

Exit Interview Summary

Quarter 1, 2025

City of Sheboygan – Human Resources



Exit Interview Summary

For 2025, no changes were made to the exit interview questionnaire so that the data we collect this year can be easily compared to 2024's data. Exit interviews and proper notice are still required for non-represented employees to have their PTO banks paid out.

First Quarter Information

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

Termination Type	Number of Employees Terminated
Retirements	8
Resignations	7
Involuntary Terminations	2
TOTAL	16

Quarter 1 Full Time Turnover Rate: 3.02% (based on 397 full time positions)

We would expect to see a somewhat high turnover rate in the new year especially for non-represented positions. Non-Rep employees' PTO balances are replenished each 1/1 (so they would have a full balance paid out), employees see COLA and step increases on 1/1 (so their PTO would be paid out at their new, higher rate), and leaving in early January allows employees to maximize paid holidays (Christmas Eve day, Christmas Day, New Years Eve day, New Years day).

For Quarter 1 (1/1/2025 - 3/31/2025) there were nine exit interviews conducted. Interviewees included 6 Non-Represented Employees and 3 Represented Employees.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I believe I was fairly compensated for the work I performed.	2	6		1	
Overall, I am pleased with the City of Sheboygan's benefit plans and offerings.	3	5	1		
My job duties were what I thought they would be when I was hired by the City.	2	5		2	
There were no obstacles, policies, or procedures that made my job difficult to perform.	1	4	1	3	
My supervisor is knowledgeable and well versed in their content area.	3	3	2.5	0.5	

My supervisor supports and empowers the people they supervise.	4	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	3	1	2	1

Reasons for leaving:

- Retirement (5)
- Better work/life balance.
- Better career advancement opportunities and paid training to allow for skill development.
- Better compensation, work that aligns better with what they want to do, and better flexibility
- Other, personal

Negative Experiences to Note:

- "Overall confusion with the department's priorities and functions."
- "Bullying by a few people over the years (they are gone now)."
- "Transition from contracted to City ran could have been better organized."
- "Past supervisor"
- "Confusion with supervisor. No one listened to my suggestions."
- "Dealing with negative attitudes which resulted from Act 10."

Positive Experiences to Note:

- "When promoted, received the trust and support needed to ensure I would succeed."
- "Overall culture makes Metro a great place to work. [Supervisor] does a tremendous job regarding personnel issues and operations on a daily basis."
- "PTO and flexibility"
- "Seeing officers working together and being part of a positive team."
- "Great relationship and partnership with other department heads and department leaders."
- "Working with other departments to solve community issues."
- "I always had help for major work."
- "To build a great skillset and being trusted as a leader of projects/groups/department."
- "Having [Department Head] sit in the supervisor's office is positive. He brings positive energy, communication, and is accessible to talk to."

HR Feedback:

Responses are mostly trending toward strongly agree, agree, and neutral. We do see more of a split when it comes to obstacles, policies, or procedures that made an employee's position more difficult to perform. Feedback from those interviews were shared with supervisors to allow them the opportunity to evaluate the referenced policies or obstacles.

Additionally, when asked about their general feelings of connectedness to the City as a whole, employees' responses were a bit more spread on the array of the extent they agree/disagree. This is consistent with what we saw in 2024. To address this, HR has developed and implemented a new strategy for employee engagement and continues to brainstorm other activities to get city staff involved.

- Wellness Committee was formed with membership invitation open to from all departments.
 - Employees from all departments work together to create wellness centered activities for City staff.
- Employee Recognition program implemented for 2025.
 - *5th Monday Fun discontinued due to poor attendance, not a cost-effective way to reach a large number of staff.*
 - Each month, HR plans a treat for a department and does an in-person delivery. We try to center this around a department related holiday or busy time (for example, National Law Enforcement Day or during a large snowplow operation).
 - This is done during the workday so that we can reach more staff.
 - More cost effective.
 - Showing gratitude and strengthening relationships with staff and department.
- Department Visits by Benefit Coordinator implemented mid 2024 and continue into 2025.
 - Getting HR out to buildings to answer questions and be a resource.
- Citywide training opportunities (such as Ethics Training, Reasonable Suspicion Training, etc).
- New Hire Orientation Program implemented Fall 2024.
 - Check-in lunch with HR Director and City Administrator for each quarter's new hires.
 - 6-month check-in and survey from HR department.

Turnover Information

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

Turnover Period	Turn Over Rate
2025 Q1 Turnover	3.02%
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%

(2025 based on 397 full time positions)

(2024 based on 384 full time positions)