

CJ Survey of Organizational Functioning (TCU CJ SOF)

Instructions

This survey asks questions about how you see yourself as an employee and how you see your agency. It begins on the next page with a short demographic section that is for descriptive purposes only. The *Anonymous Participant Code* is requested so that information you give now can be matched with your responses to similar questions you may be asked later (but without asking or knowing your name).

To complete the form, please mark your answers by completely filling in the appropriate circles. If you do not feel comfortable giving an answer to a particular statement, you may skip it and move on to the next statement. If an item does not apply to you or your workplace, leave it blank. PLEASE DO NOT FOLD FORMS. The examples below show how to mark the circles.

For Example – ●

<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
(1)	(2)	(3)	(4)	(5)

Person 1. I like chocolate ice cream. ○ ● ○ ○ ○

This person disagrees a little so she probably doesn't like chocolate ice cream.

Person 2. I like chocolate ice cream. ○ ○ ○ ○ ●

This person likes chocolate ice cream a lot.

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The anonymous participate code below will be used to match data from different evaluation forms without using your name or information that can identify you.

Please complete the following items for your anonymous code:

First letter in mother's first name:

First letter in father's first name:

First digit in your social security number:

Last digit in your social security number:

Today's Date: | |
MO DAY YR

Your Birth Year: 19

Are you: Male Female

Are you Hispanic or Latino? No Yes

Are you: [MARK ONE]

- American Indian/Alaska Native
- Asian
- Native Hawaiian or Other Pacific Islander
- Black or African American

- White
- More than one race
- Other (specify):

Highest Degree Status: [MARK ONE]

- | | |
|--|--|
| <ul style="list-style-type: none"> <input type="radio"/> No high school diploma or equivalent <input type="radio"/> High school diploma or equivalent <input type="radio"/> Some college, but no degree <input type="radio"/> Associate's degree | <ul style="list-style-type: none"> <input type="radio"/> Bachelor's degree <input type="radio"/> Master's degree <input type="radio"/> Doctoral degree or equivalent <input type="radio"/> Other (medical assistant, RN, post-doctorate) |
|--|--|

Discipline/Profession: [MARK ALL THAT APPLY]

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> <input type="radio"/> Addictions Counseling <input type="radio"/> Other Counseling <input type="radio"/> Education <input type="radio"/> Vocational Rehabilitation <input type="radio"/> Criminal Justice <input type="radio"/> Psychology | <ul style="list-style-type: none"> <input type="radio"/> Social Work/Human Services <input type="radio"/> Physician Assistant <input type="radio"/> Medicine: Primary Care <input type="radio"/> Medicine: Psychiatry <input type="radio"/> Medicine: Other <input type="radio"/> Nurse | <ul style="list-style-type: none"> <input type="radio"/> Nurse Practitioner <input type="radio"/> Administration <input type="radio"/> None, unemployed <input type="radio"/> None, student <input type="radio"/> Other (specify)
_____ |
|---|---|--|

Certification Status in Your Field: [MARK ONE]

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="radio"/> Not certified or licensed <input type="radio"/> Previously certified or licensed, not now | <ul style="list-style-type: none"> <input type="radio"/> Currently certified or licensed <input type="radio"/> Intern |
|--|---|

How many years of experience do you have in your field or profession? |
YEARS MONTHS

How long have you been working at this agency? |
YEARS MONTHS

How many offenders do you directly supervise currently (i.e., your caseload)?

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PLEASE FILL IN THE CIRCLE THAT SHOWS YOUR ANSWER TO EACH ITEM.

<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

Your agency needs additional guidance in –

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. assessing offender needs. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. matching needs with services. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. increasing supervision compliance
by offenders. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. measuring offender rehabilitation. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. developing more effective
supervision strategies. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. raising overall quality of offender
supervision. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. using offender assessments to guide
supervision decisions. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. using offender assessments to document
supervision effectiveness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

You need more training for –

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 9. assessing offender problems
and needs. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. increasing offender participation
in rehabilitation programs. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11. monitoring offender progress. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12. improving rapport with offenders. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13. improving offender thinking and
problem solving skills. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14. improving behavioral management
of offenders. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 15. improving cognitive focus of offenders
during supervision. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16. using computerized offender
assessments. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i>Disagree</i>				<i>Agree</i>
<u>Strongly</u>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<u>Strongly</u>
(1)	(2)	(3)	(4)	(5)

Current pressures to make agency changes come from –

- | | | | | | | |
|-----|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 17. | offenders. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 18. | employees. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 19. | supervisors or managers. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 20. | judges. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 21. | community groups and the media. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 22. | funding and oversight agencies. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 23. | The State. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

How strongly do you agree or disagree with each of the following statements?

- | | | | | | | |
|-----|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 24. | You feel overwhelmed by paperwork. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 25. | Your offices and equipment are adequate. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 26. | You have the skills needed to do your job effectively. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 27. | Some employees get confused about the main goals for this agency. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 28. | Employees here all get along very well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 29. | You are satisfied with your present job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 30. | You would like to find a job somewhere else. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 31. | Employees understand how this agency fits as part of the criminal justice system in your community. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i>Disagree</i>				<i>Agree</i>
<u>Strongly</u>	<u>Disagree</u>	<u>Uncertain</u>	<u>Agree</u>	<u>Strongly</u>
(1)	(2)	(3)	(4)	(5)

- 32. Supervision planning decisions for offenders here often have to be revised by a supervisor.
- 33. Employee training and continuing education are priorities at this agency.
- 34. Facilities here are adequate for conducting offender supervision.
- 35. You frequently share your job knowledge with other employees.
- 36. You were satisfied with the training offered at workshops available to you last year.
- 37. You used the Internet (World Wide Web) to communicate (e.g., list serves, bulletin boards, chat rooms) with other professionals in your field in the past month.
- 38. Management here fully trusts your professional judgment.
- 39. You feel appreciated for the job you do.
- 40. There is too much friction among employees.
- 41. Employees at this agency make a conscious effort to coordinate with other professionals in their field.
- 42. Ideas and suggestions from employees get fair consideration by management.
- 43. Employees generally regard you as a valuable source of information.
- 44. You have easy access for using the Internet at work.

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<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
(1)	(2)	(3)	(4)	(5)

- 45. The employees here always work together as a team.
- 46. Offender assessments here are usually conducted using a computer.
- 47. Your duties are clearly related to the goals of this agency.
- 48. You learned new skills or techniques at a professional conference in the past year.
- 49. You consistently plan ahead and carry out your plans.
- 50. You are under too many pressures to do your job effectively.
- 51. Employees here are given broad authority in supervising offenders.
- 52. This agency encourages and supports professional growth.
- 53. You like the people you work with.
- 54. You read about new techniques and supervision information each month.
- 55. Employees here are always quick to help one another when needed.
- 56. Computer problems are usually repaired promptly at this agency.
- 57. Novel treatment ideas by employees are discouraged.
- 58. There are enough employees here to meet current offender needs.
- 59. The budget here allows employees to attend professional conferences each year.

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<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
(1)	(2)	(3)	(4)	(5)

- | | | | | | | |
|-----|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 60. | You have enough opportunities to keep your job skills up-to-date. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 61. | Mutual trust and cooperation among employees in this agency is strong. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 62. | Most offender records here are computerized. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 63. | You are willing to try new ideas even if some employees are reluctant. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 64. | Learning and using new procedures are easy for you. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 65. | This agency operates with clear goals and objectives. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 66. | Employees often show signs of stress and strain. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 67. | You feel like you aren't making a difference. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 68. | You usually accomplish whatever you set your mind on. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 69. | It is easy to change procedures here to meet new conditions. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 70. | Employees here often try out different techniques to improve their effectiveness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 71. | You used the Internet (World Wide Web) to access work-related information in the past month. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 72. | The formal and informal communication channels here work very well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 73. | Most employees at this agency are cordial. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

- | | | | | | | |
|-----|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 74. | Offices here allow the privacy needed for supervision of offenders. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 75. | You are sometimes too cautious or slow to make changes. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 76. | Employees are given too many rules here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 77. | You feel that it is a real effort to come into work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 78. | Employees here design programs together. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 79. | Employees are always kept well informed. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 80. | The heavy workload here reduces effectiveness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 81. | You regularly read professional journal articles or books related to your field or profession. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 82. | You feel depressed. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 83. | Other employees often ask your advice about procedures. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 84. | More open discussions about agency issues are needed here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 85. | This agency holds regular inservice training. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 86. | You give high value to the work you do here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 87. | You frequently hear good employee ideas for improving supervision. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 88. | Other employees often ask for your opinions about agency issues. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
(1)	(2)	(3)	(4)	(5)

- | | | | | | | |
|------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 89. | You are effective and confident in doing your job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 90. | You have a computer to use in your personal office space at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 91. | Everybody here does their fair share of work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 92. | A larger support staff is needed to help meet agency needs. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 93. | The general attitude here is to use new and changing technology. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 94. | You do a good job of regularly updating and improving your skills. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 95. | Employees always feel free to ask questions and express concerns in this agency. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 96. | You have the skills needed to conduct effective offender supervision. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 97. | Employee frustration is common here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 98. | You feel tired. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 99. | Management here has a clear plan for this agency. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 100. | You often influence the decisions of other employees here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 101. | You are proud to tell others where you work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 102. | You have convenient access to e-mail at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 103. | You are encouraged here to try new and different techniques. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
(1)	(2)	(3)	(4)	(5)

- 104. You are able to adapt quickly when you have to shift focus.
- 105. You feel disillusioned and resentful.
- 106. You are viewed as a leader by other employees here.
- 107. Computer equipment at this agency is mostly old and outdated.
- 108. This agency provides a comfortable reception/waiting area for offenders.
- 109. Employees here feel comfortable using computers.
- 110. Frequent employee turnover is a problem for this agency.
- 111. Employees here are able to spend enough time with offenders.
- 112. Support staff here have the skills they need to do their jobs.
- 113. Employees here are well-trained.
- 114. The director and employees collaborate to make this agency run effectively.
- 115. More computers are needed in this agency for employees to use.
- 116. You were satisfied with the training opportunities available to you last year.
- 117. You feel that talking to offenders is a waste of time.

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<i>None</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4 or more</i>
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118. In the last year, how often did you attend training workshops held within 50 miles of your agency?
119. In the last year, how often did you attend training workshops held more than 50 miles from your agency?
120. How many workshops do you expect to attend in the next 12 months?
121. In the last year, how many times did outside trainers come to your agency to give workshops?
122. In the last year, how many times did your agency offer special, in-house training?

<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>A lot</i>	<i>Almost Always</i>
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123. When you attend workshops, how often do you try out the new interventions or techniques learned?
124. Are your offenders interested or responsive to new ideas or materials when you try them?
125. In recent years, how often have you adopted (for regular use) new interventions or techniques from a workshop?
126. When you have adopted new ideas into your offender supervision, how often have you encouraged other employees to try using them?
127. How often do new interventions or techniques that the employees from your agency learn at workshops get adopted for general use?
128. How often do new ideas learned from workshops get discussed or presented at your staff meetings?
129. How often does the management at your agency recommend or support new ideas or techniques for use by all employees?

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<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

My supervisor –

- | | | | | | | |
|------|--|---|---|---|---|---|
| 130. | inspires others with his/her plans for this agency for the future. | ○ | ○ | ○ | ○ | ○ |
| 131. | leads by example. | ○ | ○ | ○ | ○ | ○ |
| 132. | gets people to work together for the same goal. | ○ | ○ | ○ | ○ | ○ |
| 133. | insists on only the best performance. | ○ | ○ | ○ | ○ | ○ |
| 134. | treats each of us as individuals with different needs, abilities, and aspirations. | ○ | ○ | ○ | ○ | ○ |
| 135. | takes time to listen carefully to and discuss people's concerns. | ○ | ○ | ○ | ○ | ○ |
| 136. | encourages new ways of looking at how we do our jobs. | ○ | ○ | ○ | ○ | ○ |
| 137. | gives special recognition to others' work when it is very good. | ○ | ○ | ○ | ○ | ○ |
| 138. | provides well-defined performance goals and objectives. | ○ | ○ | ○ | ○ | ○ |
| 139. | emphasizes using new ideas, services, administrative techniques, etc., before most other agency supervisors do. | ○ | ○ | ○ | ○ | ○ |

In the past year, you have –

- | | | | | | | |
|------|---|---|---|---|---|---|
| 140. | invited someone in to help enhance your job performance. | ○ | ○ | ○ | ○ | ○ |
| 141. | had colleagues observe your job performance. | ○ | ○ | ○ | ○ | ○ |
| 142. | received meaningful feedback on your performance from co-workers. | ○ | ○ | ○ | ○ | ○ |
| 143. | observed other colleagues' performance. | ○ | ○ | ○ | ○ | ○ |
| 144. | received useful suggestions for supervising offenders from co-workers. | ○ | ○ | ○ | ○ | ○ |

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<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

How strongly do you agree or disagree with each of the following statements?

- | | | | | | | |
|------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 145. | Many employees in this agency set high standards for themselves. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 146. | Employees support the supervisor in enforcing policies and rules. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 147. | When making important decisions, the agency always focuses on what's best for offender improvement. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 148. | In the past year, you have had frequent conversations with co-workers about the goals of this agency. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 149. | A conscious effort is made by employees to make new employees feel welcome here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 150. | In the past year, you have had frequent conversations with co-workers about what helps offenders improve. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 151. | Experienced employees invite new employees to observe, give feedback, etc. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 152. | In the past year, you have had frequent conversations with co-workers about development of new ideas. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 153. | Many employees in this agency feel responsible that all offenders improve. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 154. | Agency employees regularly discuss assumptions about supervision and behavior change. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i>Disagree</i>				<i>Agree</i>
<i>Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Strongly</i>
(1)	(2)	(3)	(4)	(5)

- 155. Workdays are organized to maximize offender supervision time. (1) (2) (3) (4) (5)
- 156. This agency sets high standards for offender improvement. (1) (2) (3) (4) (5)
- 157. Many employees in this agency feel responsible to help each other do their best. (1) (2) (3) (4) (5)
- 158. Many employees help maintain discipline in the entire agency, not just their office. (1) (2) (3) (4) (5)
- 159. Many employees in this agency take responsibility for improving the agency. (1) (2) (3) (4) (5)
- 160. At this agency, employees work together to do what is "best for the offenders." (1) (2) (3) (4) (5)
- 161. This agency has well-defined expectations for all offenders. (1) (2) (3) (4) (5)
- 162. Employees talk about supervision in staff meetings, in the break room, etc. (1) (2) (3) (4) (5)

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TCU CJ Training Supplement

<i>Disagree Strongly</i> (1)	<i>Disagree</i> (2)	<i>Uncertain</i> (3)	<i>Agree</i> (4)	<i>Agree Strongly</i> (5)
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How strongly do you agree or disagree with each of the following statements?

Satisfaction with Training

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. Good <u>in-house</u> (inservice) training is provided to agency employees. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. You found good <u>outside</u> training events to attend last year. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. Your <u>state oversight agency</u> provided good training in the past year. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. <u>Regional/national</u> groups provided good training in the past year. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Training Content Preferences

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 5. More information on <u>substance abuse treatment</u> is needed. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. More information on the use of <u>prescription medications</u> is needed. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. Agency employees need sensitivity training for dealing with <u>special populations</u> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. Employee training is needed on <u>ethics</u> and confidentiality of information. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9. Specialized training is needed for improving <u>family involvement</u> and related issues. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. Employee training is needed on <u>mental health issues</u> and appropriate treatment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11. Training on <u>screening and assessment tools</u> is needed. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12. Agency employees need to be <u>trained</u> to understand other employee functions (e.g., court, field, specialized caseloads). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i>Disagree Strongly</i> (1)	<i>Disagree</i> (2)	<i>Uncertain</i> (3)	<i>Agree</i> (4)	<i>Agree Strongly</i> (5)
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Training Strategy Preferences

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 13. General introductory sessions on <u>multiple topics</u> is an effective workshop format. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14. Intensive full-day training on <u>special topics</u> is an effective workshop format. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 15. A <u>conceptual model</u> that explains how program activities contribute to “recovery.” | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16. Training workshops should be based on <u>evidence-based</u> interventions. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 17. Training workshops should be based on <u>evidence-based</u> practices. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 18. Training workshops should include <u>role playing</u> and <u>group activities</u> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 19. <u>In-house coaching</u> following specialized training would be useful. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 20. Specialized training made available over the <u>Internet</u> would be useful. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 21. <u>Exchanging ideas</u> with other agencies that have interests similar to yours would be helpful. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 22. <u>Feedback</u> following training would be helpful. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i><u>Disagree</u></i> <i><u>Strongly</u></i> <i>(1)</i>	<i><u>Disagree</u></i> <i>(2)</i>	<i><u>Uncertain</u></i> <i>(3)</i>	<i><u>Agree</u></i> <i>(4)</i>	<i><u>Agree</u></i> <i><u>Strongly</u></i> <i>(5)</i>
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Barriers to Training

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 23. The <u>workload and pressures</u> at this agency keep motivation for new training low. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 24. The <u>budget</u> does not allow most employees to attend professional conferences annually. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 25. <u>Topics</u> presented at recent training workshops and conferences have been too limited. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 26. The <u>quality of trainers</u> at recent workshops and conferences has been poor. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 27. Training activities take <u>too much time</u> away from delivery of agency services. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 28. Training interests of agency employees are <u>mostly due</u> to job requirements. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 29. It is often <u>too difficult to apply</u> skills/ information learned at workshops so they will work in this agency. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 30. <u>Limited resources</u> (e.g., office space or budget) make it difficult to adopt new ideas. ... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 31. The <u>background and training of employees</u> limits the kind of supervision changes possible here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 32. There are <u>too few rewards</u> for trying to change procedures here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 33. <u>Caseload size</u> makes it difficult to adopt new ideas. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |