



ENGAGE 2.0

Training for Supervisors

Let's start with introductions!

- Department
- Experience with ENGAGE (as a supervisor or just as a team member?)
- How long you have been a supervisor



Why is the ENGAGE important?

- **ENGAGE** is a state-wide initiative that brings supervisors and team members together to have meaningful professional development conversations on a monthly basis. These conversations provide an opportunity to help team members improve in their current role and position themselves for future success.
- ENGAGE includes:
 - Monthly conversations
 - Evaluations
 - Upward Feedback



ENGAGE Conversations

The screenshot shows the ENGAGE 2.0 website. At the top left is the ENGAGE 2.0 logo. The main content area features a large graphic titled "SUPPORTING OUR STATEWIDE LEARNING CHAMPIONS" with a calendar showing months from JAN to SEP. A blue box on the graphic says "FIND OUT MORE ABOUT THE 2022 LEARNING FRAMEWORK". To the right, a section titled "WHAT IS ENGAGE 2.0?" explains that it brings supervisors and team members together for meaningful professional development conversations. Below this are two buttons: "FREQUENTLY ASKED QUESTIONS" and "FIND YOUR CHANGE CHAMPION".

WHAT IS ENGAGE 2.0?

ENGAGE brings supervisors and team members together to have meaningful professional development conversations. These conversations provide an opportunity to help team members improve in their current role and position themselves for future success. This is all about helping each other get better individually and in our teams.

[FREQUENTLY ASKED QUESTIONS](#)

[FIND YOUR CHANGE CHAMPION](#)

EXPERIENCE ENGAGE

We have the tools supervisors need to ENGAGE – all in one place.

 EVALUATION PORTAL Supervisors log in to your ENGAGE evaluation and upward forms. SSO users (consolidated agencies) Non-SSO users (non-consolidated agencies)	 DASHBOARD Supervisors log in to view your ENGAGE evaluation and upward feedback data dashboards. SSO users Non-SSO users	 ENGAGE TRACKER Log in to track your ENGAGE & REFLECT conversations. Track ENGAGE Meetings	 TEAM MEMBER TRAINING PORTAL (TMTP) Enter your learning and development hours. Log in to the TMTP in Employee Self Service (ESS) LEARN MORE
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 **TRACK ENGAGE MEETINGS**

The screenshot shows the ENGAGE login page. At the top is the ENGAGE logo. Below it is a "Login" section with a "User ID" input field. Below the input field is the text "Login using your ESS credentials" and a "Login" button.

ENGAGE

Login

User ID

Login using your ESS credentials

Login

ENGAGE conversations should occur every month. March and September conversations are not expected as they are Evaluation/Upward Feedback Month.



ENGAGE Conversations cont.

The screenshot shows the ENGAGE web application interface for a supervisor. At the top, there is a navigation bar with the ENGAGE logo and menu items: Engage Meetings, My Meetings, Proxy, Report, and Exit. Below the navigation bar, a welcome message reads: "Welcome, KATHRYN O'HAGAN proxied in as JESSIE NICHOLE PACE Proxy Out". The main content area is titled "Meeting Details" and includes instructions for adding, saving, reflecting, removing, and confirming meetings. Below the instructions, there is a table for MEGAN THOMAS, who is marked as "Exempt". The table shows two meeting dates: 4/25/2022 (with a "Click To Confirm" button) and 3/28/2022 (with a green checkmark). The meeting type for both is "Engage".

ENGAGE

Engage Meetings My Meetings Proxy Report Exit

Welcome, KATHRYN O'HAGAN proxied in as JESSIE NICHOLE PACE Proxy Out

Meeting Details

Instructions:
Enter an Engage meeting date for an employee below, and click the **Add** button.
Enter multiple dates by filling in the Engagement meeting date for each employee and clicking the **Save** button at the bottom of the page to commit all dates.
Click the **Reflect Meeting** checkbox prior to saving the meeting if it is a Reflect Meeting or prior to saving an Exempt Reflect record.
A confirmed Reflect Meeting will also count as an ENGAGE meeting for that month.
Remove an Engage date that has not been confirmed by clicking the **Remove** button.
Confirm an Engage Meeting by clicking the **Click To Confirm** button.
Check the details of an Engage meeting by clicking the date.

MEGAN THOMAS Exempt ✓ Reflect Anniversary Date

Engage Dates 26

	Meeting Date	Meeting Confirmed	Meeting Type
Remove	4/25/2022	Click To Confirm	Engage
	3/28/2022	✓	Engage

Supervisor view

The screenshot shows the ENGAGE web application interface for a team member. At the top, there is a navigation bar with the ENGAGE logo and menu items: My Meetings and Exit. Below the navigation bar, a welcome message reads: "Welcome, THOMAS A JOSEPH". The main content area is titled "My Meetings" and includes a table for the user's meetings. The table shows one meeting date: 02/28/2022 (with a green checkmark). The meeting type is "Engage". The interface also shows "Engage Dates 1", "Reflect Anniversary Date 02/16/2022", and "Page Size: 12".

ENGAGE

My Meetings Exit

Welcome, THOMAS A JOSEPH

My Meetings

Reflect Anniversary Date 02/16/2022

Engage Dates 1 Page Size: 12

Meeting Date	Meeting Confirmed	Meeting Type
02/28/2022	✓	Engage

Page 1 of 1

Privacy Policy Accessibility

Team member view



ENGAGE Conversations cont.

Enter a conversation date

Check the [Reflect](#) box if this is a reflect conversation!

Run reports (when needed)

Pending reflect meetings

Reflect meetings

Supervisor activity

THOMAS JOSEPH Exempt ✓ Reflect Anniversary Date 02/16/2022

Engage Dates 1

Meeting Date	Meeting Confirmed	Meeting Type
2/28/2022	✓	Engage

« < Page 1 of 1 > »

Reflect Meeting Engage Meeting Exempt Month

Add Exempt

ENGAGE

Engage Meetings My Meetings Proxy Report Exit

Welcome, KATHRYN O'HAGAN proxied in as JESSIE NICHOLE PACE Proxy Out

Report List

Search Results (3) Page Size: 10

Name	Description
Pending Reflect Meetings	This report will give a list of employees that are due for a reflect meeting based on the parameters entered.
Reflect Meetings	This report will give details on reflect meetings.
Supervisor Activity	This report will give a list of employees that report to the supervisor.

« < Page 1 of 1 > »

Reflect conversations occur on the team member's anniversary date. Additional conversation resources are listed later in the slides as Growth Model

Helpful tips for having meaningful ENGAGE conversations

1. Care personally for your team members
 - Helps build trust needed to have difficult conversations
2. Let your team members take ownership of the meeting
 - The focus should be on *team member's* personal development!
3. Tell your team members that you want and value their upward feedback
 - Try saying: *“One of the areas of upward feedback from the team was.... I’m actively working on that and would love your (continued) feedback on how I can improve. Is there anything right now that I can do to support you?”*
 - Try saying: *“I’m always trying to improve as a supervisor. Is there anything I could be doing better or differently?”*
4. Don't limit feedback to ENGAGE conversations – Tie feedback to specific examples!

Additional ENGAGE 2.0 resources including growth model job aids are available at engage.mo.gov



GROWTH MODEL

Growth Model Videos and Transcripts

Growth Model Placemats for Individuals

Growth Model Placemats for Supervisors

Growth Model Placemats for Managers are to be used in growth model conversations with team members that **do** supervise others.

[ENGAGE 2.0 Growth Model Placemats for Supervisors](#) Personal Copy

[ENGAGE 2.0 Growth Model Placemats for Supervisors](#)

Growth Model Job Aids

[ENGAGE 2.0 Growth Model Job Aid – Coaching Strategies](#)

[ENGAGE 2.0 Growth Model Job Aid – Development vs Performance Conversations](#)

[ENGAGE 2.0 Growth Model Job Aid – Identifying Opportunities for Development](#)

[ENGAGE 2.0 Growth Model Job Aid – Pitfalls Individual Track](#)

[ENGAGE 2.0 Growth Model Job Aid – Telling a From To Story](#)

[ENGAGE 2.0 Growth model Job Aid – Coaching Low Motivation Employees](#)

UPWARD FEEDBACK

Thoughts to consider when providing upward feedback.

[Upward Feedback Overview \(4:20\)](#)

[Upward Feedback Quick Reference Guide](#)

[Upward Feedback Click-Step Guide](#)

EVALUATION FORM

What to consider when completing an evaluation form.

[Evaluation Overview \(4:49\)](#)

[Evaluation Quick Reference Guide](#)

[Evaluation Click-Step Guide SSO](#)

WHAT IS ENGAGE 2.0

ENGAGE brings supervisors and team members together monthly to have meaningful professional development conversations. These conversations provide an opportunity to help team members improve in their current role and position themselves for future success. This is all about helping each other get better individually and in our teams.

[A Message from the Governor](#)

[A Message from the Governor](#) Transcript

[ENGAGE 2.0 Conversation Placemat Individuals](#)

[ENGAGE 2.0 Conversation Placemat Supervisors](#)

TRACK ENGAGE MEETINGS



Jacob Fleig
Program Coordinator, MDA

"The ENGAGE 2.0 process provides a straightforward way for both supervisors and teammates to provide honest feedback about performance and expectations."



The Growth Model Placemat for Supervisors can help you prepare for your next ENGAGE conversation

State of Missouri Growth Model Job Aid: Identifying Development Opportunities
Before you ENGAGE, consider this...



After you have thought about your team member's capability levels, answer the questions below to think through your approach to their upcoming ENGAGE conversations.

1. Before you even think about their development, what are three things that are important to this person?

2. How are these things tied to their developmental opportunities? For instance, will they enjoy working on anything specific? Will they want to avoid working on anything?

3. How self-aware is this person? Are there any blind spots (e.g., development areas they are not aware of)? What are they?

4. Think of one capability area where they could move a level up if they mastered a strength they already have:

5. Think of one capability area where if they moved a level up, it would really enhance their performance:

6. What is the area where you think you are most likely to succeed in coaching them to the next level?

7. Take a look at some of the pitfalls related to your answers in questions 4-6. Which ones are most likely to be difficult for this person? Which would be easiest?

8. Re-read your answers to the first 7 questions. Based on all of that, where would you start your first ENGAGE conversation? Why? Remember to start with their interests and needs, but add your own ideas from this exercise when it's appropriate.



The Growth Model Job Aids on the engage.mo.gov website offer coaching strategies that supervisors can use to talk with team members about their development (1/2)

Job Aid: Coaching Strategies for Development Before you ENGAGE, consider this...



Strategy 1: You-Me-Agree

When your team members come up with their own development ideas, they are more likely to take ownership of them. You can make this happen by using a simple tool called **You-Me-Agree**. It helps you shape their thinking, but puts them in the driver's seat for evaluating their development needs and committing to change.

When holding an ENGAGE conversation, set the stage by explaining the purpose is to discuss their development. From there, follow this simple process:

- YOU** First, **ask what they would like to talk about.** *"What do you want to focus on in your development?"* Use follow-ups like "tell me more about that" to really get them thinking. This should be **70% of the conversation.**
- ME** Next, **reflect back what you hear and add your own ideas.** *"You mentioned you could do more XYZ. I had that same thought. There are one or two other ideas I have."* When offering your own ideas—don't be afraid if they disagree. Just explore the issue with open-ended questions. This should be **30% of the conversation.**
- AGREE** Finally, **come to an agreement about something they can try going forward.** It's okay if it's their idea in their language and not yours. The point is to get them moving in the right direction. **Make sure to agree on something specific you can follow up on.**

At your next ENGAGE conversation, work through You-Me-Agree again to follow up on agreed action steps.

Strategy 2: Draw on Your Story

Story-telling makes the Growth Model come to life. You can help your team members craft their story in a way that helps them overcome obstacles and make a bigger contribution. One way to do this is to share your own story of overcoming obstacles in your own career. **If you follow these guidelines, your team members could benefit from hearing your story.**

- **Make sure ENGAGE conversations are about their development story first,** not yours. So be aware of timing when telling your story.
- **Use your story to help them gain broad perspective,** but not to give them the idea that because something worked for you, "this is how it's done."
- When you and your team member have something in common, **use your story as an example of how someone like them can succeed.**

You can also draw on the stories of other people around you:

- Where possible, **use the stories of people who have walked the same path as your team members.** These people can serve as role models.
- Identify examples that will help them with problem-solving. **Talk about the approaches you've seen other people use to solve the same problems they face.**

The Growth Model Job Aids on the engage.mo.gov website offer coaching strategies that supervisors can use to talk with team members about their development (2/2)

Job Aid: Coaching Strategies for Development Before you ENGAGE, consider this...



Strategy 3: Rolling with Resistance

This is another strategy for coaching team members whose motivation goes up and down. **Sometimes our first reaction is to tell people to “work harder” and keep going.** This works with highly motivated people, but with team members who are less motivated, this can backfire. Instead, many seasoned coaches use an approach called “rolling with resistance.” To get a sense of this idea, think of difficult conversations as more of a Jiu Jitsu match than a boxing match. Boxing is all about punching your opponent directly. **Jiu Jitsu players literally roll with the momentum of their opponent in order to turn it in their favor.**

Here are three tactical ways to put this into practice:

- 1) Talk about pros and cons on an on-going basis.** On a bad day, “it looks like the cons outweigh the pros today. But I notice that’s different from 4 weeks ago. If we give it time, could it shift again? Why don’t we give it a chance?” This highlights setbacks are not permanent, and things will more than likely look up again.
- 2) Reframe things in terms of their values.** “It sounds like some of this is more trouble than it’s worth. What would your values tell you to do?” With the right tact, this helps people shift gears and tackle some short-term pain for long-term gain.
- 3) Strengthen positive change talk.** When Team Members discuss pros and cons, ask questions to bring out the pros. “I hadn’t thought of that benefit. Tell me more about that.” When they mention things that have gone well, ask more about how they were able to do that. “How did you get that done so much more quickly than last time?”

Strategy 4: Useful Coaching One-Liners

There will be times when ENGAGE conversations hit a roadblock. The “one-liners” below can help steer the conversation back on track, or spark new thinking.

NOTE: Use “**HALT**” as a rule of thumb before coaching at any time. If you are **Hungry, Angry, Lonely, or Tired**, it’s probably not the right time to coach or use one liners. They may not come across as intended. Instead, wait for a moment when you and your team member are in a good mental place. Then, use these to challenge them with skill:

- “It sounds like this isn’t your top priority right now, and I get that. **Tell me how I would know it’s the right time to bring this up again.**”
- “**I think you’re right.** This is tough/disappointing/disheartening. Let’s put this effort on hold for the moment, **but at some point, I’m going to come back and challenge you on this again because that’s my job.**”
- “**I absolutely understand the desire to stop working on this.** But let’s frame it this way. **How do you think that will that feel 5 days from now, versus 5 months from now, versus 5 years from now?**” (Highlight that short-term comfort might result in long-term pain.)
- “Let’s imagine it’s 5 years from now and you just had the best day/week/month of your career. **You’re talking to a friend/spouse/partner (use their name) about what you just got done.**” Use that to understand what they really want. Then work backward to come up with ideas about how to get there.

Two simple ways to structure feedback conversations

EXAMPLE 1:

Start by talking about *the team member's* strengths and development areas:

1. **Great** – Share clear examples of areas where they excel.
2. **Good** – Talk about the strengths that they could take to the next level with a little bit more effort.
3. **Could improve** – What are the skills or areas that they could improve upon?

Next, use the same topic areas to talk about the *supervisor's* strengths and development areas.

EXAMPLE 2:

Ask your team member the following questions:

1. Where do you find joy? In the last month, where have you been most engaged and energized in your work?
2. Where have you found yourself feeling unproductive or de-energized?
3. Tell me how I am doing? How can I best support you?
 - i. Don't ask this question unless you are willing to act on the feedback!

Listen to the team member. At the end of the conversation, share how their answers relate to the strength and development areas where you'd like them to focus.

NOTE:

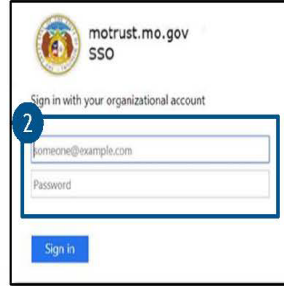
Use clear and recent examples throughout the conversation. Talk about next steps. Share examples of actions you can take to improve on your current performance.



Evaluations

Evaluation review

1. To access the evaluation **click on the link provided in the evaluation email**. Or go to <https://stateofmissouri.co1.qualtrics.com/EX/ParticipantPortal>
2. Log into the ENGAGE 2.0 platform with your **State of Missouri credentials**
3. Select the **Team Member** you are evaluating from your **ENGAGE 2.0 portal**



3

Evaluations

- Evaluate JOHN DOE
- Evaluate JANE DOE

4. Review the **Evaluation Exemption criteria**. Next, **select the appropriate response for the Team Member** being evaluated

NOTE: A team member can be exempted from this quarter's evaluation if they meet one or more of the following criteria:

- Hourly employee that works less than or equal to 0.49 FTE
- New Employee that has been employed 4 weeks or less during the quarter
- Employee has been on a leave of absence at least 5 months of this evaluation period

Does this team member meet one of the above criteria and therefore should be exempted from evaluation:

In March and September, you will get an invite to complete evaluations for your team.

There are qualitative components and quantitative.

Neutral is not a bad evaluation!

4

Yes

No

5. Click the ">>" button to proceed

6. Select the appropriate response for each statement

- To see examples of each rating (e.g., Strongly Disagree, Neutral, Agree etc.) hover over the option
- For more information on the evaluation questions and rating scale, please see the [ENGAGE 2.0 Evaluation Quick Reference Guide](#)

Please rate your level of agreement or disagreement with each of the following statements:

Based on my observations, always delivers excellent results in their day-to-day role

Strongly Disagree (meets few or no expectations)	Disagree (meets some expectations)	Neutral (meets expectations)	Agree (exceeds some expectations)	Strongly Agree (above and beyond expectations)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Based on my observations, always goes above and beyond their normal job responsibilities

Strongly Disagree (meets few or no expectations)	Disagree (meets some expectations)	Neutral (meets expectations)	Agree (exceeds some expectations)	Strongly Agree (above and beyond expectations)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Based on my observations, consistently demonstrates a commitment to grow and learn

Strongly Disagree (meets few or no expectations)	Disagree (meets some expectations)	Neutral (meets expectations)	Agree (exceeds some expectations)	Strongly Agree (above and beyond expectations)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6

Evaluation review

- Select the appropriate response for the **low performance risk statement**
- Click the ">>" button to proceed

Based on my observations, is at risk for **not** meeting the expectations of their role

7

Agree, this person is at risk

Disagree, this person is not at risk

- Enter the team member's **Strengths** and **Development Areas** in the open text boxes provided
- Use the **Growth Model** as a reference when entering Strengths and Development Areas
- Then, click the ">>" button to proceed

This person IS At Risk

This person is NOT At Risk

Give specific examples on strengths. Highlight key examples of accomplishments.

Provide actionable development areas.

9

John's top 2-3 strengths are...

Characters remaining: 750

John's top 1-2 development areas are...

Characters remaining: 750

11 >>

10

KNOW YOUR ROLE	<ul style="list-style-type: none"> Understand the big picture Make good decisions Get the right things done
LEARN & GROW	<ul style="list-style-type: none"> Identify strengths and development opportunities Build individual talent (your own and others) Continually improve the organization
COMMIT TO THE TEAM	<ul style="list-style-type: none"> Collaborate across the team Build a network to move things forward Influence others regardless of my role
LIVE THE MISSION	<ul style="list-style-type: none"> Role model the organization's values Create positive energy around you Provide excellent service to customers

- You have successfully completed the ENGAGE 2.0 evaluation!
- To complete another evaluation, choose the next team member you would like to evaluate from the left side of the page. Or click the **all task button** to return to the ENGAGE 2.0 portal homepage.

13

< All Tasks

Evaluations 1 of 1

✓ JANE DOE

Evaluation review

Considerations When Completing an ENGAGE 2.0 Evaluation



Purpose and Benefits of the Evaluation

1. Identify top performers across the State of Missouri

- Evaluations help us measure performance and recognize top performers
- Evaluations help identify team members that may be ready for a more challenging role

2. Create a deeper, more meaningful development conversation

- The evaluation helps supervisors consider the results, behaviors, and growth mind set of team members. The evaluation also considers the strengths and development areas of team members. This information helps them come to ENGAGE conversations with a big picture view of each person's unique needs
- The strengths and development section serves as a way to thoughtfully track development goals and progress

3. Help team members understand supervisor expectations

- Supervisors share evaluation data with team members twice a year. The data will help team members understand how they are performing. It will help them understand their strengths, and where they may need to further develop

Evaluation Survey Questions

- | | |
|---|--|
| <p>1 "Based on my observations, this person always delivers excellent results in their day-to-day role."</p> | <p>Question 1 captures the results this person delivers in their role. Is this person's work consistently better than expected? Can you count on this person to do the tough jobs right the first time, every time?</p> |
| <p>2 "Based on my observations, this person always goes above and beyond their normal job responsibilities."</p> | <p>Question 2 captures how this person gets results. Does this person always go the extra mile? Is this person a role model to others? Do they get results at the expense of others?</p> |
| <p>3 "Based on my observations, this person consistently demonstrates a commitment to grow and learn."</p> | <p>Question 3 captures this person's level of commitment to growth and development. Does this person seek out learning opportunities on their own? Do they look for challenging projects?</p> |
| <p>4 "Based on my observations, this person is at risk for not meeting the expectations of their role."</p> | <p>Question 4 serves as a flag for team members who <u>may</u> need more support or coaching to meet the expectations of their role. Is this person consistently late? Are their work products below expectations?</p> |

Evaluation review



Considerations When Completing an ENGAGE 2.0 Evaluation

Evaluation Survey Questions: Strength & Development Areas

Questions in this section **help you identify important discussion points** about a team member's **unique strengths and development areas** for ENGAGE and REFLECT conversations. If you need to report any ethical violation such as sexual harassment, abuse, or equal opportunity violations, please contact your local HR.

Team member's top 2-3 strengths are....



The **Strengths Section** is a good place to capture concrete areas of strength. Consider things the team member does well or is energized/excited to do or teach others to do



EXAMPLE:

Sara is a standout public speaker. She communicates clearly, reads and adapts to her audience, and is comfortable in front of a crowd.

Team member's 1-2 development areas are....



The **Development Section** captures areas where a team member can improve. Consider things the team member can do better. How can they reach one of their individual development goals or get to the next level of performance



EXAMPLE:

To get to the next level, Sara should focus on improving her project management skills. I'd like to see her attend a project management training. She can get some practice on the job during an upcoming project our team will work on.

Evaluation Rating Scale Examples

1

Question 1
"this person always delivers excellent results"

Rating Scale	Description
1 Strongly Disagree	This person may meet some of their objectives, but overall does not meet the performance expectations of their role. Immediate action is required to improve performance and/or behavior.
2 Disagree	This person may have met some objectives, but has not consistently met all the objectives of the role . Person needs to develop and improve skills, knowledge, or behaviors and attitudes to perform effectively in the role.
3 Neutral	This person delivers the expected results in their day-to-day role. The person demonstrates the behaviors and attitudes expected of the role .
4 Agree	This person consistently delivers better than expected results in their day-to-day role. This person produces greater than expected results for the team. This person consistently demonstrates the behaviors and attitudes expected of their role.
5 Strongly Agree	This person's performance is consistently above and beyond expectations . This person is recognized by others for his/her contributions . This person produces results that positively impact areas outside of the immediate team . This person demonstrates behaviors and attitudes that serve as an example to others .

Questions? Email engage@oa.mo.gov or call the Talent Management Help Desk at 573-526-4500

Updated: 8/29/2020



Evaluation review

Considerations When Completing an ENGAGE 2.0 Evaluation



Evaluation Rating Scale Examples Continued

Question 2
“this person always goes above and beyond their normal job”

Rating Scale	Description
1 Strongly Disagree	This person may meet some of their objectives, but overall does not meet the performance expectations of their role. Immediate action is required to improve performance and/or behavior.
2 Disagree	This person may have met some objectives, but has not consistently met all the objectives of the role . Person needs to develop and improve skills, knowledge, or behaviors and attitudes to perform effectively in the role.
3 Neutral	This person delivers the expected results in their day-to-day role. The person demonstrates the behaviors and attitudes expected of the role .
4 Agree	This person consistently delivers better than expected results in their day-to-day role. This person produces greater than expected results for the team. This person consistently demonstrates the behaviors and attitudes expected of their role.
5 Strongly Agree	This person's performance is consistently above and beyond expectations . This person is recognized by others for his/her contributions . This person produces results that positively impact areas outside of the immediate team . This person demonstrates behaviors and attitudes that serve as an example to others .

Question 3
“consistently demonstrates a commitment to grow and learn”

Rating Scale	Description
1 Strongly Disagree	This person does not try to grow and learn, even when directed . Immediate action is required to improve performance and/or behavior.
2 Disagree	This person grows and learns, when directed . This person needs to develop and improve skills, knowledge, or behaviors and attitudes to perform effectively in the role.
3 Neutral	This person demonstrates a commitment to grow and learn in their role. The person demonstrates the behaviors and attitudes expected of the role.
4 Agree	This person consistently seeks opportunities to grow and learn individually . This person consistently demonstrates the behaviors and attitudes expected of their role.
5 Strongly Agree	This person consistently seeks opportunities to grow and learn individually and to positively impact others . This person demonstrates behaviors and attitudes that serve as an example to others .

Updated: 8/29/2020

Questions? Email engage@oa.mo.gov or call the Talent Management Help Desk at 573-526-4500



Supervisors also have access to an evaluation dashboard of the feedback they completed on their teams

Evaluation Dashboard ▾

Welcome

Filters ▾ Employee Name: All ▾ Hide Filters

Supervisor View

Conversation Vi

Welcome to your ENGAGE 2.0 Dashboard!

In preparation for your ENGAGE conversations, this dashboard allows you to view:

- Strengths of your team
- Development areas of your team
- Performance trends of your team
- Performance insights from other leaders
- Which team members are 'at risk' for low performance

For information on using this dashboard, check out the [Evaluation Dashboard for SSO Supervisors](#) or [Evaluation Dashboard for NON-SSO Supervisors](#).

For resources on using this dashboard to support mid-year and year-end performance debriefs, visit the [ENGAGE 2.0 website](#).

If you have dashboard questions or need to report potential issues, please contact the Talent Management help desk at 573-526-4500, or the ENGAGE 2.0 team at engage@oa.mo.gov.

Evaluation Rating Scale Examples

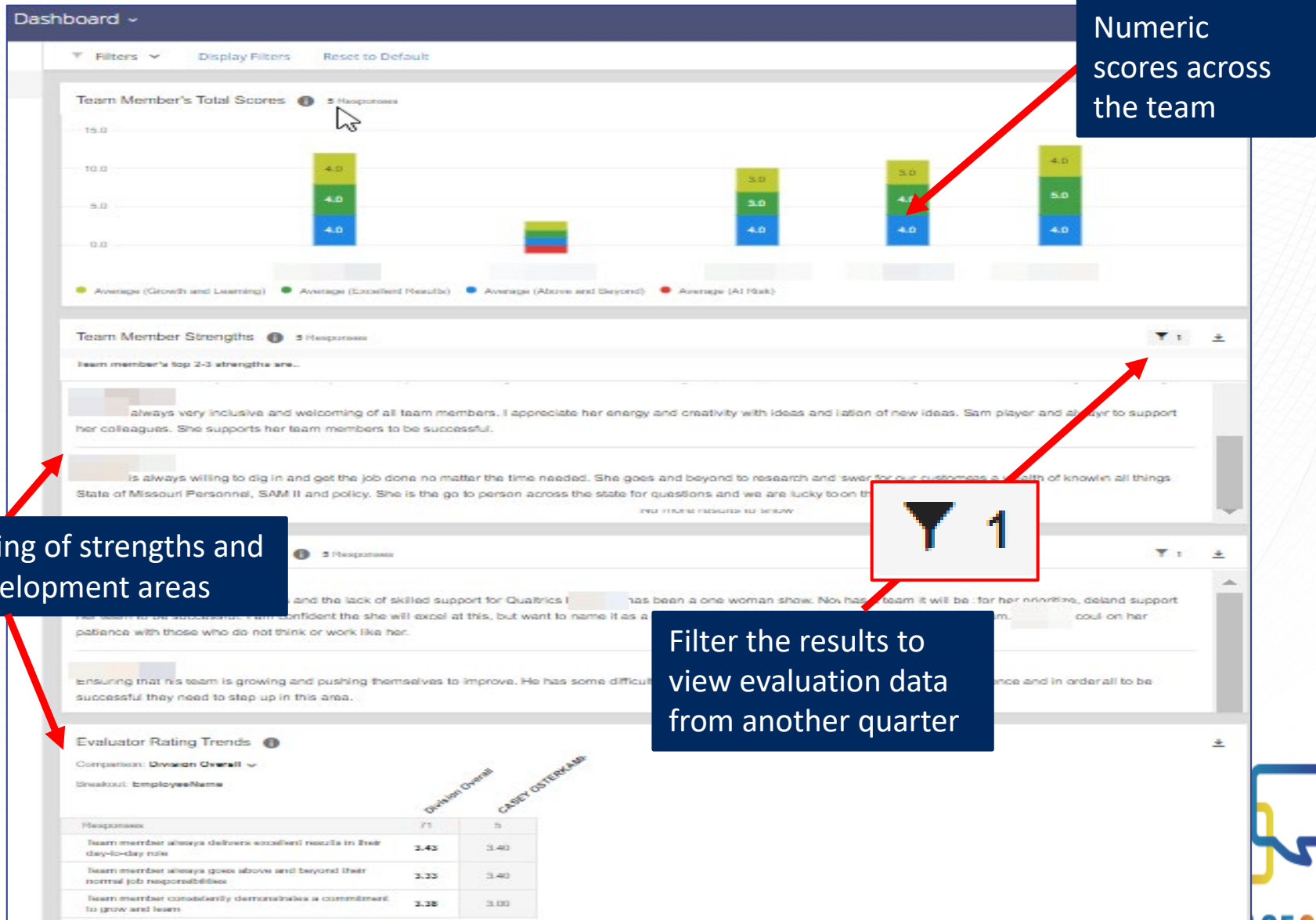
Rating Scale	Description
5 Strongly Agree	Performance is consistently above and beyond expectations of the role. Recognized by others for their contributions . Produces results that positively impact areas outside of the immediate team . Demonstrates behaviors and attitudes that serve as an example to others.
4 Agree	Performance is consistently above and beyond most, but not all, objectives and expectations of the team members role. Produces greater than expected results for the team . Demonstrating the behaviors and attitudes expected of their role.
3 Neutral	Effective performance in their role, meeting most, but not all, objectives and expectations. Produces expected results . Demonstrates behaviors and attitudes expected of their role.
2 Disagree	Team member may have met some objectives, but has not consistently met all of the objectives of the role. Employee needs to develop and improve skills, knowledge, or behaviors and attitudes to perform effectively in their role.
1 Strongly Disagree	Team member may meet some of their objectives, but overall does not meet the performance expectations of their role; immediate action is required to improve performance and/or behavior .

Resource links to walk user through the dashboard

Supervisor View
Conversation Vi

Reminder of rating scale used for evaluation

The "Supervisor View" shows evaluation results for a supervisor's team members



The "Supervisor View" shows evaluation results for a supervisor's team members

Evaluator Rating Trends

Comparison: **Division Overall**

Breakout: EmployeeName

	Division Overall	Supervisor Name			
Responses	2,908	1	1	4	6
Team member always delivers excellent results in their day-to-day role	3.97	4.00	5.00	3.75	4.00
Team member always goes above and beyond their normal job responsibilities	3.91	3.00	5.00	3.75	4.00
Team member consistently demonstrates a commitment to grow and learn	3.97	4.00	5.00	3.50	3.17

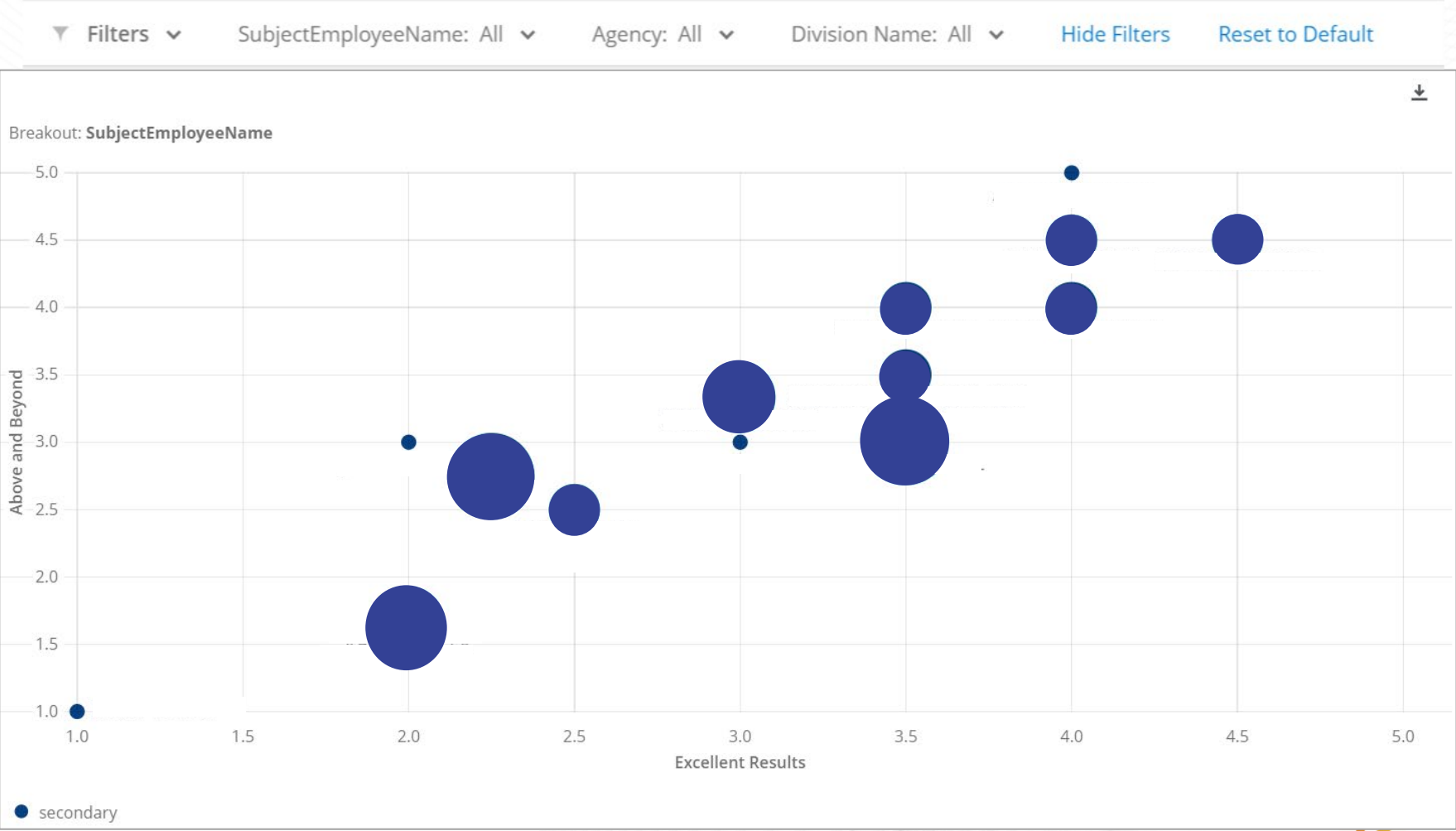
Evaluator rating trends compared to average for the Division or Department

Summary data table

Team Member's Total Score Data Table 5 Responses

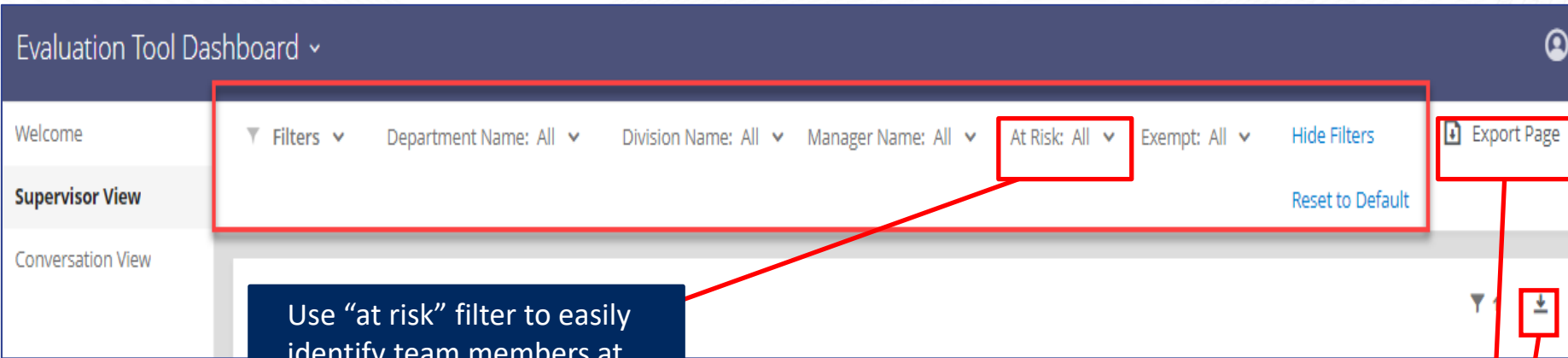
SubjectEmployeeName	Average (Total Score)	Average (Excellent Results)	Average (Above and Beyond)	Average (Growth and Learning)
[Redacted]	4.3	5.0	4.0	4.0
[Redacted]	3.7	4.0	4.0	3.0
[Redacted]	3.3	3.0	4.0	3.0
[Redacted]	1.0	1.0	1.0	1.0
[Redacted]	4.0	4.0	4.0	4.0

The “Bubble chart” allows you to compare the relationship between two survey questions and to see the spread of ratings across all team member in a department/division

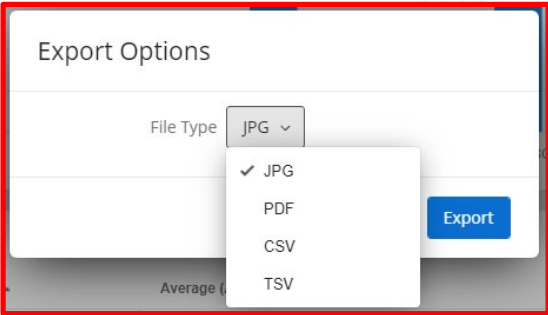
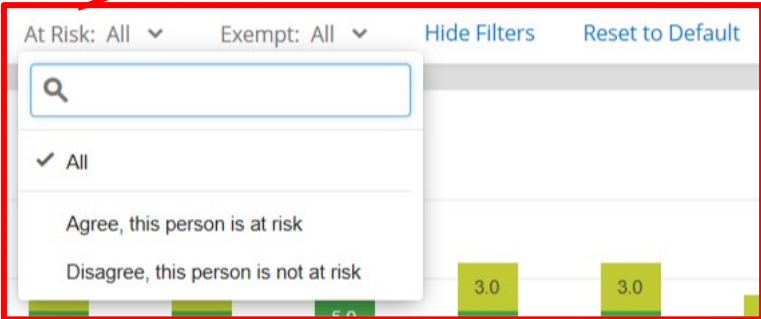


Filters are the main navigation tool to refine search and display data across all dashboards

- Keep in mind that filters carry over across views → To remove filters select “Reset to Default”

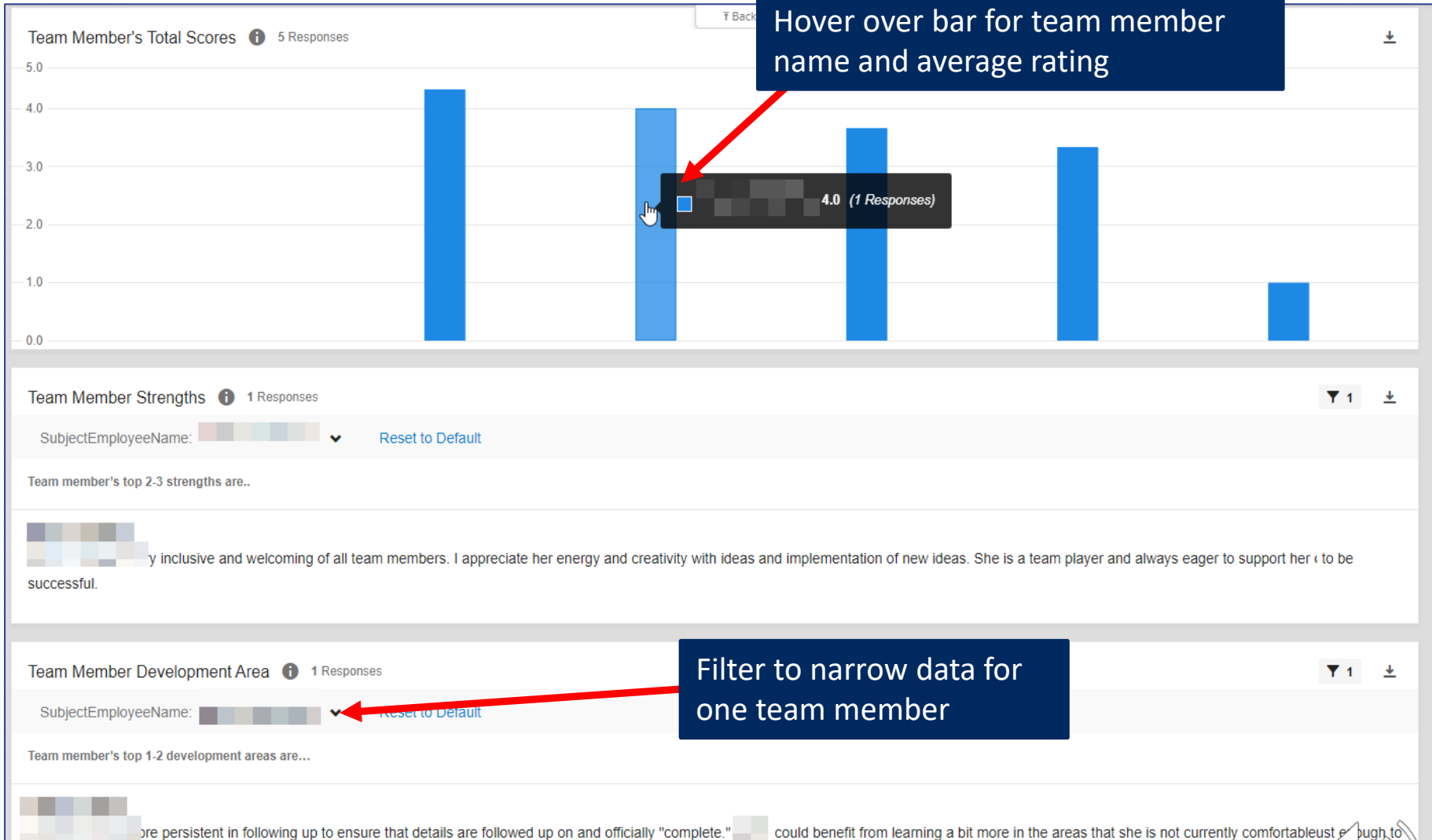


Use “at risk” filter to easily identify team members at risk of not meeting the expectations of their role



Export options are available throughout the dashboards

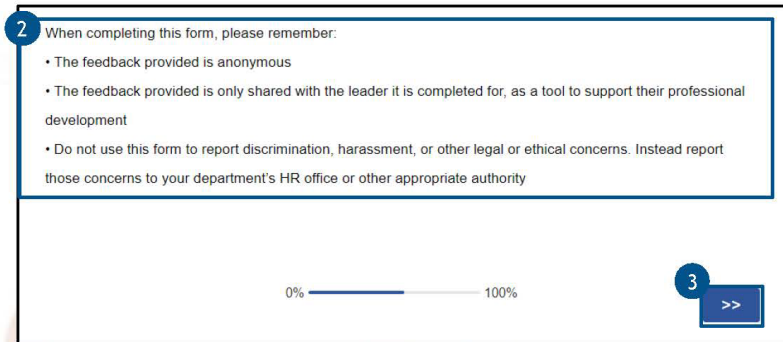
The “Conversation View” allows supervisors to easily prepare for ENGAGE conversations with individual team members



Upward Feedback

Upward Feedback

1. Access the Upward Feedback Form by **clicking on the link provided** in the upward feedback email
2. Review the upward feedback **instructions page** completely
3. Click the ">>" button to proceed



2 When completing this form, please remember:

- The feedback provided is anonymous
- The feedback provided is only shared with the leader it is completed for, as a tool to support their professional development
- Do not use this form to report discrimination, harassment, or other legal or ethical concerns. Instead report those concerns to your department's HR office or other appropriate authority

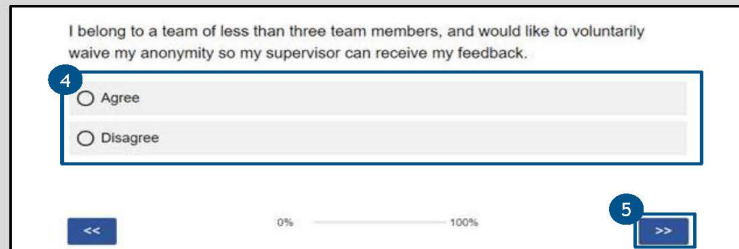
0% ————— 100%

3 >>

4. If you are identified as a member of a team of less than three people, you will be asked to **answer an Anonymity Waiver Statement**.

Note: This question is being asked because in order to protect your anonymity; supervisors with small teams will not receive feedback unless you choose to waive your anonymity and provide feedback. If you select "disagree" your session will be ended.

5. Click the ">>" button to proceed



I belong to a team of less than three team members, and would like to voluntarily waive my anonymity so my supervisor can receive my feedback.

4

Agree

Disagree

<< 0% ————— 100% 5 >>

Team members can provide helpful feedback to supervisors

The screenshot to the left shows what a team member see when they're invited to complete the Upward Feedback survey

Anonymity waiver statement

Small teams need to understand the constraints for anonymity

Upward Feedback cont.

6. Select the appropriate response for each **statement**

- To see examples for each statement response (e.g., Never, Rarely, Sometimes, etc.) hover over the option
- For information on answering each Upward Feedback Form question, please refer to the [ENGAGE 2.0 Upward Feedback Quick Reference Guide](#)

Please rate your level of agreement with each of the following statements regarding my supervisor, :

To see examples of each statement response (e.g. Never, Rarely, Sometimes, Often, Always) hover over the option

I feel connected to my supervisor.

6 Never Rarely Sometimes Often Always

I clearly understand what is expected of me in my role.

Never Rarely Sometimes Often Always

I receive meaningful feedback from my supervisor that helps me improve my performance.

Never Rarely Sometimes Often Always

I receive recognition for a job well done from my supervisor.

Never Rarely Sometimes Often Always

I am challenged to grow professionally by my supervisor.

Never Rarely Sometimes Often Always

My supervisor removes barriers so that I can do my job effectively.

Never Rarely Sometimes Often Always

Quantitative

Scale of never to always

Qualitative

We ask team members to be mindful of their feedback and thoughtful in their approach.

7. Enter one thing your **supervisor does well**, and one thing they **could improve** in the open text boxes provided

8. Then, click the ">>" button to proceed

9. You have **successfully completed** the ENGAGE 2.0 Upward Feedback Form. **Thank you for providing feedback** to help your supervisor grow and develop!

7 One thing my supervisor does well is...

Characters remaining: 250

One thing my supervisor could improve is...

Characters remaining: 250

8 << 0% 100% >>

Supervisors can access the dashboard to view the Upward Feedback provided to them from their team members

Filters ▾ Manager Name: All ▾ ActiveEmployee: All ▾ [Hide Filters](#)

Welcome to your Upward Feedback Dashboard!

As a reminder, upward feedback is:

- Intended to **support your growth** as a coach and leader
- **Shared with you** and you only
- **Not linked to any evaluations**

We hope you use this feedback to **understand the things you are doing well as a coach**, as well as **areas where you can continue to grow**.

In order to make the most of this tool, please **visit MO Learning to learn more about:**

- [Giving Feedback](#)
- [Receiving Feedback](#)

For information on navigating this dashboard, check out the [Upward Feedback Dashboard Click Step Guide for SSO Supervisors](#), [Upward Feedback Dashboard for NON-SSO Supervisors](#), and the [ENGAGE 2.0 website](#).

If you have questions, please contact the Talent Management help desk at **573-526-4500**, or the ENGAGE 2.0 team at engage@oa.mo.gov.

Count of Feedback Providers ▾ 1

8

[Rating Scale Examples for Upward Feedback](#)

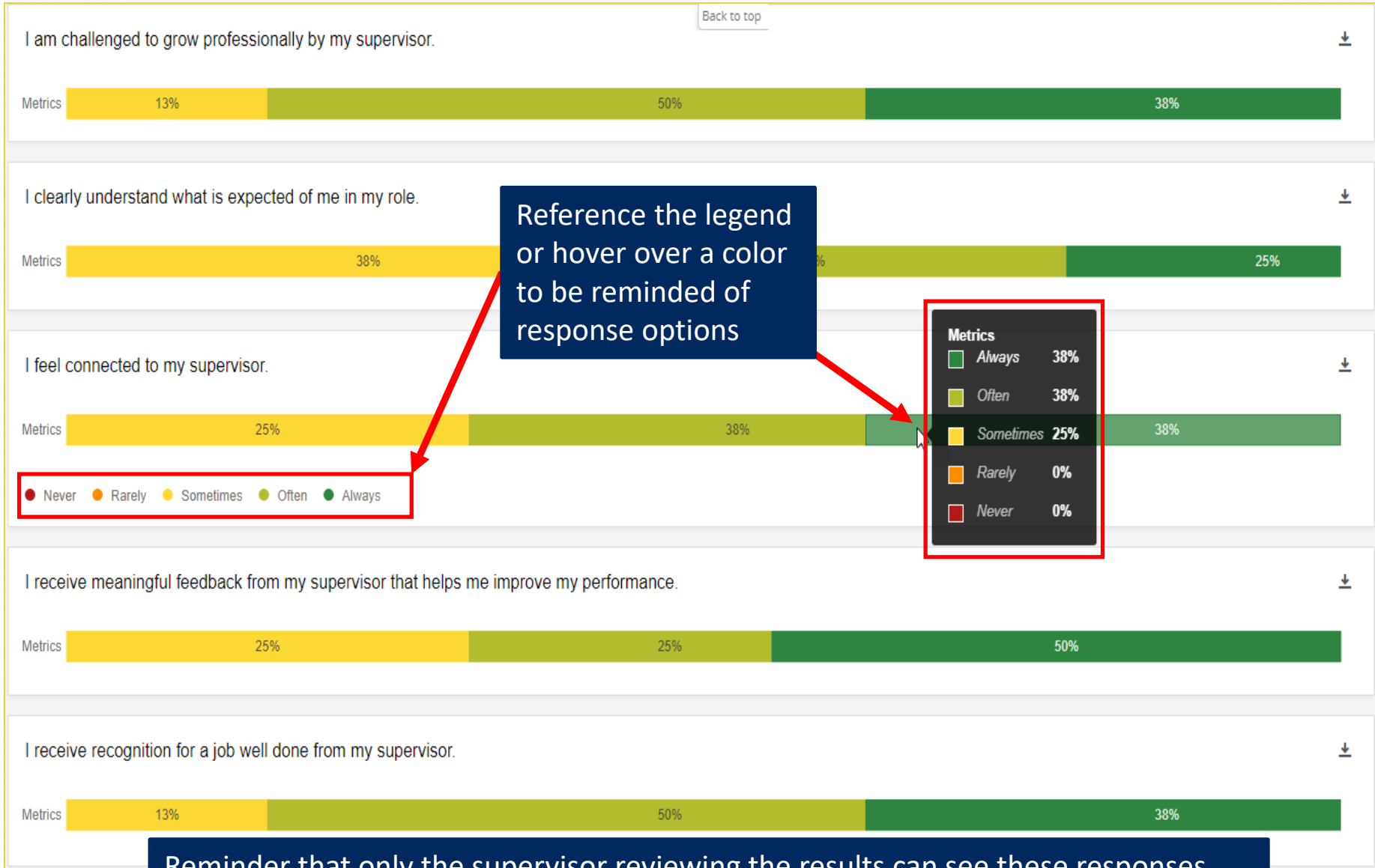
Rating Scale	Description
5 Always	Supervisor consistently makes time for the team member to meet and discuss expectations. Supervisor clearly defines expectations. Supervisor consistently develops people, is known as someone who cares about their team members and consistently acknowledges the team members for their contributions. Recognized as a supervisor people want to work for.
4 Often	Supervisor makes time for team members most of the time. Supervisor defines expectations, but the expectations are not always clear. Supervisor does a good job at recognizing and caring for the team, but still has room to grow in this area. Recognized as a high-performing supervisor with strong people skills.
3 Sometimes	Supervisor is inconsistent in making time for team members and in discussing expectations. Supervisor defines expectations up front, but at times misses this opportunity. Supervisor inconsistently recognizes team member contributions. Supervisor is seen as inconsistent in developing people.
2 Rarely	Supervisor rarely engages in developmental conversations with team members and does not usually set clear expectations. Supervisor has not shown consistent commitment to caring for and developing people. Supervisor needs to develop and improve people development skills to perform effectively in the role.
1 Never	Supervisor displays a lack of commitment to developing people. Supervisor does not make themselves available for ENGAGE conversations, to communicate expectations, or to show that they care about people development. Overall, Supervisor does not do a good job in any of the areas of coaching and development for their people. Immediate action is required to improve performance and/or behavior.

MO Learning course suggestions for giving and receiving feedback

Resource links to walk user through the dashboard

Reminder of rating scale used for feedback

The dashboard provides a summary of quantitative feedback offered to the supervisor by their team in response to six questions about their leadership



Reminder that only the supervisor reviewing the results can see these responses

The dashboard also provides verbatim qualitative feedback offered to the supervisor by their team about strengths and areas of development

Supervisor Strengths ⓘ

One thing my supervisor does well is...

█ does a great job keeping things moving and asking the right questions to get answers.

Keeping the trains running!

You do a great job keeping all of the talent management initiatives moving. I truly don't know how you do it.

Handling the pressure and managing multiple high-impact projects.

meets with the team weekly so check in on progress of our team.

Throughout the dashboards, clicking on “i” information icons will reveal additional explanations or tips for use

Supervisor Development Areas ⓘ

One thing my supervisor could improve is...

This section allows you to understand what areas your team members feel you could continue to develop in.

█ is willing to take on the most difficult situations on her own. Her capacity is tremendous, but forcing others to confront difficult situations on their own more often would save her a few headaches!

I have no recommendations.

Continued clarity around roles and responsibility, this is getting better with the formation of the leadership team and the reorg but needs to stay in focus.

Continue to help us to navigate the changing scope of projects, expectations from senior leadership, when to push-back, etc. She is trying, but it can be rough on everyone at times. Go █ if the writing style didn't give me away!

Reminder! Only the supervisor reviewing the results can see these responses
ENGAGE 2.0
30

Key resources for having great ENGAGE conversations

MO Learning Courses: (<https://molearning.mo.gov/>)

- [ENGAGE Coaching Training](#). This learning path on MO Learning provides supplemental content to this virtual training, as well as important knowledge on coaching skills.
- [Being an Effective Team Member](#). This course highlights the key characteristics of exemplary team members. As she dives into each trait, Daisy shares how—by making subtle changes—you can adopt these behaviors to become a more valuable collaborator.
- [Leading Yourself](#). In this course, learn how to manage your mindset, behaviors, and workplace relationships to help you stand out in your organization and in your industry as a leader.
- [Leading without Formal Authority](#). Demonstrating leadership is important for employees at every level of an organization. There are opportunities to lead every day, whether you hold a formal leadership position or not.

ENGAGE 2.0 Resources: (engage2.mo.gov/)

- [Growth Model Placemat for Supervisors](#)
- [Job Aid: Coaching Strategies](#)

Books, Podcasts, and more!

- [Radical Candor](#), by Kim Scott
- [Start with Why](#), by Simon Sinek
- [Dare to Lead](#), by Brene Brown
- [Humble, Hungry and Smart](#), by Patrick Lencioni

Need help?

Reach out to the Change Champion in your Department. For questions, email engage@oa.mo.gov or call the Talent Management Help Desk 573-526-4500.

