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# Predictive Scheduling

What You Need to Know and How to Be Ready



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# What's Driving the Change?

New scheduling regulations are spreading across the country and could be coming to your area. Are you ready?

If you work in the service or hospitality industry, you know the business impacts of new legislation are a constant concern. Laws regulating wages, overtime and paid sick leave can affect the bottom line if your business doesn't comply, and now a new beast is rearing its head. Minimum wages are rising across the country—activists are pushing for a \$15 minimum wage and inspiring lawmakers to explore new legislation designed to improve restaurant labor scheduling, and in turn, the lives of employees. What does that mean for your business? This eBook will break down what you need to know, from the impacts on owner-operators to ways you can get in front of the issue.

So, why the push for predictive schedules? In short, many more people are working part-time. Since the 2008 recession, the number of manufacturing jobs—which feature steady shifts and work hours—has dwindled, and a large segment of employment has changed to part-time service work. According to some reports, 94% of the jobs created over the past eight years have been part-time. That's right. Roughly 27.4 million American workers are part-timers, working less than 35 hours a week. But 7.5 million of them crave a full-time gig. Many workers are filling the wage gap by working multiple part-time jobs.

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## What's Driving the Change?

And as more people join the part-time workforce, there is a growing demand for fair, predictable scheduling practices. Advocates argue that workers are asked to be “on-call” but never actually called in, that they don't receive enough hours, and that they are frequently scheduled at the last minute to meet staffing needs.

According to the Bureau of Labor Statistics, 47% of part-time hourly workers ages 26 to 32 receive a week or less of advance notice for their schedule. In many employees' eyes, it doesn't mean a whole lot to get the higher \$15 minimum wage if workers don't get enough hours to make ends meet. Furthermore, it's tough to manage a personal life when their work is unstable—last minute notice affects their transportation, their families and their professional lives.



47% of part-time hourly workers ages 26 to 32 receive a week or less of advance notice for their schedule.

## You Have To Hear Both Sides

As a franchise owner or restaurant executive, you expect your team to be flexible about the ebb and flow of traffic at your stores. You're already running lean and mean without a lot of overhead and operating profit. You have to optimize your labor costs—which are rapidly rising—and still maintain high food and service standards. You ought to be able to ramp up staff to meet a boost in traffic and take workers off when sales slump. You don't need another cost eating into your numbers. Why can't lawmakers and advocates understand you're operating in an industry where margins are slim, so variable schedules are paramount?



## What's Driving the Change?

Restaurateurs also argue that there's not a one-size-fits-all solution to predictive scheduling—a restaurant's labor needs vary depending on a slew of factors, from sporting events to weather and much more. Many feel it's unreasonable to expect them to predict for such factors 14 days in advance.



### Consider this:

You operate a chain of sports-themed restaurants in Oregon. That's a business that is seriously impacted by live sporting events, which are seriously difficult to predict. If the Portland Trail Blazers make the playoffs, they could last the entire series or lose after game four—either outcome will impact your volume in a big way, but how can you predict that two weeks in advance?



### On the flip side, workers have a beef.

Sure, they enjoy the flexibility of the food service industry. They may appear happy to be sent home when traffic is low, but underneath they're thinking about how their next paycheck might take a hit. When earnings are variable, it's a bear to budget. Being on-call can mean classes skipped, personal plans suspended, and turning on a dime to secure childcare. That's their world. And it has opened up to lawmakers.



Working while raising a child is difficult, but raising a child while working at a job with unpredictable scheduling and paychecks is virtually impossible.

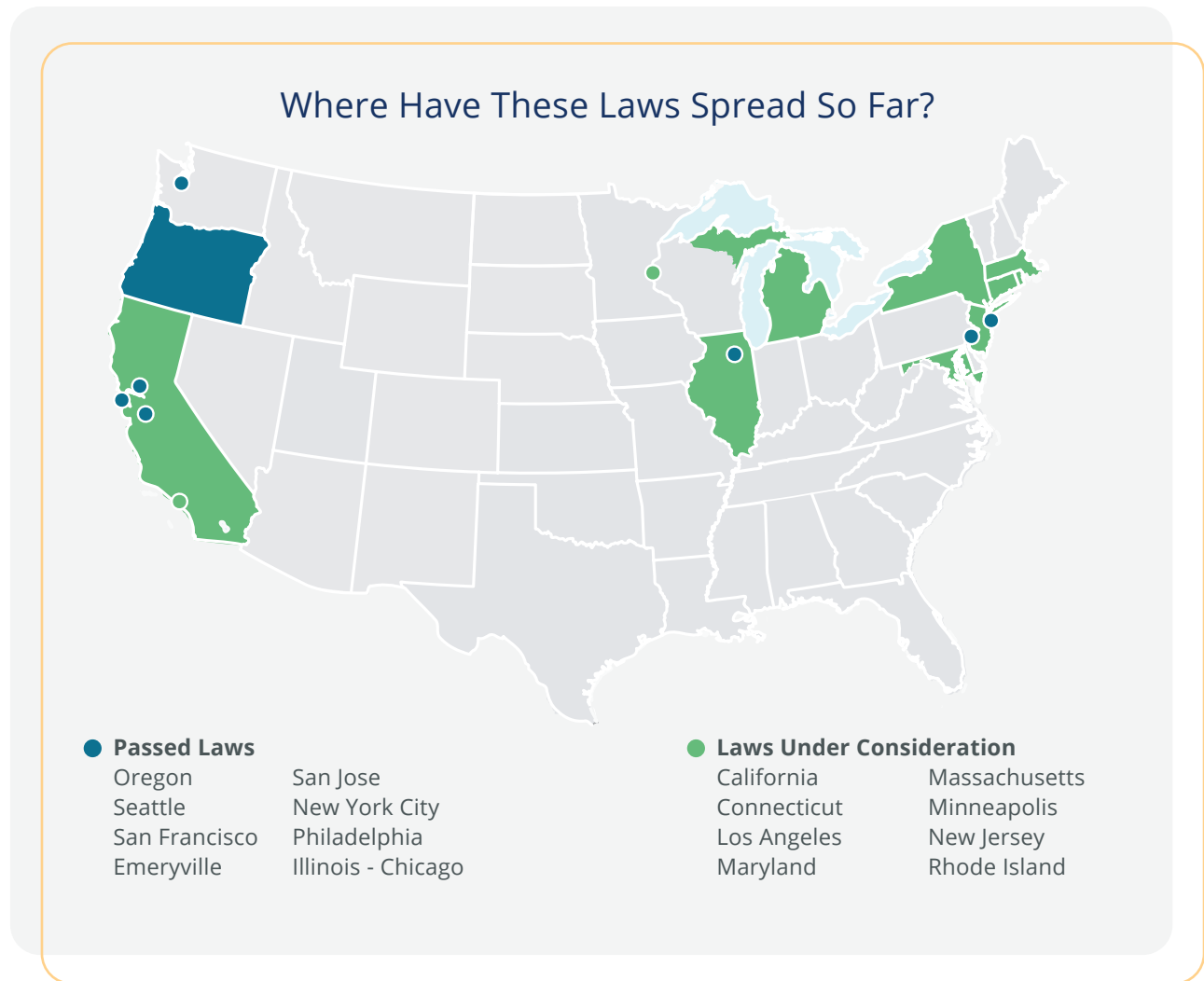
**Toby Ann Stavisky, New York State Senator**

This scheduling issue isn't going to just go away—active labor groups are involved across the country. If you're a restaurant operator in a city with a higher minimum wage, you need to be following this.

## What's Driving the Change?

The movement has spread quickly. Since 2014, predictive scheduling laws have been implemented in eight U.S. jurisdictions, including San Francisco, Emeryville and San Jose in California; Seattle; New York City; Oregon; and, most recently, Philadelphia. Predictive scheduling ordinances are also currently under consideration in Los Angeles and Chicago.

It's clear that the Fair Workweek Movement is growing in popularity, so let's take a look at what these laws actually entail.





# San Francisco

## San Francisco is the city that started it all.

In 2014, officials introduced the *Retail Workers' Bill of Rights*, requiring employers to give two weeks' advance notice of schedules to employees of certain large retail chains. Expanding the Bill of Rights in January 2015, San Francisco became the first U.S. city to require predictive scheduling for "formula retail businesses"—large chain restaurants and retailers with at least 40 locations worldwide and at least 20 employees in San Francisco. The law, dubbed the *Predictable Scheduling and Fair Treatment for Formula Retail Employees Ordinance*, went into effect in July 2015 and requires the following:



Employers must offer available hours to current part-timers before hiring new people.



Employers must give new hires anticipated work schedules and a monthly estimate of minimum work hours.



Employers must provide employee schedules at least two weeks in advance.



Employers must consider employees' input and schedule modifications.



Employer-initiated schedule changes give the employee an extra hour of pay.

## The shorter the notice, the higher the price.

- If an employer changes an employee's schedule with more than 24 hours' notice but less than seven days' notice, that employer will need to pay that employee one hour's pay for each shift change, at the employee's regular hourly rate.
- If an employer changes an employee's schedule with less than 24 hours' notice, that employer will need to pay—at the employee's regular hourly rate—two hours' pay if the changed shift is four hours or less, and four hours' pay if the changed shift is longer than four hours.
- On top of those pay penalties, employers who fail to comply with the law will also be fined \$50 per employee, per shift.

# Seattle

Seattle was the second major U.S. city to regulate schedules for part-time workers.

The Seattle City Council passed the *Secure Scheduling Ordinance* Sept. 19, 2016, noting, “Secure Scheduling will give employees more stability in their schedules as well as opportunities to earn additional, predictable income if desired.”



Secure Scheduling will give employees more stability in their schedules as well as opportunities to earn additional, predictable income if desired.

The proposal mandates “predictability pay,” or compensation in certain instances when employers alter schedules. It affects hourly Seattle employees working at retail, foodservice or drinking establishments with more than 500 employees worldwide, as well as full-service restaurants with at least 500 employees and more than 40 full-service locations worldwide—essentially, franchise networks.

## SEATTLE PREDICTABILITY PAY

Affects Businesses With...

More than   
**500 Employees**  
Worldwide

More than   
**40 Full-Service**  
Locations Worldwide



# Seattle

This Seattle ordinance is particularly complex, so let's take a second to break it down.



## Employers must provide schedules to employees 14 days in advance.

- You must give a good-faith, non-binding estimate of an employee's expected schedule upon hiring, then at least once a year or whenever employee availability or business needs merit.

*Note: While the law mandates 14 days out, restaurants will actually need to post 21 days ahead for a seven-day schedule.*



## After the schedule is posted, changing it will trigger predictability pay.

- If you deduct hours from the employee's schedule, you'll pay 50% of unworked hours.
- If you add hours to the schedule, you'll pay the employee for an additional hour, along with extra hours worked.
- If you put an employee "on call" but don't call them in, you'll pay them 50% of the unworked hours.
- If the time between closing and opening ("clopings") or back-to-back shifts is less than 10 hours, pay the employee time-and-a half for the difference.



## Seattle



### Employees have the right to rest or decline a shift.

- Employers must engage with employees to discuss and grant employees' schedule requests unless there is a legitimate business reason not to grant the request.
- Employees can decline a shift that's added to their schedules with less than two weeks' notice, without fear of retaliation.
- Employees can decline closing/opening shifts that are separated by less than 10 hours.



### Employers won't owe predictability pay in these situations.

- If an employee requests their preferred schedule and location.
- If an employee finds coverage for hours by swapping shifts with another colleague.
- If an employer broadcasts the need for coverage of additional hours through mass communication and a volunteer offers to work the hours.



### Employers must offer additional hours to capable, current staff before hiring new workers.

- Employer must post a written notice of available hours for at least three consecutive calendar days before a new employee can be hired.
- Employer can proceed with hiring externally after receiving written confirmations from all employees about their disinterest in accepting additional hours.



### Employers must keep records for three years to show compliance.

- Failure to do so will result in a fine of \$500 per missing record (yikes!). Fines jump 50% for each violation (\$750 per missing document) within a 10-year period.

# Seattle

## A Mixed Reaction

As you'd expect, the law hasn't gone over well with everyone involved.

There are complications that concern business owners. For instance, Seattle restaurants must maintain Access to Hours lists so managers know which workers to approach in the event that hours become available. Restaurant managers must ask qualified employees whether they want extra hours within three days of those hours opening up, but that three-day window presents an operational challenge if employees can't be reached. Furthermore, if an employee is interested in taking those extra hours, they get two days to decide. That means a manager might have a five-day window where they may or may not have coverage internally, but can't hire anybody externally. That handcuff alone will be difficult.



The ordinance itself is really complex and it's going to affect a lot of our members. These changes are totally different than how they'd been operating previously.

- Jillian Henze, Washington Hospitality Association





# New York City

## So, let's talk about the Big Apple.

San Francisco and Seattle may have led the charge in the fight for predictive schedule legislation, but don't think the trend is exclusive to the West Coast—New York City's massive predictive scheduling law took effect in November 2017.

On May 30, 2017, New York City Mayor Bill de Blasio signed into law the Fair Work Week Legislation package, making New York City the largest U.S. city to adopt laws that give food service workers more predictable schedules.

This legislation affects as many as 65,000 fast food workers, and is in many ways similar to the ordinances on the West Coast. The laws dictate that New York employers must:

1. A labor rule is used when generating shifts or hours including, but not limited to, days and times labor is needed, and what revenue centers are impacted. They are configured at the above-store level by group, and require grouped jobs, schedules, and revenue centers.
2. Stop scheduling back-to-back shifts. Workers must have at least 11 hours off in between shifts, and if they're needed to clock back in sooner, employers will have to pay that person another \$100.
3. Offer open shifts to existing staff before hiring anybody new. Chains will only be able to hire additional employees once current workers have been given the chance to turn down any available hours.
4. Employers allow employees to make temporary schedule changes for up to two business days a year for "personal events," including providing child care, a need for medical care, an injury, and more.



## New York City

New York's law also gives workers the chance to deduct a portion of their paychecks and donate directly to worker-advocacy non-profits, earmarking money for groups that will fight on their behalf. This particular law is the first of its kind in the U.S.

"Predictable schedules and predictable paychecks should be a right, not a privilege," said New York City Mayor Bill de Blasio. "With this legislation, we are continuing to build a fairer and more equitable city for all New Yorkers."

Elianne Farhat, Campaign Director for the Fair Workweek Initiative at Center for Popular Democracy, summed it up in a statement when New York's legislation passed.

"We know this vote will inspire other cities to act and other workers to stand up for the same common sense standards," she said. "It's clear that the movement for a fair workweek is catching fire and we only expect it to grow."



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# Oregon

On July 1, 2018, Oregon's Fair Work Week Act took effect, making the state the first in the U.S. to enact a predictive scheduling law on a statewide level.

These new regulations create major challenges and potential costs for restaurant, hospitality and retail employers throughout the state, requiring them to fundamentally change how they schedule their workers.

The law is meant to provide more structure and stability around schedules for hourly employees of large brands. As such, restaurant, retail and hospitality employers with 500 or more employees worldwide must now comply. **This includes chains and integrated enterprises, but not independently owned franchises.**

## Requirements for Employers

The Oregon Fair Work Week Act contains many of the same requirements as similar legislation in Seattle, San Francisco and New York City, as well as a few features unique to Oregon. The following are some of the key features in the Oregon legislation:



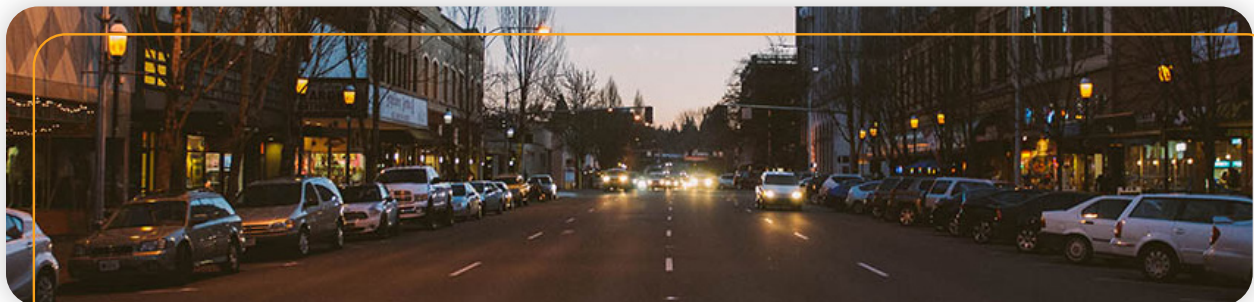
**Advance Notice of Schedules:** This is the provision of the law that causes employers the most heartburn. Affected businesses are required to provide workers with written notice of their schedules days in advance of their shifts.



As of July 1, 2018, employers must give employees written notice of their schedules seven days in advance.



Starting July 1, 2020, employers must give employees written notice of their schedules 14 days in advance.





## Oregon

If an employer makes last-minute changes to a posted schedule, it will incur a premium payment with additional pay for time worked based on the employees' hourly rate.



**Right to Rest:** Employers must now provide their workers at least 10 hours of rest in between shifts, doing away with a practice commonly known as “clopening.” Employees will earn time-and-a-half for those hours worked less than 10 hours after their previous shift.

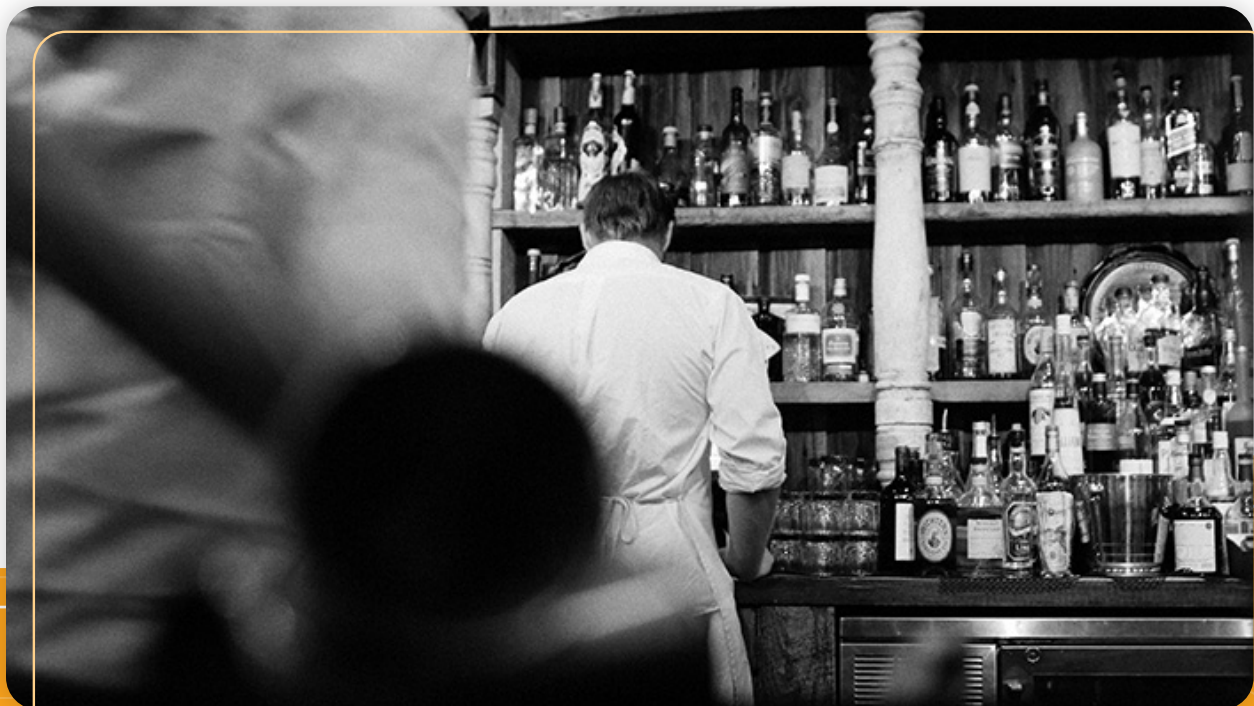


**Standby List:** Employers can maintain a standby list of employees willing to work extra hours on short notice in the event of unexpected volume or employee absences. The list is voluntary and employees are allowed to decline the hours if they don't want to work them.



**Keep Record of Compliance:** Employers must maintain records demonstrating their compliance with the laws for three years.

The civil penalties for businesses that fail to comply are significant. According to the law, Oregon's Bureau of Labor and Industries can assess statutory penalties that range from \$500 to \$1,000. Furthermore, there are civil penalties of \$2,000 for any employer found to be coercing employees into asking or agreeing to be added to the standby list.





# Philadelphia

At the tail end of 2018, the city of Philadelphia joined the predictive scheduling party as the city council passed the Fair Workweek Employment Standards Ordinance.

The law will go into effect on Jan. 1, 2020 and is expected to affect approximately 130,000 workers. The ordinance will affect a wide array of restaurant, hospitality and retail businesses, including full-service and limited service restaurants, caterers, mobile food service providers, bars, and more; so long as those businesses employ 250 or more employees and have 30 or more locations worldwide. That includes chains or franchises associated with a franchisor that employ more than an aggregate 250 employees.

## Under the law, employers are required to provide their workers with the following:

The Oregon Fair Work Week Act contains many of the same requirements as similar legislation in Seattle, San Francisco and New York City, as well as a few features unique to Oregon. The following are some of the key features in the Oregon legislation:

- A “good-faith estimate” of the days and number of hours an employee will likely be scheduled to work on every week, including whether that employee will be needed for on-call shifts
- At least 10 days’ written notice of their work schedules until Jan. 1, 2021, when the notice requirement will increase to a full two weeks
- Additional compensation, or “premium pay” for any last-minute schedule changes
- The opportunity to work full-time by offering any available shifts to part-time workers before hiring new employees



# Philadelphia

The ordinance also provides employees with the following rights and protections:

- To make work schedule requests when they are hired and during employment
- To have at least a nine-hour break between shifts
- To decline to work any hours or additional shifts not included in the originally posted schedule
- To bring a lawsuit against employers for interfering, denying or restricting any of the rights provided in the Philadelphia Fair Workweek ordinance



It's clear that the movement for a fair workweek is catching fire and we only expect it to grow.

- Elianne Farhat, Campaign Director for the Fair Workweek Initiative at Center for Popular Democracy



# Chicago

## Chicago Fair Workweek Ordinance

Chicago is the first midwest city to enact predictive scheduling as part of the **Chicago Fair Workweek Ordinance** which was adopted July 24, 2019 and took effect July 1, 2020.

In a nutshell, what this ordinance means is that Chicago employers will be required to give employees who make less than \$50,000 a year or \$26 an hour advance notice of their schedule, and pay a premium for last-minute type changes.

The ordinance does not prevent workers from trading shifts or requesting changes to their schedule. Employers can also change an employee's hours without penalty when it is mutually agreed upon in writing.

## Who does this ordinance apply to?

The new ordinance applies to restaurants with at least 30 locations and 250 employees globally, franchisees with four or more locations, businesses with more than 100 employees, and nonprofits with more than 250 employees.

## What are the specific employer obligations?

Employers must schedule workers at least 10 days in advance through 2021, and then in 2022 the timeframe will increase to 14 days advance notice.



### Other requirements for the employer include:

**Predictability of pay:** Employers must pay one hour of additional pay for every shift that is changed less than 10 days before the work schedule starts. If an employer makes changes less than 24 hours before the shift starts, like subtracting hours, the employer must pay the employee 50% of their pay for the lost hours. If the changes within 24 hours are additions or changes with no loss of hours, then the employee must be paid one additional hour of pay for every impacted shift.

**Allowing employees to decline a change:** Employees can decline to work unscheduled hours offered to them within 10 days of the beginning of the work schedule in which those additional hours are proposed.

**Choice of hours:** Employers must offer newly available shifts to existing employees first.

**Flexible scheduling and right to rest:** Employees are not required to work hours scheduled for less than 10 hours after the end of the previous day's shift. If an employee agrees to work such a shift, they are then paid at 1.25 times their base rate of pay.

**Initial estimate of work schedule:** Employees must receive an initial good faith estimate of their work schedule, including the days of the week they can be expected to work, including the start and end times of their shifts for those days.

**Hide Schedule From Peers:** Unique to Chicago, this ordinance requires that employees who are a victim of domestic violence can request to hide their schedule from co-workers.



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# So... How Do You Make It Work?

Of course, you want to comply with the laws. But how can your management team stay on top of schedules, plus retain all records and notices required by law? How can managers of single-unit, fine-dining or limited service businesses sketch out paper schedules with so many regulatory parameters in play? Forget spreadsheets, company-built systems and onerous manual efforts. You need easy-breezy. Something that can...

## Double Down on Documentation

Scheduling regulations will cause chains and franchise networks like yours to post notices regularly and retain records for as long as four years. Operators and franchise owners will need to keep a verifiable, electronic, printable trail of all schedules and shift transactions (that's a mouthful). The cost of digital documentation is small compared to the penalties around the predictive scheduling legislation and punitive damages arising from employee lawsuits. Consider this: small businesses spend on average \$125,000 per case to defend a lawsuit.



Businesses would have to keep meticulous records on a countless number of workplace shift changes—and always be ready to go to court.

- Anthony Smith, Oregon State Director for the  
National Federation of Independent Business



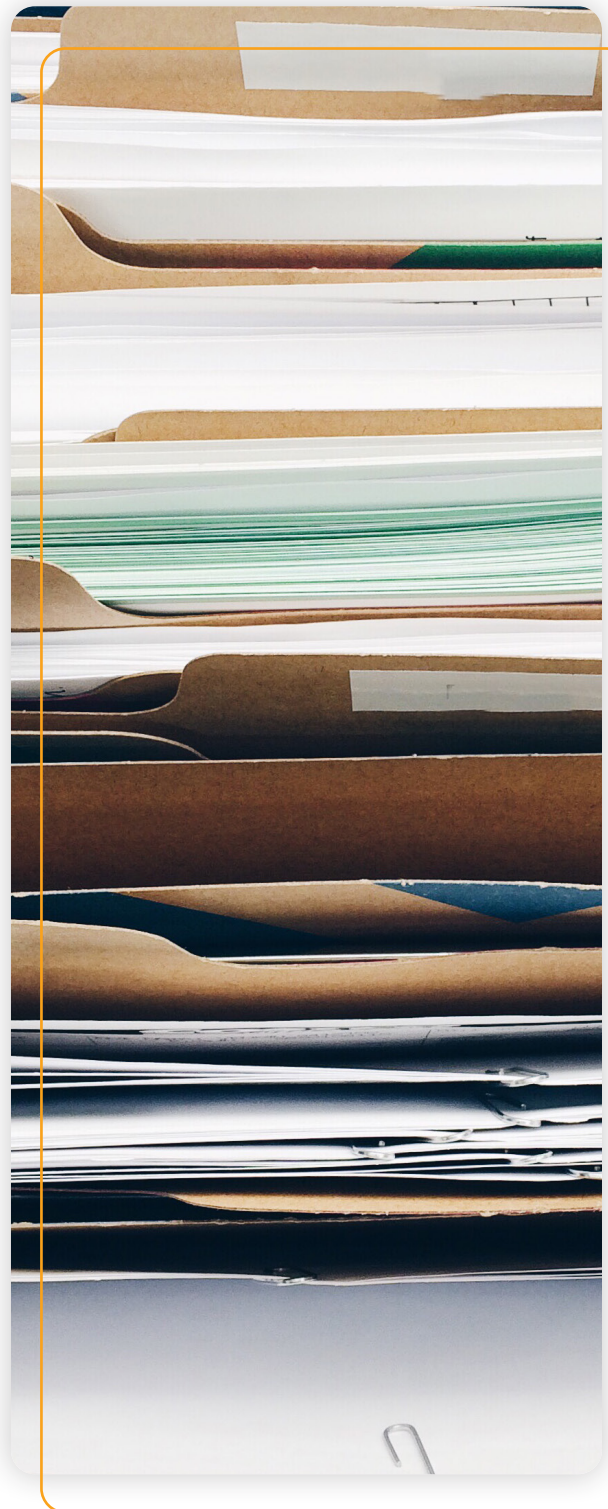
# So...How Do You Make It Work?

## Can you handle the recordkeeping rigmarole?

Depending on the city, a slew of forms must be maintained. Check these out.

- Original employee work schedules
- Payroll records, including additional compensation paid resulting from scheduling laws
- Right to request input: identifying employees' shift preferences and schedule requests
- Request denials: explaining the employer's and bona fide business reason for denial
- Written good faith estimates of hours for new hires
- Written offers of additional work hours to part-time employees
- Written notices from employees uninterested in accepting additional hours
- Employee-requested schedule changes
- Employer-requested schedule changes within and outside of notice periods
- Adjustments in employee hours due to disciplinary reasons
- Reasons for temporary work shutdowns, such as natural disasters, lack of utilities, etc.

That's A TON of paperwork! You're going to need a lot of physical or storage unless you can store that data and information in the cloud.



## So...How Do You Make It Work?

### Empower workers with mobile scheduling

As mentioned, scheduling legislation most often will mandate that employees have some say in their shifts. One of the best ways to enable their input is with online and mobile scheduling software.

Some sage advice for businesses who could be affected by predictive scheduling in the near future—look into finding the right partner now, so you don't get sunk by compliance costs later down the road.

You want to be out in front of this issue, because you're not going to be able to jot things down in a notebook to keep track of all the required information. Look into technologies that can help you stay in compliance with automated processes and built-in functions to document the many reports you'll need to keep. Missing even one document will open your business up to fines and potential lawsuits, so why not get in front of the issue? Doing so will allow your business to scale and thrive amid a new legal landscape.

Because at the end of the day, these regulations will improve people's lives.

"Working while raising a child is difficult, but raising a child while working at a job with unpredictable scheduling and paychecks is virtually impossible," said New York State Senator Toby Ann Stavisky.

"Years ago, fast food and retail positions were held mostly by young people who were still in school and had yet to start a family. Today, that has changed. The national average worker age is now 29 and a significant percentage of those workers are raising children. These men and women are hard workers, but they also have a right to be devoted parents who can plan for childcare or further their education without worrying they will be called into work unexpectedly."



These men and women are hard workers, but they also have a right to be devoted parents who can plan for childcare or further their education without worrying they will be called into work unexpectedly.

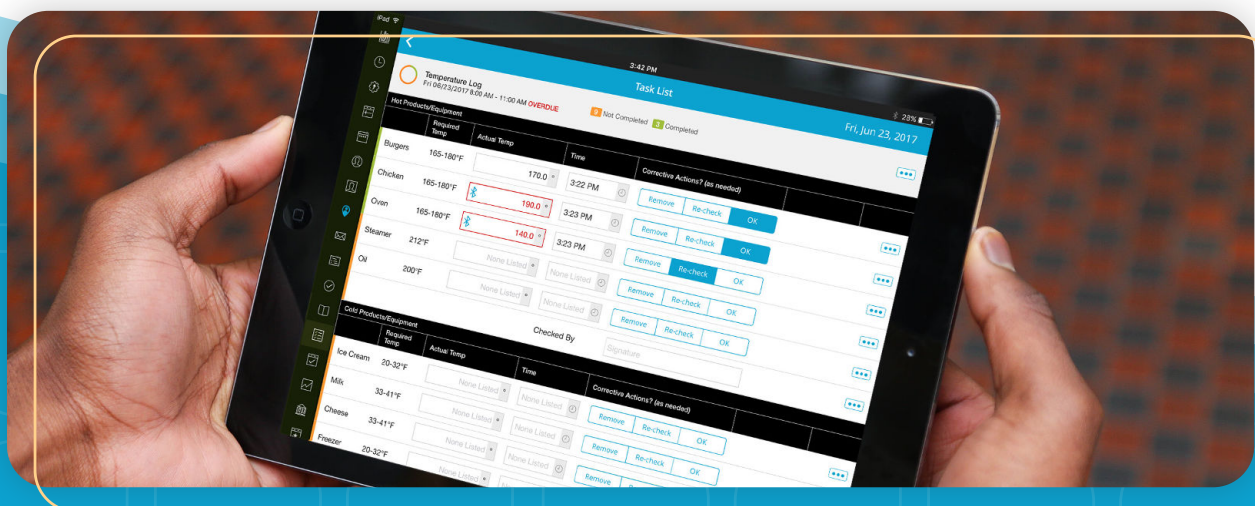
- Toby Ann Stavisky, New York State Senator





# 10 Things You'll Need to Get Out in Front of Predictive Scheduling

1. The ability to create and communicate schedules **14 days in advance**.
2. Tools to give employees the **"right to request input into the work schedules."**
3. The ability to **submit availability and time-off requests**.
4. The ability to **find replacement coverage & proof of picking up** voluntary hours.
5. Documentation of **manager approval/denial** with reason and date/time.
6. Documentation or **consent from employees around certain shift transactions**.
7. At a minimum, **three years of archived, documented shift transactions** and other documentation related to employee schedules (i.e. disciplinary reasons for not providing additional hours.)
8. Ability to provide schedules and related shift transactions in English and the employee's primary language.
9. **Remove "on-call" or "call-in" shifts** from your scheduling practices.
10. **FIND THE RIGHT PARTNER.**



# Fourth Functionality to Support Predictive Scheduling Compliance

## Double Down on Documentation

Fourth labor management solutions support businesses dealing with predictive addressing these unique compliance provisions. These include configurable labor rules, manager alerts to potential compliance violations, shift transaction reporting, and continuous electronic documentation.

## Help Managers Avoid Clopenings

The minimum hours threshold feature allows your company to set a default number of hours of rest between each shift, and managers can alter the default setting on the employee profile page to account for multiple geographies. Visual cues in the schedule will show a manager if they have violated the threshold allowing them to correct the mistake before they publish the schedule.

## Mobile and Web Schedule Alerts

Mobile and web alerts notify managers if they are about to make a scheduling decision that could violate predictive scheduling regulations. Managers can make informed decisions when approving shift swaps or pickups that could violate the minimum time between shifts requirement or attempting to edit a published schedule.

## Schedule Audit Report

A new schedule audit report provides time-stamped documentation for all shift transactions and schedule modifications – both voluntary and involuntary. Any change that violates predictive scheduling regulations in your geography can be assessed and shared with stakeholders.

## Fourth Functionality to Support Predictive Scheduling Compliance

### Advance Notice Period – Documenting Schedule Edit Reasons

An additional protection has been added to the Scheduler so that managers can document the reason behind any schedule change during the advanced notice period. Last minute changes and the associated reasons will be reflected in the Schedule Audit Report.

### Advance Notice Period – Employee Acknowledgement of Schedule Changes

Employees can also acknowledge schedule changes within the apps. This allows managers to notify employees of changes outside of the advance notice period and document acceptance. If the employee disagrees with the change, a manager can make alternate plans or change the reason to Involuntary in order to capture potential penalty pay.

### Voluntary Standby List (Oregon Specific)

Oregon's statewide Fair Work Week allows businesses to maintain a standby list of employees who want to work additional hours without the burden of penalty pay. Once your employees opt-in with either the Fourth mobile or web app, they will be flagged in the Scheduler making it easy to offer additional shifts to your volunteers.

### Penalty Pay Support in Fourth Time & Attendance

Customers who use our Time and Attendance solution now have the ability to centrally configure penalty pay for predictability and right to rest provisions. If you have locations in an area affected by Predictive Scheduling, using both our scheduling and time and attendance solutions allows you take advantage of an end-to-end compliance solution from scheduling to payroll.

# More Resources

"Predictable Scheduling — The Next Big Legislative Trend?," law360.com

"A Push to Give Steadier Shifts to Part-Timers," New York Times, July 15, 2014.

Council Bill CB 118765, <http://seattle.legistar.com/LegislationDetail.aspx?ID=2813153&GUID=F61A4199-EBA1-4521-87D7-647C7ADBB099&FullText=1>

"Secure Scheduling," Seattle City Council Issues, <https://www.seattle.gov/council/current-issues/secure-scheduling>

"Exempt The Full Service Industry from The Secure Scheduling Ordinance of Seattle," [www.change.org](http://www.change.org)

"Scheduling in Seattle: Current State of Practice and Prospects for Intervention," <http://www.seattle.gov/Documents/Departments/Council/Issues/SecureScheduling/Scheduling-Report-July-15.pdf>

"Editorial: San Jose Measure E — A Good Idea Badly Implemented," Nov. 2, 2016, <http://www.mercurynews.com/2016/10/24/editorial-san-jose-measure-e-a-good-idea-badly-implemented/>

"About Measure E," <http://opportunitytowork.org/about/lies/>

"Mayor de Blasio, Council Members, Advocates Announce Plan to Ensure New York City's Fast Food Workers Are Protected by Fair Workweek Legislation," Sept. 15, 2016, [ww1.nyc.gov](http://ww1.nyc.gov).

"Oregon Businesses Brace for Fight Over Employee Scheduling: Editorial Agenda 2016," The Oregonian, [http://www.oregonlive.com/opinion/index.ssf/2016/06/oregon\\_businesses\\_brace\\_for\\_fi.html](http://www.oregonlive.com/opinion/index.ssf/2016/06/oregon_businesses_brace_for_fi.html)

"Working Anything but 9 to 5 — Scheduling Technology Leaves Low-Income Parents With Hours of Chaos," New York Times, [http://www.nytimes.com/interactive/2014/08/13/us/starbucks-workers-scheduling-hours.html?\\_r=2](http://www.nytimes.com/interactive/2014/08/13/us/starbucks-workers-scheduling-hours.html?_r=2)

"Are Protections for Part-Time Employees the New Trend in Employment Law?" The National Law Review

<http://www.natlawreview.com/article/are-protections-part-time-employees-new-trend-employment-law>

"New York City Law Gives Fast Food Workers Scheduling Rights" Reuters <https://www.reuters.com/article/us-new-york-fastfood-scheduling-idUSKBN18Q2IR>

Mayor de Blasio, Speaker Mark-Viverito Announce That New York City Is The Largest City To End Abusive Scheduling Practices In The Fast Food And Retail Industries

<http://www1.nyc.gov/office-of-the-mayor/news/372-17/mayor-de-blasio-speaker-mark-viverito-that-new-york-city-the-largest-city-end#/0>

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## About Fourth

We provide end-to-end, best-in-class technology and services for the restaurant and hospitality industries. Our inventory and workforce management solutions, coupled with the industry's most complete data and analytics suite, give operators the actionable insights they need to control costs, scale profitability, improve employee engagement, and maintain compliance. Headquartered in Austin, Texas, we serve more than 7,000 customers across 120,000 locations globally.

Adaco, our inventory management platform and fully mobile applications power the world's leading brands, including Soho House, Hilton Worldwide, Public, Setai, Gaylord, Loews Hotels Service Company, Ritz-Carlton Hotel Company, IHG, Mandarin Oriental and Marriott.

## You have enough to do.

Let's help get the administrative busywork off your plate. To learn how we can help simplify your back-office operations, boost your efficiency and profitability, and improve your inventory management, give us a call.

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