Organizational Readiness for Change   
(ORC-D4)

*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** – ●

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

**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.***

**Please complete the following items for your anonymous code. The anonymous linkage code   
can be used to match your ratings from different survey forms without using your name.**

**This program is located in which zip code?**  |\_\_\_|\_\_\_|\_\_\_|\_\_\_|\_\_\_|

First letter in your mother’s first name: |\_\_\_| First letter in your father’s first name: |\_\_\_|

First digit in your social security number: |\_\_\_| Last digit in your social security number: |\_\_\_|

**1. Today’s Date?** |\_\_\_|\_\_\_||\_\_\_|\_\_\_||\_\_\_|\_\_\_| **2.** **Are you?** ⭘ *Male* ⭘ *Female*

mo day yr

**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. Your 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 (specify)*

**7. Your Discipline/Profession?** [mark all that apply]

⭘ *Addictions Counseling* ⭘ *Criminal Justice* ⭘ *Military*

⭘ *Other Counseling* ⭘ *Psychology* ⭘ *Law Enforcement*

⭘ *Education* ⭘ *Social Work/Human Services* ⭘ *Medicine*

⭘ *Vocational Rehabilitation* ⭘ *Administration* ⭘ *Other (specify)*

***8.* YourCertification Status in Addictions Field*?*** *[mark one]*

⭘ *Not certified or licensed* ⭘ *Currently certified or licensed*

⭘ *Previously certified or licensed, not now* ⭘ *Intern*

**9. Your Job Level? [MARK ONE]**

⭘ *Program Director* ⭘ *Clinical Supervisor* ⭘ *Counselor* ⭘ *Support Staff*

**10. How much 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*

**11. 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*

**12. How many clients are on your treatment caseload?**

⭘ *1-10* ⭘ *11-20* ⭘ *21-30* ⭘ *31-40* ⭘ *> 40*

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**How strongly do you agree or disagree with each of the following statements?**Please fill in the circle that shows your answer to each item.

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

**PART A**

**Clinical staff at your program needs**

**guidance in –**

1. assessing client needs. ⭘ ⭘ ⭘ ⭘ ⭘

2. using client assessments to guide   
clinical care and program decisions. ⭘ ⭘ ⭘ ⭘ ⭘

3. using client assessments to document   
client improvements. ⭘ ⭘ ⭘ ⭘ ⭘

4. matching client needs with services. ⭘ ⭘ ⭘ ⭘ ⭘

5. increasing program participation   
by clients. ⭘ ⭘ ⭘ ⭘ ⭘

6. improving rapport with clients. ⭘ ⭘ ⭘ ⭘ ⭘

7. improving client thinking and   
problem solving skills. ⭘ ⭘ ⭘ ⭘ ⭘

8. improving behavioral management   
of clients. ⭘ ⭘ ⭘ ⭘ ⭘

9. improving cognitive focus of clients   
 during group counseling. ⭘ ⭘ ⭘ ⭘ ⭘

10. identifying and using evidence-based   
 practices. ⭘ ⭘ ⭘ ⭘ ⭘

**Your organization needs guidance in –**

11. defining its mission. ⭘ ⭘ ⭘ ⭘ ⭘

12. setting specific goals for   
improving services. ⭘ ⭘ ⭘ ⭘ ⭘

13. assigning or clarifying staff roles. ⭘ ⭘ ⭘ ⭘ ⭘

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

14. establishing accurate job descriptions   
for staff. ⭘ ⭘ ⭘ ⭘ ⭘

15. evaluating staff performance. . ⭘ ⭘ ⭘ ⭘ ⭘

16. improving relations among staff. ⭘ ⭘ ⭘ ⭘ ⭘

17. improving communications   
among staff. ⭘ ⭘ ⭘ ⭘ ⭘

18. improving record keeping and   
information systems. ⭘ ⭘ ⭘ ⭘ ⭘

19. improving billing/financial/accounting   
procedures. ⭘ ⭘ ⭘ ⭘ ⭘

**You need more training for –**

20. basic computer skills/programs. ⭘ ⭘ ⭘ ⭘ ⭘

21. specialized computer applications   
(e.g., data systems). ⭘ ⭘ ⭘ ⭘ ⭘

22. new methods/developments in your area   
of responsibility. ⭘ ⭘ ⭘ ⭘ ⭘

23. new equipment or procedures being used   
or planned. ⭘ ⭘ ⭘ ⭘ ⭘

24. maintaining/obtaining certification or   
other credentials. ⭘ ⭘ ⭘ ⭘ ⭘

25. new laws or regulations you need to   
know about. ⭘ ⭘ ⭘ ⭘ ⭘

26. management or supervisory   
responsibilities. ⭘ ⭘ ⭘ ⭘ ⭘

**Current pressures to make**

**program changes come from –**

27. the people being served. ⭘ ⭘ ⭘ ⭘ ⭘

28. other staff members. ⭘ ⭘ ⭘ ⭘ ⭘

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

29. program supervisors or managers. ⭘ ⭘ ⭘ ⭘ ⭘

30. board members or overseers. ⭘ ⭘ ⭘ ⭘ ⭘

31. community groups. ⭘ ⭘ ⭘ ⭘ ⭘

32. funding agencies. ⭘ ⭘ ⭘ ⭘ ⭘

33. accreditation or licensing authorities. ⭘ ⭘ ⭘ ⭘ ⭘

**PART B**

1. You have good program management   
at your program. ⭘ ⭘ ⭘ ⭘ ⭘

2. Frequent staff turnover is a problem   
for your program. ⭘ ⭘ ⭘ ⭘ ⭘

3. Staff training and continuing education   
are priorities in your program. ⭘ ⭘ ⭘ ⭘ ⭘

4. Your facilities are adequate for   
conducting group counseling. ⭘ ⭘ ⭘ ⭘ ⭘

5. You have clinical supervisors who are   
capable and certified. ⭘ ⭘ ⭘ ⭘ ⭘

6. Policies limit use of the Internet for   
work-related needs at your program. ⭘ ⭘ ⭘ ⭘ ⭘

7. You learned new skills or techniques at a   
professional training in the past year. ⭘ ⭘ ⭘ ⭘ ⭘

8. Computer problems are usually repaired   
promptly at your program. ⭘ ⭘ ⭘ ⭘ ⭘

9. Much time and attention are given to   
staff supervision when needed. ⭘ ⭘ ⭘ ⭘ ⭘

10. You have convenient access to   
e-mail at work. ⭘ ⭘ ⭘ ⭘ ⭘

11. Counselors in your program are able to   
spend the time needed with clients. ⭘ ⭘ ⭘ ⭘ ⭘

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

12. Equipment at your program is mostly   
old and outdated. ⭘ ⭘ ⭘ ⭘ ⭘

13. Clinical and management decisions   
for your program are well planned. ⭘ ⭘ ⭘ ⭘ ⭘

14. More computers are needed for staff   
in your program to use. ⭘ ⭘ ⭘ ⭘ ⭘

15. Most client records for your program   
are computerized. ⭘ ⭘ ⭘ ⭘ ⭘

16. Support staff in your program have the   
skills they need to do their jobs. ⭘ ⭘ ⭘ ⭘ ⭘

17. Offices in your program allow the privacy   
needed for individual counseling. ⭘ ⭘ ⭘ ⭘ ⭘

18. Your program holds regular   
inservice training. ⭘ ⭘ ⭘ ⭘ ⭘

19. Your program has enough counselors   
to meet current client needs. ⭘ ⭘ ⭘ ⭘ ⭘

20. Clinical staff in your program are   
well-trained. ⭘ ⭘ ⭘ ⭘ ⭘

21. You used the Internet at work recently   
to access drug treatment information. ⭘ ⭘ ⭘ ⭘ ⭘

22. You have confidence in how decisions   
at your program are made. ⭘ ⭘ ⭘ ⭘ ⭘

23. You have easy access for using the   
Internet at work. ⭘ ⭘ ⭘ ⭘ ⭘

24. Offices and equipment in your program   
are adequate. ⭘ ⭘ ⭘ ⭘ ⭘

25. Your program provides a comfortable   
reception/waiting area for clients. ⭘ ⭘ ⭘ ⭘ ⭘

26. You have a computer to use in your   
personal office space at work. ⭘ ⭘ ⭘ ⭘ ⭘

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

27. You meet frequently with clinical   
supervisors about client needs and   
progress. ⭘ ⭘ ⭘ ⭘ ⭘

28. A larger support staff is needed to   
help meet needs at your program. ⭘ ⭘ ⭘ ⭘ ⭘

29. The budget in your program allows   
staff to attend professional training. ⭘ ⭘ ⭘ ⭘ ⭘

30. Staff in your program feel comfortable   
using computers. ⭘ ⭘ ⭘ ⭘ ⭘

31. Staff concerns are ignored in most   
decisions made in your program. ⭘ ⭘ ⭘ ⭘ ⭘

**PART C**

1. You have the skills needed to conduct   
effective group counseling. ⭘ ⭘ ⭘ ⭘ ⭘

2. Other staff often ask your advice   
about program procedures. ⭘ ⭘ ⭘ ⭘ ⭘

3. You are satisfied with your present job. ⭘ ⭘ ⭘ ⭘ ⭘

4. Learning and using new procedures   
are easy for you. ⭘ ⭘ ⭘ ⭘ ⭘

5. You are considered an experienced   
source of advice about services. ⭘ ⭘ ⭘ ⭘ ⭘

6. You feel appreciated for the job you do   
at work. ⭘ ⭘ ⭘ ⭘ ⭘

7. Your program encourages and supports   
professional growth. ⭘ ⭘ ⭘ ⭘ ⭘

8. You are effective and confident in doing   
your job. ⭘ ⭘ ⭘ ⭘ ⭘

9. You are able to adapt quickly when you   
have to make changes. ⭘ ⭘ ⭘ ⭘ ⭘

10. Keeping your counseling skills up-to-date   
is a priority for you. ⭘ ⭘ ⭘ ⭘ ⭘

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

11. You give high value to the work   
you do. ⭘ ⭘ ⭘ ⭘ ⭘

12. You regularly influence the decisions   
of other staff you work with. ⭘ ⭘ ⭘ ⭘ ⭘

13. You usually accomplish whatever   
you set your mind on. ⭘ ⭘ ⭘ ⭘ ⭘

14. You do a good job of regularly updating   
and improving your skills. ⭘ ⭘ ⭘ ⭘ ⭘

15. 12-step programs (AA/NA) are   
recommended to many of your clients. ⭘ ⭘ ⭘ ⭘ ⭘

16. You regularly read professional articles   
or books on drug treatment. ⭘ ⭘ ⭘ ⭘ ⭘

17. You review new techniques and   
treatment information regularly. ⭘ ⭘ ⭘ ⭘ ⭘

18. Psychodynamic theory is commonly   
used in your counseling. ⭘ ⭘ ⭘ ⭘ ⭘

19. Other staff often ask for your opinions   
about counseling and treatment issues. ⭘ ⭘ ⭘ ⭘ ⭘

20. You are willing to try new ideas even   
if some staff members are reluctant. ⭘ ⭘ ⭘ ⭘ ⭘

21. Behavior modification (contingency   
management) is used with many   
of your clients. ⭘ ⭘ ⭘ ⭘ ⭘

22. You have the skills needed to conduct   
effective individual counseling. ⭘ ⭘ ⭘ ⭘ ⭘

23. You frequently share your knowledge   
of new counseling ideas with others. ⭘ ⭘ ⭘ ⭘ ⭘

24. You are sometimes too cautious or slow   
to make changes. ⭘ ⭘ ⭘ ⭘ ⭘

25. You are proud to tell others where   
you work. ⭘ ⭘ ⭘ ⭘ ⭘

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

26. Cognitive theory (RET, RBT) guides   
much of your counseling. ⭘ ⭘ ⭘ ⭘ ⭘

27. You like the people you work with. ⭘ ⭘ ⭘ ⭘ ⭘

28. You are viewed as a leader by the staff   
you work with. ⭘ ⭘ ⭘ ⭘ ⭘

29. You consistently plan ahead and   
carry out your plans. ⭘ ⭘ ⭘ ⭘ ⭘

30. You would like to find a job   
somewhere else. ⭘ ⭘ ⭘ ⭘ ⭘

31. Pharmacotherapy and related medications   
are important for many of your clients. ⭘ ⭘ ⭘ ⭘ ⭘

**PART D**

1. Some staff members seem confused   
about the main goals for your program. ⭘ ⭘ ⭘ ⭘ ⭘

2. The heavy staff workload reduces the   
effectiveness of your program. ⭘ ⭘ ⭘ ⭘ ⭘

3. You frequently hear good ideas from   
other staff for improving treatment. ⭘ ⭘ ⭘ ⭘ ⭘

4. Treatment planning decisions for clients   
in your program often get revised by a   
counselor supervisor. ⭘ ⭘ ⭘ ⭘ ⭘

5. The general attitude in your program is   
to accept new and changing technology. ⭘ ⭘ ⭘ ⭘ ⭘

6. More open discussions about program   
issues are needed where you work. ⭘ ⭘ ⭘ ⭘ ⭘

7. Ideas and suggestions in your program   
get fair consideration by management. ⭘ ⭘ ⭘ ⭘ ⭘

8. Staff members at your program work   
together as a team. ⭘ ⭘ ⭘ ⭘ ⭘

9. Your duties are clearly related to the   
goals for your program. ⭘ ⭘ ⭘ ⭘ ⭘

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

10. You are under too many pressures   
to do your job effectively. ⭘ ⭘ ⭘ ⭘ ⭘

11. Counselors in your program are given   
broad authority in treating their clients. ⭘ ⭘ ⭘ ⭘ ⭘

12. Your program staff is always kept   
well informed. ⭘ ⭘ ⭘ ⭘ ⭘

13. Novel treatment ideas by staff are   
discouraged where you work. ⭘ ⭘ ⭘ ⭘ ⭘

14. Mutual trust and cooperation among   
staff in your program are strong. ⭘ ⭘ ⭘ ⭘ ⭘

15. Your program operates with clear goals   
and objectives. ⭘ ⭘ ⭘ ⭘ ⭘

16. Staff members at your program often   
show signs of high stress and strain. ⭘ ⭘ ⭘ ⭘ ⭘

17. It is easy to change procedures at your   
program to meet new conditions. ⭘ ⭘ ⭘ ⭘ ⭘

18. Counselors in your program can try out   
different techniques to improve their   
effectiveness. ⭘ ⭘ ⭘ ⭘ ⭘

19. Staff members at your program   
get along very well. ⭘ ⭘ ⭘ ⭘ ⭘

20. Staff members are given too many   
rules in your program. ⭘ ⭘ ⭘ ⭘ ⭘

21. Staff members at your program are quick   
to help one another when needed. ⭘ ⭘ ⭘ ⭘ ⭘

22. The formal and informal communication   
channels in your program work   
very well. ⭘ ⭘ ⭘ ⭘ ⭘

23. There is too much friction among   
staff members you work with. ⭘ ⭘ ⭘ ⭘ ⭘

***Disagree Agree***

***Strongly Disagree Uncertain Agree Strongly***

***(1) (2) (3) (4) (5)***

24. Staff members at your program   
understand how program goals fit as   
part of the treatment system in   
your community. ⭘ ⭘ ⭘ ⭘ ⭘

25. Some staff in your program do not   
do their fair share of work. ⭘ ⭘ ⭘ ⭘ ⭘

26. Management fully trusts professional   
judgments of staff in your program. ⭘ ⭘ ⭘ ⭘ ⭘

27. Staff members always feel free to ask   
questions and express concerns in your   
program. ⭘ ⭘ ⭘ ⭘ ⭘

28. Staff frustration is common where   
you work. ⭘ ⭘ ⭘ ⭘ ⭘

29. Management for your program has a   
clear plan for its future. ⭘ ⭘ ⭘ ⭘ ⭘

30. You feel encouraged to try new and   
different techniques. ⭘ ⭘ ⭘ ⭘ ⭘