

# ORGANIZATIONAL HEALTH DASHBOARD AND ANONYMOUS SURVEY RESEARCH

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# PART 1: Organizational Health Dashboard

Outline:

Goals and Scope

Deliverables

Dashboard tour

Future Direction

*\*Note: For security reasons, names of agency, division and organization have been blocked out*





**Motivating question:** How can we get leadership to look at different metrics together for a full picture of their organizational health?



**Scope of project:** Working from Talent Management Dashboard and incorporating QPS and Engage data. Oriented around agency and division



### Deliverables:

#### 1A: Work from TM Dashboard

- Enhancement based on metrics already available in TM Dashboard

#### 1B: Incorporate other data sources

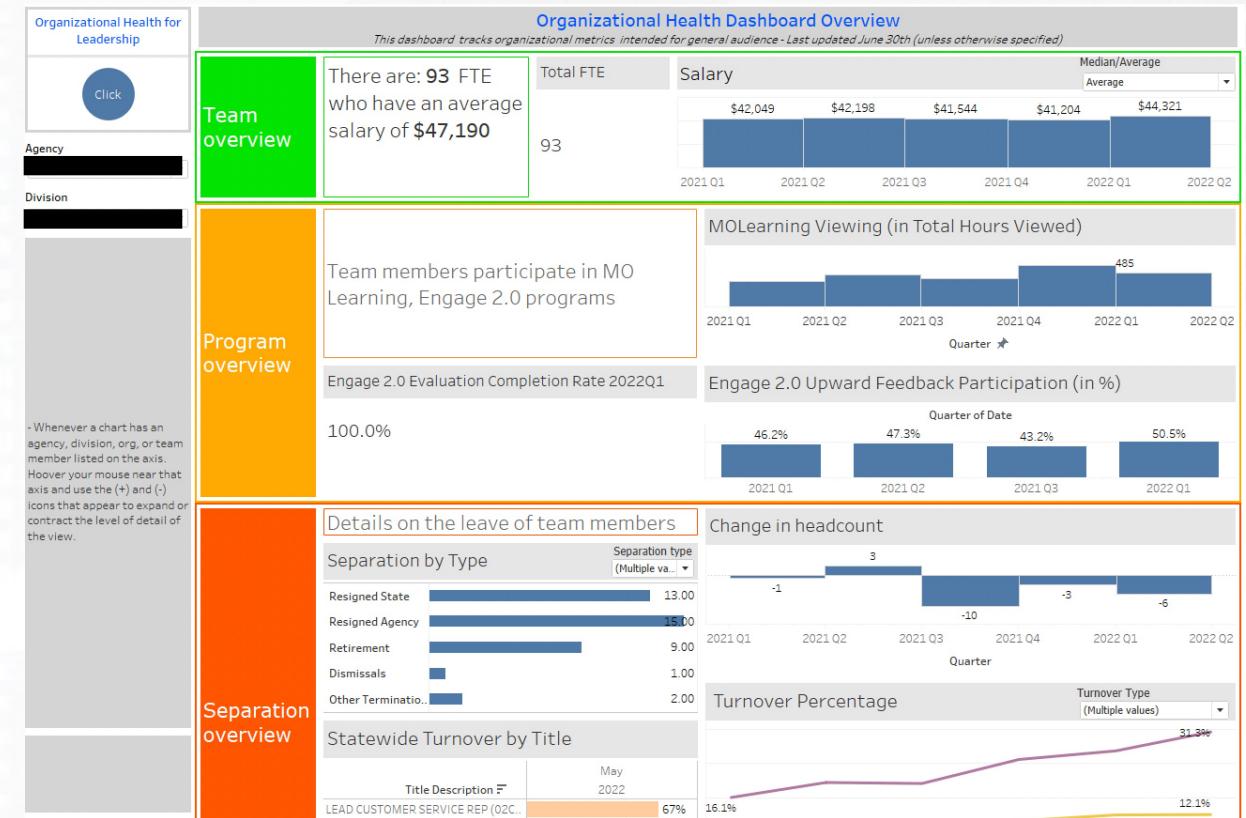
- Incorporate QPS and Engage data to 1A Dashboard

# Dashboard 1A Tour

## Data sources, Organization

- Interactive feature:
  - Filters (Org filters still in QA)
  - Chart view parameters, Highlighters

## From V1 to V9: - Obstacles - Design decisions



# V1 to V9

[Title Page\\_Template](#) | [Org Health Dashboard\\_V1](#) | [Separation by Type](#) | [ENGAGE 2.0 Upward Feedback...](#) | [Engage 2.0 Evaluation Comple...](#) | [Recruitment - Time to fill](#) | [Employee Transfer](#) | [Avg Salary](#) | [Median S...](#)

## ENGAGE 2.0 Summary

**MO Learning Viewing**: Total FTE: 40,970 | Change in headcount: 8% | 90 day exit rate: 67 | Recrfuitment - Time to fill: 25

**Department**: [REDACTED]

**Division**: (All) | [View](#)

**Org**: (All) | [View](#)

**Month, Year of Date**: (All) | [View](#)

**Avg Salary**: \$47,276 | **Median Salary**: \$41,750

**Current and Last Count**: Date: 374

**Employee Transfer**: 25

**Turnover by Type**

**Separation by Type**: Resigned State: 6,043, Resigned Agency: 2,586, Retirement: 1,810, Dismissals: 831, Other Terminations: 196

**Voluntary Turnover Percentage**: 15.1%

**Involuntary Turnover Percentage**: 2.5%

**Engage 2.0 Evaluation Completion Rate**

| Period | 2020Q1 | 2020Q2 | 2020Q3 | 2020Q4 | 2021Q1 | 2021Q2 | 2021Q3 | 2022Q1 |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 93.6%  | 94.5%  | 94.8%  | 96.0%  | 98.2%  | 97.0%  | 96.0%  | 95.9%  |        |
| 1.0%▲  | 0.3%▲  | 1.2%▲  | 2.2%▲  | -1.1%▼ | -1.1%▼ | -0.1%▼ |        |        |

**Need help?**

**Organizational Health for Leadership**

**Team overview**: There are: 15 FTE who have an average salary of \$73,959

**Program overview**: Team members participate in MO Learning, Engage 2.0 programs

**Separation overview**: Details on the leave of team members

**Organizational Health Dashboard Overview**

This dashboard tracks organizational metrics intended for general audience. Last updated June 30th (unless otherwise specified)

**Total FTE**: 15 | **Salary**: Median/Average

| Quarter | 2021 Q1  | 2021 Q2  | 2021 Q3  | 2021 Q4  | 2022 Q1  | 2022 Q2 |
|---------|----------|----------|----------|----------|----------|---------|
|         | \$63,888 | \$65,645 | \$63,887 | \$64,275 | \$69,807 |         |

**MO Learning Viewing (in Total Hours Viewed)**

| Quarter | April 2, 2021 | July 2, 2021 | October 2, 2021 | January 2, 2022 | April 2, 2022 |
|---------|---------------|--------------|-----------------|-----------------|---------------|
|         | 45            |              |                 |                 |               |

**Engage 2.0 Evaluation Completion Rate 2022Q1**: 100.0%

**Engage 2.0 Upward Feedback Participation (in %)**

| Quarter of Date | 2021 Q1 | 2021 Q2 | 2021 Q3 | 2022 Q1 |
|-----------------|---------|---------|---------|---------|
|                 | 44.4%   | 12.5%   | 22.2%   | 33.3%   |

**Change in headcount**

| Quarter | Apr 21 | Jul 21 | Oct 21 | Jan 22 | Apr 22 |
|---------|--------|--------|--------|--------|--------|
|         | -1     | 1      | 2      | -2     |        |

**Turnover Percentage**

| Turnover Type       | 2021  | 2022  |
|---------------------|-------|-------|
| Resigned State      | 3,000 | 3,000 |
| Resigned Agency     | 0,000 | 0,000 |
| Retirement          | 3,000 | 3,000 |
| Dismissals          | 0,000 | 0,000 |
| Other Terminatio... | 1,000 | 1,000 |

**Statewide Turnover by Title**

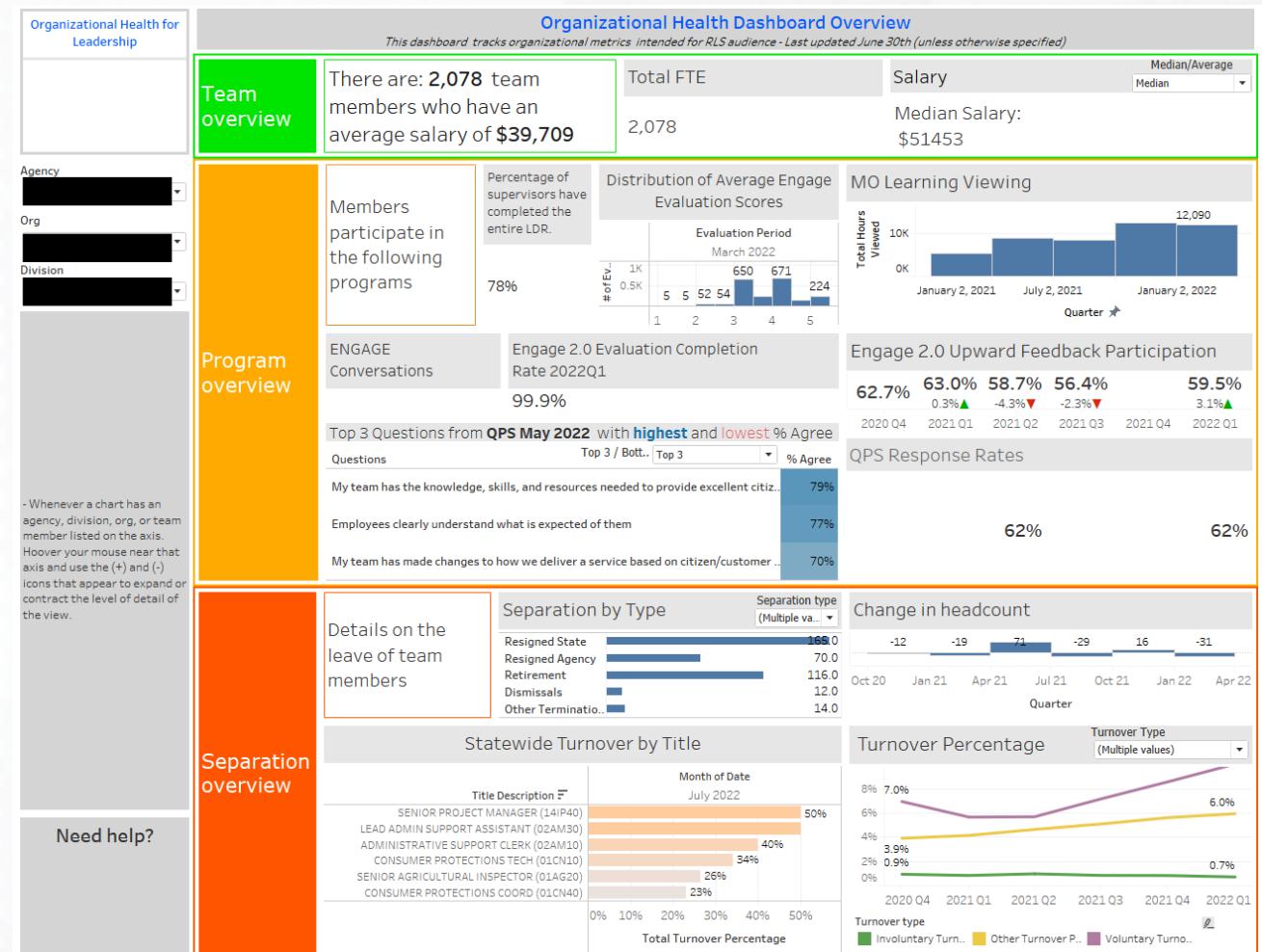
| Title Description | May 2022 |
|-------------------|----------|
|                   | 15.7%    |



# Dashboard 1B - Unfinished Business

## 1. Added information:

- QPS Results
- QPS Response rate added as series of individual charts
- Engage Total Evaluations
- Distribution of Average Engage Eval Scores



# Future Direction: Tasks

## Dashboard 1A

- Launch on Talent Management Dashboard
- Matching down to the organization level
- Adding design features to better tell a story

## Dashboard 1B

- Blending data sources to filter by division and organization (currently working at agency level)
- RLS setting



# Future Direction: Data Practices

- ✓ Data Catalogue
- ✓ Data Analyst Onboarding
  - Accessibility
  - Documentation



# PART 2: Anonymous Survey Research

Outline:

Goals,  
Scope,  
Deliverables

Comparing  
QPS and UF  
Response

Infographic  
on Best  
Practices

Prospects





**Motivating question:** How can we help DOP understand the level of data and cultural trust as well as the survey design practices that can accelerate trust most effectively ?



### Scope of project:

- ❖ Compare QPS and UF Response Rates at agency and division level
- ❖ Visualize correlation between response rates and factors such as size or salary
- ❖ Research survey best practices in terms of content, format and structure



### Deliverables

#### Dashboard

- Compare varying levels of success with 2 anonymous surveys

#### Research Memo

- Compile research on areas of survey design that help build data trust and evaluate current survey

#### Infographic

- Summarize and present research results in accessible form



# Putting UF and QPS side-by-side

## Dashboard Overview

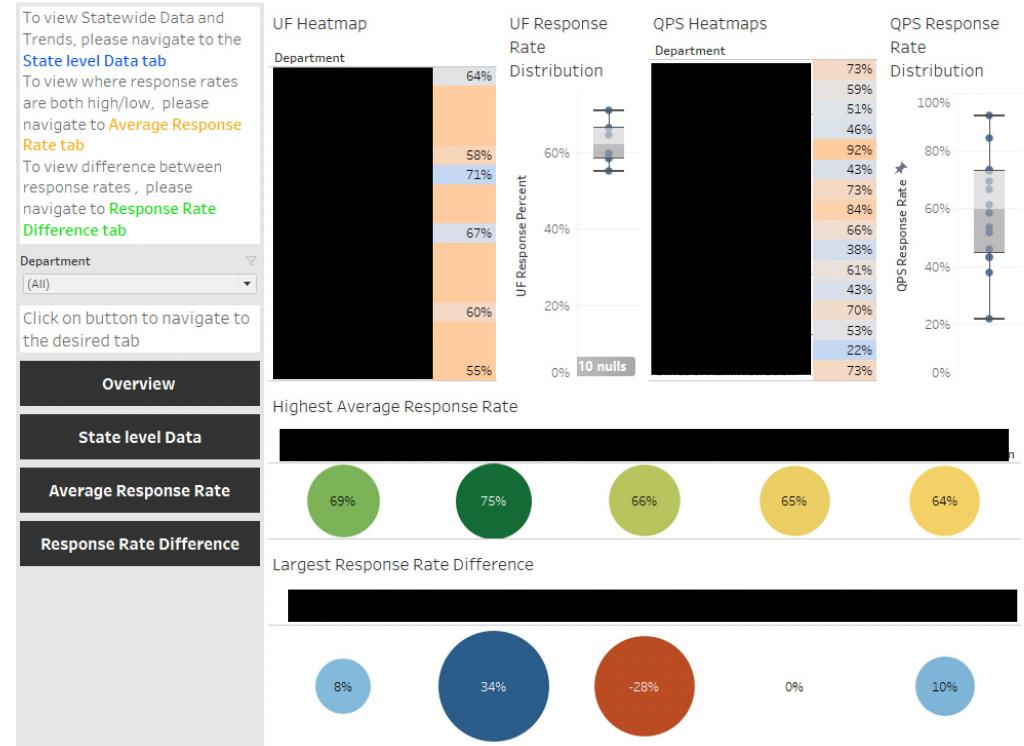
- Dashboard Hierarchy for Navigation
- Areas of analysis

## View Levels

- Statewide, Agency

## OA as Example

### Comparing QPS and UF Response Rates



Given these opportunities for growth, what exactly are the survey-specific practices we should follow to install trust?



# Research Memo and Infographic

**Goal:** The report aims to help DOP understand some effective design and trust-building practices that can be applied to anonymous survey programs

**Scope:**

- The report discusses survey-specific practices that can most effectively accelerate trust. Other mid-term and long-term trust-building solutions are mentioned but not within the scope of discussion.
- Deliverable:
  - + Evaluate QPS survey questions and design using criteria for best practices
  - + Recommend best survey design practices in terms of content, format, language, and structure and implementable changes
  - + Raise conversation around long-term approaches to building workforce trust

**Summary:**

**Content**

- Observable behavior
- Items independently verifiable
- Only behaviors that have recognizable link
- Test new survey questions

**Format Language**

\*Reference sources include Harvard Business Review, Pew Research Center, Towards Data Science Blog



Vol. 01

## Building Trust in anonymous surveys Effective Design and Best Practices

Based on current research, the report aims to recommend survey-specific practices in terms of content, format, language and structure that can effectively accelerate trust

### How to build an effective anonymous survey?

Infographic generated in Piktochart



# QPS Question Evaluation – Criteria Explanation

Content (/3)



Observable behavior (/1)

Recognizable link (/1)

Independently Verifiable (/1)

Format, Language (/2)



Combat "acquiescence bias" (/1)

Combat "desirability bias" (/1)

Total band score (/5)



0-1: Needs changing

2-3: Room for change

4-5: Meet standards



# QPS Question Evaluation - Results

- General statistic

**57%**

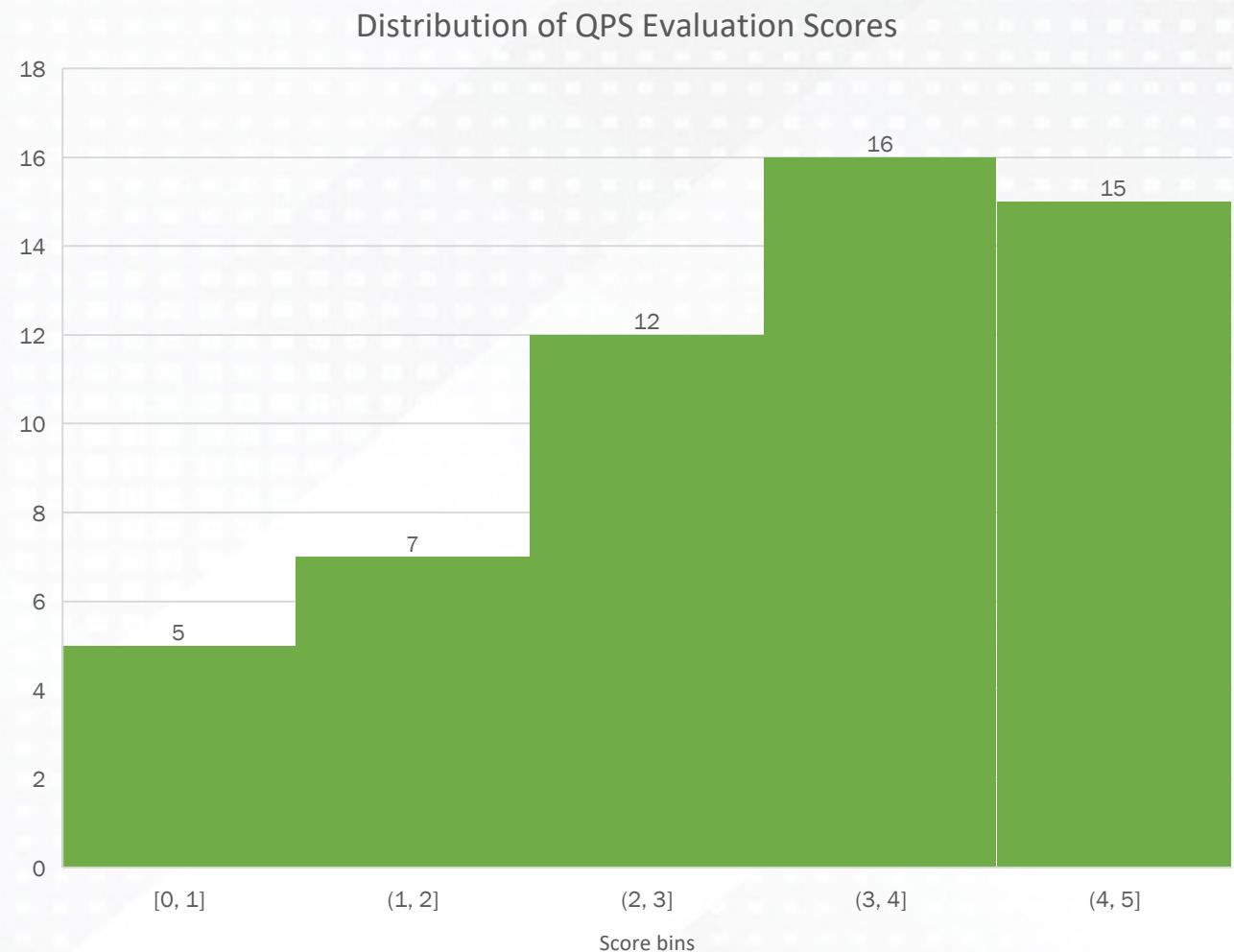
**of QPS questions**  
meet these criteria for best  
practices

**9%**

**of survey questions** do  
not follow any of the  
listed design practices

# QPS Question Evaluation - Results

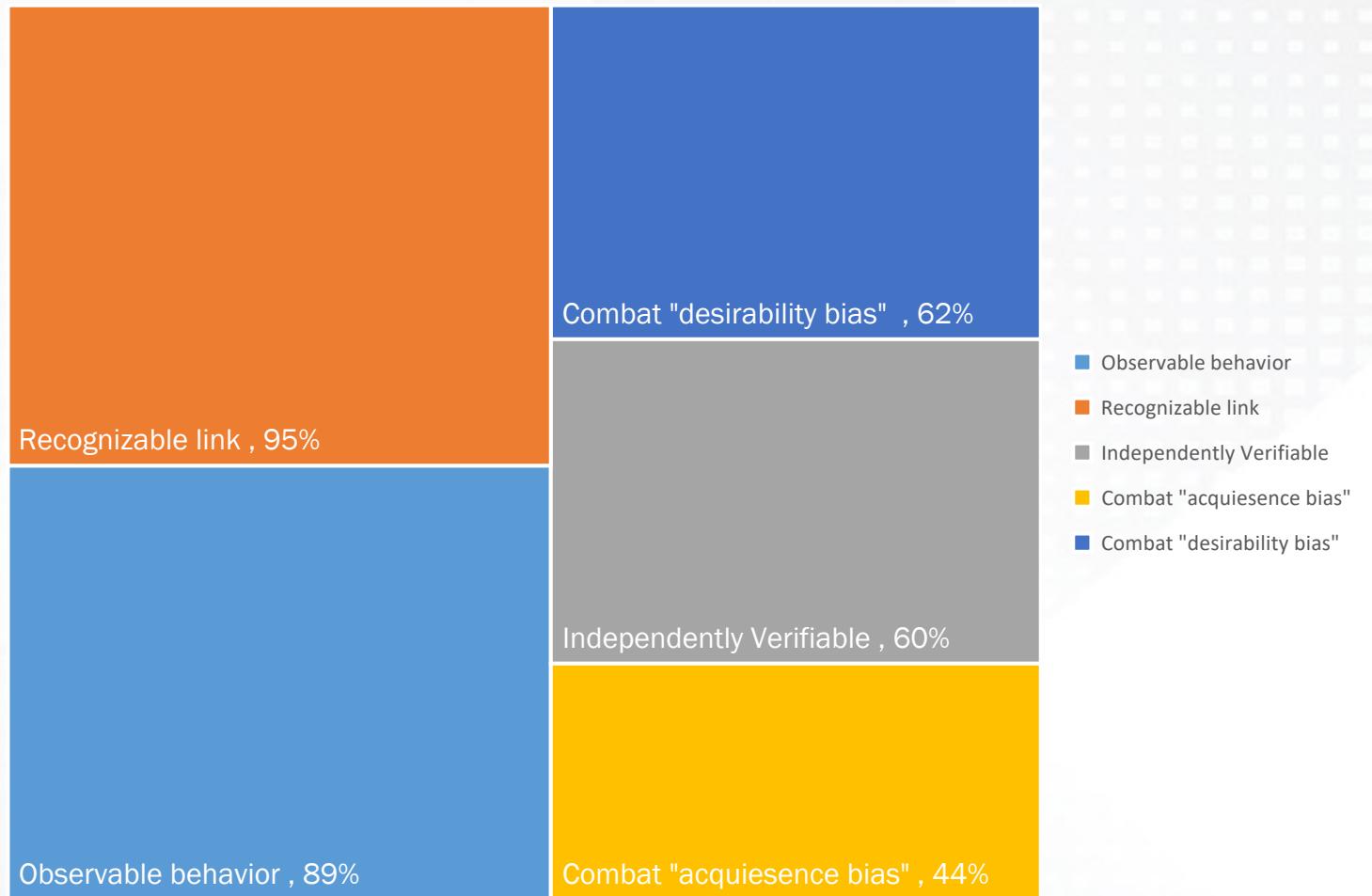
General distribution of scores



# QPS Question Evaluation - Results

Breakdown by Criteria

Breakdown of points based on criteria



# Prospects and Future Directions



Looking at different factors of influence when analyzing trends



Break down to organization (compare QPS-UF) and supervisor level (UF)



Organizational and visualization refinements



# A moment for appreciation

Giving thanks to Harrison, Liz, AJ, Evan and everyone, both from Coding it Forward (shout out to Ariana and Rachel) and the DOP team for having given me so much support throughout the journey



# Thank you for listening

Please feel free to give feedback or ask any questions on your mind

Email: Ha.Nguyen@oa.mo.gov

coding it forward >

