

Handout: Sustaining Change

Table of Quantitative Organizational Capacity Assessment Methods



Various tools can be used to assess different capacity at the various levels of the system. The table below outlines several examples of organizational capacity tools including the type(s) of capacity assessed, the assessment method used, and links to the tools if available. Check with program or practice developers for innovation/approach-specific capacity assessments such as knowledge assessments at the completion of trainings, observation tools of the practice or program being delivered or in use, etc.

Assessment & Author	Level of System	Capacity Type Assessed	Method	1-2 Sentence Description	Snapshot of Resources Needed
Drivers Best Practice Assessment (Ward et al., 2018)	Organization	General Analytic	Team assessment	Capacity assessment administered by a neutral external facilitator to an implementation team at a respective education agency. It is designed to help leaders and staff to more precisely align resources with intended outcomes to support the use of effective innovations.	Training and tools are accessible online; External facilitator needed; Recommended at least 90-120 minutes of uninterrupted time to complete
Education Agency Capacity Assessments: <ul style="list-style-type: none"> • State Capacity Assessment (Ward et al., 2019) 	Organization	General Analytic Adaptive	Team assessment	Capacity assessment administered by a neutral external facilitator to an implementation team at a respective education	Training and tools are accessible online; External facilitator needed; Recommended at least 90-120 minutes of

<ul style="list-style-type: none"> • Regional Capacity Assessment (St. Martin et al., 2015) • District Capacity Assessment (Ward et al., 2015) 				agency. It is designed to help leaders and staff to more precisely align resources with intended outcomes to support the use of effective innovations.	uninterrupted time to complete
Organizational Change Questionnaire Process, Context, and Readiness (OCQ-PCR; Bouckennooghe, et al., 2009)	Organization	General	Self-assessment	42-item assessment tool that measures climate-of-change, process-of-change, and readiness-for-change dimensions.	Paper or digital copies of the assessment
Organizational Change Recipients Beliefs Scale (OCRBS; Armenakis et al., 2007)	Organization	General	Self-assessment	Questionnaire that can be administered at various stages of the change process and research shows it can provide: 1) a measure of current buy-in; 2) an assessment of barriers to successful organizational change; and 3) a foundation for increasing buy-in among organizational change recipients. Thus OCRBS can be used in three phases of organizational change; readiness, adoption, and	Paper or digital copies of the assessment

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				institutionalization	
Organizational Culture Assessment Instrument (OCAI; Cameron & Quinn)	Organization	General	Self-assessment	The Organizational Culture Assessment Instrument (OCAI) is a validated research method to assess organizational culture that is based on the Competing Values Framework. The online OCAI takes about 15 minutes. The paid version offers 19 languages.	Digital; Free and paid version available; Recommended at least 15 minutes to complete
Organizational Readiness for Implementing Change (ORIC; Shea et al., 2014)	Organization	General	Self-assessment	30 items - Likert scale: 15 items that reflected two related constructs: change commitment and change valence.; 15 items that reflected three related constructs: change efficacy, task knowledge, and resource availability.	Paper or digital copies of the assessment
Organizational Readiness to Change Assessment (ORCA; Helfrich et al., 2009)	Organization	General Analytic Adaptive	Self-assessment,	This tool measures organizational readiness to implement evidence-based practices in clinical settings. The Organizational Readiness to Change Assessment (ORCA)	Approximately 15 minutes to administer, paper or digital copies of the assessment

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				instrument consists of three major scales that measure: strength of the evidence for the proposed change/innovation; quality of the organizational context to support the practice change; and organizational capacity to facilitate the change. The tool consists of 77 items with 5-point Likert-type scale grouped according to the main areas of the PARIHS framework.	
Readiness Diagnostic Scale (RDS; Wandersman Center, n.d.)	Organization	General	Self-assessment	The items in the RDS measure two major subcomponents of program readiness: general capacities and momentum. Online assessment, with 7-point Likert type scale. Customized report of results provided by Wandersman Center.	Online assessment administered by Wandersman Center - contact for pricing. Takes approximately 20-25 minutes to complete questionnaire with 1-2 hours scheduled for discussion of results of team
Organizational Social Context Measure (OSC; Glisson et al., 2009)	Organization	General	Self-assessment	The OSC is a self-administered 105-item scale designed to measure culture, climate and "feel" of	Recommended 20 minutes to complete; designed to be taken by "front-line staff" (as opposed to

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				<p>an organization and which is taken by "front-line staff" as opposed to those in executive leadership or management. The OSC has been nationally normed for child welfare and mental health settings, however has noted ability for potential adaptation to additional settings. Multiple administrations of the tool provide opportunities to monitor changes and trends in social context and the "human dimension" of an organization over time.</p>	<p>leadership);</p>
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