

Mahbub Zaman Ashrafi

PGD-HRM, MBA-HRM, MPA-Accounting, LLB, BBA

☎ +8801[REDACTED]84 | ✉ a[REDACTED]b@gmail.com | in linkedin.com/in/ashrafimahbub
| 🌐 www.ashrafimahbub.com | 🏠 Shegunbagicha, Dhaka, Bangladesh

PROFESSIONAL SUMMARY

Strategic HR leader with 10+ years of progressive experience across banking, real estate and e-commerce industries, specialising in HR operations, Bangladesh Labour Law compliance, employee relations and digital HR transformation. Resolved 140+ disciplinary cases with a 98% policy consistency rate and zero successful legal challenges, while maintaining 99% regulatory compliance with zero audit findings across Bangladesh Bank and internal review cycles. Delivered 80%+ efficiency gains through HRIS optimisation and automation of 12+ core workflows, and built the people function from the ground up for a workforce of 250+. Combines legal training (LLB) with deep expertise in HR analytics, talent acquisition at scale, policy formulation and organisational development. Seeking to apply compliance leadership and data-driven people strategy to senior HR roles in growth-oriented organisations.

CORE COMPETENCIES

HR operations and shared services | Bangladesh Labour Law compliance and disciplinary case management | Employee relations and grievance resolution | Talent acquisition and workforce planning | HR analytics, HRIS optimisation and process automation | Policy formulation and regulatory compliance | Organisational development and succession planning | Performance management, compensation and change leadership | Training, learning and development

PROFESSIONAL EXPERIENCE

Shimanto Bank PLC

Dhaka, Bangladesh

Principal Officer (Associate Manager), Human Resources

January 2025 – Present

- Direct workplace investigations and the full disciplinary lifecycle under Bangladesh Labour Law, from preliminary fact-finding and show cause notices through domestic inquiries and disciplinary committee proceedings to final orders, maintaining 100% procedural adherence and zero successful legal challenges.
- Spearhead digital HR transformation by partnering with IT to optimise HRIS integrations and automate 12+ core workflows, managing the transition through structured training and stakeholder engagement to cut manual processing time by 65% and lift data accuracy to 99.2%.
- Draft and vet charge sheets, inquiry reports, dismissal notices, ensuring each disciplinary action is evidence-based, consistently applied and legally defensible under external and regulatory scrutiny.
- Lead organisational development initiatives spanning job analysis, role redesign and competency framework development, sharpening structural clarity and aligning the people architecture with the bank's strategic objectives.
- Design and manage succession planning pipelines and leadership development pathways, strengthening the internal talent bench and increasing internal promotions by 15%.
- Lead the full training and development lifecycle, from training needs analysis and learning framework design through facilitator and institute sourcing, programme coordination and post-training evaluation, delivering an average of 6 interventions per employee annually and building competency assessments and effectiveness surveys that measure learning transfer and demonstrate training ROI.
- Formulate, review and update HR policies, service rules and standard operating procedures in line with Bangladesh Labour Law and Bangladesh Bank regulatory requirements, closing governance gaps and standardising practice across the organisation.
- Drive policy implementation and change management bank-wide, communicating revised frameworks to stakeholders, securing managerial buy-in and embedding new procedures for consistent, organisation-wide adoption.
- Oversee end-to-end HR operations and shared services covering onboarding, offboarding, HRIS management and leave administration, and build executive people-data dashboards in Power BI to enable analytics-driven workforce decisions.

AB Bank PLC

Dhaka, Bangladesh

Principal Officer, Human Resources

September 2021 – January 2025

- Managed 110+ employee relations and disciplinary cases with a 98% policy-application consistency rate, achieving zero successful legal challenges and reducing fraud-related incidents by 4%.
- Developed and implemented enterprise-wide HR policies, securing a 99% compliance rate with zero audit findings across all Bangladesh Bank and internal review cycles.
- Led HR process automation initiatives that improved operational efficiency by 80% and data accuracy by 9%, cutting administrative overhead.
- Designed and launched targeted employee engagement programmes that increased overall satisfaction scores by 8% and improved cross-departmental collaboration metrics.
- Established a comprehensive HR metrics and reporting framework adopted by 12 department heads, enabling data-driven workforce planning and headcount forecasting.
- Streamlined HR service delivery through systematic process redesign, reducing average ticket resolution time from 5 to 2 business days.

Lucky Engineering Ltd

Dhaka, Bangladesh

Human Resources Manager

May 2020 – September 2021

- Manage end-to-end recruitment and onboarding for sales, marketing, operations, project, and support teams to ensure timely manpower availability for business expansion.
- Oversee HR operations, attendance, leave, payroll coordination, and employee records to ensure smooth day-to-day HR service delivery and compliance with company policies.
- Develop and implement HR policies, SOPs, and employee guidelines aligned with organisational goals, labour law requirements, and real estate industry practices.
- Handle employee relations, grievances, disciplinary matters, and performance issues to maintain a professional, compliant, and productive work environment.
- Coordinate performance management, training, and employee development initiatives to improve productivity, sales effectiveness, customer service, and overall organisational capability.

Bichitro

Dhaka, Bangladesh

Human Resources Manager

March 2014 – April 2017

- Built the HR department from the ground up, establishing the organisation's first structured people function, SOPs, and compliance frameworks.
- Designed competitive compensation structures and performance reward systems that improved talent retention by 28% and reduced voluntary turnover from 34% to 19%.
- Scaled HR infrastructure to support a growing workforce of more than 250 employees while maintaining full alignment with Bangladesh Labour Law requirements.
- Led end-to-end recruitment, onboarding, and workforce planning initiatives to ensure timely manpower availability across business and support functions.
- Developed and implemented HR policies, employee guidelines, and disciplinary procedures to strengthen governance, compliance, and organisational consistency.
- Managed employee relations, grievance handling, and workplace investigations, ensuring fair resolution of issues in line with company policy and Bangladesh Labour Law.
- Introduced structured performance management practices, including KPI setting, appraisal follow-up, and performance improvement plans, to enhance accountability and productivity.
- Coordinated payroll inputs, attendance, leave management, and employee records, improving HR operational accuracy and day-to-day service delivery.
- Designed employee engagement and retention initiatives to improve workplace culture, reduce attrition risk, and support long-term organisational stability.

Note: The organisation is no longer in operation.

EDUCATION

Post Graduate Diploma in Human Resource Management (PGD-HRM)

World Academy for Research and Development (WARD)

2024 – 2025

CGPA: 3.97 out of 4.00

Master of Professional Accounting (MPA)

Kings Own Institute, Sydney, Australia

2017 – 2019

Master of Business Administration in HRM (MBA-HRM)

Independent University Bangladesh

2016 – 2017

CGPA: 3.64 out of 4.00

Bachelor of Laws (LLB)

Southeast University, Bangladesh

2015 – 2016

CGPA: 3.25 out of 4.00.

Bachelor of Business Administration in Marketing (BBA)

East West University, Bangladesh

2009 – 2013

KEY CERTIFICATIONS

- Professional Certificate in Bangladesh Labor Law (Talent Development Academy, 2026)
- Exercising Leadership Foundational Principles (Harvard University, 2025)
- Leading Human Resource Management and Leadership (Macquarie University, 2023)
- Visionary leadership identity and motivation (Macquarie University, 2023)
- Adapt your leadership style (Macquarie University, 2023)
- Junior Associate of the Institute of Bankers, Bangladesh (JAIBB, 2023)
- Organisational behaviour, Know your people (Macquarie University, 2023)
- Negotiation skills, Negotiate and resolve conflict (Macquarie University, 2023)
- Organisational design, Know your organisation (Macquarie University, 2023)
- Foundations of Project Management (Google LLC, 2022)
- Human Resources Analytics (UC Irvine, 2021)
- Managing Misconduct in the Workplace (LinkedIn, 2021)
- First Aid CPR AED (2020)
- Recruiting Talent with Social Media (PMI, 2021)
- Employee Benefits and Job Evaluation (Alison, 2021)
- Modern Human Resource Management (Appraisal and Performance) (Alison, 2021)
- Talent Acquisition Practices (Alison, 2021)
- Interviewing Techniques (LinkedIn, 2021)
- Talent Management (PMI, 2021)
- Virtual Interviewing for HR (LinkedIn, 2021)
- Employer Branding to Attract Talent (LinkedIn, 2021)
- LinkedIn Recruiter (LinkedIn, 2021)

SKILLS

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| • Bangladesh Labour Law and Legal Compliance | • Compensation and Benefits |
| • Disciplinary Case Management | • Training, Learning and Development |
| • HR Operations and Shared Services | • HR Policy Formulation |
| • Employee Relations and Grievance Resolution | • Process Automation |
| • Talent Acquisition and Workforce Planning | • Strategic Planning |
| • Performance Management | • Employee Engagement |
| • HR Analytics and Data Dashboards | • Change Management |
| • HRIS and HRMS Optimisation | • Workforce Planning |
| • Organisational Development | • Leadership Development |