

TALHA ASIM GHAZI

Chartered MCIPD, CAHRI

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⚙️ 14+ years' of rich HR Leadership experience in Strategic HR and Organizational Change interventions. Key Strengths include People Strategy, Performance Management, Process Re-engineering, HCM-ERP, HR Analytics, Rewards Management, Organizational Culture, Employee Engagement, Learning & Development, HR Budgets & Policies and Organizational Structures.

STRATEGIC HR – SENIOR MANAGEMENT LEVEL – CHANGE & ORG. DEVELOPMENT

EXECUTIVE SYNOPSIS

- Strategic HR Leader with 14+ years of rich experience in HR functions with excellent understanding of Human Psychology. Expertise in delivering sustained organizational growth in dynamic environments, establishing structures, building employer value propositions (EVPs), driving vision and depicting strategic agility and achieving critical strategic goals.
- Strategic Partner and a member of the Country Leadership Teams for various organizations. i.e. Team A Ventures, Cambridge Garments, Thatta Cement, Enriching Perceptions – Dollar Industries & ABC International UAE
- Exceptional relations building skills with ability to develop and nurture productive relations at various levels within and outside the organization. Deep sense of values, ethics, discipline, personal conduct, Integrity gained via rigorous and exacting standards; which enabled and equipped me to handle leadership assignments in the Corporate Sector.
- Proven track record of implementing complex cross-functional strategic HR initiatives and incorporate processes and policies, unique to the needs of the business. Liaising between senior management, employees & other stakeholders to ensure proper lines of communication, critical in addressing/ resolution of myriad issues and delivering business results.
- An intrinsic communicator with exceptional interpersonal and relationship management skills with an ability to maintain cordial relations at all levels. Highly interactive, analytical and influencing and can adapt to frequent changes and high competition under pressure.

CORE COMPETENCIES

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|---|---|
| ✓ Human Resources Strategy Development | ✓ Organizational Change Management |
| ✓ ERP – HCM Systems Design & Implementation | ✓ Business Process Re-engineering |
| ✓ Employee Engagement | ✓ Organizational Structures & Restructuring |
| ✓ Policies, Processes and SOPs | ✓ Total Rewards Management |
| ✓ HR Analytics | ✓ Manpower Planning & Budgeting |
| ✓ HR Business Partnering | ✓ Succession Planning & Management |
| ✓ Performance Planning & Management | ✓ Leadership & Team Management |
| ✓ Talent Management & Development | ✓ Values & Culture Architect |

AWARDS & RECOGNITION

- Keynote Speaker at the HR Competency Conference organized by SHRM Forum Pakistan and discussed "**What to Look at while selecting Human Resources Information Systems**";
- Conducted Open enrolment Public training programs at **IBA CEE, Octara** and **Corporate Trainings & PR** as a Corporate Trainer on various HR related topics (*HR Analytics, HR Dashboards, TNA to MLE, Performance Management, Compensation & Benefits, Job Analysis & Evaluation* etc.)
- Awarded Performance Bonus for the outstanding contributions made to the Company upon direct recommendation from the **Board of Directors** for the year 2013-14;
- Awarded Performance Bonus & Certificate of Achievement for being the **Top performer** in Human Resource Department for the year 2010-11 & 2011-12;
- Taught HR elective subjects to BBA, MBA, MS & M.Phil. students in the leading universities as **Adjunct Faculty** since 2011

- Keynote Speaker & Guest Evaluator on numerous HR research topics for university students on various occasions and events at Iqra University (North Campus & Main Campus), PAF KIET University (Main and City Campus) & Sind University

EDUCATION & PROFESSIONAL DEVELOPMENT

- **Post Graduate Diploma in HRM, IBA** – Karachi, 2018 – 2020
- **Driving Value with Business Acumen, INSEAD** - France, 2017
- **Strategic HR Management, Cornell University** – USA, 2013-2014
- **Masters in Business Administration, MBA, PAF-KIET** – Karachi, 2008- 2009
- **Bachelors in Business Administration, BBA, PAF-KIET** – Karachi, 2004-2007



PROFESSIONAL MEMBERSHIPS

- Chartered MCIPD from **Chartered Institute of Personnel Development**, UK
- CAHRI, Certified Professional from **Australian Human Resource Institute**
- Professional Member of the **Society for Human Resource Management (SHRM-US)** since 2010



PROFESSIONAL CERTIFICATIONS

- Participated in Performance Management – Design, Development, Implementation, Monitoring, Evaluation & Coaching (6 Days) Program by AI MIR and became **Certified Performance Management Specialist**;
- Participated in Job Evaluation Workshop (6 Days) by AI MIR and became **Certified Job Evaluation Work Specialist**;
- Participated in Train The Trainer Workshop (3 Days) by Learning Minds Group and became a **Certified Trainer**;
- Participated in PPA-HJA Workshop by Thomas International, USA and became **Certified Psychometric Practitioner**;

PROFESSIONAL EXPERIENCE

Team A Ventures Pvt. Ltd.

General Manager – Human Resources, March 2019 till date



Job Summary: Managing end to end people agenda for all the international retail brands including Mothercare, Next, Debenhams, Crocs, Monsoon, Accesorize, Timberland, Superfeet, Fit Flop, Early Learning Centre and Yves Rocher at Corporate, Regional Office - Lahore, Retail Outlets (40+ across Pakistan).

Cambridge Garments Industries Pvt. Limited

Head of Human Resources, December, 2016 till March 2019



Job Summary: Leading, Directing and Managing end to end spectrum of Human Resources for the group of companies and divisions including Stitching Production Units, Design Studio, Corporate Head Quarters, Regional Office - Lahore, Retail Outlets (45+ across Pakistan) and various Warehouses (Raw materials, Finished Goods, Online) with more than 1600+ employee and managing a team of twelve (12) HR Professionals of which Group HR & OD Manager, (2) HR Business Partners, Talent Manager, Factory HR & IR Manager and Assistant Manager Rewards, Projects & Policies directly reports to me.

KEY ACHIEVEMENTS

- First time in Cambridge, Developed and implemented 3-year **HR Strategy** in alignment with business goals including: HR Technology Strategy, Rewards Strategy, Employer Branding Strategy, Talent Management Strategy and Change Management & OD Strategy
- Planning and Managing a budget of 500+ million approx. per annum to meet business growth targets

- Totally Transformed HR Department from Personnel focused to a Strategic Business Partnering & Talent Centric team
- Managing ever changing business needs and requirements in uncertainties, seasonal impacts and fast growth phases
- To support Change Management & OD Strategy, initiated various projects resulting in major restructuring of departments including Human Resources, Supply Chain, E-Commerce, Marketing, Retail Operations, Internal Audit, Admin & Security, Designing, Merchandising, Local Procurement, Warehousing, Distribution & Logistics etc.
- To support HR Technology Strategy, create a roadmap while Leading and directing the implementation of **People Partners**, an HCM Solution to enhance productivity and streamline various HR processes by redefining and reengineering HR Policies, Processes and SOPs using the HCMS modules of:
 - **HR Planning** including Manpower budget, Organization Structures and Policies, JDs and Competencies,
 - **Employee Manager** including Profile Information, Transfers, Salary & Grades Setups, Documents Manager
 - **Self Service** Portal including Help Desk and Tickets Management, Attendance and Leaves Management
 - **Dashboard & Analytics** Reporting of all modules
 - **Payroll Manager** including Tax Manager, PF Manager, Asset Manager, Bonus Payments, Advances and Loan Manager
 - **Performance Manager** including Corporate Goals and objectives, Vertical & Horizontal Alignment, Probation Evaluations, Quarterly Appraisal Evaluations using WHAT-HOW analysis
 - **Separation Manager** including Final Settlements
 - **Survey Manager** including Climate & Engagement Surveys
 - **Recruitment Manager** including Online job portals for internal and external candidates
 - **Training Manager** including Need Analysis, E Learning Portal and Training Record Management
 - **Succession Manager** including 9 box grid, Psychometric Assessments and 360 feedback
- Improved attraction, retention and motivation of key talent implemented Rewards Strategy and transformed Cambridge Garments into a Pay for Performance oriented organization by implementing robust and market competitive systems and restructured fixed and variable pay
- Launched quarterly assessment centers of Retail Sales team on a combination of Functional & Behavioral competencies
- Launched Diversity Councils and various diversity initiatives in line with organizational goals
- Initiated and managed various employee engagement programs to create awareness on culture and increase staff morale
- Developed and implemented Talent Management & Career Development projects.
- Conducted various seminars and participated in various job fairs to become an employer of choice
- Act as an Advisor to the Board Members and the Chief Executive on various Talent Development areas and organizational challenges which needs to be addressed by using various HR Levers.
- Coach and provide consultation to all members of the Senior Management on various staff related matters by facilitating and supporting business performance through the implementation of an effective people strategy; closely partner with business leaders to address root causes of human resources and business performance issues.

Enriching Perceptions – Pakistan & UAE

Director HR & OD Consulting, February, 2015 till Oct, 2016



KEY ACHIEVEMENTS

- Development of organizational culture by Strategic Alignment of Company Values and their implementation.
- Alignment, Development and creation of various OD projects to support a 3 year people strategy
- Revived **Core Values & Leadership Competencies** and KPIs Monitoring Digitized Mechanism to enhance Performance Oriented Culture
- Restructured HR Department from Admin focused to a Strategic Business Centric team
 - Implemented **Dave Ulrich's HR Business Partner Model** in the Company
 - Implemented **SHRM Competency Framework** for HR staff in the Company
 - Implemented **HR Analytics** to create accountability for HR staff whilst measuring performance in key areas

- Completed **Salary Survey** and **Benefits Monitor** in collaboration with Mercer and made proposals to the Board for equitable and market competitive Compensation and Benefits Strategy
- Completed a customized **Job Evaluation** of 101 Jobs for the Company and created Grading Structure and Promotion Policy out of it.
- Shortlisted and Implemented **Psychometric & Competency Based Assessments** for hiring and promotions cases
- Designed and implemented **Performance Management System** using Balance Score Card and linked it horizontally and vertically to achieve organizational objectives
- Proposed various sections of HR Policy revisions to enhance staff motivation simultaneously ensuring compliance with UAE labor laws

Thatta Cement Company Limited

Head of Human Resources, Aug 2012 – Jan 2015



KEY ACHIEVEMENTS

- Planning and Managing a budget of 470 million approx. per annum to meet objectives
- Responsible for and designed from the scratch the following departments
 - Human Resources & Training,
 - Occupational Health, Safety & Environment,
 - Legal Compliance and
 - Corporate Social Responsibility
- Successfully completed **Salary Survey** for the Cement Industry (1st time in Pakistan)
- Successfully completed a customized **Job Evaluation** of 53 Jobs for the Company (1st time since inception)
- Implemented **Psychometric & Competency Based Assessments** for hiring potential candidates
- Developed and Implemented **Health & Safety Management System** based on OHSAS 18001 BS standard
- Established **Core Competencies & Functional Competency Framework** for most functions
- Designed & Implemented a customized Performance Management System which enhanced Performance Oriented Culture and productivity which resulted in an **increased Profitability** from 250 mn to 682 mn by 172% and **Earnings per Share (EPS)** from -0.44 per share to + 2.99 per share i.e. 6.5 times approx. within two years
- Managing a team of six (6) HR staff members, five (5) HSE staff members and nine (9) staff of Medical Centre
- Improved organizational efficiencies by reducing **Absenteeism** by 44%, decreased **Voluntary Turnover** by 40% and increased **Age Diversity** in Leadership Team by 33% and **Leadership Index** by 20%

Bayer Healthcare Pharmaceuticals

KPI Analyst – Talent Management, HRBP & OD, Oct 2011 – Jul 2012



KEY ACHIEVEMENTS

- Distinguished efforts in carrying out Performance Management using Balance Score Card and OISM methodology and ensuring vertical and horizontal alignment of KPIs for all staff and achieved an increase in sales revenues from 3 bn to 4.08 bn in less than a year using SAP HCM
- Participated in the revival of **Vision 2015** activity along with Top Management.
- Launched **Organizational Values** by aligning them to the revived organization vision and mission.
- Ensured Electronic **Organizational Dashboards** (OD, FSTs, Training, CRM, BI, Compliance, Sales, Marketing, Medical, Regulatory, Controlling, Family Planning, etc.) are updated on SharePoint site for all management meetings.
- Conducted **Assessment Centers** for the selection and promotions of Product Managers, Sales Managers and Area Managers positions for ensuring quality of candidates in the Recruitment & Selection Process internal and external.

Burj Bank Limited

HR Liaison Manager / HRBP, Aug 2010 – Oct 2011



KEY ACHIEVEMENTS

- Designed and implemented a customized Performance Management System ensuring vertical alignment of KRAs for all departments and achieved an increase in deposit base from 3 bn to 6 bn.
- Participated in the **Salary Survey** by Aon Hewitt.
- Act as a Business Partner and hired and onboarded more than 100+ BDOs for achieving business targets.

- Significant achievements in the fields of Rewards, HR Projects, Hiring & Retention, Onboarding, Compensation & Benefits Surveys, Perform TNA, Manpower Planning & HR Budgeting, ERP HCM Implementation and HR Policy Development and Awarded Certificate of Achievement for being the **Top Performer** in Human Resource Department for the year 2010-11.

Faysal Bank Limited

Associate Project Manager, Rewards & Projects, Apr 2009 – Jun 2010



KEY ACHIEVEMENTS

- Reengineered HR Process flows to ensure smooth transition of HR activities from Manual to ERP based;
- Participated in the development of HR Policies and Procedures.
- Successfully implemented **Oracle E Business Suite** on Human Capital Management on R-11 and Launched CORE HR, Payroll, Employee & Manager Self Service, Leave Management System, Learning Management System, I – Recruitment, Advanced Benefits Compensation & Workbench, Online Annual Performance Appraisals and HR Intelligence modules.

Enriching Perceptions

HR & OD Consultant, Feb 2006 – Mar 2009



KEY ACHIEVEMENTS

Imparted trainings to participants from more than fifty (50) different organizations varying from SMEs to MNCs comprising a participant mix from Fresh Graduates to Senior Managers to Departmental Heads, CEOs, Trainers and Entrepreneurs in Karachi, Lahore and Islamabad and delivered training on the following among many others

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|-----------------------------------|------------------------------|
| ○ Leaders Vs Manager | ○ Effective Team Building |
| ○ Corporate Grooming & Etiquettes | ○ Personal Change Management |
| ○ Positive Attitude at Workplace | ○ Art of Career Growth |

TRAININGS & WORKSHOPS (IMPARTED)

- Imparted trainings to 1,000+ employees on **"Performance Planning and Management"** & **"Performance Coaching"**
- Imparted trainings to 400+ employees on **"Key Performance Indicators"** and **"Creating and Maintaining KPI Dashboards"**
- Imparted trainings to 325+ employees on **"MS Excel 2010"** in four modules
- Imparted trainings to 200+ employees on **"Hazard Identification & Risk Assessment"**
- Imparted trainings to 30+ HR department staff on **"HR Intelligence"** on Oracle E Business Suite
- Imparted trainings to 45+ HR staff in six modules using HRCI & Dave Ulrich model on **"HR Business Partnering"**
- Imparted various training to 80+ HODs on Corporate Grooming & Etiquettes, Succession Planning & Management, Manpower Planning, Core Competencies, Creating Job Descriptions, Job Analysis & Evaluation, Training Need Assessment, Optimum Organization Strength, HR Policies & Procedures, Code of Conduct, HSE Awareness Series and Positive Attitude at Workplace etc.

IT SKILLS

- Proficient in MS Excel (Advanced), MS Word, MS PowerPoint, MS Visio, MS Projects, MS Access, MS Outlook and
- Oracle E-Business Suite 11i & R12 on Human Capital Management & Oracle Cloud Management
- Various local HRMS

PERSONAL DETAILS

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|--|------------------------------------|
| • Marital Status: Married with 3 kids | • Nationality: Pakistani |
| • CNIC: 42301-6411133-3 | • Year of Birth: July, 1985 |

TEACHING EXPERIENCE

Greenwich University Adjunct Faculty



Visiting Faculty Member at Greenwich University for the College of Management Science and taught Human Resource Management core subject to BBA & MBA since Fall Semester, 2018

PAF KIET Adjunct Faculty



Visiting Faculty Member at PAF-KIET for the College of Management Science and teaching Human Resources elective subjects to MBA & MS final year students and also doing Research Thesis supervision for MBA final year projects since August, 2011 till 2017

The courses include the following:

- Human Resource Information Systems
- Compensation & Benefits Management
- Final Year Thesis Project Supervision (I & II)
- Advanced Compensation & Benefits Management
- Advanced Human Resource Information Systems
- Training & Development

Sind University Adjunct Faculty



Visiting Faculty Member at Sind University, Makli Campus for the Institute of Business Administration for teaching Human Resources elective subjects to MBA final year students since August 2014 till December 2014

- Training & Development
- Employee Relations & Communication

VOLUNTARY EXPERIENCE

Institute of Business Administration – Center of Executive Education

Corporate Trainer – July 2019 till Date

<https://cee.iba.edu.pk/News/calendar2020v4.pdf> &
<https://cee.iba.edu.pk/cee-hosted-workshop-the-learning-journey.php>



Octara

Corporate Trainer – September 2019 till Date

<http://www.octara.com/Publications/Octara.com%20issue%2015%20-%20May%202020.pdf>



Corporate Trainings & PR

Corporate Trainer – April 2019 till Date



Enriching Perceptions

Corporate Trainer – November 2011 till Date

<https://enrichingperceptions.com/> & <https://www.facebook.com/enriching.perceptions/>



Society for Human Resource Management (SHRM) Forum Pakistan

Elected as Member Executive Council - April, 2011 till June, 2012

Major responsibilities include: Managing all the affairs of SHRM Forum Pakistan for Karachi chapter including General Body Meetings, Executive Committee Meetings and other events like HR Best Practices Day, HR Metrics & Measurement Survey, etc.

