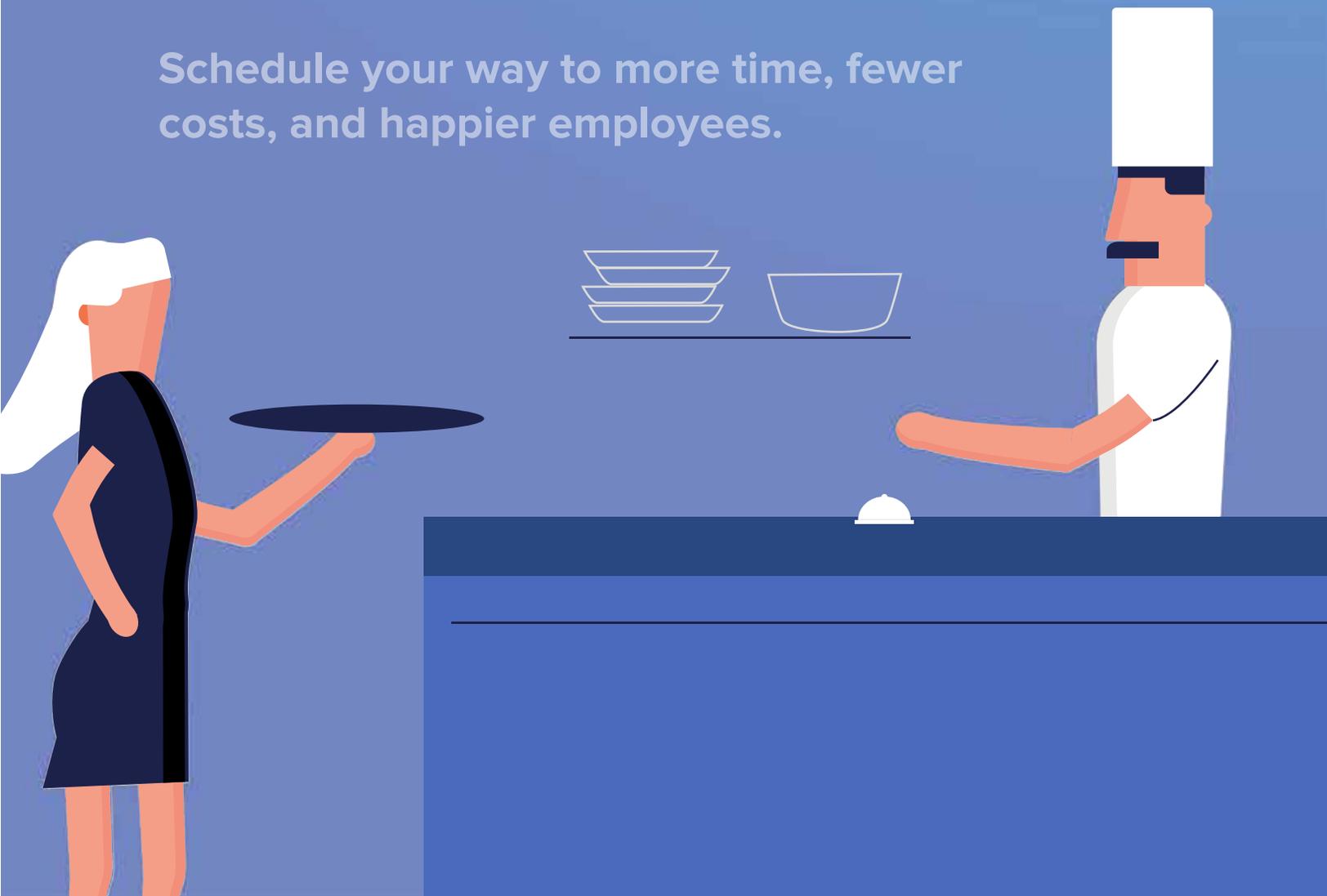




# The Ultimate Guide to Restaurant Scheduling

Schedule your way to more time, fewer costs, and happier employees.



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## CHAPTER 1

# What's the Deal with Scheduling, Anyway?



*It's late—too late to still be stuck at work. There you are, tucked away in your office flipping through text messages, bar napkins, and sticky notes to sort out who is available when. You spend hours piecing together a schedule for the upcoming week, then tack your finished product up on the staff room wall.*

*Because you've taken the pen-and-paper route, your staff have no choice but to come by the restaurant to find out when they're working next.*

*One mistake or one no-show can cost you more than your restaurant's reputation...it can cost your bottom line, too.*

Does this sound like you? If so, you're not alone. Nearly 90% of restaurant managers schedule this way, and experience the same weekly headaches you do.

Maybe you've thought about switching to a software scheduling solution before, but your boss can't justify the cost, or perhaps they have a "but we've always done it this way and it seems to work" mentality.

If you're wondering how to dodge these pesky problems once and for all, you've come to the right place.

We understand that, in the face of a shrinking labor market, rising rent and food costs, today's restaurateurs are under more pressure than ever to implement cost-control measures to remain profitable.

To help you free up time, keep costs down, and create a happier, healthier workplace, we've compiled everything restaurant owners and managers need to know about **successful restaurant scheduling**. Strategies, checklists, how-to guides...you'll find all this and more actionable steps in the pages to come.



Nearly 90% of restaurant managers schedule this way, and experience the same weekly headaches you do.



To turn scheduling into the most effective, efficient—and dare we say *easy*?—portion of your to-do list, consider the support that restaurant scheduling software could lend. There are **five main benefits to restaurant scheduling software**, each of which we'll explore in more detail:

### Improved communication among employees and between staff and management

81% of workers would rather join a company that values open communication over one with a laundry list of fun perks or benefits.

### Increased employee engagement

70% of employees are not engaged at work, which can lead to mistakes, low morale, and turnover.

### Empowered employees and boosted retention rates

The cost of onboarding a new employee is priced at \$5,864. Over 50% of that cost comes from lost productivity alone.

### Increased savings

When your schedule is supported by forecasts based on actual sales data, your labor costs decrease—by as much as 4%.

### More time

Restaurant managers spend upwards of 4 hours per week scheduling staff using traditional pen-and-paper methods.

***Ready to schedule your way to success? Block some time in your calendar, and let's get started.***



CHAPTER 2

# Scheduling 101: What It Is and Why It Matters



Shift work exists for a reason: it operates within and, most importantly, *beyond* the traditional 9-to-5 work schedule, and it's what keeps a variety of businesses running. In regard to staffing, shift work offers employment hours that accommodate availability restrictions (school, child care, second jobs) and business needs (supper rushes, happy hours).

Anyone with experience in the shift-work world will have a basic understanding of what a schedule is and how it works.

Effective scheduling boils down to finding a way that will help you track who is working when, in what role, and for how long.

Sounds simple, right? So simple that you might wonder: does it really matter what tool I choose? If it ain't broke, don't fix it...right?

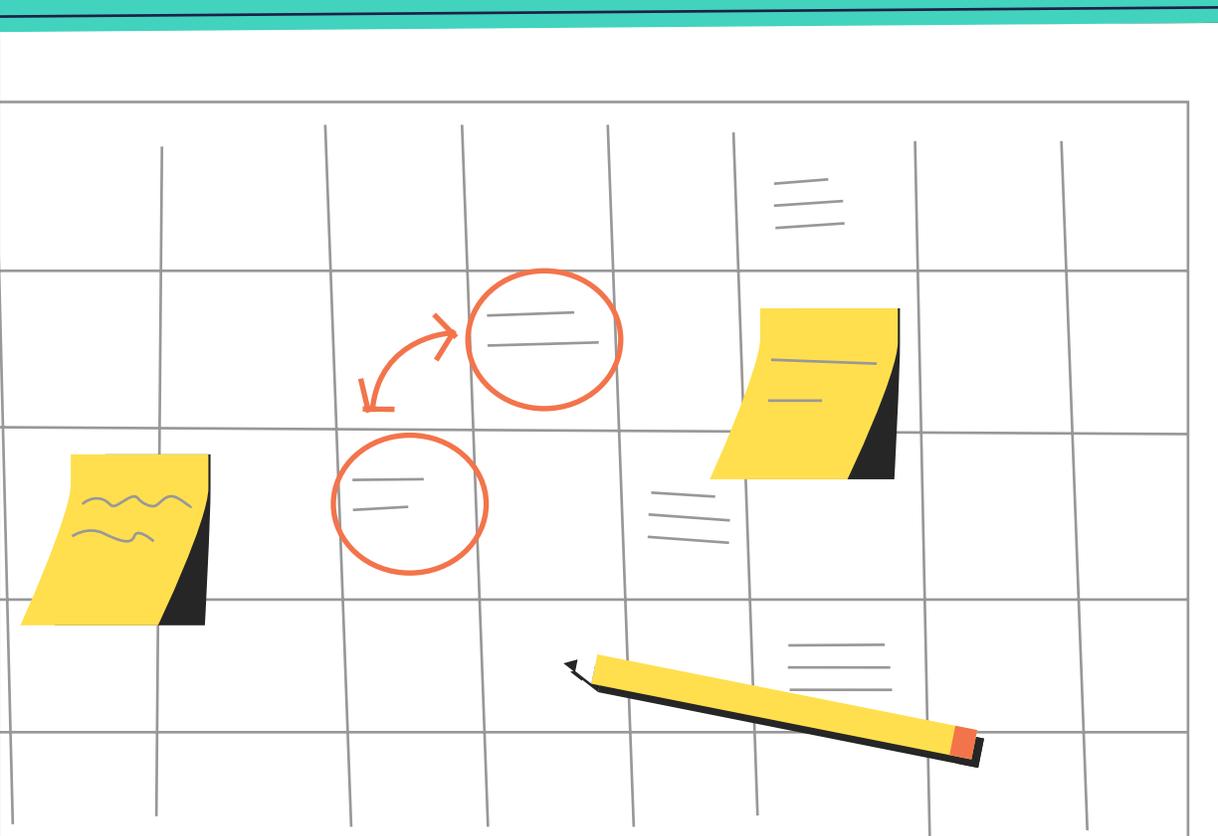
Not necessarily. Although scheduling is an unavoidable responsibility for any restaurant, it needn't be a time-consuming one.



## DID YOU KNOW?

- Labor costs account for approximately one third of operating costs.
- The average restaurant turnover rate is a staggering 71.2%.
- The average restaurant's profit margin is 2–5%.
- In today's digital world, smartphones reign supreme. 77% of Americans now own a smartphone, and rely on it as their main method of communication.

When you rely on pen and paper to get the job done, you are at risk of making small errors with potentially big consequences.



Consider the potential for scheduling and communication chaos in this common scenario:

*Your server, Lindsay, is scheduled to work a shift on Saturday afternoon, but she texts Jane, another server, to take her shift.*

*By accident, Lindsay tells Jane the wrong time, and Jane shows up late for the shift. Your manager, Mike, has no idea that this shift trade has occurred behind the scenes, and he's also about to realize that Jane's never worked a patio shift before.*

Now, consider how a centralized space for scheduling and communicating could have prevented a tough day for Jane, Lindsay, and Mike. Not to mention the customers affected by a busy day on an understaffed patio!

***The good news is there's an easier (and more efficient) way to uncomplicate the complicated: restaurant scheduling software.***



## Software must-haves

There are plenty of options out there when it comes to scheduling software for your restaurant. Before you buy, make sure to select the platform that will position you, your staff, and your restaurant for success. A great software solution is one that offers:

### A simple, easy-to-use interface

Skip the guesswork with intuitive software. After all, making your job easier should be its #1 job.

### Scalability

Whether you're a food truck or a fast-casual café, a tiny bistro or part of an international chain—or even a combination of those things—choose software that's built to grow with your workforce and its needs.

### A web-based system with smartphone app integration

Build your schedule in a comfortable, smart, web-based environment, then publish it to your team—right to their mobile devices. Smartphone integration keeps the schedule out of the back office, and makes it easily accessible to all staff.

### Internal communication tool and push notifications

Centralize staff communication. Keep everyone in the loop within a workplace-specific chat platform and use announcements and notifications to bring your team closer.

### Flexible reporting

Stay in the know with at-a-glance reports on employee hours, wages, attendance, time off, and shift swaps.

### Real-time data

Let the numbers do the talking. Make informed decisions and build smart strategies with up-to-the-minute reports on labor costs, sales, and more.

***Now that we've covered the basics, let's get to the good stuff: the benefits of implementing a digital scheduling solution at your restaurant.***

## CHAPTER 3

# Scheduling + Communication



In romance as in restaurants, **communication is key.** Honest, open conversation among employees and between staff and management is a fundamental building block for a successful restaurant and for successful scheduling. Plus, it's a low- to no-cost way to empower and engage your employees, which benefits your team, customers, and bottom line all at once.

Human beings crave connection, and we spend a significant portion of our days interacting with one another. This applies as much to real-time, offline communication as it does to online correspondence.

Because technology now has integration into virtually every aspect of our lives, it is easier than ever to honor this basic human need.

A study at the McKinsey Global Institute revealed productivity improves by more than 20% when employees feel connected through regular communication

with coworkers and management. When managers fail to foster a workplace culture that values communication, they risk losing staff—62% of employees who leave a workplace do so because of a lack of communication. Time and again, these employees name three shortfalls:

- 1. Lack of direction from management**
- 2. Poor overall communication**
- 3. Ineffective communication of key internal and external changes**



## DID YOU KNOW?

- 8.5 billion text messages are sent every day in the United States, and an estimated 18.7 billion around the world.
- The average person touches their smartphone 2,617 per day. Some do so as many as 5,400 times a day!

Human beings crave connection, and we spend a significant portion of our days interacting with one another.



## Smart scheduling requires ongoing, effective communication

### Get connected

Choose a medium that allows staff to interact in ways they prefer. For younger staff, this means chat.

### Stay in communication with managers

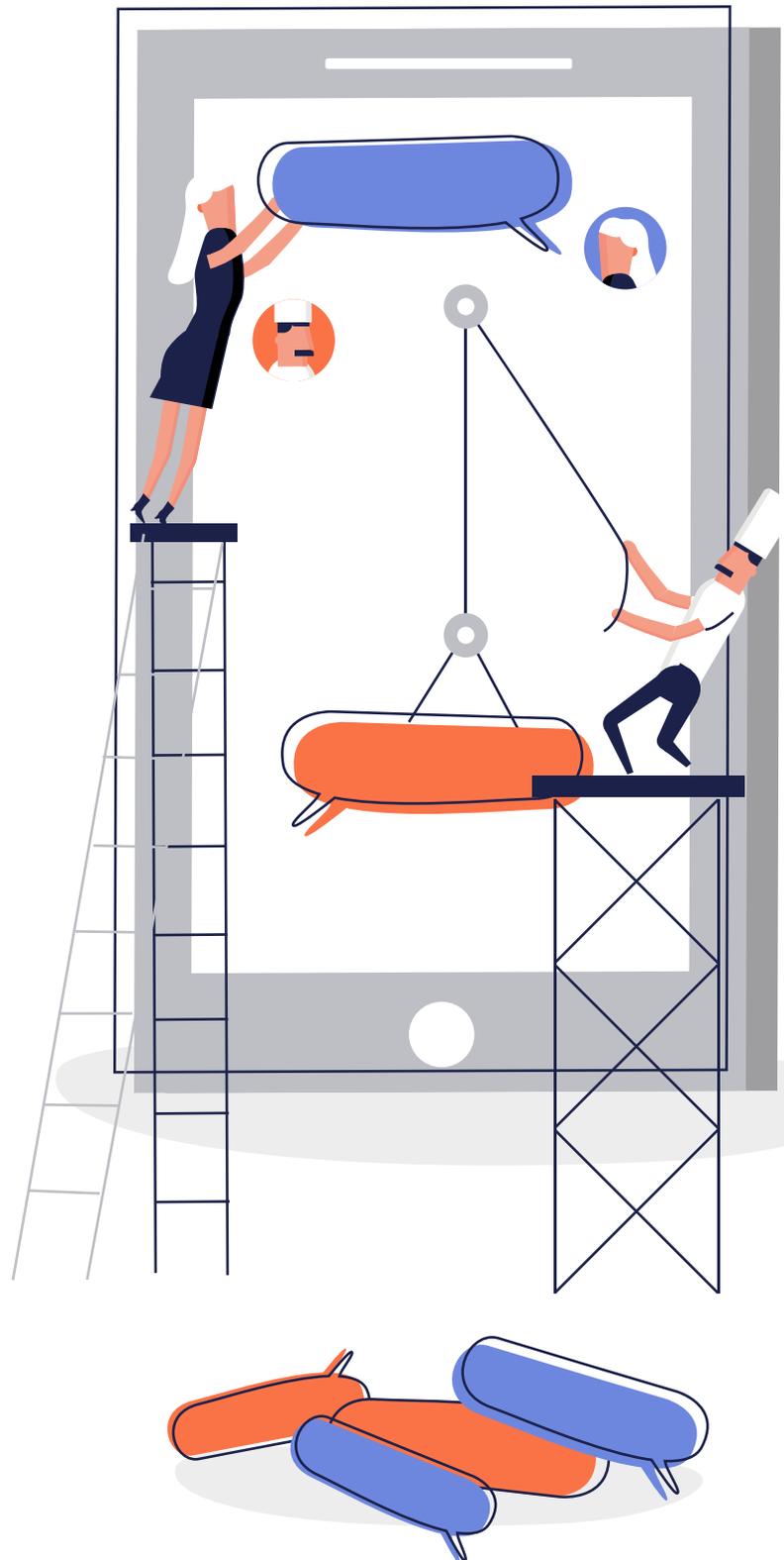
Store communications in a manager log book to track how things have changed or stayed the same over time, and to keep key players in the know at all times.

### Engage with staff

Learn who works best when and with whom, then schedule accordingly. You'll create a more pleasant, productive environment.

### Make it easy

Share schedule information online and instantaneously (via push notifications) to remove the need for in-person schedule checks and to reduce the likelihood of human error.



## Message like a master: How to promote healthy communications online and offline

Over time, your staff can begin to feel like family. After all, you spend long days, late nights, and countless meals together. In any family there's bound to be a bit of drama, but too much can cast a negative light on your restaurant.

Here are a few strategies to encourage and maintain an atmosphere of professionalism without compromising a fun, family-like feel:

### Schedule regular “town hall” meetings

All-in meetings are a great time to gather your team before an upcoming lunch or dinner rush. Because all eyes (and ears) are on you, these meetings are a great opportunity to offer words of encouragement, review food and drink specials, or simply crack a joke or two before the crowds set in.

### Maintain an open-door policy

Regardless of whether your office actually has a door, it's important to keep it—figuratively and literally—open to your team at all times. Being open and accessible creates a space where employees can share their successes, struggles, and suggestions.

### Stop and listen

Effective communication is about more than talking—it's about listening, and listening well. Staff want to feel valued at work, and a big part of that is believing their opinions and beliefs are heard.

***While there's no denying the importance of how and when you communicate with your staff, another key consideration lies in what you're saying, and how your messages and methods impact employee engagement.***

CHAPTER 4

# Scheduling + Engagement



Researchers at Gallup found 70% of employees in the United States are not engaged at work. That's a startling figure, and one that can have catastrophic implications for companies without proper internal communication practices firmly in place.

Employee engagement **does not** simply mean that your employees are happy or satisfied. It goes deeper than that—a fully engaged employee is one who is personally and professionally invested in their work and company to the point that they will willingly and enthusiastically go above and beyond the call of duty.

**Put simply, engaged employees *actually* look forward to coming to work.**

A team of engaged employees—ones who will put forth discretionary effort in the name of your business—is an invaluable asset and an excellent goal to strive for. Spot your improvement opportunities by paying attention to your staff: are any of them showing signs of disengagement?

### Warning signs of disengaged employees:

#### They arrive late to work

If they saunter in at—or after—the last second, perhaps they're not looking forward to coming to work, or don't want to put in the effort to be prepared for a shift.

Compare that with the behavior of an engaged employee, who arrives early and understands that being prepared and eager to work will create a better guest experience, and will ultimately yield better tips.



### They do the bare minimum (if that)

The disengaged employee sticks to the job description. She doesn't venture beyond the requirements her allotted duties, and may even shrug off responsibility out of indifference.

The flip side? The engaged employee is happy to join the group of servers singing happy birthday at a table of four that's outside her section. In fact, she'll also replace a fork that was dropped, and happily oblige the request to snap a photo of the family while the table's server is packing up leftovers. She's exercising discretionary effort in the name of good business and healthy teamwork.

### Customers are noticing

When it comes to matters of engagement, the customer is your litmus test. Your diners will respond accordingly to a lackluster server or the work of a careless chef. Their tips will reflect what they notice, and what they notice might prevent them from returning to your establishment.

Within your scheduling software or POS, review reports to reveal tipping behavior at your location. If an employee who was normally a high performer starts to drop in the ranking, it may be a signal for you to investigate further. Has something happened that may have impacted his or her engagement? Further, is the customer bearing the brunt of the job dissatisfaction?



### DID YOU KNOW?

- Businesses that emphasize employee engagement report 48% fewer safety incidents and 41% fewer issues around product or service quality.
- 51% of workers are looking to leave their current job.
- Companies with engaged employees outperform those with disengaged employees by 202%.

A team of engaged employees is an invaluable asset and an excellent goal to strive for.



## Smart scheduling requires restaurant-wide engagement

### Create opportunities for employees to submit availability and other requests with ease

Make scheduling collaborative—be approachable about and responsive to availability requests. Be sure to set a deadline for availability submissions. Ideally, you'll want to receive them well in advance of when you create your schedule for the next two weeks.

### Open up scheduling responsibilities with a shift pool

Offer your staff the chance to bid on available, unassigned shifts. When you let employees volunteer for shifts—even if you have the final say in the end—you offer them the chance to work by choice—not obligation. If employees take ownership of their schedules, even on an occasional, shift-by-shift

basis, you'll begin to see improved accountability and engagement.

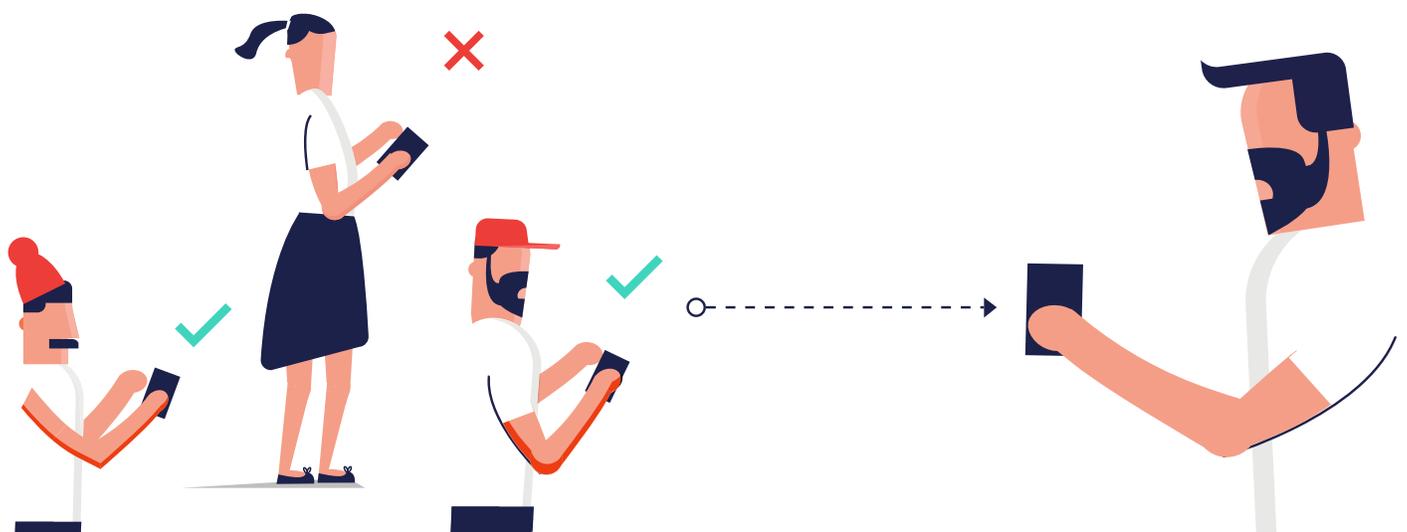
### Get talking. Maximize on chat functionality.

Theodore Roosevelt said it best: “The most important single ingredient in the formula of success is knowing how to get along with people.”

Get along with your employees by communicating with them and by encouraging them to reciprocate.

Use a work-specific chat environment to host and foster open, engaging discussion. Chat to keep your staff in the know—regardless of how often they work—with bite-sized info updates.

When new menu features or restaurant policies arise, avoid the “I didn't know...”-type disengagement responses by arming your employees with timely, important information.

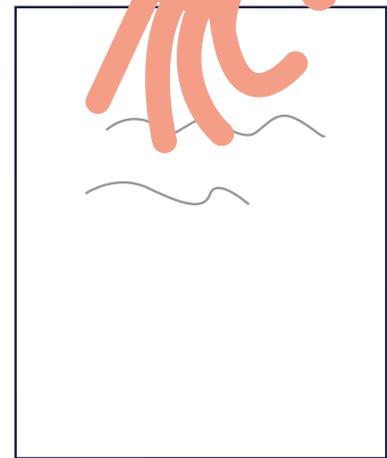


## Feedback matters. Here's how to get it

The team at CEB identified three drivers of strong employee performance:

1. Understanding and feeling connected to company goals
2. Commitment to coworkers
3. Having the correct capabilities for a job

With the three drivers in mind, open an anonymous feedback channel—try a suggestion box or Google Forms—to see what, if anything, is keeping your employees from feeling engaged.



Bear in mind that an employee engagement survey is less about high scores than about improving your restaurant's performance. Plus, to receive the most helpful, actionable feedback, it's essential to ask the right questions. Here are a few to get you started:



### Culture & Location

What are your thoughts about this location's working conditions?

What three words would you use to describe the restaurant's employee culture?



### Role & Responsibility

Do you feel inspired to do your best work?

Do you have a good understanding of what's expected of you while at work?

Are you proud to be a member of the team?



### Management

How satisfied are you with the restaurant's manager/management team?

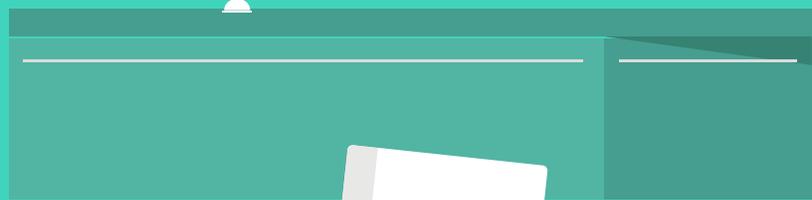
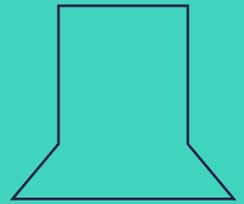
How frequently do you feel valued by your manager?

What are your views about your manager's behavior towards you?

***An engaged employee is more likely to remain a loyal employee, but that's not the only control restaurant managers can implement to promote employee retention. Next up, we're talking about other proven ways to keep your staff around for the long term.***

CHAPTER 5

# Scheduling + Retention



First impressions count, and first impressions in the restaurant industry are no exception. A warm welcome and a commitment to high-quality onboarding can mean the difference between short- and long-term employees.

Use your early days with new employees to establish your appreciation of and investment in an engaged team. Your continued efforts need not be grand for them to resonate with your staff. A workforce with positive morale, bolstered by regular recognition, rewards, and appreciation, will go a long way toward fostering retention.



## DID YOU KNOW?

- The restaurant turnover rate was 62.6% in 2013, 20 percentage points higher than the overall private-sector rate.
- 47% of workers cite lack of recognition and poor company culture as the main reasons for leaving a job.
- A 25% reduction in restaurant staff turnover can save restaurants over \$60,000.

## Smart scheduling promotes empowerment and loyalty

### Work with employee availability

Designate a monthly time for staff to submit/update their availability to ensure that you always have access to the most up-to-date scheduling information. With all the details at hand, you'll avoid the reactive practice of "just-in-time" scheduling, which gives employees little or no notice of what their work schedule will be like.

When employees submit their time-off requests and availability updates in an efficient, uniform fashion, the foundation of your schedule is ready when you are.

### Track hours

Work-life balance is more than jargon. It's the efforts you, as a manager, must take to prevent the burnout of your valuable employees. It's all about the understanding that flexibility and compassion with your employees will pave the way towards long careers and create bonds that go deeper than the financial.

Reduce the risk of burnout by remaining aware of how many hours staff are working. Take advantage of your scheduling software's notification system to track hours and alert you when a staff member is inching towards overtime.

### Team up: build a management team

Not only does having a management team provide support to you as a manager, but it also helps give employees a view of a possible career trajectory. Plus, it offers your employees the chance to work with a variety of leaders, and thus, leadership styles.

Pay attention to your POS data when your assistants are working to learn about how their leadership skills support your restaurant's goals—are they achieving larger checks, faster service, or helping work towards another important metric you've targeted?



## Turn down the turnover: Six ways to decrease departures

### Hire right the first time

Be smart about hiring. First, you'll want to write an excellent job ad to attract the right applicants. When you begin interviewing candidates, look beyond the resume and determine how the individual would fit within the existing team structure. Consider what traits or skills they have that would be an asset to the collective group, and note the idiosyncrasies that might be a hinderance.

Try running mock exercises during the interview. Pick a few likely scenarios and have the candidate walk you through how they would handle them. Examples could include how they would interact with an aggressive customer, or how they would react if they spotted a coworker stealing from the cash register.

### Cross-train

Cross-training is the practice of training employees to perform tasks and duties outside of their

regular roles. It's a team-building tactic as much as it's a scheduling tactic; when your employees are able to perform well in a variety of roles, you'll be left with less role-based scheduling gaps. And, when employees are armed with new skills and train to strengthen existing skills, they'll experience a confidence boost that'll leave them more invested in their jobs and less likely to leave.



**Say thank you!**  
Politeness matters. Sincerity matters more. Acknowledging good work is essential to making employees feel like their work matters.



### Promote from within

Internal promotion offers staff the opportunity for career growth in a way that benefits the employee and the restaurant. Promoting a familiar face means that you already know the employee's work ethic, skill set, and the way they fit into the workplace culture. Plus, an internal candidate means that your restaurant can expect reduced recruiting and training expenses.

While some training will be required as the employee advances into the new role, the learning curve will be less steep than it would be for a new, external hire. When employees are hired from within and can build a career with your restaurant, they'll also be building loyalty that will keep them around for the long term.

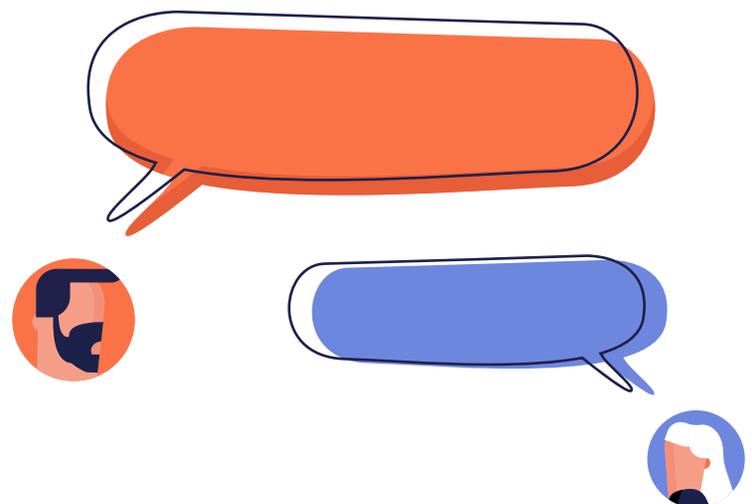
### Delegate decision making

Employee empowerment and encouragement goes a long way towards decreasing turnover. By taking the time to prepare your staff to make decisions about things like their schedules, their day-to-day workflow, or how they deal with customers, you offer the opportunity

for your employees to shape how the business is run. A democratic leadership style establishes a sense of ownership within the workforce, and ultimately helps managers stay focused on higher-level operations.

### Provide continuous feedback

Employees always want to know how they're doing and what they can improve on. Incorporate in-the-moment coaching and regular feedback opportunities into your management style to highlight strengths and improve upon challenges. Encourage a two-way dialogue, too. By establishing a feedback loop that allows staff to share feedback with you, you'll be able to reinforce the good things that make employee stick around, and quickly address the things that make them want to leave.



### Say thank you!

Politeness matters. Sincerity matters more. Acknowledging good work is essential to making employees feel like their work matters—69% of employees say they'd work harder if they were better appreciated and recognized, [Globoforce](#) found. When your staff is working hard and doing well, it's important to recognize and show gratitude for their efforts. After all, these people are helping make your restaurant dreams come true—they deserve recognition when they're doing an awesome job.

Express your thanks regularly, genuinely, and in a way that suits your restaurant's culture. You'll quickly find that taking a second to share a heartfelt "thank you" will reinforce positive, exemplary behavior, and ultimately inspire more of it.

A reliable workforce is the lifeblood of your restaurant. You could have all the customers in the world, but who would serve them or cook for them if it weren't for your hardworking employees?

You've hired the best and trained them well, so it's difficult when you have to bid them goodbye, but it's all part of the reality of being a restaurateur. Because of certain factors—seasonal positions, student schedules, and more—the turnover rate will always run higher in restaurants in comparison to other sectors.

***The constant change in the restaurant world will also pose a challenge when it comes to scheduling, but next up, we'll look at how you can maximize the time saved when you streamline your scheduling process.***



**THANKS!**

CHAPTER 6

# Scheduling + Time Savings



Everyone gets 24 hours a day. It's simple, and it's the same for every single person on this planet. 24 hours.

How will you spend them?

As the manager or owner of a busy restaurant, your time is almost always at a premium, so it's imperative that you make the most of every minute.

A *Forbes* article on [entrepreneurs and time management](#) highlighted the value of being clear with yourself on how much time to allot to certain tasks. It's essential to find efficiencies in regular tasks, and scheduling is a perfect example of this. It's a recurring to-do list item, and for as long as your restaurant exists, so will the need to staff it.

What would you do if you could reduce the time you spent scheduling, and re-distribute it somewhere else? Would you spend more time on the floor with your staff? Would you be more actively recruiting new team members or coaching existing team members?

The possibilities are endless, but the bottom line is that every second saved on tasks can be automated is a second you can use elsewhere. Why not take a look at your scheduling process to see where you might be able to discover some "found" time?



## DID YOU KNOW?

- When restaurant managers switch from Excel spreadsheets or pen and paper to an intuitive, electronic scheduling solution, they save an average of 3+ hours per week.
- When managers have to switch between documents or tasks to complete routine tasks like scheduling, their [productivity can drop by 40%](#).

With scheduling quickly squared away, you have time to think about your restaurant's top priorities and bottom line.



## Smart scheduling saves time

### Let technology take the wheel

Take the grunt work out of scheduling by depending on the intuitive, automated features in your employee scheduling system.

Challenge yourself to see how quickly you can complete a schedule...with the minimum amount of effort. You might be surprised how quickly a usually onerous task

can be when data and technology can help fill in the blanks.

### Pay attention to OT alerts

Be proactive. If you keep your eye on your overtime alerts, you'll get advance notice on each employee's schedule and ultimately save time reorganizing staff schedules to keep labor costs in check.

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## Maximize your time

Minor adjustments can yield maximum time savings. When you're not chasing down availability information or tallying employee hours, you're free to devote effort to other areas.

Here are four things that deserve your attention:

### Communication

Stay involved with your staff. Create opportunities for dialogue—hold one-on-one chats or simply spend time on the floor.

As a manager, the key to a rewarding relationship with your staff is professional, diplomatic

communication. Even a quick post-shift follow-up message within a work-specific chat tool can be helpful in manager-employee relationship building.

### Strategy & planning

Get out of the weeds. With scheduling quickly squared away,

you gain time to think about your restaurant's top priorities and bottom line. How does one affect the other, and in your pursuit of balancing each, are you honoring your business's culture and values?

Review your POS data and see where things stand, then draw up a plan that can be measured.

### Staff development

When was the last time you trained your most long-term employee? If you have to think about it, it's been too long. It's easy to let senior employees coast along, but think of the missed opportunity—an experienced staff member is still coachable, and can help coach newer employees.

Or, use your POS data and scheduling history to spot your strong, new team members, then consider reverse mentoring—a development tactic where new employees coach more senior ones. You might be surprised by the energy generated by time spent on training and retraining.

### Marketing

Time spent on your next marketing plan is never time wasted. Drumming up business is all part of

a manager's job and the right tactic can easily position your restaurant as a winner.

What makes your restaurant different? What makes customers step through your doorway? Get creative and attract some attention to your restaurant through clever, on-brand marketing efforts.

Do you share your features on Instagram?

Does your daily soup get tweeted to a group of followers ready to devour your updates 140 characters at a time?

Is there a nearby brewery you could partner with for a dish or an event?

***When you cut your scheduling time by 80%, you gain back a lot of valuable time—time that your employees will thank you for reinvesting.***

***Speaking of reinvesting, let's look at how smart scheduling will help you uncover valuable cost-saving opportunities.***

CHAPTER 7

# Scheduling + Cost Savings



Time is money, and when it comes to restaurant scheduling, the cliché is at its most literal. With every shift you add to your schedule, you impact your labor budget.

Efficient, smart scheduling is one of the most cost-effective actions you can take to save your restaurant money.



### DID YOU KNOW?

- Labor costs account for a full third of a restaurant's operating costs, and are only increasing as the labor pool is shrinking.
- As labor costs rise, your profits shrink—with such tight margins, this can be the difference between making and losing money, and ultimately the difference between your restaurant being open or closed.
- Labor costs can be easily managed and predicted by aligning your scheduling and [POS systems](#). Check out industry leaders like [TouchBistro](#), [Toast](#), and [Breadcrumb!](#)
- Smart scheduling reduces labor costs by matching your sales to your schedule so you can precisely determine the what the most appropriate staffing levels to maximize sales.

Efficient scheduling is one of the most cost-effective actions you can take to save your restaurant money.



## Three ways that smart scheduling saves you money

### Reduce time waste

When you use a progressive scheduling solution, you can avoid wasting employees' time by scheduling them when they are not needed or are unavailable. You'll be able to respond to shift swaps and changes easier, and you'll always have up-to-date availability information at your fingertips.

### Base your labor targets on data, not guesses

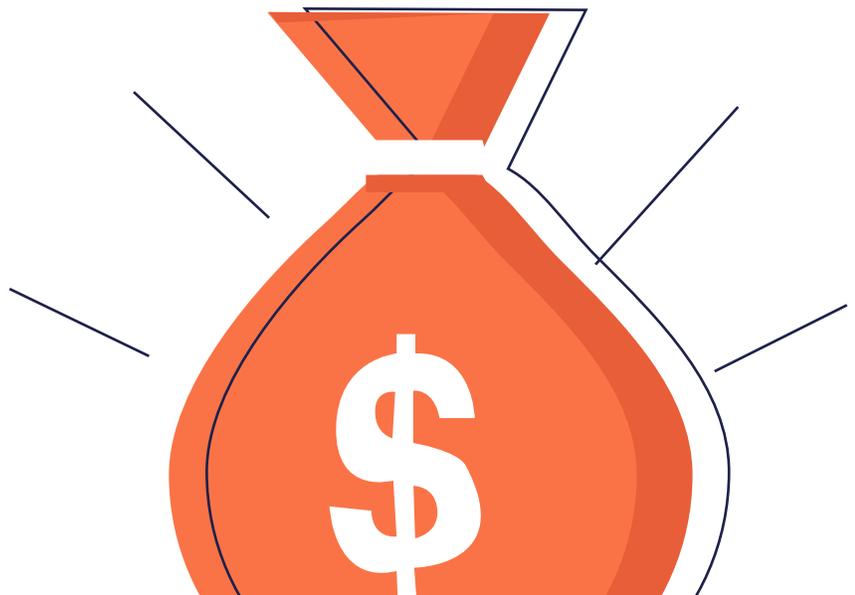
Get those numbers working. Determine your labor costs through a labor budget tool and/or POS system integration and use past and projected sales and keep your costs under control.

If you notice that, for the past three Thursdays, you've had above-average evenings because of a sports league that enjoys post-game drinks, you can consider staffing up to accommodate!

### Schedule for the future with projected sales information

When you can more accurately predict scheduling needs, your schedules get smarter. By avoiding scheduling errors, you increase engagement and strengthen morale.

Consider the difference that a single-percent reduction in your labor costs can make. It can have a dramatic increase in your weekly, monthly or annual profits. Efficient staff scheduling is the quickest way to start reducing your labor costs, which is a huge driver for profitability.



# Picture this...

Imagine running your restaurant without having to set aside three hours each week to rifle through binders and emails to compile a schedule that would require a complete revamp at the first sign of a shift swap.

And imagine a way to keep all your employee communications organized in a single place—a place where evaluation, engagement, and teamwork could happen.

Imagine what you could do with 1–4% of your normal labor costs back in your pocket?

What would happen if you reinvested that into your restaurant? It could equal new pots for the kitchen, or new, more durable wine glasses for the bar.

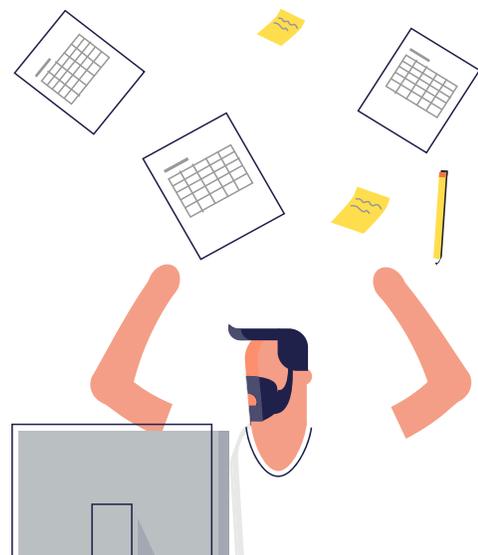
Now, picture what it would be like to find some wiggle room your labor budget. How could you redirect those funds?

Put all those pieces together and consider how empowered and informed that would make you as a manager, and how those positive

benefits would then affect your employees.

You'd be working with a team that feels valued and is eager to contribute to the success of your restaurant, and that's a winning combination!

If employee scheduling software sounds like the right fit for your restaurant, do your research to find the right fit. There are many available options, and they'll take scheduling off your break room wall and put it—well, everywhere you and your employees might be.





**Get setup in minutes  
and start saving up to  
4% on labor costs.**

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at [7shifts.com](https://7shifts.com)



## The Ultimate Guide to Restaurant Scheduling

### Editor

Kim Warner

### Writers

Kim Warner

Jess Reimer

### Illustrations & Layout

Dustin Weeres

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