Quarterly Pulse Survey

Statewide Results

Survey Period: October 16 - 27

October 2023

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
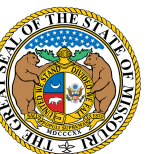
Recap: Confidentiality is built into the survey process

- 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.
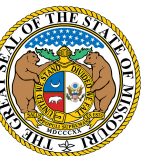
Recap: Clarification on Frequently Asked Questions

Frequently Asked Questions

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

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

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
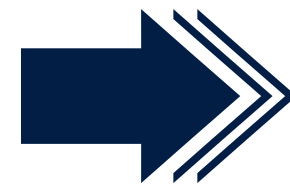
- Answer the questions based on what best represents your overall experience at work
- Your direct supervisor, other managers, and department leaders will influence your perspective
- The questions are designed so that you do not reply based only upon your experience with your direct supervisor to help us understand the overall climate
- We also do <u>not</u> want to ask about specific individuals because that affects participation
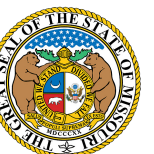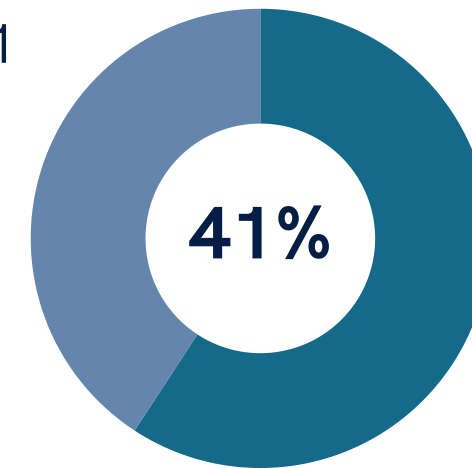
Quarterly Pulse Survey 19 Participation Rates

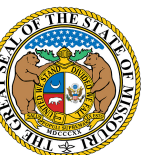**43,534**

Team members invited to participate in the survey*

Responded
17,751

41%

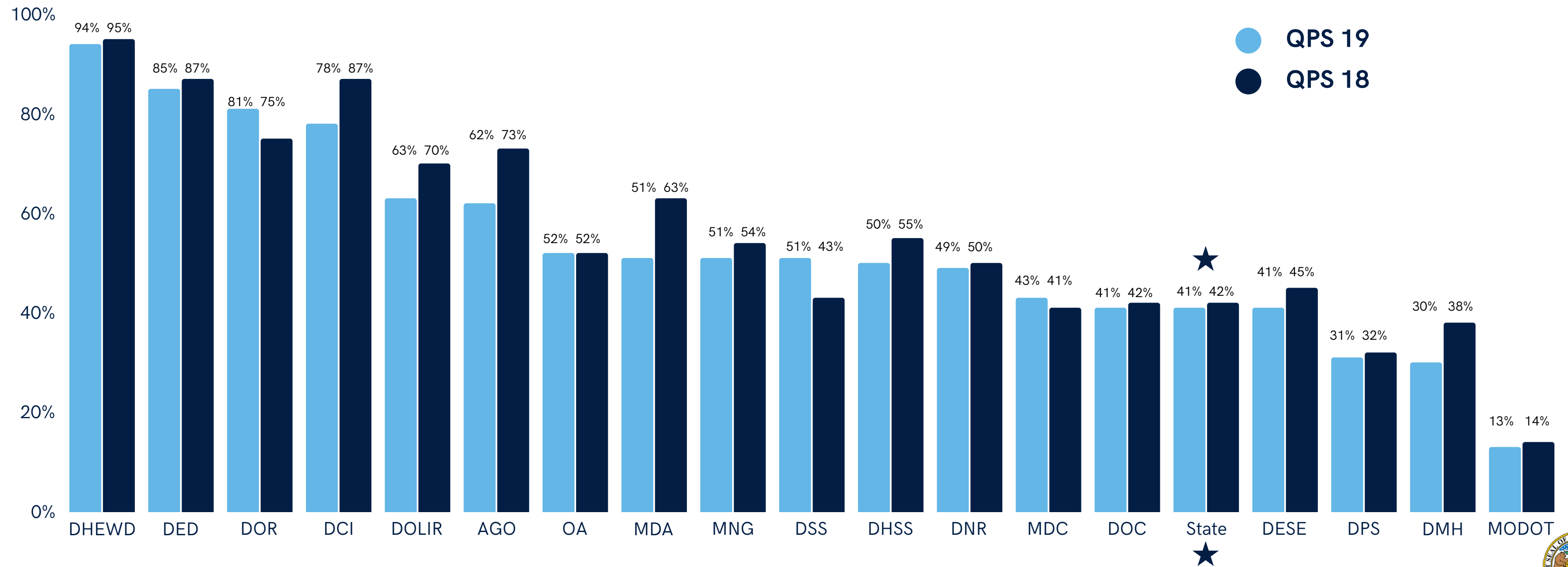**41% or 17,751**

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 41%

QPS Response Rates –July 2023 QPS 18 vs. October 2023 QPS 19

Legend: QPS 19 (light blue), QPS 18 (dark blue)

Agency	QPS 19	QPS 18
DHEWD	94%	95%
DED	85%	87%
DOR	81%	75%
DCI	78%	87%
DOLIR	63%	70%
AGO	62%	73%
OA	52%	52%
MDA	51%	63%
MNG	51%	54%
DSS	51%	43%
DHSS	50%	55%
DNR	49%	50%
MDC	43%	41%
DOC	41%	42%
State	41%	42%
DESE	41%	45%
DPS	31%	32%
DMH	30%	38%
MODOT	13%	14%

QPS 19 focused on measuring three of our five priority outcomes

Our five priority outcome dimensions

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

October 2023 QPS

QPS 19 Findings

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

18% - 38%   Increase in agreement for **all questions** when team members agree that *Managers in the organization find ways to make work more meaningful for their employees.*

17% - 32%   Increase in agreement for **all questions** when team members agree that *Senior leaders clearly communicate a set of values that are personally meaningful to employees*.
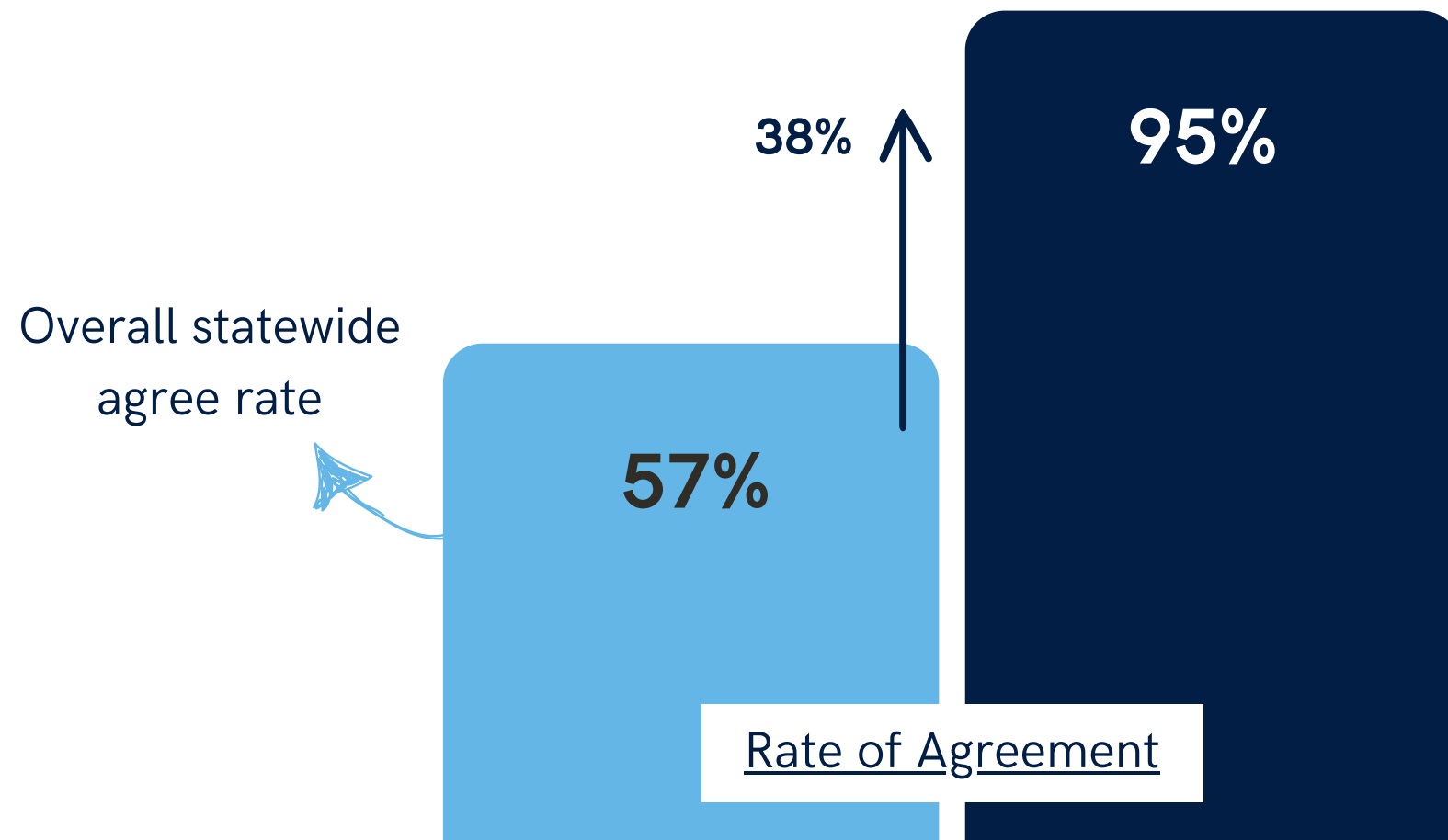
QPS 19 Findings

Team members who agree that managers in the organization find ways to make work more meaningful are more likely to have agree they've received some form of recognition by 38%.

38% ↑

95%

Overall statewide agree rate

57%

The 'agree' rate for *Managers in the organization provide praise, thanks, or other forms of recognition* jumps from 57% to 95% when team members also agree that managers find ways to make work more meaningful.
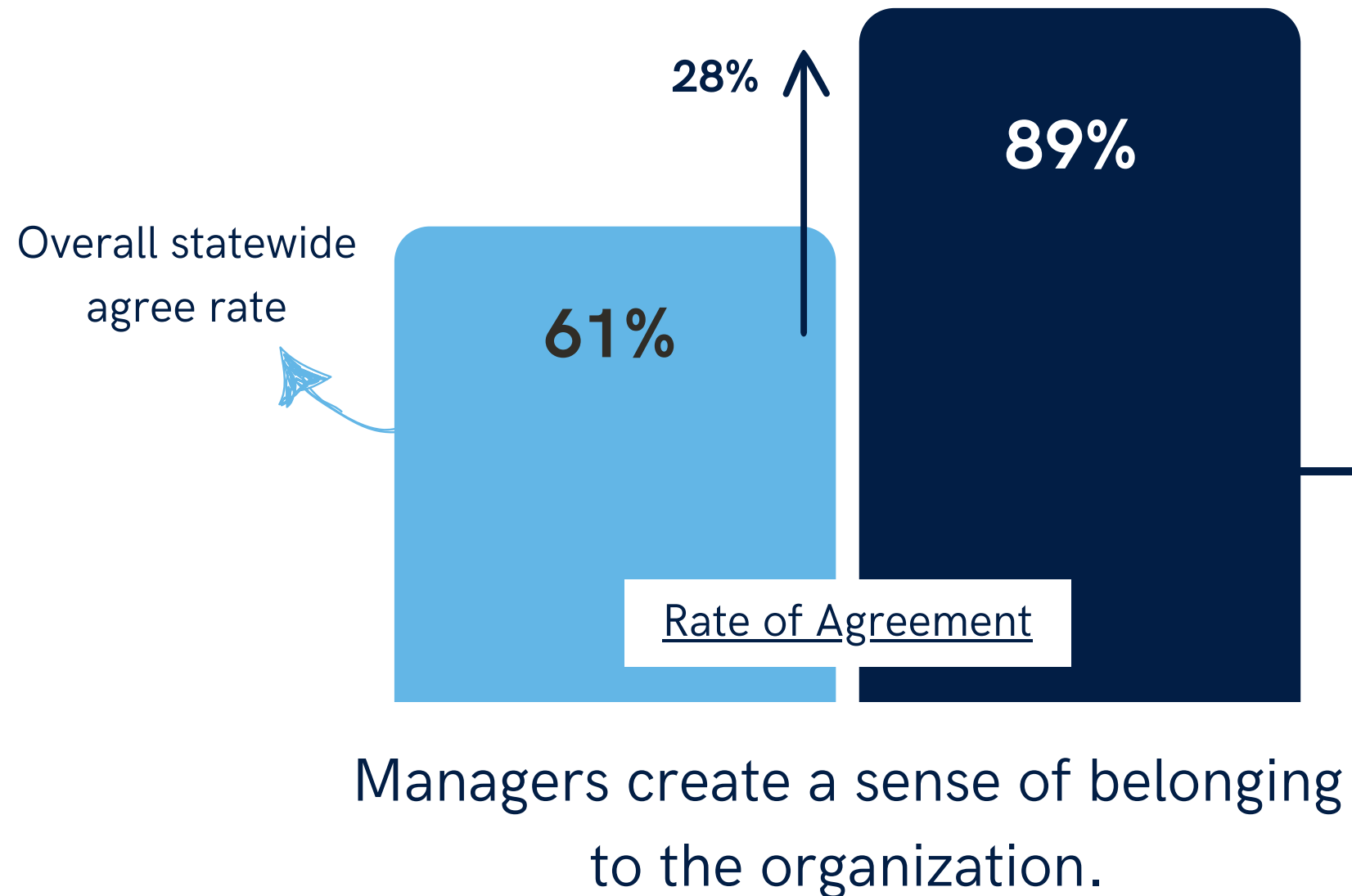
Rate of Agreement

Managers in the organization provide praise, thanks, or other forms of recognition.

QPS 19 Findings

Team members who agree that managers in the organization provide praise, thanks, or other forms of recognition are more likely to agree that managers create a sense of belonging by 28%.

Overall statewide
agree rate

28% ↑

89%

61%

Rate of Agreement

Managers create a sense of belonging in the organization
We see an increase from 61% to 89% when team members also agree that managers provide some form recognition.

Managers create a sense of belonging
to the organization.

QPS 19 Findings

Team members who agree that senior leaders clearly communicate a set of values that are personally meaningful to employees are more likely to agree that the organization's employees are highly motivated by 28%.
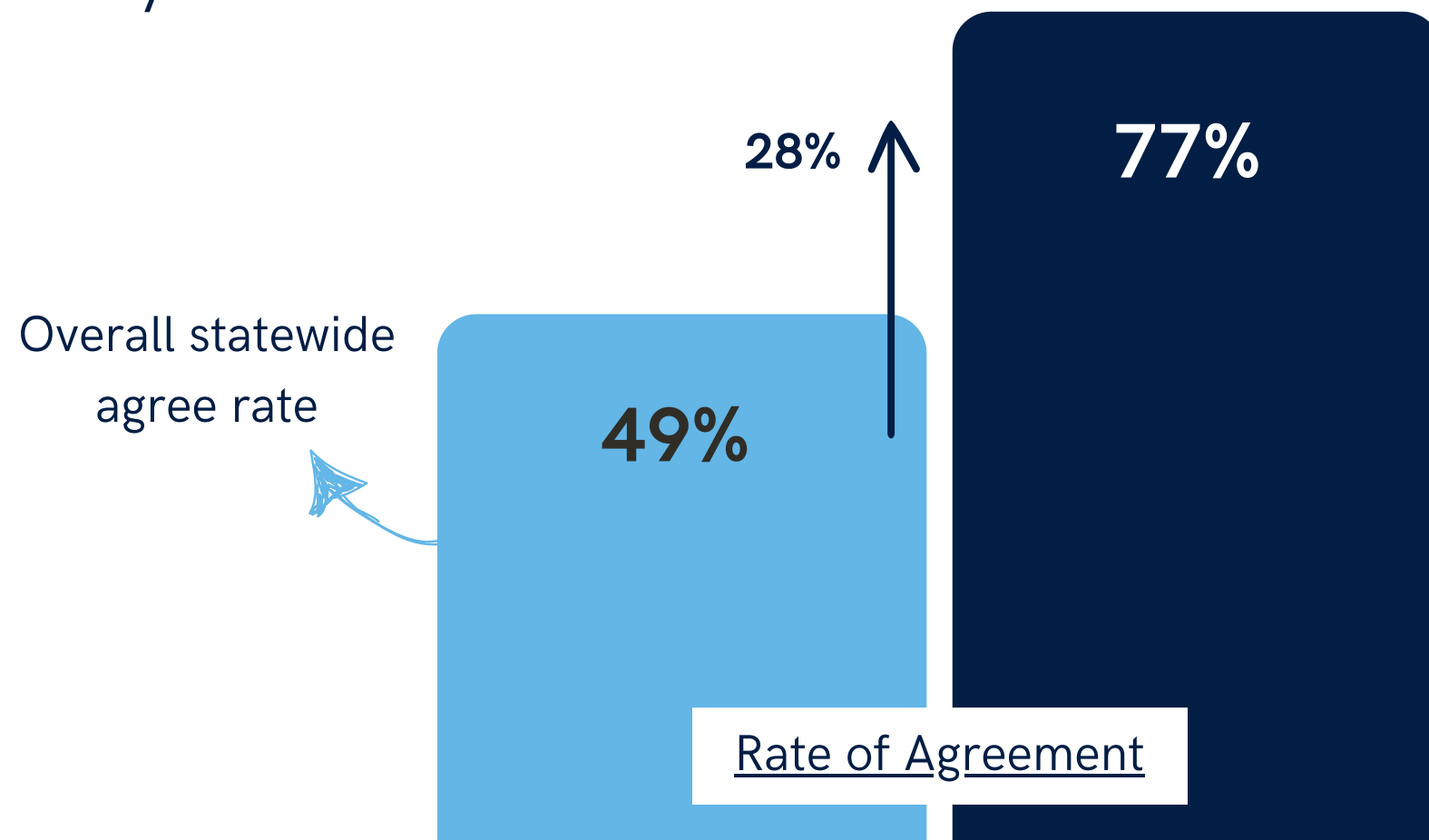
28% ↑

77%
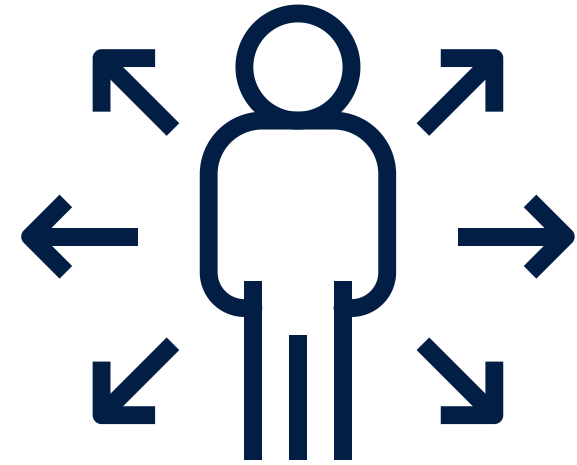
Overall statewide agree rate

49%

When team members agree that *senior leaders clearly communicate a set of values that are personally meaningful to employees*, the 'agree' rate for *the organizations employees are highly motivated* rises significantly from 49% to 77%.

Rate of Agreement

The organization's employees are highly motivated.

Next Steps
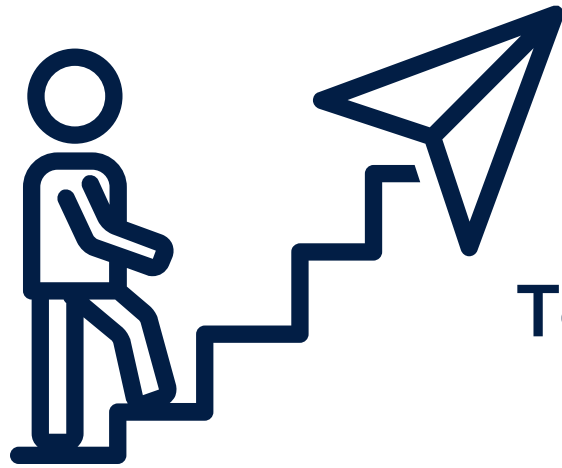
Team Members

- Help build a culture of recognition by finding ways to show appreciation for your colleagues.
- This Lead Self course is designed to help you understand your own strengths and how to offer feedback to fellow team members.

Managers

- Utilize your already scheduled ENGAGE meetings to find out how to best support your team members.
- Use the Growth Model Placemat to identify development opportunities and tie in personal work with organizational values.
- Explore other ways to recognize your team members using the recognition menu.

Senior Leaders

- Managers are team members too! How are you ensuring that their work is acknowledged and they feel like valued members of your team?
- Find out what attractive incentives look like to them.
- Encourage your team members to complete QPS 20 in January so we hear their voice on how we're doing.

The next Quarterly Pulse Survey will occur from

January 22, 2024 - February 02, 2024

Questions will cover Direction, Leadership, Employee Engagement, and Professional Development