



# Ee Pei Kok

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Languages: English, Bahasa Malaysia, Mandarin and Cantonese

## SUMMARY

Result oriented Human Resource Generalist with over 19 years extensive background in HR management including experience in talent recruitment and retention, talent performance, learning & development, MADJV, total rewards, conflict resolution, payroll, HR policies development and legal compliance. Looking for fast paced environment and regional exposure opportunity.

## PROFESSIONAL EXPERIENCE

### 1. Henkel (Malaysia) SDN BHD *March 2018 – Present*

Position	: Manager, Human Resources
Specialization	: Human Resources
Industry	: Adhesives Technologies & Consumer Brands

The Manager of Human Resources is reporting to the Head of HR, Japan and SEA. This role is accountable for HR Business Partnering for Adhesives Technologies, Consumer Brands and Functions. Meantime, this role also taking

care end to end HR processes for the country such as payroll, total rewards, recruitment, training & development, performance management, employee engagement and HR governance. Managing 200 over workforce for 2 locations (1 manufacturing plant at Shah Alam and 1 commercial office located in KL)

### **Stakeholder Management**

- Represents HR to sit in quarterly Executive Committee (ExCom) meeting and A Leadership meeting.
- Lead the Crisis Management team during Covid-19.
- Attend bi-weekly HR leadership team (HRLT) call with the APAC team.
- Having regularly catch-up sessions with the Country President, Site Managers, Business leaders for HR related topics.
- Play as an HR moderator during talent review session with business leaders.
- Collaborate with Country GM to present talent pipeline review with the APAC HRBP and APAC Business Leader.

### **Employee Engagement**

- Implemented employee engagement app to employees. Employees can go through the app to send a recognition note to their peer, colleagues and managers.
- Plan and organize annual DEI (Diversity, Equity & Inclusion) activity for plant and office.
- Plan and organize International Women's Day activities such as Kahoot game, wellbeing talk and etc.
- Arranges yearly health day event and influenza jab to employees.
- Partner with the vendor to conduct monthly virtual health talk and wellbeing talk to our employees.

### **HR Operations**

- Work closely with Global Business Solutions+ (GBS+), Manila to review current HR operations processes in Malaysia and transition to GBS+
- Having regular call with GBS+ team to review on the whitespot projects.
- Verifies and approves monthly payroll
- Review employee handbook from time to time
- Review employment contract on yearly basis
- Verifies yearly bonus payout
- Oversees facilities management and review the performance and SLAs on quarterly basis.

## **Total Rewards**

- To review country's benefits with the Regional Total Rewards.
- Partner with the Regional Total Rewards to explore areas can be harmonized within SEA region.
- Complete annual Mercer's Cash and Compensation survey.
- Manage annual merit.
- Review job evaluation for newly created positions and promotion cases.

## **Employee Relations**

- Handles collective bargaining process for the manufacturing plant.
- Simulate cost impact and proposals to the Site Managers for consideration and discussion.
- Establish retrenchment/mutual separation scheme and voluntary separation scheme policies.
- Play as an advisory role to line managers on employee's issues such as PIP and disciplinary action and etc.
- Attends union meetings

## **Recruitment**

- Work closely with the recruitment team to fill the role within timeline.
- Conduct recruitment process to the hiring managers.
- Sit in interview with the hiring managers.
- Recommend salary proposal to the hiring managers.
- Collaborate with the Purchasing team to negotiate the term and conditions with the recruitment agencies.

## **Learning & Development**

- Align the training needs analysis with the business leaders
- Ensure the annual training plan fulfil 80% as per ISO audit requirement.
- Collaborate with GBS+ to ensure the planned training to be rolled-out timely.
- Ensure employees and line managers complete the training evaluation form on time.

## **HR Governance**

- Conduct Henkel's social standards to all employees on yearly basis.

- Review payroll processes with GBS+ team on yearly basis to ensure the processes compliant with the Global Payroll Policy.
- Conduct regular meetings with Site Managers to ensure plant operations fully compliant with local regulations and Henkel's social standards.
- Review and update HR processes yearly.

## KEY ACCOMPLISHMENTS

- Identified as a Payroll Project Lead to transition Malaysia, Singapore and Indonesia's payroll to GBS+ payroll team in Manila. Project successfully went live in June 2019.
- Transformed electronic EA form in March 2019.
- Implemented kiosk setup at the manufacturing plant for blue collars to self-access payslip, annual taxation form and leave application.
- Supported Thailand, Philippines, and Indonesia to implement kiosk counters for blue collars. Project went live in December 2021.
- Launched the Employee Engagement App for Henkel Malaysia employees. Project went live in November 2021. Rewarded by the APAC team for "We Act as Entrepreneur" award.
- Successfully outsourced the medical outpatient process to external vendor. Total saved 36-man hours.
- Kicked off Employee Assistance Program (EAP) effective October 2020.
- Completed a divestment project in May 2022.
- Completed an acquisition project in January 2023.

## 2. Cargill Holdings (Malaysia) SDN BHD *August 2014 – November 2017*

Position : Operations Leader, Global Human Resource Solutions (GHRS)  
 Specialization : Human Resources  
 Industry : Agricultural/Food Solutions/Animal Feed

The Operations Lead is accountable for the delivery of HR Operations support to 5 main businesses and corporate functions in Malaysia. This role includes the responsibilities of Compensation & Benefits, HR policies development, Manages National Union, Training, On-Boarding, Off-Boarding, Health & Safety, Time & Attendance, Payroll, Employee Data Management and oversees Talent Recruitment team in the country.

This role was reported to HR Market Lead for India Sub-Continent & Malaysia and direct manage a team of 3 and indirect team of 5 in the country, responsible for a population size of 820.

## **Stakeholder Management**

- Partnering with HRBPs and leaders to ensure change readiness of organization and to lead change champion for ADP payroll project and HR Transformation.
- Participated the business meetings to understand business needs and collaborated with HRBPs to implement and activate HR solutions by turn strategy into action and manage and monitor progress.
- Represented HR to participate quarterly business meeting with all functional and business leaders to provide an update pertaining to all related HR functions on policies, guidelines, strategies, programs and initiatives to ensure consistent interpretation and application across the board.
- Supported finance leader to re-structure the entire finance job families in Malaysia and collaborated with HRBPs to identify key talents and designed retention bonus to key talents to accomplished the re-structuring project.
- Partnered with HRBPs to complete workforce planning and annual budgeting for the businesses.
- Partnered with the business leaders and regional team in Singapore to complete the divestment project in Kuantan. Took charge the entire HR work stream such FAQ, Communication to internal stakeholders and union, work closely with the counterparty to complete the recruitment process, provide estimated severance cost to regional team and finance.

## **HR Operations**

### **Payroll**

- Led the HR Operations team to transition outsourcing payroll from Ascender to ADP. The project was went live in January 2017.
- To participate monthly production call with ADP payroll team to review previous month's payroll performance and resolve pending issues.
- Validate and approve monthly payroll for 7 entities in Malaysia.
- To provide quarterly payroll timeliness and accuracy data to Core HR Strategy & Compliance Lead.

### **Budget**

- Prepare annual budget for Global Human Resource Solutions ("GHR") Malaysia team and manage the annual expenses within the approved budget.
- Review monthly budget versus actual expense report to closely monitor department's expenses.
- Support businesses to prepare annual headcount budget

## **Administrative**

- Work closely with third party vendor Santa Fe to manage expat's work permits and dependents application and permit renewal process.
- Work closely with manpower supplier to ensure all foreign labours are discipline and compliant with the safety requirements.
- Liaise with finance share services (FSS) on expatriates' monthly interco invoices.
- Employer representative for Safety Committee team.
- Chairperson for Cargill 150 years annual dinner celebration.

### **Compensation & Benefits**

- Established policies and procedures to ensure achievement of equitable and competitive employee compensation
- To propose annual salary increment budget for the country based on Mercer, Towers Watson and Hay market survey results.
- Review Mercer, Hay and Towers Watson's annual salary and total compensation survey results.
- Review country benefits to ensure Cargill's benefits are on par with the market practice
- Review annual medical insurance plans with International Benefits team based in Europe and local insurance broker.
- Partner with insurance broker to design wellness program for office and plant employees.

### **Employee Relations/Industrial Relations**

- Attend quarterly country business meeting to update HR's initiatives and on-going projects
- Play as an advisory role to Business HRs on the Malaysian labour laws 1955 and Industrial Relations Act 1967
- Partnered with the Business HRs to design action plans to improve Employee Engagement result.
- To provide support and guidance to business leaders in relations to their approach and consideration of people issues ensuring that they understand the potential risk/impact of these on the individual and the business.
- Represent the business to manage labour disputes at labour department and Industrial Relations department
- Work closely with the retainer legal to handle court case which has been referred to Industrial Relations court.
- Attend meeting with Food Industry Employees Union (FIEU) to build and maintain good relationship.
- Led the collective agreement negotiations and budget preparation for Refinery Oils business.
- Coordinates the Employee Engagement Survey for the businesses and support certain Business HRs to share the engagement survey result to the business leaders, managers and employees

- Play as an advisory role to support millennial to form women's network in Malaysia. The objective is to development more female leaders in the organization and promote inclusion and diversity.

### **Employee Experience**

- Conduct quarterly Orientation program for new joiners.
- Plan and design recruitment strategy for production staffing to fulfill workforce requirement.

### **Compliance & Risk Management**

- Conducted labour compliance training to all plant managers to ensure the managers are fully understand and comply the working hours, overtime, rest day as per local labour law.
- Responsible and ensuring HR processes are compliant.
- Participated customer audit review meeting and collaborate with plant HR team to support the business's audit. For those identified gaps, will prepare Corrective & Preventive Action (CAPA) to close the gaps.
- Performed risk management for local HR policies

### **Performance Management**

- Monitors HR team's goal setting (KPIs) and conducted bi-weekly one-on-one discussion with my direct reports.
- Play an advisory role to the people manager to improve quality of performance management and provide related training to employees to enhance required skillset.

### **Talent Recruitment**

- Oversees Talent Recruitment team and support the team to achieve positive results such as hiring manager satisfaction score, diversity, time to fill and etc.
- Supported talent acquisition specialist and Talent lead, APAC to understand priorities and needs to build the talent strategy for Cargill Malaysia.
- Partnered with talent recruitment team to participate HR networking to promote employer branding.
- Review and Approve recruitment agency's agreement.

## **KEY ACCOMPLISHMENTS**

- Successfully implemented electronic payslip (e-payslip) for Malaysia effective October/November 2014 with zero cost. It has tremendously reduced manual work for GHRs team and get the team be focused core HR functions.
- Supported Animal Feed business to complete divestment project in Pekan. All impacted employees were successfully transferred to a new counterparty and those redundant roles were compensated with severance package and outplacement program.

- Involved several redundancy exercises in Cargill due to the work/positions transitioned to Cargill Business Services (CBS) in Bangalore, India or outsources to 3<sup>rd</sup> party vendor. All cases settled amicably without labour disputes
- Successfully settled one IR case without pursue to Industrial Relations Court
- Successfully settled one IR case with minimum settlement at the Industrial Relations Court where the case was pending for 1 ½ years.
- Identified and revised annual leave entitlement policy to ensure comparable with the market practice.
- Harmonized salary pay date for Malaysia to align with regional's directions.
- In 2016 successfully maintained insurance premium rate for the Company. Total cost avoidance of USD183K.
- Made decision to switch insurer from AIA to Great Eastern effective February 2017. All insurance benefits and coverage remained status quo. Overall cost only increased by 2.86%.
- Successfully convinced the Refinery Oils business to implement Kronos Time & Attendance system. All plant managers can leverage on this system to generate live reporting and closely monitoring employees' working hours and rest day. This is helpful for managers and HR to mitigate risk and improve audit performance.
- Lead the HR team to transition payroll from Ascender to ADP (SAP system) effective 16<sup>th</sup> January 2017.
- Successfully completed Collective Agreement bargaining with Food Union effective April 2017 within the budget approved by the business. Total cost avoidance of MYR1mil per annum.

### ON-GOING PROJECTS

- Involving in the "Project Panda" and play as an advisory role to provide guidance to our Controllers on retention plans, severance package as per Cargill's policies and ensuring compliant with local labour laws.
- Appointed as a Country Change Champion for HR Transformation in Malaysia. To conduct change experience session for HR job families and partnering with Business HR to cascade communication plans to the business leaders and functional leaders in the country.
- Appointed as Subject Matter Expert (SME) for Process, Data and Technology project to collaborating with global team and Accenture (external vendor) to complete 60 SOPs to align with the global processes. The purpose is to simplify all HR processes across the region.
- Involving in the divestment project and fully in-charged the HR work stream.

### 3. INGRAM MICRO (M) SDN BHD *December 2009 – August 2014*

Position : Human Resources Manager II  
 Specialization : Human Resources  
 Industry : Information Technology (Hardware and Software)



The role is a Country HR and direct manage a team of 4 in the country. This role required to work closely with senior leaders in the country such as Managing Director, CFO, Marketing Director and all HODs. The Country HR was responsible for full spectrum of HR such as Talent Performance, Recruitment, Compensation & Benefits, Health & Safety, On Boarding, MADJV, Payroll, Employee Data Management and Incentive Plans design. The role was reported functionally to Vice President, Human Resources APAC, EMEA & South Africa with dotted line to Senior Managing Directors IT division and Senior Managing Director for Mobility division. Total coverage of 240 employees and post M&A with Brightpoint increased to 400 employees.

- Participated annual Mercer and AON Hewitt's salary and total compensation survey.
- Review annual insurance policy with the Management team and Insurance broker.
- Identified as a Local Process Owner (LPO) for SAP Implementation project and fully took charged the Change Enablement for Malaysia team.
- Led the Change Enablement and Org Design in SAP Implementation Project. Work closely with OD Director in the US to redeploy the new roles and responsibilities of the employees.
- Identified as a SAP super user for Travel Management module and conducted training to all end users and new joiners in the country.
- Prepared annual budgeting and workforce planning to MD and CFO.
- Revised/Designed new commission structure for Sales & Vendor Management team to align with the business objectives.
- Responsible to conduct and design Orientation program to all new hires in the country.
- Verified monthly and quarterly commission reports.
- Verified and approved monthly payroll.
- Partnered and coached managers to resolve highly sensitive employee relations issues including conflict resolution meetings, performance management issues.
- Being trained as a Trainer to conduct Hiring Excellence training program to all hiring managers in Malaysia.
- Reviewed annual increment proposals together with the local MD and respective HODs before submit to Regional C&B team for final approval and justifications.
- Work closely with the department heads to develop and identify high-performing teams.
- Collaborated with local MD to participate annual talent review call with Regional HODs and APAC HR Director. The purpose is to review and identify HIPOs in Malaysia for talent development plans.
- Work closely with Regional HR for HR project launching such as Manager Self Service and E-Performance through PeopleSoft.
- Partnered with global and APAC HR team on the following projects:-
  - Interfaces employee's data from PeopleSoft to local payroll system (Boss.net)

- HR initiatives such as Desired culture launched in 2011. HR played as an advisory role and form a committee to initiate this initiative.
- Supported the global HR to transition the entire shared service center to Manila, Philippines and fully in-charged the redundancy project and engaged external consultant to provide outplacement services to those impacted associates.
- Provide online SHL assessment training to the local HR administrators
- Partnered with China team on Diversity & Inclusion roundtable discussion. The purpose is to increase balance ethnicity in Malaysia
- Work closely with the external consultant team and internal regional team for Span of control project where was kicked-off in November 2013.
- Work closely with the Global SAP team and Compliance team on SAP matters. The purpose is to mitigate Segregation of Duties (SODs) and access to SAP.
- Work closely with Regional HQ on salary proposal and creation of new position.
- Updated weekly resourcing report to Regional HQ.
- Reviewed Breakthroughs survey results and presented to the local team. Collaborated with MD and HODs to prepare action plans for further improvements.
- Attend monthly HR metrics call with the VP of Human Resource for APAC, EMEA & South Africa.
- Attend 1 on 1 con call with the VP of Human Resource for APAC, EMEA & South Africa on reporting HR matters and activities running in Malaysia on alternate basis.
- Involved monthly HR meeting call with all APAC, EMEA & South Africa team.
- Updated and reviewed exit interview questionnaire in the system.
- Represented Malaysia team to participate annual HR conference organized by the Regional HR. 2010 Conference was held in Thailand and 2012, 2013 & 2014 were held in Singapore.
- Represent the Company to attend labour department and industrial relations department to handle labour dispute.
- The member of Culture Alignment Strategy (CAS). To align WW and Regional's objective of cultural change.
- The President of Staff Welfare Committee for 2010/11. Had organized several events for the associates such as Treasure Hunt, Annual Dinner, CNY Reunion

## KEY ACCOMPLISHMENTS

- In 2010, implemented co-payment scheme for medical outpatient, resulting in savings of RM400K. Since then, managed to maintain insurance premium for four consecutive years.
- Managed to convince Managing Director and CFO to transform from diskette to online banking facilities to process employees' monthly salary. It has improved monthly salary release timely and staff's information is well protected.

- Supported the Global team to transition the shared service center from Malaysia to Manila, Philippines. Followed global directions to redundant 50 head counts by phases. The entire redundancy project was completed amicably within timeline.
- Act as a Local Process Owner (LPO) during SAP implementation project which required to partner with SAP project team and core team on Change Enablement. Finally, the SAP project was successfully implemented in April 2012.
- Selected as a super user for Travel Management module and responsible to conduct training to end users and new hires.
- Implemented electronic payslip (e-payslip) in June 2012
- Successfully integrated Brightpoint International Malaysia Sdn Bhd with Ingram Micro (M) Sdn Bhd. Provided due diligence for benefit plans and employee transition training/briefing during mergers and acquisitions (M&A). Successfully harmonized employee's benefits, job banding and remuneration package for this M&A project.
- Collaborated with MD and HODs to revise commission plans process to align with the business objectives.
- Designed quarterly commission plans to motivate sales team to achieve shortfall target within the quarter. This plan was successfully motivated sales team in a high growth mode.
- Received recognition from the Global HR on Desired Culture initiatives led by HR team in Malaysia. An article has been published in the Global HR newsletter.

Reasons for leaving:

- Ambiguity Company's directions after M&A with Brightpoint International.

#### **4. SILVER BIRD GROUP BERHAD *November 2004 – December 2009***

Position : Human Resources Manager and PA to Group Executive Director  
 Specialization : Human Resources  
 Industry : Manufacturing / Production (Bakery)

Started the role as Human Resource Officer. Overall gone through 4 promotions in this organization. The last position held in this organization was Human Resources Manager cum PA to Group Executive Director. This is role was to manage Malaysia and Sales office in Singapore which cover the entire staff size of 1000 in Malaysia and 200 in Singapore. The role was reported to Group Executive Director with 5 direct reports in the country and 1 dotted line in Singapore. The entire HR team is responsible for full HR spectrum such as Talent Performance, Recruitment and Retention, Payroll, Employee Relations & Industrial Relations, Health & Safety and HR Administrative.

- Processed monthly payroll for all executive level.

- Verified monthly payroll for other subsidiaries such as Stanson Marketing Sdn Bhd, Standard Confectionery Sdn Bhd and Silver Bird Pte Ltd.
- Developed and Reviewed HR Policies for Malaysia and Singapore.
- Proposed remuneration package to GED/GMD for final approval.
- Monitor sales persons performance and sales commission computation
- Reviewed and verified Key Performance Indicators (KPIs) setting for all respective departments.
- Responsible Annual Budget for Manpower, Salary, Expenses and Benefits to finance.
- Conduct exit interview
- Managed of Staff Welfare (organize health talk, birthday party, Christmas party...and etc)
- Ensure EPF and SOCSO, HRDF and Inland Revenue Board submit timely.
- Employee & Industrial Relations Matter (handling court cases, warning, counseling, domestic inquiry and ad-hoc investigations requested by Management)
- Safety and Health – Represented corporate functions to participate monthly safety and health meeting which organized by Production General Manager.
- Established training need and plan in-house and external training for employees..
- Organized staff welfare activities (Birthday party, Christmas party and etc)
- Administration, personal and confidential work and secretarial duties.
- Identified and rectified weaknesses in the team, systems and work processes.
- Hold regular meetings with team members to establish problems and weaknesses; to discuss and provide solutions.

*Reasons for leaving:*

Company faced a major financial crisis.

## KEY ACCOMPLISHMENTS

- Partnered with Industrial Relations Legal to handle 10 union busting cases pending at Industrial Relations court for more than 4 years. The Company won all cases and each claimant only compensated with a minimum amount as a settlement.
- Supported former HR Manager to setup Singapore payroll system and processed monthly payroll in Malaysia.
- Led the negotiations with manpower contractor and achieved cost savings of RM200K per annum.

### 5. TIME GALERIE (M) SND BHD

*July 2003 – Oct 2004*

Position : Human Resources Officer  
Specialization : Human Resources  
Industry : Time Piece Retail Chain

I started my first HR career in a time piece retail chain. This is an individual contributor role to provide full HR spectrum support to 150 workforce within Peninsular Malaysia. I was reported to the Human Resource Manager.

- Payroll and administration and maintenance by using payroll system. Such as PaySonnel and UBS Payroll
- Prepared documentations such as appointment letter, confirmation letter, government letter and etc
- Liaise with EPF, Socso & Income Tax departments on legislation issues and monthly submission of contribution.
- Maintenance and checking of annual and medical leave records.
- Prepared monthly overtime, incentive and commission report.
- Partnered with multiple divisions to organize quarterly Orientation Program for all confirmed employees.
- To handle cases of misconduct, disciplinary cases through domestic inquiry
- To draft job advertisement and posted in the newspaper for recruitment purposes.
- Screening and recruiting qualified candidates, conduct interviews for junior level positions.
- To update Employee Handbook from time to time.
- Responsible to compile all activities and events organized in the Company and supported marketing team to publish in the monthly newsletter.

## EDUCATION BACKGROUND

1. **University of Queensland, Australia** 2001 – Dec 2002  
Bachelor of Business Management  
Majored in International Business Management  
And Human Resource Management
2. **HELP Institute College, Malaysia** 1999 – 2000  
Diploma in Business Studies
3. **Kuen Cheng Girls' High School, Malaysia** 1993 – 1998  
PMR, SPM and UEC
4. **Yuk Chai SRJK (C) , Malaysia** 1987 - 1992  
Primary

Notice period : 2 months

Remuneration package : Upon request

## REFERENCES

Name : Jarrod Patterson  
Relationship : Former Superior  
Current Position : HR Director, SEA  
Company : Henkel Pte Ltd  
Time Known : 5 years  
Contact No : +61 (0) 456 452 198

Name : Daniel Chan  
Relationship : Former Superior  
Current Position : Executive Managing Director for Malaysia & Thailand  
Company : Ingram Micro Malaysia Sdn Bhd  
Time Known : 14 years  
Contact No : +012-2039096

Name : Chen Choong Fatt  
Relationship : Peer  
Current Position : CFO, Director  
Company : Ingram Micro Malaysia Sdn Bhd  
Time Known : 14 years  
Contact No : +012-3285613

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