

Exit Interview Summary  
Quarter 4, 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	Q4 Terms	YTD # of Terms
Retirements	8	4	4	5	21
Resignations	7	11	10	6	34
Involuntary Terms	2	3	2	1	8
<b>TOTAL</b>	<b>17</b>	<b>18</b>	<b>16</b>	<b>12</b>	<b>63</b>

**Q4 Termination Information**

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

Termination Type	Number of Terms
Retirements	5
Resignations	6
Involuntary Terminations	1
<b>TOTAL</b>	<b>12</b>

Continuing the trend, in Q4 we see an overall decrease in terminations. Quarter 4 had the lowest turnover of any quarter in 2025.

**Turnover Information**

Turnover Period	Turn Over Rate
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.

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

Turnover in Q4 is down from Q3, but we see that the total turnover rate for 2025 is higher than 2024 by 2.13%.

**Exit Interview Information**

For Quarter 3 (10/1/2025 - 12/31/2025) there were two exit interviews conducted. Interviewees included 1 Non-Represented Employee and 1 Represented Employee.

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

**Reasons for leaving:**

- Retirement
- Lack of Recognition
- Company Culture
- Quality of Supervision
- Other: personal reasons

**Negative Experiences to Note:**

- Continuous workplace culture concerns
- An instance of inflexibility and insensitivity to a family emergency that prevented me from being able to report to work even with giving as much notice as possible

**Positive Experiences to Note:**

- Working for a supervisor with a wealth of knowledge

- Support from the city while encountering various health concerns.

**HR Feedback:**

Quarter 4 only had two exit interviews due to a larger number of represented terminations; represented employees are not required to complete an exit interview for PTO payout.

When looking at the feedback we did receive, policies and job description again fall more in the disagree category. To reiterate from previous exit reports, HR is confident that the job description review project and the citywide SOP initiative will help improve employee understanding of job duties as well as help to identify any obstacles to executing those duties.

**Exit Interviews YTD at a Glance**

Year to date, 22 exit interviews were conducted. Interviewees included 16 Non-Represented Employees and 6 Represented Employees.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I believe I was fairly compensated for the work I performed.	9	9	2	2	
Overall, I am pleased with the City of Sheboygan’s benefit plans and offerings.	8	12	2		
My job duties were what I thought they would be when I was hired by the City.	9	6		7	
There were no obstacles, policies, or procedures that made my job difficult to perform.	5	9	2	5	1
My supervisor is knowledgeable and well versed in their content area.	10	7	3.5	1.5	
My supervisor supports and empowers the people they supervise.	11	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.	5	9	4	3	1

**Reasons for leaving:**

- Retirement (10)
- 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 (2)
- Quality of Supervision (3)
- Working Conditions
- Company Culture