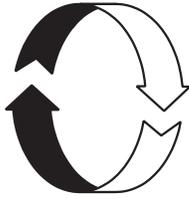


# How to Measure Your Organization's Progress



The Malcolm Baldrige National Quality Award in Education is widely recognized as having devised a process to measure organizational excellence. The National Institute of Standards and Technology administers the Baldrige. They have developed the following questionnaire to help educational leaders measure organizational performance and learn what can be improved. As a result of completing this survey, the faculty might want to address the following questions:

- ◆ Are the department's, school's, and district's vision, mission, values, and plans being deployed? How do you know?
- ◆ Are they understood by your leadership team? By the faculty? By the students? By the parents? How do you know?
- ◆ Are your communications effective? How do you know?
- ◆ Is your message being well received? How do you know?

There are 40 statements below. For each statement, check the box that best matches how you feel (strongly disagree, disagree, neither agree or disagree, agree, strongly agree). How you will feel will help us decide where we most need to improve. We will not be looking at individual responses but will use the information from the entire group to make decisions. It should take approximately 10 to 15 minutes to complete this questionnaire.

<b>Category 1: LEADERSHIP</b>	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1a. I know my (choose one: department's, school's, district's) mission (what it is trying to accomplish).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1b. My (choose one: supervisor's, principal's, superintendent's) use our organization's values to guide us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1c. My (choose one: supervisor's, principal's, superintendent's) creates a work environment that helps me do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1d. My (choose one: supervisor's, principal's, superintendent's) share information about the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Category 1: LEADERSHIP**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1e. My (choose one: supervisor's, principal's, superintendent's) encourage learning that will help me advance my career.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1f. My (choose one: department, school, district) lets me know what it thinks is most important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1g. My (choose one: department, school, district) asks what I think.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Category 2: STRATEGIC PLANNING**

2a. As it plans for the future, my (choose one: department, school, district) asks for my ideas.	<input type="checkbox"/>				
2b. I know the parts of my (choose one: department, school, district) plans that will affect me and my work.	<input type="checkbox"/>				
2c. I know how to tell if we are making progress on my (choose one: department's, school's,	<input type="checkbox"/>				

**Category 3: STUDENT, STAKEHOLDER, AND MARKET FOCUS**

*(Note: your customers are the people who use the products of your work.)*

3a. I know who my most important customers are.	<input type="checkbox"/>				
3b. I keep in touch with my customers.	<input type="checkbox"/>				
3c. My customers tell me what they need and want.	<input type="checkbox"/>				
3d. I ask if my customers are satisfied or dissatisfied with my work.	<input type="checkbox"/>				
3e. I am allowed to make decisions to solve problems for my customers.	<input type="checkbox"/>				

**Category 4: INFORMATION AND ANALYSIS**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
4a. I know how to measure the quality of my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4b. I know how to analyze (review) the quality of my work to see if changes are needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4c. I use these analyses for making decisions about my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4d. I know how the measure I use in my work fit into the (choose one: department, school, district) is doing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4e. I get all the important information I need to do my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4f. I get the information I need to know about how my (choose one: department, school, district) is doing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Category 5: FACULTY AND STAFF FOCUS**

5a. I can make changes that will improve my work.	<input type="checkbox"/>				
5b. The people I work with cooperate and work as a team.	<input type="checkbox"/>				
5c. My (choose one: supervisor, principal superintendent) encourages me to develop my job skills so I can advance my career.	<input type="checkbox"/>				
5d. I am recognized for my work.	<input type="checkbox"/>				
5e. I have a safe workplace.	<input type="checkbox"/>				
5f. My (choose one: supervisor, principal superintendent's) and my ((choose one: department, school, district) care about me.	<input type="checkbox"/>				

**Category 6: PROCESS MANAGEMENT**

Strongly Disagree    Disagree    Neither Agree nor Disagree    Agree    Strongly Agree

- 6a. I can get everything I need to do my job.
- 6b. I collect information (data) about the quality of my work.
- 6c. We have good processes for doing our work.
- 6d. I have control over my work processes.

**Category 7: ORGANIZATIONAL PERFORMANCE RESULTS**

- 7a. My customers are satisfied with my work.
- 7b. My students meet all requirements.
- 7c. I know how well my organization is doing.
- 7d. My organization uses my time and talents well.
- 7e. My organization removes things that get in the way of progress.
- 7f. My organization obeys laws and regulations.
- 7g. My organizations has high standards and ethics.
- 7h. My organization helps me help my community.
- 7i. I am satisfied with my job.