

STAY INTERVIEWS: THE SUPERVISOR'S SECRET TO RETAINING TALENT

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Thank you all for joining us today for our presentation *Stay Interviews: The Supervisor's Secret to Retaining Talent*. Before we get started, I'd like to introduce our presenter. Tracy Corpening, a licensed professional counselor in Washington, DC, is also an employee assistance specialist. He has more than seven years of clinical and employee assistance experience counseling individuals and groups in a variety of settings. Mr. Corpening has provided cognitive-behavioral counseling, solution-focused interventions, case management, and psychoeducation to a wide range of clients. Additionally, Mr. Corpening has an extensive background in substance abuse treatment and career counseling. In 2019, Mr. Corpening joined the Federal Occupational Health Employee Assistance and WorkLife Programs as a field consultant serving the United States Department of Health and Human Services. Mr. Corpening obtained his undergraduate degree in psychology from Elon University, and his Master of Arts degree in Clinical Mental Health Counseling from Gardner-Webb University. And with that, I'll turn it over to Tracy to begin the presentation.

Thank you. Thank you everyone for taking some time out of your day to think about how you are connecting with your employees and building on relationships. I'm going to challenge the line. If you're like me and have five other tabs open in the background I'm going to challenge you to close as many of those as you can and focus on the presentation today. Focus on the information. I'm being deliberate in my word choice about giving yourself permission to listen. I know it's so easy to focus on results and productivity so much so that we don't hear the context of what's being presented what's being said. That gets at a lot of what we talk about with interviews when it comes to listening to some of the different needs and expectations we set. It's probably realistic to estimate that for every one or two people we have that speaks up and says something we get that chance to listen to there are number of employees who don't voice how the expense their work process and how they expense their work environment. What we know is that supervisors who regularly listen to their employees and have access to their insights and perspectives gain a wealth of information that can make some positive changes when it comes to think about new solutions and building trust. As we talk about interviews for my hopes that you feel confident or more intrigued about wanting to read up on the topic as well to develop structured ways to ask specific questions, listen, and probe for more information. User wafer supervisors and agencies to be positioned to reduce turnover and improve engagement. As we go through and talk about interviews today we are going to go over a few of our objectives. Our goal is to introduce your supervisors and managers to this idea of state interviews and how to facilitate them. Use this three-pronged approach. Of understanding the reasoning of interviews, preparing for them, and going over the best practices to engage with them. Understand the reasoning for the different elements of effective stay interview. You can better contemplate how state interviews can assist you with engagement and retention. By thinking about how to

prepare you will think about your and your agency's goals and some the commitments you are able to make two employees. Even some of the actual questions you can use to increase your comfort in delivering a successful stay interview. Lastly, we will go over some those best practices to follow through and anticipate any barriers to blending these. With your staff as they continue to evolve. Let's look at that case for stay interviews. As a think about taking time out of our day to engage with other people and have these discussions even during the best of times I feel like there are more test to complete and there are hours to complete them. Especially in your role as a manager that can be true. When it comes to building employee engagement that time crunch can result in one-off approaches to checking in and assessing what's going on which during times of chaos and transition may leave information on the table that could've been beneficial down the road. Well it's counterintuitive during this chaotic times that's the time were diving deeper and having more than this circus level assessment can help strengthen employee engagement and having interventions in your pocket can be a helpful way to help employees feel more involved. And even committed to the work in the workplace. There was a report that not employee engagement and looking at the trends they noted that over the last 20 years there hasn't been a significant increase in employee engagement. Right now it stands as a third of employees are engaged. The exception to that is among those companies that develop strength-based leadership culture that reinforces the interest and expectations of employees to state interviews. The way employees rank their relationships with their companies and agencies has a direct correlation to way they perceive their immediate supervisor. Even more so than how they perceive leadership in the agency that immediate supervisor and relationship plays an important role. I hope you're listening something about the way to impact her stuff. The level leaders being transparent in the communication with you is important. It's coming back to that first-line supervisor relationship. A lot of differences are made. Different back in forth that go on in that relationship are employee retention is a payoff. There are number of articles and studies and media that have come out reflected on this value of interviews. In those labor markets where people are looking at hiring folks with subject matter expertise and needs. The trend we see is they go through changes for they expect there to be this triggered effect. According to the articles and studies that monster.com did whenever it came to using interviews this all the rate of people leaving the agency decrease. Whenever the supervisor had the opportunity to attend to employee relationships when things are stressful, when supervisors are afforded time employees level offer people insight expectations on how that plays out. With stay interviews their uniquely positioned people are still in the company versus the other times where we assess those interests and gaze that level of engagement in the employee lifecycle which we will talk about in a few moments. Just think about the aspect and that relationship component when it comes to navigating your career and staying in a position and be engaged in role and encourage you to think about your own experience. We have a poll here. I'm going encourage you to do all things you apply as you consider the time you spent in your career before you became a supervisor and the about what's changed between start your career and becoming a supervisor.

We have some answers coming in. Five more seconds before the end of the pole. I will show the results. It looks like the top things folks identify are requiring new SKUs in developing interests. Beautiful. One of the premier researchers and speakers on stay interviews is Richard Finnegan. One of his books are stay interviews for engagement and retention he defines stay interviews as

the structured discussion that leaders conduct with individual employees to learn the specific actions that a leader has to take. The employee engagement and retention. Looking at things you list here like requiring skills and developing those interpersonal skills all the way down through growing as a person these are things that come up whenever we have this conversations with people about why they stay and what it is. As we start to dive into stay interviews as a tool for employee retention I'm going to encourage you to keep this in mind. Make this a little personal. I encourage you to look at these responses and reflect a little bit over how you would change or stay the same. And how it's safe to say we all think of the few things of time to time to take place whether it's the course of our career for a few months. We grow significantly in the role or job as we develop into roles and take on new responsibilities in our careers that continues to happen. As you think about this time for manager you may be set down or have discussions. About their jobs and what a day of work looks like. You think about times where your supervisors and leadership have set down. The insight that comes from that type of talk. I'm going through the worst job I can we do this to the worst of my ability. Most of us like to look good. Versus like to feel confident and feel that tools to excel. A lot of conversations are going to factor into that. We can work together as a team and collaborate to make that happen. There's power in those interactions there. To look at different changes you can make and multiply, have that support to stay committed your job. We have another poll here. Think about a few questions. They sound like something you been asked by manager.

You have about 15 seconds answers and. In engaged group of participants.

A couple more seconds here.

Sounds like something even asked by manager and coming in for the win. What can I do differently to spur your engagement at work. That's to the point. When things we talk about throughout this presentation is the other side the question is and make happen. As you think over your answers here any reflect on the trends are seeing what kind of is number one. Pretty close to each other. What's something you'd like to see change. If you're in that last camp of being asked questions hopefully you get inspiration and establish new norms I hope it prompts you to reflect distance go hand-in-hand. Whenever there is minimal engagement it's likely job satisfaction is following Ray long as bringing in the attrition. If you are quitting the job or if you decided to quit some of things that go into these questions and answers factor into that. That's a decision that is in a quick one but a response to how satisfied someone is being over time. With the state interview. Some those concerns run away. If one were poll. I will ask you to consider here. It's the multiple choice.

If 20 seconds.

Four seconds left. I will put these up here.

We are thinking about the time when you quit or Sears to consider quitting your job. Complete the sentence, most people are saying I would've reconsidered my decision to quit if my manager had shown general interest in my development and engagement. Followed pretty closely by if

they had followed through on addressing the issues we discussed. That's that idea of commitment and what were able to commit to when were asking about what people need. Have these conversations pretty regularly. Help facilitate that opportunity to show interest. Having those conversations and setting realistic expectations help to facilitate that follow-through a little more effectively as well. As adults, we can be pretty realistic about finite resources that exist within our agencies. We know there may be an ask that doesn't get follow-through on but there may be a way to approach that that meets the need in other ways. As reflecting on your answers here and think about your responses it's important to tie these thoughts back to the interview. That's why we're here. I want to reiterate that interview serves it's intentional structured discussion that can uncover all of these concerns. They might otherwise be swept under the rug or dismissed. Like I said, a lot of times employees don't know where their voice is and don't know how to start these conversations. Interviews can offer and fecal for that. It may look different depending on the type of employee. For the hike performing employees they might sleep things like investment opportunities as things that have helped them stay rooted in the work and stay motivated to stay on board. For some others that might not be enough. There some people motivated by the extrinsic stuff like pay and benefit's. There's a degree of personal circumstances that factor into why people quit jobs. In all those cases having a conversation to increase the supervisors understanding is essential to addressing those on the side. Whenever those aren't happening the agency doesn't have the ability to engage or explore opportunities to support retention. Those things go hand and hand. As we think about stay interviews and how to integrate it into our employment practice and how you connect and manage among the other things you do it might be helpful to think about where they hit it. Especially the context of other discussions and interviews that take place in employment life cycles. I like to think about it in terms of these four components. With that new hire interview that's where were going through and determining skills and strengths. And personality of applicant aligns with the job requirements. That might be where your mind goes automatically. There's a benefit to supervisors it forges that opportunity for connection. With the new hire interview it plays a part here. Alongside with the managerial staff and a specific office or division. On the other side is exit interview. Whenever people read company the exit interview is performed as a way to meet the out processing requirements. It's often data driven. Hear firsthand about the employees experience and their time with the agency. To gather information on the factors that influence their decision to leave. One of the big differences is this is someone on their way out. A lot of research shows that when people are leaving they are not necessarily enticed to be 100 percent honest. Or have incentive to go beyond the broad stroke details. That's why I'm leaving. It causes to question a degree of accuracy with the data. A lot of times folks don't have the motivation to provide the information. They may respond out of frustration and anger. It happens more frequently. There's the benefit people are in the workforce and still engage. This is a way to tackle questions. Typically with the performance appraisal this is an evaluation that managers are given to get on those workplace performance issues. Often times, the performance appraisal it happens twice a year. That's if you're doing an evaluation as well. A lot of times a focus is more narrow because there things based on the agency. It's sort of a complement to these areas because it's designed to engage employees on an informal level but in a structured way. It's like a structured check in where I be your regular workplace culture and can facilitate this conversations so managers can hear the untold stories. Again, those voices employees have they

don't know how to express. With the insight that comes here often times supervisors gain a much clearer picture of each employee's perspective and their desire to stay or leave or grow. Since interviews don't include an evaluative component in these conversations employees might feel more free to speak their mind and supervisors may have the opportunity to build rapport. So that engagement increases and those opportunities for growth are magnified. Hopefully I found a good. Sounds good to me. There's benefits here. As we move through this presentation we will look at the steps you take to engage in your own interview practice and integrate this into your leadership style. According to the research conducted by Richard who's done a lot of information and provided lyrics when it comes to building rapport and understanding direct supervisors and staff members that's one of the primary benefits of interviews. As employees, satisfaction and is often tied with their managers perceived effectiveness. There was a study in 2017 on employee retention. Employees that consider leaving their organization 84 percent of the time they cited came from a dissatisfaction with her direct manager. When the benefits is building that trust between employee and direct manager. Those interviews were implemented with that workgroup they saw that percentage shrink down to 43 percent. It creates this opportunity for employees to hear transparent medication for leadership and especially within their direct supervisors and a little bit more likely to stay with employer whatever they recognize their needs are understood and their motives are being supported. There was even a case in the hospital where the hospital was able to reduce their overall turnover by 37 percent and 70 percent among the nursing staff. These are pretty significant improvements you will see out there. Across different industries and different locations just by looking at ways to stay interviews to build up that relationship and rapport. Help employees find a voice. Just thinking about the longest positions he filled some people most influential terms of mentors or supervisors and the way they contribute to your growth there's a good chance that some of the things they sparked an you are tying into the things that come with stay interviews. They have been this perception of fairness and consistency. Empathetic, understanding or host of the fillings that will made a not agree with what they're saying they're able to understand where you're coming from. Increases pathway where -- created this relationship early on between them and their managers. It's a framework to facilitate the types of conversations that help create these positive connection's. Thinking about the three parties at play. Please, supervisors, and agencies. Employees tend to benefit from stay interviews because they start to understand their supervisor scare. They see where they stand and feel hurt. There's a bond that's created that helps improve engagement and retention. It helps employees hear a clear message from a supervisor about what the policing is important and that need play themselves is important to the company and the division. They want them to stay. As a supervisor they want to be the success of the agency. From the supervisor standpoint it helps grow the leadership skills from accepted responsibility for attention. Combining the stay interview with those goals of retention and the other initiatives that you may have is a way to demonstrate the ways are being proactive and supporting the agency's commitment. On agency front you have employees accepting responsibilities for staying and supervising and building complete trust. It comes together in this perfect marriage of psychological safety. Please feel comfortable approaching their supervisors with concerns and supervisors ask, listen, and communicate to strengthen the trust. All around it's this benefit awarded to everyone. They get that benefit of recognizing and solving problems that may have been patterns early on. Whether it's a small thing or larger thing they are able to engage and

utilize the talents of all the parties involved. As we move through we will look at diving in to some of the different components of the stay interview. As you look at string to set up your own stay interview practice thinking about how you might implement this it's important to report Eric those goals and commitments. I mentioned commitments earlier. As we talk about that idea of commitment or talking about what the agency is able to commit. With the supervisor can promise. I think we can recognize that the overreaching goal in terms of a talk today is to retain a good employee. That employee retention is a big goal. For the employee, the supervisor, and management. The resources able to be committed when employees are asking for what they need to feel supported employees state what helps them stay, it's important to know what degree you are able to commit to. It may be a finite number of resources in terms of things like training opportunities or promotions or things like that. It's about looking at what we can do. Whenever we look at the task of the initial stay interview this is one of the first steps we want to make sure to take. Think about those goals and commitments. We have to know where we are going and have a realistic idea of what we can offer. Stay in control of that situation. Not get in the situation where we are able to follow through on the concerns addressed. As we talk about the different aspects of things we will mention a lot of support from her industry. There may be more flexibility there. This is the goals and commitments offered. I know there's a certain window to operate within. A certain level of autonomy in decisions here able to make when it comes to responding to employee concerns. Whenever we talk about that some the decisions we make are they going to very? There's a lot to be said for being transparent and honest about what we can and can't do. No matter the level of support it's good policy when it comes to retaining good employees that we show we are willing to work in the confines we have to meet those concerns. For example, if you have somebody who is working in a particular role in their starting to feel a little bit overwhelmed with the work they have in place then you may not be able to go through and re-create that job description. There are steps you can take to explore flexibility. Whether it's exploring the outline of duties they carry. We can think about ways to put together so folks feel supported. One of the things that may come up is you may run into a situation where people make a request that feels like it's beyond what you're able to offer. Sometimes the language I found is very straightforward and honest is phrasing things on this idea that what I really want to do is find things under my control so I can make sure you get what you want and what you need. Let's figure out what matters. Figure out the context of this request and look for solutions and look for ways we can realize those goals that employees have. That's where the purpose of the interview comes back to is to look at ways you can tap into those interests some plays that bring value to the agency through their skills and talents maybe for minor reasons are invested. When it comes to implementing these stay interviews there are couple of core features. Include the steps you will naturally follow. According to the work the steps we go through our framework to navigate the standard process. It's efficient and purposeful. Being intentional about the method you use interacting. It starts with cascading which I will ask Lena more detail. Conducting interviews in person, setting expectations, scheduling appropriately looking at a time frame that those interviews are taking place. And separate out that performance. With the cascading it's this idea that everyone is conducting a stay interview has at least experienced one. Ideally, it was start and go throughout the organization for topic six conduct middle managers in interview first-line supervisors and they interviewed their employees. That will happen in the federal agencies. That structure maybe isn't

there. In response take some time and reflect the questions you're asking as an immediate supervisor. Reflect on how you would respond to those situations and questions. That's one of those alternatives. You can take and prepare for accessible approaches. Following that cascade we are looking at conducting those questions in person. Having those individual one-on-one sessions to focus on that content we mentioned earlier in that relationship. Understand what it is that are major concerns for folks. Scheduling we are referring to making sure there's enough time for those interviews. It takes about 20 minutes or less. Sometimes it may last longer. Setting that time and scheduling those it gives you the opportunity to get comfortable with it and separated out from the performance-based interviews like the performance appraisal. Make it its own distinct feature. You are encouraged not to send the questions out in advance when it comes to implementing the stay interview because sometimes that does not generate authentic conversation. There may be rehearsed answers you're getting. You are encouraged to Scripture opening things like ways you can support or engage the staff. You want to make sure to distinguish that it's not in appraisal. Remind folks this is a time to connect and express their concern's. As you conduct that stay interview there are questions you will ask listed here. These are strong suggestions. There's no magic to these. Please our framework to use to get effective results when conducting that stay interview and have a solid place to start where you can pay attention to the answers and listen to the context that employees are working in and as you listen attain to those nuances. Intentionally probe. Probe those areas where you hear the potential for growth and understanding. Build that sense of report. I know on the last pull things that came up is addressing concerns. It's an presentation. As we are on the stay interview outcomes we think about the concerns employees raise. Recognize that the role at work relates to the retention and engagement. We think about the things were able to follow up on. We spoke about that earlier. Realistic expectations in terms of retention. Ideally any follow through on the interviews going to call for managers to integrate the employees individual concerns and look at the biggest concerns that come up and follow through those requests as much as possible. As we look at wrapping up here when it comes to setting expectations and addressing challenges that may arise there are couple different areas you want to consider. With this first area is perception of intent. It can be cleared up by making sure we position the interview not as a performance improvement plan. Not as a tool as a punitive measure. We want to ensure that distinction. For conflicting personalities I know everyone doesn't get along with everyone. There may be some difficulty with rapport versus the reputation. Again, positioned the interview as an opportunity to act on building that rapport and making amends. From the changes we want to see happen to have a successful work relationship. Finding time to talk. As I said, it can take a lot of time. More than likely there are times were interacting and having conversations already where you can expand those and stay focused by make sure to stay focused on the goals of retention and commitment. That's what those interviews are about and having that focus on 20 minutes or so helps keep the interview focus their versus grape session. In summary, when it comes to the stay interviews they can be a strong benefit to employees, supervisors, and the organization. They create opportunities for how employees do the relationship their managers and workgroup and agency as a whole. If building on that relationship is something you find troubling her see is a barrier it's something your regal welcome to reach out for counseling or support. Were happy to help out as well. A lot of folks may not realize they offer consultations. That's a resource to use to bolster your confidence as you look at moving towards stay

interviews. As a tool in your toolkit. In addition to resources will be available in hand out form. As I said, you can reach out 24 seven. We will be happy to assist. With that, I will turn it over to Jess to see if we have any questions.

Inc. you so much. We have a few questions. Before we get to those I want to remind everyone that if you want more information on this or other health and wellness topics please give us a call or go online. The EAP is available to help you or your family work through work-related issues and support is confidential. I like to remind you that the recording and transcript, copy the slides, and resources handout, and certificate will be emailed in 24 hours. All of safe content will be available in 1 to 2 weeks. When you exit today we have a satisfaction survey we would appreciate if you let us know how to participate. We will now get your questions. The first one is what suggestions you have for finding time to make state interviews happens. Stay interviews happened?

I would say recognize the conversations that you have. A lot of conversations are happening already. It's like forcing the beginning. A lot of times there's those one-off moments where he mentioned in passing and keep going and nothing happens. Use that rhythm. Use that momentum you have and build on that. If you're able to look at 20 minutes or so it tends to be a great place to start their and build on those [Indiscernible -- low volume].

Another question. How would you approach stay interviews with employees that you will have the best rapport with. You're getting quite. If you could speak up.

When it comes to rapport I think almost the answer is probably the stay interview itself. It's this opportunity to rebrand yourself and some ways as a position of concern and care. There's a level of nesting you're putting into say regardless of what's going on and how we treat one another previously and some the past interactions taking place let's figure out a way to move forward. I rec measure talented and I want to make sure taking time to hear what it is I do better, what it is you need, and what we can do to move forward together. So it creates that pathway to build some rapport and be the answer in itself.

Thank you. The next one I thought was interesting. With setting up the interview do you refer to them as a stay interview with the employees?

Yes. They are called stay interviews. That's the name of them. That's where it's important to make sure to distinguish between the other terms that can come up in your employee retention plan. Make sure to explain to folks what's affected. This is the first time they've had this type of interaction with the supervisor. It's not about the performance and their productivity necessarily or meant to be a formal assessment. It's a conversation to learn more about them and what can help them move forward.

We have several questions from people asking to go back to fight 16. And put this back up here. While were answering questions I'm going to leave this up here. Just a reminder, this will be in a

copy you all get as well. The next question is if you can go back over what interview is and how it's different from a regular performance discussion.

Good question. With the stay interview we are looking at the relationship piece and looking at ways you were getting to know each other. Getting to know the dated day what works versus with the performance interview you look at performance and productivity and how you to meet your metrics. In some ways I think about it as the qualitative versus the quantitative where stay interview is focused on how folks are feeling and thinking and what they're saying. Versus their output and productivity.

It looks like what time for one more. One person asks since there is not an evaluation component can or should they be voluntary for the employee?

I imagine there's benefit there. It's going to be helpful for folks to buy in and one to be there so you're not pulling teeth. There's potential to frame it as a benefit to folks something they're not being penalized for. Know where they're coming from. Amplify their voice when it comes to the relationship between them and the supervisor. Hopefully give that sense of empowerment as you look at ways to commit to making work work for them.

Thank you. We've reached the top of the hour. We are going to close out. If your question was not answered or you have additional questions please feel free to call the EAP and speak to a consultant to help you with your specific situation. I would like to once again thank you Tracy, for presenting today, and thank you all for attending. I hope you have a wonderful rest of the day.

Thank you. [Event Concluded]