



Organizational Functioning

(see www.ibr.tcu.edu for more information)

Assessment Fact Sheet

TCU Organizational Readiness for Change (ORC)

This assessment of organizational functioning is self-administered by treatment program staff. One version is designed for counseling staff (**ORC-S**) and another is for program directors or supervisors (**ORC-D**). Motivational factors include program needs, training needs, and pressures for change, while program resources are evaluated in regard to office facilities, staffing, training, equipment, and internet. Organizational dynamics include scales on *staff attributes* (growth, efficacy, influence, adaptability) and *climate* (mission, cohesion, autonomy, communication, stress, flexibility for change). These forms of the ORC also are available in **Italian**, and they have been modified for use in **criminal justice** treatment settings. An alternate version of the assessment has been adapted for **social agencies** (ORC-SA) that have administrative or management responsibilities instead of providing direct service delivery. The ORC-SA is self-administered, with treatment-specific items of the ORC-S replaced by two new scales (*Leadership* and *Satisfaction*) representing *climate*.

Evidence. A national sample of over 500 staff members from more than 100 programs was used to study reliability and validity of the ORC (Lehman, Greener, & Simpson, 2002). The 18 scales contain an average of 6.4 items each, and they require about 25 minutes to complete. Principal components analysis was used to examine the ORC factor structure, coefficient alpha reliabilities were computed as measures of internal consistency, and relationships of scales with selected client and program functioning indicators document their predictive validities. The **program-level coefficient alpha** for each scale is reported below, summarizing general psychometric evidence for the credibility of this assessment.

Motivation for Change	
Program Needs for Improvement	.84
Immediate Training Needs	.88
Pressures for Change	.68
Adequacy of Resources	
Offices	.79
Staffing	.78
Training	.64
Equipment	.66
Internet	.84

Staff Attributes	
Growth	.72
Efficacy	.68
Influence	.79
Adaptability	.76
Organizational Climate	
Mission	.75
Cohesion	.92
Autonomy	.56
Communication	.82
Stress	.90
Change	.76

Graphic Display and Interpretation. Score profiles for the ORC scales, including mean scores and 25%-75% norms, are presented graphically on the next page. The ORC Scoring Guide found at the IBR website explains scoring procedures for the scales, which range in value from 10-50 (midpoint of 30). The chart is based on the total set of ORC assessments contained in the TCU/IBR data files, updated periodically as an interpretive framework for score profiles from individual programs. By plotting the averaged staff scores from a program (preferable including at least 5 staff members) into this chart, direct comparisons can be made with other programs and scale scores that fall above or below the middle 50% of programs can be identified.

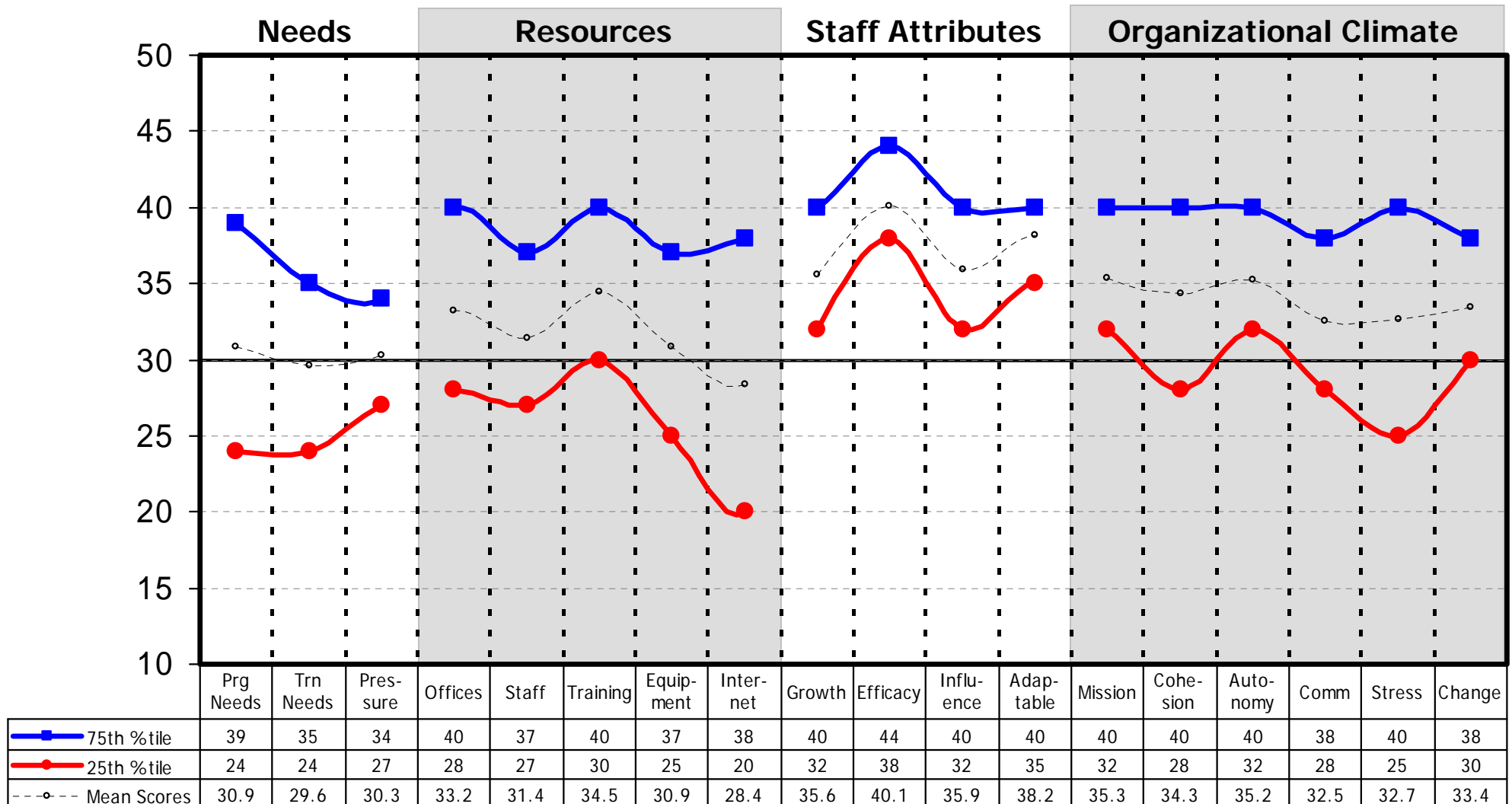
Limitations. The graphic display of ORC score profiles was calculated for all programs studied to date, which are highly diverse in treatment setting and orientation. Information based on more specific subgroups is needed for better comparison norms, and work is in progress to make these refinements.

Key References

- Lehman, W. E. K., Greener, J. M., & Simpson, D. D. (2002). Assessing organizational readiness for change. *Journal of Substance Abuse Treatment*, 22(4), 197-209.
- Simpson, D. D. (2002). A conceptual framework for transferring research to practice. *Journal of Substance Abuse Treatment*, 22(4), 171-182.

Means & Norms for Organizational Functioning

25th-75th Percentile ORC Score Profiles (N=2,031)



TCU Organizational Readiness for Change (ORC-S) Scores