

# Going Beyond Exit Interviews

Why people leave and how the “Stay Interview” can help reduce attrition.

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- What we know about why people leave
- The “Stay Interview” - Reducing employee attrition
- Practice session

# What the past 3 years of exit interviews can tell us:

## The good

- ▶ Working with/supporting students
- ▶ Expectations were clear
- ▶ Supported in the department
- ▶ PTE clear/supportive
- ▶ Experienced respect, collegiality
- ▶ Good relationships across campus

#1: Positive Supportive Relationships

## The not so good

- ▶ Poor departmental/college climate
- ▶ Low compensation
- ▶ Disrespect, intimidation, bullying
- ▶ Lack of accountability
- ▶ Lack of equitable treatment in the PTE process
- ▶ Teaching excellence overlooked

#1: Poor climate / Lack of Accountability

# How can we get good information before someone leaves?



## Consider “Stay” Interviews

- Stay interviews gauge why employees are *staying* vs. leaving to ensure that employee satisfaction and engagement is high
- Stay interviews aim at finding what is working well, and what needs changing to avoid unnecessary attrition
- Stay interviews improve retention and focus on what is going right
- Stay interviews are typically held by the immediate supervisor or HR professionals

## 2 Conditions that make stay interviews work as an engagement strategy:

- ❑ Establish trust between the supervisor and employee if you want them to honestly discuss what is and is not working
- ❑ Taking action on feedback you gather and making changes, or people will disengage.

### When to Have Stay Interviews

- Schedule them on opposing 1/2 years from when your performance reviews are scheduled. If you have a January cycle for performance reviews consider scheduling your stay interviews in the June or July time period. Ideally stay interviews are used to make positive change to retain employees. If these positive changes are a priority and been enacted then we recommend you conduct stay interviews once a year. “

# How to Conduct Stay Interviews

## Some categories to consider

Example:

- Questions about the employee
- Role/position
- Climate/culture/work environment
- Support
- Policies/Procedures
- Civility/Respect

## Question Examples

- ▶ What do you look forward to most at work each day
- ▶ What do you dread
- ▶ Have you thought of leaving/why
- ▶ Would you recommend others to work here
- ▶ What you like most/least about your position
- ▶ Which of your tasks are you not using in your current role

# Practice with a Partner

- ▶ Decide who will be the “interviewer” and the “employee”
- ▶ Interviewer decides which category of questions:
  - ▶ About the employee
  - ▶ About the job
  - ▶ About the culture
  - ▶ About the work environment
  - ▶ About the technology
- ▶ Conduct an interview (15 minutes)
- ▶ Debrief as a whole

Thank you for your  
attention!

Resources

<https://www.aihr.com/blog/stay-interview-questions/>