

DVR Stay Interview Project 2018

WHY?

Retention

Employee retention is a challenge for nearly every organization. With increasing turnover in recent years, DVR concluded that we need to better understand why current staff stay with DVR and then plan ahead to support those reasons.

Relationships

There is inherent value in the Stay Interview process. A face-to-face Stay Interview project is an investment of time and effort in our employees and a chance to cultivate relationships with current staff.

Recruitment

If we know why DVR staff feel DVR is a great place to work, we can highlight those aspects in future recruitments. Stay Interviews give us data we can analyze for trends to discover what employees really like about their jobs.

HOW?

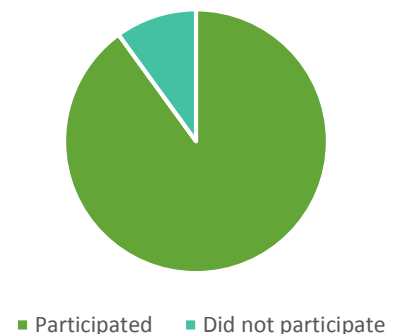
With support from DVR's Senior Leadership Team, DVR staff worked with Bureau of Enterprise Solutions staff to design the interview questions and develop a tool to collect the interview responses. Directors and supervisors were trained on the Stay Interview process, and Division Administrator Delora Newton sent an email to all DVR staff to invite them to participate in the Stay Interview pilot. Interviews were conducted by each employee's direct supervisor, who entered the results into a SurveyMonkey.

Stay Interview Questions

Employees were asked:

- 4 demographic questions (*How long have you been in this position?*)
- 7 open-ended questions (*What do you look forward to when you come to work each day?*)
- 5 yes/no questions (*Overall, do you feel the people you work with listen to you?*)

297 of 329 FTE staff participated



Stay Interview Results

The Takeaway

DVR employees are strongly connected to the DVR mission and to their local teams. Overall, they feel well-supported by their supervisors and co-workers. Some themes that emerged include:

- **Consulting time:** Employees value regular time carved out for consulting with their teams on difficult cases
- **Touch-bases:** Employees like having regularly scheduled, face-to-face meetings with their supervisors
- **Celebrating success:** Employees want to take a moment to celebrate the wins, big or small, before moving on to new projects
- **Visualizing progress:** Employees find it motivating to be able to see a tangible representation of the progress they are making
- **Flexibility:** Employees appreciate the work-life balance that working at DVR allows

Next Steps

DVR will use what we learned to promote working at DVR in future recruitments as well as to do more of the things current employees want.

- Supervisors implemented some strategies immediately following interviews
- A Stay Interview Results Report was drafted and shared with WDA directors
- The final report will be shared with all DVR staff via email with a message from the Division Administrator
- DVR will break out and analyze results by WDA
- DVR is exploring a possible schedule for follow-up Stay Surveys and/or Stay Interviews

Lessons Learned

DVR received some feedback from interviewers and interviewees, including:

- Provide more training on the Stay Interview process to supervisors/interviewers
- Maintain transparency by encouraging the supervisor to show the employee how the responses were captured before submittal
- Clarify who will have access to Stay Interview results to assuage employee concerns about confidentiality
- Pair the Stay Interviews with a Stay Survey to evaluate the truthfulness of in-person responses