

2024 – 2026 Report on Customer Service

The Texas State Board of Dental Examiners
5/21/2026



2026 REPORT ON CUSTOMER SERVICE
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Inventory of External Customers

The Texas State Board of Dental Examiners (TSBDE) external customer base includes licensed dentists, licensed dental hygienists, registered dental assistants, registered dental laboratories, and registered mobile facilities; students and examination candidates of these professions; legal representatives of parties to a complaint; other state and law enforcement agencies; trade associations; continuing education providers; dental patients and the general public; as well as non-registered persons working in the dental profession. Our newsletter list includes over 77,000 email addresses and our Facebook page has approximately 8,400 followers. The actual number of licensees/registrants as of this report was 94,559 an increase of 13,757 over 17% from the past report's 80,802 licensees and registrants. Please note, this number changes on an hourly basis with online account management and includes those who have active and renewable statuses. Lastly, between March 18, 2024 and March 18, 2026 the agency received 2,574 complaints and resolved 2,113. This is up from the last reporting period of 2,078 received complaints and 1,691 resolved complaints, a jump of 24% and 25% respectively.

Customer Service Related Strategies

TSBDE's responsibilities to both members of the public and dental community are reflected in strategies set out in the TSBDE Strategic Plan. For the 2023 – 2027 period, these strategies are:

- Licensing and Permits
- Employee Development and Retention
- Enhancing Enforcement Efforts
- Increasing Agency Efficiency
- Rule Making

Information Gathering Methods

During this biennium, TSBDE obtained stakeholder feedback from an online customer service survey accessible continuously from the date of our last review to present. The survey was promoted on the TSBDE website, our monthly newsletter, and posted on Facebook. A link to the survey was also included in the signature line of all of TSBDE's Licensing Division employees. The survey was taken by 353 participants between March 18, 2024 and March 18, 2026.

The survey asked the respondent to rate TSBDE's processes and staff interaction based on statements. Each statement could be rated as "Strongly Agree," "Agree," "Neutral," "Disagree," "Strongly Disagree," or "Not Applicable." All questions must be answered to submit the survey, though we do offer the "not applicable" option for every question. At the end of the survey, the agency offers an open-ended question inviting respondents to identify ways the TSBDE could improve its service delivery. For simplicity, during this report I will be using the phrases "positive" and "negative" responses. I will be using the descriptor "positive" when respondents have chosen "Strongly Agree" or "Agree" for their response. When respondents select "Strongly Disagree" or "Disagree," I will describe these choices as "negative" responses. This language choice follows the logic and tone of the survey.

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Analysis of Findings

An important part of the analysis of our customer satisfaction survey results is to review the populations that took the survey. TSBDE asks all survey participants to identify themselves by one of the categories below. In addition, you can see the total numbers of participants in that group and their relative percentage:

Category	Number	Percentage
I am applying for a license	152	43.06%
I am currently licensed	122	34.56%
I have filed a complaint against a licensee	34	9.63%
A complaint has been filed against me	8	2.27%
Other	37	10.48%
Total	353	100.00%

A large number of participants come from our licensing pool. Namely, the 43.06% of new applicants, the 34.56% of current licensees and the 2.27% of licensees who have had cases filed against them. These three populations add up to be 79.89% of total survey takers. This is important to understand moving through this analysis since most of the results come from our main client base—the licensees and registrants. In addition, there is roughly 10% of response from the public with complaints against our licensees or registrants. This is a good reminder for the agency to reach out to the greater public regarding our services since our mission is to serve the people of Texas.

Sample size: The two-year period of the survey yielded a relatively small amount of responses. The 353 responses compared with our population of 94,559 licensees and registrants and the greater population of Texans who use dental services is just a small fraction. On one hand this shows that we need to reach a wider audience. On the other, it may be an indication that we are hitting our targets and we are accomplishing our mission. With such a small sample size, one explanation is that only the people who have had a particularly good experience with us or an especially bad experience with us will take the time and effort to seek out a survey and fill it out. There are times when people do not agree with decisions the board makes. In these instances, it is important to remind the agency to deliver both our mission and quality customer service. Regardless of the numbers, it is helpful to see our faults and try to correct them while acknowledging the good we do and strive to continue it.

The survey focuses on the eight areas of customer service relevant to TSBDE's operations: its facilities, staff, communications, website, complaints, service timeliness, printed material, and overall satisfaction. You will find the results of these customer service areas in this section.

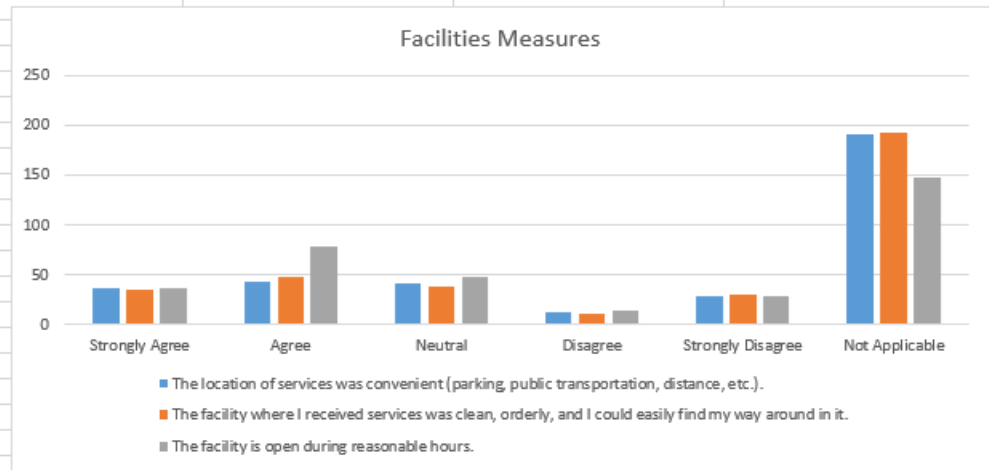
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1. TSBDE’s facilities – 3 questions

Questions about TSBDE’s facilities

1. The location of services was convenient (parking, public transportation, distance, etc.).
2. The facility where I received services was clean, orderly and I could easily find my way around in it.
3. The facility is open during reasonable hours.

	The location of services was convenient (parking, public transportation, distance, etc.).	The facility where I received services was clean, orderly, and I could easily find my way around in it.	The facility is open during reasonable hours.
Strongly Agree	36	34	36
Agree	43	48	78
Neutral	42	38	48
Disagree	13	10	14
Strongly Disagree	28	30	29
Not Applicable	191	193	148
Total	353	353	353



	The location of services was c	The facility where I received se	The facility is open during reaso
Strongly Agree	10.20%	9.63%	10.20%
Agree	12.18%	13.60%	22.10%
Neutral	11.90%	10.76%	13.60%
Disagree	3.68%	2.83%	3.97%
Strongly Disagree	7.93%	8.50%	8.22%
Not Applicable	54.11%	54.67%	41.93%
Total	100.00%	100.00%	100.00%

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2024-2026 Current	The location of services was convenient (parking, public transportation, distance, etc.).	The facility where I received services was clean, orderly, and I could easily find my way around in it.	The facility is open during reasonable hours.
Positive	22.38%	23.23%	32.29%
Neutral	11.90%	10.76%	13.60%
Negative	11.61%	11.33%	12.18%

Most of TSBDE’s services are available online, so it is no surprise that the majority of responses for this category are “not applicable.” This can be seen with the “not applicable” choice being selected for 54% for the question regarding the convenience of the facility, 54% for the cleanliness of the facility, and 42% for our hours.

The location of services was convenient (parking, public transportation, distance, etc.).

Of the remaining 45% of responses in the category about half 22.38% believe our location is convenient. The remaining half is split nearly equally between neutral and negative. The reality is our office is in a high traffic area of the city. The parking is limited and expensive and over the past two years there has been a lot of construction in and around our offices. As we work with customers who use our offices, we need to bear in mind their ability to access our facility.

The facility where I received services was clean, orderly, and I could easily find my way around in it.

This question broke down very similarly to the last. As the George HW Bush Building has been moving from construction site to working office over the past two years, there have been challenges on the interior of the building as well. Water fountains broke, the kitchens did not work, the bathrooms were dirty, construction material was present, and the front desk was not manned. In the past two years, the building has hired a guard, construction is ongoing but reaching an end, public rooms are now available for meetings, and cleaning operations have been improved. We hope these measures will increase customer satisfaction in this area.

The facility is open during reasonable hours.

TSBDE’s hours are 8:00 AM to 5:00 PM Monday through Friday and many of our services are always available online. This measure followed a similar trend as the past two, but with about 10% more responses. My interpretation is that 10% of responses accessed their needs online, which provides 24-hour service. This is a good reminder to make it clearer and easier to access our processes online, which was the complaint from many of our responses.

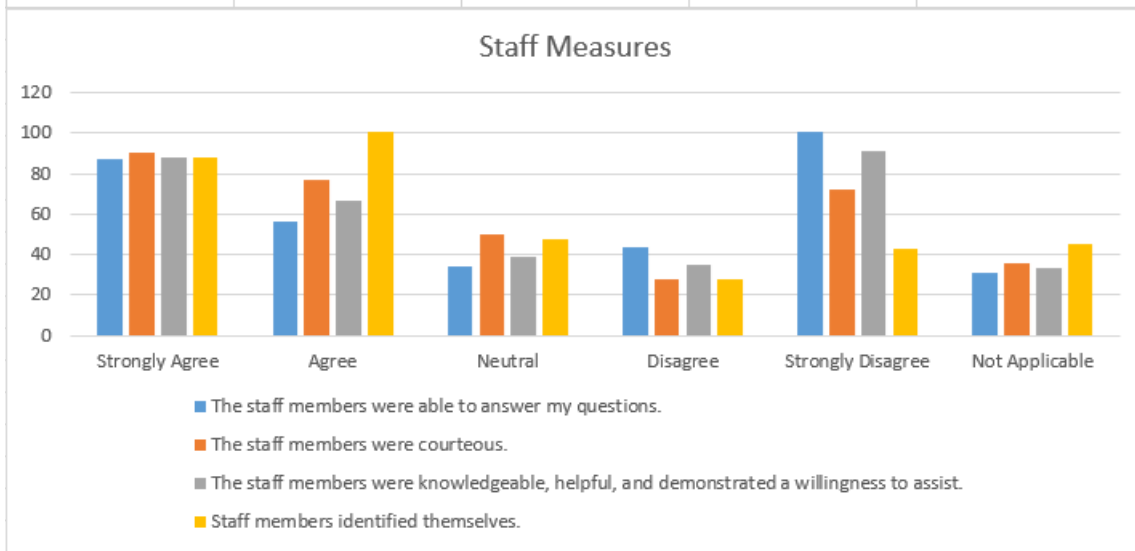
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2. The ability of the TSBDE’s staff to assist individuals contacting the agency – 4 questions

Questions about TSBDE’s staff

4. The staff members were able to answer my questions.
5. The staff members were courteous.
6. The staff members were knowledgeable, helpful and demonstrated a willingness to assist.
7. Staff members identified themselves.

	The staff members were able to answer my questions.	The staff members were courteous.	The staff members were knowledgeable, helpful, and demonstrated a willingness to assist.	Staff members identified themselves.
Strongly Agree	87	90	88	88
Agree	56	77	67	101
Neutral	34	50	39	48
Disagree	44	28	35	28
Strongly Disagree	101	72	91	43
Not Applicable	31	36	33	45
Total	353	353	353	353



Strongly Agree	24.65%	25.50%	24.93%	24.93%
Agree	15.86%	21.81%	18.98%	28.61%
Neutral	9.63%	14.16%	11.05%	13.60%
Disagree	12.46%	7.93%	9.92%	7.93%
Strongly Disagree	28.61%	20.40%	25.78%	12.18%
Not Applicable	8.78%	10.20%	9.35%	12.75%
Total	100.00%	100.00%	100.00%	100.00%

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2024-2026 Current	The staff members were able to answer my questions.	The staff members were courteous.	The staff members were knowledgeable, etc.	Staff members identified themselves.
Positive	40.51%	47.31%	43.91%	53.54%
Neutral	9.63%	14.16%	11.05%	13.60%
Negative	41.08%	28.33%	35.69%	20.11%

These measures demand some attention. Our positive and negative numbers are both high in this category. While we can celebrate our successes, we do need address our failures. Bear in mind, these numbers are percentages of survey-takers and not our full customer base. However, if our service was subpar enough to elicit these responses, we want to ensure that even when the board fails or decides not in their favor, we treat our customer with dignity and respect.

The staff members were able to answer my questions.

This measure had the highest divide, nearly split between positive and negative. TSBDE has experienced a lot of turnover in the past two years, especially around our receptionist positions. Training new employees on our systems takes time and resets if the position is vacant. To mitigative this, we have enhanced our phone systems so our queues are more accurate and our customers spend less time on hold. However, we always want to be cognizant of our customer’s time, especially as it relates to important events in their life, namely their licensure or their complaint.

The staff members were courteous.

This measure shared similar numbers as the past, with a notable 12% migrating from negative to neutral and positive numbers. While the past measure rated the knowledge of our employees, this measure rates their customer service and attitude. I think this shows that our staff is naturally courteous even if they cannot help the customer in the moment. But we still want to win over that 28%, whom we did not impress.

The staff members were knowledgeable, helpful and demonstrated a willingness to assist.

This measure is a fusion of the past two, where knowledge meets customer service. The negative numbers are lower and the positive numbers higher, but it still shows a stark divide. Much of this may be related to customer volume and hold times, which we try to mitigate. However, this is also understanding that customer service comes down to a willingness to share one’s knowledge, be helpful and assist the customer. The agency works with people’s health and our professionals’ livelihoods, these can be tense moments in our customer’s lives. It is important to remember that we try to help our customers navigate our licensing, complaint and legal systems.

Staff members identified themselves.

This measure skews more positive with over half of the responses positive at 54% and only 20% negative. Similarly, to the question about courteousness, this shows that even when a staff member does not know the answer—identifying oneself, being courteous and willing to help goes a long way.

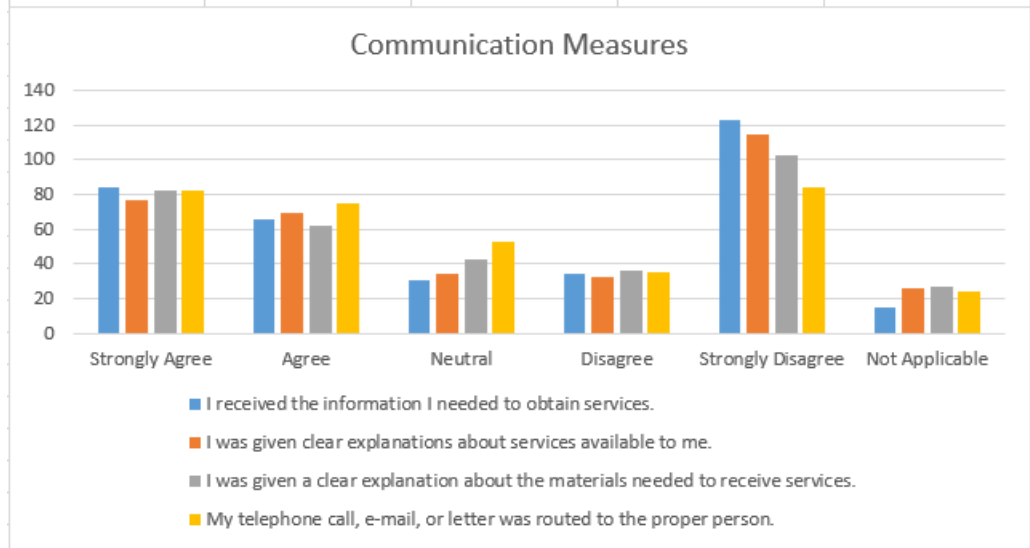
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3. TSBDE’s communications: the accuracy and clarity of procedures and information provided to individuals contacting the agency – 4 questions

Questions about the TSBDE’s communications

- 8. I received information I needed to obtain services.
- 9. I was given clear explanations about services available to me.
- 10. I was given a clear explanation about the materials needed to receive services.
- 11. My telephone call, email or letter was routed to the proper person.

	I received the information I needed to obtain services.	I was given clear explanations about services available to me.	I was given a clear explanation about the materials needed to receive services.	My telephone call, e-mail, or letter was routed to the proper person.
Strongly Agree	84	77	82	82
Agree	66	69	62	75
Neutral	31	34	43	53
Disagree	34	32	36	35
Strongly Disagree	123	115	103	84
Not Applicable	15	26	27	24
Total	353	353	353	353



Strongly Agree	23.80%	21.81%	23.23%	23.23%
Agree	18.70%	19.55%	17.56%	21.25%
Neutral	8.78%	9.63%	12.18%	15.01%
Disagree	9.63%	9.07%	10.20%	9.92%
Strongly Disagree	34.84%	32.58%	29.18%	23.80%
Not Applicable	4.25%	7.37%	7.65%	6.80%
Total	100.00%	100.00%	100.00%	100.00%

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2024-2026 Current	I received the information I needed to obtain services.	I was given clear explanations about services available to me.	I was given a clear explanation about the materials needed to receive services.	My telephone call, e-mail, or letter was routed to the proper person.
Positive	42.49%	41.36%	40.79%	44.48%
Neutral	8.78%	9.63%	12.18%	15.01%
Negative	44.48%	41.64%	39.38%	33.71%

These measures assess the agency’s customer service in regards to communications. The responses seem to follow a similar trend as seen throughout this survey, namely, highly polarized responses. The analysis for each question will be very similar, namely, take particular patience and care with customers who need our services but may not be sure how best to access them. Some of these questions are a little vague and may need to be refined to better understand where our customers’ pain points are to alleviate them.

I received information I needed to obtain services.

This question can be interpreted to include both information received from staff and information present on the website. The negative numbers may once again reflect our staff turnover rate, but we also have to be careful about presenting all of the options available to the public.

I was given clear explanations about services available to me.

This question delves into a difficulty that the dental board has as a regulatory body. Many things that our customers ask us to do cannot be done without a change in statute. For example, providing compensation to patients or reinstating licenses outside of normal processes. However, regardless of what we can do, we should still take the time and effort to be courteous and willing to help a customer with the options they have and an explanation of what each option entails.

I was given a clear explanation about the materials needed to receive services.

This question follows the same trend as the first two questions, where the positive and negative responses are virtually the same. Once again, it is important to remember to slow down and provide information agency information to each customer individually. Many of our processes take many steps and require a lot of documentation. Being aware of this and being patient with our customers is the key to improving this metric.

My telephone call, email or letter was routed to the proper person.

The responses for this measure are slightly better than the rest in the category. This is a good reminder that being courteous even when not sure of the best answer provides a lot of good will to the customer.

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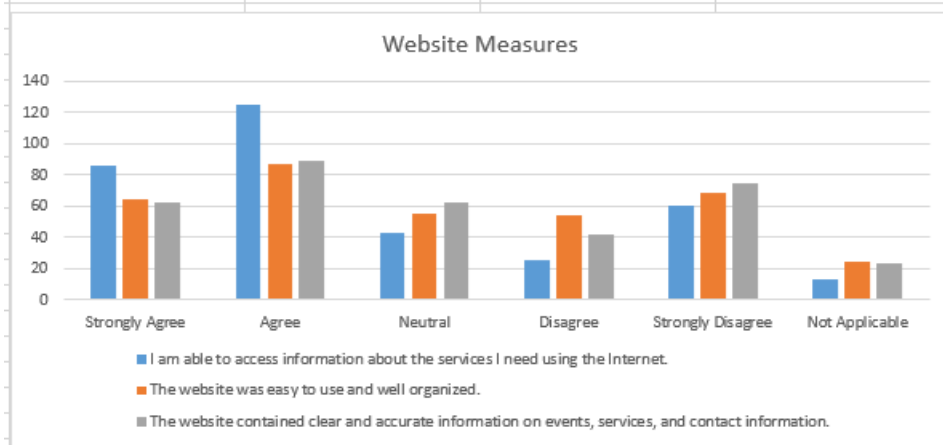
4. The overall impression of the TSBDE’s website and the respondent’s access to the internet – 4 questions

Questions about internet access and the TSBDE’s website

- 12. I have access to the internet at home or at work.
- 13. I am able to access information about the services I need using the internet.
- 14. The website was easy to use and well organized.
- 15. The website contained clear and accurate information on events, services, and contact information.

	Access to Internet	Percentage
Yes	336	95.18%
No	5	1.42%
Other	12	3.40%
	353	100.00%

	I am able to access information about the services I need using the Internet.	The website was easy to use and well organized.	The website contained clear and accurate information on events, services, and contact information.
Strongly Agree	86	64	62
Agree	125	87	89
Neutral	43	55	62
Disagree	26	54	42
Strongly Disagree	60	69	75
Not Applicable	13	24	23
Total	353	353	353



Strongly Agree	24.36%	18.13%	17.56%
Agree	35.41%	24.65%	25.21%
Neutral	12.18%	15.58%	17.56%
Disagree	7.37%	15.30%	11.90%
Strongly Disagree	17.00%	19.55%	21.25%
Not Applicable	3.68%	6.80%	6.52%
Total	100.00%	100.00%	100.00%

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2024-2026 Current	I am able to access information about the services I need using the Internet.	The website was easy to use and well organized.	The website contained clear and accurate information
Positive	59.77%	42.78%	42.78%
Neutral	12.18%	15.58%	17.56%
Negative	24.36%	34.84%	33.14%

These measures relate to our digital presence. The numbers follow a similar pattern as the other categories but the negatives are a bit lower. This stresses the importance of reliable and clear information on our website and licensing platform.

I have access to the internet at home or at work.

With 95% of our responses showing internet capability, it is vital that we have good and accessible information on our website.

I am able to access information about the services I need using the internet.

At 60% this number is one of the higher positives among the measures analyzed so far. With only 24% of responses negative, this shows that we can help a lot of people by having a well-laid out and functional website. The easier we make it for our customers to self-service, the happier they will be to do it on their own terms.

The website was easy to use and well organized.

In a reversal of the past measure, this question returns to the trend of a polarized response rate. This shows that survey-takers were able to access information about our services, but it either took them time to find it or it was difficult to understand once found. The agency updates the website on a continual basis to make sure our information is clear and accurate. However, we always want to keep improving the website to foster clarity and ease of access.

The website contained clear and accurate information on events, services, and contact information.

The numbers for this measure are almost identical to the last one. This once again stresses how important it is to continually review the information we place online for accuracy and simplicity.

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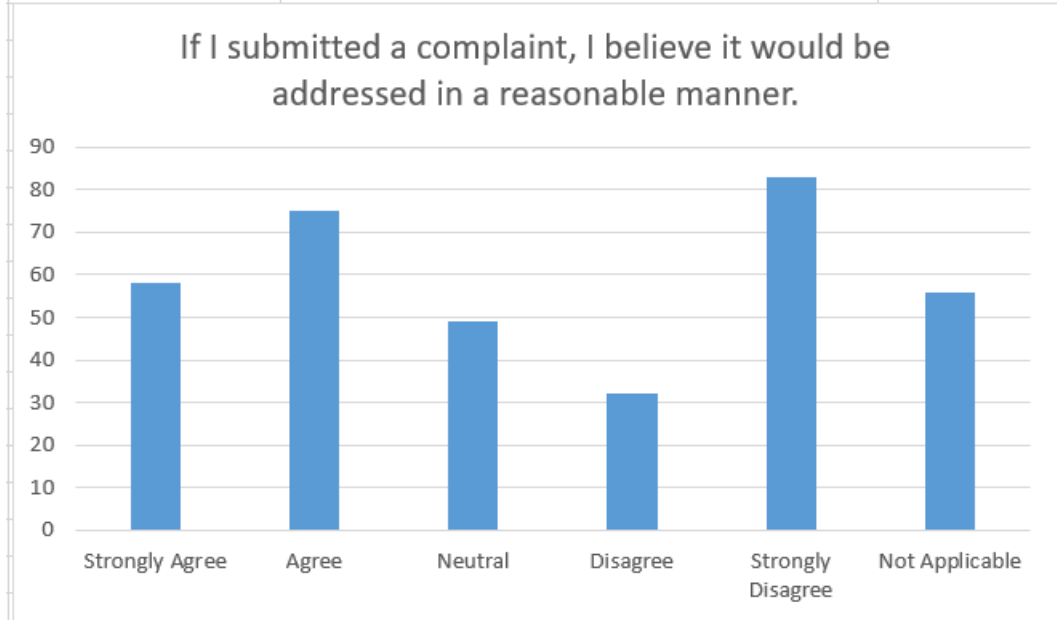
5. TSBDE’s complaint handling process for agency operations – 2 questions

Questions about the TSBDE’s consumer complaint-handling processes

16. I know how to make a complaint regarding services at this agency.

17. If I complained, I believe it would be addressed in a reasonable manner.

	If I submitted a complaint, I believe it would be addressed in a reasonable manner.	Percentage
Strongly Agree	58	16.43%
Agree	75	21.25%
Neutral	49	13.88%
Disagree	32	9.07%
Strongly Disagree	83	23.51%
Not Applicable	56	15.86%
Total	353	100.00%



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I know how to make a complaint regarding services at this agency.

2024-2026 Current	I know how to make a complaint regarding services at this agency.	Percentage
Yes	174	49.29%
No	179	50.71%
	353	100.00%

This measure is divided nearly evenly in half with 49% knowing how to submit a complaint and 51% not. It is important that we review how we publicize our complaint services. We certainly want the public and our professionals to know how to submit a complaint to us. Last year we added a button onto our homepage that takes the public to our investigations process. It may be a good idea to review what we currently have online and attempt to make it clearer and more accessible to the Texas public. However, our complaints received and complaints resolved gone up nearly 25% each, so we are improving our outcomes but we should also publicize our processes more.

If I complained, I believe it would be addressed in a reasonable manner.

2024-2026 Current	If I submitted a complaint, I believe it would be addressed in a reasonable manner.
Positive	37.68%
Neutral	13.88%
Negative	32.58%
Not Applicable	15.86%

This measure follows along a similar pattern as the rest of the survey, with the positive and negative numbers roughly equal. This measure speaks about the confidence the survey-takers have in the agency, worded as “If I submitted a complaint, I believe it would be addressed in a reasonable manner.” Some of the survey-takers may have had experience with this, but per the last question, half of the respondents did not know how to submit a complaint. I see these as linked, if one cannot even find how to submit a complaint, how could it be resolved in a timely manner? Consequently, this measure can be strengthened by improving the information on our website about complaints, but also in showing the public our process and our results.

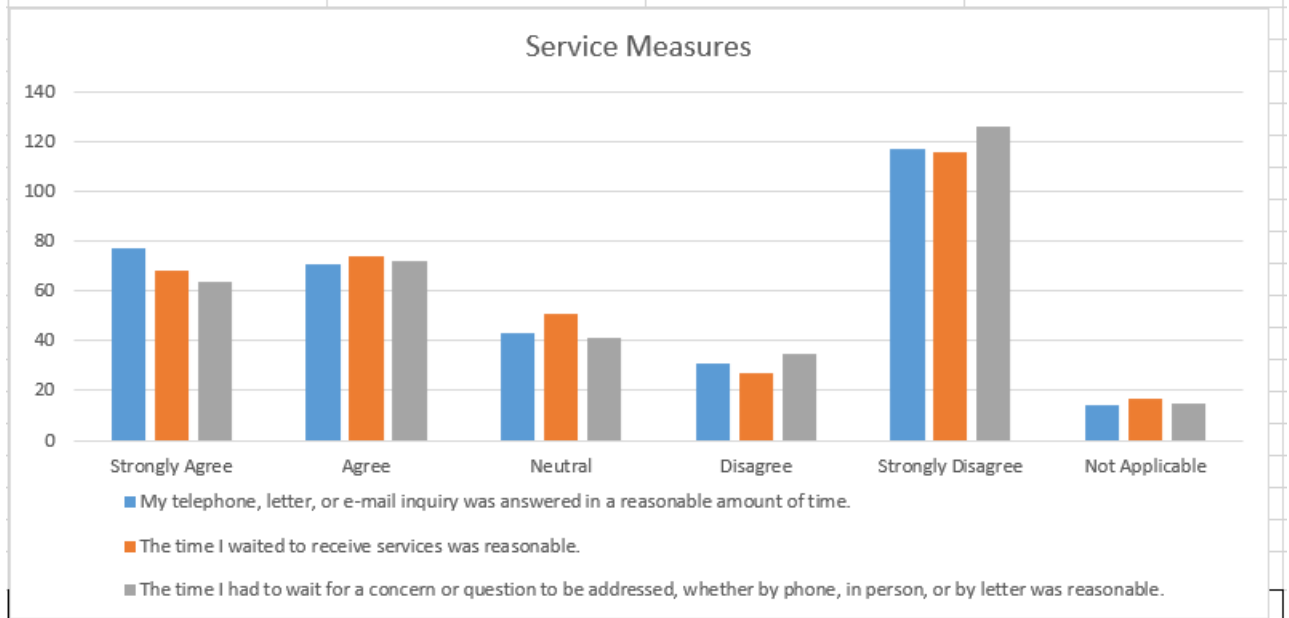
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6. TSBDE’s ability to provide services in a reasonable amount of time – 3 questions

Questions about the TSBDE’s service timeliness

- 18. My telephone, letter, or email inquiry was answered in a reasonable amount of time.
- 19. The time I waited to receive services was reasonable.
- 20. The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable.

	My telephone, letter, or e-mail inquiry was answered in a reasonable amount of time.	The time I waited to receive services was reasonable.	The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable.
Strongly Agree	77	68	64
Agree	71	74	72
Neutral	43	51	41
Disagree	31	27	35
Strongly Disagree	117	116	126
Not Applicable	14	17	15
Total	353	353	353



Strongly Agree	21.81%	19.26%	18.13%
Agree	20.11%	20.96%	20.40%
Neutral	12.18%	14.45%	11.61%
Disagree	8.78%	7.65%	9.92%
Strongly Disagree	33.14%	32.86%	35.69%
Not Applicable	3.97%	4.82%	4.25%
Total	100.00%	100.00%	100.00%

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2024-2026 Current	My telephone, letter, or e-mail inquiry was answered in a reasonable amount of time.	The time I waited to receive services was reasonable.	The time I had to wait for a concern or question to be addressed ... was reasonable.
Positive	41.93%	40.23%	38.53%
Neutral	12.18%	14.45%	11.61%
Negative	41.93%	40.51%	45.61%

This category follows much of the same pattern of the positive and negative responses being almost equal. Similar to the staff measures, this category seeks to look into the timeliness of our responses and our services to our customers. We hope to improve these measures with less turnover of staff, better training, and a review of our processes to see where improvements can be made.

My telephone, letter, or email inquiry was answered in a reasonable amount of time.

Similar to the other questions about this measure, we want to make sure that our receptionists are equipped with the best technology and training to assist with our large call volume. We hope that better training and the better call system we have put in place will improve these numbers and help our customers faster.

The time I waited to receive services was reasonable.

Unfortunately, many of our processes depend on the board voting for these measures, which can delay these processes since our board only meets four times a year. Many of our other processes can be done online at any point by the licensees and registrants. We want to find a sweet spot where we can create processes that can be done by our customers on their own whenever they wish. While also, explaining to customers about the reason some of our processes take longer and when to expect a response. Being patient and courteous will alleviate much of the negative emotions our customers have about waiting for a service from the agency.

The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable.

This measure is slightly worse than the measure beforehand despite being very similarly worded. The difference between this measure and the last is the immediacy of the response. Customers want to know that their query was submitted correctly and is being worked on by the agency. Being aware of a customer’s desire for acknowledgement is important on its own. People want to know that their issue has been received, logged successfully and routed to the correct person. Making sure that our employees respond to customers in a timely manner is vital, but it is also important to provide accurate feedback about the length of time it will take for their issue to be resolved. Being honest with our customers is extremely important, as well as, providing a timely reply.

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7. The availability and quality of printed materials distributed by the TSBDE – 3 questions

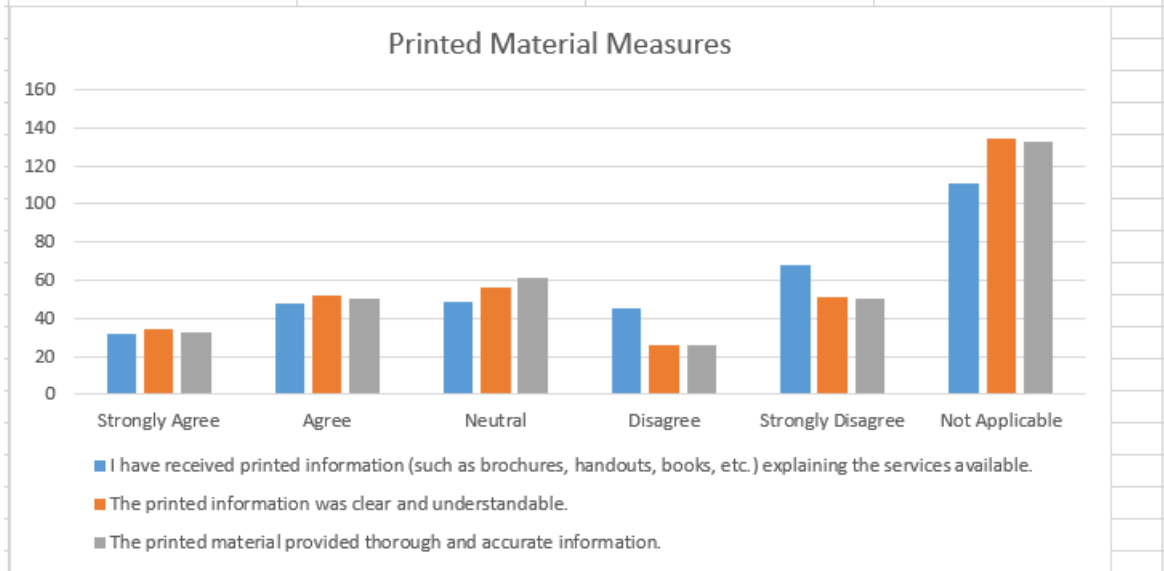
Questions about the TSBDE’s printed information

21. I have received printed information (such as brochures, handouts, books, etc.) explaining the services available.

22. The printed information was clear and understandable.

23. Printed material provided thorough and accurate information.

	I have received printed information (such as brochures, handouts, books, etc.) explaining the services available.	The printed information was clear and understandable.	The printed material provided thorough and accurate information.
Strongly Agree	32	34	33
Agree	48	52	50
Neutral	49	56	61
Disagree	45	26	26
Strongly Disagree	68	51	50
Not Applicable	111	134	133
Total	353	353	353



Strongly Agree	9.07%	9.63%	9.35%
Agree	13.60%	14.73%	14.16%
Neutral	13.88%	15.86%	17.28%
Disagree	12.75%	7.37%	7.37%
Strongly Disagree	19.26%	14.45%	14.16%
Not Applicable	31.44%	37.96%	37.68%
Total	100.00%	100.00%	100.00%

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2024-2026 Current	I have received printed information explaining the services available.	The printed information was clear and understandable.	The printed material provided thorough and accurate information.
Positive	22.66%	24.36%	23.51%
Neutral	13.88%	15.86%	17.28%
Negative	32.01%	21.81%	21.53%
Not Applicable	31.44%	37.96%	37.68%

The analysis of this measure can be broken down into the first question and the second two. Since most of our information has moved online or is requested by email, few of our services use printed material for communication. However, for the processes that do, we may need to investigate the information contained on the material to see if it is sufficient or if more information needs to be added to explain the services of TSBDE and how to access them. In addition, this may be folded into a larger public information campaign so that people are aware of the services we provide and how to access them.

I have received printed information (such as brochures, handouts, books, etc.) explaining the services available.

The agency does not send out a lot of printed information regarding our services. We send out license renewal reminders and information to the people who submit complaints and the respondents who are the subject of those complaints. However, we do not typically send printed material since all of that material is available online. The 32% of negative responses may indicate a greater need for printed materials particularly for those with complicated requests or issues.

The printed information was clear and understandable.

For this measure, the largest figure is “not applicable” at 38%, which shows that over a third of our customers get their information elsewhere, likely online. For the 22% who do not think our printed material is clear and understandable, it would be helpful to review our common forms and publications and see if they can be more easily explained or provide links to current information.

Printed material provided thorough and accurate information.

This measure has 38% “not applicable” with 24% positive, 17% neutral and 22% negative. It is hard to understand where this figure comes from since very little of what the agency publishes is printed out and mailed to our customers. Since 11% of survey-takers are involved in our complaint process, it could be related to the letters that we write to the complainants and respondents of public complaints. It could also reflect a desire to have more readily accessible information regardless of whether it is printed or published online. Either way, it is important to review our commonly published items for accuracy and ease of access.

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8. The respondent's overall satisfaction with their experience in dealing with the TSBDE – 1 question

Questions about overall satisfaction with TSBDE

24. Overall, I am satisfied with my experience.

	Overall, I am satisfied with my experience.	Percentage
Strongly Agree	77	21.81%
Agree	64	18.13%
Neutral	31	8.78%
Disagree	41	11.61%
Strongly Disagree	138	39.09%
Not Applicable	2	0.57%
	353	100.00%



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2024-2026	Overall, I am satisfied with my experience.
Positive	39.94%
Neutral	8.78%
Negative	50.71

Overall, I am satisfied with my experience.

This figure shows the trend throughout this survey. We have 40% approving of our performance and another 51% disapproving. This division reflects theme of this report that our survey-takers represent two polarized and somewhat conflicting views of the agency. However, as I stated in the beginning, this is likely a normal outcome from a customer satisfaction survey. Namely, people are often inspired to give feedback if they had either a very bad or very good experience. This is not to excuse any of the negative feedback, but to put it into perspective. In fact, we want to hear about our faults from the people who we have failed in some capacity. Whether that failure is from a lack of knowledge from our staff, lack of statutory ability to resolve customer concerns, lack of information provided or lack of staff training—we want to know how to target our improvements.

From this report we know that the biggest areas for us to improve would be the accuracy and timeliness of our communications and services. For many of our processes, it takes time to conduct a proper analysis, whether that is to review applications or investigate complaints. While many things can be outside of our control, what we can control is setting proper expectations for timelines, explaining all of the options a customer may have and, most importantly, being courteous, friendly and honest when working with customers.

Lastly, one of the easiest ways to see where the agency needs improvement is by reviewing the suggestions of the survey takers themselves. Everyone who took the survey had an opportunity to provide a free-form answer to how TSBDE could improve its services. Generally, the answers fell into the following categories:

- Happy with current services.
- Difficulty connecting with a staff member via phone or email. Many suggested hiring more staff to respond to queries.
- Displeasure with the licensing process and length of time for licenses/registrations to be issued.
- Displeasure with the result of their complaint, the complaint process and the turnaround time.

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Customer Service Standards

Outcome Measures

- Percentage of surveyed customer respondents expressing overall satisfaction with services received (Percentage of people who selected “agree” or “strongly agree” to the question, “Overall, I am satisfied with my experience.”)
2024 – 2026: 39.94%
2022 – 2024: 57.59%
2020 – 2022: 47.44%

Output Measures

- Total Customers Surveyed:
2024 – 2026: 353
2022 – 2024: 790
2020 – 2022: 1,657
The survey is available to all customers via the TSBDE’s website, newsletter, Facebook postings, Twitter postings and in the email signatures of our staff.
- Response Rate:
Google Forms does not provide us the information about incomplete forms. The survey cannot be submitted without all of the required questions being answered. The option for “not applicable” is available on all questions to allow the survey taker the option to skip questions.
- Total Customers Served:
TSBDE serves all dental patients in the state, but directly licenses and registers dentists, hygienists, dental assistants, dental labs and dental mobile facilities.

Efficiency Measures

- Cost per Customer Surveyed:
TSBDE uses Google Forms, an online survey website which is included in the Google Suite at no additional expense to the agency. The survey website is used to administer various survey needs throughout the agency. Promotion of the survey is accomplished via existing customer communications vehicles and does not present an additional cost to the agency.

Explanatory Measures

- Total Customers Identified:
TSBDE serves all dental patients and the public in the state of Texas. In addition, TSBDE has 94,559 licenses, registrations and certificates currently issued to dental professionals. Lastly, between March 18, 2024 and March 18, 2026 the agency received 2,574 complaints and resolved 2,113.
- Total Customer Groups Inventoried:
6 customer groups: Licensees; Applicants; Complainants and parties related to a complaint; Respondents and parties related to a complaint, General Public, Other.

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Survey Summary

This survey shows the need for improvement of agency services and communications. When 51% of survey-takers show an unfavorable view, it is important to acknowledge this and work to find ways to better that.

As mentioned earlier, communication is vitally important to customer service. This means accurate and clear information on our website and printed materials. Courteous and knowledgeable information transfer via agency telephone and email communication. The proper setting of expectations regarding timing and outcomes. Taking the time and energy to explain agency processes and provide options for our customers. All of these measures are simple ways to increase our customers' satisfaction. As we saw earlier, staff does not need to know everything about everything we do, but they should be courteous and trained to know to whom to send our customers so that they can get the services they need.

The sample size of the survey also skews the responses to the extremes. We have had a sharp decline in our survey-takers, so it is important for the next two years to get this survey out to our customer base and encourage people to give us feedback. A small sample size tends to be U-shaped, namely a lot of responses at the extremes with fewer responses in the middle. This often indicates, as mentioned before, that the survey-takers are motivated to share their positive or negative experiences. It would be helpful to gather a larger number of responses to see a more nuanced vision of our performance.

Lastly, our customer base is growing! We had a growth of nearly 14,000 licensees and registrants since the last time we ran this report. That is almost 4 times the number of survey-takers! Some of the negative responses could be from the growing pains of the large number of new customers with the same number of staff members. The agency has 55 full time employees serving the public and 94,559 licensees and registrants. That's one employee for every 1,719 dental professionals. While we have taken steps to mitigate this, it is important that we grow our services as the population of Texas grows and with it, our licensees, registrants and members of the public.

Appendix

Customer Service Survey Sample Questionnaire

Survey Introduction

In order to serve you better, the Texas State Board of Dental Examiners would like to know your experiences with us. Please take a few minutes to answer the questions below and click the submit button when finished.

Customer Group

1) Which category best describes you?*

- I am applying for a license
 - I am currently licensed
 - I have filed a complaint against a licensee
 - A complaint has been filed against me
 - Other
-

Facilities

2) The location of services was convenient (parking, public transportation, distance, etc.).*

- Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

3) The facility where I received services was clean, orderly, and I could easily find my way around in it.*

- Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

4) The facility is open during reasonable hours.*

- Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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Staff

5) The staff members were able to answer my questions.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

6) The staff members were courteous.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

7) The staff members were knowledgeable, helpful, and demonstrated a willingness to assist.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

8) Staff members identified themselves.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Communications

9) I received the information I needed to obtain services.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

10) I was given clear explanations about services available to me.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

11) I was given a clear explanation about the materials needed to receive services.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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12) My telephone call, e-mail, or letter was routed to the proper person.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Internet Sites

13) I have access to the Internet at home or at work.*

Yes No Other

14) I am able to access information about the services I need using the Internet.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

15) The website was easy to use and well organized.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

16) The website contained clear and accurate information on events, services, and contact information.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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Customer Service Complaints

17) I know how to make a complaint regarding services at this agency.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

18) If I complained, I believe it would be addressed in a reasonable manner.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Customer Service Timeliness

19) My telephone, letter, or e-mail inquiry was answered in a reasonable amount of time.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

20) The time I waited to receive services was reasonable.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

21) The time I had to wait for a concern or question to be addressed, whether by phone, in person, or by letter was reasonable.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Printed Information

22) I have received printed information (such as brochures, handouts, books, etc.) explaining the services available.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

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23) The printed information was clear and understandable.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

24) Printed material provided thorough and accurate information.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

Overall Experience

25) Overall, I am satisfied with my experience.*

Strongly Disagree Disagree Neutral Agree Strongly Agree Not Applicable

26) Please identify ways that the Board can improve its service delivery.

Thank you for your feedback!