

# A GUIDE TO RECRUITMENT IN INDONESIA

## CHOOSE YOUR ASSETS CAREFULLY!

Selecting the right local employees is critical to the success of any multinational business operating outside their home country, particularly so in Indonesia as locating and recruiting key national employees can be both time consuming and frustrating. Poor selection decisions may result in losing or upsetting local business partners and customers as well as low staff morale, poor performance and high staff turnover. It is therefore of utmost importance to ensure the exact selection criteria and approach is agreed prior to the recruitment process.

In this article, we identify a few of the key factors for successfully locating key employees.

## SELECTION CRITERIA

Prior to the start of any recruitment in it is essential that the Human Resources Manager discusses the position being recruited with the Line and Senior Management to determine the exact selection criteria and specifications required. A business environment can change rapidly and it is important to link the recruitment and human resources strategy closely with the company's direction and business plan when undertaking any recruitment. A company should not hire just to solve an immediate business need but should hire candidates whose backgrounds, experience and potential meet the longer-term needs of the business.

Areas that need to be clarified include:

JOB PROFILE	CANDIDATE PROFILE	REMUNERATION
Position objective	academic/technical/business skills	Salary
Key responsibilities	Personal traits and attributes	Bonus
Reporting relationships	Language abilities	Other benefits
Accountability measurements		
Career prospects		

## Specify the job requirement and pre-selection criteria

Subsequently a list of qualifications, experience, technical and personal attributes required should be developed and used as a guideline to recruit for the position. It is important to be realistic and keep the current market conditions in mind when drawing up these specifications. All candidates should be screened against the same pre-set selection criteria to ensure a fair selection and avoid discrimination.

A systematic selection approach should be agreed in advance to ensure the person handling the recruitment has a sound understanding of the job nature and personnel profile and is able to screen the candidates in a professional and unbiased way. Beware of the common mistake of placing greater emphasis on candidates' English skills and may ignore the actual technical skills and experience required.

Usually the selection process would involve a combination of screening, conducting interviews and sometimes tests in addition to reference checking.

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## Resumes will vary

The quality of candidates' resumes varies tremendously, although most resumes are written in English they do not necessarily bring out the highlights of a candidates career history. There are also some very well written English resumes, which are often from experienced job hunters that know how to lay out their resumes and attach the right certificates. It is therefore important to bear in mind that the quality of a resume is not necessarily an accurate reflection of a candidates' technical skill as some might be prepared with assistance. Academic and professional qualifications need to be examined carefully as some may not be recognized qualifications and in some instances candidates might not have actually passed or completed the degrees. A follow-up telephone screening call to clarify the information provided by the local candidates may be very useful in cutting down the actual interview time.

## Interviews

Candidates who look suitable on paper should then invite to attend an interview. The initial interview in general is conducted on a one-on-one basis and if the candidate is suitable, there is usually a second or third round of interviews, once again either on a one-on-one or group/panel interview basis.

To obtain more information prior to the interview process, for more junior positions, many companies' request candidates' complete written forms to enable the assessment of English comprehension and writing skills.

It is important to ensure managers are professionally trained interviewers, who know exactly what attributes they are looking for and that they understand the exact selection criteria. As interviewing is a two-way selection process, it provides companies with an opportunity to further enhance their reputation in the market and also to obtain feedback regarding market intelligence. Negative interviews may result in an adverse corporate image and create problems for future recruitment.

In order to conduct the interview in a more structured and professional way, prior to the actual interview, the interviewer should read the candidate's resume carefully and develop questions, particularly regarding areas such as:

- Academic and professional qualifications
- Size and business nature of candidates' current and previous employers
- The candidate's achievements and career plan

Questions should be behavior-based, focusing on the candidate's real experience and examples to give the interviewer insight as to how he will perform in the future role. Interviewers should be good listeners and ask open-ended questions to encourage candidates to do most of the talking. It is important to bear in mind that most candidates may be nervous and hence have difficulty in expressing their ideas, however their technical skills may be excellent and therefore interviewers should allow candidates time to think when necessary.

Most local candidates are not experienced jobseekers, it is important to make them feel at ease as they may be nervous and hence not perform as well as they may be capable during the initial

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interviews. The interviewer should be patient in asking questions and if necessary rephrase or simplify questions to make it easier for candidates to understand, particularly if the interview is conducted in English. Questions should be clear and direct, without the use of jargon.

## Tests

In Indonesia, many multinational companies use ability tests and personality questionnaires for their recruitment of middle to senior management positions, using a combination of NCR (numerical critical reasoning), VCR (verbal critical reasoning) and OPOs (occupational personality questionnaires). These tests are also widely used for graduate recruitment as it offers the company a cost-effective and efficient tool to screen out a large number of unsuitable applicants quickly.

## Reference Checking

Reference checking is critical, and usually forms the final part of the selection process. After the offer is made and signed, it is important for the new employer or search firm to conduct reference checking to verify the candidates' academic and professional qualifications and to ensure his past work performance is satisfactory. References can either be written or verbal references; usually one personal and two business references are preferred.

Companies are advised to check *original* copies of the certificates and testimonials with follow-up calls to schools and professional associations to check the validity of the certificates, especially for local candidates as there are so many different schools and institutes in Indonesia and most multinational companies have very limited knowledge about the quality of these qualifications.

## About Consult Group

Finding the best people in today's competitive marketplace can be a full-time job. Maintaining your momentum and focus are crucial to a successful hire. At Consult Group, we find the right people for your teams while you strive to ensure that your business is a success.

Our expertise combines the best human resources know-how along with leading edge technology to deliver Breakthrough Recruitment solutions for your hiring needs.

Our Breakthrough Recruitment combines intelligent initiatives with our technology solutions to allow you to spend your time maintaining strong customer relationships while we find the talent to help you build a more profitable business.

Our expertise is targeted at the mid to senior level in a wide variety of industries including banking & Finance, Natural Resources/Oil & Gas, Industrial Manufacturing & Distribution, Pharmaceuticals & Healthcare, IT & Telecommunications, Consumer Markets and Professional Services & Government.

For further information please contact our Jakarta office on Tel: (62-21) 521 1688 or visit our website at [www.consultgroup.net](http://www.consultgroup.net)

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