The Use of Assessment Centre Methods in Selecting and Developing Strong Leaders: An Experience of Indonesia Financial Authority
Lasmaida S. Gultom is Assessment Center Director at Indonesian Financial Services Authority (IFSA). Started her career working in PT Taspen, State-Owned Pension Insurance Firm in 1990, she continued to pursue her excellent career in Bank Indonesia as a Bank Supervisor 1992. With abundant experiences she was trusted later on to hold a position in Human Capital Development Center 2009. She contributes technical and organizational techniques to contrive effective solutions and in the area of Banking Supervisory Acts. She initiated a Banking Supervisory School and was recognized as its “Principal”. She has fell in love in the area of Human Capital Development, as enabling the proper person for his/her job fit would make her interestingly happy.
The Use of Assessment Centre Methods in Selecting and Developing Strong Leaders: An Experience of Indonesia Financial Authority

Lasmaida S. Gultom
Indonesian Financial Services Authority (IFSA)
The Use of Assessment Center Methods in Selecting and Developing Strong Leaders: An Experience of Otoritas Jasa Keuangan (OJK) / Indonesia Financial Services Authority

Dr. Lasmaidha S. Gultom, SE, MBA

The 40th International Congress on Assessment Center Methods
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AGENDA

• The Use of Assessment Center
• Otoritas Jasa Keuangan (OJK) at a Glance
• OJK Challenges in Implementing Assessment Center
• OJK’s Strategic in Dealing with Millennials
THE USE OF ASSESSMENT CENTER

To assess people competences using their knowledge, skill and attitude that manifested in their behaviour.
It is most commonly used for selection, promotion and development of executives*.

*Thornton III & Gibbons, Validity of Assessment Centers for Personnel Selection, 2009)
# Assessment Center Method

<table>
<thead>
<tr>
<th>Lower Touch</th>
<th>Group Discussion</th>
<th>Higher Touch</th>
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<tbody>
<tr>
<td>Psychometric Assessment</td>
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<td>In Tray</td>
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<tr>
<td>Personality Questionnaire</td>
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<td>Presentation Analysis</td>
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<tr>
<td>Interview</td>
<td>Role Play</td>
<td>360 Degree</td>
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</table>
OTORITAS JASA KEUANGAN (OJK)
INDONESIA FINANCIAL SERVICES AUTHORITY (IFSA)

Bank Of Indonesia
(Department of Banking Supervisor)

Capital Market and
Financial Institutions
Supervisory Agency

Regulate
Supervise
Protect
For Sound Financial Industries

Mandated by Law No.21 of 2011
OJK Challenges
• Meet the expectation of OJK Roles in financial industry and society
• Internal synergies
• Dynamic situation among Stakeholder

Employee Profile
• Deliver Results & Accountable
• Collaboration
• Learner
• Adaptive
• Strong figure of leader
• Capable in each functions
OJK is trying to connect competency, how to develop, and assessment result. By assessment center result, we are mapping talent for succession program. Internal and External Hired process based on competency, that measured with assessment center method (esp. professional hired). Job requirement and description are connected to competency that build in OJK.
JOURNEY OF ASSESSMENT CENTER IN OJK

- OJK regularly has used Assessment Center to mapping its employee, which the result can be used for selection, promotion and development.

**2013**
- Building behavior competencies
- Using AC to mapping 60 people in Director Level

**2014**
- Building behavior competencies
- Using AC to mapping 47 people in Director Level

**2015**
- Using AC to mapping 28 people in Director Level
- Using AC to mapping 182 people in Deputy Director Level

**2016**
- Review behavior competencies
- Using AC to mapping 385 people in Manager Level
- Using AC to mapping 315 people in Sub-Division Head Level
USE OF ASSESSMENT CENTER IN OJK

Who is Assessed in OJK

• All Leaders (Director, Deputy Director, Manager and Assistant Manager)

Assessment Result

• Mapping of Leaders Behavior Competencies
• Development Plan
• Review Behavior Competencies OJK
SELECTING & DEVELOPING STRONG LEADERS IN OJK

INDONESIAN FINANCIAL SERVICES AUTHORITY
- VISION
- MISSION
- VALUES
- STRATEGY

FULFILLMENT

COMPETENCIES
- BEHAVIOR
  - CORE
  - LEADERSHIP
  - FUNCTIONAL
- TECHNICAL

USAGE

SELECTING & DEVELOPING FUTURE LEADER / TALENT
- BABY BOOMERS* (Born in 1946-1964)
- GEN X (Born in 1965-1980)
- MILLENNIAL (Born in 1981-2000)

*Source: Goldman Sachs Global Investment Research
OJK BEHAVIOR COMPETENCY

FUNCTIONAL COMPETENCIES

LEADERSHIP COMPETENCIES

1. Inspirational Leadership
2. Continuous Performance Management
3. Develop Talent
4. Strategic Decisiveness
5. Leading Through Vision and Values

STRUCTURAL

1. Applying Expertise and Technology
2. Continuous Performance Management
3. Implementing Knowledge Management

NON STRUCTURAL

CORE COMPETENCIES

1. Organizational Citizenship
2. Personal Accountability
3. Adapting to Change
4. Continuous Learning
<table>
<thead>
<tr>
<th>Level</th>
<th>Core Competencies</th>
<th>Leadership Competencies</th>
<th>Functional Competencies</th>
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<td>Kasubag / Kabag</td>
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<td>Deputy Dir</td>
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World Wide

86 million millennials will be in the work place by 2020, representing 40% of the total working population.
(Jamie Gutfreund, Chief Strategy Officer for the Intelligence Group)

Indonesian Case

54% of Indonesian work force are 20% generation X and 34% millenial by 2020
(Data from Indonesian Central Bureau of Statistic, 2015)

OJK Employee

63% Millenial, 27% Generation X and 10% Baby Boomers.
Projected in 2020 most of OJK leaders are generation X and millenial
(Data from OJK’s Employee Information Sistem, 2016)
THE MILLENIAL PROFILES*

Values

- Fun
- Educated
- Work/Life Balance

Needs

- Recognition and Appreciation
- Coaching
- Time Off and Flexibility

Strengths

- Tech Savvy
- Multi Tasking
- Loyalty
- Problem Solving

Challenges

- Job Security
- Work Ethics
- Communication

Engagement

- Team Work
- Social Responsibility

Motivation

- Flexibility
- Clarity
- Encourage and Feedback

*Based on Casandra Report Published by Noise|The Intelligence Group
# OJK STRATEGIC IN DEALING WITH MILLENIALS (1)

<table>
<thead>
<tr>
<th>Millenial Profile</th>
<th>OJK Behavior Competencies</th>
<th>Measurement</th>
<th>Development</th>
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<tbody>
<tr>
<td>Corporate Vision</td>
<td>• OJK Citizenship</td>
<td>• Personality Questionnaire</td>
<td>• Informal FeedBack</td>
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<td></td>
<td>• Leading Throught Vision and Values</td>
<td>• Interview</td>
<td>• Work Debriefs</td>
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<td>• Group Discussion</td>
<td>• Cross Functional Task Force</td>
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<td>• Role Play</td>
<td>• Presentation Analysis</td>
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<td>• Presentation Analysis</td>
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<td>Encourage and Feedback</td>
<td>• Inspirational Leadership</td>
<td>• Personality Questionnaire</td>
<td>• Informal FeedBack</td>
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<td></td>
<td>• Personal Accountability</td>
<td>• Interview</td>
<td>• Mentoring and Coaching</td>
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<td>• Making Impactful Communication</td>
<td>• Group Discussion</td>
<td>• Project Involvement</td>
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<td>• Role Play</td>
<td>• Project Review</td>
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<td>• Presentation Analysis</td>
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<td>Development</td>
<td>• Continous Learning</td>
<td>• Personality Questionnaire</td>
<td>• Training and Courses</td>
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<td>• Develop Talent</td>
<td>• Interview</td>
<td>• Coaching and Career Counsleing</td>
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<td>• Continous Performance Management</td>
<td>• Role Play</td>
<td>• Stretch Assignment</td>
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<td>• Presentation Analysis</td>
<td>• Project Review</td>
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<td>• Leadership Activites with Expert</td>
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<td>Tech Savvy</td>
<td>• Applying Expertise and Technology</td>
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<td>• Gathering Data &amp; Information</td>
<td>• Interview</td>
<td>• Professional Association</td>
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<td>• Information Monitoring</td>
<td>• Group Discussion</td>
<td>• Research</td>
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<td>• Fact Finding</td>
<td>• Apply Best Practice</td>
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OJK STRATEGIC IN DEALING WITH MILLENNIALS (2)

<table>
<thead>
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<td>Work/Life Balance</td>
<td>• Personal Accountability • Adapting to Change</td>
<td>• Personality Questionaire</td>
<td>• Informal Feedback</td>
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<td>• Information Monitoring</td>
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<td>• Work Debriefs</td>
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<td>• Group Discussion</td>
<td>• Mentoring and Coaching</td>
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<td>• Role Play</td>
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<td>• Thinking Broadly</td>
<td>• Group Discussion</td>
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<td>• Role Play</td>
<td>• Coaching and Counseling</td>
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<td>• In Tray</td>
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<td>• Presentation Analysis</td>
<td>• Project Involvement</td>
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<td>Recognition and Appreciation</td>
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<td>• Interview</td>
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<td>• Project Review</td>
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<td>Assignment</td>
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<td>• Interview</td>
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<td>• Other Function Exposure</td>
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Thank You