

Exit Interview Summary

Quarter 2, 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.

Second Quarter Information

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

Termination Type	Number of Employees Terminated
Retirements	4
Resignations	11
Involuntary Terminations	3
TOTAL	18

Quarter 2 Full Time Turnover Rate: 4.03% (based on 397 full time positions)

We saw less retirements this quarter compared to quarter one which is inline with what we were expecting. However, we saw more resignations this quarter than compared to last quarter. Involuntary termination are at about the same with 2 last quarter and 3 for this quarter.

For Quarter 2 (4/1/2025 - 6/30/2025) there were seven exit interviews conducted. Interviewees included 6 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.	4	3			
Overall, I am pleased with the City of Sheboygan's benefit plans and offerings.	3	3	1		
My job duties were what I thought they would be when I was hired by the City.	4	1		2	
There were no obstacles, policies, or procedures that made my job difficult to perform.	2	5			
My supervisor is knowledgeable and well versed in their content area.	4	3			
My supervisor supports and empowers the people they supervise.	4	3			
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	3	2	1	

Reasons for leaving:

- Retirement (3)
- Career advancement opportunities (3)
- Better compensation
- Relocation
- Type of work (2)
- Social services aspect of the job became overwhelming

Negative Experiences to Note:

- "Mead felt like an island, isolated from other city branches."
- "Many attempts at being called into work while on scheduled vacation or personal days off."
- "During my first few years at Mead I had a very controlling, terrible supervisor. She did not encourage open communication among myself and co-workers. The department needed to be silent at all times and all communication had to go through her."

Positive Experiences to Note:

- “Receiving a letter of appreciation from Chief Domagalski by recommendation of the District Attorney’s Office”
- “Every co-worker I had worked with was very open and welcoming. A very good team at the city all the way around”
- “Stellar management, excellent co-workers, supportive atmosphere. EMS crew was always top notch”
- “I was able to try all the things I wanted to in police work.”
- “Working with a bunch of dedicated, Knowledgeable, and kind people.”

HR Feedback:

Looking at the exit interview information, we see that many employees indicated they were leaving for other employers that offered work more in line with what they want to do, and for career advancement opportunities. Similar responses popped up in previous quarters as well. HR is currently in the process of a job description “audit” to ensure that job descriptions accurately reflect the duties and responsibilities an individual would be performing in their role. This will also be crucial for recruiting; accurate job descriptions will ensure that what candidates apply for is actually the work they would be performing in the position. With updated job descriptions in place, the HR department will gain a better understanding of the work each department performs, and the structure of each department. With this knowledge, we will be equipped to begin looking into succession planning, policy, and procedures. We are hopeful that having a formalized succession process in place will foster career advancement opportunity.

With respect to employees' overall sense of connectedness to the City as a whole, we do see some improvement in responses for quarter 2. Since January 2025, the HR department has been choosing a department each month to surprise with a recognition and appreciation treat. The HR team has received wonderful feedback from various departments that the small gesture really helps them to feel appreciated and thought of. Additionally, the HR department continues to develop a safety committee (WASP) and wellness committee (Wellness Warriors). These committees consist of employees from various departments coming together monthly working toward common goals, sharing their personal experiences, and coming up with ways to make the City a healthier and safer environment to work for.

Combined Q1 and Q2 at a Glance

Year to date, 16 exit interviews were conducted. Interviewees included 12 Non-Represented Employees and 4 Represented Employees.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I believe I was fairly compensated for the work I performed.	6	9		1	
Overall, I am pleased with the City of Sheboygan's benefit plans and offerings.	6	8	2		
My job duties were what I thought they would be when I was hired by the City.	6	6		4	
There were no obstacles, policies, or procedures that made my job difficult to perform.	3	9	1	3	
My supervisor is knowledgeable and well versed in their content area.	7	6	2.5	0.5	
My supervisor supports and empowers the people they supervise.	8	7	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	6	3	3	1

Reasons for leaving:

- Retirement (8)
- Career advancement opportunities (4)
- Paid training for skill development
- Better compensation (2)
- Relocation
- Type of work/work that aligns better with what I want to do (3)
- Social services aspect of the job became overwhelming
- Better flexibility
- Personal

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%
2025 Q2 Turnover	4.03%
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)