Organizational Readiness for Change (TCU ORC)
Treatment Director Version (TCU ORC-D)
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, 36, 41, 67, 73, 77, 82, 86, 98, 101, 114) 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. documenting service needs of clients for making treatment placements.
2. tracking and evaluating performance of clients over time.
3. obtaining information that can document program effectiveness.
4. automating client 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.

Training Needs

Your counseling staff needs 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. Offices 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 management 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 management 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 to conduct effective staff meetings.
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 are highly effective in working with community leaders and board members.

Influence

35. You frequently discuss new counseling ideas with staff.
43. Staff generally regard you as a valuable source of information.
83. Staff readily implement your ideas for changing program procedures.
88. Staff seek your opinions about counseling and treatment issues.
100. Your staff readily follows your leadership.
106. You are viewed as a strong leader by the staff here.

Orientation (scale not computed)

29. Psychodynamic theory is commonly used in counseling here.
39. Pharmacotherapy and medications are important parts of this program.
53. Behavior modification (contingency management) is used with many 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 the 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. You have a clear plan for leading 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. You fully trust the professional judgment of staff who work with clients here.
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 think they have too many rules here. ®

Communication

42. You always listen to ideas and suggestions from staff.
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 frustrations are common here.

Change

57. Novel treatment ideas by staff are discouraged. ®
69. You can change procedures here quickly 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 encourage counselors to try new and different techniques.

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For more information on the Organizational Readiness for Change –
Treatment Director Version (TCU ORC-D), please contact:

Institute of Behavioral Research
Texas Christian University
TCU Box 298740
Fort Worth, TX 76129
(817) 257-7226
(817) 257-7290 FAX
Email: ibr@tcu.edu
Web site: www.ibr.tcu.edu