

Quarterly Pulse Survey

Statewide Results

Survey Period: October 21- November 01

December 2024



Recap: Why the Quarterly Pulse Survey matters

- We need to hear candid perspectives from all our teammates
- The Quarterly Pulse Survey (QPS) asks all participating departments the same questions at the same time, covering a variety of topics. Such as:
 - How we collaborate
 - Progress on major projects
 - Areas for improvement
- The QPS is unique – it enables us to:
 - Track trends on critical measures
 - Compare outcomes across and within organizations, and
 - Find successful areas for everyone to learn from





Recap: Confidentiality is built into the survey process

- All survey responses are anonymous (e.g., no names required; no IP addresses recorded)
- Select demographic questions are asked to help analyze potential variations in the feedback:
 - Among departments,
 - Across regions,
 - Working location, and
 - Between leadership and frontline teammates
- Data is not provided for departments with less than 10 responses, and only 2 data points can be connected at a time (e.g., Department + Division OR Department + Location).

Results cannot be filtered beyond that.



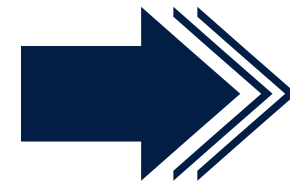


Recap: Clarification on Frequently Asked Questions

Frequently Asked Questions

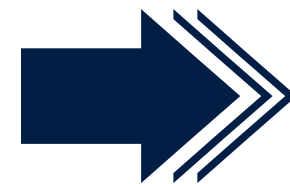
Answers

Is my “organization” my office, my division, my department, or the state government?



- Answer the questions based what best represents your overall personal experience at work
- When a question asks about how often you see a behavior, consider your recent experience
- Most often, your perspective will be shaped by your experience in your team, your location or division, and also your department

What if I have different experiences with my direct supervisor than I do with other managers and leaders in my organization?



- Answer the questions based on what best represents your overall experience at work
- Your direct supervisor, other managers, and department leaders will influence your perspective
- The questions are designed so that you do not reply based only upon your experience with your direct supervisor to help us understand the overall climate
- We also do not want to ask about specific individuals because that affects participation





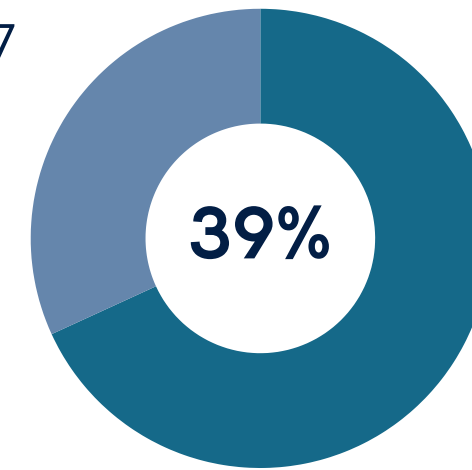
Q4 - 2024 Quarterly Pulse Survey Participation Rates



44,422

Team members invited to participate in the survey*

Responded
17,147



39% or 17,147

Team members participated in the survey

*Surveys were sent to all employees with active mo.gov email accounts

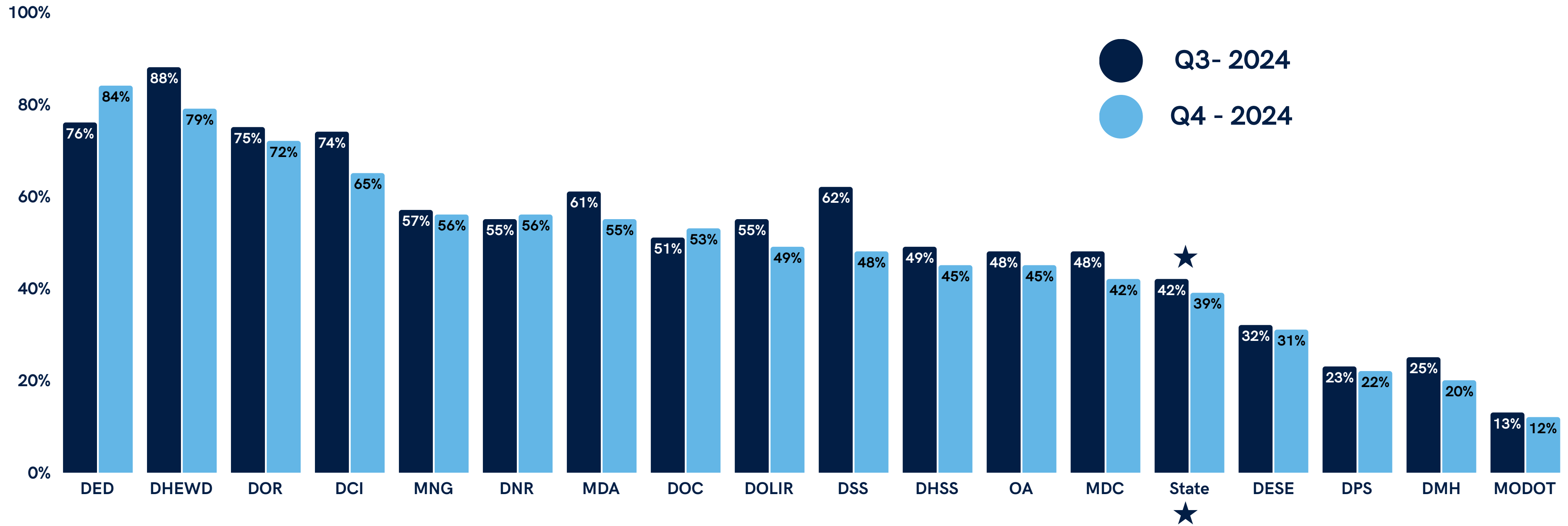


We had a Statewide response rate of 39%

QPS Response Rates: Q3 - 2024 vs. Q4 - 2024

July 2024

October 2024





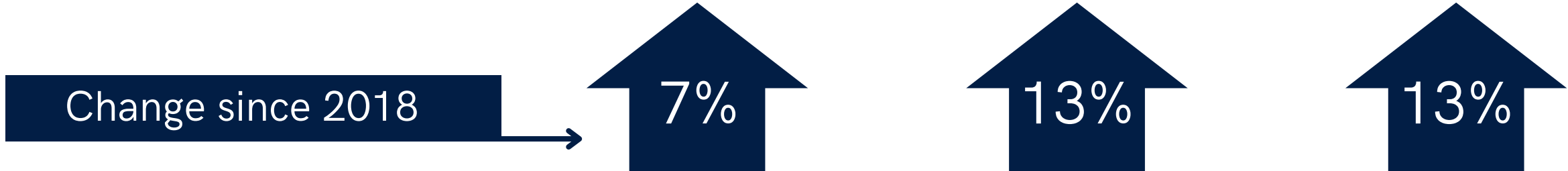
Q4-2024 QPS focused on measuring three of our five priority outcomes

Our five priority outcome dimensions

October 2024 QPS

Dimension	Direction	Leadership	Accountability	Motivation	External Orientation
Direction	Clear sense of where the organization is heading and how it will get there that is meaningful to all team members	Extent to which leaders inspire action by others	Extent to which individuals understand what is expected of them, have sufficient authority to carry it out, and take responsibility for delivering results	Presence of enthusiasm that drives team members to put in extraordinary effort to deliver results	Quality of engagement with customers, partners, and other external stakeholders to drive value

Each QPS alternates between these two sets of outcomes





Practices vs. Outcomes

The Quarterly Pulse Survey (QPS) is made up of two types of questions: Practices & Outcomes.

Practices: Focus on actions or behaviors that are taking place.

Outcomes: Measure the results or effects of the practices.

By asking both types of questions, we can gain a better understanding of the organization's actions as well as how they are perceived and felt by team members across the state.





Motivation

Motivation is the QPS dimension that measures the presence of enthusiasm that drives team members to put in extraordinary effort to deliver results.



'Outcome' questions within the Motivation dimension:

Question	% of responses that agree	
In the organization, employees are generally enthusiastic about their jobs.	50%	[+0%]
The organization's employees are highly motivated.	50%	[+0%]



Indicates change since Q2-2024





Inspirational Leadership

A subset of questions related to motivation focuses on inspirational leadership - and assess whether leaders inspire trust, foster a sense of purpose, and encourage innovation and personal growth.



'Practice' questions focusing on Inspirational Leadership

Question	% of responses that agree
Managers in the organization find ways to make work more meaningful to their employees.	46% +0%
Managers in the organization provide praise, thanks, or other forms of recognition.	57% +0%

Indicates change since Q2-2024





Rewards & Recognition

Another subset of questions related to motivation focuses on rewards and recognition - and assesses how well leadership acknowledges and appreciates team member contributions and achievements.



'Practice' questions focusing on Rewards & Recognition

Question	% of responses that agree
The organization provides meaningful non-financial rewards and recognition to those who deliver an outstanding contribution.	33%] +1% [
The organization rewards high performance with interesting opportunities or additional responsibilities.	36%] +1% [↑

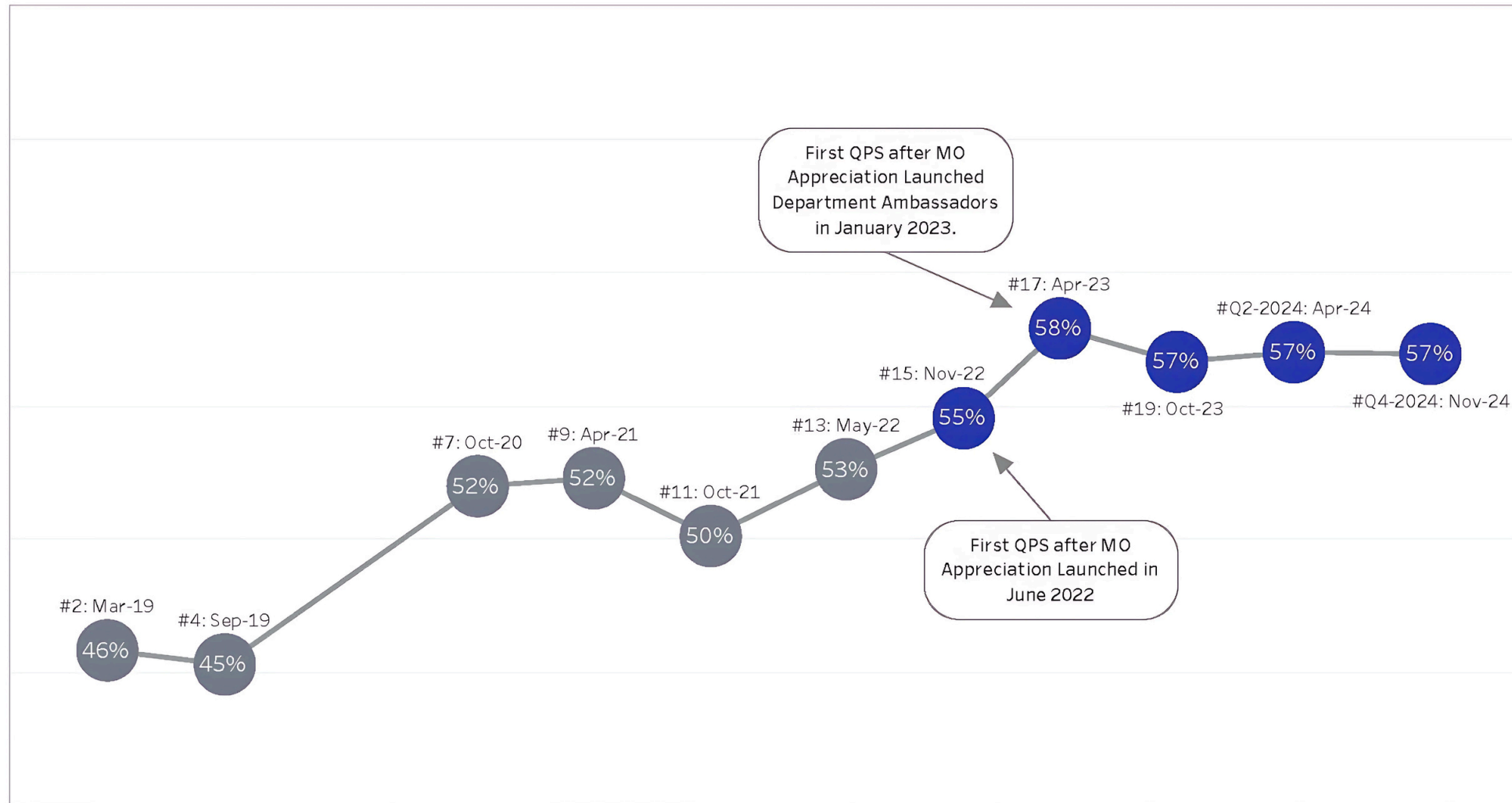
Indicates change since Q2-2024





Rewards & Recognition Cont'd.

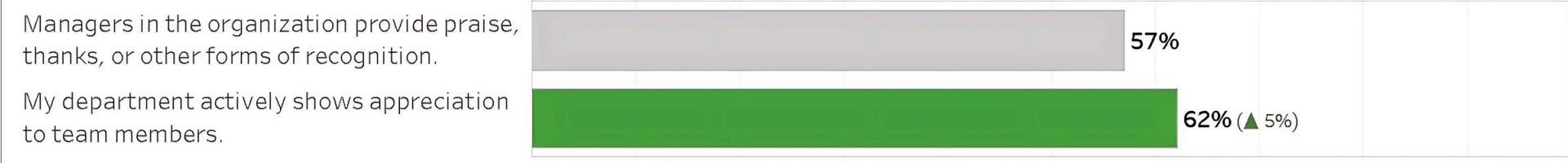
"Managers in the organization provide praise, thanks, or other forms of recognition."
Agree % Over Time



This round, we asked a question about appreciation as something different from praise, thanks, and recognition. The 5% difference in agreement rate shows us that team members see these as separate things.

Action Item: How can you contribute within your sphere of influence to foster a culture of appreciation and recognition?

Question Comparison for Q4-2024





What does this tell us?

These results tell us that while team members are motivated to give great service - there's still room to improve efforts to show more appreciation and build stronger leadership that inspires others.

Why is this important?

When team members feel appreciated and inspired by their leaders, they are more likely to stay motivated, show greater initiative, and stay committed to their team and the organization. Improving appreciation and leadership helps create a positive work environment where team members feel valued and supported - which leads to better performance, stronger teamwork, and happier customers.





Team Members

- Does your leadership find opportunities to connect your goals with the goals of the organization? Review your [division placemat](#) to see how your goals connect with the greater goals of the organization.

Managers

- Find opportunities to communicate the connection between team members everyday work and the organizational mission.
- How are you recognizing and rewarding your team members? Non-financial incentives and [rewards](#) can lead to greater job satisfaction.

Senior Leaders

- How are you promoting the Professional Leadership Development Award and ensuring your department is maximizing it's reach?
- What new initiatives can we try to positively impact our team member experience?

Next Steps

