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Department : Public Safety  
North West Provincial Government  
REPUBLIC OF SOUTH AFRICA

*RETENTION/EXIT POLICY*

**"Harnessing the Potential of all  
Employees"**

**NORTHWEST PROVINCIAL GOVERNMENT:  
DEPARTMENT OF PUBLIC SAFETY  
HUMAN RESOURCES POLICY**

**POLICY NO:** HR2009/007  
**NAME OF POLICY:** RETENTION/EXIT POLICY  
**EFFECTIVE ON:** .....  
**DATE OF REVIEW:** APRIL 2012

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## PREAMBLE

The Department of Public Safety ("the Department"):

**VIEW**s its employees as its greatest asset and that investing in its people is an important pillar of *batho pele* oriented service delivery.

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

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

**RECOGNISE**s up to now retaining suitably qualified persons from Designated Groups and employees with scarce or critical skills, has been a major challenge.

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

**IS CONVINCED** that it is possible to implement measures to minimise human resources losses particularly among Designated Groups and scarce or critical skilled personnel.

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

## 1. ABBREVIATIONS AND DEFINITIONS

<b>HOD:</b>	Head of Department.
<b>Department:</b>	Department of Public Safety, North West.
<b>Retention:</b>	Keeping skilled or potential employees in the Department by minimizing resignations and or dismissals.
<b>Employment Equity:</b>	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 black people, women and persons with disabilities, collectively referred to, in the Employment Equity Act, as Designated Groups.
<b>Employee:</b>	An employee includes all employees of the Department employed in terms of the Public Service Act of 1994, the Basic Conditions of Employment Act of 1998, as amended and includes contract workers, interns, volunteers and prospective employees.

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## **2. PURPOSE AND OBJECTIVES**

This policy seeks to provide guidance on attracting, appointing and retaining good caliber employees in the Department. It also incorporates the training, development and advancement of these employees within the Department.

The policy objectives include:

- 2.1 Promoting employment equity and the creation of a more representative workforce where staff is treated equitably, fairly and where access to opportunities and services are accessible to all.
- 2.2 Promoting a non-racial, non sexist environment and to enhance cultural diversity and gender sensitivity within the Department.
- 2.3 Investing in human resource development across the full spectrum of skills with special emphasis on increasing the participation of black people in skilled, strategic and operational leadership.
- 2.4 Redressing the imbalances of the past, eliminating unequal practices imposed on black people, women and the disabled, promoting a culture of inclusivity, while at the same time relentlessly pursuing a strong business focus.
- 2.5 Fostering an organizational culture and climate where all feel comfortable and valued and accepted through creating inclusivity.
- 2.8 Identifying and removing barriers that hamper the attraction and retention of talented women, black people, people with disabilities and scarce/critical skills person.

## **3. PRINCIPLES**

- 3.1 The principles that underpin and guide the Department's approach to retention and which should underpin employment practices aimed at maximizing employee retention, include the following:
  - (a) Retaining and investing in human resources is essential for cost effective and responsive service delivery;
  - (b) Maintaining an 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) Fair remuneration and career pathing/progression, which include counter offering an employee that has received a better offer, is equally critical for employee retention; and
  - (d) Professional and personal development contribute to job satisfaction.

## **4. LEGISLATIVE FRAMEWORK**

- 4.1 Basic Conditions of Employment Act, 1997 (as amended);

- 4.2 Employment Equity Act, 1998;
- 4.3 Public Service Act, 1994;
- 4.4 Public Service Regulations, 2001
- 4.5 Public Service Coordinating Bargaining Council Resolutions 1 and 2;
- 4.6 Skills Development Act, 1998; and
- 4.8 Skills Development Levies Act, 1999.

## **5. SCOPE OF APPLICATION**

This policy is applicable to all Employees, with a focus on those skills that are a risk within the Department, as identified by the Department.

## **6. POLICY STATEMENT**

- 6.1 The Department is fully committed to retain those skilled individuals critical to the Department, and its continued effectiveness to ensure sustainability, efficiency and service excellence.
- 6.2 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.
- 6.3 The Department will use various measures to retain its valuable employees, including counter offers (where appropriate), adaptation of work for persons with disabilities and employees with family responsibilities, retraining, internal transfers/relocation.
- 6.4 Guidelines on counter offers will be developed and issued within three months of this policy coming into operation.
- 6.5 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.
- 6.6 Creating an affirming environment and constantly identifying and eliminating reasons for employee losses will form the nucleus of the Department's retention strategy.
- 6.7 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.
- 6.8 The Department will 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 promoting attraction and retention rates;
  - (b) As an employer, does the Department offer its diverse employees adequate support channels? If not - the impression could be one of apathy and lip service which could impact negatively on retention;
  - (c) The Department enforces its human resources policies effectively and consistently;

- (d) When bench marked against similar organizations, its employment practices are sound;
- (e) Its current employment equity goals are sound and;

Monitor how its human resources management practices are or are not promoting the retention of valuable personnel.

## **7. CONFIDENTIALITY OF EXIT PROCESS INFORMATION**

- 7.1 It is the policy of the Department to make all reasonable efforts to protect the confidentiality of persons 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.
- 7.2 The Promotion of Access to Information Act provides for public access to most records made and kept by governmental agencies. Public access means that any member of the public, including the media, can request and receive copies of public records upon request, unless the custodian of the record determines that the public interest in not releasing the record outweighs the clear statutory presumption in favor of disclosure. 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.
- 7.3 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 provided.
- 7.4 If the situation in paragraph 7.3 should arise, the Department will inform an employee prior to disclosure of this information, whenever possible.

## **8. EXIT PROCEDURES**

### **8.1 Resignation**

If an employee decides to leave, he or she shall serve written notice: classified - two weeks; unclassified - 30 days or according to the employee's appointment letter. The employee will receive acceptance of the resignation from the Department.

### **8.2 Exit Questionnaire**

Employees shall complete an exit questionnaire, available from the supervisor or divisional personnel representative, and bring the completed questionnaire to the exit interview. This information will be retained in a confidential file, separate from other personnel records, in the Affirmative Action office.

### **8.3 Retention Measures**

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

- (a) A counter offer; and
- (b) Redeployment.

#### 8.4 Exit Interviews

- (a) Prior to the last day worked, an exiting employee will have an exit interview conducted by one of the following officers: Human Resources Consultant, Indirect Supervisor and HOD.
- (b) The exiting employee shall choose the office to conduct the interview and the supervisor or divisional personnel representative shall assist in scheduling the interview. A telephone interview will be arranged for employees who do not work in the Provincial Office Building. The exiting employee's supervisor will not participate in the exit interview but the employee and supervisor are encouraged to discuss any matters of interest.
- (c) Information collected during the Exit Interview Process shall be **confidential** and will not be used in any way to reflect upon the exiting employee. Employees are encouraged to be candid and to ask any questions they may have regarding their separation. The exit interview is intended to give the employee a chance to speak freely concerning reasons for leaving Extension.
- (d) Exit interview data shall be compiled, summarized, and reported to the Executive Committee on a quarterly basis.

### 9. OTHER OUT-PROCESS INFORMATION: ASSET AND RISK MANAGEMENT

#### 9.1 Department's Exit Process & 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 all accesses are revoked and the necessary items belonging to the Department are returned. The checklist covers the following:

- (a) Keys and key cards;
- (b) Computer access authorization codes;
- (c) Telephone cards or ID cards;
- (d) Corporate credit cards;
- (e) Company computers, cell-phones and other logistics;
- (f) Forwarding address;
- (g) Identification cards/badges;
- (h) Return Employee Handbook;
- (i) Arrange last paycheck and vacation pay;
- (j) Insurance conversion and benefits continuation rights; and
- (k) Pension information.

#### 9.2 Employee Benefits

Terminating employees:

- (a) Will receive a letter from the Human Resources Office with information about benefits.
- (b) Will be paid all salary earned through the last day of work, including any accrued vacation as provided by Public Service Act and Regulations, classified personnel policies or unclassified personnel policies, **provided that all leave reports are up to date.**
- (c) May approach the Human Resources Directorate to arrange for benefit continuation elections and to terminate appropriate benefits.

### 9.3 Exit Forms

Exit processing forms include:

- (a) An Exit Process Checklist (To be provided by supervisors- *Annexure A*)
- (b) An Employee Exit Questionnaire (To be administered by the Human Resources Directorate- *Annexure B*)

## 10. RESPONSIBILITIES AND OBLIGATIONS

### 10.1 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) Conducting bi-annual performance assessments;
- (g) Reviewing and providing constructive feedback on the performance of employees;
- (h) Identifying and addressing training gaps and relevant training interventions both formal and informal development;
- (i) Setting effective goals and review achievements;
- (j) Communicating goals and behaviour that is required in the Department;
- (k) Delivering quality; and
- (l) Practicing visible reward and recognition.

### 10.2 All Employees are responsible for:

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

### 10.3 The Human Resources 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 a counter offer as a retention mechanism, where appropriate;
- (d) Facilitating the implementation of alternatives such as: reorganisation of work to accommodate employees such as persons with disabilities or family responsibilities; teambuilding; and transferring one of employees involved in a conflict; and
- (f) Ensuring that all exit forms and processes are completed.

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### 11. DISPUTE RESOLUTION

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

### 12. MONITORING, EVALUATION AND REVIEW

- 12.1 The Retention Policy and Exit Strategy will be monitored to assess if the desired retention has been achieved.
- 12.2 The Policy will be reviewed every 5 years or as and when required.

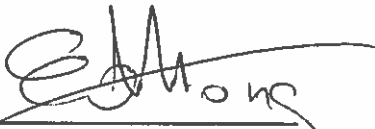
### 13. RELATED POLICIES

This policy must be read with the Employment Equity Policy and all other Human Resources policies.

### 14. COMMENCEMENT OF THE POLICY

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

### APPROVED

  
OB MONGALE  
HEAD OF DEPARTMENT

~~21/09/2010~~  
Date:

21/09/2010

As per attached,  
this policy was initially  
signed on 21/09/2009

**ANNEXURE A: EXIT PROCESS CHECK LIST**

Employee \_\_\_\_\_ Department \_\_\_\_\_  
Termination Date \_\_\_\_\_ -Exit Interview Date \_\_\_\_\_  
Supervisor: Provide Exit Questionnaire, and assist employee in making an appointment with one of the following offices for an exit interview, and completing the tasks listed below.  
Employment Equity Officer \_\_\_\_\_ Director of Personnel Services \_\_\_\_\_  
Classified Personnel Office \_\_\_\_\_ Employee Rep \_\_\_\_\_  
Exiting Employee: \_\_\_\_\_

- 10.1 Complete Exit Questionnaire and bring it to Exit Interview.
- 10.2 Classified staff must complete final timesheet.
- 10.3 Unclassified staff must complete final leave report and send to payroll office; discuss payment or transfer of vacation balance with payroll office.
- 10.4 Arrange for last paycheck.
- 10.5 Inform the payroll Office of any change of address so tax forms (IRP 5) will be sent to the proper address at the end of the year.
- 10.6 Benefits: A termination letter from the Staff Benefits Office with information about benefits will be sent to every exiting employee. If questions remain, the Benefits Office should be contacted for an appointment.
- 10.7 Return keys and/or security cards.
- 10.8 Return identification cards/badges.
- 10.9 Notify appropriate computer personnel for purposes of computer authorization.
- 10.10 Corporate Credit Card to be returned if employee had access to one: Payroll Office.
- 10.11 Parking Access Card returned

\_\_\_\_\_  
Employee Signature/Date Supervisor Signature/Date  
Forwarding Address \_\_\_\_\_

**ANNEXURE B: EMPLOYEE EXIT QUESTIONNAIRE**

Employee Name: \_\_\_\_\_ Department: \_\_\_\_\_  
 Gender: \_\_\_\_\_ Ethnicity/Race: \_\_\_\_\_ Age: \_\_\_\_\_ Disability: Yes \_\_\_ No \_\_\_

A. Please rate the following working conditions in your job with Extension.

	Fully Agree	Agree	Disagree	Strongly Disagree	N/A
1. My skills were used effectively.					
2. At time of employment my educational background was sufficient.					
3. At time of employment my knowledge of the job was sufficient.					
4. My orientation to the job was effective.					
5. My job training was adequate.					
6. My workload was reasonable.					
7. My equipment, supplies, and other resources were adequate.					
8. My work accomplishments were acknowledged.					
9. My request(s) for additional job training/professional development was met.					
10. My relationship with co-worker(s) was satisfactory.					

B. Please describe your perception of your supervisor.

	Always	Usually	Sometimes	Seldom	Never
1. Provided effective supervision.					
2. Clearly defined work standards and expectations.					
3. Gave fair and equal treatment.					
4. Was available to discuss job-related information.					
5. Provided useful work related information.					
6. Provided periodic performance feedback.					
7. Maintained consistent policies and practices.					
8. Provided recognition for good work.					
9. Encouraged cooperation among staff.					
10. Maintained a positive working environment.					
11. Conducted fair performance appraisals.					
12. Encouraged my advancement.					

C. How did you feel about your pay and benefits provided by **Department**?

	Excellent	Good	Satisfactory	Poor	N/A
1. Performance Appraisal Program					
2. Job Classification					
3. Annual Salary Increases					
4. Vacation Leave					
5. Sick Leave					
6. Holidays					
7. Retirement					
8. Life Insurance					
9. Health Insurance					
10. Dental Insurance					
11. Parking					
12. Promotional Process/Advancement					
13. Other - Specify:					

D. General Comments:

1. Do you believe that the Human Resources Department was accessible to you?

Yes: \_\_\_\_\_ No: \_\_\_\_\_ If not, why?

\_\_\_\_\_

2. Would you recommend employment with the department you are leaving to a friend or relative?

Yes: \_\_\_\_\_ No: \_\_\_\_\_ If not, why?

\_\_\_\_\_

3. Would you return to work for **Department**? Yes: \_\_\_\_\_ No: \_\_\_\_\_

\_\_\_\_\_

4. Other comments:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**I understand this information is confidential; however, I understand the information contained in this questionnaire may be revealed on a "need to know" basis. (See Confidentiality of Exit Process Information in the Exit Policy and Procedures.)**

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Exit Interviewer: \_\_\_\_\_ Date: \_\_\_\_\_