

The Organizational Readiness Survey

Introduction

The Organizational Readiness Survey was derived from the research for Rensis Likert. He is one of the founders of business management theory, a psychologist, and best remembered for his research in organizational management and the development of the Likert Survey Scale.

The Organizational Readiness Survey is designed to identify factors that may affect a department's ability to implement and sustain changes related to the Pennsylvania Partnership for Criminal Justice Improvement's (PPCJI) Strategic Plan. The Survey, to be taken by all department personnel, measure perceptions of effective communication, staff alignment with department mission, trust in leadership, etc. Leadership is defined as all management including Chief, Deputies, Directors, Supervisors, and other similar positions. Only one (1) survey should be completed by each staff member.

The survey will ask you to respond to each question according to: 1) your perception of how your department CURRENTLY operates; and 2) a second response regarding what you perceive to be the IDEAL manner in which your department should operate. Please select the response that best fits your perception. A section for comments is provided after each question in which you may offer additional observations and/or suggest potential solutions to issues.

THE SURVEY IS CONFIGURED SO THAT RESPONSES WILL BE ANONYMOUS. Only the aggregate responses, and comments without any individual identifiers, will be provided to the management of your department for planning purposes.

Thank you for your participation in the Survey.

Staff Information (Optional)

1. Please indicate your job category. (Optional)

- Support/Administrative Staff
- Probation Officer
- Supervisor
- Managerial Staff
- Other (please specify)

2. Please indicate how long you have been employed by your current employer (Optional)

- Up to one 1 year
- 1-3 years
- 4-10 years
- Over 10 years

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Organizational Readiness Survey Questions

* 3. How much confidence and trust is shown in staff members by management in the department?

	Virtually None	Some	A Substantial Amount	A Great Deal
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 4. How free do staff members feel to talk to management about their job?

	Not Very Free	Somewhat Free	Quite Free	Very Free
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 5. How often are staff members' ideas sought and used constructively?

	Seldom	Sometimes	Often	Very frequently
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 6. How predominant is fear, threats, or punishment used by leadership?

	Very Frequently	Often	Sometimes	Seldom
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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* 7. How predominant is rewards and incentives used by leadership?

	Seldom	Sometimes	Often	Very Frequently
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 8. Where is the responsibility felt for achieving the department's goals?

	Mostly at the Top	Top and Middle Management	Line Level	At All Levels
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 9. How much cooperative teamwork exists in the department?

	Very Little Cooperative Teamwork Exists	Cooperative Teamwork Occurs on a Situational Basis	Cooperative Teamwork Occurs Among Select Groups of Staff	Ongoing and Consistent Cooperative Teamwork Exists Among All Staff
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 10. What is the usual direction of information flow?

	From Top to Bottom	From Bottom to Top	Sideways (Only Within Same Hierarchal Levels)	In All Directions
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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* 11. How is downward communication accepted/received by staff members?

	Negatively	With Suspicion, but Not Necessarily Negative	Neutrality	With a Receptive Mind
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 12. How accurate is upward communication?

	Usually Inaccurate	Often Inaccurate	Often Accurate	Almost Always Accurate
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 13. How well do management in the department understand the problems faced by staff members?

	Poorly	Not Very Well	Well	Very Well
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 14. At what level are decisions affecting the entire department made?

	Always at the Top without Staff Input	Always at the Top/Middle without Staff Input	At the Top/Middle with Staff Input	Throughout the Organization
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

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* 15. Are staff members involved in decisions related to their work?

	Almost Never	Occasionally Consulted	Generally Consulted	Fully Involved
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 16. How are the department's goals established?

	Orders are Issued without Asking for Input	Orders are Issued with Limited Input Invited	Management Decides with Staff Participation	By Group Action (Except in Crisis Situations)
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 17. How much covert resistance to the department's goals is present?

	Strong Resistance	Moderate Resistance	Some Resistance At Times	Little or No Resistance
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

* 18. Are there informal groups of staff resisting the direction/goals of the department?

	Yes, Most of the Time	Frequently	Sometimes, but infrequently	No, or Almost Never
Current Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal Situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

19. How is data commonly used in the department? (Check all that apply)

	Data is Rarely Utilized	To Identify Areas in Need of Improvement	To Take Constructive Correction as Needed	To Measure Outcomes
Current Situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ideal Situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. How is data commonly used with staff? (Check all that apply)

	Data is Rarely Utilized	To Admonish/Discipline/Punish Staff	To Provide Feedback and to Develop Staff Proficiency	To Reward/Incentivize Staff
Current Situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ideal Situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>