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"ASEC Standard is our promise. Experience is how people feel that promise."

At ASEC, we believe that our greatest asset is our **People**. In an era of rapid technological change, AI will not replace people; rather, those who master technology will lead the future. This handbook is not just a set of rules; it is a guide to cultivating a **Mastery Mindset**—where learning is a habit and excellence is the standard.

Our performance is driven by two equal engines: **Results (KPIs)** and **Behaviours (RISE)**. We evaluate not just *what* we achieve, but *also how we achieve it*, ensuring a 50/50 balance between tangible delivery and our core values.

The 3P Strategy anchors our management philosophy:

- **People (Build Masters, Build Futures):** We are committed to building real, consistent capability and providing a transparent career pathway where growth is based on readiness and merit.
- **Programme (Refresh the Delivery, Strengthen the Impact):** We stay true to our core fundamentals while continuously evolving our delivery to ensure every training experience is fresh, relevant, and impactful.
- **Process (Connect the Tools, Simplify the Work):** We strive to modernise our workflows and integrate our systems to reduce friction, allowing our team to focus on high-value work that serves our customers.

We do not win by unthinkingly chasing numbers. We win by moving forward the right way: by raising our execution of the ASEC Standard and protecting the Experience every single day. When we execute our promise well, the results will follow.

Section 1: Performance & Rewards Overview

1. Core Philosophy: Build Masters, Build Futures

Two engines drive our growth: What we achieve (Results) and how we achieve it (Behaviour). To build a sustainable future, every team member is evaluated on a balanced scale of Performance and Culture.

2. The Evaluation Framework

The **Total Performance Score** is the final output of the two engines (RISE and KPI), each weighted according to the role's strategic focus.

Dimension	What it Measures	Flexible Weightage
RISE	Average of all behavioural competency ratings (1-5)	40%-60%
KPI	Average of all individual KPI achievement ratings (1-5)	40%-60%

Total Performance = (Avg. RISE X RISE Weight%) + (Avg. KPI X KPI Weight)

Example Calculation:

- **Weights Set:** RISE (60%) | KPI (40%)
 - **Avg. RISE Score:** 3.50 (Derived from behavioural anchors)
 - **Avg. KPI Score:** 3.67 (Derived from 3 weighted KPIs: e.g., 4 X 40% + 4 X 30% + 3 X 30% = 3.7)
 - **Final Calculation:** (3.50 X 60%) + (3.70 X 40%) = 2.1 + 1.48 = 3.5
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3. Rating Scale

We utilise a 5-point scale to ensure clarity and fairness.

- 1 - 2 (Below Expectations): Significant gaps in performance or behaviour; requires a **Performance Improvement Plan (PIP)**.
 - 3 (Meets Expectations): The Standard. Consistently reliable, fulfils all job requirements, and aligns with company culture.
 - 4 - 5 (Exceeds Expectations): Demonstrates exceptional initiative, delivers results far beyond the role's scope, and acts as a cultural role model.
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4. Rewards & Recognition

Your evaluation score directly influences your career and financial growth:

A. Annual Bonus & Increment

Eligibility for salary increments and performance bonuses is tied to the Total Performance score. Higher achievement in both RISE and KPI results in higher rewards.

B. Promotion (Career Pathway)

Promotion at ASEC is a strategic business decision based on **Readiness**, not Seniority. Achieving a high performance score makes an employee **eligible** to apply for a promotion, but does not guarantee an automatic "step up".

C. Merit Points (Extraordinary Impact)

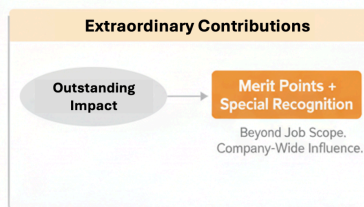
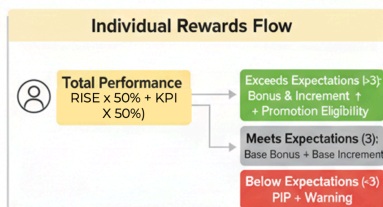
Merit Points are separate from your daily KPI. They recognise discretionary effort that creates a significant impact.

- Included: Solving a major crisis outside your scope, inventing a process that saves company costs, or voluntary high-impact contributions.
 - Excluded: Standard inter-departmental cooperation or helping a colleague with a task (these are captured under RISE - Synergy).
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5. Annual Cycle

1. **Goal Setting (Q1):** Manager and employee align on specific KPIs for the year.
 2. **Mid-Year Review:** A "check-in" to discuss RISE behaviours and progress on KPIs.
 3. **Annual Appraisal:** Final review to determine the Total Performance score and rewards.
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Performance & Rewards Overview: Build Masters, Build Futures



Quadrant	Avg. KPI	Avg. RISE	Status & Verdict
Culture Star	≥4	≥4	The Master . Consistently exceeds all targets and embodies ASEC values.
Result Achiever	≥4	3	The Mercenary . Delivers results but does not elevate company culture.
Potential Builder	<3	≥4	The Cultural Pillar . Great attitude and ethics, but struggling with output.
Underperformer	<3	<3	At Risk . Failing to deliver results and failing to align with values.
Meets Expectations	3	3	The Solid Foundation . Reliable, fulfils all job requirements, and aligns with culture.

Section 2: Behavioural Excellence (RISE)

1. Rating Principles

Ratings reflect the overall pattern of behaviour demonstrated throughout the year.

- **3 (Meeting Expectations)** is the standard.
- **High Ratings (4 or 5)** require repeated evidence of a proactive pattern, not a single event.
- **Evidence Requirements:**
 - **Score 3:** A summary confirming consistent fulfilment of baseline duties.
 - **Score 4/5:** At least two specific examples that demonstrate **Proactive Impact** (taking initiative before being asked) or **Systemic Improvement** (creating a tool, template, or process that helps the team).
 - **Score 1/2:** One documented incident of failure to meet standards, plus a formal Improvement Plan.

2. Universal Rating Anchors

Rating	Descriptor	Performance Standard
5	Outstanding	A role model who influences others or improves a system/standard.
4	Exceeding	Proactive and reliable; creates a clear positive impact beyond the required standard.
3	Meeting	Consistently meets the expected standard; small gaps are quickly corrected.

2	Below	Inconsistent behaviour that requires reminders or creates avoidable friction.
1	Unacceptable	Serious breach of value or repeated issues with significant impact.

3. The RISE Core Values & Behaviours

R – Respect Our People & Work

Respect builds the foundation of trust and teamwork. Every trainer, client, and participant deserves to be valued for their contribution.

- **What to measure:** Professional communication, timely responses, and accountability.
- **Score 3 Example:** Communicates clearly with customers and teams; provides complete handover information.
- **Score 4/5 Example:** Anticipates needs to prevent issues; proactively clarifies requirements to reduce misunderstandings.

I – Integrity as Our Foundation

Integrity means doing the right thing even when no one is watching. It is the compass that guides every decision and every promise we keep.

- **What to measure:** Following procedures, raising risks early, and owning/correcting mistakes quickly.
- **Score 3 Example:** Accurate documentation and careful handling of information; does not overpromise.
- **Score 4/5 Example:** Proactively catches and fixes errors early; raises compliance risks even under pressure.

S – Synergy for Win-Win Collaboration

True progress happens when we work together. Synergy means aligning our strengths with those of our partners, clients, and community to benefit everyone.

- **What to measure:** Sharing information early and coordinating across teams to reduce friction.
- **Score 3 Example:** Coordinates well between teams to complete tasks; provides timely feedback.
- **Score 4/5 Example:** Converts information into usable formats for others; resolves long-term cross-team pain points through new standards.

E – Excellence in Our Quality

Excellence is not an achievement but a mindset. We continuously raise our standards to ensure every programme meets the highest level of professionalism.

- **What to measure:** Low error rates, low rework, and stable delivery that others can rely on
 - **Score 3 Example:** Accurate proposals; timely processing; delivers training accurately and professionally.
 - **Score 4/5 Example:** Reduces changes/issues through better analysis; builds sustainable mechanisms (templates/checks) to raise team quality.
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4. Role-Based Toolkit

Value	Consultant	Trainer	Admin / Support
Respect	<p>3: Complete handover info.</p> <p>4/5: Handles difficult clients professionally.</p>	<p>3: Maintains a professional learning environment.</p> <p>4/5: Mentors other trainers to improve.</p>	<p>3: Responsive and organised.</p> <p>4/5: Improves templates to reduce follow-up work.</p>
Integrity	<p>3: Does not overpromise.</p> <p>4/5: Shares checklists to prevent repeated issues.</p>	<p>3: Reports field issues honestly.</p> <p>4/5: Upholds safety standards under pressure.</p>	<p>3: Accurate handling of customer info.</p> <p>4/5: Builds error-prevention systems.</p>
Synergy	<p>3: Coordinates training logistics.</p> <p>4/5: Resolves cross-team pain points.</p>	<p>3: Timely feedback to Sales/Admin.</p> <p>4/5: Translates field insights into improvements.</p>	<p>3: Coordinates well with customers.</p> <p>4/5: Builds shared tools/routines for the team.</p>
Excellence	<p>3: Accurate proposals.</p> <p>4/5: Shares methods to lift team capability.</p>	<p>3: Accurate program delivery.</p> <p>4/5: Builds training quality through mentoring.</p>	<p>3: Accurate/timely documentation.</p> <p>4/5: Improves quality systemically via standards.</p>

5. Performance Notes

Purpose: To ensure fair, evidence-based ratings and prevent "recency bias" (only remembering recent events). Managers use this interface to record observations throughout the year to support the final RISE evaluation.

1. Logging Standards

- **Pattern over Incidents:** Ratings reflect the dominant pattern of behaviour over the year. Notes should capture recurring behaviours rather than just one-time events.
- **Specific Evidence:** Every note should include a **Date**, a **Short Title**, and a **Description** of the impact.
- **Tagging:** Use the system **Tags** (e.g., Communication, Teamwork, Reliability) to categorise notes under the relevant RISE values.

2. Using Notes for Year-End Ratings

While the Performance Notes interface does not require a score, the **quality and frequency** of notes determine the final RISE rating:

- **For a Rating of 4 or 5 (Exceeding/Outstanding):**
 - Documentation must contain **at least two specific examples** of proactive impact or systemic improvement recorded in ASEC+.
- **For a Rating of 1 or 2 (Unacceptable/Below):**
 - Documentation must include **at least one clear factual incident**, the feedback provided at that time, and the expected improvement plan.

Section 3: Result Delivery (KPI)

1. The Core Foundation

KPIs measure Result Delivery—the "What" of an employee's contribution. The final KPI Score is derived using a weighted calculation to reflect the priority of different tasks.

Step-by-Step Calculation:

1. **Individual Scoring:** Each KPI is rated from 1 to 5 based on the pre-defined scale.
 2. **Individual Weighting:** Each KPI is assigned a specific weight (e.g., 40%, 30%, 30%) during the Q1 Goal Setting phase.
 3. **Weighted Sum:** Multiply each KPI Score by its Weight, then sum the results to get the **KPI Score**.
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2. The 4-Step Designer for Managers

Managers should follow this sequence to derive KPIs from any job description:

1. **Identify Job Purpose:**
What is the primary reason this role exists? (e.g., Sales is for growth; Admin is for efficiency) .
2. **Define Key Result Areas (KRAs):**
Break the job into 3–4 main pillars (e.g., Revenue, Process Accuracy, Customer Satisfaction).
3. **Apply Metric Types:**
 - **Quantity:** How much? (e.g., Sales Target, Number of leads) .

- **Quality:** How well? (e.g., Survey scores, Error rates) .
 - **Timeliness:** How fast? (e.g., Submission deadlines, Response time) .
4. **Set the "Score 3" Baseline:** Define the exact value that represents 100% achievement of the expected standard.
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3. Manager's Step-by-Step Implementation Guide

1. **Draft:** Look at the Job Description and pick 3-4 KRAs.
 2. **Quantify:** Assign a Metric (Revenue, %, Days).
 3. **Calibrate:** Use Section 2 (The Ruler) to set the 1-5 scale.
 4. **Finalise:** Meet with the employee to sign off on the Scorecard.
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4. Manager's SMART Checklist

Before finalising a KPI, ensure it passes this test:

- **Measurable:**
Can the data be extracted objectively from ASEC+, the CRM, or official surveys?.
 - **Relevant:**
Does this metric directly support the 3P (People, Programme, Process) strategy?.
 - **Separation:**
Is this a baseline job requirement (KPI) or an extraordinary one-time impact (Merit)?.
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5. Exception: Roles with Non-Traditional KPIs

For certain positions within ASEC, traditional numerical or volume-based KPIs are ineffective because the core work is either highly digitised, system-dependent, or purely reactive.

A. Applicability

This applies to:

- **System-Dependent Roles:**
Roles driven by automated workflows or data entry.
- **Strategic-Pivot Roles:**
Roles currently tasked with building company infrastructure (e.g., Marketing or HR).
- **Research & Development (R&D) Roles:**
Roles focused on product design, conceptualisation, and innovation rather than operational maintenance.

B. The Management Logic

In these roles, routine operations are the baseline. Measuring them on daily tasks (e.g., hours in the office, number of drafts) would lead to a "tick-box" mentality. Therefore, their Performance Weightage is shifted entirely to Strategic KPIs.

C. Practical Examples

- **Marketing Manager:** Instead of "Number of Posts," the KPI is the "Brand Soul & Narrative Architecture."

- **Product Developer:** Instead of "Time Spent Designing," the KPI is the "Successful Prototyping and Market-Readiness."
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6. Strategic KPI Integration: Beyond Routine Operations

Strategic KPIs are project-based goals designed to transition an employee from a "System Operator" to a "Strategic Creator".

A. Definition & Alignment

- **Collaborative Design:**

Both the Manager and the Staff identify projects. They can be top-down assignments or bottom-up proposals aimed at solving departmental pain points or market gaps.
- **Finalization:**

All Strategic KPIs must be agreed upon and reported to HR by the end of the **First Half (H1)**.
- **Strategic Agility (The H2 Clause):**

ASEC values **Agility** over rigid documentation. If a high-impact problem or opportunity (e.g., a new R&D breakthrough or a critical system flaw) arises in H2 (August/September), the Manager may:

 - **Swap:** Replace an under-prioritised H1 task with the new high-impact project.

- **Add:** Add the new project to the scorecard to unlock a Score 5 rating.

B. Project-Based Delivery (The 3P Alignment)

Strategic Tasks must be designed as specific projects with a clear start, end, and output that supports the **3P Strategy**:

- **People (Build Masters):**
Designing frameworks that build mastery or improve leadership onboarding.
- **Programme (Refresh the Experience):**
Revamping a delivery experience to increase customer or new hire satisfaction.
- **Process (Simplify the Work):**
Identifying manual gaps or redundancies and automating/simplifying the work.

C. Determining Impact vs Effort

The validity of a Strategic KPI is measured by its **Leverage**, not just the time invested.

- **Systemic Impact over Duration:**
A project that takes only one month to complete can still be a Strategic KPI if it provides a permanent solution to a recurring problem or creates a reusable asset for the company.
- **Intellectual Value:**
To qualify, the task must require **Optimisation, Creativity, or Asset Creation** that the current status quo cannot replicate.

- **The Strategic Scoring Logic:**

- **Score 3 (Standard):**

Awarded for consistent delivery of routine duties.

- **Score 4-5 (Exceeding/Outstanding):**

Only achievable through the successful delivery of Strategic KPIs that create a measurable "Transformation" or "New Product Value" for ASEC.

Section 4: The Impact Reward (Merit Points)

1. Merit Point Philosophy

The Merit Point System recognises and rewards ASEC employees for **extraordinary impact**—contributions that create significant value entirely outside their planned objectives.

While the **Strategic KPI** measures how well you execute the agreed roadmap, and the **RISE Rating** measures your consistent professional behaviour, **Merit Points** reward spontaneous, high-impact initiatives that benefit the company as a whole.

2. The Golden Rule of Distinction

To maintain the integrity of our rewards system, we apply a strict "Non-Double Reward" policy:

- **No Merit Points for Agreed Tasks:**

If a project or contribution is an expected part of your job description or was pre-aligned as a **Strategic KPI**, it is **not eligible** for Merit Points.

These achievements are captured in your annual KPI and RISE evaluation.

- **The Unprompted Criterion:**

Merit Points are reserved for **unprompted** efforts—those "moments of mastery" where an employee identifies a crisis or an opportunity that was NOT on their roadmap and voluntarily acts to create value.

3. Two Types of Merit Points

A. Standard Merit Points (Automatic)

Awarded for winning predefined internal competitions or hitting specific, structured milestones. No nomination form is required.

- **Trainer of the Quarter:** Top 1 (350 pts), Top 2 (150 pts).
- **Consultant of the Quarter:** Highest sales or $\geq 80\%$ of target (500 pts).
- **Additional Roles & Responsibilities (Committee Member):** Points are **NOT** automatic. They are awarded based on the committee's year-end performance review. (50 pts - 200 pts)

B. Discretionary Merit Points (Nomination Required)

These recognise non-standard, high-impact contributions. They require a Merit Nomination Form and are reviewed based on the following ranges:

- **Innovation & Creativity** (150–300 pts): Implementing a new high-impact campaign or designing a system that solves recurring internal problems.
- **Customer Experience** (50–200 pts): Creating systems that improve communication or training onboarding.
- **Mentorship & Guidance** (50–150 pts): Mentoring staff beyond your job scope or creating new learning guides for the team.
- **Culture & Engagement** (50–200 pts): Initiating wellness programs or building digital tools that improve transparency.
- **Voluntary Effort** (20–100 pts): Volunteering for internal committees or staying late to support critical deadlines without request.

4. Merit vs RISE: When to Nominate?

To avoid confusion, use this distinction:

Scenario	Classify as RISE	Classify as Merit Points
Collaboration	Standard inter-departmental cooperation (Synergy).	Voluntarily supporting another department's major event on a weekend.
Problem Solving	Correcting errors or raising risks early.	Solving a major crisis outside your scope or inventing a cost-saving process.

4. Evaluation Rubric

The **Merit Committee** evaluates all discretionary nominations using this weighted scale:

Criteria	Description	Weight
Effort Level	How much time, energy, or initiative was invested beyond regular duties	50%
Impact	Positive results or measurable benefits to the team, department, or company	50%

5. Manager's Decision Matrix

Question	If the answer is Yes	Action to Take
1. Is this a baseline expectation?	This is part of their daily job.	No points.
2. Is it a recurring pattern?	This is a consistent "way of working" over the years.	Log a Performance Note in ASEC+. Supports a RISE rating of 4 or 5.
3. Is it a one-time high-impact event?	It was a specific effort with immediate, significant results.	Submit Merit Nomination. Propose points based on the category.
4. Is it outside their job scope?	They stepped into a role or task not in their description.	Submit Merit Nomination. Categorise as "Discretionary."
5. Does it solve a company-wide issue?	It saved costs or created a new system for everyone.	Submit Merit Nomination—high-tier points (Innovation/Creativity).

6. Merit Point Approval Flow

Step	Actor	Description
1. Submission	Employee, Manager, or Peer	Submits a Merit Nomination Form with a description of the contribution.
2. Manager Review	Direct Manager / HOD	Reviews submissions, validates the effort, and proposes points aligned with the guidelines.
3. Merit Committee Review	HR + Committee	Finalises point allocation using a standard rubric. Ensures fairness across departments.

4. HR Logging	HR	Records and updates the merit point database. Tally by month/quarter.
5. Recognition	HR/Management	Announce high scorers, distribute rewards, and spotlight contributors.

7. Safeguards to Avoid Conflict of Interest

Scenario	Safeguard
Manager nominates themselves	Must be reviewed and approved by a <i>superior manager</i> or the <i>CSO/COO</i>
Others nominate a senior manager	Final approval must go to the Merit Committee without their involvement in the decision
The manager nominates their subordinate	Allowed, as per usual process (Manager → Committee)

8. Practical Case Studies for ASEC Managers

Case 1: Positive Attitude & Inspiring Others

- **Scenario:** Staff A nominates Staff B, noting that B has a strong work ethic and has been an inspiration to the team.
- **Verdict: No Merit Points;** Record as a **RISE Performance Note.**
- **Justification:**
 - "Working attitude" and "inspiring others" are behavioural traits measured by the RISE framework—specifically under **Respect or Excellence.**
 - Merit Points are reserved for specific, high-impact events or projects, not general personality or consistent professionalism.

- **Action:** Log this as a Performance Note in ASEC+. This serves as one of the two required pieces of evidence for a RISE score of 4 or 5 at year-end.

Case 2: Supporting Exhibitions/Events (Role-Based)

- **Scenario:** The company holds an exhibition on a weekend, providing food and replacement leave.
 - **Staff X (Sales):** Attends to meet sales targets.
 - **Staff Y (Non-Sales/Admin):** Volunteers to help with logistics and coordination.
- **Verdict:**
 - **Staff X: No Merit Points.** Attending exhibitions is a **Baseline Responsibility** for Sales to achieve their KPIs.
 - **Staff Y: Eligible for Discretionary Merit Points (20–100 pts).**
- **Justification:** Staff Y is working outside their core job scope (**Voluntary Effort**).
- **Measurement:** Use the "Effort" rubric. Pure attendance earns **20 pts**; high-intensity support and problem-solving earn up to **100 pts**.

Case 3: HR Executive Leading the Annual Meeting

- **Scenario:** An HR Executive leads the planning and execution of the ASEC Annual Meeting, which is a major success.
- **Verdict: RISE Performance Note (Score 4/5);** potential Merit Points only if **Systemic Innovation** occurred.
- **Justification:**
 - Organising engagement activities and events is a **Baseline Responsibility** for the HR department.
 - However, if the Executive created a **new internal system** (e.g., a digital registration app or a company-wide cost-saving

procurement template), they qualify for **Innovation & Creativity** points (150–300 pts).

- **Core Logic:** Hard work equals a high RISE score; building a new company asset/system equals Merit Points.

Case 4: Winning an External Industry Award (e.g., HRD Corp Top Trainer)

- **Scenario:** An employee wins an external award (not requested by the company), which significantly boosts ASEC's brand credibility.
- **Verdict: Award Discretionary Merit Points (150–300 pts) AND record as RISE Score 5 Evidence.**
- **Justification:**
 - **Merit Dimension:** This achievement provides **Positive Representation** and brand value beyond daily duties.
 - **RISE Dimension:** This serves as the strongest possible evidence for an **Excellence** rating of **5 (Outstanding)**.
- **Conflict Resolution:** The Merit Points reward the **Event** (Brand boost), while the RISE rating recognises the **Pattern** of excellence that made the win possible.

Case 5: Strategic Initiative (Minister Award)

- **Scenario:** The CSO initiates and secures a national-level award (e.g., Minister Award) to boost brand trust.
- **Verdict: Merit Point Eligible (High Tier) + RISE Score 5 Evidence.**
- **Reasoning:** Even if the CSO's role is to grow the company, winning a national award is an **extraordinary milestone** that creates systemic advantages for Sales and Marketing. It is not a baseline task; it is a **Strategic Win**.

Closing: Moving Forward Together

"Happiness is at your tail. Just keep moving forward, and it will follow."

As a manager at ASEC, your role is not just to track numbers; it is to lead people toward **Mastery**. This handbook provides the framework, but your leadership provides the heartbeat.

We understand that setting KPIs and evaluating RISE behaviours can feel complex, especially in a digitalised environment. However, remember that these tools exist to **simplify the Work** and provide the **Clarity** our people need to grow. When we reduce friction in our processes and provide transparency in our career pathways, we create a future where everyone can win.

Our target is not just a financial milestone; it is the result of every ASECIAN executing our promise and protecting the customer experience, day by day.

By using this playbook, you are ensuring that:

- **Results** are delivered with precision.
- **Behaviours** align with our values.
- **Impact** is recognised and rewarded.

Let's keep moving forward. The results will follow.

Appendix: Manager's Quick-Start Guide

Goal: To design KPIs, collect objective evidence, and evaluate performance without relying on personal bias.

Phase 1: Q1 Goal Setting (30–45 Mins)

- **Explain the Engine**

Total Performance Score = (RISE 50%) + (KPI 50%).

- **Design the Scorecard (3–5 KPIs)**

Follow the **4-Step Designer**: Purpose -> KRAs -> Metric Type -> Score 3 Baseline.

- **Lock-in Every KPI**

For each metric, you must define:

1. **Definition:** A clear description of what is being measured.
2. **Data Source:** Where is the data from? (ASEC+, CRM, or Survey) .
3. **Weight (%):** Total must equal 100%.
4. **1–5 Scale:** Define exact numerical ranges for each score (e.g., Score 3 = 100%, Score 5 = 120%).

- **Sign-off:** Both Manager and Staff must sign the final scorecard.

Phase 2: Monthly Evidence Logging (5 Mins/Month)

- **Combat Recency Bias:**

Log **Performance Notes** in ASEC+ monthly to capture patterns, not just recent events.

- **The Anatomy of a Note**

Every entry must include:

- **Date & Title**
- **The Fact:** What exactly happened?.
- **The Impact:** What did it change, prevent, or save?.
- **Tagging:** Link to specific RISE values (Respect, Integrity, Synergy, Excellence).

Phase 3: Mid-Year Review (15–30 Mins)

- **Trend Check:** Review KPI progress against the Q1 targets.
- **Strategic Adjustments:** Only adjust KPIs if there is a significant shift in business priority or job scope.
- **Coaching Pattern:** Use logged notes to discuss **behavioural patterns**, avoiding arguments over isolated incidents.

Phase 4: Year-End Appraisal (30–45 Mins)

- **Step 1 (KPI):** Input final data into the pre-set scorecard to generate the score automatically.
- **Step 2 (RISE):** Apply **Anchored Evidence:**
 - **Score 4/5:** Requires at least **two concrete examples** of proactive impact.
 - **Score 1/2:** Requires at least **one clear fact** plus a Performance Improvement Plan (PIP).

Monthly Strategic Loop (The Merit Pulse)

- **Open Nomination:**

Any employee can nominate themselves or a peer at any time via the Merit Nomination Form.

- **The Monthly Committee Review:**

During the Monthly Management Meeting, the Merit Committee reviews all submissions using the standard rubric.

- **Immediate Recognition:**

Approved points are logged and announced monthly to maintain high morale.

Document Control & Revision History

Version	Release Date	Author/Editor	Summary of Major Changes
2026.1	2026-04-01	HR Dept	Initial release of the Performance Evaluation Handbook.