



## Executive Summary

The Quarterly Pulse Survey (QPS) is a tool that empowers State of Missouri employees to provide anonymous feedback that is used to guide conversations on identified successes and opportunities for growth.

The Quarterly Pulse Survey (QPS) was rolled out in 2017 to provide a hard measure for soft issues that impact operational performance. The survey is distributed to all team members four times a year, and is designed to measure growth and identify areas of concern through seven areas of focus. Direction, leadership, engagement and professional development are measured in the winter/summer survey, while accountability, motivation and external orientation are measured in the spring /fall survey.

The QPS provides a unique opportunity to give all team members at all levels throughout the state a voice. Key data from survey results can be used to identify areas of success and opportunities based upon that voice. Through many conversations with high level leaders, surveys and discussions with state team members, we have identified areas of improvement on how the data gathered from the QPS can be interpreted and communicated. Steven Covey says it best *"It takes humility to seek feedback. It takes wisdom to understand it, analyze it and appropriately act on it."*

### Problem Statement:

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

In our research in relation to the value of the QPS survey and how it is utilized, we heard several different concerns. We will focus on the expressed lack of communicated action. Team members have expressed frustration that they do not see any action happening from the feedback they have already provided. With this focus, more energy can quickly be built around the QPS. Once team members see actionable results coming from their feedback, they will understand the value of the QPS, and be more willing to participate in the future.

### Solution:

There are several steps included in the efforts to communicate action from the QPS.

We recommend the following:

- Provide a communication guide on effective ways to share results including a timeline on when QPS data should be conveyed across all levels of an agency
- Provide all State of Missouri team members with high level statewide and agency level access to QPS results
- Include a QPS informational page on the Show Me Excellence website
- Revitalize QPS branding with a fresh look that communicates the focus of the survey

By taking these actions, the voice of our team members will be more effectively heard. Team members will feel valued which will promote growth and retention. These actions will help the State of Missouri in our efforts to transition to a high functioning organization. With the heartbeat of this survey also comes the breath of productivity and belonging.