



Civil Service

Exit Survey Report

2024-2025

2024-25

Executive Summary

This report summarizes insights gathered from the Exit Interview Survey of civil servants who separated from service for the reporting period July 2024 to June 2025. The findings highlight key trends in career satisfaction, workplace experience, and actionable feedback to improve staff retention and workplace effectiveness.

During the reporting period, 2,008 civil servants exited the service out of a total of 30,107, which is around 6.25% attrition.

Key Highlights:

- 29.38% (146 respondents) voluntarily resigned to pursue further studies (29.38%)
- 1.2% (6 respondents) cited conflict with supervisor or management.
- 1.6% (8 respondents) said that it was due to the Performance Management System of which 2 respondents had superannuated.



497
Respondents

73%
Voluntary
Resignation

20%
Superannuation

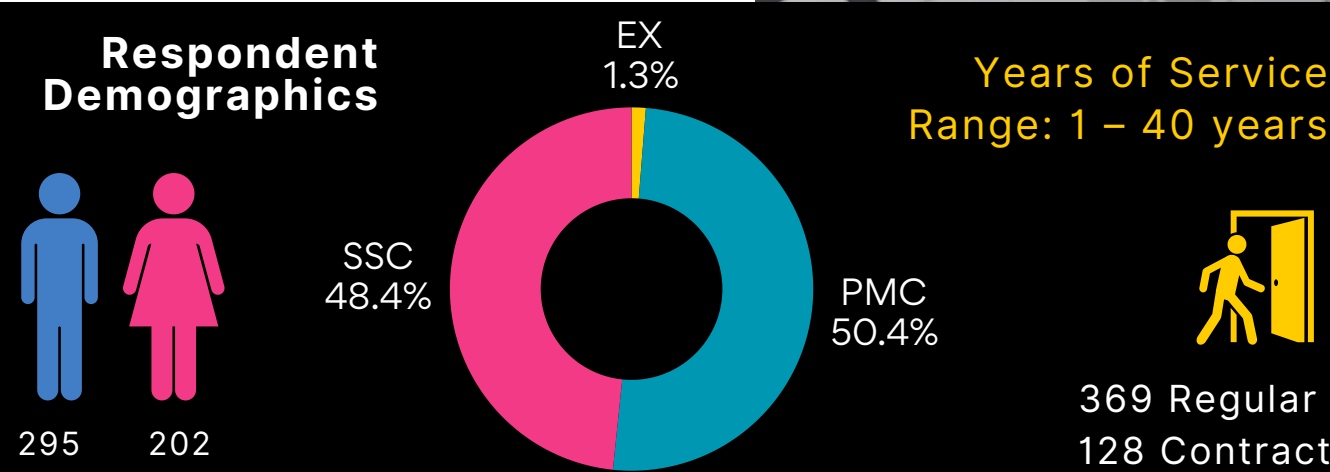
7%
Others

Introduction

The Civil Service Exit Survey was introduced on June 4, 2024, and subsequently endorsed during the 7th Commission Meeting held on July 3, 2024. The survey is mandatory for all categories of separation and position levels, excluding those in the Operational category. As per the directive, the survey was to be piloted for two months, after which a review would be conducted to determine the need for any revisions, assess its effectiveness, and decide on its continuation. The initial findings reaffirmed the value of the exercise and supported the decision to institutionalize it as an ongoing feedback mechanism.

This report highlights emerging trends and patterns in separations across various civil service agencies. The insights derived from the survey will serve as critical input for evidence-based HR planning and policy formulation related to HR Management and Development. They will also help identify underlying factors contributing to employee attrition, such as work environment, career development

opportunities, or organizational culture. Ultimately, the findings will enable the Royal Civil Service Commission and agencies to implement targeted interventions aimed at improving staff retention, addressing systemic challenges, and fostering a more supportive, inclusive, and sustainable working environment.



WHY? did you leave?

Years of Service before Separation

Years	Number
0-3 years	47
4-6 years	19
7-9 years	17
10-12 years	15
13-15 years	8
16-18 years	6
19-21 years	2
22-24 years	1
25-27 years	6
28 and above	9

Analysis of 497 responses (369 regular, 128 contract employees) revealed the following:

- Career growth and education were the top drivers of separation, with 43.4% leaving for better opportunities or further studies, highlighting unmet aspirations within the civil service.
- Routine exits due to superannuation or contract completion made up 22.2% of cases.
- Work-life and family-related issues, including caregiving and health, accounted for 16.6%, suggesting a need for more flexible HR policies.
- Job dissatisfaction, conflict with supervisors, and issues like limited advancement or performance management collectively made up a smaller share (<10%), but still point to areas for improvement.

- The top reasons for separation were:

Further Studies (29.38%)

Superannuation/contract completion (21.93%)

Better opportunities (14.29%)

Work-life and family-related issues (13.07%)

- These findings show that over 43% of resignations were proactive, driven by unmet aspirations for career advancement and education.
- While structural exits remain high, personal well-being and job dissatisfaction also played notable roles. Only a small proportion (1.2%) cited conflicts with supervisors, suggesting limited but not negligible management issues, and only 1.6% (8 respondents) said that it was due to the Performance Management System.



Career Growth and Education

"My study leave was denied by agency policy, even though I was eligible under RCSC Rules. I had no choice but to resign to pursue my studies abroad."

"I am pursuing a Master's in IT in Australia. My EOL ends before my course finishes. It's inconvenient and forced me to resign."

Work-Life Balance & Obligations

"I resigned to stay close to my husband and daughter due to ongoing hospital visits. Though there was a post in a nearby school, my husband could not be accommodated, so I had to give up my job."

Better Pay and Opportunities Elsewhere

"I left after years of serving in the system to start a business and explore better opportunities outside."

Lack of Recognition and Support

"We are not even considered employees. Our voices are never heard unless you are in the P-level."

Personal and Health-Related Factors

"After the traumatic PhD journey and changing mindsets in the system, I now choose calm and peace over my career."

Job Insecurity & Contractual Limitations

"Despite 20 years of service in remote areas with no road or electricity, I have not been regularized. I live in an old ORC hut and have no increment or allowance since 2017."

Poor Working Conditions

"Performers and non-performers are treated the same. The system is driven by nepotism."



Decision Timeline



Respondents were asked how far in advance they decided to leave the civil service. The results indicate that while some decisions were made quickly, many were long considered,

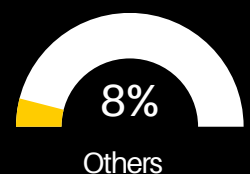
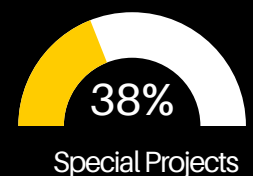
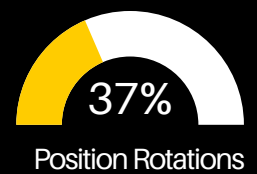
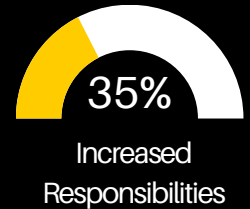
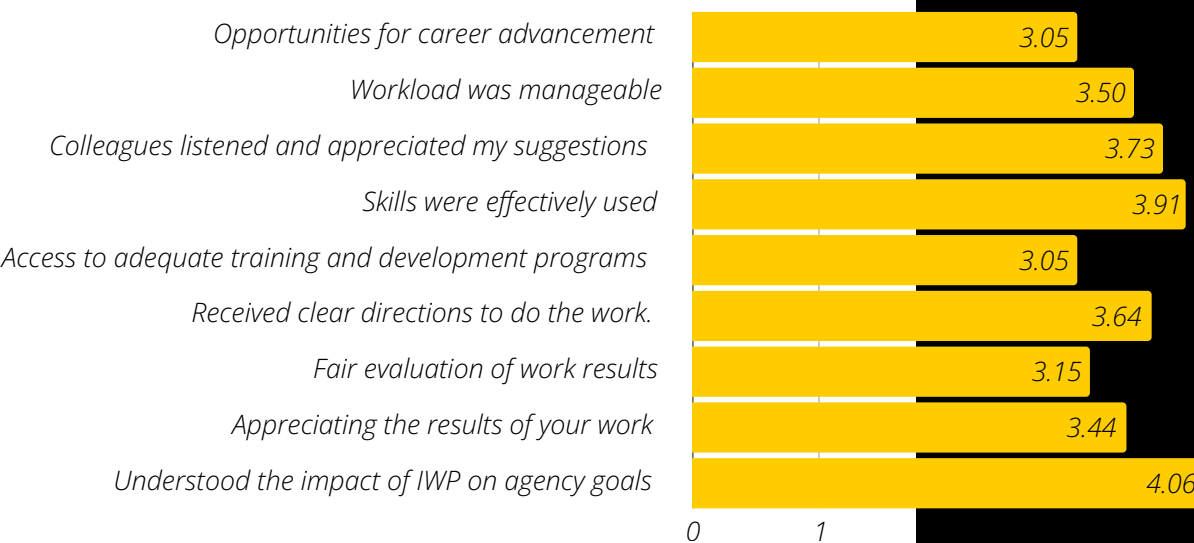
Decision timeline	No	%
1-3 months	176	35.41%
4-6 months	88	17.71%
7-12 months	42	8.45%
over a year	191	38.40%
Grand Total	497	100.00%

Nearly 39% had contemplated leaving for over a year, pointing to long-term disengagement. Meanwhile, 36% made the decision within three months, highlighting the impact of short-term triggers.

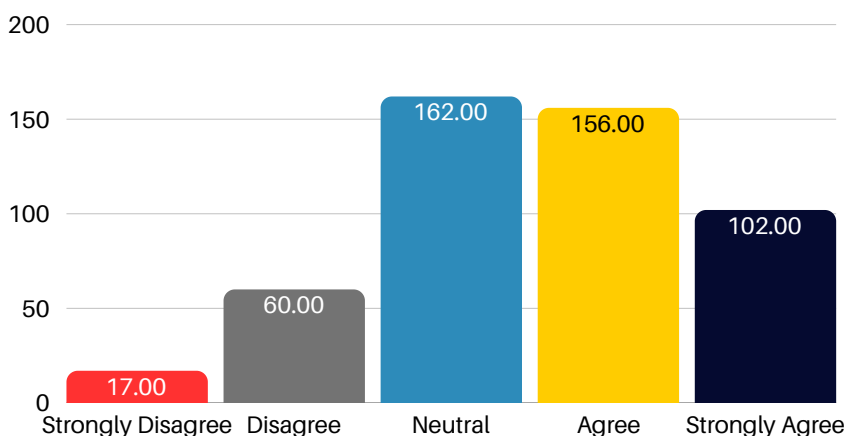
Job Satisfaction in the Civil Service

Career opportunities that the respondents considered the most important

Respondents were asked to rate their agreement with various statements related to their career and workplace experience on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). The average scores across all 497 respondents are presented below.



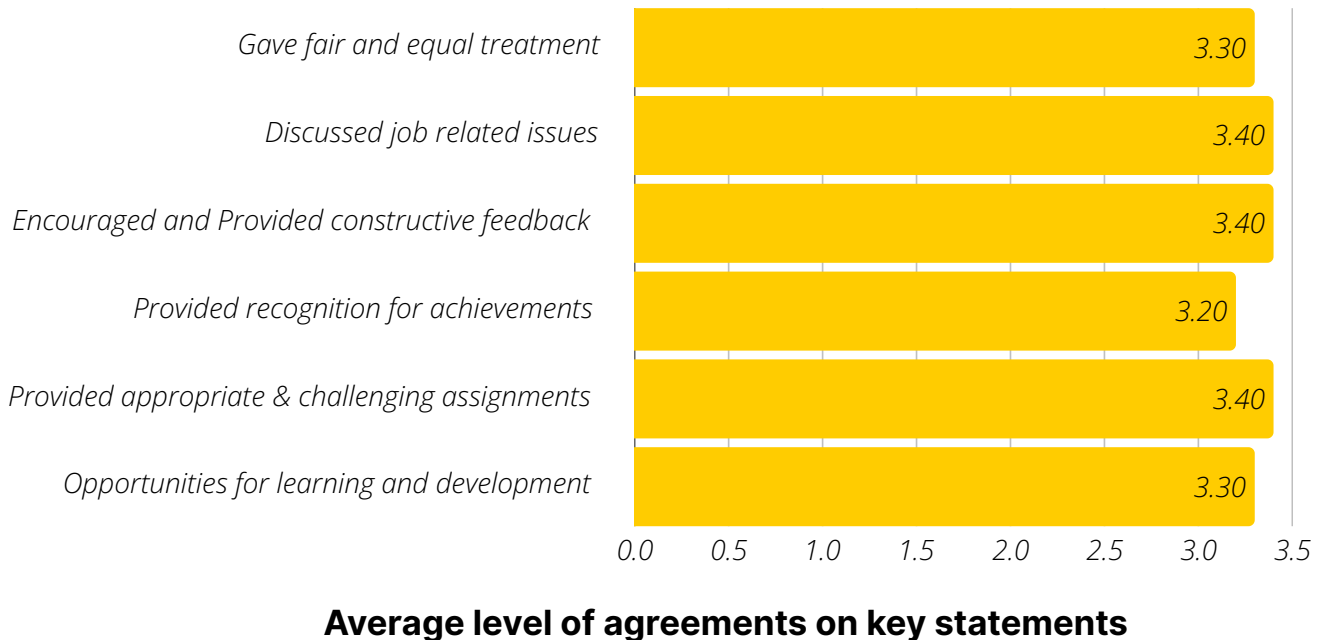
Level of Job Satisfaction



The average job satisfaction score is 3.45 out of 5 where 3 is neutral. This indicates a level of mild or slight satisfaction among departing employees. This score suggests that, on average, the sentiment is more positive than negative, but it does not reflect a highly engaged or enthusiastic workforce. However, since this is the response of departing employees, this may not reflect the overall sentiment in the civil service.

- Promotion opportunities were the most valued (77% of respondents), indicating a strong demand for clear, merit-based career progression pathways.
- Position rotations and special project involvement also ranked high, reflecting a desire for variety, exposure, and broad skill-building experiences.

Perception on the Management

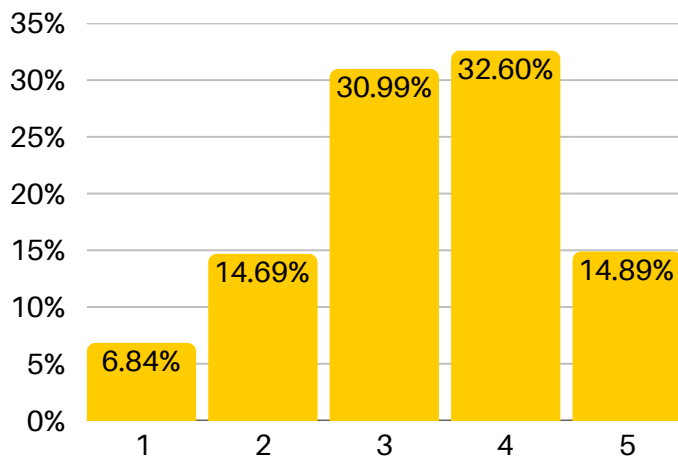


How to improve your management?

- **Supportive Management:** Many appreciated approachable, fair, and supportive leaders and also indicated that they were happy when their contributions were recognized and rewarded.
- **Training and Development:** Acknowledged training opportunities and professional growth.
- **Effective Systems:** Some reported satisfaction with existing structures, monitoring, and coordination.
- **Fairness & Equity:** Need to ensure equal treatment, opportunities, and processes.
- **Leadership & Management:** Promote ethical, empathetic leadership; avoid micromanagement; participatory decisions.
- **Communication & Feedback:** Improve transparency and enable two-way communication.
- **Workload & Environment:** Distribute workload fairly; support work-life balance.
- **Training & Career Growth:** Provide relevant training and career pathways for all, including non-regular staff.

Remuneration & Benefits

Your salary was commensurate to your responsibilities? Adequate Work-life balance was promoted and practiced

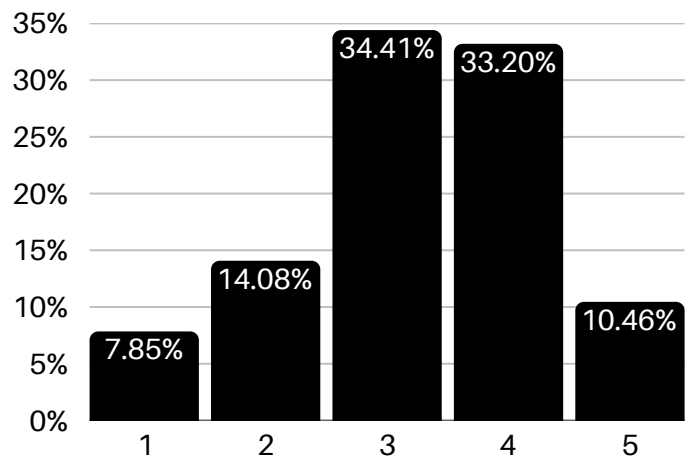


This data reveals important insights into employee perceptions of pay fairness in relation to their responsibilities:

21.5% felt their salary did not match their responsibilities.

31% were neutral, indicating possible uncertainty or lack of transparency.

Only 47.5% agreed their pay was fair, showing limited satisfaction overall.



The data suggests that work-life balance is not consistently practiced across the civil service. With nearly a quarter of respondents expressing dissatisfaction, and a large middle group rating 3, it is reasonable to infer that workload distribution may be uneven, and some employees are overburdened, either due to understaffing, poor task allocation, or lack of flexible policies.

Feedback on Benefits for Civil Servants

Financial Compensation

Salary revision based on workload and inflation

Merge allowances into basic pay for better pension

Timely increments & performance bonuses

Equal pay for equal work (esp. contract staff)

Overtime pay, weekend/public holiday compensation

Retirement & PF

Higher NPPF contribution or benefit percentage

Make pension optional (not mandatory)

Better gratuity and lump sum upon retirement/resignation

Improved Civil Service Welfare Scheme

Contract employees eligible for PF & retirement benefits

Housing & Home Ownership

Housing allowance in high-cost areas

Access to subsidized or low-interest home loans

Rental/housing schemes for serving employees

Post-retirement housing support

Feedback on other Benefits and Support for Civil Servants

Career Growth & Learning

Frequent, equitable access to professional trainings/workshops

Study leave (including paid study leave for higher education)

International exchange/study tours

Health & Wellbeing

Comprehensive health insurance including dependents

Mental health support / counseling

Gym/fitness club memberships

Wellness and lifestyle programs

Family & Social Support

Childcare assistance / on-site facilities

Educational support for dependents

Support during family emergencies or death

Parental benefit rules reconsidered (e.g. more than one child eligibility)

Post-Service Dignity

Retirement housing

Medals, ceremonies or recognition for long-serving civil servants

Continued access to welfare programs post-retirement

Equity & Inclusion

Equal benefits, opportunities and recognition for all employees

Remove policy limitations (e.g. age for study leave)

Fair treatment of frontline staff (matrons, wardens, IT, teachers)

Dignity and respect in the workplace

Recognition & Motivation

Public recognition, service medals

Rewards tied to IWP rating and innovations

Civil service-specific awards for high performance

Performance-based promotions

Working Environment

Safe, respectful, and innovative culture

Space to exercise autonomy and responsibility

Remove fear from punitive audits (RAA etc.)

Defined responsibilities and clear roles

Systemic Improvements

Workload rationalization

Alignment of pay structure with corporate sectors

Work-Life Balance

Flexible working hours / work-from-home options

Compressed workweeks / Saturday offs

Extra leave options (wellness leave, birthday leave)

Increase paternity leave

Job Security & Stability

Contract extension and conversion to regular

Predictable promotion pathways

Reduce arbitrary revocation of contracts

Longer-term planning for workforce need

Welfare Support

Civil service welfare scheme reform (e.g. Semso disbursement)

Emergency loan options

Financial cushion during difficult times

Hardship/field staff allowances (e.g. Southern belt)

National-Level Suggestions

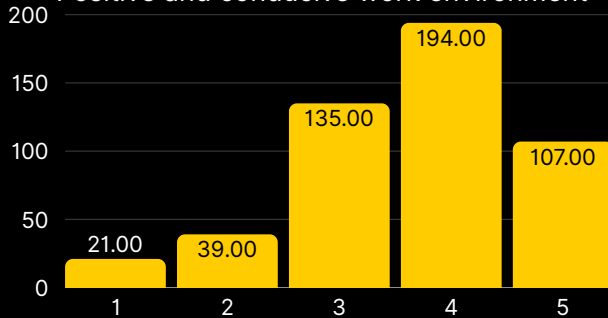
Improve overall economy to create room for better Civil Service packages

Create enabling systems like housing boards

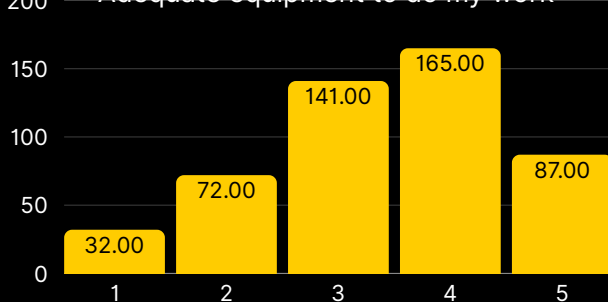
Invest in digital and HR reforms to reduce manual burden

Organization Culture in Working Agency

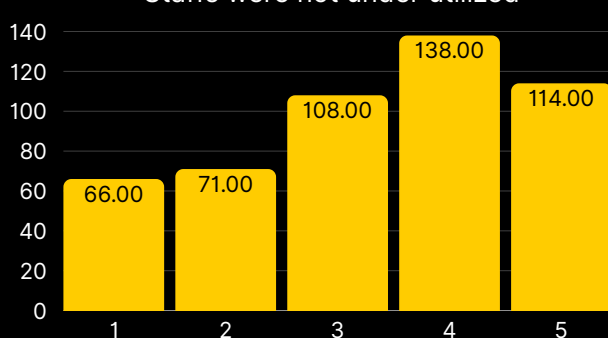
Positive and conducive work environment



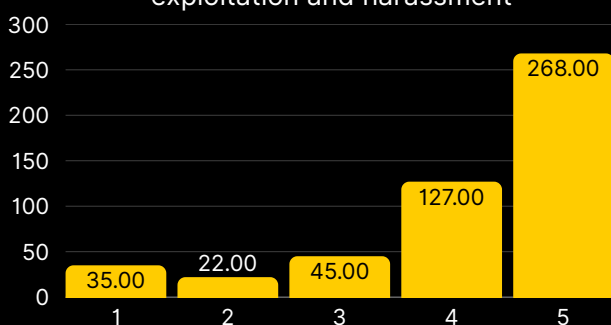
Adequate equipment to do my work



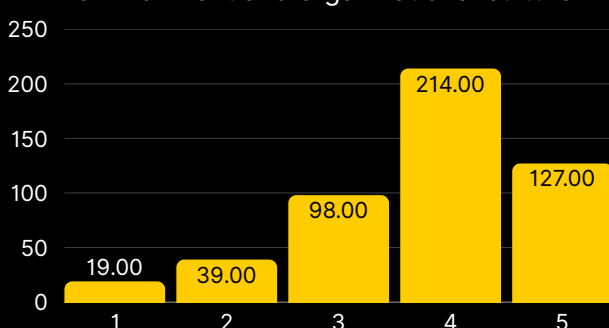
Staffs were not under utilized



No bullying or harassment including sexual exploitation and harassment



Promoted inclusive, and gender friendly work environment and organizational culture



Work Environment & Infrastructure

- Frequent concerns about poor facilities, inadequate resources, and need for a more supportive, safe, and inclusive workplace especially in schools and remote areas.

Leadership & Management

- Calls for transparent, ego-free, and accountable leadership. Issues cited include misuse of power, favoritism, lack of appreciation, and poor communication.

Recognition, Morale & Equity

- Negative impact of the “needs improvement” label, unequal treatment of contract staff, lack of professional development, and underrepresentation of women in technical roles.

System Efficiency & Policy Reform

- Suggestions to streamline recruitment, improve digital service delivery, reduce bureaucratic burden (e.g., IWP), and promote merit-based, timely decisions.

Training, Monitoring & Mental Well-being

- Need for regular monitoring, fair evaluations, mental health support, and more training opportunities post-appointment.

What could have made you stay?

- Transition from contract to regular employment for improved job security.
- Clear career paths and advancement opportunities to reduce stagnation.
- Competitive pay and equitable benefits, including PF and loan access.
- Accessible and relevant training, upskilling, and funded study leave.
- Balanced workloads and flexible work arrangements to prevent burnout.
- Fair performance evaluations and recognition of individual contributions.
- Transparent, inclusive, and merit-based leadership and decision-making.
- Responsive and fair transfer/posting system, especially for remote areas.
- Equitable access to training, promotions, and rewards.
- Supportive exit experience, with some citing personal reasons and expressing gratitude to their management.

Conclusion

The exit interview findings highlight that while structural separations are expected, a significant portion of resignations stem from unmet expectations around opportunities for higher education, career growth, job security, work-life balance, and recognition. Based on feedback and analysis, key improvements have been made to the initial survey questions to ensure more accurate, relevant, and actionable insights going forward.

Although the survey is mandatory for all categories of separation and position levels except the Operational category, compliance remains low among some civil servants.