



Province of the
EASTERN CAPE
COOPERATIVE GOVERNANCE
& TRADITIONAL AFFAIRS

EXIT MANAGEMENT POLICY

2026

EXIT MANAGEMENT POLICY 2026

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Related Policies	Recruitment & Selection, Transfer Policy, Abscondment Policy, Suspension Policy, Wellness Management policy, Leave Management, Consequence Management.

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SIGN OFF

I. Head of Department

I, Mr. V. Mlokothe in my capacity as the Head of Department for Cooperative Governance and Traditional Affairs, recommend this Exit Management Policy for approval.

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:	13/09/2026

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 management of exit in the Department.

Signed:	
Designation:	MEC: Z.A. Williams of Cooperative Governance and Traditional Affairs
Date:	28-09-2026

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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)
Abscondment	The employee wilfully absents him/herself without notice, permission or valid reason for a period exceeding one calendar month is regarded as a form of misconduct.
Deemed Dismissal	The statutory termination of employment contemplated in section 17(3) of the Public Service Act where an employee absents himself or herself from official duty without permission for a period exceeding one calendar month or assumes other employment in the circumstances contemplated in that section.

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Dismissal	The employer terminates the employment contract with or without notice in the event that an employee is found guilty of misconduct.
Early Retirement	Termination of employment contract by agreement between the employer and the employee before the normal retirement age of 60.
Effluxion of time	Natural flow of time to the end.
Exit Interviews	Confidential interview or questionnaire administered to an exiting employee for the purpose of identifying the employee's reasons for leaving which is used for organisational improvement and employee-retention measures.
Fixed term contract	An employment contract between the employer and the employee that extends over a specific period of time; employment contract that has a starting and an ending date.
GEPP Two-Pot System	The "Two-Pot" system is a retirement savings model that splits contributions into a Savings Pot for limited early access and a Retirement Pot preserved until retirement.
Ill-Health Retirement	Termination of employment contract when the employee cannot perform duties due to ill health.
Interview Questionnaire	The document which contains a list of prescribed questions to be used for conducting an Exit Interview.
Labour Turn over	Relative rate at which an employer gains and loses staff. The number of employees that have left employment within a given time period.
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 (60) or compulsory retirement age of sixty-five (65)
Summary	Termination of Employment Contract by the employer without

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Dismissal	employee serving notice period.
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3.2 ACRONYMS

TERM	MEANING
3G	Third Generation of Cellular network technology
ATM	Automated Teller Machine
ECCOGTA	Eastern Cape Department of Cooperative Governance and Traditional Affairs
GEPF	Government Employees Pension Fund
GPAA	Government Pensions Administration Agency

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

- 5.1 The Constitution of the Republic of South Africa of 1996;
- 5.2 Public Service Act of 1994 as amended;
- 5.3 Public Service Regulations of 2016 as amended;
- 5.4 Basic Conditions of Employment Act, Act 75 of 1997;
- 5.5 Labour Relations Act, Act 66 of 1995 (as amended);
- 5.6 Employment Equity Act, Act 55 of 1998 (as amended);
- 5.7 Occupational Health and Safety Act, 85 of 1993;
- 5.8 Government Employee Pension Law, 1996;
- 5.9 DPSA Circular on Early Retirement without penalisation of pension benefits in terms of section 16(6) of the Public Service Act, 1994;
- 5.10 DPSA circular on Internal Resignations of 2023;
- 5.11 DPSA Determination on early retirement and voluntary exit program of 2025;
- 5.12 DPSA Circular 16 of 2026 on early retirement and voluntary exit program of 2026;
- 5.13 Protection of Personal Information Act 4 of 2013.

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 and comments were obtained and incorporated. Legal Advisory Services was consulted for legal advice and to ensure that the policy is in the correct format and language as well as to validate the legal soundness of the Policy. Senior Management Services of the Department has been consulted for inputs, buy-in and adoption.

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.

7.4 LEGALITY

Every exit must be processed in accordance with applicable legislation and prescripts.

7.5 PROCEDURAL FAIRNESS

No employee may be dismissed or adversely affected without adherence to applicable substantive and procedural requirements.

7.6 DIGNITY AND RESPECT

Exiting employees and their beneficiaries must be treated with dignity, sensitivity and professionalism.

7.7 CONFIDENTIALITY

Personal medical and exit interview information must be protected from unauthorised access or disclosure.

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-

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

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- 9.1.1.2 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.
- 9.1.1.3 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.
- 9.1.8 The GEPP confirms that the two-pot system took effect on 01 September 2024 and that on resignation, the vested and savings components may be paid or transferred while the retirement component must generally be preserved.

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 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 or Head of Department himself/herself, he /she shall give notification of his or her wish to be retired from the Department at least six calendar months prior to the date on which he/she wishes to retire.

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/GEPPF).

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

The department will implement any directive from DPSA on early retirement as and when it is published.

9.3 Completion of fixed term contracts

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

Employees on fixed term contracts are entitled to claim all benefits due to them at the expiry of the contract.

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 for approval.

9.5 Dismissal on account of misconduct/ Abscondment

Human Resource Administration facilitates termination of an employee due to misconduct/ abscondment on receipt of a report and copy of a signed letter, notifying the employee of his/her termination after the disciplinary hearing from Employee Relations Directorate.

9.6 Death

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- 9.6.1 In cases of death, a notice of death accompanied with the certified copy of death certificate must be submitted to Human Resource Administration by the responsible Manager.
- 9.6.2 Delays in notifications will result in salary overpayment and Consequence Management on the part of the manager responsible.

10. DEEMED DISMISSAL FOR UNAUTHORISED ABSENCE

- 10.1 An employee who absents himself or herself from official duty without permission for a period exceeding one month calendar is deemed to be dismissed in accordance with section 17(3) of the Public Service Act.
- 10.2 Deemed dismissal must not be described merely as “abscondment” after thirty days.
- 10.3 The line manager must report unauthorised absence to Human Resource Administration and Employee Relations immediately and must provide attendance records, as proof of absence, attempts made to contact the employee and all other relevant supporting document.
- 10.4 Where an employee reports for duty or request reinstatement after deemed dismissal, the application must be referred to the competent authority for consideration on good cause shown.
- 10.5 The employee must be informed in writing of the outcome and reasons.

NB: Section 17(3) (b) allows that, if an employee returns after such absence, the Executive Authority may consider reinstatement on good cause shown.

11. PAYMENT OF PRESCRIBED BENEFITS ON TERMINATION

On termination of employment, ECCOGTA must:

- 11.1 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.

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- 11.2 No gratuity payment of leave will be made to an employee who elects to resign as a result of promotion to a new and higher position. Only pension benefits will be paid by GEPP since this institution is regulated by Pension Law.
- 11.3 Pension benefits are processed by Human Resource Administration (HRA) for payment by Government Employees Pension Fund (GEPP).
- 11.4 Where there are additional prescribed benefits that must be paid and are derived from DPSA Directive, HRA will process them as such.
- 11.5 If an employee has a departmental debt, it will be recovered from his/her exit benefits.

12. 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:

- 12.1 Employees are encouraged to provide an appropriate period of notice. It helps to prevent delays in the payment of salaries and other benefits, that require prompt action by staff, line managers and Human Resource Administration office.
- 12.2 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.
- 12.3 Employees to be prepared for new life after retirement (life and financial skills for ATM withdrawals, warned against “fly-by-night” investment schemes, etc.).
- 12.4 Payments of benefits to exiting employees should be expedited in line with applicable legislative provisions and prescribed timelines to be strictly adhered to.
- 12.5 Recovery of Departmental resources such as laptops, cell phones, 3G cards etc shall be made.

13. EXIT INTERVIEWS

- 13.1 Officials leaving the employment of the Department of Cooperative Governance and Traditional Affairs must be invited to take part in exit

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interviews at which time they are issued with all documentation relating to their exit. These should be confidential.

- 13.2 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, and/or used as remedial steps to correct identified challenges.
- 13.3 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.
- 13.4 The reasons advanced by employees for the termination of services should be honestly and accurately recorded using the prescribed Exit Interview Questionnaire.

14. ROLES AND RESPONSIBILITIES

14.1 Line Managers

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

14.2 Human Resource Administration

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

14.3 Employee

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- 14.3.1 Notifies HR Staff through the supervisor of the intended exit action in writing.
- 14.3.2 Complete necessary documentation in full and accurately with the assistance of HR Staff.
- 14.3.3 Avails himself/ herself for an Exit interview.
- 14.3.4 Hands over all departmental property to his/her line supervisor.
- 14.3.5 Make necessary payment arrangements for all monies due to the department before s/he leaves.

15. COMMUNICATION / EDUCATION OF THE POLICY

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

16. MONITORING AND EVALUATION

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

17. 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.

18. 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.

19. REVIEW OF THE POLICY

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The policy will be reviewed once in five (5) years and in line with future legislative and collective agreements. The development of this policy is a dynamic process and it may require revision from time to time.

20. VERSION CONTROL AND CHANGE HISTORY

Version Control	Date Effective	Approved By	Amendment
2019			Resignation 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. 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

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			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
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			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 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. PLEASE NOTE: Employees must complete an Exit Interview Questionnaire before leaving the department. 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 on PERSAL.
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			9.2.2 Notice to Retire 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. 9.2.3 Early Retirement NB: In the case of notice & early retirement, employees are advised to submit requests five months before the actual date of termination. 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 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. Key administrative points Recovery of Departmental resources such as laptops, cell phones, 3G cards,
2026		MEC Z.A. Williams	DEFINITION

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		Is the point where a person stops employment completely when she/he reaches the normal retirement age of sixty (60) or compulsory retirement age of sixty-five (65). LEGISLATIVE FRAMEWORK Government Employee Pension Law, 1996; DPSA circular on Internal Resignations of 2023. DPSA Determination on early retirement and voluntary exit program of 2025. DPSA Circular 16 of 2026 on early retirement and voluntary exit program of 2026. DEATH Delays in notifications will result in salary overpayment and Consequence Management on the part of the manager responsible. No gratuity payment of leave will be made to an employee who elects to resign as a result of promotion to a new and higher position. Only
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			pension benefits will be paid by GEPP since this institution is regulated by Pension Law. Pension benefits are processed by Human Resource Administration (HRA) for payment by Government Employees Pension Fund (GEPP) Where there are additional prescribed benefit that must be paid and are derived from DPSA Directive, HRA will process them as such. If an employee has a departmental debt, it will be recovered from his/her exit benefits EXIT INTERVIEWS Officials leaving the employment of the Department of Cooperative Governance and Traditional Affairs must be invited to take part in exit interviews at the time they are issued with all documentation relating to their exit. These should be confidential.
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