IMPROVING THE IMPACT OF ASSESSMENT CENTER FEEDBACK

A Study about Development Program after Assessment Center

ACHYAR BASYARI, M.PSI., PSIKOLOG
IRA Z. TAMARA, M.PSI., PSIKOLOG
ASSESSMENT CENTER INDONESIA
PT. TELEKOMUNIKASI INDONESIA, TBK
PRESENTATION OUTLINE

- Background & Problem Statement
- Framework Theory
- Methods
- Analysis
- Conclusions and Advices
PT Telkom Indonesia (Persero) Tbk & ACI

- PT Telkom Indonesia (Persero) Tbk (TELKOM) is an state-owned company that has major business in information technology services, communication, and also telecommunication network in Indonesia.

- TELKOM has vision to be The King of Digital in the Region.

- One of department in TELKOM is Human Capital Management, where is ACI belong.
When we established?
Assessment Center implementation unit within the PT. Telekomunikasi Indonesia (Persero), Tbk (TELKOM) was inaugurated on **10 November 1990** as the pioneer of the application of Assessment Center in Indonesia.

What we do?
Assessment & Development
Telkom establishment of AC method; November 10th 1990

Assessment Center Unit was called Human Resource Assessment Service (HRAS), which was established by Decree of Directors in 2006.

Afterwards in 2015, HRAS was officially transformed into the new unit, Assessment Center Indonesia (ACI), in line with the dynamics of the business and the TELKOM transformation.
Assessment Center Indonesia (ACI) Unit continues to develop from originally only provide assessment center services evolved into broader services, such as personal development and consulting.

ACI is supported by professionals such as Psychologist & Bachelor of Psychology who experienced in Assessment Center, Selection, Personal Quality Development, and Experts in Business, Management, and Finance, and other fields that support the implementation of ACI services. ACI also cooperates with assessor partners up to 100 assessors who have the capability and experience to conduct assessments for candidates from any job targets.

- ACI not only serve the internal TELKOM, but also now extend services into Telkom Group and external clients.
- In every year ACI evaluated more than 1000 of employees using AC method.
- ACI’s motto is "Finding & Developing Great Leader", aim to contribute building a better Indonesia.
Background of Post Assessment Development

**Competency Gap**

between AC result with competency criteria required on the specific job.

**Management Commitment to Create Future Leader**

requires Telkom to make definite managerial competency development program for its talent.
What’s PAD?

**Post Assessment Development Program**

- PAD is a series of development program for employee to develop their weakness (managerial competencies) based on AC result.
- PAD is using Developmental Assessment Center (DAC) model.
- PAD has several components such as; Class of PAD (CPAD), that discuss dimension/competencies and AC exercises/simulation to improve experiential learning, self-reflection, feedback, action plan and coaching/mentoring.
Background (3)

PAD for every Job Target (Future Job) in TELKOM:

01 Director of SOE (CEO Level)
02 Top Level Band Position I (BOD-1)
03 Top Level Band Position II (BOD-2)
04 Middle Level Band Position III (Middle Level Managerial)
To keep the effectivity of development program high, the design of PAD is below:
The Experiential Cycle (learning by doing)

- **Experience**: The activity; perform, do it
- **Apply**: What was learned to a similar or different situation practice
- **Generalize**: To connect the experience to real-world examples
- **Process**: Analyze the experience
- **Share**: Reactions, observations, publicity
## Framework Theory

- How to Develop Competencies

### Development Impact

<table>
<thead>
<tr>
<th>LESS</th>
<th>MORE</th>
</tr>
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<tbody>
<tr>
<td>10%</td>
<td>20%</td>
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</table>

<table>
<thead>
<tr>
<th>Training/workshops/reading/videos</th>
<th>Role Modeling</th>
<th>Feedback/Coaching</th>
<th>Development Role</th>
<th>Full Job Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill Building and Practice new knowledge</td>
<td>Copy of particular skill or behavior</td>
<td>360 Feedback Boss/Mentor relationships</td>
<td>Project Taskforce Membership of Leadership Hardship situation Temporary accountability</td>
<td>Stretch assignments Start up Fix-it Turn-around Staff to line Line to staff</td>
</tr>
</tbody>
</table>

### Education Based | Relation Based | Experience Based
Framework Theory

- DAC Process Model

Before participation in DAC:
Multisource dimension ratings
- Self
- Supervisor
- Subordinates
Orientation and instruction on the dimensions

1st Block of Exercises Situated in Simulated Organization A

Simulation A1

Simulation A2

Simulation A3

Self Evaluation

Feedback & short term goal setting

Second Block of Exercises Situated in Simulated Organization B

Simulation B1

Simulation B2

Simulation B3

Self Evaluation

Feedback & Medium Term Goal Setting

Monthly: Follow up, Progress Tracking, & Continued Goal Setting

Yearly: reassessment

Trained facilitators (assessors) observe, record, evaluate and feedback to participants behaviors relevant to the behavioral dimensions assessed across exercises

DAC Process Model
Based on evaluation training survey from PAD Band Position 1 (BOD-1) and CEO level participant, that said not only CPAD but also personal feedback is necessary for their development journey.

Personal feedback based on choice or request (by individu/employee, direct superior/upper line of the employee, or user).
Effectivity of PAD Program

<table>
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<tr>
<th>BPJT</th>
<th>CRITERIA</th>
<th>2014</th>
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<th>2016</th>
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<td>DIR BUMN</td>
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<td>OVER ALL</td>
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Problem Statement

What the exact of development component that could be added into PAD to increase the effectivity of PAD program for every job target (Band Position)?
Methods

- Research method of this study is **action research**.
- **Population** of this research is TELKOM employee and the **subject** of this research is TELKOM employee that join PAD for CEO Level, Band Position 1, 2, and 3.
TELKOM regularly count and identify the effectiveness of PAD program.

<table>
<thead>
<tr>
<th>Monitoring Action Plan CPAD Participants</th>
<th>%</th>
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<tbody>
<tr>
<td>Submit Action Plan by Participants</td>
<td>100 %</td>
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<tr>
<td>Action Plan Evaluation after 3 months by participants</td>
<td>28 %</td>
</tr>
<tr>
<td>Action Plan Evaluation after 3 months by superior’s participants</td>
<td>3 %</td>
</tr>
<tr>
<td>Feedback by superior’s participants</td>
<td>2 %</td>
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Effectivity Result of Personal Feedback AC result for CEO Level 2018 (17 Assessee)
Conclusions and Advices (1)

Conclusions

1. TELKOM implemented PAD for every Job Target (Band Position) in the company
2. PAD framework adapted from Developmental Assessment Center (DAC) concept
3. Every PAD has different framework for every Job Target (Band Position), and personal feedback component become an alternative program that could be added based on request from employee itself, superior/upper line, or user
4. The effectivity of PAD from year 2015 until now is 40%
5. Based on DAC model and experiential learning, and pilot project of PAD for CEO Level year 2016-2018, personal feedback could be added (inserted) into PAD series for every Job Target (Future Job) to increase the effectivity of development program post AC
6. In line with the concept of development impact, we need to improve the monitoring of the implementation of action plan and feedback from the superior/upper line of participants during the implementation of the post-CPAD action plan as a part of the experience based approach
Conclusions and Advices (2)

Advices:

1. Conduct the evaluation of all PAD (every Band Position)
2. Add personal feedback into PAD series for every Job Target (Band Position) to increase the effectivity of development program post AC
3. Do effective monitoring of the action plan that employee made when they follow CPAD. The monitoring could be done by their upper line/direct superior
4. Make guidance or SOP on how conducting the personal feedback for the Feedback Giver
THANK YOU!