

The Leeds D&I Project

Enhancing performance through diversity and inclusion

Retention

Conducting retention interviews

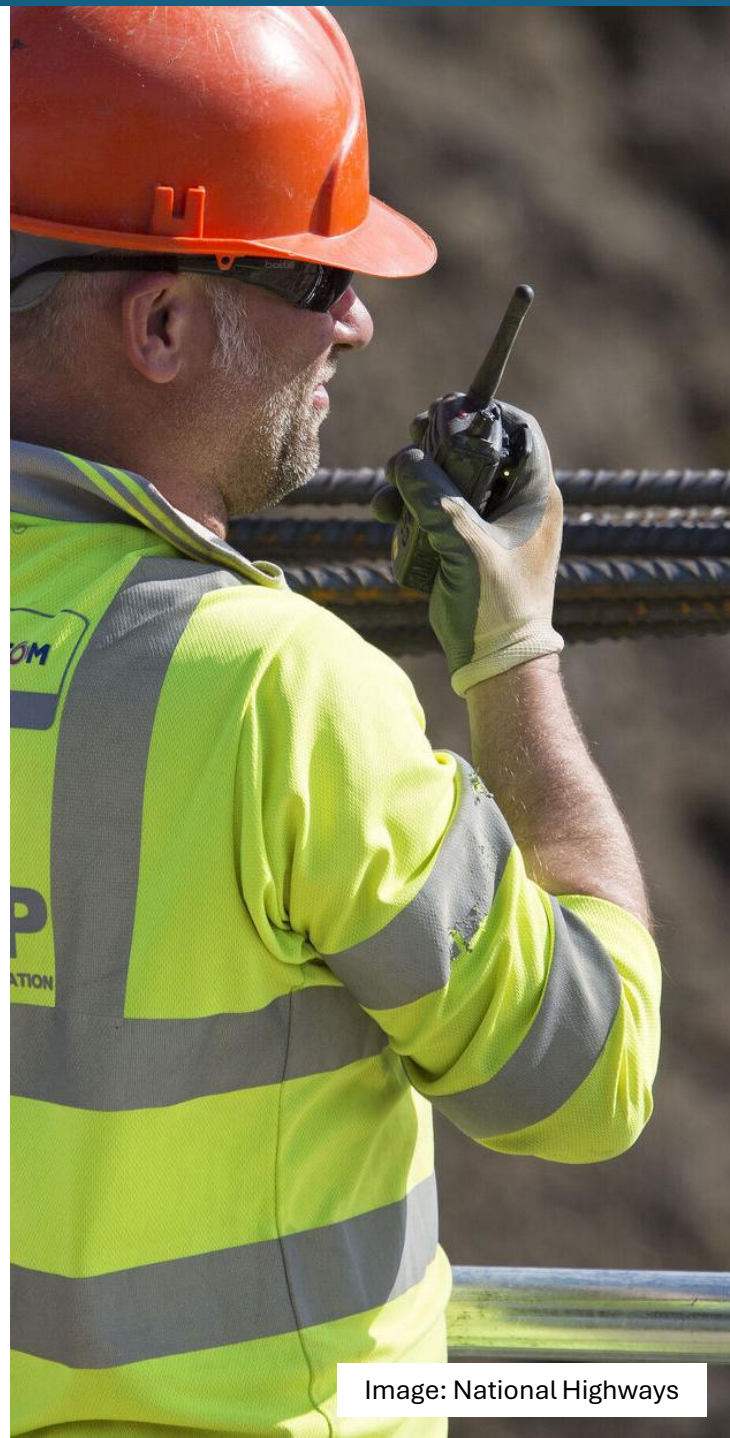


Image: National Highways



Purpose and approach

The highways sector faces significant, long-term labour shortages and faces competition for talent in other sectors. Whilst companies have had successful recruitment campaigns, data shows that women and ethnic minority colleagues are more likely to leave after a shorter period of time relative to men. Retention interviews offer a strong intervention to understand why people may be looking to leave before the end of the scheme.

In this document, we provide guides for conducting retention interviews. If possible, they should be carried out by a third-party trusted employee-engagement provider. We have structured the interview on four topics, but they are designed to be conversational; they should focus on the employee's experiences and career goals rather than simply answering each question. Sessions should last between thirty minutes and an hour and should be open to anyone working on the scheme. Employee information related to the session must be kept confidential.

Topic 1: Current role and background.

- What is your current job? Please describe your role and responsibilities.
 - How long have you been with the firm and/or scheme?
 - What attracted you to the firm and/or scheme?
 - What made you want to pursue a career in construction?
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Topic 2: Career development.

- Have you occupied other roles and/or been promoted during your time here?
 - Have you undertaken any training, development, or qualifications?
 - Were these self-directed or part of structured guidance?
 - Do you believe this has had a positive impact on your career to date?
 - Have you had a dedicated mentor or any other form of support to your career development?
 - Have you faced any particular challenges in your career? If so, how have you overcome them?
 - If prompts are needed, consider things such as workload, work-time, travel and pay.
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Topic 3: Career intentions

- Thinking about your future career, is there anything specific you want to achieve?
 - If prompts are needed, consider specific jobs, career development, pay and workload.
 - Are there any challenges you can see in achieving this goal?
 - Do you need any support to achieve this goal?
 - Do you believe you can achieve this goal within the firm or the highways sector as a whole?
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Topic 4: Retention

- Do you see your future within your current company or the highways sector as a whole?
 - How do you view your 'fit' within the organisational culture?
 - If prompts are needed, consider issues related to gender, ethnicity or other diversity-based characteristics?
 - Have you looked at roles/promotions externally? Do you see yourself doing so in the future?
 - If so, why? *Consider working conditions, career development etc.*
 - If yes, what changes would keep you in the company?
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Final questions and ending the interview

Thank the employee for taking the time out of their day. Provide space for anything else they would like to add, or any topics of interest we have not discussed.



Image: National Highways

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If you have found this toolkit useful or would like further information about the collaborative project between the University of Leeds and National Highways, then please contact [Dr Jack Daly](#) or visit our [website](#).

Authors

Professor Jennifer Tomlinson, Professor of Gender and Employment Relations, Leeds University Business School,

Professor Danat Valizade, Professor of Quantitative Employment Research, Leeds University Business School,

Dr Jack Daly, Research Fellow, Leeds University Business School,

Dr Kathryn Watson, Research Co-Investigator and Impact Case Development Manager, Leeds University Business School,

Jaejin Lee, Research Associate, Leeds University Business School.

About CERIC

The Centre for Employment Relations, Innovation and Change (CERIC) is home to researchers who contribute through high quality research, teaching and knowledge transfer to contemporary national and international debates around the changing dynamics and future of work, employment and labour markets.

Research lead organisation team members:
The research underpinning this Roadmap was commissioned by National Highways (2021 – 2025)

Research lead organisation team members:

Dr Martin Perks FRICS MICW, Commercial Programme Director

Belinda Blake, Senior Policy Advisor, Diversity and Inclusion (Supply Chain),

Zoë Sheikhol, Policy Advisor, Diversity & Inclusion (Supply Chain)

Contact:
EDImailbox@nationalhighways.co.uk

Supply Chain Project Partner team members:

Balfour Beatty: Zerrin Kendir and Eileen Longworth

Costain: Joanna Hitchen and Jyoti Sedhev

Skanska: Sarah Hough and Rhys Rawson

