

# Retention Interview



Retention Interviews are conducted to proactively help managers understand why employees stay and what might cause them to leave. In an effective Retention Interview, managers ask standard, structured questions in an informal conversation to solicit feedback to proactively increase employee retention. Most Retention Interviews take about 20 minutes or less but it is best practice to schedule extra time should the employee have more share. Questions should be structured to obtain feedback on recognition, the work environment/safety, supervision, professional development, resources, and work relationships.

## Preparing for the Interview

Prior to conducting the interview, managers should share the goals of the interview answering the important questions of how, when, and why the interview is being conducted. It is also best practice to give employees a general idea of what will be discussed. To encourage open and honest communication it may be helpful to let employees know that you, as the manager, are looking to identify potential ways within your control to foster a positive work environment.

Retention Interviews should be conducted separately from performance evaluations so the employee is not concerned that their responses will affect their performance evaluation.

## Conducting the Interview

To open the interview, a manager may consider the following statements:

- I'd like to have an informal talk with you to find out how the job is going so that I can do my best to support you, particularly with questions or concerns that are within my control.
- It is my responsibility to report if there is any mention of allegations as it pertains to harassment, violence, or safety concerns in the workplace.
- Please remember that this is your time, and you can share as much as you feel comfortable with sharing.
- Do you have any questions before we begin?

## Questions

The following are questions you may ask during a Retention Interview. Asking open-ended questions will help you obtain candid information, both positive and negative, related to the employee's work, and the workplace culture. It's important to practice active listening and gather ideas from the employee about how you and the organization can retain the employee.

- What do you look forward to when you come to work each day?
- What do you like most or least about working here?
- Would you recommend our organization to job-seeking friends or family? Why (not)?
- What keeps you working here?

- If you could change something about your job, what would that be?
- How do you feel about your work-life balance? Is there anything I can do to support a healthier balance?
- How do you like to be recognized?
- What type of feedback would you like to receive about your performance that you are not receiving now?
- What knowledge or skills do you possess that you feel are not being used in your current role?
- Do you feel that you have the resources you need to do your job?
- How do you feel about the professional development offered to you? Is there anything you feel you need to learn more about to be effective in your role?
- What motivates (or demotivates) you?
- What can I do to make your experience better at work?
- What might tempt you to leave?
- Is there anything that is important to you that I did not cover that you would like to share?

## Concluding the Interview

To close the Retention Interview, summarize the key reasons the employee gave for remaining with the organization or potentially leaving the organization.

To close the interview, a manager may consider the following statements:

- Let me summarize what I heard you say about the reasons you remain at our organization and the reasons you might leave.
- Thank the employee for sharing their thoughts.