

# CJ Organizational Readiness for Change (TCU CJ ORC) Program Staff Version (TCU CJ ORC-S) *Instruction Page*

This survey asks questions about how you see yourself as a counselor/treatment specialist 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)
<b>Person 1.</b> I like chocolate ice cream. .... ○		●	○	○	○
<i>This person disagrees 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>					

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

## Program Staff Version (TCU CJ ORC-S)

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 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:

### 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*

9. **How many years of 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*

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*

11. **How many offenders are on your treatment caseload?**

*1-10*

*11-20*

*21-30*

*31-40*

*> 40*

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## CJ Organizational Readiness for Change (TCU CJ ORC): Part II Program Staff Version (TCU CJ ORC-S)

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

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

**Your program 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 program participation<br>by offenders. ....                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. measuring offender performance. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. developing more effective group sessions..                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. raising overall quality of counseling. ....                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. using offender assessments to guide<br>clinical and program decisions. .... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. using offender assessments to document<br>program 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<br>in treatment. ....                 | <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<br>problem solving skills. ....         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14. improving behavioral management<br>of offenders. ....                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 15. improving cognitive focus of offenders<br>during group counseling. .... | <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 Strongly (1)</i>	<i>Disagree (2)</i>	<i>Uncertain (3)</i>	<i>Agree (4)</i>	<i>Agree Strongly (5)</i>
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**Current pressures to make program changes come from –**

- |  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 17. offenders in the program. ....               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 18. program staff members. ....                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 19. program supervisors or managers. ....        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 20. agency board members. ....                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 21. community action groups. ....                | <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. accreditation or licensing authorities. .... | <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 prefer training content that is based on scientific evidence. ....                                 | <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 conduct effective group counseling. ....                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 27. Some staff get confused about the main goals for this program. ....                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 28. Staff here all get along very well. ....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 29. Psychodynamic theory is commonly used in your counseling here. ....                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 30. You often have trouble implementing concepts learned at conferences. ....                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 31. Program staff understand how this program fits as part of the treatment 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 Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
(1)	(2)	(3)	(4)	(5)

- 32. Treatment planning decisions for offenders here often have to be revised by a supervisor. ....  (1)  (2)  (3)  (4)  (5)
- 33. Staff training and continuing education are priorities at this program. ....  (1)  (2)  (3)  (4)  (5)
- 34. Facilities here are adequate for conducting group counseling. ....  (1)  (2)  (3)  (4)  (5)
- 35. You frequently share your knowledge of new counseling ideas with other staff. ....  (1)  (2)  (3)  (4)  (5)
- 36. You were satisfied with the training offered at workshops available to you last year. ....  (1)  (2)  (3)  (4)  (5)
- 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. ....  (1)  (2)  (3)  (4)  (5)
- 38. Management here fully trusts your professional judgment. ....  (1)  (2)  (3)  (4)  (5)
- 39. Pharmacotherapy and medications are important parts of this program. ....  (1)  (2)  (3)  (4)  (5)
- 40. There is too much friction among staff members. ....  (1)  (2)  (3)  (4)  (5)
- 41. Some staff members here resist any type of change. ....  (1)  (2)  (3)  (4)  (5)
- 42. Ideas and suggestions from staff get fair consideration by program management. ....  (1)  (2)  (3)  (4)  (5)
- 43. Staff generally regard you as a valuable source of information. ....  (1)  (2)  (3)  (4)  (5)
- 44. You have easy access for using the Internet at work. ....  (1)  (2)  (3)  (4)  (5)
- 45. The staff here always work together as a team. ....  (1)  (2)  (3)  (4)  (5)
- 46. Offender assessments here are usually conducted using a computer. ....  (1)  (2)  (3)  (4)  (5)

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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)

- 47. Your duties are clearly related to the goals of this program. ....
- 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. Counselors here are given broad authority in treating offenders in their caseload. ....
- 52. This program encourages and supports professional growth. ....
- 53. Behavior modification (contingency management) is used with many of your 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. ....
- 57. Novel treatment ideas by staff are discouraged. ....
- 58. There are enough counselors here to meet current offender needs. ....
- 59. The budget here allows staff to attend professional conferences each year. ....
- 60. You have enough opportunities to keep your counseling skills up-to-date. ....
- 61. Mutual trust and cooperation among staff in this program are strong. ....

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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)

- 62. Most offender records here are computerized. ....  (1)  (2)  (3)  (4)  (5)
- 63. You are willing to try new ideas even if some staff members are reluctant. ....  (1)  (2)  (3)  (4)  (5)
- 64. Learning and using new procedures are easy for you. ....  (1)  (2)  (3)  (4)  (5)
- 65. This program operates with clear goals and objectives. ....  (1)  (2)  (3)  (4)  (5)
- 66. Staff members often show signs of stress and strain. ....  (1)  (2)  (3)  (4)  (5)
- 67. You have staff meetings weekly. ....  (1)  (2)  (3)  (4)  (5)
- 68. You usually accomplish whatever you set your mind on. ....  (1)  (2)  (3)  (4)  (5)
- 69. It is easy to change procedures here to meet new conditions. ....  (1)  (2)  (3)  (4)  (5)
- 70. Counselors here often try out different techniques to improve their effectiveness. ....  (1)  (2)  (3)  (4)  (5)
- 71. You used the Internet (World Wide Web) to access drug treatment information in the past month. ....  (1)  (2)  (3)  (4)  (5)
- 72. The formal and informal communication channels here work very well. ....  (1)  (2)  (3)  (4)  (5)
- 73. Program policies here limit staff access to the Internet and use of e-mail. ....  (1)  (2)  (3)  (4)  (5)
- 74. Offices here allow the privacy needed for individual counseling. ....  (1)  (2)  (3)  (4)  (5)
- 75. You are sometimes too cautious or slow to make changes. ....  (1)  (2)  (3)  (4)  (5)
- 76. Staff members are given too many rules here. ....  (1)  (2)  (3)  (4)  (5)

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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)

- |     |  |                       |                       |                       |                       |                       |
|-----|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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<br>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<br>well informed. ....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 80. | The heavy workload here reduces<br>program effectiveness. ....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 81. | You regularly read professional<br>journal articles or books<br>on drug abuse treatment. ....                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 82. | Communications with other programs<br>that have similar interests would help. ....                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 83. | Other staff often ask your advice about<br>program procedures. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 84. | More open discussions about<br>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<br>inservice training. ....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 86. | You learned new clinical skills or<br>techniques from manuals or other<br>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<br>for improving treatment. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 88. | Other staff often ask for your opinions<br>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<br>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<br>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<br>of work. ....  | <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>
(1)	(2)	(3)	(4)	(5)

- |      |   |                       |                       |                       |                       |                       |
|------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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 have the skills needed to conduct effective individual counseling. ....                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 97.  | Staff frustration is common here. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 98.  | You need better access while at work to counseling resources on the Internet. ....                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 99.  | Management here has a clear plan for this program. ....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 100. | You often influence the decisions of other staff here. ....                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 101. | You have easy access to specialized medical or psychiatric advice for offenders when needed. .... | <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"/> |
| 104. | You are able to adapt quickly when you have to shift focus. ....                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 105. | Cognitive theory (RET, RBT, Gorski) guides much of your counseling here. ....                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 106. | You are viewed as a leader by other staff here. ....  | <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>

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. ....
116. You were satisfied with the training opportunities available to you last year. ....
117. The instruction methods you prefer for learning about new counseling strategies or materials are:
- a. Lectures ....
- b. Self-study ....
- c. Workshops ....
- d. Consultants ....
- e. In-services ....
- f. Supervision/feedback ....

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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 counseling materials when you try them? .....
125. In recent years, how often have you adopted (for regular use) new counseling interventions or techniques from a workshop? .....
126. When you have adopted new ideas into your counseling, how often have you encouraged other staff to try using them? ..
127. How often do new interventions or techniques that the staff from your program 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 program recommend or support new ideas or techniques for use by all counselors? ....

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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?**