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New York City Comptroller
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Families and Flexibility: Building the 21st Century Workplace

A Survey by Comptroller Scott M. Stringer





TABLE OF CONTENTS

I. Executive Summary	3
II. Introduction.....	5
III. Survey findings	7
IV. Conclusion	17
V. Methodology	18
VI. Acknowledgments.....	18
VII. Endnotes.....	19



I. EXECUTIVE SUMMARY

New Yorkers are some of the hardest working people in the country. As a report by New York City Comptroller Scott M. Stringer showed earlier this year, when long commutes are added to the hours spent at the workplace, New Yorkers have the longest workweeks of any city in the country. With their grueling schedules, residents of the five boroughs need some ability to control their time at work. And yet, many New Yorkers lack access to flexible work arrangements (FWA's) or other workplace policies that help to balance work and family.¹

This report details the findings of a survey of working New Yorkers—conducted by the Comptroller's Office, in partnership with *A Better Balance*—designed to provide policymakers with insight into how flexible work arrangements are, or are not, being used by individuals and businesses throughout the city. It is intended to gauge the need for workplace reforms, including but not limited to, legislation establishing the “right to request” FWA's, paid family leave, and advance notification of schedules.

The survey, while non-scientific, yielded over 1,100 responses from residents of all five boroughs working in a range of industries, from professional services and education, to health care, retail, and construction between June and August 2015.

The results suggest that New Yorkers from all walks of life face an untenable tension between their professional and personal responsibilities, and that a new model of work is needed to ensure that parents can remain in the workforce, families have the flexibility to care for loved ones of all ages, and workers of every stripe have the opportunity to succeed.

Some of the major survey findings include:

- **Limited Access to Flexible Work Arrangements:** 45 percent of respondents reported not having access to FWA's as a matter of policy at work. Of those, more than three-quarters (77 percent) said their lives would be “more manageable” if they did. 44 percent of respondents said they did have a flexible schedule.
- **Fear of Retaliation:** Among those workers at companies where FWA's were not widely available, 58 percent reported being “uncomfortable” or “very uncomfortable” requesting a flexible schedule, and only 21 percent were “comfortable” or “very comfortable” doing so. By contrast, 46 percent of respondents who worked for companies where all employees could request flexible schedules said they were “comfortable” or “very comfortable” approaching their supervisor.
- **“Right to Request”:** 71 percent of respondents who lacked a workplace-wide policy on FWA's reported that they would be more likely to request a flexible schedule if all people in their workplace had the option of doing so without fear of retaliation.
- **Paid Family Leave:** 80 percent of respondents support a paid family leave system funded by small employee payroll deductions, as currently proposed in the New York State Legislature.² 86 percent of respondents believe that fathers and mothers should receive an equal amount of paid family leave.

- **Unpredictable Scheduling:** Among “shift workers” whose schedules often change week-to-week, 28 percent who sought a schedule change reported experiencing “retaliation” for making such a request. 18 percent receive their schedule only a day in advance.
- **Work/Life Balance:** People are forced to take time off work for a variety of reasons:
 - Medical appointments (88 percent)
 - Caring for a spouse, parent, grandparent, or friend (55 percent)
 - A child’s illness/doctor’s appointment (45 percent)
 - Attending a child’s activity, such as an athletic event, recital, or play (35 percent)
 - Picking up a child from school (34 percent)

While a majority of respondents took sick leave, vacation time, or “personal” days to attend to these matters, over a quarter took unpaid leave and only 11 percent took paid family leave.

The survey results indicate a clear need for a 21st century workplace culture that values family and flexibility. To that end, the Comptroller makes the following recommendations:

- **Right to Request:** While passage in Congress of the federal *Flexibility for Working Families Act* (co-sponsored by Rep. Carolyn Maloney) would be the preferred option, Republican-led opposition makes progress on the federal front unlikely in the near term. As a result, the City and/or State should take action to create a framework through which employees and employers would have a “right to request” FWA’s. Employers would not be mandated to provide FWA’s, but employees would have a right to request them without fear of retaliation. FWA’s have been shown to lead to heightened morale, greater productivity, less turnover, and significant savings for businesses.
- **Paid Family Leave:** Congress should bring the United States in line with the rest of the world by enacting paid family leave. Short of such action, the New York State Legislature should follow in the footsteps of other states and pass the Paid Family Leave Insurance Act (sponsored by Queens Assemblywoman Catherine Nolan and Queens Senator Joseph Addabbo, Jr.), which would use employee payroll deductions of no more than 45 cents a week in the first year to fund paid family leave through the existing Temporary Disability Insurance (TDI) program. The bill would also raise the TDI benefit level for the first time in more than 25 years.³ A survey of employers in California found that a similar program had either a “positive effect” or “no noticeable effect” on productivity (89 percent), profitability (91 percent), turnover (96 percent), and morale (99 percent).
- **Advance Notification of Schedules:** The New York City Council should pass a law requiring that workers receive their schedule at least 72 hours in advance of their shift. Research suggests that more stable schedules can improve productivity and reduce turnover and absenteeism, boosting a business’ bottom line.

These recommendations are critical for both working New Yorkers and for businesses that stand to benefit from greater productivity and improved morale. They are also vital for the City’s economic future, as New York continues to compete with cities around the world for top talent.

II. INTRODUCTION

This survey is the latest effort by Comptroller Stringer to promote economic growth by ensuring that New Yorkers can achieve work-life balance.

In June 2014, the Comptroller published *Families and Flexibility: Reshaping the Workplace for the 21st Century*,⁴ which showed how flexible scheduling is good for both employees and businesses. The Comptroller built on that report by hosting a conference on flexible scheduling and the modern workplace in September 2014, featuring the President and CEO of New America, Anne-Marie Slaughter.⁵

As Slaughter has noted, the American workplace has undergone numerous tectonic shifts in recent generations. In 1940, 25 percent of American women over the age of 16 were in the workforce.⁶ By 1960, that number had risen to 38 percent. In 2000, the number exceeded 60 percent. And today, mothers are the primary or co-breadwinners in almost two-thirds of American families.⁷

At the same time, with more dual career households, men are taking on added family responsibilities, including childcare and housework, with little reduction in time spent in the workplace.⁸ As a result, today's fathers are likely to report difficulties balancing work and family than ever before. In fact, a recent report by A Better Balance shows that nearly 85 percent of fathers reported that they felt under pressure to be both a breadwinner and an engaged parent.⁹

However, despite these momentous changes, many workplaces remain stubbornly attached to inflexible work rules that either adhere to the "9 to 5" workday or provide workers with little to no notice of their shift schedule, even as the realities of modern life have grown much more complicated. Meanwhile, the share of Americans in the labor force who are suffering at the hands of "involuntary part-time" work doubled during the Great Recession and remains over 30 percent higher than it was in 2008.¹⁰

This has profoundly negative consequences, both for quality of life and public health. Nearly 75 percent of employees—women and men—report not having enough time to spend with their children, while millions more struggle to integrate their personal lives with their professional responsibilities.¹¹ Furthermore, a recent study found that workplace stress is nearly as dangerous to one's health as secondhand smoke, with work-family conflict doubling one's risk of poor mental health and increasing the odds of self-reported poor physical health by about 90 percent.¹²

This ongoing struggle has led President Obama to host events throughout the country on how to create a 21st century workplace, culminating in the White House Summit on Working Families in June 2014. At the summit, the President said what so many Americans viscerally feel every day: that "work gives us a sense of place and dignity...but [that] family is also the bedrock of our lives," and that we must create a society in which people are not forced to make a choice between those things.¹³

Indeed, today's younger generation is keenly aware of this choice and is more likely to value family-friendly flexibility and seek more egalitarian treatment in the workplace than past generations.

A recent survey of Harvard Business School (HBS) alumni found that 37 percent of Millennial women in the workplace planned to interrupt their career for family, compared with 28 percent of Generation X women and 17 percent of Baby Boomers.¹⁴ The same survey found that over 40 percent of both mothers and fathers believe that their jobs get in the way of their personal and family lives “often” or “very often.”

While all working parents face pressures, studies suggest that the burdens continue to fall disproportionately on women. A survey of 18-32 year-olds by Pew Research found that 58 percent of working mothers said having children made it harder for them to get ahead in their careers, compared to only 18 percent of working fathers.¹⁵

The HBS study showed that female graduates are increasingly pessimistic about their ability to keep pace professionally with their male peers, with only two-thirds of younger working women reporting that they expected their careers to be equal to those of their spouses, down from nearly 80 percent of Baby Boomers.¹⁶

Thus, while Millennial women are the first in history to start their work lives at near parity with men (96 cents to the dollar), there is reason to be concerned that as these women become mothers, the pay gap will once again widen.¹⁷

This report details the findings of a survey conducted by the Comptroller’s Office and *A Better Balance* from June to August 2015. The survey asked New Yorkers about a range of workplace issues, including flexible work arrangements, paid family leave, and advance notification of schedules, each of which is discussed in detail below.

The results demonstrate how we as a society have failed to create a workplace culture that values family and flexibility—to the detriment of economic productivity and social progress.

A summary of the survey findings is below. It is broken down into three major categories that comport with each of the Comptroller’s recommendations: the win-win of flexible work arrangements for employees and employers; the importance of paid family leave; and the need for advanced notification of schedules.

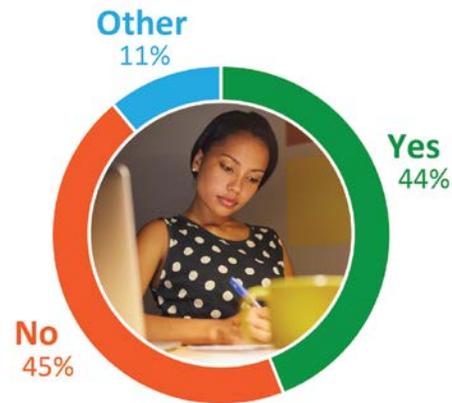
The quotes interspersed throughout the text come directly from survey respondents and are intended to underscore the daily, human impact of workplace policies.

III. SURVEY FINDINGS

The Continued Case for Right to Request Legislation + Flexible Work Arrangements

45 percent of respondents to the Comptroller’s survey lack a “flexible schedule,” while 44 percent enjoy some amount of flexibility at work. Of those who do not have a flexible schedule, 77 percent reported that their lives would be “more manageable” with a flexible schedule.

Do you have a flexible schedule?

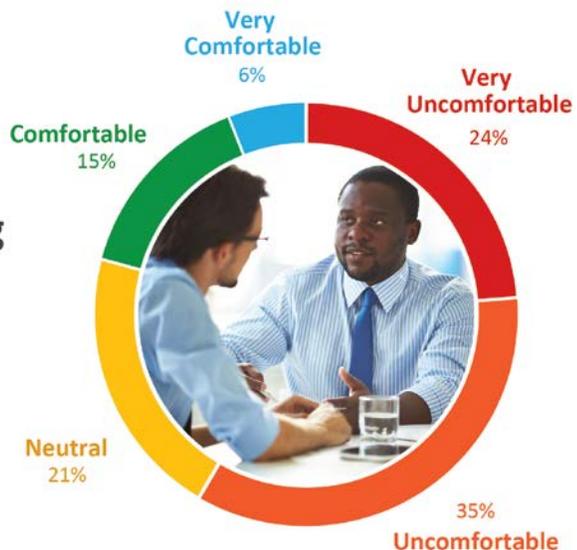


Source: Comptroller Scott M. Stringer “Families and Flexibility” Survey, 2015

As shown in the chart below, among workers at companies where FWA’s were not widely available, 58 percent reported being “uncomfortable” or “very uncomfortable” requesting a flexible schedule, and only 21 percent were “comfortable” or “very comfortable” doing so. By contrast, 46 percent of respondents who worked for companies where all employees could request flexible schedules said they were “comfortable” or “very comfortable” approaching supervisors.

How comfortable would you be requesting a flexible schedule from your employer?

(Respondents without Universal Flex)



Source: Comptroller Scott M. Stringer “Families and Flexibility” Survey, 2015

Survey respondents also repeatedly noted how their employers looked down on requests for time off for doctor’s appointments and other essential matters.

One respondent wrote, “My old boss would put “special request” on the schedule if I wanted a schedule with time off for the doctor...time off on the schedule was treated like an accommodation.”

Another respondent added,

“My boss claims to be pro-diversity and pro-women but he has penalized me even when I was out on maternity leave. He constantly makes comments about me having another baby...It's not a great situation but I don't have a choice since New York is expensive and I need to work.”

–40-49 year old mother working full-time

Indeed, all too often, “flexibility” is seen as a one-way street where employees are always expected to be on-call, while receiving no leeway from employers in return.

As one respondent put it, “My job expects you to be tethered to your Blackberry-smart phone... However, when the proposal to work from home on a regular basis, the proposal is denied with the response [that] it’s not the agency’s policy or it can’t [be] physically/administratively done.”

In addition to the stigma surrounding FWA’s, retaliation for even inquiring about flexibility is a very real concern.

One respondent who sought an FWA was denied certain project opportunities because the employer wanted all focus to be on the job. Others who asked for flexible schedules reported receiving negative employee reviews, reductions in hours, and lost promotions, as well as belittling comments from co-workers.

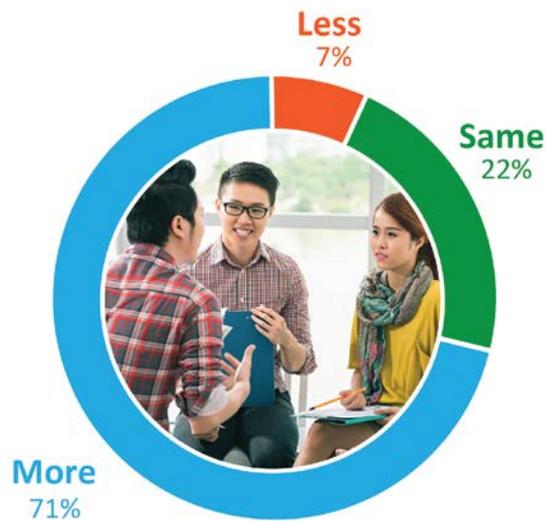
Another respondent said that when they needed time off to go to the dentist before their benefits expired, their employer treated it like a holiday and said no, even after they promised to work a split shift and come back after the appointment. The respondent added, “It was like they held an iron grip on time off so nobody would think it was OK to ask.”

Stigma against flexibility remains a pervasive component of the American workplace, even where flexible scheduling is allowed. As one respondent put it, “Even though my employer’s policy is to provide flexible work arrangements solely for the purpose of enhancing employee work-life balance, pressure not to use it is intense.”

Right-to-request legislation is designed to reduce this stigma, by providing a framework for discussions between employees and employers concerning FWA’s and by banning retaliation against employees who simply inquire about flexible schedules.

As the chart below indicates, 71 percent of survey respondents working in businesses without universal flexible scheduling said that they would be more likely to seek out an FWA if right to request was in place.

If everyone in your workplace had a right to request flexible schedules, would you be more or less likely to request one?



Source: Comptroller Scott M. Stringer "Families and Flexibility" Survey, 2015

To be clear, right-to-request does not require any business to offer flexible scheduling. But the experience of other jurisdictions with right-to-request laws—from the U.K. to Australia—suggests that it does promote the adoption of FWA's.

Our survey results also reinforce the significant benefits to workers and businesses from flexible workplaces.

One respondent said they were able to attend and complete a Masters program because of a job with flexible hours.

Another said that it allowed them to care for their beloved father during the last six weeks of his life, and handle his final arrangements without worrying about losing their job.

Other respondents mentioned more day-to-day benefit of flexible work arrangements—from transportation issues and package pickup to a healthier lifestyle.

"I spend three hours commuting each day via public transit. If I could arrive at 10 AM instead of 9 AM my roundtrip commute would go down to two hours on the same transit due to less crowding."

–30-39 year old female working full-time

- Indeed, 29 percent of respondents without flexible schedules said that such arrangements would help avoid transportation-related issues, including rush-hour delays.

“I live in a neighborhood where UPS, FedEx, and USPS refuse to leave packages and there are no doormen. ConEd tries to gouge you by estimating the meter reading, and nearly every place in the neighborhood keeps bank hours. You can't get anything done unless you take an entire day off.”

–30-39 year old female working full-time and a primary caregiver

“It would allow me to accommodate a healthier lifestyle, have less anxiety about taking time off for a few hours or a day here or there while still allowing me time to make up the work.”

–50-65 year old female working full-time

Flexibility can also lead to heightened morale, greater productivity, less turnover, and significant savings for businesses. Studies have shown that companies can save an average of \$6,500 annually for every person who telecommutes once a week, largely through decreased employee turnover and energy/IT savings, while also limiting unscheduled absences.¹⁸

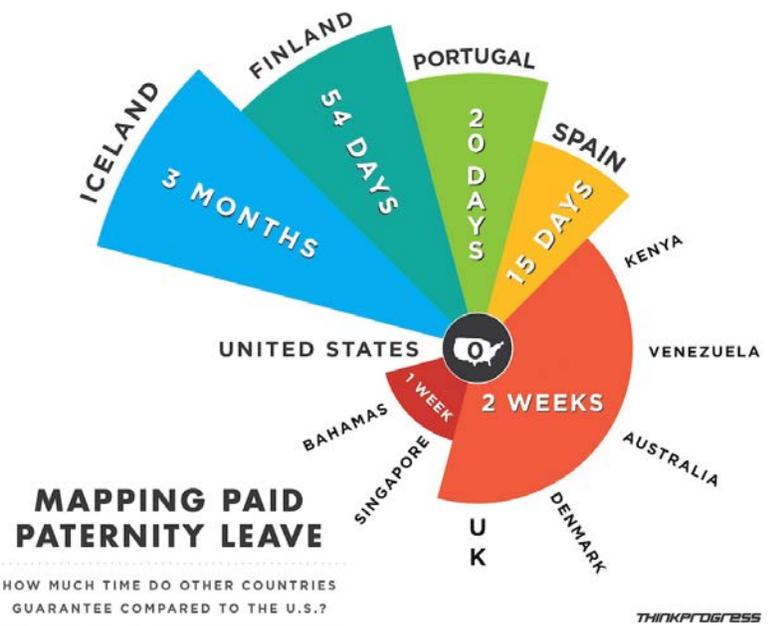
As a 40-49 year old, full-time working woman from Brooklyn stated, after her schedule became flexible, “my positive feelings toward work, my intrinsic motivation to do well, rose...the flex schedule is extremely positive for someone in my role, and I feel trusted and valued...as a result of this arrangement.”

For all of these reasons, right to request legislation should be passed at the City, State, and Federal level.

Paid Family Leave: An Idea Whose Time Has Come

As reported by the International Labor Organization, an arm of the United Nations, the United States is one of only two nations (New Guinea) that provide no cash benefits to women during maternity leave.¹⁹ As one respondent noted, “My friends and family in other countries laugh at the very little amount of time [Americans] are allowed to be with our families in order to just keep a roof over our heads.”

As the graphics on the following page from the blog *ThinkProgress* show, nations around the world provide anywhere between 12 and 40 weeks of paid maternity leave. While most do not provide an equivalent amount of paid paternity leave, they are still much more generous than the United States.



Despite this outlier status, Congress continues to be unable or unwilling to pass a comprehensive paid leave bill at the federal level. As a result of this intransigence, several states, including California, New Jersey, and Rhode Island, have enacted paid family leave insurance financed through small employee payroll deductions.

A 2011 study of the California program showed that both workers and businesses reported positive effects six years after the program’s introduction.²⁰ The vast majority of employers reported that it has had “minimal impact on their business operations” and that paid family leave had either a “positive effect” or “no noticeable effect” on productivity (89 percent), profitability/performance (91 percent), turnover (96 percent), and employee morale (99 percent).

The study also showed that employees benefitted from greater retention of their jobs, more satisfaction with their leave time, and a positive effect on their ability to care for a new child.

Our survey asked New Yorkers whether they would support such a program in the Empire State. The response was an overwhelming, “Yes.”

80 percent of respondents support a paid family leave system funded by small employee payroll deductions, as currently proposed in the New York State Legislature. Only six percent of respondents oppose such a system.

Would you support a 12-week paid family leave program in New York funded by small employee payroll deductions?



Source: Comptroller Scott M. Stringer "Families and Flexibility" Survey, 2015

As shown in the chart below, opinions varied on how long paid family leave should last, with three months being the most popular (21 percent of respondents).

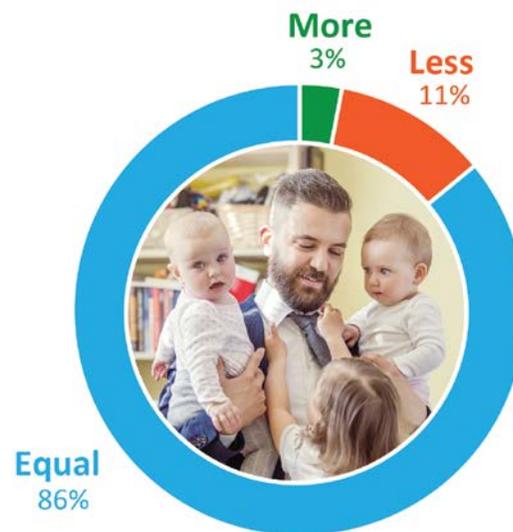
How long should paid family leave last?



Source: Comptroller Scott M. Stringer "Families and Flexibility" Survey, 2015

The vast majority of respondents—86 percent—believe that paid family leave should apply equally to mothers and fathers—an encouraging sign that the modern workforce recognizes the importance of shared parenting responsibilities.

Do you think fathers should receive more, less, or an equal amount of paid leave as mothers for the purpose of bonding with their child?



Source: Comptroller Scott M. Stringer "Families and Flexibility" Survey, 2015

As noted in the Comptroller's *Hardest Working Cities* report, in most occupations, New York City women with children are less likely than their counterparts elsewhere to work reduced workweeks, which only makes the need for paid family leave more urgent.²¹

In fact, recent studies show that work demands can even dissuade people from having families in the first place. A survey of female graduates of the Wharton School of Business at the University of Pennsylvania indicated that more and more women plan to avoid parenthood all together due, in part, to work demands. The survey found that only 42 percent of 2012 graduates stated that they planned to have children, down from 78 percent in 1992.²²

Paid family leave goes hand-in-hand with a more flexible workplace. As one respondent put it, "If family leave isn't formalized, there will continue to be a stigma against taking time."²³

One respondent who is the breadwinner in her family said that she "hesitated to have a second child because there is no paid maternity leave at my current company."

The lack of paid family leave not only dissuades some would-be parents' from having children, it also hurts business' ability to attract and keep talented workers. As one respondent said, "My employer made a significant cut to [its] maternity leave policy in August 2014 and many young women resigned from the office as a result."

Ultimately, Congress should bring the United States in line with the rest of the world by enacting **paid family leave**. However, in lieu of Congressional action, the New York State Legislature should pass the Paid Family Leave Insurance Act to create a paid family leave system here in the Empire State.

This essential benefit will help to attract talent, while improving the lives of millions of women, men, and children from Buffalo to Brooklyn.

Stable Schedules: A Building Block for NYC Families

According to the Economic Policy Institute, about 17 percent of the workforce has an unstable work schedule.²⁴ This has a profound effect on the daily lives of thousands of New Yorkers and their families.

A report published last month by the Economic Policy Institute found children of parents working unpredictable schedules are more likely to miss meals, have later bedtimes, and suffer from “inferior cognitive and behavioral outcomes.”²⁵ The study also found that workers with non-standard schedules are often forced to make “inconsistent and poorer quality child care arrangements.”

Unpredictable schedules are particularly prevalent in health care, retail, food service, and building service. Last year, a national survey from University of Chicago researchers of early-career adults of child-bearing age (26-32) found that half of retail workers know their work schedule one week or less in advance, and half of janitors and housekeepers report that their employer completely controls the timing of their work.²⁶

While these practices primarily affect lower-income workers, they are also part of life for many white-collar workers as well. The Chicago survey found that over 25 percent of elite professionals, business staff, and technical employees report knowing their work schedule one week or less in advance.²⁷

A recent report by the Retail Action Project²⁸, a member based organization founded by the Retail, Wholesale and Department Store Union (RWDSU) and the Good Old Lower East Side, found that workers with erratic or “on-call” shifts are “left in a constant state of insecurity about when they will work or how much they will earn on any given day.”²⁹

This insecurity has been rising in recent years as businesses have employed sophisticated software to make last-minute adjustments to schedules based on everything from sales to the weather, and demanded “open availability” from their employees, meaning they expect the employee to be available any day and any time.

The results of the Comptroller’s survey reflect the challenges posed by the lack of advance notification of schedules.

As one respondent said,

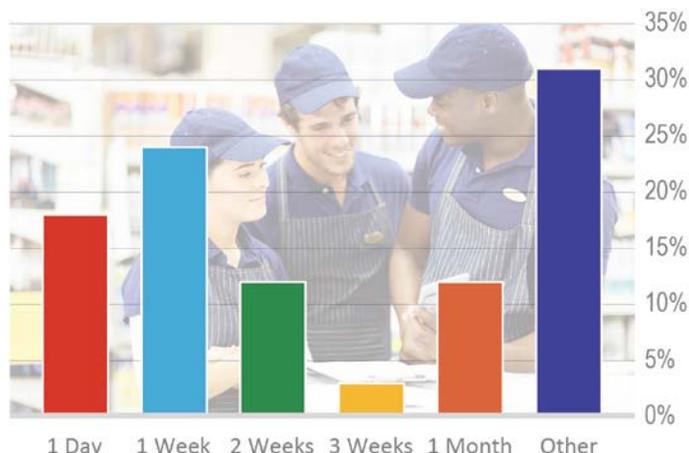
“There are no words to describe the frustration and anxiety that comes from not knowing my schedule for the next week and the inability to plan my life and finances.”

–30-39 year old part-time retail worker

Overall, as shown in the chart below, among “shift workers” whose schedules often change week-to-week, 18 percent receive their schedule only a day in advance, with some respondents reporting that they often don’t know their schedule until the day of—or even *during their shift*.

How Far in Advance Do You Receive Your Schedule?

(Among “Shift Workers”)



Source: Comptroller Scott M. Stringer “Families and Flexibility” Survey, 2015

In addition, 28 percent of shift workers who sought a schedule change reported experiencing retaliation for making such a request.

While some business owners have expressed concerns about nascent efforts to regulate schedules for workers, research suggests that more stable schedules will often improve productivity and reduce turnover and absenteeism, supporting a business’ bottom line.³⁰

For example, The Gap is launching a pilot program that will implement stable schedules at some stores and compare their performance with those that continue to give workers less predictable shifts.³¹

Despite efforts by The Gap and some other businesses, there has been little progress in stopping the trend toward giving workers little advance notice of their work schedule. As a result, during the last year, laws have been introduced in many states and localities to require advance notification of schedules. Such laws were introduced in California, Connecticut, Indiana, Maryland, Massachusetts, Michigan, Minnesota, and Oregon.³² Although none of these laws were enacted, they offered groundbreaking attempts to establish minimum standards for worker schedules and those laws will be re-introduced in subsequent sessions.

In New York State, Manhattan Senator Brad Hoylman and Queens Assemblymember Nily Rozic recently introduced legislation that would require employers to provide at least four hours of wages at the basic minimum hourly wage for each day an employee is instructed to contact their employer, or wait to be contacted by their employer, less than 24 hours in advance of the start of a potential work shift.³³ The proposal builds on the current New York “reporting pay” requirement in the minimum wage order that requires four hours of pay when a worker is required to report for work but is sent home.

The first law dealing with scheduling abuses—the Retail Workers Bill of Right—was recently passed in San Francisco, and requires “formula retail” establishments to provide advance notification to their employees.³⁴

New York City should follow suit and enact legislation that requires workers in retail and other industries to receive their schedule at least 72 hours in advance of their shift.

IV. CONCLUSION

Without family-friendly policies that allow individuals to take care of both personal and professional duties, New York will begin to lose talent to other cities that embrace this new model. Indeed, one 30-39 year old male from Sunnyside, Queens working full-time in the education industry told us that “work/life balance is part of the reason why I’m leaving New York this year.”

Another respondent from Astoria added, “As a couple of newlyweds who are planning to have a family in a couple years, my husband and I are worried about how we are going to manage the work/life balance. Childcare is so expensive that it will be a real struggle and we are considering leaving NYC because of it.”

Whether it is providing a more equitable workplace for women, ensuring that business can secure talent from every corner of the globe, or enabling New Yorkers to better themselves through training and higher education, the conclusion is clear: government and the private sector must embrace flexibility and family-friendly workplace policies as critical components of New York City’s economic competitiveness in the 21st century.

V. METHODOLOGY

The survey was conducted using the online tool SurveyMonkey. It opened on Monday, June 6, 2015 and closed on September 8, 2015. The Comptroller's Office worked with its partners, including A Better Balance, Make the Road NY, National Organization for Women - NYC, New York Communities for Change, Planned Parenthood NYC, PowHer New York, Retail Action Project, Women's City Club, 1 Million for Work Flexibility to ensure as representative a sample as possible.

While this survey is not a scientific sample of New Yorkers, the over 1,100 respondents represent New Yorkers from all walks of life.

Note that due to rounding, some of the charts add up to more than 100 percent.

VI. ACKNOWLEDGMENTS

Comptroller Scott M. Stringer thanks Andrew L. Kalloch, Deputy Policy Director, and Sally Frank, Policy Analyst, the lead researchers and writers of this report, as well as Dina Bakst and Sherry Leiwant of A Better Balance for their contributions to this report.

Comptroller Stringer also thanks our outreach partners who helped to make this survey a success, including: Make the Road NY, National Organization for Women - NYC, New York Communities for Change, Planned Parenthood NYC, PowHer New York, 32 BJ SEIU, RWDSU, Retail Action Project, Women's City Club, and 1 Million for Work Flexibility.

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VII. ENDNOTES

- ¹ http://comptroller.nyc.gov/wp-content/uploads/documents/Longest_Work_Weeks_March_2015.pdf; Fewer New York City women with children work part-time than in other large cities (16.4 percent vs. 17.3 percent), while the proportion of women who report that they work from home is about the same (4.0 percent in both cases).
- ² <http://open.nysenate.gov/legislation/bill/A3870-2015>; <http://open.nysenate.gov/legislation/bill/S3004-2015>; The bill passed the Assembly in 2015, but has not advanced in the Senate. It would create a paid family leave insurance (PFLI) program within the existing Temporary Disability Insurance program that has been in place in New York since 1950. Workers would receive two-thirds of their average weekly wage while taking PFLI, up to a maximum benefit level, which would be increased over a four-year period until it equals 50 percent of the statewide average weekly wage. PFLI benefits would be financed exclusively through employee payroll deductions of up to 45 cents a week in the first year.
- ³ <http://www.abetterbalance.org/web/images/stories/Documents/familyleave/PFL2015.pdf>.
- ⁴ http://comptroller.nyc.gov/wp-content/uploads/documents/Families_and_Flexibility.pdf.
- ⁵ <http://comptroller.nyc.gov/event/families-and-flexibility/>.
- ⁶ <http://www.dol.gov/dol/aboutdol/history/herman/reports/futurework/report/chapter3/main.htm>.
- ⁷ <https://cdn.americanprogress.org/wp-content/uploads/2014/06/Glynn-Breadwinners-report-FINAL.pdf>.
- ⁸ <https://www.whitehouse.gov/blog/2014/06/09/changing-role-fathers-workforce-and-family>.
- ⁹ http://www.abetterbalance.org/web/images/stories/Documents/valuecarework/Reports/ABB_Rep_BeyondBreadwiner.pdf.
- ¹⁰ <http://www.frbsf.org/economic-research/publications/economic-letter/2015/june/involuntary-part-time-work-labor-market-slack-post-recession-unemployment/>.
- ¹¹ <http://familiesandwork.org/site/research/reports/HealthReport.pdf>;
http://www.princeton.edu/futureofchildren/publications/docs/21_02_PolicyBrief.pdf.
- ¹² <https://behavioralpolicy.org/article/workplace-stressors-health-outcomes/>.
- ¹³ <https://www.whitehouse.gov/the-press-office/2014/06/23/remarks-president-obama-white-house-summit-working-families-june-23-2014>.
- ¹⁴ http://www.hbs.edu/women50/docs/L_and_L_Survey_2Findings_12final.pdf.
- ¹⁵ <http://www.pewresearch.org/fact-tank/2015/03/10/women-still-bear-heavier-load-than-men-balancing-work-family/>.
- ¹⁶ http://www.hbs.edu/women50/docs/L_and_L_Survey_2Findings_12final.pdf.
- ¹⁷ http://comptroller.nyc.gov/wp-content/uploads/documents/Gender_and_the_Wage_Gap_in_New_York_City.pdf;
<http://www.pewsocialtrends.org/2013/12/11/chapter-1-trends-from-government-data/>.
- ¹⁸ http://www.businessweek.com/smallbiz/content/feb2011/sb20110215_286886.htm;
<http://onlinelibrary.wiley.com/doi/10.1002/smi.1049/abstract>.
- ¹⁹ http://ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_242615.pdf.
- ²⁰ <http://www.cepr.net/documents/publications/paid-family-leave-1-2011.pdf>.
- ²¹ http://comptroller.nyc.gov/wp-content/uploads/documents/Longest_Work_Weeks_March_2015.pdf.
- ²² <http://knowledge.wharton.upenn.edu/article/stew-friedman-new-work-family-choices-men-women/>.
- ²³ Notably, the California survey found that the stigma attached to flexibility scheduling also attaches to the use of paid family leave. Many employees reported not using said leave for fear that doing so might have negative consequences for them at work.
- ²⁴ <http://www.epi.org/publication/irregular-work-scheduling-and-its-consequences/>.
- ²⁵ <http://www.epi.org/publication/parents-non-standard-work-schedules-make-adequate-childrearing-difficult-reforming-labor-market-practices-can-improve-childrens-cognitive-and-behavioral-outcomes/>.
- ²⁶ https://ssascholars.uchicago.edu/sites/default/files/work-scheduling-study/files/lambert.fugiel.henly_precarious_work_schedules.august2014_0.pdf.
- ²⁷ *Id.*
- ²⁸ <http://retailactionproject.org/about/>.
- ²⁹ http://retailactionproject.org/wp-content/uploads/2014/09/ShortShifted_report_FINAL.pdf.
- ³⁰ <http://www.forbes.com/2011/01/05/work-schedule-effective-forbes-woman-leadership-employee-turnover.html>;
<http://www.clasp.org/resources-and-publications/publication-1/Job-Schedules-that-Work-for-Businesses.pdf>.
- ³¹ <http://www.bostonglobe.com/business/2015/07/19/growing-movement-stabilize-work-schedules/VdXNFH3AQQID40xaHuzaIN/story.html>.

³²http://www.nwlc.org/sites/default/files/pdfs/recent_introduced_and_enacted_state_and_local_fair_scheduling_legislation_apr_2015.pdf; <http://www.washingtonpost.com/news/wonkblog/wp/2015/05/08/the-next-labor-fight-is-over-when-you-work-not-how-much-you-make/>.

³³ <http://open.nysenate.gov/legislation/bill/S52-2015>; <http://open.nysenate.gov/legislation/bill/A261-2015>.

³⁴ <http://retailworkerrights.com/>; “Formula Retail” is defined as defined as retail stores, fast food businesses, restaurants, hotels and banks with 11 or more similar stores nationwide, which also have at least 20 employees in San Francisco.





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