



Quarterly Pulse Survey

Statewide results

Survey period: October 24 – November 4

DECEMBER 2022

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 16 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: Anonymity 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:
 - 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 what **best represents your overall experience** at work
- Your direct supervisor and probably 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



November 2022 Quarterly Pulse Survey participation rates



41,276

Team members invited to participate
in the survey*



41% or 16,876

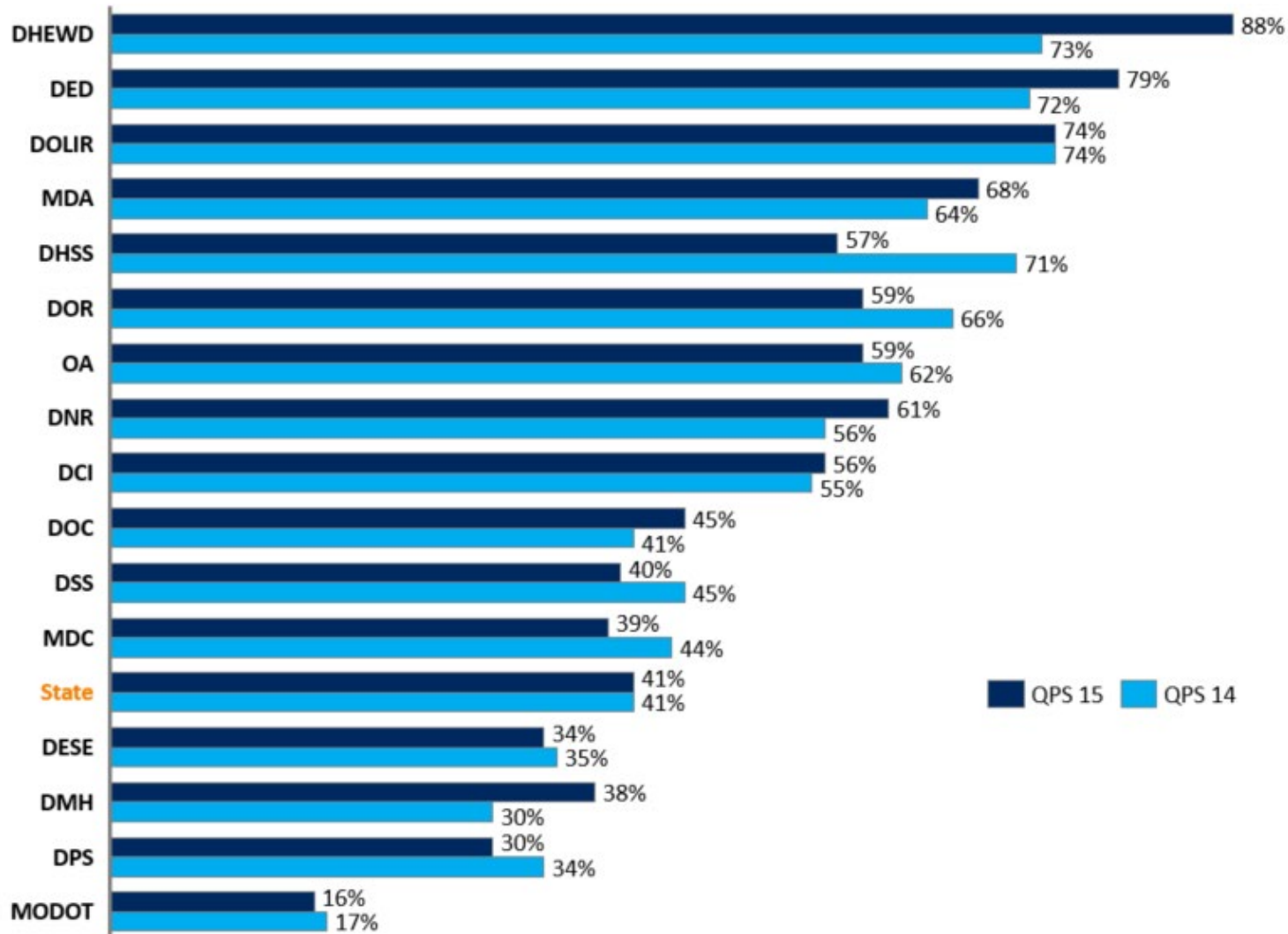
Team members participated in the
survey

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



Statewide QPS response rate maintained at 41%. 8 departments maintained or increased their response rates.

QPS Response Rates – July 2022 QPS 14 vs. November QPS 15



QPS 15 results show we can provide excellent results to Missouri Citizens if...

1. We provide attractive incentives to high performing team members
2. Managers praise and thank team members
3. Team members feel they belong to the organization

Consistent praise and thanks give our team members
a sense of belonging to the organization



November 2022 QPS focused on measuring three of our five priority outcomes

Focus of November
2022 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

July 2022 QPS

Each QPS alternates between these two sets of outcomes



Building a sense of belonging matters, because among team members who agree their manager creates a sense of belonging to the organization...

92%

“Employees clearly understand what is expected of them”

40% more than those who disagree

90%

“My team has the knowledge, skills, and resources needed to provide excellent customer service”

37% more than those who disagree



Statewide initiatives have resulted in improvements in all outcome dimensions

Accountability measures of how well individuals understand what is expected.

- One way to coach up and receive meaningful feedback is through [ENGAGE](#).

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](#)

External Orientation measures the quality of our engagement with our customers.

- The [Operational Excellence](#) community has tools for helping you understand your customers and become more efficient in your daily processes. Check out [White Belt](#) and the [Missouri Way](#) for ideas.



How can YOU help build a sense of belonging?

Are you a Missouri Team Member?

- Take time to share appreciation for your colleagues. A simple, free way to recognize a fellow team member is by sending a [Kudos through LinkedIn](#).
- We recommend the [June Learning Framework](#) a course designed to help you encourage appreciation and recognition to fellow team members.

Are you a Manager?

- Explore ways to praise and thank team members using [MO Appreciation](#) resources.
- Remember that praise and thanks can happen any time, but be sure to be intentional during [ENGAGE](#) conversations to celebrate your team members.

Are you a Senior Leader?

- Share your “why” with managers and team members, connecting your values to organizational values.
- Encourage your team members to complete QPS 16 in January so we can hear their voice on how we are doing.



You said it, We did it!

These new programs were developed from your QPS feedback to transform how we learn, grow, and work.



**The next Quarterly Pulse Survey will occur
from**

January 23 – February 3, 2023

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

