

Customer Satisfaction Research Report

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Care and Learning

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Final Report

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Georgia Department of Early Care and Learning Customer Satisfaction Survey

For the past nine years, the Public Performance and Management Group at Georgia State University has conducted customer and employee surveys designed to help state agencies, programs, and institutions track and improve customer and employee satisfaction by better managing service quality for customers and the quality of the workplace for employees. Customer satisfaction is largely determined by customers' perception of service quality. Employee satisfaction is largely determined by employees' perception of the quality of the workplace. Georgia Department of Early Care and Learning (DECAL) can influence both customer and employee satisfaction by improving the quality of their experiences with the agency. Employee satisfaction is often correlated with customer satisfaction. Thus, improving employee satisfaction can contribute to improvements in customer satisfaction.

Working with the Public Performance and Management Group at Georgia State University, DECAL conducted both an employee and customer survey. This is the third year DECAL surveyed both customers and employees. This report provides findings from the customer satisfaction survey conducted in March 2014.

DECAL provided a list of customer email addresses and other related variables. These other variables helped to further refine the customer list and were used to provide the basis for grouping customers for subgroups analyses.

Table 1: Profile of the Respondents

Program	N	Percent
Center	588	50%
Family	333	28%
Group	28	2%
Other ¹	231	20%
Total	1180	19%

²Other means something other than a center, family or group and therefore a location not licensed by the department. These are mostly non-licensed locations (primarily public schools) that participate in the Pre-K program.

A total of 6540 customers were invited to complete an online survey; reminder emails were sent periodically during the data collection period and did improve response rate. A total of 1180 customers completed the survey. The overall response rate was 19%. This is almost double the response rate from last year. Anecdotal evidence from customers last year suggested that some were confusing this survey with another that apparently was administered at about the same time. This was avoided this year and produced a better result. A profile of the respondents is shown in Table 1.

Except for minor changes, the survey was largely unchanged from 2013. The survey was comprised of 15 questions, including four open ended questions to enable customers to comment more fully on their general impressions of DECAL, customer service, communications and any final comments at the end of

the survey . Most of the scaled questions were multi-part questions measured on a 5 point scale anchored by agree/disagree or satisfaction/dissatisfaction scales. The survey measured customers' general impressions of DECAL, customer service, communications, and satisfaction with the agency's direction.

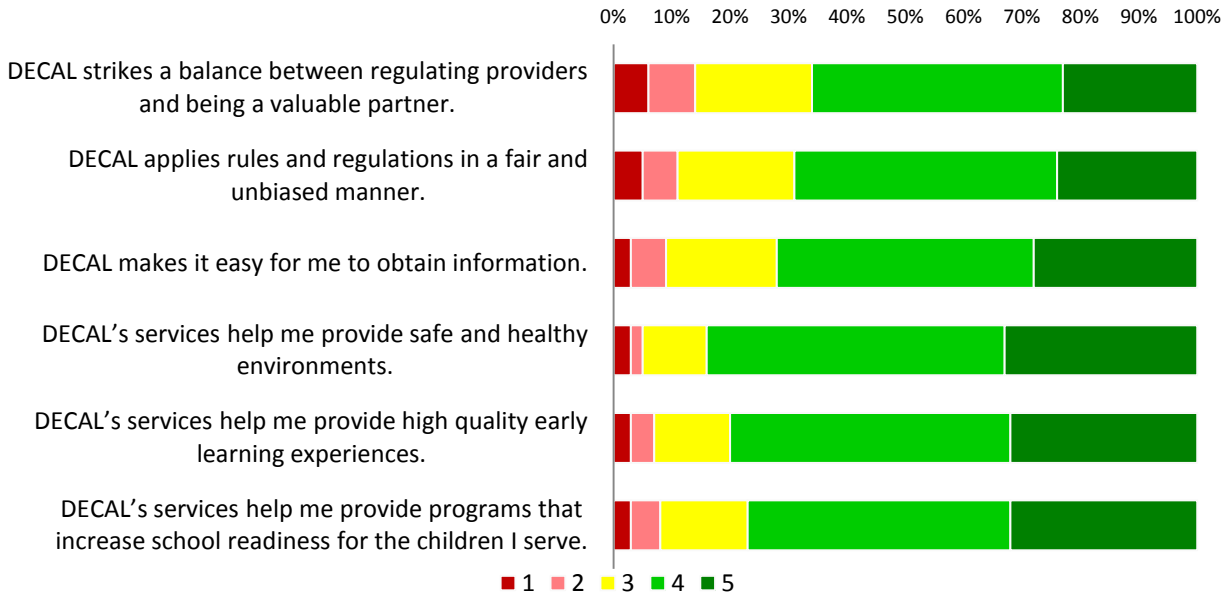
The results of the survey were quite favorable. Through years of experience conducting these types of surveys with a wide variety of organizations, the Public Performance and Management Group has clearly identified customer service as a core element of any customer satisfaction program. DECAL earned extremely high marks for customer service across the board and compares very favorably to other state agencies. Of particular note is DECAL's exceptional ability to address customers' concerns in a reasonable amount of time. Problem resolution is arguably the foundation of a good customer service program. **Timely** problem resolution is essential to a good customer service program, and DECAL's results exceed the most recent statewide results by 10 points (78% vs. 68%). This is a 2% improvement over last year.

Customers' General Impressions of DECAL

Customers were asked to use a 5 point scale to respond to 6 statements about DECAL. The scale was anchored with the phrases Strongly Disagree (1) or Strongly Agree (5) and the mid-point (3) of the scale was anchored with the phrase Somewhat Agree, Somewhat Disagree. Figure 1 shows the distribution of responses across the 5 point scale. Table 2 displays this same data plus the combined percentage of respondents who agree or strongly agree with each statement, the number of respondents who answered "Don't Know / Not Applicable", and the mean scores for each item.

General impressions of the agency were favorable. The percentage of respondents that rated an item Agree or Strongly Agree ranged from 66% to 84%. DECAL's services that help customers provide safe and healthy environments and high quality early learning experiences were most highly rated. Where customers would like to see improvement is in DECAL's role as a regulator, including balancing the roles of regulator and valuable partner. Mean scores ranged from 3.7 to 4.1.

Figure 1: Customers' General Impressions of DECAL



On a 5 Point scale where 1 = Strongly Disagree and 5 = Strongly Agree

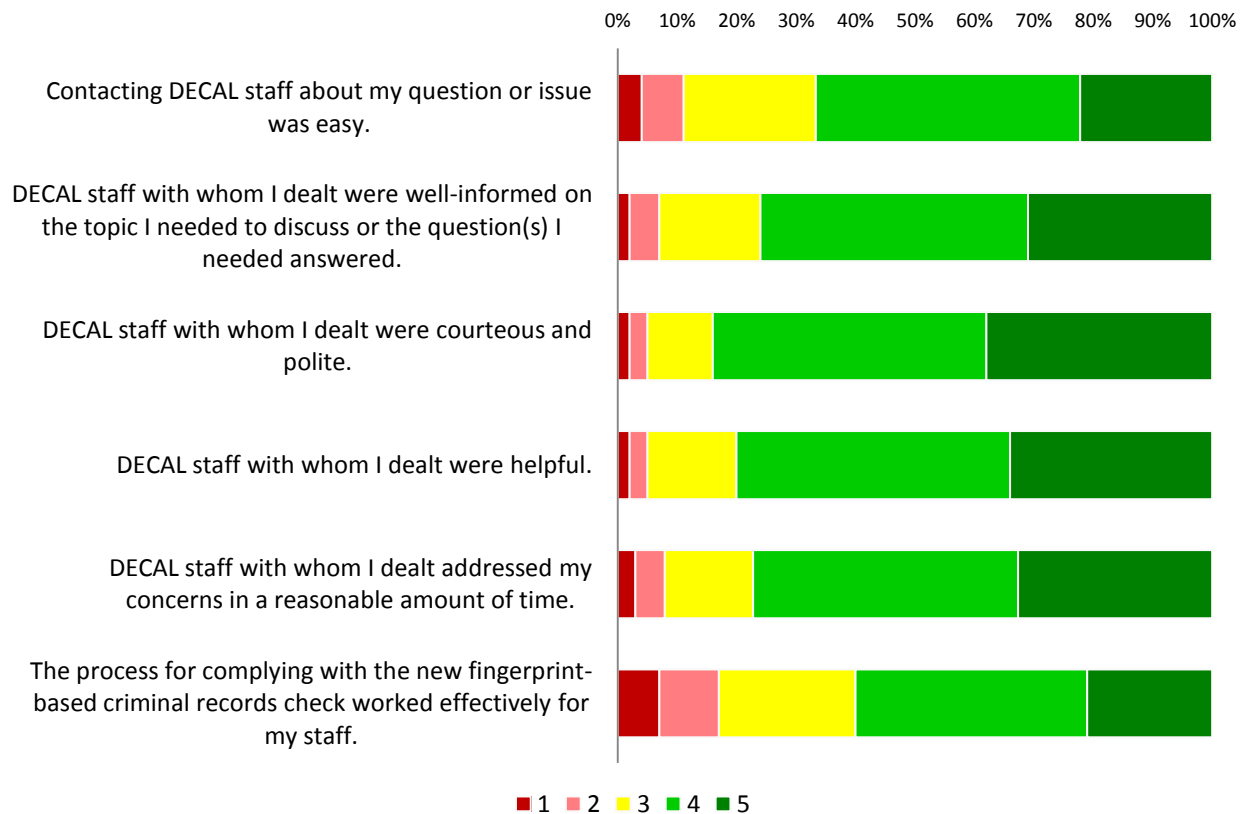
Table 2: Customers' General Impressions of DECAL

	DK/NA (N)	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Agree & Strongly Agree	Mean
DECAL strikes a balance between regulating providers and being a valuable partner.	56	6%	8%	20%	43%	23%	66%	3.7
DECAL applies rules and regulations in a fair and unbiased manner.	36	5%	6%	20%	45%	24%	69%	3.8
DECAL makes it easy for me to obtain information.	18	3%	6%	19%	44%	28%	72%	3.9
DECAL's services help me provide safe and healthy environments.	28	3%	2%	11%	51%	33%	84%	4.1
DECAL's services help me provide high quality early learning experiences.	29	3%	4%	13%	48%	32%	79%	4.0
DECAL's services help me provide programs that increase school readiness for the children I serve.	49	3%	5%	15%	45%	32%	77%	4.0

Customer Perceptions of DECAL’s Customer Service

Customers used a 5 point agree/disagree scale to evaluate DECAL’s customer service on six items. The results are shown in Figure 2 and Table 3. The combined percentage of respondents who answered Agree or Strongly Agree ranged from 60% to 84%. DECAL earned its highest marks for courtesy, timely problem resolution, helpfulness and for being well informed on topics of concern to customers. Timely problem resolution is an especially significant determinant of customer satisfaction and DECAL earned high marks in this area. Fully 78% of respondents agreed or strongly agreed that DECAL staff members with whom they dealt addressed their concerns in a reasonable amount of time. The process for complying with the new fingerprint-based criminal records check does not appear to be working effectively for customers. Only 60% agreed or strongly agreed that the fingerprint based criminal records check worked effectively. Mean scores ranged from 3.6 to 4.2.

Figure 2: Customer Evaluation of DECAL's Customer Service Based on Experiences in the Past Year



On a 5 Point scale where 1 = Strongly Disagree and 5 = Strongly Agree

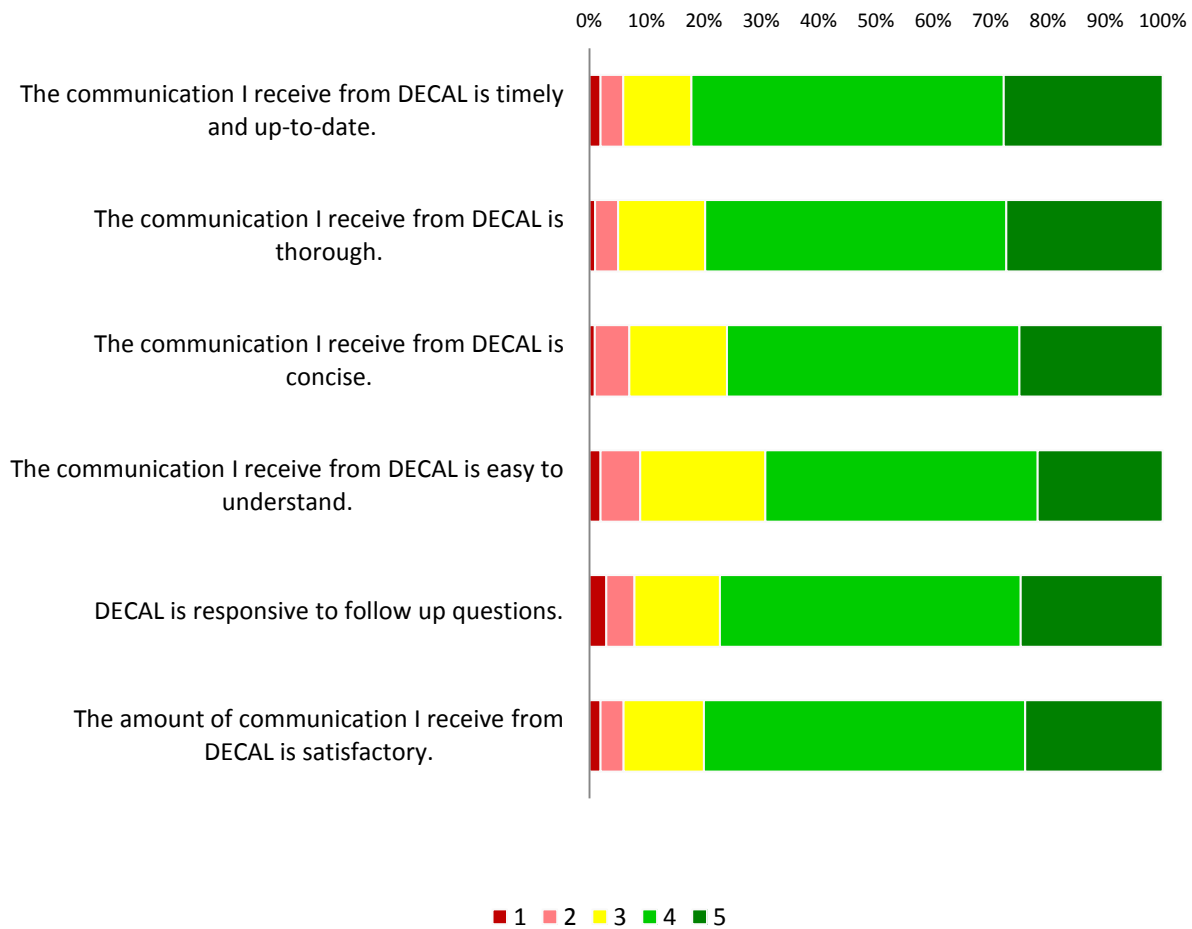
Table 3: Customer Evaluation of DECAL's Customer Service Based on Experiences in the Past Year

	DK/NA (N)	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Agree & Strongly Agree	Mean
Contacting DECAL staff about my question or issue was easy.	98	4%	7%	22%	44%	22%	67%	3.7
DECAL staff with whom I dealt were well-informed on the topic I needed to discuss or the question(s) I needed answered.	79	2%	5%	17%	45%	31%	75%	4.0
DECAL staff with whom I dealt were courteous and polite.	71	2%	3%	11%	46%	38%	84%	4.2
DECAL staff with whom I dealt were helpful.	87	2%	3%	15%	46%	34%	81%	4.1
DECAL staff with whom I dealt addressed my concerns in a reasonable amount of time.	98	3%	5%	15%	45%	33%	78%	4.0
The process for complying with the new fingerprint-based criminal records check worked effectively for my staff.	272	7%	10%	23%	39%	21%	60%	3.6

Customer Perceptions of DECAL’s Communications

Respondents also used a 5 point agree/disagree scale to evaluate DECAL’s communications on six items. The results are shown in Figure 3 and Table 4. DECAL earned relatively high marks across the board. The combined percentage of respondents who answered Agree or Strongly Agree ranged from 69% to 83%. DECAL earned its highest marks for timely, up to date communication, for sending a satisfactory amount of communication. The one cause for concern is “*The communication I receive from DECAL is easy to understand*”. Mean scores ranged from 3.8 to 4.0.

Figure 3: Customer Evaluation of DECAL's Communications Based on Experiences in the Past Year



On a 5 Point scale where 1 = Strongly Disagree and 5 = Strongly Agree

Table 4: Customer Evaluation of DECAL's Communications Based on Experiences in the Past Year

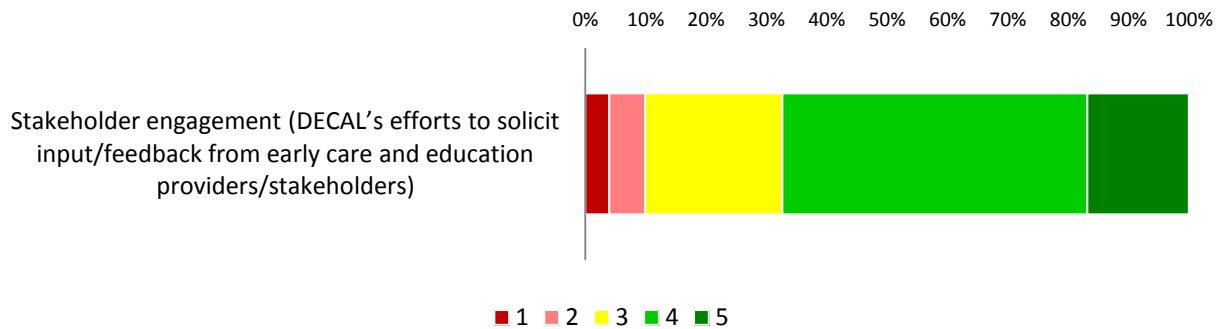
	Don't Know / Not Applicable (N)	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Agree & Strongly Agree	Mean
The communication I receive from DECAL is timely and up-to-date.	25	2%	4%	12%	55%	28%	83%	3.9	
The communication I receive from DECAL is thorough.	37	1%	4%	15%	52%	27%	80%	4.0	
The communication I receive from DECAL is concise.	42	1%	6%	17%	51%	25%	76%	4.0	
The communication I receive from DECAL is easy to understand.	32	2%	7%	22%	48%	22%	69%	3.9	
DECAL is responsive to follow up questions.	108	3%	5%	15%	53%	25%	77%	3.8	
The amount of communication I receive from DECAL is satisfactory.	48	2%	4%	14%	56%	24%	80%	3.9	

Customer Satisfaction with DECAL’s Direction

Respondents also rated their level of satisfaction with DECAL’s direction using a 5 point scale where 1 means Very Dissatisfied, 3 means Somewhat Satisfied, Somewhat Dissatisfied and, 5 means Very Satisfied. Not Applicable was also a response choice. Respondents were asked about one agency initiative. The findings are shown in Figure 4 and Table 5.

Respondents appear to be modestly satisfied with the agency’s stakeholder engagement initiative.

Figure 4: Customer Satisfaction with DECAL’s Stakeholder Initiative



On a 5 Point scale where 1 = Very Dissatisfied and 5 = Very Satisfied

Table 5: Customer Satisfaction with DECAL’s Stakeholder Initiative

	Don't Know / Not Applicable (N)	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Satisfied & Very Satisfied	Mean
Stakeholder engagement (DECAL’s efforts to solicit input/feedback from early care and education providers/stakeholders)	328	4%	6%	23%	51%	17%	67%	3.7

Year over Year Comparison

Year over year comparisons were made for questions that appeared on the survey in both 2013 and 2014. The results were most positive and are shown in table 6. Question one asked respondents to evaluate DECAL as a regulator, a service provider and an information provider. It included six items. The percent of respondents who rated an item agree or strongly agree improved on all but one item. The survey also addressed five attributes of customer service. The percent of respondents who rated an item agree or strongly agree improved on 3 items and fell on 2 items. The biggest cause for concern is ease of access, “*Contacting DECAL staff about my question or issue was easy*”. Communication was addressed with five items. The percent of respondents who rated an item agree or strongly agree improved on all but one, “*The communication I receive from DECAL is easy to understand*”. Question 7 asked respondents to rate their satisfaction with DECAL’s direction as indicated through the stakeholder engagement initiative. The percent of respondents who rated this agree or strongly agree fell from 69% to 67%. Finally, customers were asked three questions to measure their overall satisfaction. DECAL improved on all three items over last year.

Table 6: Year over Year Comparison of Survey Results

NOTE: Only questions that were asked in both 2013 and 2014 are shown in this table				
	Agree & Strongly Agree		Mean	
	2014	2013	2014	2013
GENERAL IMPRESSIONS				
DECAL strikes a balance between regulating providers and being a valuable partner.	66	68	3.7	3.8
DECAL applies rules and regulations in a fair and unbiased manner.	69	66	3.8	3.8
It is easy for me to obtain information from DECAL.	72	71	3.9	3.9
DECAL’s services help me provide safe and healthy environments.	84	80	4.1	4.0
DECAL’s services help me provide high quality early learning experiences.	79	73	4.0	3.9
DECAL’s services help me provide programs that increase school readiness for the children I serve.	77	73	4.0	3.9
CUSTOMER SERVICE				
Contacting DECAL staff about my question or issue was easy.	67	69	3.7	3.8
DECAL staff members with whom I dealt were well-informed on the topic I needed to discuss or the question(s) I needed answered.	75	76	4.0	4.0
DECAL staff members with whom I dealt were courteous and polite.	84	83	4.2	4.1
DECAL staff members with whom I dealt were helpful.	81	80	4.1	4.1
DECAL staff members with whom I dealt addressed my concerns in a reasonable amount of time.	78	76	4.0	3.9
COMMUNICATION				
The communication I receive from DECAL is timely and up-to-date.	83	81	3.9	4.0

The communication I receive from DECAL is thorough.	80	78	4.0	4.0
The communication I receive from DECAL is concise.	76	74	4.0	3.9
The communication I receive from DECAL is easy to understand.	69	71	3.9	3.8
DECAL is responsive to follow up questions.	77	76	3.8	3.9
SATISFACTION WITH STAKEHOLDER ENGAGEMENT INITIATIVE				
Stakeholder engagement (DECAL's efforts to solicit input/feedback from early care and education providers/stakeholders)	67	69	3.7	3.8
OVERALL SATISFACTION				
Satisfaction with services	62	60	3.7	3.7
The extent to which DECAL exceeded or fell short of your expectations	55	51	3.5	3.5
The extent to which DECAL compares to an ideal agency	63	61	3.7	3.7

Table 7: Participation in Quality Rated

	% Yes
Do you currently participate in Quality Rated?	35%
Do you plan to participate in Quality Rated?	69%

Overall Customer Satisfaction

Overall customer satisfaction with the agency was measured using a 3 item measure that captures:

1. Customers' satisfaction with services
2. The extent to which DECAL exceeded or fell short of your expectations
3. How they rate DECAL compared to an ideal agency

Although the anchors varied, each item was scored on a 5 point scale where 1 is a very unfavorable score and 5 is a very favorable score. Sixty three percent of respondents rated DECAL a 4 or a 5 on the "ideal agency" question. Sixty two percent rated DECAL a 4 or a 5 on the satisfaction with services question. Fifty five percent rated DECAL a 4 or a 5 on the "expectations" question. The mean scores ranged from 3.5 to 3.7. DECAL improved on all three scores year over year.

Table 8: Customer Satisfaction (%) and Mean Scores

	Very Dissatisfied	2	3	4	Very Satisfied	4 & 5s	Mean
How satisfied are you with the service you received from DECAL? (%)	4	6	27	37	25	62	3.7
	Fell Short of Expectations	2	3	4	Exceeded Expectation	4 & 5s	Mean

To what extent has the service you received from DECAL exceeded or fallen short of your expectations? (%)	4	7	34	42	13	55	3.5
	Poor	2	3	4	Excellent	4 & 5s	Mean
Thinking about how an ideal agency would serve you, how would you rate the service you received from DECAL? (%)	3	6	29	43	20	63	3.7

While these results are good, they indicate that many respondents are not especially satisfied with the agency. So, it is helpful to try to determine which customers are more satisfied and which are dissatisfied. To answer this question, the five point scale was collapsed into two groups which we called “satisfied” (rated satisfaction a 4 or 5) and “dissatisfied” (rated satisfaction a 1, 2, or 3). Differences in the mean scores for each group were compared and are shown below in table 9. The survey items are rank ordered by the largest difference to smallest. The findings are similar to last year. DECAL’s role as a regulator seems to be associated with the highest levels of dissatisfaction. Satisfaction varies somewhat by Program and Program Type as shown in tables 10 and 11.

Table 9: Comparison of Mean Scores for Dissatisfied and Satisfied Customers^{1,2}

Survey Items Rank Ordered By The Largest Differences To Smallest	Dissatisfied (rated 1-3) N=419	Satisfied (4-5) N=709	Difference
DECAL strikes a balance between regulating providers and being a valuable partner.	3.0	4.1	1.2
DECAL applies rules and regulations in a fair and unbiased manner.	3.1	4.1	1.0
DECAL’s services help me provide programs that increase school readiness for the children I serve.	3.4	4.3	0.9
It is easy for me to obtain information from DECAL.	3.3	4.2	0.9
Contacting DECAL staff about my question or issue was easy.	3.2	4.1	0.9
The process for complying with the new fingerprint-based criminal records check worked effectively for my staff.	3.0	3.9	0.9
DECAL is responsive to follow up questions.	3.3	4.2	0.9
DECAL’s services help me provide high quality early learning experiences.	3.5	4.3	0.9
The communication I receive from DECAL is easy to understand.	3.3	4.1	0.9
Stakeholder engagement (DECAL’s efforts to solicit input/feedback from early care and education providers/stakeholders)	3.2	4.0	0.8
The communication I receive from DECAL is concise.	3.4	4.2	0.8
DECAL staff members with whom I dealt were well-informed on the topic I needed to discuss or the question(s) I needed answered.	3.5	4.3	0.8
DECAL staff members with whom I dealt were helpful.	3.6	4.4	0.8
DECAL staff members with whom I dealt addressed my concerns in a reasonable amount of time.	3.5	4.3	0.8
The communication I receive from DECAL is thorough.	3.5	4.3	0.8
The amount of communication I receive from DECAL is satisfactory.	3.5	4.2	0.8
DECAL’s services help me provide safe and healthy environments.	3.6	4.4	0.8

The communication I receive from DECAL is timely and up-to-date.	3.6	4.3	0.7
DECAL staff members with whom I dealt were courteous and polite.	3.7	4.4	0.7
The process and timeline for completing the Instructional Quality (IQ) Guides help me oversee my Pre-K classrooms.	3.5	4.1	0.6
¹ The differences between the mean scores for the two groups are statistically significant at p<.05.			
² Dissatisfied group rated “How satisfied are you with the service you received from DECAL?” a 1-3 on a 5 point scale where 1 = Very Dissatisfied and 5 = Very Satisfied. Satisfied group rated their satisfaction a 4 or 5.			

Table 10: Percent of Dissatisfied and Satisfied Customers by Program Type

Program Type	N	Dissatisfied	Satisfied
Center	588	43%	57%
Family	333	37%	63%
Group	28	39%	61%
Other	231	25%	75%
Total	1180	38%	62%

Table 11: Percent of Dissatisfied and Satisfied Customers by Program

Program Type	N	Dissatisfied	Satisfied
Georgia’s Pre-K Program	998	34%	66%
Child and Adult Care Food Program (CACFP)	998	37%	63%
Summer Food Service Program (SFSP)	837	39%	61%
Quality Rated	916	31%	69%
Children and Parent Services (CAPS) Program	1010	40%	60%
Georgia Program for Infant and Toddler Care (GAPITC)	860	34%	66%

Self Identification

Table 12: Please indicate the programs administered by DECAL in which you participate.

Program	% Yes
Georgia’s Pre-K Program	57
Child and Adult Care Food Program (CACFP)	69
Summer Food Service Program (SFSP)	21
Quality Rated	52
Children and Parent Services (CAPS) Program	78
Georgia Program for Infant and Toddler Care (GAPITC)	40

Major Conclusions

The results show that DECAL is highly rated on most aspects of the customer's experience. As shown in table 13, at least two thirds of all respondents rated DECAL a 4 or a 5 on a 5 point scale where a 5 is a highly favorable rating. There was one exception. The process for complying with the new fingerprint-based criminal records check does not appear to be working effectively.

These results compare favorably when compared with the findings of customer surveys we have conducted for other state agencies over the previous nine years.

Table 13: Percent of Respondents who rated a survey item a 4 or a 5 rank ordered from largest to smallest rating

Survey Item	Agree & Strongly Agree	Mean
DECAL's services help me provide safe and healthy environments.	84%	4.1
DECAL staff with whom I dealt were courteous and polite.	84%	4.2
The communication I receive from DECAL is timely and up-to-date.	83%	3.9
DECAL staff with whom I dealt were helpful.	81%	4.1
The communication I receive from DECAL is thorough.	80%	4.0
The amount of communication I receive from DECAL is satisfactory.	80%	3.9
DECAL's services help me provide high quality early learning experiences.	79%	4.0
DECAL staff with whom I dealt addressed my concerns in a reasonable amount of time.	78%	4.0
DECAL's services help me provide programs that increase school readiness for the children I serve.	77%	4.0
DECAL is responsive to follow up questions.	77%	3.8
The communication I receive from DECAL is concise.	76%	4.0
DECAL staff with whom I dealt were well-informed on the topic I needed to discuss or the question(s) I needed answered.	75%	4.0
DECAL makes it easy for me to obtain information.	72%	3.9
DECAL applies rules and regulations in a fair and unbiased manner.	69%	3.8
The communication I receive from DECAL is easy to understand.	69%	3.9
Contacting DECAL staff about my question or issue was easy.	67%	3.7
Stakeholder engagement (DECAL's efforts to solicit input/feedback from early care and education providers/stakeholders)	67%	3.7
DECAL strikes a balance between regulating providers and being a valuable partner.	66%	3.7
The process for complying with the new fingerprint-based criminal records check worked effectively for my staff.	60%	3.6

Using the mean scores to assess performance suggests that improvements are possible and desirable. The mean scores range from 3.6 to 4.2 on a scale of 1 to 5 where 5 is a highly favorable score. The average mean score is 3.9. Further suggestive of opportunities for improvement are the scores associated with overall customer satisfaction which are somewhat lower, ranging from 3.5 to 3.7. Although the multiple regression did not produce an adequate or useful result, some clues as to where to focus improvement efforts are evident in table 13. Improving ease of access, simplifying communications, ensuring that staff have the knowledge needed to answer customer inquiries, applying rules and regulations in a fair and unbiased way and balancing the agency's role as a regulator with its role as a valuable partner all present targets of opportunity.

APPENDIX

2014 DECAL Customer Survey

General Impressions

1) Respond to the following statements by selecting the option that best reflects your opinion.

	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Don't Know / Not Applicable
DECAL applies rules and regulations in a fair and unbiased manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is easy for me to obtain information from DECAL.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL's services help me provide safe and healthy environments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL's services help me provide high quality early learning experiences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL's services help me provide programs that increase school readiness for the children I serve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL strikes a balance between regulating providers and being a valuable partner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2) Please enter any additional comments about your general impressions of DECAL.

Customer Service

3) Respond to the following statements by selecting the option that best reflects your opinion.

	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Not Applicable
Contacting DECAL staff about my question or issue was easy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL staff members with whom I dealt were well-informed on the topic I needed to discuss or the question(s) I needed answered.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL staff members with whom I dealt were courteous and polite.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL staff members with whom I dealt were helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL staff members with whom I dealt addressed my concerns in a reasonable amount of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The process for complying with the new fingerprint-based criminal records check worked effectively for my staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4) Did your licensing consultant discuss your compliance designation at his/her last visit to your program?

- Yes
- No

5) Respond to the following statement by selecting the option that best reflects your opinion.

	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Not Applicable
The process and timeline for completing the Instructional Quality (IQ) Guides help me oversee my Pre-K classrooms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6) Please enter any additional comments about DECAL’s customer service.

Communication

7) Respond to the following statements by selecting the option that best reflects your opinion.

	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Not Applicable
The communication I receive from DECAL is timely and up-to-date.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The communication I receive from DECAL is thorough.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The communication I receive from DECAL is concise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The communication I receive from DECAL is easy to understand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL is responsive to follow up questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The amount of communication I receive from DECAL is satisfactory.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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8) Please enter any additional comments about DECAL’s communication.

Agency Initiatives

9) Rate your level of satisfaction with the following initiative.

	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Don't Know / Not Applicable
Stakeholder engagement (DECAL’s efforts to solicit input/feedback from early care and education providers/stakeholders)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10) Do you currently participate in Quality Rated?

- Yes
- No

11) Do you plan to participate in Quality Rated?

- Yes
- No

If no, please explain your reason(s) why

12) How satisfied are you with the service you received from DECAL?

- 1 (Very Dissatisfied)
- 2
- 3
- 4
- 5 (Very Satisfied)

13) To what extent has the service you received from DECAL exceeded or fallen short of your expectations?

- 1 (Fell Short of Expectations)
- 2
- 3
- 4
- 5 (Exceeded Expectations)

14) Thinking about how an ideal agency would serve you, how would you rate the service you received from DECAL?

- 1 (Poor)
- 2
- 3
- 4
- 5 (Excellent)

15) Please enter any additional comments you'd like to make concerning DECAL.

Basic Information

16) Please indicate the programs administered by DECAL in which you participate.

	Yes	No	Don't Know
Georgia's Pre-K Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child and Adult Care Food Program (CACFP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Summer Food Service Program (SFSP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality Rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Children and Parent Services (CAPS) Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Georgia Program for Infant and Toddler Care (GAPITC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Public Performance and Management Group Project Staff

M. Christine Lewis is a Research Consultant with the Public Performance and Management Group. Dr. Lewis is the lead researcher on several major projects at Georgia State University. Her research focuses on customer centered organizational change. Dr. Lewis helps organizations create value for customers, get fully recognized for the value they create, and get fully funded based on the value they create and the potential to enhance that value. She helps organizations adopt a customer focused approach to service improvement, service design and recovery from service failures. Dr. Lewis conducts research to determine the key drivers of customer and employee satisfaction for organizations so they can “move the meter” on satisfaction by targeting high impact improvement projects. She also conducts research with customers and employees to facilitate product and service design decisions and to help organizations understand how customers choose a specific brand. Dr. Lewis assists organizations with the development and execution of effective communication strategies, including the development of a brand identity, brand awareness and all aspects of brand management. She was previously employed by AT&T in strategic planning, market, sales and product management. She has served as a consultant to a variety of corporations, nonprofits and government organizations. She is also a former professor of Marketing at Wayne State University in Detroit, Michigan. Dr. Lewis holds a B.S. in Business Administration from the University of Nebraska and an MBA and Ph.D. in Business Administration from Michigan State University.

Jack Strickland is a Research Associate with the Public Performance and Management Group at Georgia State University. His design and presentation expertise has evolved from years in business consulting and public education. Jack currently holds a Master of Public Administration degree from Georgia State University and Bachelor of Arts degree in Sociology and History from Mercer University, and was a nominee for a Presidential Management Fellowship in 2009.



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The Public Performance and Management Group

The Public Performance and Management Group (PPM) is an outreach unit of the Andrew Young School of Policy Studies at Georgia State University. We offer an array of services to assist public sector organizations in strengthening strategic and operational performance. Our core activities include executive level training and development; applied research, policy analysis and program evaluation; short or long term assistance with planning and performance improvement; and dissemination of effective public sector practices. *We emphasize real-world, evidence-based solutions that support public leaders' commitment to effective governance.*

PPM faculty and staff work in a wide range of local government, state agency, and non-profit organization settings. Activities are highly customized to reflect the philosophy and core values of public sector customers. Each member of PPM's faculty and staff possesses multiple years of experience in public management as well as university-based support to government agencies and programs. Examples of past customers include city and county governments; state and local advisory councils; community non-profit organizations; and grassroots advocacy organizations.

The Andrew Young School of Policy Studies at Georgia State University is the organizational home to PPM. The School creates and disseminates knowledge and methods that are highly valued by policy makers and leaders in the public and nonprofit worlds. Faculty members represent diverse professional backgrounds, and offer valuable specialties in public management, nonprofit administration, urban studies and economics. Faculty and research associates work in tandem with seven centers to provide technical assistance to more than 35 countries, as well as further our knowledge of domestic issues in health, transportation, and public finance, for example.