

EXIT INTERVIEW POLICY

2023/2024



public works & roads

Department:
Public Works and Roads
North West Provincial Government
REPUBLIC OF SOUTH AFRICA



POLICY TITLE : EXIT POLICY
DEPARTMENT : PUBLIC WORKS AND ROADS



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1. PREAMBLE

The Department intends to administer the exit interview for employees who terminate their services except for death and exceptional ill-health cases. The reasons for leaving need to be determined and the trend thereof be monitored.

2. PURPOSE

The purpose of this Exit Interview Policy is among others:-

- 2.1. To ensure adherence to termination procedures;
- 2.2. To administer and/or establish reasons for leaving;
- 2.3. To assess the adherence to Human Resource Policies by the Employer to its employees; and
- 2.4. To improve and develop retention strategy.

3. SCOPE OF APPLICATION

This policy is applicable to employees leaving the Department.

4. LEGAL FRAMEWORK

- 4.1. Public Service Regulation, 2016;
- 4.2. Basic Conditions of Employment Act, 75 of 1997;
- 4.3. Employment Equity Act, 55 of 1998; and
- 4.4. Labour Relations Act, 66 of 1995.

5. POLICY STATEMENT

Creating an affirming environment and consistently identifying and eliminating reasons for employee losses form a critical part in the Departmental retention strategy.

6. CONFIDENTIALITY OF EXIT PROCESS INFORMATION

- 6.1. The Department pledges to maintain the confidentiality of the identity and information which might disclose an employee or former employee's personal information to the extent allowed by law.
- 6.2. The Department will ensure that the concession is sourced prior to disclosure of any information provided in the exit questionnaire or interview, wholly or partly if need be.



7. EXIT PROCEDURE

- 7.1. If an employee decides to leave employment, they must submit a written notice;
- 7.2. The employee will receive acceptance of the resignation from the Department;
- 7.3. Upon receipt of a letter from the employer, the employee must serve a notice for the duration as stated in their employment contract e.g. one calendar month;
- 7.4. The employee shall complete an Exit Questionnaire, obtainable from the supervisor / HR Unit once the employee's intention to leave becomes known and return the completed questionnaire to the exit interview;
- 7.5. The exit interview panel shall include the following officials:-
 - 7.5.1. Representative for HRA (pensions unit);
 - 7.5.2. A Social worker;
 - 7.5.3. Labour Relations representative.
- 7.6. Prior to the last day of work, an exiting employee will have an exit interview conducted by the HRM (e.g. pensions unit) in collaboration with a Social Worker;
- 7.7. The immediate supervisor is not allowed to participate in the interview, but the supervisor and the employee are encouraged to discuss any matters of interest;
- 7.8. When HR receives a notification of termination of service, a delegated officer will set an exit interview appointment with the exiting employee and notify the supervisor;
- 7.9. The exiting employee may choose the office to conduct the interview and the supervisor will be required to assist in scheduling the interview;
- 7.10. The information collected will not be used in any way against the exiting employee;
- 7.11. The exit interview is intended to give the employee a chance to speak freely and give feedback about reasons for leaving their employment;
- 7.12. The information will be retained in a confidential file separate from other personnel files, within the Human Resource Administration unit at Head Office and in the office of the Deputy Director: Human Resource Management in the District;



- 7.13. The HRM representative who facilitated the interview at district level will, at the end of the interview, compile a report and forward it to the HRP unit at Head Office for consolidation and reporting;
- 7.14. Exit interview data shall be compiled, summarized and reported by HRP Unit to the DMC through the Director HRP Unit on a quarterly basis.

8. EXIT FORM

- 8.1. An Exit Questionnaire Form, Annexure A (to be administered by Human Resource Planning).

9. RESPONSIBILITIES AND OBLIGATIONS

All supervisors are responsible for:-

- 9.1. Identifying key employees and the shortage of skilled employees;
- 9.2. Implementing a career path for those employees;
- 9.3. Guiding, developing and coaching employees;
- 9.4. Create an affirming environment for all employees with development and advancement opportunities;
- 9.5. Reviewing and provide constructive feedback on the performance of employees;
- 9.6. Identify and addressing training gaps through both formal and informal training;
- 9.7. Practice visible reward and recognition;
- 9.8. Ensure that officials attend the exit interview or complete exit questionnaire before leaving the Department;
- 9.9. Advise employees timeously about counter offer to retain employees;
- 9.10. Advise employees on other procedures that can be followed for assistance, if the employee exits because of an omission from the employer.

All employees are responsible for:-

- a) Understanding how their performance and behaviour affect the success of the Department.
- b) Accept and ask for constructive feedback on performance and behavior.
- c) Being knowledgeable about their job and the Department's goals and strategies.
- d) Understand their own deliverables and participation in achieving them.

Human Resource Management (HRP) Directorate is responsible for:-



- a) Supporting managers in their strategy to retain and motivate employees;
- b) Assist managers to create affirming and inclusive workplace environment and climate;
- c) Facilitate the speedy implementation of a counter offer as a retention mechanism where appropriate;
- d) Facilitate the implementation of alternatives such as restructuring of work to accommodate People with Disabilities or family responsibilities;
- e) Ensuring that exit forms and processes are completed;
- f) Monitoring illegal and unethical practices within the Department;
- g) In case where an employee cannot read or write, the HRP official must take responsibility of filling the questionnaire.

Social Worker is responsible to:-

- a) Counsel an exiting employee; and
- b) Find out the reasons for leaving in case of resignation, where necessary an employee's decision may be changed or take an informed decision.

10. DISPUTE RESOLUTION

- 10.1. When the grievance has arisen out of the act of the immediate supervisor, the employee should immediately refer it to the next level of supervision.
- 10.2. If during the exit interview the employee mentions that they were unfairly treated, they must be referred to Labour Relations Unit for advice or be advised to follow the formal grievance procedure. Filled forms must be submitted to the Labour Relations Unit.
- 10.3. If the employee is dissatisfied about the outcome of the grievance, they may declare dispute to the relevant bargaining council.

11. MONITORING AND EVALUATION OF THE POLICY


- 11.1. The Human Resource Directorate in the Department will monitor progress regarding the implementation of the policy.
- 11.2. As and when any of the provision of this policy is amended, the amended provision will supersede the previous one.



12. POLICY REVIEW

This Policy shall be reviewed every two years where and/or when a need arises.

Approved



MR M.I KGANTSI

HEAD OF DEPARTMENT

16/10/2023
DATE:

