

STAY INTERVIEW – QUICK OUTLINE

Goal:

- Find out employee motivators and demotivators

Timing & Frequency:

- 20-30 minutes in length
- Two times a year (do not connect to performance evaluation)
- All new hires – meet within 30 days of hire
- Ensure no distractions
- Informal conversation (possibly over coffee)

Opening the Interview:

To open the stay interview, a manager may use the following (or similar) statements:

- *I would like to talk with you about the reasons you stay with CSUN so I understand what I might be able to do to make this a great place to work for you.*
- *I'd like to have an informal talk with you to find out how the job is going so I can do my best to support you as your manager, particularly with issues within my control.*

Questions:

The following are three key questions you may ask during a stay interview. It's important to listen and gather ideas from the employee about how you and your organization can retain them. Note – it may help to send by e-mail ahead of time to help the employee prepare.

1) *What parts of your job are most meaningful?*

or

What do you look forward to when you come to work each day?

Follow-up – *How can I enhance this?*

2) *What parts of your job are least meaningful?*

or

If you could change one thing about your job, what would it be?

In response to a process or colleagues concern - be sure to not say, that is just the way it is or oh that is just that person. Instead say, let me look into this and ask clarifying questions to help you understand the concern.

In response to more salary – advise you cannot promise promotion but what do you think about attending some conferences to expand your learning and/or being part of xx project/work group to help you build additional skills?

3) *What motivates you most about CSUN or our department?*

or

What might attract you to other employers?

Recap:

After going through all questions recap what you heard. Do not debate and misunderstandings. This should be a positive exchange.

- *Let me summarize what I heard you say about the reasons you stay at CSUN as well as reasons you might leave.*

Make a Plan:

Thereafter, develop an actionable plan with the employee that you can both follow-up on.

- *Let's develop a plan to make this a great place for you to work.*

In preparing the plan go over the following with the employee:

- What you will follow-up on
- What employee will follow-up on
- When you will re-connect

Closing the Interview:

Closing statements example:

- *I appreciate you sharing your thoughts with me today. I am committed to doing what I can to make this a great place for you to work.*

Thereafter, it is critical to follow-up on feedback received.

Additional Questions to Consider

1. What do you look forward to most when you come to work every day?
2. What is the best part of your job?
3. When thinking about your personal and professional strengths, do you feel that these strengths are being utilized regularly?
4. Does your current position provide you with professional challenge?
5. Does your current position provide you with professional fulfillment?
6. What part of your job would you cut out straight away if you could?
7. Which of your talents are you not using in your current role?
8. What would make your job even more satisfying?
9. Do you feel you are getting clear goals and objectives?
10. Reflecting on this past year and the associated changes with your position (or your new position), do you feel that you have a good understanding of what is expected of you?
11. When thinking of your daily tasks and responsibilities, do you feel that you have the materials and equipment to do your work efficiently and effectively?
12. How do you want to learn and grow over the next year and what do you hope to learn?
13. Is there something that I can do to further promote your professional fulfillment?
14. Are there times or areas where you feel overwhelmed? If yes, when/where? And why?
15. If there was one area in which you would appreciate more assistance, what would it be?
16. Reflecting on the alignment of responsibilities within the department, what seems to be working very well, and what do you think might benefit from further refinement?
17. Do you feel valued and recognized by CSUN?
18. How would you like to be recognized for the work you do?
19. Do you have enough tools and resources to do your job properly? If not, what is missing?

20. What do you dread about work every day?

21. What situation made you think of leaving?

22. Would you recommend CSUN to job-seeking friends? Why (not)?