



# **Stay Interviews: Retaining and Engaging Employees**



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# **JOB AID: Stay Interview Questions**

## **5 Stay Interviews Questions by Richard P. Finnegan**

- 1. What do you look forward to each day before you begin work?**
  1. Give me an example.
  2. Tell me more about...
  3. Who do you look forward to working with the most?
  
- 2. What are you learning here, and what do you want to learn?**
  1. Which other jobs here look attractive to you?
  2. What skills do you think are required for those jobs?
  3. What skills would you have to build to attain those jobs or some responsibilities for those jobs?
  
- 3. Why do you stay here?**
  1. Tell me more about why that is so important to you.
  2. Is that the only reason you stay or are there others?
  3. If you narrowed your reasons to stay to just one, what would it be?
  
- 4. When is the last time you thought about leaving us, and what prompted it?**
  1. Tell me more about how that happened.
  2. What's the single best thing I can do to make that better for you?
  3. How important is that to you now on a scale of 1-10?
  
- 5. What can I do to make your job better for you?**
  1. Do I tell you when you do something well?
  2. Do I say and do things to help you do your job better?
  3. What are three ways I can be a better manager for you?



**Which question, if you were to ask it of an employee, would provide you with insight you do not already have?**

**Have you ever asked these questions of your employees?**

**Have you ever been asked these questions by your current supervisor?**

## **JOB AID: Stay Interview Questions Continued**

### **Additional Questions**

#### **Job Duties and Work Environment**

1. What do you look forward to when you are performing your work each day?
2. What do you like most or least about working here?
3. What keeps you working here?
4. If you could change something about your job, what would it be?
5. What would make your job more satisfying?
6. What motivates (or demotivates) you?
7. If you could change one thing about your job, what would it be?
8. When was a time, within the past year, that caused you significant anxiety or frustration?
9. When was a time, within the past year, that you view as a 'good day' at work?
10. If you think about work when you're not working, what do you think about?
11. What have you felt good about accomplishing in your job and over your time here?

#### **Manager Support**

1. What can I do to best support you?
2. What can I do more or less of as your manager?
3. What kind of recognition or feedback would you like about your performance that you are not currently receiving?
4. How do you like to be recognized?

#### **Career Growth and Skills Development**

1. What would you like to learn here?
2. What might tempt you to leave?
3. What opportunities for improvement would you like to have?
4. What talent, interests or skills do you have that we haven't made the most of?
5. What are your career goals two years from now? One year from now?

# Conducting the Stay Interview



## Setting Up for Success

### Communication

- Tell employees why you are having the meeting and what you are going to be talking about.

### Timing

- Schedule ahead so the employee knows it is important.
- Schedule annually months away from performance reviews. Separate from performance reviews!
- Do not conduct an interview right after an employee starts.
- These should be no more than 20 – 30 minutes long.

### Setting

- Pick a setting where the employee will feel comfortable to express their feelings and thoughts.
- Do NOT provide performance feedback during this interview.
- You might consider a walking interview or even using the phone.

### The Question is Everything

- Questions should be tailored to the individual.
- We've provided you a job aid with additional questions to ask.

### Action

- Reflect on what the employee has said or potentially asked.
- Respond to the employee.
- Consider actions you or the employee can take to build their engagement.
- Fill out a stay plan that you both agree to.

### Additional Notes:



## Conducting the Stay Interview

### Opening




*“I would like to talk with you about the reasons you stay with our organization so I understand what I might be able to do to make this a great place to work for you.”*

*“I’d like to have an informal talk with you to find out how the job is going so I can do my best to support you as your manager with issues that are under my control.”*

### During

1. Prepare several open-ended questions.
2. Listen 80% of the time.
3. Probe to learn more.
  - “Give me an example”
  - “Tell me more about...”
  - “Tell me more about why that is so important to you.”
4. Take notes.

### What Not to Ask

-  Yes or no questions
-  Are you happy working here?
-  Do you make enough money?

### Closing the Interview

*“Let me summarize what I heard you say about the reasons you stay. Then, let’s develop a plan to make this a great place for you to work.”*

Then:

- Manage expectations. Identify what is possible and what is not.
- End on a positive note.
- Develop a stay plan.

## **JOB AID: Stay Interview Template**

**Name:**

**Date:**

**Questions to Ask:** *\*Prepare questions ahead of the interview.*

**Notes:** *\*Take notes on what the employee shares.*

**Follow up questions to ask the employee:**

**Employee needs/ asks/ requests:**

**How do I need to follow up as a supervisor? (Who, does what, by when and how will you both follow up)?**

# JOB AID: Stay Plan Form

Name:

Date:

| Employee Requests/ Needs | Possible Solutions for Engagement |
|--------------------------|-----------------------------------|
| •                        | •                                 |
| •                        | •                                 |
| •                        | •                                 |
| •                        | •                                 |
| •                        | •                                 |
| •                        | •                                 |
| •                        | •                                 |

## Stay Plan

*\*Document who, does what, by when and how you'll follow up. Be sure to present this to employees and that they agree to these solutions.*

## JOB AID: Employee Development Resources



- ☑ Search for positions on [CU's Internal Job Board](#)
- ☑ [CU Boulder professional development sessions to build job skills](#)
  
- ☑ [CU System Professional Growth and Training](#)
  - Skillsoft
  - LinkedIn Learning
  - Coursera
  
- ☑ Participate in an [ALTEC language Classes](#)
  
- ☑ [Workshops for self-care and personal growth](#)
  
- ☑ Take a class or complete a degree program using the [tuition benefit](#)
  
- ☑ [Get involved with campus governance.](#)
  
- ☑ [Participate in campus events.](#)
  
- ☑ Professional certifications
  
- ☑ [Mentoring](#), cross-training and other way stop use in-house experts to develop colleagues
  
- ☑ Build specific skills required for next-step promotions and opportunities
  
- ☑ Projects that can be assigned to build additional skills and increase one's contribution
  
- ☑ [Review the total compensation calculator.](#)
  
- ☑ [Review policies](#) for salary increases
  
- ☑ Outline and review policies related to flexible schedules/ work from home

### Other Ideas:



## References

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### Additional Resources:

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