# The Implementation of National Police Assesment Center in Encouraging Open Career Promotion

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## ABSTRACT

The competency of Indonesian National Police human resource is believed as the main factor in determining the successful of Indonesian National Police organization. Indonesian National Police has been conducting an opening of career promotion program which one of the stages is use Assessment Center to examine managerial competencies. This research aims to analyze the policy and the impact of Assessment Center implementation in encouraging the opening of career promotion. The researcher used qualitative approach by applying observation, interview, and documents study as the data collecting techniques. The result of this research is the policy of implementing the Assessment Center in encouraging the opening of career promotion, in a narrow sense, has been done well although it hasn't been done yet entirely. In a broad sense, the implementation of the Assessment Center in encouraging the opening of career promotion has not been succeed and have not had positive impact. This could happen for the Indonesian National Police as a bureaucracy organization, does not have the capacity of organization as the bureaucracy's breadwinner, in which involves organization structure; work mechanism; human resources; financial support and needed resources. Those four elements are still not able to optimize the condition and encourage each other.

**Keywords: assessment center; assessor; empowerment; and implementation.**

## INTRODUCTION

The Indonesian National Police (POLRI) as a large and complex organization is the state instrument in maintaining public order and security, enforcing the law, and providing protection and service to the community. Djamin (2011: 198) states that in Polri administrative system, the benchmark of the success is determined by the operational management system, while in supporting the success is determined by the coaching management system, both of which are interrelated. As a supporting element for the success of the National Police as a professional organization, the quality of police human resources should have an individual competency to support the organization's work system, especially for giving the position to the right man on the right place at the right time.

In line with the statement above, the National Police has made a work program related to the development of Police human resources, which is called an open career promotion program.

One of the stages in this program is a managerial competency test which is conducted through the National Police Assessment Center.

The assessment center has been used to support the policy of the National Police Chief in opening promotion to every level and position in his jurisdiction in consistent with the delegation of authority. This program is also stated in the preparation of the Ministry/Agency Budget and Work Plan (RKAKL) of the National Police.

In its implementation, there is an assumption that the National Police Assessment Center in encouraging open career promotion is just an administrative activity and only for carrying out the obligations, also there is an unclear understanding to the objectives of the Assessment Center itself. It is reflected in the number of openly promoted positions which are still general. One of the examples is the open promotion for the Head (Kasat) position at the Departmental Police (Polres). As it known that there are seven types position, namely : 1) Kasatintelkam (Head of the Inteligence and Security Agency); 2) Kasatpolair (Head of Water Police Agency); 3) Kasatsabhara (Head of Sabhara Police Agency); 4) Kasatlantas (Head of Traffic Agency); 5) Kasatreskrim (Head of Criminal Investigation Agency); 6) Kasatresnarkoba (Head of the Narcotics Agency); and 7) Kasatbinmas (Head of Developing Community Agency ), each of which has different competencies from one another. Based on the description above, the researchers conduct a study about the implementation of national police assessment center in encouraging open career promotion.

The purpose of the study is to describe, explore and analyze the policy implementation and the impact of Assessment Center implementation in encouraging open career promotion with data or information sources including observed events, which are the parties directly involved in the implementation of the National Police Assessment Center.

## Human Resource Management Theory

George R. Terry in Gaol (2015:39) states that management is a different process consisting of planning, organizing, actuating, and controlling which carried out to determine and achieve the goals by using human and other resources. According to Schermerhorn in Gaol (2015: 44), human resources are people, individuals, and groups who help an organization to produce goods or services. It is simply stated by Sedarmayanti (2016: 37) that human resource management is the practice and policy to determine human resources aspect in management positions including recruiting, screening, training, rewarding, and appraising.

## Competency Theory

McClelland in Sedarmayanti (2016: 150) and the Spencer brothers, and Tucker and Cofsky in Agung (2007: 123), explain that competence is a fundamental characteristic possessed by a person who directly affects a particular job, or it can be said that we can predict an excellent performance through the competence. In addition, according to Ahmad (2015:16), competence is a synergy of knowledge, skills, and attitudes in working based on the established procedures and performance standards. Furthermore, Ahmad (2015:3) explains that there are two kinds of competency assessment: by using job position-based competency standards (soft competencies) and job function-based competency standards (hard competencies). The Assessment Center generally uses job position-based competency standards or soft competencies, so what is tested in this study is managerial competence.

**Implementation Concept**

There are two approach models in understanding the implementation, namely: 1) The narrow sense in which the implementation is a part of the policy process or cycle; and 2) The broad sense in which the implementation is seen as a study or field of study. According to Ripley (1985) in Purwanto and Sulistyastuty (2015:68), the successful implementation in a narrow sense is seen from the compliance of implementers in implementing the policies in policy documents (Laws, Regulations and Programs) and following the Standard Operating Procedure (SOP). Meanwhile, in a broad sense as a study or field of study, successful implementation is not only seen in a narrow sense, but from the success in implementing the policy objectives which seen from the emergence of policy impacts. According to him, the implementation process involves various elements such as policy quality, organizational capacity and human resource capabilities, all of which work in harmony. On the other hand, Armstrong (2009) in Purwanto and Sulistyastuty (2015: 128), states that the bureaucracy is currently still the breadwinner for the achievement of various policy goals, and the success of the bureaucracy is strongly influenced by the organizational capacity, which according to Goggin et.al (1990). ) in Purwanto and Sulistyastuty (2015: 128), organizational capacity defines as a unified organizational element which involves a) organizational structure; b) working mechanism; c) human resources; and d) financial support and needed resources.

*Assessment Center Concept*

Prihadi (2004:3) states that the Assessment Center is not defined as a place as the center of assessment activities, but it refers to a process, procedure, or approach method to assess and measure an individual competence. In the Assessment Center method, competency assessment is carried out by the assessees through several simulations or measuring instruments carried out by the assessors so that the assessment becomes more objective. As Bobrow's point of view in Ahmad (2015: 100), the Assessment Center is an assessment process in which the potential or current competencies of employees are evaluated by more than one assessor by using various assessment techniques. As for the Police, the Assessment Center is a standardized method to assess or measure the potential and predict an individual success to run a position through several measuring tools/simulations or assessment methods based on the job competency and conducted by several assessors.

Thornton III (2005:17), explains that the Assessment Center can be used for very different purposes. The purposes of using the Assessment Center are as follows:

a) to determine who will get a promotion. In this case, the dimensions and exercises used are appropriate to identify employees with long-term potential success in lower and mid-level positions in the organization. The results of the Assessment Center are an evaluation of several managerial dimensions and an overall rating assessment. Besides as feedback to participants, the result is only given to managers who will make promotion decisions. These results are used with the other information related to promotion decisions.

b) to diagnose the strengths and weaknesses of on duty manager so that the further development can be planned more effectively. In this case, the Assessment Center is used

to assess skills which can be developed within a reasonable timeframe. The exercise should provide an opportunity to evaluate participants in each of separate dimensions.

c)  to develop managerial skills and expand the organizational development. In this case, the Assessment Center is used to provide exercises which are similar to work situations. It provides an opportunity to practice new skills and obtain feedback from a neutral assessor.

Furthermore, Ahmad (2015:102), states in general, business process of the Assessment Center consists of several stages: Position Competency Standard Requirements; Determination of Competency Assessment Methods; Administration of the Assessment Center Implementation; and the Implementation of the Assessment Center. The business process of the Assessment Center is an Assessment Center implementation flow in which each organization can add or skip some activities during the implementation based on their individual needs.

**Open Career Promotion Concept**

Open career promotion is an activity to inform and select a person who has qualifications and competencies to fill a position through an assessment process carried out in a transparent, measurable, and accountable manner. Meanwhile, in the Regulation of the National Police Chief, an open career promotion is the filling of certain echelon positions carried out by open selection. There are several stages that must be followed including: Announcement; Registration; Administrative Check; Managerial Competency Test; Field Competency Test; Track Record; and Determination of Results. From these stages, the managerial competency test is carried out with the Assessment Center by the managerial competency test team. The test is conducted to assess the suitability between the participant's managerial competencies and the managerial competency standards required in the position.

**METHOD**

The approach used in this study was a qualitative research approach which was expected to generate an initial and general understanding of the implementation policies and the impact of the Police Assessment Center in encouraging open career promotions. According to Creswel (2017:4), qualitative research is a method to explore and understand the social and humanitarian problems. It is explained that the type of qualitative research that had been used in this study was the researchers develop an in-depth analysis of a problem which was often in the form of programs, events, activities, processes, with one or more individuals.

The sources of data or information of this study was certain parties in obtaining the necessary data. In addition, the research techniques used consisted of: Data Collection Techniques, which include observation, interview, and document review; Data Analysis Techniques, which include data reduction, presentation, and conclusion; and Data Validation Techniques, which include triangulating the data or information sources from the comparisons result of similarities and differences reasons which of course support the accuracy of the research.

**RESULT AND DISCUSSION**

The implementation of the National Police Assessment Center, besides being seen in a narrow sense, it also can be seen in a broad sense as a field of study, as according to Ripley (1985) in Purwanto and Sulistyastuty (2015: 69), the success of implementation is not only seen

in terms of the compliance of implementers in following standard operating procedures. (SOP), but also from their success in realizing policy objectives which occur as policy impacts. In this approach, as according to Armstrong (2009) in Purwanto and Sulistyastuty (2015: 128), which states that the bureaucracy is still the breadwinner in implementing the policies and the success of the bureaucracy is strongly influenced by the organizational capacity. Goggin et.al (1990) in Purwanto and Sulistyastuty (2015:128) defines organizational capacity as a unified organizational element which involves an organizational structure; work mechanism; human Resources; and the financial support and needed resources. National police as a bureaucratic organization cannot be separated from the influence of organization capacity in its success in implementing the Police Assessment Center policy to support open career promotion, including in realizing policy objectives which occur in the form of policy impacts.

a.   **Organization Structure**

Currently, the position of the National Police Assessment Center already has its own organizational structure that is the Competency Section which organizes Assessment Center activities. However, the Work Procedures (HTCK) relationship between the organizers (the Competence Section) and the assessors is only available at the National Police Headquarters, while in regional areas (provincial police) is not available yet and is only limited to calls using a Warrant. In this case, the assessor does not have any chief (a person in charge) and there is no formal relationship, as according to Jones in Purwanto and Sulistyastuty (2015), it is said that the organizational structure is a formal relation system between duties and authorities which control and coordinate resources to achieve goals so that the organization can run effectively and efficiently. With such a model, the formal relationship between the duties and authorities does not exist so that the purpose of implementing the Assessment Center becomes ineffective and inefficient.

b.   **Work mechanism**

According to Robbins and Judge (2007) in Purwanto and Sulistyastuty (2015:147), it is explained that the work mechanism is the way the organization works in achieving its goals and supported by teamwork. In the implementation of the National Police's Assessment Center policy, the work mechanism is arranged well to achieve the expected goals. In addition, Ahmad (2015:102) said that the Assessment Center business process consists of several stages which each organization can add or skip activities related to their individual needs.

The main requirement for the Assessment Center is to have a Position Competency Standard document and a Competency Dictionary which is the organization's official document used to conduct the competency assessment process. In the Regulation of the National Police Chief Number 5 of 2016 concerning the implementation of the National Police Assessment Center, there is no Position Competency Standard (SKJ), but there is a Position Competency Profile (PKJ), which defines as the competencies required for a certain position. Furthermore, what is meant by the Competency Dictionary is a list of competencies, competency definitions and descriptions for each level of skill.

The implementation of the National Police Assessment Center in encouraging the open career promotion tends to focus on one type of Position Competency Profile (PKJ), for example in the Police Deputy Chief Competency Profile. However, in several other

positions, such as the position of Head of Division in Departmental Police; Head of Sectoral Police; Head of Departmental Police; Head of Division, Head of Sub-Division and Head of Sub-Directorate of Regional Police; and Pamen and Pama positions, they do not specifically use the Position Competency Profile (PKJ) which has been stated in the National Police Chief Regulation Number 5 of 2016 concerning the implementation of the National Police Assessment Center. It is because the type of position in open promotion has been determined directly from the center even though each position has its own type of competence. Therefore, it brings an impact on the lack of clarity to the objectives of the Assessment Center itself.

In this case, the implementation of the National Police Assessment Center does not comply with what has been stated in the regulations. According to Ripley (1985) in Purwanto and Sulistyastuty (2015:68), to understand the success of implementation in a narrow sense, is by looking at the compliance of implementers in implementing the policies in policy documents (in the form of Laws, Regulations and Programs). In terms of using the requirements for Position Competency Standards (SKJ), there is non-compliance by the implementer in implementing the National Police Chief Regulation Number 5 of 2016 concerning the implementation of the National Police Assessment Center, so that the implementation is not fully implemented as it should be and the objectives have not been achieved.

Furthermore, the purpose of the Assessment Center is to support the open career promotion as stated in the Ministry/Agency Budget and Work Plan (RKAKL) sheet. There are three methods tend to be used in the competency assessment, they are: psychometric; behavior event interviews; and leaderless group discussions.

According to Thornton III (2005:17), Assessment Centers can be used for different purposes: promoting someone's position; diagnosing the strengths and weaknesses of on-duty managers; and develop managerial skills, which the dimensions and exercises used will differ from one another. In the implementation of the National Police Assessment Center, the purpose of the Assessment Center is to promote positions, so the assessment method used must be able to identify employees with long-term potential for success. In every competency that will be assessed, not all the assessment methods can accommodate or explore them. In other words, to explore the competency of a position, it is necessary to plan from the beginning, what assessment method, which is the most appropriate, and does not only use those three assessment methods as previously mentioned.

c. **Human Resources**

Human resources have an important role in the implementation of the Assessment Center. Assessors, especially in the regional police, are the National Police member and staff who have structural positions, so that the implementation of the Assessment Center becomes constrained when the assessor prioritizes completing his main tasks rather than doing the Assessment Center activities. It is because the task as an assessor is just an additional task. According to Goggin, et.al (1990) in Purwanto and Sulistyastuty (2015:149), the number of human resources which is mandated to implement a policy in an organization will affect its capacity to run out its mission in achieving the goals. Therefore, the assessors who do not do the Assessment Center due to their other activities make the organization, in this case the Police Assessment Center, is unable to carry out their duties properly, so the objectives are not achieved.

Similar to the assessee, in some researches, several assessee stated that in doing the Assessment Center activities for promotion purpose, they never know the results and follow-up actions, so it feels like the activity is just considered as a formality. Of course, it has an impact to the assessee who conduct the activities on the basis of orders. They become less motivated to know what their competencies are.

According to Ripley (1985) in Purwanto and Sulistyastuty (2015:68), to understand the success of the implementation in a narrow sense, it can be seen at the compliance of implementers in carrying out the policies following standard operating procedures (SOPs). Implementation which is part of the policy cycle is only a matter of administration and management as in the implementation of the National Police Assessment Center. The human resources, in this case the assessee, have followed all the stages of the Assessment Center even though it is felt like the activities are only an administrative action.

### d.   Financial Support and needed resources

The financial support and needed resources are one of the influences on the organizational capacity in determining the success or failure of policy implementation. In each Assessment Center activity, the amount of budget tends to be used only for Office Stationery (ATK) and consumption (snacks and lunch) for assessors, assessees, and administrators. In the implementation of the Assessment Center, the assessors who have structural positions at the regional level (Polda-Polda) are not given accommodation budget. It has an impact on reducing the assessor's participation and motivation.

Other resources needed in the implementation of the National Police Assessment Center are facilities and infrastructure. In the implementation, the existing facilities and infrastructure in the National Police Assessment Center are still not fully sufficient since there are some activities still use other rooms. Insufficient facilities and infrastructure in the implementation of the Assessment Center which is one of the organizational capacity's elements will make the policy implementation does not run well.

### CONCLUSION

The implementation of the National Police's Assessment Center policy in a narrow sense has basically been implemented. Meanwhile, in a broad sense, the implementation of the Assessment Center policy has not been successful yet. Currently, the implementation of the Assessment Center policy has not yet had a positive impact. It is because the organizational capacity of the Police, which is a bureaucratic organization, has not been able to create an optimal condition or mutual support between these four elements (organizational structure; work mechanism; human resources; financial support and needed resources).

The implementation of the National Police Assessment Center in encouraging the open career promotion still does not have a clear goal. Consequently, there is a difficulty in distinguishing the objectives, whether for purposes of mapping personnel competencies, diagnosing the strengths and weaknesses of on duty personnel, or for purposes of developing managerial skills and expanding organizational development. The suggestions for the good progress of the National Police Assessment Center in encouraging open promotions are as follows:

a. It is necessary to clarify the purpose of using the Assessment Center, socialization, and strong commitment as well as the integrity from the organizers of the Assessment Center, so that when determining the requirements for Position Competency Standards (SKJ) and competency assessment methods, they can be adjusted to the applicable regulations. In addition, the clear purposes of using the Assessment Center, socialization and strong commitment and the integrity will make the assessees, assessors and administrators motivated to encourage the Assessment Center.

b. It is necessary to have financial support for accommodation, training and development in order to improve assessor competence, and optimize the facilities and infrastructure so that the implementation will be better.

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