



FARIDAH AKMAL ISHAK

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Professional Summary

Enthusiastic and eager to contribute to team success through hard work, attention to detail and excellent organisational skills. A clear understanding of Performance and Rewards. Motivated to learn, grow and excel in the new role. Has worked in an environment of 9000 total staff strength with diversified and challenging business strategies, dealing with complex issues that require perseverance, passion, patience and determination. Passionate about implementing best practices that will move the organisation to greater heights.

Significant Contributions

- Successful completion of KPI alignment, Mid-year and Year-End review submission and cascading using a balanced scorecard approach.
- Network Transformation of branches' operation to dealers of PROTON. Completed acceptance of the offer and transfer. The total workforce involved was 1,485.
- Fulfillment of nine (9) critical positions for Proton Edar Sdn Bhd after the significant restructuring exercise.
- Resolves operational and people issues in Commercial Division to achieve record-breaking sales for Proton Edar for FY2020 with 109,716 units. Highest in 10 years.
- Coaching & Mentoring program for HR staff at PESB & PPCSB for understanding HRBP functions and critical HRBP skills & knowledge.
- Medical Cost Reduction Program-Continuous coaching and counselling by HRBP to staff with medical costs exceeding 50% utilisation.
- Successful completion of Review Terms & Benefits (Streamline existing terms and benefits to reflect company performance and affordability, i.e., EPF, car loan, Housing loan, Education Assistance Program (EAP) and company car.
- Successfully designed Performance Management framework and implemented Performance Management Workshop/Conversation series for PROTON and Sime Darby Property Berhad.
- BOD Approval of yearly bonus framework and yearly increment.

Skills

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| <ul style="list-style-type: none">• Total Rewards• Executive Compensation• Human Resource Business Partner• Salary Structure• Job Analysis/Job Evaluation• Process Improvement | <ul style="list-style-type: none">• Market Salary Survey• Performance Management• Consequence Management• Variable Compensation• Benefits Strategy |
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Work History

Assistant Vice President, Performance & Rewards

09/2021 to present

SIME DARBY PROPERTY BERHAD

To coordinate & monitor the deployment and management of rewards (compensation, benefits, recognition) and performance policies, guidelines, framework, processes, and initiatives for Sime Darby Property Berhad, to support the enhancement of business performance & high-performance work culture.

Reward

- Key responsibilities about guaranteed compensation (salary, fixed allowances), variable compensation (performance bonus), benefits and perquisites, recognition programs, wellness programs, and International Mobility (expatriates/assignees) include:
- Conduct benchmarking studies and research to determine the latest thinking and external competitiveness with general market and comparator companies
- Conduct a review of policies, guidelines, and processes to ensure competitiveness and compliance (if relevant)
- Assist in the design of new initiatives and programs where strategic and feasible
- Initiate involvement and testing of draft reviews/ design with relevant Business Heads and HR to ensure review / new initiatives meet business units' and HR objectives/needs
- Manage the yearly bonus and increment exercise process, including reviewing the submission from all divisions with the respective HR Business Partners (HRBP)
- To manage the company's compensation and benefits portfolio, which includes job analysis, job grading, salary structure, promotion, increment and remuneration benchmarking on a periodical basis.
- Custodian to bonus, increment, promotion exercise, and relevant reward policy.
- Ensures the accuracy of all benefits enrollments in the HRIS to provide vendors with accurate eligibility information.
- Serve as primary contact for plan vendors and third-party administrators.
- Performs quality checks of benefits-related data.
- Assists employees regarding benefits claim issues and plan changes.
- Responds to benefits inquiries from managers and employees on plan provisions, benefits enrollments, status changes and other general questions.

- Coordinate data transfer to external contacts for services, premiums and plan administration.
- Document and maintain administrative procedures for assigned benefits processes.
- Ensure compliance with applicable government regulations. Ensure timeliness and accuracy of required reporting
- Researching and analysing healthcare plans, including medical, dental, vision and disability insurance
- Designing a comprehensive benefits package to meet the needs of a changing workforce
- Advising management on resolving benefits issues
- Assisting employees by explaining benefits and appealing decisions made by insurance companies
- Reviewing vendor invoices, resolving disputes, and reporting on fees and costs

Performance Management

- To manage the competency directory for the Sime Property Group. This entails reviewing, facilitating, and enhancing the process and governance.
- To coordinate, communicate and monitor, with the respective business units through HR Business Partners (HRBP), the management and implementation of the Group's Performance Management framework, procedures, and activities for both Executive and Non-Executive employees, internationally
- To manage and develop communication campaigns, content and materials for performance-related activities through HR Business Partner
- Provide ongoing support to ensure that performance measures are used to drive business objectives and effect organisational change effectively.
- Overall accountable for the rolling out the Performance Management System cycle, e.g. KPIs setting, Mid-year review and Year-end review.
- Provide training, guidance and coaching to subordinates.

Assistant Manager, Performance Management & Rewards

06/2019 to 09/2021

PERUSAHAAN OTOMOBIL NASIONAL SDN BHD – Shah Alam, Selangor

An automotive company with more than RM 4 billion in annual revenue, Perusahaan Otomobil Nasional Sdn Bhd (PROTON) employs approximately 8,000 people. It has operations in Shah Alam, Selangor and Tanjung Malim, Perak.

My key responsibilities are to manage the development and implementation of performance management, rewards programs, and compensation and benefits, including pay structures, annual salary increment/adjustment, bonus/incentive payments, promotion, scheme of service, and consequence management. I have assumed the role for more than two years and successfully delivered all the projects assigned under my portfolio.

- Analyze, evaluate, design, implement and administer programs, policies and procedures, including job evaluation, annual salary review, salary range adjustment, market pricing, total rewards initiatives and incentive plans.
- Consult with internal business partners, such as department heads and management, to access benefits, compensation and compliance needs.
- Review and modify policies and practices to ensure pay structures and benefits plans are competitive and designed and managed to attract and retain a high-performing workforce.
- Benchmark compensation and benefits programs and develop specific recommendations for review by management.
- Manage Performance Management for 8000 plus employees
- Design PROTON's Performance Management System based on leading practices to provide fair and transparent performance management across functions and companies.
- Develop and update annual appraisal process and guidelines and manage appraisal process across functions and companies.
- Handle performance management cycle process from start to end and monitor timely and accurate completion of appraisals (e.g., Forms and templates, communications).
- Handle implementation of performance-related initiatives, i.e., Performance planning, mid-year review and year-end review and rating.
- Contribute to developing and integrating competency models within the Performance Management System.
- Work with internal stakeholders across functions to embed continuous feedback on employee performance culture.
- Provide support to line managers in applying the Performance Management System

should employees face challenges with the current implementation.

- Conduct performance management conversations/briefings.
- Propose a solution for performance management issues.
- Manage and coordinate organization-wide efforts to ensure that performance management and performance improvement programs are developed and managed using a data-driven approach that sets priorities for improvements in line with ongoing strategic imperatives.
- Coordinate with Human Resources Business Partners to implement consequences related to performance evaluation results, e.g., Performance Improvement Plans, reward and recognition activities, learning and development activities, etc.
- Propose consequence management policies, frameworks, and processes to remain competitive with organisational needs.
- Conducted research, gathered information from multiple sources and presented results.

Assistant Manager, HRBP Commercial

01/2018 to 06/2019

PERUSAHAAN OTOMOBIL NASIONAL SDN BHD – Shah Alam, Selangor

Human resources business partners (HRBP) liaison between upper management, HR departments, and employees to develop, enact, and monitor human resources initiatives and programs across business lines. This is a highly dynamic role, balancing direct oversight of HR efforts and employee relations with long-term strategic direction and implementing employee hiring and retention plans to enhance business performance and profitability.

To manage the HR aspects of organisation restructuring initiatives to reduce significant operational expenditure (OPEX). In particular:

- Ensure that proposed organisation re-designs submitted by managers are fit for purpose, correctly identify the impact on individuals, define objective and fair selection processes, assess and facilitate redeployment opportunities where possible and implement voluntary redundancy where appropriate.
- Consult and work closely with the In-House Union and internal communications team to maintain positive employee relations throughout cost reduction initiatives.
- To support the general manager of HRBP in developing and enacting HR policies that support business objectives.
- To provide guidance and input on workforce planning, business unit restructures, and succession planning, ensuring that core HR processes are appropriately and legally compliant.

- To develop strategies for people management, succession planning, and talent management for critical managerial positions and stakeholders.
- To analyse trends and metrics in partnership with other HR teams to develop and enhance solutions, processes, and programs that address current and avoid future problems.

To support the General Manager of HRBP in measuring, validating, and testing the effectiveness of metrics that the business applies to assess and drive productivity optimisation.

- To develop programs and methods to achieve measurable improvements in metric results and avail actionable people management solutions and strategies.
- To maintain healthy relationships across the business by conducting regular meetings with the various business departments and building and developing trusted relationships with the different departmental leadership.
- To manage complex employee-relations issues, supporting formal appeals and hearings while coaching the relevant managers on management best practices.
- Partner teams up with other HR departmental teams to determine approaches to recruitment, compensation, and other HR functions to ensure that the programs in place are practical and efficient.
- To work collaboratively with departmental heads throughout the business, assisting them in understanding compensation and rewards programs, training and development programs, and aiding in the indoctrination of proper management and communication practices.
- To maintain an in-depth knowledge of the legal requirements, internal and external, related to the day-to-day management of employees within the business, reducing legal risks, guaranteeing regulatory compliance, and most importantly, enabling employee satisfaction and retention.
- To take the initiative and provide informal leadership and mentorship to less experienced HR professionals within the business. Acts as the program/process leader for various HR initiatives, such as performance management, succession planning, or employee development.
- To support stakeholders by coaching them to think innovatively about their work processes and team structures to improve the business's overall efficiencies.

Assistant Manager, Org. Design & Analytics

01/2017 to 01/2018

Human Capital – Shah Alam, Selangor**Organisational Design**

My primary accountability was to manage the development of an organisational chart for 35 departments in PROTON, advise the staff movement and Organizational Design & Change Management in support of Workforce Design, other partner organisations and broader corporate programs as deemed. The functions include human resource planning and development and managing job evaluation exercises guided by Hay's job evaluation method. Since it was very costly to give the assignment to Hay, the management agreed to establish internal evaluation committees, fully trained by Hay Consultants, to evaluate executive jobs. My task was to coordinate the session from all divisions, conduct training sessions on writing job descriptions, and administer the evaluation process. The job grading also helped the management in the job-person matching exercise in the new organisation. I successfully developed and prepared Human Capital Annual Management Plan, Strategy, and Human Capital update for the BOD presentation and monitored KPI achievement for Human Capital & Admin. Successfully created a platform to update Job Descriptions online and provided online training on creating JD with the standard template.

Assistant Manager, Training & Development

1/2016 to 01/2017

PROTON EDAR SDN BHD – Subang Jaya, Selangor

During this period, I was given the exposure to handle training for PROTON Edar Sdn Bhd, the marketing arm of PROTON. The function includes identifying and monitoring training needs in the organisation, designing and planning, and implementing training programs, policies, and procedures to fulfil those needs. Successfully developed Structured Development Program-Sales Manager, Service Manager, Sales Advisor, Service Advisor, Foreman, Technician, Customer Relationship Executive and other critical positions. Manage Leadership Development Program (Executive to Senior Manager). Reviews existing training programs: suggest enhancements and modifications improve engagement, learning, and retention and meet the changing needs of clientele, the organisation, or the industry.

Ensures that training materials and programs are current, accurate, and effective. Ensures training milestones and goals are met while adhering to the approved training budget.

Prepare and submit the Annual Training Plan (ATP) and Annual Management Plan (AMP)

Assistant Manager, Administration Services

04/2010 to 1/2016

PROTON EDAR SDN BHD – Subang Jaya, Selangor

As an AM of Administration Services, I supervised the administrative department's day-to-day operations and staff members. I am developing, reviewing, and improving organisational systems, policies, and procedures. I have managed company car and fleet management, including entitlement-based car allocation. Manage Disposal of old stocks and non-productive company cars to ensure the appropriate number of company cars is achieved and benchmark other significant players. I have completed the disposal of company cars via tender and public bidding and managed to generate sales of 13 million.

Executive, Purchasing

02/2005 to 03/2010

PROTON EDAR SDN BHD – Subang Jaya, Selangor

I was specifically assigned to evaluate vendors, negotiate contracts, and prepare reports (e.g. on orders and costs.) I have good knowledge of market research and solid analytical skills in identifying the most profitable offers for this role. Ultimately, I must create and maintain good relationships with key suppliers to ensure that merchandise is high quality and delivered on time. Solicit bids, secure written and telephone quotations from vendors, analyse offers, perform value and cost analysis, select products and vendors consistent with existing policies and procedures, and assist other staff—lead Purchasing team during the system migration process from SAP 4.0 to SAP 5.0. Successful implementation and Upgrading of the Application System in PESB (SAP ECC 5.0).

Executive, Purchasing

05/2000 to 08/2004

KIOSK PACIFIC SDN BHD – Shah Alam, Selangor

- Responsible for sourcing, cost negotiations, credit term and buying goods & services, consumables items, etc.
- Manage over 20 suppliers per day
- Issue Purchase orders to suppliers and follow up with suppliers to ensure prompt delivery.
- Ensure items are delivered on time and to the place required.
- Planned, sourced and developed new potential suppliers/vendors for economical procurement.
- Submission of cost and price reports to Management.
- Negotiated policies and contracts with vendors to achieve optimal pricing and consistent availability.
- Researched suppliers based on availability, quality, selection, and price.
- Implemented company policies, technical procedures, and standards to preserve the integrity and security of data, reports, and access

Education

Bachelor of Accountancy (Hons)

04/2000

University Technology Mara - Shah Alam

Diploma in Accountancy

01/1998

University Technology Mara - Shah Alam

Hobbies

Jog & run.

Jogging significantly improves a person's mental health, helping lift our spirits and making us feel positive about ourselves. And that is why I feel calm and rejuvenated after jogging.

Running and jogging help to soothe and calm the mind. It reduces stress and tension and clears the mind of unnecessary thoughts. It has a positive impact on people and changes their attitudes and outlook.

References

1. Tengku Hazrizal bin Tuan Mohd Ghazali

General Manager, Performance, Rewards, OD & Analytics

Sime Darby Property Berhad

HP: 019-668 4100 E-mail: tghazrizal@gmail.com

2. Yusmili bin Nordin

Country HRBP Malaysia

DB Schenker

HP: 012-357 7876

Availability

3 months' notice