

**SECTION HR 35**

**AMAHLATHI**  
**MUNICIPALITY**

**EXIT**

**INTERVIEW**

**PROCEDURE**

**SECTION HR 35**

**EXIT INTERVIEW PROCEDURE**

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## **SECTION HR 35**

### **EXIT INTERVIEW PROCEDURE**

#### **1. Introduction**

An employee may leave the service of a municipality for various reasons, such as resignation, retirement, dismissal, death or medical boarding. In the interest of ensuring that staff members are not leaving the municipal service because of problems within the service itself, it is important that all municipalities have a suitable Exit Interview Procedure in place.

The employment of new staff members is an extremely expensive process as advertisements in the national press alone can cost in excess of R10 000 per advertisement. Added to this, are the travelling costs (i.e. airfares, etc) of candidates for interviews, the time costs for holding the interviewing process and furniture removal costs for newly appointed employees. Furthermore, there is always a period of learning in the new job before the employee becomes productive and this too has a cost implication.

In order to avoid these costs and to retain good staff members who are highly trained, the use of an Exit Interview Procedure is a good method of identifying reasons for employees leaving the service.

The purpose of this Section is to provide a suitable exit evaluation assessment procedure for determining how happy the departing employee has been in his/her job and whether or not there are any shortcomings in Council's policies or management methods which caused the employee to leave.

It is recommended that an Exit Evaluation Assessment be completed together with an exit interview for each employee who leave the Council's service.

#### **2. Exit Evaluation Assessment**

An Exit Evaluation Assessment form is completed by the immediate supervisor of an employee leaving the Council's service. It is also necessary for the Head of Department in which the employee worked to complete a section of the form. It is not advisable for the employee to be present when the Exit Evaluation Assessment form is completed. The purpose of an Exit Evaluation Assessment is twofold:

- a) To maintain a record of how well an employee has performed his/her work in case he ever applies for another post within the Council's service.
- b) To keep details of performance in case any other municipality (or company) contacts the municipality requesting a reference on the employee's performance.

It is important that both the Human Resources staff and the Head of Department concerned takes into account any animosity or personal difference between the employee and the supervisor who is completing the Exit Evaluation Assessment form. For this reason, the Head of Department should also submit his/her comments, in order to ensure that there is a balanced assessment of the employee.

Exit Evaluation Assessments must be kept completely confidential and the forms must be filed on the employee's personal file in the Human Resources Department.

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

### **3. Exit Interview Form**

An Exit Interview is held by the representative of the Human Resources Department and the employee leaving the Council's service. The interview takes the form of the completion of an Exit Interview form.

In an Exit Interview, the employee is given the opportunity to openly provide his view of his job, his supervisor, communication systems, the municipal management, the Council's facilities and the reasons for his/her departure from Council's service.

The purpose of conducting an Exit Interview is to attempt to identify any problem areas within the employee's department or within the municipality as a whole. Any adverse comments arising from the exit interview must be investigated by the Human Resources Department and, where necessary, reported to the head of Department or the Municipal Manager. Where necessary, action must be taken to correct any anomalies in Council's systems or in the inter-personal relations between staff members which have been identified during the Exit Interview.

The Exit Interview form must also be kept completely confidential and must also be filed on the employee's personal file in the Human Resources Department.

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

### **4. Conclusion**

It is not possible to always identify the reasons for losing good staff members or to fully appreciate the intricacies of differences in interpersonal relations between staff members and management. However, the correct use of an Exit Interview procedure can go along way to identifying some of the problems, which can then be addressed. In this way, Council can, in many cases, avoid losing highly skilled staff and can also avoid the unnecessary costs involved in employing new staff members.

**SECTION HR 35**

**EXIT INTERVIEW PROCEDURE**

**ANNEXURE A**

**EXIT EVALUATION ASSESSMENT FORM**

**AM AHLATHI MUNICIPALITY – HUMAN RESOURCES DEPARTMENT**

This form is to be completed by the immediate supervisor in respect of an employee leaving the service of the Municipality. The Head of Department in which the employee works must complete the bottom section of the form, where indicated.

**NAME** \_\_\_\_\_ **PAY No.** \_\_\_\_\_

**OCCUPATION** \_\_\_\_\_ **POST LEVEL** \_\_\_\_\_

**DATE OF ENGAGEMENT** \_\_\_\_\_

**LAST DAY WORKED** \_\_\_\_\_

**PERIOD OF SERVICE** \_\_\_\_\_

**REASONS FOR LEAVING COUNCIL'S SERVICE:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**ASSESSMENT OF EMPLOYEE**

Rate Employee as follows: E = Exceeds Performance Standards  
M = Meets Performance Standards  
U = Unsatisfactory Performance

<b>Job Performance</b>	<b>Rating: E, M or U</b>	<b>Comments</b>
Job Knowledge		
Standard of Work		
Attendance Record		
Dependability		

Ability to Accept Responsibility		
Co-operation		

**COMMENTS:** \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_

**WOULD YOU RE-EMPLOY THIS PERSON?            YES   OR   NO**

**IF NO, STATE REASONS:** \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_

\_\_\_\_\_  
**IMMEDIATE SUPERVISOR**

\_\_\_\_\_  
**DATE**

**COMMENTS OF HEAD OF DEPARTMENT:** \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_

\_\_\_\_\_  
**HEAD OF DEPARTMENT**

\_\_\_\_\_  
**DATE**

**COMMENTS OF PERSONNEL OFFICER:** \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_

\_\_\_\_\_  
**PERSONNEL OFFICER**

\_\_\_\_\_  
**DATE**

**SECTION HR 35**

**EXIT INTERVIEW PROCEDURE**

**ANNEXURE B**

**EXIT INTERVIEW FORM**

**AMAHLATHI MUNICIPALITY – HUMAN RESOURCES DEPARTMENT**

This form to be completed by the employee, assisted by the Personnel Officer, during the Exit Interview with the employee leaving the Council’s Service. The Personnel Officer must complete the bottom section of the form, where indicated.

**NAME** \_\_\_\_\_

**DEPARTMENT** \_\_\_\_\_

**JOB OCCUPATION** \_\_\_\_\_

**DATE EMPLOYED** \_\_\_\_\_ **LAST DAY WORKED** \_\_\_\_\_

**1. Which of the following influenced your decision to leave the Council’s service? (Mark with an X where appropriate)**

- Better Job Opportunity \_\_\_\_\_
- Health Reasons \_\_\_\_\_
- Transport Reasons \_\_\_\_\_
- Better Working Conditions \_\_\_\_\_
- Salary Insufficient \_\_\_\_\_
- Family / Personal Circumstances \_\_\_\_\_
- Supervision Difficulties \_\_\_\_\_
- Type of Work Unsuitable \_\_\_\_\_
- Maternity \_\_\_\_\_
- Retirement \_\_\_\_\_
- Other \_\_\_\_\_

If “Other”, specify: \_\_\_\_\_

**2. Were your physical conditions good, average or poor?**

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3. In your opinion, what conditions can be improved?

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4. Was your workload (mark with X where applicable)

Too heavy? \_\_\_\_\_ About right? \_\_\_\_\_  
Too light? \_\_\_\_\_ Varied? \_\_\_\_\_

5. Do you feel your Supervisor (mark with X where applicable)

	Always	Usually	Sometimes	Never
Treated everyone fairly?				
Gave praise when a good job was done?				
Followed Council policy and procedures?				
Was there to help you if you needed him?				
Resolved problems and complaints quickly?				

6. Did you feel discipline was (mark with X where applicable)

Fair? \_\_\_\_\_ Too lenient? \_\_\_\_\_  
Too severe? \_\_\_\_\_ Don't know \_\_\_\_\_

7. Concerning the training received:

Did you get enough training to do the job well? YES OR NO

Do you believe the training could be improved? YES OR NO

If Yes, comment as to how: \_\_\_\_\_

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8. Were your chances for advancement (mark with X where applicable)

Good? \_\_\_\_\_ Average? \_\_\_\_\_ Poor? \_\_\_\_\_

Give your reasons: \_\_\_\_\_

**9. How would you rate the following in your Department?**

	<b>Good</b>	<b>Average</b>	<b>Poor</b>
Safety			
On-the-job training			
Co-operation within the Departments			
Co-operation with other Departments			
Relationships btn management and the workforce			

**Do you believe the above could be improved? YES OR NO**

**If Yes, comment as to how:** \_\_\_\_\_

**10. Was information relating to your job passed on to you in good time by Management? (mark with X where applicable)**

**Always** \_\_\_\_\_ **Usually** \_\_\_\_\_  
**Sometimes** \_\_\_\_\_ **Never** \_\_\_\_\_

**11. In your experience, were changes and developments related to your work communicated to you before they were implemented? (mark with X where applicable)**

**Always** \_\_\_\_\_ **Usually** \_\_\_\_\_  
**Sometimes** \_\_\_\_\_ **Never** \_\_\_\_\_

**12. Were your comments or opinion sought by your Supervisor to job-related issues? (mark with X where applicable)**

**Always** \_\_\_\_\_ **Usually** \_\_\_\_\_  
**Sometimes** \_\_\_\_\_ **Never** \_\_\_\_\_

**13. How do you rate the pay and benefits provided by the Council?**

	<b>Good</b>	<b>Average</b>	<b>Poor</b>
Rate of Pay			
Leave			
Retirement Plan			

Life and Disability Insurance			
Other (list)			

Do you believe the above could be improved? YES OR NO

If Yes, comment as to how: \_\_\_\_\_

\_\_\_\_\_

14. How would you rate the following facilities provided by the Council?

	Good	Average	Poor
Toilets			
First Aid / Nursing			
Transport			
Parking			
Security			
Machinery and Tools			
Business Equipment			

Do you believe the above could be improved? YES OR NO

If Yes, comment as to how: \_\_\_\_\_

\_\_\_\_\_

15. Have you experienced or witnessed any of the following in this Council?

Discrimination on the basis of race or sex? YES OR NO

Victimisation? YES OR NO

If Yes, supply details: \_\_\_\_\_

\_\_\_\_\_

16. Do you feel the relationship between Council and Unions is (mark with X where applicable)

Good? \_\_\_\_\_ Average? \_\_\_\_\_  
 Poor? \_\_\_\_\_ Don't know \_\_\_\_\_

Do you think the relationship could be improved? YES OR NO

If Yes, comment as to how: \_\_\_\_\_

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17. What did you like most about your job?

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18. What did you like least about your job?

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19. Would you recommend the Council to your friends as a good place to work?

YES OR NO

Give reasons: \_\_\_\_\_

---

20. What kind of reputation do you think this Council has (mark with X where applicable)

	Good	Average	Poor	Don't Know
In the community				
With its customers				
With suppliers				

21. If reason for leaving is another job, please supply the following details:

Name of Company: \_\_\_\_\_

Type of Work: \_\_\_\_\_

Why is the Job Better? \_\_\_\_\_

22. Comments by Interviewer: \_\_\_\_\_

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Interviewed By: \_\_\_\_\_

Date: \_\_\_\_\_

Analysed By: \_\_\_\_\_

Date: \_\_\_\_\_