

Fair Workweek

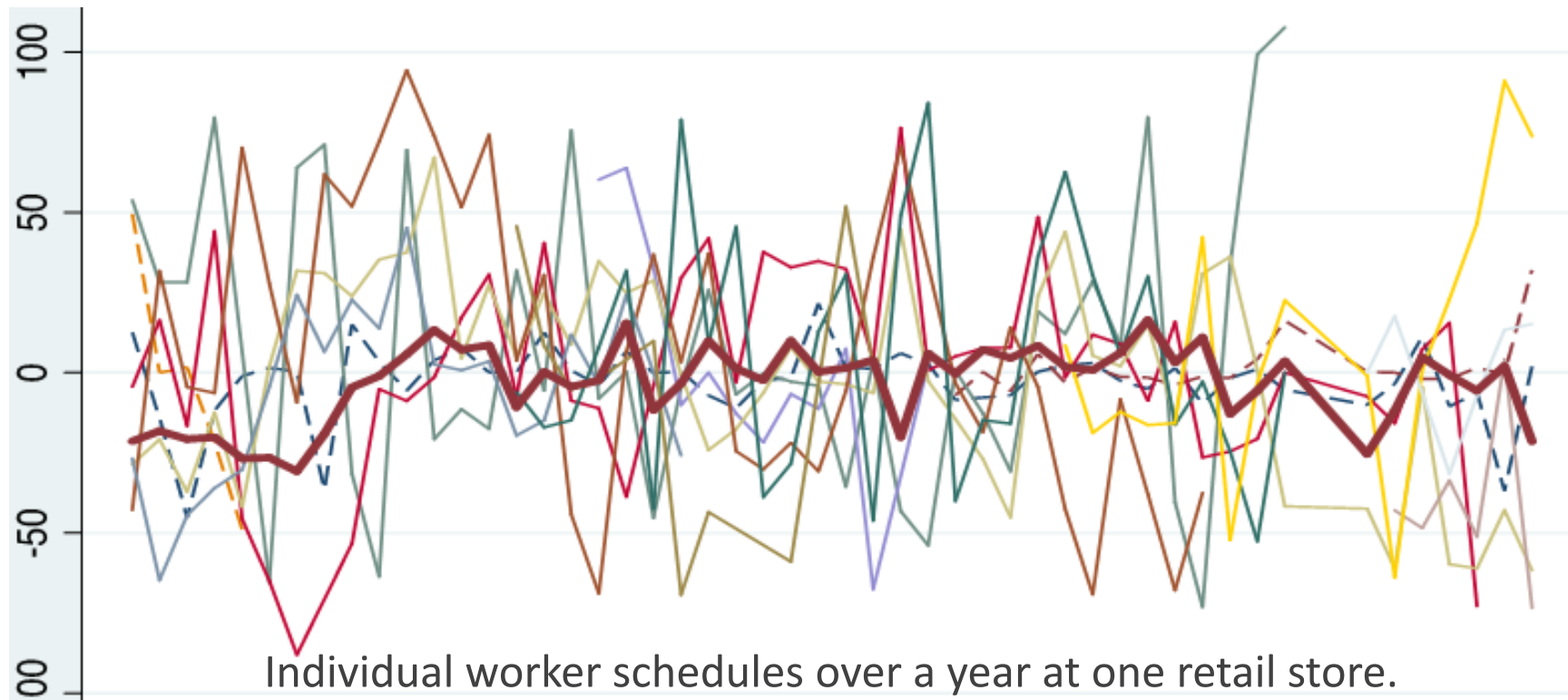
National Landscape

Center for Popular Democracy

Center for Popular Democracy and Fair Workweek Initiative

- CPD is a 501(c)(3) organization founded in 2012, with approximately 100 staff around the country. CPD promotes equity, opportunity and a dynamic democracy in partnership with local organizing groups.
- The Fair Workweek Initiative, anchored by CPD, supports efforts to restore a workweek that enables working families to thrive.
- We are nationally recognized for our policy and research expertise, as well as building capacity for partner organizations to elevate the voices of working people in shaping the solutions to our country's most pressing economic and social challenges.

Technology shows erratic hours and hidden stability



The thick line shows the store staffing hours and the hidden stability.

Source: Susan J. Lambert and Julia R. Henly "Work Scheduling Study: A Profile of Retail Sales Associates in a Women's Apparel Firm," The University of Chicago, September 2015.




Any rule can easily be programmed into the software systems.

JOB	HOURS	SHIFTS	Rule
			The employee has no scheduled events for a week
			The employee is scheduled beyond that employee's standard hours for a week
			Minimum hours per day that the employee can be scheduled
			Minimum hours per week that the employee can be scheduled
			Maximum hours per day that the employee can be scheduled
			Maximum hours per week that the employee can be scheduled

Kronos

Software tracks amount of notice, shift additions/deletions, and reason for those changes. Data can be generated by the push of a button.

areas for improvement in future schedules.

Notice given to employees	Shifts	
	Added	Deleted
 1 day	1	2
 1 week 1 day	0	0
 2 weeks 1 day	0	0

Mobile technologies enable shift swapping, documented real-time changes to schedules from both managers and employees. Various shift swapping apps can be downloaded free, or integrated into existing software systems.



Stable hours help businesses thrive

- Stable scheduling reduces labor costs and boosts business operations.
- Gap Inc. partnered with researchers on a randomized experiment to test the impact of stable schedules.
- The stores that provided stable schedules earned an additional \$2.9 million in revenue and 7% increase in sales over an 8-month period.
- improved retention rates among experienced workers.
- Productivity increased by 5%.

Fair Workweek standards adopted in:

- San Francisco 2014
- Seattle 2016
- Emeryville 2016
- San Jose 2016
- New York City 2017
- Oregon 2017
- Philadelphia 2018

Fair Workweek Ordinances

- Establish work hours standards for hourly workers at large chains.
- Preserve the flexibility employers and employees need in making work schedules, while promoting stability for hourly workers.
 - Provide adequate notice of work schedules.
 - Allow workers to rely on the posted schedules to plan their lives.
 - Compensate employees for flexibility in accommodating last-minute changes.
 - Promote adequate hours and full-time work for people who want it.
 - Ensure adequate nightly rest.
 - Protect workers' right to provide input into schedules.

Emeryville impact study

- The researchers tested the impact of Emeryville's Fair Workweek policy by comparing working parents' experiences before and after the law was enacted.
- The stress of unstable work schedules harms children.
 - Working parents reported a 50% increase in stress levels on days with last-minute changes.
 - When parents faced a work shift cancellation, children's uncooperative behavior increased over 50%.
 - The harmful impact of cancelled shifts and last-minute changes is so severe that even infrequent changes can, over time, erode the health of workers and their families.

Emeryville impact study

- After the ordinance was enacted, workers reported a 35% decrease in overall schedule instability.
- Last-minute schedule changes fell by nearly half.
- Working parents covered by Fair Workweek reported significant improvements in family well-being after the policy was adopted





Domino's



Publix



SAFEWAY

Routine Schedule Instability for Service Sector Workers Nationally

- Little advance notice (63%)
- On-call shifts (26%)
- Shift cancellations (14%)
- Last-minute changes (70%)

- 75% of workers would like a more stable and predictable schedule

Workers Lack Control

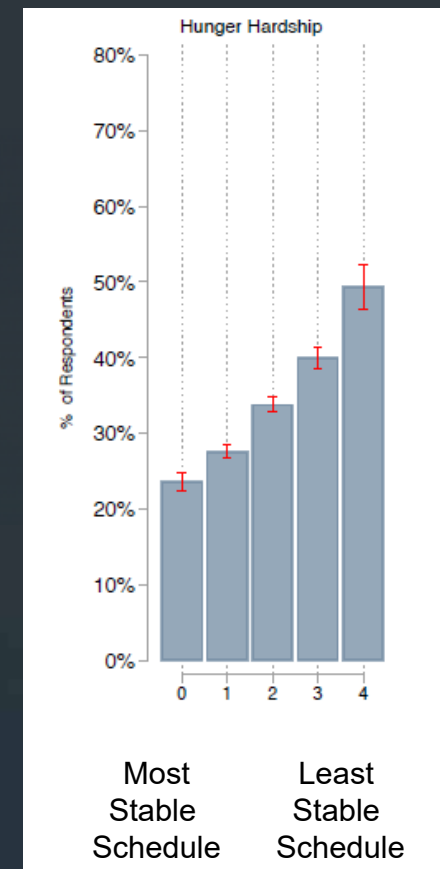
- Sandra is a working parent, employed as a cashier at a home supply store. She describes her lack of schedule control: *...the schedules are just up and down. Sometimes I work nights and sometimes I work mornings and I would really kind of prefer if I had time for when my kids are at school, I could be at work and then when they come home, I can be at home with them to make sure that they do their homework and all that stuff.*
- 84% of workers have little or no control over when they will be scheduled for work

Ups and Downs in Work Hours and Pay

- Tonya is one worker whose hours vary. She says “*Sometimes I work 8 hours, sometimes I work part-time hours...next week I'm only working two days...but then the week right after that I'm working Monday through Friday, you know, [the hours] go up and down and so does the amount.*”
- Patricia, a single mother who is employed at a big box store described the routine ups and downs in her scheduled work hours. As she says, “*I could be anywhere from literally 4 to 20 hours a week.*”
- Maria, a mother with four children, employed at a grocery store, summed up her weekly schedule: “*you never know if you're gonna work 40 hours or 24 hours...*”

Workers with Schedule Instability have more Hunger Hardship

- Workers with the most unstable schedules (little notice, on-call, cancel, changes) are **twice as likely to experience hunger** compared with those with predictable and stable schedules

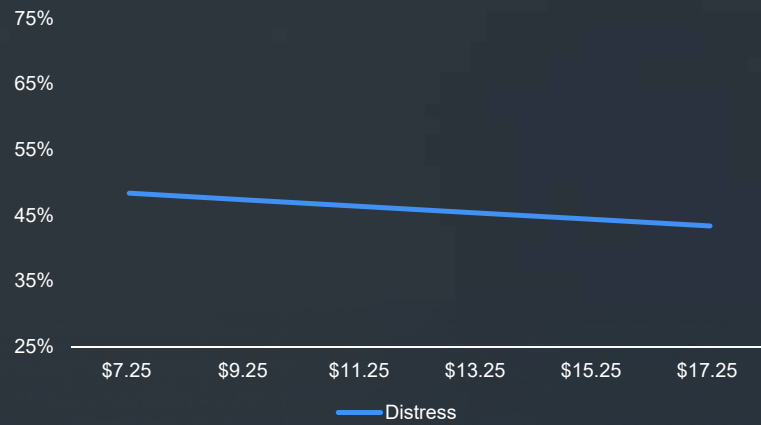


When Work Schedules are Unstable...

- Parents have less time for homework and meals with children
- Children's care arrangements are less stable and more complex
- Children are more likely to act out



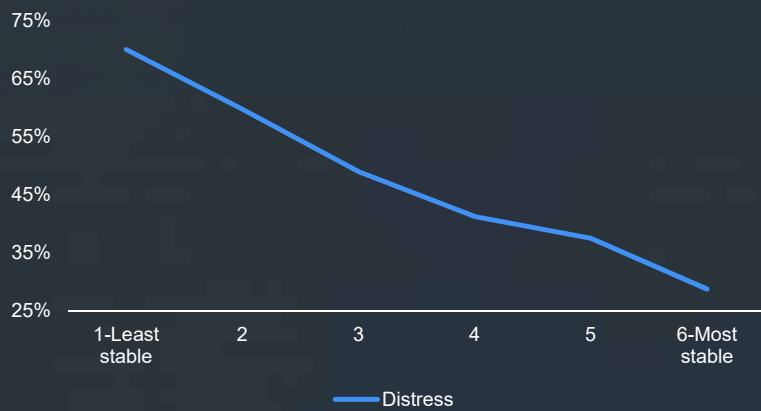
Distress Decreases with **Higher Wages**



Distress Decreases with **Higher Wages**



Distress Decreases as **Schedules become More Stable**



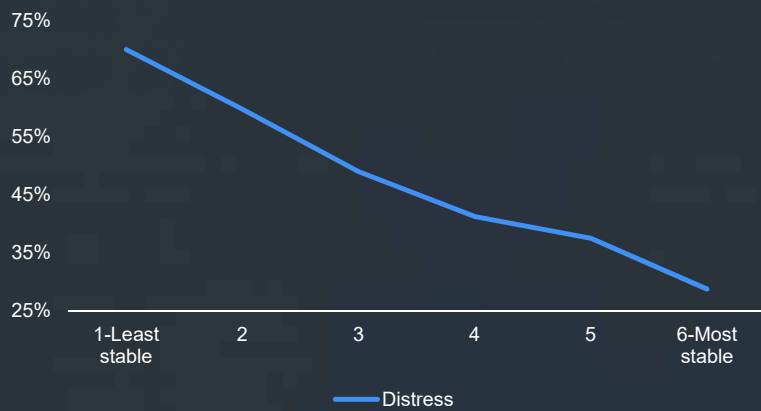
Distress Decreases with **Higher Wages**



Good Sleep Increases with **Higher Wages**



Distress Decreases as **Schedules become More Stable**



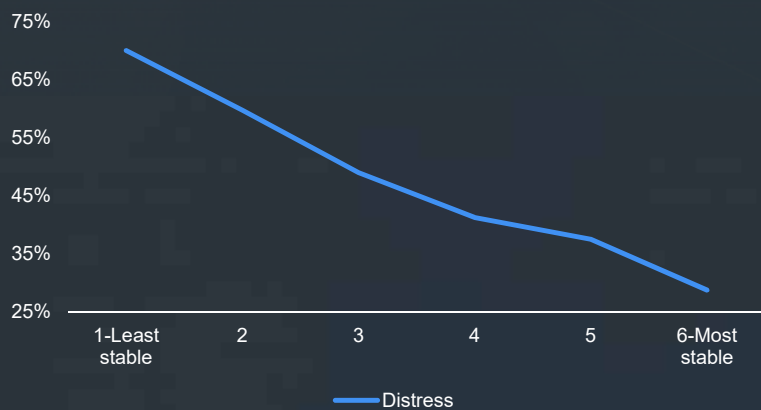
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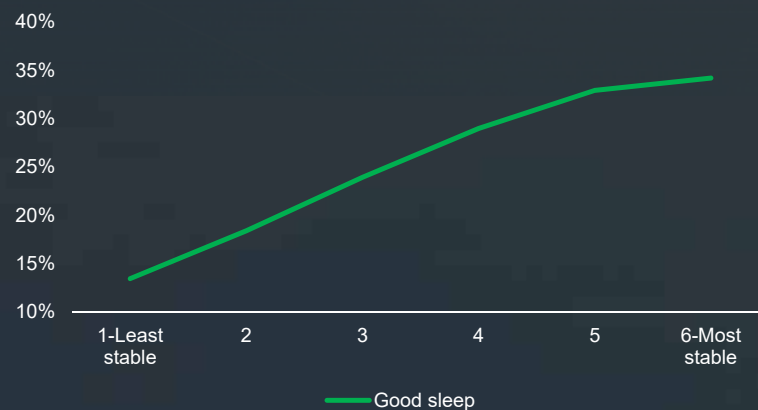
Good Sleep Increases with **Higher Wages**



Distress Decreases as **Schedules become More Stable**



Good Sleep Increases as **Schedules become More Stable**



Four Shift Project Take-Aways

1. Routine instability is prevalent in the service sector
2. Unstable schedules have consequences for workers: hunger, distress, sleep
3. Unstable schedules have consequences for children: child care, child behavior
4. The consequences of unstable schedules are even greater than those of low hourly wages.



- **RESEARCH BRIEFS** with detailed descriptive portraits of work scheduling conditions nationally and locally
- **EVALUATIONS** comparing scheduling conditions and worker outcomes before and after scheduling legislation has been enacted
- **NATIONAL DATA** connecting work schedule instability with worker economic security, health, and family and child wellbeing

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The Shift Project gratefully acknowledges funding from the National Institutes of Health (NICHD), the Robert Wood Johnson Foundation, the U.S. Department of Labor, the Russell Sage Foundation, the W.T. Grant Foundation, the City of Seattle, Washington Center for Equitable Growth, and the Ford Foundation, and support from the Institute for Research on Labor and Employment at UC Berkeley.