an inquisitor but also an instructor and a salesman. There is an artistry of interviewing which involves more than skill in extracting information.

A sound psychology carefully avoids the use of inquisitorial practices in the interview or of test procedures bunglingly handled by novices in a way to defeat the creation in the applicants of the right attitudes and motives.

The leaving interview, likewise, is not complete unless it performs the same three functions—getting information, giving information, and making a friend.

The employment manager in the modern personnel department usually designates his most skilled interviewer to talk with leaving employees. He sees both those who are discharged and those who leave voluntarily. The foreman sends to the employment office, along with the time slip, a form on which he states the cause of separation. But often he does not know the real cause. It is the duty of the leaving interviewer to get underneath the surface and to find out if possible the essential circumstances which led to the final break.

This is not an easy task. The employee, having decided to quit, wants to get away with as little delay as possible. So he is apt to give the most plausible reason for going, rather than to speak frankly about matters which might tend to prolong the interview. He says he is leaving for a better job or is going back to school, when the truth is that he does not know what he is going to do, but sees little chance for advancement where he is, or feels that the inspector who has been passing on the quality of his work has not been treating him fairly. It takes a shrewd, sympathetic, sensible questioner to get at the truth. Such an interviewer is often able to uncover conditions which are remediable and to save the employee to the company. Sometimes he is able to make the employee see that he is acting rashly or unwisely; that the job to which he is going, while paying nominally a better rate, has disadvantages which more than outweigh the difference in pay. If the leaving interviews are