

Organizational Readiness for Change (TCU ORC) Treatment Director Version (TCU ORC-D) *Instruction Page*

This survey asks questions about how you see yourself as a program director or counseling supervisor, 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 – ●

	<i>Disagree Strongly</i> <i>(1)</i>	<i>Disagree</i> <i>(2)</i>	<i>Uncertain</i> <i>(3)</i>	<i>Agree</i> <i>(4)</i>	<i>Agree Strongly</i> <i>(5)</i>
<p>Person 1. I like chocolate ice cream. ○ ● ○ ○ ○</p> <p style="text-align: center;"><i>This person disagrees a little 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>					
<p>Person 3. I like chocolate ice cream. ○ ○ ● ○ ○</p> <p style="text-align: center;"><i>This person is not sure if he likes chocolate ice cream or not.</i></p>					

Organizational Readiness for Change (TCU ORC)

Treatment Director Version (TCU ORC-D)

The anonymous linkage code below will be used to match data from different evaluation forms without using your name or information that can identify you.

Please complete the following items for your anonymous code:

First letter in mother's first name:

First letter in father's first name:

First digit in your social security number:

Last digit in your social security number:

Today's Date: | |
MO DAY YR

Are you: Male Female

Your Birth Year: 19

Are you Hispanic or Latino? No Yes

Are you: [MARK ONE]

- | | |
|-----------------------------------------------------------------|----------------------------------------------|
| <input type="radio"/> American Indian/Alaska Native | <input type="radio"/> White |
| <input type="radio"/> Asian | <input type="radio"/> More than one race |
| <input type="radio"/> Native Hawaiian or Other Pacific Islander | <input type="radio"/> Other (specify): _____ |
| <input type="radio"/> Black or African American | |

Highest Degree Status: [MARK ONE]

- | | |
|------------------------------------------------------------|---------------------------------------------------------------------|
| <input type="radio"/> No high school diploma or equivalent | <input type="radio"/> Bachelor's degree |
| <input type="radio"/> High school diploma or equivalent | <input type="radio"/> Master's degree |
| <input type="radio"/> Some college, but no degree | <input type="radio"/> Doctoral degree or equivalent |
| <input type="radio"/> Associate's degree | <input type="radio"/> Other (medical assistant, RN, post-doctorate) |

Discipline/Profession: [MARK ALL THAT APPLY]

- | | | |
|-------------------------------------------------|--------------------------------------------------|------------------------------------------|
| <input type="radio"/> Addictions Counseling | <input type="radio"/> Social Work/Human Services | <input type="radio"/> Nurse Practitioner |
| <input type="radio"/> Other Counseling | <input type="radio"/> Physician Assistant | <input type="radio"/> Administration |
| <input type="radio"/> Education | <input type="radio"/> Medicine: Primary Care | <input type="radio"/> None, unemployed |
| <input type="radio"/> Vocational Rehabilitation | <input type="radio"/> Medicine: Psychiatry | <input type="radio"/> None, student |
| <input type="radio"/> Criminal Justice | <input type="radio"/> Medicine: Other | <input type="radio"/> Other (specify) |
| <input type="radio"/> Psychology | <input type="radio"/> Nurse | _____ |

Certification Status in Addictions Field: [MARK ONE]

- | | |
|-----------------------------------------------------------------|-------------------------------------------------------|
| <input type="radio"/> Not certified or licensed in addiction | <input type="radio"/> Currently certified or licensed |
| <input type="radio"/> Previously certified or licensed, not now | <input type="radio"/> Intern |

How many years of experience do you have in the drug abuse counseling field?

- 0-6 months 6-11 months 1 to 3 years 3 to 5 years over 5 years

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

How many clients are currently being treated in your program?

- 1-20 21-40 41-80 81-160 > 160

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DRUG TREATMENT UNIT INFORMATION

Is your drug treatment unit – [MARK ONE]

- Independent (not part of a parent organization)*
- One of several drug treatment units under a parent organization*

What is the zip code for your treatment unit? |__|__|__|__|__|

Which of the following best describes this treatment unit? [MARK ONE]

- Intensive outpatient – 9 or more hours of structured programming per week (non-methadone)*
- Outpatient services – less than 9 hours of structured programming per week (non-methadone)*
- Outpatient methadone*
- Therapeutic community*
- Inpatient/residential*
- Halfway house/work release*
- Other (please specify) _____*

Which one category best describes the primary setting of this treatment unit? [MARK ONE]

- | | |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <input type="radio"/> <i>Health Maintenance Organization
or Integrated Health Plan Facility</i> | <input type="radio"/> <i>Free-standing substance abuse services</i> |
| <input type="radio"/> <i>Hospital or university</i> | <input type="radio"/> <i>Family/children service agency</i> |
| <input type="radio"/> <i>Psychiatric or other
specialized hospital</i> | <input type="radio"/> <i>Social services agency</i> |
| <input type="radio"/> <i>Health center (including
primary care setting)</i> | <input type="radio"/> <i>Other multi-service agency</i> |
| <input type="radio"/> <i>Mental health service setting
or community mental health clinic</i> | <input type="radio"/> <i>Jail or prison</i> |
| | <input type="radio"/> <i>Juvenile detention</i> |
| | <input type="radio"/> <i>Private or group practice</i> |
| | <input type="radio"/> <i>Other (please specify) _____</i> |

Primary service area for treatment unit? [MARK ONE]

- Rural*
- Suburban*
- Urban*

Type of substance abuse problems treated? [MARK ONE]

- Alcohol problems only*
- Drug problems only*
- Both alcohol and drug problems*

Does your treatment unit primarily serve –

- Adults?* *No* *Yes*
- Adolescents?* *No* *Yes*
- Criminal justice referrals?* *No* *Yes*
- Women only?* *No* *Yes*
- Pregnant women or women with children?* *No* *Yes*
- Dual diagnosis clients (e.g., mental health and substance abuse)?* *No* *Yes*

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Organizational Readiness for Change (TCU ORC) Treatment Director Version (TCU ORC-D)

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

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

Your program needs additional guidance in –

- | | | | | | |
|---------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1. documenting service needs of clients for making treatment placements. | ○ | ○ | ○ | ○ | ○ |
| 2. tracking and evaluating performance of clients over time. | ○ | ○ | ○ | ○ | ○ |
| 3. obtaining information that can document program effectiveness. | ○ | ○ | ○ | ○ | ○ |
| 4. automating client records for billing and financial applications. | ○ | ○ | ○ | ○ | ○ |
| 5. evaluating staff performance and organizational functioning. | ○ | ○ | ○ | ○ | ○ |
| 6. selecting new treatment interventions and strategies for which staff need training. | ○ | ○ | ○ | ○ | ○ |
| 7. improving the recording and retrieval of financial information. | ○ | ○ | ○ | ○ | ○ |
| 8. generating timely “management” reports on clinical, financial, and outcome data. ... | ○ | ○ | ○ | ○ | ○ |

Your counseling staff needs more training for –

- | | | | | | |
|----------------------------------------------------------------|---|---|---|---|---|
| 9. assessing client problems and needs. | ○ | ○ | ○ | ○ | ○ |
| 10. increasing client participation in treatment. | ○ | ○ | ○ | ○ | ○ |
| 11. monitoring client progress. | ○ | ○ | ○ | ○ | ○ |
| 12. improving rapport with clients. | ○ | ○ | ○ | ○ | ○ |
| 13. improving client thinking and problem solving skills. | ○ | ○ | ○ | ○ | ○ |
| 14. improving behavioral management of clients. | ○ | ○ | ○ | ○ | ○ |

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

- 15. improving cognitive focus of clients during group counseling.
- 16. using computerized client assessments.

Current pressures to make program changes come from –

- 17. clients in the program.
- 18. program staff members.
- 19. program supervisors or managers.
- 20. agency board members.
- 21. community action groups.
- 22. funding and oversight agencies.
- 23. accreditation or licensing authorities.

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

- 24. Your staff prefer training content that is based on scientific evidence.
- 25. Your offices and equipment are adequate.
- 26. You have the skills to conduct effective staff meetings.
- 27. Some staff get confused about the main goals for this program.
- 28. Staff here all get along very well.
- 29. Psychodynamic theory is commonly used in counseling here.

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<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>

- | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 30. Your staff often has trouble implementing concepts they learn at conferences. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 31. Program staff understand how this program fits as part of the treatment system in your community. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 32. Treatment planning decisions for clients here often have to be revised by a counselor supervisor. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 33. Staff training and continuing education are priorities at this program. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 34. Offices here are adequate for conducting group counseling. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 35. You frequently discuss new counseling ideas with staff. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 36. You were satisfied with outside training available to your staff last year. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 37. You used the Internet (World Wide Web) to communicate with other treatment professionals (e.g., list serves, bulletin boards, chat rooms) in the past month. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 38. You fully trust the professional judgment of staff who work with clients here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 39. Pharmacotherapy and medications are important parts of this program. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 40. There is too much friction among staff members. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 41. Some staff members here resist any type of change. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 42. You always listen to ideas and suggestions from staff. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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

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|-----|-----------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 43. | Staff generally regard you as a valuable source of information. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 44. | You have easy access for using the Internet at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 45. | The staff here always works together as a team. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 46. | Client assessments here are usually conducted using a computer. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 47. | Your duties are clearly related to the goals of this program. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 48. | You learned new management skills or techniques at a professional conference in the past year. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 49. | You consistently plan ahead and carry out your plans. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 50. | You are under too many pressures to do your job effectively. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 51. | Counselors here are given broad authority in treating their own clients. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 52. | This program encourages and supports professional growth. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 53. | Behavior modification (contingency management) is used with many clients here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 54. | You read about new techniques and treatment information each month. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 55. | Staff here are always quick to help one another when needed. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 56. | Computer problems are usually repaired promptly at this program. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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

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|-----|-----------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 57. | Novel treatment ideas by staff are discouraged. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 58. | There are enough counselors here to meet current client needs. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 59. | The budget here allows staff to attend professional conferences each year. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 60. | You have enough opportunities to keep your management skills up-to-date. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 61. | Mutual trust and cooperation among staff in this program are strong. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 62. | Most client records here are computerized. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 63. | You are willing to try new ideas even if some staff members are reluctant. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 64. | Learning and using new procedures are easy for you. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 65. | This program operates with clear goals and objectives. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 66. | Staff members often show signs of stress and strain. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 67. | You have staff meetings weekly. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 68. | You usually accomplish whatever you set your mind on. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 69. | You can change procedures here quickly to meet new conditions. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 70. | Counselors here often try out different techniques to improve their effectiveness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 71. | You used the Internet (World Wide Web) to access drug treatment information in the past month. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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

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|-----|----------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 72. | The formal and informal communication channels here work very well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 73. | You have program policies that limit staff access to the Internet and use of e-mail. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 74. | Offices here allow the privacy needed for individual counseling. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 75. | You are sometimes too cautious or slow to make changes. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 76. | Staff members think they have too many rules here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 77. | You feel a lot of stress here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 78. | 12-step theory (AA/NA) is followed by many of the counselors here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 79. | Program staff are always kept well informed. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 80. | The heavy workload here reduces program effectiveness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 81. | You regularly read professional journal articles or books on drug abuse treatment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 82. | Communications with other programs that have similar interests would help. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 83. | Staff readily implement your ideas for changing program procedures. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 84. | More open discussions about program issues are needed here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 85. | This program holds regular inservice training. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 86. | You learned new management skills or techniques from manuals or other self-education materials in the past year. ... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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

- | | | | | | | |
|------|-------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 87. | You frequently hear good staff ideas for improving treatment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 88. | Staff seek your opinions about counseling and treatment issues. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 89. | You are effective and confident in doing your job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 90. | You have a computer to use in your personal office space at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 91. | Some staff here do not do their fair share of work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 92. | A larger support staff is needed to help meet program needs. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 93. | The general attitude here is to use new and changing technology. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 94. | You do a good job of regularly updating and improving your skills. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 95. | Staff members always feel free to ask questions and express concerns in this program. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 96. | You are highly effective in working with community leaders and board members. ... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 97. | Staff frustrations are common here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 98. | Direct access to counseling resources on the Internet is needed by staff here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 99. | You have a clear plan for leading this program. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 100. | Your staff readily follows your leadership. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 101. | You have easy access to specialized medical or psychiatric advice for clients when needed. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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

- | | | | | | | |
|------|---------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 102. | You have convenient access to e-mail at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 103. | You encourage counselors to try new and different techniques. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 104. | You are able to adapt quickly when you have to shift focus. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 105. | Cognitive theory (RET, RBT, Gorski) guides much of the counseling here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 106. | You are viewed as a strong leader by the staff here. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 107. | Computer equipment at this program is mostly old and outdated. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 108. | This program provides a comfortable reception/waiting area for clients. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 109. | Staff here feel comfortable using computers. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 110. | Frequent staff turnover is a problem for this program. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 111. | Counselors here are able to spend enough time with clients. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 112. | Support staff here have the skills they need to do their jobs. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 113. | Clinical staff here are well-trained. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 114. | The workload and pressures at your program keep motivation for new training low. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 115. | More computers are needed in this program for staff to use. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |