

Exit Management

Background

Civil Service Welfare is one of the target areas of the current Civil Service reform initiatives in the country. A system that takes care of its civil servants right from entry to separation and beyond is critical to attract the best and the brightest and motivate them to contribute fully to the Tsa-Wa-Sum.

One of the components of this reform process is the creation of a proper **Exit Management (EM)**. The EM needs to be streamlined in order to make the separation process a graceful and dignified event in the final stage of a civil servant's professional life.

Objective

The objective of the EM is to:

- 1. Prepare civil servants for retirement – mentally and financially – through retirement planning services*
- 2. Retire civil servants with full grace and respect upon reaching superannuation age through an efficient exit system*
- 3. Create an environment for superannuated civil servants to be in touch with each other as well as continue to contribute as pioneers in the country's development*

1. Prepare civil servants for superannuation – mentally and financially – through retirement planning services (Annexure I)

Today, due to lack of retirement planning services, many civil servants find superannuation to be a traumatic event in their life. Many are ill-prepared to deal with financial, psychological and emotional challenges that accompany separation from the civil service. Unfortunately, it is also too late for remedial actions especially in case of financial challenges. Many retired civil servants share heart wrenching stories of depression, loneliness and a general sense of loss of meaning and purpose for living.

Fortunately, while we cannot avert superannuation and old age, we can better prepare civil servants for that eventuality and as a result, while some of the void of separation will still be difficult, they will be able to deal with it better. Retirement planning services will focus on doing precisely that. What is planned is to prepare, through structured sessions, civil servants for retirement at three stages in their career, first at 10 years to superannuation, the second at 5 years to superannuation and the final one at 1 year to superannuation.

2. Superannuate civil servants with full grace and respect upon reaching superannuation age through an efficient exit system

The activities here will focus on things such as improvements in the processing of retirement benefits and ensuring the dignified departure of superannuating civil servants.

Retirement Benefits

Civil servants, on superannuation are eligible for the following benefits:

a) Monetary benefits

- Gratuity
- Pension
- Provident Fund
- Group Insurance Scheme
- Travel Allowance
- Transfer Grant
- Transport Charge of Personal Effects
- Encashment of accumulated leave

b) Non-monetary benefits

- Lifetime Service Awards
- Expression of Commendation from Head of Agency/Chairperson, RCSC

Current exit system

The existing exit system is a lengthy and tiresome process. Many times, a retiring civil servant is made to run from pillar to post to complete the paper works for separation. This system is viewed as a 'final harassment' to a civil servant retiring after serving the *Tsa-Wa-Sum* for many years. Therefore, there is need to streamline the separation process to make it more efficient and effective.

The table below represents the current exit process:

Sl. No.	Activity	Responsibility
1	Generate list of superannuating civil servants	HR Officer of respective Agency
2	Issue separation order to superannuating civil servant i. P1 and above ii. P2 and below	i. HR Officer of Parent Agency ii. HR of Working Agency
3	Furnish the following documents for the purpose of calculating retirement benefits to: A) HR Officer i. Audit clearance ii. Security clearance iii. Tax clearance iv. Credit Information Bureau (CIB) report/loan clearance v. No dues form/NOC from agency	Superannuating civil servant
	B) NPPF i. Forwarding letter from Employer ii. Retirement order iii. Relieving order iv. Last pay certificate v. Photocopy of the CID card (member) vi. Photocopy of the CID card (spouse) vii. Marriage certificate	

	C) RICBL i. Last pay certificate ii. Photocopy of the CID card iii. Relieving order	
4	Issue relieving order to superannuating civil servant	HR Officer of Working/Parent Agency
4	Verify and issue gratuity, travel allowance, transfer grant, transfer charges and leave encashment	Accounts Officer of Working/Parent Agency
5	a) Verify and release pension and provident fund b) Verify and release group insurance scheme	a) NPPF b) RICBL

Activities to improve exit system

In view of the cumbersome process, the following activities are proposed to improve exit management.

a) Facilitate retirement benefits

While it is not possible to do away with many of the procedural documentation formalities enumerated above, the RCSC in collaboration with the Agencies and, in particular, with the HROs will henceforth facilitate, follow-up and complete the formalities upon the civil servant having completed his/her part of the process. This process entails obtaining the security clearance, audit clearance etc. that can be processed during the preparatory time allocated prior to final relieve from service. This initiative will ensure a dignified exit from the civil service/agency as the superannuating civil servant will no longer have to go around personally from office to office. This responsibility will be taken up by the Agency/RCSC henceforth.

The following activities are necessary to make this process efficient.

- Establish linkages with agencies concerned such as NPPF and RICBL to create online services to complete all formalities online.
 - NPPF already has an online application service to process PF/Pension benefits that is seldom used. Therefore, the HROs must be encouraged to use this system actively to enhance efficiency.
 - RICBL does not have an online application system at the moment. However, the RCSC will collaborate with the RICBL to establish a similar online system like that of NPPF.
- HR Officers of respective Agencies to process and complete all formalities online or offline (in the absence internet connectivity) for superannuating civil servants (ToR for HR Officers, **Annexure II**).
- Retirement benefits of superannuating civil servants should be ready two weeks after relieve on superannuation. This date should be reckoned from the day the HR Officer of the Agency receives the completed documents for claim of the benefits. Either a cheque could be issued or the amount deposited in the bank account of the superannuating civil servant based on the preference of the retiree.

- Welfare Unit, RCSC shall ensure compliance of the process through effective monitoring and evaluation system. The HR Officers will be required to send a status update (**Form 2.2**) on the superannuated civil servant **1 month** after relieve from the Agency.

The table below gives clarity on the recommended process for facilitating retirement benefits:

Sl. No.	Activity	Responsibility	Timeframe
1	Inform superannuating civil servants	HR Officer	One month prior to superannuation date
2	Process for retirement benefits after receiving complete set of required documents from the superannuating civil servants. (Form 2.1: Checklist for HR Officers)		
3	Process/Facilitate the required clearances from the Agencies in respect of the superannuating civil servants.		
4	Ensure delivery of cheque/deposit of retirement benefits in superannuating civil servants' bank accounts.		Two weeks after submission of the required documents to the HR Officer
5	Monitor & Evaluate implementation of EM (HRO to submit a status update on the retiree(s) of the Agency to RCSC one month after relieve of the civil servant from the Agency)	HROs & Welfare Unit, RCSC	Continuous process

b) Non monetary benefits/recognition:

The Lifetime Service Award shall be conferred to superannuating civil servants on the day of their superannuation in a simple award ceremony to honor and recognize their dedicated services and contributions towards nation building. The implementation of this ceremony shall be similar to the award ceremony instituted for Dedicated Awards.

Besides, commendation certificates from Head of Agency/Chairperson of the RCSC shall be awarded as prescribed in the BCSR – 2012.

In an effort to build the fraternity of the Civil Service, superannuating civil servants will be invited to important National events to interact and replenish their bonds to the Civil Service.

c) Provide one month preparatory time prior to superannuation

As per the notification issued, a month's preparation time shall be given to superannuating civil servants to facilitate and prepare them for retirement. This preparatory time is for them to unwind and adapt to a slower pace of life. The time may also be used to complete activities such as visiting pet projects, meeting colleagues, processing necessary documents for retirement claims and preparing documents for handing over of works.

3. Create an environment for superannuated civil servants to be in touch with each other as well as continue to contribute as pioneers in the country's development.

Procure services (*Annexure III*) of superannuated civil servants

The services of superannuated civil servants will be procured in areas of counseling, mentoring, consultancies, board memberships, and interview panels to tap and share their invaluable knowledge and experiences. Remuneration in the form of honorarium or a nominal fee could be given for the services rendered by them. This arrangement will not only resolve the problem of short-term expertise/service required by the civil service but will also help keep the superannuated civil servants active and useful to the society. It will make them feel good about themselves.