Introduction. Implementation is a process of collective action over time by people and organizations. People need competence and confidence (aka training and coaching) to deliver the CPM effectively; and organizations need leadership and team structures and processes that deliberately host (aka integrate, problem-solve, and improve) effective CPM delivery. Too often, organizations fail to pay attention to their role to support the use of an intervention delivered by others in the organization - *a major gap* in the process of implementation.

What is Organizational Readiness? Organizational Readiness describes how an organization has the resources, abilities, and willingness to engage. It is about being prepared for the process of implementing the CPM. Organizational readiness is *not* a pre-existing condition waiting to be found or an existing aspect of an organization that lasts on its own. It needs active support to be developed, nurtured, and sustained across stages of the implementation process (Exploration & Readiness, Installation, Implementation, and Sustainment).

*The CPM Implementation Snapshot (separate tool) looks more generally across four sets of factors influencing CPM implementation – one of which is ORB. This ORB Assessment looks more in-depth and specifically at organizational factors. It may help you better understand particular elements of ORB than the Snapshot provides, especially if ORB capacities emerge from the Snapshot as a priority for your county to address.*

Purpose: Counties can use the table below to design a local assessment that looks specifically at ORB for Implementing the CPM. Items are organized by: (a) Understanding the Fit & Priority of Implementing the CPM; then five key elements of ORB – (b) Organizational Climate, then Structures and Processes for (c) Teams, (d) Communication & Feedback, (e) Using Data for Understanding and Improvement, and (f) Leadership. Sample items are drawn from implementation research and practice. ***There is no expectation that counties use all items in the current format.*** Counties can select and combine whatever pieces apply to their context, add other items, and design an assessment form and process that fits with them (e.g., discussion questions at a Leadership Team meeting; focus group questions among staff at multiple levels of the organization).

| Sample Assessment Items by Element | Not at All | Some Way to Go | Not Sure | Nearly There | Fully in Place |
| --- | --- | --- | --- | --- | --- |
| **A. Understanding Fit and Priority of Implementing the CPM** |
| 1. In our agency, people (*create separate items for staff, supervisors, managers, executive leaders*) can describe what the CPM is and what it aims to address. \* (SNAPSHOT 7)
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| 1. In our agency, people (*create separate items for staff, supervisors, managers, executive leaders*) can describe how the CPM fits with other initiatives. \*(SNAPSHOT 8)
 |  |  |  |  |  |
| 1. In our agency (*create separate items for staff, supervisors, managers, executive leaders*), people can describe how implementing the CPM helps us address children & family needs.
 |  |  |  |  |  |
| 1. In our agency (*create separate items for staff, supervisors, managers, executive leaders*), people can describe why the CPM is relevant and timely to address system, children, family needs
 |  |  |  |  |  |
| 1. In our agency (*create separate items for staff, supervisors, managers, executive leaders*), people can explain what success and progress from doing the CPM look like in practice.
 |  |  |  |  |  |
| 1. In our agency ((*create separate items for staff, supervisors, managers, executive leaders*), people can explain the shared expectations of staff at all levels to implement the CPM.
 |  |  |  |  |  |
| 1. In our agency (*create separate items for supervisors, managers, executive leaders*), people can explain how the CPM will help staff do their jobs better to address children and family needs.
 |  |  |  |  |  |
| 1. In our agency (*create separate items for staff, supervisors, managers, executive leaders*), people understand the organization’s role in implementing the CPM effectively.\* (SNAPSHOT 9)
 |  |  |  |  |  |
| 1. In our agency, people (*create separate items for staff, supervisors, managers, executive leaders*) can explain the organization’s role in implementing the CPM effectively.
 |  |  |  |  |  |
| **B. Organizational Implementation Climate:** Values, assumptions, attitudes and perceptions (importance of innovation in practice, own skills to do so, leadership, organization’s support for change) and the actual policies, practices, procedures, behaviors, and resources related to and influencing them |
| 1. In our agency, people (*create separate items and insert staff, supervisors, managers, or executive leaders*) actively and visibly support implementing the CPM.
 |  |  |  |  |  |
| 1. Our agency dedicates specific resources to support staff and the process of implementing the CPM. \* (SNAPSHOT 11)
 |  |  |  |  |  |
| 1. Our agency dedicates the necessary resources to support staff and ensure the effective process of implementing the CPM.
 |  |  |  |  |  |
| 1. (*Create separate items and insert staff, supervisors, managers, or executive leaders*) People have a positive attitude toward using the CPM in our agency.
 |  |  |  |  |  |
| 1. People (*create separate items and insert staff, supervisors, managers, or executive leaders*) here want to implement CPM.
 |  |  |  |  |  |
| 1. People (*create separate items and insert staff, supervisors, managers, or executive leaders*) here feel confident they can handle the challenges that may arise in implementing the CPM.
 |  |  |  |  |  |
| 1. People (*create separate items and insert staff, supervisors, managers, or executive leaders*) here are confident in management’s ability to lead us along the challenges in implementing the CPM.
 |  |  |  |  |  |
| 1. For people who work here (*create separate items and insert staff, supervisors, managers, or executive leaders*), the CPM takes a back seat to other activities in this agency.
 |  |  |  |  |  |
| 1. In our agency, people (*create separate items and insert staff, supervisors, managers, or executive leaders*) think that implementing the CPM is important.
 |  |  |  |  |  |
| 1. In our agency, people (*create separate items and insert staff, supervisors, managers, or executive leaders*) put a lot of effort into making the CPM a success.
 |  |  |  |  |  |
| **C. Team Structures and Processes:** Formal, organized, and aligned leadership and staff support with the authority, capacities, and abilities to coordination and support CPM implementation activities; making connections and working together towards shared outcomes, not just convening around projects and tasks)  |
| 1. Our agency’s current teaming structure facilitates the active and regular involvement of leadership with decision-making authority to support planning, communication, problem-solving, and sustainability of implementing the CPM *(often referred to as a Leadership Team).* \*(SNAPSHOT 12)
 |  |  |  |  |  |
| 1. Our agency’s current teaming structure facilitates the active and regular involvement of staff and leadership responsible for the day-to-day management and coordination of implementing the CPM *(often referred to as the Implementation Team). \*(SNAPSHOT 13)*
 |  |  |  |  |  |
| 1. Our agency’s current teaming structures involve well-defined methods and processes to identify and address internal problems that arise from implementing the CPM.
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| 1. In our agency, team members understand their individual roles and responsibilities as members of specific leadership and implementation teams related to the CPM.
 |  |  |  |  |  |
| 1. In our agency, leadership and implementation teams understand when and what issues should be raised with another team because they cannot be resolved at the referring team level.
 |  |  |  |  |  |
| 1. Our agency’s current teaming structure ensures responsibility and active processes for reviewing and using data about program outputs, fidelity, coaching, other implementation and outcome data for improvement.
 |  |  |  |  |  |
| **D. Communication and Feedback:** Written plans with defined feed-forward and feed-back loops among multiple groups for specific purposes - communicate progress, celebrate success, report systemic barriers that need assistance from other people, report on action take to address issues) |
| 1. In our agency, there are clear processes for sharing information and getting feedback from staff at all levels (*create separate items for staff, supervisors, managers, executive leaders*) to explore, learn, and grow in the process of implementing the CPM. \*(SNAPSHOT 43)
 |  |  |  |  |  |
| 1. In our agency, staff are able to communicate openly with leadership (through supervisors and managers) about what is working and what is not working in implementing the CPM.
 |  |  |  |  |  |
| 1. In our agency, leadership is able to communicate openly with staff (through managers and supervisors) about successes, challenges, and next steps in implementing the CPM.
 |  |  |  |  |  |
| 1. Leadership and Implementation Teams communicate regularly to address issues for strengthening implementing the CPM.
 |  |  |  |  |  |
| 1. Leadership and Implementation Teams link to and involve staff voice into discussions about issues for strengthening implementing the CPM. \*(SNAPSHOT 14)
 |  |  |  |  |  |
| **E. Using Data for Understanding and Improvement:** Gathering, synthesizing, and using data and information for decision-making to improve the implementation of the CPM. |
| 1. In our agency, there is a system in place to gather and monitor data and information about how the CPM is being implemented. \*(SNAPSHOT 24)
 |  |  |  |  |  |
| 1. In our agency, data about how the CPM is being implemented are used to make decisions and improve CPM implementation. \*(SNAPSHOT 25)
 |  |  |  |  |  |
| 1. In our agency, there is a system and process in place to regularly assess fidelity to the CPM. \*(SNAPSHOT 26)
 |  |  |  |  |  |
| 1. In our agency, data about fidelity to the CPM are used to make decisions and improve CPM implementation. \* (SNAPSHOT 27)
 |  |  |  |  |  |
| 1. In our agency, there is a data system in place to monitor child and family outcomes related to the CPM. \*(SNAPSHOT 28)
 |  |  |  |  |  |
| 1. In our agency, data about child and family outcomes are used to make decisions and improve CPM implementation.
 |  |  |  |  |  |
| **F. Leadership:** Demonstrated commitment, active and ongoing support by people to remove barriers, foster pathways, streamline approaches). To what leaders pay attention, react, allocate resources, role model, recognize and reward |
| 1. In our agency, we have clearly identified leadership who are responsible for ensuring implementation of the CPM.
 |  |  |  |  |  |
| 1. In our agency, leadership (*create separate items for supervisors, managers, executive leaders*) understands the role they play in the process of implementation to support staff who are implementing the CPM directly with families.
 |  |  |  |  |  |
| 1. In our agency, leadership (*create separate items for supervisors, managers, executive leaders*) has the knowledge and skills for ensuring their implementation role to support staff who are implementing the CPM directly with families.
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| 1. In our agency, leadership ensures training opportunities for staff to build staff competence in the CPM. \* (SNAPSHOT 15)
 |  |  |  |  |  |
| 1. In our agency, leadership ensures ongoing coaching supports for staff to build their competence and confidence in the CPM. \* (SNAPSHOT 20)
 |  |  |  |  |  |
| 1. Our agency ensures that leadership strengthens their knowledge and skills about implementing the CPM so they can support staff implementing the CPM with children and families.
 |  |  |  |  |  |
| 1. In our agency, leadership visibly expresses confidence in the capabilities of others to implement the CPM in our agency.
 |  |  |  |  |  |
| 1. In our agency, leadership praises/recognizes when someone has done something well regarding implementing the CPM.
 |  |  |  |  |  |
| 1. Our leadership is willing and able to lead and shape the process of implementing the CPM.
 |  |  |  |  |  |
| 1. In our agency, leadership has a shared plan in place to implement the CPM.
 |  |  |  |  |  |
| 1. In our agency, leadership removes obstacles that prevent or challenge implementing the CPM.
 |  |  |  |  |  |
| 1. Our agency can efficiently change policies and procedures to solve problems that arise in implementing the CPM.
 |  |  |  |  |  |
| 1. In our agency, leadership lays out the standards we need to aspire to when implementing the CPM.
 |  |  |  |  |  |
| 1. In our agency, leadership recognizes and appreciates team efforts to help us successfully implement the CPM.
 |  |  |  |  |  |
| 1. In our agency, leadership carries on through challenges of implementing the CPM.
 |  |  |  |  |  |
| 1. In our agency, leadership reacts to critical issues regarding implementing the CPM in our agency by openly and effectively addressing the problem(s).
 |  |  |  |  |  |

*Please note:* Other aspects of readinessfor Implementing the CPM include measuring capacities to support delivering the CPM (e.g., training/coaching to develop CPM competence and confidence) and agency capacities for partnering and engagement with community and other systems in implementation\*(18 & 19). These additional aspects of readiness are included in the *CPM Implementation Snapshot: Where Are We Now?* tool, which looks more generally across four factors of readiness for implementing the CPM, one of which is ORB.