



Our Ref. : IIUM/202/4/1
Date : 27th August 2026

All Deans / Directors
Kulliyahs / Centres / Divisions / Institutes / Offices
International Islamic University Malaysia

Dear YBhg. Datuk/Dato'/Prof./Dr./Sir/Madam,

Assalamualaikum Warahmatullahi Wabarakatuh

STAFF SERVICE CIRCULAR NO. 18/2026

HYBRID WORKING DAY (HWD)

1. OBJECTIVE

The objective of this circular is to notify all Deans/Directors of the Kulliyahs / Centres / Divisions / Institutes / Offices regarding the guidelines on the implementation of Hybrid Working Day (HWD).

2. BACKGROUND

- 2.1 The Government, through the Public Service Department (PSD), has announced the implementation of Hybrid Working Day (HWD) as the new norm for the Public Service effective 1st August 2026.
- 2.2 The initiative aims to modernise public service delivery by promoting workplace flexibility while maintaining productivity, accountability and quality of service through greater utilisation of digital technologies.

3. IMPLEMENTATION

- 3.1 The University Management Committee (UMC) Meeting No. 20/2026, No. 21/2026 and No. 23/2026 held on 22nd July 2026, 5th August 2026 and 27th August 2026 respectively, has agreed to adopt the implementation of HWD with modifications, as the new norm for the University effective **1st September 2026**.
- 3.2 The WFH location shall remain the staff's registered residential address recorded in the HURIS, given that the University's digital infrastructure and ICT facilities are not yet fully equipped to support WFH from alternative locations.



3.3 The Guidelines for the Implementation of Hybrid Working Day (HWD) with modifications are as follows:-

No.	Item	Description
1.	Definition	i. Work from Home (WFH) refers to performing official duties or core job responsibilities from home. ii. Hybrid Working Day (HWD) refers to a work arrangement that combines working from the office and working from home. iii. Home refers to staff's registered residential address as recorded in the HURIS.
2.	Eligibility	The HWD is applicable to all staff of the University appointed on permanent or contract basis who fulfilled the following criteria; i. The scope of duties does not fully require physical face to face service delivery to customers; ii. The scope of duties does not require full time physical presence at the office to perform the duties; iii. Staff has appropriate ICT equipment to perform the duties; iv. Achieved a minimum score of 85% in the most recent Annual Performance Appraisal Report (APAR); and v. Free from any disciplinary action or proceedings.
3.	Approving Authority	i. The approval of HWD arrangements shall remain at the discretion of the Immediate Supervisor/HOD, provided that such arrangements do not adversely affect the productivity of the staff, departmental service delivery, and the overall operations of the University. ii. Eligibility for HWD should be determined based on the nature of the staff member's duties, the readiness of the relevant KCDIO, service delivery requirements and the approval



No.	Item	Description
		of the respective Deans/Directors of KCDIO. Each KCDIO shall review and validate its work processes, identify positions requiring physical presence and establish appropriate performance indicators, work schedules, communication arrangements and supervisory controls.
4.	Academic staff (T&L)	The approval and implementation of HWD arrangements for academic staff involved in Teaching and Learning (T&L) shall be at the discretion of the Dean/Head of Department (HOD), taking into consideration the nature of academic responsibilities, service delivery requirements, productivity, and institutional integrity. In this regard, the Dean/HOD may exercise appropriate flexibility in determining the suitability and mode of the HWD arrangement, while the WFH location shall be the staff's registered residential address as recorded in HURIS. The staff shall remain contactable during official working hours and may be required to be present at the office when necessary.
5.	Services Exempted from HWD	The following categories of staff are not eligible for HWD and are required to be physically present at their respective workplaces: - Staff, positions, or departments directly involved in Teaching and Learning (T&L) activities, except where such activities have been approved by the University authority to be conducted online. - Staff under service schemes whose Job Descriptions (JDs) cannot be performed from home, including but not limited to Engineers, Technicians, General Service Assistants, Science Officers, Security Services, Medical and Health Services, and technical or laboratory support services. - Staff performing frontline and counter service operations. - IIUM On Demand and Part Time Staff.



No.	Item	Description
		v. Staff who do not have adequate ICT facilities at home. vi. Any other staff whose roles or services require physical presence at the designated duty station, as determined by the respective Immediate Supervisor/HOD.
6.	Working day	i. HWD consists of: • Working in the Office (3 days) - Monday, Wednesday and Friday • Working from Home (2 days) - Tuesday and Thursday ii. WFH may be full day, half day, or rotational basis. The scheduling of HWD must be managed to ensure that departmental operations remain unaffected.
7.	Working Hours	Staff under the HWD shall observe the prescribed nine (9) working hours, inclusive of the lunch break, in accordance with the implementation of the Flexible Working Hours (FWH) policy currently in force.
8.	Workplace	i. Staff must perform as per normal office hours at registered residential address in the Human Resource Information System (HURIS) during WFH. ii. The WFH location shall be the staff's registered residential address as recorded in the HURIS only.
9.	Implementation	i. Applications for HWD must be submitted through HURIS on a monthly basis. Any subsequent or repeated HWD arrangement shall require a new application, subject to a satisfactory monthly assessment by the Immediate Supervisor/HOD. ii. Immediate Supervisor/HOD shall determine clear deliverables prior to approving the HWD arrangement and monitor the daily work output via monthly report of staff under such arrangements.



No.	Item	Description
		iii. Staff shall remain contactable during official working hours and may be required to work at the office when necessary. iv. The list of staff names approved for HWD by the Immediate Supervisor/HOD shall serve as the official record for HWD. v. Management Services Division (MSD)/KCDIO may conduct random visits to the registered residential address to ensure compliance with the HWD arrangement.
10.	Monitoring mechanism	i. Immediate Supervisors/HODs are responsible for monitoring staff performance, productivity, and availability under the HWD arrangement. MSD will review the KCDIO reports on a quarterly basis. ii. Upon approval of HWD application, staff must record their attendance (i.e. clock in and clock out) through HURIS, indicating “HWD” in the remarks section for record purposes, pending full readiness of digital infrastructure and ICT facility support. iii. Any non-compliance with workplace requirements or attendance recording may result in the withdrawal of HWD privileges. Both the Immediate Supervisor/HOD and the staff concerned may be deemed negligent in the performance of their duties and shall be subject to disciplinary action.
11.	General Provision	i. The cost of utilities, including telephone bills, electricity, internet and any other related expenses, shall be borne by the staff. ii. Overtime Allowance (OT) shall not be payable to staff performing duties under the HWD arrangement. However, where a staff member is instructed to perform urgent duties at a location other than the approved HWD location outside the staff’s normal working hours, overtime may be considered, subject to the IIUM Overtime Policy and other prevailing rules and regulations.



No.	Item	Description
		iii. The implementation of 'time-off' during office hours, up to a maximum of two (2) hours and solely at the discretion of the Head of Department (immediate supervisor) is maintained in order to allow staff to settle their personal matters. The time-off of 2 hours must be compensated on the same day so as to complete the total working hours of nine (9) hours. If the time-off exceeds two (2) hours, the staff is required to apply for annual leave for that day. The time-off of 2 hours is only allowed once a month.

3.4 The University reserves the right to revise and update the guidelines from time to time.

3.5 The University calls upon all staff to uphold professionalism, amanah, and accountability in carrying out their duties, in line with IIUM's aspiration towards Ummatic Excellence.

4. REVOCATION

With the issuance of this circular, Staff Service Circular No. 9/2026 on the guidelines for the implementation of Work from Home (WFH) arrangements due to the Conflict in West Asia is hereby superseded.

5. EFFECTIVE DATE

The effective date of implementation is **1st September 2026**.

All Deans/Directors are kindly required to disseminate this information to all staff at the Kulliyahs/Centres/Divisions/Institutes/Offices.

Thank you. *Wassalam*.

"LEADING THE WAY"



WAN NAJIAH NURASHIKIN BT. WAN ABDULLAH
Executive Director
Management Services Division



c.c. : Rector
: Deputy Rector (Academic and Internationalisation)
: Deputy Rector (Research, Innovation and Development)
: Deputy Rector (Student Development and Community Engagement)
: Executive Director, Finance Division
: Campus Director, IIUM Kuantan Campus
: Legal Adviser
: Chief Librarian

WNN/KA/AMA/HSH/nas2250

