



A Better Place for All

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## **DR NKOSAZANA DLAMINI ZUMA LOCAL MUNICIPALITY**

### **EMPLOYEE INDUCTION AND EXIT MANAGEMENT:** **POLICY**

<b>Date Approved:</b>	<b>21 MAY 2024</b>
<b>Effective Date:</b>	<b>2024-2025</b>

#### **1. PURPOSE**

Is to teach all new employees about the organisation and its culture, as well as their roles and responsibilities. The new staff member will be given all the relevant information to be able to function successfully in their specific role as an DNDZ Municipality employee. It is important that current and new staff member understand how they can contribute to the overall operation of the organisation.

This Employee Induction and Exit Management Programme is designed for use by HRM and line managers, as well as middle and senior management staff, to assist in the (re)-orientation and induction of current and new employees into the workplace as well as to facilitate an efficient employee exit process.

Both the Induction and Exit Coach, as well as the new staff member(s) should aim to complete the programme and fill-in the necessary documentation within the first week of commencing the role in order to ensure that new employees have a

comprehensive understanding of their roles and the function of the DNDZ Municipality.

New employees will be oriented and inducted as a group starting on their first day at work. An Induction and Exit Coach will be properly alerted should there be an employee who commences or exiting his/her employment during the month, in order to make the necessary arrangements.

## **2. INDUCTION AND EXIT COACH**

To support the effective implementation of the programme, Human Resources has ensured that a suitably qualified HR practitioner is identified and properly trained to perform the function of an Induction and Exit Coach. This process will directly feed from the finalisation of the recruitment and termination process. Hence, recruitment personnel will ensure that a list of all new employees is submitted to the Induction and Exit Coach on/or before the 25<sup>th</sup> and those to be terminated by the 10<sup>th</sup> of every month for planning purposes.

## **3. EMPLOYEE ORIENTATION AND INDUCTION MODULES**

DNDZ Municipality's employee Induction and Exit Management Programme has a total of seven (7) modules, as follows:

- Module 1: General Information
- Module 2: Organisational Structure
- Module 3: Organisational Policies, Guidelines and Procedures
- Module 4: Tour of Municipal Work-Sites
- Module 5: Introduction to other team members and handover to line management
- Module 6: Specific Office Systems and Job Training Requirements
- Module 7: Performance Contracting and Probationary Review
- Module 8: Introduction of the Management Team to new employees

### **3.1. MODULE 1: GENERAL INFORMATION**

This module facilitates a general orientation to DNDZ Municipality, the work environment, vision, mission, organisational culture and value system by a new starter. This module facilitates a clearer understanding on work rules, codes of conduct, the basic conditions of employment and other specific human resource management information. A new starter is also made to understand the following, amongst other information, with regard to the DNDZ Municipality's culture:

- issuing of an employee number and staff card;
- local arrangements regarding hours of work;
- time and attendance signing;
- information about pay day;
- payment method;
- annual leave entitlement, application and approval process;
- 13 Cheque;
- Reporting of sickness and absence;
- employee benefits (e.g. medical aid, car allowance, pension fund, provident fund, etc.);
- working overtime: after-hours, weekends and public holidays;
- dress code;
- tea and lunch arrangements;
- internet and e-mail usage;
- transportation;
- parking;
- trade union membership;
- environmental efficiencies (waste, recycling, energy); and
- social activities of the organisation, etc.

It is at this stage that an employee is issued all Employee Forms to fill in and return, with relevant documentation as attachments.

### **3.2. MODULE 2: ORGANISATIONAL STRUCTURE**

Employees need to be familiar with the relevant team members and managers, as per related checklists. Discussions about how the employee's work area fits into the wider DNDZ Municipality operations will be held.

### **3.3. MODULE 3: ORGANISATIONAL POLICIES, GUIDELINES AND PROCEDURES**

Employee must be able to locate and have a good working understanding of the relevant policies, guidelines and procedures as per related checklists. Particular focus is placed on orientating a new employee on the organisational policies listed below. Relevant policy custodians are to be pointed out for more detailed information should the new employee require more specific information. The policies are:

- Acting Allowance Policy
- Attraction and Retention Policy
- Bereavement Policy
- Change Management Policy
- Discipline/Grievance/Appeals Policy
- Employment Equity Policy
- Housing Subsidy Policy
- Induction Policy
- Leave Policy
- Occupational, Health and Safety Policy
- Overtime Work Policy
- Performance Management Framework and policy
- Recruitment and Selection Policy
- Smoking Policy
- Study Assistance Policy
- Succession Planning Policy
- Talent Management Policy
- Telephone Policy
- Training and Development Policy

- Travel and Subsistence Policy

### **3.4. MODULE 4: TOUR OF MUNICIPAL WORK-SITES**

To introduce new staff members to all work-sites. This site visit will be done in conjunction with the organisational chart, for reference purposes. All key operational and social areas are to be visited, such as:

- Work-sites: Creighton, Donnybrook, Bulwer and Himeville.
- Municipal facilities: e.g. Libraries, Community Halls, Sports Grounds, etc.

### **3.5. MODULE 5: INTRODUCE EMPLOYEE TO OTHER TEAM MEMBERS WITHIN THE WORK AREA AND HAND OVER TO LINE MANAGEMENT**

It is necessary to introduce a new employee to other members of staff within a relevant department and section. Again, a departmental and sectional organisation chart/structure can be utilised for this introduction. In general terms, job roles and responsibilities of other work areas and own team members are also discussed, with reference to how the team fits into the employee's work area. Subsequently a discussion on how these job activities fit into the entire Municipality is also held. A line manager is encouraged to extend time to allow an informal meet-and-greet with other employees within the work area.

In the One-on-One, the line manager outlines specifics of the job role utilising a job description document. Goals, objectives and expectations are clearly defined especially with regard to the application of a probation period, performance management and skills development opportunities. The line manager ensures that a job description, as well as a performance agreement (where applicable), is signed by an employee within the first month of employment. The initial Performance Management and Development Review Interview meeting covers the following, amongst others:

- Information on how the employee's role will support the achievement of sectional and departmental targets, as well as organisational strategic objectives;

- Workload;
- Setting of performance targets and performance standards;
- Identification of training needs; and
- Finalisation and signing of the job description, performance agreement and personal development plan.

These documents are to be submitted to the Human Resources Section within the first month of employment as it leads to clear work targets and a learning and development plan.

### **3.6. MODULE 6: SPECIFIC OFFICE SYSTEMS AND JOB TRAINING REQUIREMENTS**

Job role-specific development needs are reviewed with a suitable programme of training should be planned that aligns the individual's skills to his/her core duties. This ensures that line managers are clear as to their duties and attend to any relevant training required by new employees.

Processes for the utilisation of office equipment such as computers, telephone, voicemail, fax, printer, photocopier, computer security, software usage, workwear, work-tools, etc. are reviewed with an employee to set-up for all relevant office systems. Processes on employee's utilisation of other Municipality services, equipment and/or systems such as libraries, laboratories, open access computers, etc. are discussed.

### **3.7. MODULE 7: PERFORMANCE CONTRACTING AND PROBATIONARY REVIEW**

The Probationary Review Interview is co-ordinated and facilitated by an HR Practitioner between the new employee and his/her line manager. The interview takes place at the end of the six (6) months' probation period. unless otherwise stated. The aim is to obtain evidence that the new employee has demonstrated the capability to meet the requirements of the role to the standards set. The line manager must fill in the PROBATIONARY REVIEW REPORT SHEET with necessary

action follow-up. The report is to be filed in the employee's file by an HR Practitioner.

### **3.8. MODULE 8: INTRODUCTION TO MANAGEMENT AND PROFILING NEW EMPLOYEES**

Linking the Orientation and Induction Process with the performance management cycle and system is key. Co-ordinated by the Induction and Exit Coach/Human Resources Section, new employees will be introduced to management in person during one of the MANCO Meetings. Furthermore, new employees will be briefly profiled and published with ID sized photo's in the Quarterly NDZ Newsletter.

## **4. EMPLOYEE EXIT PROCEDURE**

When an employee leaves the organisation it is always a good idea to ask for a general release relating to the employee's termination. Obviously, an employee leaving on good terms is more likely to sign such a release than an employee who is unhappy about the circumstances surrounding the termination. An exit process allows both the employer and employee to properly close the existing relationship so that company materials are collected, administrative forms are completed, knowledge base and projects are transferred and/or documented, feedback and insights are gathered through exit interviews, and any loose ends are resolved.

The Employee termination checklist and Exit interview questionnaire are two documents designed to ease the task of terminating an employee and help manage some risks.

### **4.1. TERMINATION MEETING SCRIPT AND CHECKLIST**

The timing considerations of the release should be observed so that the release is valid if the ex-employee chooses to sign it. While the release cannot prevent an employee from suing, it can however go a long way in preventing him/her from winning. This is the first step in the termination process when a member of the Human Resources staff – employee relations section together with the relevant line manager schedules a meeting with the departing staff to discuss why ending the employment relationship is the best solution for both parties.

## **4.2. EMPLOYMENT TERMINATION LOGISTICS**

Following the termination meeting, the human resources staff members will make arrangements for handling matters such as:

- submission of work hand-over Report;
- discontinuation and continuation of benefits,
- issuing of final pay cheque,
- handing over and signing for municipality assets/property etc.

## **4.3. EXIT INTERVIEW QUESTIONNAIRE**

Presenting the departing employee with an opportunity to comment, the organisation will not only have a chance of gaining valuable information, but will also make the process less painful for the employee and possibly less risky for you.

Exit interviews can be taken on paper or orally.

A departing employee can provide the following information:

- why are they leaving DNDZ?
- what actually influence their decision to leave?
- whether or not they are going to another organisation?
- what the organisation they are going to offers that DNDZ does not
- his/her own assessment of their working relationship with their colleagues,
- how they viewed their jobs?
- What they like most or least about DNDZ?
- What if improved, would have caused an employee to stay at DNDZ?
- own assessment about working conditions and practices, etc.

Where practical, DNDZ should review responses to these questions to align the HR Strategy with what employees look for in an organisation and enact programs and practices that will influence the retention of top talent within the organisation.



## **5. MONITORING AND EVALUATION OF THE ORIENTATION AND INDUCTION PROGRAMME**

It is important that the Induction and Exit Management Programme is monitored and reviewed. Throughout the period, regular programme evaluation and review meetings will be held, with the necessary adjustments made accordingly.

## **6. CONCLUSION**

As indicated earlier, new employees' understanding of how they can contribute to the overall operation of DNDZ Municipality is key. Implementing a comprehensive Employee Induction and Exit Management Programme as packaged in this document is the first and important step in ensuring that employees are given all the relevant information to be able to function successfully in their specific roles as a member of the organisation upon their starting at work.

## **7. CHECKLISTS**

Included herewith are checklists/templates to support the Employee Induction and Exit Management Programme implementation process, as well as for the monitoring and evaluation of the programmes' effectiveness and impact.

**CHECKLIST A – EMPLOYEE ORIENTATION AND INDUCTION  
PROGRAMME DELIVERY**

<b>EMPLOYEE ORIENTATION AND INDUCTION PROGRAMME DELIVERY CHECKLIST</b>		
<b>New Employee's Name:</b>		
<b>Date Employment Started:</b>		
<b>Employee's Designation:</b>		
<b>New Employee's Work Area (Dept. and Section):</b>		
<b>New Employee's Line Manager:</b>		
<b>HR Representative responsible for Induction:</b>		
<b>ACTION</b>	<b>NEW EMPLOYEE SIGN AND DATE OF COMPLETION</b>	<b>HR REP./ LINE MANAGER SIGN AND DATE OF COMPLETION</b>
<b>1. General Information:</b> participate in a general orientation to the DNDZ Municipality's environment, vision, mission and value system. <i>Person Responsible – Human Resources (Day 1)</i>		
<b>2. Organisational Structure:</b> be familiar with the relevant team members and managers as per related checklist. <i>Person Responsible – Human Resources (Day 1)</i>		
<b>3. Policies, Guidelines and Procedures:</b> be able to locate and have a good working understanding of the relevant policies, guidelines and procedures		

as per related checklist. <i>Person Responsible – Human Resources (Day 1)</i>		
<b>4. Health and Safety:</b> be familiar with the relevant policies, guidelines and procedures. <i>Person Responsible – Human Resources (Day 1)</i>		
<b>5. Tour of the DNDZ MUNICIPALITY's operational worksites:</b> Informally introduce new staff member to some of the DNDZ Municipality's staff and managers, within and outside the employee's work area. Organisational chart/structure can be utilised for reference. <i>Person Responsible – Human Resources (Day 2)</i>		
<b>6. Team member introduction and hand over to line management:</b> introduce new staff member to some of the DNDZ Municipality's staff and managers. Use the organisational chart for reference. <i>Person Responsible – Line Manager (Day 3)</i>		
<b>7. Performance Contracting, Probationary Review and Specific training requirements:</b> be familiar with the specific education program and requirements for their role. <i>Person Responsible – Line Manager and Human Resources (within first month at work)</i>		

**CHECKLIST B - EMPLOYEE ORIENTATION AND INDUCTION  
DOCUMENTATION**

<b>EMPLOYEE ORIENTATION AND INDUCTION DOCUMENTATION CHECKLIST</b>		
<b>New Employee's Name:</b>		
<b>Date Employment Started:</b>		
<b>Employee's Designation:</b>		
<b>New Employee's Work Area (Dept. and Section):</b>		
<b>New Employee's Line Manager:</b>		
<b>HR Representative responsible for Induction:</b>		
<b>EMPLOYMENT DOCUMENTATION ISSUED</b>	<b>NEW EMPLOYEE SIGN AND DATE RECEIVED</b>	<b>HR REP. SIGN AND DATE RECEIVED</b>
Employee Welcome Pack <i>Note Pad and Branded Pen, Welcome letter from the Director Corporate Support Services, summary sheet about DNDZ Municipality, Organogram (Snr Management Band only), latest version of Employee Newsletter, other promotional materials that may be available at the time.</i>		
Personal information Form <i>Attachments: Certified copy of ID</i>		
Banking Form <i>Attachments: Confirmation letter from the Bank</i>		
Employee Declaration Form		
Copy of organisational policies and procedures		

Conflict of Interest Declaration Form		
Employee's Job Description		
Pension Fund Forms		
Provident Fund Forms		

## REPORT SHEET C – EMPLOYEE PROBATIONARY REVIEW AND REPORT SHEET

<b>EMPLOYEE PROBATIONARY REVIEW AND REPORT SHEET</b>	
<b>New Employee's Name:</b>	
<b>Date Employment Started:</b>	
<b>Employee's Designation:</b>	
<b>New Employee's Work Area (Dept. and Section):</b>	
<b>New Employee's Line Manager:</b>	
Manager's comments at the end of six-month probation period:	
Signed: _____ (Manager Name) _____ (Date) _____	
Signed: _____ (Employee Name) _____ (Date) _____	


## CHECKLIST D - WELCOME PACK PREPARATION

WELCOME PACK ITEMS	YES / NO	COMMENTS
Note Pad		
Pen		
Welcome letter from the Director: Corporate Support Services		
Summary sheet about DNDZ Municipality		
Organogram (Snr Management Band only)		
Latest version of Employee Newsletter		
Other promotional materials that may be available at the time.		
Other:		

### 8. COUNCIL APPROVAL AND EFFECTIVE DATE

Approval of Policy by Council and Effective date: -----

**MUNICIPAL MANAGER**

  
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1.

**DATE**

21 MAY 2024