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Organizational Readiness for Change (TCU ORC) Social Agency Staff Version (TCU ORC-SA)

This survey asks questions about how you see yourself and people you work with. Your answers will be confidential (i.e., not recorded or shown with your identification). Honesty is needed to make this information useful in identifying strengths/weaknesses of this agency and addressing them.

Please mark your answers by completely filling in the appropriate circles, as illustrated below. 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. When finished, place the survey in an unmarked manila folder and seal it; do not write your name on the survey or folder. PLEASE DO NOT FOLD FORMS.

Example:

	<i>Disagree Strongly</i> (1)	<i>Disagree</i> (2)	<i>Uncertain</i> (3)	<i>Agree</i> (4)	<i>Agree Strongly</i> (5)
<p>Person 1. I like chocolate ice cream. ○ ● ○ ○ ○</p> <p style="text-align: center;"><i>This person disagrees so she probably doesn't like chocolate ice cream.</i></p>					
<p>Person 2. I like chocolate ice cream. ○ ○ ○ ○ ●</p> <p style="text-align: center;"><i>This person likes chocolate ice cream a lot.</i></p>					

BEGIN HERE:

What is your job classification?

- Administrative _____
- Department A _____
- Department B _____
- Department C _____

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PLEASE FILL IN THE CIRCLE THAT SHOWS YOUR ANSWER TO EACH ITEM.

<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
(1)	(2)	(3)	(4)	(5)

Your organization needs additional guidance in –

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

You need more training for –

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



<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

Current pressures to make agency changes come from –

- | | | | | | |
|--------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 17. the people being served. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 18. other staff members. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 19. supervisors or managers. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 20. board members or overseers. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 21. community groups. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 22. funding agencies. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 23. accreditation or licensing authorities. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

How strongly do you agree or disagree with each of the following statements?

- | | | | | | |
|----------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 24. You have good management here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 25. Your offices (size and furnishings) here are adequate. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 26. You have the skills needed to conduct your duties effectively. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 27. Staff sometimes get confused about our main goals and mission. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 28. Staff here all get along very well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 29. You are satisfied with your present job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 30. You would like to find a job somewhere else. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 31. Staff understand how everyone's duties fit together as part of the overall mission. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 32. Too many staff decisions have to be reviewed by someone else. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 33. Staff training and continuing education are priorities here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
(1)	(2)	(3)	(4)	(5)

- 34. Office equipment (e.g., telephone, fax, copier) here are adequate. (1) (2) (3) (4) (5)
- 35. You frequently share your knowledge or ideas with other staff. (1) (2) (3) (4) (5)
- 36. You feel your Board of Trustees provides effective leadership. (1) (2) (3) (4) (5)
- 37. You used the Internet (World Wide Web) in the past month. (1) (2) (3) (4) (5)
- 38. Management here fully trusts your professional judgment. (1) (2) (3) (4) (5)
- 39. You feel appreciated for the job you do. (1) (2) (3) (4) (5)
- 40. There is too much friction among staff members. (1) (2) (3) (4) (5)
- 41. You have fears about the future health of this agency. (1) (2) (3) (4) (5)
- 42. Ideas or suggestions from staff get a fair hearing from management. (1) (2) (3) (4) (5)
- 43. Staff generally regard you as a valuable source of information. (1) (2) (3) (4) (5)
- 44. You have easy access for using the Internet at work. (1) (2) (3) (4) (5)
- 45. The staff here work together effectively as a team. (1) (2) (3) (4) (5)
- 46. You have the basic computer equipment/programs you need. (1) (2) (3) (4) (5)
- 47. Your duties are clearly related to the overall goals here. (1) (2) (3) (4) (5)
- 48. You learned new skills or techniques at a professional conference in the past year. ... (1) (2) (3) (4) (5)
- 49. You consistently plan ahead and then carry out your plans. (1) (2) (3) (4) (5)
- 50. You have too many pressures to do your job effectively. (1) (2) (3) (4) (5)



<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
(1)	(2)	(3)	(4)	(5)

- 51. Staff members are given broad authority in carrying out their duties. (1) (2) (3) (4) (5)
- 52. This agency encourages and supports professional growth. (1) (2) (3) (4) (5)
- 53. You like the people you work with. (1) (2) (3) (4) (5)
- 54. You read about new ideas and techniques related to your duties each month. (1) (2) (3) (4) (5)
- 55. Staff here are always quick to help one another when needed. (1) (2) (3) (4) (5)
- 56. Computer problems are usually repaired promptly. (1) (2) (3) (4) (5)
- 57. Novel ideas by staff are discouraged here. (1) (2) (3) (4) (5)
- 58. Staff here have the skills they need to do their jobs. (1) (2) (3) (4) (5)
- 59. The budget here allows staff to attend professional conferences each year. (1) (2) (3) (4) (5)
- 60. You have enough opportunities to keep your professional skills up-to-date. (1) (2) (3) (4) (5)
- 61. Mutual trust and cooperation among staff here are strong. (1) (2) (3) (4) (5)
- 62. Most records here are computerized. (1) (2) (3) (4) (5)
- 63. You are willing to try new ideas even if some people are reluctant. (1) (2) (3) (4) (5)
- 64. Learning and using new procedures are easy for you. (1) (2) (3) (4) (5)
- 65. Goals and objectives of this agency are communicated clearly. (1) (2) (3) (4) (5)
- 66. The staff here often shows signs of stress and strain. (1) (2) (3) (4) (5)
- 67. Staff participate in making long-range plans for this agency. (1) (2) (3) (4) (5)



<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

- 68. You usually accomplish whatever you set your mind on. (1) (2) (3) (4) (5)
- 69. It is easy to change routine procedures to meet new conditions. (1) (2) (3) (4) (5)
- 70. Staff here are free to try out different ideas or techniques. (1) (2) (3) (4) (5)
- 71. You use the Internet (World Wide Web) to get work-related information. (1) (2) (3) (4) (5)
- 72. The formal and informal communication channels here work fine. (1) (2) (3) (4) (5)
- 73. Policies here limit staff access to the Internet and use of e-mail. (1) (2) (3) (4) (5)
- 74. Offices here allow the privacy needed for staff duties. (1) (2) (3) (4) (5)
- 75. You are sometimes too cautious or slow to make changes. (1) (2) (3) (4) (5)
- 76. There are too many rules and limitations here. (1) (2) (3) (4) (5)
- 77. You feel a lot of stress here. (1) (2) (3) (4) (5)
- 78. Staff concerns are ignored in most decisions. (1) (2) (3) (4) (5)
- 79. The staff here are kept well informed by management. (1) (2) (3) (4) (5)
- 80. The heavy workload reduces staff effectiveness. (1) (2) (3) (4) (5)
- 81. You regularly read professional articles or books related to your job here. (1) (2) (3) (4) (5)
- 82. You have confidence in how decisions are made here. (1) (2) (3) (4) (5)
- 83. Other staff often ask your advice about things. (1) (2) (3) (4) (5)



<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

- 84. More open discussions about issues would be helpful. (1) (2) (3) (4) (5)
- 85. You receive regular inservice training here. (1) (2) (3) (4) (5)
- 86. You give high value to the work you do here. (1) (2) (3) (4) (5)
- 87. You frequently hear good staff ideas for improving operations. (1) (2) (3) (4) (5)
- 88. Other staff often ask for your opinions. (1) (2) (3) (4) (5)
- 89. You are effective and confident in doing your job. (1) (2) (3) (4) (5)
- 90. You have a computer to use in your personal office space. (1) (2) (3) (4) (5)
- 91. Some staff members do not do their fair share of work. (1) (2) (3) (4) (5)
- 92. More support staff are needed for getting tasks completed. (1) (2) (3) (4) (5)
- 93. The general attitude here is to change things that aren't working. (1) (2) (3) (4) (5)
- 94. You do a good job of routinely updating and improving your skills. (1) (2) (3) (4) (5)
- 95. Staff members here always feel free to ask questions and express their concerns. (1) (2) (3) (4) (5)
- 96. You have been highly effective in your work here. (1) (2) (3) (4) (5)
- 97. Staff frustration is common here. (1) (2) (3) (4) (5)
- 98. You need better access while at work to resources on the Internet. (1) (2) (3) (4) (5)
- 99. Management here has a clear plan for accomplishing goals. (1) (2) (3) (4) (5)



<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)</i>

- 100. You have a positive influence on other staff here.
- 101. You are proud to tell others where you work.
- 102. You have convenient access to e-mail communications.
- 103. You are encouraged here to try new and different ideas.
- 104. You are able to adapt quickly when you have to shift focus.
- 105. Management decisions here are well planned.
- 106. You are viewed as a leader by other staff here.
- 107. Your computer equipment is mostly old and outdated.
- 108. Arrangement of staff offices is convenient and efficient.
- 109. Staff are satisfied with the computer system here.
- 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.
- 114. The workload and pressures here keep motivation for new training low.
- 115. More computers are needed for staff to use.

Thank you for completing this survey.

This final page is provided for you to make any additional comments or suggestions about issues raised in this survey or about the survey itself. Any responses you choose to add are anonymous and will not be linked to the form you just completed.

What do you see as the key strengths of your organization?

What do you see as your organization's current challenges or weaknesses?

Do you have any further comments or suggestions?