

August 18, 2008



Human Services

**SUPERVISORS' TOOL KIT**

In this toolkit:

- Stay Interview
- Quote of the Week

## Stay Interviews

“Stay Interviews” are the ***opposite*** of Exit interviews – instead of waiting until a worker is leaving to ask the question “what could we have done to keep you”, this initiative asks these types of questions frequently *during* the worker’s employment.

- By asking “Stay Interview” questions to workers *now*, you have ability to respond potential issues, thereby preventing or delaying the worker from leaving.
- Stay Interviews are a **RETENTION STRATEGY**. They are a **proactive** approach to support, develop, and retain your employees.
  - **Stay Interviews are not:**
    - Performance Appraisals
    - Disciplinary Meetings or Actions
    - “Whining Sessions”
  - **Stay Interviews are:**
    - Meant to be short (As little as 15-20 minutes)
    - Open, honest feedback sessions
    - Time to build relationships
    - Narrow in scope – Issues discussed during Stay Interviews should only be those within your scope of control and influence.
    - Productive – Only practical and realistic issues and solutions should be discussed, but *you* are responsible for ensuring this. (*Who doesn't want to work fewer hours and make more money?*)

- **Benefits of Stay Interviews:**
  - Creates an opportunity for supervisors to discover what workers value and are motivated by (remember that something that motivates one employee may punish/de-motivate another employee)
  - Helps supervisors to create individualized strategies to keep their workers (“pull” factors) as well as strategies to stop or off-set reasons why workers would leave (“push” factors)
  - Communicates to workers they are important and valued by their supervisor
  - Builds and strengthens relationships between supervisors and workers
  
- **For Stay Interviews to be successful, supervisors need to have:**
  - The ability to establish trust with their workers
  - The courage to hear criticism without becoming defensive
  - The willingness to listen and genuinely thank workers for their honest input
  - The willingness to respond with empathy
  - The intention to react and make practical changes based on feedback received
  
- **Conduct Stay Interviews on a regular basis**, such as twice per year. Stay Interviews may also be useful when someone is first employed, at the time of performance reviews, on a quarterly basis, or when concerns/situations arise, etc.
  
- **Stay Interviews do NOT require a lot of time... they do require a commitment from supervisors to genuinely receive and respond to the feedback they receive.**
  
- **Some example QUESTIONS:**
  - What about this job makes you jump out of bed in the morning? What makes you hit the snooze button?
  - Give 1 or 2 examples of specific incidents that make you want to stay at this job.
  - If you had a ‘practical’ magic wand, what would you change about your job? The unit? The agency?
  - What will keep you here? What will cause you to stay? What might entice you to leave?
  - Are we fully using your talents and skills?
  - What would you like to be doing a year from now?
  - What would be the one thing about working here that would cause you to leave if it changed?
  - What are you overdue for?

### [Quote of the Week](#)

*“Remember, no amount of training will make your people better until you fix the process.”*

- Jay Arthur, Finance Consultant