

# 2021 NASPEs AWARD

## *Eva N. Santos Communication Awards*

### NOMINATION INFORMATION

Title of Nomination: ENGAGE 2.0 – Transforming team member learning and professional development  
State: MO  
Contact Person: Casey Osterkamp  
Contacts Title: Director, Office of Administration Division of Personnel  
Agency: State of Missouri, Office of Administration  
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### NOMINATOR INFORMATION

Nominator: Rebecca Baylor  
Title: Senior Talent Development Specialist  
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### DETAILS

#### 1. Please provide a brief description of the submission.

At the State of Missouri, we believe in two fundamental principles. First, our team members are our most valuable asset. Second, being a good leader is not about self-promotion, but servant leadership. Good leaders focus on making the people around them better when trying to impact outcomes for Missouri citizens.

We launched the ENGAGE 2.0 initiative as part of our commitment to prioritize our investment in state team members. ENGAGE 2.0 is the State of Missouri's approach to advancing the professional development of every team member at every level of state government. ENGAGE 2.0 is more than just a professional development program. It is a culture, a mindset, and an unwavering investment in the skills and knowledge of our team members. We believe anyone can be a leader with the right commitment and skills.

While there are many components to the ENGAGE 2.0 program—from monthly professional development conversations to multi-directional quarterly feedback surveys— the ENGAGE 2.0 website, <https://engage2.mo.gov/>, is exceptionally unique. It is a comprehensive service portal and hub for curated resources to connect all program elements.

The ENGAGE 2.0 website provides all 50,000 team members access to key systems and services while

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also sharing tools to help create a rich culture of coaching, feedback, and continuous improvement.

“What’s great about the website is that it is our one-stop-shop for ENGAGE 2.0,” said Casey Osterkamp, Personnel Director at the State of Missouri’s Office of Administration. “While many State government communications can become fragmented across agencies, we use the ENGAGE 2.0 website to deliver consistent messaging and guidance about everything a team member needs to know about their own development.”

The website has four key pillars to equip State of Missouri team members to successfully contribute to the ENGAGE 2.0 initiative and mission, including access to:

- i. **ENGAGE data and systems.** Team members can access required and optional surveys, data dashboards, and our learning management system, directly from the website in real-time. Dashboards are updated at least quarterly by our ENGAGE program team.
- ii. **Training Materials.** We provide custom training materials (videos, learning paths, worksheets, etc.) to support program implementation and professional development. Team members can also use MO Learning- the State’s e-learning content platform offered via LinkedIn Learning- for curated learning paths. This service helps us meet team members where they are in their professional development journey and allows team members to access on-demand training opportunities 24/7.
- iii. **A directory of “Change Champions.”** Implementation and communication about ENGAGE 2.0 would be impossible without team member support and buy-in. That’s why built a network of over 500 “Change Champions” from across all departments. They support team members in their department or division by serving as a local resource and advocate for ENGAGE 2.0. We use the ENGAGE 2.0 website to maintain a searchable [Change Champions contact directory](#) so team members know who to contact with questions about ENGAGE in their department or division.
- iv. **Frequently Asked Questions (FAQ).** We are constantly updating our [ENGAGE 2.0 FAQ page](#) with answers to common questions. The FAQ is one of the most frequently visited pages on the website and is used to communicate key information about the program.

### 2. How long has the submission been in existence?

First launch (pilot): January 2018

Second launch (Statewide): April 2019

### 3. Why was this submission created?

The ENGAGE website was created as part of a larger professional development transformation at the State of Missouri. Starting in 2017, we embarked upon a management transformation journey involving all 16 executive departments and their 50,000 team members.

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To deliver the best results for our citizens, we adopted an enterprise-wide approach and developed a series of mutually reinforcing professional development transformation initiatives. Each initiative aims to unleash the untapped potential of our team members across state government and provide them with the skills for success. ENGAGE 2.0 is the centerpiece of our transformation. This website is the communication tool we've used as a catalyst to our program development and implementation.

In 2018, we scrapped the State's annual performance review processes. The old program was called PERforM. Ironically, it did not perform well at all. It was the stereotypical annual review process: cumbersome, check -the-box, and promoted cynicism rather than development. Our team consulted emerging best practices and transitioned to monthly ENGAGE conversations between a supervisor and team member to focus on development feedback rather than a rigid review process. In 2019, in partnership with Deloitte Consulting, we designed and piloted a more robust ENGAGE 2.0 program. ENGAGE 2.0 emphasizes a growth-based approach for every team member with accountability. ENGAGE 2.0 is supported by a unique analytics platform to empower our supervisors to coach, develop, and recognize team members. Breaking with tradition, ENGAGE 2.0 offers team members an opportunity to provide anonymous upward feedback to help their supervisors get better. In early 2020, we deployed ENGAGE 2.0 across state government through in-person, daylong coaching workshops for all supervisors (including Cabinet directors). Web-based and in-person learning for all team members is ongoing.

We created the ENGAGE 2.0 website to support the ENGAGE 2.0 program. It is the one-stop-shop that brings all parts of the program together in one place. It serves as a service portal and also a hub for sharing the latest program updates and resources.

#### **4. How does this submission support the goals and objectives of your agenda/department?**

The ENGAGE 2.0 website and resources support the Division of Personnel's mission to recruit, reward, and develop top talent to better serve the citizens of Missouri. The online presence helps us educate and empower team members to play an active role in their own development.

In addition, the website also supports several other objectives and goals, including the need to:

- i. **Create efficiencies.** Given the size and scope of our organization, we are always focused on delivering excellent results efficiently. Because the ENGAGE 2.0 website is an enterprise approach to communicating about the program, it enables us to achieve huge economies of scale in such things as developing and delivering ENGAGE 2.0.
- ii. **Provide and promote professional development.** The website is a critical tool that supports our mission to provide and promote professional development across all departments and roles. The website is where we provide key resources to educate team members on how to put the various pieces of the program into practice.

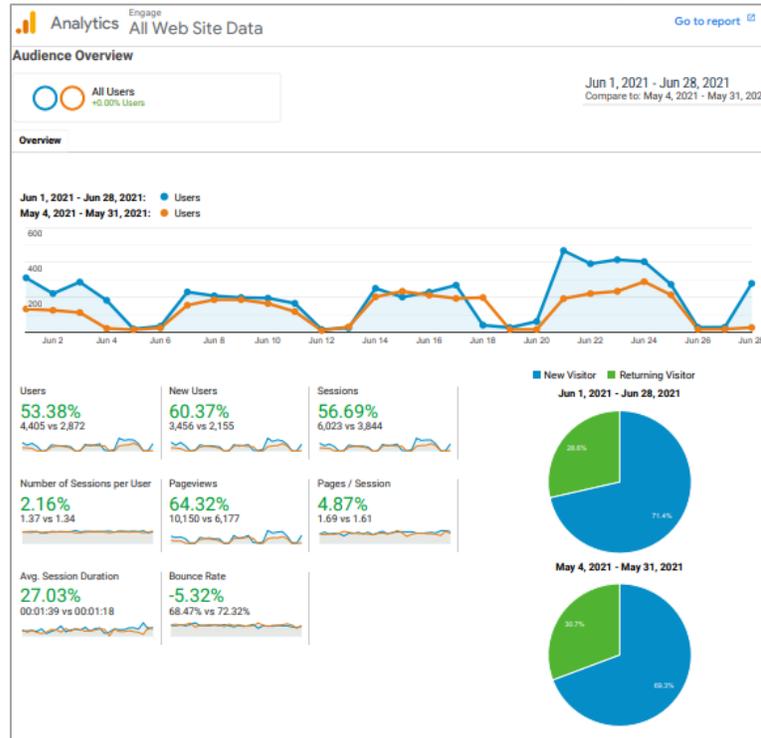
#### **5. Have you been able to measure the effectiveness of this submission? If so, how?**

We continuously collect data (quantitative and qualitative) to learn and adapt each aspect of the ENGAGE 2.0 website. Currently, we measure effectiveness of the ENGAGE 2.0 website in two primary ways:

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- i. **Google Analytics.** We use monthly reports from Google Analytics to track information about website traffic, user information, and other key indicators of website health (e.g., bounce rate, percentage of new vs returning users, etc.). In June 2021, we saw a 53% growth in users, as well as a 64% growth in overall page views on the website compared to the previous month. Users are visiting the website from a variety of different communication channels, including referral links, direct searches, and referral recommendations from our departments.



- ii. **Short Stakeholder Feedback Surveys.** We also send a short, optional feedback survey to key stakeholders at least once a year. The survey asks them to share opinions about what is or isn't working on the website, as well as how it can be improved. Based on survey feedback, we have enhanced several sections of the website. For example, we added the "Experience ENGAGE" section to the ENGAGE 2.0 home page to give supervisors easy access to the analytics platforms that empower them to coach, develop, and recognize team members. We also made added a search function to our Change Champion directory and created the [Professional Development Activities page](#) in response to feedback from our team members.

### EXPERIENCE ENGAGE

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

 <b>EVALUATION PORTAL</b> Supervisors, log in to your ENGAGE evaluation forms <a href="#">SSO users (consolidated agencies)</a> <a href="#">Non-SSO users (non-consolidated agencies)</a>	 <b>DASHBOARD</b> Supervisors, log in to view your ENGAGE evaluation and upward feedback data dashboards <a href="#">SSO users</a> <a href="#">Non-SSO users</a>	 <b>ENGAGE TRACKER</b> Log in to track your ENGAGE & REFLECT conversations <a href="#">Track ENGAGE Meetings</a>	 <b>TEAM MEMBER TRAINING PORTAL (TMTP)</b> Enter your learning and development hours <a href="#">Log in to the TMTP in Employee Self Service (ESS)</a> <a href="#" style="background-color: #0070c0; color: white; padding: 5px 10px; border-radius: 3px;">LEARN MORE</a>
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