# Consequence Management
## Executive Summary

**Problem Statement:**

How can the state of MO improve performance management across state departments?

### Data Sources:

- QPS Question Polling Data from April 2019 through April 2024: The organization has created clear links between performance and consequences.
- OA Data Analytics
- Talent Management Dashboard
- Survey of Missouri Leadership Academy Alumni – all 13 classes
- Questionnaire for HR Directors across state departments
- Interviews of various department employees
- Private Sector Interviews

## Findings

- Our MLA alumni data collection demonstrated the top five departments: MDC, DPS, MDA, DOC, and MoDOT, felt employees in their agency are held accountable for performance, and these same departments share the results of evaluations with their employees.
- A strong statistical correlation exists between agreement scores on the QPS consequence management question and involuntary turnover in the statewide workforce.
- Lack of consistency in training provided to supervisors on performance management in most state departments. The departments that scored higher in accountability in the MLA alumni survey have mandatory training outside of LinkedIn Learning: MDC, DPS, MDA, DOC, MoDOT and DNR.
- Based on our research, there is a disconnect between what ENGAGE 2.0 is intended for and how it is being utilized. Some use for professional development and some for performance discussions.
- Performance evaluation results are not being shared with employees (only 24% received their results).
- There is no consistent oversight or follow-up on low evaluation scores when an employee is marked at risk.

## Recommendations

### Training

- Required training for new supervisors on conducting performance evaluations and the intended purpose of ENGAGE 2.0.
- Mandatory ongoing training for supervisors on accountability and performance management.
- "At Risk" evaluations are monitored for additional training needs.

### Transparency

- ENGAGE 2.0 performance evaluations automatically shared with employees through the portal system. This will prompt managers to have evaluation conversations.
- Performance evaluations tailored to specific job objectives reviewed annually with Reflect meeting.