



WEBINAR

POOR PERFORMANCE OR POOR MANAGEMENT?

Getting PIPs Right

Speaker: Jassmine Joseph

Date: 14th July 2026



What Constitutes Poor Performance?



A clear gap exists between the employee's actual performance and the performance standards expected by the Company.

What if the performance expectation of the Company is not clear?



Step 1 : Define the Expected Performance



Companies should first establish what success looks like.

Examples include:

- Agreed Key Performance Indicators (KPIs)
- Job descriptions and key responsibilities
- Productivity or output targets
- Quality standards
- Service Level Agreements (SLAs)
- Company policies and procedures
- Competency expectations

Ask Yourself?

- *Has the employee been clearly informed of these expectations?*
- *Are the expectations reasonable, measurable, and achievable?*
- *Did the employee understand what was expected of them?*
- *Have the expectations been applied consistently across employees in similar roles?*



Step 2 : Assess the Employee's Actual Performance

Gather objective evidence such as:

- Performance appraisal results
- KPI achievement reports
- Productivity statistics
- Error or defect reports
- Customer complaints
- Audit findings
- Attendance and work records (where relevant)
- Supervisor observations supported by examples

Step 3 : Compare Expected vs Actual Performance



This comparison should be based on **objective facts and measurable evidence**, rather than personal opinions or assumptions.

Managers should evaluate whether the employee is consistently meeting the required standards in terms of:

- Quantity of work
- Quality of work
- Timeliness
- Achievement of KPIs or objectives
- Competency and capability

The objective is to identify whether there is a clear and measurable difference between the expected standard and the employee's actual level of performance.

Step 4 : Determine Whether the Gap is Consistent



A single mistake or isolated incident does not necessarily indicate poor performance.

Consider:

- Is the issue recurring?
- Has it persisted over time?
- Is there a pattern across multiple review periods?
- Have previous coaching sessions failed to produce improvement?

Look for trends, not one-off events.

Step 5 : Identify the Root Cause



Before concluding that the employee is underperforming, ask:

- ✓ Does the employee know what is expected?
- ✓ Has adequate training been provided, where necessary?
- ✓ Does the employee have the necessary tools and resources?
- ✓ Is the workload reasonable?
- ✓ Are there external factors affecting performance?
- ✓ Is this a capability issue or a behavioural (misconduct) issue?

Only after identifying the root cause can managers determine the most appropriate intervention.

Recommended Checklist



Before initiating a PIP, ensure you can answer **"Yes"** to the following:

- ☐ Performance expectations were clearly communicated.
- ☐ Expectations are reasonable, measurable, and job-related.
- ☐ There is objective evidence of underperformance.
- ☐ The performance gap is recurring, not isolated.
- ☐ Adequate coaching, guidance, and resources have been provided.
- ☐ The issue relates to capability rather than misconduct.
- ☐ The employee has been given an opportunity to improve.

Case Study

KEDAH MARBLE SDN BHD V JAAFAR MOHAMED [2000] 1 ILR 794, THE TEST FOR POOR PERFORMANCE;

- The employee must be warned about his poor performance
- The employee must be given sufficient time to improve
- Despite being given opportunity to improve, the employee failed sufficiently to improve.

Condition 1 : Warning on Poor Performance



- Areas required improvement
- Possibility of termination/action for failing to improve

Condition 2 : Given Sufficient Time To Improve



How Long Is Sufficient Time?

*What if the Employee is
Redesignated?*

Condition 3 : Failed to Improve



Only after the employee has been warned, provided with support, and given sufficient time to improve should the employer assess whether the required level of improvement has been achieved.

This assessment should be:

- Based on objective evidence rather than subjective opinions.
- Measured against the agreed performance standards or KPIs.
- Conducted consistently throughout the review period.
- Properly documented with records of review meetings, coaching sessions, and performance outcomes.

Putting Employee on a PIP



Step 1: Conducting the Initial PIP Meeting

The first meeting sets the tone. HR is advisable to attend. Managers/HR should:

- Explain the purpose of the PIP.
- Discuss the identified performance gaps.
- Share supporting evidence.
- Explain expected standards.
- Discuss available support.
- Encourage two-way discussion.
- Allow the employee to provide explanations.
- Confirm understanding.

Parties to agree to the expectation and signed on the PIP form. Expectation should follow the SMART goals. Avoid making the meeting feel like a disciplinary hearing.



Putting Employee on a PIP



Step 2: Supporting the Employee During the PIP

A manager's role is to help the employee succeed.

Support may include:

- Coaching sessions
- Additional training
- Job shadowing
- Regular feedback
- Clarifying expectations
- Removing unnecessary obstacles
- Providing adequate resources

A successful PIP requires active involvement from both the employee and the manager.



Putting Employee on a PIP



Step 3: Conducting Review Meetings

Advisable to have review meetings every month or bi-weekly. Ensure review meetings are documented and signed by both parties.

Review meetings should focus on among others:

- Progress made
- Areas requiring further improvement
- Challenges encountered
- Support required

Putting Employee on a PIP



Step 4: Conducting Final Assessment

Conduct a final review to inform the employee's improvement and outcome of the PIP.

Step 5: Decide on Possible Outcomes

Successful Completion - Employee consistently meets expectations. Remove from PIP. Continue normal performance management.

Partial Improvement - Employee is improving but has not fully met expectations. Consider extending the PIP where justified.

Insufficient Improvement Performance remains below expectations despite support. Consider further action after reviewing all documentation.

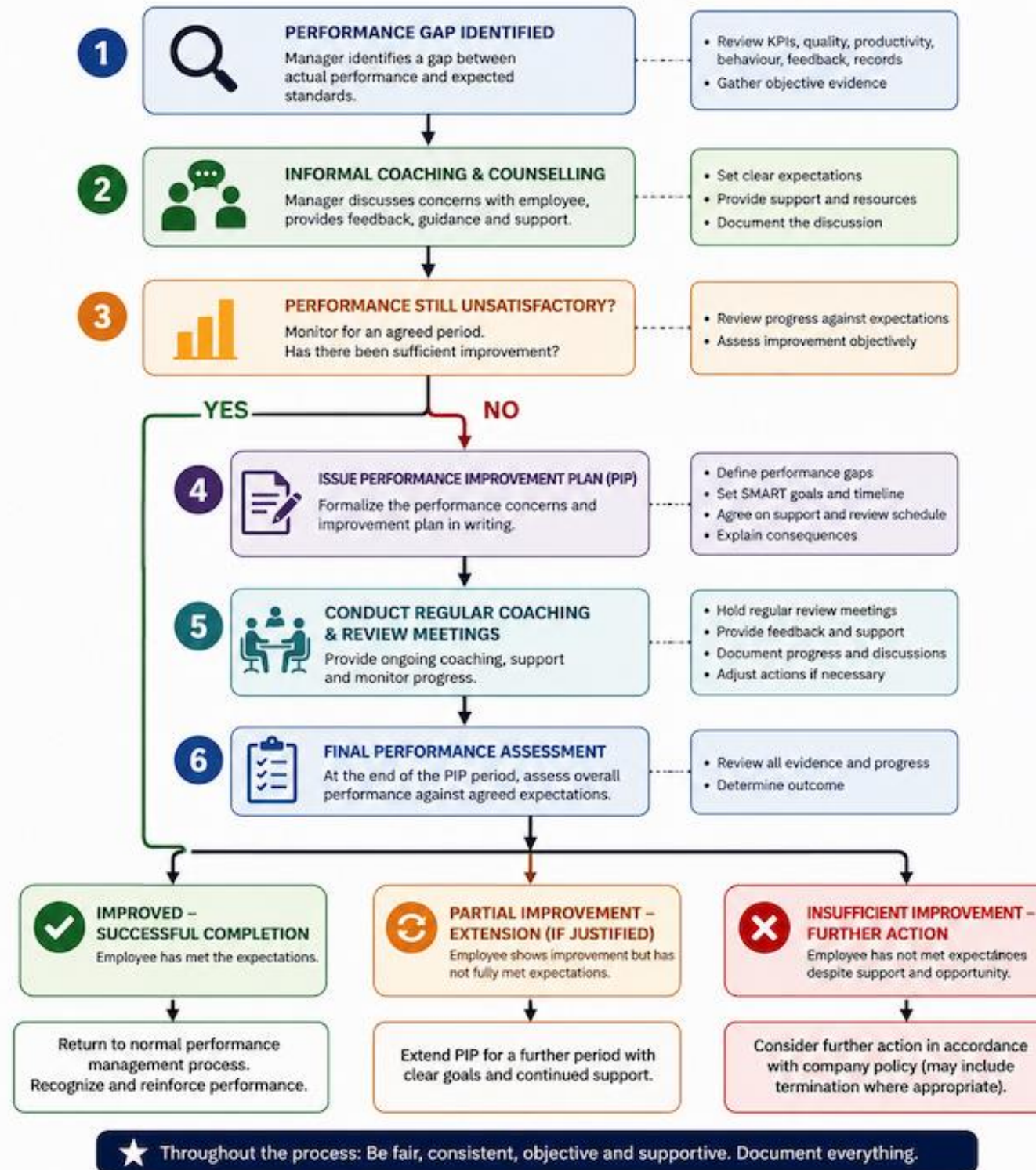


Possible Outcome if Employee Fails PIP



- Transfer to other departments where the employee can perform
- Demotion/Downgrade with Salary adjustment
- Termination with notice

PIP PROCESS FLOW



Performance Improvement Plan (PIP)

Employee Name: Jessica

Employee ID: CX2048

Designation: Customer Service Executive

Department: Customer Experience

Company Name: Mobile Sdn Bhd

Date of Issuance: 3 July 2025

PIP Duration: 3rd July 2025 – 3rd October 2025 (3 months)

1. Purpose of the Plan

This plan is issued to formally address your recent performance concerns, specifically related to customer satisfaction and service quality. The objective is to support your improvement through clear expectations, structured monitoring, and relevant support.

2. Performance Improvement Table

Performance Description (Issue)	Success Criteria
Increased customer complaints regarding tone and response handling	Reduce customer complaints related to service attitude to zero during the PIP period; achieve minimum 4 out of 5 average customer feedback rating weekly
Repeated failure to follow standard call scripts and escalation protocol	Follow the approved customer service script 100% of the time and ensure all unresolved calls are escalated within 10 minutes as tracked by QA team
Delays in ticket resolution and poor follow-up	Close 90% of assigned tickets within the 24-hour SLA; all tickets must be updated with notes within 2 hours of customer contact
Lack of participation in team briefings and coaching sessions	Attend 100% of scheduled team huddles, coaching, and QA feedback sessions; actively participate by asking questions or contributing at least once per session

PIP Template



3. Support & Monitoring

- Weekly coaching and roleplay sessions with Team Leader
- Buddy system with a high-performing peer for daily guidance
- One-on-one feedback reviews with QA/Training team bi-weekly
- Access to internal wellness support services (EAP)

4. Review Schedule

- Weekly performance reviews every Friday
- 1st Month review: 3rd August 2025
- 2nd Month Review: 3rd September 2025
- Final review: 3rd October 2025

5. Consequences of Non-Improvement

Failure to meet the success criteria outlined in this plan may result in further disciplinary action, including extension of the PIP, reassignment, demotion, or termination of employment.

Acknowledgement

Name	Signature	Date
Employee: Jessica		
Manager: [Name]		
HR Representative: [Name]		



What about Probationers?

QUESTION & ANSWER (Q&A)