

Organizational Readiness for Change Forms

ORC-D4 Scales and Item Scoring Guide

Scoring Instructions. Numbers for each item indicate its location in the administration version, in which response categories are 1=Strongly Disagree to 5=Strongly Agree; ® designates items with reflected scoring. Scores for each scale are obtained by summing responses to its set of items (after reversing scores on reflected items by subtracting the item response from “6”), dividing the sum by number of items included (yielding an average) and multiplying by 10 in order to rescale final scores so they range from 10 to 50 (e.g., an average response of 2.6 for a scale becomes a score of “26”).

PART A. TCU NPCORCS (Needs/Pressures for Change scales)

Staff Needs

Clinical staff at your program needs guidance in –

1. assessing client needs.
2. using client assessments to guide clinical care and program decisions.
3. using client assessments to document client improvements.
4. matching client needs with services.
5. increasing program participation by clients.
6. improving rapport with clients.
7. improving client thinking and problem solving skills.
8. improving behavioral management of clients.
9. improving cognitive focus of clients during group counseling.
10. identifying and using evidence-based practices.

Program Needs

Your organization needs guidance in –

11. defining its mission.
12. setting specific goals for improving services.
13. assigning or clarifying staff roles.
14. establishing accurate job descriptions for staff.
15. evaluating staff performance.
16. improving relations among staff.
17. improving communications among staff.
18. improving record keeping and information systems.
19. improving billing/financial/accounting procedures.

Training Needs

You need more training for –

20. basic computer skills/programs.
21. specialized computer applications (e.g., data systems).
22. new methods/developments in your area of responsibility.
23. new equipment or procedures being used or planned.
24. maintaining/obtaining certification or other credentials.
25. new laws or regulations you need to know about.
26. management or supervisory responsibilities.

Pressures for Change

- Current pressures to make changes in your program come from –
27. the people being served.
 28. other staff members.
 29. program supervisors or managers.
 30. board members or overseers.
 31. community groups.
 32. funding agencies.
 33. accreditation or licensing authorities.

PART B. TCU RESORCS (Resources scales)

Offices

4. Your facilities are adequate for conducting group counseling.
17. Offices in your program allow the privacy needed for individual counseling.
24. Offices and equipment in your program are adequate.
25. Your program provides a comfortable reception/waiting area for clients.

Staffing

2. Frequent staff turnover is a problem for your program. ®
11. Counselors in your program are able to spend the time needed with clients.
16. Support staff in your program have the skills they need to do their jobs.
19. Your program has enough counselors to meet current client needs.
20. Clinical staff in your program are well-trained.
28. A larger support staff is needed to help meet needs at your program. ®

Training

3. Staff training and continuing education are priorities in your program.
7. You learned new skills or techniques at a professional training in the past year.
18. Your program holds regular inservice training.
29. The budget in your program allows staff to attend professional training.

Equipment

8. Computer problems are usually repaired promptly at your program.
12. Equipment at your program is mostly old and outdated. ®
14. More computers are needed for staff in your program to use. ®
15. Most client records for your program are computerized.
26. You have a computer to use in your personal office space at work.
30. Staff in your program feel comfortable using computers.

Internet

6. Policies limit use of the Internet for work-related needs at your program. ®
10. You have convenient access to e-mail at work.
21. You used the Internet at work recently to access drug treatment information.
23. You have easy access for using the Internet at work.

Supervision

1. You have good program management at your program.
5. You have clinical supervisors who are capable and certified.
9. Much time and attention are given to staff supervision when needed.
13. Clinical and management decisions for your program are well planned.
22. You have confidence in how decisions at your program are made.
27. You meet frequently with clinical supervisors about client needs and progress.
31. Staff concerns are ignored in most decisions made in your program. ®

PART C. TCU STFORCS (Staff Attributes scales)

Growth

7. Your program encourages and supports professional growth.
10. Keeping your counseling skills up-to-date is a priority for you.
14. You do a good job of regularly updating and improving your skills.
16. You regularly read professional articles or books on drug treatment.
17. You review new techniques and treatment information regularly.

Efficacy

1. You have the skills needed to conduct effective group counseling.
8. You are effective and confident in doing your job.
13. You usually accomplish whatever you set your mind on.
22. You have the skills needed to conduct effective individual counseling.
29. You consistently plan ahead and carry out your plans.

Influence

2. Other staff often ask your advice about program procedures.
5. You are considered an experienced source of advice about services.
12. You regularly influence the decisions of other staff you work with.
19. Other staff often ask for your opinions about counseling and treatment issues.
23. You frequently share your knowledge of new counseling ideas with others.
28. You are viewed as a leader by the staff you work with.

Adaptability

4. Learning and using new procedures are easy for you.
9. You are able to adapt quickly when you have to make changes.
20. You are willing to try new ideas even if some staff members are reluctant.
24. You are sometimes too cautious or slow to make changes. ®

Satisfaction

3. You are satisfied with your present job.
6. You feel appreciated for the job you do at work.
11. You give high value to the work you do.
25. You are proud to tell others where you work.
27. You like the people you work with.
30. You would like to find a job somewhere else. ®

Orientation (scale score not computed)

15. 12-step programs (AA/NA) are recommended to many of your clients.
18. Psychodynamic theory is commonly used in your counseling.
21. Behavior modification (contingency management) is used with many of your clients.
26. Cognitive theory (RET, RBT) guides much of your counseling.
31. Pharmacotherapy and related medications are important for many of your clients.

PART D. TCU CLMORCS (Organizational Climate scales)

Mission

1. Some staff members seem confused about the main goals for your program. ®
9. Your duties are clearly related to the goals for your program.
15. Your program operates with clear goals and objectives.
24. Staff members at your program understand how program goals fit as part of the treatment system in your community.
29. Management for your program has a clear plan for its future.

Cohesion

8. Staff members at your program work together as a team.
14. Mutual trust and cooperation among staff in your program are strong.
19. Staff members at your program get along very well.
21. Staff members at your program are quick to help one another when needed.
23. There is too much friction among staff members you work with. ®
25. Some staff in your program do not do their fair share of work. ®

Autonomy

4. Treatment planning decisions for clients in your program often get revised by a counselor supervisor. ®
11. Counselors in your program are given broad authority in treating their clients.
18. Counselors in your program can try out different techniques to improve their effectiveness.
20. Staff members are given too many rules in your program. ®
26. Management fully trusts professional judgments of staff in your program.

Communication

6. More open discussions about program issues are needed where you work. ®
7. Ideas and suggestions in your program get fair consideration by management.
12. Your program staff is always kept well informed.
22. The formal and informal communication channels in your program work very well.
27. Staff members always feel free to ask questions and express concerns in your program.

Stress

2. The heavy staff workload reduces the effectiveness of your program.
10. You are under too many pressures to do your job effectively.
16. Staff members at your program often show signs of high stress and strain.
28. Staff frustration is common where you work.

Change

3. You frequently hear good ideas from other staff for improving treatment.
5. The general attitude in your program is to accept new and changing technology.
13. Novel treatment ideas by staff are discouraged where you work. ®
17. It is easy to change procedures at your program to meet new conditions.
30. You feel encouraged to try new and different techniques.