Conduct exit interviews

Overview

It is essential that the exit interview be well-planned, conducted properly and that extensive notes are taken. This will ensure that all areas are covered for the exiting employee and that the likelihood for a dispute later on is severely diminished. Information gathered in the exit interview can also be used as feedback on how the organisation can improve its processes and procedures. This resource demonstrates how to plan and conduct an exit interview and how feedback can be used and evaluated.

Key terms

Departure Package
This is similar to the orientation package given to new employees. It may include advice on superannuation, tax forms for the employee and a guide as to the employee’s options.

EIS
Exit interviewing and surveying (EIS) is a process used for gathering information from departing employees.

Outplacement
A service to guide a terminated employee of a company to a satisfactory new position or career through the provision of short- or long-term counselling and support services. This can be on a group or individual basis and is most often paid for by the terminating employer.
Exit interviews and surveys

The last task in the separation/termination process is the exit interview. There are two main reasons for holding exit interviews:

- To foresee potential problems with a departing employee before the situation gets out of control.
- To provide information that could be used to improve processes and procedures in the organisation.

Exit interviews can take the form of:

- a dialogue between the employee and the appropriate manager
- a survey form
- a combination of both.

Exit interviewing and surveying (EIS) is a process used for gathering information from departing employees. It is a chance to:

- collect any documents you gave the employee to read and sign when notice was given
- give the employee any additional documents (such as a cheque)
- gather any information from the employee.

The interview may take a variety of forms. For some people it can be an encounter, for others just a chat. The agenda, tone, participants and processes will vary depending on the type of change the employee faces.

Through EIS, data can be gathered to provide feedback that can be used to improve the organisation for those who are still working there and those who will join later. The EIS process covers such issues as:

- working conditions
- opportunities for career advancement
- the quality and quantity of work
- relationships with co-workers or supervisors.

An EIS must:

- have sound methodology
- be responsive to your organisation’s identifiable purpose
- be designed to assess specific problems and identify new opportunities.
- At the end of this document are several examples of possible Exit Interview forms.
Issues and concerns

Many problems associated with exit interviewing and surveying (EIS) can be traced to the lack of clarity about the EIS process itself. EIS mechanisms that have lacked a clear purpose were unable to fulfil vague expectations. So how do you avoid the confusion?

One effective way is to ensure the questions in the EIS reflect the company mission statement or policy. If your organisation prides itself as a ‘family-friendly’ workplace, then test how well that policy is applied in practice with your questions.

If your organisation promotes itself as ‘innovative’, then use the EIS to survey how well innovation and ideas are encouraged amongst employees.

Studies show that the exit interview is subject to some degree of information distortion, particularly if conducted by management at the time of separation. This is due to

- the departing employee fearing distortion from the interviewer that could reflect poorly on a future career, or fearing that negative information from the manager may reach a new employer
- the employee finding the interview too personal, or believing that the manager conducting the exit interview doesn’t care about them or the interview
- the employee believing that information given to the interviewer could lead to problems for other people in their workgroup
- exiting staff not wanting to discuss uncomfortable issues
- emotions—if the employee is terminated summarily.

Employees who have had an exit interview have also been critical about the process, claiming that the interview

- didn’t cover the right questions
- was slanted towards trying to talk them out of leaving, rather than trying to find out why they wanted to leave.

Tip

It is important to keep records during the exit interview as these will serve as evidence that you complied with your obligations on behalf of the organisation if the separation / termination is later disputed.
Think

Have you ever participated in or observed an exit interview? If so, what happened? In your opinion, was it handled well, both from the perspective of the person conducting the interview and the employee being interviewed?

Consulting stakeholders

Before the day arranged for the interview arrives, you must consult with other people who have a stake in the outcome. These may include employee representatives, the departmental manager, HR staff, or government departments such as Centrelink.

A departing employee’s supervisor should be consulted before an exit interview. Together, you can work out the most important questions to ask.

Information you might want to find out from the supervisor may include:

1. What specific confidential information did the employee have access to?
2. Are there any documents, notes, equipment, notebook computers, etc. that the employee has not returned?
3. What projects did the employee work on? Is the employee working on a project that requires their continued employment or consultation?
4. Will the employee’s resignation cause any difficulties to the company?
5. What was the attitude of the employee?
6. Was the employee taking home more work than usual?
7. Did the employee request to take any documents home?
8. Did the employee use photocopy equipment more than usual?
9. Did the employee work evenings, weekends or other times when other employees weren’t present?
10. What was the personality, behaviour, etc., of the employee? This information may help you work out strategies for handling the interview.
The answers to these questions will help you prepare an appropriate exit interview and highlight any areas that might cause potential problems or tension during the actual interview itself.

Who should attend?

When firing an employee, always have one other person present to reduce the possibility of a misunderstanding turning into an argument later on. The third person serves as a witness. In general, though you should invite the following people to an exit interview:

- the interviewer
- the employee
- the interviewer’s witness—preferably another manager or a secretary to take notes
- the employee’s witness. You must ask the employee if they wish to have a witness present. This could be a union representative if it’s a unionised workforce. (But do this diplomatically so the employee won’t think you are going to accuse them of some ‘crime’.)

Who should conduct the interview?

The obvious candidates to hold interviews are professional HR staff, but if policy doesn’t allow that or there isn’t an HR department, try to arrange for one of the people who appointed the employee to conduct the interview. Another alternative is an outplacement consultant.

Whoever you decide on, the interviewer should be someone with training in the procedures and experience in the process. The immediate supervisor or manager is not always the right person to conduct an exit interview. If a senior staff member is leaving, the interviewer should be someone whose standing in the company reflects the person’s experience.

When should the interview be held?

In most cases, the interview should be conducted some time between notification of departure or termination and the actual date of leaving, preferably not on the last day.

In some cases, for example when payment instead of notification is planned, there is little time for you to get everyone concerned ready for the interview.

You may consider holding the interview mid-afternoon, as that avoids:
• an unseemly rush at the end of the day
• the employee spending too much time for the rest of the day discussing the interview with others in the workplace.

In the case of a number of staff finishing due to redundancy, or people in more than one location, your objective should be to interview everyone as soon as possible, on the same day, in the same timeframe. As this will take a number of interviewers, they must be thoroughly briefed.

**Where should the interview be held?**

The ideal place is in a room designed for interviews or meetings. As with a termination, you will ideally avoid holding this private discussion at the workstation, or in the department manager’s office.

If no place in your organisation is designed as an interview room, then an exit interview can comfortably be held in a neutral office that you borrow for the occasion.

Don’t forget to book the room! There should be no phones in the room and a ‘do not interrupt’ sign on the door.

**How should participants be notified?**

This is a meeting, so it deserves a written agenda that is given to all participants in time for them to prepare for their contribution to the outcomes. The agenda will normally specify who is coming to the meeting, where it will be held, the time, the reason for the meeting and the topics to be discussed.

You should also send details of the employee’s end date to other relevant participants. Include details such as:

• the payroll section, so they can have the cheque prepared
• the IT department, so they know when to delete access to company files
• security, so they can know when to collect keys, etc.

This is especially important in the case of redundancies when a number of people are being terminated. Also it might be a good idea to have a checklist of such things as company property to tick off.
Conducting the interview

The value of the information gathered from exit interviews will vary. What is said by the employee will depend on why they are leaving and what they want from the organization.

For example, if it’s a voluntary departure of their initiation, an employee may be unwilling to tell you the real reason for leaving. This could apply where references are needed, or when the employee might want to return under changed conditions.

There are many different circumstances and settings for an exit interview but there are two distinct starting points for every interview. Some approaches will be a result of a voluntary departure, while others will be the result of a business reshuffle or involuntary termination—people leaving because the organisation wishes them to.

In certain cases, the distinctions may not be as clear cut.

Remember the following:

1. Outline the agenda for the exit interview, so everyone knows what will happen next.

2. Review the reason why the employee is leaving. For example, read the letter of resignation aloud; or summarise the meeting where the employee was told he or she was to be dismissed. Reiterate the events leading up to the notice of dismissal.

3. Give the employee plenty of opportunities to ask questions. But don’t prolong the process more than necessary, especially after you have decided to terminate an employee. When you have taken all the preliminary steps such as counselling or warnings, considered all the potential ramifications (legal and otherwise) and made the difficult decision to let someone go, stick to your decision.

4. Talk about the likely terms of separation. You should clearly state these terms and discuss any concerns the employee has—concerns such as redundancy package, payments, notice periods and severance pay. After all, the organisation doesn’t want a claim to be lodged against it after the employee has left.

5. Assume the correct tone for the meeting. The interviewer must not assume the role of an unwilling sympathiser or the staunch defender of the organisation’s culture. In the case of both real and imagined complaints from the employee, emotional involvement should be avoided. Remember, your task is to elicit information, not to comment or make judgment on people or company procedures.
Reasons for leaving

Employees leave for a variety of reasons, including:

- resignation
- retirement
- redeployment
- redundancy—voluntary and involuntary
- termination by the organisation.

If the employee is leaving your organisation voluntarily, you should find out more about the reasons. Here are some issues to consider:

Table 1: Reasons for leaving and issues to explore (2 cols)

<table>
<thead>
<tr>
<th>Reasons for leaving</th>
<th>Issues to explore</th>
</tr>
</thead>
</table>
| Employee is dissatisfied with his or her current position. | • Why is he or she dissatisfied?  
• What changes would the employee suggest?  
• Are other employees dissatisfied? (Note: Some employees won’t wish to discuss issues relating to others.)  
• What are the other employees’ suggestions for change? |
| Employee is leaving to take a position with another organisation. | • From whom did he or she receive the offer and how?  
• Is the employee aware of offers made to other staff? (Some employees won’t wish to discuss issues relating to others.)  
• What will the employee’s new job description entail?  
• Remind the employee of their obligations to the company (e.g., confidentiality).  
• Review any original confidentiality, unfair competition and non-disclosure agreements with the employee. And impress on them their continuing obligation to maintain the confidentiality of the company’s trade secrets.  
• Remind the employee that the company’s trade secrets are not only written documents but may also be the employee’s mental impressions. |
Research

Does your organization have a standard exit interview procedure for the following situations: resignation, retirement, redundancy, redeployment, or termination? If so, what form does that procedure take? Is there a face-to-face interview, a survey, a combination of both, or some other procedure?

Separation/termination checklist

No matter how well the interviewer has been trained, it is all too easy to forget important information in the exchange. It’s not uncommon that steps in the process are overlooked and that what is said is not accurately recorded. To be sure that all the key questions are answered and that proven procedures are followed, a standard checklist should be in place, ready for use before it is needed.

This document can be in the form of a formula, a guide, a survey or a checklist. As topics are addressed during the interview, they are marked off, comments added and the finished document can then serve as a record of interview.

As the interview proceeds, the interviewer can use the checklist to collate and sort the information for:

- improvement of operational effectiveness and healthier productivity in the organisation
- straightforward gathering of explanations and remarks from the departing employees, enabling easier interpretation
- particulars on how the employees perceive the
  - work environment
  - management effectiveness
  - work conditions and procedures
  - organisation’s strengths and weaknesses
  - compensation/benefits
  - safety
• notification of possible problem areas within specific departments.

Management and HR will then discuss how to best use this information for retention of good employees, recruitment of future staff, cost control and evaluation of company processes.

Items on your checklist should include the following:

• An agenda for the exit interview
• A list of all who should be present at the interview
• A list of any company property that should be returned
• The notice of termination (if applicable). *Note:* Be careful of what you put in writing. Some HR practitioners give the employee two copies to take away, asking them to sign them and return one when they’ve had time to read it through properly (usually at the exit interview).
• A departure package (similar to the orientation package given to new employees). That package may include advice on superannuation, tax forms for the employee and a guide as to the options faced.
• Contact details for your outplacement agency (where applicable).
• Someone who takes extensive notes of the exit interview throughout

**Interview techniques**

The following are interviewing strategies that are designed to help establish the goals discussed earlier, while decreasing the employee’s resistance to disclosing information.

Table 2: Interview techniques and tips (2 cols)

<table>
<thead>
<tr>
<th>Technique</th>
<th>Tip</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask open-ended questions.</td>
<td>Avoid using questions that will elicit a short answer (e.g., ‘Tell me more about these difficulties’ as opposed to ‘Have you had difficulties with this?’)</td>
</tr>
<tr>
<td>Ask—don’t tell.</td>
<td>Spend far more time listening than you do talking. Allow the person to do most of the talking. (Aim for a 70/30 listening to talking ratio).</td>
</tr>
<tr>
<td>Use reflective listening.</td>
<td>Look for the underlying meaning of what is being said and reflect this back to the person. Focus on how the person is feeling.</td>
</tr>
</tbody>
</table>
Technique | Tip
--- | ---
Use double-sided reflection. | Use two-sided reflections in order to highlight ambivalence. For example, ‘So, on the one hand, you say smoking outside the building makes you feel more relaxed, but on the other hand, you know that it upsets your workmates, that you disappear for so long.’

Summarise. | Summarise key statements. Connect motivationally relevant material, allowing the individuals to hear their own words and thoughts again.

Affirm. | Create the sense that you are supportive. Reinforce important statements with reflective listening and support, as well as nods.

**What to avoid in discussions**

The following are some suggestions about what to avoid during an interview. In general, these things are likely to increase a person’s resistance and to create discomfort and poor rapport.

Table 3: What to avoid during an interview (2 cols)

<table>
<thead>
<tr>
<th>Poor technique</th>
<th>Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>The question – answer routine</td>
<td>Unless you are simply filling in an exit survey form, try to avoid asking a series of questions that demand short answers. This prevents elaboration and exploration.</td>
</tr>
<tr>
<td>Confrontation – denial</td>
<td>Confronting someone, by nature, almost demands that they will insist on the opposite perspective. Avoid arguments, ego struggles, or debates with someone about what they should do.</td>
</tr>
<tr>
<td>The expert trap</td>
<td>If you seem like you have all the answers, the person you are talking to will fall into a passive role and will not work on their own to explore and resolve any ambivalence about the nearing departure.</td>
</tr>
<tr>
<td>Labelling</td>
<td>Many labels (i.e., ‘not-a-team-player’, ‘troublemaker’, etc.) provoke a lot of resistance. If the issue of a label gets raised (e.g., if someone asks, ‘Do you think I have a problem?’), it may be helpful to explain that a label is not what you are interested in. Instead, you would like to find out more about this person’s future career and what it means for them.</td>
</tr>
</tbody>
</table>
### Dealing with interview feedback

There are two main reasons for holding exit interviews. One is to foresee potential problems with a departing employee, before the situation gets out of control. The other is to provide information that could be used to improve processes and procedures in the organisation.

There are two issues here for you to consider.

1. Take into account the value of information provided by the departing employee.
2. Critically scrutinize the policy, planning and realisation of the exit interview itself.

You will need to determine if the exit interview information accurately represent the feelings, satisfactions, frustrations and opinions of separating personnel. If so, how widely shared is that information amongst other employees? You will therefore need to gauge what other staff think as well—and compare information.

### Think

If your organisation plans to use exit interview data to learn of problem areas, the question remains: *What represents a problem and (after a change) an improvement?* If 80% of employees are satisfied or highly satisfied with management, are the remaining 20% a problem? What do you think an acceptable satisfaction level would be?

<table>
<thead>
<tr>
<th>Poor technique</th>
<th>Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blaming</td>
<td>Try to avoid focusing on who is to blame for a problem. Blame is neither particularly relevant nor important to your goals in the exit interview.</td>
</tr>
<tr>
<td>Preaching</td>
<td>Nobody likes to be scolded or talked down to. Give suggestions and feedback, but do not lecture or scold.</td>
</tr>
</tbody>
</table>
Step 1—Review the feedback

Data collated from exit interviews, regardless of how genuine or reliable, is reduced in value unless it is analysed alongside a comparison baseline or measure of usefulness.

The issue of goals and their achievement should be widely discussed with management and stakeholders.

In a survey of other managers and the stakeholders, you could ask:

- How did you initially plan to use information from exit interviews? (This question should be asked as part of the needs analysis, prior to developing the exit surveys and checklists. The answers can then be used to evaluate the outcome of the interviews.)
- Does the information from exit interviews serve your needs?
- How have you used exit interview data in the past year?
- How have you used exit survey data to:
  - improve your business unit
  - identify and resolve problems
  - identify and take advantage of opportunities?
- How has the exit interview process been ineffective in serving your needs?
- What content could we include in future exit surveys to better meet your department’s needs?
- What specific changes in the past year have been the direct results of exit interview data?
- Are reports back to you from exit interviews timely?
- Are exit interview related reports clear?
- Are you satisfied with the way the exit interviews are organised?

Step 2—Determine changes

What should the organisation assess regarding the exit interview? This is potentially where problems can occur in the methodology of the exit interview. Serious flaws in an interview procedure could hide problem areas in the organisation, or lead to a wrong conclusion when new problems are thought to have been found. You need to confirm the information provided in the interview with information provided by other employees at their exit interviews.

Compare the exit interview survey or summary reports with other management documents in the organisation. The efficiency of the survey
can be judged by comparing the outcome with other documents and records (a form of benchmarking). You can conduct a post-mortem with the stakeholders. These steps should show whether the interview, or other systems, produce partially or wholly redundant data.

A number of items must be closely monitored and assessed, such as the level of

- support for the exit interview and subsequent reports
- perceived credibility of exit interview data. Do supporters trust the data? Do they see it as important in terms of their day-to-day needs and how to respond to those needs?
- long-term commitment to exit interview policy. Is the exit interview being used temporarily or is there a sense of long-term commitment?
- importance of exit interview information to various departments. How do the departments use data?
- usage. This can involve number of items used, number of times data is accessed, or number of issues the data impacts.
- success in the past. If the organisation can’t determine whether the policy of exit interview reports have had an impact, there’s probably no reason to continue them. Success means that an exit interview report has provided data which the HR team or different business units were able to implement effectively.

Sample exit surveys to be used in an exit interview:

Table 4: Exit survey 1 part 1 (2 cols)

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job title:</td>
<td>Leaving date:</td>
</tr>
<tr>
<td>Department:</td>
<td>Direct supervisor:</td>
</tr>
<tr>
<td>Preparation:</td>
<td></td>
</tr>
<tr>
<td>Does the interviewer have a copy of the most recent job description?</td>
<td>Does the interviewer have a copy of the letter of appointment?</td>
</tr>
<tr>
<td>Does the interviewer have a copy of the most recent job appraisal?</td>
<td></td>
</tr>
</tbody>
</table>
Table 5: Exit survey 1 part 2 (1 col)

<table>
<thead>
<tr>
<th>Position:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please outline the duties and responsibilities of your present position.</td>
</tr>
<tr>
<td>Is this the sort of work you expected to be doing when you were offered the job?</td>
</tr>
<tr>
<td>Has the work you’ve been doing interested or challenged you?</td>
</tr>
<tr>
<td>Is the actual work you have been doing different to your job description?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would you like to comment on any aspect of your training or career support?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial:</th>
</tr>
</thead>
<tbody>
<tr>
<td>How well do you think you have been paid for the work you do?</td>
</tr>
<tr>
<td>Do you think your pay increased sufficiently during the job?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you feel your supervisor supported you when you needed support?</td>
</tr>
<tr>
<td>How did your supervisor respond to any suggestions or complaints you raised?</td>
</tr>
<tr>
<td>How well did your work group/team help your work?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would you tell me you overall feelings about the job and the organisation?</td>
</tr>
<tr>
<td>Would you be prepared to remain in the job under a different arrangement – one that might be more satisfactory for you?</td>
</tr>
<tr>
<td>If yes, what changes would you require?</td>
</tr>
</tbody>
</table>
Table 6: Exit survey 2 part 1 (1 col)

It would be appreciated if you would complete this questionnaire and return it to the HR department. Some of the issues, if identified by a number of departing staff and if consistent over time, may provide a guide for future staff development and workplace culture.

Please note that your name is not required on this questionnaire and your replies will be confidential. If, however, you wish to further discuss your decision to leave, you will have an opportunity to do so before your exit form the organisation.

Table 7: Exit survey 2 part 2 (2 cols)

<table>
<thead>
<tr>
<th>Employment type:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent _____</td>
<td>Full-time _____</td>
</tr>
<tr>
<td>Contract _____</td>
<td>Part-time _____</td>
</tr>
<tr>
<td>Other _____</td>
<td></td>
</tr>
</tbody>
</table>

Table 8: Exit survey 2 part 4 (5 cols)

<table>
<thead>
<tr>
<th>Reason for leaving</th>
<th>Primary importance</th>
<th>Secondary importance</th>
<th>Minor value</th>
<th>Not relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved salary or benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career prospects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Redundancy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal reasons – related to the job</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal reasons – unrelated to the job</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Reason for leaving | Primary importance | Secondary importance | Minor value | Not relevant
--- | --- | --- | --- | ---
Other

Table 9: Exit survey 2 part 5 (3 cols)

<table>
<thead>
<tr>
<th>Career destination on leaving (if applicable)</th>
<th>Full-time</th>
<th>Part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business employment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Own business</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unemployment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 10: Exit survey 2 part 6 (3 cols)

<table>
<thead>
<tr>
<th>New salary level</th>
<th>Salary</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Same</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unknown</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Case study

A young man is hired in 1987 to work as a fitter and turner machinist in Victoria.

During 1997, the man experiences chest pains and claims difficulty breathing, because, he says, in the course of his employment he has been
exposed to a smoking environment. The man claims that he approached his supervisor to discuss with him the company’s policy in relation to occupational health and safety, specifically his concerns of smoking in the workplace.

After the discussion with the supervisor he is called to the manager’s office where he is told that the company’s policy is none of his business and that the company did not have a no smoking in the workplace policy.

The man further claims that the manager told him that if he proceeded with the complaint, his employment would be terminated.

The man chose to continue with his complaint, and then spoke to the HR manager about his health concerns. After all these objections there was still no change in the workplace situation in relation to smoking. Due to the refusal of the company to stop the smoking around him, the applicant tendered his resignation.

He participates in an exit interview and during the interview says he is resigning because of poor health. The soon-to-be-ex employee warns that he will pursue a claim for workers compensation. Two weeks later, before the date of his resignation takes effect, he submits a claim for compensation.

Think

**How would you have structured the exit interview in the case study above? Would you prepare for this meeting as a resignation or a dismissal?**

Adapted from Open Training and Education Network (2003) Learner’s Guide BSBHR507A TAFE NSW; used with permission