

Retention/Stay Conversation

Retention/Stay conversations enhance employee engagement, assists leaders in understanding organizational culture, focuses organizational planning, and provides additional opportunities to facilitate conversation outside the formal performance appraisal process.

Use this tool to engage employees in an open retention/stay conversation as needed, using the questions that might guide a retention/stay conversation. 1) Consider having conversations with every member of your team. 2) Set aside a time for a one-on-one meeting that allows for the employee to provide open, honest feedback. Be prepared to act on the information shared with you. 3) Choose 2-3 questions from each the sections below, that might be productive to your conversation. Not every section needs to be utilized. 4) Determine action items for you and the team member in order to address their feedback or concerns. Consider whether a formal professional development plan is appropriate.

Utilize 2-3 stay interview questions from the following sections:

Work Environment:

- What circumstances would enable you to do your best work?
- Does your team work well together?
- What barriers/challenges exist in your job/work area?
- What frustrates you in your current job? What restricts productivity and innovation?
- What do you like best about your current role? What would you like more of?
- If you were the manager, what changes would you make?
- What changes would you make to our work environment/culture?
- What suggestions do you have for increasing the effectiveness of our team communication?
- What change might make a recognizable difference in your work and work environment?
- What ideas do you have about our work and work processes that might make your work more effective/efficient?
- What decisions would you like me to seek your input?
- Is work fairly distributed?

Recognition:

- What do you like to be recognized for?
- Is there something you have done that you would have liked to be recognized for?
- Are there areas you would like not to be recognized?
- Who would you like to be informed about the good work you are doing?
- Have you recently been recognized or praised in a way that increased your commitment to the job?
- Name something that you are excited about that you have made progress in the past few months?
- Are there areas in your job you have struggled? How might I be of assistance?
- How can we further acknowledge you?
- How do you prefer to be recognized (personal note, public recognition, nominal gift, etc.)?

Engagement:

- Do you feel your work makes a difference?
- Do you feel fully utilized in your current role? How else can we take advantage of your talents and interests?
- How would you describe the engagement level on your team?
- What motivates you most at this time?
- Do you believe you have the authority to make decisions that impact your work?
- Do you feel you are proud of the work you do in this job?
- Do you feel your manager helps you to understand what is expected of you?
- Does your manager provide you with timely and direct feedback?

Development:

- Where would you like to be in the organization two years from now? How can I assist you in getting there?
- Are there obstacles you are facing with your career development?
- What courses, publications, conferences and development/growth opportunities would you like to pursue?
- Are there tasks/duties that are currently not a part of your job that you would like to explore?
- How can I support you?

Retention:

- What makes you feel most successful in this job?
- What makes you think of leaving this job?
- Why do you stay in this job?
- What do you need stay?
- Are you aware of anything that might be causing retention problems?
- Are the reasons you stay different from the reasons you came to the University?
- What expectations did you have, when you first came to this job that have not yet been met? Which expectations have been exceeded?

Stay interviews are most successful when information gathered is used to support the needs of the employee. Develop action items addressing areas of retention concerns and opportunity. Resources and tools for developing action items may include:

- Develop an action plan for employee development (Professional Development Plan).
- Utilize training and development resources at BRIDGE.
- Contact Human Resources for additional counsel and resources.
 - Review position description to determine if a job evaluation/assessment may be appropriate.
- Utilize campus Employee Assistance Program resources (EAP).
- Explore job specific certifications.
- Explore growth/stretch opportunities within scope of current employee job description.
- Discuss mentorship opportunities.
- Contact Human Resources for additional assistance.