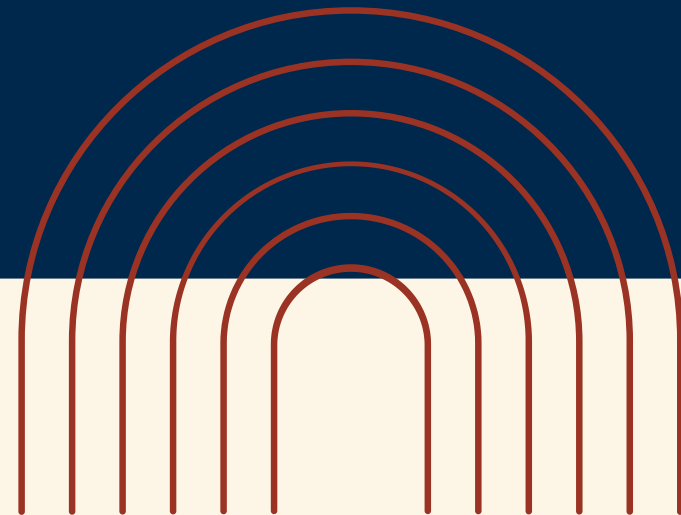
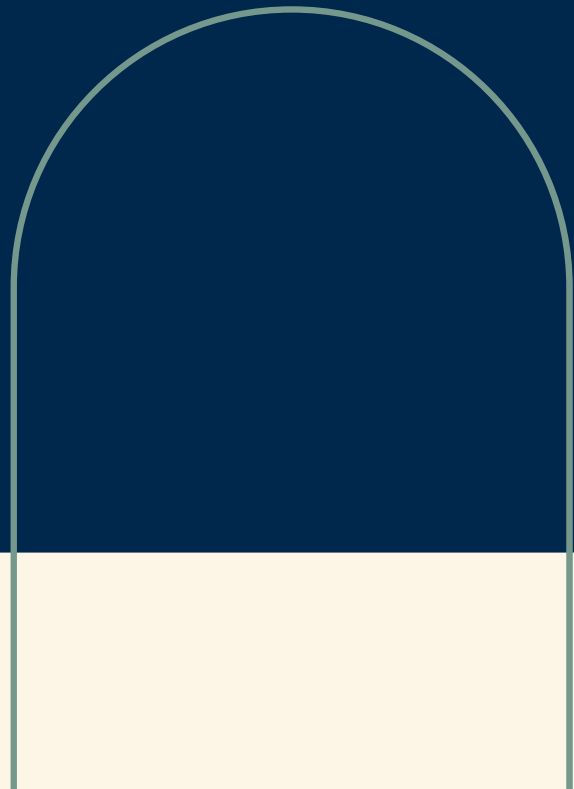
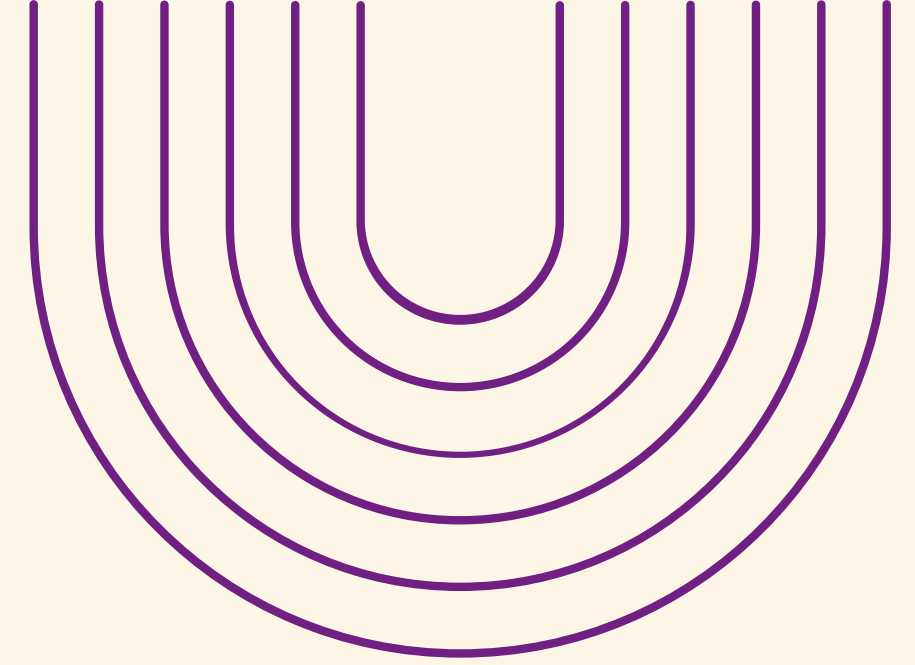


# STAY INTERVIEWS

**KEYS TO A SUCCESSFUL STAY INTERVIEW PROCESS**





**01.**

**UNDERSTANDING STAY INTERVIEWS**

*Information about stay interviews and their importance for diverse staff retention*

**02.**

**PREPARING FOR STAY INTERVIEWS**

*Advice on how to plan and prepare for stay interviews in your unit*

**03.**

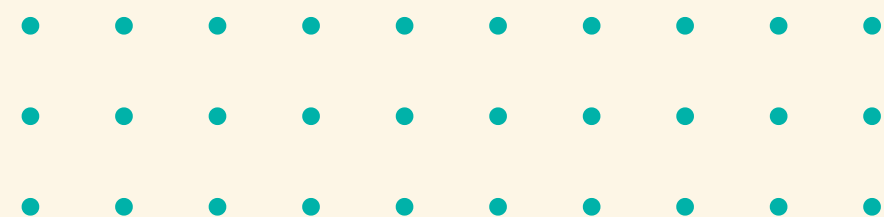
**CONDUCTING STAY INTERVIEWS**

*Tips for conducting successful stay interviews with unit staff*

**04.**

**STAY INTERVIEW FOLLOW UP**

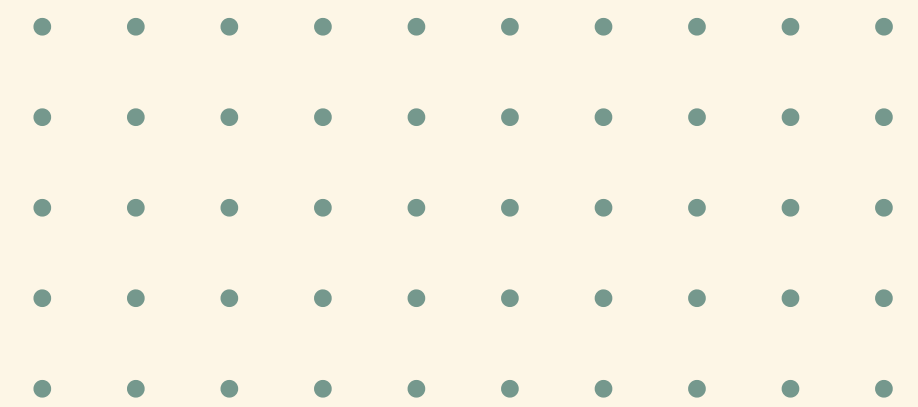
*Guidance for post-interview follow up*



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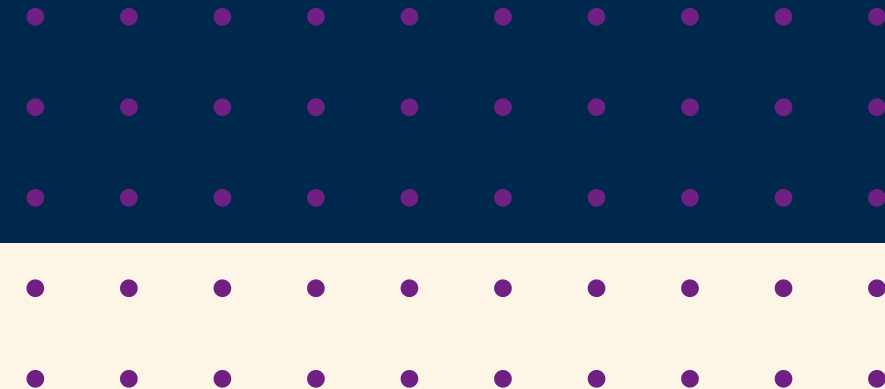


*“To recruit and retain a diverse workforce... administrators must be proactive and systematic in their approach to diversity management. More specifically, they must be mindful of their own behaviors, understand and respect the perspectives and contributions of the diverse workforce that they need to attract, identify factors that contribute to a high-performing work climate, and translate that knowledge into organizational policies and practices” (Myers, et al. 2007, p. 294)*



**01.**

# **UNDERSTANDING STAY INTERVIEWS**



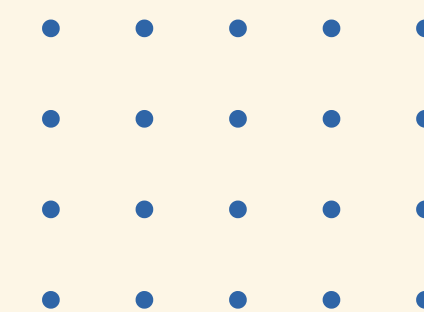


# STAY INTERVIEWS

Stay interviews are informal, employee-focused conversations between managers or supervisors and their direct reports. The purpose of these semi-structured meetings is to solicit direct feedback from staff and gain insight into how to proactively increase the retention of a broadly diverse workforce. Normalizing these conversations positively impacts workplace culture, leading to lower employee turnover.

# WORKFORCE DIVERSITY

Recruiting a diverse and inclusive workforce is important, but it's equally vital for leaders to understand the specific needs and concerns of the individuals that make up that workforce. OVPR staff demographics span a wide range of diversity in terms of backgrounds, experiences and challenges. Stay interviews are an easy-to-implement way to better understand the unique experiences of every individual in the workplace.





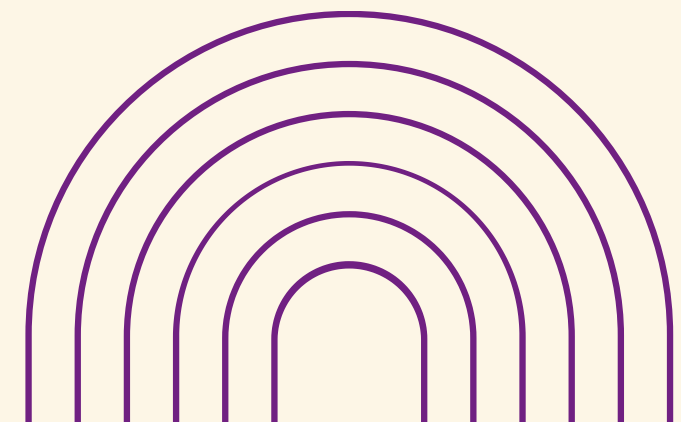
# EMPLOYEE ENGAGEMENT

Employee engagement increases when staff feel heard, valued, and appreciated.

Stay interviews give employees, particularly those from marginalized groups, the opportunity to share their viewpoints on the workplace and their experiences within the team. Staff are more likely to have a positive experience at work and feel a stronger sense of belonging and loyalty when managers/supervisors listen, act and communicate honestly. These actions strengthen the relationship between unit leadership and their employees, which is key to increasing engagement and retention.

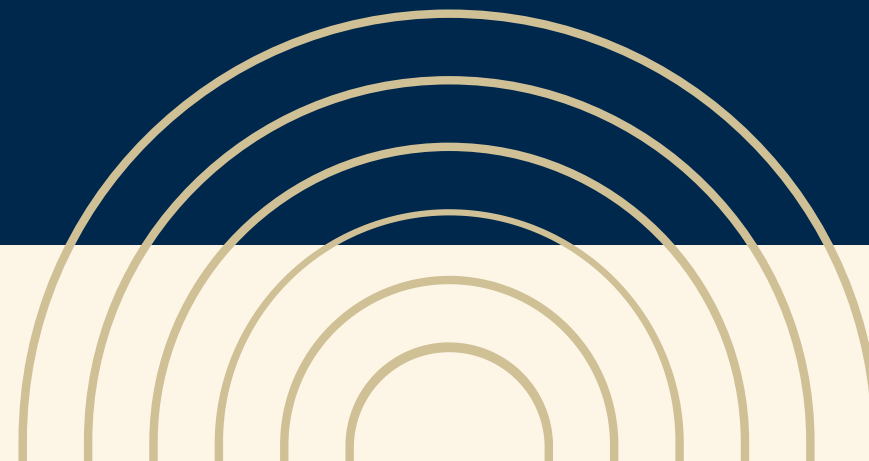
## IMPACT ON RETENTION

A well-implemented stay interview process positively impacts retention by promoting a culture of respect and trust. Conducting stay interviews is a simple and cost-effective method to discover why employees stay, resolve issues promptly, and enhance satisfaction and engagement, ultimately reducing turnover.



**02.**

# **PREPARING FOR STAY INTERVIEWS**



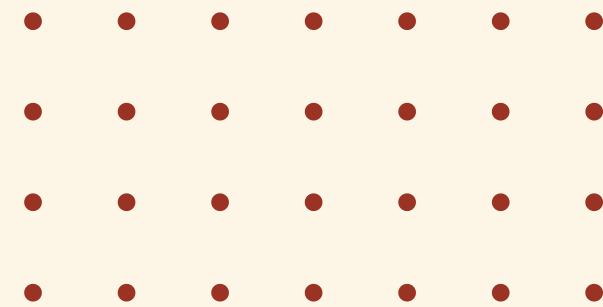


# INTRODUCE THE PROCESS

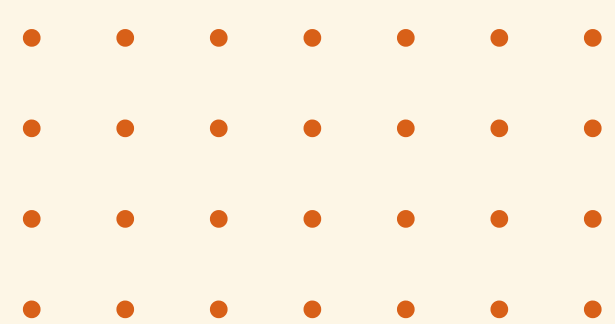
Before using stay interviews, it's important to clearly communicate why and how they will be used in your unit. Staff should understand that these conversations are part of an effort to create an environment where everyone feels safe to share their experiences. It should be understood that unit leadership is there to ensure that employee feedback is heard and valued, and will be used to make positive and impactful changes.

## DETERMINE THE FREQUENCY & LENGTH

Stay interviews should be conducted regularly (annually), but they should be separate from (6 months before/after) performance reviews. Each conversation between managers or supervisors and their direct reports should last for about 30 minutes (ideally, no longer than 45 minutes).







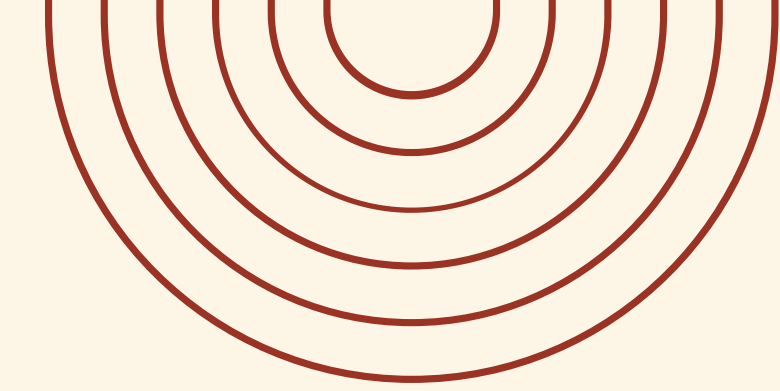
# EXPECT TO LISTEN

Stay interviews are employee-focused, meaning that the role of a manager or supervisor is to listen and learn. It is helpful to consider the **80/20 rule** as a guide. The 80/20 rule suggests that managers/supervisors spend **80%** of the meeting practicing active listening, with the remaining **20%** dedicated to asking follow-up questions and moving the conversation forward.

## SELECT QUESTIONS

Managers/supervisors should select 4-5 questions that are relevant to unit and workplace culture and send them to employees one week prior to the meeting. Remember, stay interviews are NOT about employee performance. Questions should instead focus on the motivation, goals, and concerns of employees within the unit.



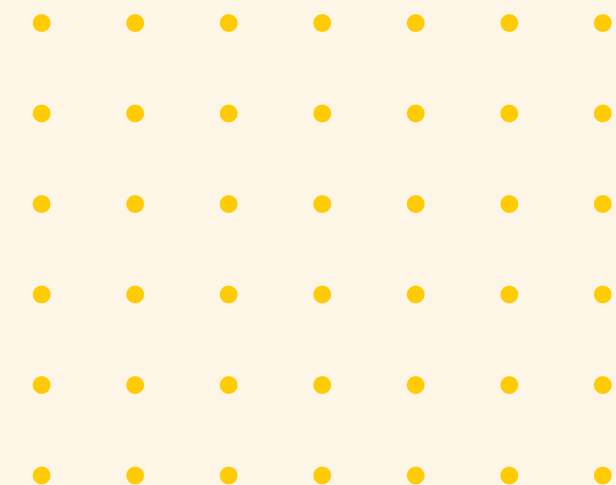


# PREPARE TO TAKE NOTES

Taking extensive notes allows managers/supervisors to accurately summarize feedback and create effective plans of action. It is recommended that managers/supervisors take written notes during stay interviews to aid in creating an open environment and promoting a more focused, relaxed interaction during the conversation.

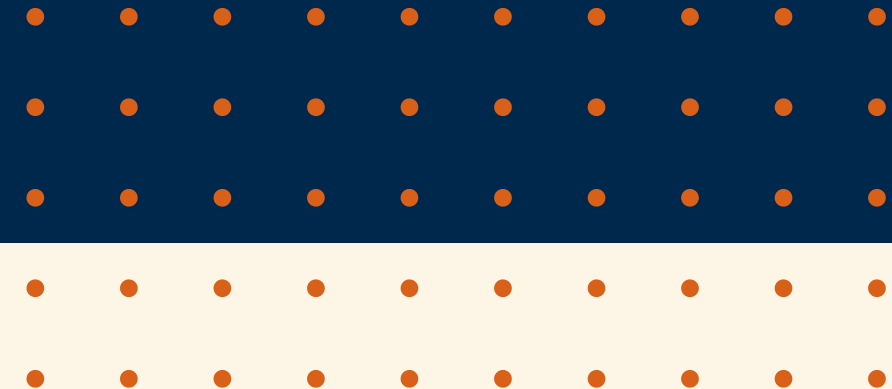
# PLAN FOR NEXT STEPS

The stay interview process is not complete after the meeting is over. Managers/supervisors should review all feedback and create action plans that enhance and elevate key motivators, support staff goals, and address any emerging issues or concerns. When reviewing feedback, look for actionable trends and themes as areas of focus during action planning.



**03.**

# **CONDUCTING STAY INTERVIEWS**



# FOLLOW THE 3-STEP PROCESS

1

**COMMENCE**

*SET THE  
STAGE*

2

**CONVERSE**

*HAVE AN  
OPEN,  
HONEST  
TALK*

3

**CONCLUDE**

*SUMMARIZE  
KEY POINTS*



# COMMENCE

Managers/supervisors should set the stage by thanking staff for their willingness to share their thoughts and feedback. Remember that the purpose of the meeting is to have an open, honest talk about the employee workplace experience.

# CONVERSE

Stay interviews are semi-structured, yet informal *conversations*. When possible, meetings should be held in-person and managers/supervisors should take notes to ensure key motivations, concerns and goals are captured appropriately. It is important to capture the “why” behind the answers, so exploring responses by asking follow-up questions to ensure an understanding of what is shared is key.

# CONCLUDE

- • •
- • •
- • •
- • •
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At the end of the conversation, feedback should be summarized to ensure clarity and understanding of the key themes that were discussed. Employees should feel confident that their feedback will be reviewed and positive action will occur.

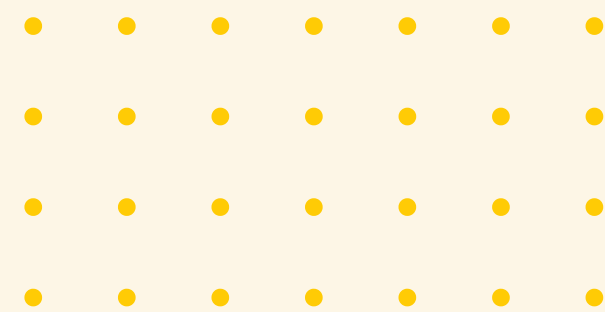


# MANAGE EMPLOYEE FEEDBACK

There may be times when employees share feedback that is difficult to hear. Managers should stay humble and not react defensively to the feedback they receive from employees. Instead, hard feedback should be viewed as an opportunity to enact positive, impactful change. A cornerstone of the stay interview process is building a culture of trust so staff need to feel confident that all of their feedback is welcome and appreciated.

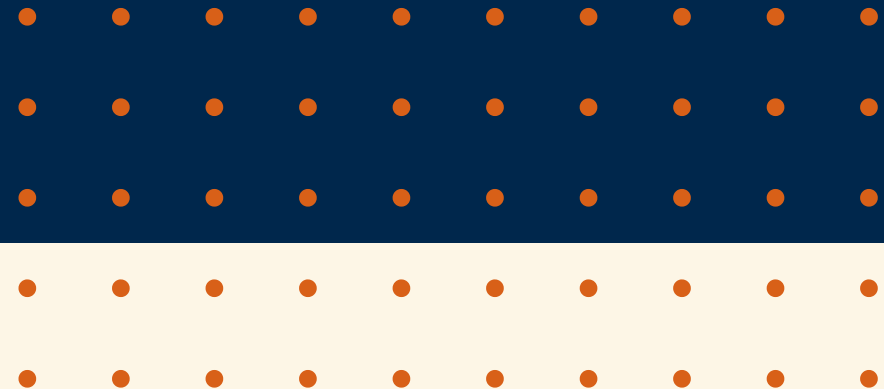
## FOCUS ON THE GOAL

Feedback may be positive or negative, but the focus of the meeting should remain on listening to the employee and correctly capturing the information received. Additionally, the resulting feedback analysis and implementation of action plans can have a positive impact on workplace culture, boost employee morale and engagement, and ultimately increase staff retention.



**03.**

# **STAY INTERVIEW FOLLOWUP**





# FEEDBACK REVIEW & ANALYSIS

After all stay interviews have been completed, managers/supervisors should compile the feedback received from staff into a format that is easy to review and analyze. Leadership should identify common motivators, goals, and challenges, then develop action plans to reinforce the positives and address concerns. Feedback summaries should be shared with unit staff, along with a public “thank you” to show appreciation for the thoughts, ideas, and suggestions received.

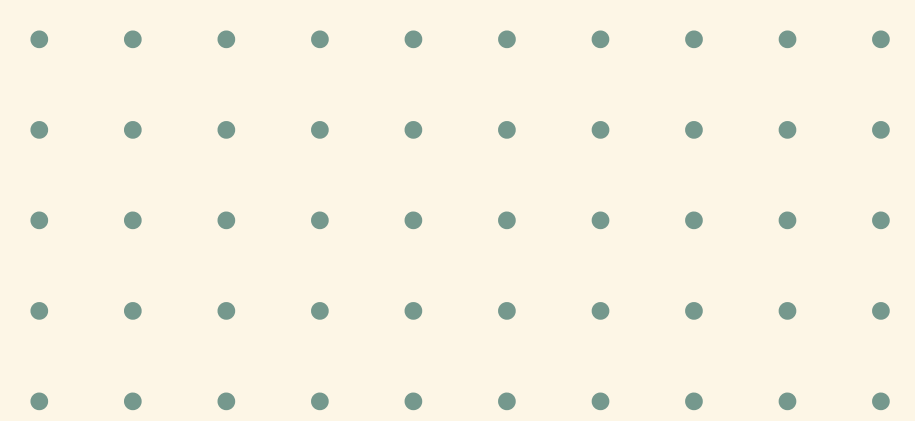
## ACTION PLANS

Units can only experience the benefits of stay interview implementation if employee feedback is taken seriously and acted upon effectively. Action plans can be applied at individual, team, and/or unit levels, and all plans should have clear, attainable goals and concrete steps for success. Managers/supervisors and unit staff are responsible for the success of these action plans.





# SOURCES & RESOURCES



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- **How Stay Interviews Can Help Retain Diverse Talent:** <https://www.forbes.com/sites/forbesagencycouncil/2020/10/23/how-stay-interviews-can-help-retain-diverse-talent/?sh=3da8dfac7778>
- **Stay Interviews Can Be an Antidote to Exit Interviews:** <https://www.higheredjobs.com/Articles/articleDisplay.cfm?ID=2978>
- **Conduct Stay Interviews, and Other Actions for Allies:** <https://code.likeagirl.io/conduct-stay-interviews-and-other-actions-for-allies-7110edf159a2>
- **3 Strategies for Retaining a Diverse Staff Workforce:** <https://eab.com/insights/expert-insight/student-affairs/strategies-for-retaining-diverse-staff/>
- **The Stay Interview: Gain Insight, Reduce Turnover:** <https://fisher.osu.edu/blogs/leadreadtoday/stay-interview-gain-insight-reduce-turnover>
- **What is a Stay Interview? (South Dakota Bureau of Human Resources):** <https://bhr.sd.gov/employees/organizational-development/StayInterview.pdf>
- **Boost productivity and talent retention with regular check-ins:** <https://thediversitymovement.com/stay-interviews-keep-employees-happy-engaged/>
- **Stay Interviews: The future of hiring and retention:** <https://www.airswift.com/blog/stay-interviews>
- **Active Listening: The Secret to Effective Communication (LinkedIn Learning):** <https://www.linkedin.com/learning/active-listening-the-secret-to-effective-communication/active-listening-16025537?u=42573940>
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- **The Importance of Cultural Diversity in the Workplace:** <https://www.thomas.co/resources/type/hr-blog/importance-cultural-diversity-workplace>