CJ Survey of Organizational Functioning
(TCU CJ SOF)
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").

MOTIVATION FOR CHANGE (Needs/Pressure)

Program Needs

Your <u>agency needs additional guidance</u> in –
1. assessing offender needs.
2. matching needs with services.
3. increasing supervision compliance by offenders.
4. measuring offender rehabilitation.
5. developing more effective supervision strategies.
6. raising overall quality of offender supervision.
7. using offender assessments to guide supervision decisions.
8. using offender assessments to document supervision effectiveness.

Training Needs

<u>You</u> need more training for –
9. assessing offender problems and needs.
10. increasing offender participation in rehabilitation programs.
11. monitoring offender progress.
12. improving rapport with offenders.
13. improving offender thinking and problem solving skills.
14. improving behavioral management of offenders.
15. improving cognitive focus of offenders during supervision.
16. using computerized offender assessments.

Pressures for Change

Current <u>pressures</u> to make agency changes come from –
17. offenders.
18. employees.
19. supervisors or managers.
20. judges.
21. community groups and the media.
22. funding and oversight agencies.
23. The State.

RESOURCES

Offices

25. Your offices and equipment are adequate.
34. Facilities here are adequate for conducting offencer supervision.
74. Offices here allow the privacy needed for supervision of offenders.
108. This agency provides a comfortable reception/waiting area for offenders.

Staffing

58. There are enough employees here to meet current offender needs.
92. A larger support staff is needed to help meet agency needs. ®
110. Frequent employee turnover is a problem for this agency. ®
111. Employees here are able to spend enough time with offenders.
112. Support staff here have the skills they need to do their jobs.
113. Employees here are well-trained.

Training

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

Computer Access

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

e-Communications

37. You used the Internet (World Wide Web) to communicate (e.g., list serves, bulletin boards, chat rooms) with other professionals in your field 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 work-related information in the past month.
102. You have convenient access to e-mail at work.

STAFF ATTRIBUTES

Growth

52. This agency encourages and supports professional growth.
54. You read about new techniques and supervision information each month.
60. You have enough opportunities to keep your job skills up-to-date.
81. You regularly read professional journal articles or books related to your field or profession.
94. You do a good job of regularly updating and improving your skills.

Efficacy

26. You have the skills needed to do your job effectively.
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 offender supervision.

Influence

35. You frequently share your job knowledge with other employees.
43. Employees generally regard you as a valuable source of information.
83. Other employees often ask your advice about procedures.
88. Other employees often ask for your opinions about agency issues.
100. You often influence the decisions of other employees here.
106. You are viewed as a leader by other employees here.

Adaptability

63. You are willing to try new ideas even if some employees 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 employees get confused about the main goals for this agency. ®
31. Employees understand how this agency fits as part of the criminal justice system in your community.
47. Your duties are clearly related to the goals of this agency.
65. This agency operates with clear goals and objectives.
99. Management here has a clear plan for this agency.

Cohesion

28. Employees here all get along very well.
40. There is too much friction among employees. ®
45. The employees here always work together as a team.
55. Employees here are always quick to help one another when needed.
61. Mutual trust and cooperation among employees in this agency is strong.
91. Everybody here does their fair share of work.

Autonomy

32. Supervision planning decisions for offenders here often have to be revised by a supervisor. ®
38. Management here fully trusts your professional judgment.
51. Employees here are given broad authority in supervising offenders.
70. Employees here often try out different techniques to improve their effectiveness.
76. Employees are given too many rules here. ®

Communication

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

Stress

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

Change

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

JOB ATTITUDES

Burnout

24. You feel overwhelmed by paperwork.
67. You feel like you aren't making a difference.
77. You feel that it is a real effort to come into work.
82. You feel depressed.
98. You feel tired.
105. You feel disillusioned and resentful.
117. You feel that talking to offenders is a waste of time.

Satisfaction

29. You are satisfied with your present job.
30. You would like to find a job somewhere else. ®
39. You feel appreciated for the job you do.
53. You like the people you work with.
86. You give high value to the work you do here.
101. You are proud to tell others where you work.

Director Leadership

My supervisor –
130. inspires others with his/her plans for this agency for the future.
131. leads by example.
132. gets people to work together for the same goal.
133. insists on only the best performance.
134. treats each of us as individuals with different needs, abilities, and aspirations.
135. takes time to listen carefully to and discuss people's concerns.
136. encourages new ways of looking at how we do our jobs.
137. gives special recognition to others' work when it is very good.
138. provides well-defined performance goals and objectives.
139. emphasizes using new ideas, services, administrative techniques, etc., before most other agency supervisors do.

WORKPLACE PRACTICES

Peer Collaboration

  41. Employees at this agency make a conscious effort to coordinate with other professionals in their field.
  73. Most employees at this agency are cordial.
  78. Employees here design programs together.
114. The director and employees collaborate to make this agency run effectively.

Deprivatized Practice

In the past year, you have –
140. invited someone in to help enhance your job performance.
141. had colleagues observe your job performance.
142. received meaningful feedback on your performance from co-workers.
143. observed other colleagues' performance.
144. received useful suggestions for supervising offenders from co-workers.

Collective Responsibility

145. Many employees in this agency set high standards for themselves.
146. Employees support the supervisor in enforcing policies and rules.
157. Many employees in this agency feel responsible to help each other do their best.
158. Many employees help maintain discipline in the entire agency, not just their office.
159. Many employees in this agency take responsibility for improving the agency.
160. At this agency, employees work together to do what is "best for the offenders."

Focus on Outcomes

147. When making important decisions, the agency always focuses on what's best for offender improvement.
153. Many employees in this agency feel responsible that all offenders improve.
155. Workdays are organized to maximize offender supervision time.
156. This agency sets high standards for offender improvement.
161. This agency has well-defined expectations for all offenders.

Reflective Dialogue

148. In the past year, you have had frequent conversations with co-workers about the goals of this agency.
150. In the past year, you have had frequent conversations with co-workers about what helps offenders improve.
152. In the past year, you have had frequent conversations with co-workers about development of new ideas.
154. Agency employees regularly discuss assumptions about supervision and behavior change.
162. Employees talk about supervision in staff meetings, in the break room, etc.

Counselor Socialization

149. A conscious effort is made by employees to make new employees feel welcome here.
151. Experienced employees invite new employees to observe, give feedback, etc.

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 offenders interested or responsive to new ideas or materials when you try them?
125.   In recent years, how often have you adopted (for regular use) new interventions or techniques from a workshop?
126.   When you have adopted new ideas into your offender supervision, how often have you encouraged other employees 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 employees from your agency 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 agency recommend or support new ideas or techniques for use by all employees?

CJ Training Supplement

Satisfaction with Training

1. Good <u>in-house</u> (inservice) training is provided to agency employees.
2. You found good <u>outside</u> training events to attend last year.
3. Your <u>state oversight agency</u> provided good training in the past year.
4. <u>Regional/national</u> groups provided good training in the past year.

Training Content Preferences

5. More information on <u>substance abuse treatment</u> is needed.
6. More information on the use of <u>prescription medications</u> is needed.
7. Agency employees need sensitivity training for dealing with <u>special populations</u>.
8. Employee training is needed on <u>ethics</u> and confidentiality of information.
9. Specialized training is needed for improving <u>family</u> involvement and related issues.
10. Employee training is needed on <u>mental health issues</u> and appropriate treatment.
11. Training on <u>screening and assessment</u> tools is needed.
12. Agency employees need to be <u>trained</u> to understand other employee functions (e.g. court, field, specialized caseloads).
13. General introductory sessions on <u>multiple topics</u> is an effective workshop format.
14. Intensive full-day training on <u>special topics</u> is an effective workshop format.
15. <u>A conceptual model</u> that explains how program activities contribute to "recovery."
16. Training workshops should be based on <u>evidence-based</u> interventions.
17. Training workshops should be based on <u>evidence-based</u> practices.
18. Training workshops should include <u>role playing</u> and <u>group activities</u>.
19. <u>In-house coaching</u> following specialized training would be useful.
20. Specialized training made available over the <u>Internet</u> would be useful.
21. <u>Exchanging ideas</u> with other agencies that have interests similar to yours would be helpful.
22. <u>Feedback</u> following training would be helpful.

Barriers to Training

23. The <u>workload and pressures</u> at this agency keep motivation for new training low.
24. The <u>budget</u> does not allow most employees to attend professional conferences annually.
25. <u>Topics</u> presented at recent training workshops and conferences have been too limited.
26. The <u>quality of trainers</u> at recent workshops and conferences has been poor.
27. Training activities take <u>too much time</u> away from delivery of agency serrvices.
28. Training interests of agency employees are <u>mostly due</u> to job requirements.
29. It is often <u>too difficult to apply</u> skills/information learned at workshops so they will work in this agency.
30. <u>Limited resources</u> (e.g., office space or budget) make it difficult to adopt new ideas.
31. The <u>background and training</u> of employees limits the kind of supervision changes possible here.
32. There are <u>too few rewards</u> for tryint to change procedures here.
33. <u>Caseload size</u> makes it difficult to adopt new ideas.

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