

WHAT IS A STAY INTERVIEW?

Stay interviews are informal conversations between supervisors and employees throughout the year. These typically focus on what motivates the employee to stick around, what could be better about their work experience, and how they envision the next stage of their career within state government.

These conversations may occur during the quarterly conversations that are part of the state's performance management system, "Continuous Performance Communication." Regardless of when they take place, there are things that supervisors can do to ensure they get the most out of stay interviews.

- **Stay interviews are a great way to make employees feel like they matter.** They provide insight into what motivates the employee to stay, what could be better about their work experience, and how they envision the next stage of their career within the agency or state government.
- **Stay interviews can be conducted at any time with any of or all your employees.** They can be incorporated into quarterly discussions about performance (CPC) but be sure your employees do not feel that their responses will impact your evaluation of their performance. Also, it is important to not use the time to share status updates concerning work or projects. The stay interview's purpose is to essentially capture feedback about why an employee stays with the organization and about their experiences overall.
- **The interview should be more of an informal conversation or two-way dialogue than a traditional interview.** It can be off-putting to an employee if you come in with a lot of questions about what he/she thinks needs improvement without providing your own perspective. It's a conversation—not an interrogation.
- **Conclude the interview by summarizing the feedback you've heard.** Then work with the employee to develop a written or informal "stay plan" that outlines the steps you will take, and the things they plan to do, to make the workplace even better for the employee.
- **Feel free to use any or all the questions on the next page.** They are there to help you guide the discussion and gather information, but they are not mandatory, nor do all of them have to be asked.

STAY INTERVIEW QUESTIONS

Questions to assess the employee's general outlook and feelings about the agency and work environment

- What do you look forward to when you come to work each day?
- What do you like most about working here? Least?
- What keeps you working here?
- What might tempt you to leave?
- What do you dread about work?
- When was the last time you thought about leaving your job? What situation made you think of leaving?
- What are we currently not doing as an employer that you feel we should?
- Would you recommend working here to your friends? Why (or why not)?

Questions to gauge how the employee feels about their role and their work

- What do you most enjoy about your work (or what excites you)?
- If you could change something about your job, what would that be?
- What do you think about your goals and objectives?
- What part of your job would you eliminate, if you could?
- How meaningful is your work to you? (Or, do you feel good about the impact of your work?)
- Do you have the tools and resources you need to do your best work?

Questions for understanding more about the employee's preferences and motivations

- What would make your job more satisfying?
- What would you like to learn here?
- How do you like to be recognized?
- What motivates?
- What demotivates you?
- Do you feel your work contributions are valued? (If no, why not?)

Questions to learn how the employee feels about their supervisor and management

- How can I better support you as your supervisor?
- What can I do more of?
- What can I do less of?
- What advice do you have for me?
- Thinking of the best supervisor you ever had, what did you appreciate most about that person?
- If you were a senior manager of our agency for a day, what would you do differently?

Questions to understand how the employee feels about their future with the organization

- Do you see a future for yourself in this agency or with state government? What does it look like?
- What talents are not being used in your current role?
- What would you like to learn here?
- What growth opportunities are of most interest to you?
- What do you think of the learning and professional development resources we offer?

Closing questions

- How did this discussion make you feel?
- What question do you wish I would have asked you?
- Is there anything else you'd like to tell me or discuss?