

Sample STAY INTERVIEW REPORT

**Deliverables
May Include:**

**Executive
Summary**

Calls to Action

**Summary of
Responses by
Question**

FICTITIOUS EXECUTIVE SUMMARY

INTERVIEW OUTCOMES

The organization provided the names of 75 employees who have been employed with the organization for one year or more. Fifty employees from the group were interviewed. All responses were anonymous.

A GOOD PLACE TO WORK

Among the reasons employees said they like working at the organization:

- Managers create a unified team and supportive environment.
- Co-workers are nice, supportive, and positive.
- Employees give a lot of themselves to accomplish shared goals.
- Benefits are better than what similar organizations offer.
- Work suits employees' interests and abilities.
- The organization is community minded.

WHERE TO IMPROVE

Many employees feel positive about the organization, enjoy their co-workers, and like the work they do. Some of the employees who generally feel positive about the organization also are frustrated with aspects of the work environment that they would like to see improved. Employee dissatisfaction is evident in:

- A relatively low average rating for the work environment - **5.8** (scale of 1-10).
- **72%** of employees who feel leadership does not recognize employees that go above and beyond for the organization.
- A relatively low average rating for leadership's communication - **7.0**.
- A relatively low average rating for work-life balance - **6.7**.

Staffing levels

A central theme across employee feedback and an apparent underlying cause of much discontent is the lack of adequate staffing and the length of time positions have remained unfilled.

Insufficient staffing across several departments has required many employees to manage an excessive workload. Not only does this cause burnout for those employees, but because they are stretched thin, they are less available and responsive to those on their team and others across the organization. As a result, overall productivity suffers and frustration grows. Employees think filling the open positions should be an urgent priority, but they do not see progress in that direction.

Without people in several of the key roles, many individuals are stressed and view the organization overall as struggling. Employees wonder if the organization is trying to fill the positions or if leadership is actually downsizing the operation without being forthright about it.

Work-life balance & atmosphere

The feeling of having a balanced life between work and home/family is negatively impacted by low staffing levels. Across the organization, almost everyone feels the strain of positions going unfilled. The ripple effect of the prolonged vacancies influences employees' ability to complete their work on time, take a day off, attend a training event, maintain a positive attitude, and feel hopeful that morale across the organization will improve.

Additionally, some employees feel strongly that there should be more flexibility for those in certain departments to work remotely (i.e., IT support and accounting).

Communication & support from executive leadership

Employees generally feel left out of the conversation with leadership about day-to-day operations and leadership's vision for the organization. They want their communication with leadership to be open, two-way, and engaging.

Many employees expressed disappointment and frustration that their perspectives are not asked for or considered on issues that pertain directly to their work and department. They feel that their experience and expertise are being ignored and devalued. Adding to the feeling of being unvalued is the lack of recognition for employees who are working to fill staffing gaps and going the extra mile to support the organization in every way they are able. A simple thank you of appreciation is all most people want.

EMPLOYEE-SUGGESTED CALLS TO ACTION

1. Fill vacant positions.

2. Update employees about hiring activities.

Keep employees informed about efforts made to fill the open positions. Help them understand the challenges leadership is facing in trying to hire qualified personnel.

3. Increase communication and employee engagement.

Include employees in discussions pertaining to their work and department. Ask for and consider employees' qualified opinions in resolving challenges and making decisions that impact their work. Recognize employees' notable efforts with a personal thank you.

4. Boost morale and create more unity.

Make efforts to create a more positive and unified work environment. Help employees feel hopeful that open positions will be filled and workloads reduced. Bridge the divide between leadership and the various departments with increased communication, visibility, and engagement from leadership.

FICTITIOUS SUMMARY OF RESPONSES BY QUESTION

(Sample Q1 – Q2)

Number of respondents: 50

1. What aspects of a work environment are most important to you?

Extracted from the table below of all employee responses, the four primary areas identified as essential to a good work environment included:

- 31%** Communication & interaction with executive leadership & team leaders – *open, inclusive, responsive, clear, supportive*
- 25%** Work-life balance & staffing levels – *flexibility for time off, potential for remote work, adequate staffing levels and resources*
- 24%** Atmosphere – *positive, team oriented, respectful, fair, safe, comfortable*
- 20%** Compensation & advancement – *competitive pay, advancement opportunities*

ALL RESPONSES	COUNT	%
Atmosphere is positive, team oriented, respectful, trusting, fair	21	20%
Communication & support - executive leadership	19	18%
Staffing levels and resources are adequate	15	14%
Communication & support - team leaders	14	13%
Good work-life balance	11	11%
Competitive pay	11	11%
Opportunities for advancement	9	9%
Safe working conditions	4	4%

Individual Responses to Q1

- I need to be supported with the right tools to do my job and feel that I am a trusted employee. I need to know I have some flexibility with my schedule so I can attend some of my kids' school activities. I also need to feel like I can grow in my position through training and attending conferences.
- Getting along with my co-workers and working together as a team are highly important. I also want to feel like I am a part of the wider organization and its mission.
- Having the right tools to do my job and support from the manager when challenges come up are essential. I also want to work in an environment where people are positive, friendly, and respectful.
- *All individual responses would continue here.*

2. How well is the organization meeting your needs in those key areas of the work environment using a 1-10 scale rating with 1 indicating that your needs are not being met at all to 10 indicating that your needs are completely being met?

5.8 Overall average rating for work environment.

28% Percentage of employees rating work environment 8, 9, or 10.

RATING	COUNT	% RESP.
10	2	4%
9	6	12%
8	6	12%
7	12	24%
6	6	12%
5	0	0%
4	5	10%
3	4	8%
2	5	10%
1	4	8%

POSITIVE ASPECTS OF THE WORK ENVIRONMENT

Employees identified the following ways their work environment is positive and supportive.

RESPONSES	COUNT	%
Communication & support – team leaders	18	30%
Atmosphere	15	26%
Work-life balance	10	16%
Communication & support – executive leadership	7	11%
Staffing levels	4	7%
Resources	3	5%
Compensation	2	3%
Advancement opportunities	2	3%

Note: Percentage total does not equal 100 due to rounding.

Communication & support - team leaders – 30%

- Some managers foster open communication between their departments.
- Our manager makes clear what she needs from us when she assigns a new project.
- Our manager is knowledgeable and effective in leading the department.
- Managers make themselves available for questions.
- We are trusted to do our work in our department without being micromanaged.

Atmosphere – 26%

- People are friendly and seem happy to be at work.
- We have a cohesive team within our department.
- Morale is good and the environment welcoming.
- The organization’s leaders set a positive tone.

Work-life balance – 16%

- We have flexibility to take off work without creating a problem.
- The amount of overtime required is not excessive.
- In our department we cover for each other when someone needs time off.

Communication & support - executive leadership – 11%

- Leadership seems to value the opinions of those in the lower ranks.
- Leadership keeps us informed about upcoming events and changes to policies.

Staffing levels – 7%

- We have enough staff in our department to cover for each other when needed.

Resources – 5%

- We have current technology and good systems to support our work.
- We can get additional training when it is needed.

Compensation – 3%

- Pay and benefits are good.

Advancement opportunities – 3%

- Staff are supported in their growth and development.

WHERE IMPROVEMENT IN THE WORK ENVIRONMENT IS NEEDED

Suggestions for improvement covered a range of categories with concentration in three key areas (*staffing levels, work-life balance & atmosphere, communication with executive leadership*) as shown in the table below.

Notably, 54% of the needed improvement pertained to increasing staffing levels to enhance work-life balance and the overall atmosphere.

RESPONSES	COUNT	%
Staffing levels	25	28%
Work-life balance & atmosphere	23	26%
Communication & support – executive leadership	16	18%
Communication & support – team leaders	6	7%
Resources	5	6%
Compensation	5	6%
Advancement opportunities	4	5%
Safety & working conditions	4	5%

Note: Percentage total does not equal 100 due to rounding.

Staffing levels – 28%

- Open positions have gone unfilled for many months.
- Workloads are stressful and unsustainable.
- There seems to be no urgency to get staffing levels to where they should be.

Work-life balance & atmosphere – 26%

- It is difficult to get time off when needed because of insufficient staffing.
- Attitudes have become noticeably negative as positions have gone unfilled.
- Morale is low because many people are overworked and frustrated that leadership does not seem to care about rectifying the staffing situation.
- Remote work options are not as available as they should be for those who can work offsite.

Communication & support - executive leadership – 18%

- Better, more open, and more frequent communication is needed from the top.
- Executive leadership does not seem open to new ideas or interested in getting employee input.
- Executive leadership does not proactively notify employees about significant upcoming changes.
- Executive leadership seems not to trust employees to work remotely.
- Employees are rarely recognized by leadership for the ways they go above and beyond.
- The channels of communication across the organization are restricted.
- The organization is too compartmentalized.

Communication & support - team leaders – 7%

- Some managers are not accessible to support the needs of their team.
- Some managers are slow to provide support requested from other departments.

Resources – 6%

- Upgrading current software would improve work efficiency.
- Some processes should be updated and streamlined.

Compensation – 6%

- Pay increases are slight.
- A significant disparity in the pay level between some departments does not seem warranted.

Advancement opportunities – 5%

- It is difficult to get time away to participate in training or conferences.
- The budget for training and development is limited.
- The manager does not always process a request for training in time to participate.

Safety – 5%

- Little regard is shown for our security concerns in the department.
- Concerns about facility maintenance go unaddressed.

3. How well does leadership communicate with employees regarding updates and changes that are occurring within the organization on the 1-10 scale with 1 being very poor to 10 being excellent?

Report would continue for each question with formatting similar to that above and would detail:

- Response themes
- Breakdown of ratings
- Overall average rating
- All individual comments