

## **ABSTRACT**

### **THE DESIGN OF HUMAN CAPITAL BUSINESS PARTNER DEVELOPMENT STRATEGY AT PT PLN (PERSERO) PERIODE 2022 -2025**

PT PLN (Persero) has set a target for human capital maturity at an advanced level but currently it is still at the level of progressing, and the lowest maturity is Human Capital Business Partner with a score of 1.97 out of target 4, with the main cause being the lack of understanding and competence of HCBP managers. in this case is in the position of VP HTD Area. This research is a qualitative research using primary data in the form of interviews to analyze the gap in the maturity of human capital development and competency direction as well as questionnaire data to analyze the competency gap of the VP HTD area. Secondary data is in the form of documents related to the direction of development and competence of HCBP managers. The results of the research carried out get an illustration that PLN has determined 5 competencies as main competencies that are in line with the company's vision, mission, strategy and values. Meanwhile, there are 13 roles and competencies in the PLN HCBP field. This study also measures the competency gap of HCBP managers with a priority gap level of 50%. HCBP managers have competency gaps to be able to improve their competencies including Customer Experience Excellence (CEE), Adaptability (ADA), Business and Industry Acumen (BAC), Corporate Culture Management (CCM), Digital Orientation (DOR), Employee Performance Management (EPM), Outsourcing Management, Business Process Development, Strategic Influence, Career Management. This research also resulted in 46 program initiatives that will be implemented within a period of four years.

Key Word : Human Capital Business Partner, Competence, Strategy Design and Implementation

**RANCANGAN STRATEGI PENGEMBANGAN  
HUMAN CAPITAL BUSINESS PARTNER  
DI PT PLN (PERSERO)  
PERIODE 2022 SAMPAI DENGAN 2025**

PT PLN (Persero) menetapkan target maturitas *human capital* pada level *advance* namun saat ini masih berada pada level *progressing*, dan maturitas terendah adalah *Human Capital Business Partner* di skor 1,97 dari target 4, dengan penyebab utama adalah kurangnya pemahaman dan kompetensi pengelola HCBP yang dalam hal ini berada di posisi VP HTD Area. Penelitian ini adalah penelitian kualitatif dengan menggunakan data primer berupa wawancara untuk menganalisis kesenjangan kematangan pengembangan *human capital* dan arahan kompetensi serta data kuisisioner untuk analisis kesenjangan kompetensi VP HTD area. Data sekunder berupa dokumen-dokumen terkait bagaimana arahan pengembangan dan kompetensi pengelola HCBP. Hasil penelitian yang dilakukan mendapatkan gambaran bahwa PLN telah menetapkan 5 kompetensi sebagai kompetensi utama yang selaras dengan visi, misi, strategi dan nilai-nilai perusahaan. Sedangkan kompetensi peran dan kompetensi bidang HCBP PLN ada 13. Penelitian ini juga mengukur kesenjangan kompetensi pengelola HCBP dengan prioritas tingkat kesenjangan 50 % pengelola HCBP memiliki kesenjangan kompetensi untuk dapat ditingkatkan kompetensinya meliputi kompetensi *Customer Experience Excellence (CEE)*, *Adaptability (ADA)*, *Business and Industry Acumen (BAC)*, *Corporate Culture Management (CCM)*, *Digital Orientation (DOR)*, *Employee Performance Management (EPM)*, *Outsourcing Management*, *Business Process Development*, *Strategic Influence*, *Career Management*. Penelitian ini juga menghasilkan 46 inisiatif program yang akan diimplementasikan dalam kurun waktu empat tahun.

Kata Kunci : *Human Capital Business Partner*, Kompetensi, Rancangan Strategi dan Implementasi