



NAME: SAIFUL HAKIM BIN RAZALI

CONTACT NO: (+60) 194488970

EMAIL ADDRESS: shr.hakim31@gmail.com

HOME ADDRESS: SHAH ALAM, SELANGOR

PROFESSIONAL QUALIFICATIONS/KEY SKILLS

- Train The Trainer (TTT) Certified Programs - 2024
- Coaching Programs - 2023
- Master's Degree in Human Resource Management - 2013
- Job Evaluation, Foundation & Advance (Hay Group) - 2014
- Interview Technique/Targeted Selection (DDI) - 2013
- KPI at Work Training Workshop - 2013

JOB SUMMARY

Saiful brings 15 years of experience as an Organizational Development and Competency Management specialist. He began his career in mass recruitment at **Prasarana Malaysia Berhad (PRASARANA)**, before advancing through promotions that transitioned him from recruitment and employer branding to organizational design. In this capacity, he gained expertise in job evaluation and job grading, applying the Hay methodology. Saiful also worked closely with Hay consultants to lead both macro and micro restructuring initiatives at **PRASARANA**, focusing on realigning departmental and divisional structures to enhance alignment with the performance management system. He is highly experienced in the full cycle of organizational transformation, from structural alignment and the creation of new job descriptions to the development of new KPIs and the design of comprehensive competency frameworks.

In his previous role at **Boustead Heavy Industries Corporation (BHIC)**, Saiful led a large-scale organizational restructuring effort, driving the process with the support of a single executive. Within his first year, he successfully realigned all departmental structures, reducing the number of direct reports to the CEO/COO from 12 to 9 through the merging of departments and consolidation of business units. Remarkably, he achieved this without the need for external consultants, leveraging his extensive experience from his previous role at PRASARANA.

In his current role at **Petronas Lubricants International (PLI)**, Saiful is leading the operational implementation of PLI's capability development framework. He oversees the management of both Leadership and Job-Specific competency models, ensuring the strategic development of future-ready talent and driving the organization's talent pipeline in line with PLI's long-term objectives.

Notice period	3 months
----------------------	----------

Expected salary	TBD
------------------------	-----

PROFESSIONAL EXPERIENCE

Petronas Lubricants International (PLI)

June 2021 – Present

Manager, Capability Management

Company total Workforce: 2,100 Globally

Direct Reports: 2 staff (2 exec)

1. Competencies Development

- Establish and implement the overall competency framework management of Functional and Leadership competencies and propose appropriate integration approach to facilitate career paths build-up
- Develop and manage the competency dictionary and competency profiles for the critical position roles
- Develop and review methodologies, framework, policies, and procedures on leadership and functional capability development initiatives in line with organisation's business goals
- Design and propose the foundation for competency assessment that will form the baseline for talent decisions and career development for staff
- To work in partnership with HRBPs in designing appropriate development solutions to address the needs of skills and competencies for the business

2. Intervention Development

- Key aligner in developing PLI's Learning and development roadmap in working with PETRONAS Academy i.e PETRONAS Leadership Centre (PLC), INSTEP, Training Providers etc.
- Drive the implementation and management of the 70/20/10 development framework and ensure that policies and procedures are in place to deliver career pathing and individual development planning across the region
- Analyse key development needs for PLI's employees based on the multiple competencies assessment points and co-develop with Learning Academy on the integrated and fit-for-purpose development intervention for the PLI's staff towards meeting the organization's current and future talent needs.
- Work hand in hand with key stakeholders from operations, business, HRBP, and Learning Academy to ensure smooth deployment of key programs that will support the integration and institutionalization of PLI's Competencies Models.
- Define key success measures for any development intervention program deployment to ensure consistent development ROI is achieved.

3. Change Management & SME

- To co-create key change management aspects in ensuring optimal adoption of the developed competency models across PLI.
- Identify and develop key collateral elements that could enhance the institutionalization of PLI's Competencies models.
- Provides guidance on Competencies management matters, policy governance and interpretation.
- Mentor and act as SME for various stakeholders in the area of Competencies and Capability development.

Assistant Manager, Organizational Design & Talent Management

Company total Workforce: 1,800 to 2,000

Direct Reports: 2 staff (1 exec, 1 non-exec)

1. Organizational Design (OD)/Functional Structure Reviews

- Lead and Manage organization design and functional structure reviews throughout the Divisions/Departments/Business Units through the identification of the relevant manning and competency (skills, knowledge, experience) requirements for Divisions/Departments/Business Units to best support the Divisions/Departments/Business Units strategic thrusts, Strategies & Initiatives (S&I) and long-term business objectives. This may involve the following key activities:
 - Understand the Divisions/Departments/BUs Business Focus/Direction, Strategies and Initiatives, including projects.
 - Determine the scope of work and core functions/ business processes of the Divisions/Departments/Business Units.
 - Design alternative operating models and organization structures by collaborating with various stakeholders
- Advise Divisions/Departments/Business Units on aligning people strategies with business strategies and new BHIC Macro Organization Structure approved, including providing solutions, mergers and restructurings, jobs re-designation, business process transformations, and risk and technology programs
- Co-develops approval documentation for structure, and workforce resource change

2. Job Design & Management (Job Analysis/Job Evaluation)

- Lead and manage the Job Analysis/Design process by providing guidance and training to JD Champion, HRM Business Partners and BU/SU/subsidiary's managers on relevant best practices in the preparation/ development of job descriptions (JD) to provide a consistent standard on the JDs and their performance measurements to support a fair job evaluation as well as promote a performance-driven organization culture.
- Act as Custodian of the organizational group structures and their respective Job Descriptions.
- Lead and facilitate the Job Evaluation exercise for new or restructured/ revised positions [with significantly changed job scope] within the organization and selected subsidiaries ensuring an objective and consistent approach in the determination and assignment of the right job value/worth to the respective positions, either through internal JE panel or outsourced to external JE consultants. Ensure alignment to the prevailing group wide company policies, guidelines, and best practices.
- Review/ redesign the current Job Evaluation methodology to enhance effectiveness and to ensure its relevance in meeting business and talent management requirements.

3. Talent Management

- Support Senior Manager, HR Strategy & Transformation in developing the Talent Management Strategy for the organizational group in developing the talent pool framework / succession management for key position.
- Plan and execute the talent engagement strategy, based on an understanding of needs across departments by identifying opportunities for short and long-term needs.

4. Successions Planning

- Support Senior Manager in managing and reviewing the Succession Planning Framework which involves the identification of critical positions and eligibility criteria.
- Lead and manage 360-degree assessment to all successors to identify the competency gap and readiness level.

5. Competency Management
 - Develop strategy and implementation plan on Leadership and Functional competency assessment
 - Develop, review, and enhance assessment tools and methodologies for developmental
 - Review and analyze effectiveness of career assessment implementation and develop intervention plans
6. HR Projects
 - Lead the HR Projects & Change Management in executing initiatives/ engagements relating to special projects, change management and other areas that the Talent Management unit is entrusted with, as the need arises.
7. Compensation & Benefit/Payroll
 - Plan, drive and control the management/implementation of HRM Policies, Compensation and Benefit services and HR initiatives in the areas of Industrial relations, employee relations and staff engagement in department to support organizational objectives.
 - Oversee and verify payroll

Key Achievements:

- Re-Alignment of Division/Department and Subsidiaries Organization Structure
- Manpower Numbers & Rationalization
- Job Analysis/Job Description Project
- Job Evaluation Exercise
- Talent Management Concept & Framework
- Succession Planning Exercise – up to 360 Degree Assessment for Successor
- Employee Benefit Review
- E-Claim project

Reason for Leaving: Salary cut since Oct 2020.

MUI Group (Retail Division – Metrojaya Berhad)

Oct 2016 – Sep 2017

Assistant Manager - Human Resources (HR Generalist)

1. HR Operations
 - a. Plan, direct and drive the overall HR Operations with business to ensure effective and efficient delivery of HR Services to meet operational and strategic needs.
2. Compensation & Benefit
 - a. Plan, drive and control the management/implementation of HRM Policies, Compensation and Benefit services and HR initiatives in the areas of Industrial relations, employee relations and staff engagement in department to support organizational objectives.
3. Corporate Office & Subsidiaries Manpower Budget & Requirement
 - a. Collaborate with HOD to strategize and establish the group's manpower requirements to determine adequate supply of competent manpower to meet current, medium- and long-term business and operations needs.
 - b. Facilitate and identify in the corporate office & subsidiaries current and future manpower requirement to support the group company/division in achieving its current and long short- and long-term business/operational objectives.
4. Industrial Relations

- a. Manage all IR matters in pertaining to Staff Code of Conduct and discipline in line with the applicable statutory laws and the company policies rules and regulations to protect company interest.
 - i. Prelim Investigation
 - ii. Interrogation Session
 - iii. Conducting Domestic Inquiry
 - iv. Act as Prosecutor for Domestic Inquiry
5. Staff Engagement
 - a. Act as the Focal Point for corporate office & subsidiaries staff engagement particularly on HR policy communication and implementation, managing conflicts, responding to queries and complaints to ensure a harmonious working environment.
 - b. Plan & manage staff welfare to produce / to be known as a caring employer/organization.
6. Performance Management and Proposal For Increment/Bonus
 - a. Responsible for the overall performance management system including coaching line managers to independently solve HR issues, champion performance management, track staff performance, setting KPIs, etc to drive improvement/changes.
7. Training Management
 - a. Identify and assess future and current training needs through job analysis, career paths, annual performance appraisals and consultation with line managers
8. Monitor and evaluate training program's effectiveness, success and ROI periodically and report on them.
 - a. Resolve any specific problems and tailor programs as necessary.
 - b. Maintain a keen understanding of training trends, developments and best practices.
9. Talent Acquisition
 - a. Plan and manage the Group of Companies sourcing, recruitment and internal mobility activities to ensure vacant positions are filled with the right competent staff and at the right time and price.
10. Retrenchment Exercise
 - o Plan, manage and execute the retrenchment exercise for all non-performing company.
 - o Analyze and prepare proposals such as selection criteria, retrenchment benefit, project timeline until provide career coaching to the affected employees.

Key Achievements:

- Review of Merchandising Department Organization Structure
- Domestic inquiry (Integrity issue which involve high level position) - Appointed as a Prosecutor Officer
- Revision of IR policy/sop
- Manpower Budget & Rationalization
- Year End Appraisals with Moderation exercise
- Revision of C&B policy
- Proposals for increment and ex-gratia
- Job Analysis and Job Description project
- Career outreach with universities

Senior Associate - Organization Design, Human Capital Division (May 2014 – Apr 2016)

1. Organization Design / Re-Structuring
 - Partner with Business Units, HR Business Partners (HRBPs) and other OD work streams to lead and support organization design, redesign, and restructuring.
 - Lead and/or provide guidance throughout all stages of an organization redesign process including conducting organizational analysis, project planning and coordination, creation of operating models, high-level design (N-1 to N-2), detailed design (N-3 & below).
 - Conduct leading practices study on organization models and benchmark studies on size, spans of control, number of levels etc.
2. Job Management (Job Analysis and Design)
 - Provide advice to Division/Department on the key components of the JD, namely the job scope, key results area/ accountabilities, determination of functional competencies [Skills/ Knowledge, Experience/ Abilities] distribution of workload, span of control, etc. to provide clear and succinct documentation for use by the jobholder, Division/Department, Talent Acquisition counterparts within HCD and other users of the JD.
3. Job Evaluation
 - Lead and facilitate the Job Evaluation exercise for management, new positions and restructured/ redesigned positions within the organisational Group in ensuring an objective and consistent approach in the determination and assignment of the right job value/worth to the respective positions as this will influence the job grades within the Division/Department's organization structures.
4. Manpower Budget & Planning
 - Facilitate and review the organisation's Annual HRM Plan and Budget data integrity to ensure accuracy of budget inputs to avoid over or under budget in supporting the company's strategies, objectives, and targets.
5. Performance Management System
 - As PMS ambassador, drive the implementation of Performance Appraisals System and facilitate the moderation process to ensure effective and consistent implementation of policies and guidelines.
6. Stakeholders Management
 - Manage internal and external stakeholders in developing and engaging them to ensure effective delivery of service based on the company's requirement and specification to meet business needs.

KEY ACHIEVEMENTS:

- JD Project
- Establishment of Job Family
- Job Study/Review – Foreman and Leadhand position
- MRT Task Force Team – Org Chart, JD and JE
- Re-Structuring – Rapid Bus Sdn Bhd
- Re-alignment structure - Group Communication Division and HR Division
- Job Evaluation for new created position
- Manpower Budget
- Promotion Exercise
- Performance Management System Ambassador

Associate - Talent Acquisition, Human Capital Division (May 2012 – Apr 2014)

1. Sourcing & Recruitment Annual Planning & Budgeting
 - Prepare/ consolidate manpower tabulation and monitor annual Group of Companies' Sourcing & Recruitment Strategies and Budget to ensure the right number of competent staff is available to the right position at the right time and package.
2. Sourcing Management
 - Plan and implement the sourcing strategy to ensure the availability of internal or external candidates to fill vacant positions.
 - Identify the most efficient and cost-effective sourcing channels to attract suitable and qualified candidates.
 - Plan and build network with Strategic Partners (e.g. Job Portals, NGO for Career Resources, Educational Institutions, Technical Institutions, etc) to enrich the sourcing channels, focused on building relationship with candidates to attract the diversified talents.
3. Employer Value Proposition
 - Plan, develop and establish Employer Value Proposition through various sourcing channels to increase awareness of Group's employer branding to attract targeted candidates and promoting Group of Companies' as the preferred employer.
4. Recruitment Management
 - Plan and execute the end to end recruitment activities in compliance to recruitment policies, procedures and processes to ensure the recruitment of suitable and competent external workforce into Group of Companies' are conducted efficiently within the cycle time and cost effective.
 - Plan and manage selection process and tools to drive efficiency and improve quality of new hires.
 - Strategize negotiation and lead the team to negotiate with the external candidates in term of salary remuneration package to ensure their willingness to join Group of Companies' without jeopardizing internal equities and in line with Terms and Conditions of service.
5. Stakeholders Management
 - Manage internal and external stakeholders in developing and engaging them to ensure effective delivery of service based on Group of Companies' requirement and specification to meet business needs

Key Achievements:

- 'SPEEDS' Program – Leadership Pipeline Recruitment & Selection
- Revision of Recruitment Policy & SOP
- Project Lead – Massive Recruitment for Bus Captain and Technician
- Team Lead – MCTF Career Fair
- Project Lead – New manpower setup for Rapid Kuantan (New Business)
- Career outreach with Universities
- Review and enhance recruitment sourcing system
- Manpower Planning & Rationalization

Executive - Human Resource Planning

1. Sourcing Management
 - Implement the sourcing strategy to ensure the availability of internal or external candidates to fill vacant positions.
 - Identify the most efficient and cost-effective sourcing channels to attract suitable and qualified candidates.
 - Plan and build network with Strategic Partners (e.g. Job Portals, NGO for Career Resources, Educational Institutions, Universities to enrich the sourcing channels, focused on building relationship with candidates to attract the diversified talents.
2. Employer Value Proposition (EVP)
 - Plan and execute Employer Value Proposition through various sourcing channels to increase awareness of employer branding to attract targeted candidates and promoting BIMB as the preferred employer.
3. Recruitment Management
 - Execute the end-to-end recruitment activities in compliance to recruitment policies, procedures and processes to ensure the recruitment of suitable and competent external workforce into BIMB are conducted efficiently within the cycle time and cost effective.
 - Plan and manage selection process and tools to drive efficiency and improve quality of new hires.
 - Conduct negotiation with the external candidates in term of salary remuneration package to ensure their willingness to join the company without jeopardizing internal equities and in line with Terms and Conditions of service.
4. Stakeholders Management
 - Manage internal and external stakeholders in developing and engaging them to ensure effective delivery of service based on organisational requirements and specification to meet business needs.

EDUCATION

2013, Universiti Utara Malaysia (UUM), Master's Degree in Human Resource Management

CGPA: 3.74/4.0

2010, Universiti Teknologi Mara (UiTM), Bachelor's Degree in Business Studies / Administration / Management

CGPA: 3.17/4.00

SKILLS

- Microsoft Office, Hiring Skills, Sourcing, Psychometric
- Interviewing Skills, Psychometrics Profiling, Talent Retention, Employment Act, Talent Management, Assessment Centre

LANGUAGES

- English
- Malay
- Arabic

TRAINING & CERTIFICATIONS

- 2014, Job Evaluation, Foundation & Advance (Hay Group)
- 2014, Finance for Non-Finance Manager
- 2013, Interview Technique/Targeted Selection (DDI)
- 2013, KPI at Work Training Workshop
- 2014, KPI Ambassador
- 2011, Domestic Inquiry Documentation & Procedures
- 2011, Awareness Before Change - Transformation (CSALT Love Life Consultant)