

Military Child Development Program Staffing Assessment Survey Instrument

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Military Child Development Program Workforce Survey

Thank you for your willingness to share information and opinions regarding your experience as a military child development program employee!

This survey asks for your perceptions regarding your pay, benefits, recruitment experiences, professional development and career advancement opportunities, working conditions, and intentions to remain in your job. The goal of the study is to better understand how to support the recruitment and retention of high-quality staff in military child development programs.

RAND, a nonprofit institution that conducts objective public policy studies, is administering this survey. This study is funded by Military Community and Family Policy within the Office of Secretary of Defense.

We estimate that this survey will take up to 20 minutes to complete.

- In order to participate in the study, you must be **at least 18 years old** and **currently work at a military child development program**.
- **RAND will keep your responses confidential.** We will analyze survey response and report on themes from combined responses. We will not name any single individual or installation in any of our publications.
- Only qualified RAND project team members will have access to survey responses and data files. Data files will not include your name or other identifying information.
- There is some, but low, risk that your personal identity could become known if there were a data breach. We take multiple steps to keep this information confidential.
- **Participation in this survey is voluntary, and you can decline to participate without penalty. You may also skip any question you do not want to answer.**

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We recognize that these are demanding times and appreciate the time you are able to give to this effort.

If you have any questions about the study or about completing the survey, please contact the RAND study team at [SHAREDMAILBOX@rand.org]

If you have questions or concerns about the study that you would like to share with someone not part of the study team, please contact RAND's Human Subjects Protection Committee. This committee is charged with ensuring the ethical treatment of individuals who are participants in RAND studies, and it can be reached via telephone or email as follows:

- 1-866-697-5620 (toll free)
- hspcinfo@rand.org
- Please reference study #2022-N0323

AGENCY DISCLOSURE NOTICE

The public reporting burden for this collection of information, OMB Control Number 0704-MCDS, is estimated to average **20 minutes** per response, including the time for reviewing instructions and completing the survey. Send comments regarding the burden estimate or burden reduction suggestions to the Department of Defense, Washington Headquarters Services, at whs.mc-alex.esd.mbx.dd-dod-information-collections@mail.mil. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

Q1 consent

Please select "Agree" or "Disagree" below.

- Clicking "Agree" indicates that you have read and agreed to the information provided above. You will then be directed to the survey.
- Clicking "Disagree" indicates that you decline to participate in the survey.

- 1 Agree
- 2 Disagree *[Skip to end of survey]*

IF Q1 = DISAGREE, DISPLAY THIS MESSAGE:

You have declined to consent, which means that you cannot participate in this survey. If this was not your intention, please click "Back" to return to the consent page. Otherwise, please close your browser and exit the survey.

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Are you 18 years old or older?

- 1 Yes
- 2 No *[Skip to end of survey]*

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IF Q2a = NO, DISPLAY THIS MESSAGE:

Thank you for your willingness to take part in our survey. We are interested in surveying individuals who are at least 18 years old.

Q2b screener

Are you a government employee or a contractor?

- 1 Government employee
- 2 Contractor (i.e., employee of a private company supporting the Department of Defense)

IF Q2b = Contractor, DISPLAY THIS MESSAGE:

Thank you for your willingness to take part in our survey. This survey is intended for federal government employees only.

Background and Position

We would like to begin with some questions about your background and your current job working in a military child development program.

Q3 screener

Please tell us what type of child care setting you currently work in or directly support. (Select one response)

- 1 Child Development Center
- 2 School-Age Care
- 3 Both
- 4 Neither *[Skip to end of survey]*

IF Q3 = NEITHER, DISPLAY THIS MESSAGE:

Thank you for your willingness to take part in our survey. We are interested in speaking with individuals who work in child development centers or school-age care.

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Qa_mdps

[This question is required]

Using the grid below, please describe each position you currently hold.

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Only fill out as many rows as positions you currently hold (i.e., if you only currently hold one position, fill out only one row; if you currently hold two different positions, fill out two rows).

	Current position	Is this role within a child development center (CDC) or school-age care (SAC) setting?	Which installation do you work at for this position?	Of the hours you spend working for the military child development program, roughly what percentage do you typically spend carrying out duties for this position? <i>Percentages across positions should sum to 100.</i>
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Position #1	Q4a_1_mdps Drop down menu: 1. CYP/CYS Installation Coordinator, Flight Chief 2. Administrator, Program Operations Specialist 3. Director (CYS, CDC, SAC, FCC, Youth Center, Outreach Services, etc.) 4. Assistant Director (CYS, CDC, SAC, FCC, Youth Center, Outreach Services, etc.) 5. Child Development Program Technician, Educational Technician, Program Associate, or similar. 6. CYP Assistant-Leader Level 7. CYP Assistant-Target Level 8. CYP Assistant-Intermediate Level/Skill Level 9. CYP Assistant-Entry Level 10. Medical and Health Specialist, Nurse, Nurse Consultant, Nutritionist, or similar. 11. Special Needs Program Manager, Behavioral Specialist, or similar. 12. Training and Curriculum Specialist 13. Youth Sports and/or Fitness Director, Coordinator, Specialist, Instructor, Assistant, Aide, or similar. 14. Analyst, Administrative Assistant, Clerk, Office Aide, or similar. 15. Cook, Food Service Worker, Kitchen Staff, Dishwasher, or similar. 16. Food Program Technician, Monitor, or similar. 17. Custodian, Maintenance Staff, Laborer, Equipment Operator, Motor Vehicle Operator, Technology Support Staff, or similar. 18. Other, please specify:	Q4a_2_mdps Drop down menu will display on web survey version: CDC SAC Both CDC and SAC	Q4a_3_mdps Drop down menu will display on web survey version:	Q4a_4_mdps %
Position #2	Q4b_1_mdps Same as above	Q4b_2_mdps Same as above	Q4b_3_mdps Same as above	Q4b_4_mdps Same as above
Position #3	Q4c_1_mdps	Q4c_2_mdps	Q4c_3_mdps	Q4c_4_mdps

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	Same as above	Same as above	Same as above	Same as above
Position #4	Q4d_1_mdps Same as above	Q4d_2_mdps Same as above	Q4c_3_mdps Same as above	Q4c_4_mdps Same as above
Position #5	Q4e_1_mdps Same as above	Q4e_2_mdps Same as above	Q4e_3_mdps Same as above	Q4e_4_mdps Same as above

PN: This question is only for people who responded “other” to column 1 in question Q4a for the position where they spent the most time. Please skip to question Q5 if that does not apply to you.

The remainder of the survey depends on the type of position you hold. Please make one selection from the four types of roles below that best fits for your position.

1. CYP program administrative role (e.g., director, assistant director and the like)
2. CYP direct care role (e.g., in the classroom or directly working with children and youth)
3. CYP technical support role (e.g., technicians, specialists, and the like)
4. CYP support staff role (e.g., administrative, food service, maintenance or custodial, and the like)
5. None of the above

For the remainder of this survey, please respond for the position where you work the most hours.

Q5_mdps

For which DOD Service or Agency do you work? (Select one response)

- 1 Air Force
- 2 Army
- 3 Defense Logistics Agency
- 4 Marine Corps
- 5 Navy
- 6 Space Force
- 7 Other, please specify:

Q6_mdps

What is your status as an employee? (Select one response)

- 1 Regular Full-Time
- 2 Regular Part-Time
- 3 Flex
- 4 Other, please specify:

Q7_d

PN: Only participants who responded Q3 = “Child Development Center” or “Both” will receive this question.

With which groups of children do you regularly work? (Select all that apply.)

- 1 Infants (birth to 12 months)
- 2 Pre-toddlers (13 - 24 months)
- 3 Toddlers (25 - 36 months)

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- 4 Preschoolers (37 months – 5 years)
5 School age children (6 to 12 years)
6 Children with special needs, regardless of age
7 Other, please specify:

Q8_mdps

How many years have you worked in your **current position**?

Please round to the nearest whole year. Report "0" if you have worked less than 6 months at your current position.

Years

Q9_mdps

How many total years have you worked in **any military child development program**?

Please round to the nearest whole year. Report "0" if you have worked less than 6 months in the military child development program.

Years

Q10_mdps

How many total years have you worked **with children ages 0 to 12 providing child care in any setting**, not counting years spent raising any of your own children?

Please round to the nearest whole year. Report "0" if your response is less than 6 months. Please include any relevant time working in the military child development program.

Total Years

Q11_mdps

What is your highest level of education? (Select one response)

- 1 Some high school
- 2 High school graduate, General Education Diploma (GED), or High School Equivalency Diploma (HiSET)
- 3 Some college (two- or four-year) with no degree
- 4 Associates (two-year) degree
- 5 Bachelor's (four-year) degree
- 6 Some graduate or professional school with no degree
- 7 Graduate or professional degree (e.g., master's degree, JD, MD, MBA, Ph.D.).
- 8 Other, please specify:

Q12_mdps

PN: Only participants who have at least an AA or above (i.e., if Q11 = "Associates (two-year) degree," "Bachelor's (four-year) degree," "Some graduate or professional school with no degree," or "Graduate or professional degree") will receive this question.

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Do you have a degree in a field related to early childhood education or child development? (Select one response)

- 0 No
1 Yes
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Q13_mdps

Do you have a Child Development Associate (CDA) Credential? (Select one response)

- 0 No
1 Yes
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Q14_mdps

Do you have a Military School-Age (MSA) Credential? (Select one response)

- 0 No
1 Yes

Q15a_mdps

Are or were you a military spouse when you applied for your current position?

- 0 No
1 Yes

Q15b_mdps

PN: Skip this question if Q15 = "No"

Did you use military spousal preference when applying for your job with the military child development program? (Select one response)

- 0 No
1 Yes

Q16_mdps

What is your US military service status? (Select one response)

- 1 No prior military service
2 Currently in National Guard or Reserves
3 Retired from the military
4 Separated or discharged from the military

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Q17_mdps
Is your position in a bargaining unit¹? (Select one response)

- o
g 1 No
o 2 Yes
· 3 Prefer not to state
p 4 I don't know
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Q18_mdps
What is your sex? (Select one response)

- 1 Male
· 2 Female

Q19_mdps
What is your race and/or ethnicity?
Select all that apply and enter additional details in the spaces below.

- 1 American Indian or Alaska Native – Enter, for example, Navajo Nation, Blackfeet Tribe of the Blackfeet Indian Reservation of Montana, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, Aztec, Maya, etc. [PN: open-ended textbox]
- 2 Asian – Provide details below.
 - a. Chinese
 - b. Asian Indian
 - c. Filipino
 - d. Vietnamese
 - e. Korean

¹ [Hover-over] A bargaining unit is a unit represented by a labor union.

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- f. Japanese
- g. Enter, for example, Pakistani, Hmong, Afghan, etc. [PN: open-ended textbox]
- Black or African American – Provide details below.
 - a. African American
 - b. Jamaican
 - c. Haitian
 - d. Nigerian
 - e. Ethiopian
 - f. Somali
- 4 Enter, for example, Trinidadian and Tobagonian, Ghanaian, Congolese, etc. [PN: open-ended textbox] Hispanic or Latino – Provide details below
 - a. Mexican
 - b. Puerto Rican
 - c. Salvadoran
 - d. Cuban
 - e. Dominican
 - f. Guatemalan
 - g. Enter, for example, Colombian, Honduran, Spaniard, etc. [PN: open-ended textbox]
- 5 Middle Eastern or North African – Provide details below
 - a. Lebanese
 - b. Iranian
 - c. Egyptian
 - d. Syrian
 - e. Iraqi
 - f. Israeli
 - g. Enter, for example, Moroccan, Yemeni, Kurdish, etc. [PN: open-ended textbox]
- 6 Native Hawaiian or Pacific Islander – Provide details below
 - a. Native Hawaiian
 - b. Samoan
 - c. Chamorro
 - d. Tongan
 - e. Fijian
 - f. Marshallese
 - g. Enter, for example, Chuukese, Palauan, Tahitian, etc. [PN: open-ended textbox]
- 7 White – Provide details below
 - a. English
 - b. German
 - c. Irish
 - d. Italian
 - e. Polish
 - f. Scottish
 - g. Enter, for example, French, Swedish, Norwegian, etc. [PN: open-ended textbox]

Q20_mdps

What is your current age? (Select one response)

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g 1 18 - 24 years old
e 2 25 - 29 years old
L 3 30 - 34 years old
o 4 35 - 39 years old
g 5 40 - 44 years old
o 6 45 - 49 years old
· 7 50 - 54 years old
p 8 55 - 59 years old
n 9 60 - 64 years old
g 10 65 - 69 years old
11 70 years old or older
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Q21_mdps

Are you an individual with a disability? *(Select one response)*

- 0 No
- 1 Yes
- 2 Prefer not to state

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Recruitment and Hiring

text for direct care staff, technical support staff, and other support staff:

Next, we have a few questions about your experiences during the recruitment and hiring process for your current position.

If you currently hold more than one position, please respond for the position where you work the most hours, [pipe in their response from Q4 if possible]

text for management:

Next, we have a few questions about the experiences of you and your staff during your recruitment and hiring process.

If you oversee more than one center, please consider all your sites serving children 0-12 when answering questions.

Your Recruitment and Hiring Experience

PN: This section is only for respondents who have been in their positions for 3 years or less.

Q22_mdps

How did you initially find out about the current role you hold? *(Select all that apply)*

- 1 USA Jobs
- 2 Other online job search platform (e.g., Careers in Government, Indeed)
- 3 A social media platform (e.g., Instagram, Facebook, LinkedIn)
- 4 Job fair
- 5 Through a friend or relative
- 6 Through my school (e.g., my high school, college, or university)
- 7 Through a current or former colleague in a military child development program
- 8 Through an advertisement viewed at a military installation
- 9 Other, please specify:

Q23_mdps

What are the top three factors that influenced your decision to work for the military child development program? *(Select up to 3)*

- 1 Salary or hourly wage
- 2 Standard core benefits (e.g., paid vacation, health insurance, retirement)
- 3 Discount on child care tuition
- 4 Priority registration for child care
- 5 Discount on installation services (e.g., commissary)

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g 6 Base access and use of base facilities such as fitness center
e 7 I wanted career options that allowed for moving to other installations (e.g., portable career
L options)
o 8 I wanted a position that allowed for career advancement over time
g 9 Flexibility of schedule
o 10 Convenience of the job (e.g., location)
· 11 Desire to work with children
p 12 Supporting the military mission
n 13 I was unable to find employment outside of the military child development program
g 14 Other, please specify:

Q24_dps

If you received any assistance during the recruitment and hiring process for your current position, please describe who or what helped you.

(Please do not share any personally identifying information in your response.)

Q25_mdps

To what extent did your *actual* job role and duties match your *expectations* of your job role and duties before you started?

- 1 Not at all
- 2 To a small extent
- 3 To a moderate extent
- 4 To a great extent

Q26_dps

To what extent did the aspects of your job listed below match your *expectations* of the job?

	Worse than expected	The same as expected	Better than expected
The behavioral challenges of the children in my care			
The physical exertion required in the job			
The total number of hours I typically work each week			
The amount of training I receive to do my job well			
The amount of inspections required			

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The quality of my supervisors			
The quality of my coworkers			
The ratio of children to staff in my classroom [for direct care staff only]			
The number and types of tasks I am responsible for [for technical support staff and other support staff only]			

Q26_m

To what extent did the aspects of your job listed below match your *expectations* of the job?

	Worse than expected	The same as expected	Better than expected
The behavioral challenges of the children in my center			
The physical exertion required in the job			
The total number of hours I typically work each week			
The amount of training provided to do my job well			
The amount of inspections required			
The quality of my chain of command			
The quality of the staff working in my facility			
The number and types of tasks I am responsible for			

Recruitment and Hiring Experiences at Your Center(s)

Q27_m

What are the top three major challenges you face when you need to hire additional caregiving staff? (Select up to 3)

- 1 Wages are too low to attract quality candidates
- 2 Other job opportunities pay more than we can
- 3 We cannot find qualified candidates
- 4 Candidates are not prepared to work with children with behavioral challenges
- 5 Background checks take too long

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- 6 Background checks are too strict
- 7 Candidates want opportunities for remote or hybrid work
- 8 Candidates want the option for part-time work
- 9 Other, please specify:
- 10 We do not face any major challenges to hiring
- 11 Not applicable; we do not need to hire additional caregiving staff

Q28_m

What strategies have you used to address challenges in hiring additional caregiving staff?
(Please do not share any personally identifying information in your response.)

PN, text for direct care staff, technical support staff, and other support staff:

Now, we have a few questions about the pay and benefits you receive to understand your perceptions about your compensation.

Remember that all information you provide is anonymous and will be kept confidential. You do not have to answer any question you do not wish to reply to.

We'll first ask you about pay and then benefits.

If you currently hold more than one position, please respond for the position where you work the most hours, [pipe in their response from Q4 if possible].

PN, text for management:

Now, we have a few questions about the pay and benefits you and your teaching staff receive to understand your perceptions about compensation.

Remember that all information you provide is anonymous and will be kept confidential. You do not have to answer any question you do not wish to reply to.

We'll first ask you about pay and then benefits.

If you currently hold more than one position, please respond for the position where you work the most hours, [pipe in their response from Q4 if possible].

If you oversee more than one center, please consider all your sites serving children 0-12 when answering questions.

Q29_mdps

Are you in an appropriated fund (APF) position² or a nonappropriated fund (NAF) position³?

(Select all that apply.)

1 APF

2 NAF

3 Other, please specify:

Q30_mdps

What is your pay, before taxes and deductions?

² [Hover over]: APF positions are funded by congressional appropriations. APF positions include those on the GS, WG, WL, and WS pay plans.

³ [Hover over]: NAF positions are funded through revenues generated by services at military facilities rather than by taxpayer money allocated by Congress. NAF positions include those on the NF, CY, NL, NA, and NS pay plans.

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Please answer for what is most relevant: either hourly or annual. Include only numbers, no commas or dollar signs.

For hourly pay, please round to the nearest dollar.

For annual pay, please round to the nearest \$1,000.)

Hourly pay: \$

Annual pay: \$ Round to the nearest thousand.

Q31a_mdps

If you were applying for a job similar to the one that you have now but *outside* of the military child care system, think about the best offer you could receive.

How much more or less do you think the pay for this best offer would be, in comparison to your current pay?

- 1 A lot less
- 2 A little less
- 3 About the same
- 4 A little more
- 5 A lot more

Q31b_d

If you were applying for a job *outside* of providing child care, think about the best offer you could receive.

How much more or less do you think the pay for this best offer would be, in comparison to your current pay?

- 1 A lot less
- 2 A little less
- 3 About the same
- 4 A little more
- 5 A lot more

Q32_mdps

How many weeks per year are you paid to do this job (including any paid time off)?

weeks per year

Q33_mdps

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How many hours per week are you paid to do this job? If your hours vary from week to week, report the typical number of hours per week.

hours per week

Training and Development, Career Advancement

text for direct care staff, technical support staff, and other support staff

Now, we have a few questions about the professional development you receive and career advancement opportunities available to you.

If you currently hold more than one position, please respond for the position where you work the most hours, [pipe in their response from Q4 if possible].

text for management

Now, we have a few questions about the professional development that you and your staff receive and career advancement opportunities available to you.

If you currently hold more than one position, please respond for the position where you work the most hours, [pipe in their response from Q4 if possible].

Reminder: If you oversee more than one center, please consider all your sites serving children 0-12 when answering questions.

Q34_d

Overall, I can access high-quality professional development opportunities to continue developing my skills as a child care professional. *(Select one response)*

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Somewhat agree
- 4 Strongly agree

Q35_ps

Overall, I can access high-quality professional development opportunities to continue developing my skills as a staff member within the military child development program. *(Select one response)*

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Somewhat agree
- 4 Strongly agree

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Q36_m

Overall, I can access high-quality professional development opportunities to continue developing my skills as **a leader within the military child development program**. (Select one response)

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- 1 Strongly disagree
 - 2 Somewhat disagree
 - 3 Somewhat agree
 - 4 Strongly agree

Q37_mdps

PN: Survey participants will only receive Q39 if they responded Q38 = "Strongly disagree" or "Somewhat disagree"

What barrier(s) prevent(s) you from accessing professional development on topics that would most benefit you? (Select all that apply.)

- 1 Cost
- 2 Time of trainings is not convenient. Convenient times would be:
- 3 Lack of time to participate in trainings
- 4 Location of trainings. Convenient location would be:
- 5 Personal barriers, such as lack of child care for own children, lack of transportation, etc.
- 6 Availability of trainers
- 7 Online training is not available
- 8 Training content does not match my experience level, role, or gaps in knowledge
- 9 Trainings are not available in my primary language. Languages I need:
- 10 Lack of leadership support
- 11 Lack of access to coverage (e.g., substitute teachers)
- 12 Other, please describe:
- 13 None ☐ [Mutually exclusive response option]

Q38_m

Overall, child care professionals at my center can access high-quality professional development opportunities to continue developing their skills **as child care professionals**. (Select one response)

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Somewhat agree
- 4 Strongly agree

Q39_m

PN: Survey participants will only receive Q41 if they responded Q40 = "Strongly disagree" or "Somewhat disagree"

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Q40_mdps

The ongoing annual required training prepares me to do my job well. (Select one response)

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Somewhat agree
- 4 Strongly agree
- 5 N/A – I haven't had any required training yet

Q41_mdps

In your opinion, how would you describe the amount of required ongoing training required for your job role? (Select one response)

- 1 Too little
- 2 About right
- 3 Too much

Q42_d

How helpful are your training and curriculum specialists at providing training that is relevant to your needs? (Select one response)

- 1 Not helpful at all
2 A little helpful
3 Mostly helpful

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Q43_mdps

Are opportunities for career advancement available to you? (Select one response)

- 0 No
1 Yes, and I'm interested in pursuing those opportunities;
2 Yes, and I have pursued those opportunities
3 Yes, but I'm not interested in pursuing those opportunities right now

Q44_mdps

What barriers, if any, have you experienced in obtaining promotions to advance your career within the military child development program?

(Please do not share any personally identifying information in your response.)

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Working Conditions

Now, we'd like to ask you about other aspects of your working conditions (e.g., your perceptions of leadership, the climate of your work environment, staff relationships, your well-being, and professional duties)

If you currently hold more than one position, please respond for the position where you work the most hours, [pipe in their response from Q4 if possible].

Q45_mdps

How many total hours do you spend on ALL [Pipe in: CDC / SAC / CDC- or SAC] -related activities during a typical FULL WEEK at THIS center?

Please include hours spent during the program day, before and after program day, and on the weekends, whether on-site or off-site, paid or unpaid.

[Allow respondents to enter a whole number between 1 and 168]

_____ Total WEEKLY hours spent on all [Pipe in: CDC / SAC / CDC- or SAC] -related activities during a typical full week at this center

Q46_mdps

How satisfied are you with the total hours you work per week?

Think about the hours you work during the program day, before and after program day, and on the weekends, whether on-site or off-site, paid or unpaid.

- 1 Very unsatisfied
- 2 Somewhat unsatisfied
- 3 Somewhat satisfied
- 4 Very satisfied

Q47_mdps

PN: Survey participants will only receive Q49 if they responded Q48 = "Very unsatisfied," "Somewhat unsatisfied," or "Somewhat satisfied"

Which of the following factors affect your satisfaction with the total hours you typically work per week?

Think about the hours you work during the program day, before and after program day, and on the weekends, whether on-site or off-site, paid or unpaid. (Select all that apply)

- 1 Too many hours outside of assigned hours

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Too many required hours

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Compensation is not adequate given the number of hours that I work

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Feeling like no matter how many hours I work, I can't get the job done

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Not enough guaranteed hours

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Working hours are too unpredictable

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Other, please specify :

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Q48_mdps

PN Survey participants will only receive Q50 if they responded Q48 = "Very unsatisfied," "Somewhat unsatisfied," or "Somewhat satisfied"

Assuming that your role and wages remain the same, how many hours would you ideally like to work?

Think about the hours you work during the program day, before and after program day, and on the weekends, whether on-site or off-site, paid or unpaid.

[Allow respondents to enter a whole number between 1 and 168]

Total hours you would like to work per week:

I currently work an ideal number of hours.

Q49_dps

How adequate is the support you receive from the leaders at your center?

- 1 Completely inadequate
- 2 Somewhat inadequate
- 3 Somewhat adequate
- 4 Completely adequate

Q49_m

How adequate is the support you receive from the leaders in your chain of command?

- 1 Completely inadequate
- 2 Somewhat inadequate
- 3 Somewhat adequate
- 4 Completely adequate

Q50_d To what extent do you agree with the following statements? (Please select one response for each item below.)

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
My center's leader(s) are knowledgeable about child development and supporting child learning.				
My center's leader(s) understand the challenges faced in the classroom.				
My center's leader(s) are knowledgeable about how I work with children in my care.				
My center's leader(s) support employee development.				
My center's leader(s) give me the tools I need to do my job well.				
My center's leader(s) provide me with constructive suggestions to improve my job performance.				
In my center, steps are taken to deal with a poor performer who cannot or will not improve.				

Q50_ps

To what extent do you agree with the following statements? *(Please select one response for each item below.)*

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
My center's leader(s) understand the challenges faced in my role.				
My center's leader(s) support employee development.				
My center's leader(s) give me the tools I need to do my job well.				
My center's leader(s) provide me with constructive suggestions to improve my job performance.				

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Q51_dps

In my center, steps are taken to deal with a poor performer who cannot or will not improve.				
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To what extent do you agree with the following statements? (Please select one response for each item below.)

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	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
My center's leader(s) are concerned about my welfare.				
My center's leader(s) treat me with respect.				
My center's leader(s) treat me in a fair and equitable manner.				
My center's leader(s) listen to what I have to say.				

Q50_m

To what extent do you agree with the following statements? (Please select one response for each item below.)

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
Leaders in my chain of command are knowledgeable about child development and supporting child learning.				
Leaders in my chain of command understand the challenges faced in military child development programs.				
Leaders in my chain of command support employee development.				
Leaders in my chain of command give me the tools I need to do my job well.				
Leaders in my chain of command provide me with constructive suggestions to improve my job performance.				

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In my center, steps are taken to deal with a poor performer who cannot or will not improve.				
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Q51_m

To what extent do you agree with the following statements? *(Please select one response for each item below.)*

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	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
Leaders in my chain of command are concerned about my welfare.				
Leaders in my chain of command treat me with respect.				
Leaders in my chain of command treat me in a fair and equitable manner.				
Leaders in my chain of command listen to what I have to say.				

Q52_d

To what extent do you agree with the following statements? *(Please select one response for each item below.)*

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
My fellow employees in my center treat me as a valued member of the team.				
Employees in my center contribute positively to my program's performance.				
The opinions of all staff at my center are considered fairly.				
I feel respected by the families / parents of the children I care for.				
Employees in my center support my need to balance my work and personal responsibilities.				
Employees in my center care about me as a person				

To what extent do you agree with the following statements? *(Please select one response for each item below.)*

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
I feel respected by the families / parents of the children I work with.				
Employees in my center support my need to balance my work and personal responsibilities.				
Employees in my center care about me as a person				

Q53_d

To what extent do you agree with the following statements? *(Please select one response for each item below.)*

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
There are enough staff at my center to meet children's learning and behavioral needs.				
I can reliably depend on trained substitutes or floaters to be available to cover my classroom when classroom staff are absent from work.				
In the past week, I had paid time for planning without being responsible for children.				
Teaching staff in my classroom are adequately trained to work with the children in their care.				
I can depend on my center to hire qualified new staff in the event of turnover.				

Q53_m

To what extent do you agree with the following statements? *(Please select one response for each item below.)*

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
There are enough staff at my center to meet children's learning and behavioral needs.				
I can reliably depend on trained substitutes or floaters to be available when staff are absent.				
Teaching staff in my center are adequately trained to work with the children in their care.				
I can depend on the practice of hiring qualified new staff in the event of turnover.				

Q54_m

To what extent do the following limit your effectiveness as a center leader in your center(s)?
(Please mark one choice in each row.)

	Not at all	To some extent	Quite a bit	A lot
Inadequate budget and resources				
Military regulation and policy				
Support from leaders in my chain of command				
Staff absences				
Staff shortages				
Lack of opportunities and support for my own professional development				
Lack of opportunities and support for staff's professional development				
Other, please specify:				

Q55_mdps

On average, over the past three months, how stressful would you say your job has been? (Select one response)

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- 1 Not stressful
- 2 A little stressful
- 3 Moderately stressful
- 4 Very stressful

Q56_mdps

What well-being and mental health supports are currently available to you (whether you have used them or not) as benefits through your employer or your health insurance? (Select all that apply)

- 1 Employee assistance program⁴
- 2 Mental healthcare services, such as counseling
- 3 Wellness activities, such as exercise, yoga, mindfulness, or meditation
- 4 Peer support groups
- 5 Formal professional development on mental health, wellness, stress management, or adult social and emotional learning
- 6 Explicit, sincere encouragement and support from my supervisors to use paid time off for mental health days
- 7 Other, please specify:
- 8 There are no mental health or well-being supports available to me **[Mutually exclusive response option]**
- 9 I don't know **[Mutually exclusive response option]**

Q57_d

To what extent do you agree with the following statements? (Please select one response for each item below.)

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
I feel prepared for the challenges of meeting the learning, social-emotional, and other developmental needs of the children in my care and their families.				
I have sufficient time to prepare for my work with the children in my care and/or their families.				
I have sufficient time to reflect on my work and improve my practice.				
I feel I am empowered to do my job to the best of my ability.				

⁴ Employee assistance programs are voluntary, work-based programs that offer free and confidential assessments, short-term counseling, community referrals, and follow-up services to employees who have personal and/or work-related problems.

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I can influence decisions in my center.				
I have access to training for teaching children with challenging behaviors that is sufficiently targeted to meet their needs.				

Q58_d
To what extent do you agree with the following statements? (Please select one response for each item below.)

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
My personal needs (comfort, safety, health, space to work and relax away from children) are met in this job.				
Teaching staff have access to a dedicated room or area away from children for staff breaks and private conversations.				
I rarely feel in pain at work.				
My health is a priority at my workplace.				
The work I do gives me a sense of accomplishment.				
I identify with the mission of my organization.				

Q57_m

To what extent do you agree with the following statements? (Please select one response for each item below.)

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
I feel prepared for the challenges of meeting the learning, social-emotional, and other developmental needs of the children in my care and their families.				
I have sufficient time to complete my administrative and operational duties.				
I have sufficient time to reflect on my work and improve my practice.				

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Q58_m

I feel I am empowered to do my job to the best of my ability.				
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	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
My personal needs (comfort, safety, health, space to work and relax away from children) are met in this job.				
My health is a priority at my workplace.				
The work I do gives me a sense of accomplishment.				
I identify with the mission of my organization.				

Q59_mdps

To what extent do you agree with the following statements? *(Please select one response for each item below.)*

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree	I don't know
The working conditions at my center (outside of pay and benefits) compare favorably to <u>those at other childcare organizations outside of the military.</u>					
The working conditions at my center (outside of pay and benefits) compare favorably to <u>those of other jobs I could hold outside of the child care industry.</u>					

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Job Satisfaction and Retention

Finally, we'd like to ask you about your job satisfaction and future plans.

Remember that all information you provide is anonymous and will be kept confidential. You do not have to answer any question you do not wish to reply to.

If you currently hold more than one position, please respond for the position where you work the most hours, [pipe in their response from Q4 if possible].

Q60_mdps

Considering everything, how satisfied are you with your job?

- 1 Very dissatisfied
- 2 Somewhat dissatisfied
- 3 Somewhat satisfied
- 4 Very satisfied

Q61_mdps

Two years from now, where do you see yourself professionally? (Select one response.)

- 1 I plan to stay in my current position. [>>>If 1 is selected, please go to question 65 next.]
- 2 A different job opportunity at my current program, including a promotion or transfer to a new position
- 3 A different job opportunity in a different child care / early childhood program within the military child development program
- 4 A different job opportunity in a different child care / early childhood program outside of the military child development program
- 5 A different job opportunity outside of early childhood
- 6 Starting my own early childhood business or program
- 7 Going back to school
- 8 Retiring
- 9 Other, please specify: _____

Q62_dps

[Ask question only to people who **did not** respond Q63 = "I plan to stay in my current position"]

If you plan to leave your current position within 2 years, what reasons are contributing to this plan? (Select up to 3 top reasons)

- 1 My salary is too low.
- 2 My benefits (e.g., health care, sick time, retirement, mental health supports) are inadequate.

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- 3 I do not have enough flexibility in my work schedule.
- 4 I don't get adequate support from my supervisors.
- 5 I don't get adequate support from the parents of the children at my center.
- 6 I work too many hours per week.
- 7 I don't have adequate opportunities for professional development.
- 8 [Only present to survey path = d] I do not have support staff in my classroom to support my students' needs.
- 9 I don't have positive relationships with staff at my center.
- 10 I work too many hours outside the work day.
- 11 The stress of my job isn't worth it.
- 12 I do not have autonomy to make my own decisions in my job.
- 13 There are too many regulations and inspections.
- 14 I am not able to positively impact the children in the center.
- 15 My work does not adequately support the military's mission.
- 16 [Only present to survey path = d] The child care ratio is too high (e.g., too many children for one adult).
- 17 I don't have the opportunity to contribute to decision-making in the center.
- 18 I want to advance my career in the early childhood field.
- 19 I am transferring to another location or installation.
- 20 I lack opportunities for leadership or career advancement.
- 21 I am leaving for health-related reasons or because of an injury.
- 22 My child or children will be in school.
- 23 My military spouse is completing their term of service.
- 24 Other (please specify):

Q62_m

[Ask question only to people who **did not** respond Q63 = "I plan to stay in my current position"]

If you plan to leave your current position within 2 years, what reasons are contributing to this plan? (Rank up to 3 top reasons)

- 1 My salary is too low.
- 2 My benefits (e.g., health care, sick time, retirement, mental health supports) are inadequate.
- 3 I do not have enough flexibility in my work schedule.
- 4 I don't get adequate support from my supervisors.
- 5 I don't get adequate support from the parents of the children at my center.
- 6 I work too many hours per week.
- 7 I don't have adequate opportunities for professional development.
- 8 I do not have support staff in my center to support my students' needs.
- 9 I don't have positive relationships with staff at my center.

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g 10 I work too many hours outside the program day.

e 11 The stress of my job isn't worth it.

L 12 I do not have autonomy to make decisions about what I do in my center.

o 13 There are too many regulations and inspections.

g 14 I am not able to positively impact the children in the center.

o 15 My work does not adequately support the military's mission. The child care ratio is too high (e.g., too many children for one adult).

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n 16 I want to advance my career in the early childhood field.

g 17 I am transferring to another location or installation.

18 I lack opportunities for leadership or career advancement.

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19 I am leaving for health-related reasons or because of an injury.

20 My child or children will be in school.

21 My military spouse is completing their term of service.

22 Other (please specify): _____

Q63_dps

[Ask question only to people who responded Q63 = "I plan to stay in my current position"]

If you plan to stay in your current position within 2 years, please indicate why you are considering staying in your current position. (Rank up to 3 top reasons)

1 My salary

2 My benefits (e.g., health care, sick time, retirement, mental health supports)

3 The flexibility I have in my work schedule

4 The support I receive from my supervisors

5 The support I receive from the parents of the children at my center

6 The total number of hours I work per week

7 I have adequate opportunities for professional development

8 [Only present to survey path = d] The staff I have in my classroom who support my students' needs

9 The positive relationships I have with staff at my center

10 I don't work too many hours outside of the program day

11 The level of stress of my job is worth it

12 The autonomy I have to make my own decisions in my job

13 The inspections and regulations required aren't too much

14 My ability to positively impact the children in the center

15 My desire to support our military's mission

16 [Only present to survey path = d] The child care ratios at my center are adequately low (i.e., not too many children per adult)

17 I have the opportunity to contribute to decision-making in the center

18 I have adequate opportunities for leadership or career advancement

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Other (please specify): _____

[Ask question only to people who responded Q63 = "I plan to stay in my current position"]

If you plan to stay in your current position within 2 years, please indicate why you are considering staying in your current position. (Rank up to 3 top reasons)

- 1 My salary
- 2 My benefits (e.g., health care, sick time, retirement, mental health supports)
- 3 The flexibility I have in my work schedule
- 4 The support I receive from my supervisors
- 5 The support I receive from the parents of the children at my center
- 6 The total number of hours I work per week
- 7 I have adequate opportunities for professional development
- 8 The staff I have in my center who support my students' needs
- 9 The positive relationships I have with staff at my center
- 10 I don't work too many hours outside of the program day
- 11 The level of stress of my job is worth it
- 12 My ability to positively impact the children in the center
- 13 My desire to support our military's mission
- 14 The autonomy I have to make my own decisions in my job
- 15 The inspections and regulations required aren't too much
- 16 The child care ratios at my center are adequately low (i.e., not too many children per adult)
- 17 I have adequate opportunities for leadership or career advancement
- 18 Other (please specify): _____

Q64_md

To what extent would the following factors help to reduce turnover of high-quality child care professionals working in your local military child development program? (Please select one response for each item below.)

It would help to...

	Not at all	A little	Somewhat	A lot
Increase pay, as needed, to ensure child care professionals make a living wage				

Offer more benefits, such as health insurance				
Offer more paid time off (i.e., paid vacation or sick days)				
Decrease the staff to child ratio (i.e., more child care professionals)				
Increase the amount of time child care professionals have for planning				
Increase the number of breaks a child care professional can take during the day				
Provide child care professionals with more autonomy in their roles				
Provide child care professionals with more opportunity for joint-decision-making in the center				
Provide child care professionals with additional support for children with challenging behaviors				
Make it easier for child care professionals to transfer from location to location				
Increase opportunities for free or low-cost continuing education				
Provide more career advancement opportunities				
Improve assessment and selection of job candidates to ensure personnel understand and are prepared for the demands of their position				
Other, please specify:				

Q65_mdps

Please describe the factors or strategies that you think would be most important for improving the recruitment or retention of high-quality staff in your military child development program. *(Please do not share any personally identifying information in your response.)*

Q66_mdps

If you have comments or concerns about your military child development program employment that you did not share in earlier in the survey, please enter them below. *(Please do not share any personally identifying information in your response.)*

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