

Exit Interview Summary  
Quarter 1, 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
Resignations	3				3
Involuntary Terms	2				2
<b>TOTAL</b>	<b>10</b>				<b>10</b>

**Turnover Information**

<b>Turnover Period</b>	<b>Turn Over Rate</b>
2026 Q1 Turnover	2.51%
2026 Q2 Turnover	
2026 Q3 Turnover	
2026 Q4 Turnover	
<b>2026 Total Turnover</b>	<b>2.51%</b>
2025 Q1 Turnover	3.02%
2025 Q2 Turnover	4.03%
2025 Q3 Turnover	4.03%
2025 Q4 Turnover	2.77%
<b>2025 Total Turnover</b>	<b>13.85%</b>
2024 Q1 Turnover	2.87%
2024 Q2 Turnover	4.69%
2024 Q3 Turnover	2.34%
2024 Q4 Turnover	1.82%
<b>2024 Total Turnover</b>	<b>11.72%</b>

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 (1/1/2026 - 3/31/2026) there were six exit interviews conducted. Interviewees included 6 non-represented employees and no 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			
Overall, I am pleased with the City of Sheboygan’s benefit plans and offerings.	2	2	2			
My job duties were what I thought they would be when I was hired by the City.	1	3	2			
There were no obstacles, policies, or procedures that made my job difficult to perform.	1	1	3	1		
My supervisor is knowledgeable and well versed in their content area.	1	4	1			
My supervisor supports and empowers the people they supervise.	2	3	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	1			

**Reasons for leaving:**

- Retiring (5)
- Type of Work
- Career Advancement Opportunity

**Negative Experiences to Note:**

- Lack of clear policies and procedures
- Disconnect between administration and Public Works. Would like to see connection go beyond just department head level

**Positive Experiences to Note:**

- Proud of the office and the level of customer service provided
- Valued the opportunity to learn and grow

- Staff really care about what they do
- Support from department leadership

**HR Feedback:**

During the first quarter of 2026, the City recorded 10 total separations among full-time and part-time employees, consisting of 5 retirements, 3 resignations, and 2 involuntary terminations. This resulted in a Q1 turnover rate of 2.51%, which is lower than the Q1 turnover rates observed in both 2025 (3.02%) and 2024 (2.87%). All separations in Q1 were from non-represented employees, and the majority were due to retirement. Compared to prior years, early-year turnover remains relatively stable and continues to trend below the City's recent annual totals.

Six exit interviews were completed during this period, offering helpful insight into employee experiences. Respondents generally expressed satisfaction with compensation, benefits, supervisory support, and opportunities for growth. Positive feedback highlighted pride in departmental service, strong teamwork, and supportive leadership. Areas for improvement included a desire for clearer policies and procedures and a stronger sense of connection between administration and Public Works. These themes will help guide ongoing efforts to strengthen communication, consistency, and employee engagement across the organization.