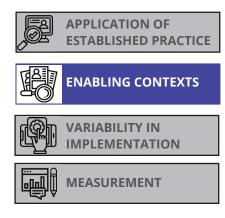# Effective Implementation Cohort

EIC List of Readiness Assessment Tools

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Prepared for the Bill & Melinda Gates Foundation by **Caryn Ward, Ximena Franco-Jenkins, Collin McColskey-Leary, Yolanda Perkins, and Stephanie Kennedy**

LEARNING QUESTION 2 OF 4:

- APPLICATION OF ESTABLISHED PRACTICE
- **ENABLING CONTEXTS**
- VARIABILITY IN IMPLEMENTATION
- MEASUREMENT

NIRN | NATIONAL IMPLEMENTATION RESEARCH NETWORK
FRANK PORTER GRAHAM CHILD DEVELOPMENT INSTITUTE

REVIEW OF READINESS ASSESSMENT TOOLS

The purpose of this review is to highlight published and/or peer-reviewed tools assessing the readiness of the district (i.e., system level) for implementation of evidence-based or evidence-informed practices, programs, or resources. In our review, we found limited availability of such tools designed specifically for and within K-12 settings at the district and systems level; however, we noted which tools could be adapted to K-12.

For each tool reviewed, we provide a brief description, snapshot and resources needed, readiness constructs measured, and a link to the measure if available. For more information on the measured readiness constructs, please see the Readiness Constructs, Definitions, and Indicators resource.

K-12 GENERAL SYSTEM INITIATIVES

District Capacity Assessment (DCA)   2015

Author: Ward, C., St. Martin, K., Horner, R., Duda, M., Ingram-West, K., Tedesco, M., Putnam, D., Buenrostro, M., & Chaparro, E.

The DCA is a 27-item capacity assessment administered by a neutral external facilitator to a district implementation team. It is designed to help district leaders and staff to more precisely align resources with intended outcomes to support the use of effective innovations.

SNAPSHOT-RESOURCES NEEDED	Training and DCA tool are accessible online; External facilitator needed; Recommended at least 90-120 minutes of uninterrupted time to complete
READINESS CONSTRUCTS MEASURED	District Teaming, LEA Sponsor Engagement, Communication, Assessing Fit & Feasibility, Implementation Planning
LINK TO MEASURE	https://nirn.fpg.unc.edu/resources/district-capacity-assessment-dca

Reflective Implementation Checklist   2018

Author: Instruction Partners

The curriculum support guide workbook is designed to provide guidance to districts in curriculum adoption using a three-phrase implementation process. It includes a 13-item Reflective Implementation Checklist aligned to phased implementation process.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies (available at curriculumsupport.org) of the curriculum support guide workbook
READINESS CONSTRUCTS MEASURED	District Teaming, LEA Sponsor Engagement, Communication, Assessing Fit & Feasibility, Implementation Planning, Measurement Planning
LINK TO MEASURE	http://curriculumsupport.org/wp-content/uploads/2019/02/InstructionPartners-Workbook.pdf

Literacy Organization Capacity Initiative (LOCI) District Capacity Factors Self-Assessment Tool 2018

Author: Nelson, C. & Dunsmore, K.

This tool presents 11 factors to help districts build the capacity for sustainable instructional improvement. It is designed as a collaborative self-assessment rubric to allow internal review team consensus about where their school fits.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Recommend 20-60 minutes of time for team discussion
READINESS CONSTRUCTS MEASURED	Implementation Planning
LINK TO MEASURE	https://www.norc.org/PDFs/LOCI/District%20Capacity%20White%20Paper_2018.pdf

K-12 SPECIFIC INITIATIVES

ExpandEDSchools System Level Readiness Tool   2012

Author: The After-School Corporation

This tool focuses on four key areas of readiness (i.e., leadership, capacity and partnerships, resources, and data systems) to evaluate prior to implementing the ExpandED after-school program.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	District Teaming, LEA Sponsor Engagement, Implementation Planning, Measurement Planning
LINK TO MEASURE	https://www.expandedschools.org/sites/default/files/ExpandED_District_Readiness_Tool_FINAL_0.pdf

New York State Self-Assessment Tool for RTI Readiness and Implementation   2010

Author: NYS Response to Intervention Technical Assistance Center

This tool is intended to assist individual schools/districts in evaluating their current level of RTI readiness and implementation and formulate an RTI implementation plan that will address RTI indicators that require improvement or development. The 84-item tool addresses seven key elements or features specific to RTI: Tiered Instruction (Tiers 1,2,3), Assessment (Screening and Progress Monitoring), Infrastructure, Leadership, Professional Development, Teaming/Collaboration, and Parent Involvement.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	Teaming (school level), LEA Sponsor Engagement, Assessing Fit & Feasibility, Implementation Planning
LINK TO MEASURE	https://nysrti.org/files/documents/resources/forms/new_york_state_self_assessment_tool_for_rti_readiness_as_word_doc_updated_1_8_14.pdf

Teacher Leadership: District and School Leader Readiness Tool   2017

Author: American Institutes for Research Center on Great Teachers and Leaders

This tool is for school and district leaders to evaluate which existing strategies and context adequately promote and support teacher leadership. Leaders can use the tool individually or with colleagues.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	District Teaming, Communication, Assessing Fit & Feasibility, Implementation Planning, Measurement Planning
LINK TO MEASURE	https://gtlcenter.org/sites/default/files/TeacherLeadership_LeaderReadinessTool.pdf

US Department of Education Professional Learning Readiness Self-Assessment Tool
2014

Author: US Department of Education- Office of Education Technology

This tool is designed to evaluate the face-to-face and virtual professional learning capacity that exists in a district and across schools. The items describe organizational conditions for success in leading, supporting, and sustaining professional learning found in districts with high capacity for effective, comprehensive professional learning.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	Implementation Planning, Communication
LINK TO MEASURE	https://tech.ed.gov/wp-content/uploads/2014/11/Section-2-Readiness-Self-Assessment-Tool-FINAL.pdf

OTHER HEALTH AND HUMAN SERVICES READINESS ASSESSMENTS

Dimensions of Organizational Readiness-Revised (DOOR-R) 2003

Author: Hoagwood, K., Schoenwald, S. K., & Chapman, J. E.

The DOOR-R is a 21-item instrument used to assess stakeholder attitudes, perspectives, and beliefs regarding organizational readiness and processes spanning six domains. The domains include invention characteristics, practitioner characteristics, client characteristics, service delivery characteristics, service agency characteristics, and service system characteristics.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	District Teaming, Communication
LINK TO MEASURE	https://societyforimplementationresearchcollaboration.org/dimensions-of-organizational-readiness-revised/

Implementation Leadership Scale (ILS) 2014

Author: Aarons, G., Ehrhart, M., & Farahnak, L.

The ILS is a 12-item measure assessing leaders' support for evidence-based practice implementation across four subscales: proactive leadership, knowledgeable leadership, supportive leadership, and perseverant leadership. The ILS can be used for leader and organizational development to improve evidence-based practice implementation.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	District Teaming, LEA Sponsor Engagement
LINK TO MEASURE	https://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-9-45

Organizational Change Questionnaire Process, Context, and Readiness (OCQ-PCR) 2009

Author: Bouckenooghe, D., Devos, G., & Van den Broeck, H.

The OCQ-PCR is a 42-item assessment tool that measures climate-of-change, process-of-change, and readiness-for-change dimensions.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	District Teaming, LEA Sponsor Engagement, Communication
LINK TO MEASURE	https://www.researchgate.net/publication/40444950_Organizational_Change_Questionnaire-Climate_of_Change_Processes_and_Readiness_Development_of_a_New_Instrument

Organizational Change Recipients Beliefs Scale (OCRBS) 2007

Author: Armenakis, A. A., Bernerth, J. B., Pitts, J. P., & Walker, H. J.

The OCRBS is an individual, self-report questionnaire. 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.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	District Teaming, LEA Sponsor Engagement
LINK TO MEASURE	https://dhhs.ne.gov/MCAH/CI-OCRBSreport-May%202017.pdf

Organizational Culture Assessment Instrument (OCAI)   n.d.

Author: Cameron, K. & Quinn, R.

The OCAI assesses six key dimensions of organizational culture: dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphases, and criteria of success.

SNAPSHOT-RESOURCES NEEDED	Self-assessment, Digital; Free and paid version available (the paid version offers 19 languages); Recommended at least 15 minutes to complete
READINESS CONSTRUCTS MEASURED	Team Functioning, Executive Sponsor, Communication
LINK TO MEASURE	https://www.ocai-online.com/

Organizational Readiness for Implementing Change (ORIC)   2014

Author: Shea, C. M., Jacobs, S. R., Esserman, D. A., Bruce, K., & Weiner, B. J.

The ORIC measures organizational readiness including change commitment, change valence, change efficacy, task knowledge, and resource availability.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	District Teaming
LINK TO MEASURE	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3904699/

Organizational Readiness to Change Assessment (ORCA) 2009

Author: Helfrich, C. D., Li, Y.-F., Sharp, N. D., & Sales, A. E.

This tool measures organizational readiness to implement evidence-based practices in clinical settings. The instrument consists of three major scales that measure: strength of the evidence for the proposed change/innovation, 2) quality of the organizational context to support the practice change, 3) organizational capacity to facilitate the change.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Recommended at least 15 minutes to complete; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	District Teaming, LEA Sponsor Engagement, Communications, Implementation Planning
LINK TO MEASURE	https://www.nccmt.ca/knowledge-repositories/search/187

Organizational Social Context Measure (OSC) 2012

Author: Glisson, C., Green, P., & Williams, N. J.

The OSC is a self-administered 105-item scale designed to measure culture, climate, and "feel" of an organization. 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.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Recommended 20 minutes to complete; Designed to be taken by "front-line staff" (as opposed to leadership and/or management positions)
READINESS CONSTRUCTS MEASURED	Team Functioning, Communication
LINK TO MEASURE	https://cbhr.utk.edu/osc/

The Quality Implementation Self-Assessment Rating Scale n.d.

Author: Wandersman Center

This 34-item tool provides a quick diagnostic about the current status of implementing an innovation (a program, policy, or practice) in an organization.

SNAPSHOT-RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment
READINESS CONSTRUCTS MEASURED	District Teaming, LEA Sponsor Engagement, Assessing Fit & Feasibility, Implementation Planning
LINK TO MEASURE	https://www.wandersmancenter.org/uploads/1/2/8/5/128593635/qisars_v2_083119.pdf

Readiness Diagnostic Scale (RDS) n.d.

Author: Wandersman Center

The RDS measures two major subcomponents of program readiness: general capacities and momentum. Customized report of results provided by Wandersman Center.

SNAPSHOT- RESOURCES NEEDED	Online assessment administered by Wandersman Center- contact www. wandersmancenter.org for pricing; Recommended at least 20-25 minutes to complete questionnaire with 1-2 hours scheduled for team discussion of results
READINESS CONSTRUCTS MEASURED	District Teaming, LEA Sponsor Engagement, Communication, Assessing Fit & Feasibility, Implementation Planning
LINK TO MEASURE	https://www.wandersmancenter.org/uploads/1/2/8/5/128593635/genericguide11.6.pdf

Readiness Thinking Tool (RTT) n.d.

Author: Wandersman Center

This tool aids in the determination of an organization's readiness to implement a program, policy, practice or process.

SNAPSHOT- RESOURCES NEEDED	Self-assessment; Paper or digital copies of the assessment; Recommended at least 4-5 minutes to complete questionnaire with 1-2 hours scheduled for team discussion of results
READINESS CONSTRUCTS MEASURED	On a basic level: District Teaming, LEA Sponsor Engagement, Communication, Assessing Fit & Feasibility, Implementation Planning
LINK TO MEASURE	https://www.wandersmancenter.org/uploads/1/2/8/5/128593635/genericguide11.6.pdf https://www.wandersmancenter.org/uploads/1/2/8/5/128593635/readiness_thinking_tool_10.31.19.docx

Texas Christian University Organizational Readiness for Change (TCU-ORC) 2002

Author: Lehman, W. E. K., Greener, J. M., & Simpson, D. D.

The TCU-ORC is a self-administered assessment (one for staff and one for directors) that focuses on motivational factors including program needs, training needs, and pressures for change. Organizational dynamics include scales on staff attributes (growth, efficacy, influence, adaptability, and clinical orientation) and climate (mission, cohesion, autonomy, communication, stress, and openness to change).

SNAPSHOT- RESOURCES NEEDED	Self-assessment; Recommended at least 25 minutes to complete; Paper or digital copies of the assessment; Staff version 129 items- Director versions 115 items
READINESS CONSTRUCTS MEASURED	Implementation Planning
LINK TO MEASURE	Forms on TCU site