THE ROLE OF ASSESSMENT CENTER IN CAREER DEVELOPMENT IN POLDA BANGKA BELITUNG ISLANDS

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ABSTRACT

To evaluate candidates, the National Police employs a variety of methods and competency test tools. However, in its implementation there are many obstacles in the National Police Assessment Center. This essay aims to provide an overview of the implementation of the National Police Assessment Center at the Bangka Belitung Islands Regional Police, whether the assessment center process has been carried out in accordance with the correct standard operating procedure (SOP), and whether the personnel who carry it out have met the required competency standards. was carried out using a qualitative method with a literature review data collection method on various theories, and a documentation study of reports and publications, regarding personnel career development. By conducting a literature and documentation study, the authors hope to obtain theoretical and practical knowledge of the assessment center in the context of personnel career development and practice in the implementation of the Assessment Center within the Bangka Belitung Islands Regional Police so that the strengths and weaknesses of the Assessment Center's practice can be identified. The results of the study indicate that the National Police Assessment Center at the Bangka Belitung Islands Regional Police is not in accordance with the procedures according to the Assessment Center theory for the purposes of developing human resources, and the qualifications of the assessor who carry out the Assessment Center are not in accordance with the qualification requirements of the provisions in the Uniform Guidelines and Standards. and Ethical Considerations for Assessment Center Operation.

KEYWORDS: Assessment Center, standard operating procedure (SOP) and competency assessor

INTRODUCTION

According to Leonard Nadler (1984), human resources (HR) are a series of organized activities that are carried out in a special time and designed for behavior change. The HR Bureau, in accordance with the National Police Chief Regulation number 22 of 2010 concerning Organizational Structure and Work Procedures of Organizational Units at the Regional Level (Polda) or can be shortened to SOTK, explains that the HR Bureau is an element of supervisor and assistant leadership under the Kapolda. And led by the Head of the Bureau of Human Resources (Karo SDM). And explained later in Article 42 paragraph (2) which states that the HR Bureau is tasked with fostering and carrying out a management function in the HR field which includes the provision, regulation, maintenance, separation and distribution of personnel. In carrying out a HR management function which includes the provision, regulation,
maintenance, separation and distribution of personnel, assessment and police psychology, an effort is made to increase the welfare of all personnel within the Polda. Karo SDM is assisted by several staff under him, one of which is the career development section. Career development in the Regional Police of Bangka Belitung Islands is carried out by the Career Development Section or called Bag Binkar. In accordance with its main duties as stated in Article 47 paragraph (1), the task of the Bag binkar is to foster and carryout the management of personnel career development, which includes the implementation of assessments, transfers, appointments and dismissals in positions and ranks. In its implementation, Bag Binkar has a sub-section that is tasked with assisting Bag Binkar in carrying out its duties, namely the Ranking Sub-Section, Position Transfer Sub-Section and the competency assessment sub-section.

In addition to excellent service and the realization of domestic security, career development within the National Police must also be carried out appropriately to provide certainty to its personnel. This is already an obligation of the human resource management of the National Police both at the central level (Mabes) and at the regional level (Polda). Placement is a process of determining a place or position that matches the job description in an organization, where a worker is best suited for a position, the personnel will be placed there (Mathis & Jackson, 2011). In his book also, Larasati (2018) says that placement is an effort to match individuals with a job that will be carried out, or the need for the knowledge, skills, abilities, preferences, interests, and personality of the personnel. Thus, this placement is an attempt to place something.

To be able to realize and provide a sense of justice and fulfillment of the needs between the needs of organization and the needs of each individual or personnel in the organization, this career development must have a system that can provide an overview and input regarding the competencies and abilities of members as a benchmark in taking each career level. A competency-based management system for each Indonesian National Police personnel, which is an appropriate HR system to be applied in the career development of members of the National Police, a method or instrument for measuring personnel competency assessment is needed, namely the National Police Assessment Center.

Currently, the National Police Assessment Center along with its supporting tools and instruments are available at all Polda in Indonesia. The assessment center in the Polda environment is carried out at positions at the level of the Sector Police Head (Kapolsesk), Head of Unit (Kasat), Head of Polres level (Kabag), and Deputy Chief of the Resort Police (Wakapolres). The authority to administer the assessment center by the Regional Police is given in an effort to provide candidates for officials who have good and professional performance and can regulate all members to think and behave professionally. The existence of a leader is the key in motivating performance because the challenge for a leader is how to balance the achievement of organizational goals and the satisfaction and motivation of employees (personnel) at work (Badawy, 2007, p. 60).

In the implementation of the National Police Assessment Center, which is the spearhead in its implementation at the regional police level, namely the competency assessment sub-section, the career development section of the resource bureau, Bangka Belitung Island Police Chief. With a good Polri Assessment Center, Polri personnel will be able
to further improve their competence in order to carry out police duties that are maximally devoted to the community. The National Police Assessment Center is also one of the methods or tools in the career development of Polri personnel to assess the competence of personnel, especially in filling strategic positions within the Polri environment. If a position is occupied by incompetent personnel, it will be easy for deviations to occur in the implementation of tasks. This position will be even more difficult because it is very difficult to measure the performance of the police institution given the complexity of carrying out tasks and the lack of clarity about the services that must be provided (Collier, 2001, p. 35). We can see this in Indonesia, all jobs that require high and massive personnel mobility will definitely involve Polri personnel even though this is not part of the responsibilities mandated by law.

This trust and responsibility often occur because the ambiguity of the tasks that must be given to the community is very visible if an event occurs, such as a traffic accident, where the police service car whose purpose is to bend the crime scene is used to transport the accident victim to the hospital, even the leadership of the National Police unit is threatened removed from his position if he is unable to control the number of accidents that occur in his area. The most actual thing is the involvement of the National Police in overcoming the impact of the Covid 19 Pandemic that occurred in Indonesia. During the Covid 19 pandemic, the National Police not only carried out their main duties as an instrument for maintaining security but also entered the realm of health, even in several places Polri members were assigned to encourage the community to accelerate the Covid-19 vaccination. They will be removed from their position if the community in their area has not been vaccinated, in the sense that the community in their area has not been 100% vaccinated.

**METHOD**

To answer and explain the problems presented in the introduction above, a qualitative approach will be used by carrying out data collection methods through data collection methods interviews with personnel from the Bangka Belitung Islands Regional Police who are related to the assessment center in career development, which consists of staff who are in charge and leaders who are responsible for these activities. With reference to data obtained from the HR Bureau of the Regional Police of Bangka Belitung Islands, there are 2 positions that are favorites of officers at the Bangka Belitung Islands Regional Police. These positions are those of the police chief and the head of the Criminal Investigation Unit.

An analysis of the data and documents related to the problems raised in the article will be carried out. The references used are also sought to be as much in line with the Polri organization as possible while still adhering to the required scientific values.

**THEORY AND CONCEPTS**

**Career Development Theory**

Career development is a formal approach that organizations take to ensure that people with the right qualifications and experience are available when needed. Formal career
development plays an important role in maintaining a motivated and committed workforce. Career planning and development benefit both individuals and organizations and as such should be carefully considered by both. As time changes, the existing challenges are also growing, so it takes employees with competencies who are ready to face these challenges. The preparation is a career development program.

According to Bambang Wahyudi (2002), each organization has certain forms that have been defined and refers to the career path of a particular field. This career path is also created depending on the needs of the organization and the circumstances surrounding it. In general, however, Bambang Wahyudi said that there are two forms of career development, namely education and training, as well as transfers, which can be described as follows:

a. Education and training

   Education and training is a company activity that is intended to improve and develop the attitudes, behavior, skills and knowledge of employees according to the wishes of the company concerned. Training as part of education that involves the learning process to acquire and improve skills outside the applicable education system in a relatively short time with methods that prioritize practice rather than theory.

b. Personal transfer, namely a position or personal transfer, is defined as a change in the position or job or place of work of a workforce that is carried out both vertically and horizontally. Vertical mutations are employees who are transferred to higher or lower positions and jobs than before, while horizontal mutations are changes in position and work but are still at the same level. An vertical Mutation consists of:

   A. Promotion. A promotion is defined as a change in position/job from a lower level to a higher level. This change will usually be followed by an increase in one's responsibilities, rights, and social status. This promotion has the following forms:

   1) Temporary promotion is a form of promotion that is carried out for a temporary period.
   2) Permanent Promotion is a form of ongoing promotion in a relatively long period of time and is certain.
   3) Small Promotion or Small Scale Promotion is a promotion carried out in the form of upgrading to improve the skills of the workforce concerned. In this form of promotion, the authority and income of the workforce have not changed.
   4) Dry Promotion is a form of promotion carried out accompanied by an increase in authority, rights, and responsibilities, but the income does not change.

   B. Demotion. Demotion is a form of vertical mutation in the form of a decrease in rank/job to a lower level.

   C. Suspension of promotion. Suspension of promotion occurs as a result of the inability of a worker to carry out his duties in his position, due to disciplinary violations, or subject to criminal penalties.

   D. Release or better known as suspension is a form of vertical mutation carried out by releasing a worker from his position/work, but still earns full income.
E. Dismissal or retiring is the latest form of vertical mutation in the form of dismissal of a worker from a position/position/job which is also followed by termination of employment and termination of payment of income (wages/salaries). Horizontal Mutations consist of:

a) Job rotation. It is a form of personal mutation with the aim, among others, to increase the knowledge of a workforce and avoid boredom, the form is a tour of the area, tour of duty and rehabilitation.

b) Production Transfers. A form of horizontal mutation aimed at filling the vacancy of workers in a certain position/position/job that must be filled immediately so that the continuity of production and its improvement can be guaranteed.

c) Replacement Transfers. A workforce replacement in an organization aimed at retaining an experienced workforce by replacing new workers.

Assessment Center Theory

According to Alvin Lum (2015) that "an Assessment center is a means for measuring human potential by predicting future behaviors through the use of behavioral simulations that measure an assessee's ability to handle future responsibility". to measure a potential or ability possessed by humans by predicting or estimating their behavior in the future through a simulation of the behavior shown by the assessee in handling the burdens and responsibilities that will be given later. From this it can be described as follows:

1. Assessment center as a tool (means). Methods and processes can be interpreted as an implementation of the assessment center. Assessment centers are often misunderstood as a place or location of a physical building where they carry out an activity in the assessment of a competency, but in fact the terminology of the assessment center itself is associated with a certain methodology and process. As an existing method, the Assessment center itself can be done anywhere. However, many practitioners in Asia expressed their opinion that the availability of a building designated for conducting assessment center activities would have many benefits.

2. Assessment Center as a method to measure potential. One method that is quite good in measuring potential and assessing a competency from this assessee is the Assessment center, in order to find out how suitable the personnel are to occupy the position (future job). Often in carrying out their work, the opportunity to show a skill and strength at work is not always there, therefore a platform is needed to show the real competence of employees, in this case the assessment center is the intended platform.

3. Assessment center As a method for predicting future behavior. As previously explained above, the purpose of this Assessment center is not to evaluate current performance at the current job. The assessment center focuses more on the behavior of employees / personnel in the future and uses existing methods to assess assessees to predict how well they will perform when placed in certain positions (future jobs).

4. The assessment center uses behavioral simulations. In this case, the focus that is more emphasized in the assessment center is behavior. This includes visible actions and writing and
audible statements. This is also related to the simulation in the assessment center, related to the previous explanation that the assessment center is to prepare employees for future jobs, this simulation is needed to assess whether personnel are able to occupy certain positions or not. The simulation itself is a series of tests and exercises that describe situations where the assessee is required to do something - such as meeting with customers, talking to subordinates, writing strategic plans, responding to letters and memos, etc. So the simulation is a series of tests that describe the things that will be carried out in a position. The test in this simulation is not to test knowledge, aptitude and personality. This is also not a response or response from a hypothetical scenario that will be answered with the theoretical side of the assessee regarding what they will do. But behavioral simulations are real situations that are created to elicit a response from the assessee so as to allow the assessor to observe how the assessee reacts to the situation presented, not on what they think they should do in that situation.

**Placement Theory**

Dessler (2002; 37) says that placement becomes a procedure, where job applicants can use it as information about what education and skills are needed to be able to occupy the job. There are several procedural matters that need to be considered and considered, including:

1. There is authority in terms of employee placement, which is based on a list of personnel through labor analysis.
2. Have a standard in comparing candidates to fill the department
3. Have a candidate who can be selected to fill the position.

In connection with the above, in the placement of an Assessment Center assessor must have a certification from the Assessment Center agency which has been inaugurated by the National Professional Certification Agency (BNSP). Assessment Center Indonesia (ACI) provides a certified assessor training program from resource persons with more than twenty years of experience.

**RESULT AND DISCUSSION**

**Implementation of the National Police Assessment Center at the Bangka Belitung Islands Regional Police.**

The implementation of assessment activities for the internal police has been budgeted for in the National Police's SSDM DIPA for the National Police Headquarters level and in the Regional Police's HR Bureau DIPA for the current year. For the implementation of assessment in Polda of Bangka Belitung Islands carried out 4 times a year (every quarter). Apart from that, this is indeed an obligation because it has become an activity plan for the HR bureau in a year to carry out career development for personnel in the form of measuring and increasing personnel competence in order to increase public trust in the Polri institution.
The most important thing in the wheel of an organization is the human factor because it has a positive relationship with organizational performance (Ferris, Hochwater, Buckley, Cook & Frink, 1999, p. 385). Humans in it must be able to compete both in career paths and in directed career development and in strategic positions to be occupied. Intense competition requires high morality between the assessor and the assessor to always be objective and not swayed by any lure. This is the key of the assessment center itself being a guarantee of the objectivity of the assessment results. The National Police is considered a professional organization if it has human beings who are able to run the organization well, which is not based on likes and dislikes or subjective proximity but needs to be based on a comprehensive assessment instrument in order to have qualified people.

Meanwhile, according to Alvin Lum (2005), the characteristics are:
   a. multiple assessment techniques,
   b. Integrated simulation.
   c. Using situational tests by imitating certain situations or scenarios
   d. Level playing field
   e. Multi assessor
   f. Structured observation procedure
   g. Structured scoring procedure
   h. Pooling data.

The assessment carried out by the Regional Police of Bangka Belitung Islands uses a simple assessment method or competency test tool to assess assesses including Psychometry, Leaderless Group Discussion (LGD) and Behavior Event Interview (BEI). This is not in accordance with the theory above. So it is necessary to apply the above theory.

**Standard Operating Procedure (SOP) for the National Police Assessment Center at Polda Bangka Belitung Islands**

According to Tjipto Atmoko (2011), Standard Operating Procedure (SOP) is a guideline or reference for carrying out work tasks in accordance with the functions and performance appraisal tools of government agencies based on technical, administrative and procedural indicators according to work procedures, procedures work and work systems on the work unit in question.

In order to produce a comprehensive assessment in order to have qualified people, it is necessary to make a rule in its implementation which is usually called a Standard Operational Procedure (SOP). In the SOP assessment made by the Regional Police of Bangka Belitung Islands consists of several stages of activities including:

1. Preparation Phase
   - prepare, carry out and monitor the evaluation of the implementation of the Assessment Center a certain positions;
   - Assessment Center preparation and evaluation meeting;
   - prepare the planning for Assessment Center activities for a certain position.
   - prepare tools to be used in the Assessment Center activities.
   - Time : 7 working days or 56 working hours.
   - In charge: leadership and competency assessment staff at the Babel Regional Police
2. Implementation phase
- Opening and socialization of activities to participants.
- Psychometric test.
- Intray Test (Problem Analysis)
- Presentation Test
- Game Test.
- Leaderless Group Discussion (LGD) Test.
- Behavior Event Interview (BEI) Test.
- Integration of combined assessors in determining the value of the assessment.
- Time: 4 working days or 32 working hours.
- In charge: assessors, assessors and competency assessment staff

3. Reporting stage.
- Making reports on the results of the implementation of activities, compiling supporting attachments.
- Monitoring and evaluation of competency assessment activities with activities to collect reports on the implementation of competency tests.
- Providing feedback through direct face-to-face or other means of communication delivered by the assessor.
- Time: 3 working days or 24 working hours.
- In charge: assessors, assessors and competency assessment staff

4. The stage of documenting the results.
- Utilization and use of the results of all series of activities by the leadership.
- Archiving all activity documents.
- Time: 2 working days or 16 working hours.
- In charge: the leadership of the Regional Police of Babel and their competency assessment staff.

Competence of Assessor at Bangka Belitung Islands Regional Police

Based on Perkap number 5 of 2016 concerning the National Police Assessment Center that in each of its activities the Police Assessment Center is carried out by assessors and administrators. Police assessors are spread from the level of the National Police Headquarters to the Regional Police throughout Indonesia. Before being appointed as Polri assessors, Polri personnel must attend debriefing and training organized by the Polri SSDM in this case, namely by the Competency Assessment Section (Bagpenkompeten) of the Bureau of Career Development of Polri's Human Resources Staff and can collaborate with other agencies or vendors. Prospective Polri assessors receive debriefing and training regarding the introduction of the assessment center and its theory as well as carrying out a simulation of the implementation of the assessment. The simulations carried out include the preparation (planning) stage, the implementation of the assessment center, writing the results report, and providing feedback to the assessee. The training and debriefing activities for prospective assessors are aimed at developing assessor personnel both in terms of quality and quantity. Assessor Assessment Center has similarities with psychological test testers. However, there are a few things that make the difference. The tester is a guide when conducting
psychological tests. To become a tester, you don't have to have specific competence about the thing being tested. But only have to have administrative skills and understand the test flow. In contrast to the Assessment Center assessors who need to master the competencies being measured and must record and observe participant behavior. The assessor must also integrate the observations from several simulations and make a report for the participants.

Meanwhile, the administrator is in charge of managing and preparing all the devices that support the assessment center. Assessors at the Polri Assessment Center consist of Polri assessors and non Polri assessors. Assessor of the National Police is a Civil Servant at the National Police who has attended training and is certified as an Assessor determined by the National Police Chief to organize an Assessment Center within the Indonesian National Police. Meanwhile, non-Polri assessors are assessors from outside the Polri environment who are appointed by the National Police Chief to jointly organize the National Police Assessment Center based on the needs and requests of the National Police with roles and responsibilities set out in a mutual agreement. Based on the As HR regulations, the National Police Chief is required to become an assessor, namely at least the rank of AKP with a Strata 1 (S1) education level, having special competence in police functions and passing and participating in Assessor training as evidenced by a certificate determined by the National Police Chief. In fact, the assessors at the Bangka Belitung Islands Regional Police seem to be forced so that IPDA and IPTU rank personnel are involved due to the limited number of officer personnel available. Based on this situation, it affects the competence of the assessor where the lack of experience of the assessor in working in the field will reduce the quality of his assessment.

At this time, the National Police Assessor who is at the Bangka Belitung Islands Regional Police currently amounts to approximately 40 people with active and inactive classifications. This is based on the role of the assessor, who in his daily life, apart from serving in structural positions at the Polda, Polres and Polsek, is also responsible for being an assessor when an assessment is carried out by the Polda. It is possible at the same time assessors at the Polda level have activities that cannot be left behind regarding the structural positions they carry. This is different from the assessors who work at the National Police Headquarters, where the assessors actually occupy functional positions as assessors. This makes assessors at the National Police Headquarters able to focus more on carrying out their duties as assessors in the implementation of the assessment center. The functional position structure for assessors at the Polda level has not been determined, making the implementation of the assessment center at the Polda level often constrained by the presence of the number of assessors. Appropriate human resource management practices in an organization will improve employee performance which can be a means to increase the effectiveness of the organization (Otoo, 2019, p. 264).

With the current condition, the funding is deemed adequate, this is evidenced by the ongoing assessment activities in each Polda. However, in the implementation in the field, there are still implementation components that have not been supported by the budget, including those related to transportation costs for assessors from the area where they are assigned to the Regional Police. Whereas one of the strategies to motivate employees in a professionally oriented organization is the financing of transportation that must be spent in
the context of carrying out work (Badawy, 2015, p. 63). This obstacle is a bit disturbing because it is not uncommon for assessors to spend personal funds to go to carry out assessment activities at the Polda.

Related to this obstacle, this problem is actually very easy to overcome because the source of funding or the proposed funding for assessment activities in each Polda comes from the Police Headquarters in this case is the National Police SSDM. So that the Regional Police HR Bureau only accepts and then uses the budget and reports and accounts for the use of the budget. If this component is deemed important (transportation assessor), then the National Police Headquarters should add a transportation component to the budget for the assessment implementation in each Polda. If this is realized, it will have a good impact on the management of the assessment center at the Polda level. However, this is also more or less affected by the size of the budget allocation given by the state to the National Police and the determination of the priority scale of the work program for the Police.

Currently, several Polda are trying to overcome this obstacle in financing transportation by placing qualified personnel as assessors in positions at the Polda-level work units or at Polres which are in the same city as the Polda headquarters. However, if this is implemented, it will certainly have an unfavorable impact on the career development of the personnel due to the limited office space that can be occupied, especially strategic positions. This can lead to demotivation for personnel who have the qualifications of the assessor which results in the implementation of the assessment being carried out in the assessment center being not optimal. It is also possible that this will have an impact on the decline in the performance of these personnel in carrying out their duties in the structural positions they carry. Demotivation is caused not only by the lack of motivating factors but also by the existence of certain situations that cause dissatisfaction and discourage individuals from pursuing the desired goals. Less motivated workers tend to put in less effort, thereby reducing the overall productivity potential of the organization (Ng, Skitmore, Lam & Poon, 2003, p. 139). Of course, this is a big loss for the Polri organization, especially in the scope of its work unit.

To develop their capabilities, Polda assessors were also given the opportunity to carry out internships at the National Police Headquarters Assessment Center. It is hoped that by carrying out the internship, the Polda assessors will have the same insight and perception in carrying out the assessment center activities with those carried out at the National Police Headquarters. In addition, assessor workshops are held every year. The workshop is a means to update developments in the world of assessment so as to provide new insights and lessons for assessors so that they can keep up with the times so that the assessment carried out can run optimally and as expected. In this assessor workshop, there were speakers not only from internal Polri (Polri Headquarters assessors) but also external resource persons who were experienced in conducting assessments both nationally and internationally.

In addition, to improve the ability of assessors, assessor sharing activities are also carried out. Sharing assessor is an activity that provides a means for assessors to learn together from their experiences in carrying out assessments at the National Police Headquarters or the Regional Police Headquarters. In this assessor sharing activity, participants are expected to be able to reveal important things that affect competency assessment, especially based on the experiences they experience and feel when carrying out assessments both at the Police
Headquarters level and those held at the Polda level. In addition, assessors are expected to be able to learn from the experiences of other assessors. The knowledge and experience possessed by this assessor are supportive in order to support the development of the National Police Assessment Center implementation.

Regarding the HR Assessment Center of the Police, there are things that have not been paid attention to. If we look at the activities that have been carried out so far, all of them are still focused on assessors and rarely even almost never carry out coaching or training for administrators. Based on article 6 of the National Police Chief Regulation number 5 of 2016, the administrator is in charge of regulating and preparing all devices that support the assessment center. From the definition of the administrator's task, it can be seen that the vital role of the administrator is seen. In practice in the field, the administrator prepares all matters related to supporting facilities for the implementation of the assessment, including hardware (materials for the implementation of the assessment, supporting facilities and infrastructure) and software (input and data processing).

In contrast to the large number of assessors (ranging from 15 to 30 people depending on the condition of the Regional Police), administrators at the Polda level are usually manned by 1 or 2 personnel. It is conceivable that if there is only 1 person in the Polda who acts as an administrator, the implementation of the assessment will depend on that personnel. Even though it is possible that the personnel serving as administrators are unable to attend, for example sick, of course this will hinder the implementation of the assessment center. Meanwhile, carrying out cadre is constrained by the absence of training carried out. Therefore, it is also hoped that training and refreshment can be carried out not only to assessors but also to administrators.

Findings of the Variables Studied

Table 1

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<th>No.</th>
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| 1   | Assessment Center  | The assessment center is a way or method to measure a potential or ability possessed by humans by predicting or estimating their behavior in the future through a simulation of the behavior shown by the assessee in handling the burdens and responsibilities that will be given later. (2005) | - Not all stages in the implementation of the Babel Regional Police's assessment are carried out using only simple methods.  
- Limited budget and assessment infrastructure facilities affect the course of activities.  
- The implementation has been going well but the results are not too much of a concern for the leadership in career development at the Regional Police of Babel. |
2. Standard Operating Procedure (SOP) is a guideline or reference for carrying out work tasks in accordance with the functions and performance appraisal tools of government agencies based on technical, administrative and procedural indicators according to work procedures, work procedures and work systems in the work unit concerned. Atmoko, Tjipto (2011)

- The SOP has not been ratified and guided by the assessor so that it may not run smoothly.
- SOPs that are made only seem formality so that they cannot be used as a benchmark for implementing the assessment center.

3. Competence relates to the ability to perform minimum standards in employment (Grugulis in Marchington et al, 2021)

- Polda assessors are still holding structural positions so that time constraints and daily work are still hampered, so it is necessary to fill functional assessor positions in carrying out their duties.
- There are several assessors who do not meet the requirements in terms of rank so it is possible to be weak in finding evidence for assessment.
- The lack of assessor experience in working in the field will reduce the quality of the assessment.

Source: author

CONCLUSION

The results of the National Police Assessment Center are used as a means of considering decision making in placing someone in a position. This is part of Polri’s efforts to realize a merit system in the career development of Polri personnel. With this, it is expected to be able to realize professional Polri personnel in carrying out their duties. Meritocracy or merit system is a policy that strengthens the idea of equality by prioritizing the competencies possessed to occupy positions in the civil service in order to avoid making decisions that lead to patronage, nepotism, corruption, and incompetence. Merit system is a system that respects the principles of competition, openness, selection, careful quality evaluation, and has a set of qualification standards and an established recruitment process; rather than arbitrary appointment of individuals.
in the bureaucracy (Phoocharoen & Brillante, 2013, p. 143). In fact, the utilization of the results of the assessment center is still ruled out, especially in strategic positions. In every Police Assessment Center activity carried out by Assessors and Administrators. Implementing the Assessment Center at the Regional Police level, an Assessor Team is formed with a letter from the Head of the Regional Police. Assessors in this implementation consist of assessors of the police and assessors of non-police. The National Police Assessor is a Civil Servant at the National Police who has attended training and is certified as an Assessor determined by the National Police Chief to organize an Assessment Center within the National Police. Non Polri Assessors are Assessors from outside the Polri environment who are appointed by the National Police Chief to jointly organize the National Police Assessment Center based on the needs and requests of the National Police with roles and responsibilities set out in a mutual agreement. Prospective Polri Assessors are provided with briefing and training on concepts, theories, and simulations at the stages of preparation, implementation, report writing, and providing feedback to Assessees. Assessors in the regional police environment of kep. Bangka Belitung carrying out the Assessment Center have not complied with the qualification requirements of the provisions in the Uniform Guidelines and Standards and Ethical Considerations for Assessment Center Operation.

Where in terms of the organizational structure listed in Perkap No. 23 of 2010 concerning the Organizational Structure of the Work Procedure within the Police. Where there is no functional position for assessor at the Regional Police of Kep. Bangka Belitung, which caused the Polda assessors to hold structural positions. These shortcomings include, among others, this has also resulted in the transportation funding factor for Polda assessors who work outside the city when carrying out an assessment at the Polda (not in the same city as the Polda headquarters) which so far has not been budgeted for in the implementation of the assessment. In addition, the absence of training or refreshing knowledge and equalization of perceptions which is carried out periodically for administrators is also an obstacle in maximizing the implementation of the assessment center at the Polda level. The absence of a maintenance budget for assessment equipment can also be a factor that causes the non-optimal competency assessment carried out through the assessment center. Apart from that, the existence of the Polri assessment center is expected to be a means of objective competition for all Polri personnel to pursue their careers in Polri organizations. This will certainly have a positive impact on the progress of the Polri organization in accordance with the objectives to be achieved.

To develop the ability of Polda assessors, they were also given the opportunity to carry out internships at the National Police Headquarters Assessment Center. so that the Polda assessors have insight and common perceptions in carrying out the assessment center activities with those carried out at the National Police Headquarters. In addition, assessor workshops are held every year. The workshop is a means to update developments in the world of assessment so as to provide new insights and lessons for assessors so that they can keep up with the times so that the assessment carried out can run optimally and as expected. In this assessor workshop, there were speakers not only from internal Polri (Polri Headquarters assessors) but also external resource persons who were experienced in conducting assessments both nationally and internationally. In addition to the above, the As HR regulation number 1 of 2016 concerning technical guidelines for implementation The National Police's assessment center has not been updated, so in fact these requirements have been ignored, even the assessors currently at the Babel Regional Police are
still at the IPDA AND IPTU positions and equivalent, it is necessary to have an analysis and evaluation of the placement.

In addition to the above, the National Police has established a fair personnel career development, one of which is by implementing an assessment center to carry out an assessment of the competence of Polri personnel. Assessment center is a process used by companies to detect employee potential through situational training simulations that can be used for career development needs. The assessment center is designed to evaluate individual competencies using several assessment methods or tools as well as several assessors or assessors in controlled situations (Hurd, Cumberland, Lovely and Bird, 2019, p. 180). Something unique in competency assessment using the Assessment Center is the use of several measuring tools and multiple assessors (multi tools and multi assessors). This is intended to ensure the accuracy of the predictions generated.

However, in the implementation of the National Police Assessment Center conducted by the Bangka Belitung Islands Regional Police, there are still shortcomings that need to be addressed. The implementation of the National Police Assessment center in assessing the competence of the personnel in order to improve the competence of the personnel is that the maintenance of equipment and other equipment such as CCTV is not yet available at the assessment center. So that the need to be budgeted in DIPA in the current fiscal year to record all Assessment center activities can reduce the accuracy in the assessment. The minimal budget includes the transportation budget for Polda assessors who work outside the city when they are going to carry out an assessment at the Polda (not in the same city as the Polda headquarters) which so far have not been budgeted for in the implementation of the assessment, so it is necessary to budget for this. Utilization of the results of the assessment center must be used as well as possible regarding the placement of personnel by the leadership of the Bangka Belitung Islands Regional Police. The essence of the assessment center method lies in its interactive nature which requires intense interaction between the assessor and the assesse, several measuring tools or tools used in the implementation of the assessment center to simulate work-related situations against the expected competency value standards. Various assessment center methods include oral presentations such as carrying out sales presentations, role playing such as how to deal with poor subordinates' performance, group discussions such as discussions about the company's new social media activities, as well as studies of actual cases that occurred, and intray exercises for example, compiling assignments. through email, phone calls, and meetings (Kleinmann, M., & Ingold, P. V., 2019, p. 350).

The National Police Assessment Center divides the assessment implementation into three categories based on the methods or tools used, namely simple, medium and complex assessments. A simple assessment is a competency assessment using psychometric tools, behavior-based interviews and one other method can be added. The moderate assessment is using psychometric tools and behavioral interviews as well as adding two other tools. While the complex assessment is the use of psychometric tools and behavior-based interviews and added three other tools or more (ACP Profile Book, 2017, p. 60). Of the three categories, practice within the internal scope of the National Police usually uses simple assessments, especially for assessments carried out by the National Police. Polda kep. Babel Hal can reduce the value of the results of the assessment carried out. In addition, not all assessors have the ability to use all existing methods or tools. So
that the National Police Assessment Center at Polda Kep. Babel is based on 5 principles based on the National Police Chief Regulation number 5 of 2016 namely objective, accountable, necessity, transparent and independent. The objective principle, namely the implementation of the assessment center describing the actual competence of the assessee, was not implemented.

At this integration stage, each assessor who provides an assessment must account for the value they provide by presenting evidence for the assessment they provide to ensure the objectivity of the assessment results carried out. In the implementation of the integration, the evidence submitted by the Bangka Belitung Islands Regional Police assessor is mostly inaccurate and seem not to understand the competency dictionary contained in the regulation of the National Police Chief number 5 of 2016. Every personnel who carries out the assessment and has known the results will be followed by providing feedback through direct face-to-face or other means of communication delivered by the assessor. In the process of providing feedback, the assessee will get advice and input from the assessor regarding his/her competencies based on the results of the assessment carried out. The submission from the assessor includes the weaknesses and strengths of the assessee in accordance with the job target assessment that is followed. The feedback given by the assessor to the assessee can be used to identify themselves and be used as a means to support the assesse's career in the future. However, in reality the feedback was not carried out by the dipolda kep assessor. Babylon. In fact, in the field, not all stages in the National Police's assessment center are carried out due to the lack of attention from the National Police leadership on these activities. Most assessments are carried out using simpler methods and seem formal. Everything happened because the assessors and implementers thought the activities were carried out to abort obligations and responsibilities only.

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