



Province of the
EASTERN CAPE

COOPERATIVE GOVERNANCE
& TRADITIONAL AFFAIRS

EXIT MANAGEMENT POLICY

Departmental Contact Details	
Physical Address	Tyamzashe Building Phalo Avenue Bisho 5605
Postal Address	Department of Cooperative Governance and Traditional Affairs Private Bag X0035 Bisho 5605
Document Number	01
Document Name	Exit Management Policy
Contact Person	Mr Vuyani Mbenga
Designation	Director: Human Resource Management
Component	Human Resource Management
Telephone No.	040 9407 427
Cell Phone No.	082 4952 924
Fax No.	040 635 5742
E-mail Address	Vuyani.mbenga@eccogta.gov.za
Date Completed	12 November 2020
Date of Approval	13 November 2020
Date For Next Review	30 November 2023
Related Policies	Recruitment & Selection, Transfer Policy, Abscondment Policy, Suspension Policy, Wellness Management policy, Leave Management Policy.

TABLE OF CONTENTS

Contents	Page
I. Sign Off	3
1. Preamble	4
2. Purpose	4
3. Definition of concepts	4
4. Application and Scope	5
5. Legislative Framework	5
6. Consultation process with Stakeholders	5
7. Policy Principles	6
8. Policy Statement	6
9. Types of termination	6
10. Payment of prescribed benefits on termination	9
11. Key Administrative Points	9
12. Exit Interviews	9
13. Roles and Responsibilities	10
14. Communication of the Policy	11
15. Monitoring and Evaluation	11
16. Approval of the Policy	11
17. Dispute Resolution	11
18. Review of the Policy	11
19. Version Control	12


SIGN OFF

I. Head of Department

This Policy on Exit Management has been recommended Andile Fani in my capacity as the Head of Department for Cooperative Governance and Traditional Affairs.

I am satisfied and concur with the contents of this Policy.


The development of the Exit Management Policy will ensure that the Department is able to exercise its powers in compliance with the law and guide decision-making in the Department.

Signed:	
Designation:	Head of Department
Date:	12/11/2020

II. Executive Authority

The Department of Cooperative Governance and Traditional Affairs has unprecedented opportunity to improve the lives of the people by effectively rendering services that it is expected to provide. We have envisaged a department that has the required capacity to respond adequately to the challenges of its people.

I, therefore, trust that guidance from this Policy will contribute to the effective curbing / prohibition of exit management in the Department.

Signed:	
Designation:	MEC: X. E Ngatha of Cooperative Governance and Traditional Affairs
Date:	13/11/2020

1. PREAMBLE

The Department of Cooperative Governance and Traditional Affairs commits itself to the smooth exit of its employees by expediting the payments of applicable benefits to exiting employees with due regard to the legislated processes based on the different exit reasons.

2. PURPOSE OF THE POLICY

- 2.1 To help provide a harmonious termination of the employment relationship
- 2.2 To conduct Exit Interviews to enable the department to determine why its employees are terminating the working relationship.
- 2.3 To ensure that employees leaving the department do so in a manner that is not prejudicial to the department and also to protect the department's image as a reputable employer.
- 2.4 To assist the department in analysing exit trends and develop strategies to arrest labour turnover based on Exit Interview Results.

3. DEFINITIONS

Terms and definitions that will be used throughout the procedure that need clarification for the reader, this can also include any keywords; including also technical terms, abbreviations that may be used in this document.

Terminology and Acronyms	Definitions (with examples if required)
Dismissal	The employer terminates the employment contract with or without notice.
Resignation	The employee terminates the employment relationship by giving the employer a notice period of intention to resign as per section 37 of the Basic Conditions of Employment Act.
Retirement	Is the point where a person stops employment completely when she/he reaches the normal retirement age of sixty five (65).
Abscondment	The employee wilfully absents him/herself without notice, permission or valid reason and is regarded as a form of misconduct.
Effluxion of time	Natural flow of time to the end.
Early Retirement	Termination of employment contract by agreement between the employer and the employee before the normal retirement age of 60.

Normal Retirement	Termination of employment contract when the employees reach the normal retirement age determined by applicable legislation: at age 60-65 years old currently.
Ill-Health Retirement	Termination of employment contract when the employee cannot perform duties due to ill health.
Exit Interviews	One on one interview conducted in confidence to determine the reasons for the employees to leave using a prescribed Exit Questionnaire.
Interview Questionnaire	The document which contains a list of prescribed questions to be used for conducting an Exit Interview.
Labour Turnover	Relative rate at which an employer gains and losses staff. The number of employees that have quit within a given time period.
Summary Dismissal	Termination of Employment Contract by the employer without serving notice period.
Fixed term contract	An employment contract between the employer and the employee that extends over e specific period of time; employment contract that has a starting and an ending date.

4. APPLICATION AND SCOPE

This policy is applicable to all serving employees of the Department of Cooperative Governance and Traditional Affairs, including contract employees.

5. LEGISLATIVE FRAMEWORK

- a) The Constitution of the Republic of South Africa of 1996
- b) Basic Conditions of Employment Act, Act 75 of 1997.
- c) Labour Relations Act, Act 66 of 1995 (as amended).
- d) Employment Equity Act, Act 55 of 1998 (as amended).
- e) Occupational Health and Safety Act, 85 of 1993.
- f) DPSA Circular on Early Retirement without penalisation of pension benefits in terms of section 16(6) of the Public Service Act, 1994.

6. CONSULTATION PROCESS WITH STAKEHOLDERS

A number of affected stakeholders including employees at all levels have been consulted throughout the drafting process and their inputs, comments were obtained and incorporated. Legal Services was consulted for legal advice and ensure that the draft policy is in correct format and language as well as to validate the legal soundness of the Policy. Management of the Department has been

consulted for inputs, buy-in and adoption. Contents of the Policy has been presented to Management-Labour Forum for comments and inputs.

7. POLICY PRINCIPLES INHERENT IN THE EXIT MANAGEMENT POLICY

The guiding principles that underpin this policy including the underlying values and concepts that are required to support the intention of the policy are as follows.

7.1 BATHO PELE PRINCIPLES

The Exit Management Policy is in line with the provisions of Batho Pele Principles.

7.2 PARTICIPATION

All line managers and employees are key to the successful implementation of this policy.

7.3 ACCOUNTABILITY

All line managers and employees will be required to account for non-adherence to the provisions of this policy. Non-compliance will be dealt with in terms of the Disciplinary Code and Procedures.

8. POLICY STATEMENT

The Department of Cooperative Governance and Traditional Affairs is committed in taking into account all statutory requirements and best practices in the development of processes to support the effective management of individuals leaving the Department.

9. TYPES OF TERMINATION

9.1 Resignation

The employee terminates the employment relationship by giving the employer a notice period of intention to resign as per section 37 of the Basic Conditions of Employment Act Public Service Act and in terms of the Public Service Regulations 69.

9.1.1 An employee may resign from the public service, and for the purpose shall-

- a) In the case of any employee who has been employed for one year or more give at least four weeks' notice of resignation.

- b) In the case of an employee who has been employed for more than six months but not more than a year, give notice at least 2 weeks' notice of resignation.
- c) In the case of any employee who has been employed for six months or less, give at least one weeks' notice.

9.1.2 Subject to section 16B (6) of the Act, the executive authority and the employee may agree to a period of notice shorter or longer than the applicable period referred to in subregulation (1).

9.1.3 An executive authority shall stipulate the manner in which an employee shall submit his or her resignation.

9.1.4 An executive authority shall conduct and record an exit interview with an employee who has resigned and record the reasons given by the employee for his or her resignation.

9.1.5 An employee who has submitted his or her resignation to the executive authority may only withdraw his or her resignation with the written approval of the executive authority, which approval shall be made no later than the last working day.

9.1.6 If notice of resignation is given in terms of subregulation (1), the executive authority may require the employee to return all official equipment and documents, vacate his or her office and leave the department's premises before the expiry of the notice period on a day stipulated by the executive authority and not to perform any duties for the remaining notice period.

9.1.7 Application for resignation shall be considered in terms of the provisions of the Public Service Regulations 2016.

PLEASE NOTE: Employees must complete an Exit Interview Questionnaire before leaving the department.

9.2 Retirement / Notice to Retire/ Early Retirement

Section 16 of the Public Service Act, 1994 as amended provides that an employee has the right to retire from the service between the ages 55 and 65 years.

9.2.1 Retirement

When an employee attains the age of 65 years, it is compulsory that on the month he/she attains 65 years his/her services will be terminated.

9.2.2 Notice to Retire

9.2.2.1 Employees from age 60-64 years may give notice to retire in writing to the Head of Department at least three calendar months prior to the date on which he/she wishes to retire.

9.2.2.2 In the case of an officer who occupies the office of the head of department, he /she shall give notification of his or her wish to be retired from the Department at least six calendar months.

9.2.3 Early Retirement

An employee has the right to retire from the service from the age of 55-59 with the provision that certain penalty clauses apply in terms of pension benefits by Government Pensions Administration Agency (GPAA/GEPF).

NB: In the case of notice & early retirement, employees are advised to submit requests five months before the actual date of termination.

9.3 Completion of fixed term contracts

A fixed term contract is a contractual relationship between an employee and an employer that last for a specified period. The service of employees on fixed-term contracts automatically ceases at the end of the contract period.

Extensions may be considered by the Member of the Executive Council according to the following principles:

- 9.3.1 Extension is required because of additional operational requirements related to the original contract and is not a completely new contract.
- 9.3.2 Clear operational grounds exist for extending the contract rather than initiating recruitment processes.

9.4 Termination due to ill health

An employee who is always absent from duty due to continued ill-health can apply for ill-health retirement by completing the prescribed application and attaching all valid detailed medical evidence related to the medical condition for submission to the Health Risk Manager who will make a recommendation to the Head of Department.

9.5 Dismissal on account of misconduct/ Abscondment

Human Resource Management terminates an employee due to misconduct/ abscondment on receipt of a report and copy of a signed letter notifying the employee after disciplinary hearing from Employee Relations Directorate.

9.6 Death

In cases of death, a notice of death accompanied with the certified copy of death certificate must be submitted to Human Resource Management by the responsible Manager.

10. PAYMENT OF PRESCRIBED BENEFITS ON TERMINATION

On termination of employment, the ECCOGTA must:

pay an employee leave gratuity for leave accrued in terms of the provisions of the DPSA Determination on Leave of Absence within six weeks of service termination.

11. KEY ADMINISTRATIVE POINTS

When staff leave voluntarily through resignation, have their appointment terminated or retire, the following key areas form the basis of the action to be taken:

- 11.1 Employees are encouraged to provide an appropriate period of notice;
- 11.2 Preventing delays in the payment of salaries and other payments requires prompt action by staff, line managers and Human Resource Management office.
- 11.3 Staff should make every effort, and be encouraged by line management not to take any annual leave once the process of leave gratuity calculation begins.
- 11.4 Employees to be prepared for new life after retirement (life and financial skills for ATM withdrawals, warned against “fly-by-night” investment schemes, etc.).
- 11.5 Payments of benefits to exiting employees should be expedited in line with applicable legislative provisions and prescribed timelines to be strictly adhered to.
- 11.6 Recovery of Departmental resources such as laptops, cell phones, 3G cards,

12. EXIT INTERVIEWS

- 12.1 Officials leaving the employment of the Department of Cooperative Governance and Traditional Affairs should be invited to take part in exit interviews. These should be entirely voluntary and confidential.
- 12.2 Officials should be encouraged to discuss their working experiences freely and frankly. In this way exit interviews can help to identify problem

areas within the workplace. The information generated in the interviews can be evaluated, used as remedial steps to correct identified challenges.

- 12.3 Through the results of the Exit Interviews, the employer can determine and analyse exit trends in the department and this will also assist in the Attraction & Retention Policy through practical remedial interventions in the identified problem areas.
- 12.4 The reasons advanced by employees for the termination of services should be honestly and accurately recorded using the prescribed Exit Interview Questionnaire (See Annexure A).

13. ROLES AND RESPONSIBILITIES

13.1 Line Managers

- 13.1.1 Key role in the termination of contract of employment between the employer and the employee.
- 13.1.2 Responsible for the wellbeing of his/her subordinate as he serves as a mentor and give advice where necessary.
- 13.1.3 Notifies HR in writing of the pending termination (resignation, dismissal, death, retirement, incapacity, etc.)

13.2 Human Resource Management

- 13.2.1 Arrange and conduct Exit Interview in good time for exiting employees, where practically possible.
- 13.2.2 Ensures that all payment accruals to the department are paid and all due to the employee are timeously effected on the PERSAL system.
- 13.2.3 Assist the exiting employee on the completion of the necessary documentation to expedite due payments to the employee.

13.3 Employee

- 13.3.1 Notifies HR Staff through the supervisor of the intended exit action in writing
- 13.3.2 Complete necessary documentation in full and accurately with the assistance of HR Staff
- 13.3.3 Avails himself/ herself for an Exit interview
- 13.3.4 Hands over all departmental property to his line supervisor
- 13.3.5 Make necessary payments arrangements for all monies due to the department before s/he leaves.

14. COMMUNICATION / EDUCATION OF THE POLICY

The Exit Management policy will be communicated throughout the department to all its employees using workshops, intranet and workgroups.

15. MONITORING AND EVALUATION OF THE IMPLEMENTATION OF THE POLICY

Human Resource Management will monitor the implementation of this policy and will submit a quarterly report to the Chief Director: Corporate Services for submission to the Head of Department.

16. APPROVAL OF THE POLICY

The policy will be approved by the Member of Executive Council (MEC) on the recommendation of the Head of Department as per the updated Departmental Delegations and the policy will become effective on the date it is signed by the Executing Authority.

17. DISPUTE RESOLUTION MECHANISM

In the event of disputes arising out of this policy, such disputes will be dealt with in terms of the grievance procedure and labour legislation applicable in the Public Service.

18. REVIEW OF THE POLICY

The policy will be reviewed and amended in line with future legislative and collective agreements. The development of this policy is a dynamic process and that it may require revision from time to time.

19. VERSION CONTROL AND CHANGE HISTORY

Version Control	Date Effective	Approved By	Amendment
Start from	YYMMDD (the date the policy takes effect)	Contact person – full name & title.	Include any superseded procedures and what the amendment is to the document.
2011	22 March 2011	MEC M. Qoboshiyane	
2020	13 November 2020	MEC X. E Nqatha	<p>9.1 Resignation</p> <p>The final decision to accept /decline an application will rest with the Head of Department Directive on pending cases against an employee who is about to resign.</p> <p>9.1.1 An employee may resign from the public service, and for the purpose shall-</p> <p>a) In the case of any employee who has been employed for one year or more give at least four weeks' notice of resignation.</p> <p>b) In the case of an employee who has been employed for more than six months but not more than a year, give notice at least 2 weeks' notice of resignation.</p> <p>c) In the case of any employee who has been employed for six months or less, give at least one weeks' notice.</p>

			<p>9.1.2 Subject to section 16B(6) of the Act, the executive authority and the employee may agree to a period of notice shorter or longer than the applicable period referred to in subregulation (1).</p> <p>9.1.3 An executive authority shall stipulate the manner in which an employee shall submit his or her resignation.</p> <p>9.1.4 An executive authority shall conduct and record an exit interview with an employee who has resigned and record the reasons given by the employee for his or her resignation.</p> <p>9.1.5 An employee who has submitted his or her resignation to the executive authority may only withdraw his or her resignation with the written approval of the executive authority, which approval shall be made no later than the last working day.</p> <p>9.1.6 If notice of resignation is given in terms of subregulation (1), the executive authority may require the employee to return all official equipment and documents, vacant his or her office and leave the department's premises before the expiry of the notice period on a day stipulated by the executive authority and not to perform any duties for the remaining notice period.</p> <p>9.1.7 The final decision to accept /decline an application will rest with the Head of Department Directive on pending cases against an employee who is about to resign.</p> <p>PLEASE NOTE: Employees must complete an Exit Interview Questionnaire before leaving the department.</p>
--	--	--	--

			<p>9.2.1 Retirement</p> <p>When an employee attains the age of 65 years, it is compulsory that on the month he/she attains 65 years his/her services will be terminated on PERSAL.</p> <p>9.2.2 Notice to Retire</p> <p>Employees from age 60-64 years may give notice to retire in writing to the Head of Department stating the month in which he/she wishes to retire.</p> <p>9.2.3 Early Retirement</p> <p>NB: In the case of notice & early retirement, employees are advised to submit requests five months before the actual date of termination.</p> <p>9.4 Termination due to ill health</p> <p>An employee who is always absent from duty due to continued ill health can apply for Ill-health retirement by completing the prescribed application and attaching all valid detailed medical evidence related to the medical condition for submission to the Health Risk Manager who will make a recommendation to the Head of Department</p> <p>9.5 Dismissal on account of misconduct/ Abscondment</p> <p>Human Resource Management terminates an employee due to misconduct/ abscondment on receipt of a report and copy of a signed</p>
--	--	--	---

				letter notifying the employee after disciplinary hearing from Employee Relations Directorate. 11. Key administrative points Recovery of Departmental resources such as laptops, cell phones, 3G cards,
--	--	--	--	--