

Does it Work in ASIA?

Indonesia's Experience with Assessment Center Methodology

The 30 th International Congress on Assessment Center Methods 2002

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Agenda

■ Background

Assessment Center application in Indonesia

Daya Dimensi's study of our Assessment Center Results

The Indonesian Code of Conduct for Assessment Center Implementation



Background

- Indonesia : country with largest population in South East Asia - 220 million people
- The capital City: Jakarta – 10 million people
- Multi-ethnic, religion and language
- Jakarta is the center of business, many multinational companies, local corporations, joint ventures, etc.



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Assessment Center Application

- Assessment Center as alternative evaluation tools became popular since 1990s
- Many local as well as international consulting firms provide assessment center services in Indonesia
 - ★ 14 local consulting firms
 - ★ 4 international consulting firms, **and**
 - ★ App. 7 companies have their own assessment center for internal use
- Assessment Center seen as a powerful tool to evaluate managerial/leadership capabilities
- Organizations that set-up assessment centers with DDI support:
 - ★ Telkom Assessment Center: 1990
 - ★ Toyota Astra Motor: 1997
 - ★ Pos Indonesia : 2000
 - ★ Bank Negara Indonesia (BNI) : 2001



Factors affecting the assessment application in Indonesia



- 1998: Indonesia Political Reform
- The issue of Good Governance
 - Anti-CCN: Corruption Collusion and Nepotism
 - Transparency, fairness and equity
- Economic instability – need to be more focused in human resources investment
- Search for an accurate tools in evaluating managerial skills and abilities
- Moving towards competency based human resources system



Introducing the Assessment Center: Daya Dimensi Experience



- Started with introducing the concept of behavioral competencies through communication process, client presentations, education sessions in universities: 1998 - present
- Conducted national seminar on assessment center in September 2001.
- Presented the methodology in Human Resources Practitioner Associations: 1997 – present.
- Monthly Open House Sessions: 2000 - present.



Challenges in introducing the assessment center method

- Market is very familiar with Psychometric / tests approach
- Expectations that assessment center results would provide best-match career path for participants in their organizations
- Person-based vs job/role-based assessment
- Can participants “fake” their performances during the assessment center process?
- Don't believe in the methodology – human being is more complex than just behavior
- Limited use of assessment center results – mainly seen as a selection tool
- There's no clear guidance “What is Assessment Center” and “What is not Assessment Center”
- Assessment center results used as the only base for selection and promotion decisions



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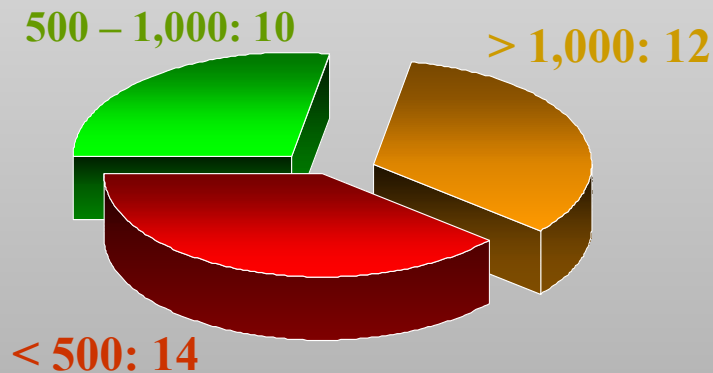


Profile of users: Participant & Organizations

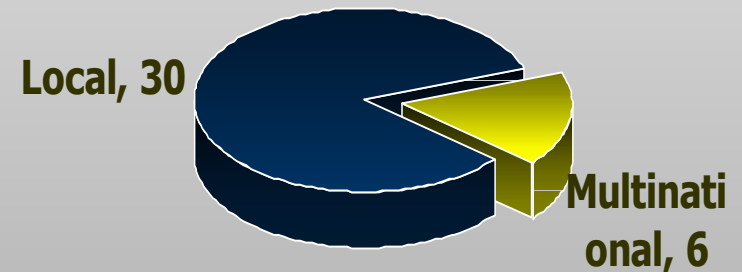
Daya Dimensi's experience:

- Since 1998: 36 organizations used assessment center to evaluate their managers, over 2000 participants
- Type of industry: manufacturing; oil; mining; insurance; garment; banking; financial services; university; media; retail, etc

Size of organization - employees



Type of Organization



Profile of users: Participant & Organizations (*cont'd*)

Organization Level		500 – 1000 employees	> 1000 employees
		1	1
Middle Manager	1	6	9
Senior Manager	11	2	6
Executive	1	2	2



Tools used in Daya Dimensi Assessment Center Program

■ Simulations

- ★ In Basket
- ★ Group discussion
- ★ Interaction (subordinate – peer - customer - vendor)
- ★ Strategic Planning simulation
- ★ Presentation
- ★ Analysis/ fact finding exercise

■ Targeted Selection interview

■ 360 Multi-rater survey



Assessment Center Program Objectives

- Development: 18 organizations
- Promotion/Recruitment: 12 organizations
- Development and Selection: 4 organizations
- Placement: 1 organization
- Down-sizing: 1 organization



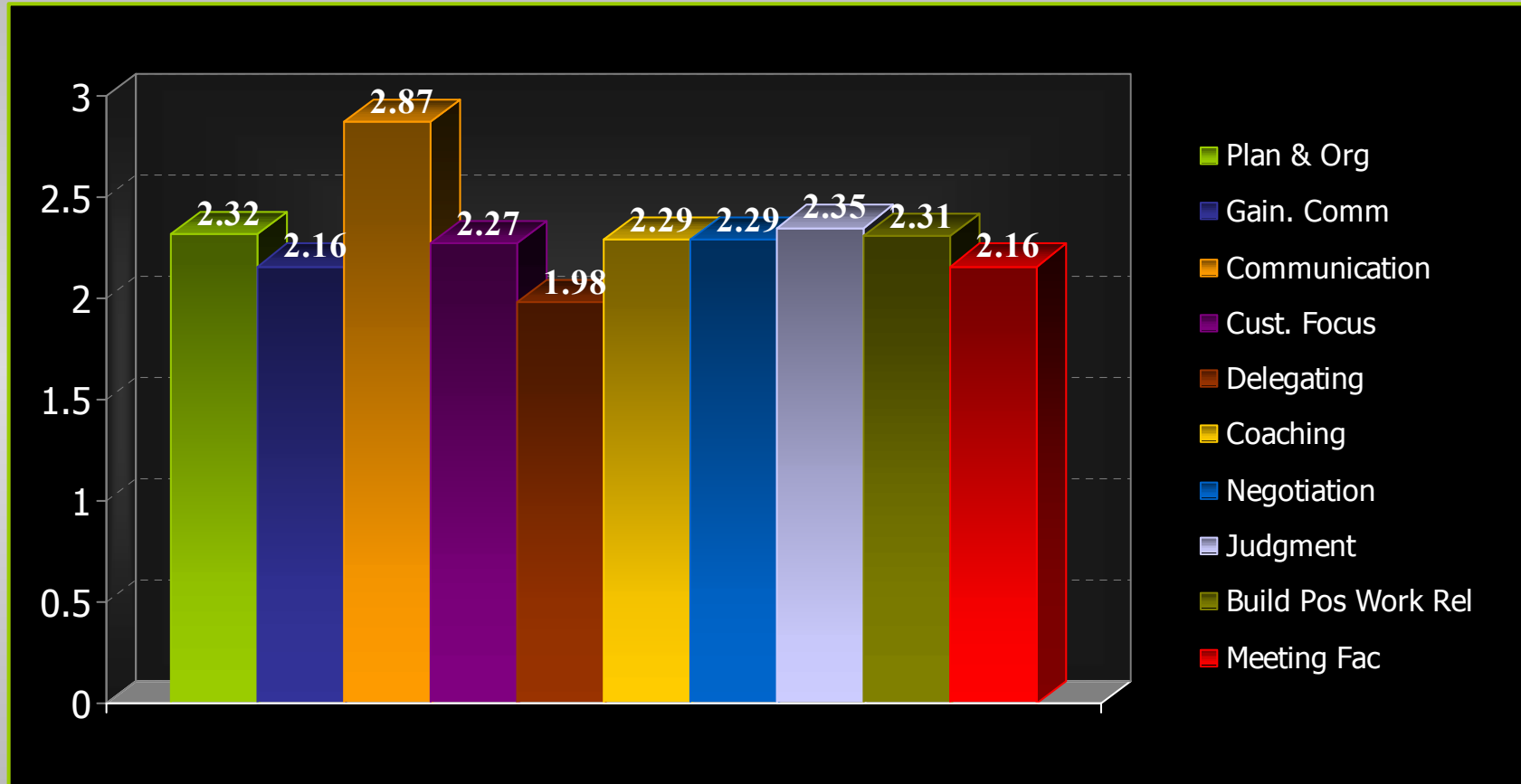
Daya Dimensi Assessment Center Study

BACKGROUND

- Program objective: Development purposes (participants assessed against competencies required for the next/ level higher than their current positions)
- Each dimension represented by different numbers of participant from different organizations.
- Analysis are based on similarities of method and design used in evaluating the dimensions.
- Rating system:
 - ★ 1 = Need significant improvement
 - ★ 2 = Need some improvement
 - ★ 3 = Proficient / Effective
 - ★ 4 = Above level required
 - ★ 5 = Significantly above level requiredRating 4 and 5 → Strength

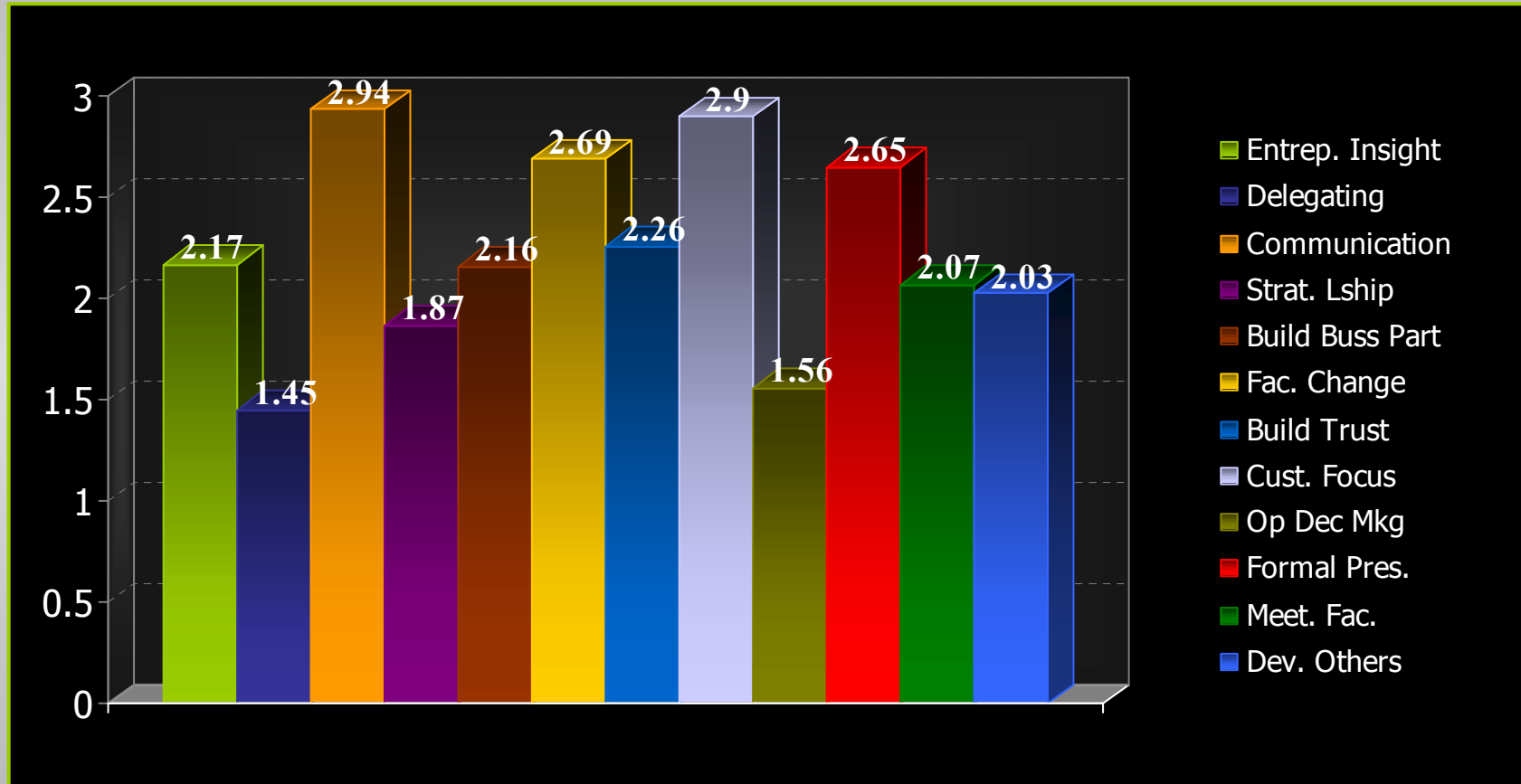


Profile of Indonesian Junior Managers assessed against competencies for Middle Managers -Average Ratings



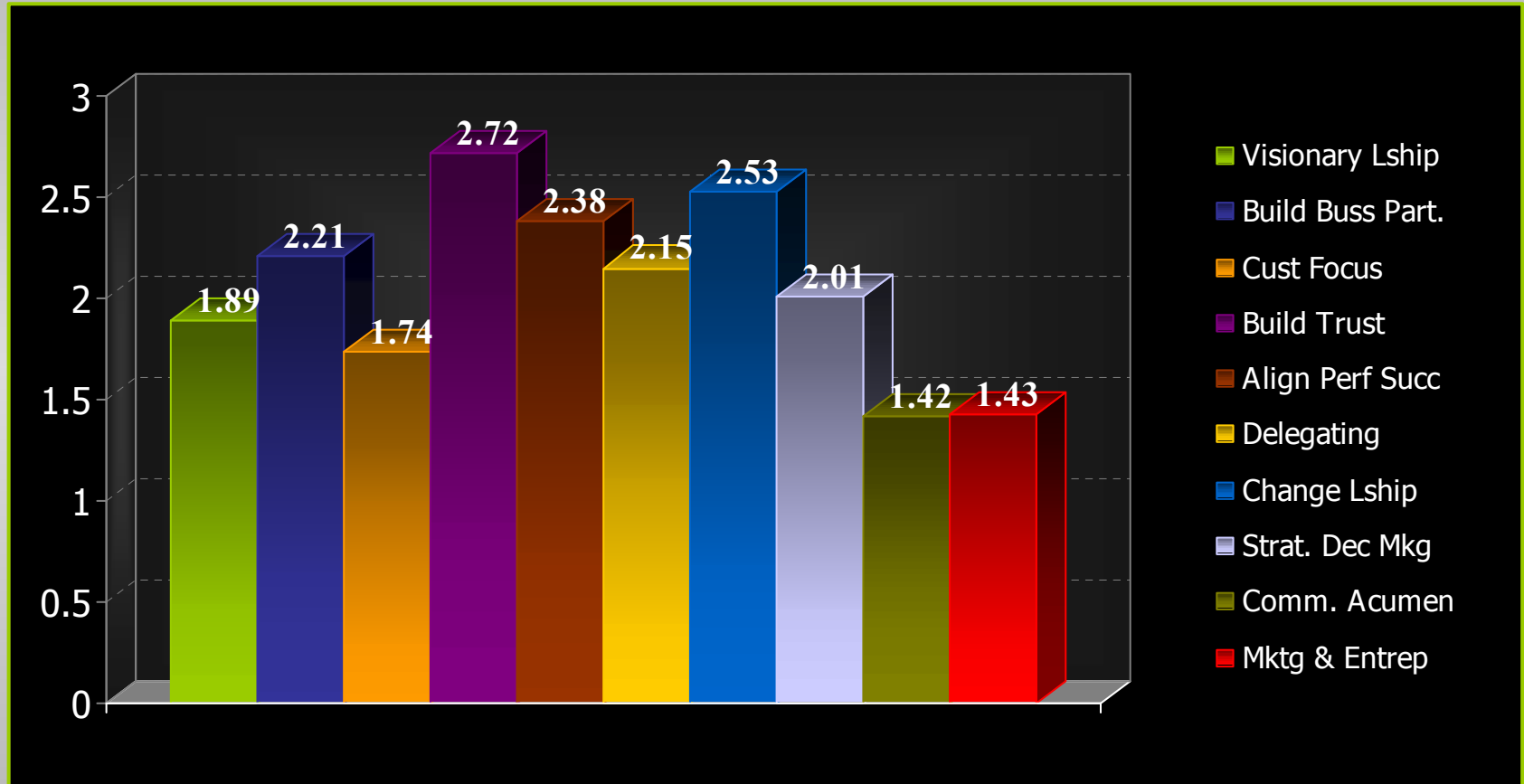
N = 679 - 945

Profile of Indonesian Middle Managers assessed against competencies for Senior Managers -Average Ratings



N = 128 - 404

Profile of Indonesian Senior Managers assessed against Executives competencies – Average Ratings



N = 252

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Developing the Code of Conduct for Assessment Center Implementation in Indonesia

Background:

- ✦ Assessment Center becoming very popular
- ✦ Many organizations claim to have Assessment Centers
- ✦ Tendency of using Assessment Center results to justify organizations' actions towards their employees
- ✦ No reference for users, providers and participants
- ✦ Daya Dimensi would like to contribute to the Indonesia national reform effort in our areas of expertise



Developing the Code of Conduct for Assessment Center Implementation in Indonesia

- Started in 2001 after the National Assessment Center Seminar
- A group of people formed a task force to develop the code chaired by Prof. George Thornton III – member of International task force on Assessment Center Guidelines
- Members of the task force represent different background:
 - ✦ Users: Organizations who send their employees to be assessed
 - ✦ Participants: Individuals who had experience of being participant in assessment center program
 - ✦ Providers: organizations who provide assessment center services
 - ✦ Others: Academicians and rep. of Government
- Total number of taskforce members: 17 persons



The member of Indonesia taskforce for Developing Code of Conduct:

- Users: BNI, Pos, Telkom
- Providers: DDI, SHL, Hay, PwC, Bina Potensia, Accenture
- Academician: Fac. of Psychology - University of Indonesia
- Government: Office of Ministry for Administrative Reform, National Defense Institute
- Participants



The Process

- Overall review of the Guidelines and Ethical Considerations for Assessment Center Operations - 2000
- Translate document into Bahasa Indonesia
- Detailed review of the document, comments/suggestions/feedback on each chapter every 2 weeks through e-groups address of the taskforce members.
- Regular bi-monthly meeting
- Finalize Indonesian draft document
- Invite broader audience to review the draft
- Collaborate with MTI (Indonesian Society for Transparency) and Partnership for Governance Reform for funding



The next steps

- Conduct the reviewers forum
- Finalized the Code
- Press conference



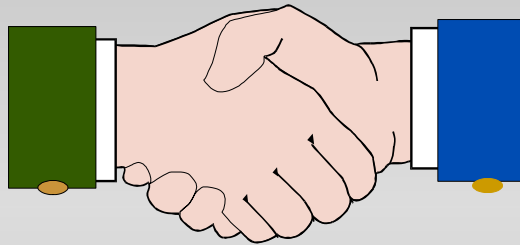
Questions?

Concerns?

Comments?

Ideas?





thank you

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