



Quarterly Pulse Survey

Statewide results

Survey period: April 17– April 28

APRIL 2023

Recap: Why the Quarterly Pulse Survey matters

- We need to hear candid perspectives from all our teammates
- The Quarterly Pulse Survey (QPS) asks the workforce of the 17 executive departments of the State of Missouri to answer the same questions at the same time about:
 - How we are working together
 - How we are moving on major initiatives
 - Where we can improve
- The QPS is unique – it enables us to:
 - Track trends on critical measures
 - Compare outcomes across and within organizations, and
 - Identify specific areas of success from which we all can learn



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 only asked to help analyze potential variations in the feedback:
 - Among departments,
 - Across regions,
 - Working location, and
 - Between leadership and frontline teammates



Recap: Clarification on Frequently Asked Questions

Frequently Asked Questions

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



Answers

- 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



Quarterly Pulse Survey 17 participation rates



42,459

Team members invited to participate
in the survey*



43% or 18,231

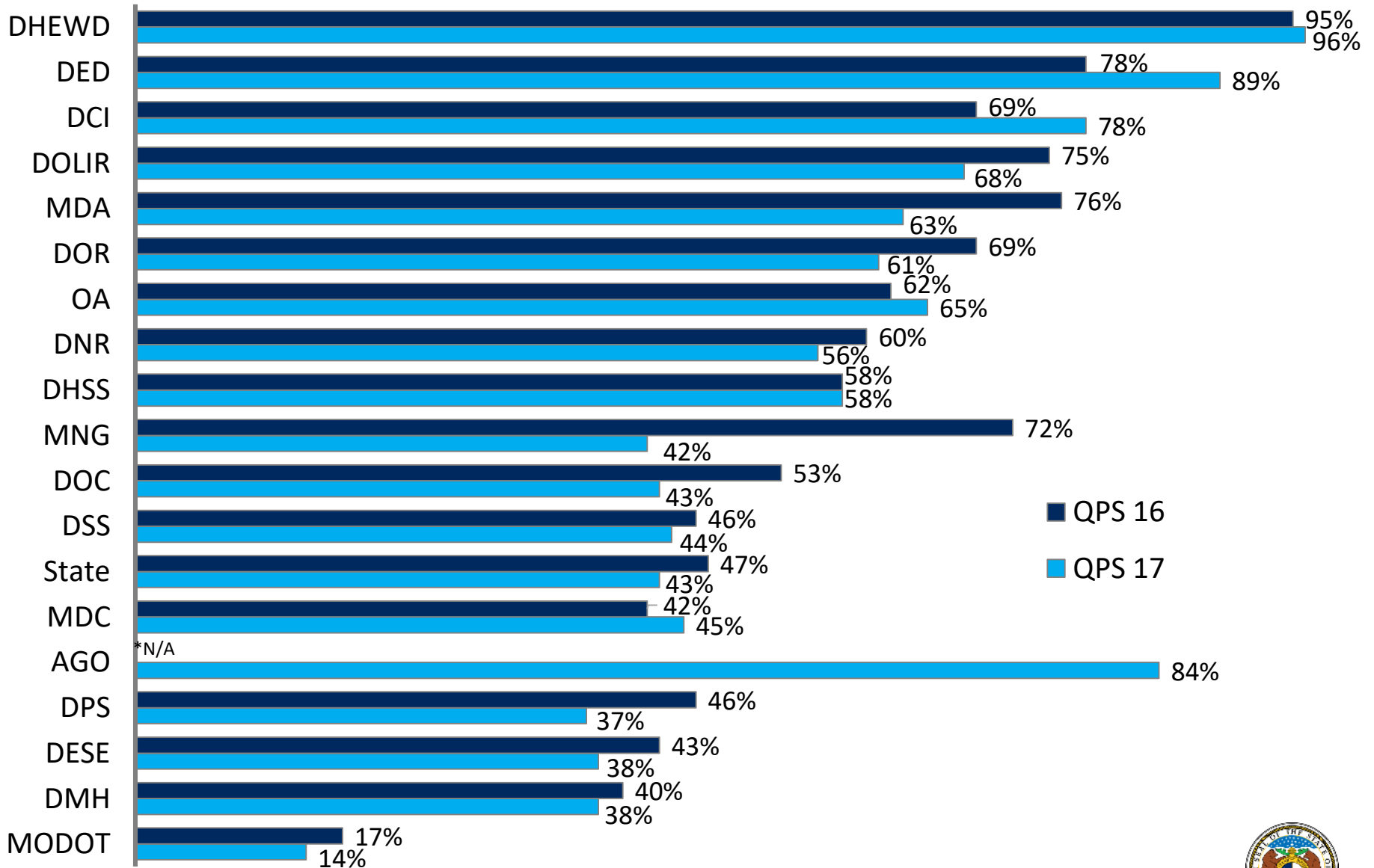
Team members participated in the
survey

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



We had a Statewide response rate of 43%

QPS Response Rates – February 2023 QPS 16 vs. April 2023 QPS 17



*QPS 16 was AGO's first participation in the survey and response rates were not tracked



QPS 17 focused on measuring three of our five priority outcomes

Focus of April
2023 QPS

Our five priority outcome dimensions

Dimension

Direction

Leadership

Accountability

Motivation

External
Orientation

Description

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

April 2023 QPS

Each QPS alternates between these two sets of outcomes



Statewide team members feel they provide excellent customer service yet are uncertain what “good” looks like for their role

- 2 out of 5 team members felt strongly that their team has what it takes to provide high levels of customer service to Missouri citizens
 - *“My team has the knowledge, skills, and resources needed to provide excellent citizen/customer service.”* This question had more team members selecting “Strongly Agree” than any other question
- Yet, 1 in 4 team members answered “Don’t Know” or “N/A” to External Orientation questions
 - *The organization identifies and offers groups of stakeholders to improve its ability to meet their needs*
 - *The organization solicits feedback from its stakeholders to improve its ability to meet their needs*
 - *The organization considers external best practices when making decisions*
 - *The organization considers the strengths of its products and services compared to similar public sector organizations*



We see double digit increases in agreement for team member experience and customer service when senior leaders/managers make work meaningful

- How do we improve the connection between a team member's work responsibilities and the service they provide to Missouri Citizens?
 - Managers have the biggest impact on the team member experience and ability to provide excellent customer service
 - *When managers in the organization find ways to make work more meaningful to their employees, there is an increase in agreement for **all questions**, between 17% - 37%*
 - *When senior leaders clearly communicate a set of values that are personally meaningful to employees, there is an increase in agreement for **all questions**, between 16% - 37%*
- Clear vision by a senior leader, and managers building connections to meaningful work, will have a major influence on the team member experience.



All departments are moving forward together to increase our QPS priority outcomes by tying your feedback to our statewide programs

Three of the five QPS Priority Outcomes:

- 1. Accountability** is a measure of how well individuals understand what is expected of them.
 - One way to coach up and receive meaningful feedback is through [ENGAGE](#) to ensure expectations are being met.
- 2. Motivation** measures the enthusiasm that drives each team member to put in extraordinary effort to deliver results.
 - We are striving for a culture where all team members are appreciated and recognized through [MO Appreciation](#)
- 3. External Orientation** is all about the quality of our engagement with our customers.
 - The [Operational Excellence](#) community has great tools for helping you understand your customers and being more efficient in your daily processes. Be sure to check out to the [White Belt](#), [Yellow Belt](#), and the [Missouri Way](#) for ideas.



How can YOU be a leader in state government?

Regardless of your title you can be a leader by doing three things:

1. Leaders care about people
 - Check in on those around you
 - Use your [ENGAGE](#) to coach up and ask for feedback
2. Values are verbs, not nouns
 - Live out the mission in word and deed
 - We value a culture of appreciation. Join us through [MO Appreciation](#)
3. Being right doesn't make us trustworthy. Being honest makes us trustworthy
 - Create a space for everyone to be at the table and be honest about processes, decisions, and next steps.
 - Explore ways to be a better leader through [The Missouri Way](#)



Next steps for building a positive workplace culture at the State

Are you a Missouri Team Member?

- Share your feedback with your supervisor!
- Check out the [Upward Feedback Click Step Guide](#) and the [Upward Feedback Quick Reference Guide](#)
- Read the [Upward Feedback FAQ](#)

Are you a Manager?

- Be intentional during [ENGAGE](#) conversations to check in on your team members and offer support
- Learn more about how to use QPS to improve organizational health by visiting the [QPS website](#)

Are you a Senior Leader?

- Ask your team members for feedback on your placemat initiatives
- Do Learn Do by asking for feedback regularly from all levels and show how you care
- Encourage your team members to complete QPS 18 in July so we can hear their voice on how we are doing



The next Quarterly Pulse Survey will occur from

July 17 – July 28, 2023

questions will cover Direction, Engagement,
Leadership, and Professional Development

