

CJ Organizational Readiness for Change (TCU CJ ORC) Program Director Version (TCU CJ ORC-D) *Instruction Page*

This survey asks questions about how you see yourself as a director or supervisor and how you see your treatment 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)
Person 1. I like chocolate ice cream.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>This person disagrees so she probably doesn't like chocolate ice cream.</i>					
Person 2. I like chocolate ice cream.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<i>This person likes chocolate ice cream a lot.</i>					

CJ Organizational Readiness for Change (TCU CJ ORC): Part I

Program Director Version (TCU CJ ORC-D)

The anonymous linkage 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 confidential 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:

A. PROGRAM DIRECTOR INFORMATION

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

White

Asian

More than one race

Native Hawaiian or Other Pacific Islander

Other (specify): _____

Black or African American

6. **Highest Degree Status:** [MARK ONE]

No high school diploma or equivalent

Bachelor's degree

High school diploma or equivalent

Master's degree

Some college, but no degree

Doctoral degree or equivalent

Associate's degree

Other (medical assistant, RN, post-doctorate)

7. **Discipline/Profession:** [MARK ALL THAT APPLY]

Addictions Counseling

Social Work/Human Services

Nurse Practitioner

Other Counseling

Physician Assistant

Administration

Education

Medicine: Primary Care

None, unemployed

Vocational Rehabilitation

Medicine: Psychiatry

None, student

Criminal Justice

Medicine: Other

Other (specify)

Psychology

Nurse

8. **Certification Status in Addictions Field:** [MARK ONE]

Not certified or licensed in addiction

Currently certified or licensed

Previously certified or licensed, not now

Intern

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9. How many years of experience do you have in the drug abuse counseling field?
 0-6 months 6-11 months 1 to 3 years 3 to 5 years over 5 years
10. 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

B. DRUG TREATMENT UNIT INFORMATION

11. How many years has this program been in operation? /__/_/___/
12. What is this program's capacity (highest number of clients that can be served)? .. /__/_/___/
13. What is this program's average length of stay over the past year? /__/_/___/
14. How many clients are served by this program –
- a. on today's date? /__/_/___/ # CLIENTS
- b. over a one-year period (annually)? /__/_/___/ # CLIENTS
15. How many hours per week does a “typical” client spend in –
- a. individual sessions? /__/_/___/ # HOURS PER WEEK
- b. group sessions? /__/_/___/ # HOURS PER WEEK
- c. case management? /__/_/___/ # HOURS PER WEEK
16. Is your drug treatment program– [MARK ONE]
- Segregated from the general inmate population?
 - Operating within the general inmate population?
 - Free-standing facility; probation; parole?
17. Which of the following best describes this treatment unit? [MARK ONE]
- Intensive outpatient – 9 or more hours of structured programming per week (non-methadone)
 - Outpatient services – less than 9 hours of structured programming per week (non-methadone)
 - Outpatient methadone
 - Therapeutic community
 - Inpatient/residential
 - Halfway house/work release
 - Intensive supervision/revocation
 - Other (please specify) _____

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18. Location of facility/program? [MARK ONE] Rural Suburban Urban

19. Which one category best describes the primary setting of this treatment unit? [MARK ONE]

- County Jail State Jail State Prison Federal Prison Parole
 Probation Drug Court Other (please specify) _____

20. Does your treatment unit primarily serve –

- a. Adults? No Yes
 b. Adolescents? No Yes
 c. Women only? No Yes
 d. Pregnant women? No Yes
 e. Women with children? No Yes
 f. Dual diagnosis offenders (e.g., mental health and substance abuse)? No Yes

21. In the last year, what percentage of your clients were female? /___/___/___/%

22. In the last year, what percentage of your clients were Hispanic or Latino? .. /___/___/___/%

23. In the last year, what percentage of your clients were –

- a. American Indian/Alaskan Native? /___/___/___/%
 b. Asian? /___/___/___/%
 c. Native Hawaiian or Other Pacific Islander? /___/___/___/%
 d. Black or African American? /___/___/___/%
 e. White? /___/___/___/%
 f. More than one race? /___/___/___/%
 g. Other? (specify) _____ /___/___/___/%

24. In the last year, what percentage of your clients were –

- a. Under 18 years of age (children and adolescents)? /___/___/___/%
 b. 18 to 20 years of age? /___/___/___/%
 c. 21 to 24 years of age? /___/___/___/%
 d. 25 to 34 years of age? /___/___/___/%
 e. 35 to 64 years of age? /___/___/___/%
 f. 65 and older? /___/___/___/%

25. Current number of counselors with direct client contact /___/___/___/
COUNSELORS

26. Current average counselor caseload (clients per counselor) /___/___/___/
CLIENTS

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CJ Organizational Readiness for Change (TCU CJ ORC): Part II

Program Director Version (TCU CJ ORC-D)

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 program needs additional guidance in –

- | | | | | | |
|---|---|---|---|---|---|
| 1. documenting service needs of offenders for making treatment placements. | ○ | ○ | ○ | ○ | ○ |
| 2. tracking and evaluating performance of offenders over time. | ○ | ○ | ○ | ○ | ○ |
| 3. obtaining information that can document program effectiveness. | ○ | ○ | ○ | ○ | ○ |
| 4. automating offender records for billing and financial applications. | ○ | ○ | ○ | ○ | ○ |
| 5. evaluating staff performance and organizational functioning. | ○ | ○ | ○ | ○ | ○ |
| 6. selecting new treatment interventions and strategies for which staff need training. | ○ | ○ | ○ | ○ | ○ |
| 7. improving the recording and retrieval of financial information. | ○ | ○ | ○ | ○ | ○ |
| 8. generating timely “management” reports on clinical, financial, and outcome data. ... | ○ | ○ | ○ | ○ | ○ |

Your counseling staff needs more training for –

- | | | | | | |
|--|---|---|---|---|---|
| 9. assessing offender problems and needs. | ○ | ○ | ○ | ○ | ○ |
| 10. increasing offender participation in treatment. | ○ | ○ | ○ | ○ | ○ |
| 11. monitoring offender progress. | ○ | ○ | ○ | ○ | ○ |
| 12. improving rapport with offenders. | ○ | ○ | ○ | ○ | ○ |
| 13. improving offender thinking and problem solving skills. | ○ | ○ | ○ | ○ | ○ |

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

- 14. improving behavioral management of offenders.
- 15. improving cognitive focus of offenders during group counseling.
- 16. using computerized offender assessments.

Current pressures to make program changes come from –

- 17. offenders in the program.
- 18. program staff members.
- 19. program supervisors or managers.
- 20. agency board members.
- 21. community action groups.
- 22. funding and oversight agencies.
- 23. accreditation or licensing authorities. +

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

- 24. Your staff prefer training content that is based on scientific evidence.
- 25. Your offices and equipment are adequate.
- 26. You have the skills to conduct effective staff meetings.
- 27. Some staff get confused about the main goals for this program.
- 28. Staff here all get along very well.
- 29. Psychodynamic theory is commonly used in counseling here.

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<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>

- 30. Your staff often has trouble implementing concepts they learn at conferences.
- 31. Program staff understand how this program fits as part of the treatment system in your community.
- 32. Treatment planning decisions for offenders here often have to be revised by a supervisor.
- 33. Staff training and continuing education are priorities at this program.
- 34. Offices here are adequate for conducting group counseling.
- 35. You frequently discuss new counseling ideas with staff.
- 36. You were satisfied with outside training available to your staff last year.
- 37. You used the Internet (World Wide Web) to communicate with other treatment professionals (e.g., list serves, bulletin boards, chat rooms) in the past month.
- 38. You fully trust the professional judgment of staff who work with offenders here.
- 39. Pharmacotherapy and medications are important parts of this program.
- 40. There is too much friction among staff members.
- 41. Some staff members here resist any type of change.
- 42. You always listen to ideas and suggestions from staff.

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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>

- 43. Staff generally regard you as a valuable source of information.
- 44. You have easy access for using the Internet at work.
- 45. The staff here always works 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 program.
- 48. You learned new management 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. Counselors here are given broad authority in treating offenders.
- 52. This program encourages and supports professional growth.
- 53. Behavior modification (contingency management) is used with many offenders here.
- 54. You read about new techniques and treatment information each month.
- 55. Staff here are always quick to help one another when needed.
- 56. Computer problems are usually repaired promptly at this program.

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

- | | | | | | | |
|-----|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 57. | Novel treatment ideas by staff are discouraged. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 58. | There are enough counselors here to meet current offender needs. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 59. | The budget here allows staff to attend professional conferences each year. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 60. | You have enough opportunities to keep your management 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 staff in this program are 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 staff members 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 program operates with clear goals and objectives. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 66. | Staff members often show signs of stress and strain. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 67. | You have staff meetings weekly. | <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. | You can change procedures here quickly to meet new conditions. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 70. | Counselors 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 drug treatment information in the past month. | <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)

- | | | | | | | |
|-----|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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. | You have program policies that limit staff access to the Internet and use of e-mail. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 74. | Offices here allow the privacy needed for individual counseling. | <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. | Staff members think they have too many rules here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 77. | You feel a lot of stress here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 78. | 12-step theory (AA/NA) is followed by many of the counselors here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 79. | Program staff 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 program 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 on drug abuse treatment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 82. | Communications with other programs that have similar interests would help. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 83. | Staff readily implement your ideas for changing program procedures. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 84. | More open discussions about program issues are needed here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 85. | This program holds regular inservice training. | <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)

- | | | | | | | |
|------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 86. | You learned new management skills or techniques from manuals or other self-education materials in the past year. ... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 87. | You frequently hear good staff ideas for improving treatment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 88. | Staff seek your opinions about counseling and treatment issues. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 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. | Some staff here do not do 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 program 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. | Staff members always feel free to ask questions and express concerns in this program. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 96. | You are highly effective in working with community leaders and board members. ... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 97. | Staff frustrations are common here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 98. | Direct access to counseling resources on the Internet is needed by staff here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 99. | You have a clear plan for leading this program. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 100. | Your staff readily follows your leadership. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<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>

- 101. You have easy access to specialized medical or psychiatric advice for offenders when needed.
- 102. You have convenient access to e-mail at work.
- 103. You encourage counselors to try new and different techniques.
- 104. You are able to adapt quickly when you have to shift focus.
- 105. Cognitive theory (RET, RBT, Gorski) guides much of the counseling here.
- 106. You are viewed as a strong leader by the staff here.
- 107. Computer equipment at this program is mostly old and outdated.
- 108. Arrangement of staff offices is convenient and efficient.....
- 109. Staff here feel comfortable using computers.
- 110. Frequent staff turnover is a problem for this program.
- 111. Counselors here are able to spend enough time with offenders.
- 112. Support staff here have the skills they need to do their jobs.
- 113. Clinical staff here are well-trained.
- 114. The workload and pressures at your program keep motivation for new training low.
- 115. More computers are needed in this program for staff to use.

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Thank you for completing this survey.

This final page is provided for you to make any additional comments or suggestions about issues raised in this survey or about the survey itself. Any responses you choose to add are anonymous and will not be linked to the form you just completed.

What do you see as the key strengths of your organization?

What do you see as your organization's current challenges or weaknesses?

Do you have any further comments or suggestions?