

# **Customer Satisfaction Research Report**

**Prepared for**  
**Georgia Department of Early**  
**Care and Learning**

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# Georgia Department of Early Care and Learning Customer Satisfaction Survey

## Background and Overview

For the past ten 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 May 2015. DECAL provided a list of customer email addresses and other related variables that were used to provide the basis subgroups analyses.

A total of 4770 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 960 customers completed the survey. The overall response rate was 20%. This is slightly higher than the response rate from last year. A profile of the respondents is shown in Table 1.

**Table 1: Profile of the Respondents**

By Program Type	N	Percent	By Program Type	N	Percent
CCLC (Child)	571	60%	By Pre-K Status		
FDCH (Family)	351	37%	Pre-K (%Yes)	283	30%
GDCH (Group)	38	4%			
			By Compliance Status		
By Region			Compliant (% Yes)	839	87%
CE	152	16%	Compliant (% No)	82	9%
NE	209	22%	Status Unknown	39	4%
NW	170	18%			
SE	193	20%	By Quality Rated Status <sup>1</sup>		
SW	236	25%	Quality Rated (%Yes)	535	56%

<sup>1</sup> QR % reflects the population that is participating in Quality Rated, not necessarily rated.

The survey was revised from last year. The changes fall into five categories:

1. The questions about general impressions of DECAL and customer service were combined and refocused on Child Care Services

2. Three new items were added to evaluate communications and refocused on Child Care Services
3. A 17 item measure of customer perceptions of the Child Care Licensing Site Visit was added
4. Four items related to Core Rules were added
5. The three item measure of customer satisfaction was asked in relation to Child Care Services

The survey was comprised of 21 questions, including eight open ended questions to enable customers to comment more fully on Child Care Services, topics they want to learn more about, communications, their last licensing visit, customer service, and core rules. Most of the scaled questions were multi-part questions measured on a 5 point scale anchored by agree/disagree or satisfaction/dissatisfaction scales.

Customers were asked to use a 5 point scale to respond to statements about their interactions with Child Care Services, the Child Care Consultant who conducted their last licensing visit and Core Rules. The scale was anchored with the phrases Strongly Disagree (1) and Strongly Agree (5). The mid-point of the scale was anchored with the phrase Somewhat Agree, Somewhat Disagree (3). A three item measure of Overall Satisfaction was also included. Although the anchors varied, respondents used a 5 point scale to evaluate satisfaction where 5 was a very favorable score and 1 a very unfavorable score.

The percentage of respondents who were satisfied or very satisfied with Child Care Services was 62 and 63 for DECAL. The mean scores for Child Care Services and DECAL were 3.7 and 3.8 respectively. When indexed to 100, mean Overall Satisfaction with Child Care Services is 74% and 76% with DECAL.

Customers evaluated thirty eight items related to customer service, communication, the most recent licensing visit and core rules. A review of the results shows that 84% of the items were rated a 4 or 5 by at least 75% of the respondents. The remaining items were rated a 4 or 5 by 68% to 74% of the respondents. The mean scores ranged from 3.8 to 4.4. The average mean score was 4.1. These findings are shown in Table 2.

**Table 2: Percent of Respondents who rated a survey item a 4 or a 5 rank ordered from largest to smallest**

Topic	Survey Item	Agree & Strongly Agree	Mean
<b>Overall Satisfaction</b>	A three item measure of satisfaction with Child Care Services	62	3.7
<b>Overall Satisfaction</b>	A three item measure of satisfaction with DECAL	63	3.8
<b>Licensing Visit</b>	The Child Care Consultant reviewed the report with me after completing the visit.	96	4.4
<b>Licensing Visit</b>	The Child Care Consultant left a copy of the signed report after the visit, or sent a signed copy in a timely manner if it was not left after the visit.	96	4.4
<b>Licensing Visit</b>	The Child Care Consultant was polite.	94	4.4
<b>Licensing Visit</b>	The Child Care Consultant greeted me respectfully.	93	4.4
<b>Licensing Visit</b>	The Child Care Consultant was patient and calm.	93	4.4
<b>Licensing Visit</b>	My Licensing Consultant was knowledgeable about the new fingerprint-based criminal records check process.	91	4.3
<b>Licensing Visit</b>	The Child Care Consultant answered my questions in an easy to understand way.	90	4.3

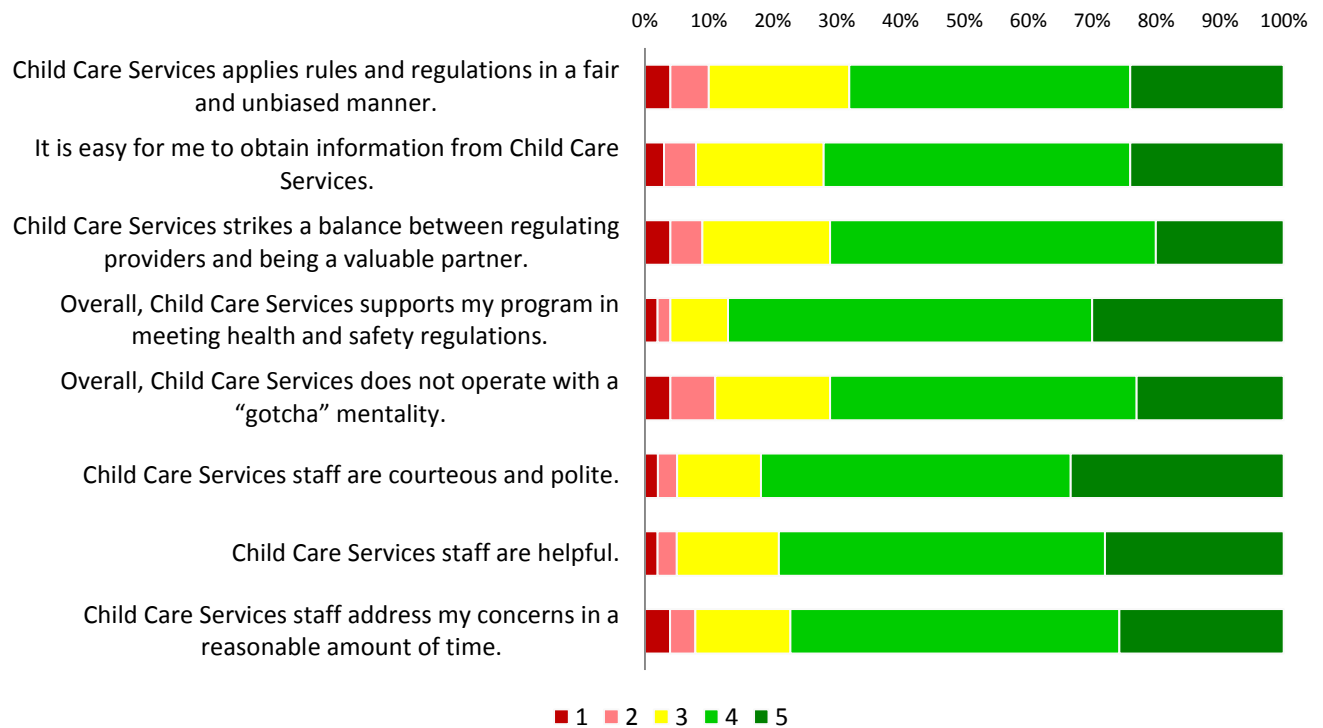
<b>Licensing Visit</b>	The Child Care Consultant answered my questions as completely as possible.	90	4.3
<b>Licensing Visit</b>	The Child Care Consultant provided useful information.	89	4.3
<b>Licensing Visit</b>	The Child Care Consultant was willing to provide assistance.	88	4.3
<b>Licensing Visit</b>	The Child Care Consultant responded to my concerns.	88	4.2
<b>Licensing Visit</b>	The Child Care Consultant was open to hearing my needs.	88	4.2
<b>Licensing Visit</b>	The Child Care Consultant clearly understood the rules and regulations.	88	4.2
<b>Customer Service</b>	Overall, Child Care Services supports my program in meeting health and safety regulations.	87	4.1
<b>Communication</b>	The communication I receive from Child Care Services is up to date.	86	4.0
<b>Licensing Visit</b>	The Child Care Consultant seemed interested in understanding my needs.	86	4.2
<b>Licensing Visit</b>	The Child Care Consultant confirmed that s/he understood my needs or problems.	85	4.2
<b>Communication</b>	The information I receive from Child Care Services division of DECAL about rules and regulations via email is helpful.	84	4.1
<b>Licensing Visit</b>	The Child Care Consultant was fair in her/his review.	83	4.2
<b>Core Rules</b>	I understand the way that core rules determine my compliance designation.	83	4.0
<b>Customer Service</b>	Child Care Services staff are courteous and polite.	82	4.1
<b>Core Rules</b>	I believe the current rules and regulations reflect appropriate health and safety practices in child care.	82	4.0
<b>Core Rules</b>	I understand the difference between core rules and non-core rules.	81	4.0
<b>Core Rules</b>	Core Rules have been fully explained to me by my Licensing Consultant.	80	4.0
<b>Customer Service</b>	Child Care Services staff are helpful.	79	4.0
<b>Licensing Visit</b>	The Child Care Consultant seemed willing to go "the extra mile" to meet my needs.	79	4.1
<b>Customer Service</b>	Child Care Services staff address my concerns in a reasonable amount of time.	77	3.9
<b>Communication</b>	The information I receive from Child Care Services division of DECAL offering policy clarification is helpful.	77	3.9
<b>Communication</b>	The communication I receive from Child Care Services is timely.	76	3.9
<b>Communication</b>	The communication I receive from Child Care Services is thorough.	75	3.9
<b>Communication</b>	The communication I receive from Child Care Services is concise.	75	3.8
<b>Communication</b>	The communication I receive from Child Care Services is easy to understand.	75	3.9
<b>Communication</b>	Child Care Services is responsive to follow up questions.	74	3.8
<b>Customer Service</b>	It is easy for me to obtain information from Child Care Services.	72	3.8
<b>Customer Service</b>	Child Care Services strikes a balance between regulating providers and being a valuable partner.	71	3.8
<b>Customer Service</b>	Overall, Child Care Services does not operate with a "gotcha" mentality.	71	3.8
<b>Communication</b>	Child Care Services staff return phone calls and e-mails within a reasonable amount of time.	71	3.8
<b>Customer Service</b>	Child Care Services applies rules and regulations in a fair and unbiased manner.	68	3.8

## Detailed Findings

### Customer Perceptions of Child Care Services' Customer Service

Customers were asked to respond to 8 customer service related statements about their interactions with Child Care Services. Figure 1 shows the distribution of responses across the 5 point scale. Table 3 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.

**Figure 1: Customer Perceptions of Child Care Services' Customer Service**



On a 5 Points Scale, where 1 = Strongly Disagree and 5 = Strongly Agree

Child Care Services earned its highest marks for helping customers meet health and safety regulations and for being courteous and polite. Respondents gave the lowest scores to the items related to Child Care Services role as a regulator. The combined percentage of respondents who answered Agree or Strongly Disagree ranged from 68% to 87%. Mean scores ranged from 3.8 to 4.1.

The average percentage of respondents who agree or strongly agree with the customer service related items is 76. Four items are not considered agency strengths given our criterion of at least 75% of the respondents rating the item a 4 or a 5. Three items relate to Child Care Services role as a regulator and one to access to information.

The average mean score for the customer service related items is 3.9 which does not compare favorably to the average mean score (4.1) for the four evaluation related questions on the survey (Customer Service, Communication, Licensing Visit, Core Rules). Only 2 of the 8 items earned a mean score that meets the average mean score (4.1) for the four evaluation related questions. The remaining six items fell short of this mark.

**Table 3: Customer Perceptions of Child Care Services’ Customer Service**

	DK/NA (N)	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Agree & Strongly Agree	Mean
Child Care Services applies rules and regulations in a fair and unbiased manner.	30	4	6	22	44	24	68	3.8	
It is easy for me to obtain information from Child Care Services.	35	3	5	20	48	24	72	3.8	
Child Care Services strikes a balance between regulating providers and being a valuable partner.	37	4	5	20	51	20	71	3.8	
Overall, Child Care Services supports my program in meeting health and safety regulations.	35	2	2	9	57	30	87	4.1	
Overall, Child Care Services does not operate with a “gotcha” mentality.	68	4	7	18	48	23	71	3.8	
Child Care Services staff are courteous and polite.	28	2	3	13	48	33	82	4.1	
Child Care Services staff are helpful.	31	2	3	16	51	28	79	4.0	
Child Care Services staff address my concerns in a reasonable amount of time.	48	4	4	15	52	26	77	3.9	

### Customer Perceptions of Child Care Services’ Communications

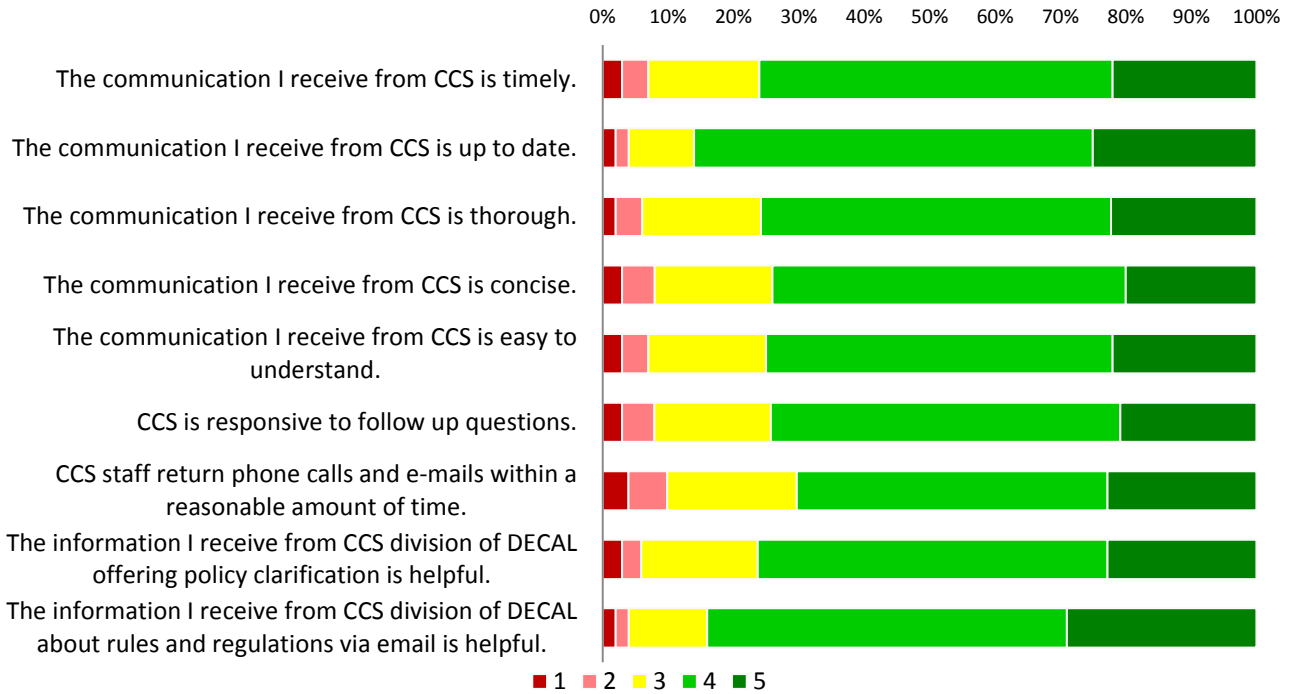
Customers were asked to respond to 9 communications related statements about their interactions with Child Care Services. The results are shown in Figure 2 and Table 4. The combined percentage of respondents who answered Agree or Strongly Disagree ranged from 71% to 86%. Mean scores ranged from 3.8 to 4.1.

Child Care Services earned its highest marks for up to date communication and for sending helpful information about rules and regulations via email. The biggest opportunities for improved communication include more timely response to phone calls and emails and being responsive to follow up questions which are clearly related.

The average percentage of respondents who agree or strongly agree with the communication related items is 77. Seven of the 9 items are considered agency strengths given our criterion of at least 75% of the respondents rating the item a 4 or a 5.

However, the average mean score for the communication related items is 3.9 which does not compare favorably to the average mean score (4.1) for the four evaluation related questions on the survey. Only 1 item earned a mean score that meets that mark. The remaining items fell short.

**Figure 2: Customer Evaluation of Child Care Services’ Communications Based on Experiences in the Past Year**



On a 5 Points Scale, where 1 = Strongly Disagree and 5 = Strongly Agree

**Table 4: Customer Evaluation of Child Care Services’ 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 Child Care Services is timely.	34	3	4	17	54	22	76	3.9	
The communication I receive from Child Care Services is up to date.	30	2	2	10	61	25	86	4.0	
The communication I receive from Child Care Services is thorough.	35	2	4	18	53	22	75	3.9	
The communication I receive from Child Care Services is concise.	37	3	5	18	54	20	75	3.8	



The communication I receive from Child Care Services is easy to understand.	23	3	4	18	53	22	75	3.9
Child Care Services is responsive to follow up questions.	75	3	5	18	54	21	74	3.8
Child Care Services staff return phone calls and e-mails within a reasonable amount of time.	76	4	6	20	48	23	71	3.8
The information I receive from Child Care Services division of DECAL offering policy clarification is helpful.	36	3	3	18	54	23	77	3.9
The information I receive from Child Care Services division of DECAL about rules and regulations via email is helpful.	37	2	2	12	55	29	84	4.1

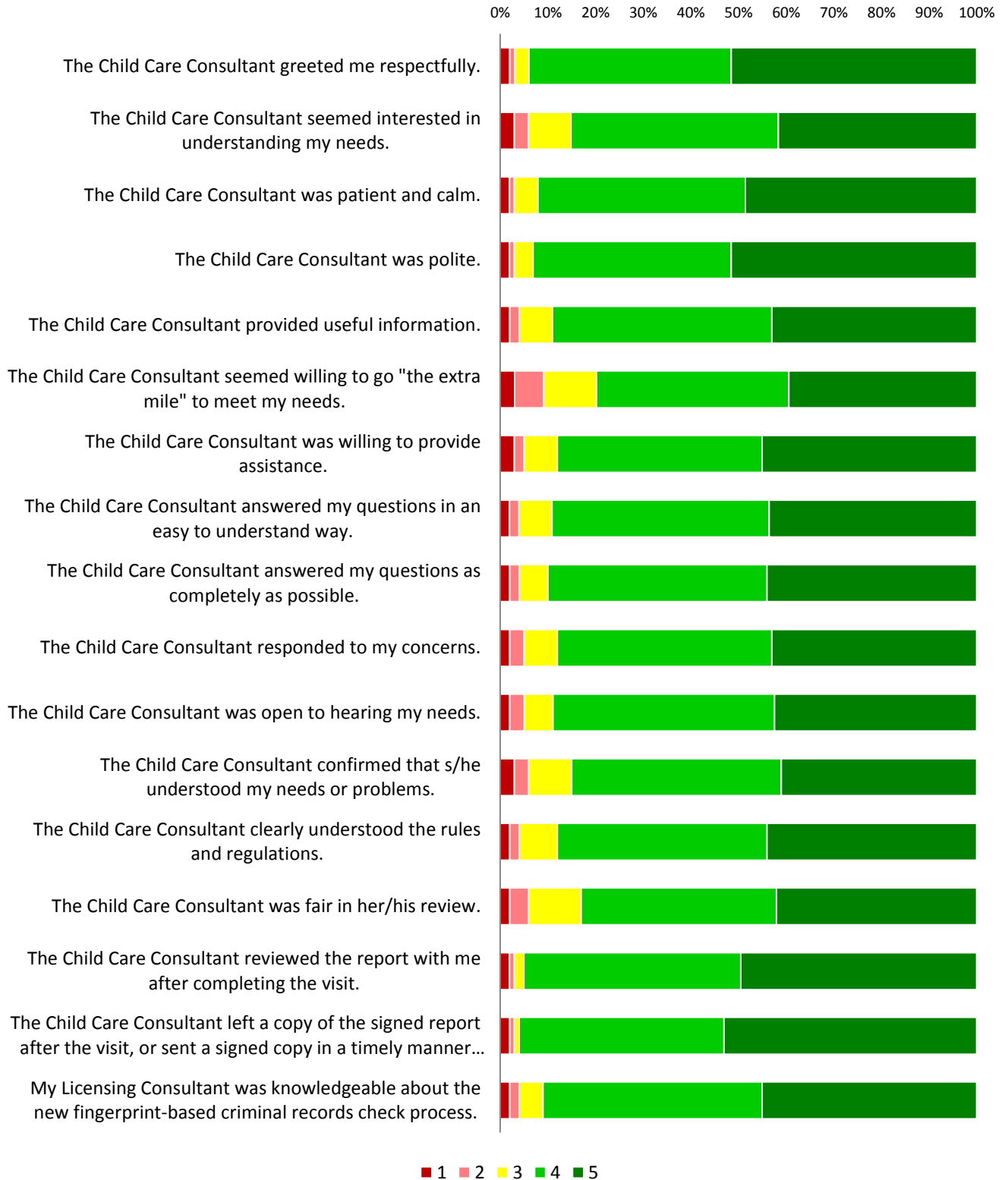
### Child Care Licensing Site Visit

Customers were asked to respond to 17 statements about their most recent Child Care Licensing Site Visit. Figure 3 shows the distribution of responses across the 5 point scale. Table 5 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.

The average percentage of respondents who agree or strongly agree with the licensing visit related items is 89. All of the 17 items are considered agency strengths given our criterion of at least 75% of the respondents rating the item a 4 or a 5.

The average mean score for the licensing visit related items is 4.3 which exceeds the average mean score (4.1) for the four evaluation related questions on the survey. All 17 items earned a mean score that meets or exceeds the average for the entire survey. Notably, 16 of the 17 items exceeded the average mean score for the four evaluation questions.

**Figure 3: Customers' Evaluation of Their Last Child Care Licensing Site Visit**



On a 5 Points Scale, where 1 = Strongly Disagree and 5 = Strongly Agree

**Table 5: Customers' Evaluation of Their Last Child Care Licensing Site Visit**

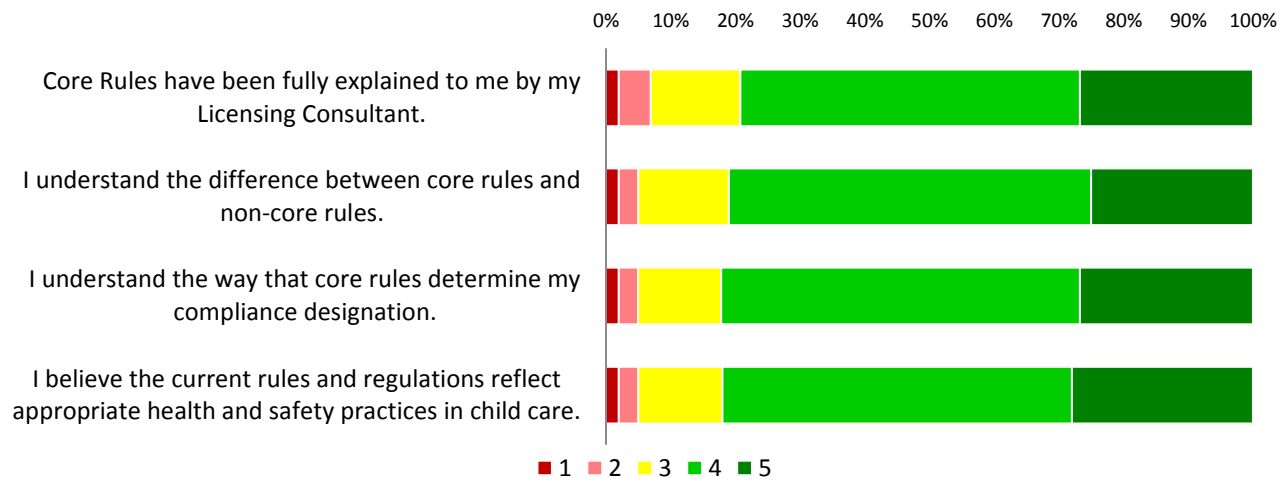
	Don't Know / Not Applicable (N)	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Agree & Strongly Agree	Mean
The Child Care Consultant greeted me respectfully.	19	2	1	3	42	51	93	4.4	
The Child Care Consultant seemed interested in understanding my needs.	48	3	3	9	44	42	86	4.2	
The Child Care Consultant was patient and calm.	28	2	1	5	44	49	93	4.4	
The Child Care Consultant was polite.	24	2	1	4	42	52	94	4.4	
The Child Care Consultant provided useful information.	41	2	2	7	46	43	89	4.3	
The Child Care Consultant seemed willing to go "the extra mile" to meet my needs.	60	3	6	11	40	39	79	4.1	
The Child Care Consultant was willing to provide assistance.	49	3	2	7	43	45	88	4.3	
The Child Care Consultant answered my questions in an easy to understand way.	34	2	2	7	46	44	90	4.3	
The Child Care Consultant answered my questions as completely as possible.	40	2	2	6	46	44	90	4.3	
The Child Care Consultant responded to my concerns.	50	2	3	7	45	43	88	4.2	
The Child Care Consultant was open to hearing my needs.	37	2	3	6	46	42	88	4.2	
The Child Care Consultant confirmed that s/he understood my needs or problems.	48	3	3	9	44	41	85	4.2	
The Child Care Consultant clearly understood the rules and regulations.	22	2	2	8	44	44	88	4.2	
The Child Care Consultant was fair in her/his review.	28	2	4	11	41	42	83	4.2	
The Child Care Consultant reviewed the report with me after completing the visit.	23	2	1	2	46	50	96	4.4	
The Child Care Consultant left a copy of the signed report after the visit, or sent a signed copy in a timely manner if it was not left after the visit.	25	2	1	1	43	53	96	4.4	
My Licensing Consultant was knowledgeable about the new fingerprint-based criminal records check process.	96	2	2	5	46	45	91	4.3	

## Core Rule Feedback

Customers were asked to respond to 4 statements about the Core Rules. The findings are shown in figure 4 and table 6 and suggest a high degree of understanding of the core rules. At least 80% of the respondents agree or strongly agree that the core rules have been fully explained to them, know what the core rules are and how they affect compliance. All of the 4 items are considered agency strengths given our criterion of at least 75% of the respondents rating the item a 4 or a 5.

All 4 items earned a mean score of 4.0 which is lower than the average for the four evaluation questions (4.1).

**Figure 4: Customer Feedback about Core Rules**



On a 5 Points Scale, where 1 = Strongly Disagree and 5 = Strongly Agree

**Table 6: Customer Feedback about Core Rules**

	DK/NA (N)	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree	Agree & Strongly Agree	Mean
Core Rules have been fully explained to me by my Licensing Consultant.	48	2	5	14	53	27	80	4.0
I understand the difference between core rules and non-core rules.	44	2	3	14	56	25	81	4.0
I understand the way that core rules determine my compliance designation.	39	2	3	13	56	27	83	4.0
I believe the current rules and regulations reflect appropriate health and safety practices in child care.	41	2	3	13	54	28	82	4.0

## Overall Customer Satisfaction

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

1. Customers’ satisfaction with services
2. The extent to which Child Care Services and DECAL exceeded or fell short of customer expectations
3. How customers rate Child Care Services compared to an ideal licensing division and 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. The findings are displayed in tables 7 and 8. The scores on “satisfaction with service” and “ideal licensing division” or “ideal agency” were nearly identical. However, DECAL scored slightly better than Child Care Services in relationship to “expectations.” The percentage of respondents who rated an item a 4 or a 5 ranged from 55 to 66 on the 3 questions for Child Care Services. The mean scores for Child Care Services ranged from 3.6 to 3.8 and 3.7 to 3.8 for DECAL. DECAL improved on all three satisfaction related items year over year.

**Table 7: Customer Satisfaction (%) and Mean Scores for Child Care Services**

	Very Dissatisfied	2	3	4	Very Satisfied	4 & 5s	Mean
How satisfied are you with the service you received from Child Care Services? (%)	4	5	25	38	28	66	3.8
	<b>Fell Short of Expectations</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Exceeded Expectation</b>	<b>4 &amp; 5s</b>	<b>Mean</b>
To what extent has the service you received from Child Care Services exceeded or fallen short of your expectations? (%)	3	7	35	40	15	55	3.6
	<b>Poor</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Excellent</b>	<b>4 &amp; 5s</b>	<b>Mean</b>
Thinking about how an ideal licensing division would serve you, how would you rate the service you received from Child Care Services? (%)	2	5	28	44	21	65	3.8

**Table 8: Customer Satisfaction (%) and Mean Scores for DECAL**

	Very Dissatisfied	2	3	4	Very Satisfied	4 & 5s	Mean
How satisfied are you with the service you received from DECAL? (%)	2	5	28	40	25	65	3.8
	<b>Fell Short of Expectations</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Exceeded Expectation</b>	<b>4 &amp; 5s</b>	<b>Mean</b>
To what extent has the service you received from DECAL exceeded or fallen short of your expectations? (%)	2	6	32	42	18	60	3.7
	<b>Poor</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Excellent</b>	<b>4 &amp; 5s</b>	<b>Mean</b>
Thinking about how an ideal agency would serve you, how would you rate the service you received from DECAL? (%)	2	5	29	43	21	64	3.8

It is helpful to try to determine with which specific aspects of their experience customers 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. Child Care Services’ role as a regulator seems to be associated with the highest levels of dissatisfaction. This is followed by several customer service and communications related items. There is also evidence that an unsatisfactory licensing visit contributes to overall dissatisfaction.

**Table 9: Comparison of Mean Scores for Dissatisfied and Satisfied Customers with Child Care Services<sup>1,2</sup>**

Topic	Survey Items Rank Ordered By The Largest Differences To Smallest	Dissatisfied (rated 1-3) N=318	Satisfied (rated 4-5) N=620	Difference
Customer Service	Child Care Services applies rules and regulations in a fair and unbiased manner.	3.2	4.1	.9
Customer Service	Child Care Services strikes a balance between regulating providers and being a valuable partner.	3.2	4.1	.8
Customer Service	Overall, Child Care Services does not operate with a “gotcha” mentality.	3.3	4.1	.8
Licensing Visit	The Child Care Consultant seemed willing to go "the extra mile" to meet my needs.	3.5	4.3	.8
Customer Service	It is easy for me to obtain information from Child Care Services.	3.3	4.1	.8
Customer Service	Child Care Services staff are helpful.	3.5	4.3	.8
Communication	Child Care Services staff return phone calls and e-mails within a reasonable amount of time.	3.3	4.1	.7
Communication	The information I receive from Child Care Services division of DECAL offering policy clarification is helpful.	3.4	4.2	.7
Licensing Visit	The Child Care Consultant was fair in her/his review.	3.7	4.4	.7
Customer Service	Child Care Services staff address my concerns in a reasonable amount of time.	3.5	4.2	.7
Communication	The communication I receive from Child Care Services is thorough.	3.4	4.1	.7
Communication	Child Care Services is responsive to follow up questions.	3.4	4.1	.7
Communication	The communication I receive from Child Care Services is concise.	3.4	4.1	.7
Communication	The communication I receive from Child Care Services is timely.	3.4	4.1	.7
Licensing Visit	The Child Care Consultant confirmed that s/he understood my needs or problems.	3.7	4.4	.7
Communication	The communication I receive from Child Care Services is easy to understand.	3.4	4.1	.7
Customer Service	Child Care Services staff are courteous and polite.	3.6	4.3	.7
Licensing Visit	The Child Care Consultant seemed interested in understanding my needs.	3.8	4.4	.6
Licensing Visit	The Child Care Consultant responded to my concerns.	3.8	4.5	.6
Licensing Visit	The Child Care Consultant was willing to provide assistance.	3.8	4.5	.6
Core Rules	Core Rules have been fully explained to me by my Licensing Consultant.	3.6	4.2	.6
Licensing Visit	The Child Care Consultant provided useful information.	3.9	4.5	.6

Licensing Visit	The Child Care Consultant was open to hearing my needs.	3.8	4.4	.6
Communication	The information I receive from Child Care Services division of DECAL about rules and regulations via email is helpful.	3.7	4.3	.6
Core Rules	I believe the current rules and regulations reflect appropriate health and safety practices in child care.	3.6	4.2	.6
Licensing Visit	The Child Care Consultant answered my questions as completely as possible.	3.9	4.5	.6
Licensing Visit	The Child Care Consultant clearly understood the rules and regulations.	3.9	4.4	.6
Customer Service	Overall, Child Care Services supports my program in meeting health and safety regulations.	3.7	4.3	.6
Licensing Visit	The Child Care Consultant answered my questions in an easy to understand way.	3.9	4.5	.5
Communication	The communication I receive from Child Care Services is up to date.	3.7	4.2	.5
Licensing Visit	The Child Care Consultant was polite.	4.1	4.5	.4
Licensing Visit	My Licensing Consultant was knowledgeable about the new fingerprint-based criminal records check process.	4.0	4.5	.4
Core Rules	I understand the way that core rules determine my compliance designation.	3.7	4.2	.4
Licensing Visit	The Child Care Consultant was patient and calm.	4.1	4.5	.4
Licensing Visit	The Child Care Consultant greeted me respectfully.	4.1	4.5	.4
Core Rules	I understand the difference between core rules and non-core rules.	3.7	4.1	.4
Licensing Visit	The Child Care Consultant reviewed the report with me after completing the visit.	4.2	4.5	.4
Licensing Visit	The Child Care Consultant left a copy of the signed report after the visit, or sent a signed copy in a timely manner if it was not left after the visit.	4.2	4.6	.3
<sup>1</sup> The differences between the mean scores for the two groups are statistically significant at $p < .05$ . <sup>2</sup> Dissatisfied group rated “How satisfied are you with the service you received from Child Care Services?” 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.				

We also determined the percent of satisfied versus dissatisfied respondents by Program and Program Type. 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) by Program and Program Type. The results are shown in tables 10 and 11. Satisfaction across Program Types varies from 58% to 66%. Of the three program types, Family shows the highest level of satisfaction followed by Center. These two groups account for the overwhelming proportion of the sample. Satisfaction across Programs varies from 68% to 78%. The Georgia Program for Infant and Toddler Care (GAPITC) evidences the highest level of satisfaction and Georgia’s Pre-K the lowest.

**Table 10: Percent of Dissatisfied and Satisfied Customers with Child Care Services by Program Type<sup>1</sup>**

Program Type	N	Dissatisfied	Satisfied
Center	559	36%	64%
Family	341	30%	70%
Group	38	42%	58%
Total	938	34%	66%

<sup>1</sup>Dissatisfied group rated “How satisfied are you with the service you received from Child Care Services?” 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 11: Percent of Dissatisfied and Satisfied Customers with Child Care Services by Program<sup>1</sup>**

Program	N	Dissatisfied	Satisfied
Georgia’s Pre-K Program	288	36%	64%
Child and Adult Care Food Program (CACFP)	625	30%	70%
Summer Food Service Program (SFSP)	53	26%	74%
Quality Rated <sup>2</sup>	416	28%	72%
Children and Parent Services (CAPS) Program	652	32%	68%
Georgia Program for Infant and Toddler Care (GAPITC)	115	22%	78%

<sup>1</sup>Dissatisfied group rated “How satisfied are you with the service you received from Child Care Services?” 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.

<sup>2</sup> QR % reflects the survey responses, not data provided by DECAL.

## Self Identification

Respondents also provided some basic information related to the programs they participate in. These findings are displayed in tables 12 and 13. Forty seven percent of the respondents currently participate in Quality Rated. Of those that don’t, 56% plan to participate in the future.

In a subsequent question, respondents indicated which programs they participate in and the list included Quality Rated. Here, 53% indicated that they participate in Quality Rated. The percent of respondents who participate in the 6 programs addressed by this question varied from 7% to 76%.

**Table 12: Participation in Quality Rated**

	% Yes
Do you currently participate in Quality Rated?	47%
If Not, do you plan to participate in Quality Rated?	56%

**Table 13: Please indicate the programs administered by DECAL in which you participate.**

Program	% Yes
Georgia’s Pre-K Program	37
Child and Adult Care Food Program (CACFP)	71
Summer Food Service Program (SFSP)	7
Quality Rated	53
Children and Parent Services (CAPS) Program	76
Georgia Program for Infant and Toddler Care (GAPITC)	17



## Major Conclusions

As noted earlier, the results show that Child Care Services is highly rated on most aspects of the customer’s experience. These results compare favorably with the findings of customer surveys we have conducted for other state agencies over the previous ten years. At least 75% of all respondents rated Child Care Services a 4 or a 5 on a 5 point scale where a 5 is a highly favorable rating on 84% of the items. Items that meet this high standard are considered agency strengths. Only 6 items did not meet this criterion. Four items relate to Customer Service and two relate to Communications.

The six items that would not be considered agency strengths include:

Communication	1.	Child Care Services is responsive to follow up questions.
Customer Service	2.	It is easy for me to obtain information from Child Care Services.
Communication	3.	Child Care Services strikes a balance between regulating providers and being a valuable partner.
Customer Service	4.	Overall, Child Care Services does not operate with a “gotcha” mentality.
Customer Service	5.	Child Care Services staff return phone calls and e-mails within a reasonable amount of time.
Customer Service	6.	Child Care Services applies rules and regulations in a fair and unbiased manner.

Items 1 and 5 relate to timely customer service and suggest a need to review both practices and policies in this area. Responsive is a basic requirement of acceptable customer service. If the agency does not meet customers’ expectations in this area, overall customer satisfaction will decline.

Item 2 suggests a need to make it easier for customers to access information. Access is also a fundamental requirement of acceptable customer service.

Items 3, 4 and 6 related to DECAL’s role as a regulator. A key requirement for customers to be satisfied with a regulator is perceived fairness. It is essential that customers believe that the agency’s employees are knowledgeable about the rules and regulations and that they apply them consistently and fairly.

In each of these areas, additional information from customers is needed before making changes. Informal one on one discussion with a small sample of customers would be a good starting point followed by focus groups to further refine both the problems and effective solutions. Consider implementing changes first as a pilot on a limited basis to enable you to get customer feedback on the changes.

# APPENDIX

## 2015 DECAL Customer Survey

**Thank you for completing the following survey. The survey asks questions about your interactions with DECAL’s Child Care Services Licensing division and your Child Care Services consultant. For the CCS consultant question, please think back to your monitoring/licensing visits over the last year. If a question concerns something you have had no experience with or otherwise cannot answer please select “Don’t Know/Not Applicable”.**

**We appreciate your feedback and look forward to using your responses to improve our monitoring processes. All responses are confidential and you will never be identified in any reports or analyses. DECAL staff do not have access to your responses.**

### Customer Service

**The following questions are about your interactions with your Child Care Services.**

**1) Please select the option that best reflects your opinion.**

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know / Not Applicable
Child Care Services 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"/>	<input type="radio"/>
It is easy for me to obtain information from Child Care Services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child Care Services 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"/>	<input type="radio"/>
Overall, Child Care Services supports my program in meeting health and safety regulations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Overall, Child Care Services does not operate with a "gotcha" mentality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child Care Services staff are courteous and polite.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child Care Services staff are helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child Care Services staff address 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"/>

**2) Please use this space to make any additional comments about Child Care Services.**

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**Communication**

**3) Please select the option that best reflects your opinion.**

	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Don't Know / Not Applicable
The communication I receive from Child Care Services is timely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The communication I receive from Child Care Services is 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 Child Care Services 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 Child Care Services 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 Child Care Services is easy to understand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child Care Services is responsive to follow up questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child Care Services staff return phone calls and e-mails within a reasonable amount of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information I receive from Child Care Services division of DECAL offering policy clarification is helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information I receive from Child Care Services division of DECAL about rules and regulations via email is helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4) Please list any topics you would like to hear more about from the Child Care Services (CCS) division of DECAL.**

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**5) Please enter any additional comments about Child Care Services (CCS) communication.**

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**Child Care Licensing Site Visit**

The following section asks questions about your last Child Care Services Licensing Visit.

**6) Please select the option that best reflects your opinion.**

	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Don't Know / Not Applicable
The Child Care Consultant greeted me respectfully.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant seemed interested in understanding my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant was patient and calm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant was polite.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant provided useful information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant seemed willing to go "the extra mile" to meet my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant was willing to provide assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant answered my questions in an easy to understand way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant answered my questions as completely as possible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant responded to my concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant was open to hearing my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant confirmed that s/he understood my needs or problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant clearly understood the rules and regulations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant was fair in	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

her/his review.						
The Child Care Consultant reviewed the report with me after completing the visit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Child Care Consultant left a copy of the signed report after the visit, or sent a signed copy in a timely manner if it was not left after the visit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My Licensing Consultant was knowledgeable about the new fingerprint-based criminal records check process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**7) Please use this space to make any additional comments about your last licensing visit.**

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**Core Rule Feedback**

**Core rules are those rules that have been identified as having the greatest impact on health and safety when they are out of compliance. Core rules are also used to determine a facility’s compliance designation.**

**Current Core Rule and Non-core Rules are being reviewed for consistency and appropriateness as they relate to health and safety standards. Please consider the following questions as they relate to the current structure of the Child Care Licensing Rules and Regulations.**

**8) Please select the option that best reflects your opinion.**

	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Don't Know / Not Applicable
Core Rules have been fully explained to me by my Licensing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Consultant.						
I understand the difference between core rules and non-core rules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the way that core rules determine my compliance designation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the current rules and regulations reflect appropriate health and safety practices in child care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**The following three questions ask you about specific Core Rules. If needed, the following links may be used to help you with your response.**

<http://dec.al.ga.gov/ChildCareServices/RulesAndRegulations.aspx>

<http://dec.al.ga.gov/documents/attachments/CCLCCoreRulesReferenceChart.pdf>

<http://dec.al.ga.gov/documents/attachments/FDCHCoreRulesReferenceChart.pdf>

**9) In the space below, please specify what rules you think are MOST crucial to children’s health and safety at your child care facility.**

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**10) In the space below, please specify what rules you think are LEAST crucial to children’s health and safety at your child care facility.**

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**11) Please enter any additional comments about Core Rules.**

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**Basic Information**

**12) Indicate the other programs administered by DECAL in which you currently 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"/>
Childcare 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"/>

**13) Do you currently participate in Quality Rated?**

- Yes
- No

**14) Do you plan to participate in Quality Rated?**

- Yes
- No

If no, please explain your reason(s) why

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**Satisfaction with Child Care Services (CCS)**

**15) How satisfied are you with the service you received from Child Care Services (CCS)?**

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

**16) To what extent has the service you received from Child Care Services (CCS) exceeded or fallen short of your expectations?**

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

**17) Thinking about how an ideal licensing division would serve you, how would you rate the service you received from Child Care Services at DECAL?**

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

**18) Please enter any additional comments you'd like to make concerning Child Care Services (CCS).**

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**Satisfaction with DECAL**

**Thinking beyond CCS, please respond to the following questions about the Georgia Department of Early Care and Learning**

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

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

**20) 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)

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

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



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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.