

# Yasmina Hana Mohd Jadi

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## Experience

### Manager, People Strategy & Organisational Development, PLUS Malaysia Berhad (Aug 2023 – Present)

#### Key Achievements:

##### A. Organisation Design and Workforce Planning

- Led an organizational review exercise for the overall PMB and PLUS to ensure alignment of the organizational structure with the target operating model.
- Led the merger of 2 sections, consolidating 4 section offices into 2, resulting in a reduction of 27 headcounts and approximately RM5 million in manpower cost savings.
- Drove manpower reduction initiatives, achieving a total headcount reduction of 271 since September 2023.

##### B. People Strategy

- Independently led the development of the long-term manpower planning and overall HR strategy for 2024–2028 by working closely with all HR leaders and consolidating key information for Board presentations.
- Developed and prepared quarterly reports on manpower planning exercise for presentation to the NRC and Board of Directors (BOD).

##### C. Succession Planning

- Led and facilitated 360-degree feedback for all successors, including input from the Managing Director, to assess overall leadership competencies.
- Coordinated with an external vendor to prepare the assessment centre for all identified successors and developed successor readiness presentations for the NRC and Board of Directors (BOD).

### Senior Associate Consultant, People Advisory Services, EY Consulting (June 2022 – August 2023)

#### Key Achievements:

##### A. Water utilities company: Extension of Organisation Design and Operational improvement for main revenue generator division i.e Customer Billing Services

- Developed and enhanced the detailed "to-be" organisational structure for the HQ and Region Customer Billing Services (CBS) for 2023 to enable the Smart Metering rollout.
- Identified 6 key capabilities and 19 technical competencies required to enable the new organisational structure. Detailed out the proficiencies across 5 levels

##### B. Malaysian Agribusiness Company: Operationalisation of a Food Hub SPV for an Agriculture Company, scope included :

- Workstream led the Organisation Design by enhancing the organisation structure based on the newly identified business challenges and updated business model. Developed job descriptions for positions from N-1 to N-3 (Total 48 positions)
- Performed manpower planning for the evolution of headcount from 2023 to 2027 to determine the right number of overall headcounts for the company.

##### C. Financial Regulator - Set up of a SPV to regulate credit consumers in Malaysia, scope included:

- Provided support in designing an agile organisation design and workforce planning, taking into consideration the digital operating model.
- Led the identification and development of a competency framework focusing on leadership, digital leadership, and technical skills and competencies aligned with the business.

##### D. Malaysian Agribusiness Company: Digital Transformation for an Agriculture Company, scope included:

- Drove the development of the intended organisation structure, including identifying the missing key role, aligned to the digital transformation aspiration.
- Provided support in the development of a high-level change management strategy and a detailed communication and engagement plan and timeline to implement various digital initiatives.

**E. Malaysian Agribusiness Company: Set up of a Food Hub SPV for an Agriculture Company, scope included :**

- Drove the development of the organisation structure, including manpower requirements, in line with the client's business goals and objectives.
- Led the development of job descriptions for key critical roles (i.e., CEO, COO, CCO, CDO, CPO, etc.) to enable immediate hiring to support the operationalization of the company.
- Designed and set up governance and reporting mechanisms (governance forum, objectives, stakeholders involved, and key decisions to be made) as a temporary governance structure on authority and decision-making matters for the SPV.

**Assistant Manager, Organisation Development & Talent Management, PLUS Malaysia Berhad (Jan 2021-June 2022)**

**Key Achievements:**

**A. Organisation Design and Workforce Planning**

- Drove the restructuring exercise, ensuring all functional structures reflected the business objectives and requirements. (Functions involved: MD Office, Technology and Innovation, Finance, Human Resource, Operations)
- Served as the go-to person for all new role creation and restructuring initiatives within the organisation, acting as a Job Evaluation expert.
- Conducted an organisational review exercise for TERAS and LPT2 to ensure that the organisational structure aligned with the target operating model.

**B. Succession Planning**

- Supported the identification of critical roles for the enterprise-wide based on the established criteria to facilitate the succession planning initiatives. Developed role profiles for all C-suite roles for the succession planning framework.

**Senior Management Executive, Organisation Development, PLUS Malaysia Berhad (Feb 2020 – Jan 2021)**

**Key Achievements:**

- Led the restructuring exercise, ensuring all functional structures reflected the business objectives and requirements. (Functions involved: Finance, Commercial, Corporate Communications, Procurement, Technology & Innovation, and Operations)
- Assisted in the development and preparation of Board papers to establish the Strategy and Transformation Division and created new job descriptions for the Chief Strategy and Transformation role and its direct reports to streamline strategy development and business performance. This included the realignment of existing functions/divisions to ensure the right ownership of portfolios.
- Drove and executed the Organisation Review exercise and competency assessment for Teras Teknologi Sdn Bhd Company to address gaps in people, process, and culture and ensure Teras would be able to deliver their targeted business outcomes.

**Senior Management Executive, Change Management Office, PLUS Malaysia Berhad (Feb 2019 – Feb 2020)**

**Key Achievements:**

**A. Organisation Design and Workforce Planning**

- **Implemented restructuring and established the rightful structure with the right job grade for the three main business verticals:** Commercial, Operations (brought in in-house technical teams), and Technology & Innovation, as well as the support functions (HR, Internal Audit, Governance, Risk and Compliance).
- Led the promotion cycle as the JE independent review and provided input for all candidates for promotion in the promotion calibration session chaired by the Managing Director.
- Served as the go-to person for all new role creation and restructuring initiatives within the organisation, acting as a Job Evaluation expert.

## B. Change Management

- Successfully implemented the change management program, including events to revise corporate values among top management, facilitating the cascade down of revised corporate values among the top 150 leaders, and eventually across all employees.
- Acted as the HR Digital process champion to drive process improvement by incorporating and proposing digital interventions in each process to ensure that all processes were at least partially digital/semi-automated.
- Drove process improvement for the Legal and Corporate Secretarial department and proposed suitable digital tools to automate the process in order to increase efficiency.
- Co-developed a benefit realization framework to ensure that all implemented initiatives or change projects would bring tangible outcomes in terms of dollars and cents to the company.

## Management Executive, Human Resource Development Management, PLUS Malaysia Berhad (Nov 2017 – Feb 2019)

### Key Achievements

- Managed to establish the optimum number of manpower for all departments under the Commercial function and the Risk and Compliance function through various people element processes (e.g., Business Case, Structure, Role, Resources, and Competency).
- Developed and established technical competencies for the newly established Commercial Division to assess the competency of all staff, ensuring the right people with the right competencies to drive functional excellence.

## SL1M Trainee, PLUS Malaysia Berhad (Oct 2016 – Nov 2017)

### Key Achievement

- Participated in the HR strategy project, i.e., restructuring organisation-wide, to ensure that PLUS instilled more undivided attention on its commercial needs, innovation, and technology while maintaining its strong operations setup, driving revenue innovations, and increasing non-toll revenue.
- Coached employees to develop job descriptions to minimize duplication and ensure clear accountability.
- Developed job descriptions for all MD-1, MD-2, and MD-3 positions to ensure they reflected the business requirements and direction.
- Established the right job grade for all MD-1, MD-2, and MD-3 positions through the Hay Group Job Evaluation Methodology, ensuring internal equity across the company.

## Education & Certifications

### UNIVERSITI PUTRA MALAYSIA

Bachelor of Environmental Science & Technology, 2016

### HR Certificates:

- Strategic HR Business Partner (sHRBP) Certification by Human Capital Institute
- Korn Ferry Hay Group Job Evaluation