

## **ABSTRACT**

*Current research is concerned with the management of human resources has one of the effective and efficient ways to manage human resources, namely the Competencies Based Human Resource Management (CBHRM). One of the educational institutions such as Glasgow University, has applied CBHRM to manage its human resources. Additionally, CBHRM can be used as the foundation for human resource management activities one of which training and development, so that the implementation can fit the needs of current and future. Case study research conducted at the Telkom University's academic directorate. During the process of implementation procedures, training can be carried out at the request of the employee. Meanwhile, according to the theory CBHRM that required the assessment of the competence of the employees so that training can be implemented are appropriate to the competence of employees needed.*

*In this study using the Delphi method in data processing, using the generic competencies Spencer and Spencer to determine the personality core competency model and using benchmarks from Glasgow University's competency model skills and knowledge. By making the determination of competency based on expert opinion, such that of the competency model formed competency dictionary for the Telkom University's academic directorate.*

***Keywords : Competencies Based Human Resource Management, Competency Model, Competency Dictionary, Delphi***