



2004 BOARD OF EXAMINERS

Are We Making Progress As Leaders?

Questionnaire Results

Category 1: Leadership	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1a) Our employees know our organization's mission (what we are trying to accomplish).	0%	3%	7%	42%	48%
1b) Our leadership team uses our organization's values to guide our organization and employees.	2%	7%	12%	48%	32%
1c) Our leadership team creates a work environment that helps our employees do their jobs.	2%	15%	23%	47%	13%
1d) Our leadership team shares information about the organization.	0%	7%	13%	57%	23%
1e) Our leadership team encourages learning that will help all our employees advance in their careers.	0%	17%	27%	35%	22%
1f) Our leadership team lets our employees know what we think is most important.	0%	2%	12%	53%	33%
1g) Our leadership team asks employees what they think.	3%	20%	18%	32%	25%

Category 2: Strategic Planning

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
2a) As our leadership team plans for the future, we ask our employees for their ideas.	3%	28%	33%	25%	10%
2b) Our employees know the parts of our organization's plans that will affect them and their work.	2%	25%	32%	30%	12%
2c) Our employees know how to tell if they are making progress on their work group's part of the plan.	2%	18%	27%	40%	13%

Category 3: Customer and Market Focus		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
3a)	Our employees know who their most important customers are.	0%	2%	17%	35%	47%
3b)	Our employees keep in touch with their customers.	2%	2%	13%	53%	30%
3c)	Their customers tell our employees what they need and want.	2%	5%	18%	50%	25%
3d)	Our employees ask if their customers are satisfied or dissatisfied with their work.	0%	22%	33%	27%	18%
3e)	Our employees are allowed to make decisions to solve problems for their customers.	2%	8%	15%	55%	20%

Category 4: Measurement, Analysis, and Knowledge Management	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
4a) Our employees know how to measure the quality of their work.	5%	22%	25%	45%	3%
4b) Our employees know how to analyze (review) the quality of their work to see if changes are needed.	3%	28%	37%	30%	2%
4c) Our employees use these analyses for making decisions about their work.	2%	33%	42%	22%	2%
4d) Our employees know how the measures they use in their work fit into our organization's overall measures of	5%	18%	40%	28%	7%
4e) Our employees get all the important information they need to do their work.	2%	17%	38%	27%	15%
4f) Our employees get the information they need to know how our organization is doing.	2%	17%	25%	38%	17%

Category 5: Human Resource Focus		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
5a)	Our employees can make changes that will improve their work.	0%	22%	15%	48%	13%
5b)	Our employees cooperate and work as a team.	0%	8%	13%	48%	28%
5c)	We encourage and enable our employees to develop their job skills so they can advance their careers.	2%	10%	25%	38%	23%
5d)	Our employees are recognized for their work.	0%	12%	22%	42%	23%
5e)	Our employees have a safe workplace.	0%	0%	10%	50%	38%
5f)	Our managers and our organization care about our employees.	2%	0%	15%	47%	35%

Category 6: Process Management

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
6a) Our employees can get everything they need to do their jobs.	2%	13%	27%	48%	8%
6b) Our employees collect information (data) about the quality of their work.	5%	28%	27%	28%	10%
6c) Our organization has good processes for doing our work.	2%	18%	25%	47%	7%
6d) Our employees have control over their personal work processes.	2%	17%	23%	50%	7%

Category 7: Business Results

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
7a) Our employees' customers are satisfied with their work.	0%	2%	25%	57%	13%
7b) Our employees' work products meet all requirements.	0%	8%	38%	42%	10%
7c) Our employees know how well our organization is doing financially.	3%	15%	22%	23%	35%
7d) Our organization uses our employees' time and talents well.	0%	27%	35%	30%	7%
7e) Our organization removes things that get in the way of progress.	2%	25%	37%	27%	8%
7f) Our organization obeys laws and regulations.	0%	0%	3%	27%	68%
7g) Our organization has high standards and ethics.	0%	0%	15%	23%	60%
7h) Our organization helps our employees help their community.	3%	7%	37%	20%	32%
7i) Our employees are satisfied with their jobs.	0%	0%	98%	2%	0%

A TOTAL OF 60 RESPONDENTS HAVE COMPLETED THIS QUESTIONNAIRE