MATERI PRESENTASI

SEMINAR INTERNASIONAL

The 6th International SEPneT Workshop
24-28 September, 2007
Ho-Chi-Minh-City, Vietnam

Developing a Model for Mapping Employees' Qualification
Standards at the Automotive Industry
(An Indonesia Case)

Oleh:

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JURUSAN MANAJEMEN PENDIDIKAN
FAKULTAS ILMU PENDIDIKAN
UNIVERSITAS NEGERI GORONTALO
2015

TECHNISCHE UNIVERSITÄT DRESDEN

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Herr Ikhfan Haris
Indonesien

Dresden, 13. Juli 2007

Sehr geehrter Herr Haris,

auf der Grundlage Ihrer Bewerbung freuen wir uns, Ihnen mitteilen zu können, dass wir Sie zu unserem Alumni-Workshop vom 24. – 28. September an der University of Technical Education Ho Chi Minh City, Vietnam herzlich einladen.

Der Workshop findet zur Thematik

> ***„Personalentwicklung für klein- und mittelständigen Unternehmen durch bedarfsgerechte Aus- und Weiterbildung"***

statt.

Dieser Workshop im Rahmen des SEPneT-Progamms der Universität Leipzig, der Technischen Universität Dresden und der Fachhochschule Brandenburg wird durch den Deutschen Akademischen Austauschdienst (DAAD) unterstützt.

Aus diesen Mitteln können wir Ihnen einen Flugkostenzuschuss in Höhe von maximal 700,- € (in Abhängigkeit vom Preis des Flugtickets) gewähren. Darüber hinaus werden Übernachtung und Verpflegung in Ho Chi Minh City vom 23.09. bis 29.09.07 für Sie organisiert und finanziert. Dementsprechend sollten Sie Ihre Anreise für den 23.09. und Ihre Abreise für den 29.09. planen.

Als Eigenanteil ist durch Sie eine Teilnehmergebühr von 100,- € zu entrichten, die auch mit dem Flugkostenzuschuss verrechnet werden kann.

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Als Ansprechpartner für die Organisation stehen Ihnen
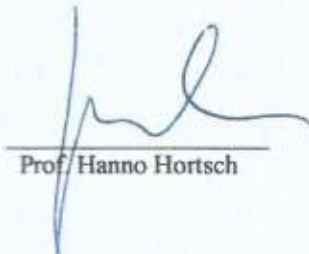
Herr Dr. Kersten (zentrale Organisation) Steffen.Kersten@tu-dresden.de

Herr Nguyen Anh Tuan (Organisation in Ho Chi Minh City) tuanna@gmx.net

zur Verfügung.

Das Programm des Workshops als auch die organisatorischen Details teilen wir Ihnen noch rechtzeitig mit.

Mit freundlichen Grüßen

Prof. Hanno Hortsch

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HO CHI MINH CITY

Tagesordnung zum Workshop

„Personalentwicklung für klein- und mittelständige Unternehmen durch bedarfsgerechte Aus- und Weiterbildung"

vom **24.09.-28.09.2007** in **Ho Chi Minh City – Vietnam**

Tagungsort: University of Technical Education Ho Chi Minh City
                Meeting-Raum 3 (Phong Hop 3)

Sonntag 23.09.2007		Anreise in Ho Chi Minh City
	18:30 Uhr	Informationsmeeting im Hotel
Montag 24.09.2006 vormittags	9.00 - 9.45 Uhr	**Eröffnung an der University of Technical Education Ho Chi Minh City** Rektor der UTE (Prof. Can) Vertreter des MoET (Dr. Vinh) DAAD (Dr. Nastansky) Prof. Dr. Hanno Hortsch
	10.00 – 12.00 Uhr	„Shifting supplied-driven training system demand-drivne one" Vertreter des MoET (Dr. Hoang Ngoc Vinh)
		"Zustand von Human Resource an den HCMC Export Processing and Industrial Zones und Lösungen durch Aus- und Weiterbildung" Prof. Dr. Thai Ba Can
nachmittags	14.00 - 16.00 Uhr	„Instrumente und Bedingungen der Einrichtung bedarfsgerechter Weiterbildungsstrukturen" Dr. Steffen Kersten (Deutschland)
		„Coaching als didaktisches Konzept einer beschäftigungsnahen Weiterbildung" Prof. Dr. Hanno Hortsch (Deutschland)
	16.00 Uhr	Besichtigung Ho Chi Minh City
Dienstag 25.09.2007 vormittags	8.30 - 11.30 Uhr	Besichtigung Viet-Duc Ausbildungszentrum Exkursion in berufliche Schule bzw. Unternehmen
nachmittags	13.00 - 18.00 Uhr	„Berufsbildung zum Bedarf des Arbeitsmarktes in Vietnam" Prof. Cao Van Sam (Vietnam, GDVT)

„Verbesserung des Management für klein- und mittelständige
Unternehmen in Laos"
M.Sc. Bounseng Khammounty (Laos)

„Die Einflussfaktoren für die beschäftigiungsorietierte
Qualifikation im Berufsfeld Elektrotechnik in Myanmar"
M.Sc. Si Thu (Myanmar)

Mittwoch 26.09.2007
vormittags   8.30 – 11.30 Uhr

"Gesellschaftliche, betriebliche und individuelle Perspektiven
auf Bildungsbedarf als Entwicklungskonzept für klein- und
mittelständige Unternehmen"
Dr. Rainer Helmig (Deutschland)

"Cunducting courses for „Training of Trainers" fort he
development of SME in Lao PDR – The Lao experience"
M.Sc. Bounpanh Xaymountry (Laos)

"Analysis of adult female education in Bangladesh as an
effective contribution for development in rural areas"
M.Sc. Alip Kumar Das (Bangladesh)

nachmittags   14.00 - 17.00 Uhr

„The impact of innovation, information and communication
technology (ICT) on human resources demand""
M.Sc. Riad Mustafa (Indonesien)

„Bildungssystem im Entwicklungsprozess Vietnams"
Dr. Nguyen Khang (Vietnam)

„Developing a model for mapping employees'
qualification standards at the automotive industry"
M.Sc. Ikhfan Haris (Indonesien)

Donnerstag 27.09.2007
ganztägig

Exkursion Cucci-Tunnel und Umgebung

Freitag 28.09.2007
vormittags   8.30-11.30 Uhr

„Productivity movement in food business in developing
countries: Its needs and approaches"
Dipl.-Ing. Fifi Sutanto-Darmadi (Indonesien)

"Ermittlung der Beschäftigungsprofile von Arbeitskräften
in Betrieben und Qualifikationsanforderungen an die
Arbeitskräfte in den Unternehmen in Ho Chi Minh Stadt
und Umgebung, Konsequenzen für die Bestimmung der
perspektivischen Aufgaben der University of Technical
Education in Ho Chi Minh City Vietnam"
Dr. Nguyen Phuong (Vietnam)

"Promotion and Development
of Small and Medidium Sized Enterprises in Laos"
M.Sc. Vixay Vankham (Laos)

DEVELOPING A MODEL FOR MAPPING EMPLOYEES' QUALIFICATION STANDARDS AT THE AUTOMOTIVE INDUSTRY
(An Indonesia Case)

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Abstract

The Indonesian automotive industry shows a rapid development trend. In line with the development, the needs for competent human resources in automotive sector are also increased. However, the fact reveals that the need for professional human resources in the world of automotive cannot be met yet.

In order to produce competent human resources, collaboration between formal education institution (universities, vocational schools) and non-formal education institutions *(professional training centre)* need to be established. Until now, formal education institutions, through universities or vocational schools have not been able to produce human resources in a large number, and the curriculum cannot be changed swiftly to adjust with the development of technology. While on the contrary, the world of automotive is rapidly developed. Therefore, institutions that can produce professional human resources in the world of automotive are strongly required.

Besides formal institutions for the education of professional workforces in automotive sector, a standard of competency/qualification is also required to enable companies or institutions in assessing the capacity/*skill of* their employees or prospective employees. An initiative to develop a standard and certification is strongly required as the standard and certification process are still various. For that reason, a standardized certification model in the area relating to automotive industry is required. Standardized qualification and competency model is very beneficial in mapping the standard of qualification and competency; determining the level of qualification, analyzing the needs for development as well as determining the scale of employees' salary payment in the Indonesian automotive industries.

Key Words: *human resource development, qualification certification/standardization, competencies, professional competence, automotive industry*

Introduction

Globalization has caused rapid changes in business world that requires industry to be adaptable, resistant and able to quickly steer the direction by still focusing on the customer needs. AFTA and global market are parts of future business challenge. Relating business to global market, by recruitment activity and human resource development for those with talent and potential, has been the focus of industry/company/organization/institution.

In this very strict era of getting employed, with many candidates but of very poor qualification, determining suitable staff is difficult. The recruitment staff is required to have expertise and skill, and to optimally prepare the recruitment process.

Tight competition climate and business management create adaptive organization culture structure. Therefore, human resource division in an organization should have vision-mission and strategy in developing human resource activities. One of the activities is to develop and implement staff qualification standard mapping model.

Problem in Human Resource Development

Human Resource Division in an organization/company/institution is expected to design strategy or scenario of cadre, career path and development plan to support specific 'talent' need in the future and to maintain competitive prominence in human resource and 'best talent' to stay employed.

The greatest difficulty in human resource is to successfully identify 'potential talent' (by assessment centre, potential review or other medium), design proper development program for the 'talent', plan rotation program to support the development strategy, design relevant career path with the core business and company's characteristics, and determine right time for the 'talent' to get the position as planned.

The difficulties would actually be much easier to solve if the Human Resource Division can do proper and relevant Career Mapping & Planning. Staff qualification standard

mapping model is an example of human resource development and planning mechanism.

Definition of Competency Standards

Competency Standards are simply worded statements about the performance in the workplace that describe in output terms:

- What the employee is expected to do.
- How well the employee is expected to perform.
- How to tell when the employee's performance is at the expected level.

The benefits of Competency Standards

The benefits of Competency Standards can be classified into 2 levels; there are national level and industry/company.

At the National Level:

- More cost efficient and relevant vocational education and training.
- Better skills formation to compete internationally.
- More consistent assessment.
- Better linking of training, assessment and certification.
- Possibility of recognition of prior learning arrangements.

At the Industry and Company Level:

- Better identification of skill needs.
- Better understanding of course outcomes.
- Less duplication of training effort.
- Improved recruitment.
- More reliable and consistent assessment of training.
- More accurate identification of workforce competencies.

Competency Standard Unit

A Competency Standard Unit covers a key role in the workplace and consists of four components:

- Elements which outline the key activities included in the role.
- Performance Criteria which detail what people must do to display competence.
- Range of Variables which describe the contexts and conditions relevant to the unit.
- Evidence Guide which describes how competence will be recognized.

Competency Based Assessment

Competency Based Assessment is assessment where evidence about work performed is compared to relevant workplace performance criteria. The assessor then decides whether the performance criteria have been met or not.

These are some of the advantages of this approach:

- Fast learners who can show that they are competent in specified skills can progress at a higher rate.
- Companies and organizations can better identify staff who actually require training.
- Staff motivation is increased through recognition of the competencies that they have achieved.
- Involvement of workplace and industry.

Competency Based Assessment can involve many different methods:

- Observation of the learner performing tasks.
- Checking both the process used and the finished product.
- Written tests and essays to measure knowledge.
- Oral tests in conjunction with practical demonstrations.
- Individual and group projects, often unsupervised.
- Simulations and role plays.

- Portfolios and work samples which are used to assess skills which have been achieved in the past.
- Interactive computer based question and answer exercises.
- Assessment can be conducted by trainers, workplace supervisors or industry approved assessors.

Competency Certification

Competency Certification is the formal recognition that a person has attained competence in a particular field. This means that:

- The person must be able to demonstrate the performance required in the workplace.
- It is likely that the person will have spent some time in the workplace developing and practicing their skills.
- The person would be assessed against the defined competency standards.

So, Certification in a Competency Based System of education and training is not just about completing the learning program. It means that the learner must actually demonstrate that they have achieved the defined competencies.

In a well-established system with strong industry support, much of this assessment and certification could be conducted in the workplace or simulated environment.

Staff Competence Qualification Standard Mapping Model in Automotive Industry

Automotive industry, such as workshops, maps their mechanics qualification/competence by developing levelling mechanic model. It is important as an effort of maintaining Indonesian business position in the global trade, especially in automotive industry, by improving and developing expertise and competence quality of capable Indonesia automotive mechanics.

Qualification mapping model purposes are:

- To produce international standardized service quality of post-purchasing vehicles while maintaining the national characteristics.

- To produce service quality with competitive prize through friendly environment process and meets work health and safety norms.
- To establish image of competent, professional and globally competitive Indonesian automotive technicians.
- To develop competence certification mechanism that meets the approved standard of competence at regional, national and international level to ensure availability of automotive technicians.
- To improve qualified automotive technicians to meet the needs based on the required standard of industry.

Some examples of qualification mapping or competence/qualification level for automotive mechanics (car) can be seen below. There are 5 levels of mechanic classified into 2 work types: general repair and body repair. The competence/qualification standard is classified by work types as seen in the following table:

CL*	Level	General Repair		Body Repair		
5	Master	Mechatronics		Body Work		
4	Senior	Mechanical Engine	Electrical Engine	Pounding & Welding	Painting	Decoration
		Activation system	Body			
		Chassis & Suspension	Chassis & activation system			
3	Junior	General maintenance and repair		Pounding & Welding	Painting	Decoration
2	Senior	Big vehicle specialization				
1	Junior	General repair				

* CL : Code of level

Competence/qualification standard mapping

The work and competence type need to be firstly identified before determining the competence/qualification standard mapping and points of every competence type per work type. The table below shows a competence/qualification mapping and competence point as agreed.

Competence	Competence Point
General	23
Engine	27
Power train/activation system	14
Chassis & Suspension/Transmission	20
Electric	19
Body repair and painting	28
Total	131

After the mapping, the automotive workshop can suggest the mechanics to get the competence certificate classified as follows:

Qualification	Qualification Point	Certificate Status
Master	89	Master
Senior	83	Senior
Junior	43	Junior
Tune Up	12	Specific mechanic
Brake system	13	Specific mechanic
ABS system	19	Specific mechanic
Wheel straightening	17	Specific mechanic
Carburettor system	6	Specific mechanic
Fuel injection system	11	Specific mechanic
Diesel injection system	7	Specific mechanic
Disposal line component	22	Specific mechanic
Freezer system component	11	Specific mechanic
Air cooler system	13	Specific mechanic
Wasted gas emission test	17	Specific mechanic

Benefits of developing a model for mapping employees' qualification standards at the automotive industry

There are some benefits of developing staff competence/qualification standard mapping model:

1. For recruitment and promotion process in a company/organization/institution. It can be done by internally and externally looking for the candidates; the process can be done by mapping and determining the qualification standard as needed to get suitable candidates for the work.

2. As a tool for *Early Identification of Potential (EIP);* there are some talent aspects owned by someone; mapping the competence/qualification standard can best maximize the talent and it surely needs stable situation to motivate the staff to be of benefit for the organization.

3. Useful when doing *Diagnose of Training and Development Needs;* competence/qualification standard mapping will give opportunity to identify someone's need and also aspects in need for training and professional development.

4. A way/strategy in *Organization Planning as it is useful for identification process of development aspects* needed in an organization. It will give real focus for development program and can generally be related to strategy of human resource plan with *pool of talent* from a number of people that would be ready to take on strategic positions in the future.

5. Competence/qualification standard mapping is beneficial for *team building* and developing some skill aspects relating to future needs. This approach can be done by a program as recommended for completing other human resource developments.

Conclusion

Competence standard is needed to enable the company/institution to assess staff competence (*skill*) There should be initiative to set up standard and certification. However, there are various standards and certifications that need to be taken into consideration.

Standard and certification can be done by official government institution or by using industry certification standard '*vendor certification*'. *The vendor certification,* such as certificate of Microsoft or Cisco, is approved around the world (even this standard is released by the company and not from the government certification institution). It is true that the company knows the real daily need, but the industry and education world, community and other stakeholders should jointly develop the qualification/certification standard as needed. Determining common qualification/certification standard should involve different related parties in automotive sector.

Finally, the approved certification standard would be open for anyone to use. The analogy is like TOEFL or DSH Prufung, where many courses and institutions teach TOEFL / DSH Prufung materials but only one approved TOEFL/DSH Prufung test. Herewith, only one certification test standard for automotive mechanics to commonly use for all automotive industries in Indonesia.

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Assessment where evidence about work performed is compared to relevant workplace performance criteria. The assessor then decides whether the performance criteria have been met or not.

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The advantages of CBA:

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- Companies and organizations can better identify staff who actually meet training.

- Self motivation is increased through recognition of the competencies that they have achieved.

- Improvement of workplace and industry.

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Methods of CBA:

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- Assessment can be conducted by trainers, workplace supervisors or industry approved assessors.

Competency Certification

- Formal recognition that a person has attained competence in a particular field.

- The person must be able to demonstrate the performance required in the workplace.

- Implies that the person will have spent some time in the workplace developing and practicing their skills.

- The person would be assessed against the defined competency standards

Qualification Standard Mapping Model in Automotive Industry

The purpose of Qualification mapping model :

- To produce international standardized service quality of post-purchasing vehicles while maintaining the national characteristics.

- To produce service quality with competitive prize through friendly environment process and meets work health and safety norms.

- To establish image of competent, professional and globally competitive Indonesian automotive technicians.

- To develop competence certification mechanism that meets the approved standard of competence at regional, national and international level to ensure availability of automotive technicians.

- To improve qualified automotive technicians to meet the needs based on the required standard of industry.

Qualification level for automotive mechanics

	General Repair		Body Repair		
	Mechatronics		Body Work		
	Mechanical	Electrical			
	Engine	Engine			
	Activation system	Body	Pounding & Welding	Painting	Decoration
	Chassis & Suspension	Chassis & activation system			
	General maintenance and repair		Pounding & Welding	Painting	Decoration
	Big vehicle specialization				
	General repair				

Competence/qualification mapping and competence point

Competence	Competence Point
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Engine	27
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Classification of competence certificate

Qualification	Qualification Point	Certificate Status
	89	Master
	83	Senior
	43	Junior
	12	Specific mechanic
	13	Specific mechanic
	19	Specific mechanic
	17	Specific mechanic
	6	Specific mechanic
	11	Specific mechanic
	7	Specific mechanic
	22	Specific mechanic
	11	Specific mechanic
	13	Specific mechanic
	17	Specific mechanic

Benefits of developing the model

- Recruitment and promotion process
- Early Identification of Potential (EIP).
- Diagnose of Training and Development Needs.
- Organization Planning
- Team building and developing some skill aspects relating to future needs

Conclusion

Competence standard is needed to enable the company/institution to assess staff competence (*skill*).

There should be initiative to set up standard and certification.

There are various standards and certifications that need to be taken into consideration.

Standard and certification can be done by official government institution or by using industry certification standard "*vendor certification*".

The approved certification standard would be open for anyone to use. The analogy is like TOEFL or DSH Prufung, where many courses and institutions teach TOEFL / DSH Prufung materials but only one approved TOEFL/DSH Prufung test. Herewith, only one certification test standard for automotive mechanics to commonly use for all automotive industries in Indonesia.

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Certifcate

This ist o certify that:

Ikhfan Haris

has participated and presented at the
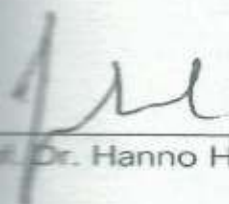
6th International SEPneT Workshop

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durch bedarfsgerechte Aus- und Weiterbildung"

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24th to 28th September 2007.

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