



LET'S THRIVE IN '25

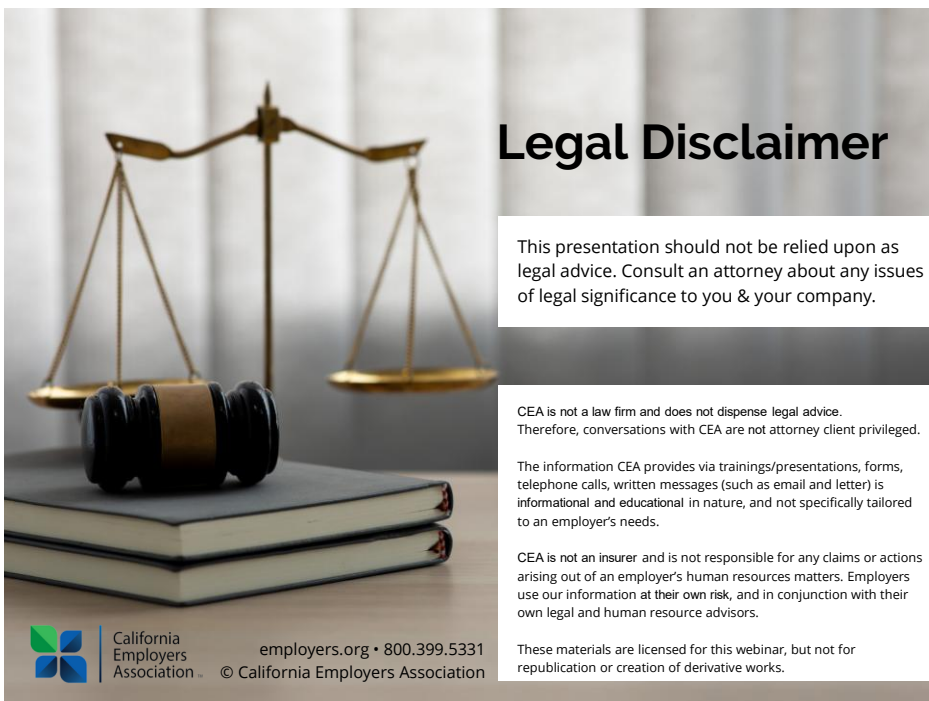
# The Stay Interview Advantage



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CEA provides Peace of Mind with exceptional human resource compliance solutions, training and coaching services.

Members receive unlimited phone support with HR experts, onsite assistance, and a multitude of online resources.

### What We Provide:

- Quick and responsive answers to HR questions
- Employment forms, policies, handbooks, guidelines, and fact sheets
- Training for supervisors, managers, and employees
- Consultation on workplace issues and negotiations

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## We will cover:

- State of Employee Engagement
- What is a Stay Interview?
- Prepare for a Stay Interview
- Stay Interviews Impact Retention



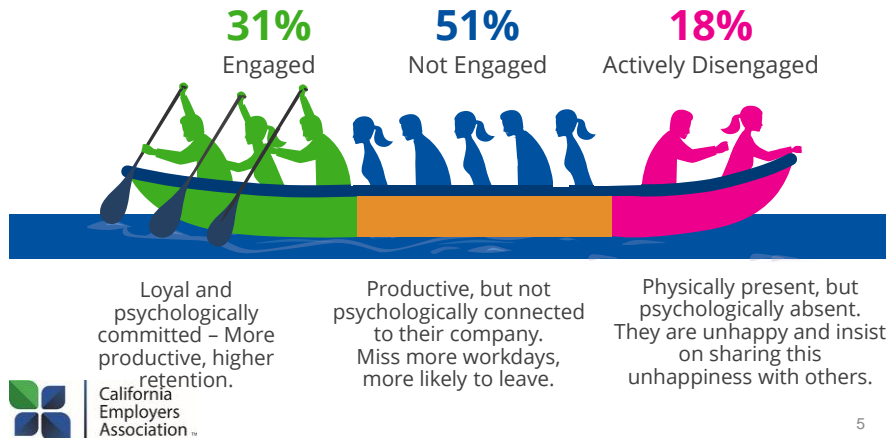
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# How's Your Engagement?

Same boat, different **engagement**.  
Some drive it, some jump off it.



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## How is your employee engagement right now?

- A. Engaged
- B. Not engaged
- C. Actively disengaged
- D. Not sure



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## Key Trends in Employee Engagement Decline in 2024



Gallup, 2025



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## Factors Attributed to Decline in Employee Engagement

- Rapid organizational change
- Challenges from hybrid and remote work models
- New customer and employee expectations
- Broken performance management practices



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## Manager Impact

“

**70%** of the variance in employee engagement is related to managers.

*Gallup*



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## What Is a Stay Interview?

A structured conversation between a manager and employee in order to understand what keeps an employee engaged and motivated and what factors might lead them to leave.



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## Losing an Employee is Expensive



*"The average cost per employee when turnover occurs is around six to nine months of an employee's salary, though in some cases it can cost up to twice the amount of the employee's annual wages."*

*CareerBuilder*



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## A Exit Interview is NOT an Stay Interview

### Exit Interview

- Reactive
- Conducted when employee resigns
- Completed by HR
- Done in person, virtually or by a survey request
- Opportunity for employee to provide feedback

### Stay Interview

- Proactive
- Planned, candid and conversational
- Completed by manager
- Opportunity to improve the employee experience
- Uncovers early warning signs



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## A Performance Review is NOT a Stay Interview

### Performance Review

- Past performance
- Scheduled at regular intervals
- Formal and structured
- Results in documented feedback, ratings, and comp decisions
- Looks at what employee has done

### Stay Interview

- Understand current state
- Planned or can happen as needed
- Conversational and employee centric
- Opportunity to improve employee experience
- Looks forward to understand why they stay or might leave

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Why would a **manager** conduct a stay interview vs. an **HR manager**?



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## Stay Interview Can Build Trust

- Managers have a direct daily relationship with employee
- Can foster trust and engagement with employee
- Helps manager understand individual needs and motivations



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## Prepare For a Stay Interview

*Employees stay  
when they feel  
valued, heard and  
recognized for their  
work.*



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## Steps For Stay Interview

### Inform Employees

Schedule time with employees  
Explain purpose of the interview  
Send questions to employees in advance

### Prepare in Advance

Create questions in advance  
Consult with HR if need assistance with preparation

### Conduct Interviews

Check your mindset prior to conversation  
Be fully present with no distractions

### Create Action Plan

Create action plan with employee  
Note deadlines or timelines for action



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## Be Prepared

### Invest in trust & respect

The higher the trust, the richer the data

Expect some awkwardness at first

### Be ready to hear some tough stuff

"I'm thinking about leaving"

"I love OUR team, but everyone else is a mess"

### Have a plan to do the work

Ensure capacity to address follow up

Assess organizational openness



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## The Right Questions to Ask

<u>Stay</u>	<u>Commitment</u>	<u>Manager</u>
<ul style="list-style-type: none"> <li>• What do you look forward to as you head to work in the morning?</li> <li>• What do you like most about your job?</li> <li>• What keeps you coming back every day?</li> </ul>	<ul style="list-style-type: none"> <li>• When was a time you considered leaving?</li> <li>• What might make you leave?</li> <li>• What role might you consider?</li> </ul>	<ul style="list-style-type: none"> <li>• If there was one thing I could do to change things for the better, what would it be?</li> <li>• If you managed yourself, what would you do differently?</li> </ul>



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## Next Steps

- Thank employee for their willingness to reflect and answer the questions
- Summarize your discussion and employee's thoughts
- Let employee know the next steps
- Co-create a specific action plan



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## Stay Interviews Positively Impact Retention

- Transparency in Communications = Trust
- Avoid the high costs of hiring and training new employees
- Demonstrates commitment to employee well-being
- Strengthens manager/employee relationship
- Helps managers' well-being



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## Everyone Wants to Feel Valued

Create an environment that makes your employees feel like they are an asset to your company!



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## Summary

- Stay interviews **drive engagement** and engagement **improves retention**
- Executing stay interviews requires **intention and patience**
- Stay interviews tell employees they are **valued by the company and by their manager**
- Stay conversations are **most powerful** when used as an **overall talent strategy**



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## CEA Stay Interview Toolkit

**Available to CEA members at no extra cost!**

Includes:

- Step-by-step guidance to conduct Stay Interviews with your team
- Scripts and questions you can use in your stay interviews
- Helpful tips and resources to conduct stay interviews that make a difference



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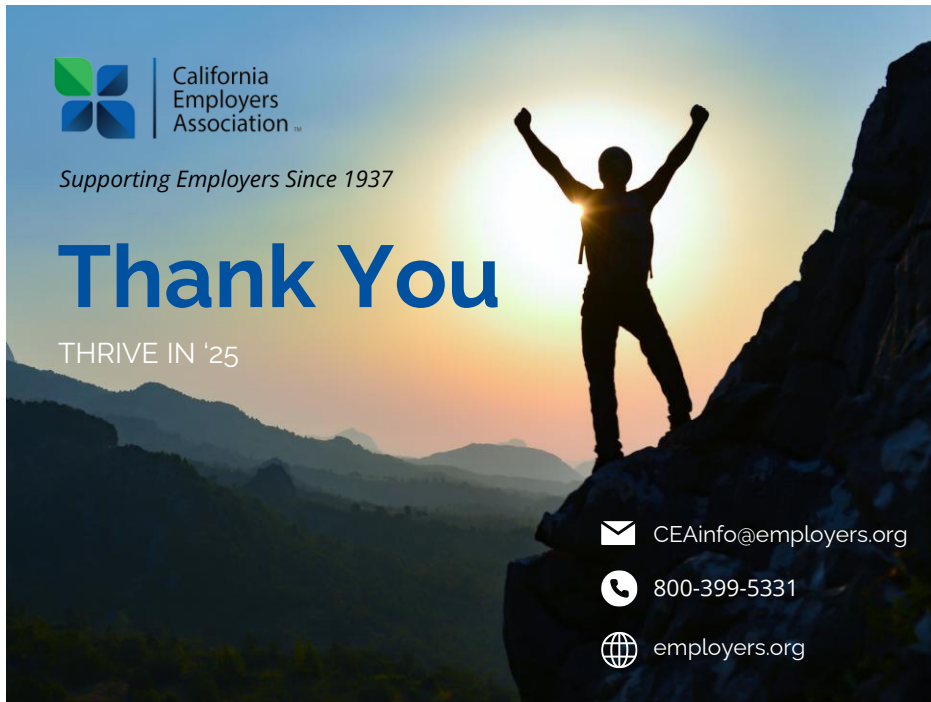
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