



# HUMAN RESOURCES & LABOR RELATIONS

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## Employee Exit Interviews & Retention Efforts *Analyzing Trends and Insights*

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# Overview

*The Human Resources & Labor Relations Department utilizes employee exit interviews and offboarding procedures to better understand employee experiences, identify trends, and strengthen recruitment and retention efforts across the District.*

## **The exit interview process also supports:**

- Employee voice and feedback
- Identification of workplace trends and concerns
- Continuous improvement efforts
- Retention and organizational climate strategies
- Professional and respectful employee transitions
- Compliance and documentation procedures

**[Exit Interview Link](https://tejoin.com/scroll/914482233)**

**<https://tejoin.com/scroll/914482233>**



# Purpose of Exit Interviews

- Gather employee feedback
- Identify opportunities for improvement
- Strengthen employee retention strategies
- Support positive workplace culture
- Improve district operations and communication

# Data Collection & Exit Interview Process

The Human Resources & Labor Relations Department collects employee exit data through voluntary exit interviews and separation documentation to better understand employee experiences and organizational trends.

## Information Collected Includes:

- Reasons for separation or resignation
- Workplace climate and employee experience
- Leadership and communication feedback
- Professional growth and support opportunities
- Retention challenges and trends
- Suggestions for district improvement



# Purpose of Data Collection

- Identify trends impacting employee retention
- Strengthen workplace culture and employee support
- Improve district practices and communication
- Support strategic recruitment and retention efforts
- Guide continuous improvement initiatives

# Data Collection Results

## July 1, 2025- May 19, 2026

Number of Staff exiting the System	SEA	Administrators	Executive Staff	ESG	SEIU 517 M	SEIU, Local 1	SPSSA
July-September 2025	21	0	0	1	8	7	1
October-December 2025	8	0	0	1	7	4	1
January- March 2026	8	0	0	4	9	10	1
April- May 2026	0	0	0	0	5	1	0
<b>Total</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>29</b>	<b>22</b>	<b>3</b>

**District Total= 97**



# Completed Exit Interviews

## July 1, 2025- May 19, 2025

Number of Exit Interviews Completed	SEA	Administrators	Executive Staff	ESG	SEIU 517 M	SEIU, Local 1	SPSSA
July-September 2025	18	0	0	1	3	2	0
October-December 2025	6	0	0	1	2	0	1
January-March 2026	4	0	0	1	4	3	0
April-May 2026	N/A	0	0	1	1	3	0
<b>Total</b>	28 out of 36 ( 1 SEA Member deceased)	N/A	N/A	4 out of 6	10 out of 28 ( 1 SEIU 517 Member deceased)	8 out of 22	1 out of 3

**District Total= 51 surveys completed out of 95= 53.68 %**

**Note: This is great progress from the 14% completed in 2024-2025**

# Demographics of Employees Completing the Survey

## *Demographic Areas Reviewed*

- Years of service with SPSD ( 1 to 30 years for the current Data)
- Employee Groups & Position Types
- School/Department Assignment
- Certification & Professional Roles
- Voluntary vs. Involuntary Separations

## *Demographic Areas Reviewed*

- Identify workforce trends and turnover patterns
- Support recruitment and retention planning
- Monitor organizational needs across departments
- Assist with staffing and succession planning
- Guide strategic decision-making and employee support initiatives



# Overview of Key Reasons for Leaving

*Based on surveys /interviews completed*

- Relocation = 4 employees
- Family or Personal Reasons = 23 employees
- Leadership/management issues = 1 employee
- Compensation= 12 employees ( All from SEIU 517M, SEIU Local 1
- Workload = 2 employees
- Retirement = 9

## **Other qualitative data collected through interviews and questionnaires**

- Took opportunity in another district to avoid commuting to Saginaw from the city in which they live.
- Leadership opportunity.



# Actionable Insights

- Continue to offer competitive compensation and benefits.
- Continue to improve support for teachers and staff ( mentorship, professional development and other resources).
- Ongoing focus/commitment to improving school culture and climate.
- Strengthen marketing strategies for retention efforts which includes pathways to career development/ advancement (Grow Your Own Programs: ACR, Apprenticeship, Opportunities to receive additional endorsements, Teach Michigan, Loan Forgiveness, Employee Retention meetings).



# “Staycation” Employee Retention Meetings

## Proactive Employee Retention Efforts

Saginaw Public School District launched the “Staycation” Employee Retention Meetings to provide employees with an opportunity to share feedback, concerns, and suggestions before considering separation from the District.

Traditionally, districts often receive valuable employee feedback during exit interviews after an employee has already decided to leave. The Staycation initiative allows the District to proactively engage employees, identify concerns earlier, and strengthen retention efforts before employees exit the system.



# Purpose of the Staycation Meetings

- Provide employees with a voice prior to separation
- Identify trends and concerns across buildings and departments
- Strengthen employee engagement and workplace culture
- Improve communication and support systems
- Gather data to inform retention and recruitment strategies
- Build stronger relationships between employees and district leadership

[Retention Meeting Survey](https://tejoin.com/scroll/376102647)

<https://tejoin.com/scroll/376102647>



# Impact & Ongoing Efforts

- Currently in Year 2 of implementation
- Conducted across district buildings and employee groups
- Feedback is used to identify district-wide themes and patterns
- Data helps guide strategic retention and recruitment initiatives
- Supports continuous improvement and workforce stability efforts



## Key Takeaway

Retention efforts are most impactful when employee voices are heard before they decide to leave the District.



## Conclusion

- SPSD takes employee feedback seriously to improve retention and recruitment.
- HR with the support of supervisors, we continue to express to employees the importance of the exit interviews/ feedback to inform retention efforts.
- HR will continue to conduct “Stay-cation” (Retention) sessions at schools to gather feedback **before** staff consider leaving in efforts to retain staff. Employee incentives provided.

# FYI- Current Vacancies as of May 19, 2026

- **SEA-** **53.5** (core = 20, non- core = 11.5, Special Ed.=22)
- **Administrators-** **0**
- **Executive Staff -** **0**
- **ESG-** **10** (Pre- K Transitional Monitors, Behavior Interventionist=1)
- **SEIU 517M-** **22**
- **SEIU Local 1-** **5**
- **SPSSA-** **1**

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- Total** **91**

**FYI: For the 2025-2026 school year, we hired over 100 new employees in which 46 were teachers.**





Questions

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Answers

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**Contact Saginaw Public Schools Human Resources & Labor Relations Department**

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