

# Exit Interview Report to Council

REPORT FOR QUARTER 3

CITY OF SHEBOYGAN - HUMAN RESOURCES

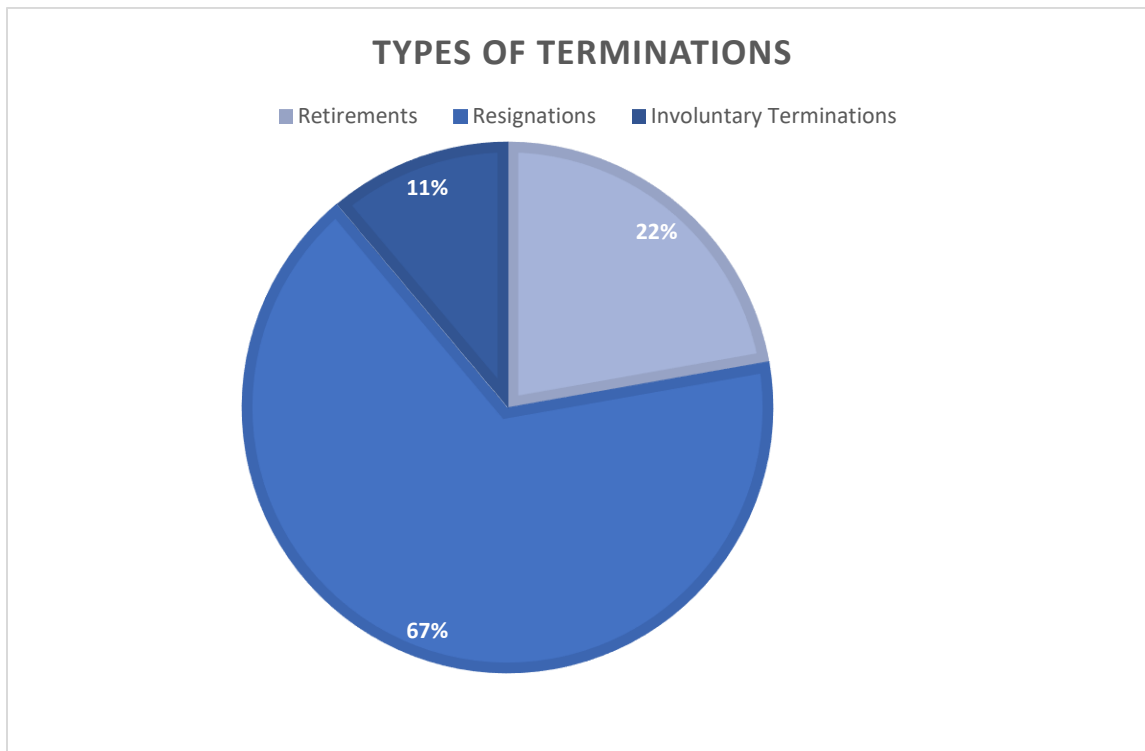
## Process:

When Human Resources receives notice of a termination (resignation letter, etc.), the Recruiting Generalist begins the termination process. With the implementation of the new handbook, a step was added to the offboarding process to conduct the Exit Interview.

Whether an employee is Represented or Non-Represented, they have the option to complete an exit questionnaire and interview. The Recruiting Generalist sends them an email informing them of the exit interview process, attaches the questionnaire, and asks what their availability is during their last two weeks of employment. The employee is asked to submit their exit questionnaire three days before they meet with a member of HR so that there is ample time to review their answers and prepare follow up questions they'd like to ask during the meeting.

## Third Quarter Termination Information:

From July 1, 2024 through September 30, 2024, there were 18 terminations for regular positions: 4 retirements, 12 resignations, and 2 involuntary terminations.



## Exit Interview Findings:

As of January 1, 2024, Non-Represented employees who retire or resign must participate in an exit interview to receive their exit payout. Participating in an exit interview is optional for Represented employees. From July 1<sup>st</sup> to September 30<sup>th</sup>, thirteen exit interviews were conducted.

In general, the employees' surveys showed:

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I believe I was fairly compensated for the work I performed.	1	6	4	2	
Overall, I am pleased with the City of Sheboygan's benefit plans and offerings.	2	5	4	1	1
My Job duties were what I thought they would be when I was hired by the City.	2	6	4	1	
There were no obstacles, policies, or procedures that made my job difficult to perform.	2	7	2	2	
My supervisor is knowledgeable and well versed in their content area.	5	3	4	1	
My supervisor supports and empowers the people they supervise.	5	3	4	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.	2	4	2	3	2

The above information trends are about where we would expect based off of previous quarters. We see a bit more individuals answering neutrally than we saw in previous quarters. HR could consider removing neutral as an option next year so that the data is better in quality.

### **When asked to share a negative experience they had while employed with the City, some of the feedback included:**

- Not feeling heard by administration with concerns regarding FTE and Compensation\*
- Difficult interactions with customers/citizens\*

### **When asked to share a positive experience they had while employed with the City, some of the feedback included:**

- Positive working relationships with coworkers and other staff\*

*\*Comments summarized for brevity.*

**When asked to share their reason for leaving, responses included:**

- Career Advancement Opportunity (4)
- Company culture (4)
- Compensation (4)
- Family circumstances (1)
- Retiring (4)
- Type of work (3)
- Quality of Supervision (1)
- Working Conditions (1)
- Other: Commute (1)

**Combined 1<sup>st</sup> 2<sup>nd</sup> and 3<sup>rd</sup> Quarter Findings:**

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I believe I was fairly compensated for the work I performed.	3	17	7	3	
Overall, I am pleased with the City of Sheboygan’s benefit plans and offerings.	4	17	7	1	1
My Job duties were what I thought they would be when I was hired by the City.	6	18	5	1	
There were no obstacles, policies, or procedures that made my job difficult to perform.	6	10	7	6	1
My supervisor is knowledgeable and well versed in their content area.	10	11	5.5	2.5	1
My supervisor supports and empowers the people they supervise.	11	9	6	2	2
I felt connected to the City as a City of Sheboygan employee; my department did not feel separate from the rest of the City.	5	11	8	3	3

**Reasons for leaving:**

- Career Advancement Opportunity (4)
- Company culture (7)
- Family circumstances (8)
- Retiring (10)
- Type of work (6)
- Quality of Supervision (4)
- Work Conditions (2)
- Other: returning to college

## Closing Comments:

Human Resources is satisfied with the exit interview process. We have seen good participation in both represented and non-represented staff.

Already, Human Resources is making an effort to implement employee feedback. For example, when an employee indicates the responsibilities of the position are not what they thought, this prompts HR to follow up with a department or supervisor to get more information. Does the job description need to be reviewed? Was the employee going rouge and not fulfilling the responsibilities outlined in the job description?

As an additional example, a typical part of the exit interview process includes listening to employees experience in the role and noting the types of skills or experiences that make an individual successful in the role. This information is kept in mind when recruiting to replace the individual who has left and when writing interview questions.

A larger sample size has aided in Human Resources to realizing attitudes, needs, and/or opportunities for improvement within departments. Multiple individuals from a department indicating the same level of agreement or disagreement provides a base for HR to make inferences that this data likely reflects the department as a whole. With this, HR can make moves to address this department and the individuals currently employed.

Moving into fourth quarter is a great time for HR to reflect on the exit interview process. Is the questionnaire accomplishing what we set out to do? Are we receiving quality information? Are we using the information in meaningful ways? Is there anything about the process we'd like to change or improve? Now would be the time to discuss and implement before going into the new calendar year.