

MEMORANDUM

TO: Susan Hopson
HR Director

Stacey Ewell
Assistant to City Administrator

FROM: Patrick J. Lawton *PTL*
City Administrator

DATE: May 25, 2012

RE: After Action Report Employee Survey Focus Group Meetings

I. Purpose

- What did we set out to do?
Conduct employee focus group meetings to review the employee survey results from the most recent survey, conducted in January 2012, to gather feedback on many of the questions that received low scores in three of the major attributes and to develop a list of action items to be addressed within the next six to eight months.
- What was supposed to happen?
Employees were asked to share openly and honestly on why the specific questions addressed received low scores and to provide the administration with opportunities for improvement. Record and capture the thoughts and ideas generated
- Is there a process or procedure in place for this activity?
No.

II. Executive Summary

- What actually happened?
Only 75% of those asked to participate were present during the two days of the focus meetings. The administration explained the survey results and the comparison between the 2011 and 2012 survey. Employees provided feedback on the survey results.
- What worked well that needs to be sustained?
Generating the list of action items and the follow up by the administration will take place during this calendar year. Conducting the employee focus meetings in a timely fashion after the survey results are in sends a positive message to the employees that administration is acting upon the survey results. We had a good mix of employees from throughout the City in all four of the focus meetings.

- What did not work well and needs to be changed?
 - Feedback was inhibited to a degree and louder voices tended to dominate many of the sessions
 - Spent more time on questions on the front end and tended to rush the discussion at the end of the session
 - Many of the questions chosen for discussion were similar in nature
 - Paraphrase the questions during the review
 - Simplify the questions on the front end of the actual survey
 - Send the questions to the participants for discussion ahead of the focus meetings
 - Remind the participants of the time and date of the employee survey focus review

III. Lessons Learned

- What can we do better next time?
 - Consider the use of an outside facilitator as opposed to City staff
 - There was a good blend of people present at all four sessions
 - Put public service focus review employees in the morning session to avoid conflicts with their clocking out at the end of the day
 - Provide morning and afternoon snacks
 - Segregate departmental results and still create an overall City aggregate score under all six major attributes
 - Paraphrase the questions during the review
 - Simplify the questions on the front end of the actual survey
 - Send the questions to the participants for discussion ahead of the focus meetings
 - Remind the participants of the time and date of the employee survey focus review