

# CLEARINGHOUSE FOR MILITARY FAMILY READINESS

## **Client Satisfaction Surveys for Spouse Employment Programs: Rapid Literature Review**

Clearinghouse Technical Assistance Team

As of October 9, 2020

This material is the result of partnership funded by the Department of Defense between the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy and the USDA's National Institute of Food and Agriculture through a grant/cooperative agreement with Penn State University.



**PennState**

# Table of Contents

<b>Introduction</b> .....	<b>3</b>
<b>Customer or Client Satisfaction Questionnaires</b> .....	<b>3</b>
SERVQUAL/SERVPERF Model.....	3
<i>SERVPERF Questionnaire</i> .....	4
Technical Assistance Service Quality Questionnaire, Clearinghouse for Military Family Readiness at Penn State .....	6
<i>Modified Technical Assistance Service Quality Questionnaire</i> .....	6
Customer Satisfaction Survey Template for Local Health Departments .....	7
<i>Excerpt from Michigan’s Customer Satisfaction Survey Template for LHDs</i> .....	8
<b>Recommendations for Questionnaire Development and Implementation</b> .....	<b>9</b>
<b>Additional Online Resources</b> .....	<b>10</b>
<i>The Military Spouse Education and Career Opportunities Program: Recommendations for an     Internal Monitoring System (2016)</i> .....	10
<i>How to measure customer satisfaction: 4 key metrics, Qualtrics</i> .....	10
<b>Additional Assistance</b> .....	<b>10</b>
<b>Suggested Citation</b> .....	<b>11</b>
<b>References</b> .....	<b>12</b>

## Introduction

The Technical Assistance (TA) team at the Clearinghouse for Military Family Readiness at Penn State (Clearinghouse) conducted a rapid literature review on the topic of client or customer satisfaction questionnaires for military spouse employment programs. Research that examines these types of surveys was identified by searching peer-reviewed journal articles and grey literature, and an emphasis was placed on research published between 2010 and 2020. Search queries included various combinations of the following terms: measuring, customer satisfaction, customer experience, service quality, job center, employment service, government, CDC, military spouse, questionnaire, survey, SERVPERF, and SERVQUAL.

This report provides the following elements:

- Sample client or customer satisfaction questionnaires;
- Recommendations for questionnaire development and implementation; and
- Additional online resources.

This rapid literature review provides a preliminary examination of the research. Thus, given the brief timeline, this report is not intended to serve as a comprehensive review of the literature, and the resources listed are not endorsed by the Clearinghouse. Rather, the resources are offered to assist you in making data-driven decisions.

## Customer or Client Satisfaction Questionnaires

The TA team identified three self-report customer or client questionnaires that may be adapted for a military spouse employment program: SERVQUAL/SERVPERF model, Clearinghouse's Technical Assistance Service Quality Questionnaire, and Michigan's Customer Service Survey Template for Local Health Departments. More details on each questionnaire are provided below.

### **SERVQUAL/SERVPERF Model**

The SERVQUAL model was developed in 1988 by Parasuraman, Zeithaml, and Berry to measure consumers' perceptions of service quality in the service and retail industries. The SERVQUAL questionnaire contains 22 questions, and each question is asked twice. First, a question is asked to measure a customer's expectations for a service. Next, the question is asked to measure how well the organization performed that service. Service quality is determined by a gap score (i.e., the difference between customers' expectations

and performance) (Clearinghouse for Military Family Readiness, 2020; Parasuraman et al., 1988).

The SERVPERF model contains the same 22 questions as the SERVQUAL model, but each question is only asked once. The SERVPERF model measures perceived organizational performance; it does not measure customers' expectations (Brady et al., 2002). Both the SERVQUAL and SERVPERF models measure five dimensions of service quality: reliability, assurance, tangible, empathy, and responsiveness. The models were designed for industry adaptation, and many industries have adapted the dimensions of service quality to align with their specific industry.

Please see Table 1 below for the SERVPERF questionnaire. The TA team modified the SERVPERF questionnaire to reflect questions more appropriate for the Fort Campbell Spouse Employment Center. The generic service provider denoted as "XYZ" in the original questionnaire has been replaced with "Fort Campbell Spouse Employment Center." In addition, negative statements such as "Fort Campbell Spouse Employment Center does not tell customers exactly when services will be performed," have been changed to positive statements: "Fort Campbell Spouse Employment Center tells customers exactly when services will be performed." To view the original SERVQUAL questionnaire, please see Parasuraman et al. (1988, pp. 38-40).

**Table 1**  
*SERVPERF Questionnaire*

Statement	Please indicate your level of agreement with each statement by circling your response on the following scale.						
	Strongly Disagree (1)	2	3	4	5	6	Strongly Agree (7)
Fort Campbell Spouse Employment Center has up-to-date equipment.	1	2	3	4	5	6	7
Fort Campbell Spouse Employment Center's physical facilities are visually appealing.	1	2	3	4	5	6	7
Fort Campbell Spouse Employment Center's employees are well dressed and appear neat.	1	2	3	4	5	6	7

The appearance of the physical facilities of Fort Campbell Spouse Employment Center is in keeping with the type of services provided.	1	2	3	4	5	6	7
When Fort Campbell Spouse Employment Center promises to do something by a certain time, it does so.	1	2	3	4	5	6	7
When you have problems, Fort Campbell Spouse Employment Center is sympathetic and reassuring.	1	2	3	4	5	6	7
Fort Campbell Spouse Employment Center is dependable.	1	2	3	4	5	6	7
Fort Campbell Spouse Employment Center provides its services at the time it promises to do so.	1	2	3	4	5	6	7
Fort Campbell Spouse Employment Center keeps records accurately.	1	2	3	4	5	6	7
Fort Campbell Spouse Employment Center tells customers exactly when services will be performed.	1	2	3	4	5	6	7
You receive prompt service from Fort Campbell Spouse Employment Center's employees.	1	2	3	4	5	6	7
Employees of Fort Campbell Spouse Employment Center are always willing to help customers.	1	2	3	4	5	6	7
Employees of Fort Campbell Spouse Employment Center are not too busy to respond to customer requests promptly.	1	2	3	4	5	6	7
You can trust employees of Fort Campbell Spouse Employment Center.	1	2	3	4	5	6	7
You feel safe in your transaction with Fort Campbell Spouse Employment Center's employees.	1	2	3	4	5	6	7
Employees of Fort Campbell Spouse Employment Center are polite.	1	2	3	4	5	6	7

Employees get adequate support from Fort Campbell Spouse Employment Center to do their jobs well.	1	2	3	4	5	6	7
Fort Campbell Spouse Employment Center gives you individual attention.	1	2	3	4	5	6	7
Employees of Fort Campbell Spouse Employment Center give you personal attention.	1	2	3	4	5	6	7
Employees of Fort Campbell Spouse Employment Center know what your needs are.	1	2	3	4	5	6	7
Fort Campbell Spouse Employment Center has your best interests at heart.	1	2	3	4	5	6	7
Fort Campbell Spouse Employment Center has operating hours convenient to all their customers.	1	2	3	4	5	6	7
Source: Parasuraman et al. (1988, pp. 39-40)							

## Technical Assistance Service Quality Questionnaire, Clearinghouse for Military Family Readiness at Penn State

The following questionnaire was developed by the Clearinghouse in 2017 to measure the level of satisfaction with services provided by the technical assistance team. The original survey format was online. However, the questions can also be used for paper and pen, in-person survey administration. Please see Table 2 below for a modified version of the Technical Assistance Service Quality Questionnaire. Modifications have been made to better align the questionnaire with the services provided by the Fort Campbell Spouse Employment Center.

**Table 2**

### *Modified Technical Assistance Service Quality Questionnaire*

Statement	Please indicate your level of agreement with each statement by circling your response on the following scale.					
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Not Applicable (6)

I am satisfied with the quality of the information and/or resources provided to me by the Fort Campbell Spouse Employment Center team.	1	2	3	4	5	6
The assistance provided by the team enhanced my knowledge of the program(s) and/or topic area(s) discussed.	1	2	3	4	5	6
The assistance provided by the team (has helped) or (will help) me in my job search.	1	2	3	4	5	6
I would use the Fort Campbell Spouse Employment Center services again.	1	2	3	4	5	6
I would recommend the Fort Campbell Spouse Employment Center services to a fellow military spouse.	1	2	3	4	5	6
<b>Please answer the following questions.</b>						
What part of the assistance provided to you today was the most useful?						
How can the Fort Campbell Spouse Employment Center improve our services?						
Please provide any further comments you would like to add.						

**Customer Satisfaction Survey Template for Local Health Departments**

The following questionnaire is an excerpt from a survey developed by the Michigan Public Health Institute in partnership with the Michigan Department of Community Health. The survey was designed for modification and use by Local Health Departments (LHDs) (ASTHO, 2014); however, the questions may be relevant for the spouse employment program as well. Please see Table 3 below for a modified version of Michigan’s Customer Satisfaction Survey Template for LHDs. Modifications have been made to better align the

questionnaire with the services provided by the Fort Campbell Spouse Employment Center.

To view the full survey, as well as an additional customer satisfaction survey tool, please visit [www.astho.org/Accreditation-and-Performance/Measuring-Customer-Satisfaction/Home/](http://www.astho.org/Accreditation-and-Performance/Measuring-Customer-Satisfaction/Home/) (pp. 13-18).

**Table 3**

*Excerpt from Michigan’s Customer Satisfaction Survey Template for LHDs*

Statement	Please indicate your level of agreement with each statement by circling your response on the following scale.					
	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Somewhat Agree (4)	Agree (5)	Strongly Agree (6)
Fort Campbell Spouse Employment Center staff were friendly.	1	2	3	4	5	6
The service(s) I received were delivered promptly.	1	2	3	4	5	6
Fort Campbell Spouse Employment Center staff were respectful.	1	2	3	4	5	6
The wait time for the service(s) I received was appropriate.	1	2	3	4	5	6
Fort Campbell Spouse Employment Center staff were helpful.	1	2	3	4	5	6
The services I received met my social, cultural, and/or special needs.	1	2	3	4	5	6
Fort Campbell Spouse Employment Center staff took the time to listen to my concerns.	1	2	3	4	5	6
Fort Campbell Spouse Employment Center staff understood my needs.	1	2	3	4	5	6
The office hours met my needs.	1	2	3	4	5	6
Overall, I am satisfied with the service(s) I received today.	1	2	3	4	5	6



I was able to get what I needed from the Fort Campbell Spouse Employment Center today.	1	2	3	4	5	6
I would recommend the Fort Campbell Spouse Employment Center to my friends and family.	1	2	3	4	5	6
<b>Please answer the following question.</b>						
What services did you receive today? [checkbox]	<ul style="list-style-type: none"> <li><input type="checkbox"/> Career Coaching</li> <li><input type="checkbox"/> Employment Search Assistance</li> <li><input type="checkbox"/> Resume Critiques</li> <li><input type="checkbox"/> Interview Techniques</li> <li><input type="checkbox"/> Connections to certification programs, training, hiring events, and funding to overcome employment obstacles</li> <li><input type="checkbox"/> Workshops on federal resumes</li> <li><input type="checkbox"/> Assistance to set up an account on USAJOBS.gov</li> <li><input type="checkbox"/> Assistance with understanding the military spouse preference program when applying for jobs</li> </ul>					
Source: ASTHO (2014, p. 15)						

## Recommendations for Questionnaire Development and Implementation

The questionnaires provided in the previous section can be used as examples for organization and question or topic ideas. However, each program is different, so the questionnaires should be customized to meet the goals of the individual programs. It is suggested that the spouse employment program strive to include questions that provide necessary information while respecting a client’s time by not including extraneous questions.

In addition, the spouse employment program facilitators may want to consider developing an implementation plan. This plan may help the program developers identify goals for the questionnaire, choose appropriate questions, develop strategies to solicit responses, and create a formal or informal training about how to deliver and use the questionnaire for staff. For example, the implementation plan may answer logistical questions, such as how the questionnaire will be administered; who will administer it; who will be responsible for ensuring there is an adequate number of questionnaires; and how the data will be

collected, stored, analyzed, and shared. The following resource may be beneficial for program developers to review before creating an implementation plan:

- Clearinghouse for Military Family Readiness, Evaluation Planning Worksheet: <https://militaryfamilies.psu.edu/wp-content/uploads/2018/08/Evaluation-Planning-Worksheet-9-9-17.pdf>

## **Additional Online Resources**

The Military Spouse Education and Career Opportunities (SECO) Program: Recommendations for an Internal Monitoring System (2016)

This report provides information on the five recommendations made by RAND corporation for an internal monitoring system for the SECO program. It also describes the logic of the program (including a logic model), key performance indicators, and steps to build and use the monitoring system.

- [www.rand.org/pubs/research\\_reports/RR1013.html](http://www.rand.org/pubs/research_reports/RR1013.html)

How to measure customer satisfaction: 4 key metrics, Qualtrics

This website provides information on what customer satisfaction is, why it matters, as well as four metrics to measure: overall satisfaction, loyalty, affective and cognitive attributes, and intent to repurchase.

- [www.qualtrics.com/experience-management/customer/measure-customer-satisfaction/](http://www.qualtrics.com/experience-management/customer/measure-customer-satisfaction/)

## **Additional Assistance**

The TA specialists at the Clearinghouse provide support to professionals as they examine and make informed decisions about which programs fit specific situations and are worth the investment. Whether connecting one with the resources and tools to conduct a needs assessment in a specific community, suggesting the best evidence-based program or practice for a certain situation, or developing an evaluation plan, the TA team of experts is a call or email away.

Please visit the Clearinghouse's website at [www.militaryfamilies.psu.edu](http://www.militaryfamilies.psu.edu) or call 1-877-382-9185 to speak with a TA specialist.

## Suggested Citation

Clearinghouse for Military Family Readiness. (2020). *Client satisfaction surveys for spouse employment programs: Rapid literature review*. [Literature Review]. Clearinghouse for Military Family Readiness at Penn State.

## References

- ASTHO. (2014). *Measuring customer satisfaction: Nine steps to success*. <https://www.astho.org/Accreditation-and-Performance/Measuring-Customer-Satisfaction/Home/>
- Brady, M., Cronin, J., & Brand, R. (2002). Performance-only measurement of service quality: A replication and extension. *Journal of Business Research*, 55(1), 17–31. [https://doi.org/10.1016/S0148-2963\(00\)00171-5](https://doi.org/10.1016/S0148-2963(00)00171-5)
- Clearinghouse for Military Family Readiness. (2020). Self-Report feedback questions: Semper Fit. [Literature Review]. Clearinghouse for Military Family Readiness at Penn State.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. (1988). Servqual: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing; Spring*, 64(1), 12–40.