

Exit Interview Summary
Quarter 2, 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			10
Resignations	3	10			13
Involuntary Terms	2	1			3
TOTAL	10	16			26

Turnover Information

Turnover Period	Turn Over Rate
2026 Q1 Turnover	2.51%
2026 Q2 Turnover	4.01%
2026 Q3 Turnover	
2026 Q4 Turnover	
2026 Total Turnover	6.52%
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 2 (4/1/2026 - 6/30/2026), seven (7) 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.	1	3	2	1		
Overall, I am pleased with the City of Sheboygan's benefit plans and offerings.	2	1	4			
My job duties were what I thought they would be when I was hired by the City.	1	3	2	1		
There were no obstacles, policies, or procedures that made my job difficult to perform.		2	4	1		
My supervisor is knowledgeable and well versed in their content area.	1	3	2	1		
My supervisor supports and empowers the people they supervise.	2	3	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.	3		4			

Reasons for leaving:

- Retiring (3)
- Better Work Conditions (3)
- Work that Aligns Better with What I Want To Do (5)
- Better Work/Life Balance (2)
- More Flexibility (2)
- Type of Work
- Better Compensation (2)
- Better Benefit Plan (2)
- Better Culture (2)
- Career Advancement Opportunity (2)

Negative Experiences to Note:

- Citizen to employee ratio is much too high. Makes it difficult to meet service needs with not enough staffing.
- Poor interdepartmental communication/collaboration. Poor internal customer service with some departments.

Positive Experiences to Note:

- Support from management. Management trusts employees' opinion and knowledge of topics relating to their position.
- Great Management and Coworkers.
- Great relationships with Citizens and Contractors.

HR Feedback:

The overall turnover rate for Q2 2026 is following the same trends as previous years. While Q2 turnover is higher than Q1, it has actually dipped slightly compared to Q2 in previous years which is great to see. The Human Resources Department hopes to see that continue into future quarters.

Looking at exit interview responses, there is much more diversity in the reasons for leaving compared to Q1. We also found that on an individual level, employees listed multiple reasons for leaving. This makes it a bit harder for HR to pinpoint "problem areas", but of the responses, five out of seven candidates listed "work that aligns better with what I want to do" as one of their reasons for leaving. From an HR standpoint, this issue is harder to address as the position is designed to carry out necessary functions for the department as prescribed in the job description. While we try to provide cross training, education, and variety as an employer, the employee is ultimately hired for the position they applied for with set duties.

Another area HR will keep an eye on is employee sense of connectedness to the organization as a whole. Four out of seven responses show employees feel neutral. HR is brainstorming additional options to improve connectedness. One initiative HR is rolling out this fall is a City Wide Brewers Game where staff and their family can join in for tailgating and the game! HR has also presented a schedule to department heads to coordinate department visits across the city. We hope that scheduling time to be onsite at each location for questions will help employees feel more connected to human resources, city hall, and general administration.