

# Sharifah Abdul Karim

Director of HR Shared/People Services

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Accomplished and results-oriented HR leader with over two decades of experience driving transformational change and optimising HR shared services to deliver exceptional results.

Proven track record of developing and implementing innovative service delivery models, aligning strategic objectives with stakeholder needs, and leveraging technology to streamline processes. Skilled in leading cross-functional teams, managing complex projects, and fostering a culture of continuous improvement. Expertise in payroll management, HR technology implementation, employee engagement, and talent management. Adept at building high-performing teams, enhancing service quality, and ensuring compliance with regulatory requirements. Excel in operational leadership, evidenced by the successful design and implementation of Manager Self Service and Employee Self Services processes, significantly enhancing efficiency. Proven ability to elevate employee engagement and streamline operations through strategic communications and training initiatives, reflecting strong management capabilities.

## Areas of Expertise

- HR Leadership & Transformation
- Policy Development & Compliance
- Employee Engagement & Retention
- Talent Management
- HR Technology Implementation
- Project Management
- HR Reporting & Analytics
- SLA & OLA Implementation
- Service Delivery Model Development
- Process Improvement & Lean Practices
- Payroll Management & Outsourcing
- Manpower Planning & Optimisation

## Professional Experience

Coca-Cola Bottlers (M) Sdn Bhd  
Head HR Shared Services SIMA & GCCB

2022 to Aug 2024

Develop and implement HR Shared Services across multiple regions, including Singapore, Malaysia, and Gulf countries. Lead operational delivery by setting priorities and allocating resources effectively to support the Bottlers Investment Group. Collaborate with HR Leadership, stakeholders, and Centre of Excellence to optimise HR service provision. Drive technology initiatives, such as the implementation of a Time Management System, resulting in significant annual time savings. Spearhead the adoption of HR technologies like Success Factor, Skillet, and case management tools to enhance service delivery and process efficiency. Coordinate with business partners to align HR processes and technology, ensuring seamless team member services and reporting to senior HR leadership.

- Achieved 432 hours per year in savings through the leadership of Time Management System service development.
- Completed Success Factor data migration within 2 months, resolving a 10-month data issue.
- Launched comprehensive HR Technology suite including ESS, MSS, Recruitment Tool, and Case Management, improving process and system capabilities.
- Transitioned in-house payroll to outsourcing across six countries, streamlining operations.
- Designed and implemented Manager Self Service and Employee Self Services processes, resulting in 3 FTE savings and 90% increased time efficiency.

DHL Asia Pacific Shared Services Sdn Bhd  
Head HR Shared Services Asia Pacific

2019 to 2022

Directed a team of 76 professionals in HR Shared Services unit, processing 18,000 pay slips and driving operational excellence across multiple HR functions. Spearheaded a comprehensive SWOT analysis to enhance people, systems, and processes, leading to successful integration of a new payroll system and consolidation of HRMS platforms. Implemented strategic initiatives to elevate employee engagement, streamline reporting, and automate services, aligning with overarching HR strategy goals. Instituted robust SOPs, SLAs, OLAs, RACIs, and checklists to refine process control and ensure compliance with PDPA policies. Developed succession planning framework for APAC center, fostering sustainability and talent development at all levels.

- Elevated employee engagement index from 66% to 97% by fostering open communication, providing functional and technical training, and involving team members in transformational projects.
- Achieved significant upgrade in role profiles, resulting in two-level advancement for staff, aligning with market standards.



- Streamlined reporting processes, reducing FTE requirements by 3 and saving 10 hours monthly through digitalisation and RPI technology.
- Championed the digital transformation of HR services, leading to a more adaptable and efficient HR structure.
- Played a pivotal role in the protection of the center by implementing a comprehensive PDPA policy and a robust BCP plan to mitigate risks from calamities and cyber-attacks.

**Sime Darby Global Shared Services Sdn Bhd**  
**Vice President HR Services**

**2015 to 2019**

Led transformative restructuring of HR Services, enhancing operational efficiency and stakeholder trust for a global workforce of 22,000. Directed a team of 158, managing global payroll and employee benefits, while executing strategic downsizing to eliminate staffing excess. Conducted comprehensive job evaluations and performance assessments, influencing management decisions and aligning job descriptions with organisational needs. Collaborated with business leaders to analyse talent supply and demand, ensuring robust manpower and capability bench strength. Implemented performance dashboards, contributing to a 15% increase in customer satisfaction and 100% accuracy in payroll processing.

- Achieved a significant 15% immediate operational cost savings through strategic staff reductions, upskilling, and process optimisation.
- Spearheaded organisational restructuring, resulting in enhanced business support within tight three-month timeframe.
- Influenced management to approve full job description restructuring, leading to more accurate performance evaluations.
- Initiated extensive training programs focused on knowledge transfer and compliance with statutory regulations, contributing to organisational development.
- Developed performance dashboards that provided valuable insights at monthly HRD forums, driving data-informed decisions.

**Asian Institute of Chartered Bankers**  
**Head Human Resources**

**2014 to 2015**

Established comprehensive Human Resources Department to support strategic business objectives for a certification body with 100 employees. Reengineered company policies and procedures to ensure HR standards and compliance, achieving an 8% benefits savings with full company sponsorship. Developed and presented manpower planning, HR cost analyses, and performance metrics to the Board of AICB, securing approval from key financial industry leaders. Instrumental in the adoption of Performance, Resourcing, and Succession Planning Frameworks, as well as a Competency Profile by the Board. Streamlined the recruitment process, resulting in a 30% cost reduction.

- Achieved a complete overhaul of HR policies, establishing a robust framework in line with industry standards.
- Negotiated benefits packages, delivered an 8% cost saving while maintained 100% company-paid benefits.
- Presented critical HR board papers to the AICB Board, influencing the adoption of strategic HR frameworks.
- Persuasively communicated with Heads of Banks and Attorney General of the Central Bank to endorse key HR initiatives.
- Reduced recruitment expenses by 30% through efficient process redesign and implementation.

**Measat Broadcasts Network Systems Sdn Bhd**  
**Head Employee Services**

**2011 to 2014**

Conducted comprehensive analysis of processes, systems, and personnel to identify growth opportunities within a local broadcasting company, encompassing approximately 12k employees. Facilitated the replacement of Peoplesoft with Workday, enhancing organisational efficiency, employee empowerment, and process effectiveness. Led workshops to design sustainable processes, ensuring smooth system deployment. Selected and implemented training programs to elevate team competencies in technical and functional areas. Introduced Service Now as a case management tool, actively participating in solution design, vendor selection, and system implementation. Transitioned to e-filing, eliminating need for extensive paper-based personnel files.

- Streamlined employee service operations by deploying Workday, resulting in a more effective and empowered workforce.
- Reduced paper usage and storage requirements by implementing an e-filing tool, replacing 45,000 paper personnel files.
- Efficiently managed vendor selection and system deployment for Service Now, enhancing case management capabilities.
- Delivered hands-on solutions design and documentation for new case management and e-filing tools.
- Realised significant time savings of 480 hours annually through the strategic deployment of e-filing systems.



Steered business process leaders towards process conformity and successfully implemented across three HRS centers focusing on the Annual Home Leave and Spouse Education initiative. Participated in designing the Solution Document for the establishment of a globally integrated Case Management tool encompassing 3 HRS centers. Directed HR transformation strategies aimed at workforce optimisation, HR technology enhancement, and promoting excellence in HR service delivery. Devised a comprehensive learning and development strategy, advocating a lifelong learning philosophy through structured and experiential learning. Encouraged coaching, mentorship, and on-the-job training to cultivate a culture of perpetual learning, resilience, and adaptive ability.

- Spearheaded the team in managing intricate organisational change, offering insights, and guidance to navigate through uncertainty, while ensuring smooth operations and maintaining high levels of employee engagement.
- Piloted Local Non-National Training for a shared service workforce of 258.
- Facilitated conversations with the Global Mobility Policy Team in The Hague to address underlying issues concerning Spouse Education programs.
- Took the lead in discussing Local Non-National Process shortcomings, leading to a comprehensive redesign of the global process.
- Acknowledged with the Service Excellence Award and Outstanding Process Innovation Award for significant contributions to global process improvement and deployment.
- Boasted 100% success rate during the process, policy, and payroll migration across 23 countries, maintaining a year-on-year 99.9% SLA and 100% accuracy in payroll and compliance.

## Additional Experience

Head Human Resources, Alstom Asia Pacific Sdn Bhd

Sr. Administrative Assistant, The University of Nottingham in Malaysia Sdn Bhd

Executive Secretary to the General Manager, Pacific Inter-Link Sdn Bhd

Office Manager, Document Controller & System Support, Trenergy (M) Sdn Bhd

Additional experience available on demand

## Education

Bachelor of Business in Costing

## Technical Proficiencies

SAP | Workday | PeopleSoft | Oracle | SuccessFactors | ABS | Kronos | Ramco | ADP | Skillet | Ascender