



Shoba Kesavan

HR BUSINESS PARTNER

✉ shobak7@gmail.com 📞 012-300 9781 [in https://www.linkedin.com/in/shobak7/](https://www.linkedin.com/in/shobak7/)

SUMMARY

- **EMPLOYEE ENGAGEMENT** - Drove a 19% increase in Employee Engagement score in less than 12 months.
- **JOB MANAGEMENT INFRASTRUCTURE** - Led company wide project on job analysis, job evaluation, job grading and job matrix analysis for organizational effectiveness.
- **TALENT DEVELOPMENT INFRASTRUCTURE** - Led project to develop training management infrastructure that supported departmental development plans for a structure Talent Development Program for the organization.
- **PERFORMANCE MANAGEMENT (KORN FERRY LEADERSHIP ARCHITECT)** - Drive Performance Management through trainings for all employee groups as per global modules. Drive individual and competency development based on the KFLA.
- **NEXT-GEN LEADERSHIP PROGRAM** - Designed and led execution of 18-month high potential program to develop youngd leaders and bridge middle management gap.
- **C-SUITE LEADERSHIP SERIES** - Designed and implemented conscise leadership series that aligned senior management with business themes e.g. Breaking Barriers, Leading Boldly etc.
- **WOMEN IN STEM** - Developed continous efforts through collaborations to empower women in Science, Technology, Engineering & Mathematics as part of Diversity, Equity & Inclusion initiatives.
- **TRAININGS** - Training delivery for DE&I topics e.g. Managing Unconscious Bias, Inclusive Leaders, Mental Health First Aider etc.

EMPLOYMENT HIGHLIGHTS

Oglaend Industries (Group Company of Hilti)
Human Resources Business Partner (Senior Manager)

February 2023 – Present

Key Accomplishments

1. End-to-end talent management to drive Hilti's Talent Management & Development Framework, standardize talent tools and processes via Workday. This includes Target Setting, Development Discussions, Talent Reviews, Succession Pools, Talent Progress, Coaching etc.
2. Internal trainer for all talent tools and processes and awareness on all HR topics.
3. Coaching of team leaders and poor performers.
4. Led implementation of projects to shift from stand-alone HR systems, adopt Group systems and align with global practices:
 - Time Management and Attendance via Workday
 - Merit via Workday

5. Developed and implemented new Employee Handbook and Foreign Worker Handbook. Identified key areas for updated policies and procedures. Established new procedures for Employment, Compensation & Benefits, Training Management, Disciplinary, and Payroll Management.
 6. Restructured HR Department through clear demarcation of roles, responsibilities, job shadowing, process development and structured reporting of each function.
 7. Developed various employee engagement initiatives e.g. Wellness Programs, cross-collaboration team engagement for process improvements, training and coaching for all levels of employees, upskilling of foreign workers that led to a 19% increase in the annual Employee Opinion Survey scoring.
 8. Developed improved initiatives for tardiness; contributed to overall improvement of punctuality and absenteeism (achieved zero absenteeism) to support workforce productivity.
 9. Internally trained the management team to redefine job scopes and develop individual development plans for hi-potential employees.
 10. Harmonization of compensation to improve internal equity within various departments. Revised compensation of special skilled workers to meet market benchmark at the minimum.
 11. Designed and implemented a leadership series to onboard brand-new management team and various people managers to adapt to the change management of the organization.
 12. Implemented new rewards programme “Moment for Shine” to recognize innovation and extra efforts based on continuous improvement projects.
 13. Local lead for Group Employee Opinion Survey i.e. survey deliverables, survey deployment, cascade survey results as well as develop, roll-out and track action plans execution. Close collaboration with global project team.
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Emerson Process Management

July 2020 – January 2023

Assistant Manager – Human Resources

Key Accomplishments

1. E2E Project Management & Project Lead:
 - Job Management Infrastructure Review for Organization Effectiveness (job analysis, job evaluation & grading, job matrix analysis companywide)
 - Integrated Talent Development Infrastructure to set the foundation for the development of a structured Talent Development Program for Emerson
 - Next-Gen Leadership Program for high-potentials to build succession pipeline
 - Selected departmental review and analysis to propose departmental changes for effectiveness
 - Roll out and delivery of Diversity, Inclusion & Equity (DEI), Mental Health First Aider (MHFA) related trainings and company activities to support Corporate HR initiatives that reemphasize the Emerson way of working.
2. Led various talent management initiatives to develop different talent groups based on talent review sessions and development of succession pipelines.
3. Co-led Leadership Development interventions that align senior management with KFLA framework and competencies to coach hi-potentials as well as support with critical skills to effectively lead diverse and distributed teams.
4. In-house facilitator for Emerson HR modules developed globally to be cascaded to targeted employees at regional level.
5. Drive Performance Management processes that align with global practices. Carried out 100 hours Performance Management Training for managers and executives as per the Emerson Global module (classroom and virtual). Drive competencies based on the Korn Ferry Leadership Architect (Global Competency Framework used by Emerson).
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7. Source, evaluate and manage vendors to collaborate with Emerson in the development of talent development programs and projects.
8. Close collaboration with all departments to ensure talent and skill development programs are consistently implemented across the organization.
9. Championed a new employee engagement program - *Leaders Talk* – where all employees participate in bi-monthly sharing sessions and leaders in the organization share topics surrounding the organization themes.
10. Developed updated policies for the organization to include workflow processes for all policies.
11. Recruitment activities including manpower requisition processing, interviews, salary benchmarking for all salaried positions (executives to C-Level placements)
12. Support for all liaisons and communication related to compensation and benefits which include leave management, time attendance & OT management, benefits administration, annual leave, medical claims, insurance etc.
13. Co-developed internal Covid-19 Vaccination Campaign.
14. Deliver HR owned Emerson trainings e.g. Managing Unconscious Bias, Company Ethics etc trainings for employees (English & Bahasa Malaysia).

SR Technics Malaysia

Technical Training Coordinator
HR Advisor – Talent Management
Recruitment & Training Executive
Training Executive

February 2014 – July 2020
October 2016 – July 2020
August 2015 – September 2016
July 2014 – July 2015
February 2014 – June 2014

Key Accomplishments

1. Developed training matrix that provided clarity to all employees on their training requirements and to support them in taking ownership of their training status.
2. Developed training tracker tool to provide all managers of the training status of their staff i.e. completed, not completed, passed, failed, overdue trainings etc.
3. Managed the development of SR Technics Malaysia's first Basic Workshop Skills Training Manual.
4. Initiated and developed plan to qualify experienced technicians as trainers for Basic Skill Training as a means of career development and to reduce workshop instructor cost. Annual cost savings: MYR 50K
5. Achieved 100% quarterly training completion in the subsequent years of developing the tracking tool
6. Initiated plan to qualify employees as internal trainers in their areas of specialization (e.g. Excel, Project Management, Performance Management, Interviewing Skills etc.) as a means of employee development and a cost saving initiative for training spend
7. Coordinated Group Leadership Programme for SR Technics Malaysia
8. Managed and increased employee participation in the organization's Employee Referral program that resulted in a 20% increase in applicant flow and an average of MYR 100K savings in recruitment spend
9. Improved TAT by 50% through introduction of headhunters with niche aviation experience
10. Designed and implemented the first Onboarding Tool Kit for SR Technics Malaysia

Accountabilities

Learning & Development

1. Identified and assessed current and future current training needs (TNA) based on performance appraisals and consultation with line managers or instructors.
2. Designed and implemented annual training plan, coordinated training resources and enrolment.
3. Maintained a keen understanding of training trends, developments and best practices.
4. Selected, assigned and managed external training providers (from the selection to closure of projects)

5. Evaluated training effectiveness for continuous improvement and proposed improvements
6. Delivered training to selected groups on soft skills.
7. Facilitated employees through web-based and other collaborative learning programs.
8. Managed L&D spend (budget < MYR 500K), optimize where necessary with periodic reporting.

Technical Training

1. Coordinated technical training for the various roles within the organization based on the requirements of the component business in Malaysia.
2. Monitored training levels to identify overall training gaps – preparing at all times towards “successful audits” by authorities e.g. FAA, EASA, FOCA & CAAM.
3. Managed annual budget (MYR 900K) with periodic reporting to General Manager.
4. Managed the collaboration of SR Technics Malaysia with Malaysian Aviation Training Academy i.e. handling meetings, drafting training agreement, managing capability of training partner, site visits and constant communication to ensure partnership success
5. Worked closely with specialized Part 147 training providers and Group Vocational Training to improve existing training curriculum and practices while remaining compliant to industry requirements.

Recruitment

1. Led the organization’s full life cycle recruitment processes to include: job description development, compensation analysis, job postings, resume mining and assessment, interviews, reference checks,, job offers and onboarding.
2. Worked closely with head of departments and hiring managers to ensure expectations and timelines are met in order to comply with operational manpower needs. Advise hiring managers on strategic recruitment matters such as talent landscape e.g. availability, trends, sources, demographics
3. Partnered with global recruitment in Switzerland for regional hiring as well as ensuring all related policies are kept in check and applied.
4. Identified, evaluated, selected and managed multiple sourcing methods / talent sources that reached out to various groups. E.g. best practice networking, social media, online searches, advertisements, referrals, recruitment providers, job fairs, collaboration with universities and colleges.
5. Identified, evaluated, selected and managed recruitment providers
6. Collaborated with institutions for staffing - specialized skills, Internship & Graduate Programmes
7. Coordinate quarterly Orientation Day and managed onboarding process
8. Manage expatriate matters i.e. work permits / PVP application, renewal and termination

CnetG Asia

July 2011 – January 2014

Recruitment Consultant

Accountabilities

1. Specialized in mid to top-level appointments for various industries such as Aviation, Railway, Oil & Gas, Power Generation , Industrial Manufacturing
 2. Successfully took on and completed company’s first project in the aviation segment - developed the aviation database for the company
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Accountabilities

1. Delivered various business consulting projects that provided qualitative and quantitative industry and market information for clients within various industries and economies in Asia. Project deliverables included Independent Market Research, Business Development Plans, Business Overviews and Due Diligence Reports

marcus evans

October 2005 – January 2007

Marketing Database Team Leader

Accountabilities

1. Developed and maintained the company's prospect database for global summits, congresses, conferences and professional training. Focused on markets such as Malaysia, India and Middle-East.
2. Coached, led and drove performance targets for a team of 10 Marketing Database Assistants

EDUCATION

Bachelor of Engineering (Microelectronics), 2001- 2005, University Kebangsaan Malaysia