ABSTRACT

Human Resources Development (HRD) simply can be defined as part that has an important role and concern to develop people in order to achieve the company goals. At PT XYZ, HR Business Partner holds the role to compulsory prepare, facilitate, and integrate every needs of manpower to support business process by directing, monitoring, evaluating current manpower condition involving process of recruitment, selection, outsourcing, and training. There were complaints given by other departments that declared dissatisfaction according to the result of HR Business Partner performance. This matter of fact was admitted by HRD Manager as mistake that occurred due to lack of Competence Model. As the department that influence others in terms of manpower support, the initial development must be implemented to HRD Department, especially to HR Business Partner. In designing Competence Model for HR Business Partner, Delphi Method was used as an alternate to conventional meetings by spreading competencies questionnaire to five respondents. The result of this study obtained 24 Main Competencies and 20 Support Competencies, where they are classified into three clusters, Technical Competencies, Interpersonal Competencies, and Managerial Competencies. The Model of Competence generated in the form of competence dictionary referring to Spencer's Competence Model.

Keywords: *Human Resources Development, HR Business Partner, Competence Model, Delphi Method, Spencer's Competence Model*