

MAKE SCHEDULES WORK FOR WORKING PEOPLE

THE PROBLEM

Many [low-paid, hourly jobs that are primarily held by women](#)—such as restaurant servers, maids and housekeepers, and cashiers—are marked by work schedules that are often unpredictable, unstable, and inflexible. “Just-in-time” scheduling practices mean employees frequently have little notice of their work schedules, experience last-minute shift cancellations that deprive them of vital income, and are assigned to “on-call” shifts that leave them in limbo, not knowing whether they will be required to report to work. Scheduling challenges are often compounded for [part-time workers](#), who frequently face even more erratic work hours—as well as lower wages and fewer benefits—than their full-time counterparts.

Volatile job schedules undermine workers’ efforts to make ends meet and care for their families. Not knowing when or whether you will have to work can make it [difficult to find and secure a spot in a child care center](#), meaning families may have to cobble together last-minute child care arrangements. In addition, just-in-time scheduling can prevent people from being able to make doctors’ appointments for themselves or for their families, as these appointments often need to be [scheduled weeks or months in advance](#). The conflict between work schedules and caregiving falls especially hard on women, who still shoulder the bulk of caregiving responsibilities. [Black mothers are more likely to be breadwinners for their families](#), and women of color are [more likely to experience scheduling instability](#) than their white counterparts, compounding this conflict. Volatile work hours also produce [volatile incomes, making it difficult for working families](#) to budget for expenses and [increasing their exposure to economic hardship](#), including hunger and housing insecurity.

THE SOLUTION

States can pass laws that provide employees with stability and predictability in their schedules and input into the hours they work. These policies generally are targeted to combat just-in-time scheduling practices where they are most prevalent, including large employers in [food service, retail](#), hospitality, and other service-sector industries.

- Provide all employees with the right to request changes to their work schedules, including modified shift start and end times, without fear of discrimination or retaliation by their employers.
- Require employers in certain industries to:
 - » Provide employees with at least two weeks' advance notice of their work schedule and a good faith estimate of their typical work schedule before they begin employment;
 - » Compensate employees for last-minute changes to their schedule, including additions or reductions in hours, cancellations of regular shifts, and on-call shifts;
 - » Provide a minimum amount of rest time between shifts to discourage "clopening"—when an employee works a closing shift followed by an opening shift—and pay employees a higher rate when they agree, in writing, to work a shift without the minimum rest time; and
 - » Offer additional available work hours to existing qualified employees before hiring new employees to work those shifts. Giving existing employees access to additional hours promotes more adequate pay for part-time employees and full-time work for those who want it.
- For jobs that require substantially similar skills, responsibilities, and duties, require employers to treat part-time and full-time employees equally, including with regard to wages, ability to accrue benefits, and eligibility for promotions.
- Click [here](#) for more details on what such provisions can look like.
- Click [here](#) to learn more about best practices for enacting and implementing fair work week laws.

TALKING POINTS ON THE SOLUTION

- Unfortunately, volatile work schedules are all too common: nearly [two-thirds of service sector workers](#) reported receiving their work schedules with less than two weeks' notice, and [more than one-third](#) said they received their schedule with less than one week's notice.
- Unpredictable work schedules make it [more difficult for people to get the health care they need](#), which can be especially problematic for workers who are managing disabilities and for women, who often coordinate health care for loved ones as well as themselves. Abortion care can be particularly hard to access, since workers living in states with bans may need to plan travel—and even in states where abortion is legal, waiting periods and other restrictive laws can still force people to schedule multiple clinic visits.
- Research shows that working conditions that [increase parents' stress](#)—including unstable and unpredictable work hours—can [undermine children's well-being](#). At the same time,

these scheduling practices make it [hard for families to arrange and afford high-quality child care](#).

- [Unpredictable schedules also can exacerbate the gender pay gap](#), in part due to conflicts with women's [caregiving responsibilities outside of work](#).
- Unstable work schedules can make it nearly impossible to pursue further education or job training while holding down a job. One of the most commonly cited challenges to completing a college degree is the [inability to balance work and school](#), and a 2002 study with [focus groups](#) of community college students reported that conflicts with work schedules was a major barrier to pursuing their education.
- Predictable work schedules can boost the bottom line for businesses by making it easier for employees to plan transportation, child care, doctor's appointments, and other obligations so that they can consistently be at and stay at work—which in turn creates a more stable, reliable workforce for businesses and generates cost savings from [reduced turnover](#).
- When [Gap Inc. piloted strategies to make work schedules more stable](#) and predictable for employees, the stores that implemented them saw higher productivity as well as a notable increase in sales.

Public Popularity

- [An overwhelming majority of voters](#) (86%) in November 2024 reported that it is very or somewhat important to put in place a policy that would create jobs that enable working women and all working people to thrive—with fair wages, good benefits, and predictable work schedules.
- Fair workweek policies are popular across the political spectrum. In February 2022, [80% of people in the United States](#)—including 83% of all women and [77% of Republican women](#)—supported a policy that would grant workers the right to request a work schedule change without fear of retaliation and require employers to provide at least two weeks' notice of work schedules for workers in jobs with variable hours.

State-Specific Data

- Click [here](#) for data from the Shift Project on scheduling practices in select locations (e.g., California, Michigan, Colorado, New England, New Jersey).

Examples of State and Local Policies

- [Fair workweek laws have already been enacted](#) in cities like Seattle, New York City, Philadelphia, Chicago, Los Angeles, and San Francisco, as well as the state of Oregon.
- States and cities like [New Hampshire, Vermont, and San Jose, California](#), have passed laws that take a first step by addressing some aspects of unfair scheduling practices, including retaliation for requesting a flexible work schedule or schedule change.
- Research shows that fair workweek policies are effective.
 - » [A study in Emeryville, California](#), found that after the city's fair workweek policy went into effect, retail and food service workers reported a significant decrease in schedule instability, along with improvements in parent well-being.
 - » In Seattle, researchers similarly found that workers covered by the Secure Scheduling Ordinance experienced [more predictable schedules and improved well-being and financial security](#).
 - » [Research](#) examining the impact of fair workweek laws across three jurisdictions—Seattle, New York City, and Chicago—affirms that workers in jobs covered by these laws report better outcomes than their peers in uncovered positions across many measures, including more predictable schedules and compensation for employer-driven schedule changes.