Quarterly Pulse Survey
QPS 2.0

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Kyle Jackson
Department of Social Services

Krystal Haines
Department of Revenue

Carla McDaniel
Department of Higher Education &
Workforce Development

Jennifer Hentges
Department of Agriculture

Kristi Siler
Department of Health & Senior Services

Jason Moomaw
Department of Labor & Industrial Relations

QPS Accelerators

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"

It takes humility to seek feedback. It takes wisdom to understand it, analyze it, and appropriately act on it.
-Stephen Covey

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QPS 2.0 Objectives

▷ Background: Jennifer

▷ Data and Research: Kyle

▷ Recommendations: Kristi and Krystal

▷ Beyond Scope: Jason

▷ Summary: Carla

What is the Quarterly Pulse Survey?

QUARTERLY PULSE SURVEY

OPEN JANUARY 24 - FEBRUARY 4 *at midnight*

You can help us improve!

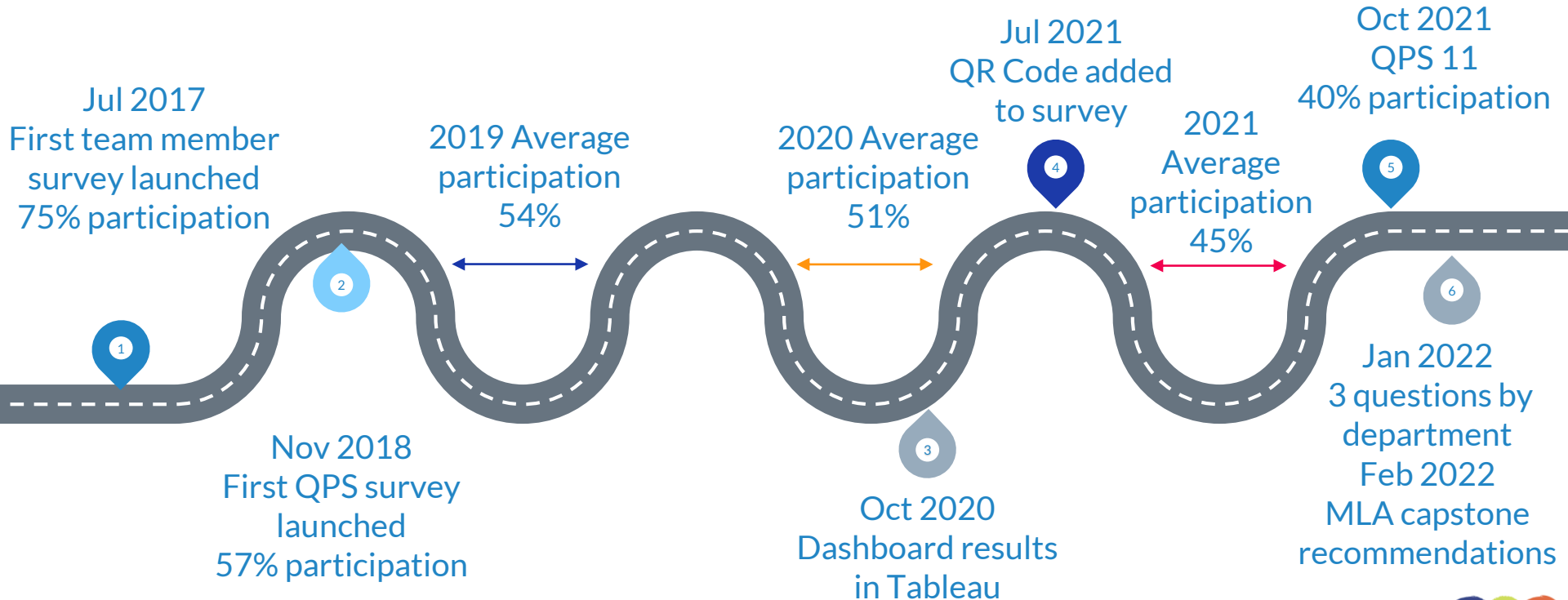Scan the QR code using your smart phone to open the survey

OR

Check your email for the link

WE WANT YOUR FEEDBACK

TAKE SURVEY

History

Jul 2017
First team member survey launched 75% participation

Nov 2018
First QPS survey launched 57% participation

2019 Average participation 54%

2020 Average participation 51%

Oct 2020
Dashboard results in Tableau

Jul 2021
QR Code added to survey

2021 Average participation 45%

Oct 2021
QPS 11 40% participation

Jan 2022
3 questions by department

Feb 2022
MLA capstone recommendations

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Rhythm

The QPS is sent out via email and QR code to all state team members every quarter.

Spring and Fall	Summer and Winter
Accountability Motivation External Orientation	Direction Leadership Engagement Professional Development

Desired Outcome of QPS 2.0 Capstone

Create tools to put QPS data into meaningful, tangible action steps at the Department, Division, and program level.

Sources of Data

▷ QPS Results

▷ QPS Research Survey

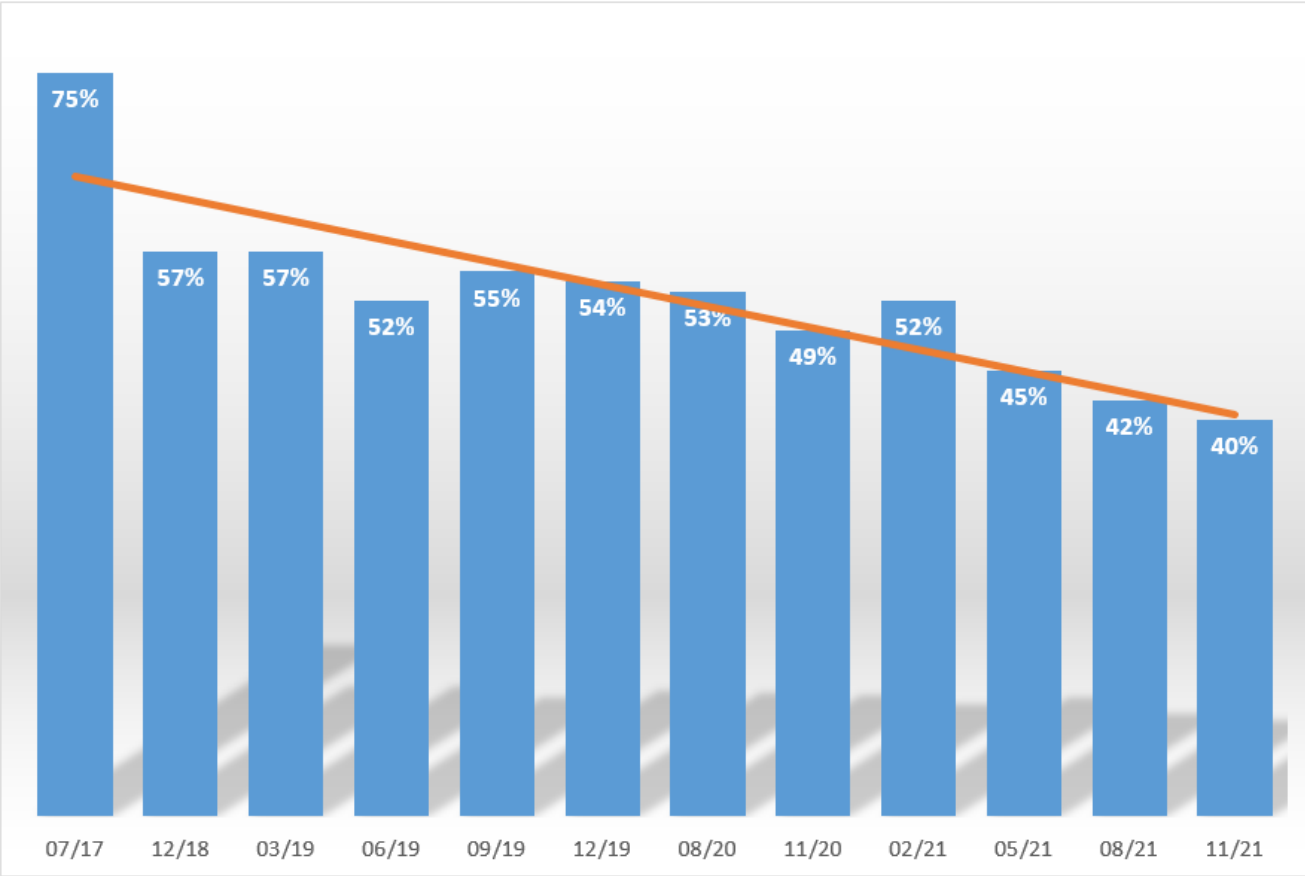# Data and Research

QPS Research Survey

QPS Data: Fall 2021

40,869

Team members invited to participate in the survey*

40% or 16,230

Team members participated in the survey

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QPS Data: Participation Rates

QPS Research Survey Respondents

➡️ **15 of 16 agencies**

➡️ 20% Front-line

➡️ 47% Mid-Level Supervisors

➡️ 33% High-Level Managers

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QPS Research Survey Data
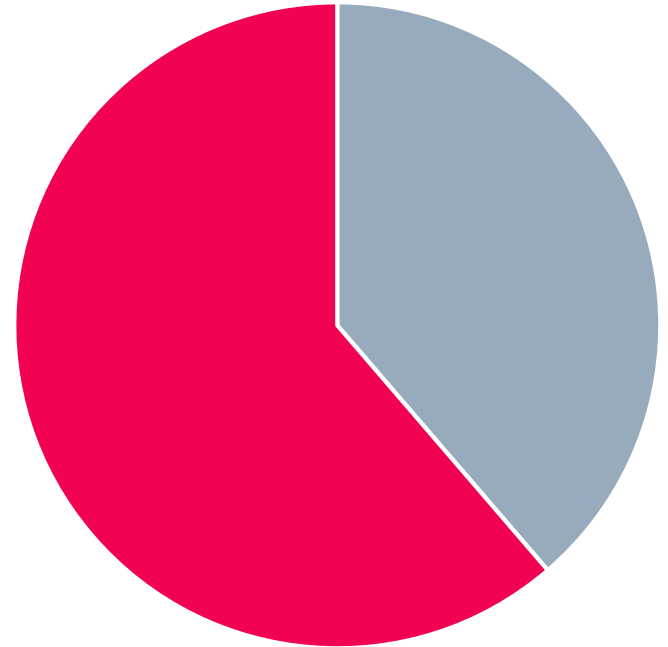
Leaders communicate QPS results to team members

➡ **50% disagree**

QPS Research Survey Data

Leaders in my agency use QPS results to make decisions to improve organizational health.
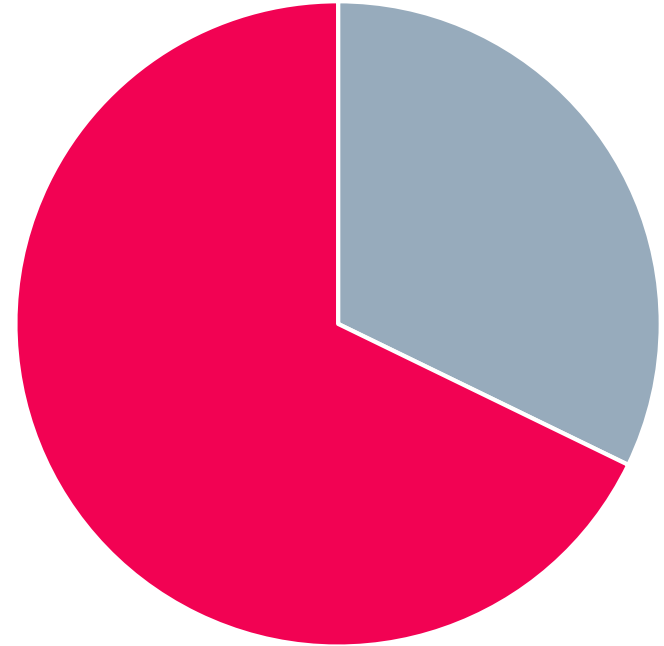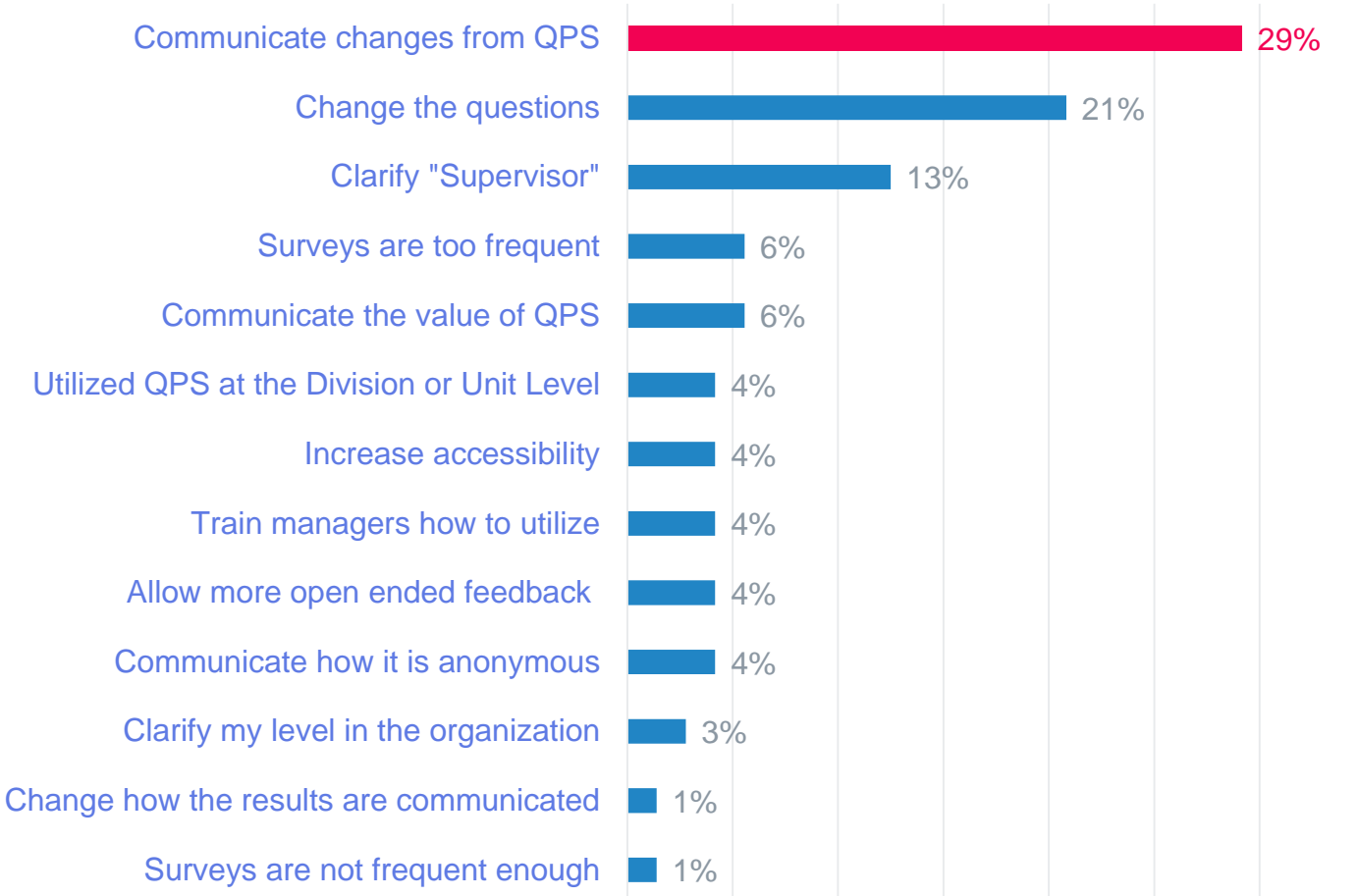
61% disagree

QPS Research Survey Data

Leaders in my agency communicate improvements that are made as a result of feedback from the QPS.

➡ **68% disagree**

Additional Feedback Topics

Topic	Percentage
Communicate changes from QPS	29%
Change the questions	21%
Clarify "Supervisor"	13%
Surveys are too frequent	6%
Communicate the value of QPS	6%
Utilized QPS at the Division or Unit Level	4%
Increase accessibility	4%
Train managers how to utilize	4%
Allow more open ended feedback	4%
Communicate how it is anonymous	4%
Clarify my level in the organization	3%
Change how the results are communicated	1%
Surveys are not frequent enough	1%

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QPS Research Survey: Additional Comments

"

Until real changes...regarding tangible benefits are seen/felt by employees, most people will remain skeptical.

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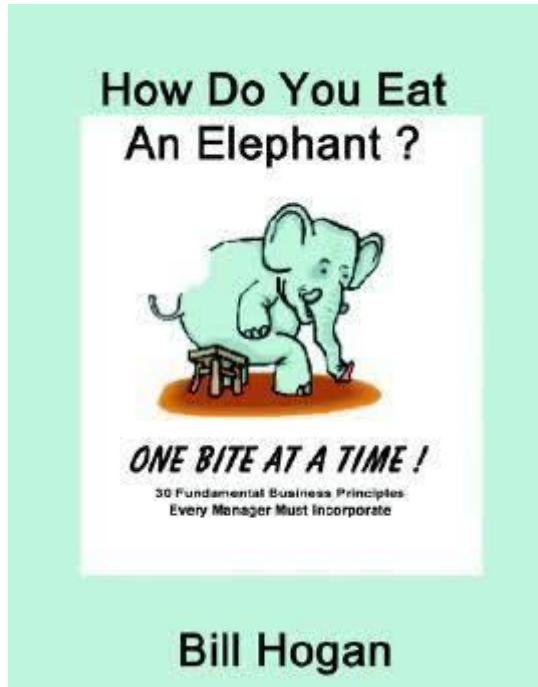HEARTBEAT OF MO EXCELLENCE

QPS Research Survey: Additional Comments

"

…Front line staff…really don't see/understand how this impacts them, why it matters for them to share their voice, and until that is more effectively communicated and understood--I believe we will continue to see low results…

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QPS Research Survey: Additional Comments

"

...we should really begin to focus on how to USE the data to improve organizational health. If team members see us actually using the data, trying to understand why responses are trending a certain way... they will value the QPS more.

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Problem Statement

How Do You Eat
An Elephant ?

ONE BITE AT A TIME !
30 Fundamental Business Principles
Every Manager Must Incorporate

Bill Hogan

How can State of Missouri leaders interpret and communicate QPS results to all team members in the next 90 days?
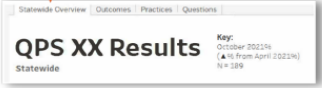
Use QPS Communication Guide

Quarterly Pulse Survey (QPS) Communication Guide

QPS is a tool that empowers team members to provide anonymous feedback. The Communication Guide is designed to assist leaders in analyzing data, communicating results, and sharing action taken as a result of feedback received.
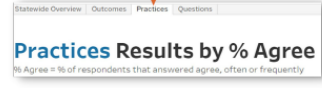
1. Use Tableau Dashboard to Analyze Data

QPS XX Results
Statewide
Key:
October 2021↑
(▲ % from April 2021%)
N = 189

Provides overview of department results compared statewide

Outcomes Results by % Agree
% Agree = % of respondents that answered agree, often or frequently

Filter data by department and look at trends over time

Practices Results by % Agree
% Agree = % of respondents that answered agree, often or frequently

Filter data by department and look at trends over time

Questions Breakdown by % Agree
% Agree = % of respondents that answered agree, often or frequently
Filters and Controls   QPS Question Results by Department

What 3 questions have the highest scores?
What 3 questions have the lowest scores?
Which question had the biggest decrease?
Which question had the biggest increase?
*Review department specific questions

Data can only be filtered by one of the following attributes at a time: department, division, sub-division, region (MDC only), location, and salary range.
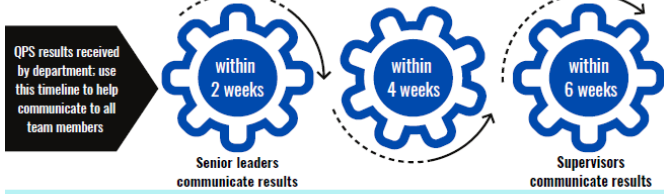
2. What to Share
- Initiatives that are being discussed
- Team member's role in influencing change and how they can assist with change efforts
- Success stories directly related to QPS feedback
- Action items, next steps, and goals
- Communication plan/timeline for communicating to direct reports

3. Methods of Communication
- Town hall meetings
- Professional development conversations, (i.e., ENGAGE Meetings)
- Focus groups
- Group huddles
- Division newsletters

4. Communication Timeline

QPS results received by department; use this timeline to help communicate to all team members

Senior leaders communicate results — within 2 weeks
Managers communicate results — within 4 weeks
Supervisors communicate results — within 6 weeks

5. Next Steps
- Review steps 1-4, enhance/develop communication plan
- Work with leadership team to develop specific goals
- Encourage staff to participate in the next survey
- Develop specific department questions for the next cycle
- Continue to share actions taken

Two surveys are distributed twice per year

Spring and Fall Focus Areas
- Accountability
- Motivation
- External Orientation

Winter and Summer Focus Areas
- Direction
- Leadership
- Engagement
- Professional Development

Why Does QPS Matter?
Using QPS results provides leaders the opportunity to discuss trends on critical measures, compare outcomes, and identify areas of success. Recognizing candid perspectives from team members will allow them to feel valued, and promote a sense of belonging as well as transition the State of Missouri to a high functioning organization.

Did You Know?
The QPS is:
- Designed to capture the current climate and does not ask about specific leadership roles, but rather the overall experience at work.
- Confidential and answers are anonymous. Department directors do not have access to individual data and there are NO IP addresses connected to responses.

Reminders & Resources
- Look for trends over time, compare department to statewide
- Ask OA for assistance to correlate data if needed
- QPS is one tool, among many, for management to use to seek improvement
- https://showmeexcellence.mo.gov
- All QPS dashboards can be found at: https://results-int.mo.gov/#/site/EXECUTIVE/projects/79

For questions regarding the survey, contact the Talent Management Helpdesk at tmhelpdesk@oa.mo.gov or call 573-526-4500.

Use QPS Communication Guide
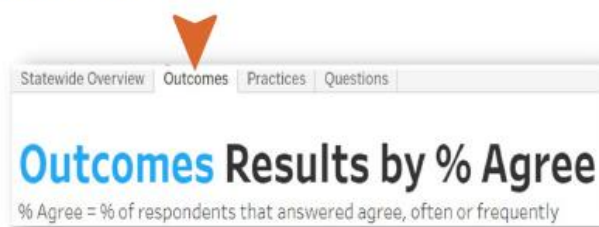
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| Statewide Overview | Outcomes | Practices | Questions |

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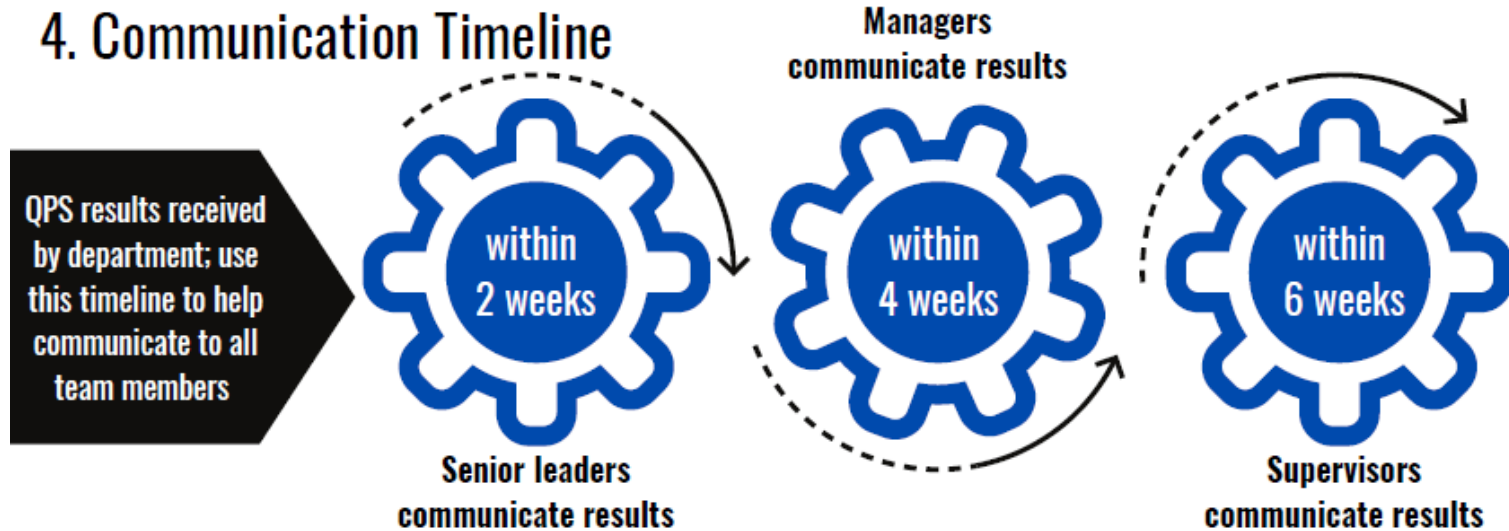## 3. Methods of Communication

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Provide Access to QPS Results

To best serve Missourians with excellent customer service we must first ensure team members feel they belong.

Sense of belonging by department among team members who feel they are recognized for their work

Statewide
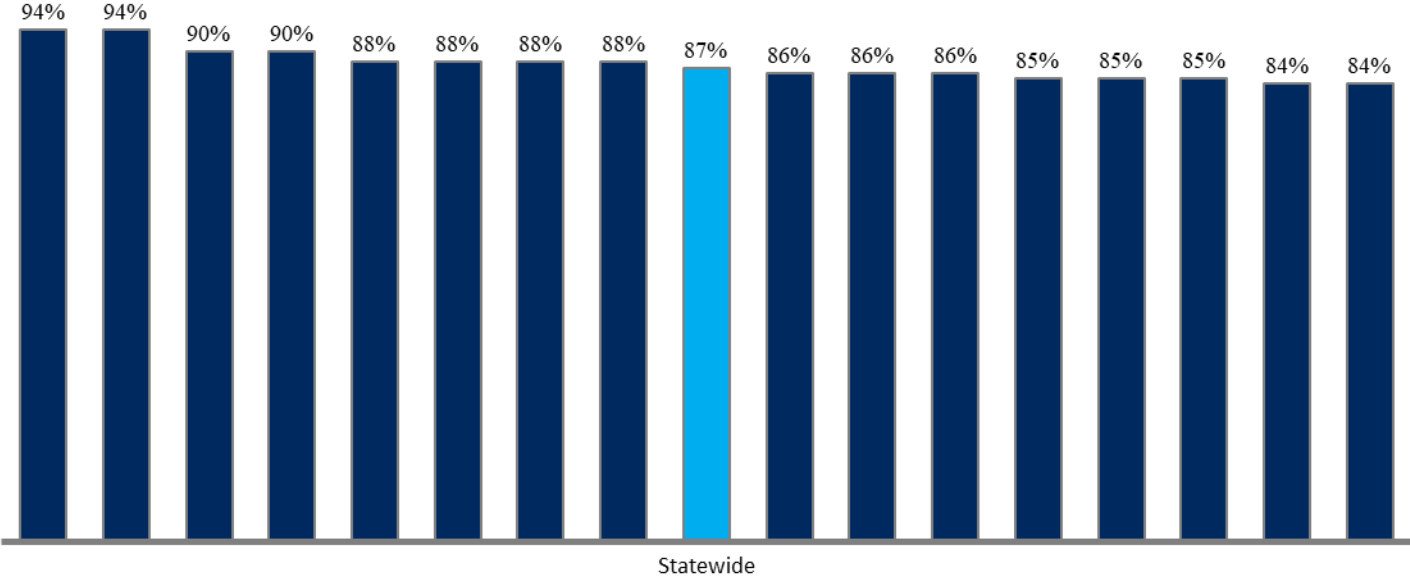
Make QPS Resources Available

https://showmeexcellence.mo.gov/

Revitalize QPS Branding

Beyond Scope

Future priorities not addressed in QPS 2.0

▷ Should some questions be changed?

▷ How can we further increase participation and trust?

▷ What else can be done to dispel myths?

▷ How should the data be used?

    ▷ Additional analytic analysis / correlations

    ▷ Avoiding retribution

"Progress cannot be generated when we are satisfied with existing situations."

Taiichi Ohno

Father of Lean

QPS 2.0 Summary

Problem Statement
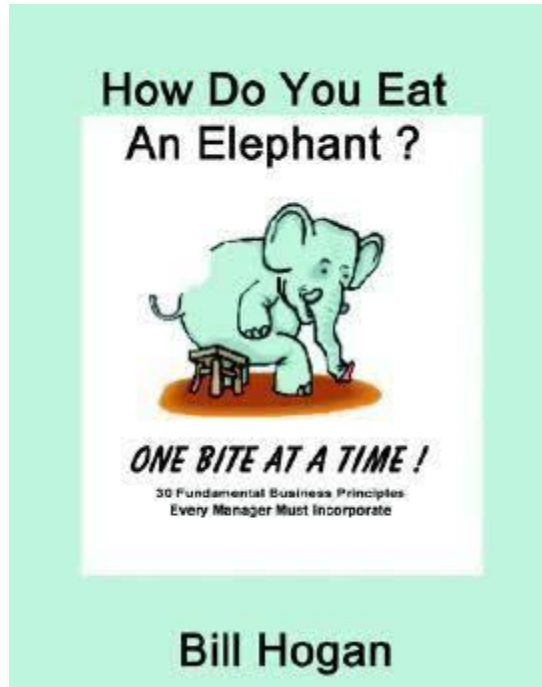
How can State of Missouri leaders interpret and communicate QPS results to all team members in the next 90 days?

Recommendations

▷ Use QPS Communication Guide

▷ Provide transparency through high level access to QPS results for all team members

▷ Provide easy access to resources

▷ Rebrand/reinvigorate interest in QPS

QPS may be the elephant in the room, but with each bite, we can create positive change and take action.

We are grateful for the Leadership Academy opportunity.

What questions do you have about QPS 2.0?

Leadership Academy Class 7: QPS Accelerators