

Competency Based on Human Resource Management as A Tool of Organizational Development (Paper presented at: The 9th Biennial Conference of Asian Association of Asian Social Psychology, 28-31 July 2011, Kunming, China)

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Abstrak

ABSTRACT

Globalization is everywhere; as a result, every organization should change according to the needs and requirement of the environment. These changes also involved many types of organization including Indonesian National Police. In this regard, designing OD interventions requires paying careful attention to the needs and dynamics of the change situation and crafting a change program that will be consistent with the previously described criteria of effective interventions. From the preliminary studies showed that there are some issues that should be resolved namely: organization effectiveness, and staffs development (individual effectiveness). The intervention design was set up to implement the changes using Human Resource Management Intervention. Many different approaches had been chosen by organization, in order to be able to manage their human resources effectively. One of the approaches that often used by organizations is Competency Based Human Resource Management (CBHRM). This paper will discuss about the challenges of using CBHRM as a tool of Organization Development, in particular to analyze the process and implementation of CBHRM in Indonesian National Police. From the results of the assessment using from 551 policemen, using assessment tools of Interview, Observation, Paper and pencil test, Group Discussion, In-Tray/In-Basket, it show that all aspects of Assessment Process still need to be enhanced namely: Standardization of Qualifications of the Assessors, Assessment Process, Establishing Full Model of CBHRM, and Feedback and Follow up programs.