

#### 8.4 Make representations

Representatives may make representations regarding the safety of the workplace to the managers or the health and safety committee or, where the representations are unsuccessful, to an inspector.

#### 8.5 Inspections

As far as inspections are concerned, representatives may:

- inspect the workplace after notifying the manager of the inspection
- participate in discussions with inspectors at the workplace and accompany inspectors on inspections
- inspect documents
- with the consent of his manager, be accompanied by a technical advisor during an inspection

#### 8.6 Attend committee meetings

Representatives may attend health and safety committee meetings.

### 9. HEALTH AND SAFETY COMMITTEES

The purpose of health and safety committees is to initiate, promote, maintain and review measures to ensure the health and safety of workers. At least one committee must be established when two or more representatives are designated.

The Council determines the number of committee members, based on the following:

- if only one committee has been established for a workplace, all the representatives must be members of that committee
- if two or more committees have been established for a workplace, each representative must be a member of at least one of those committees.

Therefore, every representative must be a member of a committee.

The Municipal Manager may also nominate other persons to represent him on a committee but such nominees may not be more than the number of representatives designated on that committee.

If, however, an inspector is of the opinion that the number of committees in a workplace is inadequate, he may determine the establishment of additional committees.

Health and Safety Committees meet whenever necessary, but at least once every three months.

The members of the committee elect the chairperson and determine his period of office as well as meeting procedures etc. Committees may co-opt persons as advisory members for their knowledge and expertise on health and safety matters. However, an advisory member does not have the right to vote.

### 10. DUTIES OF COMMITTEES

Health and Safety Committees have the following functions:

#### 10.1 Making recommendations

A committee must make recommendations to the Council about the health and safety of workers. Where these recommendations do not lead to solving the matter, the committee may make recommendations to an inspector.

#### 10.2 Discussing incidents

A committee must discuss any incident that leads to the injury, illness, or death of any worker and may report about it in writing to the inspector.

#### 10.3 Recordkeeping

A committee must keep a record of every recommendation to the employer and every report to an inspector.

#### 10.4 Other functions

Committee members must perform any other functions required of them by regulation.

### 11. CONCLUSION

For other advice on safety matters, managers may contact the Inspector for Occupational Health and Safety of the Department of Labour.

## BAVIAANS MUNICIPALITY

### EXIT INTERVIEW POLICY AND PROCEDURE

#### 1. INTRODUCTION

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

It is required 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 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 form. It is for this reason that the Head of Department should also submit his 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 departure from Council's service.

BAVIAANS MUNICIPALITY

HUMAN RESOURCES 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 .....

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 )

JOB PERFORMANCE	RATING: ( E, M or U )	COMMENTS
Job Knowledge		
Standard of Work		
Attendance Record		
Dependability		
Ability to accept responsibility		
Co-operation		

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 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.

ANNEXURE A CONTINUED

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 PERSONNEL OFFICER : .....

SIGNED ..... PERSONNEL OFFICER ..... DATE .....

ANNEXURE B

BAVIAANS MUNICIPALITY  
HUMAN RESOURCES DEPARTMENT

EXIT INTERVIEW FORM

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 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:

.....  
.....



ANNEXURE B CONTINUED

2. Where 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 .....

Give your reasons:

ANNEXURE B CONTINUED

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 ) : .....

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 .....

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? .....

ANNEXURE B CONTINUED

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: .....

ANNEXURE B CONTINUED

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: .....