

Exit Interview Summary

Quarter 3, 2025

City of Sheboygan – Human Resources



Termination Information

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

	Q1 Terms	Q2 Terms	Q3 Terms	YTD # of Terms
Retirements	8	4	4	16
Resignations	7	11	10	28
Involuntary Terms	2	3	2	7
TOTAL	17	18	16	51

Q3 Termination Information

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

Termination Type	Number of Terms
Retirements	4
Resignations	10
Involuntary Terminations	2
TOTAL	16

For Quarter 3 we see a couple less terminations than Quarter 2. Consistent with previous quarters, resignations are the primary reason for terminations, then retirements, and then involuntary terms are the lowest number of terminations.

Turnover Information

Turnover Period	Turn Over Rate
2025 Q1 Turnover	3.02%
2025 Q2 Turnover	4.03%
2025 Q3 Turnover	4.03%
2025 YTD Turnover	11.08%
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.

(2025 based on 397 full time positions) (2024 based on 384 full time positions)

Turnover in Q3 2025 is at the same rate as Q2 2025. We do however see an increase in turnover in Q3 2025 compared to Q3 2024. This could be due to a large number of factors. It will be important to keep an eye on the Q4 2025 rates to see if this is the start of a trend or just an anomaly.

Exit Interview Information

For Quarter 3 (7/1/2025 - 9/30/2025) there were four exit interviews conducted. Interviewees included 3 Non-Represented Employees and 1 Represented Employee.

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

Reasons for leaving:

- Retirement
- Better compensation
- Type of work
- Going back to school
- Family Circumstances
- Lack of Recognition
- Quality of Supervision (2)
- Working Conditions

Negative Experiences to Note:

- "Confronted supervisors on issues and was told they don't want to deal with it"
- "Onboarding was messy due to starting shortly after the ransomware attack"
- "Many Lead roles were eliminated"

Positive Experiences to Note:

- “Really everything to do with AC Teunissen”
- “Tremendous amount of support from everyone at DPW while dealing with personal issues”
- “Employee picnic”
- “After a devastating windstorm, all of DPW dropped everything to help”

HR Feedback:

Exit questionnaire responses for the “Strongly Agree” to “Strongly Disagree” questions were spread a lot more across the spectrum than we’ve seen in previous quarters. This does appear concerning.

With Q3, we see that job duties were either very clearly defined or poorly defined. With our job description audit still underway, we hope to make job descriptions more accurate city wide. Efforts are already being made. When a position becomes vacant, HR is conducting a review with the supervisor, department head, and with City Administration prior to posting the role to ensure complete and detailed job descriptions.

This quarter the data also shows staff feel there are obstacles to performing their positions. This year, departments city wide were tasked with creating Standard Operating Procedures (SOPs) for all positions. Part of this process is to identify best practices for the functions of positions. These SOPs are to be reviewed by department supervision which would present the opportunity for staff to communicate any obstacles they are encountering. Additionally, in preparation of 2026, the Employee Handbook is currently under review and updates to ensure our policies and procedures are in line with operations. Leadership is approaching this project with a collaborative mindset and is seeking feedback and contribution from department heads.

Looking further at the responses, we see that Employees have very differing opinions regarding their supervisor’s knowledge and leadership style. Clarity of position roles and operating policies and procedures for employees will help them better understand the function and purpose of their role thus improving their confidence. With employees more confident and productive in their position we hope to see a reduction in corrective interactions by supervisors which in turn should improve trust and autonomy for staff and improve working relationship.

For what it’s worth, the Human Resources department values all feedback provided by staff whether expressed in frustration or with appreciation as it helps us grow, improve, and better serve our employees. We will continue to keep this feedback at the forefront of our minds as we progress.

Exit Interviews YTD at a Glance

Year to date, 20 exit interviews were conducted. Interviewees included 15 Non-Represented Employees and 5 Represented Employees.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
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I believe I was fairly compensated for the work I performed.	8	9	1	2	
Overall, I am pleased with the City of Sheboygan's benefit plans and offerings.	7	11	2		
My job duties were what I thought they would be when I was hired by the City.	8	6		6	
There were no obstacles, policies, or procedures that made my job difficult to perform.	4	9	2	5	
My supervisor is knowledgeable and well versed in their content area.	8	7	3.5	1.5	
My supervisor supports and empowers the people they supervise.	9	8	2		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.	4	8	4	3	1

Reasons for leaving:

- Retirement (9)
- Career advancement opportunities (4)
- Paid training for skill development
- Better compensation (3)
- Relocation
- Type of work/work that aligns better with what I want to do (4)
- Social services aspect of the job became overwhelming
- Better flexibility
- Personal
- Going back to school
- Family Circumstances
- Lack of Recognition
- Quality of Supervision (2)
- Working Conditions