

Survey of Organizational Functioning (TCU SOF)

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”).

Note. Items 117 and 133 are not currently used in computing scale scores.

MOTIVATION FOR CHANGE (Needs/Pressure)

Program Needs

Your program needs additional guidance in –

1. assessing client needs.
2. matching needs with services.
3. increasing program participation by clients.
4. measuring client performance.
5. developing more effective group sessions.
6. raising overall quality of counseling.
7. using client assessments to guide clinical and program decisions.
8. using client assessments to document program effectiveness.

Training Needs

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

Pressures for Change

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.

RESOURCES

Offices

- 25. Your offices and equipment are adequate.
- 34. Facilities here are adequate for conducting group counseling.
- 74. Offices here allow the privacy needed for individual counseling.
- 108. This program provides a comfortable reception/waiting area for clients.

Staffing

- 58. There are enough counselors here to meet current client needs.
- 92. A larger support staff is needed to help meet program needs. ®
- 110. Frequent staff turnover is a problem for this program. ®
- 111. Counselors here are able to spend enough time with clients.
- 112. Support staff here have the skills they need to do their jobs.
- 113. Clinical staff here are well-trained.

Training

- 33. Staff training and continuing education are priorities at this program.
- 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. This program holds regular inservice training.

Computer Access

- 46. Client assessments here are usually conducted using a computer.
- 56. Computer problems are usually repaired promptly at this program.
- 62. Most client records here are computerized.
- 90. You have a computer to use in your personal office space at work.
- 107. Computer equipment at this program is mostly old and outdated. ®
- 109. Staff here feel comfortable using computers.
- 115. More computers are needed in this program for staff to use. ®

e-Communications

- 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.
- 44. You have easy access for using the Internet at work.
- 71. You used the Internet (World Wide Web) to access drug treatment information in the past month.
- 102. You have convenient access to e-mail at work.

STAFF ATTRIBUTES

Growth

- 52. This program encourages and supports professional growth.
- 54. You read about new techniques and treatment information each month.
- 60. You have enough opportunities to keep your counseling skills up-to-date.
- 81. You regularly read professional journal articles or books on drug abuse treatment.
- 94. You do a good job of regularly updating and improving your skills.

Efficacy

- 26. You have the skills needed to conduct effective group counseling.
- 49. You consistently plan ahead and 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 the skills needed to conduct effective individual counseling.

Influence

- 35. You frequently share your knowledge of counseling with other staff.
- 43. Staff generally regard you as a valuable source of information.
- 83. Other staff often ask your advice about program procedures.
- 88. Other staff often ask for your opinions about counseling and treatment issues.
- 100. You often influence the decisions of 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 staff members 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.

ORGANIZATIONAL CLIMATE

Mission

- 27. Some staff get confused about the main goals for this program. ®
- 31. Program staff understand how this program fits as part of the treatment system in your community.
- 47. Your duties are clearly related to the goals of this program.
- 65. This program operates with clear goals and objectives.
- 99. Management here has a clear plan for this program.

Cohesion

- 28. Staff here all get along very well.
- 40. There is too much friction among staff members. ®
- 45. The staff here always work together as a team.
- 55. Staff here are always quick to help one another when needed.
- 61. Mutual trust and cooperation among staff in this program are strong.
- 91. Everybody here does their fair share of work.

Autonomy

- 32. Treatment planning decisions for clients here often have to be revised by a counselor supervisor. ®
- 38. Management here fully trusts your professional judgment.
- 51. Counselors here are given broad authority in treating their own clients.
- 70. Counselors here often try out different techniques to improve their effectiveness.
- 76. Staff members are given too many rules here. ®

Communication

- 42. Ideas and suggestions from staff get fair consideration by program management.
- 72. The formal and informal communication channels here work very well.
- 79. Program staff are always kept well informed.
- 84. More open discussions about program issues are needed here. ®
- 95. Staff members always feel free to ask questions and express concerns in this program.

Stress

- 50. You are under too many pressures to do your job effectively.
- 66. Staff members often show signs of stress and strain.
- 80. The heavy workload here reduces program effectiveness.
- 97. Staff frustration is common here.

Change

- 57. Novel treatment ideas by staff are discouraged. ®
- 69. It is easy to change procedures here to meet new conditions.
- 87. You frequently hear good staff ideas for improving treatment.
- 93. The general attitude here is to use new and changing technology.
- 103. You are encouraged here to try new and different techniques.

JOB ATTITUDES

Burnout

- 24. You feel overwhelmed by paperwork.
- 67. You feel like you aren't making a difference.
- 77. You feel that it is a real effort to come into work.
- 82. You feel depressed.
- 98. You feel tired.
- 105. You feel disillusioned and resentful.

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.

Director Leadership

My program director:

130. Inspires others with his/her plans for this facility for the future.
131. Leads by example.
132. Gets people to work together for the same goal.
134. Treats each of us as individuals with different needs, abilities, and aspirations.
135. Takes time to listen carefully to and discuss people's concerns.
136. Encourages new ways of looking at how we do our jobs.
137. Gives special recognition to others' work when it is very good.
138. Provides well-defined performance goals and objectives.
139. Emphasizes using new ideas, services, administrative techniques, etc., before most other programs do.

WORKPLACE PRACTICES

Peer Collaboration

41. Counselors at this program make a conscious effort to coordinate with other service professionals.
73. Most counselors at this program are cordial.
78. Counselors here design therapeutic interventions together.
114. The director, counselors, and staff collaborate to make this program run effectively.

Deprivatized Practice

In the past year, you have –

140. Invited someone in to help facilitate your sessions.
141. Had colleagues observe your sessions.
142. Received meaningful feedback on your performance from colleagues.
143. Visited other counselors' sessions.
144. Received useful suggestions for counseling materials from colleagues.

Collective Responsibility

145. Many counselors in this program set high standards for themselves.
146. Counselors support the director in enforcing program policies and rules.
157. Many counselors in this program feel responsible to help each other do their best.
158. Many counselors in this program help maintain discipline in the entire program, not just their sessions.
159. Many counselors in this program take responsibility for improving the program.
160. At this program, counselors work together to do what is "best for the clients."

Focus on Outcomes

147. When making important decisions, the program always focuses on what's best for client improvement.
153. Many counselors in this program feel responsible that all clients improve.
155. Our workday is organized to maximize counseling time.
156. This program sets high standards for client improvement.
161. This program has well-defined expectations for all clients.

Reflective Dialogue

- 148. In the past year, you have had frequent conversations with colleagues about the goals of this program.
- 150. In the past year, you have had frequent conversations with colleagues about what helps clients improve.
- 152. In the past year, you have had frequent conversations with colleagues about development of new curriculum.
- 154. Counselors in this program regularly discuss assumptions about counseling and behavior change.
- 162. Counselors talk about counseling in staff meetings, in the break room, etc.

Counselor Socialization

- 149. A conscious effort is made by staff to make new counselors feel welcome here.
- 151. Experienced counselors invite new counselors into their sessions to observe, give feedback, etc.

TRAINING EXPOSURE AND UTILIZATION

Training Satisfaction

- 36. You were satisfied with the training offered at workshops available to you last year.
- 116. You were satisfied with the training opportunities available to you last year.

Training Exposure

(response categories: 1="None"; 2="1"; 3="2"; 4="3"; 5="4 or More")

- 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?

Training Utilization – Individual-level

(response categories: 1="Never"; 2="Rarely"; 3="Sometimes"; 4="A Lot"; 5="Almost Always")

- 123. When you attend workshops, how often do you try out the new interventions or techniques learned?
- 124. Are your clients 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?

Training Utilization – Program-level

(response categories: 1="Never"; 2="Rarely"; 3="Sometimes"; 4="A Lot"; 5="Almost Always")

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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