



NHRMA 24

86TH ANNUAL CONFERENCE + TRADESHOW

CS06

Increase Your Retention with Stay Interviews

INCREASE YOUR RETENTION WITH STAY INTERVIEWS

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Today's Goals



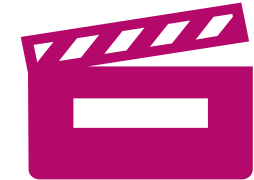
Information
and
Set the
Stage



Discussion
Time



Provide you with
Tips and Ideas for
You/Organization



Motivate
You to Take
Action



BUT FIRST....



This year, 95% of employees are searching for or plan to search for a new role, according to a January 2024 Monster poll of US workers.



Maybe that's why research from human resources firm **Nonprofit HR** found that the use of stay interviews increased from 33% in 2022 to 46% in 2023.



Stay interviews give you a look into what you are doing great, why your best employees stay with you, and what could make an employee leave.



The goal of stay interviews is to uncover and address what's not going well and what challenges exist or may lie ahead,



Organizations Cannot Fix
What They Do Not Know

QUESTION

Is Retention a Program or a Process?
Why?



Managers have the power to shape their team's experiences. Research from a [2022 global McKinsey survey on attrition and attraction](#) found that uncaring and uninspiring leaders were one of the top three reasons respondents gave for leaving their jobs.

**Good Programs + Good Supervisors =
Engagement & Retention**

Good Programs + Poor Supervisors =
Disengagement & Turnover

BETTER ENGAGEMENT AND MOTIVATION

There are five main drivers of employee engagement, as identified by Gallup:

1. Purpose
2. Development
3. A caring manager
4. Ongoing conversations
5. A focus on employee strengths

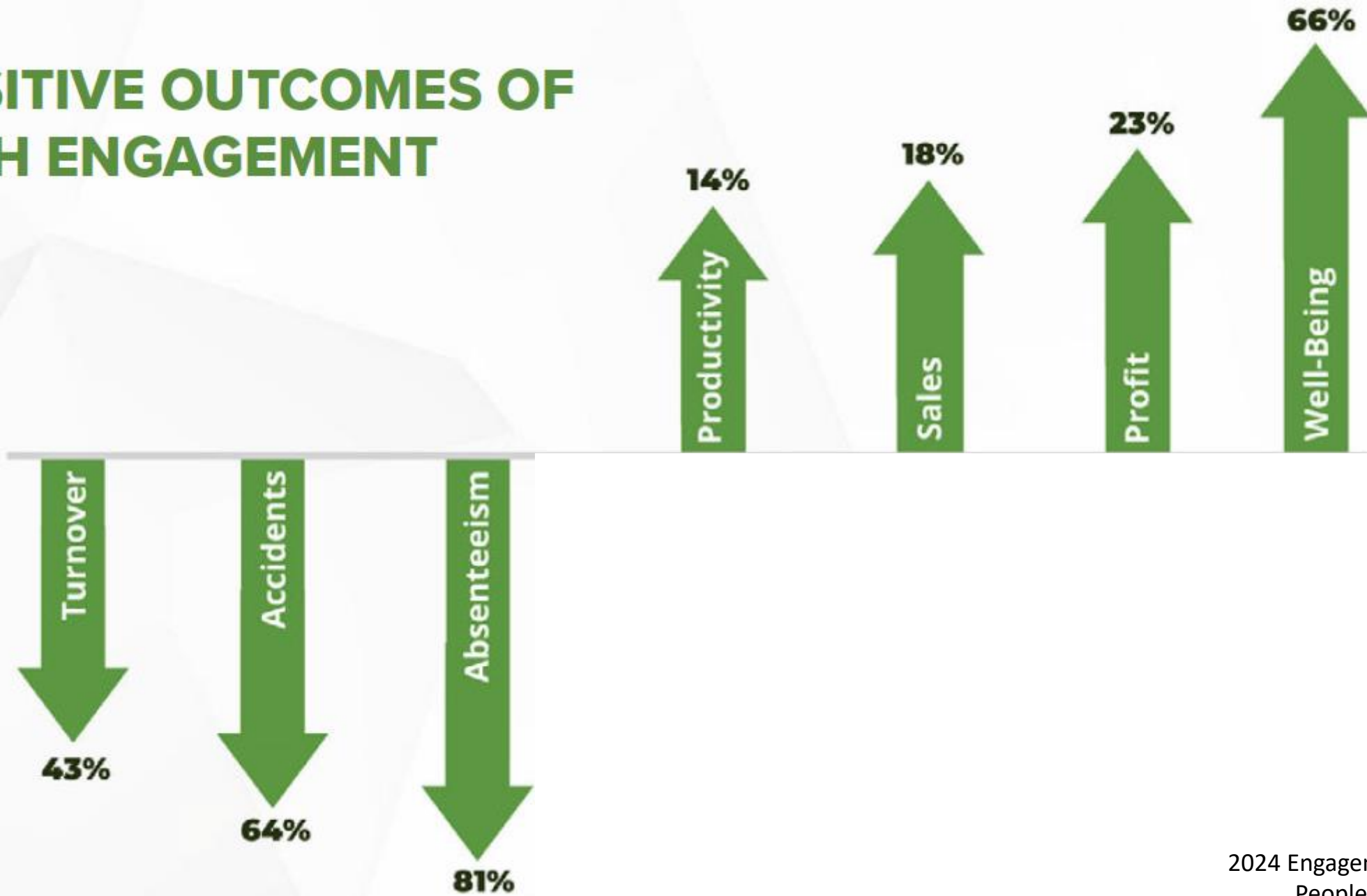


BETTER ENGAGEMENT AND MOTIVATION

There are five main drivers of employee engagement, as identified by Gallup:

1. Purpose
2. Development
3. A caring manager
4. **Ongoing conversations**
 1. **One-on-One Check-in Meeting**
 2. **Quite Quitters never asked about what needs to change so they can thrive and perform at work**
 3. **Stay Interview**
5. A focus on employee strengths

POSITIVE OUTCOMES OF HIGH ENGAGEMENT



STARTING YOUR ENGAGEMENT JOURNEY



- **Make engagement a priority**
 - Dedicate time and resources.
- **Get employee feedback**
 - You cannot guess at what drives employee engagement.
- **Create a plan of action**
 - How will you take action? Who will be responsible for taking action? How will they be held accountable?
- **Communicate**
 - A detailed communication plan with the goal of keeping employees updated on your steps along the way,
- **Be consistent**
 - Set a cadence for employee feedback employee, perceptions can shift.

PULLING IN DATA

Data Types

- Quotative and quantitative
- Structured and unstructured
- Internal and external

Talk and Listen

- Interviews
- One-on-One check-ins
- Focus groups
- Chat
- E-mail

Surveys

- Onboarding
- Stay interviews
- Exit interviews
- Pulse
- Engagement
- Employee experience

Stay Interviews

- A stay interviews are designed to discover (the unique reasons) why a current employee continues to work for the Organization, what motivates and engages them, and why they opt stay with the organization rather than searching for a new position.
- A structured discussion a leader conducts with each individual employee to learn the specific actions they must take to strengthen that employee's engagement and retention with the organization.

STAY INTERVIEWS

BENEFITS OF CONDUCTING STAY INTERVIEWS

- Showing your employees that you care about their thoughts and feelings regarding work
- Helping to build trust with your employees
- Increasing the communication between you and your employees
- Allowing for a mutual conversation between you and an employee regarding their current stance on work
- Providing viable information needed to make positive changes within the workplace
- Revealing patterns and data related to your employee turnover rates
- Identifying employees who aren't happy and might need more support
- Employees are more likely to accept responsibility for staying.

STEPS FOR CONDUCTING STAY INTERVIEWS

1. Plan Ahead - Schedule Them.

- Schedule your stay interviews in advance and inform your employees of when they can expect to be interviewed.
- Ask early...set the stage.

2. Let employees know why they're being interviewed and what to expect

- Explain to your employees what this type of interview is and why you're doing them. You should also inform your employees of what to anticipate during the interview.

3. Conduct stay interviews in person and in a safe and comfortable environment

- Holding these conversations in a neutral environment can help employees feel more comfortable and open.

STEPS, CONT.

4. Ask the right stay interview questions

- The most important component. Questions need to be beneficial to your organization and employee. Looking to encourage employees to be open and honest. Convey that you care about their opinions. Open-ended questions are ideal.
- Reminder: questions and discussion is not about employee performance

5. Make it conversational

6. Express your appreciation for the employee

- Expressing your appreciation for participating in the interview and the work they do can make it a more positive experience.

STEPS, CONT.

7. Follow up after the interviews

- Showing appreciation for their time and you were listening. A follow-up email with a mention of something specific discussed is a GREAT idea.

8. Involve HR if needed

- equipped to ask tough questions because they don't have a personal stake.
- talking to someone who isn't their manager, employees tend to be more open
- it's important to keep HR in the loop

9. Use the information gathered to make positive changes

- Taking notes and using the information to establish action plans for next steps and positive changes

ACTIVITY

Questions For You

How do I know if my organization is ready for stay interviews?

Do all employees have to be interviewed?

What should not be asked in a stay interview?



ACTIVITY

Questions For You

Should you give questions to employees in advance?

Do we interview all employees or only specific employees?



“HAPPY DISCUSSION”

- Use your own words
- Script it for consistency
- No implied contract
- *“[I tell the employee] that I'm pleased to have them on the team and want to stay attuned to things that keep them here, and conversely, things that might convince them to consider leaving, so we can prevent that from happening”.*
- *“I hope we can work together for a long time”.*
- *“My greatest interest for our time today is to learn what I can do to make this a great place for you to work”.*

Stay Questions



Stay interview **questions** can follow different paths, depending on the employee and the organization. Themes often cover career growth, workplace relationships, and manager support.

ACTIVITY

What do you think. Is
This a good question?

“Do you think the
communication is
going well here?”



SAMPLE QUESTIONS

1. What about your job makes you want jump out of bed?
2. What about your job makes you want to hit the snooze button?
3. What do you like most/least about your current role?
4. Have you been able to maintain a positive life balance? If not, what needs to change?
5. If you could change something about your job or work environment, what would that be?
6. Do you feel safe and supported at work? If not, is there anything we can do to make you feel safer?

SAMPLE QUESTIONS

How do you like to be recognized for your achievements?

Do you feel your advancement within the organization has been encouraged?

Have you been provided with a clear career growth path?

How can the organization improve transparency with our employees?

If you could change one thing about morale, what would it be?

What makes for a great day at work?

What do you think about on your way to work?

SAMPLE QUESTIONS

- What's the most exciting part of your job?
- What aspect of your job do you wish you could change?
- What factors contribute to you doing your best work?
- What additional resources or professional development opportunities would be useful to you?
- What situations have made you consider resigning?
- Are there talents you have that you don't get to use in your position?
- What could the organization improve about employee recognition?
- If you won the lottery and didn't have to work, what would you miss?

ASKING.....

Let's share

What is your favorite question that you ask employees?



TIPS FOR CONDUCTING THE STAY INTERVIEW

- Always take notes
- Be a good listener
- Remember to probe
- Take responsibility
- Structure interview format
- Explain next steps

CLOSING THE INTERVIEW

Before finishing the interview, it's important to ask employees if they have any questions or if there's anything else they'd like to cover. Make sure you also explain what happens next.

- Use this example dialogue for inspiration:
- *Thank you so much for sharing your thoughts with me. I appreciate your honest and open attitude. Is there anything else you'd like to cover before we finish?*
- *In summary, your reasons for staying at [company name] are, X, Y, and Z. Is that accurate?*
- *My role now is to share overall information back to the organization. Specifically, for you to develop a stay plan, to help support you in the best way possible. I'll share my findings by [date], and I'd like to revisit this process by [date]. I'll also be working to uncover any wider trends around why people remain at [company name], and what we can do to make your experience here as rewarding as possible.*



ONE EXAMPLE



PUTTING INFORMATION IN ACTION

- Supervisors conduct annual Stay Interviews
- Supervisors predict “retention risk” via
 - **Green**likely to stay
 - **Yellow** ...concerned
 - **Red**unlikely to stay
- Develop action plans for yellows and reds
- Supervisors accountable for coding

“Retention Forecast”

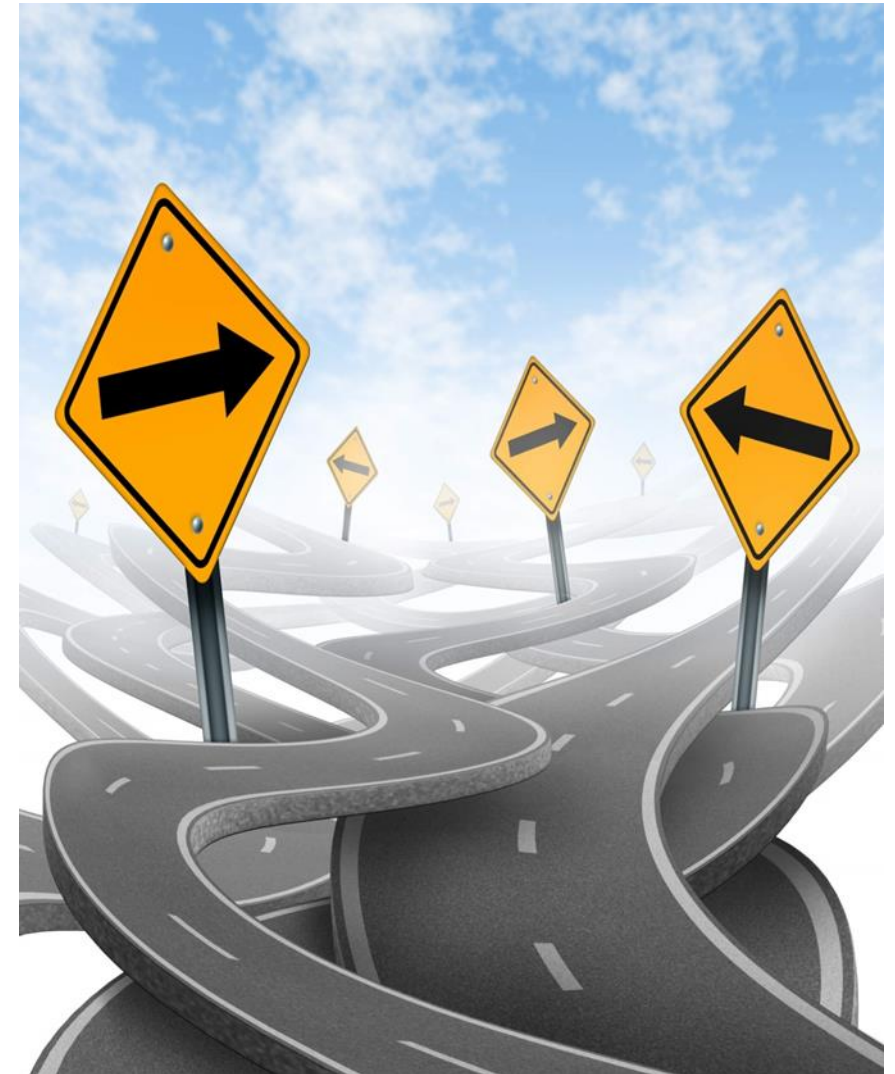
Leader: Jeffries	Perf. Rating 5=hi 1=lo	Green 1+yr	Yellow 6-12 mos	Red 0-6 months	Retention Plan	Add'l Notes
Kim J.	4				Provide mentor	
Burt B.	5				Develop skills for possible promotion	
Cindy S.	3				Pleased w/ current role and circumstance	
Ralph T.	2				Coaching for performance	

Stay interviews are not without challenges.

Sometimes they will uncover unpleasant truths, bad feelings toward others, or employees that don't know about career paths (because it has never been discussed or they've never logged into the "HR Portal").

You may encounter resistance from employee:

- if they have never participated in a stay interview,
- If they feel you're questioning their loyalty or commitment
- may not be used to talking about their motivators and sources of job-related frustration
- if supervisor is the primary source of their issues



Stay interviews are not without challenges.

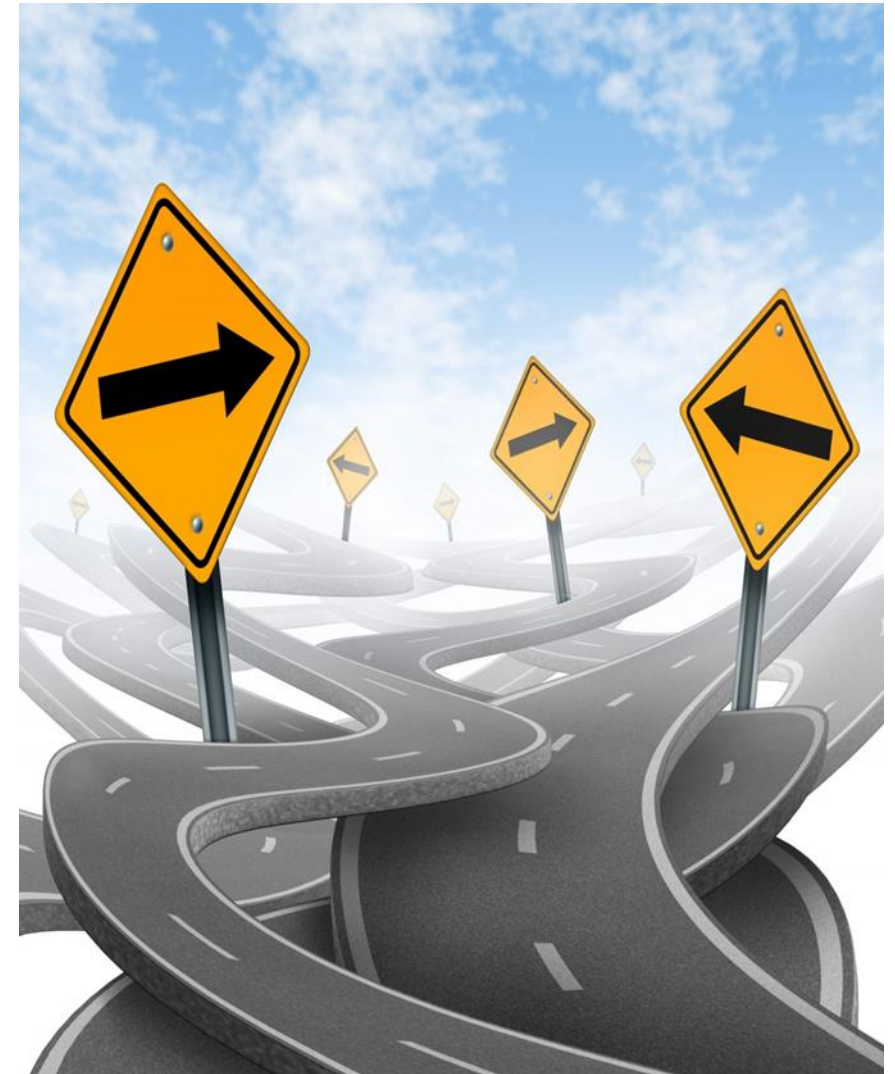
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Supervisors Have Concerns.

If an employee brings up pay, a promotion, training or something out of scope. They are unsure how to respond. *Truthfully.*

Have them focus on the things that are within their control.

"So what else matters to you?"



Stay Interviews:

- Bring information that can be used today.
- Give insights for engaging and retaining individual employees.
- Put managers in the solution seat for developing individual stay plans, personalized for each employee.

WRAP UP

REFLECTION

What stood out for you, increased your knowledge, or changed your thinking during this session?

What is one thing you learned or discussed today that you will take back and apply to your work?





RESOURCES



WANT ADDITIONAL RESOURCES

Just Connect With Deborah 😊

- 2024 Employee Engagement Report by People Element
- Want a Sample Template?
- Additional Stay Interview Questions to Ask

Questions

The background of the slide is decorated with numerous question marks of various sizes and colors, including shades of purple, grey, and black. The question marks are scattered across the page, with some appearing larger and more prominent than others. The overall aesthetic is clean and modern, with a focus on the central text.



THANK YOU

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