

# Organizational Readiness for Change (ORC-D4)

## *Instruction Page*

This survey asks questions about how you see yourself as a counselor and how you see your program. It begins on the next page with a short demographic section that is for descriptive purposes only. The *Anonymous Linkage Code* is requested so that information you give now can be “linked” to your responses to similar questions you may be asked later.

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 Strongly</i> (1)	<i>Disagree</i> (2)	<i>Uncertain</i> (3)	<i>Agree</i> (4)	<i>Agree Strongly</i> (5)
<b>Person 1.</b> I like chocolate ice cream. .... ○		●	○	○	○
<i>This person disagrees a little so she probably doesn't like chocolate ice cream.</i>					
<b>Person 2.</b> I like chocolate ice cream. .... ○	○	○	○	○	●
<i>This person likes chocolate ice cream a lot.</i>					
<b>Person 3.</b> I like chocolate ice cream. .... ○	○	○	●	○	○
<i>This person is not sure if he likes chocolate ice cream or not.</i>					

--	--	--	--	--

Please complete the following items for your anonymous code. The anonymous linkage code can be used to match your ratings from different survey forms without using your name.

This program is located in which zip code? ..... |\_\_|\_\_|\_\_|\_\_|\_\_|

First letter in your mother's first name: |\_\_|

First letter in your father's first name: |\_\_|

First digit in your social security number: |\_\_|

Last digit in your social security number: |\_\_|

1. Today's Date? |\_\_|\_\_|\_\_|||\_\_|\_\_|\_\_|||\_\_|\_\_|\_\_|  
MO DAY YR

2. Are you?  Male  Female

3. Your Birth Year? 19 |\_\_|\_\_|

4. Are you Hispanic (or Latino)?  No  Yes

5. 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) \_\_\_\_\_

6. Your Highest Degree Status? [MARK ONE]

- No high school diploma or equivalent
- High school diploma or equivalent
- Some college, but no degree
- Associate's degree

- Bachelor's degree
- Master's degree
- Doctoral degree or equivalent
- Other (specify) \_\_\_\_\_

7. Your Discipline/Profession? [MARK ALL THAT APPLY]

- |   |  |   |
|---|--|---|
| <input type="radio"/> Addictions Counseling     | <input type="radio"/> Criminal Justice           | <input type="radio"/> Military              |
| <input type="radio"/> Other Counseling          | <input type="radio"/> Psychology                 | <input type="radio"/> Law Enforcement       |
| <input type="radio"/> Education                 | <input type="radio"/> Social Work/Human Services | <input type="radio"/> Medicine              |
| <input type="radio"/> Vocational Rehabilitation | <input type="radio"/> Administration             | <input type="radio"/> Other (specify) _____ |

8. Your Certification Status in Addictions Field? [MARK ONE]

- Not certified or licensed
- Previously certified or licensed, not now
- Currently certified or licensed
- Intern

9. Your Job Level? [MARK ONE]

- Program Director
- Clinical Supervisor
- Counselor
- Support Staff

10. How much experience do you have in drug abuse counseling?

- 0-6 months
- 6-11 months
- 1 to 3 years
- 3 to 5 years
- over 5 years

11. How long have you been in your present job?

- 0-6 months
- 6-11 months
- 1 to 3 years
- 3 to 5 years
- over 5 years

12. How many clients are on your treatment caseload?

- 1-10
- 11-20
- 21-30
- 31-40
- > 40

--	--	--	--	--

## Organizational Readiness for Change (ORC-D4)

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

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>
(1)	(2)	(3)	(4)	(5)

### PART A

#### Clinical staff at your program needs guidance in –

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

#### Your organization needs guidance in –

- |   |                       |                       |                       |                       |                       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 11. defining its mission. ....                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12. setting specific goals for improving services. .... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13. assigning or clarifying staff roles. ....           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

--	--	--	--	--

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

- 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.

**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.

**Current pressures to make program changes come from –**

- 27. the people being served.
- 28. other staff members.

--	--	--	--	--

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

- |  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 29. program supervisors or managers. ....        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 30. board members or overseers. ....             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 31. community groups. ....                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 32. funding agencies. ....                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 33. accreditation or licensing authorities. .... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**PART B**

- |  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. You have good program management<br>at your program. ....                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. Frequent staff turnover is a problem<br>for your program. ....                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. Staff training and continuing education<br>are priorities in your program. ....           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. Your facilities are adequate for<br>conducting group counseling. ....                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. You have clinical supervisors who are<br>capable and certified. ....                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. Policies limit use of the Internet for<br>work-related needs at your program. ....        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. You learned new skills or techniques at a<br>professional training in the past year. .... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. Computer problems are usually repaired<br>promptly at your program. ....                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9. Much time and attention are given to<br>staff supervision when needed. ....               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. You have convenient access to<br>e-mail at work. ....                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11. Counselors in your program are able to<br>spend the time needed with clients. ....       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

--	--	--	--	--

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

- 12. Equipment at your program is mostly old and outdated. ....
- 13. Clinical and management decisions for your program are well planned. ....
- 14. More computers are needed for staff in your program to use. ....
- 15. Most client records for your program are computerized. ....
- 16. Support staff in your program have the skills they need to do their jobs. ....
- 17. Offices in your program allow the privacy needed for individual counseling. ....
- 18. Your program holds regular inservice training. ....
- 19. Your program has enough counselors to meet current client needs. ....
- 20. Clinical staff in your program are well-trained. ....
- 21. You used the Internet at work recently to access drug treatment information. ....
- 22. You have confidence in how decisions at your program are made. ....
- 23. You have easy access for using the Internet at work. ....
- 24. Offices and equipment in your program are adequate. ....
- 25. Your program provides a comfortable reception/waiting area for clients. ....
- 26. You have a computer to use in your personal office space at work. ....

--	--	--	--	--

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

- 27. You meet frequently with clinical supervisors about client needs and progress. ....
- 28. A larger support staff is needed to help meet needs at your program. ....
- 29. The budget in your program allows staff to attend professional training. ....
- 30. Staff in your program feel comfortable using computers. ....
- 31. Staff concerns are ignored in most decisions made in your program. ....

**PART C**

- 1. You have the skills needed to conduct effective group counseling. ....
- 2. Other staff often ask your advice about program procedures. ....
- 3. You are satisfied with your present job. ....
- 4. Learning and using new procedures are easy for you. ....
- 5. You are considered an experienced source of advice about services. ....
- 6. You feel appreciated for the job you do at work. ....
- 7. Your program encourages and supports professional growth. ....
- 8. You are effective and confident in doing your job. ....
- 9. You are able to adapt quickly when you have to make changes. ....
- 10. Keeping your counseling skills up-to-date is a priority for you. ....

--	--	--	--	--

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

- |     |  |                       |                       |                       |                       |                       |
|-----|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 11. | You give high value to the work you do. ....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12. | You regularly influence the decisions of other staff you work with. ....               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13. | You usually accomplish whatever you set your mind on. ....                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14. | 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"/> |
| 15. | 12-step programs (AA/NA) are recommended to many of your clients. ....                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16. | You regularly read professional articles or books on drug treatment. ....              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 17. | You review new techniques and treatment information regularly. ....                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 18. | Psychodynamic theory is commonly used in your counseling. ....                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 19. | Other staff often ask for your opinions about counseling and treatment issues. ....    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 20. | You are willing to try new ideas even if some staff members are reluctant. ....        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 21. | Behavior modification (contingency management) is used with many of your clients. .... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 22. | You have the skills needed to conduct effective individual counseling. ....            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 23. | You frequently share your knowledge of new counseling ideas with others. ....          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 24. | 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"/> |
| 25. | You are proud to tell others where you work. ....                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

--	--	--	--	--

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

- 26. Cognitive theory (RET, RBT) guides much of your counseling. ....
- 27. You like the people you work with. ....
- 28. You are viewed as a leader by the staff you work with. ....
- 29. You consistently plan ahead and carry out your plans. ....
- 30. You would like to find a job somewhere else. ....
- 31. Pharmacotherapy and related medications are important for many of your clients. ....

**PART D**

- 1. Some staff members seem confused about the main goals for your program. ....
- 2. The heavy staff workload reduces the effectiveness of your program. ....
- 3. You frequently hear good ideas from other staff for improving treatment. ....
- 4. Treatment planning decisions for clients in your program often get revised by a counselor supervisor. ....
- 5. The general attitude in your program is to accept new and changing technology. ...
- 6. More open discussions about program issues are needed where you work. ....
- 7. Ideas and suggestions in your program get fair consideration by management. ....
- 8. Staff members at your program work together as a team. ....
- 9. Your duties are clearly related to the goals for your program. ....

--	--	--	--	--

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

- |     |  |                       |                       |                       |                       |                       |
|-----|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 10. | You are under too many pressures to do your job effectively. ....                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11. | Counselors in your program are given broad authority in treating their clients. ....             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12. | Your program staff is always kept well informed. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13. | Novel treatment ideas by staff are discouraged where you work. ....                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14. | Mutual trust and cooperation among staff in your program are strong. ....                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 15. | Your program operates with clear goals and objectives. ....                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16. | Staff members at your program often show signs of high stress and strain. ....                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 17. | It is easy to change procedures at your program to meet new conditions. ....                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 18. | Counselors in your program can try out different techniques to improve their effectiveness. .... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 19. | Staff members at your program get along very well. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 20. | Staff members are given too many rules in your program. ....                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 21. | Staff members at your program are quick to help one another when needed. ....                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 22. | The formal and informal communication channels in your program work very well. ....              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 23. | There is too much friction among staff members you work with. ....                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

--	--	--	--	--

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

- |  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 24. Staff members at your program understand how program goals fit as part of the treatment system in your community. .... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 25. Some staff in your program do not do their fair share of work. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 26. Management fully trusts professional judgments of staff in your program. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 27. Staff members always feel free to ask questions and express concerns in your program. ....                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 28. Staff frustration is common where you work. ....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 29. Management for your program has a clear plan for its future. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 30. You feel encouraged to try new and different techniques. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |