Organizational Readiness for Change
(TCU ORC)
Treatment Staff Version (TCU ORC-S)
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 – ●

<table>
<thead>
<tr>
<th>Disagree Strongly</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Agree Strongly</th>
</tr>
</thead>
<tbody>
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<td>(1)</td>
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<td>(3)</td>
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</tr>
</tbody>
</table>

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.

Person 3. I like chocolate ice cream. ............ ○ ○ ● ○ ○

This person is not sure if he likes chocolate ice cream or not.
Organizational Readiness for Change (TCU ORC)
Treatment Staff Version (TCU 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:  |___|

Today’s Date:  |___| |___| |___| |___|  Are you:  O Male  O Female

Your Birth Year:  19 |___| Are you Hispanic or Latino?  O No  O 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]
- 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 (medical assistant, RN, post-doctorate)

Discipline/Profession: [MARK ALL THAT APPLY]
- Addictions Counseling
- Other Counseling
- Education
- Vocational Rehabilitation
- Criminal Justice
- Psychology
- Social Work/Human Services
- Physician Assistant
- Medicine: Primary Care
- Medicine: Psychiatry
- Medicine: Other
- Nurse
- Administration
- None, unemployed
- None, student
- Other (specify)

Certification Status in Addictions Field: [MARK ONE]
- Not certified or licensed in addiction
- Currently certified or licensed
- Previously certified or licensed, not now
- Intern

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

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

How many clients are you currently treating (i.e., your caseload)?
- 1-10
- 11-20
- 21-30
- 31-40
- over 40

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DRUG TREATMENT UNIT INFORMATION

Is your drug treatment unit – [MARK ONE]
○ Independent (not part of a parent organization)
○ One of several drug treatment units under a parent organization

What is the zip code for your treatment unit? ................................................|___|___| ___|___|___|

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
○ Other (please specify) __________________________

Which one category best describes the primary setting of this treatment unit? [MARK ONE]
○ Health Maintenance Organization or Integrated Health Plan Facility
○ Hospital or university
○ Psychiatric or other specialized hospital
○ Health center (including primary care setting)
○ Mental health service setting or community mental health clinic
○ Free-standing substance abuse services
○ Family/children service agency
○ Social services agency
○ Other multi-service agency
○ Jail or prison
○ Juvenile detention
○ Private or group practice
○ Other (please specify) _________________________

Primary service area for treatment unit? [MARK ONE]
○ Rural ○ Suburban ○ Urban

Type of substance abuse problems treated? [MARK ONE]
○ Alcohol problems only
○ Drug problems only
○ Both alcohol and drug problems

Does your treatment unit primarily serve –
Adults? .................................................................................................................. ○ No ○ Yes
Adolescents? ........................................................................................................... ○ No ○ Yes
Criminal justice referrals? ...................................................................................... ○ No ○ Yes
Women only? ......................................................................................................... ○ No ○ Yes
Pregnant women or women with children? ......................................................... ○ No ○ Yes
Dual diagnosis clients (e.g., mental health and substance abuse)? ...................... ○ No ○ Yes
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Please fill in the circle that shows your answer to each item.

<table>
<thead>
<tr>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
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</table>

Your program needs additional guidance in –

1. assessing client needs. ................................
   ○ ○ ○ ○ ○

2. matching needs with services. ...................... ○ ○ ○ ○ ○

3. increasing program participation by clients. .............................................. ○ ○ ○ ○ ○

4. measuring client performance. ...................... ○ ○ ○ ○ ○

5. developing more effective group sessions.  ○ ○ ○ ○ ○

6. raising overall quality of counseling. ........... ○ ○ ○ ○ ○

7. using client assessments to guide clinical and program decisions. .............. ○ ○ ○ ○ ○

8. using client assessments to document program effectiveness. ....................... ○ ○ ○ ○ ○

You need more training for –

9. assessing client problems and needs. ............ ○ ○ ○ ○ ○

10. increasing client participation in treatment. .............................................. ○ ○ ○ ○ ○

11. monitoring client progress. ......................... ○ ○ ○ ○ ○

12. improving rapport with clients. ................... ○ ○ ○ ○ ○

13. improving client thinking and problem solving skills. ................................ ○ ○ ○ ○ ○

14. improving behavioral management of clients. ............................................. ○ ○ ○ ○ ○

15. improving cognitive focus of clients during group counseling. ...................... ○ ○ ○ ○ ○

16. using computerized client assessments. .... ○ ○ ○ ○ ○
Current pressures to make program changes come from –

17. clients 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. You prefer training content that is based on scientific evidence.
25. Your offices and equipment are adequate.
26. You have the skills needed to conduct effective group counseling.
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 your counseling here.
30. You often have trouble implementing concepts learned at conferences.
31. Program staff understand how this program fits as part of the treatment system in your community.
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<tr>
<td>32. Treatment planning decisions for clients here often have to be revised by a counselor supervisor.</td>
<td>o</td>
<td>o</td>
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<tr>
<td>33. Staff training and continuing education are priorities at this program.</td>
<td>o</td>
<td>o</td>
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<td>34. Facilities here are adequate for conducting group counseling.</td>
<td>o</td>
<td>o</td>
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<td>35. You frequently share your knowledge of new counseling ideas with other staff.</td>
<td>o</td>
<td>o</td>
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<td>36. You were satisfied with the training offered at workshops available to you last year.</td>
<td>o</td>
<td>o</td>
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<tr>
<td>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.</td>
<td>o</td>
<td>o</td>
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<td>38. Management here fully trusts your professional judgment.</td>
<td>o</td>
<td>o</td>
<td>o</td>
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<tr>
<td>39. Pharmacotherapy and medications are important parts of this program.</td>
<td>o</td>
<td>o</td>
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<td>40. There is too much friction among staff members.</td>
<td>o</td>
<td>o</td>
<td>o</td>
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<tr>
<td>41. Some staff members here resist any type of change.</td>
<td>o</td>
<td>o</td>
<td>o</td>
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<tr>
<td>42. Ideas and suggestions from staff get fair consideration by program management.</td>
<td>o</td>
<td>o</td>
<td>o</td>
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<tr>
<td>43. Staff generally regard you as a valuable source of information.</td>
<td>o</td>
<td>o</td>
<td>o</td>
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<tr>
<td>44. You have easy access for using the Internet at work.</td>
<td>o</td>
<td>o</td>
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<td>45. The staff here always works together as a team.</td>
<td>o</td>
<td>o</td>
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<td>46. Client assessments here are usually conducted using a computer.</td>
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<td>o</td>
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<td></td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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<td>Agree</td>
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<td>47. Your duties are clearly related to the goals of this program.</td>
<td>O</td>
<td>O</td>
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<tr>
<td>48. You learned new skills or techniques at a professional conference in the past year.</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>49. You consistently plan ahead and carry out your plans.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>50. You are under too many pressures to do your job effectively.</td>
<td>O</td>
<td>O</td>
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<tr>
<td>51. Counselors here are given broad authority in treating their own clients.</td>
<td>O</td>
<td>O</td>
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<tr>
<td>52. This program encourages and supports professional growth.</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>53. Behavior modification (contingency management) is used with many of your clients here.</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>54. You read about new techniques and treatment information each month.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>55. Staff here are always quick to help one another when needed.</td>
<td>O</td>
<td>O</td>
<td>O</td>
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</tr>
<tr>
<td>56. Computer problems are usually repaired promptly at this program.</td>
<td>O</td>
<td>O</td>
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<tr>
<td>57. Novel treatment ideas by staff are discouraged.</td>
<td>O</td>
<td>O</td>
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</tr>
<tr>
<td>58. There are enough counselors here to meet current client needs.</td>
<td>O</td>
<td>O</td>
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<tr>
<td>59. The budget here allows staff to attend professional conferences each year.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>60. You have enough opportunities to keep your counseling skills up-to-date.</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>61. Mutual trust and cooperation among staff in this program are strong.</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<td></td>
<td>Question</td>
<td>Agree</td>
<td>Strongly Agree</td>
<td>Uncertain</td>
<td>Disagree</td>
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<tr>
<td>62.</td>
<td>Most client records here are computerized.</td>
<td>o</td>
<td></td>
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<tr>
<td>63.</td>
<td>You are willing to try new ideas even if some staff members are reluctant.</td>
<td>o</td>
<td></td>
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<td>o</td>
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<tr>
<td>64.</td>
<td>Learning and using new procedures are easy for you.</td>
<td>o</td>
<td></td>
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<tr>
<td>65.</td>
<td>This program operates with clear goals and objectives.</td>
<td>o</td>
<td></td>
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<tr>
<td>66.</td>
<td>Staff members often show signs of stress and strain.</td>
<td>o</td>
<td></td>
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<td>o</td>
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<tr>
<td>67.</td>
<td>You have staff meetings weekly.</td>
<td>o</td>
<td></td>
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<tr>
<td>68.</td>
<td>You usually accomplish whatever you set your mind on.</td>
<td>o</td>
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<td>o</td>
</tr>
<tr>
<td>69.</td>
<td>It is easy to change procedures here to meet new conditions.</td>
<td>o</td>
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<tr>
<td>70.</td>
<td>Counselors here often try out different techniques to improve their effectiveness.</td>
<td>o</td>
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<td>o</td>
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<tr>
<td>71.</td>
<td>You used the Internet (World Wide Web) to access drug treatment information in the past month.</td>
<td>o</td>
<td></td>
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<td>o</td>
</tr>
<tr>
<td>72.</td>
<td>The formal and informal communication channels here work very well.</td>
<td>o</td>
<td></td>
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<td>o</td>
</tr>
<tr>
<td>73.</td>
<td>Program policies here limit staff access to the Internet and use of e-mail.</td>
<td>o</td>
<td></td>
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</tr>
<tr>
<td>74.</td>
<td>Offices here allow the privacy needed for individual counseling.</td>
<td>o</td>
<td></td>
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<tr>
<td>75.</td>
<td>You are sometimes too cautious or slow to make changes.</td>
<td>o</td>
<td></td>
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<td>o</td>
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<tr>
<td>76.</td>
<td>Staff members are given too many rules here.</td>
<td>o</td>
<td></td>
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<tr>
<td>Disagree Strongly</td>
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<td>Uncertain</td>
<td>Agree</td>
<td>Agree Strongly</td>
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</table>

77. You feel a lot of stress here. ...................................  ○ ○ ○ ○ ○

78. 12-step theory (AA/NA) is followed by many of the counselors here. ...............  ○ ○ ○ ○ ○

79. Program staff are always kept well informed. ...........................................  ○ ○ ○ ○ ○

80. The heavy workload here reduces program effectiveness. ...............................  ○ ○ ○ ○ ○

81. You regularly read professional journal articles or books on drug abuse treatment. ..........................  ○ ○ ○ ○ ○

82. Communications with other programs that have similar interests would help. ......  ○ ○ ○ ○ ○

83. Other staff often ask your advice about program procedures. ...........................  ○ ○ ○ ○ ○

84. More open discussions about program issues are needed here. ..........................  ○ ○ ○ ○ ○

85. This program holds regular inservice training. .............................................  ○ ○ ○ ○ ○

86. You learned new clinical skills or techniques from manuals or other self-education materials in the past year. ...  ○ ○ ○ ○ ○

87. You frequently hear good staff ideas for improving treatment. ...........................  ○ ○ ○ ○ ○

88. Other staff often ask for your opinions about counseling and treatment issues. ......  ○ ○ ○ ○ ○

89. You are effective and confident in doing your job. .........................................  ○ ○ ○ ○ ○

90. You have a computer to use in your personal office space at work. ........................  ○ ○ ○ ○ ○

91. Some staff here do not do their fair share of work. ..........................................  ○ ○ ○ ○ ○
92. A larger support staff is needed to help meet program needs. ...................... [ ] [ ] [ ] [ ] [ ]

93. The general attitude here is to use new and changing technology. ..................... [ ] [ ] [ ] [ ] [ ]

94. You do a good job of regularly updating and improving your skills. ........... [ ] [ ] [ ] [ ] [ ]

95. Staff members always feel free to ask questions and express concerns in this program. ........................................ [ ] [ ] [ ] [ ] [ ]

96. You have the skills needed to conduct effective individual counseling. ............ [ ] [ ] [ ] [ ] [ ]

97. Staff frustration is common here. ............. [ ] [ ] [ ] [ ] [ ]

98. You need better access while at work to counseling resources on the Internet. ........ [ ] [ ] [ ] [ ] [ ]

99. Management here has a clear plan for this program. ........................................ [ ] [ ] [ ] [ ] [ ]

100. You often influence the decisions of other staff here. ................................. [ ] [ ] [ ] [ ] [ ]

101. You have easy access to specialized medical or psychiatric advice for clients when needed. ........................................ [ ] [ ] [ ] [ ] [ ]

102. You have convenient access to e-mail at work. ............................................. [ ] [ ] [ ] [ ] [ ]

103. You are encouraged here 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 your counseling here. ...... [ ] [ ] [ ] [ ] [ ]

106. You are viewed as a leader by other staff here. .......................................... [ ] [ ] [ ] [ ] [ ]

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107. Computer equipment at this program is mostly old and outdated. ..................  
108. This program provides a comfortable reception/waiting area for clients. ..........  
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 clients. ..................  
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 for learning new counseling strategies or materials that work best for you are:
   a. Lectures ...............................  
   b. Self-study ............................  
   c. Workshops ............................  
   d. Consultants ...........................  
   e. In-services ...........................  
   f. Supervision/feedback .................  

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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? .... ............................... ..........................

123. When you attend workshops, how often do you try out the new interventions or techniques learned? .......... ..........................

124. Are your clients 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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<th>None</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4 or more</th>
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<table>
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<tr>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>A lot</th>
<th>Almost</th>
<th>Always</th>
</tr>
</thead>
</table>