

# **Organizational Readiness for Change** **(TCU ORC)**

## **Social Agency Staff Version (TCU ORC-SA)**

### *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 organization needs additional guidance in –

1. defining its mission.
2. setting specific goals.
3. assigning or clarifying staff roles.
4. establishing accurate job descriptions for staff.
5. evaluating staff performance.
6. improving relations among staff.
7. improving communications among staff.
8. improving record keeping and information systems.
9. improving financial/accounting procedures.

##### **Training Needs**

You need more training for –

10. basic computer skills/programs.
11. specialized computer applications (e.g., data systems).
12. new methods/developments in your area of responsibility.
13. new equipment or procedures being used or planned.
14. maintaining/obtaining certification or other credentials.
15. new laws or regulations you need to know about.
16. management or supervisory responsibilities.

##### **Pressures for Change**

Current pressures to make agency changes come from –

17. the people being served.
18. other staff members.
19. supervisors or managers.
20. board members or overseers.
21. community groups.
22. funding agencies.
23. accreditation or licensing authorities.

## RESOURCES

### Offices

- 25. Your offices (size and furnishings) here are adequate.
- 34. Office equipment (e.g., telephone, fax, copier) here are adequate.
- 74. Offices here allow the privacy needed for staff duties.
- 108. Arrangement of staff offices is convenient and efficient.

### Staffing

- 58. Staff here have the skills they need to do their jobs.
- 92. More support staff are needed for getting tasks completed. ®
- 110. Frequent staff turnover here is a problem. ®
- 111. Staff here usually have enough time to complete assigned duties.
- 112. There are enough staff here to meet organizational needs.
- 113. Staff here are qualified for their duties.

### Training

- 33. Staff training and continuing education are priorities here.
- 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. You receive regular inservice training here.
- 114. The workload and pressures here keep motivation for new training low. ®

### Equipment

- 46. You have the basic computer equipment/programs you need.
- 56. Computer problems are usually repaired promptly.
- 62. Most records here are computerized.
- 90. You have a computer to use in your personal office space.
- 107. Your computer equipment is mostly old and outdated. ®
- 109. Staff are satisfied with the computer system here.
- 115. More computers are needed for staff to use. ®

### Internet

- 37. You used the Internet (World Wide Web) in the past month.
- 44. You have easy access for using the Internet at work.
- 71. You use the Internet (World Wide Web) to get work-related information.
- 73. Policies here limit staff access to the Internet and use of e-mail. ®
- 98. You need better access while at work to resources on the Internet. ®
- 102. You have convenient access to e-mail communications.

## **STAFF ATTRIBUTES**

### **Growth**

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

### **Efficacy**

- 26. You have the skills needed to conduct your duties effectively.
- 49. You consistently plan ahead and then 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 been highly effective in your work here.

### **Influence**

- 35. You frequently share your knowledge or ideas with other staff.
- 43. Staff generally regard you as a valuable source of information.
- 83. Other staff often ask your advice about things.
- 88. Other staff often ask for your opinions.
- 100. You have a positive influence on other staff here.
- 106. You are viewed as a leader by other staff here.

### **Adaptability**

- 63. You are willing to try new ideas even if some people 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.

### **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.

## **ORGANIZATIONAL CLIMATE**

### **Mission**

- 27. Staff sometimes get confused about our main goals and mission. ®
- 31. Staff understand how everyone's duties fit together as part of the overall mission.
- 47. Your duties are clearly related to the overall goals here.
- 65. Goals and objectives of this agency are communicated clearly.
- 99. Management here has a clear plan for accomplishing the goals.

### **Cohesion**

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

### **Autonomy**

- 32. Too many staff decisions have to be reviewed by someone else. ®
- 38. Management here fully trusts your professional judgment.
- 51. Staff members are given broad authority in carrying out their duties.
- 70. Staff here are free to try out different ideas or techniques.
- 76. There are too many rules and limitations here. ®

### **Communication**

- 42. Ideas or suggestions from staff get a fair hearing from management.
- 72. The formal and informal communication channels here work fine.
- 79. The staff here are kept well informed by management.
- 84. More open discussions about issues would be helpful. ®
- 95. Staff members here always feel free to ask questions and express their concerns.

### **Stress**

- 50. You have too many pressures to do your job effectively.
- 66. The staff here often shows signs of stress and strain.
- 77. You feel a lot of stress here.
- 80. The heavy workload reduces staff effectiveness.
- 97. Staff frustration is common here.

### **Change**

- 57. Novel ideas by staff are discouraged here. ®
- 69. It is easy to change routine procedures to meet new conditions.
- 87. You frequently hear good staff ideas for improving operations.
- 93. The general attitude here is to change things that aren't working.
- 103. You are encouraged here to try new and different ideas.

### **Leadership**

- 24. You have good management here.
- 36. You feel your Board of Trustees provides effective leadership.
- 41. You have fears about the future health of this agency. ®
- 67. Staff participate in making long-range plans for this agency.
- 78. Staff concerns are ignored in most decisions. ®
- 82. You have confidence in how decisions are made here.
- 105. Management decisions here are well planned.