SCSEP Nationwide Host Agency Customer Satisfaction Survey

Report for PY 2014

September 2, 2015

I. Introduction

The host agency customer satisfaction survey is one of three customer surveys used by SCSEP to assess the quality of the program's services and how those services relate to desired outcomes. The results from the host agency, participant, and employer surveys are provided to the grantees to help them identify the strengths and weaknesses of their programs and develop appropriate strategies for improving their services and meeting the specific needs of their three customer groups.

The host agency survey for PY 2014 was conducted between September 2014 and January 2015. Of the 13,562 host agencies surveyed, 7,864 returned completed surveys[1], yielding a response rate of 58.0% percent. This response rate is marginally lower than last year's rate of 61.1% percent and lower than the average response rate of 61.6% from previous years. Nonetheless, this year's response rate continues to give us confidence that the results of this survey are a fair representation of the attitudes and beliefs of all SCSEP participants.[2]

The descriptive analysis of all questions is reported in Appendix A. The following report highlights the information that is most useful in refining services and service delivery in order to meet customer needs.

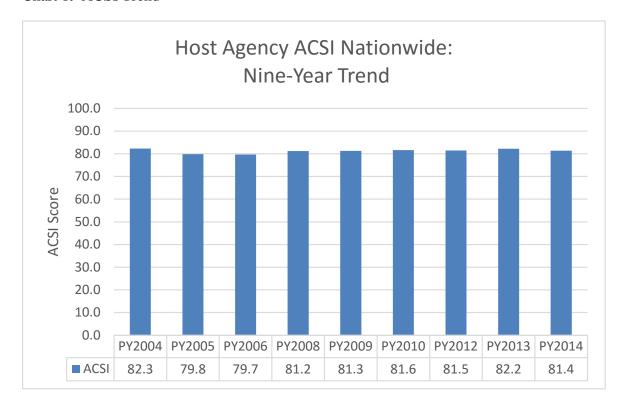## II. Overall Satisfaction: The American Customer Satisfaction Index (ACSI)

The American Customer Satisfaction Index (ACSI) is an internationally recognized[3] measure of satisfaction. The nationwide host agency score for PY 2014 is 81.4 (on a scale of 0-100), not substantially different from previous years as evident in Chart 1 below.

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[1] Completion of the survey means, at a minimum, that the respondent answered the first three questions that make up the American Customer Satisfaction Index.

[2] Conclusion is based on research by Johnson and Owens (2003) "Survey Response Rate Reporting in the Professional Literature" for the American Association of Public Opinion Research and Deshpande (2013) Unpublished study: Bias-adjusted Modeling of ACSI scores for SCSEP.

[3] There is now a parallel measure for the United Kingdom, and the Global CSI is used around the world.

Chart 1. ACSI Trend

	PY2004	PY2005	PY2006	PY2008	PY2009	PY2010	PY2012	PY2013	PY2014
■ ACSI	82.3	79.8	79.7	81.2	81.3	81.6	81.5	82.2	81.4

Host Agency ACSI Nationwide: Nine-Year Trend

The ACSI publishes scores for various sectors of the economy. The average score for entities in the Public Administration/Government sector for 2014 is 65.1, more than 16 points lower than the SCSEP host agency score of 81.4. The ACSI host agency scores for individual SCSEP grantees range from 67.1 to 87.3, a wide range of scores demonstrating the variability in the strength of the various grantees' programs.

III. Areas of Strength

As evident from the overall satisfaction scores, the program has demonstrated great strength and consistency in its relationship with the host agencies.   The following analyses of areas of strength and areas needing improvement (Section IV) highlight some of the major factors that influence overall satisfaction. The questions highlighted in this section and Section IV have been identified from an analysis of key drivers[4], from questions where there is significant room for improvement, and from the analysis of questions where differences in the responses are associated with large differences in overall satisfaction.

Host agencies gave Question 5 (The Older Worker Program staff made the community service assignment process easy for me to use) the highest rating among the questions asked, 8.7. The

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[4] Areas of strength or areas needing improvement have been identified using a regression analysis. The items with the strongest independent relationship to the ACSI score are identified through this process as the key drivers of overall satisfaction.

second highest rating went to Question 6 (The Older Worker Program staff that made the assignment had a good understanding of my business needs) with a rating of 8.5.

The two areas represented by Questions 5 and 6 are the two strongest determinants of satisfaction nationwide and have been so for several years. The consistently high ratings for Questions 5 and 6 suggest these are important dimensions of customer service that need to be maintained. The ratings are high, but not as high as some of the ratings for questions on the participant survey. This means that even in these areas of strength, improvements in service delivery can improve both service scores and host agencies' overall satisfaction.

IV. Areas Needing Improvement

Training is the primary area where grantees can make major improvements.   Host agencies gave the lowest ratings (6.5) to Question 9 (The participant assigned to my agency had the necessary computer skills.), a question closely associated with training. Question 15, "Does the Older Worker Program provide the needed training," also received quite low scores, with only about half of the host agencies reporting that SCSEP often or always provides the needed training. Table 1 shows how host agencies' experience with training influences their overall satisfaction. The table shows a nearly 20-point difference in satisfaction between those who report the sub-grantee never provides training and those who report the sub-grantee always provides training.

Table 1

15. Does the Older Worker Program provide the needed training?	Count	ACSI Score
Never provides training	200	68.9
Sometimes provides training	523	73.4
Often provides training	440	80.8
Always provides training	329	88.4
Total	1492	78.8

Question 14 (a yes/no question) asks if participants assigned to an agency ever need any additional training. Host agencies that said participants did need additional training had an overall satisfaction rating of 76.3. Those who said that participants did not need additional training had a satisfaction rating of 83.8. This suggests that host agencies want participants who are trained and ready to work successfully in their environment despite the fact that host agencies are a training site. This is an area where grantees and sub-grantees can make a difference. In the past year, some grantees have piloted programs to bolster training of participants. It is evident from the satisfaction surveys that such efforts are likely to benefit both participants and host agencies.

Question 8 (I had sufficient choice about the participant assigned to my agency.) has the next lowest score (7.8).   This question is not a strong, independent driver of satisfaction, however. This means that while there is a lot of room for improvement in this area, even making substantial improvements might not significantly strengthen overall satisfaction. In addition, making improvements in this area may not be easily done since the perception of choice is often difficult to influence.

Question 17, regarding removing participants before the host agency thought the person was ready, does not happen often, but when it happens, especially when it happens repeatedly, it can significantly diminish satisfaction with the program as seen in Table 2.

Table 2

17. Did the Older Worker Program ever attempt to remove any participants from your agency before you thought they were ready to leave?	Count	ACSI Score
Never	5590	83.0
Occasionally	1003	79.2
Frequently	184	73.7
Nearly always	115	74.9
Total	6892	82.0

Another area of concern is supportive services. We know provision of these services is important to participants as is evident from the participant survey, where there is a 40++-point spread between those who strongly disagreed (satisfaction score 52) and those who strongly agreed about receiving needed services (satisfaction score 94). Table 3 illustrates the importance of supportive services to host agencies as well, as seen in the change in overall satisfaction. When none of those services are provided, satisfaction is 74.3, but when nearly all services are provided, satisfaction is 86.3, twelve points higher.

Table 3

13. To what extent did the Older Worker Program provide the participants the supportive services they needed?	Count	ACSI Score
None	212	74.3
Few	151	74.3
Some	284	78.7
Nearly all	273	86.3
Total	920	79.2

A final area for improvement is the response rate, which has declined in the last few years. This year's rate, 58%, was the lowest on record, and more than three percentage points below the average response rate of 61.6% for the last 5 years. While there is strong evidence that response rate decline is a problem throughout the survey research industry, there are still steps that can be taken to maintain sufficient rates. Much of this work needs to be done in building relationships with the host agencies throughout the year. In addition, sub-grantees should be making personal contact with host agencies before the surveys are mailed to remind host agency staff how important the survey feedback is to the wellbeing of the program.

VI. Summary and Recommended Actions

These results reinforce some significant trends that need to be addressed:

- Training. Training has been a continuous concern for the participants. While the host agency assignment is itself a critical aspect of participant training, other types of training are often required for participants to fully participate in community service or prepare for employment. Sub-grantees also have a role in preparing participants. As evident from the responses to Questions 14 and 15, host agencies can be significantly dissatisfied when the grantee or sub-grantee provides little or no training or when participants need additional training.

  The extremely low score for Question 9 reinforces the need for sub-grantees to play their part. Computer training has long been recognized as one of those special types of additional training desired by both host agencies and employers. However, a significant number of respondents indicate low satisfaction when the assigned participants do not have the necessary computer skills when they arrive at the host agency. The host agencies' dissatisfaction suggests that they consider the grantee or sub-grantee responsible for the training and believe that the grantee or sub-grantee failed to do the computer training or to do it properly. Grantees and sub-grantees need to explore the preliminary training needs of their host agencies. The pilot programs may provide some insights as well, but grantees and sub-grantees need to learn much of this directly from their host agencies since the computer training needs for different host agencies may vary greatly. Moreover, some training may involve collaboration between the host agency and the grantee and sub-grantee.

- Removing participants from their assignment. While this happens only occasionally, it is clearly a problem to be avoided. The grantees can avoid this in a number of ways: 1) review recent instances of premature removal; 2) consider how thoroughly they prepared the host agency to be a training site; 3) consider other factors that might have caused the assignment to not meet the goals set; and 4) explore ways to mitigate the harm by doing a better job of explaining the grantee's practice and preparing participants for host agency removal.

- Supportive Services: From both the participant and host agency surveys, it is clear that strengthening efforts in this area can have significant impact. For participants, there is more than a 40-point difference in satisfaction between those participants who believe they did not get services and those that did. For host agencies, the gap in satisfaction is not nearly as large, but it is large enough to matter greatly to satisfaction. This is the proverbial "two birds with one stone" because improvements will positively impact both participants and host agencies. While delivery of these services is sometimes difficult, it is clearly worth the effort in terms of good will for two critical customer groups.

- Response Rate. With a response rate below 60%, grantees should encourage their sub-grantees to make personal contact with host agencies each year to inform them about the importance of responding to the survey.

APPENDIX A

PY 2014 Customer Satisfaction Survey of Host Agencies

A. Host Agency Characteristics

Table 1

	20. For how long have you been a host agency?			
	Count	Mean	Minimum	Maximum
National Grantees	4613	6.0	0	76
State Grantees	2860	5.8	0	87
Nationwide	7473	5.9	0	87

B. Response Rate

Table 2

	Response Rate			
	Responded		Did not respond	
	Count	Percent	Count	Percent
AARP	761	58.0%	551	42.0%
ANPPM	125	46.8%	142	53.2%
ATD	93	57.4%	69	42.6%
Easter Seals	203	48.1%	219	51.9%
Experience Works	1244	58.4%	885	41.6%
Goodwill	207	55.9%	163	44.1%
Mature Services	113	65.7%	59	34.3%
National ABLE	141	60.3%	93	39.7%
NAPCA[S]	90	50.6%	88	49.4%
NAPCA[G]	94	56.3%	73	43.7%
NCBA	268	55.6%	214	44.4%
NCOA	370	49.1%	384	50.9%
NICOA[S]	157	53.8%	135	46.2%
NULI	110	52.6%	99	47.4%
SER	247	51.0%	237	49.0%
SSAI	637	59.1%	441	40.9%
National Grantees	4860	55.8%	3852	44.2%
Alabama	89	70.1%	38	29.9%
Alaska	53	66.3%	27	33.8%

	Response Rate			
	Responded		Did not respond	
	Count	Percent	Count	Percent
Arizona	44	72.1%	17	27.9%
Arkansas	80	60.6%	52	39.4%
California	132	43.7%	170	56.3%
Colorado	27	62.8%	16	37.2%
Connecticut	23	60.5%	15	39.5%
Delaware	33	71.7%	13	28.3%
District of Columbia	9	56.3%	7	43.8%
Florida	123	53.5%	107	46.5%
Georgia	78	60.5%	51	39.5%
Hawaii	45	77.6%	13	22.4%
Idaho	24	55.8%	19	44.2%
Illinois	68	56.7%	52	43.3%
Indiana	93	54.7%	77	45.3%
Iowa	43	62.3%	26	37.7%
Kansas	26	57.8%	19	42.2%
Kentucky	69	74.2%	24	25.8%
Louisiana	48	60.8%	31	39.2%
Maine	24	64.9%	13	35.1%
Maryland	61	70.1%	26	29.9%
Massachusetts	60	65.2%	32	34.8%
Michigan	79	62.7%	47	37.3%
Minnesota	116	70.3%	49	29.7%
Mississippi	48	64.9%	26	35.1%
Missouri	83	64.8%	45	35.2%
Montana	24	57.1%	18	42.9%
Nebraska	16	57.1%	12	42.9%
Nevada	12	52.2%	11	47.8%
New Hampshire	26	72.2%	10	27.8%
New Jersey	52	55.3%	42	44.7%
New Mexico	20	64.5%	11	35.5%
New York	103	50.7%	100	49.3%
North Carolina	90	72.0%	35	28.0%
North Dakota	20	46.5%	23	53.5%
Ohio	134	67.7%	64	32.3%
Oklahoma	67	67.7%	32	32.3%
Oregon	49	64.5%	27	35.5%

| | Response Rate | | | |
| | Responded | | Did not respond | |
	Count	Percent	Count	Percent
Pennsylvania	157	64.9%	85	35.1%
Puerto Rico	6	50.0%	6	50.0%
Rhode Island	6	66.7%	3	33.3%
South Carolina	44	62.0%	27	38.0%
South Dakota	40	60.6%	26	39.4%
Tennessee	87	77.7%	25	22.3%
Texas	207	55.9%	163	44.1%
Utah	21	84.0%	4	16.0%
Vermont	17	73.9%	6	26.1%
Virginia	63	69.2%	28	30.8%
Washington	29	64.4%	16	35.6%
West Virginia	30	81.1%	7	18.9%
Wisconsin	82	70.7%	34	29.3%
Wyoming	24	55.8%	19	44.2%
State Grantees	3004	61.9%	1846	38.1%
Nationwide	7864	58.0%	5698	42.0%

C. American Customer Satisfaction Index

Table 3

| | ACSI | | | |
	Count	Mean	Minimum	Maximum
AARP	761	79.9	0	100
ANPPM	125	87.3	33	100
ATD	93	75.0	0	100
Easter Seals	203	80.4	7	100
Experience Works	1244	80.9	0	100
Goodwill	207	77.8	0	100
Mature Services	113	81.5	37	100
National ABLE	141	78.7	15	100
NAPCA[S]	90	86.4	48	100
NAPCA[G]	94	81.6	22	100
NCBA	268	84.3	0	100
NCOA	370	81.5	0	100

	ACSI			
	Count	Mean	Minimum	Maximum
NICOA[S]	157	85.5	15	100
NULI	110	80.7	11	100
SER	247	79.6	4	100
SSAI	637	83.8	7	100
National Grantees	4860	81.4	0	100
Alabama	89	86.9	37	100
Alaska	53	78.5	33	100
Arizona	44	79.5	0	100
Arkansas	80	85.0	0	100
California	132	82.1	0	100
Colorado	27	75.2	7	100
Connecticut	23	81.8	30	100
Delaware	33	86.5	37	100
District of Columbia	9	86.4	59	100
Florida	123	77.8	0	100
Georgia	78	84.6	22	100
Hawaii	45	84.9	44	100
Idaho	24	80.4	37	100
Illinois	68	79.9	19	100
Indiana	93	81.1	0	100
Iowa	43	73.1	19	100
Kansas	26	85.0	59	100
Kentucky	69	85.7	7	100
Louisiana	48	82.8	11	100
Maine	24	74.5	33	100
Maryland	61	75.8	0	100
Massachusetts	60	78.8	4	100
Michigan	79	82.0	7	100
Minnesota	116	80.9	22	100
Mississippi	48	87.1	19	100
Missouri	83	81.2	30	100
Montana	24	74.1	44	100
Nebraska	16	67.1	7	100
Nevada	12	84.6	48	100
New Hampshire	26	80.5	15	100
New Jersey	52	82.8	0	100

	ACSI			
	Count	Mean	Minimum	Maximum
New Mexico	20	85.0	37	100
New York	103	81.4	4	100
North Carolina	90	84.3	11	100
North Dakota	20	78.7	37	100
Ohio	134	79.6	0	100
Oklahoma	67	82.1	26	100
Oregon	49	71.5	19	100
Pennsylvania	157	79.4	7	100
Puerto Rico	6	84.6	74	96
Rhode Island	6	73.5	48	93
South Carolina	44	82.1	33	100
South Dakota	40	80.8	11	100
Tennessee	87	84.1	4	100
Texas	207	82.1	7	100
Utah	21	84.8	59	100
Vermont	17	77.1	37	100
Virginia	63	86.9	22	100
Washington	29	75.5	4	100
West Virginia	30	84.9	44	100
Wisconsin	82	82.6	26	100
Wyoming	24	77.6	22	100
State Grantees	3004	81.3	0	100
Nationwide	7864	81.4	0	100

D. Treatment by Sub-grantee

Table 4

		Count	Mean	Minimum	Maximum
National Grantees	4. The Older Worker Program staff gave me all the information I needed to understand the Older Worker Program.	4885	8.7	1	10
	5. The Older Worker Program staff made the community service assignment process easy for me to use.	4783	8.6	1	10

		Count	Mean	Minimum	Maximum
	11. The Older Worker Program staff was helpful in resolving any problems I had.	4307	8.3	1	10
State Grantees	4. The Older Worker Program staff gave me all the information I needed to understand the Older Worker Program.	3020	8.7	1	10
	5. The Older Worker Program staff made the community service assignment process easy for me to use.	2948	8.7	1	10
	11. The Older Worker Program staff was helpful in resolving any problems I had.	2618	8.3	1	10
Nationwide	4. The Older Worker Program staff gave me all the information I needed to understand the Older Worker Program.	7905	8.7	1	10
	5. The Older Worker Program staff made the community service assignment process easy for me to use.	7731	8.7	1	10
	11. The Older Worker Program staff was helpful in resolving any problems I had.	6925	8.3	1	10

E. Assignment Process

Table 5

		Count	Mean	Minimum	Maximum
National Grantees	6. The Older Worker Program staff that made the assignment had a good understanding of my business needs.	4845	8.5	1	10
	7. I received sufficient information about the work history and education of the participant assigned to my agency.	4800	7.9	1	10
	8. I had sufficient choice about the participant assigned to my agency.	4732	7.8	1	10
	16. The Older Worker Program staff stayed in touch with my agency to make sure the assignment went well.	4812	8.0	1	10
State Grantees	6. The Older Worker Program staff that made the assignment had a good understanding of my business needs.	3001	8.6	1	10
	7. I received sufficient information about the work history and education of the participant assigned to my agency.	2949	8.0	1	10
	8. I had sufficient choice about the participant assigned to my agency.	2876	7.8	1	10
	16. The Older Worker Program staff stayed in touch with my agency to make sure the assignment went well.	2975	8.2	1	10
Nationwide	6. The Older Worker Program staff that made the assignment had a good understanding of my business needs.	7846	8.5	1	10
	7. I received sufficient information about the work history and education of the participant assigned to my agency.	7749	8.0	1	10
	8. I had sufficient choice about the participant assigned to my agency.	7608	7.8	1	10
	16. The Older Worker Program staff stayed in touch with my agency to make sure the assignment went well.	7787	8.1	1	10

Table 6

			Count	Percent
National Grantees	17. Did the Older Worker Program ever attempt to remove any participants from your agency before you thought they were ready to leave?	Never	3376	78.3%
		Occasionally	704	16.3%
		Frequently	144	3.3%
		Nearly always	87	2.0%
State Grantees	17. Did the Older Worker Program ever attempt to remove any participants from your agency before you thought they were ready to leave?	Never	2288	85.5%
		Occasionally	315	11.8%
		Frequently	41	1.5%
		Nearly always	31	1.2%
Nationwide	17. Did the Older Worker Program ever attempt to remove any participants from your agency before you thought they were ready to leave?	Never	5664	81.1%
		Occasionally	1019	14.6%
		Frequently	185	2.6%
		Nearly always	118	1.7%

F. Supportive Services and Training

Table 7

	12. Did any of the older workers assigned to your agency require supportive services?					
	Yes		No		Don't know	
	Count	Percent	Count	Percent	Count	Percent
National Grantees	582	11.9%	3460	70.8%	842	17.2%
State Grantees	394	12.9%	2145	70.5%	504	16.6%
Nationwide	976	12.3%	5605	70.7%	1346	17.0%

Table 8

			Count	Percent
National Grantees	13. To what extent did the Older Worker Program provide the participants the supportive services they needed?	None	141	25.0%
		Few	96	17.1%
		Some	177	31.4%
		Nearly all	149	26.5%
State Grantees	13. To what extent did the Older Worker Program provide the participants the supportive services they needed?	None	76	20.7%
		Few	56	15.3%
		Some	110	30.0%
		Nearly all	125	34.1%
Nationwide	13. To what extent did the Older Worker Program provide the participants the supportive services they needed?	None	217	23.3%
		Few	152	16.3%
		Some	287	30.9%
		Nearly all	274	29.5%

Table 9

| | 14. Do participants assigned to your agency ever need any additional training? | | | | | |
| | Yes | | No | | Don't know | |
	Count	Percent	Count	Percent	Count	Percent
National Grantees	1218	24.9%	3255	66.6%	418	8.5%
State Grantees	765	25.1%	1991	65.3%	291	9.6%
Nationwide	1983	25.0%	5246	66.1%	709	8.9%

Table 10

			Count	Percent
National Grantees	15. Does the Older Worker Program provide the needed training?	Never provides training	145	14.7%
		Sometimes provides training	352	35.7%
		Often provides training	281	28.5%
		Always provides training	208	21.1%
State Grantees	15. Does the Older Worker Program provide the needed training?	Never provides training	77	12.6%
		Sometimes provides training	203	33.3%
		Often provides training	184	30.2%
		Always provides training	145	23.8%
Nationwide	15. Does the Older Worker Program provide the needed training?	Never provides training	222	13.9%
		Sometimes provides training	555	34.8%
		Often provides training	465	29.2%
		Always provides training	353	22.1%

G. Quality of Participants

Table 11

		Count	Mean	Minimum	Maximum
National Grantees	9. The participant assigned to my agency had the necessary computer skills.	4029	6.5	1	10
	10. The participant assigned to my agency was a good match with my agency.	4900	8.0	1	10
State Grantees	9. The participant assigned to my agency had the necessary computer skills.	2563	6.5	1	10

		Count	Mean	Minimum	Maximum
	10. The participant assigned to my agency was a good match with my agency.	3029	8.0	1	10
Nationwide	9. The participant assigned to my agency had the necessary computer skills.	6592	6.5	1	10
	10. The participant assigned to my agency was a good match with my agency.	7929	8.0	1	10

H. The Impact of SCSEP

Table 12

			Count	Percent
National Grantees	18. How has your agency's ability to provide services to the community been affected by its participation in the Older Worker Program?	Significantly decreased	26	0.6%
		Somewhat decreased	51	1.1%
		Neither decreased nor increased	998	21.5%
		Somewhat increased	1406	30.2%
		Significantly increased	2168	46.6%
State Grantees	18. How has your agency's ability to provide services to the community been affected by its participation in the Older Worker Program?	Significantly decreased	8	0.3%
		Somewhat decreased	24	0.8%
		Neither decreased nor increased	625	21.6%
		Somewhat increased	939	32.4%
		Significantly increased	1299	44.9%
Nationwide	18. How has your agency's ability to provide services to the community been affected by its participation in the Older Worker Program?	Significantly decreased	34	0.5%
		Somewhat decreased	75	1.0%
		Neither decreased nor increased	1623	21.5%
		Somewhat increased	2345	31.1%
		Significantly increased	3467	46.0%

I. Would Recommend

Table 13

	19. Would you recommend the services of the Older Worker Program to other agencies?			
	Count	Mean	Minimum	Maximum
National Grantees	4853	9.1	1	10
State Grantees	3008	9.1	1	10
Nationwide	7861	9.1	1	10

J. Questions Closely Associated with ACSI Scores

Table 14

			ACSI	
			Count	Mean
National Grantees	13. To what extent did the Older Worker Program provide the participants the supportive services they needed?	None	139	76.1
		Few	95	75.5
		Some	176	78.9
		Nearly all	148	86.7
State Grantees	13. To what extent did the Older Worker Program provide the participants the supportive services they needed?	None	73	70.7
		Few	56	72.4
		Some	108	78.3
		Nearly all	125	85.8
Nationwide	13. To what extent did the Older Worker Program provide the participants the supportive services they needed?	None	212	74.3
		Few	151	74.3
		Some	284	78.7
		Nearly all	273	86.3

Table 15

15. Does the Older Worker Program provide the needed training?		ACSI	
		Count	Mean
National Grantees	Never provides training	142	67.5
	Sometimes provides training	347	73.1
	Often provides training	278	80.1
	Always provides training	205	87.8
State Grantees	Never provides training	77	66.8
	Sometimes provides training	201	73.9
	Often provides training	181	81.7
	Always provides training	144	89.0
Nationwide	Never provides training	219	67.2
	Sometimes provides training	548	73.4
	Often provides training	459	80.7
	Always provides training	349	88.3

Table 16

			ACSI	
			Count	Mean
National Grantees	17. Did the Older Worker Program ever attempt to remove any participants from your agency before you thought they were ready to leave?	Never	3331	83.2
		Occasionally	694	78.9
		Frequently	144	72.7
		Nearly always	85	75.4
State Grantees	17. Did the Older Worker Program ever attempt to remove any participants from your agency before you thought they were ready to leave?	Never	2259	82.7
		Occasionally	309	79.8
		Frequently	40	77.1
		Nearly always	30	73.6
Nationwide	17. Did the Older Worker Program ever attempt to remove any participants from your agency before you thought they were ready to leave?	Never	5590	83.0
		Occasionally	1003	79.2
		Frequently	184	73.7
		Nearly always	115	74.9

Table 17

			ACSI	
			Count	Mean
National Grantees	18. How has your agency's ability to provide services to the community been affected by its participation in the Older Worker Program?	Significantly decreased	24	60.6
		Somewhat decreased	49	49.6
		Neither decreased nor increased	982	69.2
		Somewhat increased	1390	79.4
		Significantly increased	2144	89.5
State Grantees	18. How has your agency's ability to provide services to the community been affected by its participation in the Older Worker Program?	Significantly decreased	7	34.9
		Somewhat decreased	23	43.3
		Neither decreased nor increased	610	68.7
		Somewhat increased	926	79.6
		Significantly increased	1287	89.8
Nationwide	18. How has your agency's ability to provide services to the community been affected by its participation in the Older Worker Program?	Significantly decreased	31	54.8
		Somewhat decreased	72	47.6
		Neither decreased nor increased	1592	69.0
		Somewhat increased	2316	79.5
		Significantly increased	3431	89.6