

## **ABSTRACT**

### **THE DESIGN OF AQL ISLAMIC SCHOOL LEADER DEVELOPMENT STRATEGY**

HR development is needed to manage employees properly. Schools as an organization also need HR development. This research is qualitative, with a case study approach, and aims to design a competency-based HR development strategy for the leadership of AQL Islamic School. Data collection techniques in this study were observation, interviews, the study of organizational documents, the study of national competency documents for school principals and ISO 21001, and literature studies. The results of the study show that the core competencies that must be owned by the leadership of AQL Islamic School are Concern for Orders (CO), Initiative (INT), Customer Service Orientation (CSO), and Organizational Commitment (OC). While the role competencies that must be possessed are Achievement Orientation (ACH), Team Leadership (TL), Organizational Awareness (OA), Conceptual Thinking (CT), Directiveness (DIR), and Relationship Building (RB). Based on the maturity level of strategic HR development implementation at AQL Islamic School, it is found that there are gaps in 9 out of 11 characteristics. The strategy design that is prepared is based on the suggested strategy and the competency model that has been determined. The development program is carried out in the short and medium terms. The design for the implementation of the development program includes 4 stages, namely (a) the evaluation stage, (b) the design stage, (c) the delivery stage, and (d) the evaluation stage.

Keywords: human resource development, competency, leadership, school

## ABSTRAK

### RANCANGAN STRATEGI PENGEMBANGAN PIMPINAN AQL ISLAMIC SCHOOL

Pengembangan SDM sangat dibutuhkan untuk mengelola karyawan dengan tepat. Sekolah sebagai sebuah organisasi juga membutuhkan pengembangan SDM. Penelitian ini adalah penelitian kualitatif dengan pendekatan studi kasus yang bertujuan untuk menyusun rancangan strategi pengembangan SDM berbasis kompetensi pada pimpinan AQL Islamic School. Teknik pengumpulan data pada penelitian ini adalah dengan observasi, wawancara, studi dokumen organisasi, studi dokumen Kompetensi Nasional untuk kepala sekolah dan ISO 21001, dan studi literatur. Hasil penelitian menunjukkan bahwa kompetensi inti yang harus dimiliki pimpinan AQL Islamic School adalah *Concern for Orders* (CO), *Initiative* (INT), *Customer Service Orientation* (CSO), dan *Organizational Commitment* (OC). Sedangkan kompetensi peran yang harus dimiliki adalah *Achievement Orientation* (ACH), *Team Leadership* (TL), *Organizational Awareness* (OA), *Conceptual Thinking* (CT), *Directiveness* (DIR), dan *Relationship Building* (RB). Berdasarkan tingkat kematangan penerapan pengembangan SDM strategik di AQL Islamic School didapati bahwa terdapat kesenjangan pada 9 dari 11 karakteristik. Adapun rancangan strategi yang disusun adalah berdasarkan strategi yang disarankan dan model kompetensi yang telah ditetapkan. Program pengembangan dilaksanakan dalam jangka pendek dan menengah. Untuk rancangan implementasi program pengembangan meliputi 4 tahap yaitu (a) tahap penilaian, (b) tahap perancangan, (c) tahap penyampaian, dan (d) tahap evaluasi.

Kata kunci: pengembangan SDM, kompetensi, pimpinan, sekolah