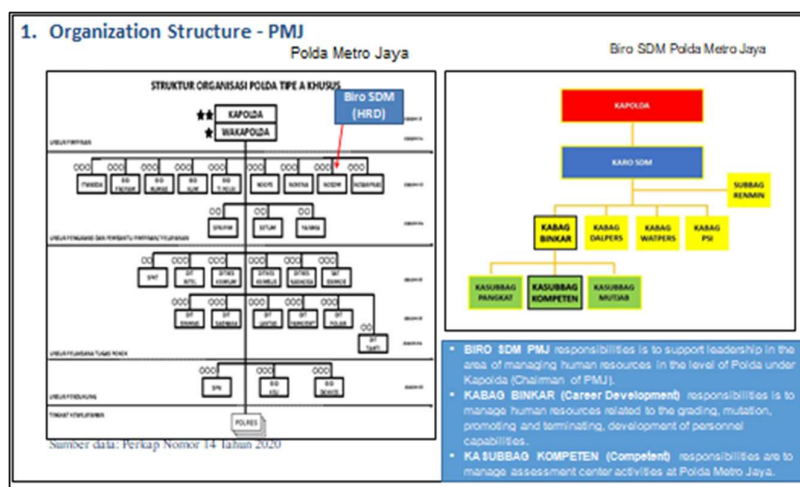
The other information that basically obtained during the research was due to the limited intendent of the position of Kabagren, some respondent was stated the Kabagren position is not the favorite position compare to other directorate like Lantas (Road Traffic Dept.), Reskrim (Criminal Dept.), Narcotic Dept. etc.

Although having the limited resources, the researcher do believe that all the information and data obtained was valid, actual and therefore sufficient to formulate the conclusions.

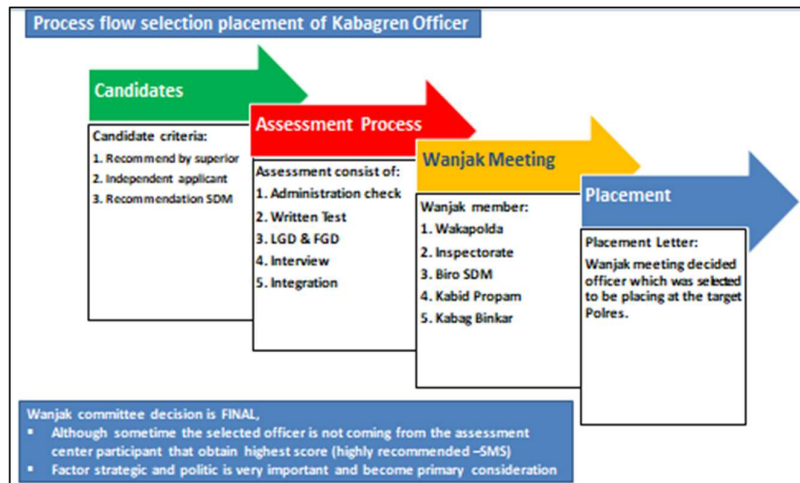
## 1. RESEARCH AND OBSERVATION RESULTS

Result of the research and observation, summarizing which details below:

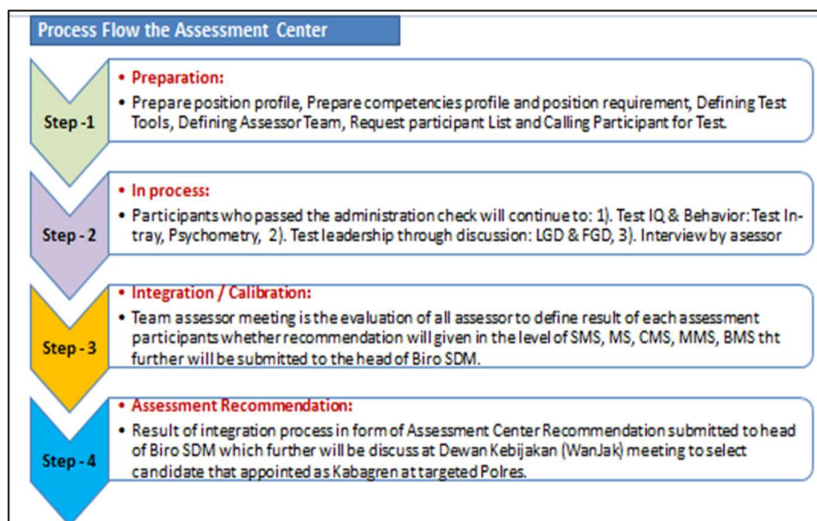
### 1.1.The Organization Structure:



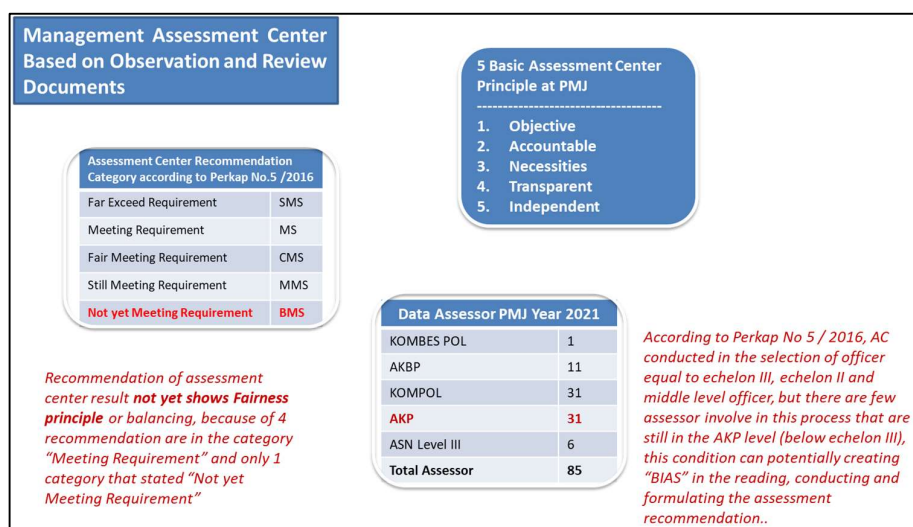
## 1.2. Selection Placement Process of Kabagren Officer



## 1.3. Assessment Center Process Flow



## 1.4. Management Assessment Center based on Observation and Document Analytic



## 1.5.Data Assessment Center

PMJ Assessment Center Activity 2019 - 2020										
Assessment Center Activity - PMJ										
No	Schedule	Targeted Position	Num of Assessee	Assessment Result					Not Present	Assessee have been onboard
				SMS	MS	CMS	MMS	BMS		
1	Mar-19	Wakapolres	16	4	2	4		4	2	2
2	Apr-19	Kabagren	13	4	2	3		1	2	2
3	Jul-19	Kapolsek	12	4	2	2	3		1	4
4	Dec-19	Kanit Reskrim	14	7	2	2	2	1		
Total			55	19	8	11	5	6	5	8
1	Mar-20	Kapolsek	14	4	2	3	3	2		2
2	Jun-20	Kabag SUmda	13	6	3	2	1	1		13
Total			27	10	5	5	4	3	0	15

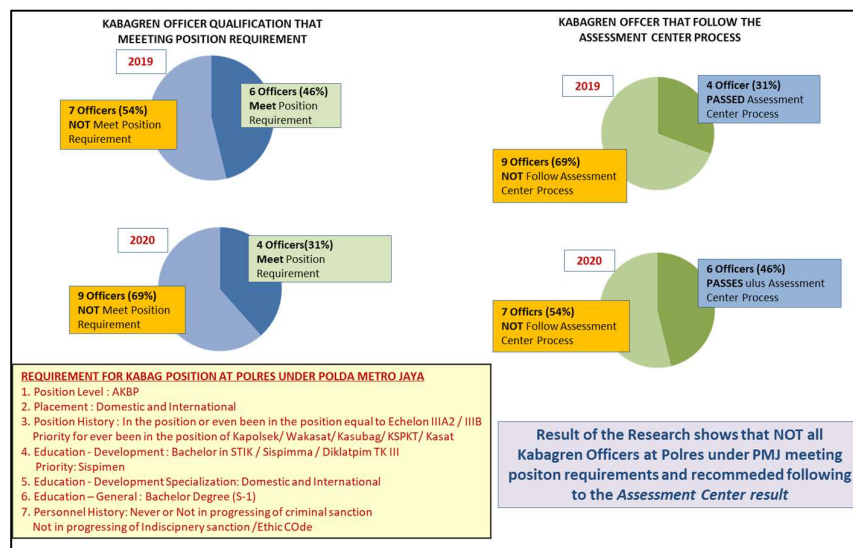
Description	2019	Have been Onboard	2020	Have been Onboard
Intendent	13			
Participant	10			
Assessment Result				No Assessment due to cost reduction program
SMS	4	4		
MS	2	-		
CMS	3	1 (??)		
MMS	-			
BMS	1			

2019: Ass Center Result VS Total 3 Kabagren position Available

- 4 SMS: 2 Incumbent Kabagren (Confirmation & Compliance); and 2 new candidate --> all have been onboard
- 2 MS: not being placed yet as Kabagren officer
- 3 CMS: 1 have been onboard and 2 not being placed yet

2020: No Assessment activity VS 1 Kabagren position Available  
**Kabagren officer not selected from AC 2019 participant that not being placed yet, but from the candidate that not participate in the assessment center.**

## 1.6.Data Kabagren Officer



## 1.7.Summary of Interviews Respondents

Summary - Interview Result	
Interview Questions Number of Informant	Summary Informant Answer
Management AC and the benefit for PMJ Institution in the developing personnel  # Number of informant: 11	<ol style="list-style-type: none"> <li>Management of AC have been follow Perkap No.5 / 2016 manage by Kasubag Kompeten under SDM (HRD) Dept.</li> <li>Management is getting better and number of assessor also increase across the function to avoid BIAS factor in the assessment center process.</li> <li>The benefit is portrait competencies of the officer candidate is well mapped for the structural position officers equal to echelon III, echelon II and Middle Level Officer and therefore it make the Decision maker easier in making decision.</li> </ol>
Process of AC activities and the usage of the result in the selection placement of the Kabagren Officer  # Number of informant: 11	<ol style="list-style-type: none"> <li>Process of the assessment have been follow Perkap No. 5 / 2016</li> <li>Assessment center result submitted to KAPOLDA (decision maker) as a recommendation in regard to selection placement of the structural level position.</li> <li>Further usage of the Assessment Center result is subject to the leadership authority (KAPOLDA)</li> <li>Assessee not obtain any feedback result of his assessment because of the assessor have no authority to inform the assessment center result to the assessee.</li> </ol>
Usage of the AC whether is as per of the expectation and if not what is the improvement plan going to do  # Number of informant: 11	<ol style="list-style-type: none"> <li>Assessment center result submitted to the KAPOLDA and the usage of the result is his authority.</li> <li>Majority of the assessee expected to obtain the assessment center result transparently and therefore they knew their strength and weakness rather than waiting for something uncertain.</li> <li>Majority of the assessor and assessee are expected that assessment center principle according to Perkap No.5 / 2016 concerning to the transparency well implement.</li> </ol>
1. Management and assessment center process has follow Perkap No.5/ 2016	



### 1.8.Pictorial Record of the Facility



## CONCLUSIONS

- Result of the assessment center not yet use as the primary reference in the selection placement of the officers.
- Result of the assessment center in the context of recommendation is "bias" because of using 5 (five) categories whereas 4 (four) recommendation category are "Meeting Requirement" and only 1 (one) category that stated "Not Yet Meeting Requirement"
- Result of the assessment center not yet use as a reference in the process of development and improving competencies of the officers.
- Result of the assessment center is not communicated to the assessee, therefore the assessee did not know portrait of their competencies and also the weakness that they need to improve more.

## ACKNOWLEDGMENT

- To revise the contents under article 15 of the Perkap No.5 / 2016 related to the assessment center POLRI, especially related to the usage of the assessment center result to be straightly and clearly stated that assessment center result to be use as a primary reference in the selection placement of the officers.
- To revise the content under article 14 Perkap No.5 / 2016 related to the assessment center POLRI, to be straightly stated result of the assessment center come in 3 (three) categories which was: "Recommended", "Considered" and "Not yet/ Not Recommended".
- To make SOP (Standard Operating Procedure) or regulations related to the usage of the assessment center result in the context of development of the police personnel (people development).
- To revise the content under article 17 Perkap No.5 / 2016 related to the assessment center POLRI, to be straightly stated that result of the assessment center has to disclose to the assessee as reflection of the transparency information philosophy.

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