

Reviewing the Assessment Center Operations in South Korea for the Last 13 Years: With a View of Micro and Macro Perspectives

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With a brief history of the Assessment Center (AC) operations in South Korea, this presentation covers 13 years of AC operations in public sector with two distinct perspectives: Micro and macro views. The micro factors include circumstances of simulation exercises that are being used in the AC operations in Korean government, issues with competency modelling, and rationale behind selecting assessors for the ACs. The macro factors include labor union's reaction towards ACs, cultural uniqueness in public sector, general perceptions in personnel operations prior to the ACs, and budget issues with the ACs.

In 2006, Korean government initiated the AC operations to select/promote middle-level officials to higher-ranked senior executive officials, and it was the first time that the public sector attempted to make the ACs as a standard national policy. Since then, the AC method has been spread out from the central government to public enterprises as a sophisticated tool for selecting and promoting personnel.

One unique feature of Korean government structure is that there are relatively large amounts of public organizations (and/or public enterprises) than the other countries with similar economic and demographic size. Accordingly, AC operations and its related policies have proliferated widely through the network of government branches. This structural attribute largely influenced the speed of AC proliferation in Korean government. In addition, there were also strong needs of valid and fair process of government official promotions among general public. Unlike the AC operations in private organizations, the ones in public sector require extra efforts to run the ACs more smoothly.

Due to the unique circumstances, it is meaningful to share our experiences in operating ACs in public sector along with addressing key concepts for proper AC operations. Particularly, this presentation can be helpful for people with interests in operating ACs in government branches and public sector.



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Sr. Research Analyst (Assesta)

- Conduct/manage assessment center research including content validation and assessor ratings
- Design/conduct organizational leadership diagnostic assessment and survey
- Develop/manage psychometric assessments

- Analyze data and prepare interpretive reports for clients

HR Analyst (LG CNS)

- Managed international/domestic recruiting events
- Managed selection process including entrance exams, job application screening, and interview

Publications

- Jackson, D. J. R., Michaelides, M., Dewberry, C., & Kim, Y. -J. (2016). Everything that you have ever been told about assessment center ratings is confounded. *Journal of Applied Psychology*, 101(7), 976-994.
- Kim, Y. -J., Hetrick, A. L., & Hoffman, B. J. (2017). "Assessment Centers: Theory, Practice and Research." In *Oxford Bibliographies in Management*. Ed. Ricky Griffin. NY: Oxford University Press.
- Thornton, G. C. III., & Rupp, D. E. (2006). *Assessment centers in human resources management* (M. Kim & Y. -J. Kim, Trans.). Mahwah, NJ: Lawrence Erlbaum Associates.

Membership

- Society of Industrial and Organizational Psychology, Academy of Management