



**EMALAHLENI MUNICIPALITY**

**EXIT INTERVIEW PROCEDURES**

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## **EXIT INTERVIEW PROCEDURES**

### **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 interests 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 leaves 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:

- 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
- 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 differences between the employee and the supervisor who is completing the Exit Evaluation Assessment

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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 Assessment form is completed by the 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 Corporate Services Department and, where necessary, reported to the Head of Department and 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 Corporate Services Department.

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

### **4. CONCLUSION**

It is not possible to always accurately identify the reasons for losing good staff members or to fully appreciate the intricacies of differences in inter-personal relations between staff members and management. However, the correct use of an exit interview procedure can go a long 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.

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## ANNEXURE A

..... MUNICIPALITY

CORPORATE SERVICES DEPARTMENT

### EXIT EVALUATION ASSESSMENT

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 .....

DESIGNATION ..... POST LEVEL .....

DATE OF ENGAGEMENT .....

LAST DAY WORKED .....

PERIOD OF SERVICE .....

#### TERMINATION OF SERVICES

RESIGNATION		DISMISSAL	
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REASONS FOR LEAVING COUNCIL'S SERVICE .....

.....  
.....

### ASSESSMENT OF EMPLOYEE

(Rate employee as follows: E = exceeds performance standards  
M = meets performance standards  
U = unsatisfactory performance)

JOB PERFORMANCE	RATING: ( E, M or U )	COMMENTS
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:**

.....

.....

.....

**SIGNED .....**  
**IMMEDIATE SUPERVISOR**

**.....**  
**DATE**

**COMMENTS OF HEAD OF DEPARTMENT:**

.....

.....

**SIGNED .....**  
**HEAD OF DEPARTMENT**

**.....**  
**DATE**

**COMMENTS OF HUMAN RESOURCES OFFICER:**

.....

.....

**SIGNED .....**  
**HUMAN RESOURCES OFFICER**

**.....**  
**DATE**

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**ANNEXURE B**

..... MUNICIPALITY

**CORPORATE SERVICES DEPARTMENT**

**EXIT INTERVIEW FORM**

This form to be completed by the employee, assisted by the Human Resources Officer during the exit interview with the employee leaving the Council's service. The Human Resources 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 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	.....

Specify if "other" reason marked:

.....

.....

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

---

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

.....  
.....

- 3. Was your workload (mark X where appropriate):**

Too heavy	.....	About right	.....
Too light	.....	Varied	.....

- 4. Do you feel your Supervisor (mark Always, Usually, Sometimes, or Never, where appropriate):**

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?	.....

- 5. Did you feel discipline was (mark X where appropriate):**

Fair	.....	Too lenient	.....
Too Severe	.....	Don't know	.....

- 6. Concerning the training received :**

**Did you get enough training to do the job well? (Y / N): .....**

**Do you believe the training could be improved? (Y / N): .....**  
**If yes, comment as to how:**

.....

- 7. Were your chances for advancement (mark X where appropriate):**

Good	.....	Average	.....	Poor	.....
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**Give your reasons:**

.....

- 8. How would you rate the following in your department (rate Good, Average or Poor);**



Safety .....  
On-the-job training .....  
Co-operation within the department .....  
Co-operation with other departments .....  
Relationships between management  
and the workforce .....

Do you believe the above could be improved (Y / N) : .....

If yes, how?

.....

9. Was information relating to your job passed on to you in good time by management? (mark an X where appropriate)

Always	.....	Usually	.....
Sometimes	.....	Never	.....

10. In your experience, were changes and developments related to your work communicated to you before they were implemented?  
(mark an X where appropriate)

Always	.....	Usually	.....
Sometimes	.....	Never	.....

Give examples: .....

11. Were your comments or opinion sought by your Supervisor to job-related issues? (mark X where appropriate)

Always	.....	Usually	.....
Sometimes	.....	Never	.....

12. How do you rate the pay and benefits provided by the Council?  
(rate Good, Average or Poor, where appropriate)

Rate of pay	.....
Leave	.....
Retirement plan	.....
Life and disability insurance	.....
Other (list)	.....

Do you feel any of the above could be improved? (Y / N) : .....

If yes, how?

.....

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13. How would you rate the following facilities provided by the Council? (rate Good, Average or Poor, where appropriate)

Toilets	.....
First Aid / Nursing	.....
Transport	.....
Parking	.....
Security	.....
Machinery and tools	.....
Business equipment	.....

Do you feel any of the above could be improved? (Y / N): .....

If yes, how?

.....

14. Have you experienced or witnessed any of the following in this Council?  
(If yes, please give details )

Discrimination on the basis of race or sex? (Y / N): .....

Victimisation? (Y / N): .....

15. Do you feel the relationship between the Council and Unions is:  
(mark X where appropriate)

Good	.....	Average	.....
Poor	.....	Don't know	.....

Do you think the relationship could be improved? (Y / N): .....

If yes, how?

.....

16. What did you like most about your job?

.....

17. What did you like least about your job?

.....

18. Would you recommend the Council to your friends as a good place to work? (Y / N): .....

Give reasons:

.....

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19. What kind of reputation do you think this Council has:  
(rate Good, Average, Poor or Don't know, where appropriate)

In the community .....  
With its customers .....  
With suppliers .....

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

Name of Company: .....

Type of Work: .....

Why is the job better? .....

21. Comments by interviewer: .....

.....

Interviewed by: .....

Date: .....

Analysed by: .....

Date: .....

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