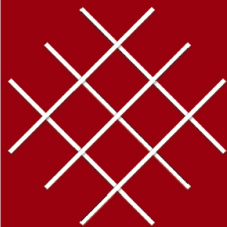


# Seattle Scheduling Study & Report

**VIGDOR**  
MEASUREMENT  
&  
EVALUATION



# Summarizing key findings

- 30% of employees report serious hardship.
- Insufficient hours a prime source of hardship.
- Exhausting schedules a source of hardship, sometimes the only way to get enough hours.
- Wider racial disparities in Seattle than nationwide.
- Food service industry engages in more problematic practices, but retail employees less satisfied.

## Summarizing key findings (2)

- Independently owned/operated businesses tend to have more problematic scheduling practices than franchises or chains.
- Half of employees surveyed would sacrifice a 20% pay raise for one week's advance notice.
- There are satisfied employees, and there are employers who want to use employee-centered scheduling practice to attract experienced, productive workers.

# Seattle Employment



~125,000 people work in  
Retail and Food Service industries



Restaurants and  
Food Service  
Businesses




Retailers



Personal  
Services  
Businesses

# **ABOUT THE RESPONDENTS**

# Employee Survey



2227 viewed Employee survey
1733 started Employee survey
1213 completed required eligibility questions
776 completed more than half of the questions (used for analysis)

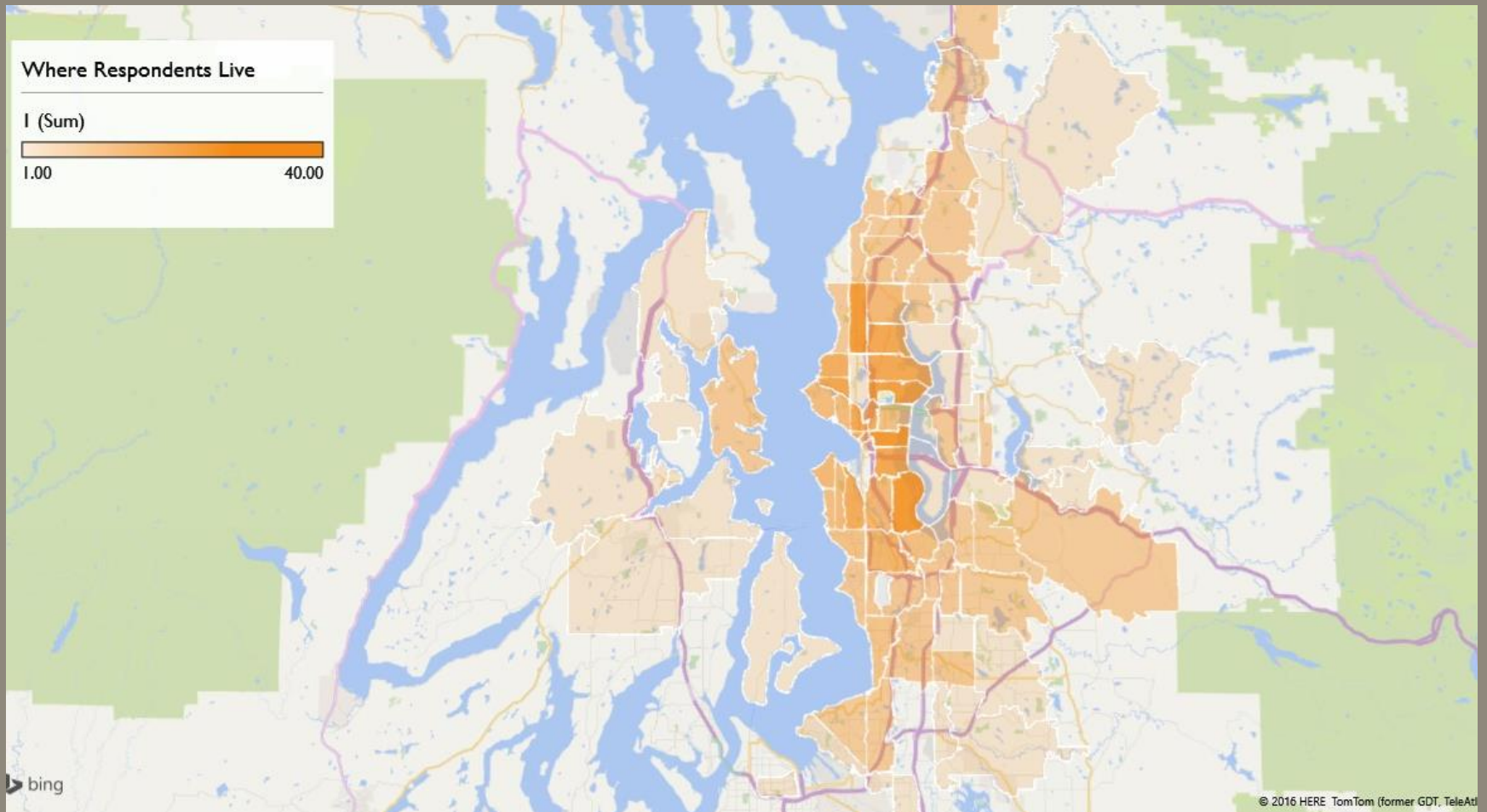
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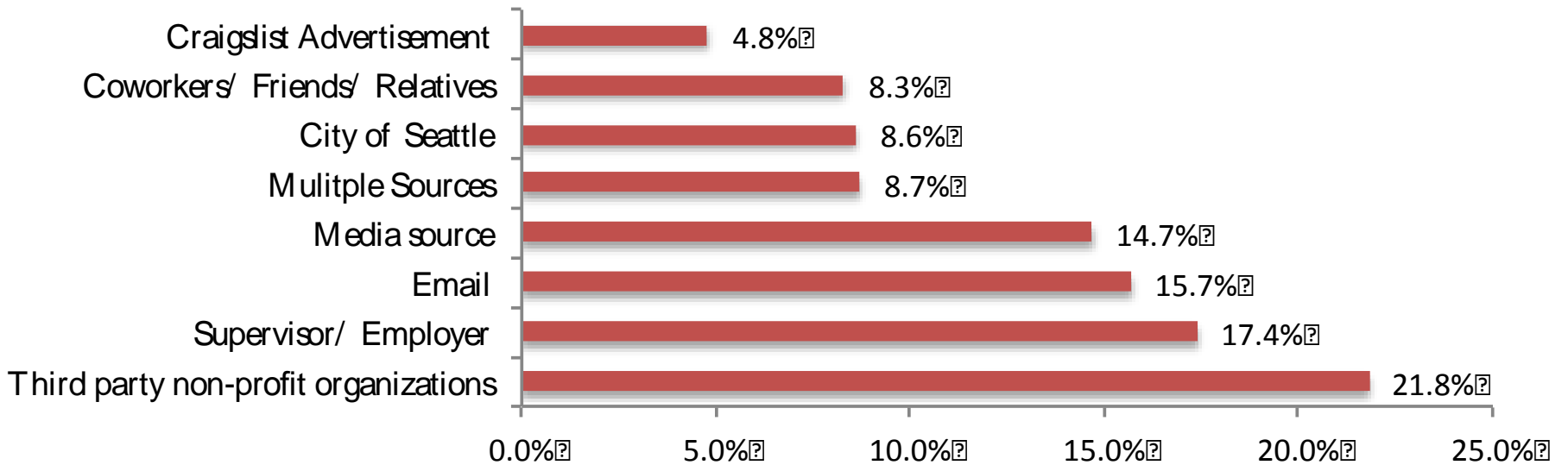
# Employee Survey





# Employee Survey

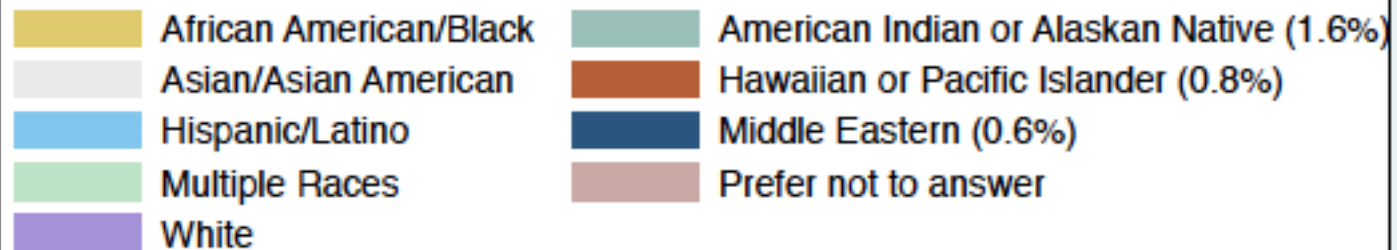
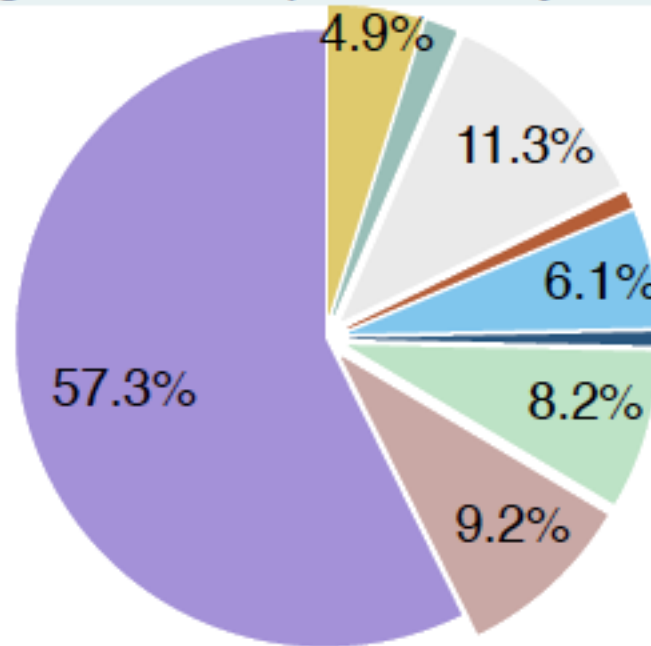
## How Employee Survey Respondents Learned about Survey





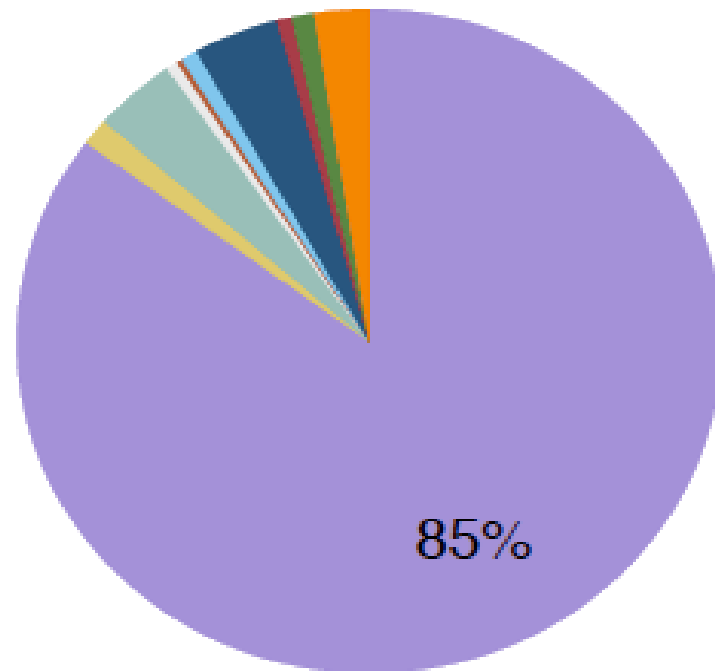
# Employee Survey

Figure 2a: Respondents by Race



# Employee Survey

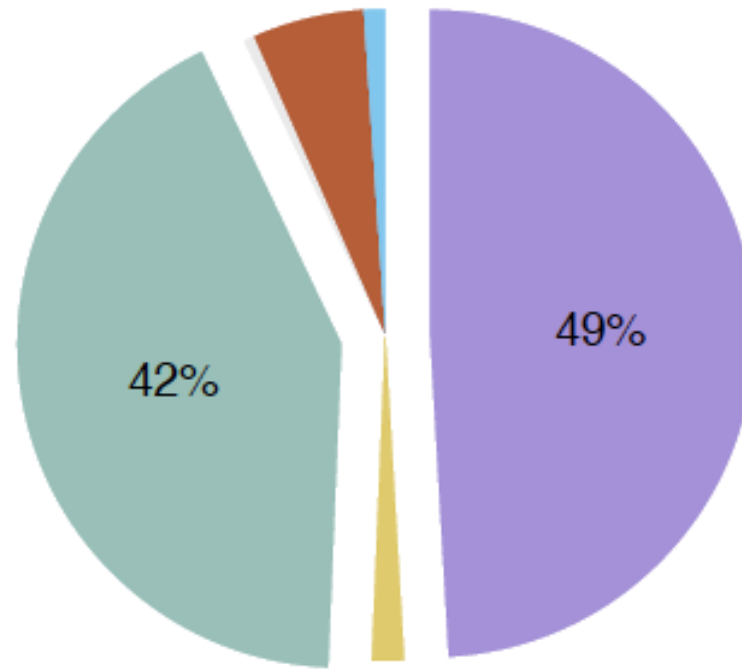
Figure 2b: Respondents by Language Spoken At Home



English	Amharic (1.3%)
Chinese (3.8%)	Korean (0.5%)
Oromo (0.3%)	Somali (0.8%)
Spanish (3.9%)	Tagalog (0.7%)
Vietnamese (1.0%)	Other (2.5%)

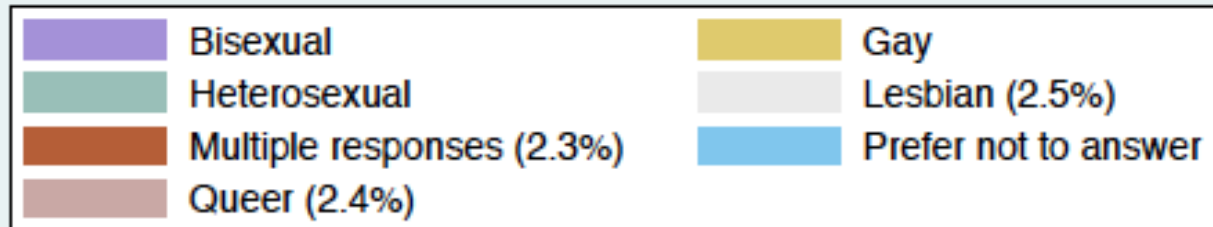
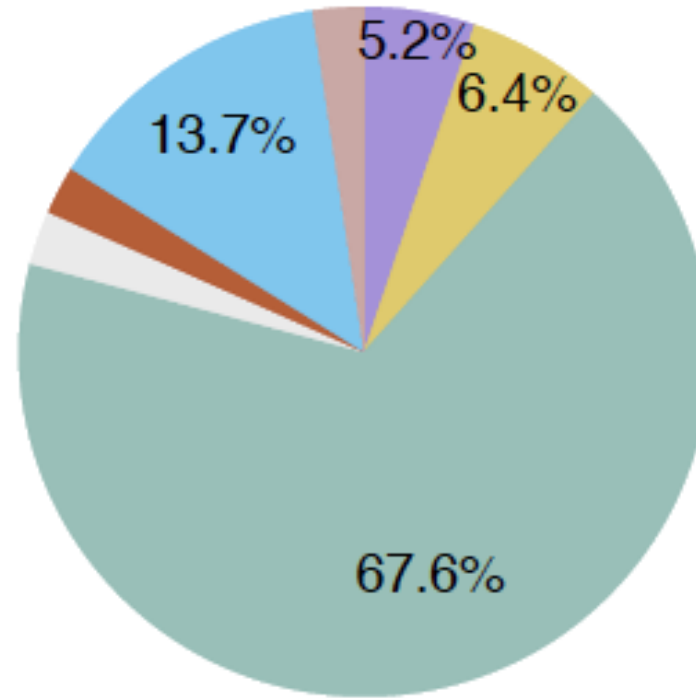
# Employee Survey

Figure 2c: Respondents by Gender



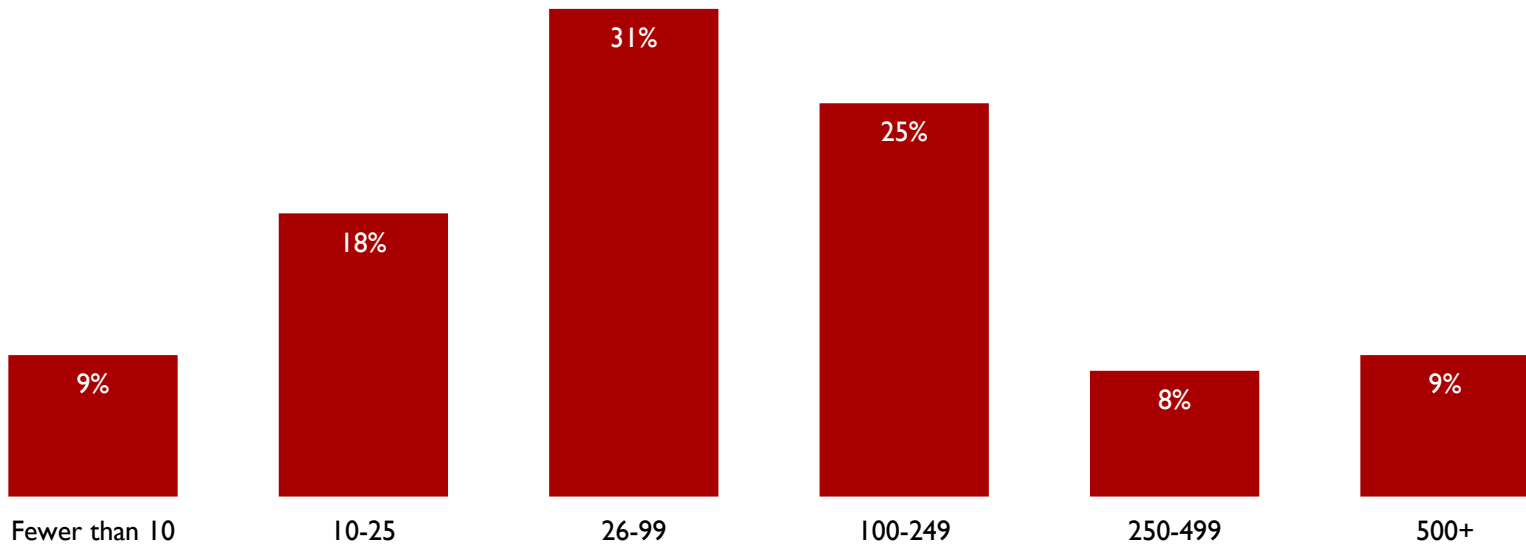
# Employee Survey

Figure 2d: Respondents by sexuality



# Employee Survey

Figure 3: Number of Seattle employees, employee survey  
(n=747)



# Manager Survey



1152 viewed Manager survey

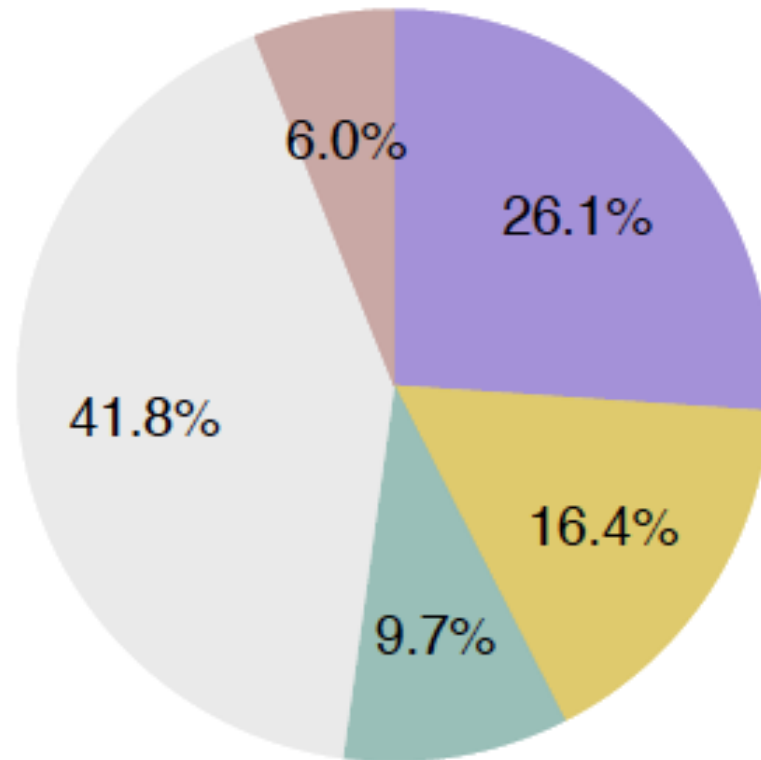
834 started Manager survey

540 completed required eligibility questions

360 completed more than half of the questions (used for analysis)

# Manager Survey

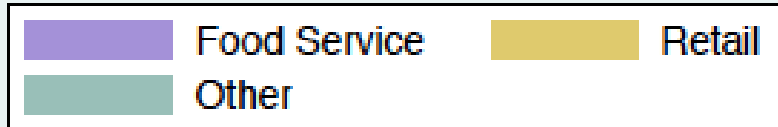
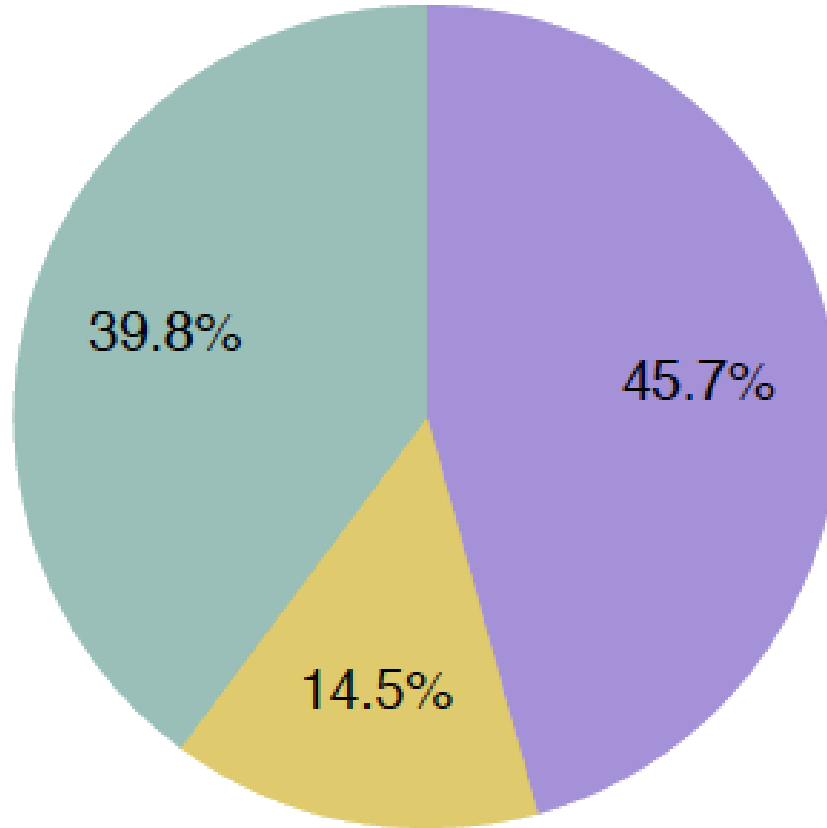
Role of person responding to the manager survey





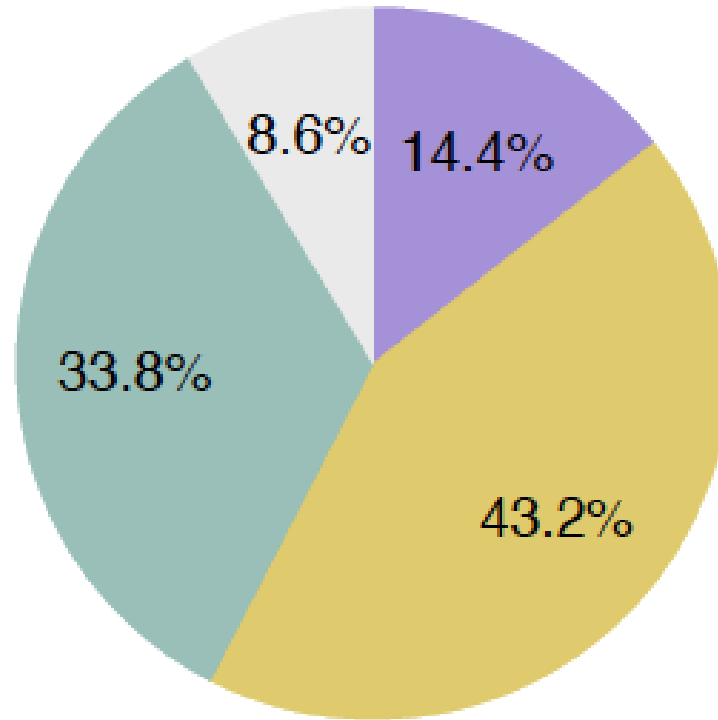
# Manager Survey




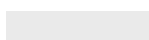
Industries reported in the manager survey



# Manager Survey

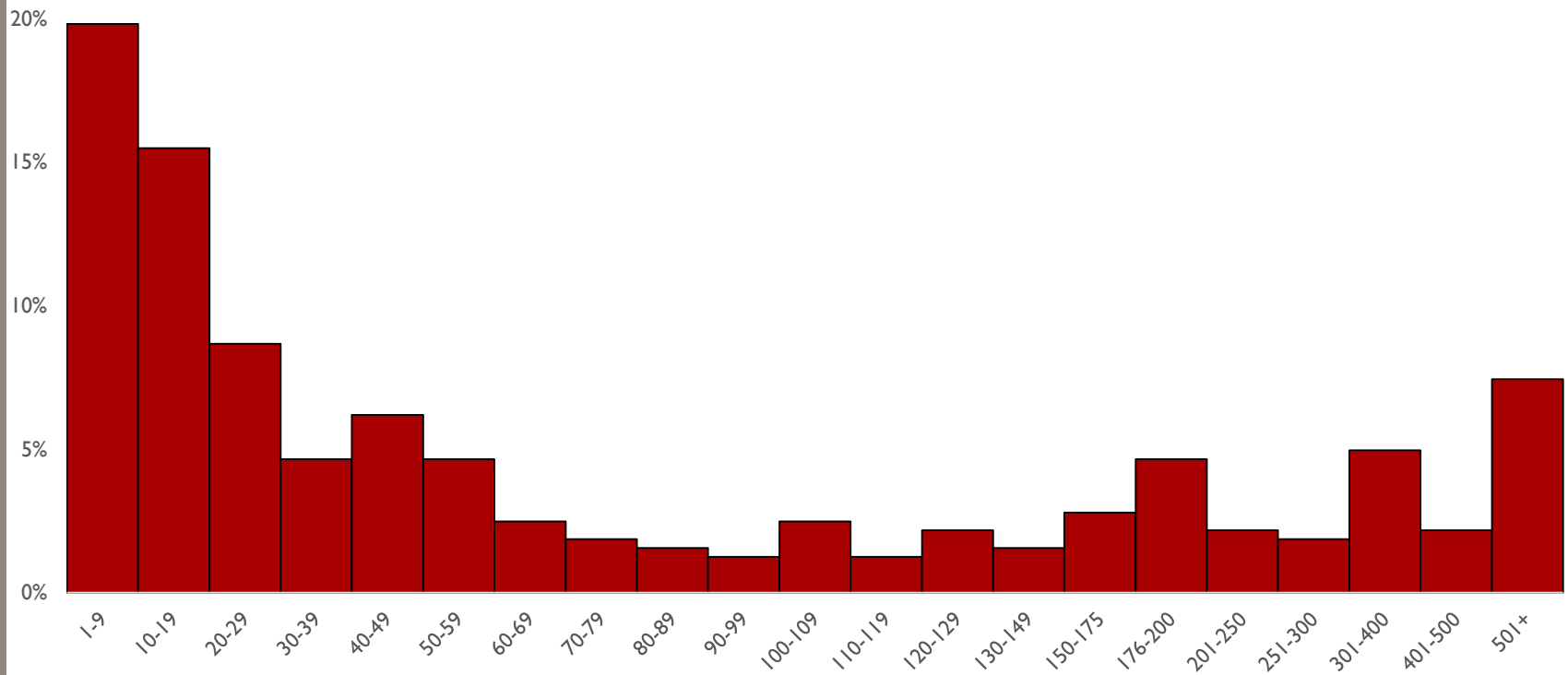
Ownership structure reported in the manager survey



-  Independently owned and operated
-  Franchise: Independently owned, operated under contract
-  Chain: Owned by corporate parent
-  Other/respondent unsure

# Manager Survey

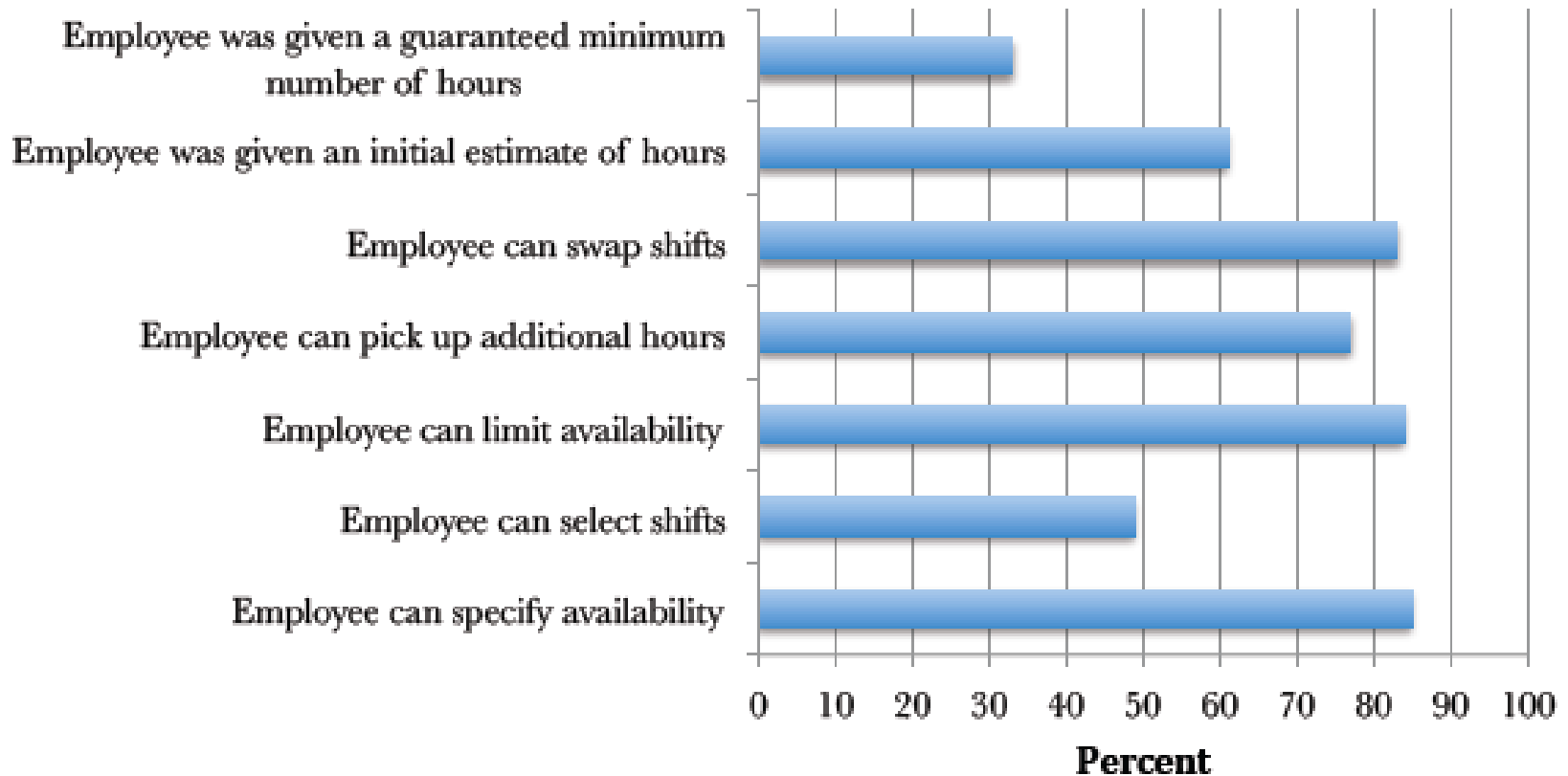
Figure 7: Number of Seattle employees, manager survey  
(n=323)



# **SCHEDULING: PRACTICES AND IMPACTS**

# Findings

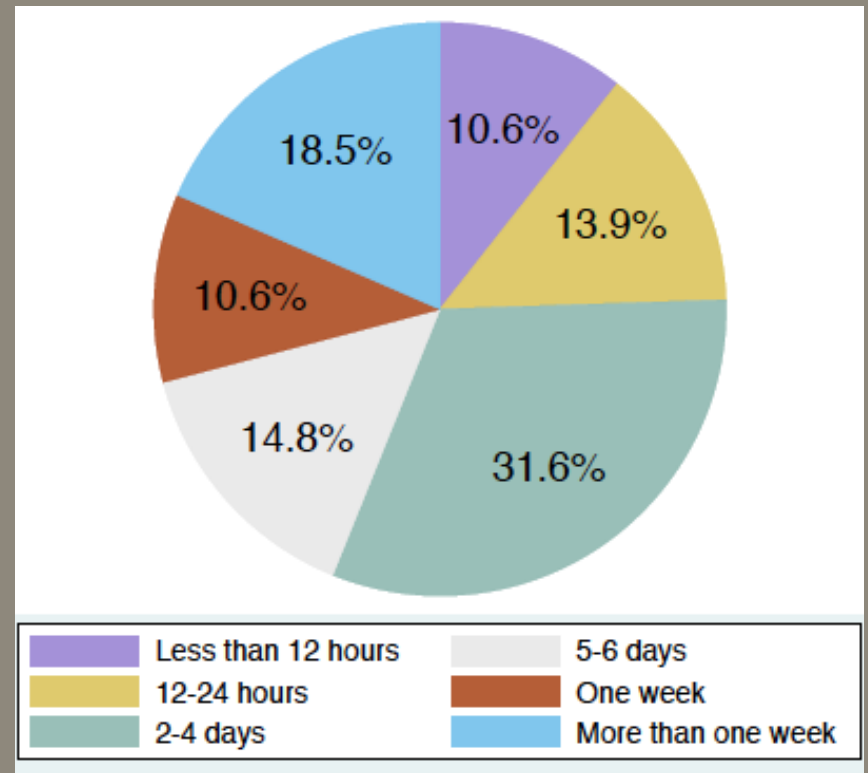
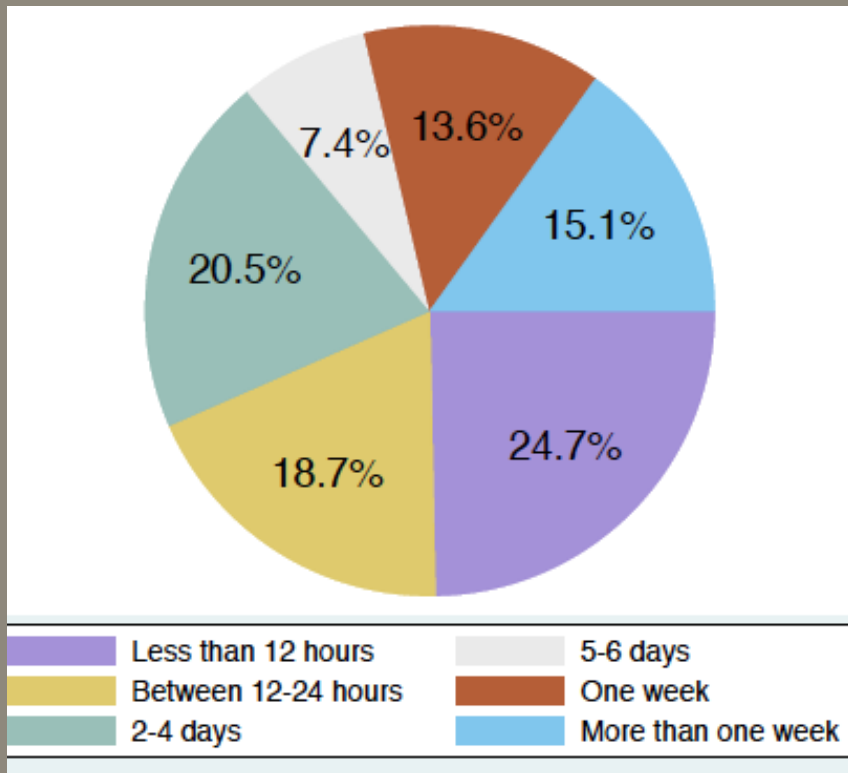
## Employee reports of scheduling practice



# Findings

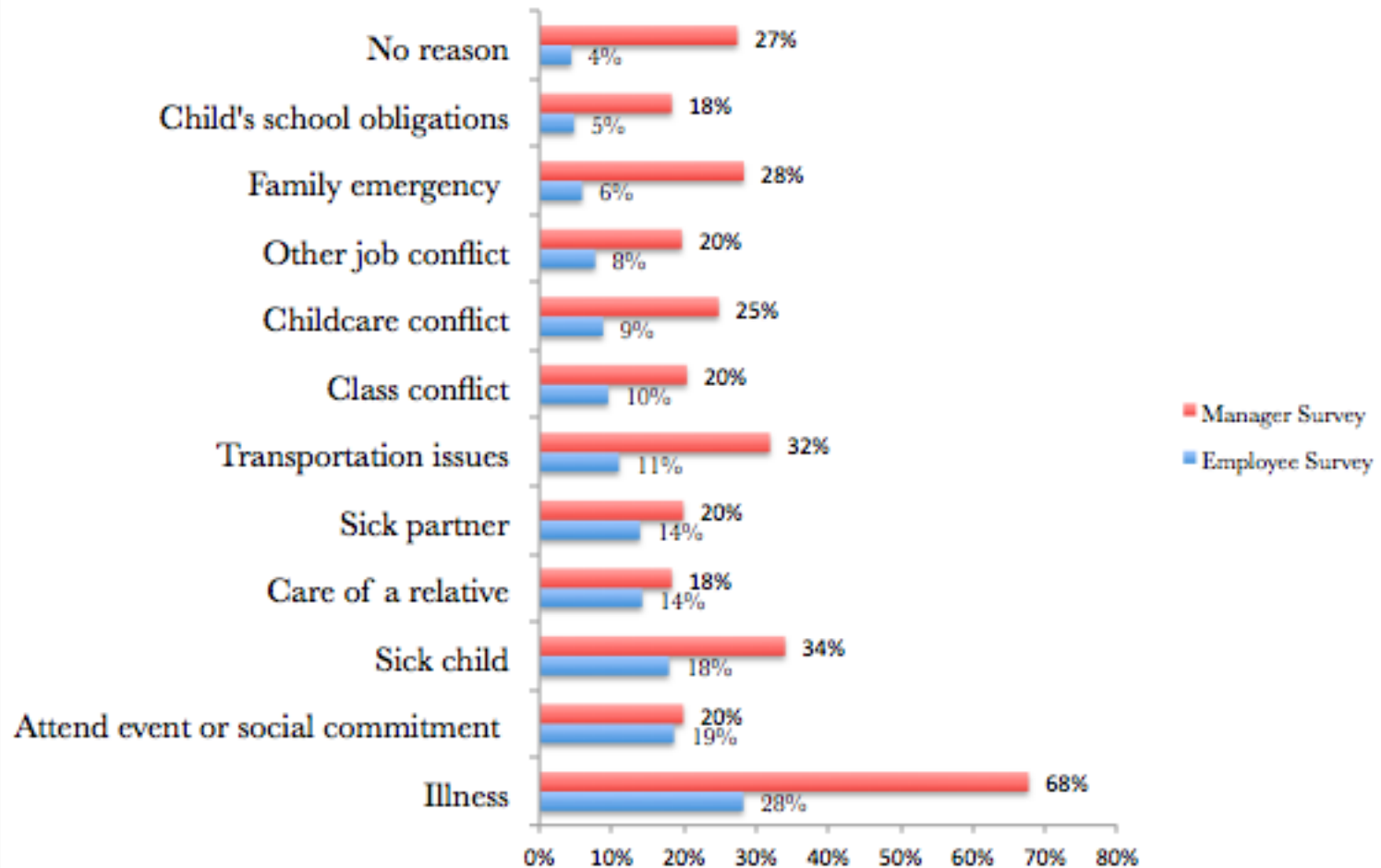
Shortest Notice Given (past 2 weeks): Employee Survey

Shortest Notice Given (past 2 weeks): Manager Survey



# Findings

## Reasons why employees canceled shifts on short notice (within past 2 weeks)





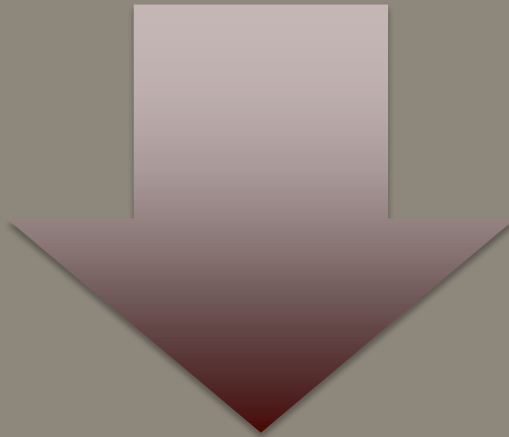
# Findings

Table 4: Manager reports of who participates in shift swaps

Employee characteristic	Representation among employees giving up a shift	Representation among employees picking up a shift
Female	110	102
Under 22 years old	69	46
Parent	57	35
Part-time employee	111	123

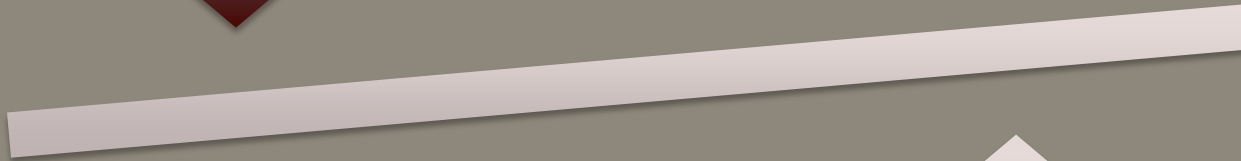
Note: Managers were asked to describe the employees who participated in the most recent shift swap at their workplace, provided that at least one had occurred in the past two weeks.

# Findings

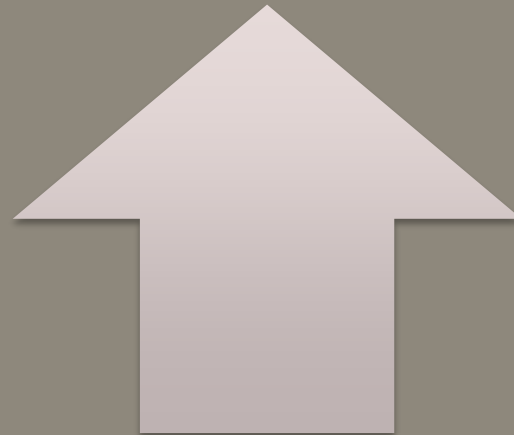


Parents gave up 1.6 shifts for every 1 shift they picked up

Workers under age 22 gave up 1.5 shifts for every 1 they picked up



Part time employees picked up 1.1 shifts for every 1 they gave up



# Findings

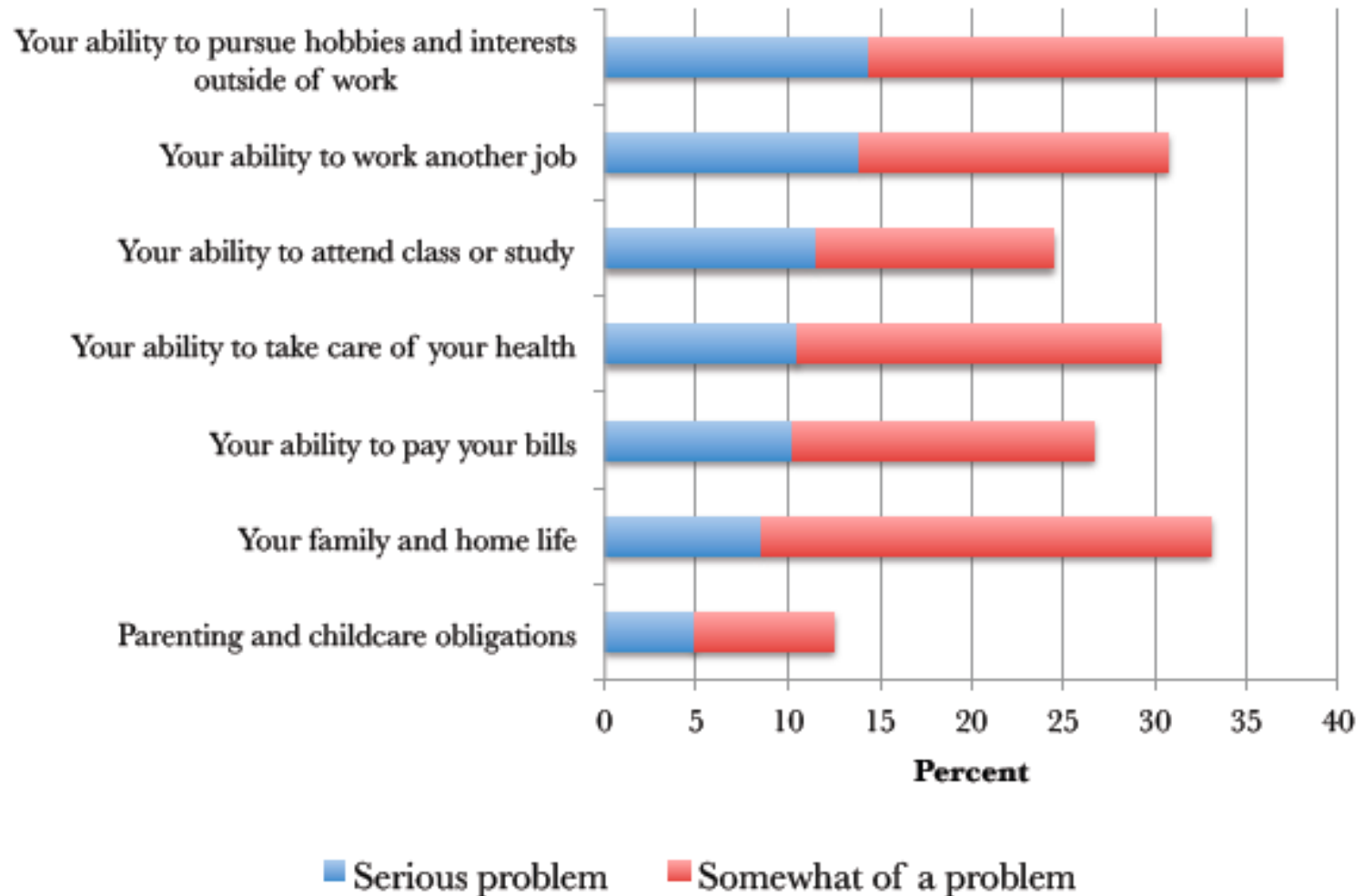
Table 3: categorizing manager-initiated schedule changes, employee reports

	Voluntary	Involuntary
Increased hours	24.9%	8.3%
Decreased hours	28.2%	30.4%

Note: Table entries represent the percent of most recent schedule changes reported by employees. 8.3% of schedule changes are too complicated for this typology, e.g. changing the start and end times of a shift without altering hours.

# Findings

## Employee reports of scheduling-related difficulty

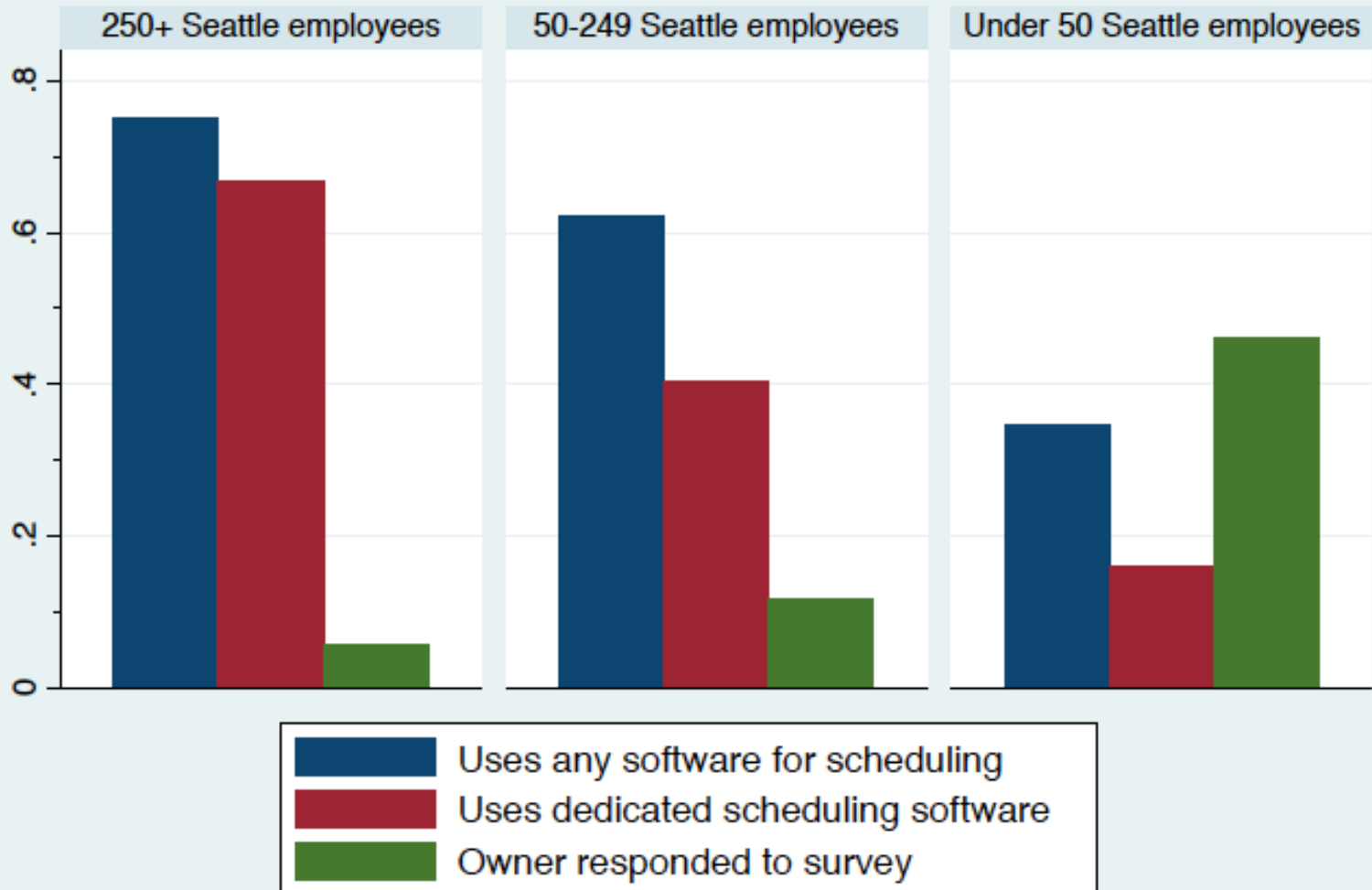


# What causes hardship? Factors implicated in regression analysis

- Feeling required to...
  - Work on-call
  - Work split shifts
  - Work clopenings
- Being required to work clopenings
- Wanting to work more or fewer hours
- Not having received an hours estimate when you were hired.

# Findings

## Categorizing Large and Small Businesses

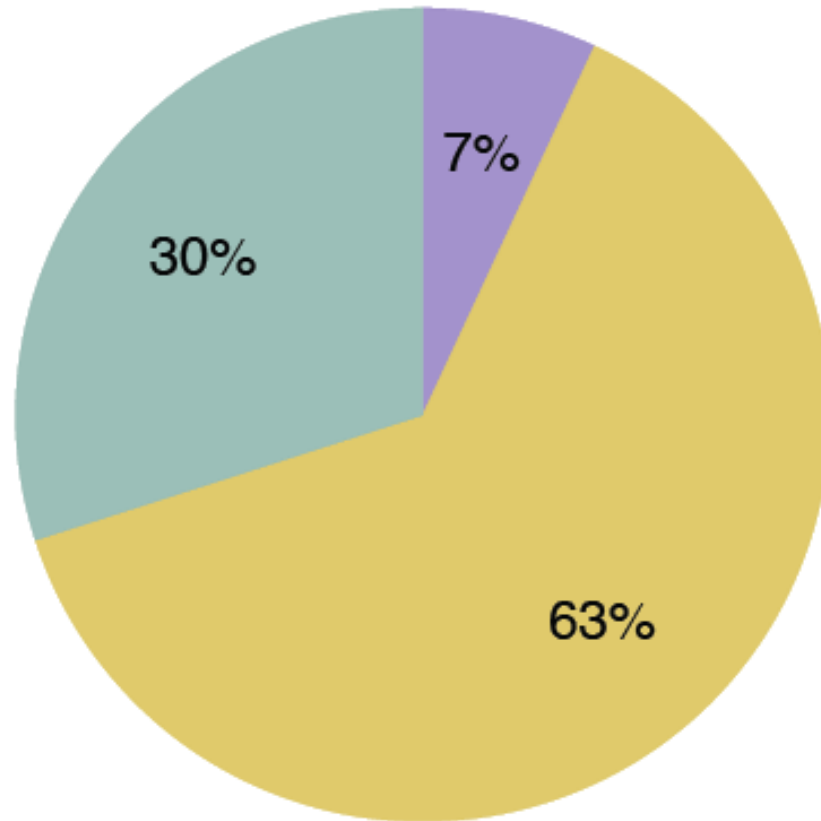




# **SATISFACTION WITH HOURS**




# Findings

Are you satisfied with your current hours?



 Would prefer fewer hours  
 Would prefer more hours

 Satisfied with current hours

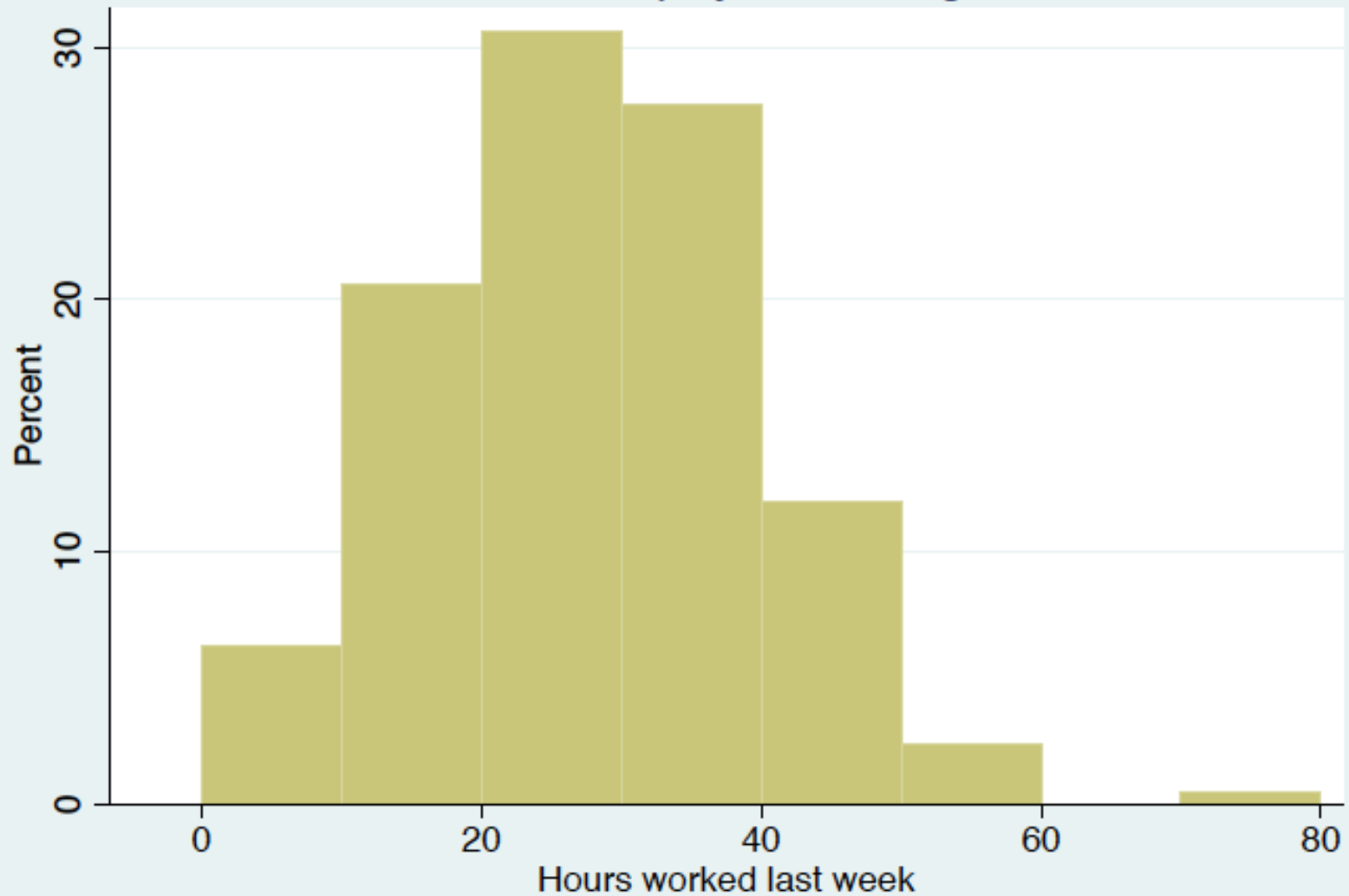
# Findings



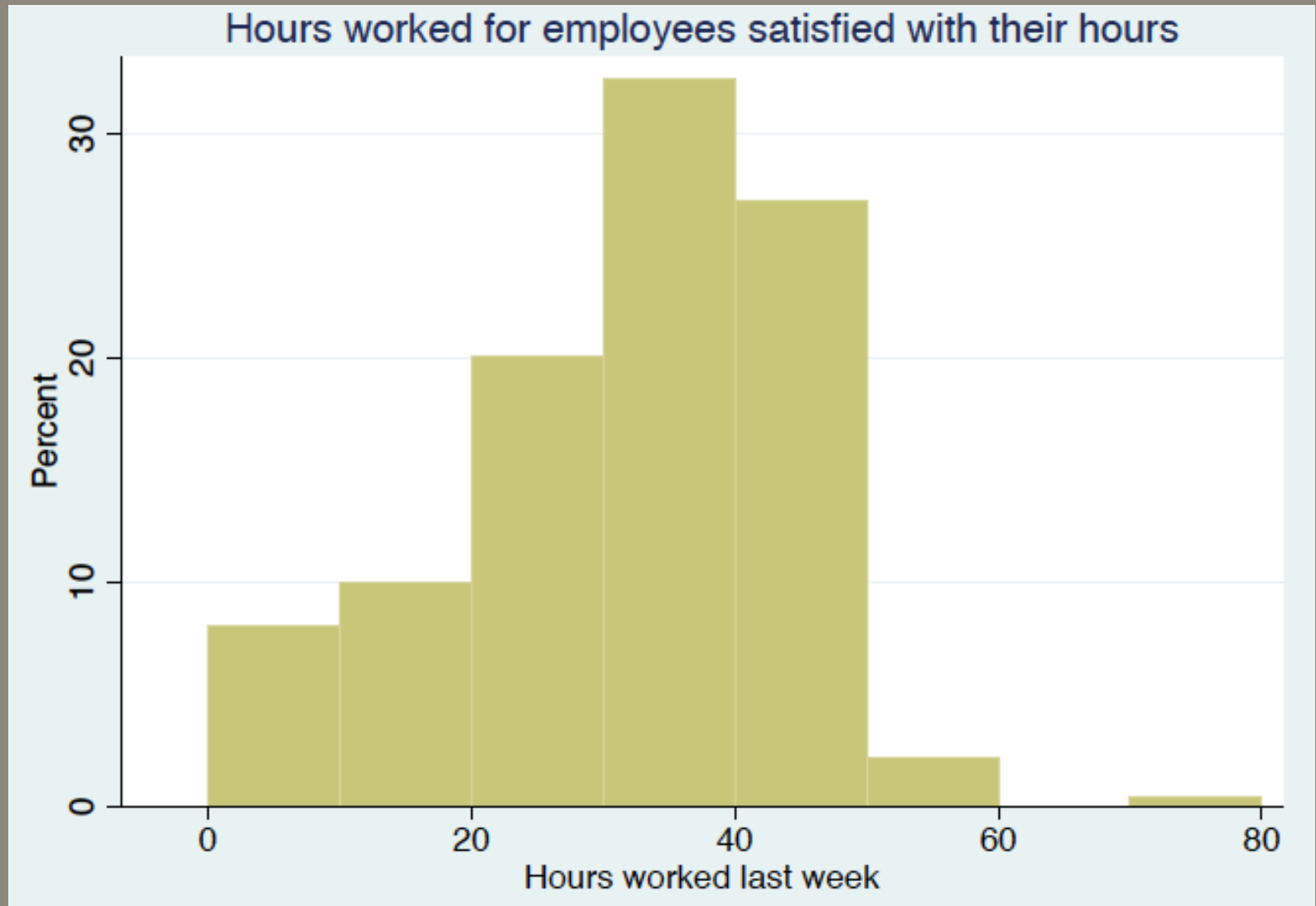
3 in 10 employees in Seattle want to work more hours at their primary job.

# Findings

Hours worked for employees wanting more hours



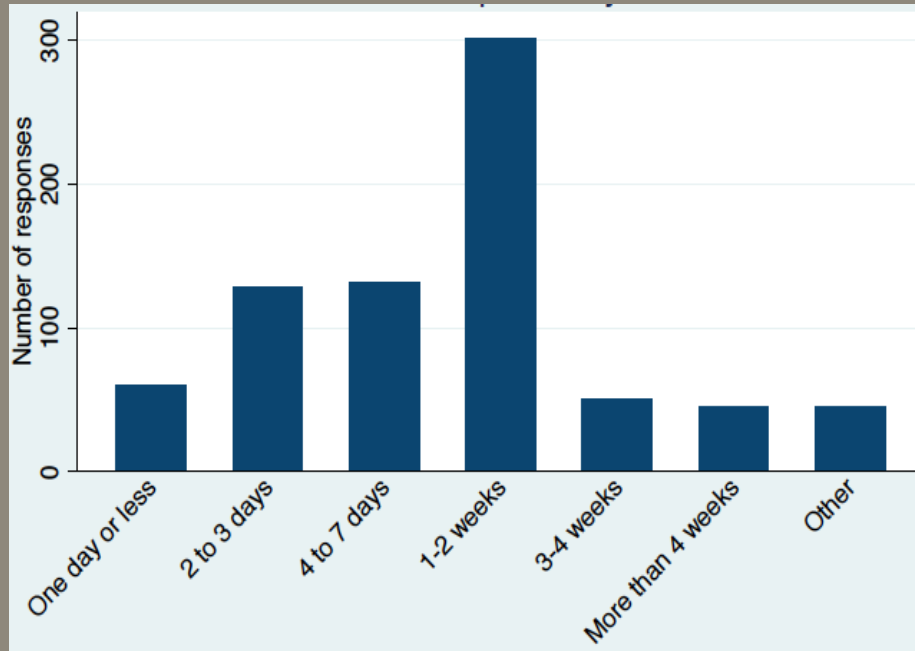
# Findings



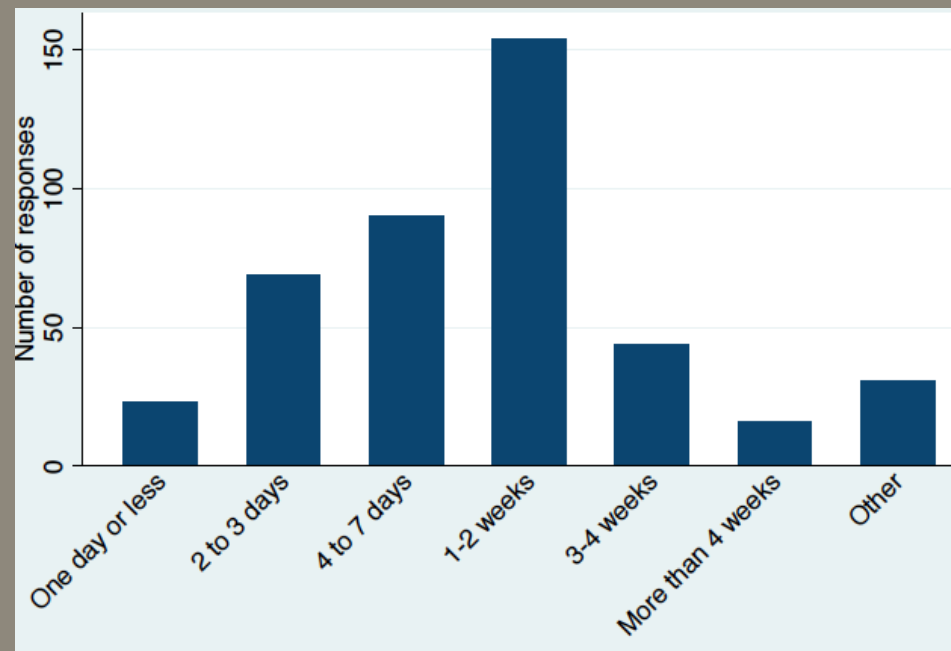
**ADVANCED NOTICE**

# Findings

## Advanced Notice: Employee Survey

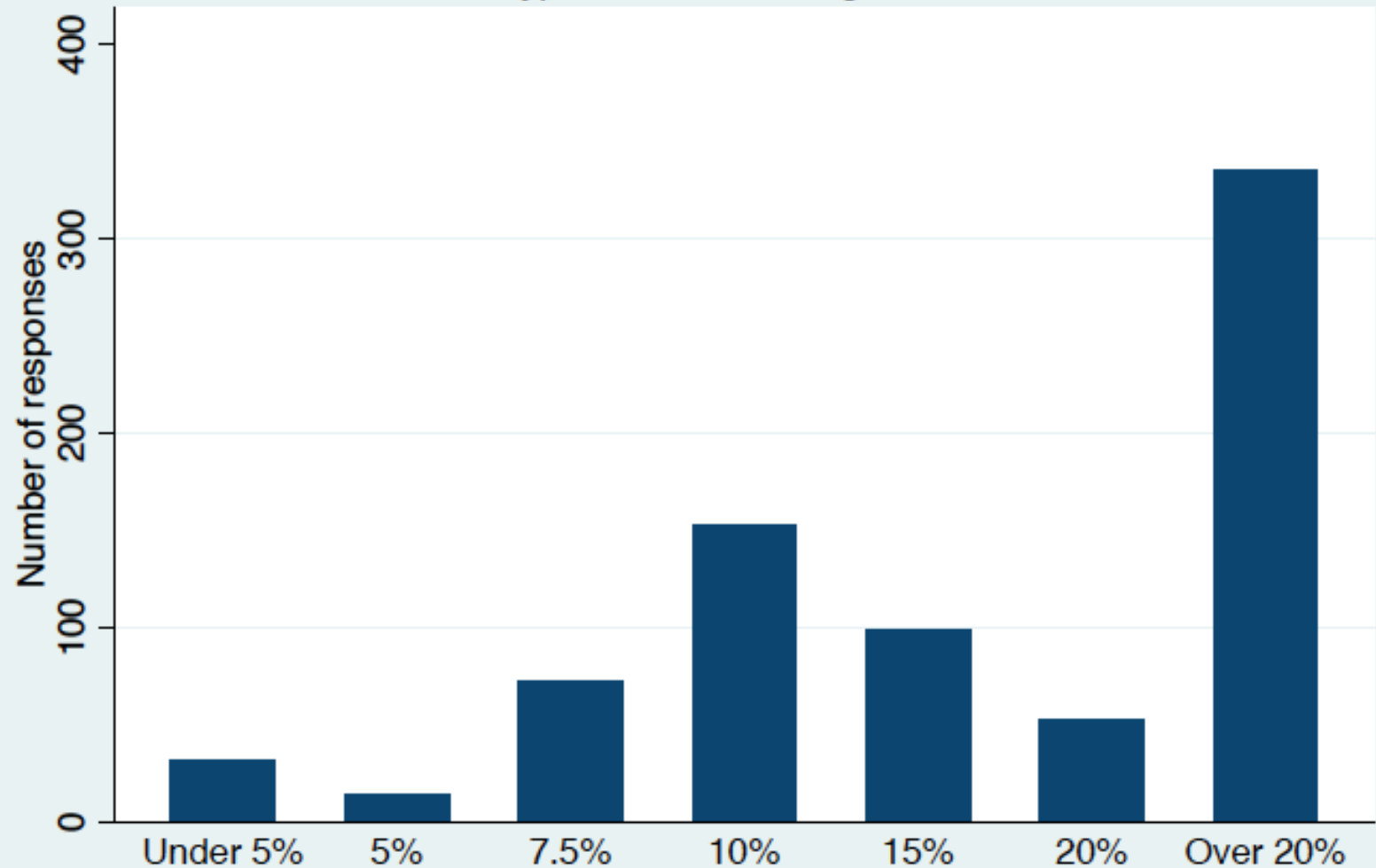


## Advanced Notice: Manager Survey



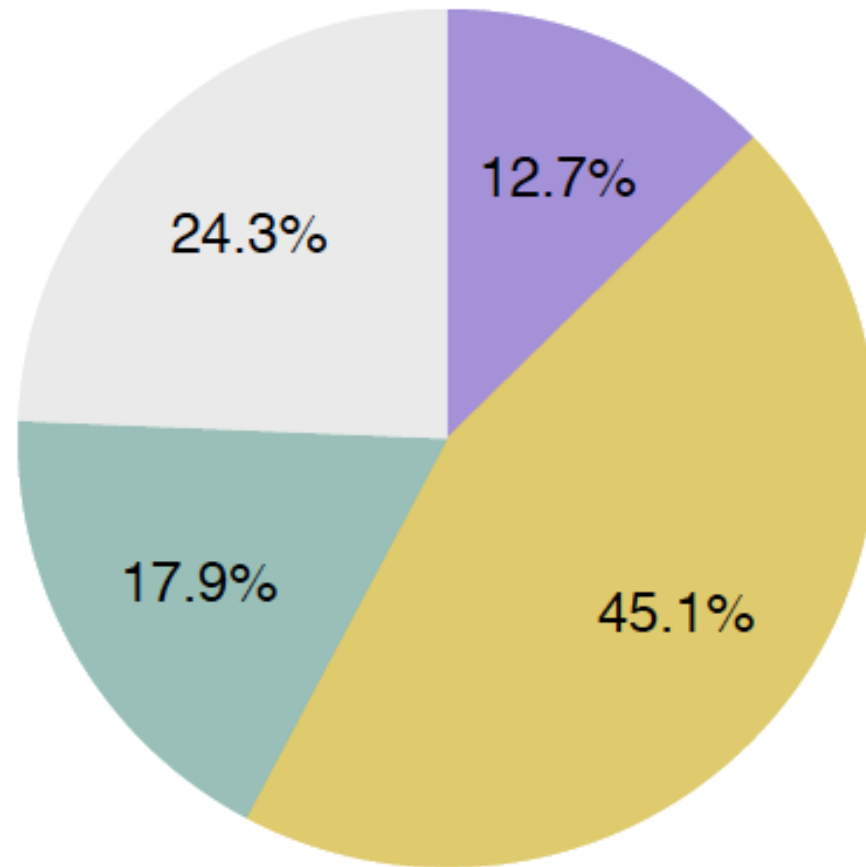
# Findings

Pay premium required to give up one week advanced notice  
Hypothetical base wage \$20/hr



# Findings

If required to provide advance notice and pay a premium for short-notice, I would...



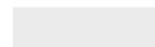
Increase staffing levels



Keep staffing levels the same



Reduce staffing levels

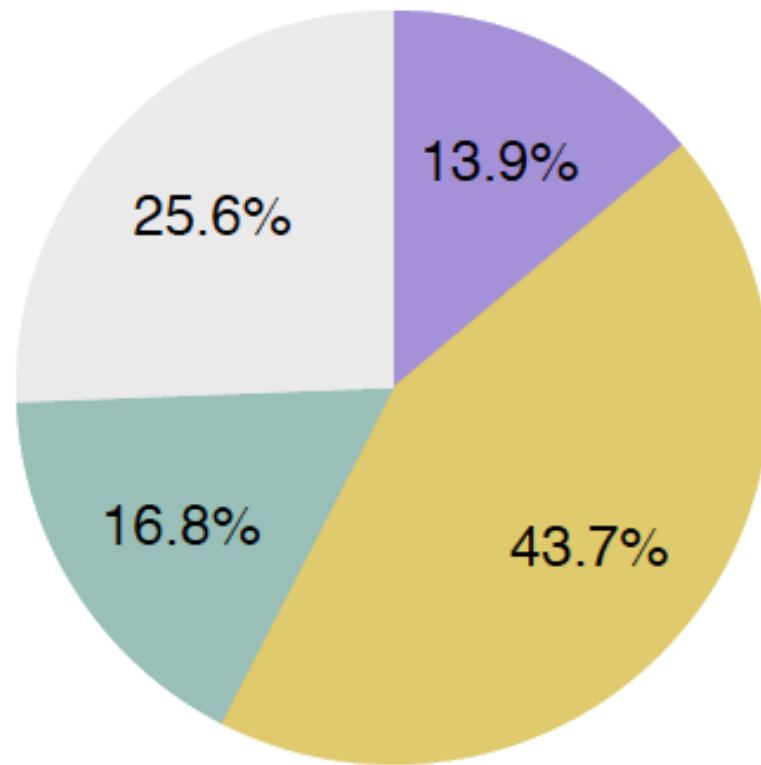





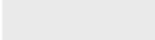
I don't know



# Findings

If required to provide advance notice and pay a premium for short-notice, I would...



-  Shift towards a lower headcount with more hours per employee
-  Keep hours per employee about the same
-  Shift towards a higher headcount with fewer hours per employee
-  I wouldn't really know what to do

**ON-CALL**

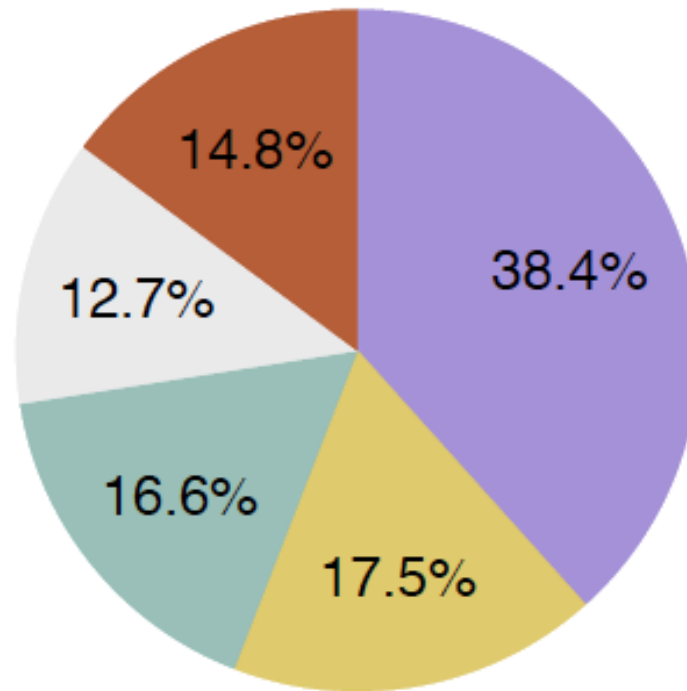
# Findings

Table 7: Sample characteristics, stratified by on-call requirements ( $n=770$ )

	Required to be on-call	“Feel” required to be on-call	Choose to be on-call	None of the above
Percent of sample	18.1%	10.1%	13.5%	58.3%
On-call at least once in the past two weeks	89.9%	76.4%	51.0%	0%
Work in the restaurant industry	69.1%	57.6%	54.8%	40.3%
Nonwhite	35.5%	55.3%	49.5%	41.1%
Male	47.1%	45.5%	42.6%	40.3%
Percent reporting “serious” problems due to scheduling	28.1%	48.7%	21.2%	31.0%

# Findings

If required to compensate on-call workers who were not called in, I would...



- Stop scheduling any employees on-call
- Have employees who would have been on-call come to work
- Continue to keep employees on-call
- I'm not really sure
- Other (write-in response)

# SPLIT SHIFTS

# Findings

Table 8: Sample characteristics, stratified by split shift requirements ( $n=771$ )

	Required to work split shifts	“Feel” required to work split shifts	Choose to work split shifts	None of the above
Percent of sample	17%	10.9%	21.4%	50.7%
Worked at least one split shift in the past two weeks	77.1%	73.8%	56.5 %	0%
Work in the restaurant industry	69.5%	56.0%	74.6%	29.9%
Nonwhite	43.0%	49.4%	38.6%	43.0%
Male	57.4%	41.0%	36.8%	39.6%
Percent reporting “serious” problems due to scheduling	33.6%	48.8%	15.8%	32.5%

**CLOPENINGS**

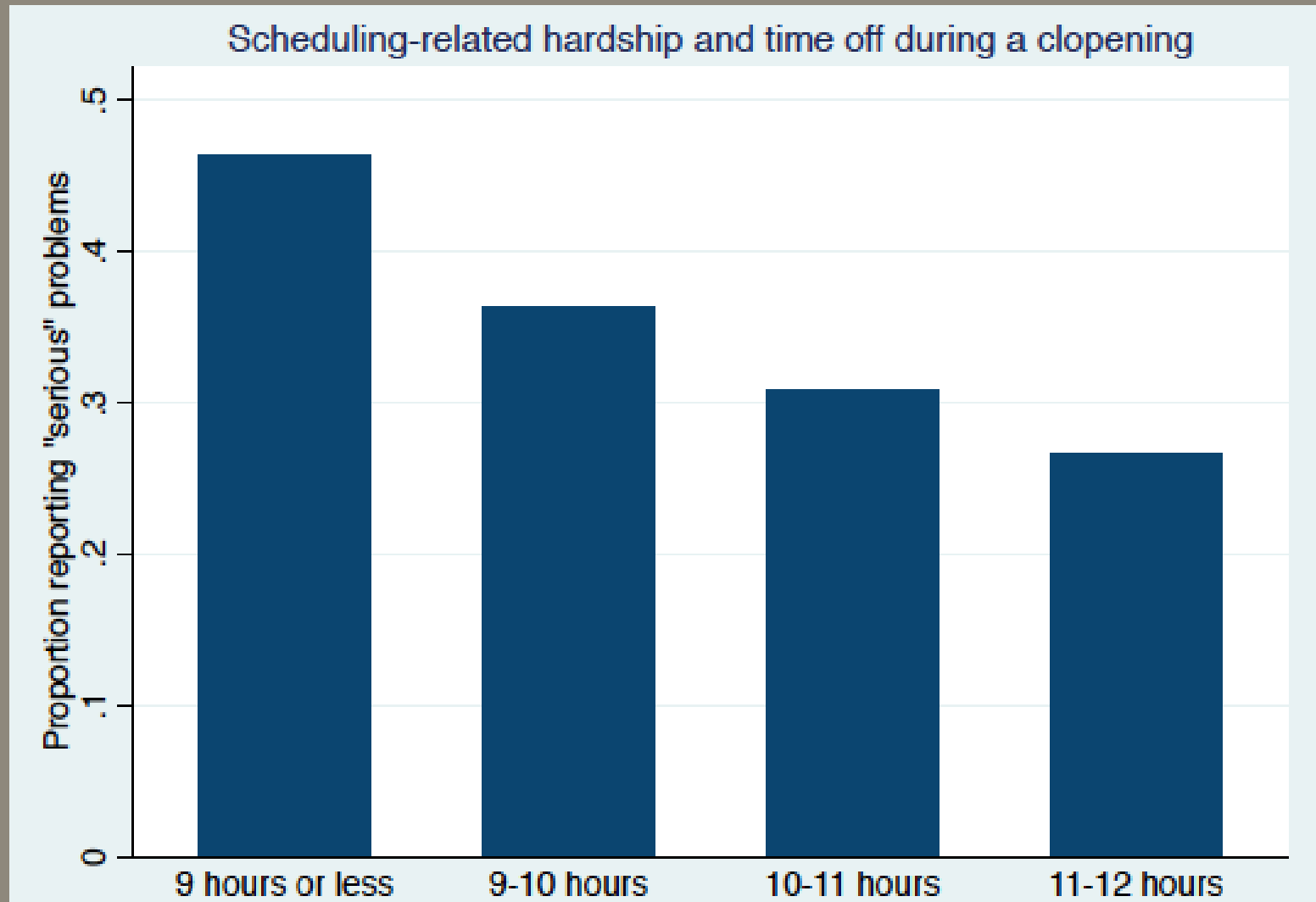
# Findings

Table 9: Sample characteristics, stratified by clopening requirements ( $n=767$ )

	Required to work clopenings	“Feel” required to work clopenings	Choose to work clopenings	None of the above
Percent of sample	30.9%	14.9%	20.6%	33.6%
Worked at least one clopening in the past two weeks	75.5%	65.5%	51%	0%
Work in the restaurant industry	51.1%	50.9%	67.7%	35.3%
Nonwhite	38.2%	48.2%	41.4%	45.3%
Male	48.5%	45.5%	39.7%	36.9%
Percent reporting “serious” problems due to scheduling	45.6%	40.4%	10.8%	25.6%

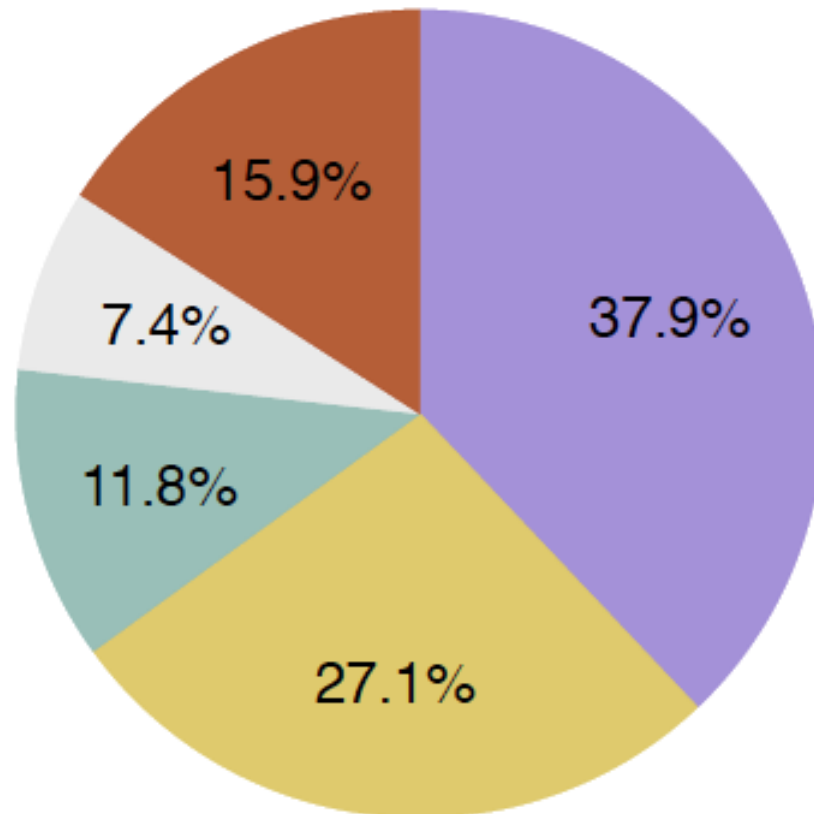


# Findings

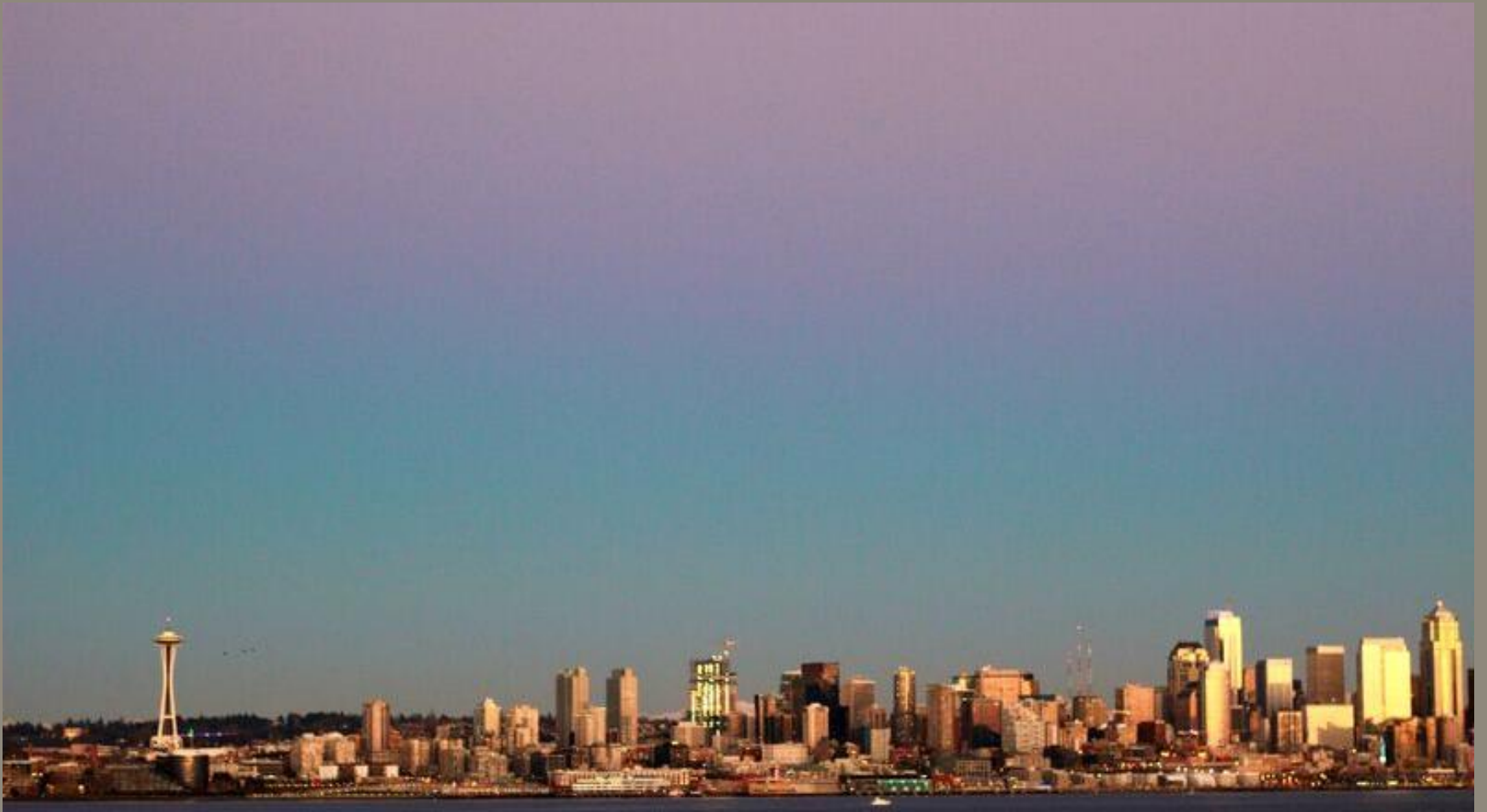


# Findings

If required to pay a premium for "clogenings," I would...



# Questions?



# Research Aims

- Clarify current scheduling practices used by retail, restaurant and food service businesses
- Understand frequency of certain events:
  - Employees on-call
  - Split shifts
  - Clopenings
  - Last minute changes to schedules
- Possible impacts and responses to policy options

# Methods

- Two surveys
  - Shift Employees (**776** completed responses)
  - Scheduling Managers (**360** completed responses)
- Focus Groups
  - San Francisco Employees (6 retail and foodservice workers)
  - Seattle Employees (6 retail and foodservice workers)
  - Seattle Businesses (10 retail and foodservice workers)
- Interviews
  - 18: 10 in Seattle and 8 in San Francisco (3 represented global chains)

# Findings

- Factors most closely associated with hardship:
  - Feeling required to work on call
  - Feeling required to work split shifts
  - Being required to work “clopenings”
  - Feeling required to work “clopenings”
  - Expressing a desire to work more hours
  - Expressing a desire to work fewer hours
  - Having received a guaranteed minimum number of hours per week at the point of hire

# Findings

- Factors least associated with hardship:
  - Given 3 weeks' advance notice of one's schedule
  - Having been sent home by employer in the past two weeks
  - Having received an estimate of hours per week at the point of hire

# Findings

- Factors with no statistically significant association with scheduling-related hardship (all other factors held constant):
  - Gender
  - Sexual orientation
  - Birthplace (inside or outside of the US)
  - Language spoken at home
  - Race
  - Age
  - Having children or other dependents in the household
  - Previous record of arrest



# Findings

- Factors with no statistically significant association with scheduling-related hardship (all other factors held constant):
  - Given 0-2 weeks advanced notice of one's schedule
  - Given 4+ weeks advanced notice of one's schedule
  - Being required to work on-call
  - Being required to work split shifts
  - Having time off between closing and opening shifts (only for those who had worked “clopenings”)

# Overview of Scheduling

It seems ridiculous ... to get scheduled even close to 40 hours a week I need to leave over 100 hours (full availability) open. It makes things like taking a class, attending a meetup, or doing a hobby regularly almost impossible.

-- Employee survey respondent, sales associate at a downtown retail establishment.

Flexibility is a benefit all our employees enjoy. Employees' needs dictate our schedule and I have to cover the slack. I hope we are not penalized for this - it would cause me to have to take control of schedules away from the workers - we operate very close to the bone - cannot afford penalties like this.

-- Manager survey respondent, owner of a West Seattle retail establishment