



EXIT INTERVIEW POLICY

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1. INTRODUCTION

Employees frequently leave the service of their employers for various reasons such as resignation, retirement, dismissal, death or due to medical reasons. To determine why an employee is leaving the municipality, it is important that the Overberg District Municipality have an Exit Interview Procedure and Policy in place.

An Exit Evaluation Assessment must be completed together with an Exit Interview for certain employees who exit the service of the municipality.

2. DEFINITIONS

Interview: A formal consultation or meeting to evaluate or obtain relevant information.

Exit interview: An interview held with an employee about to leave/exit an organisation in order to discuss the employee's reasons for leaving and their experience of working for the organisation.

Internal Candidate: Any employee that is employed by the Municipality, including contractual employees and EPWP workers.

Exit Evaluation Assessment: A process that takes place at the end of an employee's employment service that identifies and assesses the skills, knowledge and behaviours that an employee has gained.

Induction: Familiarising a new employee with the Municipality, his/her conditions of service, policies, procedures and fellow colleagues.

Orientation: The process to familiarize the employee with their own work environment, job requirements and to make him/her familiar with specific organisational circumstances.

3. PURPOSE

The Exit Interview policy is intended to provide a structure that will enable the Overberg District Municipality to obtain valuable information on the experience of the employees who exit the municipality. This policy forms part of the Department: Human Resources' Strategy which pays attention not only to employees entering the municipality but also to those employees exiting the municipality.

The purpose of conducting an exit interview is to identify any problem areas within the employee's department or the municipality. Any unfavourable comments arising from the exit interview must be investigated by the Department: Human Resources and, where necessary, report to the relevant Head of Department and the Municipal Manager. Action must then be taken accordingly to correct any irregularities in the municipality's systems or in the interpersonal relations between staff members which have been identified during the exit interview.

The information can be used when a retention and/or succession strategy must be formulated which will highlight areas of improvement. It also serves to provide a suitable exit evaluation assessment procedure for determining how satisfied the employee was in his/her position and whether there are any shortcomings in Council's policies or management methods which caused the employee to leave.

The purpose of an exit evaluation assessment is as follows:

- To maintain a record of how well an employee has performed his/her functions in case he/she applies for re-employment, another position or a position within the municipality's service, and
- To keep details of his/her performance in case any other organisation contacts the municipality requesting a reference on the employee's performance.

This policy may promote equality through employment practices and may be used to monitor labour turnover in the Overberg District Municipality in relation to age, gender, race, disability, etc.

4. IMPLEMENTATION OF THE POLICY

This policy is applicable to Section 56/57, Permanent, Temporary and/or Fix-term employees employed for 1-year or longer to partake in an exit interview and complete the relevant documentation which must occur at least two (2) weeks before the last day of service.

The exit interview will be conducted by the relevant HR Official(s) and could be done utilising the following methods:

- One-on-one (Face-to-face) interviews
- Via telephone
- Via email
- Via Microsoft Teams

It is advisable that the exit interview be conducted through one-on-one interviews, however, should it not be possible, any other method(s) may be utilised.

Employees who exit the service of the municipality must return all Council issued property to his/her line manager or delegated officer on or before his/her last day of work, including the following items: **Office and/or Vehicle keys, Personal Protective Equipment (PPE), laptop, tablet, any other equipment, etc.** An Exit asset/content list indicating all assets to be returned by the employee must be completed by the employee, his immediate Supervisor, Accountant: Asset Management and Department: ICT Official.

The employee's access to the ODM's computer network as well as access to municipal buildings will also cease on the last day of work. Employees will also be provided with a certificate of service, UIF document and are requested to make an appointment with the Department: Human Resources in order to fill out the necessary forms for the withdrawal of their retirement fund and/or to cease your membership to medical aid if applicable.

5. EXIT EVALUATION ASSESSMENT

An Exit Evaluation Assessment form is completed by the employee's immediate Supervisor/Manager exiting the service of the municipality, as well as a section of the form to be completed by the employee's Head of Department.

It is advisable that an employee should not be present when his/her Exit Evaluation Assessment form is completed. Both the Department: Human Resources and the relevant Head of Department must consider any differences between the employee and the Supervisor/Manager who is completing the Exit Evaluation Assessment form.

The Head of Department must also submit his/her comments to ensure there is a balanced assessment of the employee. The employee must be provided the option to have his assessment conducted by his Supervisor or Manager or an HR Official. Exit Evaluation Assessments must be kept confidential, and the documentation filed on the employee's personal folder. A copy of the Exit Evaluation Assessment should be provided to the Director: Corporate Services.

A copy of the Exit Evaluation Assessment form is attached as Annexure A.

6. EXIT INTERVIEW FORM

An Exit Interview form is completed by the Human Resources Official(s) and the employee exiting the municipal services. The employee is afforded the opportunity to provide his/her views on- their job and functions, his/her Supervisor/Manager, communication systems, municipal management, the Council's

facilities, training and development opportunities, and reasons for his/her departure from the municipal services.

The Exit Interview form must be kept confidential and filed on the employee's personal folder. A copy of the Exit Interview outcome should be provided to the Director: Corporate Services.

A copy of the Exit Interview form is attached as Annexure B.

7. CONCLUSION

It is impossible and challenging to accurately determine and identify the reasons for losing decent employees or to completely understand the details of differences in interpersonal relations between employees and management. The correct use of an exit interview procedure may assist in identifying some problems which may be addressed. In this way the municipality can avoid losing highly skilled and good quality employees and unnecessary costs involved in recruiting new employees.

8. ANNEXURE

Annexure A: Exit Evaluation Assessment form

Annexure B: Exit Interview form

ANNEXURE A

EXIT EVALUATION ASSESSMENT

This form must be completed by the Supervisor or Manager or a Human Resources Official in respect of an employee exiting the service of the municipality. A copy of this Exit Evaluation assessment should be provided to the Director: Corporate Services. The Head of Department in which the employee works must complete the bottom section of the form, where indicated.

Name & Surname: _____

Employee no: _____

Designation: _____

Post Level: _____

Engagement Date: _____

Last Day of Work: _____

Period of Service: _____

REASON FOR TERMINATING SERVICE

RESIGNATION		DISMISSAL/DISCIPLINARY ACTION	
VOLUNTARY EARLY RETIREMENT		ILL-HEALTH	
NORMAL RETIREMENT		END OF CONTRACT	

Any other reasons for exiting the municipality: _____

ASSESSMENT OF EMPLOYEE

Employee rating as follows:

E = Exceeds performance standards

M = Meets performance standards

U = Unsatisfactory performance

JOB PERFORMANCE	RATING	COMMENTS
Job knowledge		
Standard of work		
Attendance record		
Dependability		
Ability to accept responsibility		
Co-operation		

Any other comments: _____

Would you re-employ this person? (YES or NO:) _____

If no, please provide reasons: _____

Signature: _____
Immediate Supervisor/Manager

Date: _____

Comments from Head of Department: _____

Signature: _____
Head of Department

Date: _____

Comments from Performance Management Officer: _____

Signature: _____
Performance Management Officer

Date: _____

Comments from Human Resource Official: _____

Signature: _____
Human Resource Official

Date: _____

ANNEXURE B

CONFIDENTIAL EXIT INTERVIEW FORM

This form should be completed by the Employee exiting the service of the municipality and assisted by the Human Resource Official during the exit interview. A copy of the Exit Interview form shall be provided to the Director: Corporate Services. Staff members are hereby informed that the interview is confidential, and that staff members' name will not be attributed to the information provided.

Staff member's Name & Surname:		Employee number:	
Department:		Post:	
Date of interview:		Place:	
Interview conducted by (HR Official):			
Designation:			
Date of resignation:			
Last day of services:			
Tick	Reason for resignation	Tick	Reason for resignation
	Personal		Insufficient challenges
	Improved salary conditions		Inadequate support from management
	Lack of capacity for position		Poor communication/relationship with superiors
	Seeking better career advancement		Commuting difficulties
	Change in professional direction		Insufficient accommodation for specific needs
	Inadequate leadership or guidance		Unsatisfactory work environment
	Overload with responsibilities		Pay disparity
	Need to relocate/emigrate		To avoid transfer
	To study full-time		To care for child/children
	To care for elderly dependents		To retire early
	For personal/family health reasons		Discrimination
	To avoid consequences of proposed or actual disciplinary action		Other
Comments:			

Employee signature: _____

Date: _____

HR Official signature: _____

Date: _____



EXTRACT FROM THE COUNCIL MINUTES HELD ON 22 AUGUST 2022

Item A8. 22.08.2022

COUNCIL POLICIES

S Mdewu: Manager Human Resources

(Ref.: 9/1/B & 6/39/2)

PURPOSE

To present the new and/or revised policies to Council, for adoption.

BACKGROUND

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) prescribes the executive and legislative authority of a municipality.

Section 11(3) states that a municipality exercises its legislative or executive authority by-

- (a) developing and adopting policies, plans, strategies and programmes.
- (d) administering and regulating its internal affairs.

Section 86(1) states that a municipality must develop and adopt a policy framework for the establishment, regulation and management of an internal municipal service district.

PROGRESS

In conforming to the above executive and legislative authority of the Municipality, policy workshops were conducted on 14, 15 and 25 July 2022, respectively, with Management and the Unions, and Councillors.

POLICIES PRESENTED DURING WORKSHOPS

Policies workshopped with Management and the Unions on 14 and 15 July 2022:

Performance- and Risk Management

- 1) Performance Management and Development Policy Framework (amended)
- 2) Code of Ethics (amended)
- 3) Anti-Corruption and Fraud Prevention Plan (amended)
- 4) Anti-Corruption, Fraud and Financial Misconduct Policy (amended)
- 5) Combined Assurance Policy Framework (amended)

Human Resources

- 6) Recruitment and Selection Policy (amended)
- 7) Induction Policy (new)
- 8) Exit Interview Policy (new)
- 9) External and Internal Bursaries Policy (amended)
- 10) Grievance Policy (new)
- 11) Education, Training and Development Policy (new)
- 12) Integrated Human Resources Framework Policy (new)
- 13) Employment Equity (new)

Emergency Services

- 14) Shift Leader Policy (Fire Department - new)
- 15) Promotion Policy (Fire Department – new)

It is noted that the above policies were workshopped with Councillors on 25 July 2022, except for the Employment Equity Policy.

OUTSTANDING POLICY TO BE WORKSHOPPED WITH COUNCILLORS

The Employment Equity Policy will be workshopped with Councillors on 22 August 2022, prior tabling of all applicable policies (as previously workshopped), for consideration and approval by Council on the same day.

ICT POLICIES

The following ICT policies were tabled to the ICT Steering Committee during November 2021, and the Corporate Services Portfolio Committee on 7 March 2022. Following the in principle approval of ICT policies on 22 August 2022, all ICT policies will be further workshopped with Councillors for re-adoption in December 2022.

- 1) ICT Change Management Policy
- 2) ICT Access Management Policy
- 3) ICT Migration and Disaster Recovery Plan
- 4) ICT Performance Plan
- 5) ICT Operating System Security Controls Policy
- 6) ICT Security Controls Policy
- 7) ICT Strategic Plan
- 8) Municipal Corporate Governance of Information and Communication Technology

FINANCIAL IMPLICATIONS

Provision will be budgeted for regarding any financial implications in terms of the policies.

STAFF IMPLICATIONS

None

LEGISLATIVE FRAMEWORK

Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

ATTACHMENT

List of revised and/or new policies

RESOLVED : (Proposed by Cllr. R Mokotwana and seconded by Cllr. B Mkhwibiso)

- 1) Cognisance was taken of the policies.
- 2) Council approves the policies.

CERTIFIED A TRUE EXTRACT FROM THE MINUTES OF THE COUNCIL MEETING HELD ON 22 AUGUST 2022.



R BOSMAN
MUNICIPAL MANAGER