Exit Interview Summary

Quarter 3, 2026

City of Sheboygan – Human Resources

Termination Information

Full-time and part-time positions only (excludes Interns, LTEs, Temps, Seasonals):

	Q1 Terms	Q2 Terms	**Q3 Terms**	Q4 Terms	YTD # of Terms
Retirements	5	5	**3**		13
Resignations	3	10	**8**		21
Involuntary Terms	2	1	**0**		3
TOTAL	10	16	**11**		37

Turnover Information

Turnover Period	**Turn Over Rate**
2026 Q1 Turnover	2.51%
2026 Q2 Turnover	4.01%
2026 Q3 Turnover	**2.76%**
2026 Q4 Turnover	
2026 Total Turnover	9.27%
2025 Q1 Turnover	3.02%
2025 Q2 Turnover	4.03%
2025 Q3 Turnover	4.03%
2025 Q4 Turnover	2.77%
2025 Total Turnover	13.85%
2024 Q1 Turnover	2.87%
2024 Q2 Turnover	4.69%
2024 Q3 Turnover	2.34%
2024 Q4 Turnover	1.82%
2024 Total Turnover	11.72%

Full time turnover data excludes Part-time, Interns, LTEs, Temps, Elected Officials, and Seasonal employees.

(2026 based on 399 full time positions) (2025 based on 397 full time positions)

(2024 based on 384 full time positions)

Exit Interview Information

For Quarter 3 (7/1/2026 - 9/30/2026), five (5) exit interviews were conducted. All interviewees were non-represented employees.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Did Not Answer
I believe I was fairly compensated for the work I performed.		2	3			
Overall, I am pleased with the City of Sheboygan's benefit plans and offerings.	1	2	2			
My job duties were what I thought they would be when I was hired by the City.	1	3	1			
There were no obstacles, policies, or procedures that made my job difficult to perform.		1	1	2	1	
My supervisor is knowledgeable and well versed in their content area.		2		3		
My supervisor supports and empowers the people they supervise.		2	1	1	1	
I felt connected to the City as a City of Sheboygan employee; my department did not feel separate from the rest of the City.	1	2		1	1	

Reasons for leaving:

- Retiring (2)
- Lack of Recognition (2)
- Type of Work
- Better Compensation (2)
- Better Culture
- Career Advancement Opportunity

Negative Experiences to Note:

- Perceived favoritism and unresolved interpersonal issues.
- Contradictory supervisor instructions.

- Difficulty feeling connected to other city departments.

Positive Experiences to Note:

- Appreciation gestures from supervisors.
- Strong peer relationships.
- Helping the community during emergencies and challenging times.

HR Feedback:

Turnover in Q3 continues to trend downward compared to previous years, which is an encouraging indicator of organizational stability. While retirement remains a natural driver of separation, resignations still reflect a combination of work expectations, recognition, compensation, and workplace cultural factors.

Exit interviews continue to highlight an inconsistent sense of connectedness between employees and the broader City organization. HR recognizes this as a recurring theme and will continue implementing initiative aimed at strengthening engagement. Ongoing efforts included increased HR presence in field locations and city-wide events to foster community among staff.

Additionally, concerns regarding supervisor communication and consistency will continue to guide HR in identifying training and support opportunities for leadership teams. We are hopeful increased implementation and integration of Arbinger principles and concepts will help jumpstart improvement.