MUHAMMAD ZAHIRUDDIN

HR BUSINESS PARTNER | TALENT MANAGEMENT | LEARNING & DEVELOPMENT | ORGANISATIONAL DEVELOPMENT

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PROFESSIONAL PROFILE

Strategic HR and People professional with 15+ years of cross-sector experience spanning aerospace and defence-related MRO, diversified business groups, SME consulting, emergency response and education. Combines HR Business Partnering, Talent Management, Learning & Development, Organisational Development, workforce planning, talent acquisition, performance management and leadership development with strong commercial and operational understanding. Experienced in translating business requirements into organisation structures, manpower plans, career pathways, competency frameworks, performance systems, learning interventions and scalable people processes.

CORE EXPERTISE

HR Business Partnering • Talent Management • Learning & Development • Organisational Development • Organisation Design • Strategic Workforce Planning • Talent Acquisition • Workforce Localisation • Performance Management • KPI Development • Career Pathways • Succession Planning • Leadership Development • Training Needs Analysis • Employee Relations • HR Governance • Change Management • Compensation & Rewards • People Analytics • HR Operations • Stakeholder Management • Project Management • Process Improvement • Risk & HSE

CERTIFICATIONS & EDUCATION

SHRM-SCP (2026) • PMP, PMI (2026) • Lean Six Sigma Black Belt, Minitab / ASQ (2026) • OSH Coordinator, NIOSH (2025) • Diploma in HRM, Udemy (2025) • JPK Certified Trainer, MOHR (2023) • HRD Corp Train-the-Trainer (2023) • Anti-Sexual Harassment TOT, Malaysia Social Institute (2023) • Certified Supervisor, ICPM (2020) • Safety and Health Officer, NIOSH (2017) • Certified Risk Associate, EIRM (2011)
Bachelor of Business Administration, Charter University (2019) • Diploma in Risk Management, Putra Intelek International College (2015) • SPM, Victoria Institution (2010)

PROFESSIONAL EXPERIENCE

TAE AEROSPACE PTY. LTD. AUSTRALIA

May 2025 – Present

HR Business Partner, Malaysia | Aerospace • Defence • MRO • Greenfield

• Lead local HR Business Partnering and People & Capability activities supporting establishment and progressive localisation of TAE Aerospace Malaysia.
• Partner with Australian and Malaysian leadership on workforce strategy, organisation design, manpower requirements, Malaysian employment practices, people risks, localisation and workplace culture.
• Developed organisation structure, position architecture, RACI framework and phased workforce plan supporting planned growth from approximately 5 to 50 employees.
• Plan technical, operational and corporate manpower requirements supporting progressive localisation across maintenance, technical leadership, planning, logistics, warehousing and support functions.
• Manage talent acquisition and workforce readiness across sourcing, screening, interviews, position descriptions, selection, offers, onboarding, employee documentation, HR records and workforce reporting.
• Build workforce and capability pipelines with PERHEBAT, Malaysian Armed Forces and RMAF networks, supporting military-to-civilian transition, veteran employability and specialist aerospace-talent localisation.
• Coordinate Training Needs Analysis, technical capability development, knowledge transfer and cross-border training arrangements, including Australian training pathways and competency-readiness requirements.
• Strengthen HR governance covering employee relations, performance, payroll coordination, employee records, statutory requirements, HR systems and localisation of Australian corporate practices for Malaysia.
• Support international workforce mobility, expatriate requirements, Employment Pass matters, immigration documentation and training-visa arrangements.

Competencies: HRBP • Strategic Workforce Planning • Organisation Design • Workforce Localisation • Talent Acquisition • Technical Recruitment • Talent Pipeline Development • L&D • TNA • Knowledge Transfer • Employee Relations • HR Governance • RACI • Workforce Analytics • Immigration Coordination • Cross-Border Workforce • Cultural Intelligence • Government Relations • Defence Stakeholder Management • HSE • Risk • Project Management • Change Management

YAYASAN AMJAD / AMJAD GROUP

Dec 2022 – Apr 2025

Group HR Manager |

• Held group-wide people and organisational responsibility across a diversified ecosystem spanning direct sales, digital marketing, retail, F&B, laundry, training/TVET and community initiatives.
• Partnered with the CEO and Managing Director on group-wide people strategy for a workforce of 150+, comprising approximately 120 sales agents and 30+ employees across management, marketing, retail, F&B and service operations.
• Shared decision-making responsibilities with senior management covering recruitment, appointments, organisational restructuring, performance, employee development, compensation, commissions and workforce matters.
• Designed organisation structures, reporting relationships, job responsibilities, manpower requirements, HR processes and workforce systems supporting multiple businesses.
• Personally designed the sales career architecture from Sales Trainee through Sales Representative, Senior Sales Representative, Team Leader, Sales Manager, Area Manager and senior sales leadership.
• Developed competency and performance frameworks for Trainees, Sales Representatives, Senior Sales Representatives and Sales Leaders, connecting performance, development, leadership capability, recruitment, retention and career progression.
• Personally redesigned commission, incentive and reward structures using performance analysis, research and improvements to previous arrangements.
• Served as principal author and developer of the Observer Sales Manual, covering VARK learning styles, orientation, career pathways, product knowledge, sales methodology, scripts, rejection handling, closing and customer relationship development.
• Served as principal author and developer of the Sales Leadership Guide, creating a structured pathway from individual contributor to sales leader covering recruitment, coaching, mentoring, performance review, team development and leadership.
• Developed supporting capability tools including LOA Logbooks, sales scripts, rejection-handling frameworks, coaching materials, telesales modules, performance tools and structured learning content.
• Designed and delivered onboarding, training, coaching, role-play and field-development programmes incorporating learning-style assessment, personality assessment, aspirations, sales capability, leadership development and performance improvement.
• Built and developed a 9-member Amjad Marketing multidisciplinary team covering graphic design, web development/design, digital marketing, online sales, videography and animation.
• Supported establishment and development of Amjad Academy, including HRD Corp Training Provider requirements, JPK/TVET pathways, SLDN, SLaPB, trainer sourcing, programme architecture and workforce-development initiatives.
• Managed employee-lifecycle activities including recruitment advertising, screening, interviews, onboarding, documentation, attendance, performance coaching, payroll support, leave matters, offboarding and knowledge transfer.

Competencies: Group HR Management • HRBP • Talent Management • OD • Organisation Design • Workforce Planning • Career Architecture • Career Pathways • Competency Frameworks • Succession Planning • Leadership Development • L&D • Curriculum Design • Instructional Design • TNA • Coaching & Mentoring • Performance Management • KPI Development • IDP • Commission Design • Reward Design • Talent Acquisition • Employee Relations • HR Operations • TVET • HRD Corp • JPK • Change Management • Process Improvement • Knowledge Management • Culture Development

RICHWORKS INTERNATIONAL SDN. BHD.

Dec 2019 – Nov 2022

Client Account Manager – SME Consulting

• Managed 60+ SME founders across approximately 10–15 industries, including small founder-led businesses and companies with 500+ employees.
• Connected commercial performance with people, leadership, organisational structure, capability and execution.
• Served as a primary consulting contact between founders, senior mentors and internal specialists, gathering information, diagnosing business and people issues, developing recommendations and converting strategic direction into structured action plans.
• Diagnosed challenges involving leadership, workforce structure, recruitment, performance, culture, capability, sales, marketing, operations, finance and business growth.
• Frequently designed or co-developed organisation charts, reporting structures, job roles, workforce plans, SOPs, KPIs, performance systems and restructuring interventions.
• Helped founder-led organisations reduce founder/key-person dependency through clearer delegation, management structures, role accountability, SOPs and leadership development.
• Supported talent management through high-potential identification, leadership-potential assessment, promotion recommendations, coaching requirements, role-fit analysis and succession/replacement decisions.
• Designed and supported employee and sales-force career-progression structures, including management and agent/stockist development pathways.
• Developed and implemented performance-management interventions covering KPIs, targets, appraisal/review structures, dashboards, PIPs and management coaching.
• Delivered one-to-one coaching, group coaching, workshops, Zoom sessions and client-team training covering leadership, communication, HR, sales, customer service, organisational structure, SOPs, performance, culture, goal-setting and change.
• Conducted capability-gap assessments across leadership, management, sales, customer service, HR, digital capability, operations and business management, linking identified gaps to coaching, programmes, specialist support and follow-up evaluation.
• Supported SME transformation during COVID/MCO across business continuity, workforce restructuring, cost management, digitalisation, online migration, new sales channels, leadership communication and employee engagement.
• Worked extensively with DMR Academy Marketing on organisation structure, employee development plans, career aspirations, training architecture, CRM/process improvements, sales operations and team capability.
• Worked closely with Vennea Marketing on organisation development, High Performance Leadership, Gen Y/Gen Z workforce management, performance management, team alignment, talent development, process governance and scalable agency operating systems.

Competencies: SME Consulting • Business Diagnosis • HRBP • OD • Organisation Design • Talent Management • Workforce Planning • Career Pathways • Leadership Development • L&D • TNA • Facilitation • Coaching • Performance Management • KPI Development • PIP • Employee Relations • Workforce Restructuring • Succession Planning • High-Potential Identification • SOP Development • Process Improvement • Change Management • Crisis Management • Business Continuity • People Analytics • Founder Coaching • Commercial Acumen • Digital Transformation

PASUKAN TINDAKAN CEMAS MALAYSIA

Feb 2015 – Nov 2019

Human Resources & Corporate Affairs

• Held national HR, organisational-development and corporate-affairs responsibilities within a multi-state emergency-response organisation.
• Led national HR and OD activities across a 12-state network comprising approximately 800 active personnel and 3,000 auxiliary volunteers, coordinating approximately 18 officers.
• Designed and standardised 50+ SOPs, policies, governance tools, forms, templates, manuals and capability materials covering structures, role descriptions, correspondence, meetings, incident management, discipline, deployment and operational governance.
• Designed and revised organisation structures, reporting relationships, roles, authority levels and manpower allocation across national, state and district levels.
• Created and implemented a formal national induction and onboarding programme, cascading delivery through state and district officers.
• Conducted Training Needs Analysis and personally trained approximately 100–300 officers and members across several states in leadership, communication, HR administration, governance, protocol, crisis management, organisational structure and team management.
• Formalised performance and talent systems through scored appraisal forms, promotion and appointment criteria, training and conduct requirements, selection panels and succession/replacement mechanisms.
• Supported talent identification and leadership-pipeline decisions covering appointments, promotions, future state/district leaders, performance, succession and replacement of unsuitable personnel.
• Partnered with national leadership and State Directors on manpower shortages, performance, conflict, discipline, recruitment, capability gaps, engagement, leadership and organisational structure.
• Managed personnel-relations activities including recruitment, onboarding, records, grievances, conflict mediation, investigations, discipline, warnings, transfers, appointments, recognition and exits.
• Applied organisational-learning practices following incidents by conducting debriefs, identifying causes, revising SOPs, changing responsibilities, retraining personnel and monitoring compliance.
• Supported inter-agency engagement with government, emergency-response and defence stakeholders, including NADMA, APM and the Malaysian Armed Forces.
• Managed crisis communications, public enquiries, government/stakeholder correspondence, programme publicity, protocol and organisational communications.

Competencies: HR Management • OD • Organisation Design • Workforce Planning • Talent Management • Succession Planning • Leadership Pipeline Development • L&D • TNA • Training Delivery • Train-the-Trainer • Onboarding • Performance Management • Appraisal Systems • Competency Development • Personnel Relations • Discipline & Investigations • Conflict Resolution • Recruitment & Selection • Governance • SOP Development • Change Management • Organisational Learning • Crisis Management • Workforce Readiness • Emergency Response • Risk Management • OSH • Government Relations • Corporate Affairs • Crisis Communications • Protocol

AKADEMI PINTAS

Jan 2011 – Jan 2015

HR & Administration | Education Operations • HR Foundation • Training Delivery

• Supported end-to-end HR and administration for a mixed workforce of up to 31 full-time, part-time and freelance tutors, covering recruitment, onboarding, attendance, scheduling, payroll preparation, employee records, performance monitoring, disciplinary matters and exits.
• Managed statutory and employment administration covering EPF/KWSP, SOCSO/PERKESO, PCB/tax administration and employment documentation.
• Coordinated tutor orientation, coaching, classroom observation, performance feedback and development of teaching and learning materials.
• Improved processes covering tutor scheduling, attendance, recruitment, payroll administration, employee records, student registration and performance tracking.
• Designed and delivered motivational, academic-development and personal-development programmes across 60+ educational institutions throughout Malaysia, reaching 25,000+ students, parents and participants.
• Served concurrently as a resident History tutor for secondary-school students within an academy serving up to approximately 700 students.

Competencies: HR Operations • Recruitment & Selection • Onboarding • Workforce Administration • Payroll Administration • Attendance Management • Employee Records • Statutory HR Administration • Performance Monitoring • Employee Relations • Workforce Scheduling • Tutor Management • L&D • Training Design • Training Delivery • Facilitation • Coaching • Classroom Observation • Learning Materials Development • Student Administration • Parent Relations • Process Improvement • Education Operations • Public Speaking

SELECTED PUBLICATIONS & PROFESSIONAL INTELLECTUAL PROPERTY

• The Aerospace People Standard — author of a People & Capability framework for aerospace organisations covering workforce planning, organisation design, recruitment, competency, capability development, leadership, safety and quality culture, localisation, succession and workforce sustainability.
• The Hotel People Standard — author of a hospitality people-management framework covering manpower, recruitment, training, leadership, service culture, engagement, workplace discipline, industrial relations and hotel performance.
• When Hotel Operations Become Court Cases — author of a hospitality risk-management book examining workplace and operational lessons from Malaysian Industrial Court cases and implications for hotel leaders, HR teams and operational managers.
• Jangan Sampai Kena Saman — Bahasa Malaysia HR guide for Malaysian SME owners and managers addressing practical employment issues including working hours, OT, leave, discipline, misconduct, performance, warnings, resignation and termination.
• Don't Get Sued for HR Mistakes — English-language Malaysian SME HR decision guide developed around recurring employment questions, helping employers understand what to check, document and process before employee-related action.
• Observer Sales Manual — principal author and developer of a structured sales onboarding and capability manual covering learning styles, company orientation, career progression, product knowledge, sales methodology, scripting, rejection handling, closing and field application.
• Sales Leadership Guide — principal author and developer of a leadership-development manual to progress high-performing salespeople into team leadership through recruitment, coaching, mentoring, performance review, team development and leadership practices.
• Selected Learning Modules & Professional Guides — developed 10 Steps That'll Turn You Into A Sales Machine, Selling Without Being Salesy: The Kind Way to Sell, sales scripts, rejection-handling frameworks, telesales materials, leadership modules and OD content.

SELECTED LEARNING & ORGANISATIONAL ASSETS DEVELOPED

• Sales Career & Leadership Architecture — structured progression framework from Sales Trainee to senior sales leadership, supported by competencies, performance requirements and development expectations.
• Performance & Learning Frameworks — role-based competency, KPI, coaching and development systems spanning entry-level employees through leadership positions.
• Commission & Reward Architecture — performance-linked commission and reward structures based on operational experience, performance analysis and external benchmarking.
• Leadership Development Architecture — structured approaches to coaching, mentoring, leadership transition, team development, performance feedback and succession.
• Training & Capability Systems — onboarding, TNA, role-play, field coaching, learning-style assessment, IDP, cascade training and post-training performance monitoring.
• Organisation Design & Workforce Systems — organisation structures, reporting relationships, job responsibilities, workforce plans, SOPs, RACI frameworks, performance systems and governance mechanisms across multiple organisations.
• Learning & Performance Tools — LOA Logbooks, assessment templates, performance trackers, learning materials, coaching guides, development plans and structured training modules.

LANGUAGES

Bahasa Malaysia — Native / Professional • English — Professional Working Proficiency