

A HIDDEN CRISIS:

**UNDEREMPLOYMENT IN SILICON VALLEY'S
HOURLY WORKFORCE**



WORKING
PARTNERSHIPS
USA



**FAIR WORKWEEK
INITIATIVE**

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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.

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Working Partnerships USA is a community organization that drives the movement for a just economy by bringing together public policy innovation and the power of grassroots organizing. We build the capacity of workers, low-income neighborhoods and communities of color to lead and govern. Based in Silicon Valley, we tackle the root causes of inequality and poverty by leading collaborative campaigns for good jobs, healthy communities, equitable and sustainable growth and a democracy that works for all.

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The **Fair Workweek Initiative**, a collaborative effort anchored by CPD and CPD Action, 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 innovation, industry change, and high-road employer advocacy.

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EXECUTIVE SUMMARY

Silicon Valley is among the most prosperous regions in the United States. Yet one-third of workers in San Jose earn less in a year than the average annual rent for a one-bedroom home¹ and even more working families are caught in an ever-intensifying struggle to make ends meet.

In the past four years, a broad, emerging economic-justice movement has won pacesetting minimum-wage victories in five cities throughout the Valley: starting with the groundbreaking Raise the Wage San Jose ballot measure in 2012 and continuing with four neighboring cities voting to follow suit. In order for those higher wages to help provide for our region's working families, employers must also provide employees with an opportunity to work sufficient and consistent hours for a reliable, livable paycheck.

In this paper, we find underemployment widespread in San Jose:

- Among the estimated 162,000 people employed in hourly jobs in San Jose, the portion who have part-time or variable schedules at their main job has grown in the last ten years from 26 percent to 43 percent, meaning more than four out of every ten hourly workers do not have full-time work at their primary job.²
- Today, roughly 64,000 working people in the city of San Jose – overwhelmingly comprising women, people of color, and immigrants — do not have full-time work at their primary job.
- Sixty-three percent of hourly part-time workers are women and 69 percent are people of color.
- Seventy-seven percent of hourly part-time workers earn less than \$15 per hour.
- Fifty-eight percent of households with hourly part-time workers are rent-burdened – paying more than 30 percent of their total household income for rent.
- Forty-five percent of hourly part-time workers lack access to job-based health insurance.³

The United States has long set standards for work hours to protect working people and provide a level playing field for businesses. Yet this federal framework of rules has not kept up with the growing trends of contingent, part-time, and last-minute work scheduling that are impacting working people and their families in today's economy.

As the capital of Silicon Valley – a region at the bleeding edge of these emerging trends – San Jose has the opportunity to innovate in creating a community-centered framework that moves us closer to ensuring that every working person in the region has a chance to earn a family-sustaining income. That's why now is the time for San Jose to continue the important work that began with raising the minimum wage by updating our workplace hours protections so that every working person earns a living wage with enough hours of work to care for themselves, their families, and our communities.

A HIDDEN CRISIS:

UNDEREMPLOYMENT IN SILICON VALLEY'S HOURLY WORKFORCE

Silicon Valley is among the most prosperous regions in the United States, ranking eighth in the nation in gross domestic product growth and the third highest per capita personal income.⁴ Yet, one-third of working people in San Jose earn less in a year than the average annual rent for a one-bedroom home in the city,⁵ and many more working families are caught in an ever-intensifying struggle to make ends meet.

Coming together in a broad movement for economic justice, an unprecedented coalition of labor, faith leaders, community-based organizations, and working people has pledged to make Silicon Valley a region where all people can thrive and where the fruits of prosperity are broadly shared. In the past four years, this coalition has won pacesetting minimum-wage victories in five cities throughout the Valley — starting with the groundbreaking Raise the Wage San Jose ballot measure in 2012 and continuing with four neighboring cities voting to follow suit.

In order for those higher wages to help provide for our region's working families, employers must also provide employees with an opportunity to work sufficient and consistent hours for a reliable, livable paycheck. If the tech sector, with its six-figure-plus salaries, is the primary economic engine for Silicon Valley, these hourly workers make the engine run; but increasingly, even if they would like to, they are unable to work enough hours at wages adequate to sustain their families.

Today that same movement, under the banner of Silicon Valley Rising, is working to build a new economic framework that lifts up sustainable business models focused on long-term investment in the workforce and community, and generates prosperity that is broadly shared by those who work to make it possible. A key piece of that new framework is addressing the increasingly insecure and precarious nature of many of the fastest-growing jobs in today's economy.

An estimated 162,000 people are employed in hourly jobs in San Jose, and they are increasingly working part-time and variable work schedules that can cause financial instability. Over the past decade, the portion of the region's hourly workforce who have part-time schedules at their main job has grown from 26 percent to 43 percent: More than four out of ten hourly workers are now part-time.⁶

Perhaps unsurprisingly, the workers hardest hit by pay inequity and occupational segregation are also the most impacted by the push toward a part-time workforce. An estimated 63 percent of Silicon Valley's hourly part-time workers are women, and 69 percent are people of color.⁷

Today, roughly 64,000 working people in the city of San Jose — overwhelmingly women, people of color, and immigrants — have part-time hours (34 or fewer hours per week) at their primary job.⁸ Workers in these part-time jobs are overwhelmingly more likely to have fluctuating work hours, earn low wages, lack access to employer-provided healthcare, and struggle to make ends meet. Approximately 77 percent of hourly part-time workers earn less than \$15 per hour.⁹

San Jose has the opportunity to continue the important work that began with raising the minimum wage by updating the city's work-hour protections so that every working person earns a living wage with enough hours of work to care for themselves, their families, and our communities.

Just like minimum wages, work-hour protections date to the first labor laws in the nation. From the outset, wage and hour protections were seen as inextricable both from one another and from the notion of family-sustaining work.¹⁰

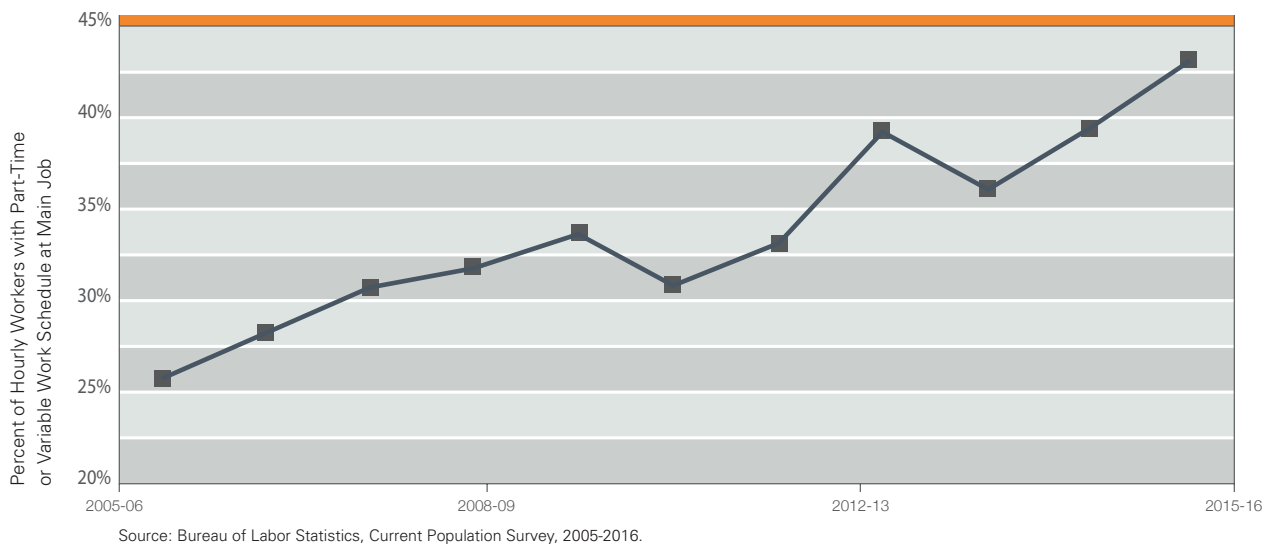
The issue at the beginning of the twentieth century was the requirement that people worked too many hours at low wages. The 40-hour workweek, the 8-hour day, and the concept of the 'weekend' all emerged from working people demanding wage and hour regulations to protect their health, families, and communities.

Increasingly, the problem working people in the twenty-first century face is underemployment — the scarcity of enough hours at wages adequate to earn a family-sustaining income.

In November 2014, economists at the Federal Reserve Bank of Atlanta observed, "One of the defining features of the recovery from the Great Recession has been the rise in the number of people employed part-time." Involuntary part-time employment remains persistently high at 6.1 million workers despite a tightened labor market. California bears a significant burden of this underemployment with more than 1 million workers in involuntary part-time jobs.¹²

Silicon Valley's workforce is at the center of this trend. Over the past decade, the portion of the region's hourly workforce who have part-time or variable¹³ schedules at their main job has grown from 26 percent to 43 percent — more than four out of every ten hourly workers are now part-time.¹⁴

FIGURE 1: PERCENT OF HOURLY WORKERS WITH PART-TIME OR VARIABLE WORK SCHEDULES, SAN JOSE METRO (2005 – 2015)



Of these hourly part-time workers, an estimated 19 percent want to work full-time, but are stuck in a part-time schedule.¹⁵ This metric does not include another important group: workers who may not be able to work a full 40 hours per week at the moment (due to a second job, family obligations, or other reasons) but who would like to work more hours than they typically receive in a week and would if additional hours were made available to them.

Looking at the bigger picture, an estimated 162,000 working people employed in the city of San Jose — 47 percent of the total workforce — are in hourly jobs,¹⁶ making them potentially vulnerable to being pushed into part-time, fluctuating, or unpredictable schedules.

Business models built on part-time, contingent, and "just-in-time" workforces impose hidden costs on workers, their families and society at large. These types of practices shift the risk and the burden of business cycles onto those who can least afford it: individual working people who live paycheck to paycheck.

WORKING, BUT POOR:

THE ECONOMIC INSECURITY OF INADEQUATE WORK HOURS

In May 2014, the San Jose Mercury News reported “Silicon Valley Economic Recovery Seems Complete.”¹⁷ Indeed, the region has experienced growth rates among the highest in the country. Average annual unemployment fell from a high of 10.9 percent in 2010 to 6.2 percent in 2014,¹⁸ and has fallen further still over the past year.

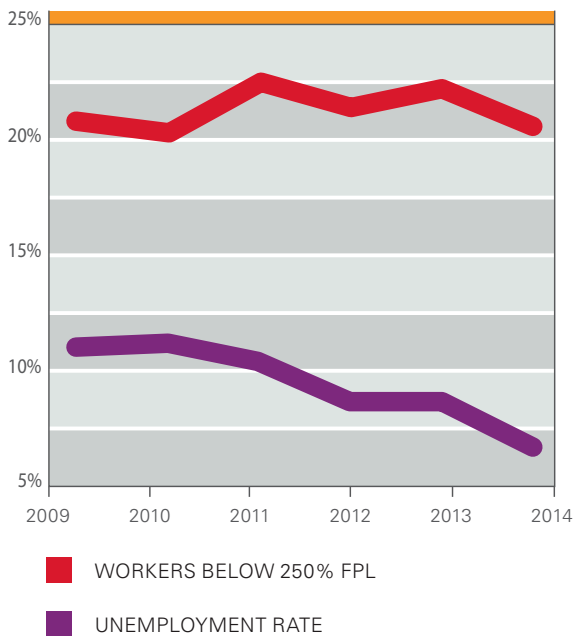
Yet the unemployment rate fails to tell the whole story. The growth in the employment rate hides an ongoing crisis of working poverty.

In 2010, at the height of the Great Recession, 20.1 percent of people employed in Santa Clara County were low-income (below 250 percent of the federal poverty level). Even as the economy has roared back, this number has remained virtually unchanged. As of 2014 (the most recent data available), the proportion of workers who are low-income stands at 20.4 percent.¹⁹ (See Figure 2.)

At the national level, involuntary part-time work has declined slightly from the Great Recession; however, this recovery has been far slower than for unemployment rates, despite the historical precedent that has the two rates tracking closely to each other.

In fact, the involuntary part-time number dramatically undercounts the reality. Working people with caregiving responsibilities (overwhelmingly women) and educational obligations are not counted among involuntary part-time workforce numbers. Take, for example, the working mom who would rather have a full-time position but responds to the Bureau of Labor Statistics’ questions that she is part-time because of “childcare problems”: she will be counted as voluntarily working part-time.

FIGURE 2: TREND IN UNEMPLOYMENT VS. WORKING POVERTY IN SANTA CLARA COUNTY, 2009 – 2014



Source: American Community Survey, 2010-2014.

FORCED TO SCRAMBLE FOR HOURS

Without access to enough hours to make ends meet, working people may need to work multiple jobs.

Over half (53 percent) of all multiple job-holders in the Silicon Valley hourly workforce are workers who are part-time at their main job, and 56 percent of multiple job-holders are women.²⁰

The challenging balance of working and managing family responsibilities is often made even harder with fluctuating work schedules. At the national level, three-fourths of early-career hourly workers across the nation report weekly fluctuations in the number of hours that their employers assign them. Part-time workers experience even greater variability. For these working people, workweeks varied, on average, by a full work day.²¹ According to the Federal Reserve, these variable work hours are the single most common reason so many Americans experience income fluctuations from month to month.²² Working people experience not only unstable income, but also uncertainty about their ability to meet other obligations. Fully 41 percent of all hourly workers reported not knowing their work schedule more than seven days in advance, making it nearly impossible to plan for child or elder care, other jobs, college classes,

or ongoing training.²³ Fluctuating work hours and ever-changing schedules compound to create profound insecurity and imbalance for working families that hurts both their personal and our community's well-being.

LOW-PAYING PART-TIME JOBS CREATE HARDSHIPS FOR WORKING PEOPLE AND THEIR FAMILIES

The people who face hourly part-time work schedules because of economic conditions rather than choice are overwhelmingly low-wage, vulnerable workers. The lack of access to work hours combines with disparities in wages and benefits, unstable work schedules, and low-quality part-time work to produce widespread economic insecurity and hardships in the hourly workforce.

While inadequate hours obviously reduce income for working people who are only paid for time worked, national data show that employers pay part-time workers significantly less per hour than full-time staff in the same job.²⁴ Seventy-seven percent of Silicon Valley's part-time hourly workers earn less than \$15 per hour.²⁵ (See Figure 3.)

In high-cost Silicon Valley, these wages are wholly inadequate to make ends meet. The minimum self-sufficiency wage needed for a single worker with no dependents to afford the basic necessities of life in Santa Clara County is \$15.68 — assuming the individual has access to 40 work hours per week.²⁶ For working parents, the wage needed is much higher, and if they cannot get enough work hours, the gap between income and cost of living becomes a chasm. To bridge the gap, people working part-time may double up on housing, rent out a garage for a whole family, or go without essentials like clothing or medicine.

Many also turn to public benefits to compensate for inadequate wages and work hours. Twenty-five percent of hourly part-time workers are covered by Medi-Cal or similar public health programs, and eleven percent are enrolled in CalFresh (food stamps).²⁷ While public programs provide an essential lifeline for these working people and their families, they are also providing a hidden taxpayer subsidy to unscrupulous employers, who otherwise would not be long able to retain a workforce at wages and hours so low that their workers cannot afford enough food to eat.

PABLO NERVAEZ



Photo by Tri Nguyen

I've worked hard for 16 years as a cook in fast food restaurants – KFC, Carl's Jr., McDonald's – so I've learned how to scramble for enough hours. I have to constantly ask my managers for more shifts, which rarely come through, so instead I have had at times to piece together two or even three part-time jobs just to get enough hours of work to pay the bills. I've been lucky that all three jobs kept stable schedules so I could piece them together, but my coworkers couldn't say the same. With constantly changing schedules, they couldn't find a second or third job.

As a part-time worker, I've never had health insurance, a retirement plan, nor sick days until California passed a sick leave law a couple of years ago. When I got sick, I would go to work anyway. I couldn't afford to lose the money from my paycheck because my family was counting on the money I send home every month. I will do anything so that my children can get an education and good jobs and not go through what I have.

Juggling three jobs and supporting three kids meant I've had to plan everything in my life down to the penny. With average Silicon Valley apartment rents topping \$3,000, I share one room in an apartment where six people live. When I first moved in I had to put down a \$500 deposit for my half of the room, I cut back to eating one meal a day. I would pay my rent and cell phone on the first of every month and then try to get through the rest of the month spending as little as possible.

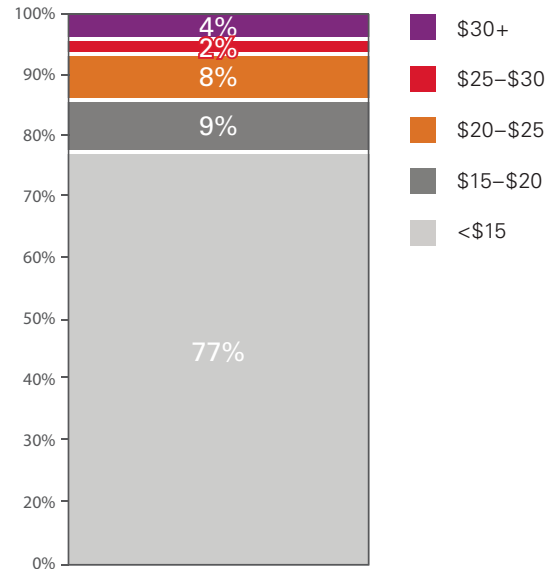
And, because I was paid by the hour, I also had to plan down to the minute. My shift ended at 4 pm at KFC and started at the Carl's Jr across the street at 4 pm, so I wouldn't eat from the start of my KFC shift until I got my break at Carl's Jr. Given the schedules of my three jobs, I would sleep about three or four hours a night. I am not alone. San Jose, like many other cities, is suffering a crisis of underemployment. Something must be done.

Not only do part-time workers face lower wages, but employers are much less likely to extend benefits to their part-time workforce.²⁸ At the national level, disparities between full-time and part-time workers are visible in wages, retirement benefits and paid holidays or vacation time. For each one of these benefits, full-time workers are at least twice as likely as part-time workers to have access, as shown in the following table:

THE POOR JOB QUALITY OF PART-TIME WORK ACROSS THE COUNTRY²⁹

NATIONAL	FULL-TIME	PART-TIME
AVERAGE HOURLY WAGE	\$24.91	\$12.72
PAID HOLIDAYS	87%	36%
PAID VACATION	87%	34%
RETIREMENT BENEFITS	74%	37%

FIGURE 3: PART-TIME WORKERS BY HOURLY WAGE, SAN JOSE METRO, 2015



Source: Bureau of Labor Statistics, Current Population Survey, 2015.

In Santa Clara County, this benefits disparity has generated a large gap in health care coverage. Only 55.4 percent of hourly part-time workers have employer-based health coverage, compared to 76 percent of all workers.³⁰ The remaining 45 percent of the part-time workforce must either rely upon public programs (24.8 percent), go uninsured (13.8 percent), or purchase expensive individual health coverage (6 percent). (See Figures 4 and 5.)

FIGURE 4: HEALTH COVERAGE OF ALL WORKERS, SANTA CLARA COUNTY, 2014

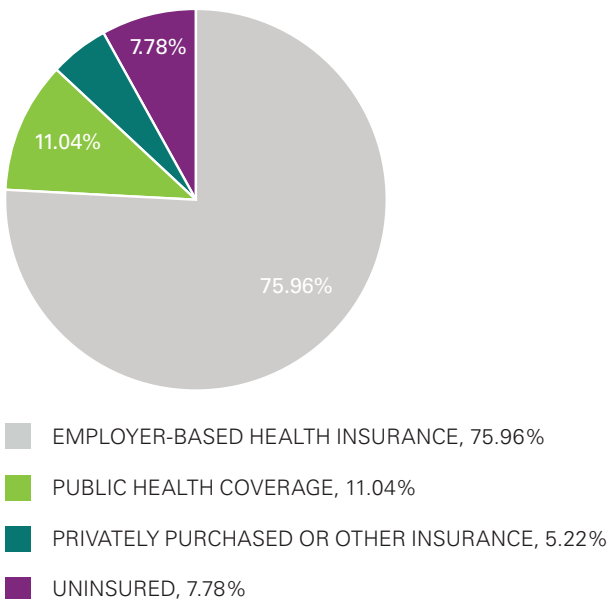
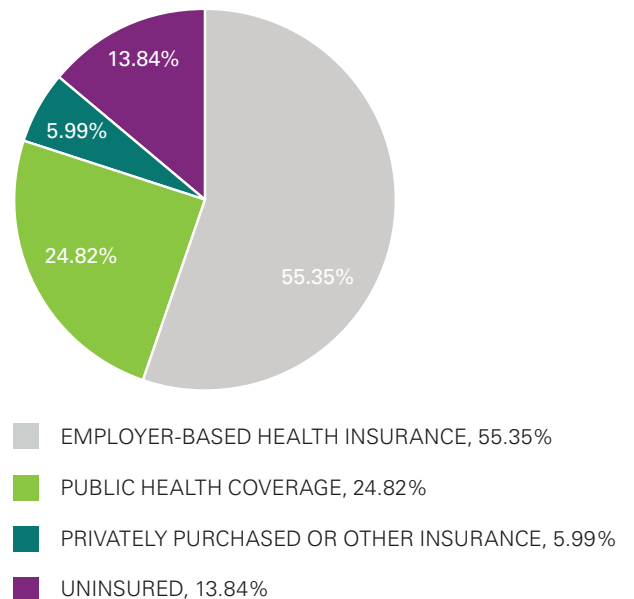


FIGURE 5: HEALTH COVERAGE OF HOURLY PART-TIME WORKERS, SANTA CLARA COUNTY, 2014



Source: US Census Bureau, American Community Survey and Bureau of Labor Statistics, Current Population Survey

The hardships generated by part-time work schedules extend to working peoples' families and households. Forty-five percent of hourly part-time workers live in low-income households (total household income below 250 percent of the federal poverty level). Among those who are renters, nearly 6 in 10 (58 percent) are rent-burdened — paying more than 30 percent of their total household income in rent, the standard threshold for housing affordability. Even worse, a subset of 34 percent are extremely rent burdened, with more than half their household income going towards rent.³¹

Many of these workers are parents with children, who are at especially high risk of poverty and hardship. Forty-four percent of part-time workers are raising children. Among those families, more than half – 51.4% – are low-income (below 250 percent federal poverty level).

Parents trying to support their families on part-time work schedules face not just working poverty, but also hunger. The UCLA California Health Interview Survey found that among low-income parents working part-time in Santa Clara County, 40 percent suffered from food insecurity, meaning they are unable to afford enough food for themselves and their families.³²

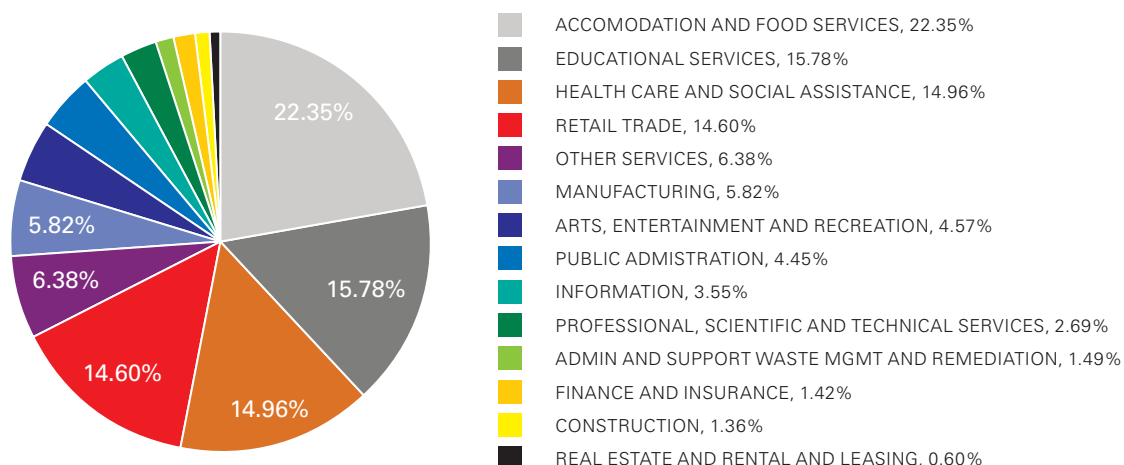
Part-time work is prevalent across a wide range of industries in San Jose. However, just over two-thirds (67.7%) of all hourly part-time workers in the private sector work in one of four sectors: accommodation and food services, educational services, health care and social assistance, and retail.



Photo by Maria Noel Fernandez

I have three beautiful kids who motivate me every day. They are the reason I get up, the reason I work, and my whole reason for being. The way I see it, my purpose in life is to provide a better future for them so they don't have to struggle the way that I struggle to provide for them. I've worked in fast food for the last 10 years and know what it means to not have enough access to hours at work. I never get scheduled for eight hours in a day and am constantly asking, sometimes begging, for a full day's work. I work hard and am a good employee, so this seems especially unfair when new employees are hired to fill hours that I just requested. I'm right there, fully trained and ready to work! Being scheduled four hours a day, four days per week and earning barely above minimum wage is just not enough to survive in Silicon Valley.

FIGURE 6: HOURLY PART-TIME WORKERS BY INDUSTRY, SAN JOSE METRO, 2015³³



People working part-time in any of these four sectors face a double whammy — insufficient hours and low wages. Collectively, these four sectors account for more than two-thirds (67.3 percent) of all hourly workers earning less than \$15 per hour.

MOST WORKERS WITH LOW-PAID PART-TIME SCHEDULES ARE WOMEN AND PEOPLE OF COLOR

The working people in Silicon Valley who are affected by part-timing and the attendant disparities are overwhelmingly women and people of color— the same groups who are already impacted by pay inequity, occupational segregation³⁴, and disparities in hiring and promotion.

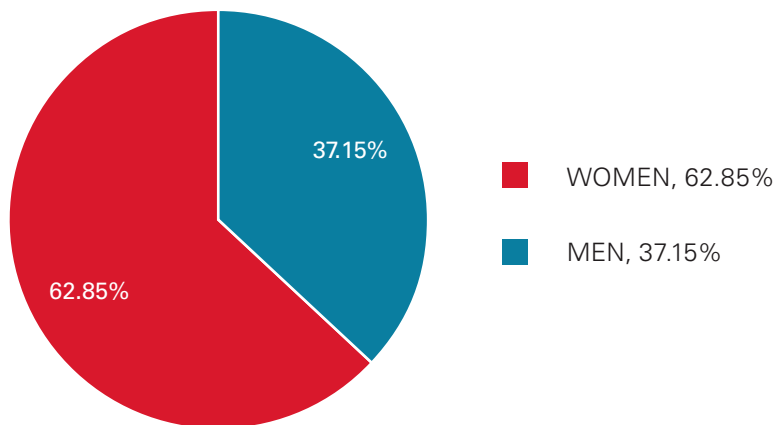
Half of all women in the hourly workforce have part-time schedules at their main job, compared to just 29 percent of men. While some people may choose to work fewer than 40 hours in order to fulfill other responsibilities, these working women with part-time schedules end up being economically penalized twice over. Not only do they lack the opportunity to work more hours if they choose, but they are vulnerable to the disparities in pay and benefits that frequently accompany part-time scheduling. This gender pay gap is further compounded by the erratic work schedules that make it difficult to stay long-term at a job, advance in the workplace, and achieve economic mobility. In total, women represent 63 percent of the region’s part-time hourly workforce. (See Figure 7.)



Photo by Tri Nguyen

In order to survive in San Jose, I’ve had to piece together multiple part time jobs for most of my adult life. Juggling two, sometimes three part-time jobs, childcare for my disabled ten-year-old and using public transit to get to medical appointments has really been all but impossible. Having one full time job would mean not having to ask favors from everyone to help pick up my child when I get called in last minute. It would mean getting home in time to see my kids. It would mean not fearing losing one part-time job at any given time and then not making rent. It would mean not having to travel across town stressed that I might not make it in time to the other job. Quite simply, full time work would mean having the opportunity to work hard and have a job that allows me to be there for my family economically, physically and emotionally.

FIGURE 7: GENDER OF HOURLY PART-TIME WORKERS EMPLOYED IN SANTA CLARA COUNTY, 2014³⁵



Part-time scheduling also has a profound impact on workers of color — and women of color in particular. Approximately 69 percent of Silicon Valley’s part-time workforce are people of color.³⁶ (See Figure 8.)

Immigrants, especially immigrant women, comprise a substantial portion of the region’s part-time workforce. Slightly more than one-third (36 percent) of hourly part-time workers are immigrants and one out of every four part-time workers is an immigrant woman.³⁷

In total, women of color and immigrant women make up close to half (45 percent) of the hourly part-time workforce in Silicon Valley, even though they are only 29 percent of the overall workforce.³⁸

This considerable over-representation carries with it a suite of negative economic impacts for women of color, immigrant women, and their families. Among the most heavily impacted are Black and Vietnamese women. Of all Vietnamese women working hourly jobs in Santa Clara County, 48 percent — almost half — have part-time schedules. For Black women, 46 percent have part-time schedules.³⁹ Within the broad category of Asian Pacific Islanders, Vietnamese and Filipino communities stand out as having the largest representation in the hourly part-time workforce. (See Figure 9.)

FIGURE 8: RACE AND ETHNICITY OF HOURLY PART-TIME WORKERS EMPLOYED IN SANTA CLARA COUNTY, 2014⁴⁰

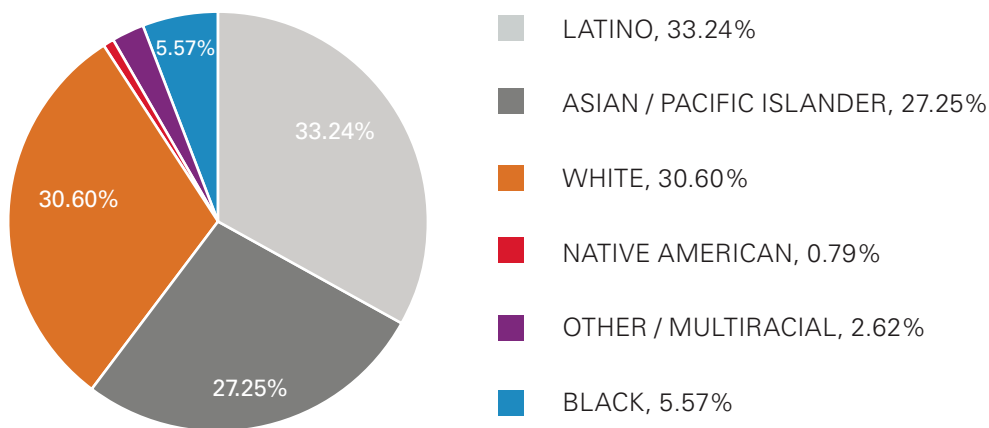
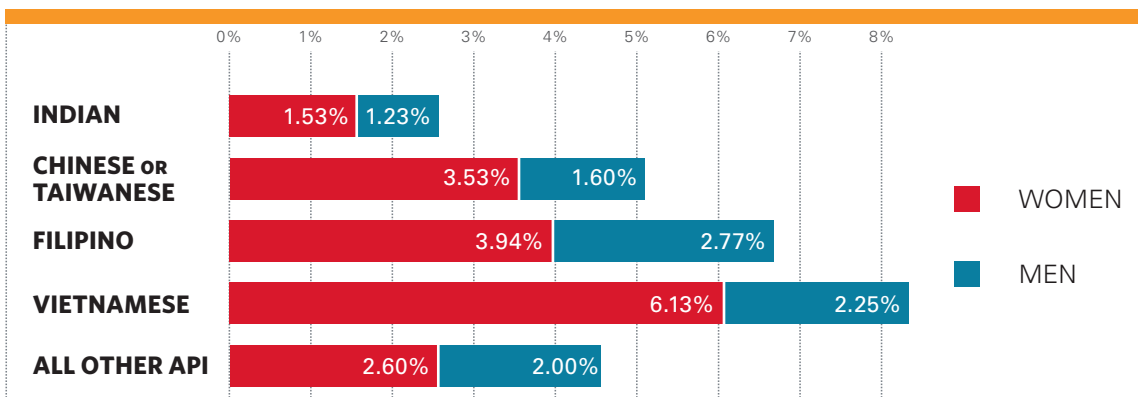


FIGURE 9: ASIAN/PACIFIC ISLANDER PART-TIME HOURLY WORKERS EMPLOYED IN SANTA CLARA COUNTY, BY SEX & ETHNICITY, 2014⁴¹

As Percent of All Part-Time Hourly Workers



EMPLOYERS PUSHING WORKERS TO PART-TIME IS BAD FOR BUSINESS

Even though shifting from a full-time to a part-time workforce may be seen as a way for businesses to cut payroll and wages in the short term, the hidden costs to business pile up over the long-term. Employers that heavily rely on part-time workers may invest less in their training. A study of a U.S.-based retailer with over 100,000 employees nationwide found that overreliance on part-time and temporary workers can result in lower sales and lower profitability.⁴²

When employers do not invest in training workers on standard operating procedure, they may experience a greater number of accidents.⁴³

Turnover is chronically high in low-wage, part-time work, in part due to precarious scheduling practices. At one women's clothing retailer, there was a 107 percent turnover rate among part-time staff and a 74 percent turnover rate among full-time staff. Almost two-thirds of managers reported that at least one employee left because she wanted a full-time position and roughly than 90 percent of managers reported that giving employees enough hours and allowing working people to provide input into the timing of work hours were each important factors in employee retention.⁴⁴

Turnover is very costly for companies. Research from 30 different case studies found that it costs businesses 20 percent of an employee's yearly salary to replace that employee. Turnover was highest in jobs that paid low wages and provided few workplace benefits, or that lacked policies to provide workers with fair work schedules.⁴⁵

ACCESS TO WORK HOURS:

A PATH TO MORE OPPORTUNITY FOR THE WHOLE REGION

In the shadow of Silicon Valley, hundreds of thousands of working people and their families are struggling to make ends meet. Recognizing the profound family, community and social impacts of this crisis of working poverty, cities across the region have acted to raise the minimum wage to help ensure that people who work hard can earn a fair living.

But without access to sufficient work hours, even a higher minimum wage is not enough. Far too many workers must piece together multiple jobs, juggle conflicting schedules, and bear the burden of unpredictable hours and fluctuating pay.

Silicon Valley is an ideal laboratory for a regional approach to creating fair workweeks for working people and their families. The tech sector can only drive a robust economy that supports family-sustaining work when unscrupulous employers do not shortchange the people who work for them and the communities that host them.

Enabling people working part-time to have greater access to work hours has the potential to create more secure, stable employment and incomes, helping to alleviate working poverty. With access to work hours also comes increased access to health coverage, benefiting not just workers and their families, but also the broader community by reducing the social costs associated with lack of health insurance coverage. Finally, creating a uniform standard for fair access to hours helps level the playing field for responsible employers. These changes will be good for business, good for working people, and good for San Jose.

We have taken the first step in raising the minimum wage. It is now the time to ensure that employers give working people the chance to work enough hours to earn income that will allow them to support themselves and their families.

NOTES:

1. Source for workers' earnings: U.S. Census Bureau, American Community Survey 2014 (Workplace Geography). Accessed via American FactFinder. Earnings from work represent all workers age 16 and over with earnings whose place of employment is in Santa Clara County. Source for average rent for a 1-bedroom apartment in San Jose: City of San José Housing Department, "Housing Market Update: Q3 2015", <http://www.sanjoseca.gov/DocumentCenter/View/47891>, p.4,
2. U.S. Bureau of Labor Statistics, Current Population Survey, May 2005 – Feb. 2016, accessed via DataFERRETT. May - April 12-month averages used for all years except 2015-16, which includes May 2015 –Feb. 2016 (the most recent month available).
3. The 55 percent who do have job-based health insurance includes those who are covered by a spouse's or parent's health insurance, as well as those who are covered through their own employer.
4. "Table 1. Current-Dollar Gross Domestic Product (GDP) by Metropolitan Area" (2009-2014), US Bureau of Economic Analysis, http://bea.gov/newsreleases/regional/gdp_metro/gdp_metro_newsrelease.htm. "Table 2. Per Capita Personal Income by Metropolitan Area, 2012 – 2014," US Bureau of Economic Analysis, http://bea.gov/newsreleases/regional/lapi/lapi_newsrelease.htm.
5. American Community Survey, 2014. "Housing Market Update, Q3 2015," City of San Jose, p4, <http://www.sanjoseca.gov/DocumentCenter/View/47891>.
6. U.S. Bureau of Labor Statistics, Current Population Survey, May 2005 – Feb. 2016, accessed via DataFERRETT. May - April 12-month averages used for all years except 2015-16, which includes May 2015 –Feb. 2016 (the most recent month available).
7. U.S. Bureau of Labor Statistics, Current Population Survey, 12-month average (Dec. 2014. – Nov. 2015), accessed via DataFERRETT. American Community Survey Workplace 2014 Workplace Geography data used to estimate ratio of San Jose MSA workforce to San Jose city workforce.
8. U.S. Bureau of Labor Statistics, Current Population Survey, 12-month average (Dec. 2014. – Nov. 2015), accessed via DataFERRETT. American Community Survey Workplace 2014 Workplace Geography data used to estimate ratio of San Jose MSA workforce to San Jose city workforce.
9. U.S. Bureau of Labor Statistics, Current Population Survey, 12-month average (Dec. 2014. – Nov. 2015), accessed via DataFERRETT.
10. Oya Aktas, "The Intellectual History of the Minimum Wage and Overtime," Equitablog, Washington Center for Equitable Growth, September 10, 2015, equitablog.org/intellectual-history-minimum-wage-overtime/.
11. Lei Fang and Pedro Silos, "Wage Growth of Part-Time versus Full-Time Workers: Evidence from the SIPP," macroblog, Federal Reserve Bank of Atlanta, November 6, 2015, <http://macroblog.typepad.com/macroblog/2014/11/wage-growth-of-part-time-versus-full-time-workers.html>.
12. "BLS: More than 1 Million Involuntary Part-Time Workers in California," Central Valley Business Times, March 25, 2016, <http://www.centralvalleybusinesstimes.com/stories/001/?ID=30232>.
13. Variable work schedules are those that lack a fixed number of hours per week, with some variable schedules including weeks with full-time hours and others comprising exclusively weeks of part-time hours; regardless, the number of hours of work varies week to week.
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