



Faculty of  
Medicine and  
Health Sciences

Faculté de  
médecine et des  
sciences de la santé

# Stay Interviews

Human Resources – November 2022

# Agenda

1. Situation of the work market
2. Definition of the Stay Interview
3. Purpose and goals of the Stay Interview
4. When to conduct a Stay Interview
5. How to conduct and prepare for a Stay Interview
6. Two important factors to have a successful Stay Interview
7. Questions to ask during a Stay Interview
8. Seven successful strategies to conduct a Stay Interview
9. Next steps for FMHS





# Question

How would you describe the current work market?



McGill

Faculty of  
Medicine and  
Health Sciences

Faculté de  
médecine et des  
sciences de la santé



# Question

Why are we living this changing work market?



McGill

Faculty of  
Medicine and  
Health Sciences

Faculté de  
médecine et des  
sciences de la santé



# What is happening on the work market?

- Many countries are experiencing a large amount of workers leaving their current jobs. We call it the **Great Resignation**. It is believed that the pandemic is making workers realize how dissatisfied they are in the workplace. Others will use 'Great Rethink', 'Great Reconsideration' or 'Great movement'.
- The pandemic allowed workers **to rethink their careers, work conditions, and long-term goals** As many workplaces attempted to bring their employees in-person, workers desired the freedom that remote work afforded them during the COVID-19 pandemic, as well as schedule flexibility, which was the primary reason to look for a new job. Additionally, many workers, particularly in younger cohorts, are seeking to gain a better work–life balance.



# What is a Stay Interview

- A Stay Interview isn't a one-on-one conversation where you attempt to convince a departing employee to stay.
- A Stay Interview is an **in-person meeting with an employee** in which you attempt to uncover the parts of their role and of our Faculty that keep them coming back to work every day.
- A Stay Interview serves to uncover what might make a great employee move on.
- A Stay Interview focuses on what motivates the employee to stick around, what could be better about their work experience and how they envision the next stage of their career within the organization.
- It's an informal conversation where the supervisor asks open and powerful questions.



# What are the goals of Stay Interview?

The goals of conducting Stay Interview is:

- To raise employees retention rates.
- To provide answers to the manager about what gets an employee to stay and what they really want in the company.
- Letting employees know how critical they are to the team and that it is important that they stay.

Stay Interview allow also employers to:

- Build **trust** between managers and their team members.
- Engage with employees to show their **opinions are valued**.
- Learn why **employees want to continue** working for the company, and why they might want to leave.
- Find out if there are **any issues** that should be resolved between the employee and team member(s).
- Understand the **employee satisfaction** on their current position and what they'd like to have changed.
- Determine what **challenges** employees appreciate and what motivates them to work toward the organization's mission.
- Gain a better understanding of the employee's **fears, hopes, and strengths**.



McGill

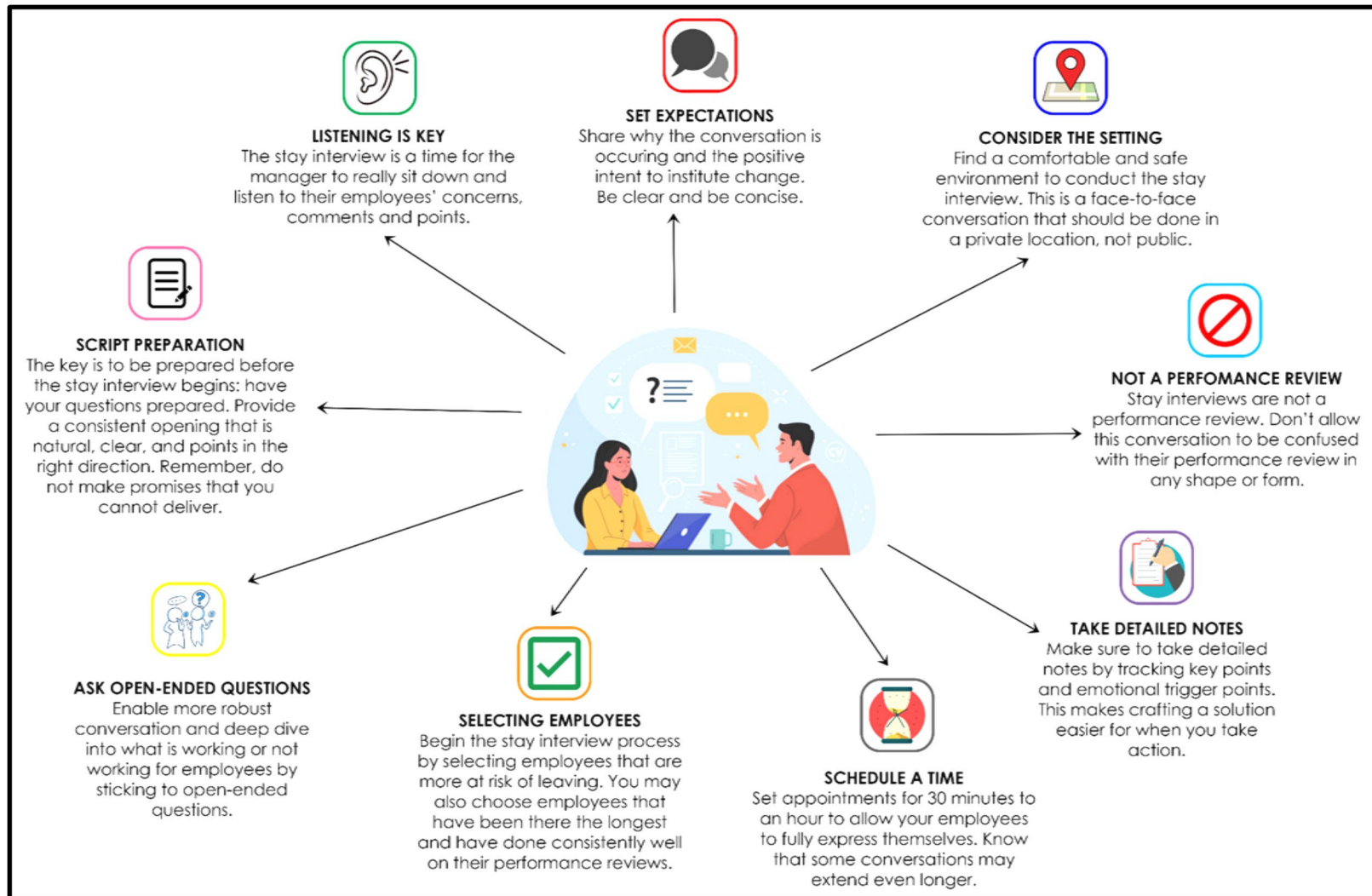
Faculty of  
Medicine and  
Health Sciences

Faculté de  
médecine et des  
sciences de la santé





# Stay Interviews – Best Practices





# Two important conditions

- Two conditions that must be presented in order for the Stay Interview to be successful.
  - 1) Create an environment where there is a high level of trust and transparency.
  - 2) The manager must try and act on the feedback they receive.



# When should you conduct a Stay Interview?

- When a new employee is settling into their job, particularly **the first few months**. New hires are vulnerable to employee turnovers, and a stay interview poses an excellent opportunity to understand possible issues before the employee decides to quit.
- The critical period is **between 11 – 14 months** in the new job and up to **18 months**. During that period, employees reflect on their experience, choices, options. Should I stay or should I leave ?
- You can hold a stay interview **at least three times in the first year to year and a half of employment**. Maybe at the end of the probation or trial period could be a good time.
- Anytime employees seem disengaged for a prolonged period.



# When should you conduct a Stay Interview?

- Start with employees who are critical for the success of your unit, i.e. employees with great potential, whose risk of flight is high, roles that take longer to replace and train, and areas that historically have high turnover rates.



McGill

Faculty of  
Medicine and  
Health Sciences

Faculté de  
médecine et des  
sciences de la santé





# Question

What questions could we ask during a Stay Interview?



# Questions to ask during a Stay Interview

- Having spent 11-14 months in your position, what is your impression of it now, as opposed to when you first started? Does it live up to your expectations? If not, what is the gap between what was promised when you first started and now? What would you change immediately if you could?
- What do you like most about FMHS? About McGill? What do you like least about FMHS? About McGill?
- What do you like most about your position? Least?
- Have you ever thought of leaving us? If so, why did you consider it? And what made you stay?



McGill

Faculty of  
Medicine and  
Health Sciences

Faculté de  
médecine et des  
sciences de la santé



# Questions to ask during a Stay Interview

- What do you look forward to when you come to work each day?
- What do you like most or least about working here?
- What keeps you working at McGill / Faculty of Medicine ?
- If you could change any one part of your job, what would that be?
- What would make your job and overall work experience more satisfying?
- What can I do more of or less of as your manager?
- How would you describe our company culture to a brand-new employee?
- What might tempt you to leave?
- How do you like to be recognized for your work?
- What talents do you have that are not being used in your current role?
- What would you like to learn more about, within or outside of your current role?
- What motivates (or demotivates) you?
- What can I do to best support you as your manager?



McGill

Faculty of  
Medicine and  
Health Sciences

Faculté de  
médecine et des  
sciences de la santé





# 7 Successful Strategies to Conduct a Stay Interview

1. Identify the Employees : key performers, employees with important knowledge on how to do the job, critical position or difficult to recruit.
2. Set out the goal – Preparation : The goal of the process should also be made part of the plan - the goal of a stay interview should be **to reduce employee turnover and improve retention**.
3. Schedule the Stay Interview : timing, duration, frequency (11-14 months the first time and after once a year)
4. Should be a one-on-one meeting when you will not be distracted, when you can devote your full attention to the employee.
5. Be ready to listen – This time is an opportunity for the employee to raise their voice, to express their feelings
6. Make a questionnaire and refer yourself to questions – the employee does most of the talking, not the manager. Don't suggest the answers, let the employee think and formulate their answer, even if the pause can be destabilizing.
7. Report and Feedback. Stay interviews can be a frustrating experience for employees if some of their suggestions aren't implemented. We should listen to employees, be ready to make changes and communicate clearly when that isn't possible.



# Next Steps

- HR will send the questionnaire and grid
- Managers can start doing the Stay Interviews

\* If the manager feels resistance from the employee or if the manager is not comfortable to do the Stay interview for some reasons, the HR partner (Staffing Advisor) can do it. Only have a discussion with your designated Staffing Advisor



McGill

Faculty of  
Medicine and  
Health Sciences

Faculté de  
médecine et des  
sciences de la santé



# References

- [7 Successful Strategies to Conduct A Stay Interview \(engagedly.com\)](#)
- [\(17\) 7 tips to keep talented employees with "Stay Interviews" | LinkedIn](#)
- [3 Reasons Why You Should Implement Stay Interviews At Your Company \(forbes.com\)](#)
- [Retain More Employees With Stay Interviews \(forbes.com\)](#)
- [Why 'stay interviews' are the next big trend of the Great Resignation \(cnbc.com\)](#)
- [What is a stay interview, what is its purpose, and how do you conduct one? Let BambooHR tell you all about stay interviews in our HR glossary of terms.](#)
- [What Is A Stay Interview? 13 Questions To Ask | Built In](#)
- [TED Business: The Not-So-Great Resignation | WorkLife with Adam Grant on Apple Podcasts](#)
- [How 'stay interviews' help companies reduce turnover and retain valuable employees - The Globe and Mail](#)
- [Smith Business Insight - Insight - Can "Stay Interviews" Stop the Great Resignation? \(queensu.ca\)](#)
- [stay-interviews-why-how\\_0.pdf \(uiowa.edu\)](#)
- [What Is a Stay Interview? - business.com](#)
- [How to conduct effective stay interviews | Canadian HR Reporter](#)
- [Canadian Business - Your Source For Business News - Your source for market news, investing, technology, economy and Canadian industry](#)





Questions or Comments?

Thank you!



McGill

Faculty of  
Medicine and  
Health Sciences

Faculté de  
médecine et des  
sciences de la santé

