



dpwr

Department:
Public Works and Roads
North West Provincial Government
Republic of South Africa

ModiriMolema Road
Old Parliament Complex
Provincial Head Office
Mmabatho, 2735
Private Bag X 2080, Mmabatho, 2735
Tel.: +27 (18) 388 4546
Fax: +27 (18) 388 4307
Website: www.nwpg.gov.za/public-works

DIRECTORATE: HUMAN RESOURCE MANAGEMENT

POLICY TITLE : EXIT INTERVIEW POLICY

POLICY Ref. No. : S1/P/EXIT INTERVIEW POLICY

1. PREAMBLE

The Department intends to administer the exit interview for employees who terminates their services on voluntary basis. 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:-

- a. To ensure adherence to termination procedures.
- b. To administer/ establish reasons for leaving.
- c. To assess the adherence to Human Resource Policies by the Employer to its employees
- d. To improve and develop retention strategy.

3. SCOPE OF APPLICATION

This policy is applicable to all employees leaving the Department.

4. LEGAL FRAMEWORK

- a. Public Service Regulation, 2001.
- b. Basic Conditions of Employment Act.
- c. Employment Equity Act.
- d. Labour Relations Act

5. POLICY STATEMENT

- a. 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

- a. The Department of Public Works and Roads 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.
- b. The Department will ensure that an employee will be informed prior to disclosure of any information provided in the exit questionnaire or interview, wholly or partly if need be.

7. EXIT PROCEDURES

- a. If an employee decides to leave employment he/she must submit a written notice.
- b. The employee will receive acceptance of the resignation from the Department.
- c. Upon receipt of the letter from the employer, the employee must serve a notice to the Department for the duration as stated in his/her employment contract e.g. one calendar month.
- d. The employee shall complete an Exit Questionnaire, obtainable from the supervisor/ HR Unit once the employee's intention to leave become known and bring the completed questionnaire to the exit interview.
- e. Prior to the last day of work an exiting employee will have an exit interview conducted by the HRM representative from HRM Policy and Planning unit. At District level the interview will be conducted by HRM representative from the Pension unit.
- f. 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.
- g. 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.
- h. The exiting employee may choose the office to conduct the interview and the supervisor will be required to assist in scheduling the interview.
- i. The information collected will not be used in any way against the exiting employee.

- j. The exit interview is intended to give the employee a chance to speak freely and give feedback about reasons for leaving their employment.
- k. The information will be retained in a confidential file separate from other personnel files, within the HRM Policy and Planning unit and in the office of the Deputy Director: Human Resource Management in the District.
- l. The HRM representative who formed part of the interview at district level will at the end of the interview compile the report and forward it to the HRM Policy and Planning unit at Head office for consolidation and reporting.
- m. Exit interview data shall be compiled, summarized and reported by HRP unit to the DMC through the Director: HRM on quarterly basis.

8. EXIT FORM

- a. An Exit Questionnaire form Annexure A (To be administered by HRM ,)

9. RESPONSIBILITIES AND OBLIGATIONS

9.1. All supervisors are responsible for:-

- a. Identifying key employees and the shortage of skilled employees.
- b. Implementing a career path for those employees.
- c. Guiding, developing and coaching employees.
- d. Create an affirming environment for all employees with development and advancement opportunities.
- e. Reviewing and provide constructive feedback on the performance of employees.
- f. Identify and addressing training gaps through both formal and informal training.
- g. Practice visible reward and recognition.
- h. Ensure that officials attend the exit interview or complete exit questionnaire before leaving the Department.
- i. Advice employees timeously about counter offer to retain employees.
- j. Advice employees on other procedures that can be followed for assistance, if the employee exit because of an omission from employer.

9.2. All employees are responsible for :-

- a. Understanding how their performance and behavior 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 participate in achieving them.

9.3. Human Resource Management 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 and
- e. Ensuring that exit forms and processes are completed.
- f. Monitoring illegal and unethical practices within the Department.

10. DISPUTE RESOLUTION

- a. 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.
- b. If during the exit interview the employee mentions that he/she was unfairly treated, he/she 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.
- c. If the employee is dissatisfied about the outcome of the grievance, she/he may declare dispute to the relevant bargaining council.

11. MONITORING AND EVALUATION OF THE POLICY

- a. The Human Resource Directorate in the Department of Public Works and Roads will monitor progress regarding the implementation of the policy.
- b. The policy will be reviewed as and when there is a need..
- c. As and when any of the provision of this policy is amended, the amended provision will supersede the previous one.

APPROVED



MR. M.S. THOBAGALE
HEAD OF DEPARTMENT

04/09/2014
DATE

ANNEXURE 'A'

STANDARD QUESTIONS FOR AN EXIT INTERVIEW

Name (optional):.....

Component:

Gender: ☐ Male ☐ Female

Age: ☐ Years

Race: ☐ African ☐ Coloured ☐ Indian ☐ White

Disability ☐ Yes ☐ No

1. What is (are) the major reason(s) for your leaving the Department?

2. Is there anything that the Department could have done to keep your employment?

3. What are your comments/suggestions regarding the job description attached to the post you have been occupying?

ANNEXURE 'A'

4. Did you have a clear understanding of what was expected of you in terms of your performance standards/objectives/goals/targets throughout your employment with the department?

5. Do you feel you received appropriate support to enable you to perform as expected?

6. Were you kept informed of developments relating to policies on your conditions of service and benefits?

7. Do you believe your contribution was adequately recognised by your supervisor/management?

8. What are your views regarding the human resources development initiatives and programmes in the Department?

9. In your observation, is this Department sufficiently responsive to the dissatisfactions expressed or grievances lodged by its employees?

ANNEXURE 'A'

10. In your observation, is this Department managing matters requiring disciplinary measures fairly and consistency?

11. Do you view the implementation of the Performance Management and Development System (PMDS) as fair and equitable in this Department?
Any suggestions related to PMDS implementation will be appreciated.

12. What are your views regarding employee morale in this department?

13. How do you perceive the relationship between Manager(s)/Senior and the rest of the employees in your component as well as the Department?

14. Are there any state assets or properties in your possession? If yes, when are they going to be handed in?

15. Do you have any suggestion(s)/proposal(s)/view(s) that might assist your Component and the Department to create a better or even the best work environment for its entire employees?

ANNEXURE 'A'

16. If you are in a historically disadvantaged group, was the Department supportive of your needs? Do you have suggestions to help the Department to create a working environment that is user friendly to such groups?

17. Would you work for the Department again? Yes or No. Please state reasons

Optional

Name of an Employee : _____

Signature : _____

Date : _____

Name of the interviewer : _____

Signature : _____

Date : _____