

# Are We Making Progress?

## How do you know?

Are your values, vision, mission, and plans being deployed?

Does your leadership team understand them?

Do the members of your workforce understand and support them?

Are your communications effective?

Is the message being well received?

## Get Started Today!

- ✓ Download *Are We Making Progress?*  
<https://www.nist.gov/baldrige/self-assessing/improvement-tools/are-we-making-progress>
- ✓ If necessary, modify the questionnaire to address your specific needs (e.g., add questions, use language specific to your organization).
- ✓ Distribute the questionnaire to your senior leadership team and your workforce, including managers, supervisors, and volunteers.
- ✓ Download the companion document, *Are We Making Progress as Leaders?*, to see if your employees' perceptions agree with those of your leadership.

## Use This Tool to Quickly Assess Your Employees' Perceptions

In today's environment, if you are standing still, you are falling behind. Making the right decisions at the right time is critical. Following through on those decisions is challenging: deploying strategy is much more difficult than developing strategy. If deployment is so challenging, the questions are, Are you making progress? How do you know?

*Are We Making Progress?* and the companion document for leaders, *Are We Making Progress as Leaders?*, are designed to help you know. These tools show you whether your perceptions agree with those of your workforce. They will help you focus your improvement and communication efforts on the most critical areas.

The questionnaires are organized by the seven Baldrige Criteria for Performance Excellence® categories, part of the *Baldrige Excellence Framework*®. These questionnaires identify opportunities for improvement and direct you to more detailed questions in the Criteria. They also may help you identify some ideas for making improvements and recognizing opportunities for innovation.

Ask the members of your workforce their opinions. They will appreciate the opportunity—and your organization will benefit from their responses!

# Are We Making Progress?

## Your opinion is important to us!

There are 41 statements below. For each statement, check the box that best matches how you feel (strongly disagree, disagree, undecided, agree, strongly agree). How you feel will help us decide where we most need to improve or change. We will not be looking at individual responses but will use the information from our whole group to make decisions. It should take you about 10 to 15 minutes to complete this questionnaire.

Senior leaders, please fill in the name of organization or unit being discussed.

Note: This refers to what is meant each time the word "organization" is used below

### 1 Leadership

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1A I know my organization's mission (what it wants to accomplish).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1B I know my organization's vision (where it wants to go in the future).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1C My senior (top) leaders are ethical and demonstrate our organization's values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1D My senior leaders create a work environment that helps me do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1E My organization's leaders share information about the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1F My organization asks what I think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 2 Strategy

2A My organization asks for my ideas when preparing for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2B My organization encourages totally new ideas (innovation).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2C My organization adopts new technology when preparing for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2D I receive information that helps me determine whether I am making progress on my work group's part of the organization's plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2E My organization makes changes quickly when needed to address sudden disasters or new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Customers

Note: Your customers are the people who use the products of your work.

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
3A My organization treats all customers fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3B I know who my most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3C I regularly ask my customers what they need and want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3D I am allowed to make decisions to satisfy my customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3E I also know who my organization's most important customers are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Measurement, Analysis, and Knowledge Management

4A I know how to measure the quality of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4B I can use this information to make changes that will improve my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4C I know how the measures I use in my work fit into the organization's overall measures of improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4D I get all the important information I need to make changes to my work when my organization makes unplanned changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4E I know how my organization as a whole is doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Workforce

5A The people I work with cooperate and work as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5B My bosses support, encourage, and enable me to develop my job skills so I can advance in my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5C I am recognized for my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5D I have a safe workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5E My bosses and my organization care about me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5F My organization is committed to including and embracing people from varying backgrounds and treating everyone fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
<b>6A</b>	I can get everything I need to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>6B</b>	We have good processes for doing our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>6C</b>	My organization regularly reviews and improves its processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>6D</b>	My organization protects important assets (property), data, and information (security and cybersecurity).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>6E</b>	We are prepared to handle an emergency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>7A</b>	My work products meet all requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7B</b>	I know how well my organization is doing financially.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7C</b>	My organization has the right people and skills to do its work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7D</b>	My organization removes things that get in the way of progress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7E</b>	My organization obeys laws and regulations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7F</b>	My organization practices high standards and ethics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7G</b>	My organization helps me help my community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7H</b>	My organization is a good place to work for all employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7I</b>	I am committed to my organization's success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Would you like to give more information about any of your responses? Please include the number of the statement (for example, 2A or 7D) you are discussing.**

## Contact

For information on the Baldrige Performance Excellence Program: [www.nist.gov/baldrige](http://www.nist.gov/baldrige) | 301.975.2036 | [baldrige@nist.gov](mailto:baldrige@nist.gov)

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