

POOR PERFORMANCE

1.0 OBJECTIVE

1.1 The objectives of this policy are as follows:-

- a) To support the government's effort in transforming the public service to be more dynamic, responsive and result oriented
- b) To ensure service delivery excellence in administration of IIUM
- c) To enable appropriate actions are taken against non performers and retention of competent, dedicated and high performance officers
- d) To serve as a guide in managing and monitoring:-
 - i) Poor performance
 - ii) Absence Without Leave (AWOL) or Without Permission
 - iii) Medical Incapacity

2.0 POOR PERFORMANCE

- a) Poor performance is defined as a situation where a staff member fails to perform to acceptable standards as required by the University. Poor performers are those who achieved marks below 60% of Annual Performance Appraisal Report (APAR).
- b) Poor performance shall be dealt through Performance Improvement Plan (PIP). The components of PIP are:-
 - i. to identify and inform the staff on areas of improvement;
 - ii. to give the staff opportunity to improve on the areas concerned; and
 - iii. to inform the staff that the University shall have the right to terminate his service should he fails to improve in the areas of concern up to the expectation at the end of PIP period.
- c) It is important for the annual assessment to be done objectively by the assessors so that it reflects the actual performance of staff.

2.1 Process flow in managing poor performers

2.1.1 At Kulliyah/Centre/Division/Institute/Offices (K/C/D/I/Os) level: (NOTE: *All this processes must be documented*)

- a) Poor performance can be identified by—
 - i. Head of department through observation of staff who fails to perform to the agreed expectation as required by the head of department
 - ii. MSD based on APAR report below 60%
- b) Identify the root cause of poor performance – attitude, skill and knowledge.
- c) If the root cause identified is related to disciplinary offences as stated in 2.0, forward the case to OLA for appropriate action including the disciplinary action. (please refer to AWOL process flow)
- d) If the root cause identified is skill and knowledge related, the case shall be dealt with by taking the following actions;
 - i. Internal reminder on work performance e.g. email or show cause letter from head of department (HOD). Reminder must be specific and clear on the areas of poor performance and the expectation from the head of department.
 - ii. Notify to the staff that he/she is under observation period for improvement. Give time 3 to 6 months for improvement and observation. During this period, head of department may send the staff to undergo the following:-
 - a) Counseling
 - b) Training
 - c) motivational programmes
 - d) attachment / job rotation of the same scope of duties
 - e) other suitable programmes

- iii. Close monitoring during observation period. Scheduled review session must be conducted to keep track and guide the staff to achieve the required performance level.
- iv. The staff has to acknowledge of the review session by signing on the review session report/form.
- v. If still no improvement, HOD should forward the case to MSD and recommend for Performance Improvement Programme (PIP) and notify staff accordingly.
- vi. The head of department shall keep a written record of all discussions, meetings, reminders etc. relating to the case as it may be used as evidence.

2.1.2 Performance Improvement Programme (PIP)

- a) MSD receives report from K/C/D/IOs on the staff poor performance for PIP as recommended by head of department.
- b) MSD will set a meeting between PIP panel, head of department and the staff;
 - i. to ascertain the actual performance of the staff
 - ii. to decide on the suitable PIP for the staff during the special programme which can include the following examples:
 - Counseling
 - Training
 - motivational programmes
 - attachment / job rotation of the same scope of duties
 - other suitable programmes
 - iii. to decide on new KPIs for the staff to achieve during the PIP assessment period.
- c) The staff shall be notified in writing on the following:-
 - i. He/she will undergo PIP for a period of 6 months to meet the agreed KPIs.
 - ii. In the event his/her PIP Assessment Report is below 60% at the end of PIP period, the University shall have the right to terminate the staff from service.

The staff is to acknowledge his/her acceptance of the above by signing the duplicate copy of the letter.

- d) During the PIP period, the head of the department need to closely monitor the staff by completing IIUM PIP log book. Scheduled review session must be conducted to keep track and guide the staff to achieve the required performance level.
- e) Upon completion of PIP period, the head of department shall prepare the PIP assessment report and submit it to MSD.
- f) The head of department has to present the PIP assessment report to PIP panel for further deliberation.
- g) PIP panel shall recommend to relevant authority based on the results of the deliberation of the PIP Assessment report:-
 - i) If the PIP Assessment Report is below 60%, the panel will recommend for Domestic Inquiry.
 - ii) If the PIP Assessment Report is above 60%, the staff will continue to serve the University.
- h) MSD will communicate in writing to the staff on the decision of the University.

2.2 Performance Improvement Programme (PIP) Panel

- a) The composition of PIP Panel is:

Administrative staff

Chairman	:	Director of HR
Permanent Members	:	Officer from Office the Legal Adviser 2 Officers on Grade 54
Invited Members	:	1 officer of the relevant scope of duty/job function Other Officer(s) if deemed necessary
Secretary	:	Officer of MSD

Academic Staff

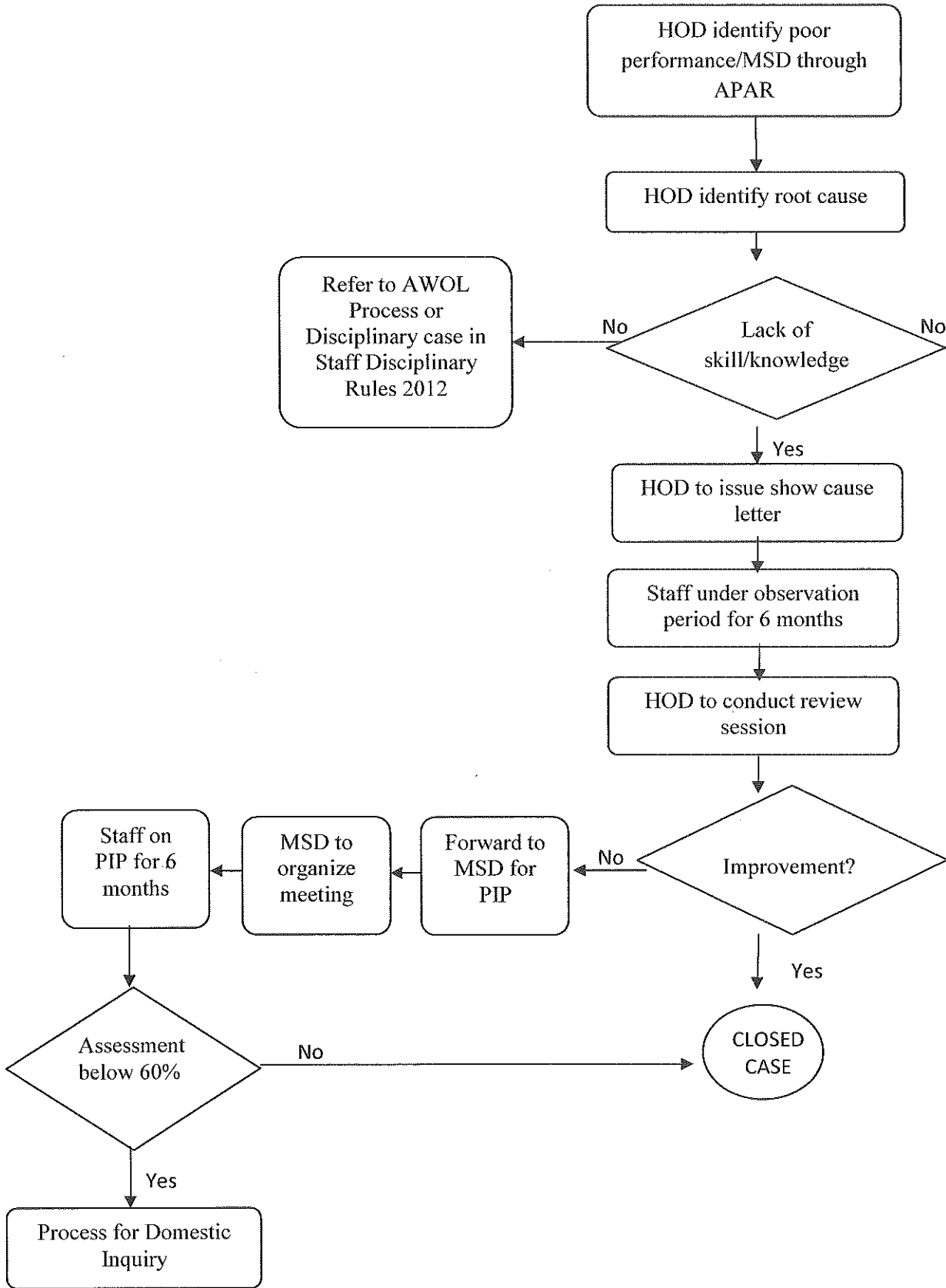
Chairman	:	Deputy Rector (Academic)
Permanent Members	:	Officer from Office the Legal Adviser 2 academic staff on Grade 53/54 and above

- Invited Members : 1 academic staff of the relevant scope of duty/job function
Other academic staff(s) if deemed necessary
- Secretary : Officer of MSD

b) Terms of Reference of PIP Panel

- i. To deliberate the Evaluation Report prepared by MSD.
 - ii. To decide on the suitable PIP for the staff during the special assessment period, which can include the following examples:
 - Counseling
 - Training
 - motivational programmes
 - attachment / job rotation of the same scope of duties
 - other suitable programmes
 - iii. To review the PIP Assessment Report prepared by the immediate head of department of the staff at the end of PIP period.
 - iv. To recommend to relevant authority based on the results of the deliberation of the PIP Assessment report
- c) Duration of appointment
- 2 years
- d) PIP panel members must act impartially and are required to keep all matters pertaining to the evidence and in its deliberation confidential.

Process Flow in Handling Poor Performance



3.0 END OF SERVICE BENEFITS

3.1 Staff members who are terminated due to AWOL/Without Permission poor performance after PIP are not entitled for end of service benefits. (RBF, Golden Handshake and gratuity).

3.2 Staff members who are medically boarded out falls under two categories:

a) Staff member who have not reached the earliest retirement age.

*Retirement Benefit Fund: 30 x last drawn basic salary (at least to fulfill one (1) year in service)-
(source: Retirement Benefit Plan)*

b) Staff member who have reached the earliest retirement age

i) Golden Handshake

ii) Retirement Benefit Fund

iii) Gratuity

Permanent staff who due to medical reason, compel to retire at the age of 50years old onwards is entitled for this benefit.

iv) Post retirement medical benefit

Staff will be eligible for post retirement medical benefit when the staff is approved for early retirement due to medical reason by the IIUM Medical Sub Committee at the age of at least 50 years old and have served IIUM for a minimum of 10 years of service.

3.3 In the event where the staff member terminated from service before any monies due to the University is fully repaid, the staff member shall be required to settle the outstanding sum immediately or the University shall have the right to set off the outstanding balance

4.0 EXEMPTION FROM POLICY

4.1 Any exemption from the above provisions has to be considered and approved by Staff Service Committee and subsequently endorsed by the Majlis of the University.

4.2 The policy does not include existing exit related policies such as breach of contract, shortening of contract, end of contract, resignation, optional retirement, compulsory retirement, termination due to disciplinary offence.

4.3 This policy is to be read together with IIUM Staff Disciplinary Rules 2012, IIUM Staff Handbook and other relevant policies of the University currently in force

5.0 DUTY TO EXERCISE DISCIPLINARY CONTROL AND SUPERVISION

5.1 It is a duty of every staff member to exercise disciplinary control and supervision over his subordinates and to take appropriate action for any breach of the provisions of these Rules.

5.2 Any staff member who fails to exercise disciplinary control and supervision over his subordinates or to take action against his subordinate who breaches any provisions shall be deemed to have been negligent in the performance of his duties and to be irresponsible, and he shall be liable to disciplinary action.

6.0 APPLICATION

This policy applies to all staff employed under a contract of service with the University.

7.0 DISCLAIMER

The University reserves the right to vary or amend the provisions at its sole discretion from time to time.

8.0 EFFECTIVE DATE OF IMPLEMENTATION

Date of issuance of the circular, i.e. 5th May 2015.