

EMPLOYEE EXIT INTERVIEW

Employee name: _____ Position: _____

Date of hire: _____ Date of termination: _____

1. Why are you leaving?
2. If you are going to another job, what does that job offer that your job here did not?
3. What factors contributed to your accepting a job here? Were your expectations realized?
4. How would you evaluate your salary in comparison to the work that you performed?
5. What are some of the factors that helped to make your employment here enjoyable?
6. What comments or suggestions do you have in regard to making this a better place to work?
7. Would you recommend our organization to a friend as a place to work? If yes, why? If no, why not?

Other comments:

Interviewer's signature: _____ Date: _____

Employee's signature: _____ Date: _____

CONDUCTING THE TERMINATION MEETING

Once all of the investigation and preparation for the discharge decision has taken place, the only matter left is to communicate the decision to the person being discharged. The actual termination meeting should last 10 to 15 minutes and have as its purpose providing a simple and concise statement of the decision to terminate, the effective date of the termination and a review of the terms and conditions concerning benefits, references, removal of personal property and related matters.

The following points should be kept in mind when conducting the termination meeting:

1. Be on time and bring all the material necessary to conduct the meeting.

2. Start the meeting promptly.

___ a. Prepare an outline of exactly what points are to be covered and in what order.

___ b. Leave blank space under each item in the outline to record the employee's responses.

___ c. Take comprehensive notes.

___ d. Start the meeting by stating the purpose of the meeting.

___ e. Do not spend time in small talk or unnecessary conversation.

3. Emphasize the following key points:

___ a. The decision is final and cannot be reversed unless the facts on which the decision was made are proved to be wrong.

___ b. Where true and appropriate, advise the employee that alternative in-house positions were explored without success.

___ c. There is concurrence in the decision by all management levels.

___ d. All relevant factors were reviewed. Although the reason for termination should be communicated, there is no need to go through a step-by-step analysis of the documentation supporting the reason for discharge.

4. Display empathy for the person's situation, but do not sympathize and become an ally of the person.

___ a. The manager must assume full responsibility for the separation in the sense that the manager speaks for the company.

___ b. The manager should not hold out any hope that the decision will be changed or open the door to any kind of bargaining.

5. Be firm and honest, but allow the person to have his or her say.

___ a. Do not interrupt or talk over the person.

- _____ b. If the person attempts to argue with the decision, react with words such as I hear what you are saying, but the decision stands and will not be changed.
- _____ c. Do not lose control of the meeting or stray from the central issue of informing the person of a predetermined result.

EMPLOYEE TERMINATION EXIT CHECKLIST

Employee name: _____ Position: _____

Date of hire: _____ Date of termination: _____

Topics to discuss:

____ Salary/Payroll

Salary through last day of employment: _____

Accrued, unused vacation through last day: _____

Other adjustments (commission, travel expenses, etc.) _____

____ Disclose any benefits included as taxable wages _____

Total of final paycheck: _____

____ Employee benefits:

Health Insurance:

____ COBRA information given to employee

Date coverage ends: _____

Reimbursement due employee for premium: _____

____ Insurance company notified

Life Insurance:

Date coverage ends: _____

____ Insurance company notified

401(k) Plan:

____ Withdrawal/Rollover information given to employee

Profit Sharing Plan:

____ Employee notified of any distribution

Return of Company Property:

____ Identification badge

____ Keys and key cards

____ Equipment (Laptop PC, pager, cell phone, tools, etc.)

____ Credit cards

____ Books and other printed material

____ Other items, list: _____

The terminating employee's forwarding address:

Completed by:

Name: _____ Position: _____ Date: _____