

SEPTEMBER 2020

YOUR FUTURE OF WORK

WHAT THE NEW JERSEY
FUTURE OF WORK TASK
FORCE LEARNED FROM
4,000 WORKERS IN THE
GARDEN STATE

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EXECUTIVE SUMMARY

In early 2020, the New Jersey Future of Work Task Force, with the help of 40 advocacy and interest groups around the State asked you—New Jersey’s workers and employees—for your views on the impact of technology on the future of work.

Over 4,000 of you shared your greatest concerns about the impact of new technology on: Skills and Lifelong Learning, Worker Rights and Benefits, and Worker Health and Safety.

YOU TOLD US THAT

- Workers’ greatest concerns related to Skills and Lifelong Learning are a **lack of access to affordable training**, a **skills mismatch** between the skills that training courses and university degree programs cover and those that employers desire, and an inability to develop the skills of the future due to **job market uncertainty**.
- Workers felt that employers and educational institutions are failing to provide workers—particularly low-income workers—with the **skills needed to remain competitive in the workforce**.
- Workers are struggling to find long-term, formal employment in jobs that provide **good wages and benefits**, leaving many to take part-time positions or contracting jobs.
- Respondents emphasized **rising costs of living**, **high out of pocket costs** for medical care, **reduced employment benefits**, and a **lack of full-time jobs** as key challenges related to obtaining fair wages and benefits.
- Workers feel they lack a voice in **determining what data is collected about them and how it is used**.
- Respondents identified **privacy concerns**, **a negative work-life balance**, **the blurring of home-life boundaries**, and **the threat of discrimination** as key impacts of technology on their health and well-being.

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POLICY AND TECHNOLOGY PROPOSALS

Your ideas have informed the work of the Task Force. We are exploring a series of policy and technology proposals, including,

- 1. Tools to make training opportunities more searchable as well as assessments of their value.**
- 2. Portable lifelong learning accounts to make training more affordable.**
- 3. A worker training tax credit and/or on-the-job training programs to encourage employers to invest in training.**
- 4. An online coaching platform to make it easier for people to find or change careers.**
- 5. Expanding the definition of “employee” to give more people access to benefits.**
- 6. Portable benefits policy to give more workers access to more benefits.**
- 7. Creating a Future of Work Accelerator to invest in the creation of innovative tools to advance economic security; protect workers' rights, health, and safety; and expand access to benefits.**
- 8. Policy and education to prohibit the use of discriminatory technology in the workplace.**



INTRODUCTION

The Future of Work Task Force, charged with understanding how coming changes in technology will impact New Jerseyans at work, is responsible for producing a comprehensive policy roadmap to prepare Garden State workers and businesses.

In order to better understand the issues facing workers and businesses, the Task Force created a digital public engagement campaign, entitled “Your Future of Work,” asking the public to share their greatest concerns with regard to the impact of new technology on three policy areas:

- **lifelong learning and skills**
- **rights and benefits for workers**
- **workplace health and safety**



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Thanks to the support of over 40 interest groups and unions who disseminated the campaign, over 4,000 people weighed in during the course of the engagement. For more on how the engagement worked, check out [How New Jersey Asked Workers About the Future of Work: The Importance of Partnership.](#)

This memo summarizes the findings from that engagement and identifies potential policy, legislative, and technological solutions that the Task Force is exploring in response.

“*In light of the COVID-19 pandemic, there has never been a more urgent time to take inventory of the challenges faced by the State’s workers and businesses and how the pandemic, compounded by new technology, is challenging people’s right to good work.*”

”

BACKGROUND

THE CURRENT SITUATION FOR WORKERS IN NEW JERSEY

Businesses in New Jersey have been hit hard by the coronavirus pandemic and the economic disruptions it has caused. The State's unemployment rate spiked from 3.8 percent in February to 15.2 percent in May of 2020.¹

According to Census Bureau microdata (2018), the most common industries in New Jersey, by number of employees, are elementary & secondary schools (328,037 people), construction (242,152 people), and restaurants & food services (212,502 people)—all categories of jobs that are very vulnerable to the challenges created by the need to work remotely.

Across the country, 100,000 small businesses are estimated to have closed permanently due to COVID-19 lockdowns. Industries that employ a large proportion of part time and seasonal workers, such as retail and hospitality, are among those hardest hit. According to an analysis from the Brookings Institution, two metropolitan areas in New Jersey (Atlantic City-Hammonton and Ocean City) rank in the top 10 nationwide for share of jobs in industries at high risk from COVID-19.

[1] According to preliminary numbers published by the US Bureau of Labor Statistics on July 2nd, 2020.

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COVID-19 has revealed vulnerabilities that many workers already faced, and uncovered new inequalities. People of color are more likely to be essential workers and less likely to be able to work from home. This puts these workers and their families at a greater risk of exposure to coronavirus and of losing their jobs due to COVID-19.



SUMMARY OF ENGAGEMENT RESULTS

For each of the three topics—**lifelong learning and skills, rights and benefits for workers, and workplace health and safety**—we asked people to rank their greatest concerns by selecting between two statements to identify the more important issue.

For Skills and Lifelong Learning, respondents cast 14,296 “votes” to rank 51 statements about their greatest concerns. For Worker Rights and Benefits, respondents cast 6,502 “votes” on 60 choices. For Worker Health and Safety, respondents cast 9,011 “votes” on 55 options.

In total, more than 4,000 people ranked 166 concerns across the three key topic areas.

Common themes stood out.

Despite record low unemployment in February 2020—when the engagement was launched—**financial strain is a common theme across all three areas**. This comes as no surprise given that the average American worker’s wages have been stagnant or declining since the early 1970s.

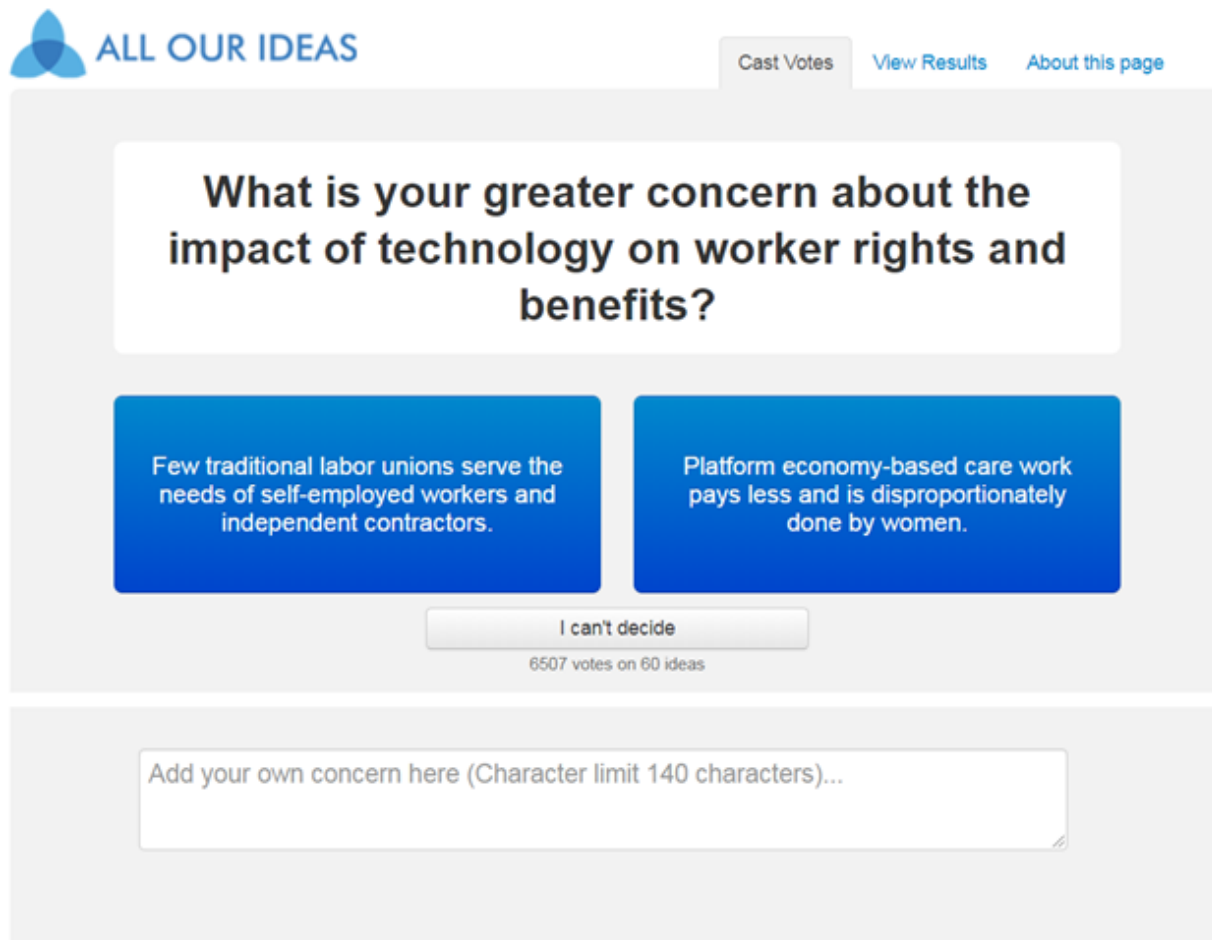


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Respondents report a precarious work-life balance that negatively impacts their health. Among the statements in the Worker Health and Safety topic area the statements “Unpredictable schedules due to new platform economy jobs can have negative effects on workers’ mental health” and “Insufficient leisure time affects workers’ health” ranked in the top ten. Despite working long hours, many workers report difficulties making ends meet with the wages and benefits they earn.

Respondents feel disempowered to change their working conditions, working arrangements, and standards of living. They feel that they lack a voice in determining what data is collected about them while on and off the job. Many who desire full-time employment feel that the labor market forces them to take positions as independent contractors or part-time workers, which afford fewer rights and benefits. Workers have difficulty accessing training programs, which many employers do not provide. The costs of higher education and skills training are prohibitive, especially for low-income individuals. Respondents also expressed skepticism that existing curricula will endow them with the skills and knowledge necessary to succeed in the labor market of the near future.

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The screenshot shows the 'All Our Ideas' survey interface. At the top left is the logo and text 'ALL OUR IDEAS'. To the right are three links: 'Cast Votes', 'View Results', and 'About this page'. The main question is 'What is your greater concern about the impact of technology on worker rights and benefits?'. Below the question are three buttons: a blue button on the left with the text 'Few traditional labor unions serve the needs of self-employed workers and independent contractors.', a blue button on the right with the text 'Platform economy-based care work pays less and is disproportionately done by women.', and a white button in the center with the text 'I can't decide'. Below the 'I can't decide' button, it says '6507 votes on 60 ideas'. At the bottom, there is a text input field with the placeholder text 'Add your own concern here (Character limit 140 characters)...'.

Figure 1: Using the All Our Ideas survey platform, respondents were presented a pair of statements and selected which of the two statements was their greatest concern.

What follows is an in-depth exploration of the challenges that respondents ranked as their greatest concerns, supported by findings from the Task Force's past research into each topic area.

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SKILLS AND LIFELONG LEARNING

The Task Force has discussed the **urgent need to expand training programs** that provide workers in New Jersey, and in the United States more broadly, with the skills that jobs of the present and near future will demand.

What is your greater concern about the impact of technology on lifelong learning and skill building?

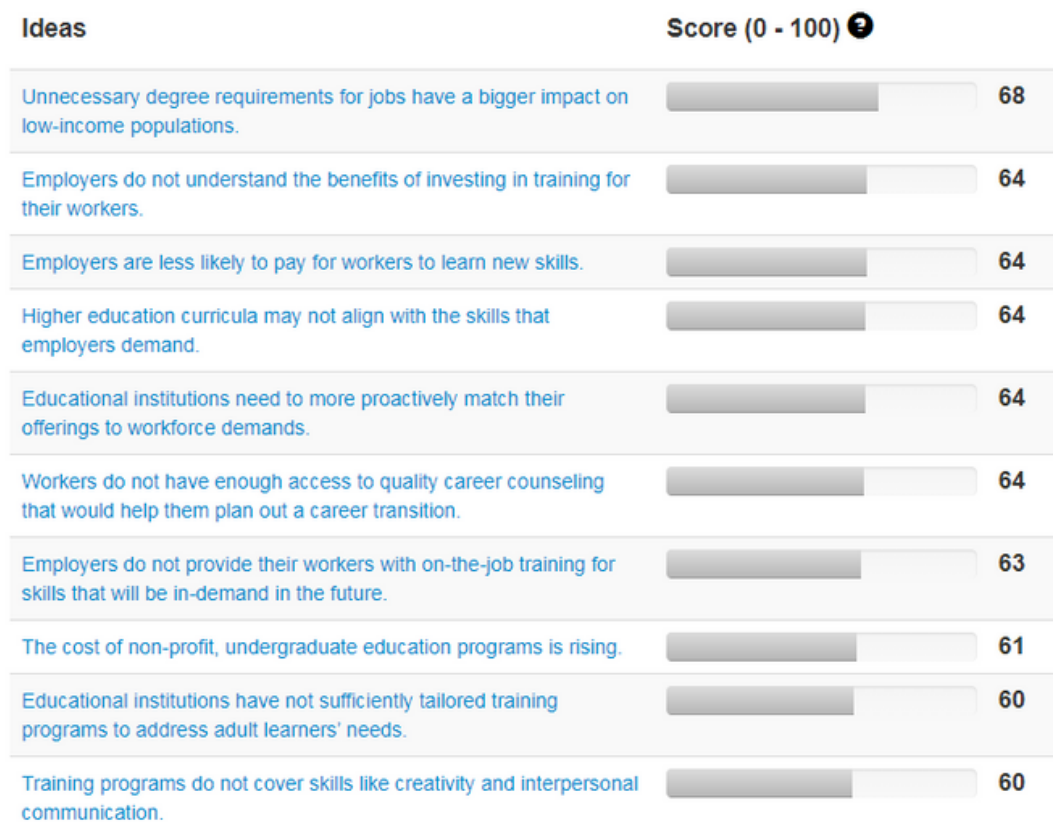


Figure 2: Top ten ranked statements within the Skills and Lifelong Learning topic area

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A 2019 report by the World Economic Forum found that that with retraining, 96% of the most immediately at-risk US workers would find decent jobs that offer higher wages.

Similarly, respondents in this engagement expressed concerns about access to affordable training. In particular, you zeroed in on three challenges:

- **Lack of Access to Training** - Many employers do not provide skills training, or pay for outside training, that workers need to succeed. It is difficult for many workers to afford skills training and university education when paying for these programs out of pocket.
- **Skills Mismatch** - There is a disparity between the skills that training courses and university degree programs cover and the skills that employers desire. This leaves workers unprepared to navigate career changes.
- **Job Market Uncertainty** - As in-demand skills continue to change, workers are uncertain if existing training programs can sufficiently prepare them to compete in future job markets. Respondents felt that training programs are unable to provide the skills that jobs of the future will require because the employers and educational institutions that design programs cannot predict these skills themselves.

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You overwhelmingly identified **employers and educational institutions as key actors** at the core of your concerns related to skills and lifelong learning. These actors, you said, are failing to provide workers—particularly low-income workers—with the skills needed to remain competitive in the workforce.

Many respondents felt employers did not sufficiently invest in their workforce. Respondents were concerned that employers were less likely to pay for workers to learn new skills, that employers did not understand the value of skills training, or that their employer did not provide sufficient on-the-job training opportunities for the in-demand skills of tomorrow.

Your concerns underscore the significant role employers play in facilitating and enabling training opportunities for workers. **Fewer employers are bearing the cost of training their employees**, which has left state government and educational institutions to pick up the slack, an especially difficult charge given the economic challenges of the pandemic.

Without employer support, financial and logistical challenges related to pursuing tomorrow's in-demand skills become barriers to remaining marketable in a rapidly changing job market. **Thus, we need to address how to create opportunity and incentive for employers to offer (and pay for) training across industries.**

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Navigating education was similarly at the forefront of respondent concerns. On one hand, respondents identified a lack of access to higher education, either due to the cost or to a lack of support for adult students. Research confirms that fewer workers can access training mid-career, as most training programs focus on preparing high-school or college graduates for entry-level jobs. Mid-career workers who can access skills programs must find time to complete training while balancing their existing work and personal life commitments. Furthermore, many workers who are displaced from a long-term job may have outdated job search skills. On the other end, the practical value of education—a close alignment of curricula and workforce demands—was found to be wanting. Combined, these concerns paint a challenging picture. Accessing and completing higher education are difficult and the skills taught may be of limited relevance. **Thus, we have to address how to help people balance the demands of work and training and ensure that training is of maximum benefit and relevance.**

In particular, many older workers struggle to find long-term, full-time employment in careers related to their education, and some give up searching for employment altogether. In New Jersey, which has one of the country's highest rates of long-term unemployment, roughly half of those who have been unemployed for more than a year are over the age of 45. For this reason, the Heldrich Center for Workforce Development at Rutgers University offers a coaching program for State residents aged 45 or older. **Despite some progress, there is a specific need to address the challenges of older unemployed workers for training.**

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SOLUTIONS THE TASK FORCE WILL EXPLORE

1) **Data for the American Dream** - The NJ Office of Innovation, in collaboration with the State's Department of Labor and Workforce Development, is building a tool to help workers make more informed decisions about training. Using open data collected by the State in digital form, D4AD will allow workers to see the cost, location and features of training programs along with the rate of employment among those who have completed the programs. Eventually, D4AD will match users to programs that are right for them depending on their goals.

2) **Portable lifelong learning accounts** - Workers who establish and pay into such an account could access state-approved education and training, and funds would follow them as they moved between jobs throughout their careers. The accounts would be tax-advantaged—similar to a 401(k) or a health savings account—thus defraying the cost of education and training.

3) **Worker Training Tax Credit and On-the-Job Training Strategies** - To encourage employers, particularly small and medium-sized enterprises, to offer training, the state would offer a tax credit reduction of corporate tax obligations of up to 50% of training costs that exceed per capita expenditures in the prior year. For businesses, this would reduce the cost of paying for workers' training through skills programs or universities. Workers would be able to develop the skills most relevant to their current positions, bringing greater job security and satisfaction. Another option would be to provide a temporary training wage subsidy of up to 50% of hourly wages in order to encourage employers to hire and train workers in portable, industry- certified skills.

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WORKER RIGHTS AND BENEFITS

The Task Force has discussed the urgent need to expand training programs that provide workers in New Jersey, and the United States more broadly, with the skills jobs of the present and near-future will demand.



Figure 3: Top ten ranked statements within the Worker Rights and Benefits topic area

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Workers are struggling to find long-term, formal employment in jobs that provide good wages and benefits. In particular, workers in informal working arrangements, including independent contractors, temporary workers, and part-time workers, report difficulties obtaining wages and benefits comparable to those in formal working arrangements.

This challenge impacts a large swath of the state's workforce. From 2013 to 2018, the percentage of workers in New Jersey working part-time remained around the same, decreasing slightly from 21.9% to 20.3%.² In the same timespan, the percentage of self-employed workers remained steady, increasing only marginally from 8.0% to 8.6%.³

[2] According American Community Survey data from 2013 and 2018, which includes the percentage of New Jersey residents who report that they usually work fewer than 35 hours per week

[3] According American Community Survey data from 2013 and 2018, which includes the percentage of self-employed workers working for incorporated and unincorporated businesses.

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You reported in your responses the pressure to take low-paying jobs that result in a lower standard of living, increased prevalence of temporary work and independent contracting work, and tolerance of unpredictable scheduling.

You told us you are primarily concerned with:

- **Costs of Living**—including medical, housing, and education costs—have risen over the last few decades.
- **High Out of Pocket Costs** - Workers who do not qualify for benefits end up paying high out-of-pocket costs for medical and other emergencies.
- **Reduced Benefits** - Businesses are less inclined to offer benefits to their employees than they used to be.
- **Lack of Full-Time Jobs** - A lack of full-time jobs in many fields forces workers to take independent contractor positions without benefits.

These concerns are driven by larger changes in the economy and labor market, including the ongoing trend to reduce wages and benefits in an effort to increase profits.

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In addition to challenges related to fair wages and benefits, workers in informal or part-time working arrangements report a range of additional challenges, including:

- Difficulty advancing their careers
- Lack of protection under antidiscrimination laws
- Lack of representation on corporate boards

Though employees in New Jersey are entitled to minimum wage, overtime pay, unemployment benefits, temporary disability and family leave insurance, along with numerous other benefits, existing laws exclude many workers in so-called informal, alternative, or non-standard working arrangements, most notably independent contractors. There are disparities in legal protection between those workers classified as employees and the growing number of workers who are not.

Recent changes to the labor market, including changes to working relationships and new forms of work, have driven up the percentage of self-employed individuals in independent work. For many workers in the “gig” economy, online platforms like Lyft, Uber, and TaskRabbit have made independent work more accessible. An estimated 20 to 30 percent of working-age people are now engaged in independent work.⁴

[4] According to a 2016 estimate by McKinsey Global Institute, which surveyed workers in the United States, United Kingdom, Germany, France, Spain, and Sweden

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However, this trend has also contributed to confusion among workers and employers about which workers should be classified as independent contractors. In some cases, employers have intentionally misclassified workers to avoid providing workers with the rights and benefits to which they are entitled.

As Governor Murphy's 2019 Task Force on Employee Misclassification notes, misclassification is a growing problem in New Jersey and other states: the practice increased by 40% between 2005 and 2015. This has hurt workers and law-abiding businesses, while also robbing the state of millions of dollars in lost income tax revenue.

Governor Murphy's administration has taken steps to combat the practice of misclassification, most notably by signing a package of new legislation in January 2020. These laws crack down on worker misclassification by allowing stop-work orders against employers violating State law, establishing penalties for violators, and requiring employers to post a notice for their employees regarding employee misclassification.

Still, gaps in legislative protections remain, particularly for those workers who are correctly classified as independent contractors. Such workers are left in a precarious middle-ground, in which they are not entitled to employment benefits by law, but are often unable to afford benefits such as health insurance or paid time off. Likewise, these workers are excluded from legal protection from discrimination, a right employees enjoy. The findings from this engagement demonstrate that these disparities are making it difficult for a growing number of the State's workers to access the wages and benefits they need to make a decent living. **Thus, we must address strategies for making benefits more accessible and affordable for all workers.**

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SOLUTIONS THE TASK FORCE WILL EXPLORE

1) New Jersey Career Network - To help the growing number of unemployed find high quality jobs with benefits, the State is developing a digital coaching platform to guide the unemployed in their search for employment to increase the number of people in jobs with benefits. In addition to guiding the job search, the platform will provide mental health and access to other support services.

2) Expanding the definition of “employee” - While the worker misclassification legislation enacted in January disincentivizes employers from misclassifying their employees, there are still gaps in legal protection for workers correctly classified as independent workers. Rather than limiting this distinction to two categories, other jurisdictions such as Canada and the United Kingdom recognize a class of “dependent contractors” who are presumed to have less bargaining power than independent contractors because the large majority of their business is derived from a relationship with a single larger business. These governments have intervened on their behalf with a lesser version of the benefits and protections provided to employees.

3) Portable Benefits - Online platforms can be used to provide workers with some benefits that employers would be legally mandated to provide if the workers were covered by labor and employment laws. Currently such platforms are often tied to a particular subset of workers, such as domestic workers. Implementing such a system at the state-level could allow workers to change jobs with greater financial security, in addition to expanding the number of workers who can access benefits.

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WORKER HEALTH AND SAFETY

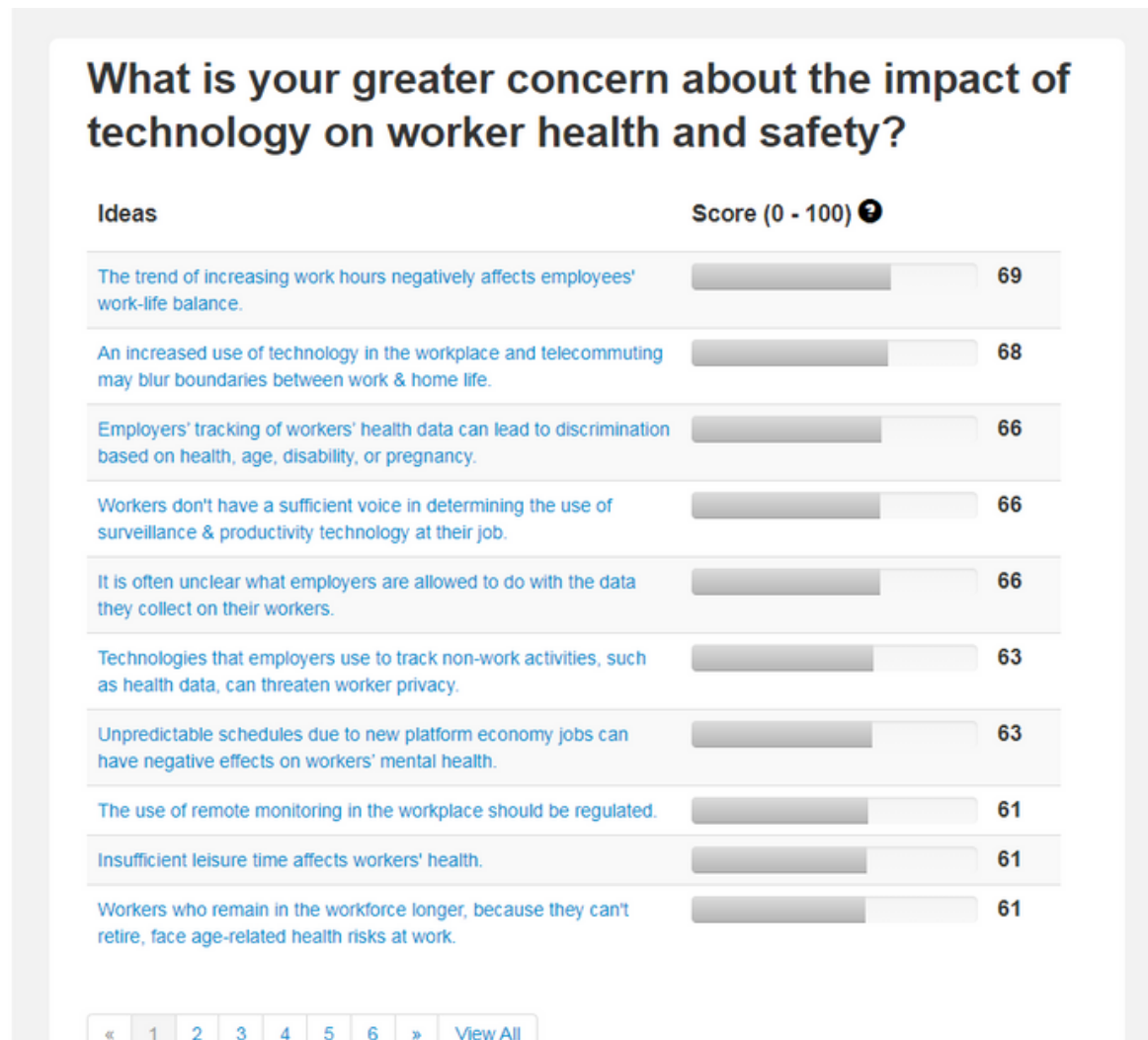


Figure 4: Top ten ranked statements within the Worker Health and Safety topic area

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While technology may have positive effects on worker productivity, health, and safety, you have also told us that you feel that technology also creates certain threats to worker safety. You cited a **lack of a voice in determining what data is collected about you** on and off the job, especially about your health. You raised **privacy concerns** about workplace surveillance by employers. On the other hand, and perhaps surprisingly, **very few of you were concerned that automation will eliminate your job, make it less interesting to do, or make it less safe.**

Instead, you reported that you are concerned with the potential negative impact of technology overuse or misuse could have on your quality of life. You felt that the **trend of increasing work hours negatively affects employees' work-life balance** (the highest-rated response in this category) and that **telecommuting technology contributes to a blurring of the home-life boundaries** (the second highest-rated response) (please note that this response was also pre-Covid). Many agreed that unpredictable schedules due to new platform economy jobs can have negative effects on workers' mental health. Workers also reported a lack of leisure time.

Similarly, respondents flagged the risk that **workplace surveillance technology, especially when related to health or productivity, could lead to discrimination and threaten privacy.** Respondents felt that the use of remote monitoring in the workplace should be regulated, as it was unclear how the data employers collect could be used or how it is used.

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The findings are backed by the Task Force's past research, which demonstrates that an overarching challenge to Worker Health and Safety is balancing the value of new worker safety and worker voice technologies with their potential misuse as tools of surveillance that restrict workers' freedom and decrease their quality of life.

Workers are right to be concerned about the potential for misuse of their personal data. Employers have reportedly used such workplace surveillance technologies to monitor workers' attempts to unionize, to retaliate against workers who report unsafe working conditions, and to enforce impossible-to-meet productivity requirements that put workers at risk.

Unlike policymakers in the European Union and elsewhere, state and federal governments have been slow to implement policies that would limit the type or volume of data that employers can collect about workers. This has left workers with little recourse to combat unreasonable worker surveillance when it occurs. As a result those surveyed in this engagement are distrustful of workplace monitoring regimes and the risks to privacy that they introduce and desire a greater voice in determining when their data is collected and how it is used.

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SOLUTIONS THE TASK FORCE WILL EXPLORE

1) Future of Work Accelerator - The Future of Work Accelerator would spotlight and grow the impact of grassroots and public innovations that are supporting middle-class and working-class families in achieving economic security through a set of interventions. The goal of the Accelerator is to build upon short-term solutions to the crisis and provide medium-and long-term opportunities to strengthen, embed and scale the impact of economic security interventions. The Accelerator would target solutions offered by grassroots organizers, SMEs and employers, local non-profits/advocates, service providers, tech entrepreneurs/innovators, public entrepreneurs and local policy-makers that focus on: (1) lifelong learning and re-skilling strategies; (2) financial innovation that supports economic security and resilience; (3) next generation approaches to strengthening worker voice, ownership and power; (4) enhanced employer practices (e.g., workplace safety innovations, hazard pay, portable benefits); and (5) agile support systems that strengthen economic inclusion and navigation of opportunities particularly for minority-owned businesses, economically vulnerable groups and those in transition.

2) Policy and education to prohibit the use of discriminatory technology in hiring - The Task Force is exploring alternatives to combat the use of tools that discriminate in the recruitment, interviewing, testing, and selection processes at work. Although so-called algorithmic hiring tools may reduce the cost and time of hiring and facilitate hiring with social distancing, some tools also perpetuate bias and discrimination in hiring. The Task Force is exploring policy alternatives to encourage the creation and use of better tools that reduce costs and promote diversity.

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NEXT STEPS

Thank you to all the workers and employers who responded to this “wiki survey.” Your input is helping to guide our research and planning. The Task Force will explore the solutions outlined in this memo and publish a first draft of its recommendations for public comment and discussion later this autumn.



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ADDENDUM A—PHASE 1 ALL OUR IDEAS RESULTS

Concern Category: Skills and Lifelong Learning / Score

- Unnecessary degree requirements for jobs have a bigger impact on low-income populations. 68
- Employers are less likely to pay for workers to learn new skills. 64
- Employers do not understand the benefits of investing in training for their workers. 64
- Higher education curricula may not align with the skills that employers demand. 64
- Educational institutions need to more proactively match their offerings to workforce demands. 64
- Workers do not have enough access to quality career counseling that would help them plan out a career transition. 64
- Employers do not provide their workers with on-the-job training for skills that will be in-demand in the future. 63
- The cost of non-profit, undergraduate education programs is rising. 61
- Educational institutions have not sufficiently tailored training programs to address adult learners' needs. 60
- Training programs do not cover skills like creativity and interpersonal communication. 60
- Workers that face the greatest threat of losing their jobs due to automation are often the least educated. 60
- Many training programs do not provide skills that are relevant to workers in competing for the jobs of tomorrow. 59
- Employers themselves do not know which skills are needed for tomorrow's jobs. 59
- I cannot afford to pursue training opportunities because they cost too much. 58
- Fewer employers are offering on-the-job training opportunities than in previous decades. 58
- Online training programs, which are becoming more popular, are not as effective as in-person programs. 58
- Employers are not provided enough incentives to offer their employees training opportunities. 57
- Universities do not provide enough training in relevant job skills. 57
- Without advance notice of a layoff, workers will not have time to get retrained. 56

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Skills and Lifelong Learning / Score (Continued)

- There are not enough training programs that teach in-demand skills. 56
- Training programs measure the time a trainee spends in training, not the concrete skills they obtain. 56
- I do not know what skills I need to obtain to remain competitive in the future job market. 52
- I do not know which training providers are most relevant when seeking out training programs. 52
- It is unclear how specific training opportunities will help me and other workers obtain good-paying jobs. 52
- I cannot afford to pursue training because I have a family to take care of and do not have the time. 51
- Many apprenticeship & training programs are not specialized enough to make people viable candidates for future jobs. 51
- Private, for-profit certificate programs typically do not increase worker earnings. 50
- I cannot pursue training because I am too busy working. 50
- It is harder for employers to identify qualified employees because few industries have standardized credentials. 49
- I do not know what skills I need to obtain to transition from one occupation to another. 48
- There are not enough training programs that teach skills in green jobs. 48
- There are not enough training programs that teach the skills my (prospective) employer demands. 48
- It is difficult for me and other workers to access information that can help us decide which skills to pursue. 47
- The government does not sufficiently audit training programs to help consumers assure quality and avoid fraud. 47
- It is difficult for me and other workers to access data that can help us decide which training programs to pursue. 46
- Workers like me lack access to information about which training programs are best. 44
- Independent contractors will find it more difficult to access training opportunities because their client won't provide or pay for them. 43
- I do not know how to evaluate the value of third-party training programs. 43

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Skills and Lifelong Learning / Score (Continued)

- There are not enough government regulations on private training providers to prevent and address fraud and abuse. 42
- I am unclear on how likely it is that technology will replace the demand for my current job. 42
- There are not enough training programs that teach the skills I am interested in learning. 41
- Workers like me lack adequate career counseling. 40
- I am unclear on how technology will impact my competitiveness in the future job market. 39
- Employees won't hire individuals with criminal records, which makes reentry difficult for the formerly incarcerated. 38
- Incarcerated people lack access to secondary education in prison that could help them find employment when released. 36
- My employer does not provide on-the-job training. 35
- I do not know how to interpret data that can help me understand which training programs are best. 35
- There are not enough training programs of interest to me available online. 34
- Some workers are unable to pursue training because they move jobs too often to use employer-sponsored training. 31
- I am not going to pursue training because I do not think it's worth the time or money. I can learn on the job. 26
- I do not understand the value in learning new skills to remain competitive in the future workforce. 20

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Concern Category: Worker Rights and Benefits Score

- Costs of living—including medical, housing, and education costs—have risen over the last few decades. 78
- Workers who do not qualify for benefits end up paying high out-of-pocket costs for medical and other emergencies. 73
- Businesses are less inclined to offer benefits to their employees than they used to be. 70
- A lack of full-time jobs in many fields forces workers to take independent contractor positions without benefits. 67
- Workers who lose their jobs feel pressure to take low-paying jobs that do not guarantee a good standard of living. 67
- Many independent contractors cannot afford to purchase benefits that they would otherwise be provided as employees. 65
- The real value of workers' wages has remained stagnant over many years. 65
- There is a financial disincentive for companies to hire workers as employees instead of as independent contractors. 65
- Temporary employment, as opposed to long-term employment, can prevent workers from advancing in their careers. 61
- Part-time workers find it difficult to earn a living wage. 59
- Part-time and other non-standard workers, who are growing in numbers, are more likely to face income uncertainty. 58
- Some workers are not sufficiently aware of their rights to be classified as employees. 58
- Workers do not have enough opportunities to be represented on corporate boards to influence workplace policies. 58
- The misclassification of employees results in lost state income taxes, unemployment, and disability contributions. 56
- Part-time and other non-standard workers often face unpredictable schedules. 56
- Some workers use gig economy companies for supplemental income, but for others, it's their only job and doesn't pay enough. 55
- Independent contractors do not have the right to take job-protected family leave and receive family leave benefits. 54
- Independent contractors do not have the right to protection under state and federal antidiscrimination laws. 53

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Concern Category: Worker Rights and Benefits Score (Continued)

- Workers classified as independent contractors cannot easily challenge their employment status as non-employees. 53
- Companies' management models do not address employees' growing needs for flexibility and autonomy. 53
- It's financially beneficial for gig economy companies to use independent contractors instead of employees. 51
- Regulators are not using enough new technology to ensure workers are getting the rights and benefits they deserve. 51
- The existing legal definitions of "employee" and "independent contractor" don't fit the reality of the gig economy. 51
- There are not sufficient penalties for employers who illegally misclassify workers as independent contractors. 51
- Independent contractors do not have the right to earn overtime for working in excess of 40 hours per week. 50
- Online economy work fails to provide workers with a regular and steady income. 49
- Platform economy-based care work pays less and is disproportionately done by women. 49
- Independent contractors can't access some of the same rights as employees, such as workplace harassment protections. 48
- Independent contractors do not have the right to receive earned sick leave. 48
- Independent contractors do not have the right to receive workers' compensation benefits if injured on the job. 48
- Many independent contractors cannot access the right to collective bargaining. 47
- Failure to expunge false convictions from databases can lead to people being denied jobs. 47
- Unpredictable schedules for independent workers make it hard to plan family responsibilities, including childcare. 47
- Few traditional labor unions serve the needs of self-employed workers and independent contractors. 47
- Workers do not have enough opportunities to own a stake in the companies in which they work. 47
- Some employers are not aware of, or are confused by, the laws regarding worker classification and wages. 47

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Concern Category: Worker Rights and Benefits Score (Continued)

- Independent contractors have less influence than traditional employees in the decisions of their companies. 46
- Workers do not have information about workplace policies, wages, and benefits during the job application process. 46
- Companies can exert a great deal of control over independent contractors, even though they aren't employees. 46
- Independent contractors do not have the right to receive unemployment benefits. 46
- Legal restrictions like non-compete clauses make it harder for workers to move freely between jobs. 45
- Few traditional labor unions serve the needs of workers in new technology fields. 45
- Independent contractors face difficulties organizing, joining unions, or collectively bargaining. 45
- Some platform economy workers who work for a single platform do not earn a living wage. 44
- Employers lack incentives to provide training or other advancement opportunities to independent contractors. 44
- There is inadequate enforcement of existing worker classification rules and regulations. 44
- Independent contractors do not have the right to organize under the National Labor Relations Act. 43
- Many independent contractors find it difficult to earn a living wage. 43
- Independent contractors do not have the right to receive health and safety protections. 43
- Workers who move jobs frequently cannot access employee benefits. 41
- Workers do not have adequate ways to report employer violations with regard to misclassification. 40
- Gig economy businesses do not provide adequate channels for workers who use them to report fraud and harassment. 40
- The expansion of background checking technology is causing people to be denied work unfairly. 39
- Independent contractors have more flexibility, but technology allows companies to have more influence over contractors. 39
- Employers are not using technology enough to inform workers of their rights. 37

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Concern Category: Worker Rights and Benefits Score (Continued)

- Broadening the definition of employee could limit supplemental income opportunities for independent contractors. 37
- Employers are not taking enough advantage of new technology to offer workers customized benefits packages. 37
- Broadening the definition of employee could hurt freelance workers. 33
- Regulators are not taking enough advantage of new technology to inform workers of their rights. 32
- Broadening employee classification guidelines could hurt small businesses that rely on independent contractors. 28

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Concern Category: Worker Health and Safety / Score (Continued)

- The trend of increasing work hours negatively affects employees' work-life balance. 69
- An increased use of technology in the workplace and telecommuting may blur boundaries between work & home life. 69
- Employers' tracking of workers' health data can lead to discrimination based on health, age, disability, or pregnancy. 66
- Workers don't have a sufficient voice in determining the use of surveillance & productivity technology at their job. 66
- It is often unclear what employers are allowed to do with the data they collect on their workers. 66
- Technologies that employers use to track non-work activities, such as health data, can threaten worker privacy. 64
- Unpredictable schedules due to new platform economy jobs can have negative effects on workers' mental health. 63
- The use of remote monitoring in the workplace should be regulated. 61
- Insufficient leisure time affects workers' health. 61
- Remote monitoring of employees creates a high-pressure work environment. 61
- Workers who remain in the workforce longer, because they can't retire, face age-related health risks at work. 60
- Companies are increasingly outsourcing work to contractors that don't have the same worker safety standards. 60
- The use of technology to manage employee activities at work can negatively affect workers' health. 59
- Surveillance technologies can enable employers to trim down what is considered "work time" and reduce pay. 58
- Technologies that surveil workers may be used to terminate employees automatically. 58
- Employers' use of temporary workers can negatively impact standard employees' perceptions of their own job security. 57
- An increasing use of technology in the workplace may increase problems with mental health and stress. 57
- The types of data that employers collect on workers can, over time, change what kind of work is seen as valuable. 55

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Concern Category: Worker Health and Safety / Score (Continued)

- The use of new tools to psychologically profile job candidates can lead to hiring discrimination. 55
- Workers have less power through labor unions to voice concerns about workplace safety than they used to have. 55
- Unpredictable schedules due to new platform economy jobs can interfere with workers' family lives. 55
- Remote monitoring and time-tracking technology can lead to surveillance of employees. 55
- The use of predictive technology, such as algorithms, may result in bias and discrimination in the workplace. 54
- Temporary or contract workers may have less knowledge about workplace hazards than standard employees. 54
- Labor unions need to push harder for workplace policies limiting the use of technologies to monitor employees. 54
- Technology used to monitor employees can create unfair productivity standards and endanger worker health and safety. 51
- Workers who lose their jobs face higher mortality rates and reduced life expectancy. 50
- Temporary or contract workers may see organizational culture and workplace safety differently from regular employees. 50
- It is harder to determine who should be responsible for a workplace safety violation when a company has outsourced labor. 49
- Regulators should conduct more on-site risk assessments to identify required safety equipment and training. 48
- Facial recognition and other new technologies are being used to unfairly discriminate against workers in hiring. 48
- Electronic time-tracking technology at work can be used to commit wage theft against hourly employees. 48
- Workers who lose their jobs may have lower rates of home ownership, be more likely to use disability insurance. 48
- Temporary or contract workers may receive different levels of safety training from standard employees. 47
- Employers may not protect the safety of workers from staffing agencies. 47

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Concern Category: Worker Health and Safety / Score (Continued)

- Work in the online platform economy creates increased stress for workers. 47
- Digital platforms with user rating systems make workers vulnerable to biased clients. 46
- Children of workers who lose their jobs frequently underperform in education. 46
- Immigrants who work jobs with safety hazards risk retaliation for voicing their concerns. 44
- Digital platforms can subject care workers to excessive surveillance. 44
- Online platform companies are hiring people to do dangerous jobs for which they are untrained and unprotected. 44
- Jobs at the highest risk of automation are disproportionately held by workers from marginalized populations. 43
- Digital tools with user ratings can give clients the ability to see data & ratings about workers but not the reverse. 42
- Companies who hire contract and temporary workers don't have adequate measures in place to report workplace injuries. 40
- Language barriers for non-English-speaking workers can prevent them from accessing workplace safety information. 39
- Temporary workers are sometimes assigned to the most dangerous jobs. 37
- Regulators should take advantage of new technology to conduct inspections and deliver safety training. 37
- Employers are not taking enough advantage of new technologies for monitoring safety conditions. 36
- New technology will eliminate my job in ten years. 35
- Employers are not taking enough advantage of new technologies for predicting accidents. 34
- Temporary workers have higher rates of workplace injury. 33
- New jobs that combine automation and human labor can be unsafe for workers. 33
- New technology will eliminate my job in five years. 32
- New technology will eliminate my job in one year. 26
- New technology will transform my job and make it less interesting to do. 26

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ADDENDUM B—PHASE 1 ENGAGEMENT STRATEGY

The Office of Innovation coordinated a collaborative strategy to reach out to as many New Jerseyans as possible. Leveraging the members of the Task Force, as well as other partners in government, business, and community based organizations, the Office worked with stakeholders to amplify promotion of the online survey.

1. Stakeholder Identification: the Office worked with Task Force members, the Department of Labor and Workforce Development, and the Office of the Governor's Outreach arm to identify community partners with which to share the survey. Together, over 100 organizations were identified for potential campaign coordination. By the end of the first phase, a diverse coalition of 40 organizations had significantly contributed to outreach efforts.

2. Partner Empowerment: in order to reduce barriers to partner involvement, the Office created a communications toolkit (English and Spanish) with sample text for email, newsletters, social media, as well as graphics. Additionally, the Office coordinated conference calls with partners to troubleshoot issues and brainstorm effective engagement strategies.

3. Campaign Tracking: In order to maximize survey engagement, the Office conducted continuous follow up with outreach stakeholders to identify roadblocks and provide a sense of urgency to campaign participation.

As a result of this collaborative engagement strategy, over 4,000 people collectively cast 31,459 votes.

38**ADDENDUM C—LIST OF PARTNER ORGANIZATIONS (INCLUDING TASK FORCE MEMBERS)**

AARP and AARP NJ
AAUP-AFT (Rutgers)
AFSCME, American Federation of State, County and Municipal Employees
Amalgamated Transit Union NJ State Council
Anti-Poverty Network of New Jersey
Arc of New Jersey
Bangladeshi American Women's Development Initiative
Black Issues Convention
BrandProject
Center for Family Services (Camden)
New Jersey Department of Labor and Workforce Development
FOCUS, Hispanic Center for Community Development, Inc.
Garden State Equality
Goodwill of New York and Northern New Jersey
Heldrich Center for Workforce Development
IACO, Immigration & American Citizenship Organization, Inc.
International Brotherhood of Teamsters
International Federation of Professional and Technical Engineers, IFPTE
International Union of Journeymen and Allied Trades, IUJAT
Jewish Family Service (Atlantic City)
Latin American Legal Defense and Education Fund
Make the Road New Jersey
National Domestic Workers Alliance

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(Continued)

New Jersey Citizen Action

New Jersey Education Association

New Jersey State AFL-CIO

New Jersey State Employment and Training Commission

NJ Coalition of Latino Pastors & Ministers

NJ Department of Military and Veterans Affairs Director of Veterans Services

New Jersey Economic Development Authority

Office of the Secretary for Higher Education

Rising Tide Capital

RWDSU Local 108

School of Management and Labor Relations, Rutgers University

Servicios Latinos de Burlington County, Inc.

SMART

Southern Jersey Family Medical Center

Undocu Jersey

Urban Workforce Advantage

Wind of the Spirit, Immigration Center