

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 over 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 July 2016. DECAL provided a list of customer email addresses and other related variables that were used to provide the basis subgroups analyses.

Approach

Rather than distributing a general survey to all customers, DECAL tailors the annual survey to specific groups of customers. This year, the survey focused on Family Child Care Learning Home providers (FCCLH). The goal was to gather information about FCCLH's interactions and experiences with DECAL. The survey findings will help DECAL improve the monitoring process and identify areas where DECAL can better support FCCLH providers.

Table 1: Profile of the Family Child Care Learning Home Respondents

	N	Percent
FCCLH	346	18
By Region		
CE	55	17
NE	71	22
NW	52	16
SE	71	22
SW	74	23
Quality Rated ¹		
Yes	165	51
No	158	49

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

A total of 1848 Family Child Care Learning Home providers were invited to complete an online survey; reminder emails were sent periodically during the data collection period and did improve response rate. In addition, paper surveys were mailed to 60 providers and were later followed by two postcard reminders. A total of 323 customers completed the online survey and 23 completed the mailed (paper) survey. The overall response rate was 18%. This is slightly higher than the response rate from last year. A profile of the respondents is shown in Table 1.

The target group changed this year and several revisions were made to the survey. A small number of items were deleted and others were reworded.

The survey was expanded from 21 questions to 34. The number of open ended questions increased from 8 to 11. 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 Communications, Customer Service, and their most recent Licensing Visit. 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). Several questions about participation in various DECAL programs and technical service were also included as well as questions about the respondent's Internet use and career plans. 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.

Summary of Key Findings

Eighty four percent of respondents were satisfied or very satisfied with DECAL. The mean satisfaction score was 4.1. When indexed to 100, mean Overall Satisfaction is 82%.

Customers evaluated twenty eight items related to customer service, communication and their most recent licensing visit. A review of the results shows that 96% of the items were rated a 4 or 5 by at least 75% of the respondents. The remaining item was rated a 4 or 5 by 70% of the respondents. The mean scores ranged from 3.8 to 4.6. The average mean score was 4.2. These findings are shown in Table 2.

Table 2: Percent of Respondents Who Agreed (4) or Strongly Agreed (5) Ranked High to Low (%) and Mean Scores

Topic	Survey Item	Don't Know / NA	1	2	3	4	5	4s & 5s	Mean
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.	2	1	0	1	34	63	97	4.6
Licensing Visit	The Child Care Consultant reviewed the report with me after completing the visit.	1	1	1	2	37	59	96	4.5
Licensing Visit	The Child Care Consultant was polite and respectful.	0	1	1	4	33	61	94	4.5
Licensing Visit	The Child Care Consultant was patient and calm.	0	1	1	4	34	60	94	4.5
Licensing Visit	The Child Care Consultant answered my questions as completely as possible.	16	2	0	4	40	54	94	4.4
Licensing Visit	The Child Care Consultant provided useful information.	2	2	0	4	38	55	94	4.5
Licensing Visit	The Child Care Consultant was knowledgeable about the new fingerprint-based criminal records check process.	19	1	1	4	36	57	93	4.5
Licensing Visit	The Child Care Consultant listened to my needs and/or problems.	17	2	1	6	37	55	92	4.4
Licensing Visit	The Child Care Consultant answered my questions in an easy to understand way.	6	1	0	7	36	55	92	4.4
Licensing Visit	The Child Care Consultant was willing to provide assistance.	6	2	0	7	37	54	91	4.4
Licensing Visit	The Child Care Consultant clearly understood the rules and regulations.	1	1	2	6	36	55	91	4.4
Licensing Visit	The Child Care Consultant was fair in her/his review.	1	2	2	6	37	53	91	4.4
Customer Service	Overall, Child Care Services supports my program in meeting health and safety regulations.	5	2	1	6	62	29	91	4.2
Licensing Visit	The Child Care Consultant confirmed that s/he understood my needs or problems.	1	1	2	7	37	53	90	4.4
Licensing Visit	The Child Care Consultant seemed interested in understanding my needs.	4	2	2	7	35	54	90	4.4
Customer Service	The information communicated by DECAL is up to date.	11	4	2	7	58	30	88	4.1
Customer Service	Child Care Services staff are courteous and polite.	6	1	1	10	50	38	88	4.2
Customer Service	Child Care Services staff are helpful.	7	2	1	10	53	35	87	4.2
Customer Service	Child Care Services staff address my concerns in a reasonable amount of time.	18	1	1	13	53	32	85	4.1
Customer Service	It is easy for me to obtain information from Child Care Services.	9	2	2	11	57	27	85	4.1
Communication	The information I receive via email from DECAL about rules and regulations is helpful.	5	3	3	11	52	31	83	4.0
Communication	DECAL staff return phone calls and e-mails within a reasonable amount of time.	46	3	6	13	54	24	78	3.9
Communication	The information I receive from DECAL to clarify policies is helpful.	9	3	3	16	51	27	78	4.0
Customer Service	Child Care Services strikes a balance between regulation and being a valuable partner.	9	2	3	18	57	20	77	3.9
Communication	The information communicated by DECAL is concise.	7	5	3	15	55	22	77	3.9
Customer Service	Child Care Services is fair and unbiased in enforcing rules.	9	2	4	18	54	22	76	3.9
Communication	The information communicated by DECAL answers all my questions.	12	4	3	18	56	20	75	3.8
Communication	The information communicated by DECAL is easy to understand.	2	4	5	21	51	19	70	3.8

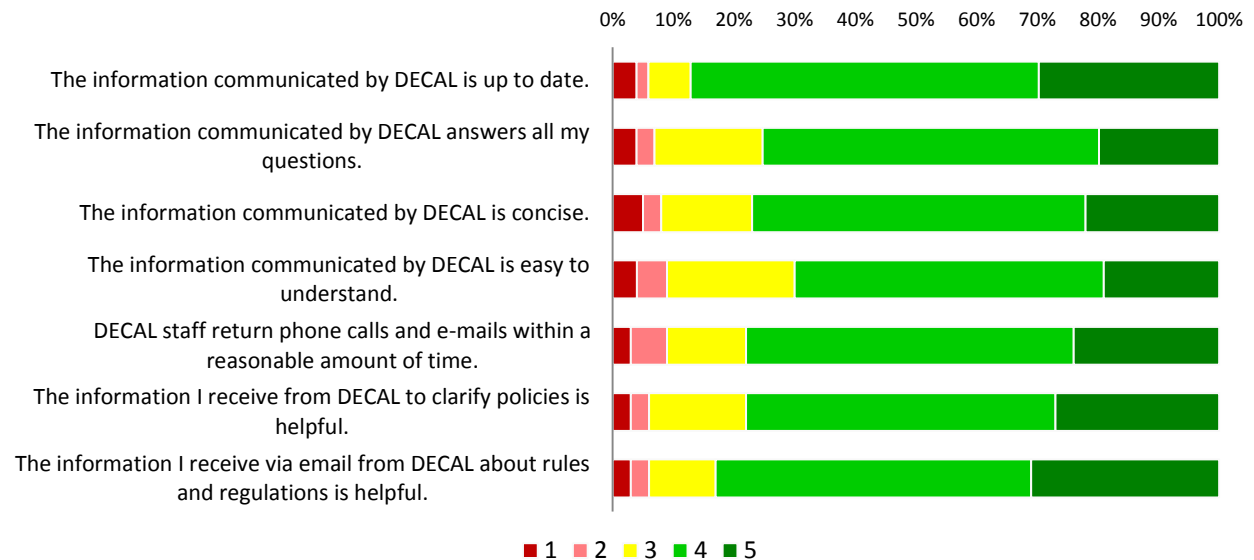
Detailed Findings

Interaction with DECAL

Communication from DECAL

Family Child Care Learning Home providers were asked to respond to seven communications related statements about their interactions with DECAL. 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 Communication You Receive From DECAL as a Whole Department



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

The combined percentage of respondents who answered Agree or Strongly Agree ranged from 70% to 88%. Mean scores ranged from 3.8 to 4.1. DECAL earned its highest marks for providing up to date information and helpful information about the rules and regulations via email. The agency earned the lowest score for providing easy to understand information.

Table 3: Customer Perceptions of Communication You Receive From DECAL as a Whole Department (%)

	DK/NA (N)	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Agree & Strongly Agree	Mean
The information communicated by DECAL is up to date.	11	4	2	7	58	30	88	4.1	
The information communicated by DECAL answers all my questions.	12	4	3	18	56	20	75	3.8	
The information communicated by DECAL is concise.	7	5	3	15	55	22	77	3.9	
The information communicated by DECAL is easy to understand.	2	4	5	21	51	19	70	3.8	
DECAL staff return phone calls and e-mails within a reasonable amount of time.	46	3	6	13	54	24	78	3.9	
The information I receive from DECAL to clarify policies is helpful.	9	3	3	16	51	27	78	4.0	
The information I receive via email from DECAL about rules and regulations is helpful.	5	3	3	11	52	31	83	4.0	

Satisfaction with DECAL

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

1. Customers’ satisfaction with DECAL
2. The extent to which DECAL exceeded or fell short of customer expectations
3. How customers 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. The percentage of respondents who rated the 3 survey items a 4 or a 5 ranged from 81 to 85. The mean scores were 4.2, 4.0 and 4.2 respectively.

Table 4: Customer Satisfaction (%) and Mean Scores for DECAL

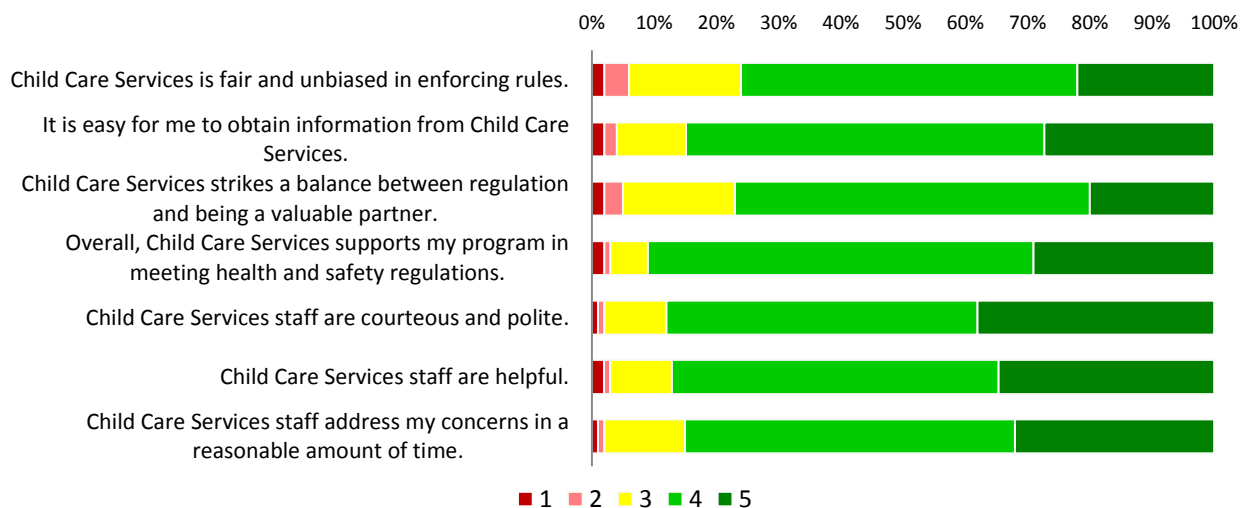
	Very Dissatisfied	2	3	4	Very Satisfied	4 & 5s	Mean
How satisfied are you with the service you received from DECAL? (%)	2	3	10	41	44	85	4.2
	Fell Short of Expectations	2	3	4	Exceeded Expectation	4 & 5s	Mean
To what extent has the service you received from DECAL exceeded or fallen short of your expectations? (%)	2	4	14	54	27	81	4.0
	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? (%)	1	3	11	48	37	85	4.2

Customer Service

Family Child Care Learning Home providers were asked to respond to seven customer service related statements about their interaction with Child Care Services. The results are shown in Figure 2 and Table 5.

Child Care Services scored well across the board. The combined percentage of respondents who answered Agree or Strongly Agree ranged from 76 to 91. Mean scores ranged from 3.9 to 4.2. Child Care Services earned its highest marks for helping providers meet health and safety regulations, for being courteous, polite and helpful. All of the customer service items would be considered agency strengths given our criterion of at least 75 of the respondents rating the item a 4 or a 5.

Figure 2: Customer Service with Child Care Services



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

Table 5: Customer Service (%) and Mean Scores with Child Care Services

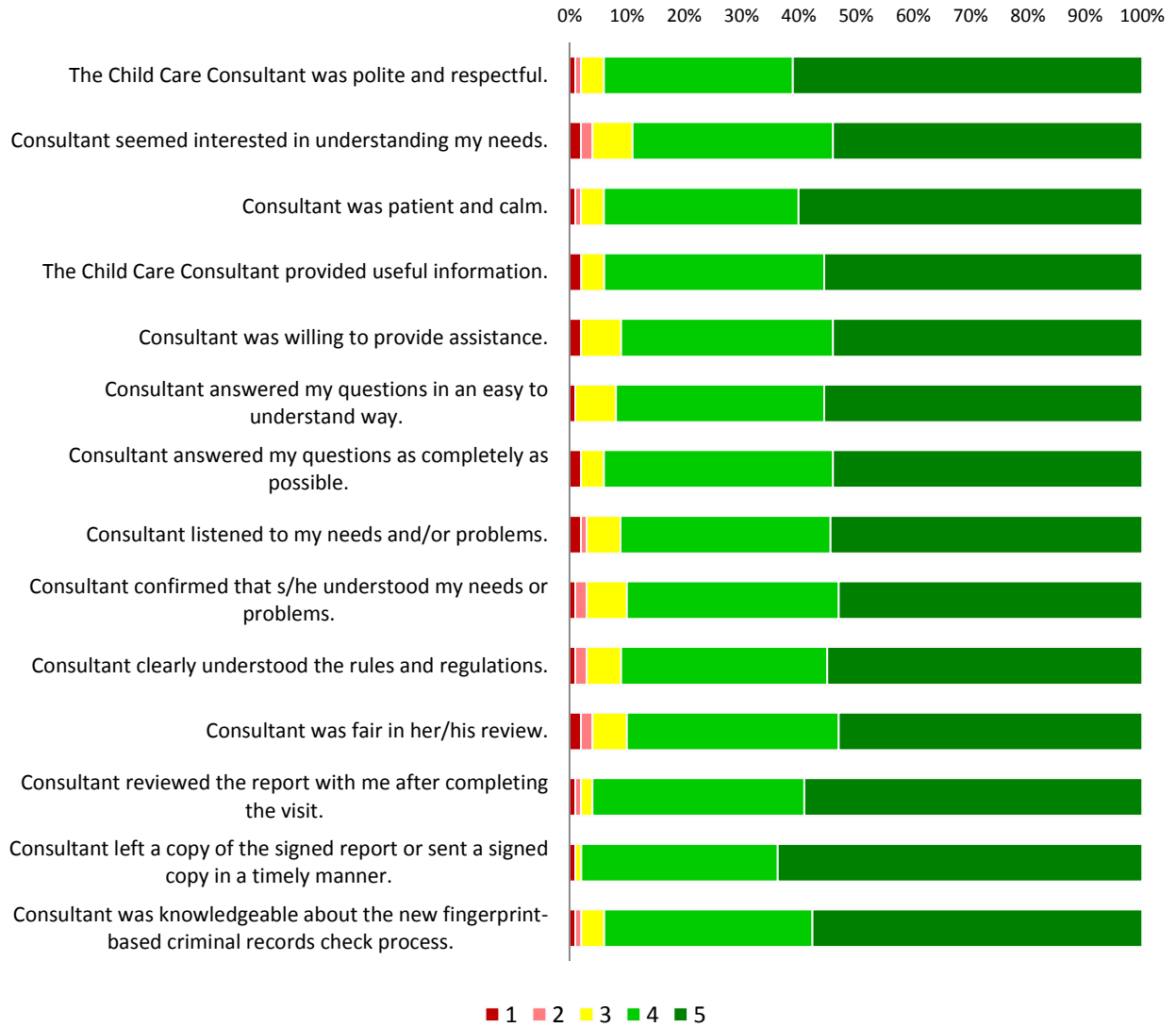
	Don't Know / Not Applicable (N)	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Agree & Strongly Agree	Mean
Child Care Services is fair and unbiased in enforcing rules.	9	2	4	18	54	22	76	3.9	
It is easy for me to obtain information from Child Care Services.	9	2	2	11	57	27	85	4.1	
Child Care Services strikes a balance between regulation and being a valuable partner.	9	2	3	18	57	20	77	3.9	
Overall, Child Care Services supports my program in meeting health and safety regulations.	5	2	1	6	62	29	91	4.2	
Child Care Services staff are courteous and polite.	6	1	1	10	50	38	88	4.2	
Child Care Services staff are helpful.	7	2	1	10	53	35	87	4.2	
Child Care Services staff address my concerns in a reasonable amount of time.	18	1	1	13	53	32	85	4.1	

Child Care Licensing Site Visit

Customers were asked to respond to 14 statements about their most recent Child Care Licensing Site Visit. Figure 3 shows the distribution of responses across the 5 point scale. Table 6 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 licensing site visit scored well across the board. The combined percentage of respondents who answered Agree or Strongly Agree ranged from 90 to 96. Mean scores ranged from 4.4 to 4.6. The highest marks are associated with leaving a signed copy of the report and for reviewing the report with the provider. All of the licensing site visit items would be considered agency strengths given our criterion of at least 75 of the respondents rating the item a 4 or a 5.

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 6: Customers’ Evaluation of Their Last Child Care Licensing Site Visit

	Don't Know / Not Applicable (N)	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree, Somewhat Agree	Agree	Strongly Agree	Agree & Strongly Agree	Mean
The Child Care Consultant was polite and respectful.	0	1	1	4	33	61	94	4.5	
The Child Care Consultant seemed interested in understanding my needs.	4	2	2	7	35	54	90	4.4	
The Child Care Consultant was patient and calm.	0	1	1	4	34	60	94	4.5	
The Child Care Consultant provided useful information.	2	2	0	4	38	55	94	4.5	
The Child Care Consultant was willing to provide assistance.	6	2	0	7	37	54	91	4.4	
The Child Care Consultant answered my questions in an easy to understand way.	6	1	0	7	36	55	92	4.4	
The Child Care Consultant answered my questions as completely as possible.	16	2	0	4	40	54	94	4.4	
The Child Care Consultant listened to my needs and/or problems.	17	2	1	6	37	55	92	4.4	
The Child Care Consultant confirmed that s/he understood my needs or problems.	1	1	2	7	37	53	90	4.4	
The Child Care Consultant clearly understood the rules and regulations.	1	1	2	6	36	55	91	4.4	
The Child Care Consultant was fair in her/his review.	1	2	2	6	37	53	91	4.4	
The Child Care Consultant reviewed the report with me after completing the visit.	1	1	1	2	37	59	96	4.5	
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.	2	1	0	1	34	63	97	4.6	
The Child Care Consultant was knowledgeable about the new fingerprint-based criminal records check process.	19	1	1	4	36	57	93	4.5	

DECAL Programs

Quality Rated

As shown in Table 7, forty percent of the respondents reported that they participate in Quality Rated. Thirty three percent said they plan to participate in Quality Rated.

Table 7: Participation in Quality Rated (% yes)

	Yes
Currently participate in Quality Rated	40
Plan to participate in Quality Rated	33

Participation in DECAL Programs

Customers were asked to indicate the programs administered by DECAL in which they currently participate. Table 8 shows that 78% in Child and Adult Care Food Program (CACFP), 63% in Childcare and Parent Services (CAPS) Program and 15% in Georgia Program for Infant and Toddler Care (GAPITC).

Table 8: Indicate the programs administered by DECAL in which you currently participate (%)

	No	Yes	Don't Know
Child and Adult Care Food Program (CACFP)	20	78	2
Childcare and Parent Services (CAPS) Program	34	63	3
Georgia Program for Infant and Toddler Care (GAPITC)	67	15	18

If they weren't participating in these programs, they were asked the reasons why. Table 9 shows that the reasons vary. The biggest reason for not participating in the GAPITC and the CAPS Programs was the belief that it is not a good fit for the respondent's program. However, the biggest reason for not participating in GAPITC is that respondents didn't know about it. Forty five percent of the respondents who were not already participating in GAPITC didn't know about it.

Table 9: If you are not participating in the above programs, select the reasons why (select all that apply) (%)

	I didn't know about it.	There is not enough time in my schedule.	Too much paperwork.	I don't think it's a good fit for my program.
Child and Adult Care Food Program (CACFP)	3	4	4	12
Childcare and Parent Services (CAPS) Program	5	3	3	12
Georgia Program for Infant and Toddler Care (GAPITC)	45	4	2	10

Participation in Technical Assistance

An overwhelming majority of respondents to the survey are satisfied with the technical assistance they receive. The percentage of respondents who are satisfied or very satisfied ranged from 82 to 85 as shown in Table 10. All items earned a mean score of 4.2.

Table 10: Percentage of Respondents who are Satisfied with TA experiences and Mean Scores

	Very Dissatisfied	2	3	4	Very Satisfied	4 & 5s	Mean
How satisfied are you with the overall TA you received from your child care resource and referral agency (CCR&R)?	4	2	9	40	45	85	4.2
How satisfied are you with the TA you received from your CCR&R as it relates to Quality Rated?	5	1	12	33	49	82	4.2
How satisfied are you with the TA you received from Child Care Services?	3	1	8	49	39	88	4.2
If participating with GAPITC, how satisfied are you with the TA you received from Infant Toddler specialists?	2	0	16	41	41	82	4.2

About You and Your Program

Your Internet Use

Respondents were asked a series of questions about their use of computers and the Internet. Ninety six percent of respondents reportedly have a computer and almost three quarters of them use it every day. Only 1% does not use the Internet. Of those who do, 2% use it strictly for personal reasons. All others use the Internet to for business reasons. Four percent use the Internet strictly for business, 33% mostly for business, 49% half for business and 12% mostly personal, a little for business.

Ninety four percent of the respondents access the Internet through their laptop, tablet and phone; 38% use these devices equally. Almost three quarters cite email as their preferred type of communication with DECAL. Fifteen percent prefer a phone call and 14% refer paper.

The results are displayed in Table 11.

Table 11: Respondent Information

Do you have a computer in your home?	
% yes	96%
How often do you use the Internet?	
Never	1%
About once a month	2%
More than once a month, but less than once a week	3%
About once a week	4%
A few times a week	16%
Almost every day	73%
I use the Internet:	
Strictly for business	4%
Mostly for business, a little for my personal life	33%
Mostly personal, a little for business	12%

Half for business, half for my personal life	49%
Strictly personal	2%
I do not use the Internet	1%
I access the Internet:	
By computer/laptop/tablet	56%
Through my phone	5%
Equal parts phone and computer/laptop/tablet	38%
I do not use the Internet	1%
I use the Internet for work in the following ways (check all that apply):	
Email communication with parents	55%
Website for my program to update parents	31%
A learning tool for children to use	55%
A resource for finding materials and lesson plans	72%
Email communication with DECAL and other education partners	73%
I do not use the Internet for work	4%
What is your preferred type of communication with DECAL?	
Paper Mail	14%
Email	71%
Phone Call	15%

Career Path

Respondents were asked a series of questions about their career path. The results are displayed in Table 12. Slightly more than one third has been a licensed family child care learning home provider for more than 20 years and just under one third for 11-20 years. Twenty one percent has been a licensed family child care learning home provider for 6-10 years. More than four fifths plan to be in this career in five years. Of the others, 69% plan to retire and 31% plan to change careers.

Table 12: Career Path

I have been a licensed family child care learning home provider for:	
Less than 1 year	2%
1-3 years	8%
4-5 years	4%
6-10 years	21%
11-20 years	31%
More than 20 years	34%
Do you plan on being in this career in five years?	
% yes	82%
If you answered no, what is your reason?	
I will retire	69%
I will change careers	31%

Breakout Analyses

Several subgroups analyses based on programs and service locations were also completed. Programs were divided into two variables:

1. Region, which included five categories: CE (Central), NE (Northeast), NW (Northwest), SE (Southeast) and SW (Southwest)
2. Quality Rated Status: participating (QR) versus not participating (Non QR)

For region, we used analysis of variance testing with a Games-Howell post hoc test to determine whether differences between subgroups were statistically significant. The Games-Howell post hoc was used due to the variance in the number of respondents in each group.

The Quality Rated Status was analyzed by running an independent samples t-test to compare the means between members and non-members.

Question 2 asked respondents to rate the communication they received from DECAL by selecting the option that best reflected their opinion. Responses were on a five point scale, where 5 represented a favorable response (Strongly Agree) and 1 represented an unfavorable response (Strongly Disagree).

Table 13A: Means by Region

	CE	NE	NW	SE	SW
The information communicated by DECAL is up to date.	4.2	4.1	4.1	3.9	4.2
The information communicated by DECAL answers all my questions.	4.0	3.8	3.8	3.7	4.0
The information communicated by DECAL is concise.	4.1	3.8	3.8	3.7	4.0
The information communicated by DECAL is easy to understand.	3.8	3.7	3.7	3.7	3.8
DECAL staff return phone calls and e-mails within a reasonable amount of time.	4.0	3.9	3.9	3.8	4.0
The information I receive from DECAL to clarify policies is helpful.	4.0	3.9	3.9	4.0	4.0
The information I receive via email from DECAL about rules and regulations is helpful.	4.1	4.0	4.0	4.0	4.1

Superscripts a,b,c,d = significant difference between matching letters at $p \leq 0.05$.

Table 13B: Means by Participation in Quality Rated

	QR	Non QR
The information communicated by DECAL is up to date.	4.1	4.1
The information communicated by DECAL answers all my questions.	3.8	3.9
The information communicated by DECAL is concise.	3.8	3.9
The information communicated by DECAL is easy to understand.	3.8	3.7
DECAL staff return phone calls and e-mails within a reasonable amount of time.	3.8	4.0
The information I receive from DECAL to clarify policies is helpful.	4.0	4.0
The information I receive via email from DECAL about rules and regulations is helpful.	4.0	4.1

* Indicates a significant difference between groups at the 0.05 level.

Questions 5 - 7 asked respondents to answer a series of questions related to DECAL by selecting the option that best reflected their opinion. Responses were on a five point scale, where 5 represented a favorable response and 1 represented an unfavorable response.

Table 14A: Means by Region

	CE	NE	NW	SE	SW
How satisfied are you with the overall service you received from DECAL?	4.4	4.1	4.2	4.4	4.1
To what extent has the service you received from DECAL exceeded or fallen short of your expectations?	4.1	3.9	3.9	4.2	3.8
Thinking about how an ideal state agency would serve you, how would you rate the service you received from DECAL?	4.3	4.1	4.2	4.3 ^a	3.9 ^a

Superscripts a,b,c,d = significant difference between matching letters at $p < 0.05$.

Table 14B: Means by Participation in Quality Rated

	QR	Non QR
How satisfied are you with the overall service you received from DECAL?	4.2	4.2
To what extent has the service you received from DECAL exceeded or fallen short of your expectations?	4.0	4.0
Thinking about how an ideal state agency would serve you, how would you rate the service you received from DECAL?	4.2	4.1

* Indicates a significant difference between groups at the 0.05 level.

Question 8 asked respondents to rate their interactions with Child Care Services by selecting the option that best reflected their opinion. Responses were on a five point scale, where 5 represented a favorable response (Strongly Agree) and 1 represented an unfavorable response (Strongly Disagree).

Table 15A: Means by Region

	CE	NE	NW	SE	SW
Child Care Services is fair and unbiased in enforcing rules.	3.9	3.9	3.8	3.9	3.9
It is easy for me to obtain information from Child Care Services.	4.1	4.1	4.0	4.0	4.1
Child Care Services strikes a balance between regulation and being a valuable partner.	4.0	3.9	3.9	3.9	3.8
Overall, Child Care Services supports my program in meeting health and safety regulations.	4.2	4.2	4.1	4.2	4.1
Child Care Services staff are courteous and polite.	4.3	4.3	4.2	4.1	4.2
Child Care Services staff are helpful.	4.2	4.2	4.1	4.2	4.2
Child Care Services staff address my concerns in a reasonable amount of time.	4.1	4.1	4.1	4.2	4.1

Superscripts a,b,c,d = significant difference between matching letters at $p \leq 0.05$.

Table 15B: Means by Participation in Quality Rated

	QR	Non QR
Child Care Services is fair and unbiased in enforcing rules.	3.9	3.9
It is easy for me to obtain information from Child Care Services.	4.0*	4.2
Child Care Services strikes a balance between regulation and being a valuable partner.	3.9	3.9
Overall, Child Care Services supports my program in meeting health and safety regulations.	4.1	4.2
Child Care Services staff are courteous and polite.	4.2	4.3
Child Care Services staff are helpful.	4.1	4.2
Child Care Services staff address my concerns in a reasonable amount of time.	4.1	4.2

* Indicates a significant difference between groups at the 0.05 level.

Question 10 asked respondents to rate their most recent Child Care Services Licensing Visit by selecting the option that best reflected their opinion. Responses were on a five point scale, where 5 represented a favorable response (Strongly Agree) and 1 represented an unfavorable response (Strongly Disagree).

Table 16A: Means by Region

	CE	NE	NW	SE	SW
The Child Care Consultant was polite and respectful.	4.5	4.5	4.6	4.4	4.6
The Child Care Consultant seemed interested in understanding my needs.	4.3	4.4	4.5	4.3	4.5
The Child Care Consultant was patient and calm.	4.5	4.5	4.6	4.4	4.6
The Child Care Consultant provided useful information.	4.4	4.4	4.6	4.4	4.5
The Child Care Consultant was willing to provide assistance.	4.3	4.4	4.4	4.4	4.5
The Child Care Consultant answered my questions in an easy to understand way.	4.4	4.4	4.5	4.4	4.5
The Child Care Consultant answered my questions as completely as possible.	4.4	4.4	4.5	4.4	4.5
The Child Care Consultant listened to my needs and/or problems.	4.3	4.4	4.5	4.4	4.5
The Child Care Consultant confirmed that s/he understood my needs or problems.	4.2	4.5	4.4	4.4	4.4
The Child Care Consultant clearly understood the rules and regulations.	4.3	4.4	4.4	4.4	4.5
The Child Care Consultant was fair in her/his review.	4.3	4.5	4.4	4.4	4.4
The Child Care Consultant reviewed the report with me after completing the visit.	4.5	4.6	4.6	4.5	4.6
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.	4.6	4.6	4.5	4.5	4.7
The Child Care Consultant was knowledgeable about the new fingerprint-based criminal records check process.	4.5	4.5	4.4	4.4	4.5

Superscripts a,b,c,d = significant difference between matching letters at $p < 0.05$.

Table 16B: Means by Participation in Quality Rated

	QR	Non QR
The Child Care Consultant was polite and respectful.	4.5	4.5
The Child Care Consultant seemed interested in understanding my needs.	4.4	4.4
The Child Care Consultant was patient and calm.	4.5	4.5
The Child Care Consultant provided useful information.	4.4	4.5
The Child Care Consultant was willing to provide assistance.	4.4	4.4
The Child Care Consultant answered my questions in an easy to understand way.	4.4	4.4
The Child Care Consultant answered my questions as completely as possible.	4.4	4.5
The Child Care Consultant listened to my needs and/or problems.	4.4	4.4
The Child Care Consultant confirmed that s/he understood my needs or problems.	4.4	4.4
The Child Care Consultant clearly understood the rules and regulations.	4.4	4.5
The Child Care Consultant was fair in her/his review.	4.4	4.4
The Child Care Consultant reviewed the report with me after completing the visit.	4.5	4.6
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.	4.6	4.6
The Child Care Consultant was knowledgeable about the new fingerprint-based criminal records check process.	4.4	4.5

* Indicates a significant difference between groups at the 0.05 level.

Questions 17 - 20 asked respondents to answer a series of questions related to their TA experiences by selecting the option that best reflected their opinion. Responses were on a five point scale, where 5 represented a favorable response and 1 represented an unfavorable response.

Table 17A: Means by Region

	CE	NE	NW	SE	SW
How satisfied are you with the overall TA you received from your child care resource and referral agency (CCR&R)?	4.2	4.4	4.2	4.0	4.2
How satisfied are you with the TA you received from your CCR&R as it relates to Quality Rated?	4.3	4.4	4.0	4.0	4.3
How satisfied are you with the TA you received from Child Care Services?	4.1	4.3	4.1	4.3	4.2
If participating with GAPITC, how satisfied are you with the TA you received from Infant Toddler specialists?	4.2	4.4	4.1	4.1	4.1

Superscripts a,b,c,d = significant difference between matching letters at $p \leq 0.05$.

Table 17B: Means by Participation in Quality Rated

	QR	Non QR
How satisfied are you with the overall TA you received from your child care resource and referral agency (CCR&R)?	4.3	4.0
How satisfied are you with the TA you received from your CCR&R as it relates to Quality Rated?	4.3	3.9
How satisfied are you with the TA you received from Child Care Services?	4.2	4.1
If participating with GAPITC, how satisfied are you with the TA you received from Infant Toddler specialists?	4.4*	3.8

* Indicates a significant difference between groups at the 0.05 level.

Open-ended Comments

Table 18: Summary of Open-ended Comments by Question

Question Number	N	Percentage of Total Respondents
Total Number of Respondents	346	100
Question 3: "Use this space to make additional comments about DECAL communication."	51	15
Plus	10	3
Neutral	4	1
Delta	37	11
Question 4: "Use this space to list topics you would like to hear more about from the DECAL."	37	11
Plus	1	0
Neutral	0	0
Delta	36	10
Question 9: "Use this space to make additional comments about Child Care Services."	39	11
Plus	11	3
Neutral	0	0
Delta	28	8
Question 11: "Use this space to make additional comments about your last licensing visit."	52	15
Plus	29	8
Neutral	3	1
Delta	20	6
Question 16: "Use this space to list any other reasons why your program is not participating [in Quality Rated]."	66	19
Plus	0	0
Neutral	5	1
Delta	61	18
Question 21: " How can DECAL improve the TA we provide?"	34	10
Plus	7	2
Neutral	3	1
Delta	24	7
Question 22: What TA delivery models benefit you and your staff the most (Coaching, mentoring, in-house, webinars, etc.)? "	58	17
Question 23: "Use this space to list any other comments about TA."	19	5
Plus	12	3
Neutral	2	1
Delta	5	1
Question 33: "Use this space to list any other comments about your career path."	63	18
Plus	3	1
Neutral	45	13
Delta	15	4
Question 34: "Use this space to make any additional comments about DECAL."	28	8
Plus	6	2
Neutral	4	1
Delta	18	5

A separate report of customer responses to the open ended questions will be provided. The survey included ten open ended questions. Responses to these questions provide many helpful insights. These comments are meant to augment the quantitative results. They help identify policies and practices that customers believe are working and those that customers believe require change.

Table 18 shows the actual number of respondents to each of the open ended questions. This number varies considerably. These numbers are also expressed as a percentage of the total sample (346). In some cases, a comment is subdivided into two or more because it addresses multiple issues. This is why the total number of responses to a question may be smaller than the total number of comments for the subcategories for the same question.

For each question, the responses have been organized into three categories: Plus, Delta and Neutral.

The Plus category includes positive comments and suggests that “it’s working as is.”

Delta includes comments suggesting “change is needed.”

Neutral comments are neither Plus nor Delta. We removed obvious non-responses such as “N/A,” “No comment,” and etc.

Major Conclusions

The survey results suggest that DECAL is doing an excellent job of meeting the needs of Family Child Care Learning Home providers. As noted earlier, the results show that DECAL and Child Care Services are highly rated on nearly all aspects of the customer's experience. Eighty four percent of respondents were satisfied or very satisfied with the agency. Mean satisfaction was 82.

More than 75% of the respondents rated 27 of the 28 evaluative items on the survey a 4 or 5 on a five point scale where 5 is a very favorable score. Items that meet this high standard are considered agency strengths. Only 1 item did not meet this criterion and it came close.

Performance appears to be even across all regions as few statistically significant differences emerged.

The agency's results compare very favorably with the findings from customer surveys we have conducted for other state agencies over the previous ten years.

The area that provides the most opportunity for improvement is communications. The communications items were among the lowest rated items on the survey. Although six of the seven items qualify as agency strengths the scores could be better. On average, 25% of the respondents rated the communications items a 5 and the average mean score was 3.9. How does this compare with the top rated items on the survey? On average, the top rated 15 items on the survey were rated a 5 by 55% of the respondents.

The customer comments may provide some guidance for improvement efforts. About 15% of the respondents provided a comment about communications or 51 respondents in all; 37 of these comments suggested changes. Additionally, respondents were asked to list other topics they'd like to hear about and 11% did.

Another possible target for improvement is customer service. By most measures customer service is an agency strength. It is only when viewed *relative* to other strengths that it can be highlighted as a possible improvement target. However, using the percentage of respondents rating these items a 5 as our criterion, the average for customer service is 29% versus 55% for the 15 top rated items on the survey. Eleven percent of the respondents provided comments about customer service and two thirds of these suggested changes.

APPENDIX

2016 DECAL Customer Survey

Your participation in this research study is completely voluntary. You may skip any questions you do not want to respond to on the survey (other than the consent question, below).

Your answers will only be recorded if you decide to submit them at the end of the survey.

1) Do you consent to participate in this survey?

- Yes, I consent to participate
- No, I do not consent

In this year’s customer satisfaction survey, the Georgia Department of Early Care and Learning (DECAL) is asking family child care learning home providers about your interactions and experiences with the department. When responding to items/questions about DECAL, think about the department as a whole (i.e., Child Care Licensing, Quality Rated, CAPS). When responding to items/questions about consultants, think about your monitoring/licensing visits over the last year. If a question concerns something you have had no experience with or otherwise cannot answer, select “Don’t Know/Not Applicable.” All responses are confidential, and you will never be identified in any reports or analyses. DECAL staff will not have access to your responses. We appreciate your feedback and look forward to using your responses to improve the department’s processes and to identify areas where DECAL can better support your program.

I. Interaction with DECAL

A. DECAL Communication

The following items are about the communication you receive from DECAL as a whole department.

2) Select the option that best reflects your opinion.

	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Don't Know / Not Applicable
The information communicated by DECAL is up to date.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The information communicated by DECAL answers all my questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information communicated by DECAL is concise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information communicated by DECAL is easy to understand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DECAL 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 DECAL to clarify policies is helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information I receive via email from DECAL about rules and regulations is helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3) Use this space to make additional comments about DECAL communication.

4) Use this space to list topics you would like to hear more about from the DECAL.

B. Satisfaction with DECAL

Please respond to the following questions about DECAL.

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

- Very Dissatisfied
-
-
-
- Very Satisfied

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

- Fell Short of Expectations
-
-
-
- Exceeded Expectations

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

- Poor
-
-
-
- Excellent

II. Customer Service

A. Interaction with Child Care Services

The following items are about your interactions with Child Care Services. This includes your licensing consultant.

8) Select the option that best reflects your opinion.

	Strongly Disagree	Disagree	Somewhat Agree, Somewhat Disagree	Agree	Strongly Agree	Don't Know / Not Applicable
Child Care Services is fair and unbiased in enforcing rules.	<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"/>
Child Care Services strikes a balance between regulation and being a valuable partner.	<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"/>
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"/>

9) Use this space to make additional comments about Child Care Services.

B. <u>Child Care Licensing Site Visit</u> The following section relates to your last Child Care Services Licensing Visit. 10) 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 was polite and respectful.	<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 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 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 listened to my needs and/or problems.	<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 her/his review.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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"/>
The Child Care 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"/>

11) Use this space to make additional comments about your last licensing visit.

III. DECAL Programs

A. Quality Rated

The following questions relate to Georgia’s Quality Rated Program.

12) Do you currently participate in Quality Rated?

- Yes
- No

13) Do you plan to participate in Quality Rated?

- Yes
- No

If not, please explain your reason(s) why

B. Participation in DECAL Programs

14) Indicate the programs administered by DECAL in which you currently participate.

	Yes	No	Don't Know
Child and Adult Care Food Program (CACFP)	<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"/>

15) If you are not participating in the above programs, select the reasons why (select all that apply).

	I didn't know about it.	There is not enough time in my schedule.	Too much paperwork.	I don't think it's a good fit for my program.
Child and Adult Care Food Program (CACFP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare and Parent Services (CAPS) Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Georgia Program for Infant and Toddler Care (GAPITC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16) Use this space to list any other reasons why your program is not participating.

C. Technical Assistance (TA)

The following section asks questions about your TA experiences. If you have not received the specific TA referred to in the question, mark N/A.

17) How satisfied are you with the overall TA you received from your child care resource and referral agency (CCR&R)?

- Very Dissatisfied
- Dissatisfied
- Somewhat Satisfied, Somewhat Dissatisfied
- Satisfied
- Very Satisfied
- Not Applicable

18) How satisfied are you with the TA you received from your CCR&R as it relates to Quality Rated?

- Very Dissatisfied
- Dissatisfied
- Somewhat Satisfied, Somewhat Dissatisfied
- Satisfied
- Very Satisfied
- Not Applicable

19) How satisfied are you with the TA you received from Child Care Services?

- Very Dissatisfied
- Dissatisfied
- Somewhat Satisfied, Somewhat Dissatisfied
- Satisfied
- Very Satisfied
- Not Applicable

20) If participating with GAPITC, how satisfied are you with the TA you received from Infant Toddler specialists?

- Very Dissatisfied
- Dissatisfied
- Somewhat Satisfied, Somewhat Dissatisfied
- Satisfied
- Very Satisfied
- Not Applicable

21) How can DECAL improve the TA we provide?

22) What TA delivery models benefit you and your staff the most (Coaching, mentoring, in-house, webinars, etc.)?

23) Use this space to list any other comments about TA.

IV. About You and Your Program

A. Internet Use

The following questions relate to your Internet use.

24) Do you have a computer in your home?

- Yes
- No

25) How often do you use the Internet?

- Never
- About once a month
- More than once a month, but less than once a week
- About once a week
- A few times a week
- Almost every day

26) I use the Internet:

- Strictly for business
- Mostly for business, a little for my personal life
- Mostly personal, a little for business
- Half for business, half for my personal life
- Strictly personal
- I do not use the Internet

27) I access the Internet:

- By computer/laptop/tablet
- Through my phone
- Equal parts phone and computer/laptop/tablet
- I do not use the Internet

28) I use the Internet for work in the following ways (check all that apply):

- Email communication with parents
- Website for my program to update parents
- A learning tool for children to use
- A resource for finding materials and lesson plans
- Email communication with DECAL and other education partners

I do not use the Internet for work

29) What is your preferred type of communication with DECAL?

- Paper Mail
- Email
- Phone Call

B. Career Path

The following questions relate to your Career Path.

30) I have been a licensed family child care learning home provider for:

- Less than 1 year
- 1-3 years
- 4-5 years
- 6-10 years
- 11-20 years
- More than 20 years

31) Do you plan on being in this career in five years?

- Yes
- No

32) If you answered no, what is your reason?

- I will retire
- I will change careers.
- Not Applicable (I plan to be in this career in five years.)

33) Use this space to list any other comments about your career path.

Other Comments

34) Use this space to make any additional comments about DECAL.



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Public Performance and Management Group Project Staff

M. Christine Lewis is a Research Director with the Public Performance and Management Group. She is responsible for all Research Studies related to employees and customers. In both cases, this 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. Both employee and customer surveys help achieve these goals. 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.

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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.