

Prepare to Reopen: Staffing and Returning to Work Issues

Presented by: Illinois Restaurant Association, US Foods, Laner Muchin and Robinson's No. 1 Ribs in conjunction with Cook County Board President Toni Preckwinkle and the Cook County Community Recovery Initiative including partners Illinois Business Immigration Coalition and National Partnership for New Americans.

June 16, 2020



Para escuchar en español, use el botón Interpretación.



Opening Remarks



Cook County
Board President
Toni Preckwinkle



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ILLINOIS



RESTAURANT
ASSOCIATION

IllinoisRestaurants.org

Cook County **Community
Recovery
Initiative**



Rapid relief loans, technical assistance and outreach
for small businesses and gig workers.

CookCountyIl.gov/Recovery



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Panelists



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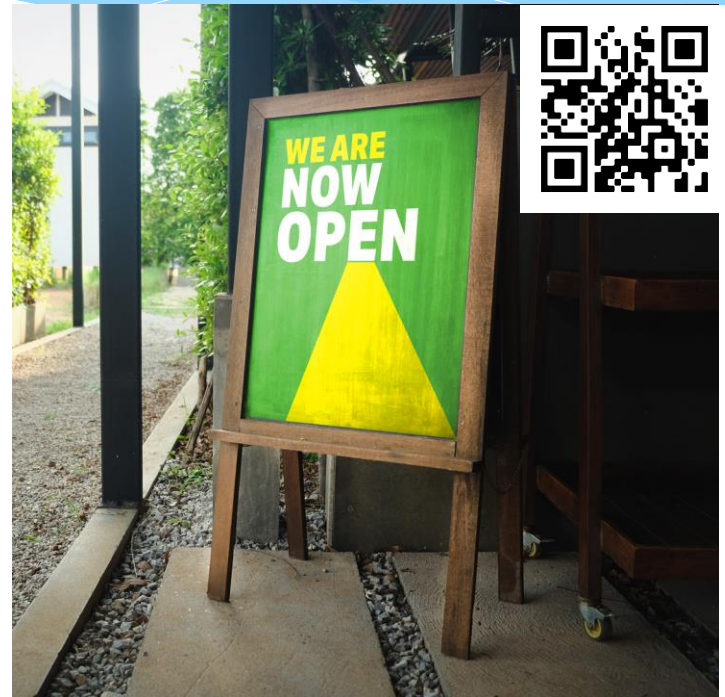
What you can do to Prepare

- * **Plan for your business** based on reduced table counts and increased expenses.
- * Establish in-house **policies and procedures** that will keep your guests and employees safe.
- * **Communicate** frequently with your employees and your guests what actions you're taking to keep them safe.



Restaurant Reopening Blueprint

A Guide to Help Welcome Diners Back



Federal & local guidelines generally provide reopening guidance in 5 key areas

Reopening guidelines come from many sources, including the federal government, CDC, FDA, OSHA, state and local governments, local departments of health and trade organizations. They range from requirements in the form of laws, ordinances and executive orders to recommendations and evolving industry standards. This is true even from a single source: for example, some state regulations will include specific requirements for some issues and may say “consider,” “if feasible,” or “where practical” for others. All businesses are strongly encouraged to coordinate with state and local health officials, so timely and accurate information can guide appropriate responses. Local conditions will continue to influence the decisions public health officials make.

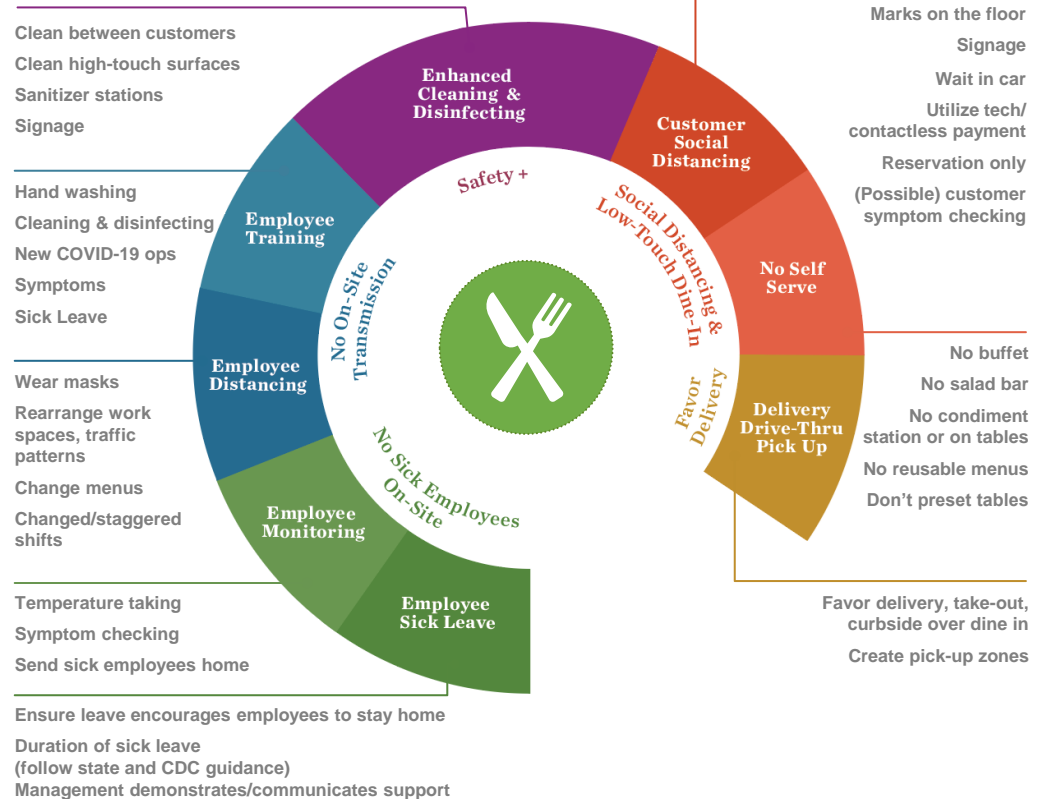
Although reopening guidelines come from a number of sources and differ geographically, there are common organizational schemes and general alignment across five general areas:

- No sick employees on-site
- Prevent on-site transmission
- Enhanced cleaning and disinfecting for safety
- Social distancing and low-touch for dine-in
- Favoring take-out/delivery

Thinking in these terms can make understanding and applying guidelines less daunting and complex.

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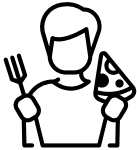
Your locale may require or recommend that you:*



*Note: Specific requirements may not apply to your location

We Spoke to Diners, Servers, and Operators to Understand their Views

To best understand how COVID-19 has impacted perceptions of dining out, it's important to listen to the people involved. Through interviews with key groups, we were able to better understand what challenges and perceptions a Reopening Blueprint should address. We also interviewed diners in China, where restaurants are already reopening and diners are returning, in order to understand what insights might be extensible to the United States.



US Diners

US diners from different demographic groups and across various geographic locations expressed similar health concerns, but opinions on what a post-COVID dining experience should be like varied widely.

“If I choose to dine out, I want it to be exactly the experience I had.”

“I will be uneasy as the server approaches. I want to see how the restaurant has implemented changes...”



China Diners

Diners in Hong Kong and mainland China who have come back to restaurants emphasized the importance of proper and visible sanitation efforts. The two key “moments” for these diners were making the decision to leave home to dine out, and the main restaurant entrance door.

“I missed Hot Pot so much that I went right back with my friends after the place reopened.”

“If I see there is no social distancing inside and servers are not wearing masks, I will turn around and leave.”

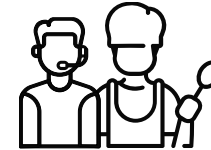


Restaurant Workers

Restaurant workers expressed both enthusiasm and anxiousness about returning to work. Restaurant workers expect management to provide more flexible health policies and ensure a safe working environment.

“I would want to feel trusted and energetic rather than being watched by customers as if we would do something wrong.”

“I will feel joyful and confident to be back to work and normal, but a bit anxious.”



Restaurant Operations Consultants & Food Fanatic Chefs

ROCs suggested a wide range of measures restaurants might undertake as they reopen, including focusing on clear and visible communication to customers, ensuring a safe environment for employees, and nimbly adopting new business models, technology, etc. **“The food has to be sexy now because the restaurant is going to be sterile.”**

“Less is more, keep it simple...the new ‘usual’ needs to be ‘aware’.”

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Diners have Widely Varying Expectations about Going Back out to Eat

Consider shaping the experience to match the user expectations

"I feel like I've been trapped for 45 days."

"People like me are going to jump out there...when we don't all die, other people will slowly join us."

"I am going to wait for two weeks to see how things turn out."

"My friend and I have been planning to dine out...but still, we decided to wait for two weeks."

"I want to go so bad but I value my life more."

"They can open whatever they want. Doesn't mean anyone is going."

Get Back to Normal

Enthusiastically returning to their favorite haunts with friends and family

Aware and potentially frustrated by things that are different from before

Overtly signal the new normal, using "in this together" language to deflect frustration

Make them ambassadors and give them easy ways to share the success of their experiences with their networks

Cautiously Optimistic

Likely delaying return for a couple of weeks to make sure protocols are established and working

First visit may be to pick up a to-go meal

Allow diners to see and understand that safety protocols are being followed

Consider a soft opening where the primary offering is to-go. Communicate this as an active choice in support of the diner's well being

Wait and See

Likely immersed in national and global news and waiting for an overall end

Likely initially to be more attracted to non-dine-in options

Create a trust-building strategy that begins with contactless delivery, then to-go, then dine-in

At every stage of trust-building, provide reassurances for both that stage and the next

Principles for Effective Reopening

An appropriately planned reopening will be guided by the following principles:

1 Health & Well-Being

Restaurants must demonstrate the importance placed on the health and well-being of their employees and customers. This may include posting policies including symptom checking, as well as publicizing employee measures (and support of employees) to customers. Help customers understand the new expectations and behave in safe ways.

2 Stay Nimble; Information is Fluid

This is a fluid environment and will evolve as things are tried, information is gathered, guidance from authorities changes, and customer responses are surveyed and understood. Be prepared to operate in an iterative way. Expect to make continuous adjustments and changes. Plan for multiple possible future scenarios. Observe results and track metrics.

3 Menu Dictates Space

A tighter, more focused menu allows kitchens to better plan labor and prep needs, and run a more sanitized kitchen. Refocus external communications to celebrate a carefully crafted, reduced menu. Focus on what you know guests will love, and tell a story that highlights what your restaurant does best. Consider pre-selling items to anticipate capacity and plan the dining floor.

4 Trusted Public Gathering Spaces

Embrace preparation and safety protocols as part of your restaurant's story. Establish yourself as a safe public space/beacon/gathering place. Become the trusted local destination that builds loyalty & signifies safety through your sanitation rigor.

5 Buffered, Sealed Back of House

Maintain a distinct separation between FOH & BOH. Social distancing in BOH may be challenging, and the FOH is exposed to many variables. Use expeditors as a buffer between those who can touch food and those who cannot. Designate separate entrances for FOH and BOH employees. Signal separation through visual cues (glove colors, aprons, head covering color) and make diners aware that a plan is in place.

6 Buffered, Contactless Front of House

FOH needs multiple layers or barriers reinforced by products, furniture, and staff structure in order to practice distancing by diners at every level. Main considerations include the table setting (minimal), how food is ordered (digital, disposable menus), and how food arrives (minimal/unified people who deliver).

7 New Rituals & Positive Outlook

Don't view regulations as onerous or challenging. Different doesn't have to be negative. Seek opportunities to create new, lasting rituals, to signal safety, to claim new spaces, and to innovate.

8 Transparency & Communication

Incomplete or incorrect information poses a risk in this complex, unprecedented situation. Clear, concise, complete, consistent communication to employees and customers is critical, and will help boost efficiency, morale, and consumer sentiment.

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While every Restaurant is Different – Most Establishments Share Typical Guest “Zones”

A typical diner’s visit unfolds across a series of experience zones. Think about how these zones apply to your restaurant in order to appropriately apply this Blueprint to your unique situation.

Pre-Arrival/Arrival

Earliest possible opportunity to help diners understand what to expect and how to approach your restaurant with social distancing in mind.

Entry/Exit

Important moment to clarify expectations, communicate conditions of entry, and begin actively managing social distancing requirements.

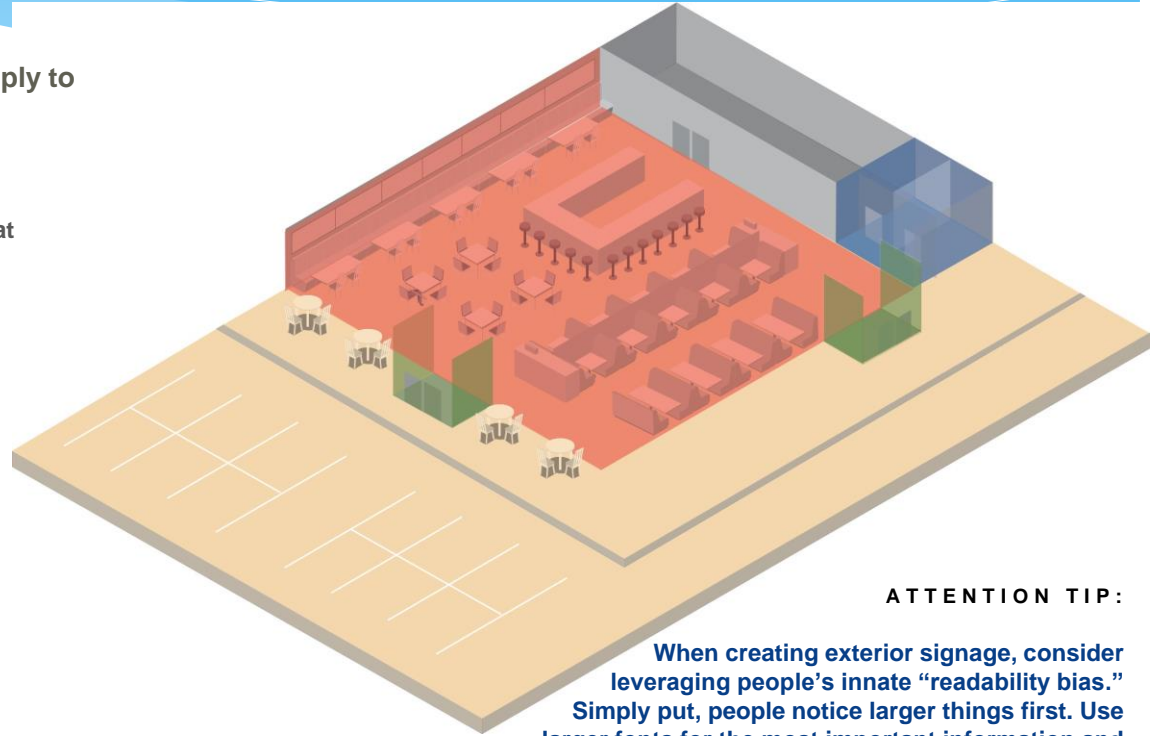
Dining Room/Bar

Where guests engage most deeply, where the most significant changes will be experienced, and the most important expression of your commitment to safety.

Restroom

A critical guest touchpoint that will either build or immediately compromise trust, depending on how thoughtfully it is approached.

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ATTENTION TIP:

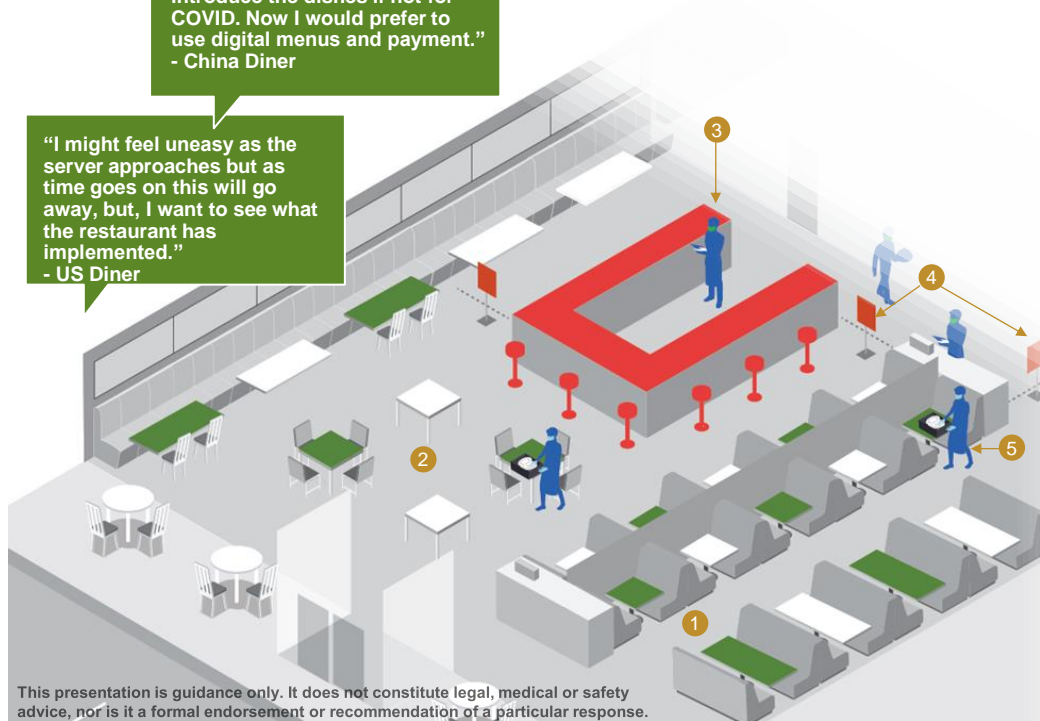
When creating exterior signage, consider leveraging people’s innate “readability bias.” Simply put, people notice larger things first. Use larger fonts for the most important information and ensure the size is appropriate to the viewing distance. A max of 10’ for every 1” of text height is a good rule of thumb (for sighted people only).

Dining Room/Bar

Dining rooms must optimize for maximum circulation and social distancing

"I would love to have the server present me with the menu and introduce the dishes if not for COVID. Now I would prefer to use digital menus and payment."
- China Diner

"I might feel uneasy as the server approaches but as time goes on this will go away, but, I want to see what the restaurant has implemented."
- US Diner



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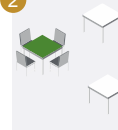
1



Staggered seating pattern

Keep diners physically separated by no less than 6 feet. Indicate which tables are "open" and which are "closed" very clearly—either sign them, place an artifact on them, or physically remove them to maintain this distance.

2



Low capacity, not necessarily vacant

In table service environments, unless legally mandated, consider allowing "closed" tables to remain as "spacers" between remaining tables. Visually indicate they are closed and remove seating. An uncrowded restaurant can be desirable. A vacant one may be disconcerting.

3



Limited or no bar service

Bar and counter seating is discouraged, and possibly not allowed. If opened, ensure bar seats are 6' apart. Closed bars may be used as employee space, providing easy access to supplies, beverages, and bar sink for hand-washing, decreasing the need to enter kitchen.

4



Staff-only exclusion zones

In order to provide maximum circulation for staff, block diner access to high staff flow areas. Use signage or stanchions to ensure diners know they should not enter these spaces.

5



High visibility cleaning activities

Wait staff and cleaning staff should be easily differentiated by their attire. Specific colors of face masks and gloves should allow diners to see and understand that cleaning is being undertaken by well-equipped, dedicated staff.

ATTENTION TIP:

People learn by watching others. Deeply engaged people will attract "spectators." Provide your guests with privacy, but allow them to observe others engaged in new activities to help them learn new norms more quickly.

Dining Room/Bar

New Dining Room Rituals

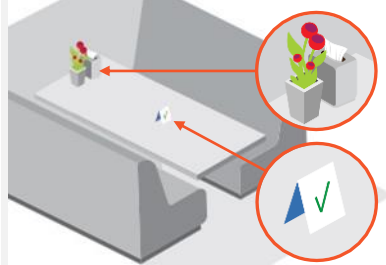
Your dining room will showcase the importance you place on the health and well-being of your employees and customers. Strive for moments of delight and innovation as you demonstrate your commitment. Always refer to CDC, state, and local authorities for most recent guidance.

"I might feel uneasy as the server approaches but as time goes on this will go away, but, I want to see what the restaurant has implemented."
- US Diner

"I would love to have the server present me with the menu and introduce the dishes if not for COVID. Now I would prefer to use digital menus and payment."
- China Diner

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1 A welcoming table



- Dining tables should be clean and dry.
- Remove all communal items, including menus, utensils, and condiments. Touchless self-serve napkin or hand sanitizer dispensers may remain.
- Hospitality cards on table describe commitment to diners and staff, and outline cleaning protocols. Consider including "sanitized by" personalization.
- Fresh flowers make tables more welcoming.

2 New distancing norms



- Servers should wear masks and gloves at all times. Reimagine masks as a branded conversation piece, not just a necessary safety precaution.
- Server to briefly explain new expectations (raise hand to summon wait staff, new ordering or payment processes, etc.), and answer questions.
- Staff should maintain 6' distance as practical. Minimize reaches, table visits, and time at table.

3 Ordering & dining prep



- Provide disposable, single-use menus, or consider leveraging technology for touchless digital menu and ordering.
- Provide individually-wrapped cutlery. Consider disposable or compostable options.
- Consider providing individually-wrapped towelettes to each table prior to meal arrival.

4 Meal presentation



- Consider covering food between kitchen and table.
- Drape trays to ensure plates do not come into direct contact with communal tray surfaces.
- Minimize reaches to table, allowing diners to distribute food to their party.
- Provide condiments in single-serve or disposable containers

5 Check presentation & departure



- Consider leveraging technology to provide alternative payment options. Ensure availability of non-technology options for those paying cash, etc.
- Provide single-use check covers to each table, and wrapped towelette for signing pen.
- Provide a simple token of appreciation like wrapped candies or mints.
- Consider providing feedback cards to guests.

6 Bussing



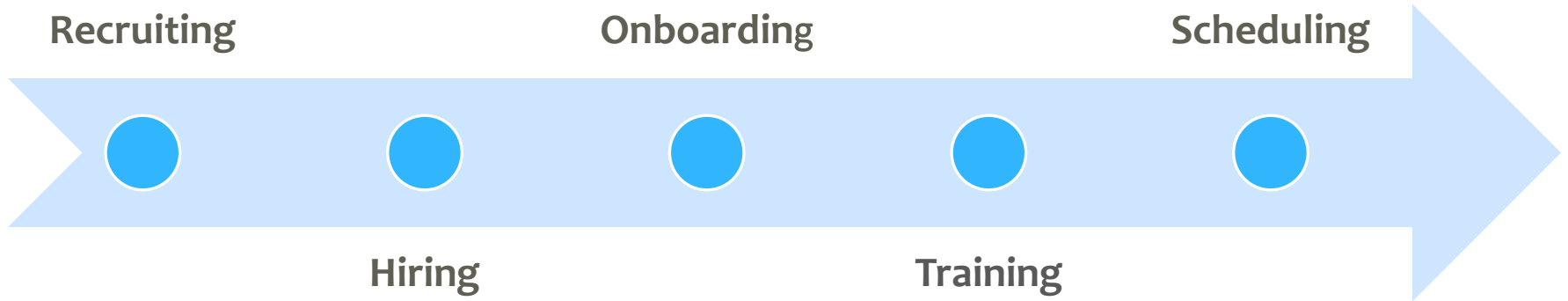
- Dedicated cleaning team helps avoid cross-contamination.
- Distinctive uniforms, masks, and gloves ensure they're easily differentiated from wait staff, and help promote your sanitation efforts.
- Buss and sanitize tables in a single step after diners depart. Avoid incremental removal of dishes during the meal to reduce contact.

7 Sanitation and reset



- Cleaning crew is responsible for sanitizing and resetting tables between parties and/or on a set schedule.
- All horizontal surfaces, and door handles should be sanitized frequently.
- Always refer to CDC and local authorities for most up-to-date sanitation requirements.

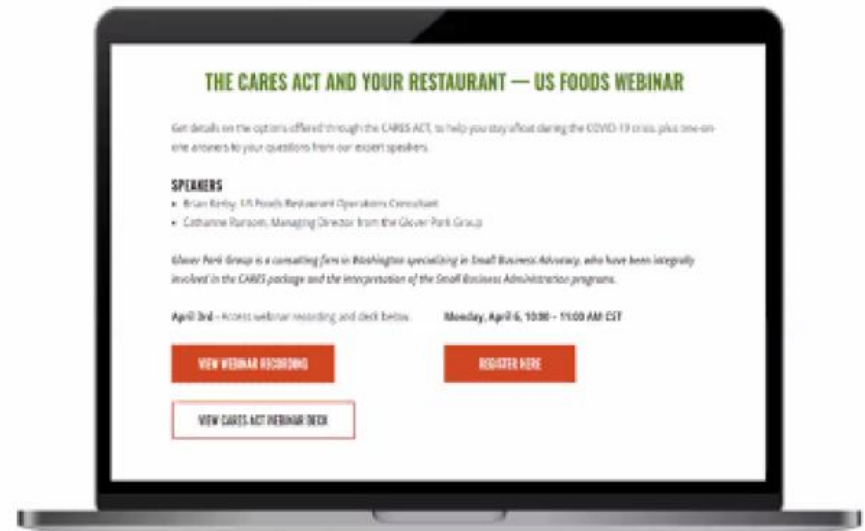
Prepare to Reopen: Staffing & Returning to Work Issues



Prepare to Reopen: Staffing & Returning to Work Issues

Hiring and Training Decisions

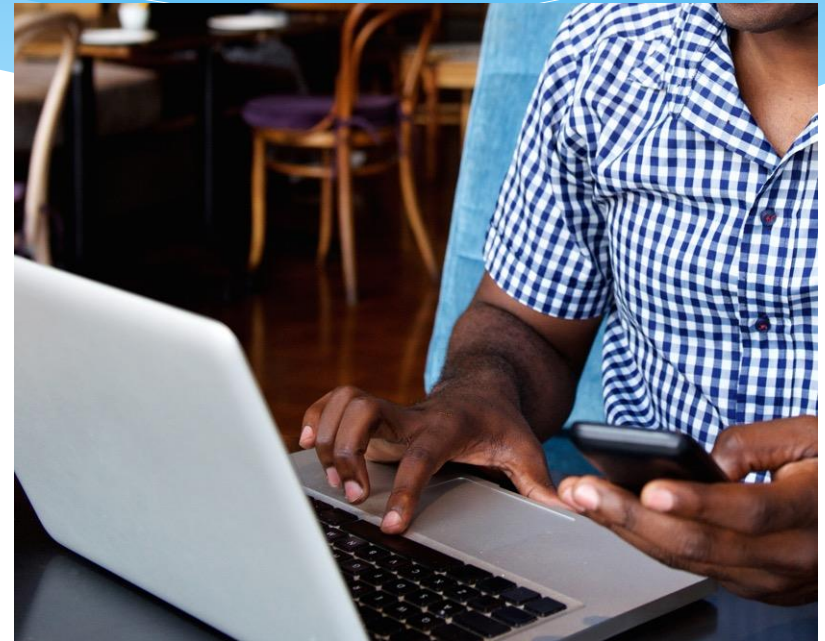
- * CARES ACT: PPP Loans
- * Establish financial health/wellnes
- * Determine days operation is sustainable



Prepare to Reopen: Staffing & Returning to Work Issues

Existing Employees

- * Determine your core team
- * Cross train to maximize efficiency
- * Delegate to a training team
- * Get prepared



Prepare to Reopen: Staffing & Returning to Work Issues

Recruiting New Staff

- * Job boards
- * Social media
- * Rapid fire interview system
- * Upgrading Staff
- * Snag A Job



Prepare to Reopen: Staffing & Returning to Work Issues

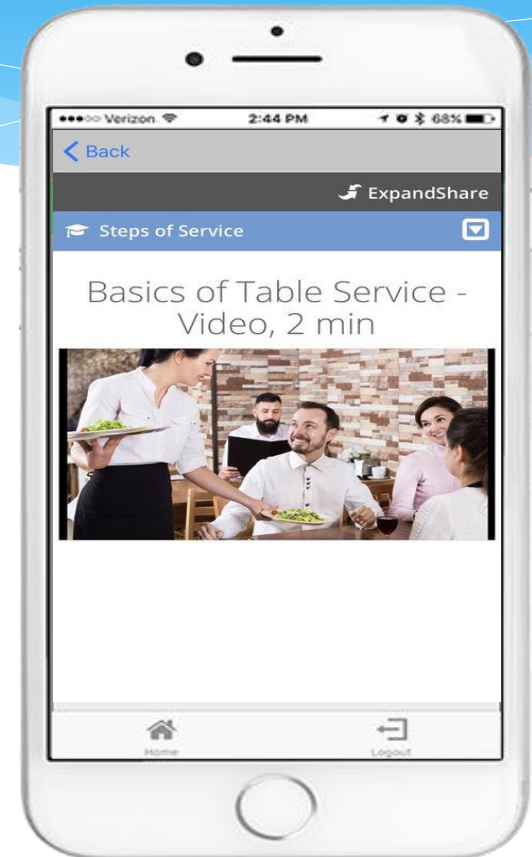
Training

Wave of New Employees

- * New to you -or- new to industry

Automated Training

- * Get/be prepared
- * Create video training
- * Attach testing for each video
- * Consider mobile
- * New safety/sanitation practices



Prepare to Reopen: Staffing & Returning to Work Issues

Reopening Tools

- * Helping ensure restaurants adhere to the new health standards
- * Health Checks
- * Manager health check report
- * Health safety checklists

3:09

< Tasks

Health Check

The purpose of this daily interview is to advise your team of past and current conditions described so that the person in charge can take appropriate steps to mitigate COVID-19.

Have you had contact with anyone who has tested positive for COVID-19?

In the last 14 days? Yes No

Are you suffering from any of the following symptoms?

Fever > 100.4? Yes No

Difficulty Breathing? Yes No

Cough? Yes No

Submit

Health Check for staff

3:09

< Tasks

Health Check

Thank you for your checking in. Your commitment is essential to our safety. Remember to follow all CDC guidelines and please stay home if you are not feeling well!

You are cleared to work today

Retake Health Check

COVID-19 Best Practices

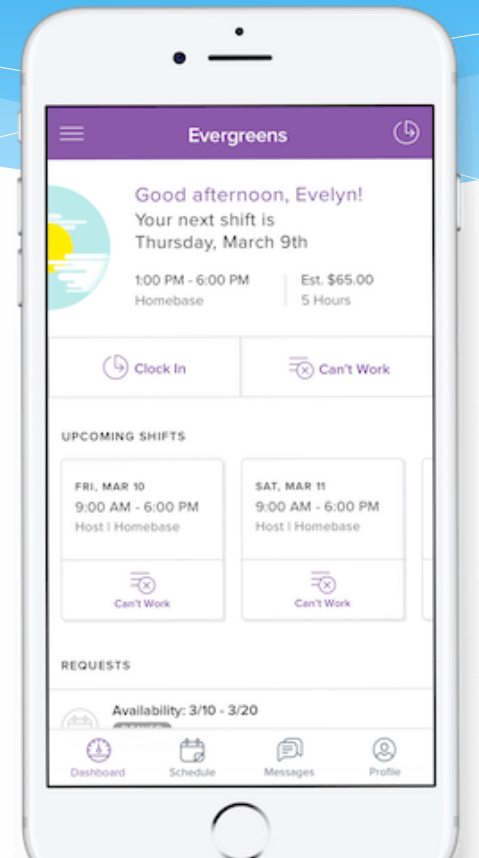
BEST PRACTICES TO HELP PREVENT WORKPLACE EXPOSURE TO THE CORONAVIRUS DISEASE 2019

Prepare to Reopen: Staffing & Returning to Work Issues

Scheduling

Establish scheduling templates

- * Consider your “New Normal”
 - New menu
 - Kitchen production
 - Seating revisions
 - Various scheduling scenarios



Laner Muchin

Robert T. Bernstein

* *Partner*



Restore Illinois Plan



Phase 1: Complete, unless mitigation efforts are unsuccessful

Phase 2: Complete, unless mitigation efforts are unsuccessful

Phase 3: Recovery

- Began on May 29 (June 3 for Chicago)
- Allowed restaurants to reopen for outdoor service and very limited indoor service (if near a wall that can be removed/opened more than 50%)
- Effective June 17, bars and breweries will be able to open for outdoor service with restrictions.

Phase 4: Revitalization

- May begin as early as June 26
- Would allow for restaurants and bars to reopen more fully, with proper precautions in place

Phase 5: Illinois Restored

- Safety precautions continue
- Conventions and large events permitted



Returning to the Workplace

Phase 3: Illinois and the City of Chicago have released guidelines for restaurants and bars beginning outdoor (and very limited indoor) service

- Screening
- Protective Gear
- Hygiene & Sanitation
- Social Distancing

Illinois has yet to release Phase 4 guidance Posters

- Required IDPH and AG Poster [IDPH Poster Link](#)
- CDC Posters ([COVID Posters Link](#))



Reopening your Restaurant

Be ready to comply with state and agency guidelines before you reopen

CDC Decision Tree

- * Is reopening consistent with applicable state and local orders?
- * Are you ready to protect employees at higher risk for severe illness?
- * Are recommended health and safety actions in place? (discussed later)
- * Is ongoing monitoring in place?

RESTAURANTS AND BARS DURING THE COVID-19 PANDEMIC



The purpose of this tool is to assist businesses in the food service industry, such as restaurants and bars, in making (re)opening decisions during the COVID-19 pandemic. It is important to check with state and local health officials and other partners to determine the most appropriate actions while adjusting to meet the unique needs and circumstances of the local community.

Should you consider opening?

- ✓ Will reopening be consistent with applicable state and local orders?
- ✓ Are you ready to protect employees at higher risk for severe illness?

ANY NO



ALL YES

Are recommended health and safety actions in place?

- ✓ Promote healthy hygiene practices such as hand washing and employees wearing a cloth face covering, as feasible
- ✓ Intensify cleaning, sanitization, disinfection, and ventilation
- ✓ Encourage social distancing and enhance spacing at establishments including by encouraging drive-through, delivery, curb-side pick up, spacing of tables/stools, limiting party sizes and occupancy, avoiding self-serve stations, restricting employee shared spaces, rotating or staggering shifts, if feasible
- ✓ Train all employees on health and safety protocols

ANY NO



ALL YES

Is ongoing monitoring in place?

- ✓ Develop and implement procedures to check for signs and symptoms of employees daily upon arrival, as feasible
- ✓ Encourage anyone who is sick to stay home
- ✓ Plan for if an employee gets sick
- ✓ Regularly communicate and monitor developments with local authorities and employees
- ✓ Monitor employee absences and have flexible leave policies and practices
- ✓ Be ready to consult with the local health authorities if there are cases in the facility or an increase in cases in the local area

ANY NO



ALL YES



cdc.gov/coronavirus



Reopening your Restaurant

Illinois Guidelines

- * Restaurants may only open for dine-in service in Phase 3 if they meet minimum guidelines, including:
 - All employees must wear cloth face coverings when within 6 ft. of another person and follow strict handwashing and hygiene protocols
 - Post signs at entry with face covering requirements, social distancing guidelines, and cleaning protocols
 - Implement a 6-person party limit. Implement a reservation or call-ahead model, if practical. Customers should wait for services off premises. Seat customers immediately.
 - Outdoor tables must be a minimum of 6 ft. apart
 - * *OR, restaurants with indoor seating may reopen in a limited capacity where 50% or more of a wall can be removed via opening windows, doors, or panels, provided that dining tables are within 8 ft. from the opening (tables must be 6 ft. apart)*
 - Employees must social distance from customers when not performing services
 - Limit occupancy of common areas and break rooms to allow for social distancing
 - Routinely sanitize and disinfect according to CDC protocols
 - Implement employee wellness monitoring and act accordingly when employees are ill
- * **Phase 3** guidance also includes best practices to follow



Screening and Entry into the Restaurant

Initial Screening Points

- * Any mandatory screenings for employees must be “job related and consistent with business necessity.”
- * You may ask employees about their health and travel
- * You may temperature check both employees **and guests**
 - Take proper precautions when screening temperatures, such as providing protective barriers and PPE to employees

Personal Protective Equipment (“PPE”)

- * Employees must wear facial coverings and gloves (where applicable)
- * You may also require guests to wear facial coverings

Post signs at entry stating that face coverings are required, guests must social distance, and no one with COVID-19 symptoms will be admitted

- * You may ask guests if they have symptoms before they enter

Masks and Personal Protective Equipment



- * **Require all employees to wear face coverings when inside the restaurant, including**
 - Interacting with guests or other employees
 - Not possible to social distance
 - Handling food
- * **Require employees to wear disposable gloves, especially when handling food**
 - Change gloves as often as possible after handling food or touching face
- * **Training is required by OSHA, if PPE is mandatory**
 - Have the employee demonstrate an understanding of the training and the ability to use PPE properly.
 - Retrain employee if there are changes to your policy or if the employee's knowledge seems lacking

Closely Monitor Employee Health and Hygiene

Implement health and hygiene policies and monitor compliance:

- **For example:** Illinois requires that all employees wash hands for 20 seconds or use hand sanitizer every 30 minutes, and after touching their eyes, nose, mouth, or frequently-touched surfaces

Train all employees on health and safety protocols

Develop practices and procedures to monitor your employees for signs and symptoms of COVID-19 upon arrival and during work:

- Encourage employees to self-monitor and report symptoms to supervisor
- If an employee becomes ill at work or arrives at work with COVID-19 symptoms, send home
- Employees exhibiting COVID-19 symptoms should not return to work until either a COVID-19 test is negative or the employee is fever free for 72 hours, has improved symptoms, and it has been at least 10 days since onset of symptoms



Monitoring COVID-19 Symptoms

- * **Symptoms**

- Shortness of breath or difficulty breathing
- Cough

- * **Additional Symptoms (or at least two of these symptoms)**

- Fever (100.4° F)
- Chills
- Repeated shaking with chills
- Muscle pain
- Sore throat
- New loss of taste or smell

- * **Encourage employees to stay home if they have these symptoms**

- * **Consider asking employees who have had contact with someone with symptoms to stay home**



Cleaning your Restaurant when Employees Return – CDC Guidance



- * **Cleaning vs. disinfecting**
- * **Regular cleaning – removing germs, dirt, and other impurities**
 - Regularly clean commonly used surfaces throughout the day (i.e., countertops, registers, light switches, appliances and surfaces in a kitchen, restrooms, keyboards, touch screens, time clocks, etc.).
 - Coronaviruses known to last on hard surfaces for a few hours or a day
 - Susceptible to warm temperatures – clean with warm water, including hands!
- * **Disinfecting – killing germs on surfaces after regular cleaning**
 - Areas unoccupied for 7 days do not need more than regular cleaning.
 - If disinfecting, use the right disinfectant and wear a mask and gloves.
- * **Continue to practice social distancing and good hygiene.**
- * **Train employees to clean and disinfect per CDC and FDA guidelines**
- * **CDC’s website for further information:** <https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html>
- * **FDA’s website for further information:** <https://www.fda.gov/food/food-safety-during-emergencies/best-practices-retail-food-stores-restaurants-and-food-pick-up-delivery-services-during-covid-19>



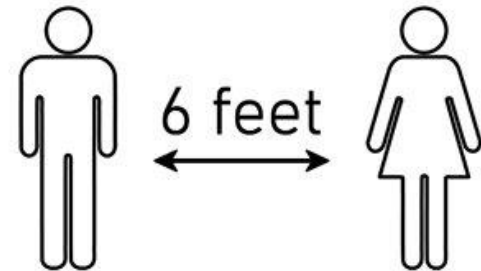
Added Precautions per Illinois, Chicago, FDA, OSHA, and CDC Guidelines

- * **Offer guests hand sanitizer or wipes**
- * **Eliminate table presets**
 - Use disposable flatware, cups, and plates whenever possible (or use rolled or sleeved flatware). Use single-use condiment packets or serve condiments in washable containers
- * **In case of an emergency or inclement weather, food served to guests should be packaged to-go**
 - If not served to-go, customers should handle their own leftover food to be taken to-go
- * **Do not refill guests' beverages**
 - Instead, bring another drink in a new cup
- * **Use disposable menus or disinfect menus after each use.**
 - When practical, use digital menus and ordering instead
- * **Sanitize all multi-use items after each use**
- * **Use barriers to protect employees, where possible**
- * **Discontinue any self-service areas**
 - Salad bars or beverage filling-stations
 - Alternatively, have employees serve in these areas, while taking proper precautions
- * **Take social distancing and hygiene precautions when interacting with suppliers and limit interaction between employees and suppliers**

Maintaining Social Distancing in the Restaurant in Compliance with Illinois and Chicago Guidelines

Reduced Customer Density

- Reservations
- Reduction of tables/service stations
- Spacing tables at least six feet apart
- Limit party size
- Limit restaurant occupancy



Separating Servers From Guests

- Servers should stay six feet away from guests where possible
- Consider using a contactless ordering and paying system, where applicable

Maintaining Social Distancing Among Staff

- Limit the number of employees in the kitchen or break room
- Stagger workstations as much as possible

Return to Work Communications



Determine who will be recalled and in what order (if applicable)

- Recall in a non-discriminatory manner
- Ask if employees need accommodation to return to work

Notify employees of the recall/reopening in writing and provide a deadline to accept the recall or return to work

- If employees do not respond by the deadline, inform the employee in writing that they resigned.
- Employees who are collecting unemployment benefits and do not return to work when recalled may no longer be eligible for unemployment benefits

Notify employees of new safety and hygiene policies





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LANER MUCHIN

FIRM OVERVIEW

Founded in 1945, Laner Muchin is one of the oldest and largest law firms in the country dedicated exclusively to the representation of employers in the areas of labor and employment law, employment litigation, business immigration and employee benefits. The firm prides itself on staffing cases very efficiently and on being bottom line sensitive. A key to the firm's client loyalty has always been its dedication to client service as exemplified by its unique *Two Hour Commitment*, whereby the firm guarantees that every client phone call or email received during business hours will be returned within two hours or less.

We know your BUSINESS

Many of our clients have been with us for decades due to our unparalleled responsiveness and loyalty as well our zealous representation of their interests.

We represent MANAGEMENT

Laner Muchin exclusively represents management in employment-related litigation, labor relations, employment law counseling, employee benefits, executive compensation and business immigration matters.

We champion DIVERSITY

Laner Muchin is a recipient of the Thomas Sager Award, an annual award given by the Minority Corporate Counsel Association to firms "that have demonstrated sustained commitment to improve the hiring, retention and promotion of minority attorneys." The firm is also an annual sponsor of the ABA Diversity Reception.

We are prominently REPRESENTED

Laner Muchin attorneys are prominently represented among the ranks of Fellows of the College of Labor and Employment Lawyers, Illinois Leading Lawyers, Illinois Super Lawyers and Best Lawyers.



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- Impact on Restaurant Employees
- Updated Marketing Tactics
- Training Employees
- Proper Protocol
- Gradually Scale Up Staff



Q&A

Thank you!

