



Quarterly Pulse Survey

Statewide results

Survey period: July 17– July 28

JULY 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 18 participation rates



43,141

Team members invited to participate
in the survey*



42% or 18,088

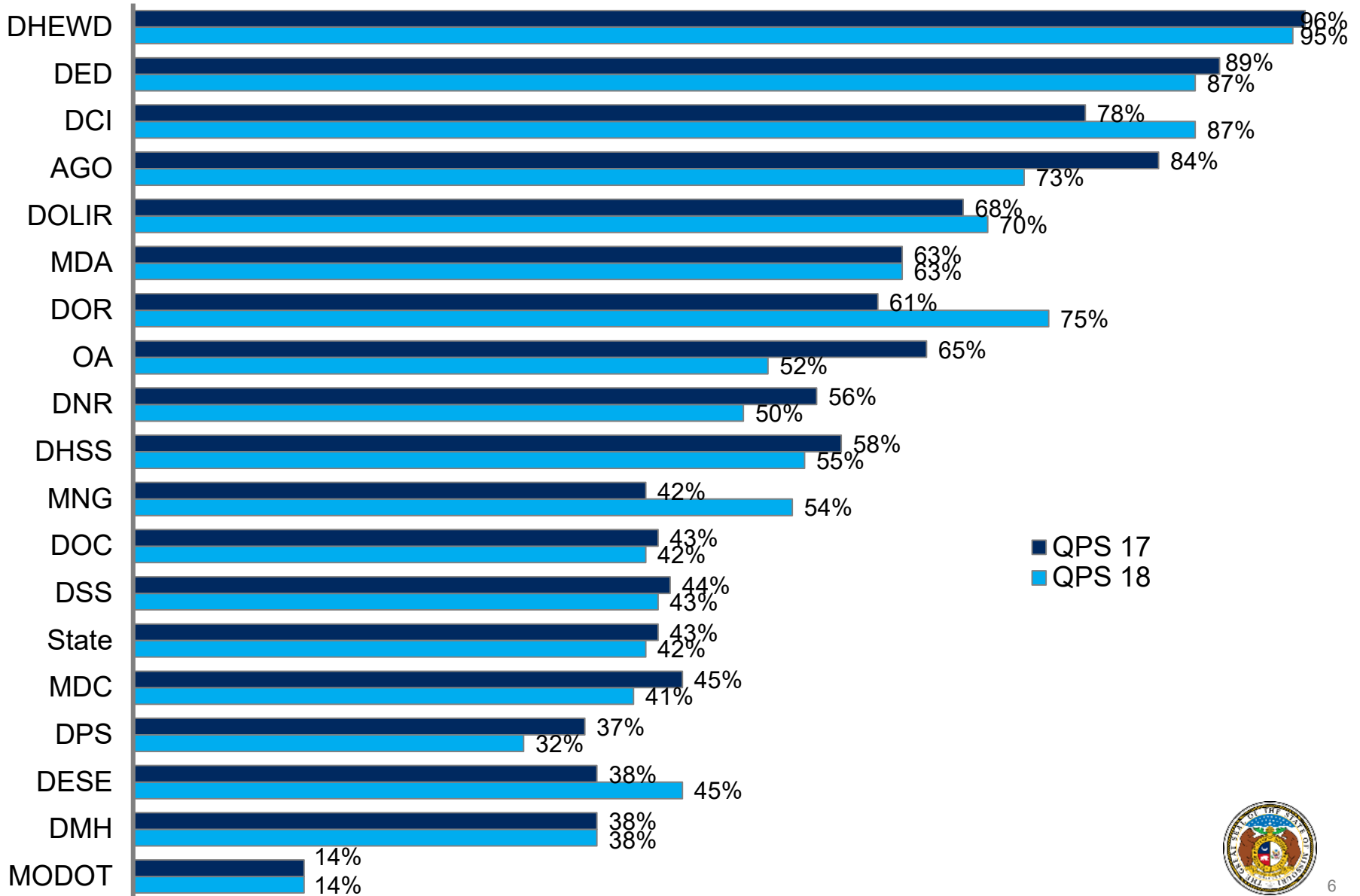
Team members participated in the
survey

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



We had a Statewide response rate of 42%

QPS Response Rates –April 2023 QPS 17 vs. July 2023 QPS 18



QPS 18 focused on measuring two of our five priority outcomes

Focus of July
2023 QPS

Our five priority outcome dimensions

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

Each QPS alternates between these two sets of outcomes



We see double digit increases in agreement for team member experience when managers and supervisors provide supportive leadership and create a sense of team work

- Managers have the biggest impact on the team member experience. Those exhibiting a supportive leadership style are most likely to build a positive work experience.
 - When *leaders in the organization create a sense of teamwork and mutual support throughout the organization*, there is an increase in agreement for **all questions**, between 8% - 29%
 - When *managers provide helpful coaching*, there is an increase in agreement for **all questions**, between 8% - 26%
- Being a part of a collaborative team, particularly one that includes a supportive supervisor, will have a major influence on the team member experience.



A caring and supportive leader builds connections between the organizations vision and a team members role in that vision

- When supervisors and managers exhibit supportive leadership, such as showing appreciation and care, team members are more likely to....
 - *Care about the fate of our organization by 10%*
 - *Understand how they contribute to the organizations mission by 15%*
 - *Ensure that their day-to-day actions are guided by the organization's vision and strategy by 21%*

- These positive responses are increased even further when managers provide helpful coaching. Team members are more likely to...
 - *Care about the fate of our organization by 11%*
 - *Understand how they contribute to the organizations mission by 17%*
 - *Ensure that their day-to-day actions are guided by the organization's vision and strategy by 25%*



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 19 in October so we can hear their voice on how we are doing



The next Quarterly Pulse Survey will occur from

October 16 – October 27, 2023

questions will cover Accountability, Motivation,
and External Orientation

