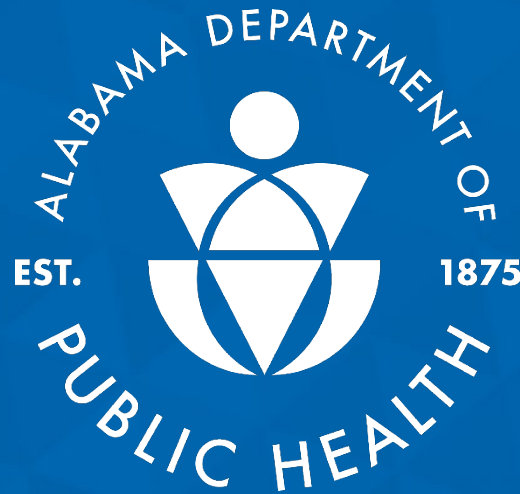


# **Stay Interview Toolkit and Process**



**Produced by the Alabama Department of Public Health  
Health Media and Communications Division**

# **Presenters**

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Office of Human Resources  
Alabama Department of Public Health

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# What is your department's most successful retention strategy?



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**Has a high-performing employee  
ever left unexpectedly?**



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# Purpose

**To support supervisors and other staff by providing a resource that can be used to enhance the working relationship and improve the work experience.**

# **Stakeholders**

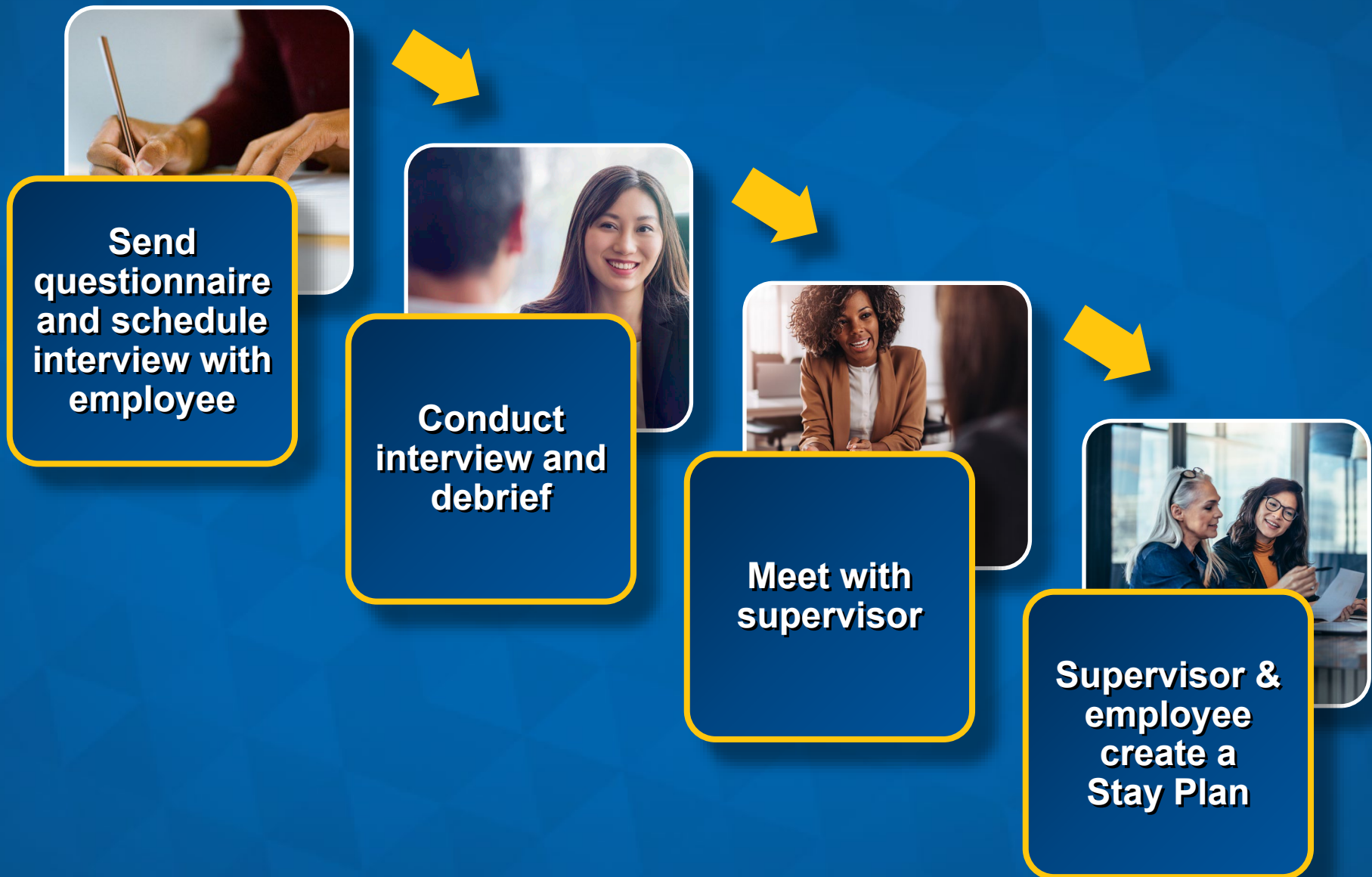
- **Chiefs of Staff**
- **Human Resources**
- **Employee Relations**
- **Workforce Development**
- **Pilot Group Representation**

# What is a Stay Interview?

- **Structured conversation**
- **Proactive approach to employee retention**
- **Multi-step process**



# Process Timeline



# Stay Interview

## What it is



**A tool to understand the employee experience**



**A resource to help supervisors be better supervisors**



**A first step to a larger conversation**

## What it is NOT



**An excuse for employees to gripe**



**A way to identify problems with the supervisor**



**The only way to improve the work experience**

# What is a Stay Plan?

- **SMART** (Specific, Measurable, Achievable, Relevant, Time-bound) goals
- Supervisor-employee collaboration

	Step 1 Identify a need	Step 2 Develop a solution	Step 3 Set a completion date	Step 4 Assess effectiveness
Activities	List of needs	List of actions to take	Due date	How well is the solution working?
	1)	1)	1)	1)
	2)	2)	2)	2)
	3)	3)	3)	3)
	4)	4)	4)	4)
	Step 1 What will addressing the above need accomplish?	Step 2 How well was the action implemented?	Step 3 Was the target date achieved? Why or why not?	Step 4 Were these activities successful in improving motivation, work environment, and/or job satisfaction?
Outcomes	1)	1)	1)	1)
	2)	2)	2)	2)
	3)	3)	3)	3)
	4)	4)	4)	4)

**An employee has indicated more feedback would be helpful for their performance.**

**Which of the following proposed goals follows the SMART model?**



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# Why is this Process Important?

**A lot of our day  
is spent at work**



**Greater job  
satisfaction**



**Increased  
engagement**



**Better  
performance**



**Turnover is  
costly**



**Improved  
retention**



# PH WINS

**54% have 0-5  
years with their  
agency**

**72% are non-  
supervisors**

**21% are  
planning on  
leaving in one  
year**

# PH WINS

**83% state their  
mental health is  
good, very good,  
or excellent**

**51% have one or  
more symptoms  
of burnout that  
come and go**

**57% take on  
responsibilities  
outside their job  
description**

**ALABAMA DEPARTMENT OF PUBLIC HEALTH**  
**STAY INTERVIEW TOOLKIT**



**[alabamapublichealth.gov](http://alabamapublichealth.gov)**

# **Stay Interview Toolkit**

- **Identify importance of stay interviews and stay plans**
- **Learn how stay interviews can positively impact employee retention**
- **Understand best practices for conducting stay interviews and developing stay plans**

# Eligibility Criteria

- ✓ **Employed with ADPH for at least 2 years**
- ✓ **Positive performance appraisals**
- ✓ **No counseling or discipline in the past 12 months**
- ✓ **Both employee and supervisor are invested in the process**

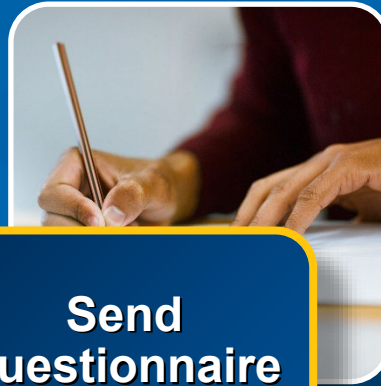
# **Pilot Interviews**

**One branch within  
a division of the  
department**

**3 interviews, 2 stay  
plans**

**One person is  
completing the pilot  
both as an  
employee and as a  
supervisor**

# Process Timeline



**Send  
questionnaire  
and schedule  
interview with  
employee**

# Stay Interview Questionnaire



## 13-item survey

- Louisiana Department of Health
- Exit interviews
- Technical assistance request



## Interview team

- 1 Workforce Director
- 2 Training Specialists



## Up to one hour

- Schedule more time than you think you'll need.

# Stay Interview Questionnaire

1. ADPH's core values are excellence, integrity, innovation, and community. Which of the department's values resonates most with you and why?



2. Do your day-to-day duties and work contributions meet your original expectations of your job position?

# Stay Interview Questionnaire

**3. Do you feel your work contributions make an impact? Do you feel your coworkers think your contributions make a difference?**

**4. What motivates you to do your best work?  
How does ADPH support these motivators?**



**5. What have you felt proud about accomplishing in your job?**

# Stay Interview Questionnaire

**6.** What factors contribute positively to your work environment? What factors create challenges in the work environment? (e.g., culture, tools, communication, physical workspace)

**7.** Have you ever thought about leaving ADPH? What prompted it?



**8.** What would lead you to look at opportunities outside of ADPH? What's the single most meaningful action that could be taken to address this?

# Stay Interview Questionnaire

**9.** How do the demands of your job impact your personal life?



**10.** Do you feel like you can advance your career here if you want to? Why or why not?



**11.** What could the department do to improve your work experience?



# Stay Interview Questionnaire

**12.** What is one thing your supervisor can do to further your professional development?



**13.** Is there anything else you want to share with me today?

**What questions from the previous slides would be especially useful to ask your team?**



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# Process Timeline



**Conduct  
interview and  
debrief**

# Themes Checklist

## Positive “Stay” Factors

- ☐ Clear job expectations
- ☐ Constructive feedback
- ☐ Alignment with department culture / values / mission
- ☐ Adequate employee engagement and motivation
- ☐ Positive impact
- ☐ Adequate recognition and rewards
- ☐ Supportive work environment
- ☐ Good work-life balance
- ☐ Opportunity for career advancement
- ☐ Mentorship, training, and development opportunities
- ☐ Open communication

## Opportunity Factors

- ☐ Job expectations
- ☐ More feedback
- ☐ Department culture / values / mission
- ☐ Employee engagement and motivation
- ☐ Impact
- ☐ Recognition and rewards
- ☐ Work environment
- ☐ Work-life balance
- ☐ Career advancement
- ☐ Mentorship, training, and development opportunities
- ☐ Communication

# Process Timeline



**Meet with  
supervisor**

# **Supervisor “Toolkit”**

**“To better understand and assist you based on your feedback, I’d like for you to tell me more about the stay factors. I also have some thoughtful, open-ended questions I’d like to ask you in each of the areas where we have opportunity for growth and improvement.”**

# Example Supervisor Questions

## Stay Factor (Positive Impact)

- In what ways do you feel your work makes a difference?
- Are there ways we can help you see the impact of your work more clearly?

## Opportunity Factor (Work Environment)

- What aspects of the physical or social environment hinder your work?
- What changes could improve your daily experience at work?

# Process Timeline



**Supervisor &  
employee  
create a  
Stay Plan**

# What is a Stay Plan?

- **SMART** (Specific, Measurable, Achievable, Relevant, Time-bound) goals
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# Opportunity Factor: Work Environment

- What will be accomplished?
  - Increased, higher quality output
  - Reduced stress
  - Confidence and greater mastery
- What action can be taken?
  - “Do Not Disturb” sign
  - Flexible hours



# **Opportunity Factor: Development Opportunities**

- **What will be accomplished?**
  - **Smooth job role transition**
  - **Better efficiency and productivity**
- **What action can be taken?**
  - **Continuity of Operations Plan**
  - **Attend job-specific training**



# Opportunity Factor: Communication

- **What will be accomplished?**
  - Increased awareness
  - Staff know their hard work is appreciated and valued
- **What action can be taken?**
  - Quarterly staff meetings to provide updates on others' projects

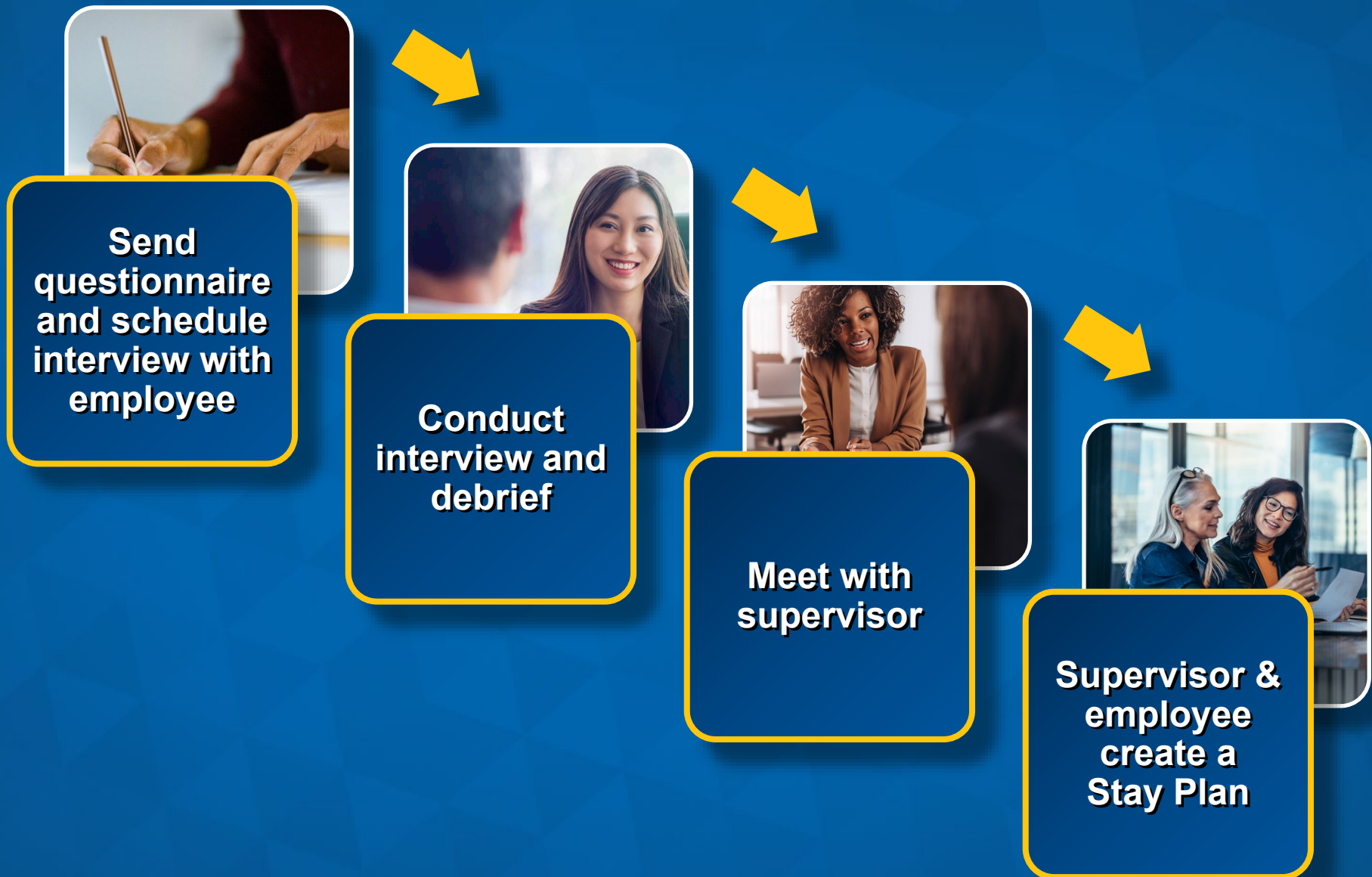


# Opportunity Factor: Recognition and Rewards

- What will be accomplished?
  - Boosts morale and encourages team building
- What action can be taken?
  - Staff recognition for going above and beyond



# Process Timeline



# **Lessons Learned**

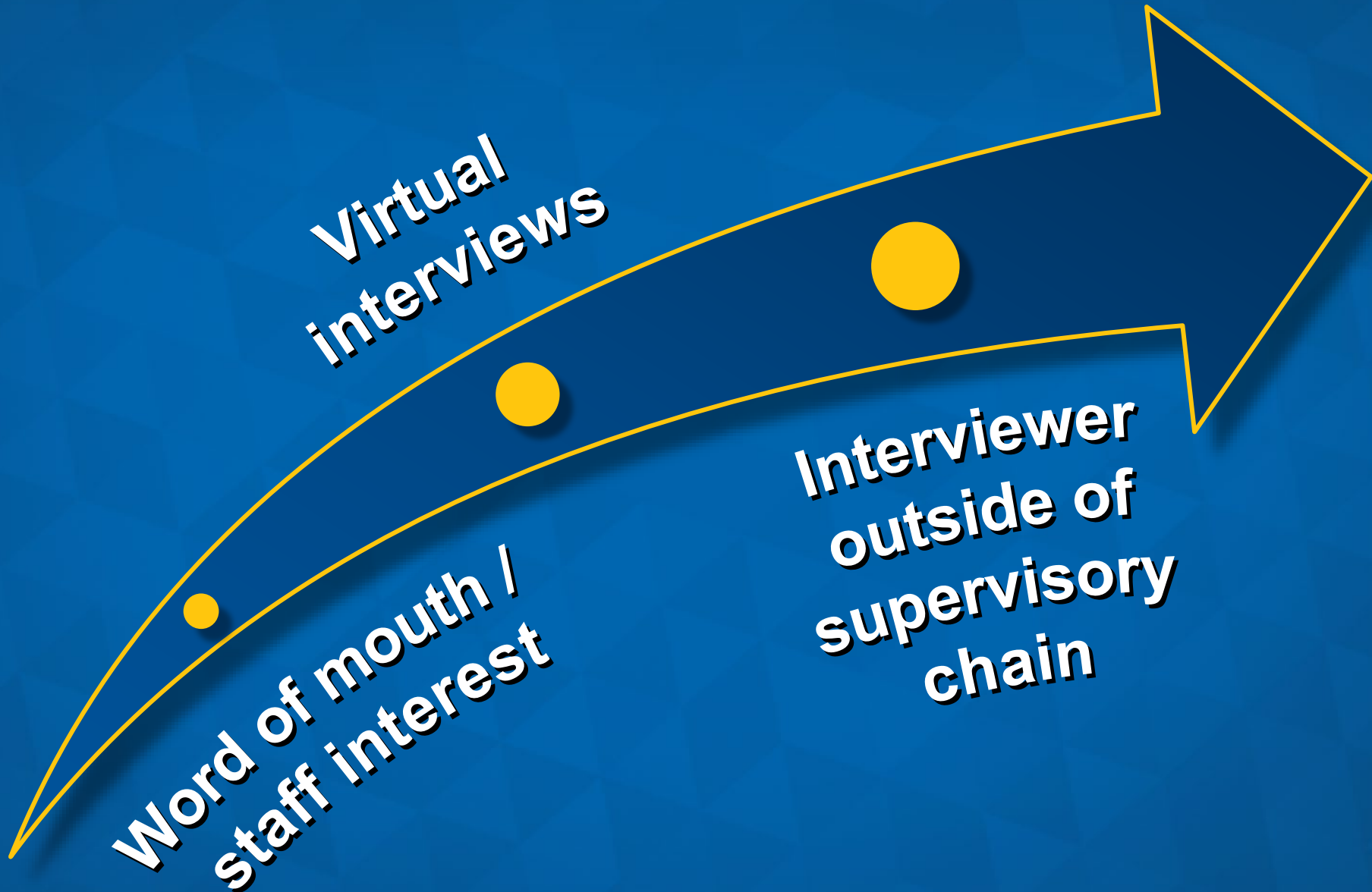
- ✓ **Having a consistent interview team is ideal**
- ✓ **Allowing employee to review checklist prior to sending to supervisor is important**
- ✓ **Having a one-on-one meeting with supervisor after employee interview increases understanding**

**What are your key takeaways  
about the stay interview process?**



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# Expanding the Project



# Future Directions

- **Create survey for interest and waitlist**
- **Create Supervisor Toolkit**
- **Present to ADPH's directors and administrators**
- **Develop stay interview / succession planning training**



# Contact Information

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**Questions?**