



CITY OF MANITOWOC

WISCONSIN, USA

www.manitowoc.org

DATE: October 5, 2025
TO: Personnel Committee
FROM: Jessie Lillibridge, HR Director
RE: Exit Interview Data (Jan – September 2025)

Summary:

- This report summarizes employee exit reasons, feedback on workplace conditions, and suggestions for improvement.
- The majority of employees are leaving due to retirement, seeking better pay, or dissatisfaction with job-related issues.

Key Reasons for Leaving:

- **Retirement:** The most common reason cited for leaving, often due to personal milestones or career longevity.
- **Better pay and hours:** Several employees expressed a desire for better compensation and more predictable hours.
- **Frustration with job satisfaction:** A few employees cited dissatisfaction with job roles and management.

Feedback on Benefits, Pay, and Supervisor Relationships:

- **Benefits:** Generally, employees did not have major concerns, although a few suggested improvements like adding options or systems for benefits.
- **Salary/Pay:** Some employees felt their pay was too low or could be improved, especially after role changes or adjustments in responsibilities.
- **Supervisor Relationships:** Most comments on supervisors were positive, with several individuals highlighting good working relationships, though there were isolated instances of negative feedback.

Job Satisfaction and Recommendations for a Better Workplace:

- Employees generally enjoyed **working with people, serving the community, and flexible hours.**
- **Recommendations from exiting employees:**
 - Clearer system for increases or bonuses.
 - More training and team-building activities.

HUMAN RESOURCES

CITY HALL ■ 900 QUAY STREET ■ MANITOWOC, WI 54220

PHONE: (920) 686-6993 ■ FAX: (920) 686-6999

WWW.MANITOWOC.ORG ■ EMAIL: HUMANRESOURCES@MANITOWOC.ORG

- Improved leadership and management.
- Suggestions to hire more staff, specifically in areas with heavy workloads or frustration.

New Opportunities:

- Some employees have moved to positions in similar fields, such as fire department roles, and others have relocated to different cities for work or personal reasons.

Areas for Improvement:

- **Pay Structure:** Multiple employees mentioned dissatisfaction with pay scales, especially after promotions or job reclassifications.
- **Leadership:** Several employees indicated dissatisfaction with past leadership, though current leadership was generally seen as an improvement.
- **Work Environment:** Some specific issues with interpersonal conflicts and management trust were noted, particularly in certain departments.

Conclusion/Recommendations:

- **Retention Focus:** Continue to focus on benefits, pay structures, and staff morale through clearer communication and leadership development.
- **Employee Engagement:** Consider further efforts to build team cohesion, increase job satisfaction, and reduce turnover.
- **Address Specific Complaints:** Investigate specific concerns about employee behavior and management trust to ensure a healthy working environment.

Thank you.