

GAO

Report to the Chairman, Subcommittee  
on Employment, Housing and Aviation  
Committee on Government Operations  
House of Representatives

150872

March 1994

## LONG-TERM CARE

# Support for Elder Care Could Benefit the Government Workplace and the Elderly



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Health, Education, and  
Human Services Division

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March 4, 1994

The Honorable Collin C. Peterson  
Chairman, Subcommittee on Employment,  
Housing, and Aviation  
Committee on Government Operations  
House of Representatives

Dear Mr. Chairman:

Today, about 6 million older Americans living at home need assistance in everyday activities because of their disabilities. These elderly people need assistance with activities such as eating, toileting, bathing, house cleaning, moving about the house, shopping, managing money, and other activities most Americans take for granted. Population aging will significantly increase demand for this type of assistance, as the number of elderly needing long-term care reaches an expected 10 million or more by 2020.

Most disabled elderly people get all their care informally from family members and friends, primarily women. However, greater geographic dispersion of families, smaller families, and the large percentage of women working outside the home are straining the capacity of informal caregiving. Employed caregivers often face challenges in balancing their work and caregiving responsibilities that can adversely affect both roles.

Some private- and public-sector employers are responding to the needs of their employees with assistance known as "elder care" to alleviate work and caregiving conflicts. In this report, we define elder care as any employer-sponsored practice, policy, or program offered by federal, state, or local governments that directly or indirectly helps their employees or retirees care for elderly relatives and friends. Employer-sponsored elder care assistance may include leave policies, alternate work schedules, educational materials and seminars, information and referral services, financial arrangements, and other options to help employees care for their elderly relatives.

Little is known nationwide about the extent and content of elder care generally—and even less is known about elder care in government, which employs 18 million people or 15 percent of the work force. Therefore, your subcommittee requested that we evaluate (1) the extent and nature of

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government practices facilitating elder care, (2) planned changes in these practices, and (3) their potential to further support informal caregivers.<sup>1</sup>

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## Results in Brief

Currently, about two million working Americans, including government employees, are providing significant unpaid care to their elderly relatives in the community who need help with everyday activities. Surveys indicate that 3 to 5 percent of the federal work force have significant elder care responsibilities and that as many as 12 percent have some elder care responsibilities. According to the Office of Personnel Management (OPM), up to an additional 13 percent of federal employees without elder care responsibilities now expect to have such responsibilities within the next 5 years.

Work and family responsibilities often conflict for caregivers living near their disabled elderly relatives and for the many caregivers who provide assistance long distance. To maintain both work and caregiving roles, caregivers identify both work schedule flexibility and information about community services for the elderly as the most useful options employers could offer.

The federal government, state governments, and city governments with the largest work forces that we studied offer flexible schedule options and elder care information. OPM reports that federal employees can use 7 of 10 schedule flexibility options that we examined for elder care assistance purposes. These include leave without pay, flex-time, compressed work schedules, job sharing, flexplace, allowing temporary reductions in work hours, and part-time employment with benefits. We surveyed the states and 100 cities, and all 47 states that responded have at least two of these options and most had six or more. Seventy-three out of 80 large cities responding to our survey reported having two or more of these options, and 35 had at least six. However, managerial discretion may restrict actual schedule flexibility to employees at all levels of government in different agencies and in units of the same agency.

Providing elder care information in the workplace is less common because elder care has only recently become recognized as a workplace issue. Nonetheless, information resources are developing. OPM, in collaboration with the Administration on Aging (AOA), is promoting awareness of a publicly available toll-free Eldercare Locator Number to federal employees

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<sup>1</sup>We issued a separate report on the availability of elder care assistance to employees in the private sector, *Long-Term Care: Private Sector Elder Care Could Yield Multiple Benefits* (GAO/HEHS-94-60, Jan. 31, 1994).

to assist them in locating home and community-based services for the elderly wherever they live. In addition, OPM is sponsoring several other activities to encourage broader availability of elder care information resources in the federal government. Fifteen state governments and 24 big-city governments also reported having at least two of the elder care information options that we examined. These options include seminars on aging, information on services, and elder care reference materials.

The federal government, as well as some state and big-city governments, plan to make additional support available or to expand availability of existing elder care programs, but many of these governments are uncertain of their future plans. This is partly because agency officials are often unsure of the extent of elder care needs or how they can be met inexpensively. Planned expansions include greater promotion of flexible schedule options for elder care and the provision of information on community services for the elderly. Government's greater recognition and promotion of existing schedule flexibility options for elder care purposes is an effective way to address these issues. Such promotion, coupled with information resources, can help caregivers balance their work and family responsibilities, help the elderly to live independently in their homes, and strengthen government's efforts to improve employee retention and productivity.

OPM's efforts are a good start to promote elder care at the federal level. It is too early, however, to evaluate the effectiveness of these efforts in creating changes at other federal agencies. If agencies change policies, programs, and practices to promote elder care, determining their effectiveness will depend on how well the initiatives are implemented and the extent to which employees use them.

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## Background

More and more Americans are facing the need for long-term care in their families. Among people 45 years of age or older, approximately two in five report some experience with long-term care in their families.<sup>2</sup> Approximately 13.3 million people have a disabled parent or spouse who may require long-term care services.<sup>3</sup> In most cases, these needs are primarily for nonmedical care provided outside of nursing homes and are met by using unpaid, informal assistance from family and friends. This

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<sup>2</sup>Margaret K. Straw, Home Care: Attitudes and Knowledge of Middle-Aged and Older Americans. American Association of Retired Persons, (Washington, D.C.: 1991), p. 2.

<sup>3</sup>Robyn Stone and Peter Kemper, "Spouses and Children of Disabled Elders: How Large a Constituency for Long-Term Care Reform?" The Milbank Quarterly, Vol. 67, Nos. 3-4 (1989) pp. 485-505.

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assistance is instrumental in helping elderly disabled people with basic tasks of everyday living so that they can remain in their homes and communities. In addition, about 2 million elderly people receive formal, paid home and community-based long-term care services such as home health care, meals, and transportation.<sup>4</sup> These services are either purchased by the elderly and their families or paid for with public funds, primarily by Medicaid and Medicare.

When families can no longer provide sufficient care alone or in combination with paid home and community-based services, elderly persons may be placed in nursing homes, the average annual cost of which was \$34,000 in 1991. About half of these costs is paid for by the elderly and their families, and the other half is paid by federal and state governments. About 1.5 million older Americans, usually those with severe disabilities, live in nursing homes.

While most care to the elderly is provided by unpaid family and friends, federal spending for long-term care to the elderly is substantial. In 1991, state and federal long-term care spending totaled more than \$38 billion through the Medicare and Medicaid programs, primarily for institutional care. Other federal long-term care funds are provided through the Older Americans Act, the Social Services Block Grant, the Supplemental Security Income program, and several Department of Veterans Affairs programs. In addition, some proposals for health care reform, including the Administration's, include federal payment for additional long-term care services.

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## Scope and Methodology

To respond to the Subcommittee's request, we (1) reviewed the literature on elder care and government agencies' development of elder care assistance; (2) interviewed federal, state, and local officials and elder care experts; (3) reviewed documents concerning elder care practices from personnel, benefits, work/family, and line divisions of government agencies; (4) surveyed the 50 states, and the 100 city governments with the largest work forces; and (5) attended the federal Interagency Adult Dependent Care Working Group meetings sponsored by OPM in the past year. (See app. I for a full description of our methodology.)

Our study is the first nationwide examination of elder care practices focusing on all levels of government. Although we did not survey all

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<sup>4</sup>National Medical Expenditure Survey: Use of Home and Community Services by Persons Ages 65 and Older with Functional Difficulties, Research Findings 5; Agency for Health Care Policy and Research, Public Health Service, Department of Health and Human Services, (Washington, D.C.: 1990), p. 6.

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federal agencies, we collected extensive information from OPM's Work and Family Program Center, which has responsibility for promoting elder care in all federal agencies and from a variety of other federal sources. We also received survey responses from 47 of the 50 states and 80 of the 100 cities with the largest work forces (see app. II for the survey instruments used and data reported). The survey data do not include all state and big-city employees, however, because the principal reporting authority could not always respond for employees under other personnel systems.

Our data on local governments generally are limited because they do not include comprehensive information on county governments, school districts, special districts, smaller municipalities, and townships, which employed about 8.7 million employees in 1987. Based on other information that we collected on these governments, however, we have no reason to believe that they have more comprehensive elder care coverage than other governments.

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## Informal Caregiving Growing; Can Conflict With Work

Because women's participation in the work force and the number of disabled elderly have grown, more employees are caring informally for older Americans in their homes and communities. Approximately two million working Americans provide informal caregiving assistance to their disabled elderly relatives, including help with eating, bathing, moving around the home, housework, and financial management. Nearly three-quarters of all caregivers are women, many of whom are employed outside the home. An additional six million employees have a disabled spouse or parent who may also require help with these or other activities. As the population ages, the number of employed caregivers is expected to grow. Potential caregivers, spouses and children of disabled elders, currently account for about 9 percent of the work force of full-time employees.<sup>5</sup>

Employees' caregiving demands can adversely affect their work performance. Caregiving problems may lead to increased absenteeism, tardiness, work disruptions, turnover, and stress, with damaging effects on employee productivity and morale. Employed caregivers report making adjustments in both caregiving and at work to accommodate their dual roles. At work, many caregivers rearrange their schedules, reduce their overall hours, take leave without pay, and even forgo career opportunities or quit their jobs to fulfill elder care responsibilities.

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<sup>5</sup>Stone and Kemper, p. 497.

## Government Has Interest in Encouraging Elder Care

Government has the same stake as private industry in recruiting and retaining productive employees. A GAO study that compared federal and nonfederal work/family programs and approaches concluded that the federal government's work/family efforts, including elder care, should be improved to respond to changes in the work force and to compete for high-quality employees.<sup>6</sup> State and local governments face similar pressures in recruiting and retaining high-quality employees.

A GAO survey revealed that 65,000 employees, or 5 percent of the federal executive branch, excluding postal employees, have responsibilities for an adult dependent 65 years of age or older during the workday.<sup>7</sup> About 3 percent of federal employees responding to an OPM survey said that they spend 10 or more hours a week caring for an elderly person. Altogether, 12 percent of those responding to OPM's survey reported that they have some responsibility for an elderly dependent and that 13 percent without those responsibilities now expected to have such responsibilities within 5 years.<sup>8</sup> We did not find comparable information on state and local government employees.

## Government Offers Most Useful Options but Often Does Not Encourage Their Use for Caregiver Assistance

Almost all governments offer at least one flexible schedule or elder care information option, and many governments offer several of these options. Experts and employees consider these options to be the most useful for employed caregivers.<sup>9</sup> Many of these options, however, were not designed specifically for elder care purposes. Managers and supervisors, therefore, may neither recognize their potential nor encourage their use by employees for elder care purposes. Other elder care options, such as financial assistance, are offered by a much smaller number of governments.

<sup>6</sup>The Changing Workforce: Comparison of Federal and Nonfederal Work/Family Programs and Approaches (GAO/GGD-92-84, Apr. 23, 1992).

<sup>7</sup>Information derived from survey data reported in Federal Employment: How Federal Employees View the Government as a Place to Work (GAO/GGD-92-91, June 1992) pp. 28-29.

<sup>8</sup>A Study of the Work and Family Needs of the Federal Workforce: A Report to Congress by the Office of Personnel Management, Office of Personnel Management, (Washington, D.C.: 1992), pp. 15-18 (and more detailed information supplied by OPM on survey results).

<sup>9</sup>Robyn Stone and Pamela Short, "The Competing Demands of Employment and Informal Caregiving to Disabled Elders," *Medical Care*, Vol. 28, No. 6, (1990) pp. 513-526; Andrew Scharlach, Eugene Sobel and Robert Roberts, "Employment and Caregiver Strain: An Integrative Model," *The Gerontologist*, Vol. 28, No. 6, (1991) pp. 778-787; Jeane Anastas, Janice Gibeau, and Pamela Larson, "Working Families and Eldercare: A National Perspective in an Aging America," *Social Work*, Vol. 35, No. 5, (1990) pp. 405-411; Florence Glasser, *Solving The Workplace Puzzle-Fitting Work and Family Together in Government Workplaces of North Carolina*, North Carolina Equity, (Raleigh, North Carolina, 1992) pp. 26-27.

## Flexible Schedules Prevalent but Not Widely Recognized or Promoted as Elder Care

The federal government, state governments, and big-city governments offer a variety of flexible schedule options that may be used for elder care though not designed for that purpose. These options vary by government but may include paid sick leave, leave without pay, compressed work schedule, flex-time, flex-place, and part-time employment with partial or full benefits (see app. II for a complete list of schedule options). The actual availability of these options to employees differs, however, by agency and by unit within the same agency.<sup>10</sup>

Although not initially intended to address elder care needs, flexible scheduling options, when available to employees, can be a key element of employer-provided elder care assistance. These options can enable working caregivers to respond to the unpredictable, emergency needs of the elderly, such as acute health care episodes, as well as accommodate routine care requirements such as relieving another caregiver in the home after work. Employees can use these options to change their work hours, work fewer hours, or take unpaid leave.

Schedule options vary among governments. OPM reports that 7 of the 10 options that we examined can be used for elder care purposes at the federal level. These include leave without pay, flex-time, compressed work schedules, job sharing, flex place, allowing temporary reduction in work hours, and part-time employment with benefits. The federal government does not, however, offer the use of sick leave for elder care purposes, although many states and localities do. The Report of the National Performance Review has called for all federal agencies to allow employees to use accrued sick leave to care for sick or disabled dependents, including the elderly.<sup>11</sup> This proposal is consistent with our recommendation that federal employment practices should be modernized to help employees balance work and family responsibilities.<sup>12</sup>

Options for schedule flexibility that may be used for elder care purposes are also widely offered by state and big-city governments, although their actual availability varies by agency and by unit within agencies. All 47 states responding to our survey had at least 2 of the 10 schedule options we examined, 33 had 6 or more options, and 2 had all 10 (see fig. 1).

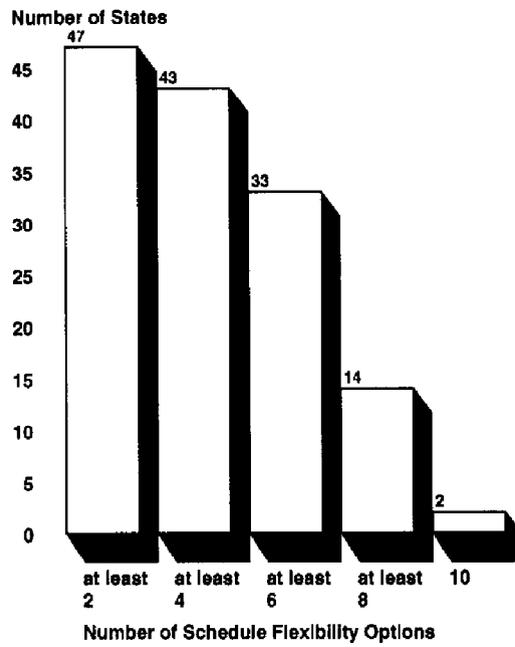
<sup>10</sup>GAO is completing a study of federal agencies' actual practices regarding flexible schedules.

<sup>11</sup>Creating a Government That Works Better & Costs Less, Report of the National Performance Review, (Washington, D.C.: 1993), p. 85.

<sup>12</sup>Management Reform: GAO's Comments on the National Performance Review's Recommendations (GAO/OCG-94-1 Dec. 3, 1993), p. 218.

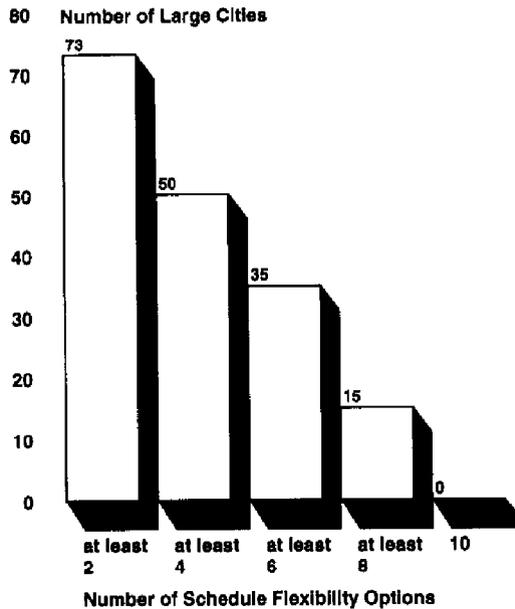
Seventy-three of the 80 cities responding had at least 2 options, 35 had at least 6 options, but none had all 10 (see fig. 2).

**Figure 1: Number of States With Schedule Flexibility Options**



Information is based on the 47 state responses to GAO's survey of states on elder care issues.

**Figure 2: Number of Large Cities With Schedule Flexibility Options**



Information is based on the 80 responses to GAO's survey concerning elder care issues of the 100 cities with the largest work forces.

The most common flexible scheduling practice among state governments is flex-time, followed closely by leave without pay, paid sick leave to care for an elderly person, and part-time employment with benefits—all of which were offered by more than 40 states. Among large cities, leave without pay was the most prevalent flexible schedule option (69 cities). The next most prevalent flexible schedule options were paid sick leave (54 cities) and flex-time (53 cities).

Governments do not generally recognize and promote flexible schedules for elder care purposes, in part, because they were intended for broader purposes. Experts and managers engaged in elder care in the public and private sectors believe this diminishes the value of flexible scheduling options for helping balance work and caregiving responsibilities. Specifically, they believe that supervisors and managers must be aware and supportive of accommodating employees' caregiving needs. When employers identify and promote all elder care options, employees may be more likely to use them to effectively provide home care.

## Elder Care Information Less Prevalent

Governments also offer elder care information options, but these are not as prevalent as flexible schedules. This is not surprising because elder care is a relatively new workplace issue. Some information options are available, however. These options are especially valuable to working caregivers who need a ready source of information to help them handle the changing needs of the disabled elderly. In addition, many caregivers live far from the elderly person in need and provide long-distance assistance. When new needs arise, caregivers need to know what resources are available in the elderly person's community. Information and referral services reduce the amount of time and stress spent on elder care by enabling caregivers to more efficiently locate and use services even in other states.

According to a 1992 OPM study on work and family needs, only 2.6 percent of federal employees with elder care responsibilities reported that their agencies offered information and referral services; 2.3 percent, educational workshops; 1.8 percent, resource libraries; and 1.5 percent, dependent care counselors.<sup>13</sup> Our state and big-city survey data also show that elder care information options are far less prevalent than work schedule flexibility.

OPM and other federal agencies are taking important steps to improve the availability of elder care information (see fig. 3). The impact of these practices, however, will depend on how well they are implemented and on employee usage. OPM has taken the lead federal role in developing and promoting education and information options in other federal agencies and for its own employees. OPM has established a Work and Family Program Center with elder care responsibilities, sponsored regular Interagency Adult Dependent Care Working Group meetings on elder care to which representatives of all federal agencies are invited, held an elder care fair, and consulted on elder care issues with other federal agencies. OPM has also mounted a campaign, in cooperation with the AOA, to increase federal employees' awareness of the National Association of Area Agencies on Aging toll-free Eldercare Locator Number available to the public.<sup>14</sup> Callers to this number may speak to an elder care information specialist anywhere in the United States to identify the type of community services and agencies available to help an elderly person in his or her community. Services may consist of meal delivery, home chore services, or help with bathing and other personal care needs. In addition, some

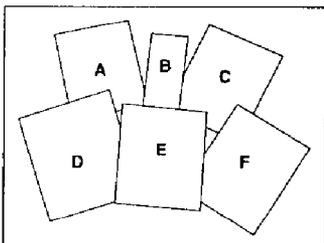
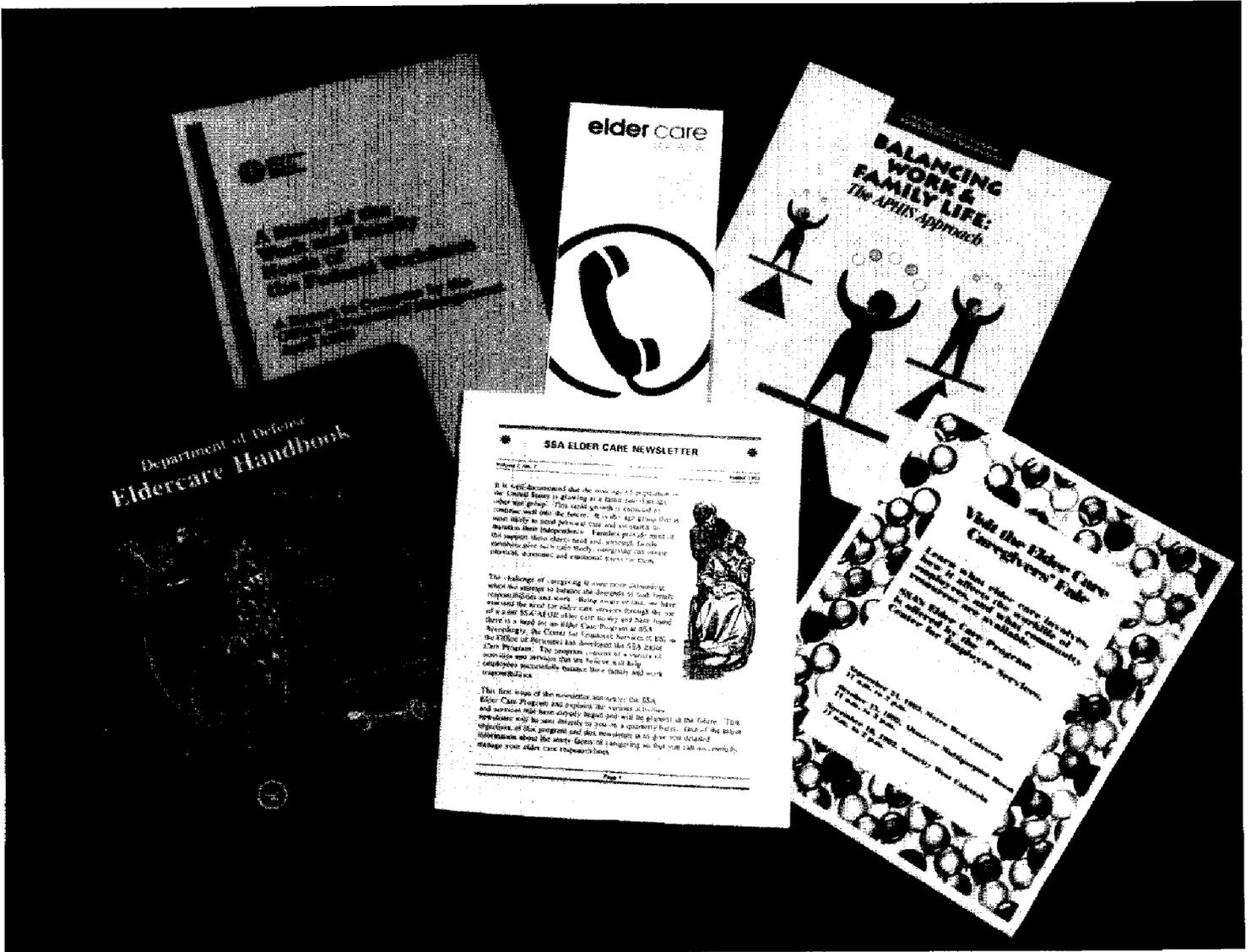
<sup>13</sup>A Study of the Work and Family Needs of the Federal Workforce: A Report to Congress by the Office of Personnel Management, p. 17.

<sup>14</sup>The Eldercare Locator toll-free number, 1-800-677-1116, is part of AOA's National Eldercare Campaign.

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other federal agencies, such as the Department of Defense (DOD), the Social Security Administration (SSA), and the Animal Plant Health Inspection Service (APHIS) in the Department of Agriculture (USDA), have developed customized or more elaborate approaches to elder care for their own agencies.

Figure 3: Some Governments Use Promotional Materials to Publicize Their Elder Care Programs to Employees



**Legend**

- A - OPM report to the Congress on the work and family needs of the federal work force.
- B - AOA elder care 1-800 locator number with nationwide service
- C - Department of Agriculture's Animal and Plant Health Inspection Service pamphlet on balancing work and family responsibilities
- D - Department of Defense elder care handbook available to all DOD employees worldwide.
- E - Social Security Administration's elder care newsletter
- F - Caregiver's fair presented by the Social Security Administration for employees with elder care responsibilities

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We did not find evidence to suggest that states or large cities have begun to implement comprehensive elder care, including flexible schedules and information and referral, or initiate broader campaigns to promote options for providing elder care as OPM has at the federal level. Some state and city governments reported, however, that they are considering developing and promoting a comprehensive approach to elder care.

We did find that 15 state and 24 big-city governments offer at least two education and information options. Fourteen states and 27 cities reported that they offer employees a specific option for locating services for an elderly dependent. Experts say that this is the most useful information option needed by employed caregivers. The most prevalent information options among states in our survey are seminars on aging issues (15 states), elder care reference materials (12 states), and in-house information on community services (12 states). For cities in our survey, the most prevalent options are seminars on aging (29 cities), in-house provision of community service information (23 cities), and elder care reference materials (21 cities).

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### Certain Elder Care Options Are Rare or Less Useful

Employee support services and financial arrangements are other employee options often associated with work and family issues. These options, however, are generally less prevalent than schedule flexibility and information options in government, or their usefulness in elder care is limited. The availability of these options also varies by level of government.

Some federal agencies offer elder care services such as support groups and individual counseling, but these activities are limited. The federal government offers none of the financial arrangements that we examined such as a Dependent Care Assistance Plan (DCAP), cash subsidies for services, and private long-term care insurance.

State and big-city governments also offer support services to employees with elder care responsibility; individual counseling, available in 15 states and 28 cities, is the most frequent option. State and big-city governments also offer financial arrangements to employees for elder care purposes. The most common such financial arrangement is a DCAP, offered by 29 states and 32 cities. A DCAP is a flexible spending arrangement that allows employees to exclude from taxable income expenditures for care of dependent children or adults. A few states and cities offer other options

such as private long-term care insurance that covers dependents and cash subsidies for services.

Although offered by many states and cities, the use of a DCAP for elder care is limited. Experts and employers believe that employed caregivers usually cannot use a DCAP for elder care because elderly dependents often cannot meet two Internal Revenue Service (IRS) tax code requirements—that they spend at least 8 hours a day with and receive more than half their financial support from their caregiver.

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## Future Availability and Other Factors Will Affect Multiple Benefits of Elder Care

Government elder care assistance has the potential to benefit employers and caregiving employees by reducing conflicts between work and family responsibilities. Caregivers with access to flexible schedules or elder care information may be better able to provide the informal care generally preferred by the elderly. Many factors, however, will affect the degree to which such benefits are realized, including the extent to which available elder care options are effectively recognized, promoted, and used, as well as future availability of elder care assistance.

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## Elder Care Assistance Could Benefit Caregivers, Employers, and Elderly

Assistance currently available to working caregivers through their government employers has the potential to help them provide care for the elderly at home. Such care helps prevent and postpone institutionalization, allowing the elderly to stay at home as they prefer. According to recent analyses, informal caregiving can reduce the risk of institutionalization for seriously disabled people by almost one-third. A spouse or adult child having the caregiving role for 3 or more years is the lead factor in reducing risk of nursing home admission.<sup>15</sup> At the same time, the burden on informal caregivers, including a lack of social and other support, places their care recipients at high risk for nursing home admission. Moreover, caregiver characteristics, including the quality of their support systems, better predict institutional placement than patient characteristics.<sup>16</sup>

Providing elder care options could help governments enhance employee recruitment, retention, and productivity. For example, elder care information can help employees with long-distance caregiving and reduce

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<sup>15</sup>Deborah Pearlman and William Crown, "Alternative Sources of Social Support and Their Impacts on Institutional Risks," *The Gerontologist*, Vol. 32, No. 4, (1992), pp. 527-535.

<sup>16</sup>Elizabeth Coleric and Linda George, "Predictors of Institutionalization Among Caregivers of Patients with Alzheimer's Disease," *Journal of the American Gerontological Society*, No. 34, (1986), pp. 493-498; and Stephanie McFall and Baila Miller, "Caregiver Burden and Nursing Home Admission of Frail Elderly Persons," *Journal of Gerontology*, Vol. 47, No. 2, (1992), pp. S73-79.

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absences from work that might otherwise be required for travel. In addition, some leave options such as leave without pay may temporarily increase absence from work but allow employees to return to the agency rather than have to resign. This can reduce the cost of additional recruitment and training to replace valuable employees. Government employers promoting all options that facilitate caregiving could therefore enhance workplace performance, support employees, and assist disabled elderly persons. The ultimate impact of elder care assistance, however, depends on the extent that caregivers recognize and use it effectively.

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### Some Growth in Elder Care Likely

Some governments plan to expand elder care options or introduce new ones in the next 3 years. Most, however, are uncertain if they will increase elder care options. At the federal level, OPM plans to encourage more federal agencies to establish work/family and elder care programs, provide technical assistance to agencies to sponsor caregiver fairs, and provide information on expanding elder care options available at agencies. DOD expects to evaluate the effectiveness of its elder care initiatives as part of its continuous effort to improve troop readiness. SSA also plans to continue promoting elder care in the agency and using low-cost community resources to help its employees. The USDA's APHIS is sponsoring a demonstration to determine the best way to provide information and referral services by contracting for two different models of services. The IRS and the Environmental Protection Agency also are considering elder care initiatives. OPM encourages many of these efforts through its Work and Family Program Center and through information shared at the Interagency Adult Dependent Care Working Group meetings, which OPM leads.

Seven states and 22 cities reported that they would expand or initiate their elder care efforts in the next 3 years. The areas of possible expansion that states reported include education and information and private long-term care insurance to cover dependents. City governments reported possibly expanding flexible schedules, education and information, support groups, and financial arrangements. Eleven states and 18 big cities reported no plans to expand or initiate elder care options.

Some government employers may also plan to expand awareness of dependent elder care issues as a result of the federal Family and Medical Leave Act of 1993, which became effective for their employees on August 5, 1993. The act mandates that employers, including federal, state, and local government employers, provide leave without pay to employees

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to care for immediate family members with serious health conditions—including the elderly. The employee may take up to 12 work weeks of unpaid leave during any 12-month period for this purpose. The Family and Medical Leave Act will offer more schedule flexibility to government employees who did not previously have guaranteed access to leave without pay to care for elderly people.<sup>17</sup>

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### Several Factors May Limit Expansion, Impact of Assistance

While overall access to government elder care assistance will probably increase, several factors will likely affect its growth and impact. In general, government officials do not believe that a great or very great need exists for elder care assistance today; only 8 states and 13 cities reported this level of importance for elder care. We found this to be generally true in the federal government as well. Consequently, most government officials do not see expanding elder care options as a top priority for the next several years. In fact, few governments have made any formal assessments to gauge the need for elder care. OPM stands out as an exception in this regard, having conducted a survey of federal needs in 1992. For the long term, most governments expect elder care to become more important as the population ages, but they have rarely assessed elder care needs or considered how to meet those needs.

Additionally, many government officials have concerns about the perceived costs of offering elder care assistance. Many elder care options, however, such as publicizing the AOA's toll-free Eldercare Locator Number or promoting flexible schedules, are generally inexpensive. Nonetheless, cost concerns are the most frequently cited disincentives to initiating or expanding elder care assistance. Less common reasons for not expanding access to elder care assistance include lack of assessment of elder care need, difficulty in scheduling workers' hours, private long-term care insurance issues, and employees' and managers' lack of awareness about elder care as a work issue.

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### Conclusions

Federal, state, and local governments have an opportunity to offer enhanced elder care assistance to their employees, often at little cost. This assistance can benefit caregivers by easing work and family conflicts; the elderly, by maintaining their independence at home; and governments, by improving employee recruitment, retention, and productivity.

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<sup>17</sup>States were the first to develop family leave laws, many of which had provisions for leave to care for elderly relatives. These laws covered state government employees, many local government employees, and certain private-sector employees in some states.

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OPM has begun a campaign to promote elder care programs among federal agencies. However, it is too early to evaluate the campaign's effectiveness in developing elder care in other federal agencies. When agencies develop elder care programs, their success will depend on how well the programs are implemented and the degree to which employees use them.

Informal caregivers currently play a major role in caring for the elderly in their homes and communities. The prevalence and types of elder care policies, programs, and practices that we found in federal, state, and big-city governments have the potential to strengthen this essential informal care network. Employers that actively promote those options that caregivers find useful—especially schedule flexibility and information about elder care services—can strengthen the capacity of employed caregivers to balance their work and family roles, enabling them to continue providing valuable care.

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We have discussed a draft of this report with officials from OPM and the Department of Health and Human Services, and they generally agreed with our findings. We are sending copies of the report to the Director of the Office of Personnel Management, to the Secretary of Health and Human Services, and to the state and city authorities who responded to our survey. Should you or your staff have any questions concerning this report, please call me on (202) 512-7215. Other major contributors to this report are listed in appendix III.

Sincerely yours,



Jane L. Ross  
Associate Director, Income Security Issues

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## Abbreviations

AOA	Administration on Aging
APHIS	Animal and Plant Health Inspection Service
DCAP	Dependent Care Assistance Plan
DOD	Department of Defense
IRS	Internal Revenue Service
OPM	Office of Personnel Management
SSA	Social Security Administration
USDA	U.S. Department of Agriculture



# Objectives, Scope, and Methodology

This study is the first nationwide review of government elder care practices focusing on all levels of government. Our objectives were to determine (1) the extent and nature of government practices facilitating elder care, (2) planned changes in these practices, and (3) their potential to further support informal caregivers.

For this report, we defined elder care as an employer-sponsored practice, policy, or program offered by federal, state, or local governments that directly or indirectly helps their employees or retirees care for elderly relatives and friends. To meet our objectives, we reviewed the literature on elder care and informal caregiving, interviewed experts, and visited federal, state, and local government agencies. We reviewed other information from federal, state, and local governments and conducted a mail survey of the 50 states and of the 100 cities with the largest work forces to get information on the options their employees can use in caring for elderly people.

## Federal Government Information

At the federal level, we collected information and documents from the Office of Personnel Management's Work and Family Program Center and from other federal agencies to determine what schedule flexibility options federal employees are permitted to use to facilitate caregiving to the elderly and what elder care information initiatives federal agencies offer. We also visited or collected and reviewed additional information and documents from individual agencies that either have or are planning elder care initiatives including the Department of Defense, the Department of Agriculture's Animal Plant and Health Inspection Services, the Social Security Administration, the Environmental Protection Agency, and the Internal Revenue Service. In addition, we regularly attended the OPM-sponsored federal Interagency Adult Dependent Care Working Group, which brings together a wide range of federal agencies to discuss elder care issues approximately every 2 months.

On the basis of these contacts and our briefing of OPM and Department of Health and Human Services officials at the conclusion of our work, we believe that this work covers the major elder care options available to federal employees. The extent to which these options are actually available to all employees, however, varies by agency and by unit. We are conducting a separate study to examine the extent to which alternative work schedules are actually available to federal employees for elder care and other purposes.

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## State and Local Government Information

We used several different methods to collect information on state and local government elder care options. We visited the localities of Montgomery County, Maryland; Wake and Durham Counties, North Carolina; Baltimore, Maryland; Richmond, Virginia; Durham, North Carolina; New York City; and the state government of North Carolina. We collected information on employee options that might have elder care applications from 21 state personnel offices before we conducted our 50-state survey. We requested information from organizations such as the National Association of Counties, the National League of Cities, the National Governor's Association, the U.S. Department of Education, and the College and University Personnel Association. In addition, we mailed surveys to the 50 states and the 100 cities with the largest work forces.

Our nationwide study of state and local elder care options is more comprehensive than any other study we found. Our work, however, does not include comprehensive information on county governments, school districts, special districts, townships, and smaller municipalities, which comprised about 8.7 million employees in 1987. The level of overall government employment grew to 18 million in 1992. Based on the information collected for these local governments, however, we have no reason to believe that these localities have more elder care options available to their employees than those governments for which we have more comprehensive information.

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## GAO's Survey Methodology for States and Large Cities

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### Questionnaire Development and Pretesting

In conjunction with a GAO study of elder care in the private sector, we designed a questionnaire to obtain information about current and future employer practices, policies, and programs that directly or indirectly help state and big-city government employees or retirees care for elderly relatives or friends. We discussed development of the questionnaire with academic experts at the University of California - Berkeley, the University of Southern California, and Portland State University. We also discussed it with representatives from organizations active in elder care research and consulting, including the New York Business Group on Health, the

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Washington Business Group on Health, the Families and Work Institute, the Creedon Group, and North Carolina Equity. In addition, some of these experts reviewed draft copies of the questionnaire.

We pretested our questionnaire with officials at three state governments and three city governments. Using the pretest results, we reviewed the questionnaire to try to ensure that (1) respondents could easily provide the information requested and (2) all questions were relevant, clear, and free from bias.

Our survey data show the general availability of various schedule flexibility and elder care options to state and city employees. However, we did not determine if all employees in those governments have access to these options. The actual availability of these options varies by and within departments or agencies. In addition, we did not independently verify the accuracy of governments' responses. Nor did we assess the quality of the elder care assistance they offered or the extent of its use by employees.

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## Sample Development and Response Rate

We surveyed all 50 states and the 100 cities with the largest work forces as determined by data from The 1987 Census of Governments (Washington, D.C., Department of Commerce, Bureau of the Census, Jan. 1991) and City Employment: 1990 (Washington, D.C., Department of Commerce, Bureau of the Census, Sept. 1991). In December 1992, we mailed the questionnaire to the states and cities selected. We sent a postcard follow-up to all nonrespondents 4 weeks later; additional reminders were sent in late January 1993. We sent a third reminder to the cities in March. In April, we called all those who had not responded to encourage their participation. Forty-seven of the 50 states responded. Eighty of the 100 large cities shown in table I.1 responded.

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**Appendix I**  
**Objectives, Scope, and Methodology**

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**Appendix I  
Objectives, Scope, and Methodology**

**Table I.1: GAO Elder Care Survey: 100 Cities With Largest Work Forces**

<b>City</b>	<b>Number of employees</b>	<b>City</b>	<b>Number of employees</b>
New York, New York	416,799	Cleveland, Ohio	9,453
Washington, D.C.	48,338	Honolulu, Hawaii	9,284
Los Angeles, California	45,566	San Diego, California	9,097
Chicago, Illinois	41,282	Milwaukee, Wisconsin	9,003
Philadelphia, Pennsylvania	33,042	Rochester, New York	8,966
Baltimore, Maryland	31,645	Jersey City, New Jersey	8,507
San Francisco, California	23,338	Anchorage, Alaska	8,483
Memphis, Tennessee	21,663	St. Louis City, Missouri	8,311
Boston, Massachusetts	21,167	Atlanta, Georgia	7,891
Detroit, Michigan	20,044	Columbus, Ohio	7,026
Houston, Texas	19,381	Hartford, Connecticut	6,873
Nashville-Davidson, Tennessee	17,880	Albuquerque, New Mexico	6,845
Dallas, Texas	14,912	Syracuse, New York	6,777
San Antonio, Texas	12,953	Springfield, Illinois	6,727
Denver, Colorado	12,580	Worcester, Massachusetts	6,473
Indianapolis, Indiana	12,461	Cincinnati, Ohio	6,389
Buffalo, New York	11,991	Newport News, Virginia	6,236
Virginia Beach, Virginia	11,865	Pittsburgh, Pennsylvania	6,176
Norfolk, Virginia	11,146	Kansas City, Missouri	6,149
Seattle, Washington	10,589	Minneapolis, Minnesota	6,064
Phoenix, Arizona	10,455	San Jose, California	6,054
Austin, Texas	10,333	Chattanooga, Tennessee	5,650
Richmond, Virginia	9,680	Chesapeake, Virginia	5,633
New Orleans, Louisiana	9,814	Fort Worth, Texas	5,531
Jacksonville, Florida	9,482	Long Beach, California	5,326

**Appendix I  
Objectives, Scope, and Methodology**

<b>City</b>	<b>Number of employees</b>	<b>City</b>	<b>Number of employees</b>
Baton Rouge, Louisiana	5,291	Tampa, Florida	3,991
Portsmouth, Virginia	5,286	Huntsville, Alabama	3,854
Colorado Springs, Colorado	5,285	Birmingham, Alabama	3,814
Newark, New Jersey	5,056	Cambridge, Massachusetts	3,770
Tucson, Arizona	4,979	Sacramento, California	3,636
Portland, Oregon	4,976	St. Paul, Minnesota	3,491
Paterson, New Jersey	4,917	Quincy, Massachusetts	3,439
Hampton, Virginia	4,882	Lincoln, Nebraska	3,378
Elizabeth, New Jersey	4,781	Jackson, Mississippi	3,265
Yonkers, New York	4,719	Tacoma, Washington	3,252
New Haven, Connecticut	4,572	Anaheim, California	3,251
Alexandria, Virginia	4,501	Stamford, Connecticut	3,244
Flint, Michigan	4,453	Amarillo, Texas	3,191
Charlotte, North Carolina	4,386	St. Petersburg, Florida	3,184
El Paso, Texas	4,336	Toledo, Ohio	3,151
Miami, Florida	4,323	Fall River, Massachusetts	3,150
Orlando, Florida	4,318	Waterbury, Connecticut	3,122
Louisville, Kentucky	4,258	New Bedford, Massachusetts	3,115
Roanoke, Virginia	4,242	Lexington-Fayette, Kentucky	3,053
Tulsa, Oklahoma	4,240	Omaha, Nebraska	3,043
Oakland, California	4,178	Portland, Maine	2,981
Bridgeport, Connecticut	4,147	Wichita, Kansas	2,975
Trenton, New Jersey	4,041	Greensboro, North Carolina	2,935
Oklahoma City, Oklahoma	4,039	Manchester, New Hampshire	2,935
Providence, Rhode Island	3,999	Dayton, Ohio	2,934

Source: 1987 Census of Governments, Department of Commerce, Bureau of the Census (Washington, D.C.: 1991), pp. 78-15T, and City Employment: 1990, (Washington, D.C.: 1991), pp. 6-14.

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# Survey Instruments

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This appendix presents our survey instruments and a summary of the responses. Forty-seven of the 50 states responded to our state elder care survey, and 80 of the 100 cities with the largest work forces responded to our city survey. The number of responses per question, however, varies because all respondents did not answer all questions.

Appendix II  
Survey Instruments

U.S. GENERAL ACCOUNTING OFFICE  
SURVEY OF STATES REGARDING ELDER CARE PRACTICES, POLICIES, AND PROGRAMS

INTRODUCTION

The U.S. General Accounting Office has been asked by the Congress to conduct a study of the extent, if any, to which governments have practices, policies or programs that, directly or indirectly, help their employees care for elderly relatives or friends. This is often referred to as elder care. For this study, we are surveying the 50 states and a sample of the largest 100 city governments to ask about the extent and types of practices, policies, and programs, if any, that these governments have regarding elder care.

To obtain an accurate picture of what state governments are doing, we need information about each state's experiences, even if your state does not have any of these practices, policies, or programs.

INSTRUCTIONS

This questionnaire should be completed by the person who is most knowledgeable about employee policies and work/family issues in your state government. This person may consider seeking the help of your state unit on aging or others in completing this questionnaire.

Throughout this questionnaire, we will be using the term elder care to mean any state-sponsored practice, policy or program which directly or indirectly helps its state employees or retirees in caring for elderly relatives or friends.

If you have any questions, please call Ben Ross or Jim Musselwhite, collect at (202) 512-7260. Please return the completed questionnaire within 10 days of receipt, in the enclosed pre-addressed business envelope. If the envelope is misplaced, please send your questionnaire to:

Ben Ross  
U.S. General Accounting Office  
NGB/Income Security Issues  
441 G St., NW  
Washington, D.C. 20548

**NOTE:** This questionnaire was sent to the 50 states. 47 completed and returned a questionnaire, however not all answered each question. The "n" noted for each item indicates the number of states that responded to that item.

Please provide the following information for the person responsible for completing this questionnaire, so that we may call to clarify information, if necessary.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

State  
Agency: \_\_\_\_\_

Telephone No.: ( ) \_\_\_\_\_

ORGANIZATION

1. How many state agencies does your state have, including those not under your office's jurisdiction? (ENTER NUMBER) *n=46*

*Range=5-285 Agencies*  
*Median=70*

2. Please indicate the total number of full-time and part-time employees your state government has, including those not under your office's jurisdiction? (ENTER NUMBER)

1. Number of full-time employees *n=37* *Range=6900-218,084*  
*Median=38,232*

2. Number of part-time employees *n=33* *Range=500-44,812*  
*Median=3800*

3. TOTAL *n=43* *Range=7400-262,896*  
*Median=46,000*

Appendix II  
Survey Instruments

3. Are all state employees covered under a single state government personnel system? (CHECK ONE)  
*n=47*

- 1. 3 Yes
- 2. 44 No

4. Is your office responsible for the administration of personnel policies and benefits for all state employees? (CHECK ONE) *n=46*

- 1. 2 Yes (GO TO QUESTION 7)
- 2. 44 No --> **Please complete the remainder of the questionnaire about the state employees under your office's jurisdiction.**

5. Of the total number of state government employees (as provided in Question 2), about what percentage are under your office's jurisdiction? (ENTER PERCENTAGE) *n=37*

- 1-25%=2
- 26-50%=6
- 51-75%=15
- 76-100%=14

6. Consider the state employees for whom your office DOES NOT have jurisdiction. Which of the following state employee categories are not under your office's jurisdiction? (CHECK ALL THAT APPLY) *n=45*

- 1. 41 Judicial branch employees
- 2. 41 Legislative branch employees
- 3. 36 Community college employees
- 4. 32 4-year university/college employees
- 5. 9 State police department/highway patrol employees
- 6. 20 Other employee categories NOT under this office's jurisdiction (PLEASE LIST BELOW)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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*Please complete the following questions about the state employees under your office's jurisdiction.*

**PRACTICES, POLICIES, OR PROGRAMS THAT AFFECT ELDER CARE**

7. Listed below are practices, policies, or programs that a state government might have which could, directly or indirectly, help its employees care for their elderly relatives or friends. We have divided these into six areas: leave policies, alternate work schedules, education, information and referral, support services and financial arrangements. In the following please:

(A) check if your state currently has each of the following practices, policies, or programs, for its employees and

(B) if yes to (A), check whether or not all state employees this available to them (IF YOU DON'T KNOW, CHECK 'DK')

(C) if no to (B), in the last 12 months, about what percentage of the state employees under your office's jurisdiction have had this available to them? (ENTER NUMBER)

PRACTICE, POLICY, OR PROGRAM	(A) Does state have practice, policy or program for any state employees? (CHECK ONE FOR EACH)				If yes -->	(B) If yes, is this available to all state employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
<b>LEAVE ADMINISTRATION</b>									
A. Paid sick leave which an employee could use to care for elderly relatives or friends <i>n=47</i>	6			41	If yes --> <i>n=40</i>	32	6	2	<i>n=5</i> <i>Range=50-92%</i>
B. Paid family leave which an employee could use to care for elderly relatives or friends <i>n=46</i>	34			12	If yes --> <i>n=13</i>	9	3	1	<i>n=2</i> <i>Range=10-77%</i>
C. Excluding paid sick leave, paid family leave, and vacation leave, any other type of paid leave which an employee could use to care for elderly relatives or friends <i>n=46</i>	36	1		9	If yes --> <i>n=10</i>	8	1	1	

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PRACTICE, POLICY, OR PROGRAM	(A) Does state have practice, policy, or program for state employees? (CHECK ONE FOR EACH)				If yes -->	(B) If yes, is this available to all state employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within 3 years (3)	Yes (4)		Yes	No	DK	
D. Leave-without-pay usable to care for elderly relatives or friends <i>n=47</i>	5			42	If yes --> <i>n=41</i>	35	5	1	<i>n=5</i> <i>Range=8-90%</i>
<b>ALTERNATE WORK SCHEDULES</b>									
E. Flex-time which allows an employee to choose arrival/departure hours during a fixed hour work day and/or mid-day flex <i>n=45</i>		1		44	If yes --> <i>n=41</i>	23	11	7	<i>n=6</i> <i>Range=1-90%</i>
F. Compressed work schedule which allows an employee to work more hours a day with a shorter work week <i>n=46</i>	10			36	If yes --> <i>n=34</i>	19	10	5	<i>n=6</i> <i>Range=1-90%</i>
G. Flex-place which allows an employee to work at home or 'telecommute' <i>n=45</i>	32	1		12	If yes --> <i>n=11</i>	3	6	2	<i>n=1</i> <i>20%</i>
H. Part-time employment which allows an employee to work permanently in a part-time position with partial or full benefits <i>n=47</i>	6			41	If yes --> <i>n=39</i>	26	12	1	<i>n=5</i> <i>Range=58-77%</i>
I. Allowing temporary reduction in work hours <i>n=46</i>	11			35	If yes --> <i>n=35</i>	18	10	7	<i>n=4</i> <i>Range=1-80%</i>
J. Job-sharing which enables two part-time employees to share one full-time job <i>n=46</i>	12	1		33	If yes --> <i>n=32</i>	19	9	4	<i>n=4</i> <i>Range=1-80%</i>

**Appendix II  
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PRACTICE, POLICY, OR PROGRAM	(A) Does state have practice, policy or program for state employees? (CHECK ONE FOR EACH)				If yes --->	(B) If yes, is this available to all state employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
<b>EDUCATION AND INFORMATION/ REFERRAL</b>									
K. Elder care reference materials such as brochures, videos, newspaper articles, etc. <i>n=47</i>	34		1	12	If yes ---> <i>n=12</i>	9		3	
L. Seminars on aging or elder care issues <i>n=47</i>	30	1	1	15	If yes <i>n=12</i>	7	3	2	<i>n=1</i> 40%
M. Caregiver information fairs where elder care service providers are invited to market their services to state employees <i>n=47</i>	40	1	1	5	If yes ---> <i>n=4</i>	2	1	1	<i>n=1</i> 40%
N. State government campaign to promote or publicize its elder care program to its employees using fliers, newsletters, speakers, etc. <i>n=47</i>	40		1	6	If yes ---> <i>n=6</i>	5		1	
O. In-house elder care information and referral services provided by state to help its employees access community services for the elderly <i>n=47</i>	35			12	If yes ---> <i>n=9</i>	8		1	
P. Training to inform managers about state's elder care practices, policies or programs and/or increase awareness of managers regarding employee participation in these activities <i>n=47</i>	43			4	If yes ---> <i>n=4</i>	3	1		

**Appendix II  
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PRACTICE, POLICY, OR PROGRAM	(A) Does state have practice, policy or program for state employees? (CHECK ONE FOR EACH)				If yes -->	(B) If yes, is this available to all state employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
Q. Contract(s) with outside agencies to provide elder care information and referral services to employees n=47	43			4	If yes --> n=3	1	2		n=1 35%
<b>ELDER CARE SUPPORT SERVICES</b>									
R. Support group(s) for employees with elder care responsibilities n=47	43			4	If yes --> n=3	1	1	1	
S. Individual counseling on legal, financial, or personal affairs related to elder care responsibilities n=47	32			15	If yes --> n=13	9	3	1	n=1 35%
T. Either conducting needs assessment of the older relatives or friends of employees or coordinating their social service needs with the state or an outside agency-- also known as case/care management n=47	40			7	If yes --> n=4	2	1	1	n=1 35%
U. State government sponsored adult or intergenerational day care n=47	43			4	If yes --> n=3	2		1	

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PRACTICE, POLICY, OR PROGRAM	(A) Does state have practice, policy or program for state employees? (CHECK ONE FOR EACH)				If yes --->	(B) If yes, is this available to all state employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
<b>FINANCIAL ARRANGEMENTS</b>									
V. Flexible spending accounts (FSAs)-- also known as dependent care assistance plans (DCAPs) or reimbursement accounts usable for elder care <i>n=47</i>	17	1		29	If yes ---> <i>n=28</i>	27	1		<i>n=1</i> 77%
W. Cash subsidies for elder relative or friend's respite care or adult day care <i>n=46</i>	44			2	If yes ---> <i>n=2</i>	1	1		
X. Cash subsidies for elder in-home services such as home health or homemaker and chore <i>n=47</i>	45			2	If yes ---> <i>n=2</i>	1	1		
Y. Cash subsidies for other elder care services <i>n=47</i>	45			2	If yes ---> <i>n=2</i>	1	1		
Z. Excluding health insurance, any long term care insurance covering either spouse, parents, or parents-in-law nursing home care <i>n=47</i>	40	1	2	4	If yes ---> <i>n=4</i>	4			
AA. Excluding health insurance, any long term care insurance covering either spouse, parents, or parents-in-law for home and community based services <i>n=47</i>	40	1	2	4	If yes ---> <i>n=4</i>	4			

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PRACTICE, POLICY, OR PROGRAM	(A) Does state have practice, policy or program for state employees? (CHECK ONE FOR EACH)				If yes -->	(B) If yes, is this available to all state employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
BB. Other practice, policy or program (SPECIFY) n=34	31			3	If yes --> n=3	3			
CC. Other practice, policy or program (SPECIFY) n=33	32			1	If yes --> n=1	1			

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8. Did you check 'yes' to any of items 'K' to 'CC' in Question 7 (pages 5-8), that is, does your state have any practices, policies, or programs related to elder care education, information and referral, support services or financial arrangements for its employees? (CHECK ONE) *n=45*

1. 28 Yes --> (GO TO QUESTION 9)
2. 17 No --> (GO TO QUESTION 14 ON PAGE 12)

9. Consider the practices, policies, or programs that your state government currently has for its employees, as indicated in items 'K' to 'CC' in question 7. Are all of these practices, policies, or programs available to all state employees under your office's jurisdiction? (CHECK ONE) *n=28*

1. 18 Yes (GO TO QUESTION 11)
2. 10 No (GO TO QUESTION 10)

10. Please indicate whether or not each of the following categories in your state government, for the most part, have these elder care practices, policies, or programs, (Question 7, items 'K' to 'CC' available to them? (CHECK ONE FOR EACH)

CATEGORIES OF EMPLOYEES	Yes (1)	No (2)	Does Not Apply (3)
1. Full-time employees <i>n=9</i>	9		
2. Part-time employees <i>n=9</i>	8	1	
3. Regular employees <i>n=9</i>	8		1
4. Temporary employees <i>n=9</i>	3	5	1
5. Employees in all occupations <i>n=9</i>	9		
6. Employees in all geographic locations <i>n=9</i>	8	1	
7. Employees in all state agencies <i>n=10</i>	8	2	
8. Other employee categories (SPECIFY) <i>n=3</i>	1		2

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11. Listed below are reasons why a state might adopt a practice, policy, or program to, help its employees care for their elderly relatives or friends. In your professional opinion, of how much importance, if any, did each of the following reasons have in your state's decision to adopt its current elder care practices, policies, or programs?

(CHECK ONE FOR EACH REASON)

REASON	Little or No Importance (1)	Some Importance (2)	Moderate Importance (3)	Great Importance (4)	Very Great Importance (5)	Does Not Apply (6)
1. To meet employee needs <i>n=27</i>		2	5	9	10	1
2. To improve employee morale <i>n=27</i>		5	6	9	6	1
3. To improve employee productivity while on the job <i>n=27</i>		5	4	11	6	1
4. To improve employee retention <i>n=27</i>	3	4	4	13	2	1
5. To respond to employee requests <i>n=27</i>	1	6	8	8	3	1
6. To respond to union negotiations for benefits <i>n=27</i>	9	2		1	2	13
7. To remain competitive with other employers <i>n=27</i>	9	5	5	5		3
8. Other reason (SPECIFY) <i>n=4</i>						4

12. In your professional opinion, how much influence, if any, did each of the following factors have on your state's decision to adopt its current practices, policies, or programs to help its employees care for their elderly relatives or friends?

(CHECK ONE FOR EACH FACTOR)

FACTOR	Little or No Influence (1)	Some Influence (2)	Moderate Influence (3)	Great Influence (4)	Very Great Influence (5)	Does Not Apply (6)
1. Age of work force <i>n=26</i>	7	6	4	5	1	3
2. Employee absenteeism <i>n=26</i>	6	7	6	3	2	2
3. Media attention on work/family elder care issues <i>n=26</i>	8	7	4	5		2
4. Personal experiences of management <i>n=26</i>	8	6	6	2	1	3
5. Proportion of women in work force <i>n=26</i>	5	4	8	6	1	2
6. Other influence (SPECIFY) <i>n=7</i>			1		2	4

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13. Regardless of whether or not they were implemented because of elder care concerns, please indicate the order, from the first to the most recent, in which each of the following categories/subcategories of practices, policies, or programs, were implemented in your state. (ENTER ORDER-- 1=FIRST, 2=SECOND, 3=THIRD, ETC; IF TWO CATEGORIES/SUBCATEGORIES WERE IMPLEMENTED AT THE SAME TIME, ENTER THE SAME NUMBER; IF NOT APPLICABLE, ENTER 'N/A'.)

A. \_\_\_\_\_ LEAVE POLICIES which include:

- Paid sick leave
- Paid family leave
- Any other paid type of leave; excluding paid sick leave, family leave, and vacation leave
- Leave without pay

B. \_\_\_\_\_ ALTERNATE WORK SCHEDULES which include:

- Flex-time
- Compressed work schedule
- Flex-place
- Part-time employment with partial or full benefits
- Temporary reduction in work hours
- Job-sharing

C. \_\_\_\_\_ EDUCATION ACTIVITIES which include:

- Elder care reference materials
- Seminars on aging or elder care issues
- Caregiver information fairs
- State government campaign to promote state-sponsored elder care
- Training for managers to inform and increase awareness of elder care

D. \_\_\_\_\_ INFORMATION/REFERRAL which include:

- In-house elder care information and referral services
- Contract(s) with outside agencies to promote elder care

E. \_\_\_\_\_ ELDER CARE SUPPORT SERVICES which include:

- Support group(s) for employees with elder care responsibilities
- Individual counseling on legal, financial, or personal affairs related to elder care responsibilities
- Services received by older relatives or friends of employees
- On-site adult or intergenerational day care

F. \_\_\_\_\_ FINANCIAL ARRANGEMENTS which include:

- Flexible spending account (FSA), also known as Dependent Care Assistance Plan (DCAP) or reimbursement account for elder care
- Cash subsidies for respite or adult day care
- Cash subsidies for in-home services such as home health or homemaker and chore
- Cash subsidies for other services
- Excluding health insurance, long term care insurance covering either spouse, parents, or parents-in-law
- Excluding health insurance, long term care insurance covering either spouse, parents, or parents-in-law for home and community-based services.

G. \_\_\_\_\_ OTHER (PLEASE SPECIFY)

\_\_\_\_\_

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Regardless of whether or not they were implemented because of elder care concerns, please indicate the order, from the first to the most recent, in which each of the following categories/subcategories of practices, policies, or programs, were implemented in your state. (ENTER ORDER-- 1=FIRST, 2=SECOND, 3=THIRD, ETC; IF TWO CATEGORIES/SUBCATEGORIES WERE IMPLEMENTED AT THE SAME TIME, ENTER THE SAME NUMBER; IF NOT APPLICABLE, ENTER 'N/A':)

- A. \_\_\_\_\_ LEAVE POLICIES which include:  
*n=28*  
*1st=25*  
*3rd=1*  
*4th=1*  
*6th=1*
- B. \_\_\_\_\_ ALTERNATE WORK SCHEDULES  
which include: *n=26*  
*1st=4*  
*2nd=16*  
*3rd=5*  
*5th=1*
- C. \_\_\_\_\_ EDUCATION ACTIVITIES which  
include: *n=24*  
*2nd=2*  
*3rd=6*  
*4th=3*  
*5th=2*  
*N/A=11*
- D. \_\_\_\_\_ INFORMATION/REFERRAL which  
include: *n=24*  
*2nd=2*  
*3rd=4*  
*5th=4*  
*7th=1*  
*N/A=13*
- E. \_\_\_\_\_ ELDER CARE SUPPORT SERVICES  
which include: *n=23*  
*1st=1*  
*2nd=2*  
*3rd=4*  
*6th=3*  
*N/A=13*
- F. \_\_\_\_\_ FINANCIAL ARRANGEMENTS  
which include: *n=27*  
*2nd=5*  
*3rd=9*  
*4th=9*  
*5th=1*  
*N/A=3*
- G. \_\_\_\_\_ OTHER (PLEASE SPECIFY)  
\_\_\_\_\_

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14. In your experience, how great a need, if any, does your state government have for elder care practices, policies, and programs? (CHECK ONE) *n=44*

- 1. Little or no need
- 2. **21** Some need
- 3. **15** Moderate need
- 4. **6** Great need
- 5. **2** Very great need

15. In part (A), please check whether or not your state has ever used each of the following methods for assessing its employees' need for elder care. If yes, please check in part (B) if this method is used periodically or not.

METHOD	(A) Used method? (CHECK ONE FOR EACH METHOD)			(B) Does the state use this method periodically? (CHECK ONE FOR EACH METHOD)	
	Yes	No		Yes	No
1. Conducted review of either recruitment, attendance, retention, or turnover rates of employees <i>n=44</i>	6	38	If yes ---> <i>n=6</i>	6	
2. Conducted focus groups which included questions on employees' needs related to elder care <i>n=45</i>	4	41	If yes ---> <i>n=4</i>	2	2
3. Conducted a survey of employees' needs, which included questions on elder care needs <i>n=46</i>	13	33	If yes ---> <i>n=13</i>	3	10
4. Met as a work, family or elder care committee within the state government <i>n=44</i>	7	37	If yes ---> <i>n=6</i>	3	3
5. Met outside the state government, as a member of either a business group, coalition, or with other organizations involved in work/family issues <i>n=43</i>	12	31	If yes ---> <i>n=12</i>	7	5
6. Other (SPECIFY) <i>n=10</i>	1	9	If yes --->		

16. In the last 24 months, has your state assessed its employees' need for elder care? *n=38*

- 1. **5** Yes
- 2. **33** No

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**FUTURE PLANS FOR ELDER CARE**

17. In the next three years, does your state plan to initiate any new-- or expand the availability of existing-- practices, policies, or programs that help its employees care for their elderly relatives or friends? (CHECK ONE) n=45

- 1. 3 Yes, will do both-- will initiate new and expand availability of existing practices, policies, or programs
- 2. 4 Yes, will initiate new care practices policies, or programs only --> (GO TO QUESTION 18)
- 3. Yes, will expand availability of existing practices, policies, or programs only
- 4. 11 No --> (GO TO QUESTION 20 ON PAGE 15)
- 5. 27 Don't know

18. In your professional opinion, of how much importance, if any, is each of the following reasons in your state's future plans to initiate new/expand the availability of existing practices, policies, or programs to help its employees care for their elderly relatives or friends?

(CHECK ONE FOR EACH REASON)

REASON	Little or No Importance (1)	Some Importance (2)	Moderate Importance (3)	Great Importance (4)	Very Great Importance (5)	Does Not Apply (6)
1. To meet employee needs n=7		1		4	2	
2. To improve employee morale n=7		1		5	1	
3. To improve employee productivity while on the job n=7	1		1	1	4	
4. To improve employee retention n=7	1		1	1	4	
5. To respond to employee requests n=7	1		2	2	2	
6. To respond to union negotiations for benefits n=4	2		1		1	3
7. To remain competitive with other employers n=7		1	3	1	2	
8. Other (SPECIFY) n=1					1	

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19. In your professional opinion, how much influence, if any, will each of the following factors have in your state's future plans to initiate new/expand the availability of existing practices, policies, or programs that help its employees care for their elderly relatives or friends?

(CHECK ONE FOR EACH FACTOR)

FACTOR	Little or No Influence (1)	Some Influence (2)	Moderate Influence (3)	Great Influence (4)	Very Great Influence (5)	Does Not Apply (6)
1. Age of work force <i>n=9</i>		2	2	2	3	
2. Employee absenteeism <i>n=9</i>	1	1	2	5		
3. Media attention on work/family elder care issues <i>n=9</i>		2	5	2		
4. Personal experiences of management <i>n=9</i>	1		5	2	1	
5. Proportion of women in work force <i>n=9</i>	1	1	2	2	3	
6. Other (SPECIFY) <i>n=1</i>					1	

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20. Listed below are potential reasons why a state might not implement any, or might not implement more, practices, policies, or programs that help state employees care for their elderly relatives or friends.

In your professional opinion, to what extent, if at all, is each of the following a reason why your state does not have any/or is not implementing more, elder care practices, policies, or programs.

(CHECK ONE FOR EACH REASON)

REASON WHY NO/NOT MORE ELDER CARE	EXTENT, IF AT ALL, EACH IS A REASON WHY				
	Little or No Extent (1)	Some Extent (2)	Moderate Extent (3)	Great Extent (4)	Very Great Extent (5)
1. State has met employees' needs for elder care <i>n=40</i>	21	8	11		
2. State has determined that employees have a need for elder care, but has not yet developed an approach to meet the need <i>n=40</i>	20	11	5	4	
3. Management is not aware of employees' elder care needs <i>n=38</i>	7	11	13	5	2
4. State has not assessed need for elder care <i>n=38</i>	8	12	6	8	4
5. State has determined that employees have little or no elder care needs or responsibilities <i>n=38</i>	32	5	1		
6. State prefers to keep work issues separate from private family matters <i>n=39</i>	26	7	5	1	
7. State has concerns about equity issues for employees who do not have elder care needs <i>n=40</i>	14	14	7	2	3
8. State is not able to provide similar elder care programs for employees in different locations <i>n=37</i>	12	10	6	6	3
9. State has concerns about cost(s) related to implementing elder care policies <i>n=41</i>	3	3	9	17	9
10. Employees do not view elder care as a work issue <i>n=39</i>	16	15	5	3	
11. State has concerns about difficulty in scheduling employee hours to maintain work effort and provide elder care <i>n=39</i>	12	14	6	5	2
12. State is not familiar with flexible spending accounts (FSA), also known as Dependent Care Assistance Plans (DCAPs), for elder care <i>n=38</i>	28	4	4	1	1
13. State has concerns about state and local laws and regulations <i>n=38</i>	23	6	5	3	1
14. State has concerns about issues related to private long-term care insurance <i>n=39</i>	12	7	10	5	5
15. Other (SPECIFY) <i>n=3</i>	1				2

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**OPINIONS ON FEDERAL GOVERNMENT ROLE IN STATE-SPONSORED ELDER CARE**

21. In your professional opinion, should the federal government have any role in the following elder care activities for state government employees? If yes, please check how useful, if at all, each of the following activities would be for your state's operations if each were provided by the federal government.

FEDERAL GOVERNMENT ROLE IN ELDER CARE ACTIVITY	(CHECK ONE) Should the federal government have any role in this elder care activity?			Not Useful (1)	Somewhat Useful (2)	Moderately Useful (3)	Very Useful (4)
	Yes	No					
1. Providing information to state governments about area agencies on aging which offer information on non-government as well as government services for the elderly n=42	32	10	If yes ---> n=32		6	12	14
2. Requiring that vendors which supply elder care services meet uniform standards n=41	23	18	If yes ---> n=23		3	8	12
3. Offering technical advice/assistance to state governments that are interested in developing elder care programs n=41	34	7	If yes ---> n=34	2	5	15	12
4. Disseminating information to the public about elder care activities involving state governments n=41	24	17	If yes ---> n=24		4	9	11
5. Providing financial assistance to state governments to develop elder care programs n=42	34	8	If yes ---> n=34		5	3	26
6. Improving the long term care system n=43	39	4	If yes ---> n=38		3	8	27
7. Passing laws or developing regulations which address state government sponsored elder care services and benefits n=42	15	27	If yes ---> n=15		3	3	9
8. Other (SPECIFY) n=1		1	If yes --->				

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22. Consider the elder care activities listed in the previous question. In your professional opinion how great a role, if any, should the federal government have, in general, in providing assistance to your state government to support its elder care activities? (CHECK ONE) *n=45*

- 1. 3 No role
- 2. 7 Little role
- 3. 21 Moderate role
- 4. 5 Great role
- 5. 3 Very great role
- 6. 6 No opinion/Don't know

23. Once again, consider the elder care activities listed in question 21. In your professional opinion, how great a role, if any, should the federal government have in regulating elder care activities for your state government employees? (CHECK ONE) *n=45*

- 1. 16 No role
- 2. 11 Little role
- 3. 12 Moderate role
- 4. 2 Great role
- 5. Very great role
- 6. 4 No opinion/Don't know

**PRACTICES, POLICIES, OR PROGRAMS THAT AFFECT CHILD CARE**

24. Does your state currently have any practices, policies, or programs that directly or indirectly help its employees with their child care? (CHECK ONE) *n=44*

- 1. 38 Yes --> (GO TO QUESTION 25)
- 2. 6 No --> (GO TO QUESTION 27)

25. Did your state develop child care practices, policies, or programs before or after developing elder care practices, policies, or programs? (CHECK ONE) *n=39*

- 1. 20 Before elder care
- 2. 10 At roughly the same time
- 3. After elder care
- 4. 9 Not applicable - do not have any elder care

26. Does your state offer its employees each of the following types of child care practices, policies, or programs?

(CHECK ONE FOR EACH SERVICE)

CHILD CARE PRACTICES, POLICIES, OR PROGRAMS	Yes	No
1. Offer seminars on child care issues <i>n=35</i>	12	23
2. Provide information and referral services for child care <i>n=36</i>	15	21
3. Offer dependent care assistance plans (DCAPs)-- also known as flexible spending accounts (FSAs) or reimbursement accounts <i>n=38</i>	32	6
4. Have state government-sponsored child care center(s) <i>n=38</i>	28	10
5. Subsidize employees for child care services <i>n=38</i>	8	30
6. Have other child care practices, policies or programs (SPECIFY) <i>n=23</i>	8	15

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**STATE EMPLOYEE PROFILE**

27. About what percentage, if any, of the state government work force under your office's jurisdiction are professional-level staff, that is executives, managers or administrators, professionals (such as attorneys, accountants, etc.), educators, or technical specialists? (ENTER PERCENTAGE; IF NONE, ENTER '0') *n=40*

*Median=36%*  
*Range=6-100%* are executives, managers, administrators, professionals, educators, or technical specialists

28. About what percentage of the state government work force under your office's jurisdiction is male, and what percentage is female? (ENTER PERCENTAGE; IF NONE, ENTER '0') *n=41*

- 1. Male *Median=48% Range=21-59%*
- 2. Female *Median=52% Range=41-79%*

29. What is the average age, approximately, of the state government work force under your office's jurisdiction? (ENTER NUMBER OF YEARS) *n=35*

*Median=42*  
*Range=34-50* years

30. About what percentage of the state government work force under your office's jurisdiction is 40 years old or older? (ENTER PERCENTAGE; IF NONE, ENTER '0') *n=33*

*Median=51%*  
*Range=18-100%*

31. Does your state government have any partnership agreements with private companies to provide either elder care or other work/family services to state government employees? (CHECK ONE) *n=42*

- 1. *9* Yes
- 2. *33* No

32. Does your state have a designated employee who coordinates with state agencies about work/family issues? (CHECK ONE) *n=43*

- 1. *8* Yes --> Please provide the name, title and phone number of this person:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- 2. *35* No

33. Does your state government have either a task force, special commission or other activity group that examines state employee work/family issues? (CHECK ONE) *n=43*

- 1. *10* Yes --> Please provide the name, title, and phone number of a person to contact about this:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- 2. *33* No

34. Generally, have contract negotiations between state employees and unions covered either elder care or other work/family issues? (CHECK ONE) *n=44*

- 1. Elder care only
- 2. *12* Work/family issues which include elder care
- 3. *7* Work family issues other than elder care
- 4. *6* Neither elder care nor work/family issues
- 5. *19* Not applicable-- do not have unions

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35. Has your state personnel office had any on-going discussions about issues related to elder care for state employees with either a state agency on aging or an area agency on aging? (CHECK ONE) *n=44*

1. 7 Yes --> (GO TO QUESTION 36)
2. 32 No --> (GO TO QUESTION 37)
3. 5 Don't know --> (GO TO QUESTION 37)

36. On which of the following issues related to elder care for state employees, if any, did your state personnel office discuss with these organizations? (CHECK ONE FOR EACH)

Issues Related to Elder Care	Yes (1)	No (2)
1. Information on elder care services <i>n=8</i>	7	1
2. Technical assistance to state government <i>n=8</i>	3	5
3. Seminar development for state government <i>n=7</i>	2	5
4. Contracting with area agencies on aging for elder care services <i>n=8</i>	3	5
5. Other issues (SPECIFY) <i>n=2</i>	2	

37. Does your state government have any on-going elder care demonstration or pilot projects, that is, projects related to any policies, practices, or programs that would enable state government employees care for their elderly relatives or friends? (CHECK ONE) *n=45*

1. 4 Yes -->(GO TO QUESTION 38)
2. 38 No -->(GO TO QUESTION 39)
3. 3 Don't know -->(GO TO QUESTION 39)

38. Please briefly describe, below, your state's three most important on-going elder care demonstration or pilot projects.

*4 comments*

39. Does your state have a family leave law? (CHECK ONE) *n=44*

1. 20 Yes --> (GO TO QUESTION 40)
2. 24 No --> (GO TO QUESTION 44)
3. Don't know --> (GO TO QUESTION 44)

40. Does your state's family leave law have provisions which enable employees to care for elderly relatives or friends? (CHECK ONE) *n=20*

1. 16 Yes --> (GO TO QUESTION 41)
2. 3 No --> (GO TO QUESTION 42)
3. 1 Don't know --> (GO TO QUESTION 42)

41. Please indicate if each of the following types of employees are covered by this family leave law. (CHECK ONE FOR EACH)

	Yes	No
1. State government employees <i>n=16</i>	16	
2. Local government employees <i>n=14</i>	8	6
3. Private sector employees with restrictions based on company size <i>n=13</i>	6	7
4. Private sector employees with no restrictions based on company size <i>n=11</i>	1	10
5. Other (SPECIFY) <i>n=1</i>		1

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42. Excluding any laws, does your state have any regulations or policies that enable state government employees care for their elderly relatives or friends? (CHECK ONE) *n=30*

1. *14* Yes --> (GO TO QUESTION 43)
2. *16* No --> (GO TO QUESTION 44)

43. Please briefly describe, below, how these regulations or policies enable state government employees to care for their elderly relatives or friends.

*13 comments*

44. In your professional opinion, currently, of how much importance, if at all, is the issue of elder care to your state government? (CHECK ONE) *n=44*

1. *6* Little or no importance
2. *14* Some importance
3. *18* Moderate importance
4. *5* Great importance
5. *1* Very great importance

45. In your professional opinion, compared to your state's current situation, in 10 years, will the issue of elder care be more or less important to your state government? (CHECK ONE) *n=42*

1. *12* Much more important
2. *26* More important
3. *4* About the same
4. Less important
5. Much less important

**COMMENTS**

46. In your professional opinion, what effect, if any, will elder care issues, and your state's approach to them, have on your state's operations in the next three years?

*26 comments*

47. Thank you for your help. If you have any comments about issues related to elder care in state governments, or about any questions in this questionnaire, please provide them below.

*4 comments*

---

**TO ORDER A FREE BIBLIOGRAPHY OF GAO REPORTS ON AGING, CHECK BOX**

[ ] Please send me the latest annotated bibliography of GAO reports on aging issues, such as Medicare and Medicaid, income security and social services.

LMM/HRD/12-7-92

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U.S. GENERAL ACCOUNTING OFFICE  
SURVEY OF CITIES REGARDING ELDER CARE PRACTICES AND POLICIES

INTRODUCTION

The U.S. General Accounting Office has been asked by the Congress to conduct a study on the extent, if any, to which governments have practices, policies or programs that, directly or indirectly, help their employees care for elderly relatives or friends. This is often referred to as elder care. For this study, we are surveying a sample of the 100 largest city governments in the United States and the 50 states to ask about the extent and types of practices, policies, or programs, if any, that these governments have regarding elder care for their employees.

To obtain an accurate picture of what cities are doing, we need information about each city's experiences, even if the city does not have any of these practices, policies, or programs.

INSTRUCTIONS

This questionnaire should be completed by the person who is most knowledgeable about employee policies and work/family issues in your city government. This person may consider seeking the help of your local area agency on aging, or others, in completing this questionnaire.

Throughout this questionnaire, we will be using the term elder care to mean any city government sponsored practice, policy or program which directly or indirectly helps its city employees or retirees in caring for elderly relatives or friends.

If you have any questions, please call Ben Ross or Jim Musselwhite, collect at (202) 512-7260. Please return the completed questionnaire within 10 days of receipt, in the enclosed pre-addressed business envelope.

*Note: This questionnaire was sent to 100 cities. 80 cities completed and returned the questionnaire, however, not all answered each question. The "n" noted for each item indicates the number of cities that responded to that item.*

If the envelope is misplaced, please send your questionnaire to:

Ben Ross  
U.S. General Accounting Office  
NGB/Income Security Issues  
441 G St., NW  
Washington, D.C. 20548

Please provide the following information about the person responsible for completing this questionnaire, so that we may call to clarify information, if necessary.

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
City: \_\_\_\_\_  
Agency: \_\_\_\_\_

Telephone No.: (\_\_\_\_\_) \_\_\_\_\_

ORGANIZATION

1. How many agencies does your city government currently have, including those not under your office's jurisdiction? (ENTER NUMBER) *n=68*

*Range=0-220 Agencies  
Median=24*

2. Please indicate the total number of full-time and part-time employees your city government has, including those not under your office's jurisdiction? (ENTER NUMBER)

- 1. Number of full-time employees *n=75* *Range=1154-300,000* *Median=4200*
- 2. Number of part-time employees *n=68* *Range=0-25,000* *Median=450*
- 3. TOTAL *n=77* *Range=1331-325,000* *Median=4488*

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3. Are all city employees covered under a single city government personnel system? (CHECK ONE) *n=78*

- 1. 47 Yes
- 2. 31 No

4. Is your office responsible for the administration of personnel policies and benefits for all city employees? (CHECK ONE) *n=78*

- 1. 49 Yes (GO TO QUESTION 7)
- 2. 29 No --> Please complete the remainder of the questionnaire about the city employees under your office's jurisdiction.

5. Of the total number of city government employees (as provided in Question 2), about what percentage are under your office's jurisdiction? (ENTER PERCENTAGE) *n=27*

*Ranges*  
1-25%=1  
26-50%=8  
51-75%=7  
76-100%=11

6. Consider the city employees for whom your office DOES NOT have jurisdiction. Which of the following city employee categories are not under your office's jurisdiction? (CHECK ALL THAT APPLY) *n=28*

- 1. 25 School district employees
- 2. 6 Police department employees
- 3. 4 Fire department employees
- 4. 20 Other employee categories NOT under this office's jurisdiction (PLEASE LIST BELOW)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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Please complete the following questions about the city employees under your office's jurisdiction.

**PRACTICES, POLICIES, OR PROGRAMS THAT AFFECT ELDER CARE**

7. Listed below are practices, policies, or programs that a city government might have which could, directly or indirectly, help its employees care for their elderly relatives or friends. We have divided these into six areas: leave administration, alternate work schedules, education, information and referral, support services and financial arrangements. In the following please:

(A) check whether or not your city currently has each of the following practices, policies, or programs, for its employees, and

(B) if yes in column (A), check whether or not all city employees have this available to them; (IF YOU DON'T KNOW, CHECK 'DK)

(C) if no in column (B), in the last 12 months, about what percentage of the employees under your office's jurisdiction have had this available to them? (ENTER NUMBER)

PRACTICE, POLICY, OR PROGRAM	(A) Does city have practice, policy or program for city employees? (CHECK ONE FOR EACH)				If yes -->	(B) If yes, is this available to all city employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
<b>LEAVE ADMINISTRATION</b>									
A. Paid sick leave which an employee could use to care for elderly relatives or friends n=77	20	1	2	54	If yes --> n=55	41	13	1	n=12 Range=42-93%
B. Paid family leave which an employee could use to care for elderly relatives or friends n=75	54	2	2	17	If yes --> n=18	12	6		n=6 Range=70-93%
C. Excluding paid sick leave, paid family leave, and vacation leave, any other type of paid leave which an employee could use to care for elderly relatives or friends n=77	63	1		13	If yes --> n=14	8	5	1	n=4 Range 25-95%

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PRACTICE, POLICY, OR PROGRAM	(A) Does city have practice, policy, or program for city employees? (CHECK ONE FOR EACH)				If yes -->	(B) If yes, is this available to all city employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within 3 years (3)	Yes (4)		Yes	No	DK	
D. Leave-without-pay usable to care for elderly relatives or friends <i>n=76</i>	5	1	1	69	If yes --> <i>n=69</i>	60	8	1	<i>n=7</i> Range=70-96%
<b>ALTERNATE WORK SCHEDULES</b>									
E. Flex-time which allows an employee to choose arrival/departure hours during a fixed hour work day and/or mid-day flex <i>n=77</i>	18	4	2	53	If yes --> <i>n=55</i>	19	30	6	<i>n=22</i> Range=1-93%
F. Compressed work schedule which allows an employee to work more hours a day with a shorter work week <i>n=78</i>	29	1		48	If yes --> <i>n=47</i>	9	35	3	<i>n=21</i> Range=1-93%
G. Flex-place which allows an employee to work at home or 'telecommute' <i>n=79</i>	57	7	1	14	If yes --> <i>n=14</i>	1	11	2	<i>n=4</i> Range=1-93%
H. Part-time employment which allows an employee to work permanently in a part-time position with partial or full benefits <i>n=78</i>	28	1	1	48	If yes --> <i>n=47</i>	15	29	3	<i>n=20</i> Range=1-75%
I. Allowing temporary reduction in work hours <i>n=77</i>	35	2		40	If yes --> <i>n=39</i>	22	12	5	<i>n=9</i> Range=1-80%
J. Job-sharing which enables two part-time employees to share one full-time job <i>n=78</i>	42	3	1	32	If yes --> <i>n=32</i>	11	18	3	<i>n=10</i> Range=1-93%

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PRACTICE, POLICY, OR PROGRAM	(A) Does city have practice, policy or program for city employees? (CHECK ONE FOR EACH)				If yes -->	(B) If yes, is this available to all city employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
<b>EDUCATION AND INFORMATION/ REFERRAL</b>									
K. Elder care reference materials such as brochures, videos, newspaper articles, etc. <i>n=78</i>	53	2	2	21	If yes --> <i>n=21</i>	21			
L. Seminars on aging or elder care issues <i>n=78</i>	46	1	2	29	If yes --> <i>n=29</i>	27	1	1	<i>n=2</i> Range=1-70%
M. Caregiver information fairs where elder care service providers are invited to market their services to city employees <i>n=79</i>	69	2	2	6	If yes --> <i>n=6</i>	6			
N. City government campaign to promote or publicize its elder care program to its employees using fliers, newsletters, speakers, etc. <i>n=79</i>	69	2	3	5	If yes --> <i>n=5</i>	5			
O. In-house elder care information and referral services provided by city to help its employees access community services for the elderly <i>n=78</i>	53		2	23	If yes --> <i>n=23</i>	22	1		<i>n=1</i> 1%
P. Training to inform managers about city's elder care practices, policies or programs and/or increase awareness of managers regarding employee participation in these activities <i>n=79</i>	68	4	3	4	If yes --> <i>n=3</i>	3			

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PRACTICE, POLICY, OR PROGRAM	(A) Does city have practice, policy or program for city employees? (CHECK ONE FOR EACH)				If yes --->	(B) If yes, is this available to all city employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
Q. Contract(s) with outside agencies to provide elder care information and referral services to employees n=78	67	2		9	If yes ---> n=9	9			
<b>ELDER CARE SUPPORT SERVICES</b>									
R. Support group(s) for employees with elder care responsibilities n=79	73		2	4	If yes ---> n=4	4			
S. Individual counseling on legal, financial, or personal affairs related to elder care responsibilities n=78	49	1		28	If yes ---> n=29	27	2		n=2 Range=70-75%
T. Either conducting needs assessment of the older relatives or friends of employees or coordinating their social service needs with the state or an outside agency-- also known as case/care management n=79	69	1		9	If yes ---> n=9	9			
U. City government sponsored adult or intergenerational day care n=79	74	1	1	3	If yes ---> n=3	3			

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PRACTICE, POLICY, OR PROGRAM	(A) Does city have practice, policy or program for city employees? (CHECK ONE FOR EACH)				If yes -->	(B) If yes, is this available to all city employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
<b>FINANCIAL ARRANGEMENTS</b>									
V. Flexible spending accounts (FSAs)-- also known as dependent care assistance plans (DCAPs) or reimbursement accounts usable for elder care <i>n=79</i>	38	4	5	32	If yes --> <i>n=31</i>	24	7		<i>n=8</i> Range 15-96%
W. Cash subsidies for elder relative or friend's respite care or adult day care <i>n=80</i>	80				If yes -->				
X. Cash subsidies for elder in-home services such as home health or homemaker and chore <i>n=80</i>	80				If yes -->				
Y. Cash subsidies for other elder care services <i>n=78</i>	77			1	If yes --> <i>n=1</i>		1		<i>n=1</i> 93%
Z. Excluding health insurance, any long term care insurance covering either spouse, parents, or parents-in-law nursing home care <i>n=80</i>	73	1	2	4	If yes --> <i>n=4</i>	3	1		<i>n=1</i> 10%
AA. Excluding health insurance, any long term care insurance covering either spouse, parents, or parents-in-law for home and community based services <i>n=80</i>	73	2	2	3	If yes --> <i>n=3</i>	2	1		<i>n=1</i> 10%

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PRACTICE, POLICY, OR PROGRAM	(A) Does city have practice, policy or program for city employees? (CHECK ONE FOR EACH)				If yes --->	(B) If yes, is this available to all city employees? (CHECK ONE)			(C) If no, in the last 12 months, to what percentage of employees has this been available? (ENTER PERCENTAGE)
	No (1)	No, considering only (2)	No, but will have within next three years (3)	Yes, have (4)		Yes	No	DK	
BB. Other practice, policy or program (SPECIFY) <i>n=64</i>	61			3	If yes ---> <i>n=3</i>	3			
CC. Other practice, policy or program (SPECIFY) <i>n=61</i>	60			1	If yes ---> <i>n=1</i>	1			

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8. Did you check 'yes' to any of items 'K' to 'CC' in Question 7 (pages 5-8), that is, does your city government have any practices, policies, or programs related to elder care education, information and referral, support services or financial arrangements for its employees? (CHECK ONE) *n=78*

1. 48 Yes --> (GO TO QUESTION 9)
2. 30 No --> (GO TO QUESTION 14 ON PAGE 12)

9. Consider the practices, policies, or programs that your city government currently has, as indicated in items 'K' to 'CC' in question 7. Are all of these practices, policies, or programs available to all city employees under your office's jurisdiction? (CHECK ONE) *n=47*

1. 32 Yes --> (GO TO QUESTION 11)
2. 15 No --> (GO TO QUESTION 10)

10. Please indicate whether or not each of the following employee categories in the city government under your jurisdiction, for the most part, have these elder care practices, policies, or programs, (Question 7, items 'K' to 'CC') available to them? (CHECK ONE FOR EACH)

CATEGORIES OF EMPLOYEES	Yes (1)	No (2)	Does Not Apply (3)
1. Full-time employees <i>n=14</i>	12	1	1
2. Part-time employees <i>n=14</i>	4	9	1
3. Permanent employees <i>n=14</i>	13		1
4. Temporary employees <i>n=14</i>	2	12	
5. Employees in all occupations <i>n=14</i>	12	2	
6. Employees in all geographic locations <i>n=14</i>	11	2	1
7. Employees in all city agencies <i>n=14</i>	11	2	1
8. Other employee categories (SPECIFY) <i>n=4</i>	2	1	1

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11. Listed below are reasons why a city might adopt a practice, policy, or program to, help its employees care for their elderly relatives or friends. In your professional opinion, of how much importance, if any, did each of the following reasons have in your city's decision to adopt its current elder care practices, policies, or programs?

(CHECK ONE FOR EACH REASON)

REASON	Little or No Importance (1)	Some Importance (2)	Moderate Importance (3)	Great Importance (4)	Very Great Importance (5)	Does Not Apply (6)
1. To meet employee needs <i>n=43</i>	4	5	4	13	15	2
2. To improve employee morale <i>n=43</i>	6	6	9	12	7	3
3. To improve employee productivity while on the job <i>n=43</i>	9	7	5	12	6	4
4. To improve employee retention <i>n=43</i>	12	7	8	9	4	3
5. To respond to employee requests <i>n=43</i>	6	9	7	11	6	4
6. To respond to union negotiations for benefits <i>n=43</i>	18	6	4	4	1	10
7. To remain competitive with other employers <i>n=43</i>	14	7	9	4	4	5
8. Other reason (SPECIFY) <i>n=6</i>	1				3	2

12. In your professional opinion, how much influence, if any, did each of the following factors have on your city's decision to adopt its current practices, policies, or programs to help its employees care for their elderly relatives or friends?

(CHECK ONE FOR EACH FACTOR)

FACTOR	Little or No Influence (1)	Some Influence (2)	Moderate Influence (3)	Great Influence (4)	Very Great Influence (5)	Does Not Apply (6)
1. Age of work force <i>n=43</i>	12	12	11	2	2	4
2. Employee absenteeism <i>n=43</i>	13	9	9	5	2	5
3. Media attention on work/family elder care issues <i>n=43</i>	15	9	11	5		3
4. Personal experiences of management <i>n=43</i>	17	9	5	6	2	4
5. Proportion of women in work force <i>n=43</i>	11	13	4	7	4	4
6. Other influence(SPECIFY) <i>n=6</i>	1			2		3

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13. Regardless of whether or not they were implemented because of elder care concerns, please indicate the order, from the first to the most recent, in which each of the following categories/subcategories of current practices, policies, or programs, were implemented for city government employees. (ENTER ORDER-- 1=FIRST, 2=SECOND, 3=THIRD, ETC; IF TWO CATEGORIES/SUBCATEGORIES WERE IMPLEMENTED AT THE SAME TIME, ENTER THE SAME NUMBER; IF NOT APPLICABLE, ENTER 'N/A.')

*See next page for summary of responses.*

A. \_\_\_\_\_ LEAVE ADMINISTRATION which includes:

- Paid sick leave
- Paid family leave
- Any other paid type of leave; excluding paid sick leave, paid family leave, and vacation leave
- Leave without pay

B. \_\_\_\_\_ ALTERNATE WORK SCHEDULES which include:

- Flex-time
- Compressed work schedule
- Flex-place
- Part-time employment with partial or full benefits
- Temporary reduction in work hours
- Job-sharing

C. \_\_\_\_\_ EDUCATION ACTIVITIES which include:

- Elder care reference materials
- Seminars on aging or elder care issues
- Caregiver information fairs
- City government campaign to promote city-sponsored elder care
- Training for managers to inform and increase awareness of elder care

D. \_\_\_\_\_ INFORMATION/REFERRAL which include:

- In-house elder care information and referral services
- Contract(s) with outside agencies to promote elder care

E. \_\_\_\_\_ ELDER CARE SUPPORT SERVICES which include:

- Support group(s) for employees with elder care responsibilities
- Individual counseling on legal, financial, or personal affairs related to elder care responsibilities
- Services received by older relatives and friends of employees
- City government-sponsored adult or intergenerational day care

F. \_\_\_\_\_ FINANCIAL ARRANGEMENTS which include:

- Flexible spending account (FSA), also known as Dependent Care Assistance Plan (DCAP) or reimbursement account for elder care
- Cash subsidies for respite or adult day care
- Cash subsidies for in-home services such as home health or homemaker and chore
- Cash subsidies for other services
- Excluding health insurance, long term care insurance covering either spouse, parents, or parents-in-law
- Excluding health insurance, long term care insurance covering either spouse, parents, or parents-in-law for home and community-based services.

G. \_\_\_\_\_ OTHER (PLEASE SPECIFY)

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Regardless of whether or not they were implemented because of elder care concerns, please indicate the order, from the first to the most recent, in which each of the following categories/subcategories of current practices, policies, or programs, were implemented for city government employees. (ENTER ORDER-- 1=FIRST, 2=SECOND, 3=THIRD, ETC; IF TWO CATEGORIES/SUBCATEGORIES WERE IMPLEMENTED AT THE SAME TIME, ENTER THE SAME NUMBER; IF NOT APPLICABLE, ENTER 'N/A'.)

A. \_\_\_\_\_ LEAVE ADMINISTRATION which  
includes: includes: *n=43*  
*1st = 33*  
*2nd = 2*  
*3rd = 4*  
*5th = 1*  
*N/A = 3*

B. \_\_\_\_\_ ALTERNATE WORK SCHEDULES  
which include: *n=41*  
*1st = 4*  
*2nd = 21*  
*3rd = 8*  
*4th = 2*  
*5th = 2*  
*N/A = 4*

C. \_\_\_\_\_ EDUCATION ACTIVITIES which  
include: *n=41*  
*2nd = 10*  
*3rd = 10*  
*4th = 5*  
*5th = 4*  
*6th = 1*  
*N/A = 11*

D. \_\_\_\_\_ INFORMATION/REFERRAL which  
include: *n=39*  
*1st = 6*  
*2nd = 6*  
*3rd = 9*  
*4th = 3*  
*5th = 1*  
*N/A = 14*

E. \_\_\_\_\_ ELDER CARE SUPPORT SERVICES  
which include: *n=39*  
*1st = 3*  
*2nd = 4*  
*3rd = 7*  
*4th = 2*  
*5th = 1*  
*6th = 4*  
*N/A = 18*

F. \_\_\_\_\_ FINANCIAL ARRANGEMENTS  
which include: *n=39*  
*2nd = 7*  
*3rd = 7*  
*4th = 7*  
*5th = 2*  
*N/A = 16*

G. \_\_\_\_\_ OTHER *n=5*  
*1st = 1*  
*2nd = 1*  
*3rd = 1*  
*N/A = 2*

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14. In your professional experience, how great a need, if any, does your city government have for elder care practices, policies, and programs? (CHECK ONE) *n=71*

- 1. 5 Little or no need
- 2. 27 Some need
- 3. 26 Moderate need
- 4. 11 Great need
- 5. 2 Very great need

15. In part (A), please check whether or not your city has ever used each of the following methods for assessing its employees' need for elder care. If yes, please check in part (B) if this method is used periodically or not.

METHOD	(A) Used method? (CHECK ONE FOR EACH METHOD)			(B) Does the city use this method periodically? (CHECK ONE FOR EACH METHOD)	
	Yes	No		Yes	No
1. Conducted review of either recruitment, attendance, retention, or turnover rates of employees <i>n=75</i>	10	65	If yes --> <i>n=10</i>	8	2
2. Conducted focus groups which included questions on employees' needs related to elder care <i>n=75</i>	5	70	If yes --> <i>n=5</i>	3	2
3. Conducted a survey of employees' needs, which included questions on elder care needs <i>n=76</i>	10	66	If yes --> <i>n=10</i>	8	2
4. Met as a work, family or elder care committee within the city government <i>n=75</i>	7	68	If yes --> <i>n=6</i>	6	
5. Met outside the city government, as a member of either a business group, coalition, or with other organizations involved in work/family issues <i>n=76</i>	14	62	If yes --> <i>n=13</i>	9	4
6. Other (SPECIFY) <i>n=11</i>	1	10	If yes --> <i>n=2</i>	1	1

16. In the last 24 months, has your city assessed its employees' need for elder care? (CHECK ONE) *n=62*

- 1. 5 Yes
- 2. 57 No

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**FUTURE PLANS FOR ELDER CARE**

17. In the next three years, does your city plan to initiate any new-- or expand the availability of existing-- practices, policies, or programs that help its employees care for their elderly relatives or friends? (CHECK ONE) n=78

- 1. 15 Yes, will do both-- will initiate new and expand availability of existing practices, policies, or programs
- 2. 4 Yes, will initiate new care practices policies, or programs only --> (GO TO QUESTION 18)
- 3. 3 Yes, will expand availability of existing practices, policies, or programs only
- 4. 18 No --> (GO TO QUESTION 20 ON PAGE 15)
- 5. 38 Don't know

18. In your professional opinion, of how much importance, if any, is each of the following reasons in your city's future plans to initiate new/expand the availability of existing practices, policies, or programs to help its employees care for their elderly relatives or friends?

(CHECK ONE FOR EACH REASON)

REASON	Little or No Importance (1)	Some Importance (2)	Moderate Importance (3)	Great Importance (4)	Very Great Importance (5)	Does Not Apply (6)
1. To meet employee needs n=22		4	3	6	9	
2. To improve employee morale n=22		3	8	8	3	
3. To improve employee productivity while on the job n=22	2	3	8	4	5	
4. To improve employee retention n=22	3	5	8	5	1	
5. To respond to employee requests n=21	2	5	7	4	3	
6. To respond to union negotiations for benefits n=21	8	5	3	2		3
7. To remain competitive with other employers n=22	6	3	6	5	2	
8. Other (SPECIFY) n=1						1

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19. In your professional opinion, how much influence, if any, will each of the following factors have on your city's future plans to initiate new/expand the availability of existing practices, policies, or programs that help its employees care for their elderly relatives or friends?

(CHECK ONE FOR EACH FACTOR)

FACTOR	Little or No Influence (1)	Some Influence (2)	Moderate Influence (3)	Great Influence (4)	Very Great Influence (5)	Does Not Apply (6)
1. Age of work force n=23	1	4	9	6	3	
2. Employee absenteeism n=23	3	7	7	2	4	
3. Media attention on work/family elder care issues n=23	2	6	11	2	2	
4. Personal experiences of management n=22	2	2	10	5	3	
5. Proportion of women in work force n=22	1	3	1	12	5	
6. Other (SPECIFY) n=6			1		2	1

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20. Listed below are potential reasons why a city might not implement any, or might not implement more, practices, policies, or programs that help city employees care for their elderly relatives or friends.

In your professional opinion, overall, to what extent, if at all, is each of the following a reason why your city does not have any/or is not implementing more, elder care practices, policies, or programs for its employees.

(CHECK ONE FOR EACH REASON)

REASON WHY NO/NOT MORE ELDER CARE	EXTENT, IF AT ALL, EACH IS A REASON WHY				
	Little or No Extent (1)	Some Extent (2)	Moderate Extent (3)	Great Extent (4)	Very Great Extent (5)
1. City has met employees' elder care needs <i>n=71</i>	38	23	8	2	
2. City has determined that employees have a need for elder care, but has not yet developed an approach to meet the need <i>n=68</i>	31	16	13	7	1
3. Management is not aware of employees' elder care needs <i>n=68</i>	13	24	18	10	3
4. City has not assessed need for elder care <i>n=72</i>	17	11	21	14	9
5. City has determined that employees have little or no elder care needs or responsibilities <i>n=68</i>	54	10	4		
6. City prefers to keep work issues separate from private family matters <i>n=70</i>	46	11	9	2	2
7. City has concerns about equity issues for employees who do not have elder care needs <i>n=68</i>	37	19	9	1	2
8. City is not able to provide similar elder care programs for employees in different locations <i>n=70</i>	58	9	2	1	
9. City has concerns about cost(s) related to implementing elder care policies <i>n=71</i>	9	8	14	21	19
10. Employees do not view elder care as a work issue <i>n=68</i>	25	16	13	12	2
11. City has concerns about difficulty in scheduling employee hours to maintain work effort and provide elder care <i>n=71</i>	21	19	15	10	6
12. City is not familiar with flexible spending accounts (FSA), also known as Dependent Care Assistance Plans (DCAPs), for elder care <i>n=68</i>	49	11	4	4	
13. City has concerns about state and local laws and regulations <i>n=68</i>	39	16	5	4	4
14. City has concerns about issues related to private long-term care insurance <i>n=68</i>	32	13	11	7	5
15. Other (SPECIFY) <i>n=8</i>	2	1		2	3

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**OPINIONS ON FEDERAL GOVERNMENT ROLE IN CITY-SPONSORED ELDER CARE**

21. In your professional opinion, should the federal government have any role in the following elder care activities for city employees? If yes, please check how useful, if at all, each of the following activities would be for your city's operations, if each were provided by the federal government.

FEDERAL GOVERNMENT ROLE IN ELDER CARE ACTIVITY	(CHECK ONE) Should the federal government have any role in this elder care activity?			Not Useful (1)	Somewhat Useful (2)	Moderately Useful (3)	Very Useful (4)
	Yes	No					
1. Providing information to city governments about area agencies on aging which offer information on non-government as well as government services for the elderly n=78	59	19	If yes ---> n=58		15	21	22
2. Requiring that vendors which supply elder care services meet uniform standards n=76	52	24	If yes ---> n=51		10	15	26
3. Offering technical advice/assistance to city governments that are interested in developing elder care programs n=78	62	16	If yes ---> n=61		15	24	22
4. Disseminating information to the public about elder care activities involving city governments n=77	40	37	If yes ---> n=39	1	15	12	11
5. Providing financial assistance to city governments to develop elder care programs n=77	55	22	If yes ---> n=54		4	8	42
6. Improving the long term care system n=76	64	12	If yes ---> n=62	1	5	8	48
7. Passing laws or developing regulations which address city government-sponsored elder care services and benefits n=76	26	50	If yes ---> n=24		7	5	12
8. Other (SPECIFY) n=2	2		If yes ---> n=2				2

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22. Consider the elder care activities listed in the previous question. In your professional opinion how great a role, if any, should the federal government have, in general, in providing assistance to your city government to support its elder care activities? (CHECK ONE) *n=77*

- 1. 10 No role
- 2. 9 Little role
- 3. 43 Moderate role
- 4. 6 Great role
- 5. 7 Very great role
- 6. 2 No opinion/Don't know

23. Once again, consider the elder care activities listed in question 21. In your professional opinion, how great a role, if any, should the federal government have in regulating elder care activities for your city government employees? (CHECK ONE) *n=78*

- 1. 19 No role
- 2. 26 Little role
- 3. 26 Moderate role
- 4. 4 Great role
- 5. 1 Very great role
- 6. 2 No opinion/Don't know

**PRACTICES, POLICIES, OR PROGRAMS THAT AFFECT CHILD CARE**

24. Does your city currently have any practices, policies, or programs that directly or indirectly help its employees with their child care? (CHECK ONE) *n=77*

- 1. 52 Yes --> (GO TO QUESTION 25)
- 2. 25 No --> (GO TO QUESTION 27)

25. Did your city develop child care practices, policies, or programs before or after developing elder care practices, policies, or programs? (CHECK ONE) *n=54*

- 1. 22 Before elder care
- 2. 14 At roughly the same time
- 3. 2 After elder care
- 4. 16 Not applicable - do not have any elder care

26. Does your city have each of the following types of child care practices, policies, or programs for its employees?

(CHECK ONE FOR EACH SERVICE)

CHILD CARE PRACTICES, POLICIES, OR PROGRAMS	Yes	No
1. Offer seminars on child care issues <i>n=50</i>	17	33
2. Provide information and referral services for child care <i>n=50</i>	29	21
3. Offer dependent care assistance plans (DCAPs)-- also known as flexible spending accounts (FSAs) or reimbursement accounts <i>n=51</i>	36	15
4. Have city government program to provide child care for city employees <i>n=52</i>	10	42
5. Subsidize employees for child care services <i>n=51</i>	3	48
6. Have other child care practices, policies or programs (SPECIFY) <i>n=38</i>	12	26

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**CITY EMPLOYEE PROFILE**

27. About what percentage, if any, of the city government work force under your office's jurisdiction are professional-level staff, that is managers or administrators, professionals (such as attorneys, accountants, etc.), educators, or technical specialists? (ENTER PERCENTAGE; IF NONE, ENTER '0') n=69

**Range**

3-90% are managers, administrators, professionals, educators, or technical specialists

28. About what percentage of the city government work force under your office's jurisdiction is male, and what percentage is female? (ENTER PERCENTAGE; IF NONE, ENTER '0') n=67

**Range**

- 1. Male 25-81%
- 2. Female 18-75%

29. What is the average age, approximately, of the city government work force under your office's jurisdiction? (ENTER NUMBER OF YEARS) n=58

**Range**

28-46 years

**Median**

40 years

30. About what percentage of the city government work force under your office's jurisdiction is 40 years old or older? (ENTER PERCENTAGE; IF NONE, ENTER '0') n=55

**Range**

15-76%  
Median=50%

31. Does your city government have any partnership agreements with private companies to provide either elder care or other work/family services to city government employees? (CHECK ONE) n=77

- 1. 12 Yes
- 2. 65 No

32. Does your city have a designated employee who coordinates with city agencies about work/family issues? (CHECK ONE) n=77

- 1. 15 Yes --> Please provide the name, title and phone number of this person:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 2. 62 No

33. Does your city government have either a task force, special commission or other activity group that examines city employee work/family issues? (CHECK ONE) n=78

- 1. 11 Yes --> Please provide the name, title, and phone number of a person to contact about this.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 2. 67 No

34. Generally, have contract negotiations between city employees and unions covered either elder care or other work/family issues? (CHECK ONE) n=79

- 1. Elder care only
- 2. 9 Work/family issues which include elder care
- 3. 21 Work family issues other than elder care
- 4. 29 Neither elder care nor work/family issues
- 5. 20 Not applicable-- do not have unions

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35. Has your city government had any on-going discussions about issues related to elder care for city employees with either an area agency on aging or a state agency on aging? (CHECK ONE) *n=77*

1. *11* Yes --> (GO TO QUESTION 36)
2. *49* No --> (GO TO QUESTION 37)
3. *17* Don't know --> (GO TO QUESTION 37)

36. On which of the following issues related to elder care for city employees, if any, did your city discuss with these organizations? (CHECK ONE FOR EACH)

Issues	Yes (1)	No (2)
1. Information on elder care services <i>n=10</i>	<i>10</i>	
2. Technical assistance to city government <i>n=9</i>	<i>6</i>	<i>3</i>
3. Seminar development for city government <i>n=8</i>	<i>5</i>	<i>3</i>
4. Contracting with area agencies on aging for elder care services <i>n=8</i>	<i>3</i>	<i>5</i>
5. Other issues (SPECIFY) <i>n=1</i> _____	<i>1</i>	

37. Does your city government have any on-going elder care demonstration or pilot projects, that is, projects related to any policies, practices, or programs that would enable city government employees to care for their elderly relatives or friends? (CHECK ONE) *n= 77*

1. *4* Yes --> (GO TO QUESTION 38)
2. *67* No --> (GO TO QUESTION 39)
3. *6* Don't know -->(GO TO QUESTION 39)

38. Please briefly describe, below, your city's three most important on-going elder care demonstration or pilot projects.

*4 comments*

39. Does your state have a family leave law? (CHECK ONE) *n=75*

1. *18* Yes --> (GO TO QUESTION 40)
2. *42* No --> (GO TO QUESTION 42)
3. *15* Don't know --> (GO TO QUESTION 42)

40. Does your state's family leave law apply to your city government employees? (CHECK ONE) *n=20*

1. *17* Yes --> (GO TO QUESTION 41)
2. *3* No --> (GO TO QUESTION 42)
3. Don't know --> (GO TO QUESTION 42)

41. Please briefly describe below in what ways, if at all, the state's family leave law affects your city government employees.

*16 comments*

Appendix II  
Survey Instruments

42. Does your local government have a family leave act or any regulations or policies which enable city government employees to care for elderly relatives or friends? (CHECK ONE) *n=79*

1. 7 Yes, both family leave act and regulations or policies (GO TO QUESTION 43)

2. 3 Yes, family leave act only

3. 24 Yes, regulations or policies only --> (GO TO QUESTION 44)

4. 41 No, neither family leave nor regulations or policies (GO TO QUESTION 46)

5. 4 Don't know

43. Please indicate if each of the following types of employees are covered by your local government's family leave law. (CHECK ONE FOR EACH) *n=10*

1. 1 Both local government and private sector employees

2. 9 Local government employees only

3. Private sector employees only

4. Other (PLEASE SPECIFY)  
\_\_\_\_\_

44. Please briefly describe, below, how these laws, regulations, or policies enable your employees to care for elderly relatives or friends.

29 comments

45. Which of the following local governments have these laws, regulations or policies which enable city employees to care for elderly relatives or friends? (CHECK ALL THAT APPLY) *n=30*

1. 30 City

2. 4 County

3. 1 Other (PLEASE SPECIFY)  
\_\_\_\_\_

46. In your professional opinion, currently, of how much importance, if at all, is the issue of elder care to your city government? (CHECK ONE) *n=77*

1. 19 Little or no importance

2. 33 Some importance

3. 22 Moderate importance

4. 3 Great importance

5. Very great importance

47. In your professional opinion, compared to your city government's current situation, in 10 years, will the issue of elder care be more or less important to your city government? (CHECK ONE) *n=77*

1. 15 Much more important

2. 48 More important

3. 14 About the same

4. Less important

5. Much less important

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**Appendix II  
Survey Instruments**

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**COMMENTS**

48. In your professional opinion, what effect, if any, will elder care issues, and your city's approach to them, have on your city's operations in the next three years?

*46 comments*

49. Thank you for your help. If you have any comments about issues related to elder care in city governments, or about any questions in this questionnaire, please provide them below.

*2 comments*

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