

Our Time Counts

A FAIR WORKWEEK NORTH MINNEAPOLIS COMMUNITY
SURVEY PROJECT



Minnesota Neighborhoods Organizing for Change
CENTER FOR POPULAR DEMOCRACY | FAIR WORKWEEK INITIATIVE

This report was prepared using data collected by MN Neighborhoods Organizing for Change (NOC) by Aditi Sen (CPD), Elianne Farhat (CPD), and Carrie Gleason (CPD), and edited by Becky Dernbach (NOC) and Rachel Deutsch (CPD).

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Neighborhoods Organizing for Change (NOC) is a grassroots, member-led organization building power in under-resourced communities and communities of color across the Twin Cities. Together, NOC members fight for racial and economic justice. mnnoc.org | @mnnoc



The Center for Popular Democracy (CPD) works to create equity, opportunity and a dynamic democracy in partnership with high-impact base-building organizations, organizing alliances, and progressive unions. CPD strengthens our collective capacity to envision and win an innovative pro-worker, pro-immigrant, racial and economic justice agenda. populardemocracy.org | @popdemoc



The Fair Workweek Initiative (FWI), a collaborative effort anchored by CPD, is dedicated to restoring family-sustaining work hours for all working Americans. We partner with diverse stakeholders to advance an integrated set of strategies that include policy change, workplace-based demands and high road employer advocacy. Please contact Elianne Farhat (efarhat@populardemocracy.org) to learn more. ourtimecounts.org | @fairworkweek

Fair Workweek Minneapolis

Across Minneapolis, workers are employed either too few hours to make ends meet – or too many hours to balance work and other obligations. Our city’s workforce has little to no input in their schedules, which often vary wildly week to week, and regularly demand 24/7 availability.

Today, more than 60 percent of Minnesota workers employed in the formal economy are paid by the hour. This workforce is vulnerable to alarming trends in today’s work schedules. A national survey found that 41 percent of early-career hourly workers know their schedules a week or less in advance and half of the hourly workers in the study said their schedules were decided by their employer alone. Nearly three-quarters of hourly workers reported that their weekly work hours had fluctuated in the past month.¹ Challenging work schedules are also coupled with a lack of paid sick time. Over one million workers across the state - 41 percent - have no access to paid sick time.²

These troubling trends exacerbate inequality, especially for women and workers of color who are disproportionately impacted by these unfair scheduling practices. Racial disparities have long shadowed Minneapolis. The city is regularly considered one of the best places in the United States to live, work and raise a family. However as countless reports have shown over the past five years, Minneapolis is home to some of the most dramatic racial disparities in the country: labor force participation, income, home ownership and education attainment rates among communities of color reflect sharp disparities of opportunity and outcome. More often than not, the gap between African American and white residents is the most severe.

Without active policymaking that ensures workplace standards match our modern workforce, these deeply troubling disparities in Minneapolis are sure to expand with severe consequences for everyone – especially women, workers of color and their families.



NOC Community Canvassers spoke with more than 500 working parents, students and neighbors in North Minneapolis

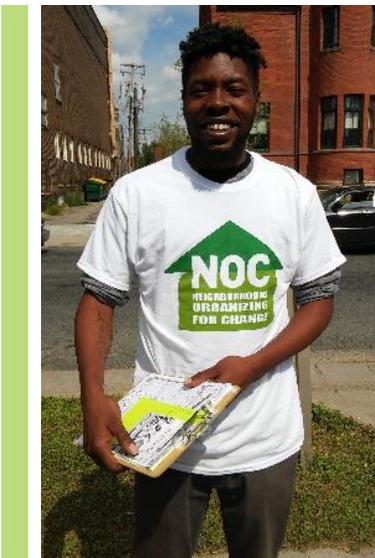
¹ Susan J. Lambert, Peter J. Fugiel, and Julia R. Henly, Schedule Unpredictability among Early Career Adults in the U.S. Labor Market: A National Snapshot, a research brief issued by EINet (Employment Instability, Family Well-being, and Social Policy Network) at the University of Chicago: <http://ssascholars.uchicago.edu/einet>.

² Institute for Women’s Policy Research, Fact Sheet: Paid Sick Time Access in Minnesota Varies by County of Residence, <http://mnbenefitscampaign.org/wp-content/uploads/2015/01/IWPR-Fact-Sheet-on-County-Access.pdf>.

Minnesota Neighborhoods Organizing for Change (NOC) is a grassroots, member-led organization building power in under-resourced communities and communities of color across the Twin Cities. In NOC's North Minneapolis office, conversations with hourly workers that reflect these state and national statistics are a regular occurrence. NOC members wanted to get a clearer sense of how pervasive unfair scheduling practices, lack of earned sick and safe time, and low-wage jobs are in their community, and decided to complete a major community survey project.

For 15 days, throughout June 2015, seven community canvassers went door-to-door in North Minneapolis neighborhoods, historically home to the city's Black communities, to speak with and collect surveys from their neighbors about work schedules and wages. During this time, NOC knocked on 3,157 doors and spoke directly with 549 workers, nearly 400 of whom were paid by the hour. From Jordan to Hawthorne, Willard-Hay to Near North, every neighborhood yielded stories and survey responses from workers who live on the Northside, and work across the city, indicating the urgent need to establish common sense labor standards for hardworking Minneapolis residents, parents and students.

This brief details the preliminary findings from an ongoing survey across Minneapolis neighborhoods and demonstrates that state level and national trends of precarious work schedules affect Minneapolis working families as well. The survey gives us a window into who Minneapolis' hourly workers are; the working conditions they face; and the tailored policies that public officials can enact to match the changing rhythms of today's workplace.



I didn't have paid sick days at Old Country Buffet. When I cut my finger open on the job, they told me I had to work or lose my job. I worked in excruciating pain. When I worked at Chipotle, I had to work the closing shift till 2 am and then come in to open at 7 am. I'm tired of seeing people work three jobs and still not make ends meet because they're not making a living wage. I looked up laws online because I was sure there was something to protect us from this – but there was nothing there. You're at the peril of these corporations. So I've joined NOC to canvass for workers' rights because I want to make a change for everybody I know who has to do this.

– Rod Adams, former Old Country Buffet and Chipotle employee

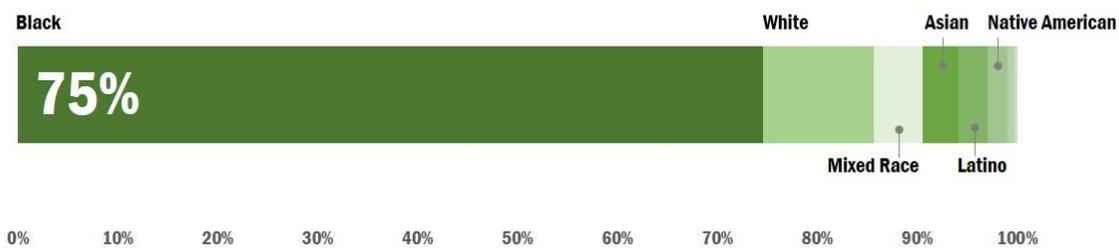
What Our Survey Reveals about North Minneapolis' Hourly Workforce

Nearly three quarters (72%) of workers surveyed hold hourly jobs, higher than the statewide rate of 60 percent. The wages and working conditions of North Minneapolis' hourly workforce are consistent with state and national trends: hourly workers routinely do not know when they are working even 24 hours before their shift begins, and often have to put their entire lives on hold just to pick up a few much-needed hours.

Demographics

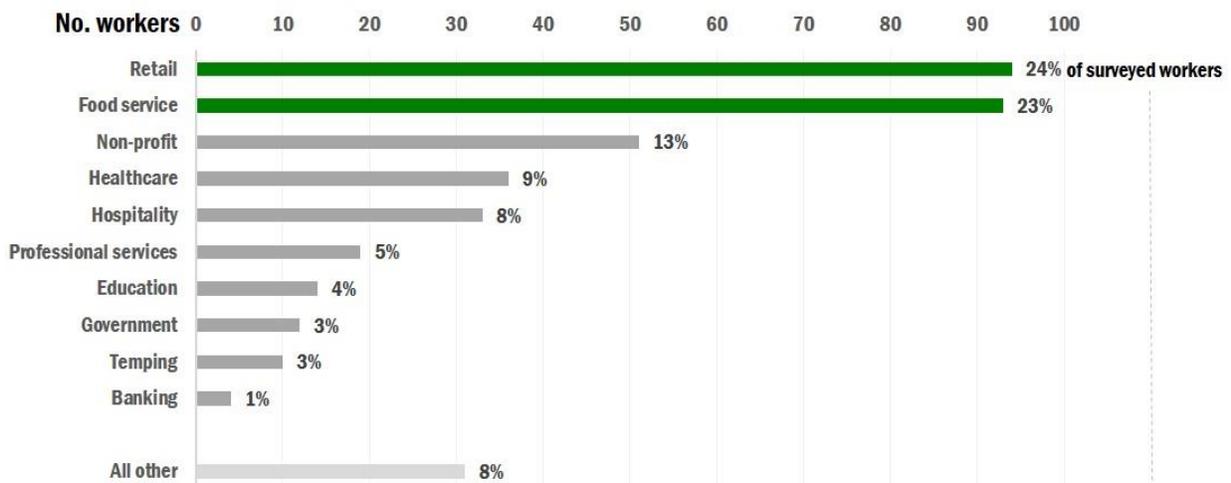
Out of the surveyed hourly workers who identified their race and ethnicity, three out of four were Black. Eleven percent of the remaining hourly workforce was white, five percent were mixed race, four percent were Asian, three percent were Latino, two percent were Native American, and one percent were Middle Eastern or all other races.

Figure 1 – Survey Participants by Race



Three out of five (58%) of surveyed hourly workers who reported their gender were women. The workers surveyed overwhelmingly work in the service sector, with nearly half (47%) of surveyed workers employed in two industries—retail and food service—alone.

Figure 2 – Half of Survey Workers Employed in Food Service or Retail



Workplace Realities

Today's work schedules are wreaking havoc on the lives of working people in our communities who are juggling child rearing, school schedules, and caring for aging parents. Hourly workers have little to no input in their schedules and very few workplace protections, resulting in schedules that vary wildly week-to-week and demand 24/7 availability. Too many people are either working too few hours to make ends meet or are saddled with workweeks that never end. These scheduling practices have a dramatic impact on working families resulting in unstable incomes and uncertainty that makes it difficult to care for family members, attend and study for college classes, or work a second job. Unpredictable schedules, short-notice shift changes, lack of access to enough work hours, and unpaid on-call time are outdated scheduling practices that hurt working families and exacerbate gender and race-based disparities.

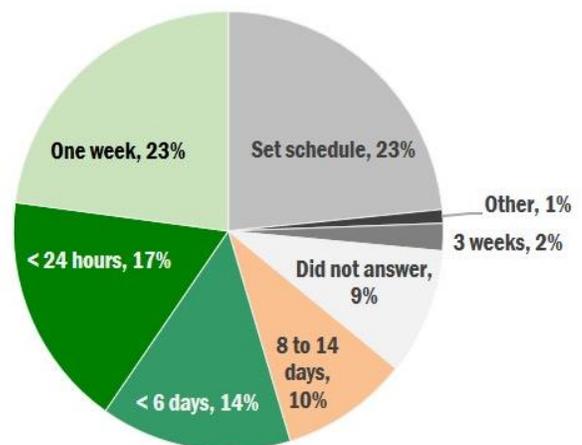
Unpredictable Schedules

Unpredictable schedules can have far-reaching effects, harming not only the health and well-being of workers but also their families. And while volatile work hours can undermine people's financial stability in the present, it can also take a toll on their future earnings by interfering with their ability to get an education and further advance their careers.

Forty-one percent of hourly workers surveyed reported that scheduling created uncertainty in their lives and placed them in financial difficulty. One quarter of hourly workers reported that unpredictable schedules made it difficult to go to school; 24 percent reported that they had difficulty getting a second job because of the volatility in their work hours. Seventeen percent identified that scheduling issues created problems with childcare or parenting, and over one quarter stated that unpredictable schedules had a negative impact on their health by interfering with their sleep or creating a source of stress.

Over half (55%) of all hourly workers surveyed reported that they receive their schedules a week or less in advance. In fact, 17 percent of hourly workers stated that they found out their work schedule with less than 24 hours' notice. However, hourly work does not have to be this way: nearly one in four workers (23%) reported that they have a set schedule.

Figure 3 – How much notice do you receive of your work schedule?



Access to More Work Hours

Underemployment - the struggle to get scheduled for enough hours - persists nationally and is hitting the workforce of North Minneapolis particularly hard, who have higher rates of involuntary part-time workers. An overwhelming majority – 67 percent – of surveyed hourly workers reported that they would prefer to work more hours than they are currently assigned. In sectors like food service, 82 percent of surveyed workers stated that they would like to work more hours each week. Though fluctuating hours in weekly schedules are blurring the line between part-

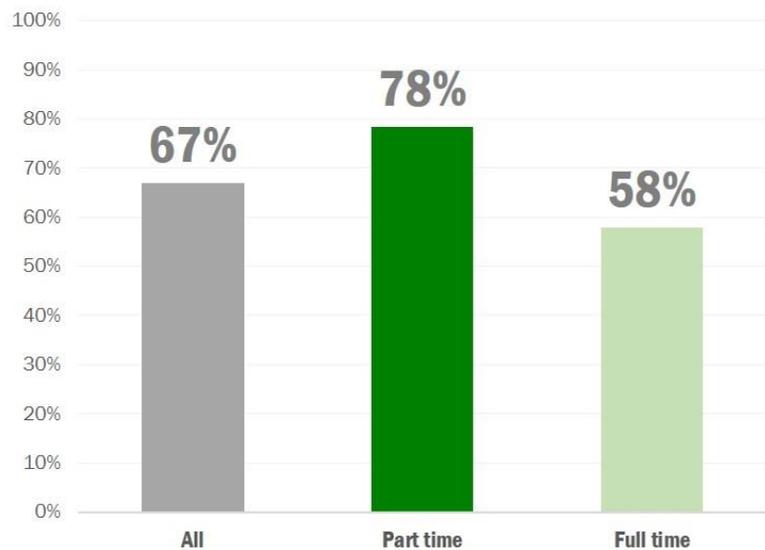


Figure 4 – Would you prefer to work more hours than you are currently assigned?

time and full-time workers, nearly 40 percent of workers surveyed are working part-time schedules which is 34 hours or less per week. Additionally, 38 percent of all surveyed hourly workers reported that they are sent home early from work, meaning that workers are actually working even fewer hours than they are assigned. Unlike many states, Minnesota lacks a reporting pay law that ensures workers receive fair compensation when they report to work and are sent home without working a full shift.

Figure 5 – Survey Respondents by Industry and Access to Desired Work Hours

Industry	% of all workers employed	Avg. hours worked per week	% workers who would prefer more hours
Retail	24%	34	66%
Food service	23%	30	82%
Non-profit	13%	30	65%
Healthcare	9%	39	56%
Hospitality	8%	39	67%
Professional services	5%	39	58%
Education	4%	36	57%
Government	3%	39	33%
Temping	3%	33	80%
Banking	1%	40	75%
All others	7%	37	61%
ALL	100%	34	67%

Schedule Variability

Fluctuating weekly hours can cause tremendous economic insecurity for hourly workers who count on every hour to make ends meet for their families. Of those who responded to schedule variability questions in the survey, one quarter of hourly workers reported that the number of hours they work week to week always changes. An additional 43 percent stated that, week to week, the number of hours they work sometimes changes. One in four workers also stated that their employer changes posted work schedules without notifying the employees.

Lack of Input into Schedules

Four out of five workers who receive their schedules with less than 24 hours' notice are required to have "open availability" – these workers are employed on the condition that they will work at any time of day or night, any day of the week. Workers who receive their schedules with more advanced notice are less likely to have to maintain open availability. Among employees who receive a week of advanced notice of their schedules, 70 percent reported that they had to state open availability. For workers with set schedules, this number was significantly lower—only half of workers had to provide open availability while the other half were able to limit their availability.

Lack of Adequate Rest

Half of all hourly workers surveyed reported they had to work back-to-back shifts with less than 11 hours of rest in between. Of these workers, 48 percent – or a quarter of all workers surveyed – stated they had less

I work at Target Field, only the days the Twins are scheduled. We have to go and wait in line for hours to get placed out. If we don't get assigned to work that day, we don't get paid for reporting to work. And we never get paid for the hours we wait in line. I can't make plans with friends because I don't have a set schedule, and I can't pay bills because I don't have consistent shifts.

I have to take buses everywhere, so if I use bus fare to report for my job at Target Field but they don't give me any work, then I lose money instead of earning money that day. Plus it's impossible to plan anything. If I had a set schedule, I'd be able to do a lot of things I can't do right now—hang out with friends, pay bills, get around, get health insurance.

– Robert Snead, Target Field employee



than seven hours between shifts, which does not provide workers with adequate time to commute home and return to work after a healthy night’s sleep. The average hourly worker has a 31 minute commute each way, with 20 percent of surveyed workers reporting that they had to commute over 45 minutes to work each way.

Part-time Poverty

Not only are North Minneapolis’ part-time workers not assigned enough hours to make ends meet, but they are also taking a significant pay penalty in their hourly wage. The average part-time hourly worker surveyed earned **\$2.56 less per hour** than the average full-time worker surveyed and over half of hourly workers earn \$10 per hour or less.

Figure 6 – Pay Parity between Full-time and Part-time Workers

Full-time: \$12.31/hour



Part-time: \$9.74 / hour



Figure 7 – Hourly Wages among Survey

Hourly wage rate	
At or below minimum wage	15%
\$8.15 to \$9.00	22%
\$9.06 to \$10.00	14%
\$10.10 to \$11.00	9%
\$11.10 to \$12.00	6%
\$12.20 to \$13.00	6%
\$13.10 to \$14.00	4%
\$14.25 to \$15.00	4%
\$15.10 to \$20.00	9%
Above \$20.00	2%
Did not answer	9%

Working While Sick



I'm a full time high school student and also work full time at Burger King, making \$9.25/hour. I became the sole breadwinner for my family of seven after my mom was laid off for taking too many sick days as a cancer patient. Last year I was named Employee of the Year, and I just got promoted to manager.

I also have no earned sick time and little control over my schedule. When I got the flu, I risked losing my job if I couldn't find a replacement for my shifts. Because I had no paid sick time, my paycheck was cut short, which meant my family didn't have enough money for food that month. My schedule can change without notice, including "clopening" shifts that require me to come back first thing in the morning after closing at night. I would love to be the first in my family to go to college, but right now I'm struggling just to get through high school. Many teenagers have adult responsibilities. We deserve a living wage, earned sick and safe time, and fair scheduling.

– Keonna Laury, Burger King Manager

Sixty percent of surveyed workers reported that they do not have access to paid sick days, and another nine percent reported that they do not know whether they have access to paid sick leave or not. One in three surveyed workers reported that they had faced negative consequences or discipline from a manager for calling out sick. Only 22 percent of surveyed workers reported that they had used a sick day and been paid for it. One in three workers (33%) reported that they are always responsible for finding their own replacement if they call out sick, with an additional 14 percent reporting that finding their own replacement is sometimes their responsibility when they call out sick.

The lack of adequate earned sick time has serious consequences for workers, their families, and the broader community. Three out of five workers (62%) reported that they had come into work sick before because their employer did not provide paid sick days. A full 10 percent of all hourly workers surveyed reported that they had had to quit a job either because they were too sick to come into work or because they had to stay home to take care of a family member. Service-sector workers, with the greatest amount of interaction with members of the broader public, were among the least likely to have sick days and the most likely to come to work sick, with 70 percent of food service workers and 72 percent of retail workers stating that they had reported to work sick.

Figure 8 – Working While Sick by Industry

Industry	Has sick days?		Has gone to work sick
	No	Don't know	
Retail	68%	10%	72%
Food service	74%	15%	70%
Non-profit	51%	10%	51%
Healthcare	44%	11%	53%
Hospitality	48%	3%	56%
Professional services	42%	11%	37%
Education	36%	7%	42%
Government	42%	0%	50%
Temping	80%	20%	90%
Banking	25%	0%	25%
Did not answer	68%	10%	72%

Disciplined for Taking Care of My Daughter



When I got my job as an assistant manager at Villa Sneakers, I told them my eight-year-old daughter had Type 1 diabetes. I have licensed childcare providers who care for her after school, who know how to treat her diabetes and help with medications, but the company wouldn't schedule me within my availability. Although opening shifts worked better for my child care schedule, they mostly put me on closing shifts, which meant I had to rely on a baby-sitter who doesn't have a childcare license or the knowledge to take care of any medical emergencies that might happen. I worried other people might look into my household to see if I was an unfit parent.

Although I was getting paid for forty hours a week, they increased my hours to fifty without paying me for it. I wanted to be a good worker and worked these extra hours, but it meant I was falling behind on my family obligations. I was sometimes late to pick up my daughter, who was having trouble with her medications.

One morning my daughter had to be rushed to the emergency room when I was supposed to open. She was in a diabetic coma. I called in as soon as I could, but no one answered. Because I didn't come in to work, the store opened 35 minutes late. Management had a fit. I was written up with a final warning. When I spoke to the district manager about it, I explained my daughter's situation. Their response: "It's only diabetes." Diabetes is manageable, but it's a deadly disease. My daughter is only eight. "At some point, you have to put this job as a priority," management told me. My daughter, my child, my first priority was in the hospital. After that conversation, I had to quit. I'm a good worker, but my family comes first.

– Jessica Allen, former Villa Sneakers Assistant Manager

Policy Recommendations to Protect Minneapolis' Hourly Workers

America's workforce and work schedules have changed, and new policies are needed to ensure that our jobs work for American families. Across the country, people are coming together to demand policy solutions to promote a fair workweek. Legislatures in twelve states introduced fair scheduling bills in 2015, and the Minneapolis City Council will soon consider common-sense policy solutions that invest in working families and give hourly workers a chance to succeed.

Predictable schedules with stable hours and a reliable paycheck make it possible for working people to plan ahead to meet their responsibilities on and off the job. Too many employees are expected to be available to work at all times, without any guarantee of work or pay for their flexibility.

Advance notice of schedules allows working people to have a schedule they can count on and manage even when their schedules vary from week to week. Scheduling software, common technology in most businesses, makes it easier than ever for employers to plan work schedules in advance so hourly employees can manage the many demands on their time, work hard, and plan a budget to pay their bills. Three weeks' notice has emerged as a consensus baseline for notice that many employers already provide.

Predictability pay compensates employees at one additional hour of pay at their regular rate when accommodating their employer's last-minute scheduling changes. Predictability pay is similar to overtime pay, because it rewards employees who go above and beyond in order to be available on short notice. Predictability pay also creates an incentive for managers to plan ahead instead of determining work schedules at the last minute.

Reporting pay, already a standard in several states, provides compensation of up to four hours to employees who report to work but are sent home early. Hardworking members of our community should also be compensated when they are required to be "on-call" to work but find out just a few hours before the shift begins that they aren't needed. Employees who set time aside for their employer, forfeiting opportunities for other work and even incurring costs for travel or childcare, deserve some minimum compensation.

Employee voice in determining schedules. Employees should have input into their work schedules and be able to set reasonable limitations on their availability so that they can stay healthy, pursue educational opportunities, and spend time with their families. Employers often require that all employees have "open availability" to work at any hour that the workplace is open, but this policy exists for employer convenience, not out of necessity. The demand for constant availability is particularly difficult for the more than 150,000 hourly workers in Minneapolis who have kids at home, and the 23,000 hourly workers balancing more than one job. We can restore a balance by giving working people some input into their schedules.

A right to request allows employees to request specific scheduling accommodations without being unfairly penalized; making it possible for hourly workers to meet their responsibilities off the job, such

as for the ability to attend college classes, an aging parent's doctor's appointments or a parent-teacher conference without losing needed work hours. Many employees have no say at all in their schedules, and face retaliation for simply requesting that their employers accommodate their essential obligations outside of work. Employers may not be able to grant every request, but must at least engage in a timely, good-faith process to evaluate the request and, if needed, provide a justification for denying the request.

Mutual consent gives employees the right to decline added hours after the schedule has been posted, so that hardworking moms and dads aren't scrambling for last-minute childcare and students aren't forced to miss classes when the employer orders them to stay late at the last minute.

A right to rest protects employees from unhealthy work schedules. Many states already guarantee protections against overwork, such as fair compensation for long shifts, rest breaks, and a weekly day of rest. These common sense protections are tried, tested, and should be available to all workers.

Protecting the right to *rest for 11 hours between shifts* is crucial to community well-being. The practice of "clopening" (requiring an employee to close late at night and open early the next morning, often with as little as six hours in between to commute and sleep) is dangerous for hourly workers and those who share the road with them. Protecting workers from forced "clopenings" also promotes productivity, since employees will be refreshed and ready to work when they are on the job.

Allowing employees to **earn sick time** to stay home when they or a close family member are sick or needs to see a doctor is another important public health policy. Employees who can earn and use paid sick time will recover faster from illnesses, use regular medical providers rather than hospital emergency departments, and avoid spreading illness to their coworkers and the public

To restore family-sustaining jobs in Minneapolis we must ensure that hourly workers have enough hours each week that add up to a livable paycheck. Hourly workers in Minneapolis – most of them women – are stuck with part-time work or variable hours. Many of them want to work more hours to support their families, yet kept underemployed – and that's bad for the economy.

Employers should be required to *offer extra hours* to current employees before hiring additional staff. This simple commitment allows employees who want to work more hours to do so at their current job, and will helping hourly workers achieve stable, adequate incomes.

Pay parity guarantees employees receive equal compensation for equal work, regardless of their gender, race or the number of hours they work. Paying part-time workers less per hour is a discriminatory practice that holds women and people of color back. Employers should be required to provide part-time workers the same wages that they offer to full-time workers, pro-rated benefits, and the same opportunities for promotion.

We need a fair workweek in Minneapolis!

Fair scheduling means that moms who are juggling the many pieces of raising a healthy family, adult children caring for aging parents, and students striving for a college degree can work hard and get ahead. Unpredictable schedules, short-notice shift changes, unpaid on-call time and dead-end part-time jobs are outdated scheduling practices that hurt working families and slow our economic recovery. The common-sense scheduling standards outlined above can be implemented without undue expense to employers, while going a long way toward providing stability for Minneapolis' hourly workforce and restoring a fair workplace. Policy innovations that promote stable, predictable hours, the ability to set reasonable limits on availability, adequate reasonable sick leave and fair pay will have a particular impact on Minneapolis' Black and Latino workforce, and on the hardworking women, particularly working moms, who are more likely to count on every hour for a livelihood with dignity.