



Department:
Community Safety & Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

RETENTION/EXIT STRATEGY POLICY

NORTHWEST PROVINCE:
DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT
HUMAN RESOURCE POLICY

POLICY NO. : HR2017/008
NAME OF POLICY : RETENTION/EXIT STRATEGY POLICY
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PREAMBLE

The Department of Community Safety and Transport Management:

VIEWES its employees as its greatest asset and that investing in its people is an important pillar of Batho Pele oriented service delivery.

FURTHER VIEWES the retention of its employees as an important element of ensuring service excellence, which includes maintaining high quality and minimising service interruptions.

ALSO VIEWES the retention of employees from Designated Groups as a critical element of its employment equity strategy.

RECOGNISES retaining suitably qualified persons from Designated Groups, employees with scarce skills and or critical skilled persons as an important part of containing the exit problem.

BELIEVES that identifying the reasons for leaving/exiting and adopting measures to minimise the loss of Designated Groups and scarce or critical skilled persons is an important part of containing the exit problem.

IS CONVINCED that it is possible to implement measures in minimising human resource losses particularly among Designated Groups, scarce or critical skilled personnel.

FIRMLY BELIEVES that when people believe they have a legitimate place in the organisation and have a meaningful contribution to make a culture of trust will begin to emerge, and the journey towards commitment will have begun.

1. PURPOSE

The purpose of this policy is:

- a. To assist Line Managers and components in retaining employees especially with valuable, scarce and critical skills.
- b. To ensure Department retain well trained employees with the right attitudes, skills and competencies.
- c. To assist in managing employee retention challenges in the workplace.
- d. To eliminate an adhoc employee retention approach.
- e. To create an appropriate procedure framework for the employee retention process.
- f. To identify and remove barriers that hampers the attraction and retention of talented women, people with disabilities and scarce/critical skilled personnel.
- g. To ensure a conducive and harmonious working environment for employees throughout the Department.

- h. To help develop a skills base for succession planning.
- i. To ensure career development for staff.
- j. To ensure career development of key staff members whose services are mission oriented.

2. OBJECTIVES OF THE POLICY

- a. To make sure that the correct recruitment and selection procedures are followed.
- b. To address the skills gap in the department by providing training informed by organisational needs.
- c. To motivate employees and create an enabling environment for employees to perform.
- d. To ensure consistency and fairness during the retention process.
- e. To minimise the turnover rate by retaining the employees with scarce and critical skills in key positions.

3. SCOPE OF APPLICATION

The policy is applicable to all employees, with a focus on those skills that are a risk within the Department, as identified. The policy is applicable to all employees with scarce skills, critical occupations/competencies and designated groups as identified in the current approved Human Resource Plan.

3.1 SCARCE SKILLS

- 3.1.1. Artisans
- 3.1.2. Driver Instructor
- 3.1.3. Landside and Airside
- 3.1.4. Infrastructure Engineers
- 3.1.5. Airport Safety Officers
- 3.1.6. Transport Planners
- 3.1.7. Web Master
- 3.1.8. Job Analysts
- 3.1.9. Examiners (of Drivers licences and Motor vehicle testing)
- 3.1.10. Road Safety Officers

3.2 .CRITICAL OCCUPATIONS/COMPETENCIES

- 3.2.1. Examiner of Driving and motor vehicle licenses
- 3.2.2. Crime Prevention
- 3.2.3. Road Safety officers
- 3.2.4. Job Evaluators and Job analysts
- 3.2.5. Information Technology
- 3.2.6. Artisans
- 3.2.7. Monitoring and Evaluation
- 3.2.8. ENatis practitioners
- 3.2.9. Transport Management

- 3.2.10. Aviation management
- 3.2.11. Transport Information System
- 3.2.12. Landside and Airside
- 3.2.13. Transport Planners
- 3.2.14. Safety Officers
- 3.2.15. Infrastructure Engineers

4. LEGISLATIVE FRAMEWORK

- 4.1 Constitution of the Republic of South Africa (Act 108 of 1996)
- 4.2 Basic Conditions of Employment Act (Act No. 85 of 1997) as amended;
- 4.3 Employment Equity Act (Act No. 55 of 1998) as amended;
- 4.4 Employment Equity policy;
- 4.5 Performance Management Development System policy;
- 4.6 Departmental Approved Human Resource Plan;
- 4.7 Public Service Act (Act No. 103 of 1994) as amended;
- 4.8 Public Service Regulations, 2016
- 4.9 Skills Development Act (Act No. 97 of 1998);
- 4.10 Skills Development Levies Act of 1999;
- 4.11 Public Finance Management Act (Act No. 1 of 1999);

5. DEFINITIONS

- 5.1 HOD : Head of Department
- 5.2 Department : Community Safety and Transport Management, North West
- 5.3 Retention : Keeping skilled or potential employees in the Department by minimizing resignations and or dismissals.
- 5.4 Employment Equity: The achievement of equal opportunities in the workplace through the elimination of unfair discrimination and the implementation of remedial measures aimed at eradicating existing inequalities and advancing women and people with disabilities, collectively referred to in the Employment Equity Act, as Designated Groups.
- 5.5 Employee : An employee includes all employees of the Department employed in terms of the Public Service Act of 1994, including contract workers, interns, Learners, volunteers and prospective employees.
- 5.6. Critical skills : Skills needed to achieve the core operational objectives of a Component.
- 5.7. Scarce skills : highly valuable skills which are difficult and expensive to recruit and are rarely available.
- 5.8. Designated groups : means black people, women and people with disabilities who are citizens of the Republic of South Africa
- 5.9. Exit interview : A formal or informal interview conducted with an outgoing staff member in order to promote goodwill and ascertain why the employee is leaving, the meeting is generally conducted by a Human resource staff member.

6. PRINCIPLES

6.1 The principles that underpin and guide the Department's approach to retention and which should underpin employment practices aimed at maximising employee retention, include the following:

- a. The culture of continually developing staff shall be maintained in line with the Skills Development Act and Performance management System.
- b. Maintaining and affirming workplace environment and climate which makes all employees feel valued, taking into account gender, disability, culture and other forms of diversity is a critical pillar of employee retention.
- c. Professional and personal development contributes to job satisfaction.
- d. The reason for leaving the Department to be determined by conducting exit interviews, and staff morale assessment surveys.
- e. Fair remuneration and career pathing/progression, which include counter offering an employee that has received a better offer, is equally critical for employee retention.
- f. Retaining and investing in human resources is essential for cost effective and responsive service delivery.

7. POLICY STATEMENT

7.1 The Department is fully committed to retain skilled individuals, critical to the Department and its continued effectiveness to ensure sustainability, efficiency and service excellence.

7.2 The Department will do everything possible to attract, develop and retain highly competent women and men from diverse cultural background as a critical pillar of its service delivery improvement and maintenance strategy.

7.3 The Department will use various measures to retain its valuable employees including counter offers (where appropriate), adaptation of work for people with disabilities, employees with family responsibilities, retraining, internal transfers/relocation.

7.4 Measures aimed at retaining valuable personnel in the Department will target various entry points from prevention of resignations to rescuing a situation where an employee has filed a resignation.

7.5 Creating an affirming environment and constantly identifying and eliminating reasons for employee losses will form the centre of the department's retention strategy.

7.6 Exit Interviews with an exiting employee and the immediate supervisor and compiling reports to be fed back into effective people management to prevent future similar scenarios, will form a critical element of mechanisms that will anchor the objectives of this policy.

7.7 The Department shall audit and review its employment practices to establish whether:

- a. Its employment equity strategy, including affirming diversity, supports the ideal of becoming an employer of choice, with a view of promoting attraction and retention rates.
- b. The Department offer its diverse employees adequate support channels.
- c. The Department enforces its human resources policies effectively and consistently.
- d. Its current employment equity goals are sound.
- e. Monitoring of its human resources management practices are or are not promoting the retention of valuable personnel.

8. EXIT INTERVIEWS

8.1. Exit interviews shall be perceived as a management tool aimed at interviewing employees that leave the Department or are about to leave the Department so as to extract constructive and valuable positive or negative information that can be used to improve the situation, and morale of the remaining staff with an ultimate objective of reducing staff turnover.

8.2. Exit interviews change organisational threats into opportunities for improvement. For the exit interviews to be successful, it is essential that the interviewee be given a guarantee that no information emanating from the exit interview shall be used against him/her, and that the information is meant for enhancing efforts towards attraction and retention of staff.

9. CONFIDENTIALITY OF EXIT PROCESS INFORMATION

9.1 It is the policy of the Department to make all reasonable efforts to protect the confidentiality of employees by completing an Employee Exit Questionnaire and or an Exit Interview. Information that could reveal employee identity be disclosed only when necessary on a "need-to-know" basis for the management of personnel practices and the work environment.

9.2 The Department pledges to make reasonable efforts to the extent allowed by law to maintain the confidentiality of the identity and information which might disclose an employee or former employee's personal information.

9.3 In cases in which the Department intends to take action that is wholly or partially based on information an employee has provided, through the exit questionnaire or interview, it may not be possible to maintain full confidentiality or the confidentiality of the information provided.

9.4 Should the situation in paragraph 9.3 arises, the Department will engage an employee prior to disclosure of this information whenever possible.

10. EXIT PROCEDURES

10.1 RESIGNATION

If an employee decides to leave, he or she shall serve written notice of **thirty (30 days)** as outlined in the employee's appointment letter. The employee shall receive an acceptance/approval of the resignation from the Department.

10.2 EXIT QUESTIONNAIRE

Employees shall complete an exit questionnaire, available from the Directorate Human Resource Management. The completed questionnaire will be kept in a confidential file separate from personnel records.

The Human Resource Management practitioner shall conduct the exit interview with the official leaving the Department.

10.3 RETENTION MEASURES

The immediate supervisor and or the manager has a responsibility with the assistance of the Human Resources Directorate, to explore measures for retaining employees, which could include:

- a. A counter offer
- b. Redeployment

10.4 CONDUCTING EXIT INTERVIEWS

- a. Prior to the last day worked, an exiting employee will have an exit interview conducted by the representative from Directorate: HRM.A suitable venue with no interruptions shall be chosen.
- b. The exiting employee's supervisor and or manager shall not participate in the exit interview but are encouraged to discuss any matters of interest.
- c. The information collected during the Exit interview process shall be confidential and shall not be used in any way to reflect upon the exiting employee. Employees are encouraged to ask any questions they may have during the completion of the exit interview questionnaire. The exit interview is intended to give the employee a chance to speak freely concerning reasons for leaving the work.
- d. Exit interview data shall be compiled, summarised and reported to the Accounting Officer and Management on quarterly basis.
- e. Corrective measures where necessary shall be implemented.

11. OTHER OUT PROCESS INFORMATION: ASSET AND RISK MANAGEMENT

11.1 Department's Exit Process and Checklist

On the last working day the employee's supervisor shall schedule a meeting. The Department's exit process checklist should be used for this meeting and possible follow-up. The purpose of the Checklist is to ensure that all accesses are revoked and that necessary items belonging to the Department are recovered.

The checklist covers but not limited to the following:

- a. Keys/key cards.
- b. Computer access authorization codes.
- c. Telephone cards or ID cards.
- d. Corporate credit cards.
- e. Company computer, cell-phones and other logistics.
- f. Identification cards/badges
- g. Any debts owed by employee to the department.
- h. Any other valuable belongings to the Department not mentioned above.

11.2 Employee Benefits

Terminating employees:

- a. Shall receive a letter from the Directorate Human Resources Management with information about benefits.
- b. Shall be paid all salary earned through the last day of work, including any accrued vacation leave as provided by the Public Service Act of 1994 as amended and Regulations, provided all **leave reports are up to date**.
- c. May approach the Human Resource Management Directorate to arrange for benefit continuation elections and terminate appropriate benefits.

12. RESPONSIBILITIES AND OBLIGATIONS

12.1. All Managers/supervisors are responsible for:

- a. Identifying key critical and scarce skills.
- b. Implementing a career path strategy.
- c. Guiding, developing, coaching and retaining employees.
- d. Creating an affirming environment for all employees with development and advancement opportunities.
- e. Identifying those employees that could potentially leave the department.
- f. Reviewing and providing constructive feedback on the performance of employees.

- g. Identifying and addressing training gaps and relevant training interventions both formal and informal development.
- h. Setting effective goals and review achievements.
- i. Communicating goals and behaviour that is required in the Department.
- j. Delivering quality.
- k. Practicing visible reward and recognition.

12.2 All Employees are responsible for:

- a. Understanding their own deliverables and participate to achieve them.
- b. Being knowledgeable about their job and the Department's goals and strategies of the Department.
- c. Accept and ask for constructive feedback on performance and behaviour.
- d. Understand how their performance and behaviour affects the success of the Department.

12.3 The Human Resource Management Directorate is responsible for:

- a. Supporting managers in their quest to retain and motivate employees.
- b. Assisting managers to create affirming and inclusive workplace environments and climates.
- c. Facilitating the speedy implementation of alternatives such as reorganisation of work to accommodate people with disabilities or family responsibilities, teambuilding, transferring one of employees involved in a conflict.
- d. Ensuring that all exit forms and processes are completed.

13. ENHANCING THE CULTURE OF RECOGNISING POSITIVE EFFORT AND STAFF ACHIEVEMENT

Measures to enhance positive attitude and improved employee productivity through implementation of non-monetary employee recognition schemes shall be incorporated as part of the management style and culture in the Department.

This shall be carried out through the presentation of awards such as:

- Office administrator of the year awards.
- Best performing directorate.
- Secretary of the year awards.
- Overall Employee performer of the year.
- Employee performer of the year according to Departmental programmes/Directorates

The awards will be inspiring when presented by the Executing Authority. The awards shall be recognised by the awarding of certificates of achievement

indicating clearly area of achievement and reasons for such an award. A slot shall also be made available in the internal newsletter with pictures and names of "Achievers of the Year". Clear criteria for establishing these awards should be outlined in the Departmental Incentive Framework. All employees should understand the criteria and strive for excellence to achieve the awards.

These awards shall be regarded as prestigious awards and should therefore be awarded under special circumstances. **Examples of non-monetary recognition may be the following:**

- a. Achievement of service delivery targets as per the Annual Performance / Operational Plan.
- b. Continuously meeting or exceeding service delivery standards.
- c. Coming up with a good and practical idea.
- d. Recommendation from internal colleagues and or external clients.
- e. Motivation from supervisor or colleague.

In addition to the above it shall also be part of the management culture and style to ensure that employees are also congratulated informally as well, so as to ensure that their positive efforts are noticed. The Directorate: HRM shall be informed in order to set a standardised method for awarding of annual awards as well as for monitoring purposes.

14. ATTRACTING SCARCE SKILLS

14.1 Head-hunting

Recruitment shall also be done through head hunting over and above what the policy states. A Graduate Recruitment Programme may also be considered. The latter can be achieved by engaging specific institutions of higher learning in this regard for recruitment.

This individual based method of recruitment can be used to seek and identify suitably qualified candidates as well as candidates from historically disadvantaged groups.

This method shall be used only in conjunction with the normal advertising of vacancies. An identified suitable candidate shall be requested to apply for the advertised position; where after the normal processes shall apply.

In cases where no suitable candidates are identified during the final interviews, further head hunting shall be undertaken. At least two (2) candidates shall be identified and interviewed by the same panel and against the same criteria used during the initial interviews.

14.2 Granting of higher notch for purpose of making a counter offer or for attracting competent employees intending to leave the Department

In the event of an employee whose services are considered critical or scarce to the mission of the Department, receiving an offer from external source, the Executing Authority or his/her delegate shall consider matching the said offer after full motivation has been submitted depending on the nature and level of the offer.

The request for an employee to be retained must be made in writing, accompanied by relevant motivation, and supported by the respective responsibility manager, attaching the offer of prospective employer.

Requests to retain employees on higher salary levels shall be considered subject to the availability of equivalent post/s on the approved organizational structure, and on condition that the employee being retained meets with all appointment requirements specified for the higher graded post for retention.

The employee to be retained should have at least worked for the Department for a period of not less than twelve months.

Scarcity of the skills, the critical skills, and or the competencies that the said employee possesses shall be the key guiding factors that inform the final decision of the Executing Authority in this regard.

In order to attract and retain employees whose skills are critical, and or scarce to the Department's mission, higher packages, and or notch/es can be offered to an employee intended to leave. The higher package, and or notch/es can be offered within the range of the salary level of the said post, to a maximum of the third notch of the same salary level offered at the new Department.

The setting of a higher salary notch/es and or package to retain an employee (Counter-offer) shall take place on the first day of the month following the date of approval. The Department should verify the validity and the content of an external offer received from any other body or an organ of state.

In submitting to the relevant Executing Authority or his/her delegate for consideration, Human Resources Management shall take into account the prevailing market trends from the office concerned.

14.2.1 The granting of higher salaries for the purpose of a counter offer or for attracting competent officials requires that the following measures also be taken into account:

- a. Recording of all reasons**-Full motivation for raising the salary must be recorded and a report be compiled and submitted as required by the

Public Service Regulations, 2016. The setting of a higher salary notch to retain an employee shall only take place on the first day of the month following the date of approval if: -

- ❖ The employee has received an employment offer from any other body or organ of state.
- ❖ The Department has verified the validity and content of the external offer.
- ❖ The counter offer made is limited to the salary notch closest to the external offer.
- ❖ The counter offer shall not exceed the salary level of the post.

b. Exploration of alternatives-Evidence proving that all other possibilities to recruit and retain the relevant employees have been exhausted.

c. Demonstration of fairness-Demonstrate that the decision shall not create an anomaly or disparity compared to other employees. The Department shall have to be able to justify the awarding of higher salaries as compared to other employees with similar competencies and skills.

d. Ability to ensure sustainability-The Department must be able to demonstrate that it has sufficient budgeted funds available for the MTEF to sustain the increase.

e. Greater value for Money-The Department must work in the manner that shall provide greater value for money. To that end Managers should reorganise work when an employee moves up a salary level higher, and his/her job increases in complexity or responsibility.

This implies that the Department must develop substantially better information systems.

15. EMPLOYEE RETENTION

Employee retention is directly influenced by the quality of the five (5) components of the Human resource management system:

- Human Resource Planning (Recruitment and selection).
- Human Resource Development.
- Compensation and benefits.
- Employee Relations.
- Safety and Wellness programmes.

The best each of these components are managed, the most likely employees shall be attracted to the Department and the less likely they shall be inclined to leave.

16. DISPUTE RESOLUTION

- 16.1 When an employee alleges that a grievance has arise out of the act of a superior or Manager in charge of him/her, the grievance shall immediately be referred to the next level of supervision or management.
- 16.2 For the Retention Strategy it is important that employees are aware that they are considered as critical to the business. Those that are not shall dispute this and the manager will need to substantiate why he/she considers a skill or person to be critical or not to the Department.
- 16.3 If in the exit process an employee indicates that he/she have been treated unfairly, the formal grievance process must be followed and the necessary forms completed and submitted to employee's manager/supervisor.

17. MONITORING, EVALUATION AND REVIEW

The Department's Human Resources Administration Sub-Directorate is responsible for communicating the provisions of this document within the Department. All Managers and Supervisors are responsible for the implementation thereof.

The policy shall be reviewed and amended as and when a need arises to ensure that it is aligned to prevailing legislations.

18. RELATED POLICIES

This policy must be read together with other Departmental Human Resource Management policies and other relevant policies and directives from the Department of Public Service and Administration (DPSA).

19. COMMENCEMENT OF THE POLICY

This policy shall be implemented by the Department with effect from the date of approval and signature by the Head of Department.

APPROVED



MS BOTLHALE MOFOKENG

HEAD OF DEPARTMENT

SIGNED THIS DAY.....*8th*.....OF *January*.....*2021*