

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 – ●

	<i>Disagree Strongly</i> (1)	<i>Disagree</i> (2)	<i>Uncertain</i> (3)	<i>Agree</i> (4)	<i>Agree Strongly</i> (5)
<p>Person 1. I like chocolate ice cream. ○ ● ○ ○ ○</p> <p style="text-align: center;"><i>This person disagrees a little so she probably doesn't like chocolate ice cream.</i></p>					
<p>Person 2. I like chocolate ice cream. ○ ○ ○ ○ ●</p> <p style="text-align: center;"><i>This person likes chocolate ice cream a lot.</i></p>					
<p>Person 3. I like chocolate ice cream. ○ ○ ● ○ ○</p> <p style="text-align: center;"><i>This person is not sure if he likes chocolate ice cream or not.</i></p>					

Organizational Readiness for Change (TCU ORC)

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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: | |

MO DAY YR

Are you: Male Female

Your Birth Year: 19

Are you Hispanic or Latino? No 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 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)

Discipline/Profession: [MARK ALL THAT APPLY]

- | | | |
|---|--|--|
| <input type="radio"/> Addictions Counseling | <input type="radio"/> Social Work/Human Services | <input type="radio"/> Nurse Practitioner |
| <input type="radio"/> Other Counseling | <input type="radio"/> Physician Assistant | <input type="radio"/> Administration |
| <input type="radio"/> Education | <input type="radio"/> Medicine: Primary Care | <input type="radio"/> None, unemployed |
| <input type="radio"/> Vocational Rehabilitation | <input type="radio"/> Medicine: Psychiatry | <input type="radio"/> None, student |
| <input type="radio"/> Criminal Justice | <input type="radio"/> Medicine: Other | <input type="radio"/> Other (specify) |
| <input type="radio"/> Psychology | <input type="radio"/> Nurse | _____ |

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 > 40

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]

- | | |
|---|---|
| <input type="radio"/> <i>Health Maintenance Organization
or Integrated Health Plan Facility</i> | <input type="radio"/> <i>Free-standing substance abuse services</i> |
| <input type="radio"/> <i>Hospital or university</i> | <input type="radio"/> <i>Family/children service agency</i> |
| <input type="radio"/> <i>Psychiatric or other
specialized hospital</i> | <input type="radio"/> <i>Social services agency</i> |
| <input type="radio"/> <i>Health center (including
primary care setting)</i> | <input type="radio"/> <i>Other multi-service agency</i> |
| <input type="radio"/> <i>Mental health service setting
or community mental health clinic</i> | <input type="radio"/> <i>Jail or prison</i> |
| | <input type="radio"/> <i>Juvenile detention</i> |
| | <input type="radio"/> <i>Private or group practice</i> |
| | <input type="radio"/> <i>Other (please specify) _____</i> |

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.

<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)

Your program needs additional guidance in –

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. assessing client 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
by clients. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. measuring client 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 client assessments to guide
clinical and program decisions. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. using client assessments to document
program effectiveness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

You need more training for –

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 9. assessing client problems and needs. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. increasing client participation
in treatment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11. monitoring client progress. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12. improving rapport with clients. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13. improving client thinking and
problem solving skills. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14. improving behavioral management
of clients. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 15. improving cognitive focus of clients
during group counseling. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16. using computerized client assessments. | <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>

Current pressures to make program changes come from –

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 17. clients 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 clients here often have to be revised by a counselor supervisor.
- 33. Staff training and continuing education are priorities at this program.
- 34. Facilities here are adequate for conducting group counseling.
- 35. You frequently share your knowledge of new counseling ideas with other staff.
- 36. You were satisfied with the training offered at workshops available to you 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. Management here fully trusts your professional judgment.
- 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. Ideas and suggestions from staff get fair consideration by program management.
- 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. Client assessments here are usually conducted using a computer.

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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>

- 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 their own clients.
- 52. This program encourages and supports professional growth.
- 53. Behavior modification (contingency management) is used with many of your clients 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 client 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 client 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
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. | Other staff often ask your advice about
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"/> |
| 86. | You learned new clinical 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. | 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"/> |
| 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"/> |

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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 clients 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. 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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<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 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?