

**PERFORMANCE MANAGEMENT
HUMAN RESOURCE DEPARTMENT**

Document No	Issue No	Revision No	Effective Date
R06	1.0	1.0	1.03.2025

Revision History

Amended to be aligned with the current process and procedure of Jaya Grocer.

Process Owner		
NO	NAME	DESIGNATION
1	David Andrew Jansen	Head of Human Resource
Control Owner		
2	Nursyafira Aidros	Asst. Manager, Compensation & Benefits

This document is the property of Jaya Grocer Holdings Sdn Bhd (Company No.: 201601014823 (1185754-D)), Trendcell Sdn Bhd (Company No.: 200101008291 (544047-T)) and Jaya 33 Supermarket (Malaysia) Sdn Bhd (Company No.: 200701016968 (774977-T)), its subsidiaries, associates, affiliates or related companies (“Jaya”). Any unauthorized use, disclosure, reproduction or/and transmission is strictly prohibited.

1) Introduction

The Performance Management Policy is to establish a consistent and transparent framework for assessing, managing, and enhancing employee performance at Trendcell Sdn Bhd (Jaya Grocer). This policy aims to align individual and team goals with organizational objectives, foster employee development, and ensure fair recognition and reward practices.

2) Objective

The objective of this policy is to provide a guide to employees on the purpose of the performance appraisal and to ensure that the work performance and training needs of every employee are managed effectively and fairly.

3) Policy

3.1. Eligibility

3.1.1. This policy applies to all employees of Trendcell Sdn Bhd, including permanent, contract, and probationary employees across all departments and outlets.

PERFORMANCE MANAGEMENT
HUMAN RESOURCE DEPARTMENT

3.2. Key Principals

3.2.1. Alignment

Performance goals must align with the organization's strategic objectives and values.

3.2.2. Fairness and Transparency

All performance assessments will be conducted objectively and without bias.

3.2.3. Continuous Feedback

Employees will receive regular feedback to encourage ongoing improvement and development.

3.2.4. Employee Participation

Employees are encouraged to actively participate in the performance management process, including setting goals and identifying development needs.

3.3. Performance Management Process

3.3.1. On-going Feedback and Coaching

- a. Immediate Superior will provide regular feedback and conduct informal check-ins to discuss progress, address challenges, and provide support.
- b. Employees are encouraged to seek feedback proactively.

3.3.2. Annual Performance Appraisal Process

The annual performance appraisal is a structured process conducted at the end of the performance cycle. The process includes the following steps:

3.3.2.a. Self Assessment

- i. Employees must be informed of the appraisal at least four (1) week before the appraisal one-to-one meeting.
- ii. A copy of the appraisal self-assessment form should be given to the employee so the employee has an opportunity to contribute.
- iii. Employees will complete a self-assessment to reflect on their achievements, challenges, and areas for improvement.
- iv. A completed self-assessment form should be returned to the manager within one (1) week before the appraisal one-to-one meeting.

3.3.2.b. Supervisor Assessment

- i. Supervisors will review the employee's performance against established goals and KPIs, taking into consideration feedback from peers (if applicable) and other relevant observations.

PERFORMANCE MANAGEMENT
HUMAN RESOURCE DEPARTMENT

3.3.2.c. The One-to-One Meeting

A one-to-one meeting will be held between the employee and their supervisor to discuss:

- i. Performance outcomes for the cycle.
- ii. Strengths, areas for improvement, and opportunities for growth.
- iii. Feedback on the employee's contributions and behavior.
- iv. Career aspirations and future goals. This meeting provides an opportunity for open dialogue and alignment on career development.

3.3.2.d. Performance Rating

- i. The supervisor will assign a performance rating based on predetermined criteria and the outcomes of the discussions.
- ii. Performance ratings will follow a standardized matrix as per below to ensure consistency and clarity :

Performance Rating	Grading
A	Consistently Outstanding
B+	Frequently Exceeding Requirements
B	Meeting Requirements
C	Below Requirements
D	Unsatisfactory

3.3.2.e. Development Planning

- i. Employee Development Plans (EDPs) will be created or updated to address skill gaps, career aspirations, and training needs for the next cycle.

3.3.2.f. Documentation

- i. All performance appraisal details, including ratings, feedback, and development plans, will be documented and stored securely.

3.4. Addressing Underperformance

3.4.1. Identification

Underperformance (Rating D) will be identified through regular feedback or during formal reviews.

3.4.2. Performance Improvement Plan (PIP)

- a. Employees with performance gaps will be placed on a PIP.

PERFORMANCE MANAGEMENT
HUMAN RESOURCE DEPARTMENT

- b. The PIP will outline specific performance expectations, timelines, and support mechanisms.

3.4.3. Follow Up Consequences

- a. Progress will be monitored during the PIP period.
- b. Failure to meet performance expectations may result in further action, including reassignment or termination, as per company policies.

3.5. Recognition & Rewards

3.5.1. Annual Increment

- a. The annual increment payment shall be at the discretion of the Group and shall not constitute a legal entitlement on the part of the employee. It shall be based on the performance rating, KPIs, work attitude, performance, disciplinary action taken, and adherence to all policies.
- b. Employees who are not confirmed in their positions are not entitled to annual increments.
- c. Employees who have tendered their resignation notice before the increment payment date are not entitled to the increment.
- d. Employees who received Stern Warning, Warning and Final Warning within the period of assessment (January to December) are not entitled to the increment.

3.5.2. Bonus

- a. The annual bonus shall be at the absolute discretion of the Group and shall not constitute a legal entitlement on the part of the employee. It shall be based on the Group's annual business performance and the employee's Performance Appraisal.
- b. Employees who are not confirmed in their positions are not entitled to a bonus payment. In the event of a confirmed employee with less than one (1) year at the time when a bonus is payable, they shall be paid a proportionate bonus calculated based on the number of completed months of service with the Group.
- c. In the event an employee's contract of service terminates at the time when the bonus is payable, they shall not be eligible for the payment of such bonus, or any part thereof. Employees who have tendered their resignation notice before the bonus payment date are not entitled to the bonus.
- d. Employees who received Stern Warning, Warning and Final Warning within the period of assessment (January to December) are not entitled to the increment.

PERFORMANCE MANAGEMENT
HUMAN RESOURCE DEPARTMENT

3.6. Confidentiality and Record-Keeping

All performance-related discussions and documentation will be treated with confidentiality and stored securely.

IMPORTANT NOTE

Notwithstanding with the above, the Management at its sole discretion, reserves the right to amend, and or delete the contents of this guideline or any part of it from time to time.

DRAFT

**PERFORMANCE MANAGEMENT
HUMAN RESOURCE DEPARTMENT**

Appendix 1 : Annual Performance Appraisal Forms (Executive)



STRICTLY CONFIDENTIAL

ANNUAL PERFORMANCE APPRAISAL

ASSISTANT SUPERVISOR - EXECUTIVES (E1-S2)

PART 1 : PERSONAL PROFILE			
Name:		Employee ID:	
Position:		Department:	
Branch:		Immediate Supervisor:	
Performance Period:	From: MM / YY	To: MM / YY	

PART 2 : GUIDELINES FOR CONDUCTING PERFORMANCE MANAGEMENT

1. This Performance Appraisal evaluates an employee's job performance and should be done objectively and fairly.
2. Make sure to complete sections A, B, and C by providing ratings for each factor/task in the respective columns.
3. The evaluation process allows for regular discussions between an employee (Appraisee) and their immediate supervisor (Appraiser).
4. The Final Performance Rating of the employee is calculated by averaging the total ratings in Sections A, B, and C.
5. The appraiser must fill out the Part 4: Employee Development Plan. During the discussion, the appraiser should highlight the employee's strengths and areas for improvement, and suggest appropriate training to enhance performance.
6. After the discussion, both the employee and appraiser should sign the appraisal form, which should then be signed by the Head of Department/Division.
7. Performance should be evaluated for the entire appraisal period, not just based on recent events or isolated incidents.
8. If Management/Reviewers make any changes, the appraiser must meet with the employee again to update the latest ratings.

Appraisal Flow



PERFORMANCE MANAGEMENT
HUMAN RESOURCE DEPARTMENT
ASSISTANT SUPERVISOR - EXECUTIVES (E1-S2)

PART 3 : PERFORMANCE REVIEW			
SECTION A : JOB FUNCTION			
No	Key Factor / Task	Employee Rating	Agreed Rating
1			
2			
3			
4			
5			
Total Agreed Rating			(a)
TOTAL SCORE FOR SECTION A		$\frac{100}{5 \times (N^*)} \times (a) =$	
*N = No of deliverables. e.g., if N=5; 5 x 5 = 25			

SECTION B : CRITICAL COMPETENCY FOR CURRENT ROLE					
	1 Need Improvement	2 Developing	3 Competent	4 Very Good	5 Role Model
	Seldom or never demonstrates this behaviour even in normal situation.	Demonstrates this behaviour but usually need helps and supervision on doing this.	Demonstrates this behaviour without helps and supervision. Generally self-initiated and effective.	Consistently demonstrates this behaviour even in complex or non-routine situation.	Demonstrates the best these behaviour. Others come to this person for coaching & guidance. Highly proactive & effective.
No	Core Competency	Key Behaviours		Employee Rating	Agreed Rating
A. Achieving & Delivery					
1	Diligence & Application of Skills	Careful and persistent in efforts to complete assigned tasks on time.			
2	Job Contribution	Completes assigned tasks efficiently and with high quality.			
3	Meet Customer Needs	Provides prompt, helpful, courteous, and professional service.			
B. Personal Effectiveness					
4	Problem Solving	Identifies issues and proposes solutions with managers and co-workers, maintaining a calm manner.			
5	Adaptability	Shows a willingness to explore new approaches.			
6	Planning	Prioritize tasks based on their importance.			
7	Integrity	Consistently prioritizing fairness and ethical behaviour.			
8	Initiative	Takes prompt action on issues without needing direction from supervisors.			
C. Working Together					
9	Cooperation with others	Collaborates effectively with co-workers as a team to achieve goals.			
10	Communicate in accurate & timely manner	Communicates clearly and precisely.			
D. Managing, Leading & Developing Others					
11	Meeting Team Needs	Ensures team members have what they need to get tasks done.			
Total Agreed Rating					(a)
OVERALL RATING FOR SECTION B		$\frac{100}{5 \times (N^*)} \times (a) =$			
*N = Count of Competencies selected; e.g., if N=11; 5 x 11 = 55					

PERFORMANCE MANAGEMENT
HUMAN RESOURCE DEPARTMENT



STRICTLY CONFIDENTIAL

ANNUAL PERFORMANCE APPRAISAL

ASSISTANT SUPERVISOR - EXECUTIVES (E1-S2)

SECTION C : ATTITUDE				
No	Factors	Key Behaviours	Employee Rating	Agreed Rating
1	Dedication	Demonstrates a strong commitment to completing tasks and achieving goals.		
2	Compliant	Demonstrates strict adherence to company policies, procedures, and regulations.		
3	Behaviour / Conduct	Displays a professional manner and behaviour in every interaction.		
4	Professionalism	Behaviour in the workplace, respect for company policies, and interactions with superiors and subordinates.		
5	Growth	Encompasses a blend of skills and qualities that empower an individual or organization to adapt, innovate, and thrive continuously.		
Total Agreed Rating				(a)
OVERALL RATING FOR SECTION C			$\frac{100}{5 \times (N^*)}$	\times <input type="text" value="(a)"/> = <input type="text"/>
*N = Count of Competencies selected; e.g., if N=4; 5 x 4 = 20				

SECTION D : DISCIPLINE						
No	Factors	Total				
1	Attendance - Lateness (Number of days late)	0	1 - 2	3 - 4	5 - 9	>10
		5	4	3	2	1
2	Attendance - Absenteeism (Number of days absent over a specified period)	0	1 - 2	3 - 4	5 - 9	>10
		5	4	3	2	1
3	Unpaid Leave (Number of Unpaid Leave taken – misused)	0	1 - 2	3 - 4	5 - 9	>10
		5	4	3	2	1
OVERALL RATING FOR SECTION D			$\frac{100}{5 \times 3}$	\times <input type="text" value="Total 1+2+3"/>	= <input type="text"/>	

PART 4 : EMPLOYEE DEVELOPMENT PLAN	
1	Strength: Leverage and enhance existing strengths to maximise performance and contribution.
2	Development Opportunity: Address areas for improvement and build skills necessary for career growth.
3	Aspiration/Growth Opportunity: Support and facilitate the employee's career aspirations and long-term growth. What type of training would you suggest / recommend?

PERFORMANCE MANAGEMENT
HUMAN RESOURCE DEPARTMENT
ASSISTANT SUPERVISOR - EXECUTIVES (E1-S2)

PART 5: OVERALL COMMENTS				
COMMENTS BY EMPLOYEE				
Name:		Date:		Signature:
COMMENTS / JUSTIFICATIONS BY APPRAISER				
Name:		Date:		Signature:
COMMENTS / JUSTIFICATIONS BY HOD				
Name:		Date:		Signature:
TOTAL SCORES – PERFORMANCE REVIEW				
Final Performance Rating:				
Total (Section A + B + C + D) / Total Section = <input style="width: 50px; height: 20px;" type="text"/> %				
Performance Level	Percentage (%)	Definitions	Tick (/)	
A	90 – 100	Consistently has OUTSTANDING performance of the position.		
B+	75 – 89	Frequently EXCEEDING requirements of the position.		
B	50 – 74	Consistently MEETING requirements of the position.		
C	40 – 49	Occasionally BELOW requirements of the position.		
D	< 40	Consistently has UNSATISFACTORY performance of the position.		
EMPLOYMENT STATUS				
<i>Please (/) if applicable</i>				
Promotion:	Ready Now <input type="checkbox"/> Ready in 6 Months <input type="checkbox"/> Ready in 1 Year <input type="checkbox"/>	IR Case:	Verbal Warning <input type="checkbox"/> Warning Letter <input type="checkbox"/> Stern Warning <input type="checkbox"/> Final Warning <input type="checkbox"/>	
Others:	Re-designation <input type="checkbox"/> Others: <input type="checkbox"/> (Please Specify) _____			
Recommended by:	Supported by:	Verified by:		
Immediate Superior	Head of Department	HR Department		
Sign-Off:	Sign-Off:	Sign-Off:		
Name:	Name:	Name:		
Position:	Position:	Position:		
Date:	Date:	Date:		