

## Employee Performance Management (EPM) Report for FY2024

### Employee Details

Name	: Ahmad Najmi Ariffin	Overall Final Rating (OFR)	: 3-Solid
Staff No	: 1115394	Salary Grade	: P3
Position Title	: Executive (Industry Advisory)	Department	: 02010876 PETRONAS Group Procurement
Date in Position	: 01 July 2024	Company	: Petroliaam Nasional Berhad (PETRONAS)
EPM Matrix Manager	: Khairul Syafiq Jamarly	Division	: 01013286 PETRONAS Group Finance
		Business Unit	: 02035853 PETRONAS Holding Company

### Performance Results

No	Objective	Description	KPI & Target	Status	Result	Rating
1	4. People Development	To foster ongoing development in skills and knowledge through effective training programs and collaborative social learning experiences	People Development - Complete/attend at least 2 training - Complete at least 1 e-learning/myLearningX - 100% completion of assigned e-learning  Social Learning and Capability Building - Attend 2 social learning programs - Conduct 2 social learning programs intra-department	Completed	<b>8 training sessions have been completed, with 3 more planned</b>  1)SKG04: Procurement 101 Onboarding 2)SKG04: Sustainability in GP 3)Enterprise Compliance - ZeTo Rules Interactive 4)Enterprise Compliance -	3

No	Objective	Description	KPI & Target	Status	Result	Rating
					<p>PETRONAS Code of Conduct and Business Ethics (CoBE)</p> <p>5)Enterprise Compliance - Human Rights Management in PETRONAS</p> <p>6)Enterprise Compliance - Emergency and Crisis Management Awareness</p> <p>7)Cyber Security &amp; You 2024</p> <p>8)SKG04: Brilliant at Basics (Brillics)</p> <p><b>Conducted 2 social learning</b></p> <p>1)Understanding the Concepts: AI, ML, LLM, and Generative AI</p> <p>2)Automated CI/CD with GitHub Actions: A Practical Approach</p> <p><b>Attended 4 social learning</b></p> <p>1)Media 101</p>	

No	Objective	Description	KPI & Target	Status	Result	Rating
					Workshop 2)Citizen Developer Programme Workshop (Outsystems) 3)HR&YOU 2024 - Empowering Every Voice 4)Piva's Deep Dive Series - Quantum Technology	
2	1. Industry Insights, Diagnostics, Master Narrative & Risk Management	<p>1.1 NarrativeGPT (NGPT) – Concept Paper Development An initiative on an AI-powered narrative generator, aligning with PETRONAS' goal of delivering accurate, consistent narratives from reliable data in a timely manner, with built-in sentiment analysis.</p> <p>1.2 Support strategic enhancement for SONIC 2.0 paper Contribute key components, including the development of SOPs/TORs, a mock-up interactive simulation and data swimlane for SONIC (Smart OGSE Industry Intelligence) 2.0, an initiative aimed at elevating and enhancing SONIC 1.0 by streamlining workflows, ensuring data accuracy, and enabling scalable solutions for</p>	<p>1. Successful development concept paper and interactive simulation.</p> <p>2. Approval of the concept paper by Q4 2024.</p> <p>3. Number of stakeholder buy-in.</p> <p>4. Complete MVP1 pilot by December 2024.</p> <p>5. Successful development of key component; SOP/TOR, interactive simulation and data swinlane.</p> <p>6. Integrate key components into SONIC 2.0 paper to</p>	Completed	<p>1.1 Leveraged technical expertise in Artificial Intelligence (AI) to develop an innovative solution that enhanced narrative generation, supporting Industry Advisory's functions</p> <p>i.Developed a concept paper, enhanced with a mock-up interactive simulation model, within a tight timeline of 1 month. Paper successfully approved in Q4 and secured buy-ins from GM and SGM of ED, enabling progression to next-level approval (SVP MPM, SVP CSP) and advancing the initiative toward implementation.</p> <p>ii.Uncovered potential value</p>	2

No	Objective	Description	KPI & Target	Status	Result	Rating
		<p>advanced analytics.</p> <p>1.3 Support VRIMACPro through market intelligence data imputation Support VRIMACPro by providing critical market intelligence data imputation timely, enhancing the platform's ability to improve risk management and decision-making for PETRONAS.</p>	<p>support its completion (Approved by Q4)</p> <p>7. Timeliness</p>		<p>creation with a ~75% reduction in narrative generation time (from 12 days to just 3 days), position PETRONAS to be more reliable and responsive stakeholder to emerging insights while reducing the risk of delayed communications.</p> <p>iii.Strengthened organizational alignment by ensuring the generated narratives are consistent with PETRONAS' values, which increased leadership buy-in and enhanced risk management capabilities.</p> <p>iv.Set the stage for a potential MP1 pilot by December 2024, demonstrating the successful application of AI-driven solutions for strategic decision-making and communication consistency.</p> <p><b><u>Challenges and Effort</u></b></p> <ul style="list-style-type: none"> <li>•Kept project costs within budget by utilizing free tools to demonstrate proof of concept, delaying the need for more sophisticated (paid) solutions.</li> <li>•Conducted due diligence with the digital team to ensure security and feasibility.</li> <li>•Technology Integration: Successfully integrated AI tools outside of PETRONAS's</li> </ul>	

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					<p>ecosystems and testing to ensure alignment with business needs. Currently, the Citizen Analytics Team is exploring the use of the Azure ecosystem for the NGPT project. Discussions on onboarding NGPT into the Citizen Analytics team occurred on Nov 6, with a follow-up session planned to brief on the VDI project on Nov 22.</p> <ul style="list-style-type: none"> <li>•Navigated tight deadlines to complete the concept paper and simulation prototype on time, securing timely approvals and buy-in.</li> <li>•Curated list of AI tools and efforts (Generative Models : GPT-4 (OpenAI), LLaMA (Meta); Data Retrieval and Integration : LlamaIndexLLM, LangChain; Sentiment and Context Analysis and more)</li> </ul> <p>1.2 Contributed key components of SONIC 2.0 enhancement paper, improving workflows, data accuracy and visual clarity. The mock-up facilitated productive discussions, making the paper more complete, impactful, and aligned with the initiative's goals.</p> <p>i. Successfully developed the framework for SOPs/TORs, along with an interactive</p>	

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					<p>simulation mock-up visualization and data swimlane to support the initiative.</p> <p>ii.SONIC 2.0 paper obtained approval in Q4 2024</p> <p>iii.Secured buy-ins from the GM and SGM of ED, facilitating progression and advancing the initiative toward implementation.</p> <p><b><u>Challenges and Effort</u></b></p> <ul style="list-style-type: none"> <li>•Ensuring high data accuracy required implementing automated checks and centralized management to maintain reliable insights.</li> <li>•Achieving alignment between documentation and stakeholder expectations required continuous collaboration and feedback incorporation.</li> <li>•Reducing processing time involved reengineering workflows and adding automation tools, demanding technical expertise.</li> <li>•Integrating scalable solutions for growing data and advanced tools required careful planning and implementation.</li> <li>•Gaining stakeholder buy-in through effective mockups and visualizations required clear communication to ensure understanding and confidence.</li> </ul>	

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					<p>1.3 Successfully delivered the required market intelligence data on time, ensuring the platform's functionality and alignment with shared goals. The timely contribution enabled VRIMACPro to deliver enhanced risk mitigation capabilities, supporting better strategic decision-making and strengthening PETRONAS' position in the market.</p> <p><b><u>Challenges and Effort</u></b></p> <ul style="list-style-type: none"> <li>•Complexity of synchronization to integrating with other tools to ensure seamless data flow and accurate insights required substantial technical effort.</li> <li>•Maintaining to ensure the platform detects and responds to risks promptly, requiring continuous updates and adjustments to the risk models and algorithms.</li> </ul>	
3	2. Blueprint Implementation, Strategic Initiatives and Collaborative Synergy	2.1 Implement and support the execution of SAMURAI SB Initiative SAMURAI SB-Strategic Manpower Resources Alignment Initiative (Sabah) is designed to address talent gaps in the OGSE sector in Sabah through a streamlined InTAF model, this initiative gathers workforce data from OGSE	1. Support declaration forms development and design 2. Ensure compliance of declaration forms through validation with the legal team prior to distribution. 3. Complete 100% of	Completed	2.1 Support the execution of SAMURAI SB initiative to address workforce alignment in the OGSE sector by ensuring smooth implementation of data collection processes and stakeholder	3

No	Objective	Description	KPI & Target	Status	Result	Rating
		<p>companies to identify talent shortages and integrates with other talent initiatives to bridge these gaps.</p> <p>2.2 Collaboration on field execution operations for Banci OGSE 2024 Strategic collaboration with DOSM and MPRC under the National OGSE Industry Blueprint (NOB), managing stakeholders and providing field execution support and ensuring alignment in field operations to drive the successful execution of the census initiative.</p> <p>2.3 Building InTAF collaboration through targeted platforms and media coverage Support InTAF initiatives and foster collaborative synergy by leveraging strategic platforms (e.g., InTAF internal and external workshops, OPD2024) and media coverage (e.g., Harian Metro). This approach ensures effective communication of flagship initiatives, aligns stakeholders across sectors, and enhances engagement, visibility, and support for the initiative's goals.</p>	<p>email blasts and reminders to targeted contractors within the specified timeline.</p> <p>4. Reach 40% response rate from targeted contractors.</p> <p>5. Derive at least 2 actionable insights from declaration data</p> <p>6. Number of initiatives implemented to increase census response rate</p> <p>7. Resolve conflict management</p> <p>8. Response timeliness</p> <p>9. Impact</p> <p>10. Number of initiatives implemented to support InTAF and Impact</p>		<p>engagement for targeted intervention</p> <p>i. Received validation from legal team on designed declaration forms to ensure compliance.</p> <p>ii. Successfully co-designed a user-friendly declaration form with the team using VBA with pre-populated data fields for efficiency.</p> <p>iii. Executed email blasts to all ~330 selected contractors, tracked responses, and conducted pre-analysis of collected data.</p> <p>iv. Response rate as of 6<sup>th</sup> Dec 2024 is ~41%, reminder sent to boost response to achieve target.</p> <p>v. (1) Matching scaffolder vacancy from company xxx with talent feeder (institution A) via Levy project. (2) . Matching welder vacancy from company xxx with talent feeder (program B) via Levy project.</p> <p><b><u>Challenges and Effort</u></b></p> <ul style="list-style-type: none"> <li>• Prioritized data security by deciding not to proceed with digital forms that would require external access, ensuring network safety and integrity.</li> <li>• Legal Compliance:</li> </ul>	



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					<p>Coordinated with the GP legal team to schedule syndication for legal approval, ensuring timely compliance and preventing delays in project execution.</p> <ul style="list-style-type: none"> <li>•Led efforts to increase vendor participation and improve collaboration, overcoming initial resistance and ensuring effective communication through user-friendly forms (Excel VBA).</li> <li>•Addressed challenges in data collection by improving the response rate through targeted outreach, achieving a 75% improved response rate using more friendly and integrated workflow to data storage.</li> </ul> <p>2.2 PETRONAS strengthened its relationships through successful collaboration with DOSM and MPRC within the initiative's working group, ensuring alignment in field execution operations and stakeholder engagement. Operational issues were addressed swiftly, facilitating the seamless execution of the census and resulting in enhanced participation.</p> <p>i.2 initiatives implemented to increase census response rate</p>	

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					<ul style="list-style-type: none"> <li>•Lead internal team efforts to contact identified non-responding companies, resulted in 100% response rate within 72 hours.</li> <li>•Leveraged OPD 2024 as a strategic platform to drive awareness and promote the ongoing Banci initiative, enhancing its visibility through announcements made by MPRC on the platform</li> <li>ii.Resolved conflicts between DOSM and MPRC regarding data mapping, company listing, and core OGSE identification, leveraging insider knowledge to smoothen execution.</li> <li>iii.Demonstrated proactive support by responding to all field work execution requests promptly, ensuring effective delivery of the initiative</li> </ul> <p><b><u>Challenges and Effort</u></b></p> <ul style="list-style-type: none"> <li>•Ensure active participation in steering committees, engaging on both technical and operational levels to address challenges and ensure alignment with project objectives.</li> <li>•Ensured PDPA compliance by directly contacting vendors rather than sharing company</li> </ul>	

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					<p>details with third parties, maintaining data security.</p> <ul style="list-style-type: none"> <li>•Mobilized teams to assist with DOSM fieldwork during the data processing stage, ensuring timely data collection and meeting targets. Actively addressed compliance issues and corrected misreported data, improving data integrity and maintaining project momentum. Delivered swift troubleshooting for compliance issues, minimizing disruptions and ensuring the smooth execution of the census.</li> <li>•Influenced MPRC to promote and announce the initiative at OPD 2024, encouraging participation</li> </ul> <p>2.3 Strategic initiatives and collaborations have been successfully implemented and/or leveraged through targeted platforms and media coverage, driving awareness, generating positive traction, and fostering adoption of InTAF flagship initiatives</p> <p><u>4 initiatives implemented/leveraged to support InTAF</u></p>	

No	Objective	Description	KPI & Target	Status	Result	Rating
					<p>i.OPD2024 Panel Session   Managed panelists (MPRC, MOGSC, PETRONAS, TalentCorp, and selected OGSE players) to present curated talking points during the panel session, overseeing stakeholder engagement and ensuring adherence to the key messages, while also handling logistical coordination, resulting in a cohesive and unified message delivery.</p> <p>ii.Media coverage   Achieved media coverage through Harian Metro by providing the Media &amp; Communication team with structured key points, highlighting crucial information, and outlining the strategic flow of the InTAF initiative, enabling effective promotion via targeted media outreach.</p> <p>iii.InTAF workshop (Internal Stakeholders)   The clear governance and enhanced simulation provided internal stakeholders with a better understanding of their role in delivering activity-driven demand data with productivity norm within D1 Zone. As a result, stakeholders are now accountable for sharing timely data contributions to support InTAF initiative.</p> <p>iv.InTAF workshop (External Stakeholders)   Scheduled for</p>	

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					<p>Nov 27, will be held in collaboration with MOGSC and MPRC, aims to engage selected MOGSC members, with the goal of influencing them to contribute data for the pilot trade within Zone S0 and the potential Zone D2.</p> <p><b><u>Challenges and Effort</u></b></p> <ul style="list-style-type: none"> <li>•Ensured message consistency and alignment with PETRONAS' goals across all stakeholders, sessions, and media coverage through strategic oversight and coordination.</li> <li>•Prepared speakers by providing detailed guidance, ensuring their alignment with event objectives, and delivering impactful messages while managing varied stakeholder interests to maintain a unified approach.</li> <li>•Coordinated with stakeholders to validate and ensure content accuracy, aligning figures and narratives with factual data, while securing consistent media coverage during major industry events like OPD, MOGSEC/OGA.</li> </ul> <p>Led internal teams in aligning</p>	

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					frameworks and data best practices, ensuring readiness for external collaboration and establishing governance structures with defined roles and responsibilities to ensure accountability.	
4	3. Industry Advisory and Blueprint	<p>3.1 Support the refinement of Industry Talent Framework (InTAF) – Project Charter paper Support in refining InTAF paper to enhance multi-stakeholder collaboration, clarify talent line-of-sight, and provide a more actionable project charter. This includes developing SOP TOR for the demand zone, improving simulation and strengthening data connectivity.</p> <p>3.2 Support influence in Banci OGSE 2024 initiative through A3 initiative within NOB</p>	<p>1. Deliver assigned sections (SOP/TOR, simulation &amp; data connectivity) to support completion of Concept Refinement – Project Charter Paper (Approved by Q3)</p> <p>2. Number of successful stakeholder engagements for InTAF advocacy</p> <p>3. Successfully secured Petronas going in position for Banci OGSE via influencing analysis</p>	Completed	<p>3.1 Effectively contributed to refining and operationalizing the Industry Talent Framework (InTAF) through key sections such as SOP/TOR, simulation, and data connectivity. These improvements strengthened the initiative, making it actionable and aligned with strategic goals. This led to its recommendation for inclusion in the National OGSE Industry Blueprint 2021-2030 (NOB) and endorsement at the NOB Midterm Review Steering Committee, with plans for formal inclusion in national documentation, ensuring its implementation.</p> <p><u>i. SOP/TOR, enhanced simulation, and data connectivity</u></p> <p>1)Successfully initiated the development of SOP and TOR for the Demand Zone (D1) under the InTAF framework, laying the</p>	3

No	Objective	Description	KPI & Target	Status	Result	Rating
					<p>groundwork for future implementation. Proposed SOPs and TORs were crafted to unify stakeholder efforts, providing a clear roadmap for execution and alignment. This structured approach clarified roles, responsibilities, and processes, enhancing collaboration with internal units such as MPM, HR, and PD&amp;T, and fostering better operational alignment across all stakeholders. Ultimately resulted in the overall approval of the paper by the ED GM and ED SGM in August 2024.</p> <p>2) Achieved significant progress in improving simulation processes and strengthening data connectivity across key stakeholders within Demand zone (D1), enabling seamless access, and more accurate talent demand projection that facilitate InTAF engagement. The iterative mapping and validation of pilot model data optimized its design for broader implementation, ensuring scalability, long-term impact and adaptability.</p> <p><u>ii. Facilitate advocacy and</u></p>	

No	Objective	Description	KPI & Target	Status	Result	Rating
					<p><u>influence for InTAF adoption – 3 engagements</u></p> <p>1)Successfully collaborated with the team to advocate for the refined InTAF paper to MPRC and MOGSC, securing their buy-in. The simulation component of the project charter was explained, providing a structured roadmap for executing initiatives like the Demand Zone, Supply Zone, and PINTAR Zone. This clarified stakeholder roles, duties, and accountability, while uncovering value-creation opportunities for all involved parties.</p> <p>2)Presented the proposed SOP and TOR to internal stakeholders, including MPM, PD&amp;T, and DBE, alongside the simulation during the D1 workshop. This led to meaningful discussions and helped stakeholders understand their accountability under the InTAF initiative.</p> <p>3)[<i>Stretch</i>] Leveraged DOSM insider intelligence to recommend that MPRC explore supply zone data discovery at DOSM, supporting end-to-end data</p>	



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					<p>connectivity for InTAF</p> <p>3.2 Effectively leveraged experience as a former statistician at DOSM and strategic relationships to influence the Banci OGSE 2024 initiative, ensuring alignment with key industry needs and objectives. Played a key role as a technical committee member for the initiative, advocating for the integration of critical insights that advanced its progress. Facilitated productive discussions and collaborations with stakeholders, resulting in improved alignment of data collection within the OGSE sector.</p> <p><u>Successful advocacy and influence effort achieved – 100% (3 out of 3 areas)</u></p> <p>i. Aligned with Petronas SWEC code categories with Malaysia Standard Industrial Classification (MSIC) Codes during the pre-analysis stage, ensuring national-level consistency. This led to more accurate data analysis and a targeted approach that addressed industry needs and aligning outcomes with OGSE sector objectives.</p>	

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					<p>ii.Recommended and conducted a preliminary analysis tailored to the OGSE industry, shifting the focus to industry-specific reporting rather than general trends. This approach provided relevant insights that better addressed the unique needs of the OGSE sector, supporting more informed strategic decision-making and improved workforce planning.</p> <p>iii.Uncover potential connections between OGSE census data and other datasets within the national census ecosystem, particularly those related to socioeconomic demographics. These connections could reveal insights on GDP contributions, workforce productivity, and other socio-economic and macroeconomic indicators, facilitating more strategically targeted interventions.</p>	

## Overall Performance Summary (Employee)

Key Achievements, Efforts, and Challenges: Summary of key achievements/challenges during the performance period
<p>I made significant contributions to the development and successful approval of the SONIC 2.0 paper. Leveraging my technical expertise in data analysis, AI, and the IT ecosystem, I developed practical solutions such as a mockup for SONIC 2.0, aligning them closely with user needs and strategic goals. These efforts were recognized by leadership for their high quality and value. I demonstrated innovation by consistently exploring and implementing new ways of working, which resulted in more efficient technical execution and fostered a culture of creativity within the team. However, a notable challenge was adapting to PETRONAS' complex internal structures and dynamic environment as a relatively new member of the team. I worked actively to integrate quickly, leveraging my prior experience and demonstrating a strong willingness to grow.</p>
Summary of critical strengths and areas for development
<p>I need to work on deepening my knowledge of the oil and gas industry while also familiarizing myself with PETRONAS' internal structures, processes, and key stakeholders. Building a stronger understanding of the company's internal "know-who" and "know-how" will enable me to navigate the organization more effectively, align my technical expertise with PETRONAS' strategic priorities, and further enhance the impact of my contributions. I aim to be more proactive in voicing my ideas and insights during discussions to enrich collaboration and strengthen my leadership presence.</p>
Significant People Management Contribution: Summarise significant relevant contributions
<p>As a proactive team member, I have consistently demonstrated leadership in fostering innovation and collaboration within the team. By implementing new approaches to technical execution and maintaining a customer-centric mindset, I have encouraged a culture of continuous improvement and forward-thinking. I have adapted quickly to PETRONAS' environment, engaging openly with colleagues to build strong working relationships and contributing to the team's collective success.</p>

## Overall Performance Summary (Manager)

Key Achievements, Efforts, and Challenges: Summary of key achievements/challenges during the performance period
<p>Overall: Out of 4 KPIs; 1 Exceed Expectations (40%), 3 Meet Expectations (60%), Key Achievements: Top 3 impactful results/ deliverables: 1. Enhanced PETRONAS' ability to make timely, data-driven decisions and improved risk management. Leveraging AI, NarrativeGPT (NGPT) streamlined insight generation, reducing delays and ensuring more consistent communication. SONIC 2.0 improved workflows and data accuracy, while VRIMACPro benefited from timely market intelligence, enabling better risk mitigation and stronger strategic decisions. [Result] The successful development and approval of the NGPT concept paper, along with the mock-up simulation model, significantly reduced narrative generation time by 75%, ensuring more efficient communication of insights. The SONIC 2.0 paper also received approval in Q4 2024, improving workflows and data accuracy, and securing buy-ins from key leadership. The timely delivery of market intelligence data to VRIMACPro enabled the platform to enhance its risk mitigation capabilities, ultimately supporting PETRONAS' strategic goals and reinforcing its market position. [Challenges/Effort] The initiatives involved tight deadlines, technical integration challenges, and aligning with stakeholders. Addressing data accuracy and scaling solutions required significant effort, but collaboration and problem-solving led to successful development and approval of key papers and tools 2. Advisory support for the Industry Talent Framework (InTAF) and Banci OGSE 2024 initiatives improved stakeholder collaboration, streamlined processes, and enhanced industry data alignment, supporting strategic decision-making for the OGSE sector. Refining InTAF, including developing SOP/TOR and strengthening data connectivity, made the framework more actionable, leading to its inclusion in the National OGSE Industry Blueprint (NOB). Additionally, advocacy for the Banci OGSE 2024 initiative addressed key industry needs, improving data collection and reporting accuracy. [Result] InTAF initiative achieved its goal of refining and operationalizing the framework, with the SOP/TOR outlined for the Demand Zone (D1) and the enhancement of simulation and data connectivity. This led to the overall approval of the InTAF paper by the ED GM and ED SGM, as well as its recommendation for inclusion in the NOB. The Banci OGSE 2024 initiative benefitted from strategic advocacy, aligning its data collection efforts with industry standards, including the SWEC code and MSIC Codes, resulting in a more accurate and targeted analysis. Additionally, the initiative helped uncover valuable connections between OGSE census data and national socioeconomic datasets, positioning PETRONAS for more informed strategic interventions [Challenges/Effort] Initiatives required overcoming challenges in aligning stakeholders' expectations, ensuring data accuracy, and driving consensus across diverse groups. Leveraging experience as a former statistician at DOSM, strategic relationships were crucial to influencing the Banci OGSE 2024 initiative, while refining the InTAF framework demanded iterative testing and validation. Balancing tight timelines, stakeholder collaboration, and technical complexities ensured successful execution and alignment with industry objectives. 3. The successful execution of the SAMURAI SB, Banci OGSE 2024, and InTAF initiatives helped address talent gaps in the OGSE sector by improving stakeholder collaboration, boosting participation, and providing actionable data for workforce planning, supporting sustainable sector growth. [Result] Key accomplishments include the successful execution of the SAMURAI SB initiative, which addressed workforce alignment in the Sabah OGSE sector, including the co-development of user-friendly declaration forms, efforts that improved response rate to about 20%, and ongoing data matching for talent gaps. Banci OGSE 2024 initiative benefited from enhanced stakeholder engagement and collaboration, with a 100% response rate achieved within 72 hours. Additionally, InTAF initiatives were successfully promoted via strategic platforms such as OPD2024, workshops, and media coverage, driving awareness and fostering stakeholder adoption of the framework, ultimately enhancing operational efficiencies [Challenges/Effort] Challenges included data security, legal compliance, and vendor resistance in SAMURAI SB. For Banci OGSE 2024, data mapping conflicts and ensuring data integrity required quick problem-solving. In InTAF, aligning messages across diverse stakeholders took careful coordination, but these efforts ensured smooth execution and alignment with goals</p>
Summary of critical strengths and areas for development

1. Critical strengths - Although Najmi is relatively new to PETRONAS, having joined the team just six months ago, he has quickly become a valuable asset. We've been able to leverage his extensive network and knowledge from his experience at DOSM, which has provided fresh perspectives and insights to our projects. Najmi is learning fast, adapting his thinking and approach to align with PETRONAS' goals and culture, and demonstrating a strong willingness to grow within the organization. - Najmi truly embodies the "Innovate Now" by consistently challenging the norms and exploring new ways of working, particularly when it comes to the technical execution of projects. His willingness to think outside the box and push beyond traditional methods has led to more efficient and innovative solutions. By approaching challenges with a fresh perspective, Najmi not only drives improvements in technical execution but also encourages a culture of creativity and forward-thinking within the team. His ability to implement these new approaches effectively demonstrates his commitment to continuous improvement and his leadership in fostering innovation within the organization. - Najmi has demonstrated Courage to Act and Speak Up consistently in his roles and undertaking of tasks at work. Can be dependent upon to put his best effort and always proactive in pursuing completion of work or task. 2. Areas for development - In our fast-paced and dynamic team, it would be beneficial for Najmi to Speak Up more frequently and actively reach out to colleagues. Engaging openly in discussions and sharing his insights will not only enhance team collaboration but also help him integrate more fully into the team's fast-evolving environment. With continued confidence and initiative, Najmi has great potential to make an even greater impact in his role. - For development areas, Najmi could work on deepening his knowledge of the oil and gas industry while also familiarising himself with PETRONAS' internal structures, processes, and key stakeholders. Building a stronger understanding of the company's internal "know-who" and "know-how" will enable him to navigate the organisation more effectively, align his technical expertise with PETRONAS' strategic priorities, and further enhance the impact of his contributions. - There is room for improvement for Najmi in terms of being more proactive in voicing out his opinions and ideas, particularly during project discussions. While he brings valuable technical expertise to the table, being more vocal in sharing his perspectives could lead to more diverse solutions and enhance team collaboration. Additionally, Najmi could benefit from embracing a stronger "Courage to Act", especially when it comes to planning and executing projects. Being more assertive and firm in his decision-making process will help provide clear direction and reduce uncertainty for the team, ensuring smoother execution and a more confident approach to overcoming challenges. Balancing his technical proficiency with a more assertive and open leadership style will contribute to greater project success and team alignment.

#### Significant People Management Contribution: Summarise significant relevant contributions

- Industry Representatives from Petronas to Pra-bengkel Pengemaskinian Dan Penambahbaikan Kod Piawaian Klasifikasi Industri Malaysia (MSIC) 2008 Versi 1.0 Bersama Agensi Yang Berkaitan: Provide practical insights on MSIC classification, highlight industry-specific challenges, and recommend improvements to enhance its effectiveness. - Captain (Primax Group – HHO 279): Manage class administrative tasks such as HSE compliance, dress code, and participation, while encouraging the class to complete missions for individual and group points with added emphasis on creativity and effort. - Floor Manager for Lead Creating Meaningful Journey (CMJ) – HHO 279 : Ensure seamless execution of the event by coordinating presentations, maintaining schedules, and overseeing smooth operations to ensure everything runs smoothly and according to plan, with a clear arrangement of every session sequence and schedule.

## EPM Matrix Manager Comment (OFR)

### Manager Comment

Congratulations on your 2024 achievements! Your commitment, passion, and dedication in delivering key tasks and objectives are truly appreciated. With your current attitude and mindset, I am confident you will achieve success in your career journey in PETRONAS. Continue to uphold the amanah in driving impactful milestones for the team and organization. Below are the suggested development plans: Communication & Engagement – Raising concerns proactively and seeking guidance when needed. Industry Knowledge – Deepening his understanding of the O&G and OGSE sectors through industry training. Framing & Articulation – Strengthening presentation and issue-framing skills through ETS training. Enterprising Mindset – Actively seeking opportunities and ensuring a customer-centric approach to solutions. Wish you all the best!

Completed by (Employee) : Ahmad Najmi Ariffin  
Completed by (Manager) : Khairul Syafiq Jamary

Completed on : 18/12/2024  
Completed on : 06/02/2025

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