

Dillon reviews results of employee survey, noting performance management as opportunity for growth among other suggestions - SummitDaily.com

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Executive Summary

This article reports on the results of an employee survey conducted for the town of Dillon, Colorado, administered in January by third-party HR consulting firm CPS HR Consulting. The survey achieved an approximately 80% response rate and was analyzed across six organizational health dimensions. Consultant Sara Randazzo presented findings to the Town Council at a March 17 work session. The author's primary argument is that while Dillon employees demonstrate individual competence and peer cohesion, the organization faces meaningful gaps in performance management, strategic clarity, leadership trust, and succession planning. Key evidence includes demographic breakdowns showing newer employees and nonmanagers reported less positive experiences across all dimensions, and qualitative themes pointing to declining trust in leadership and erosion of organizational culture. CPS presented short-, mid-, and long-term recommended actions including rebuilding leadership trust, clarifying decision-making authority, strengthening performance accountability systems, and implementing workforce planning practices. Town Manager Nathan Johnson announced immediate steps such as reinstating all-staff town halls in response to the findings.

Key Insights

1. Employees reported strong peer-to-peer relationships and belief in the town's mission, but scored leadership relationships and strategic clarity considerably lower.
2. Newer employees (less than five years tenure) reported significantly less positive responses in the 'talent' dimension compared to longer-tenured employees, suggesting gaps in onboarding, investment signaling, or institutional connection.
3. Nonmanagers reported less positive responses across all six organizational health dimensions — strategy, alignment, talent, interpersonal interaction, culture, and process — compared to managers, reflecting a common disconnect between frontline staff and organizational direction.

Practical Takeaways

- Organizations conducting employee surveys may consider segmenting results by tenure and management level to surface differential experiences that aggregate scores would otherwise mask.
- Immediate, visible responses to survey findings — such as reinstating community events specifically mentioned by employees — can serve as a trust-rebuilding signal while longer-term structural changes are implemented.

Critical Analysis

Strengths: The article describes a methodologically reasonable process — third-party administration, anonymity protections, an 80% response rate, and both quantitative and qualitative analysis across defined dimensions. The demographic breakdowns add analytical depth. **Limitations:** This is a single small-municipality case with no disclosed sample size, no benchmark comparisons to peer organizations, and no statistical significance data reported. The article is journalistic rather than analytical, relying entirely on the consultant's framing. **Bias risk:** CPS HR Consulting, as the commissioned vendor, has an inherent interest in presenting actionable findings that justify continued engagement; no independent validation of the survey instrument or methodology is provided. The recommended actions align closely with services consulting firms typically offer, which warrants contextual awareness.

Organizational Practice

The town of Dillon commissioned CPS HR Consulting to administer an anonymous employee survey across six organizational health dimensions. Results were presented to the Town Council at a public work session. The town was in the process of hiring an HR manager and implemented immediate cultural interventions — reinstating all-staff town halls and barbecues — in response to qualitative survey feedback. Short-, mid-, and long-term action plans were outlined covering communication standards, leadership alignment, performance accountability, and workforce succession planning.

Strategic Implications

The article illustrates a pattern common in public-sector organizations where mission alignment is strong at the individual level but strategic direction and performance accountability systems remain underdeveloped. The gap between manager and nonmanager perceptions across all organizational health dimensions points to a structural communication and inclusion challenge that technical PMS changes alone may not resolve. The tenure-based divergence in talent dimension scores raises questions about how performance management and development investment are perceived during the first five years of employment — a window often critical for retention and engagement.

Validation Status: passed
