

READINESS FOR RECOVERY & RESILIENCY[©]

TOOL OVERVIEW & INSTRUCTIONS

This tool was originally designed to assist organizations whose initiatives were disrupted by COVID-19. However, the tool also is functional for organizations or communities whose existing initiatives have been impacted by other major disruption(s) or who are implementing new changes as a result of the disruption(s) (e.g., natural disasters, social disruptions, major reorganization). This tool should be used to assess organization's or community's readiness to implement a new or existing program in the context of the significant impacts of a major disruption(s). Using the R=MC² framework, this tool will raise awareness of factors that affect change and highlight existing strengths and/or opportunities for improvement to be well-positioned to implement an existing or new initiative.

1. Readiness subcomponents included in this tool consist of motivational factors, capacities needed to implement a specific innovation (initiative or intervention), and general capacities. Users of the tool are encouraged to answer all questions or select key questions that are most relevant to their organization or community.
2. Key questions are provided to guide participants to think about what changes have occurred that affect the organization in general and what changes have occurred that affect the initiative, specific to each readiness subcomponent.
3. The response box is intended to capture changes, strengths, weaknesses, needs, and potential solutions to changing needs.

Readiness Subcomponent	Definition	Question	Response
Relative Advantage	This innovation seems better than what we are currently doing or other alternatives.	<ol style="list-style-type: none"> 1. Does <i>the initiative</i> have advantages? <ol style="list-style-type: none"> a. Compared to other changes that started before the major disruption? b. Compared to other changes that started as a result of the major disruption? 	
Compatibility	The innovation fits with how we do things and our current needs.	<ol style="list-style-type: none"> 1. Please describe how the needs of your organization, <i>in general</i>, have changed as a result of the major disruption. 	
		<ol style="list-style-type: none"> 2. If the organization's needs have changed, does the <i>initiative</i> fit within the context of the changing needs? 	
Simplicity	This innovation seems simple to use.	<ol style="list-style-type: none"> 1. Does the <i>initiative</i> seem simple or complex to carry-out during this time? Why? 	
Ability to Pilot	This innovation can be tested and experimented with.	<ol style="list-style-type: none"> 1. As a result of the major disruption, is there flexibility in your ability to pilot the <i>initiative</i>? 	

		2. Due to the major disruption, is there flexibility in the timeline of implementation of the <i>initiative</i> ?	
Observability	We have the ability to see that this innovation is leading to outcomes.	1. Will this <i>initiative</i> lead to outcomes during this time? a. When will the organization know that the initiative is leading to outcome?	
		2. How has the ability to see outcomes of the <i>initiative</i> been affected by the major disruption?	
		3. As a result of the major disruption, are there additional measurements that need to be in place to observe outcomes of the <i>initiative</i> ?	
Priority	The innovation has a high level of importance compared to other things we do.	1. How have priorities <i>in general</i> shifted at your organization since the major disruption? Please describe.	
		2. Is the <i>initiative</i> a priority at your organization given the major disruption? Please describe. How do you know it's a priority? Compared to other initiatives started before the major disruption? Compared to changes that resulted from the major disruption?	
		3. Who is the <i>initiative</i> a priority for during this time? a. The implementation team? b. The target audience? c. Leadership?	
Innovation-Specific Knowledge and Skills	We have sufficient abilities to carry out the innovation.	1. Have additional needs emerged for staff training related to the <i>initiative</i> as a result of the major disruption? Is there a plan in place to support ongoing training for the planning, implementation,	

		evaluation, and sustainment of the innovation for existing or new staff? Please explain.	
		2. If outside staff/experts were helping or needed for the <i>initiative</i> , are they still able to be used as a resource at this time?	
		3. Are there new people involved in the <i>initiative</i> or new elements of the programming for which there will be a need for knowledge and skill development?	
Program Champion	There is a well-connected person who advocates for and supports the innovation.	1. Is there a program champion available to advocate for and support the <i>initiative</i> ? Please describe. Has the capacity of your program champion changed since the major disruption? If yes, how?	
		2. Have the roles and responsibilities of champions changed in ways that affect the ability to support the <i>initiative</i> ?	
		3. Has the program champion had to take on additional duties as a result of the major disruption that limits their time that they're able to spend on the <i>initiative</i> ?	
Supportive Climate	We have the policies, processes and resources that are tangibly dedicated to the innovation.	1. Are leadership dedicated to or supportive of the <i>initiative</i> during this time? How have they demonstrated their support?	
		2. Do others at the site support the continued work needed for the <i>initiative</i> ? Have any policies/processes changed that might impact the <i>initiative</i> ? Are these changes barriers or facilitators of implementation? How will these processes/policy changes be communicated to staff?	

		3. What or where may improvements in the supportive climate needed (increased support from leadership, more dedicated resources, practices around a plan to monitor the <i>initiative</i> , etc.)?	
Inter-organizational Relationships	We have the necessary relationships between organizations that support this innovation.	1. What types of relationships outside of the organization are needed for the <i>initiative</i> during this time? With who?	
		2. Have these relationships, if already existing, been affected by the major disruption? <ul style="list-style-type: none"> a. Is this organization(s) still able to provide support? 	
Intra-organizational Relationships	We have the necessary relationships within organization that support this innovation.	1. What types of relationships within the organization are needed for the <i>initiative</i> during this time? With who?	
		2. Have these relationships, if already existing, been affected by the major disruption? <ul style="list-style-type: none"> a. Is this organization(s) still able to provide support? 	
Culture	We have clear norms and values of how we do things here.	1. How has the major disruption affected the norms of the organization, <i>in general</i> ? <ul style="list-style-type: none"> a. Are staff operating in a different manner? If yes, how so? 	
Climate	People have a strong sense/feeling of being part of this organization.	1. How has the major disruption affected the climate of the organization, <i>in general</i> ? <ul style="list-style-type: none"> a. Do staff feel supported during this time? b. Are staff able to maintain a sense of connection to others within the organization during this time? 	

Innovativeness	Our organization is open to change in general.	1. How has the organization, <i>in general</i> , responded to changes that have emerged as a result of the major disruption?	
		1. Has the organization considered making additional changes, <i>in general</i> , to fit emergent needs of the organization as a result of the major disruption?	
Resource Utilization	We have the ability to acquire and allocate resources including time, money, effort and technology.	1. Has the ability to utilize resources, <i>in general</i> , changed (funding, training space, time, technology, etc.)	
		2. Will the <i>initiative</i> require staff to be in-person? If the initiative needed physical space, will this still be available?	
		3. Do you need additional technological resources for the <i>initiative</i> as a result of the major disruption?	
Leadership	Our organization has effective leaders.	1. Has leadership operated in an effective way, <i>in general</i> , during this time? <ol style="list-style-type: none"> a. Have they set appropriate and safe standards? b. Have they offered additional support around the changing needs that have been a result of the major disruption? 	
Structure	Our organization has effective communication and teamwork.	1. Has the structure of the organization, changed as a result of the major disruption?	
		2. Have teams/departments, within the organization been restructured?	
		3. Have new communication processes been developed as a result of the major disruption?	

Staff Capacity	Our organization has enough of the right people to get things done.	1. How has staff capacity of the overall organization, <i>in general</i> , changed since the major disruption?	
		2. Have staff member's position changed? Do they have collateral duties?	
		3. Has the capacity of the team that is needed for the <i>initiative</i> changed? If so, how? Have changes to workflow impacted the ability of the team to carry out the <i>initiative</i> ? <ul style="list-style-type: none"> a. Consider who is needed for the initiative (program implementation staff such as facilitators, observers, etc.). 	