

**Glen Canyon Dam Adaptive Management Program
TWG Facilitator Evaluation Survey Results
September 2012**

In June 2011, the Glen Canyon Dam Adaptive Management Program’s Technical Work Group decided to employ the facilitation services of The Mary Orton Company, LLC for the following year. The TWG agreed that we would evaluate those services after the year was complete. Based, in part, on that evaluation, the TWG would determine whether to continue to use professional facilitation at our meetings. The evaluation was conducted through an online questionnaire in August and September of 2012.

Twenty-one TWG members and alternates responded, each of whom answered all 10 questions. For each question, respondents were invited to rank Mary Orton’s work as Very Good, Good, Needs Improvement, or Poor. There was also an option of “Don’t know/ not applicable.” For each question, respondents were invited to answer the question, “What could she do to improve in this area?”

All questions and responses are reported below. Text responses were edited only for misspellings. At the October TWG meeting, we will consider these responses and any other pertinent information the TWG would like to consider regarding facilitation services. Other factors including financial issues will be discussed regarding facilitation for the next year.

1. For each TWG meeting, Mary works with the Chair and other group members as appropriate to understand the TWG’s goals for that meeting. She then assists in developing an agenda that will meet those goals. Mary’s work developing the meeting agendas has been:

	Response Percent	Response Count
Very Good	61.9%	13
Good	33.3%	7
Needs Improvements	0.0%	0
Poor	0.0%	0
Don’t know/not applicable	4.8%	1

What could she do to improve in this area?

- Agenda's have been very good. It is not possible for me to tell what Shane does from what Mary does, but the agenda process works

2. Mary will work with the Chair to devise ways to distribute, gather, or exchange information before meetings so that the group's face-to-face time is used as efficiently as possible. For example, she assisted in gathering and distributing the TWG comments and questions on the FY 13-14 Budget and Workplan before the June TWG Meeting, so that TWG members came prepared to discuss the comments. Mary's work on using the group's face-to-face time efficiently has been:

		Response Percent	Response Count
Very Good	<input type="checkbox"/>	57.1%	12
Good	<input type="checkbox"/>	33.3%	7
Needs Improvements		4.8%	1
Poor		0.0%	0
Don't know/not applicable	<input type="checkbox"/>	4.8%	1

What could she do to improve in this area?
 (No responses received.)

3. At TWG meetings, Mary will often facilitate group discussions. She aims to create an environment in which everyone feels comfortable speaking by encouraging everyone to contribute. She strives to listen deeply and help guide the discussion when appropriate or just let the group discuss freely. Mary's facilitation of group discussions has been:

		Response Percent	Response Count
Very Good	<input type="checkbox"/>	71.4%	15

Good		23.8%	5
Needs Improvements		4.8%	1
Poor		0.0%	0
Don't know/not applicable		0.0%	0

What could she do to improve in this area?

- Appear to be a bit more “neutral” about issues discussed.
 - At times appears to try to direct the dialogue in one direction or another as opposed to being neutral.
4. At TWG meetings, Mary sometimes assists the group in their decision-making. She aims to help the group discuss, explore, create, and evaluate options before coming to a final decision. If TWG members are in conflict, Mary employs mediation skills to help the group reach resolution as appropriate. For example, she might rephrase what someone has said, ask clarifying questions, help individuals test their assumptions, and identify areas of agreement or disagreement. She will also speak one on one with individuals before and during meetings to help resolve conflict. Mary’s work helping the TWG make decisions and resolve conflict has been:

		Response Percent	Response Count
Very Good		66.7%	14
Good		28.6%	6
Needs Improvements		4.8%	1
Poor		0.0%	0
Don't know/not applicable		0.0%	0

What could she do to improve in this area?

- There are times when Mary inserts herself and her perspectives and over shadows the member discussion.
- See note on #3

- See above

5. Mary Orton’s neutrality is crucial to her role as facilitator and mediator. Mary’s neutrality has been:

		Response Percent	Response Count
Very Good		61.9%	13
Good		23.8%	5
Needs Improvements		14.3%	3
Poor		0.0%	0
Don’t know/not applicable		0.0%	0

What could she do to improve in this area?

- At times it appears that she is aligning herself with the stakeholder group that she has a contract with for facilitation.

6. Linda Whetton drafts the minutes after each TWG meeting. Mary Orton edits these minutes and at the October 2011 meeting, she presented a condensed format for the meeting notes which the group adopted for future meetings. Mary’s work on the meeting minutes has been:

		Response Percent	Response Count
Very Good		47.6%	10
Good		33.3%	7
Needs Improvements		0.0%	0
Poor		0.0%	0

Don't know/not applicable		19.0%	4
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What could she do to improve in this area?

- I appreciate an abbreviated form

7. Mary assists the Ad Hoc Groups (AHGs) as appropriate in their tasks. For example, she drafted the Cultural Resources AHG report originally presented at the June 2012 TWG meeting, and she helped to plan and facilitated the Budget AHG meetings. Mary's effectiveness in assisting the AHGs has been:

		Response Percent	Response Count
Very Good		61.9%	13
Good		28.6%	6
Needs Improvements		0.0%	0
Poor		0.0%	0
Don't know/not applicable		9.5%	2

What could she do to improve in this area?

(No responses received.)

8. Mary assists the TWG in designing processes that help the group achieve its work. For example she helped design the Core Monitoring Plan Workshop in March 2011 and our new consensus approach to decision-making at TWG. Mary's work designing processes for the TWG has been:

		Response Percent	Response Count
Very Good		47.6%	10

Good	<input type="checkbox"/>	42.9%	9
Needs Improvements	<input type="checkbox"/>	4.8%	1
Poor	<input type="checkbox"/>	0.0%	0
Don't know/not applicable	<input type="checkbox"/>	4.8%	1

What could she do to improve in this area?

- Don't care for the color cards

9. Overall, what is your opinion of Mary's work with the TWG?

		Response Percent	Response Count
Very Good	<input type="checkbox"/>	81.0%	17
Good	<input type="checkbox"/>	14.3%	3
Needs Improvements	<input type="checkbox"/>	4.8%	1
Poor	<input type="checkbox"/>	0.0%	0
Don't know/not applicable	<input type="checkbox"/>	0.0%	0

What could she do to improve in this area?

(No responses received.)

10. Should the TWG continue to have facilitation? Why or why not?

		Response Percent	Response Count
Yes	<input type="checkbox"/>	95.2%	20

No



4.8%

1

Please explain why or why not.

(All responses received are from those who responded “Yes,” above.)

- Having a facilitator provides some independence to the operation of the TWG meeting. You don't feel like any one group is trying to push their agenda.
- The group needs focus and needs to have someone who will keep the group on track and on agenda. Mary does a great job at that.
- Takes some pressure off the chair and helps meetings move along.
- I have noticed a marked difference in meeting effectiveness prior to Mary serving as facilitator for TWG.
- It really has helped the chair keep the meeting focused, and saves time.
- To help spread workload for TWG chair.
- Because of the above.
- With the diversity of interests that are often at conflict with each other, present at the TWG, it is important to have a facilitator that is neutral and can see the situation from the outside and guide the group towards resolution.
- I have long felt that the TWG did not need to have a facilitator. However, based solely upon Shane's views that one is needed, I support it. He should really know and I trust his view on this.
- She has the background to understand the issues. She is familiar with the players and their personalities. She keeps the TWG focused on the issue at hand.