Organizational Readiness for Change (TCU ORC)
Treatment Staff Version (TCU ORC-S)
Scales and Item Scoring Guide

Scoring Instructions. Numbers for each item indicate its location in the administration version, in which response categories are 1=Strongly Disagree to 5=Strongly Agree; ® designates items with reflected scoring. Scores for each scale are obtained by summing responses to its set of items (after reversing scores on reflected items by subtracting the item response from "6"), dividing the sum by number of items included (yielding an average) and multiplying by 10 in order to rescale final scores so they range from 10 to 50 (e.g., an average response of 2.6 for a scale becomes a score of "26").

 Note. Special items (Numbers 24, 30, 41, 67, 73, 77, 82, 86, 98, 101, 114, 117) are not listed because they do not currently load on any single scale. Some capture special information, however, and others are being tested for future additions to scales.

MOTIVATION FOR CHANGE (Needs/Pressure)

Program Needs

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.

Training Needs

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.

Pressures for Change

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.

RESOURCES

Offices

25. Your offices and equipment are adequate.
34. Facilities here are adequate for conducting group counseling.
74. Offices here allow the privacy needed for individual counseling.
108. This program provides a comfortable reception/waiting area for clients.

Staffing

58. There are enough counselors here to meet current client needs.
92. A larger support staff is needed to help meet program needs. ®
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.

Training

33. Staff training and continuing education are priorities at this program.
48. You learned new skills or techniques at a professional conference in the past year.
59. The budget here allows staff to attend professional conferences each year.
85. This program holds regular inservice training.

Equipment

46. Client assessments here are usually conducted using a computer.
56. Computer problems are usually repaired promptly at this program.
62. Most client records here are computerized.
90. You have a computer to use in your personal office space at work.
107. Computer equipment at this program is mostly old and outdated. ®
109. Staff here feel comfortable using computers.
115. More computers are needed in this program for staff to use. ®

Internet

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.
44. You have easy access for using the Internet at work.
71. You used the Internet (World Wide Web) to access drug treatment information in the past month.
102. You have convenient access to e-mail at work.

STAFF ATTRIBUTES

Growth

52. This program encourages and supports professional growth.
54. You read about new techniques and treatment information each month.
60. You have enough opportunities to keep your counseling skills up-to-date.
81. You regularly read professional journal articles or books on drug abuse treatment.
94. You do a good job of regularly updating and improving your skills.

Efficacy

26. You have the skills needed to conduct effective group counseling.
49. You consistently plan ahead and carry out your plans.
68. You usually accomplish whatever you set your mind on.
89. You are effective and confident in doing your job.
96. You have the skills needed to conduct effective individual counseling.

Influence

35. You frequently share your knowledge of new counseling ideas with other staff.
43. Staff generally regard you as a valuable source of information.
83. Other staff often ask your advice about program procedures.
88. Other staff often ask for your opinions about counseling and treatment issues.
100. You often influence the decisions of other staff here.
106. You are viewed as a leader by other staff here.

Orientation (scale not computed)

29. Psychodynamic theory is commonly used in your counseling here.
39. Pharmacotherapy and medications are important parts of this program.
53. Behavior modification (contingency management) is used with many of your clients here.
78. 12-step theory (AA/NA) is followed by many of the counselors here.
105. Cognitive theory (RET, RBT, Gorski) guides much of your counseling here.

Adaptability

63. You are willing to try new ideas even if some staff members are reluctant.
64. Learning and using new procedures are easy for you.
75. You are sometimes too cautious or slow to make changes. ®
104. You are able to adapt quickly when you have to shift focus.

ORGANIZATIONAL CLIMATE

Mission

27. Some staff get confused about the main goals for this program. ®
31. Program staff understand how this program fits as part of the treatment system in your community.
47. Your duties are clearly related to the goals of this program.
65. This program operates with clear goals and objectives.
99. Management here has a clear plan for this program.

Cohesion

28. Staff here all get along very well.
40. There is too much friction among staff members. ®
45. The staff here always work together as a team.
55. Staff here are always quick to help one another when needed.
61. Mutual trust and cooperation among staff in this program are strong.
91. Some staff here do not do their fair share of work. ®

Autonomy

32. Treatment planning decisions for clients here often have to be revised by a counselor supervisor. ®
38. Management here fully trusts your professional judgment.
51. Counselors here are given broad authority in treating their own clients.
70. Counselors here often try out different techniques to improve their effectiveness.
76. Staff members are given too many rules here. ®

Communication

42. Ideas and suggestions from staff get fair consideration by program management.
72. The formal and informal communication channels here work very well.
79. Program staff are always kept well informed.
84. More open discussions about program issues are needed here. ®
95. Staff members always feel free to ask questions and express concerns in this program.

Stress

50. You are under too many pressures to do your job effectively.
66. Staff members often show signs of stress and strain.
80. The heavy workload here reduces program effectiveness.
97. Staff frustration is common here.

Change

57. Novel treatment ideas by staff are discouraged. ®
69. It is easy to change procedures here to meet new conditions.
87. You frequently hear good staff ideas for improving treatment.
93. The general attitude here is to use new and changing technology.
103. You are encouraged here to try new and different techniques.

TRAINING EXPOSURE AND UTILIZATION

Training Satisfaction

   36.   You were satisfied with the training offered at workshops available to you last year.
   116.   You were satisfied with the training opportunities available to you last year.

Training Exposure
(response categories: 1="None"; 2="1"; 3="2"; 4="3"; 5="4 or More")

   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?

Training Utilization – Individual-level
(response categories: 1="Never"; 2="Rarely"; 3="Sometimes"; 4="A Lot"; 5="Almost Always")

   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?

Training Utilization – Program-level
(response categories: 1="Never"; 2="Rarely"; 3="Sometimes"; 4="A Lot"; 5="Almost Always")

   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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