

# STAY INTERVIEWS

*Implementing New Methods in  
Library Leadership to Help Maintain  
Employee Retention*

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# MEET JAMES

*Master of Management in Library & Information Science from the Marshall School of Business at the University of Southern California – Class of 2023*

*Has worked in Libraries for 9 years*

*Currently the Director at the Cedar Springs Public Library, Cedar Springs, MI*

*Is passionate about library leadership*



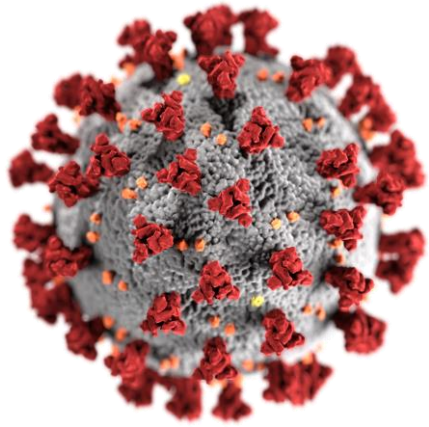
# AGENDA

- *Current Workforce Trends*
- *Briefly discuss Burnout in LIS and look at an adjacent industry (Medical)*
- *What is a Stay Interview?*
- *How libraries can implement Stay Interviews*
- *Why Stay Interviews can be a powerful management tool for libraries*



# WHAT ARE SOME NEW WORKFORCE TRENDS YOU HAVE NOTICED?





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# MILLENNIALS AND GEN Z EMPLOYEES WANT EMPLOYERS TO ADDRESS OR IMPROVE:

- Work/life balance
- Learning and development opportunities
- Chances to progress/grow in their career
- Positive workplace cultures where they feel that they belong
- Sense of meaning from their work
- Flexibility in how they do their job

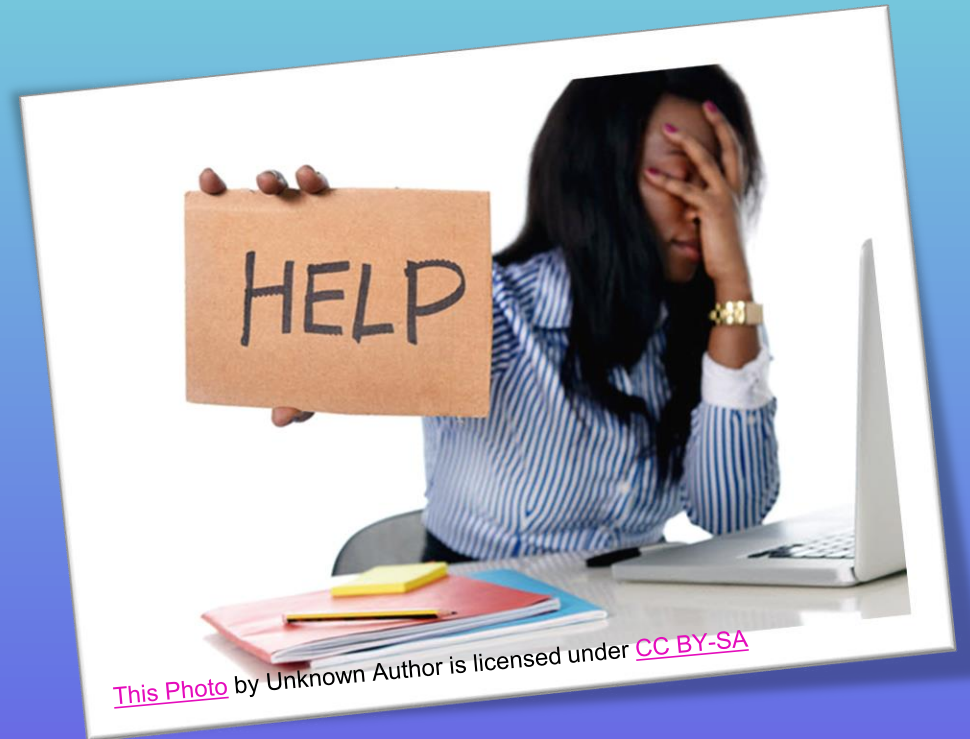


**But there are 5 generations in the workforce right now...**

# 52%

## PUBLIC SECTOR WORKERS LEAVE THEIR PROFESSION

*Mission Square Research Institute as cited in  
Dixon, 2022.*



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# BURNOUT DEFINED

The feeling of *emotional, physical, and mental* exhaustion caused by excessive stress.



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# VOCATIONAL AWE

The feeling that librarianship is a *calling* and workers must go *above and beyond* normal job responsibilities and be everything to everyone.





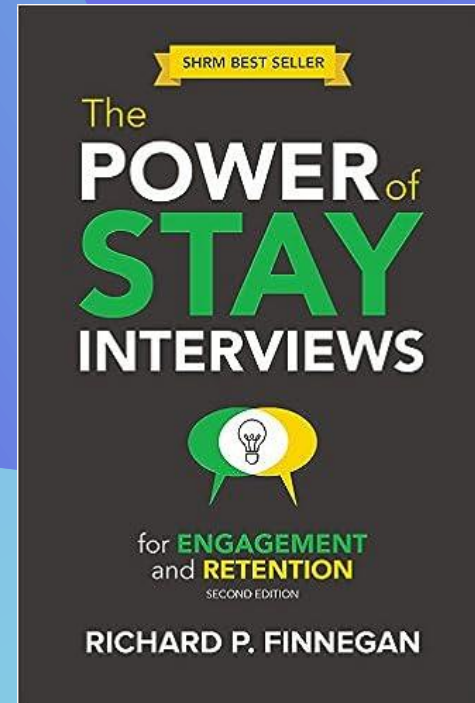
The average hospital has turned over 95.7% of its RN workforce since 2018.

22% of nurses providing direct patient care intend to leave their jobs within the next year

*(Snyder et al. 2023)*



Richard Finnegan. <https://c-suiteanalytics.com/about-us/leadership/>



Amazon.com

# STAY INTERVIEW DEFINED

“...a structured discussion a leader conducts with each individual employee to learn the specific actions they must take to strengthen that employee’s engagement and retention with the organization”.



# THE FIVE STAY INTERVIEW QUESTIONS



1. What do you look forward to each day when you commute to work?
2. What are you learning here, and what do you want to learn?
3. Why do you stay here?
4. When is the last time you thought about leaving us, and what prompted it?
5. What can I do to make your job better for you?

*(Finnegan, 2018)*

# FOUR UNDERLYING BENEFITS TO STAY INTERVIEWS

- Employees hear directly from their supervisor that they care and want them to stay and grow with the organization.
- Supervisors further accept retention and engagement within their sphere of responsibility.
- Employees are more likely to accept responsibility for staying.
- Stay interviews build trust.



*(Finnegan, 2018)*

# STUDIES IN EMPLOYEE RETENTION



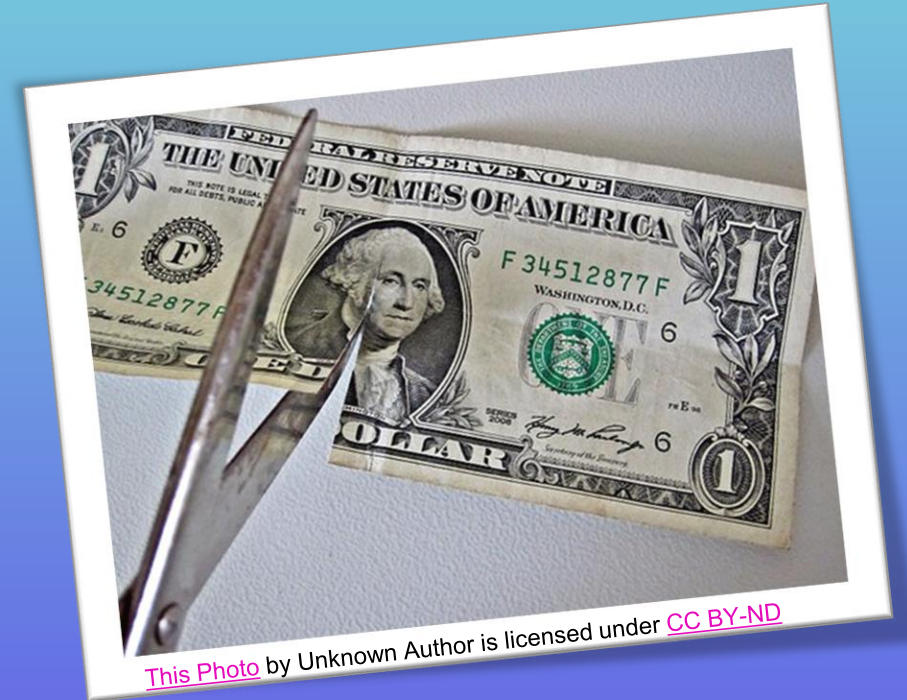


“Stay interviews are a feasible and effective strategy to open conversations and engage with staff about why they stay or why they may leave and create individualized and group strategies based on the results to support retention.”

*(Snyder et al. 2023)*



# LIBRARY BUDGETS BE LIKE...



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Kent  
District  
Library



# STAY INTERVIEW RESEARCH: KENT DISTRICT LIBRARY

20 community branches in Kent County, MI

2<sup>nd</sup> Largest Library System in Michigan (400,000+ patrons)

Interviewed 12 new employees who had only been with KDL for less than a year.

Job titles and duties varied from Assistant Branch Librarian to Regional Manager 1

Employees felt bogged down with amount of training, but KDL offers great resources for employees

# Cedar Springs



## Public Library

# STAY INTERVIEW IMPLEMENTATION: CEDAR SPRINGS PUBLIC LIBRARY

1 small town library

Class 3 size Michigan public library (serves about 10,000 patrons)

Interviewed all 11 employees

Prioritized policies to update/add

Learned professional development/growth needs

Developed trust with employees



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1-on-1s



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Annual Evals



Onboarding



Initial Interview

**When to conduct Stay Interviews**





# THANK YOU

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# QUESTIONS?

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