

Khadijah Abd Razak

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Summary

An HR professional with over 10 years of experience in strategic human resource planning, talent management & development, HR Operations and organisational development. Ability to partner effectively with Senior Management to support business goals and align HR initiatives with overall organisational objectives. Self-motivated, adaptable and committed to delivering impactful HR solutions that enhance organisational performance.

Skills

Strategic HR Planning & Implementation, Stakeholder Management & Engagement, HR Advisory, Budgeting, Risk & Audit Management, Policy & Procedure Development and Governance and Reporting

Professional Background

Junior Manager, Manpower Planning & Rewards

Westports Malaysia Sdn Bhd | Jan 2025 - Present

- Develop and implement manpower planning and rewards strategies in alignment with business goals and operational needs
- Partner with Head of Departments (HODs) to evaluate staffing needs, coordinate with Talent Acquisition to develop and implement hiring plans
- Manage Job Analysis & Job Evaluation exercises across 580 roles within a total workforce of 5,600 and conduct Full Time Equivalent (FTE) assessment to enhance workforce planning and efficiency
- Manage the revision and enhancement of Job Descriptions for 580 roles, partner with HODs to define role-specific competencies and coordinate with Talent Development to establish Individual Development Plans
- Conduct comprehensive salary reviews and implement data-driven recommendations to address internal pay equity, while leading organisation-wide salary harmonisation initiatives aligned with Management-approved market benchmarking structures, ensuring fair, competitive and transparent compensation structures across all functions and job levels
- Manage salary proposals for new hires, promotions and role upgrades in line with approved manpower plans and budgets, while advising HODs on cost implications and market trends
- Maintain the Organisational Charts and centralised Role Registry, ensure appropriate governance and identify opportunity for structural and manpower optimisation
- Analyse actual Overtime costs against budgets and operational needs, provide insights and report to Senior Management for informed decision-making
- Review, develop/update the policies/standard operating procedures/guidelines related to Talent Acquisition, Manpower Planning & Rewards, and provide advisory support to HODs on process compliance and governance
- Ensure compliance with relevant regulatory requirements and internal policies across all HR planning, hiring and reward management processes and activities

Manager, Leadership & Succession Planning

Malaysia Marine & Heavy Engineering Sdn Bhd | Feb2024 - Jul2024

- Develop and implement leadership and talent development strategies aligned with business goals to enhance managerial capabilities across the Organisation
- Evaluate and enhance leadership and soft skills training modules, analyse post-training feedback and effectiveness and recommend adjustment where necessary for continuous improvement
- Conduct Training Needs Analysis, analyse the results and provide insights on targeted learning solutions, source for suitable training programmes, evaluate training programmes and trainers' effectiveness, review and negotiate training terms, plan and manage training budgets and implementation, conduct post training effectiveness to ensure impactful delivery and cost effectiveness and provide insights to HODs for performance monitoring

- Partner with HODs and HRBPs to identify Critical Positions, potential successors and competency gaps; develop, recommend and implement Individual Development Plans (IDPs) to ensure talent pool availability and readiness
- Track and report development progress of potential successors and provide insights/recommendation for performance, readiness and career planning
- Manage talent mobility initiative across the Group (Petronas, MISC & MMHE) for high-potential employees (HIPO), including competency assessments, special assignments across the Group (secondment), coaching sessions and career planning
- Lead the Diversity & Inclusion (D&I) initiative, review and redesign training modules where necessary, integrate D&I programmes into onboarding and annual training calendars
- Conduct D&I workshops for new hires, gather and analyse participant feedback, provide insights/recommendation for improvement and report to Management for decision making

Manager, Human Resource

Malaysian Life Reinsurance Group Berhad | Oct2019 – Jan2024

- Develop and implement HR strategies aligned with business goals and growth
- Partner with HODs to evaluate staffing needs, develop and implement strategic hiring plans and budgets to support operational needs
- Manage the full recruitment lifecycle, including drafting job descriptions, managing recruitment budgets, posting vacancies, conducting interviews, facilitating candidate selection and coordinating onboarding and offboarding processes, drive employer branding by participating in career fairs and building partnerships with universities and professional bodies
- Partner with HODs to identify critical roles and potential successors, conduct competency gap analyses and design Individual Development Plans to strengthen the talent pipeline, monitor and report on successors' development progress, provide insights/recommendation on readiness, performance and career planning
- Review and enhance remuneration structures by partnering with external consultants to conduct thorough benchmarking analyses, develop and recommend competitive remuneration enhancements that support talent attraction and retention strategies
- Oversee end-to-end payroll processes, ensure accuracy, timeliness and compliance with relevant statutory regulations and internal policies requirements
- Manage employee welfare programmes/initiatives including medical/insurance plans, retirement schemes and education subsidies
- Manage employee relations by resolving grievances, handling conflicts, administering disciplinary actions/Domestic Inquiry sessions as appropriate to maintain a harmonious workplace
- Facilitate full cycle of performance appraisal, ensure timely, consistent and effective evaluations that align with organisational goals and support employee development
- Review, develop/update HR policies/procedures/guidelines to ensure alignment with relevant regulatory requirements, internal policies and industry best practices
- Manage the Human Resource Management System (HRMS), coordinate with vendors to identify, recommend and implement system enhancement that improve functionality and efficiency
- Conduct HR-related risk assessments, develop mitigation action plans and provide regular reports/insights on progress and effectiveness to support decision-making
- Lead and support the HR Team to deliver aligned, efficient and effective HR services

Learning & Development Partner

Leaderonomics Sdn Bhd | Jul2018 - Jan2019

- Conduct comprehensive analysis of clients' talent development needs to identify competency gaps and recommend targeted training solutions aligned with their succession planning objectives
- Design and develop a structured framework for leadership and soft skills development, including detailed training solutions implementation plans and associated cost estimates to support client decision-making
- Collaborate with local and international trainers to develop innovative training modules and recommend effective delivery methodologies tailored to Training Needs Analysis outcomes and client specifications
- Oversee training programmes implementation, monitor delivery quality, evaluate training effectiveness through

metrics and satisfaction surveys and propose actionable improvement plans to enhance learning outcomes

- Assess and optimise departmental processes to drive continuous improvement and operational excellence within the talent development function

Assistant Manager, Human Resource

R.E.A.L Education Group Sdn Bhd | Jan2011 - Jun2018

- Develop and implement talent management and development strategies aligned with business goals and operational needs to drive capability building
- Implement talent acquisition strategies, including active participation in career fairs and strategic partnerships with universities and professional associations, enhancing talent pool quality and employer branding
- Partner with HODs to forecast workforce requirements through manpower planning and budgeting; manage full-cycle recruitment processes with a focus on effective hiring and cost efficient
- Support departmental restructuring and job realignment initiatives by revising Organisational Structures, updating job descriptions, assessing development needs and designing Individual Development Plans to support organisational changes
- Conduct Training Needs Analysis, analyse the results and provide insights/recommendation on targeted learning solutions, source for suitable training programmes, evaluate training programmes and trainers' effectiveness, review and negotiate training terms, plan and manage training budgets and implementation, conduct post training effectiveness to ensure impactful delivery & cost effectiveness, and provide insights to HODs for performance monitoring
- Manage expatriate employment processes, including contract and salary negotiations and coordination with regulatory bodies to ensure compliance with hiring regulations and visa requirements
- Manage compliance and audit processes related to Talent Management & Development, conduct risk assessment and mitigation plans, prepare detailed closure reports to address findings and improve controls
- Review and update Talent Management & Development standard operating procedures/guidelines in compliance with relevant regulatory requirements, ISO standards and internal policies.
- Assist with employee and industrial relations matters including case documentation compilation, preparing investigation reports/minutes of meeting and facilitating Domestic Inquiry sessions
- Implement employee engagement initiatives aimed at improving job satisfaction, improving retention and fostering a positive workplace culture

Senior Assistant, Dealer Operations

Proton Edar Sdn Bhd | Jan2009 - Dec2010

- Prepare audit timetables, facilitate smooth audit implementation and communicate audit findings to relevant teams and dealers for timely action plans
- Assist in reviewing audit responses, ensuring alignment with post-audit action plans and establishing realistic implementation timelines for corrective measures
- Provide support to dealer operations by attending to inquiries, processing requests, resolving complaints, handling stock issues, addressing dealership agreement disputes and compliance concerns
- Coordinate and support departmental initiatives including events, campaign incentives, product launches and awareness programmes to enhance dealer management and engagement
- Foster business relationships with Proton dealers by maintaining regular communication on performance monitoring targets and providing ongoing support to achieve mutual business goals

Pelabuhan Tanjung Pelepas Sdn Bhd

Customer Service Professional, Customer Service Management | Jan2007 - Dec2008

- Respond to inquiries, requests and complaints from clients, authorities, shipping lines, forwarders and vendors regarding port services; collaborate closely with internal and external stakeholders to deliver effective solutions and resolve issues efficiently
- Analyse and investigate reported incidents, coordinate with relevant parties to develop and implement action plans, recommend alternative solutions, monitor case progress and ensure timely resolution within established Service Level Agreements (SLAs)

- Support service improvement projects to enhance service management and maintain compliance with regulations and ISO standards
- Assist in implementing plans to improve client engagement and raise compliance awareness among employees and relevant stakeholders

Senior Assistant, Human Resource | Jan2004 - Dec2006

- Facilitate recruitment activities by organising interview schedules, handling hiring documentation, maintaining updated employee data and coordinating onboarding and offboarding processes
- Support HR Shared Services by maintaining employee data, coordinating training programmes, handling employee welfare, and preparing HR correspondence and claims to ensure effective and efficient HR service delivery
- Assist in industrial relations matters by coordinating Domestic Inquiry processes, preparing minutes of meeting, compiling evidence and documentation

Senior Assistant, Human Resource

MMI Manufacturing Precision Sdn Bhd | Jan2003 - Dec2003

- Handle full cycle recruitment processes for non-executive employees, including job posting, talent sourcing, interview coordination and offer negotiation, maintain updated and accurate employee data in HR system
- Handle foreign workers' employment matters including work permits application, arranging accommodation & transportation, and coordinating medical check-ups
- Facilitate onboarding and offboarding processes to enhance employee experience and operational efficiency
- Support daily HR operations such as overtime, claims leave administration and transportation logistics

Litigation Clerk, Litigation & Recovery

Bumiputra Commerce Finance Berhad | Jan2001 - Dec2002

- Track litigation and recovery case progress and update status to ensure timely follow-up and compliance
- Liaise with legal firms, credit teams and other relevant parties in preparing case documentation such as affidavits, summons and other legal documents
- Support basic legal information gathering and maintain organised litigation files in compliance with relevant regulatory and internal policies requirements

Achievements

Malaysia Marine & Heavy Engineering Sdn Bhd

- 97% coverage of Diversity & Inclusion - Awareness Programme (Phase 1) across a workforce of 4,800
- 30% coverage of Diversity & Inclusion - Inclusive Leadership Programme (Phase 2) for Senior Management

Malaysian Life Reinsurance Group Berhad

- Integrated HRMS functionalities that improved automation of claim processes
- Enhanced Remuneration Structure that improved competitiveness and retention

R.E.A.L Education Group Sdn Bhd

- Developed the Management Apprentice Programme that improved availability of talent pool
- Collaborated on a project that won the Employer Branding Award from MIHRM

Availability

2-month notice