

KHAIRUDDIN

STRATEGIC BUSINESS PARTNER | OPERATIONS, CORPORATE SERVICES & HUMAN CAPITAL | BUSINESS TRANSFORMATION

Human Resources & Human Resource Development (HRD) • HRGA • General Affairs & Facilities • Procurement & Vendor Governance • Corporate Governance
• Board Advisory • Organizational Restructuring • Engineering & Project Management

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EXECUTIVE PROFILE

Strategic Business Partner with extensive cross-functional leadership experience across Technology, Construction, Engineering, Healthcare, Education, and Professional Services, serving as an Operational, Strategic, Transformation, Growth, and Sustainability Business Partner. Combines Human Capital, Corporate Services, General Affairs, Integrated Facilities Management, Procurement, Engineering, Corporate Governance, and Business Transformation to align people, operations, infrastructure, and business strategy.

Proven track record leading enterprise-scale Corporate Services for 10,000+ employees across 17 provinces and 17 operational locations, overseeing General Affairs & Integrated Facilities Management across a building portfolio ranging from 300 to 20,000 sqm per location, managing a 100+ tenant portfolio and 30+ strategic vendors, while leading 50+ cross-functional operational leaders within Country/National Management at Grab Indonesia. Concurrently led Human Capital strategy and HR operations for a 500+ employee organization in a multi-site, cross-functional environment at CV Deka Karya.

Experienced as a strategic advisor to the Director / Owner on organizational restructuring, including diagnosing governance gaps, developing business cases, and leading implementation following executive approval. Transformation scope included HR/GA separation, establishment of Finance/Accounting/Tax, Audit and IT functions, project leadership consolidation (53% reduction), and AI-enabled organizational transformation that redesigned 31 employees into 37 positions across 7 departments under a Zero-Layoff principle.

Managed enterprise financial and operational governance across annual CAPEX & OPEX exceeding IDR 25.7 billion at Deka Karya and approximately IDR 11.1 billion quarterly at Grab Indonesia, driving 10–20% cost optimization, reducing procurement cycle time by more than 85%, and maintaining operational uptime above 98%. Partnered with Director / Owners, Country/National Management, Global/Regional HQ, and cross-functional executives to translate corporate strategy into operational execution.

Integrates corporate governance, GCG, sustainability & ESG, business transformation, and business continuity to strengthen organizational resilience, operational excellence, and long-term business sustainability.

CORE COMPETENCIES

- Strategic Business Partnership, Business Transformation, Board Advisory & Executive Advisory
- Corporate Services, General Affairs & Integrated Facilities Management (IFM)
- Human Capital Strategy, HR Governance & Workforce Planning
- Human Resource Development (HRD), Talent Acquisition & Performance Management (KPI/BSC)
- Organizational Design, Restructuring & Change Management
- Industrial Relations, Employment Compliance (UU Cipta Kerja/Omnibus Law) & Employee Engagement
- Procurement, Strategic Sourcing & Vendor Governance
- Contract Administration, Framework Agreements & GCG Compliance
- CAPEX & OPEX Budgeting, Cost Control & Financial Governance
- Multi-Site Office, Branch & Estate Operations; Facilities Engineering (MEP, HVAC, Utilities)
- Engineering & Project Management, Construction Oversight & Risk Governance
- HSE/K3, ESG-Based Workplace Programs & Audit Readiness
- HRIS, AI-Enabled Digital Transformation & Executive Reporting/Analytics
- Commercial & Business Operations: Marketing Strategy, Market Analysis, Partnership Development

SELECTED EXECUTIVE ACHIEVEMENTS

- As advisor to the Director / Owner, led organizational restructuring at CV Deka Karya by diagnosing governance gaps, developing the business case, leading HR/GA separation and the establishment of Finance/Accounting/Tax, Audit, and IT functions, and standardizing SOP, RACI, and KPI frameworks, improving operational effectiveness by 20%+ and role clarity by 30%+.
- Led AI-Enabled Organizational Transformation & Workforce Optimization, redesigning 31 employees into 37 positions across 7 departments (HR, GA, Facilities/Estate, Procurement, Finance, Audit, and IT) under a Zero-Layoff principle. Transformed the KPI framework through enterprise KPI cascading, achieving 98% KPI alignment and an average 97% KPI achievement across the 7 departments following restructuring.
- Led the restructuring of a 429-person project organization, consolidating 15 leadership positions into 7 Project Leads (53% reduction) and establishing a lean, flat, and scalable operating model with managerial accountability reporting directly to the Director / Owner.
- Managed enterprise CAPEX & OPEX exceeding IDR 25.7 billion annually at CV Deka Karya and approximately IDR 11.1 billion quarterly at Grab Indonesia, delivering 10–20% cost optimization and reducing procurement cycle time by more than 85%.
- Led Corporate Services for 10,000+ employees at Grab Indonesia and Human Capital for 500+ employees at CV Deka Karya, maintaining operational uptime above 98% and full GCG/HSE/employment compliance.
- Directed General Affairs, Estate, and Integrated Facilities Management nationally across 17 locations/provinces, including facilities management across buildings ranging from 300 to 20,000 sqm per location, a 100+ tenant portfolio, and 30+ strategic vendors, maintaining facility availability above 98% and improving preventive maintenance effectiveness.
- Transformed procurement governance and reduced Purchase Order cycle time by more than 85% (from approximately 45 days to 2–4 days) while maintaining SLA compliance above 95%.

- Directed end-to-end Human Capital strategy covering workforce planning, executive recruitment, performance management, industrial relations, and HRIS, increasing workforce productivity by 12–15%, reducing turnover by 15%, and maintaining employee satisfaction above 85%.
- Applied an engineering and project management foundation (Ir., Civil Engineering) to enterprise operations, delivering construction projects at >95% on-time completion with cost variance below 10%.
- Led 50+ cross-functional leaders and operational personnel while partnering directly with Director / Owners, Country/National Management, and Global/Regional HQ Singapore to align corporate strategy with operational execution.

PROFESSIONAL EXPERIENCE

Grab Indonesia — Jakarta, Indonesia | Mar 2025 – Mar 2026

General Affairs & Facilities Support Coordinator / Estate

- Led the recovery and stabilization of Country/National Management-level General Affairs, Estate & Facilities operations following corporate restructuring, accelerating recovery by 44.4% from a 135-day target to 75 days while ensuring business continuity and operational readiness.
- Led General Affairs, Estate & Facilities operations across 17 locations in 17 provinces, coordinating branch/sub-branch office operations within each regional scope and supporting the needs of 10,000+ employees.
- Directed Corporate Services, General Affairs, Facilities, and Estate operations, leading 17 Provincial PICs, Sub-Branch Office Coordinators, and 50+ cross-functional operational Supervisors, while coordinating strategically with Procurement, Finance, Central Administration, IT, Country/National Management, Regional/Global Headquarters Singapore, and strategic vendors/partners.
- Managed approximately IDR 11.1 billion in quarterly CAPEX & OPEX, including RKAP planning, forecasting, and variance analysis, delivering 10–15% operating cost optimization.
- Directed end-to-end procurement governance (PR/PO/GRN, tendering, Framework Agreements), redesigning workflows to reduce Purchase Order cycle time from approximately 45 days to 2–4 days while improving SLA compliance and transparency.
- Redesigned and standardized end-to-end operational supply and General Affairs & Facilities governance, covering demand analysis and cost control for office supplies, pantry supplies, uniforms, facility requirements, housekeeping, manpower, facilities maintenance, utilities, environmental services, and social contribution/dues and proposals. Applied GCG, sustainability & ESG principles through monthly budget controls derived from quarterly budgets with a 10–25% efficiency target; reviewed, validated, and negotiated project paperwork, quotations, invoices, POs, BAST, service agreements, and NDAs to ensure commercial accuracy, contractual compliance, cost effectiveness, and governance integrity.
- Developed the blueprint and submission framework for the Company's Annual Work Plan & Budget (RKAT) covering Capital Expenditure (CapEx) and Operational Expenditure (OpEx), providing management with a structured basis for planning and submission while considering operational needs, budget efficiency, operational sustainability, and GCG principles.
- Managed 30+ vendors and a 100+ tenant portfolio across building facilities ranging from 300 to 20,000 sqm per location throughout Indonesia through SLA/KPI monitoring, achieving 95% vendor satisfaction.
- Led Workplace Sustainability, HSE/K3, Asset Management, waste management, and 5S/5R programs with Country/National Management and Global/Regional HQ Singapore, achieving >95% compliance and reducing workplace incidents.

CV Deka Karya — Aceh, Indonesia | Nov 2024 – Feb 2026 (Remote)

Human Resources Manager — concurrent advisory engagement alongside full-time role at Grab Indonesia

- Appointed by the Director / Owner as HR Manager following completion of the organizational transformation and separation of HR from HRGA into an independent function. Led end-to-end HR for 500+ employees as Strategic HR Business Partner and Transformation Business Partner to the Director / Owner and cross-functional leadership.
- Reported directly to the Director / Owner as Strategic HR Business Partner & Transformation Business Partner across functions; led an HR Supervisor coordinating four functional teams: HR Operations & HRIS, Recruitment & Talent Acquisition, Payroll & Attendance, and Employee Relations & Learning Development, plus project-based HR Site teams.
- Owned the end-to-end HR lifecycle, including Workforce Planning, Recruitment, Onboarding, Performance Management, L&D, Employee Relations, Engagement & Retention, Offboarding, HR Analytics, PKWT & PKWTT, BPJS, HR strategy, governance, employment-law compliance, and industrial relations, achieving >90% process standardization.
- Led the remote-hybrid working model, AI adoption, HR digitalization, and HRIS implementation, achieving 90–95% process efficiency, team productivity of up to 98%, employee data accuracy above 98%, and 80–95% operational service effectiveness; reduced turnover by approximately 15% and resolved 85–90% of industrial relations/employee relations cases.
- Conducted strategic pre-review of RKAT submissions from multiple functions/departments, providing strategic advisory to the Director / Owner to ensure alignment with business priorities, corporate governance, business sustainability, GCG, and ESG principles.
- Built an enterprise-level HR Governance Framework covering Company Regulations, SOPs, Work Instructions, KPIs, performance management systems, and Compensation & Benefits, strengthening HR process standardization above 90%.
- Led the Human Capital Transformation agenda following organizational restructuring and HR separation, conducting quarterly performance reviews through the end of the assignment across process efficiency, productivity, data accuracy, employee relations, performance management, engagement, compensation & benefits, capability development, and organizational effectiveness. Transformed the KPI framework through enterprise KPI cascading, achieving 98% KPI alignment and 97% average KPI achievement across 7 departments following restructuring.
- Served as Strategic HR Business Partner to the Board/Director / Owner, translating business strategy into workforce planning, succession strategy, and organizational governance.
- Directed executive and strategic recruitment with time-to-fill below 24 days, Learning & Development based on TNA, LMS and Kirkpatrick evaluation, and performance management transformation through cascaded KPI/Balanced Scorecard aligned with strategic objectives and business impact, increasing workforce productivity by approximately 15% and reducing turnover by approximately 15%.

CV Deka Karya — Aceh, Indonesia | Nov 2022 – Oct 2024

HRGA Manager

- Appointed by the Director / Owner and reported directly to the Director / Owner to lead integrated HRGA for 500+ employees across headquarters and multiple project locations, with a strategic mandate to transform the organization, strengthen HR Governance, and build and implement organizational policies, procedures, and performance management frameworks, including Company Regulations, SOPs, Work Instructions, KPI systems, PKWT/PKWTT governance, BPJS Ketenagakerjaan, employment matters, and organizational governance.
- Diagnosed organizational gaps resulting from rapid business growth, developed the business case, and led the separation of HRGA into four independent departments and the establishment of Finance/Accounting/Tax, Audit, and IT functions, improving role clarity and internal controls by approximately 30%.
- Led a 32-person HRGA organization with five Supervisors: HR; GA & Administration; Facilities & Maintenance; Procurement & Vendor Management; and HRGA Support & Reporting.
- Led AI-Enabled Organizational Transformation & Workforce Optimization through six stages: Assess & Map, AI & Digital Transformation, Process Redesign, Workforce Optimization, Capability Gap Analysis, and External Hiring. Redesigned 31 employees into 37 positions across 7 departments (HR, GA, Facilities/Estate, Procurement, Finance, Audit, and IT) under a Zero-Layoff principle and company-wide digitalization.
- Managed approximately IDR 25.7 billion in annual CAPEX & OPEX, delivering 10–15% cost optimization; built and managed 25+ strategic vendor relationships through tendering, SLA governance, and commercial negotiation, achieving 95% vendor satisfaction and procurement savings of up to 12%.
- Led organizational transformation as the first stage of enterprise governance, regulatory, process, functional alignment, and operating model improvement, increasing business impact from 80% to an average 87% and KPI achievement from 82% to 90% based on post-transformation evaluation.
- Led organizational and operating model redesign from 31 to 37 positions under a Zero-Layoff principle, based on assessments of functions, structure, roles, workload, capabilities, and business requirements, including redeployment and role realignment to ensure alignment with operational needs.
- Redesigned the HRGA function and separated HR as part of the organizational redesign, while establishing an IT Department to support digitalization, AI, integrated work systems, and remote construction operations monitoring through CCTV.
- Established an Audit Department as a governance, internal control, risk assurance, and fraud prevention function across departments, strengthening external audit readiness and organizational accountability.
- Enhanced the Finance structure and operating model to support construction business complexity with 7 Project Leads and capacity for up to 15 projects, strengthening role clarity, responsibilities, and financial controls across departments under GCG principles.
- Owned the end-to-end development of the organizational blueprint and framework, including the design, submission, and implementation of governance, SOPs, Work Instructions, KPIs, and RKAT aligned with functional requirements and business priorities, ensuring alignment among organizational needs, operational priorities, resource efficiency, and operational sustainability.
- Directed General Affairs and Integrated Facilities Management, including preventive/corrective maintenance, utilities, and asset lifecycle management, improving asset accuracy by 30% and maintaining facility uptime above 98%.
- Led end-to-end recruitment (50+ positions/year), Learning & Development (200+ programs/year), and performance management, increasing workforce capability by approximately 80% and productivity by 12–15%.

CV Deka Karya — Aceh, Indonesia | Jul 2020 – Jun 2022

Site Manager / Construction Manager

- Promoted from Site Engineer and reported directly to the Director / Owner. In the sixth month, led organizational restructuring by consolidating 15 Site Engineer/Engineering SPV leadership positions into 7 Project Leads (53% reduction), establishing a lean, flat, and scalable 429-person operating structure.
- Led 11 direct team leaders: four independent control-function Leads (QA/QC, HSE, Planning & Project Control, Commercial/QS) and seven Project Leads, each overseeing Coordinators/Leads, Foremen, and field personnel.
- Led end-to-end construction project planning, supervision, and execution, achieving >95% on-time project completion and 10–15% cost efficiency.
- Led project budget approval and control through RAB, RAP, and BOQ, together with project risk analysis, delivering 17–25% cost efficiency without compromising construction quality and reducing rework by more than 27% through proactive technical issue resolution.

CV Deka Karya — Aceh, Indonesia | Jul 2018 – Jun 2020

Site Engineer — promoted from Civil Engineer (Jul 2017 – Jun 2018)

- Led one of 15 Site Engineer/Engineering SPV teams reporting to the Site Manager, overseeing 69 personnel across five divisions: Civil Engineering (41), Architecture (14), QA/QC & QS (5), Project Support (5), and HSE (3), each led by a Division Head reporting directly to the Site Engineer.
- Reviewed and controlled project budgets (RAB/RAP/BOQ) and shop drawings, keeping project delays below 10% while managing technical risks, maintaining construction quality, achieving 10–15% cost efficiency, and reducing rework by more than 30% through early proactive technical issue resolution.

CONSULTING EXPERIENCE

PT Ammarai Titian Madani — Jakarta, Indonesia | Feb 2025 – Jan 2026 (Project Completed)

Executive Human Capital & Corporate Transformation Consultant

- Appointed directly by the Board of Director to lead an organization-wide transformation for a growing healthcare organization, assessing organizational maturity, defining strategic priorities, and building the Human Capital function from the ground up.

- Redesigned the corporate organizational structure, built the Human Capital Governance Framework (Company Regulations, HR policies, SOPs, Work Instructions, competency framework) and Performance Management Framework (KPI, Balanced Scorecard, IDP), and led implementation of a remote-hybrid working model and digital transformation (HRIS, HR Analytics, executive dashboard), resulting in a Human Capital transformation roadmap approved and fully implemented by the Board.

EARLY CAREER

Built a strong foundation in engineering and project delivery before transitioning into enterprise-level Corporate Services leadership. Several roles below were freelance or concurrent with primary employment.

- CV Deka Karya — Civil Engineer & Technical Administration Staff (2017–2018): structural design, construction cost estimation (RAB/RAP/BOQ), and project documentation.
- Visual Art Studio, Medan & PT Westindo Artha Kencana, Jakarta — Civil Engineer (2019, 2022–2023): construction quality supervision and HSE/K3 compliance, achieving >95% work compliance.
- Lantue Engineering Training, Banda Aceh — Senior Assistant, Structural Engineering Division (2016–2018): engineering software training (SAP2000, ETABS, AutoCAD) for 100+ participants per month.
- Universitas Muhammadiyah Aceh — Teaching Assistant & Laboratory Instructor (2018–2023); MEC Language Center — HR & General Affairs Officer (2017–2019) and Marketing Manager (2020–2022, freelance).

SKILLS

Hard Skills : Corporate Services & Integrated Facilities Management, CAPEX & OPEX Budgeting, Financial & Cost Governance, Procurement & Vendor Management, HR Operations & Human Capital Management, Talent Acquisition & Workforce Planning, Organizational Transformation & Workforce Optimization, Performance Management (KPI/BSC) & Enterprise KPI Cascading, Project & Construction Management, HRIS & Data Analytics, Artificial Intelligence (AI) & Generative AI, AI-Enabled Business & Workforce Transformation, Intelligent Process Automation & Digital Workflow Optimization, Marketing Strategy.

Software/Tools : Microsoft Office, Google Workspace, SAP, AutoCAD, SketchUp, SAP2000, ETABS, AI & Generative AI Tools.

Soft Skills : Strategic & Analytical Thinking, Board Advisory & Executive Leadership, Cross-Functional Leadership, Stakeholder & Vendor Management, Change Management, Business Transformation & Organizational Change, Data-Driven Decision Making, Governance & Business Acumen, High Accountability & Integrity.

EDUCATION

- University of Sumatera Utara, Medan — Professional Engineer Program (Ir.), Civil Engineering — GPA 3.12/4.00
- Muhammadiyah University of Aceh, Banda Aceh — Bachelor of Civil Engineering (S.T.) — GPA 3.68/4.00

LANGUAGES

- Bahasa Indonesia — Native/Professional
- English — Professional Working Proficiency | Writing — Advanced | Speaking — Developing

TRAINING / CERTIFICATIONS

- Scrum Project Management — LPK Duta, Jakarta (2020) — Training in Scrum principles and Agile project management, covering project planning, team collaboration, task prioritization, iterative delivery, and continuous improvement.
- K3 Basic Factory — Rewata Consultant, Jakarta (2020) — Basic occupational health and safety training for factory and operational environments, covering workplace hazard prevention and safety control.
- AutoCAD — Lantue Engineering Training, Banda Aceh (2018) — Training in technical drafting, engineering drawing development, drawing interpretation, and design documentation using AutoCAD.
- Junior K3 Construction Specialist — Ministry of Public Works and Housing (PUPR), Jakarta (2017) — Specialized construction health and safety training, covering hazard identification, risk assessment, risk control, and safety compliance at project sites.
- Building Construction Supervisor Specialist — Ministry of Public Works and Housing (PUPR), Jakarta (2017) — Training in building construction supervision, quality assurance, construction monitoring, technical compliance, and project execution standards.