

## Implementasi Assessment Center dalam Mendukung Promosi Jabatan Terbuka (Analisis Pemberdayaan Assessor di Lingkungan Polda Kaltim) = The Implementation of Assessment Center in Encouraging the Opening of Career Promotion (Analysis Assessor Empowerment in Environmental of East Kalimantan Regional Police)

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### Abstrak

Kompetensi sumber daya manusia Polri dipercaya sebagai faktor kunci dalam menentukan keberhasilan organisasi Polri. Saat ini, Polri khususnya Polda Kalimantan Timur (Kaltim) telah melaksanakan program promosi jabatan terbuka yang salah satu tahapannya menggunakan Assessment Center untuk menguji kompetensi manajerial. Penelitian ini bertujuan untuk menganalisis kebijakan dan dampak implementasi Assessment Center dalam mendukung promosi jabatan terbuka terkait pemberdayaan assessor di lingkungan Polda Kaltim. Peneliti menggunakan pendekatan kualitatif dengan teknik pengumpulan data berupa observasi, wawancara dan telaah dokumen. Hasil temuan penelitian menyimpulkan bahwa kebijakan implementasi Assessment Center dalam mendukung promosi jabatan terbuka dalam arti sempit sudah dilaksanakan walaupun belum sepenuhnya. Dalam arti luas, implementasi kebijakan Assessment Center dalam mendukung promosi jabatan terbuka masih belum berhasil dan belum memiliki dampak yang positif. Hal ini dikarenakan Polda Kaltim sebagai organisasi birokrasi, belum sepenuhnya memiliki kapasitas organisasi yang merupakan tulang punggung birokrasi, yang didalamnya melibatkan : struktur organisasi; mekanisme kerja; sumber daya manusia; dukungan finansial dan sumber daya yang dibutuhkan untuk bekerja. Adapun ke-empat unsurnya tersebut belum mampu mewujudkan kondisi yang optimal dan saling mendukung satu dengan yang lainnya. Begitupun kaitannya dengan assessor yang mempunyai peran penting dalam menentukan baik atau tidaknya pelaksanaan Assessment Center, dimana assessor harus mampu menjalankan fungsi – fungsi assessment yang kompleks dan memiliki kompetensi assessor. Pemberdayaan assessor di lingkungan Polda Kaltim belum seutuhnya dan sepenuhnya diterapkan sebagaimana 6 (enam) tahapan model pemberdayaan sumber daya manusia yang meliputi : Desire (Keinginan); Trust (Kepercayaan); Confident (Kepercayaan Diri); Credibility (Kredibilitas); Accountability (Akuntabilitas); dan Communication (Komunikasi).

.....The competency of Indonesian National Police human resource is believed as the main factor in determining the successful of Indonesian National Police organization. Now, Indonesian National Police especially the East Kalimantan Regional 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 related to assessor empowerment in environmental of East Kalimantan Regional Police. The researcher used qualitative approach by applying observation as the data collecting technique, interview, and documents study. The result of this research is the policy of implementing the Assessment Center in encouraging the opening of career promotion, in the sense of narrow, has been done well although it hasn't been done entirely. In the sense more extensive, the implementation of the Assessment Center in encouraging the opening of career promotion has not been succeed and does not have

positive impact. This could happen for the East Kalimantan Regional Police as a bureaucracy organization, does not have the capacity of organization as the bureaucracy's breadwinner, in which involves: the structure of organization; the working mechanism; the human resources; the financial supporting and the resources required for working. Those four elements are still not able to optimize the condition and encourage each other. As it is related to the assessors who have the important role in determining the good and the bad of the implementation of the Assessment Center, in which the assessors have to be able in running the complex assessment's functions and hold the assessor's competencies. The empowerment of assessor in East Kalimantan Regional Police has not been implied entirely as it mentioned in the six models of the human resources empowerment, include: Desire, Trust, Confident, Credibility, Accountability, and Communication.