

**TCU CJ Organizational Readiness for Change  
(TCU CJ ORC)  
TCU CJ Program Staff Version (TCU CJ ORC-S)  
*Instruction Page***

This survey asks questions about how you see yourself as a counselor/treatment specialist and how you see your treatment 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> (1)	<i>Disagree</i> (2)	<i>Uncertain</i> (3)	<i>Agree</i> (4)	<i>Agree Strongly</i> (5)
<b>Person 1.</b> I like chocolate ice cream. ....○		●	○	○	○
<i>This person disagrees so she probably doesn't like chocolate ice cream.</i>					
<b>Person 2.</b> I like chocolate ice cream. ....○	○	○	○	○	●
<i>This person likes chocolate ice cream a lot.</i>					

## TCU CJ Organizational Readiness for Change (CJ-ORC): Part I CJ Program Staff Version (CJ ORC-S)

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:

### PROGRAM DIRECTOR INFORMATION

1. Today's Date:          
MO DAY YR

2. Are you:  Male  Female

3. Your Birth Year: 19

4. Are you Hispanic or Latino?  No  Yes

5. Are you: [MARK ONE]

American Indian/Alaska Native

White

Asian

More than one race

Native Hawaiian or Other Pacific Islander

Other (specify) \_\_\_\_\_

Black or African American

6. Highest Degree Status: [MARK ONE]

No high school diploma or equivalent

Bachelor's degree

High school diploma or equivalent

Master's degree

Some college, but no degree

Doctoral degree or equivalent

Associate's degree

Other (medical assistant, RN, post-doctorate)

7. Discipline/Profession: [MARK ALL THAT APPLY]

Addictions Counseling

Social Work/Human Services

Nurse Practitioner

Other Counseling

Physician Assistant

Administration

Education

Medicine: Primary Care

None, unemployed

Vocational Rehabilitation

Medicine: Psychiatry

None, student

Criminal Justice

Medicine: Other

Other (specify) \_\_\_\_\_

Psychology

Nurse

8. Certification Status in Addictions Field: [MARK ONE]

Not certified or licensed in addiction

Currently certified or licensed

Previously certified or licensed, not now

Intern

9. How many years of experience do you have in drug abuse counseling?

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

10. 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

11. How many offenders are on your treatment caseload?

1-10  11-20  21-30  31-40  > 40

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## TCU CJ Organizational Readiness for Change (CJ-ORC): Part II CJ Program Staff Version (CJ ORC-S)

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

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

**Your program needs additional guidance in –**

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. assessing offender needs. ....  | ○ | ○ | ○ | ○ | ○ |
| 2. matching needs with services. ....  | ○ | ○ | ○ | ○ | ○ |
| 3. increasing program participation<br>by offenders. ....                      | ○ | ○ | ○ | ○ | ○ |
| 4. measuring offender performance. ....  | ○ | ○ | ○ | ○ | ○ |
| 5. developing more effective group sessions..                                  | ○ | ○ | ○ | ○ | ○ |
| 6. raising overall quality of counseling. ....                                 | ○ | ○ | ○ | ○ | ○ |
| 7. using offender assessments to guide<br>clinical and program decisions. .... | ○ | ○ | ○ | ○ | ○ |
| 8. using offender assessments to document<br>program effectiveness. ....       | ○ | ○ | ○ | ○ | ○ |

**You need more training for –**

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 9. assessing offender problems and needs. ....                              | ○ | ○ | ○ | ○ | ○ |
| 10. increasing offender participation<br>in treatment. ....                 | ○ | ○ | ○ | ○ | ○ |
| 11. monitoring offender progress. ....                                      | ○ | ○ | ○ | ○ | ○ |
| 12. improving rapport with offenders. ....                                  | ○ | ○ | ○ | ○ | ○ |
| 13. improving offender thinking and<br>problem solving skills. ....         | ○ | ○ | ○ | ○ | ○ |
| 14. improving behavioral management<br>of offenders. ....                   | ○ | ○ | ○ | ○ | ○ |
| 15. improving cognitive focus of offenders<br>during group counseling. .... | ○ | ○ | ○ | ○ | ○ |
| 16. using computerized offender assessments.                                | ○ | ○ | ○ | ○ | ○ |

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

**Current pressures to make program changes come from –**

- |     |  |                       |                       |                       |                       |                       |
|-----|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 17. | offenders in the program. ....               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 18. | program staff members. ....                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 19. | program supervisors or managers. ....        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 20. | agency board members. ....                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 21. | community action groups. ....                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 22. | funding and oversight 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 prefer training content that is based on scientific evidence. ....                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 25. | Your offices and equipment 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 effective group counseling. ....                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 27. | Some staff get confused about the main goals for this program. ....                                    | <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. | Psychodynamic theory is commonly used in your counseling here. ....                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 30. | You often have trouble implementing concepts learned 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"/> |

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<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>

- 32. Treatment planning decisions for offenders here often have to be revised by a supervisor. ....
- 33. Staff training and continuing education are priorities at this program. ....
- 34. Facilities here are adequate for conducting group counseling. ....
- 35. You frequently share your knowledge of new counseling ideas with other staff. ....
- 36. You were satisfied with the training offered at workshops available to you last year. ....
- 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. ....
- 38. Management here fully trusts your professional judgment. ....
- 39. Pharmacotherapy and medications are important parts of this program. ....
- 40. There is too much friction among staff members. ....
- 41. Some staff members here resist any type of change. ....
- 42. Ideas and suggestions from staff get fair consideration by program management. ....
- 43. Staff generally regard you as a valuable source of information. ....
- 44. You have easy access for using the Internet at work. ....
- 45. The staff here always work together as a team. ....
- 46. Offender assessments here are usually conducted using a computer. ....

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<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>

- 47. Your duties are clearly related to the goals of this program. ....
- 48. You learned new skills or techniques at a professional conference in the past year. ....
- 49. You consistently plan ahead and carry out your plans. ....
- 50. You are under too many pressures to do your job effectively. ....
- 51. Counselors here are given broad authority in treating offenders in their caseload. ....
- 52. This program encourages and supports professional growth. ....
- 53. Behavior modification (contingency management) is used with many of your offenders here. ....
- 54. You read about new techniques and treatment information each month. ....
- 55. Staff here are always quick to help one another when needed. ....
- 56. Computer problems are usually repaired promptly at this program. ....
- 57. Novel treatment ideas by staff are discouraged. ....
- 58. There are enough counselors here to meet current offender needs. ....
- 59. The budget here allows staff to attend professional conferences each year. ....
- 60. You have enough opportunities to keep your counseling skills up-to-date. ....
- 61. Mutual trust and cooperation among staff in this program are strong. ....

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

- 62. Most offender records here are computerized. ....  (1)  (2)  (3)  (4)  (5)
- 63. You are willing to try new ideas even if some staff members are reluctant. ....  (1)  (2)  (3)  (4)  (5)
- 64. Learning and using new procedures are easy for you. ....  (1)  (2)  (3)  (4)  (5)
- 65. This program operates with clear goals and objectives. ....  (1)  (2)  (3)  (4)  (5)
- 66. Staff members often show signs of stress and strain. ....  (1)  (2)  (3)  (4)  (5)
- 67. You have staff meetings weekly. ....  (1)  (2)  (3)  (4)  (5)
- 68. You usually accomplish whatever you set your mind on. ....  (1)  (2)  (3)  (4)  (5)
- 69. It is easy to change procedures here to meet new conditions. ....  (1)  (2)  (3)  (4)  (5)
- 70. Counselors here often try out different techniques to improve their effectiveness. ....  (1)  (2)  (3)  (4)  (5)
- 71. You used the Internet (World Wide Web) to access drug treatment information in the past month. ....  (1)  (2)  (3)  (4)  (5)
- 72. The formal and informal communication channels here work very well. ....  (1)  (2)  (3)  (4)  (5)
- 73. Program 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 individual counseling. ....  (1)  (2)  (3)  (4)  (5)
- 75. You are sometimes too cautious or slow to make changes. ....  (1)  (2)  (3)  (4)  (5)
- 76. Staff members are given too many rules here. ....  (1)  (2)  (3)  (4)  (5)

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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)

- 77. You feel a lot of stress here. ....
- 78. 12-step theory (AA/NA) is followed by many of the counselors here. ....
- 79. Program staff are always kept well informed. ....
- 80. The heavy workload here reduces program effectiveness. ....
- 81. You regularly read professional journal articles or books on drug abuse treatment. ....
- 82. Communications with other programs that have similar interests would help. ....
- 83. Other staff often ask your advice about program procedures. ....
- 84. More open discussions about program issues are needed here. ....
- 85. This program holds regular inservice training. ....
- 86. You learned new clinical skills or techniques from manuals or other self-education materials in the past year. ...
- 87. You frequently hear good staff ideas for improving treatment. ....
- 88. Other staff often ask for your opinions about counseling and treatment issues. ....
- 89. You are effective and confident in doing your job. ....
- 90. You have a computer to use in your personal office space at work. ....
- 91. Some staff here do not do their fair share of work. ....



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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)

- |      |   |                       |                       |                       |                       |                       |
|------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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 have the skills needed to conduct effective individual counseling. ....                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 97.  | Staff frustration is common here. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 98.  | You need better access while at work to counseling resources on the Internet. ....                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 99.  | Management here has a clear plan for this program. ....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 100. | You often influence the decisions of other staff here. ....                                       | <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 offenders when needed. .... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 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 are encouraged here 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 your counseling here. ....                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 106. | You are viewed as a leader by other staff here. ....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i>Disagree</i> <i>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</i> <i>Strongly</i> <i>(5)</i>
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- |      |   |                       |                       |                       |                       |                       |
|------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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. | Arrangement of staff offices is convenient and efficient. ....                                    | <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 offenders. ....                                | <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"/> |
| 116. | You were satisfied with the training opportunities available to you last year. ....               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 117. | The instruction methods you prefer for learning about new counseling strategies or materials are: |                       |                       |                       |                       |                       |
|      | a. Lectures .....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|      | b. Self-study .....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|      | c. Workshops .....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|      | d. Consultants .....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|      | e. In-services .....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|      | f. Supervision/feedback .....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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<i>None</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4 or more</i>
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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? ....

<i>Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>A lot</i>	<i>Almost Always</i>
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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 counseling materials when you try them? .....
125. In recent years, how often have you adopted (for regular use) new counseling interventions or techniques from a workshop? .....
126. When you have adopted new ideas into your counseling, how often have you encouraged other staff to try using them? ..
127. How often do new interventions or techniques that the staff from your program 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 program recommend or support new ideas or techniques for use by all counselors? ....

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**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?**