Stay Interview Guide and Record

The employee's manager runs the conversation. Tell the employee in advance that it is about what keeps them here and what could be better, not about performance. Ask the core questions in order, use follow-ups as needed, and complete the action plan within one week.

INTERVIEW DETAILS

Employee name

Job title

Team / location

Hire date

Manager conducting interview

Interview date

OPENING (READ OR SAY IN YOUR OWN WORDS)

Thanks for making time. This isn't a performance review and nothing is wrong. I want to understand what keeps you here, what makes the job harder than it should be, and what I can change. I'll take a few notes so I can follow up, and I'll come back to you within a week with what I can do.

CORE QUESTIONS

1. **What do you look forward to most when you come to work?**

2. **What are you learning here, and what do you want to learn?**

3. **Why do you stay here? (Follow up: what would you miss most if you left?)**

4. **When was the last time you thought about leaving, and what prompted it?**

5. **What could make your job more satisfying?**

6. **What is one thing that frustrates you or slows you down that I could fix?**

7. **How do you like to be recognized, and do you feel recognized now?**

8. **How well does your schedule, location or way of working fit your life right now?**

9. **What do you want to be doing in a year or two, and how can I help?**

10. **What can I do more of, or less of, as your manager?**

OPTIONAL FOLLOW-UP QUESTIONS

- [ ] If a friend asked whether they should apply here, what would you tell them?
- [ ] If you could change one thing about your role tomorrow, what would it be?
- [ ] Is there something about your pay or benefits you would like me to look into?
- [ ] Who on the team makes your work easier? Who makes it harder?
- [ ] What talents of yours are we not using?
- [ ] Has anyone tried to recruit you recently? What did they offer that interested you?

MANAGER SUMMARY (COMPLETE AFTER THE CONVERSATION)

Main reasons the employee stays

Main risks or frustrations raised

Retention risk (manager judgment)

☐ Low ☐ Medium ☐ High

Topics that need HR or another leader (pay, schedule, transfer, conduct concern)

ACTION PLAN

Action 1 (what, who, by when)

Action 2 (what, who, by when)

Action 3 (what, who, by when)

Things I cannot change, and how I explained that

Date I will report back to the employee

Follow-up check-in date