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THOUGHTS FOR OPERATORS

TIMELINE FOR READINESS

Now, Next and Beyond

This document addresses workforce considerations and is not inclusive of logistical considerations.

FOCUS AREAS:

- Workforce planning
- Human resource policies
- Communication

TIMELINES TO BE COVERED:

- Now: Pre-opening
- Next- Day 1- 30
- Beyond- Day 30+

Always top of mind

Communicate with workforce in ways that demonstrate concern for employee's health and safety.

1. Establish a larger purpose for employees- Opening to help create community and have sense of normalcy in their day
2. Make sure there are no surprises
3. Ensure that employees understand the need for changes to the workplace (importance to adhere to safety guidelines), including the reporting of any changes to personal health status as it relates to COVID-19
4. Make sufficient supplies of PPE available (masks, gloves)



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THINGS TO THINK ABOUT

WORKFORCE PLANNING

Now

- What are pivotal roles critical for business operations?
- Consider a workforce inventory
 - Who is likely to return to work (dependable)
 - Who might or might not return (uncertain)
 - Who do you think won't return (unavailable)
- Do you need to rethink how work gets done (ex- hostess duties, cleaning tables)?
- Develop your operations for a flexible workforce- who will return, leave requests, call outs, etc.
- Which roles are susceptible to contamination? Need protocols for those roles
- Do you have training protocols for PPE? Do you have enough protective gear in stock?
- Develop contingency plans in the event you cannot get your employees to return to work
- Consider developing and instituting policies that have an end date- see below

Next

- Can employees be cross trained in case someone is sick/out, or can roles be combined in order to manage labor expense?
- Maintain flexibility to ensure work schedules can be changed based on unforeseen developments
- Understand potential needs of employees based on leave that may and can be requested
- Stagger schedules (M,W,F crew & T,THR,Sat crew) to avoid potential exposure

Beyond

- Continue to assess cross-training needs based on employee performance in first 30 days and service level needs
- Ensure employees are following safety protocols
- Consider plans for possible future virus outbreaks
- Closely monitor legislative developments regarding employer liability
- Consider workforce expansions for increased service needs as business dictates

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THINGS TO THINK ABOUT

HUMAN RESOURCES POLICIES

Now

- Know and understand the recent legislation related to leave and unemployment and incorporate into your workforce planning and revised HR policies
 - What is an employee won't come back to work?, What if they have a child at home?, What if they have a temperature?, Etc.
- Attendance and shift changes- do you have a policy? Does it need to allow for more flexibility if someone is sick or feels sick? Note: some employer's policies include a notice requirement when schedule changes are made. This type of consideration may need to be relaxed
- Coronavirus Procedures (diagnosed and direct exposure)
 - Reporting procedure
 - Someone seems sick onsite (employee or customer)
 - Procedure to communicate with others that may have been exposed
 - Back to work procedure including what type of medical certification will be required
- Teleworking- are there still jobs that can be done remotely? Probably limited but how think outside of the box. If so, ensure it's understood why some can be done remote and others cannot. Don't assume that all employees will see it the same way.
- Understand and comply with state and federal requirements
- Consider temperature checks?
 - Will you do it? Procedure? Who will do it?
 - What if someone refuses temperature take?
 - Ensuring safety during temperature takes- 6 ft apart
 - Need to keep information confidential for compliance with ADA/EOC record keeping

Next

- Ensure protective gear is sufficient and in stock
- Implement policies on use of devices
- Personal cell phones - not allowing cell phones usage by servers since they tend to dirty and could spread virus if on it
- Credit card handling
- Educate employees on actions needed if another employee or customer is potentially sick
- Consider laws around breaks and other requirements with limited workforce
- Communicate with employees to understand concerns and questions. Make adjustments where needed (operational changes, customer concerns)

Beyond

- Are the right policies in place? Are they working? What needs to be addressed?
- Stay updated on changes to state and federal requirements

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THINGS TO THINK ABOUT

COMMUNICATION

Now

- Develop customer behavior standard- what is considered acceptable behavior? Foster an environment where employees feel supported by management
- Posters in breakrooms with reminders
 - Mask- wash hands- don't touch face- space is important- stay home if sick
 - When to wear PPE

Next

- Email or text- one way isn't always the best way
- Leave information easy to access and explained
- Encourage two-way communications. Employees should be encouraged to keep the business constantly updated on their ability to work safely

Beyond

- Take pulse of employee morale and ensure communication is effective. Find out what employees need- "Take the stress out of guessing"
- Ensure all protocols for health and safety are being followed

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