
The Philadelphia Food Policy Advisory Council

Guide to Fair Labor for Good Food Businesses

Free and Low-Cost Trainings & Resources for Attracting
and Retaining Talented Employees



2019

Produced by the
Good Food Procurement and
Workforce & Economic
Development subcommittees



**PHILADELPHIA
FOOD POLICY
ADVISORY COUNCIL**

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Introduction

Why A Guide to Fair Labor?

OVERVIEW

With over 4,000 restaurants, Philadelphia has earned its reputation as a restaurant-town. From the cheesesteaks, water ice, and soft pretzels for which we've been famous for decades, to declarations that Philadelphia is home to the country's best pizza, sandwich, Mexican *barbacoa*, Malaysian satay, the list goes on...

Approximately 1 in 8 workers in Philadelphia are employed in a food-related business--production, manufacturing, warehousing and distribution, retail, hospitality, or recycling and recovery. The vast majority work in retail (grocery stores, corner stores) or hospitality (restaurants, hotels, etc.). In the Philadelphia area average wages in those sectors are \$12.09 per hour, well below the living wage for a single adult (\$18.14) or that same adult caring for a child (\$30.41)¹.

Food sector jobs are difficult for many reasons. A full shift on one's feet, standing, walking, or lifting, is rough on the body day after day. Night and weekend shifts mean commuting at odd times, which can make commutes longer, childcare more expensive, and often not seeing family home from work or school. Meanwhile, the emotional drain of working in customer service, where both patrons and managers may see workers as low-skilled and interchangeable, can compound the stresses of an already taxing job.

The Philadelphia Food Policy Advisory Council envisions a different model of food sector work.

In reality, food sector work is highly-skilled, requiring critical thinking, attention to detail, and clear communication. As in all businesses, food businesses that retain talented employees will see returns to profit by eliminating the need to constantly train new staff and by improved business operations run by competent, loyal, satisfied workers who are compensated accordingly. Creating a better work environment is good for workers and owners, and both can share in the success.

ABOUT THIS GUIDE

The Philadelphia Food Policy Advisory Council (FPAC) issues its [Good Food Caterer Guide](#) annually. The Guide features restaurants and caterers that meet criteria for two or more of the following value categories: healthy options, sustainable purchasing, local business, and fair labor. More than any other category, caterers struggled to meet fair labor criteria, which include considerations like paying a living wage, offering benefits, worker ownership or profit-sharing, and meeting minimum requirements under the law.

FPAC's subcommittees on Good Food Procurement and Workforce & Economic Development joined forces to produce this guide to assist restaurants, caterers, and other food businesses in adopting workplace policies and programs that improve the work environment and help them to retain talent. The free and low-cost resources for employers and employees are a first step toward changing the culture of food work and helping more Philadelphians realize their career potential in the food business sector.

¹ [<https://www.epi.org/resources/budget/>]
[https://www.bls.gov/oes/current/oes_37980.htm#35-0000]

Chapter 1: **Wages and Schedule**

OVERVIEW

Wages and scheduling are one of the primary points of negotiation between employer and employee, and can make the difference between a healthy and unhealthy work environment. A family-sustaining workweek ensures that working people have predictable, stable hours with flexibility and the opportunity to work full-time. Policies can include advance notice of work schedules, access to more hours, adequate rest between work shifts, and flexible, responsive schedules.

Fair Workweek legislation was introduced in City Council in June 2018. The bill brings Philadelphia in line with 15 other municipalities and states that have already passed similar laws to protect low-wage, hourly workers and their families. See the resources below to learn more about this legislation and other topics that can help employers retain valuable employees and even increase worker productivity and business profitability.

- **Living Wage and Minimum Wage** information can help employers move beyond minimums to consider how much employees really need to make to live comfortably in Philadelphia
- **Paid Sick Leave** was recently passed into law in Philadelphia, allowing hourly workers to earn paid sick leave to care for themselves and their families.
- **Equal Pay Self Audit** is designed to address the income gap between men and women, and can help employers create more equitable career paths for employees
- **Profit Sharing** incentivizes employees for loyalty and hard work by tying incomes to the success of the business.

RESOURCES

Subject	Resource	Why It's Great	Website + Contact
Fair WorkWeek legislation	City Council Fair WorkWeek Media Release & Employment Standards Bill	This provides a quick snapshot of the Fair Workweek legislation that emphasizes that necessity for stable schedule for working families in Philadelphia.	www.phlcouncil.com Fair Workweek Employment Standards Bill PDF
Fair WorkWeek legislation	<i>A Find at Gap: Steady Hours Can Help Workers, and Profits</i> article	Learn about a study on 24+ Gap retail stores that shows how more predictable and consistent hours aren't just compatible with profitability-- they can significantly improve a store's bottom line.	www.nytimes.com
Fair WorkWeek legislation	One PA - Fair Workweek PHL	Learn about the Fair Workweek movement in Philly and access stories, fact sheets and reports. You can even sign the petition to City Council!	www.onepa.org/fairworkweekphl www.fairworkweek.org

Living Wage Calculator	Massachusetts Institute of Technology	Employers have the ability to provide stable incomes for the workforce. This resource can help.	Livingwage.mit.edu
Paid Sick Leave	City of Philadelphia	This provides employers the most updated version of Philadelphia's Earned Sick Leave bill.	Phila.gov
Profit Sharing	Fit Small Business	Generally most employers offer 2 kinds of profit sharing plans: those that defer profits to a retirement plan and those that make profits a part of the base compensation plan.	https://fitsmallbusiness.com/profit-sharing-plan/
Equal Pay Self Audit	Department of Labor Women's Bureau	This resource allows employers to create career ladders that are equitable.	Hr.cch.com
Philadelphia Minimum Wage & Benefits for City Contractors	City of Philadelphia	This resource provides employers the policy specifics for contract employment.	Phila.gov

Chapter 2: Health & Safety

OVERVIEW

Employee health and safety are a crucial part of your business, both on-the-job and outside of work. Healthy employees add to your bottom line, while safety and risk-minimizing behavior keep your employees, your customers, and your business safe. The trainings and resources in this chapter are for businesses that prioritize health and safety and includes information on the following topics:

- **Health Insurance**, including information for Spanish-speaking employees
- **Workplace Safety**, including food safety training
- **Drug and Alcohol Awareness and Safety** to keep employees safe while engaging in those using drugs or alcohol, and to avoid misuse themselves
- **Anti-Sexual Harassment Training**, which has become particularly important in light of allegations of sexual misconduct across industries, and in recognition that restaurant workers in particular are at risk of experiencing sexual harassment.
- **Fair Workweek legislation (pending)**, which would require employers to provide rest time between shifts and avoid “clopening” shifts, which is when an employee closes a business location at night and then return first thing in the morning to reopen the same business. Studies have shown that clopenings and inconsistent scheduling affects worker mental health and productivity and ultimately, the business’s bottom line.

TRAININGS

Subject	Training	Why It’s Great	Website + Contact
Anti-Sexual Harassment Training	Safe Bars Philly	Provided by WOAR, Philadelphia’s only rape crisis center, Safe Bars Philly teaches employees to identify and respond to harassment and inappropriate behaviors, make your bar an attractive safe place for all patrons.	https://www.woar.org/safebars/
	SHARP: Sexual Harassment/Assault Response & Prevention Training	This training gives managers more insight on how sexual violence manifests in the workplace, how to address it, and prevent it. It can be used to improve employee safety, foster a healthy workplace culture, and understand the financial benefits of healthy, supportive workplace. Employee training is also offered.	Sign-ups coming soon. Learn more at http://rocunited.org/sharp-training/

	Professional Development Education in Sexual Harassment, Abuse, and Assault	WOAR also offers a wide variety of trainings related to coping with or preventing sexual violence, which may be appropriate for some employers or employees.	https://www.woar.org/education-department/professional-development/
	CRSH: Coalition for Restaurant Safety and Health	CRSH mission is to provide employers and employees with the support necessary to prevent and eradicate sexual harassment in their workplaces. They review employer policies and practices.	https://www.saferestaurantsphilly.org/
Drug and Alcohol Abuse Training	RAMP Certification for Employers	Owner/Manager Training is mandatory by the Pennsylvania Liquor Control Board, and focuses on the people most responsible for determining daily operations and policies of the licensed establishment – the owner and manager. Training topics include creation of house policies and procedures for staff and the public, as well as aspects of the Server/Seller training. No cost through the PLCB; can be done online or in-person	http://www.lcb.pa.gov/Education/RAMP/Pages/RAMP-Certification.aspx
	RAMP Certification for Employees	These trainings can often be done online or in-person, and employers can get discounts for having groups of employees trained at the same time. The training centers to the right represent a partial list of trainers available; go to the PLCB website to find more.	https://www.lynnhainertraining.com/ https://www.pastertraining.com/category/classes/alcoholmanagement/12 https://www.rampcertified.com/Contact.asp https://rserving.com/web/rserving.php?siteid=251 https://acefoodhandler.com/product/ramp-certification/
	Training for Intervention	TIPS is a skills-based, 100%	https://www.tipsalcohol.com/

	Procedures (TIPS)	online responsible alcohol training and certification program that is designed to prevent intoxication, underage drinking, and drunk driving by enhancing the fundamental "people skills" of servers, sellers and consumers of alcohol.	com/
	Narcan Overdose Prevention Training	This free training from the City of Philadelphia teaches attendees how to effectively administer Naloxone (Narcan), the overdose-reversing medication, and important information related to identifying substance misuse.	https://www.eventbrite.com/e/narcan-overdose-prevention-training-tickets-41463723112

RESOURCES

Subject	Resource	Why It's Great	Website + Contact
Emergency Financial Support	Children of Restaurant Employees (CORE)	CORE grants financial support to children of food and beverage service employees navigating life-altering circumstances, like family death, injury, loss of home, or a diagnosed medical condition. People can apply for support or refer individuals.	https://www.coregives.org/ info@coregives.org 404-655-4690
Health Insurance Requirements	Q&A: Patient Protection and Affordable Care Act	This comprehensive Q&A from the Small Business Development Centers of Pennsylvania answers many common questions from employers, including information business requirements, tax credits, and more.	http://pasbdc.org/resources/special-focus/ppaca
Health Services for LGBTQ Individuals	Mazzoni Center Health Care and Counseling Services	The center provides health services to insured and non-insured individuals, especially those who identify as LGBTQ. For our non-insured clients we offer low cost co-pays on a sliding-scale, based on annual income and number of	https://www.mazzonicenter.org/ 215-563-0658

		dependents.	
Health Services for Spanish Speakers	Puentes de Salud (Bridges to Health)	This 501(c)3 nonprofit organization promotes the health and wellness of Philadelphia's rapidly growing Latino immigrant population. It provides medical, dental, and general wellness services as well as education.	http://www.puentesdesalud.org/
Workplace Safety	Pennsylvania OSHA Consultation Program	This free occupational and health consultation from Indiana University of Pennsylvania helps employers avoid citations and penalties from the Occupational Safety and Health Administration by proactively assessing and recommending changes in your business that can reduce workplace injuries, illnesses, and lost revenue.	https://www.iup.edu/pa-oshconsultation/
	Friends of Farmworkers Workers' Rights Information	Friends of Farmworkers develops many resources to help employees and employers know their rights. These resources are valuable not just to farmers, but all food related businesses and are worth a look!	https://www.friendsfw.org/learn-about-the-issues/resources/
Anti-Sexual Harassment	Coalition for Restaurant Safety and Health	CRSH provides a comprehensive guide to developing anti-harassment and anti-discrimination policies for restaurants, and helps employers build their own policies into their employee handbooks.	https://www.saferestaurantsphilly.org/policy
Drug and Alcohol Abuse - Policy Development	National Council on Alcoholism and Drug Dependence, Inc.	Workplace alcoholism and drug misuse are more likely in food service than in most other sectors. This resource helps employers design a workplace that proactively addresses what could become issues with negative consequences for your employee's health and your bottom line.	https://www.ncadd.org/about-addiction/addiction-update/drugs-and-alcohol-in-the-workplace
	Sample Workplace	WorkSafe, an online resource	https://www.worksafece

	Alcohol and Substance Abuse Policy	for workplace safety, has a simple alcohol and drug policy that can be modified for any business.	nter.com/safety-resources/PDF/Drug%20and%20Alcohol%20Sample%20Policy.pdf
Various (Workplace Safety, Drug and Alcohol Issues)	Pennsylvania Department of Labor and Industry webinars	These free 15-20 minute webinars cover a variety of workplace-related health and safety topics, and can be used to help you write an employee handbook or to educate employees.	http://www.dli.pa.gov/Businesses/Compensation/WC/safety/paths/resources/Pages/Recorded-Webinar-Safety-Meetings.aspx#
Fair Workweek / Stable Scheduling	San Francisco Office of Labor Standards Enforcement	This groundbreaking labor policy contains five provisions in two pieces of legislation to protect hourly workers in San Francisco chain stores and restaurants & can be used as a model for Philadelphia.	http://retailworkerrights.com/get-the-facts/ See Chapter 1 for more resources on Fair WorkWeek legislation.

Chapter 3: Professional Development & Benefits

OVERVIEW

Creating a supportive environment for workers encourages them to stay, learn, and grow within the business. Business owners know best what skills their workers would benefit from to make them more successful employees. The trainings and resources in this chapter are for businesses that want to provide professional development and capacity building for their workers, and includes information on the following topics:

- **ServSafe Certification**
- **ESL for Restaurant Workers**
- **Basic and Specific Skill Training**
- **Tuition Benefits**
- **Scholarships**
- **Retirement plans and other employee benefits**
- **Financial Planning**

TRAININGS

Subject	Training	Why It's Great	Website + Contact
English language	English for the Restaurant & Everyday Living	The restaurant industry is the 5th largest employer of Latinos in Philadelphia, where 25% of restaurant workers are Hispanic (ROC). As a result, there are unique needs both the industry and Hispanic restaurant workers face. In this program, students attend class for three hours a week over a twelve-week session. This time is used to increase communication skills through language acquisition and learner confidence. Students also have the option to participate in skill building workshops with chefs throughout the city. In doing so, students gain additional job skills, which promote advancement in the workplace.	http://garcesfoundation.org/englishfortherestaurant
Skills	Federal & Commonwealth Funds	Want your current employees to gain specific skills that will help them improve at their job? Are you	http://www.philaworks.org/business/worker-training-funds/

		committed to hiring workers with specific skill sets that your company needs? Philadelphia Works has access to funding from the federal government and the Commonwealth of Pennsylvania to help area businesses train new workers and upgrade the skills of current workers.	800-892-2288 business@philaworks.org
Basic Skills and Technology	WEDnetPA	Community College of Philadelphia offers WEDnetPA funding for employers. This funding provides free basic skills training and information technology training for both new hires and already employed workers.	www.wednetpa.com Ayanna Washington 215-496-6155 awashington@ccp.edu
Food Safety	ServSafe	ServSafe training is a comprehensive, internationally recognized program for food handlers that leads to a Food Establishment Personnel Food Safety Certification upon completion. Certification is required by the health departments in Philadelphia, Montgomery, Delaware and Chester counties. The City of Philadelphia requires that at least one person in every food establishment have food safety certification. Successful completion of the National Restaurant Association course and exam qualifies the participant for the City's certificate.	https://www.ccp.edu/academic-offerings/professional-development/professional-certification-workshops/servsafe-food https://www.qrstraining.com/index.php/classroom-training http://drexel.edu/fhm/academics/Culinary-Arts-Food-Science/ServSafe/ http://www.keepitsafephilly.com/ https://hrbuni.com/servsafe/find-a-class/training-centers/philadelphia-pa-servsafe-training/
Human Resources	Introduction to Human Resources	Human resource management plays a critical role for small businesses, so as a small business owner it is important that you understand the main human resource management issues. This course will provide an overview of human resource management for entrepreneurs. It describes the important principles and processes used in human resource management.	https://www.sba.gov/course/introduction-human-resources/
Financial Planning	Clarifi Financial Boot Camp	Workshops help set some personal financial goals. Clarifi counselors review credit, build a budget and set action plans.	https://clarifi.org/programs/clarifi-boot-camp

RESOURCES

Subject	Resource	Why It's Great	Website + Contact
Tuition Benefits	Investing in Talent: A Policy Primer and Perspectives on Employer-Provided Educational Assistance	Many companies have used tuition benefit programs as an HR strategy for both hiring new employees and increasing the capacity of current employees. This report provides an overview of the policies related to offering tuition reimbursements for their workers, including tax credits that businesses can be eligible for.	https://ga-core.s3.amazonaws.com/cms/files/files/000/004/638/original/EmployerPay2017.pdf
Scholarships	Scholarships & Financial Aid for Minority Students	Do you want to support your workers to seek higher education, but you know your business cannot provide tuition coverage? This resource has compiled a list of popular scholarships available to minority students.	https://www.learnhowtobecome.org/college/financial-aid-for-minority-students/
Employee leave / time-off	Knowing the Laws, Managing the Intricacies of Employee Time Off	In addition to vacation and sick days, does your business offer other kinds of paid or unpaid leave to your employees? Did you know that your employees can take time off from work under various conditions covered by federal, state and local laws? As an employer, you're responsible for understanding and upholding these legally allowed absences. Which ones do you know about? And is your business in compliance?	https://www.score.org/resource/knowning-laws-managing-intricacies-employee-time
Employee Benefits	Employee Perks - Attract and Retain Workers for Your Small Business	Perks contribute to employee satisfaction - SCORE's latest infographic shows how perks can attract and retain talented employees and what you can incorporate in your small business.	https://www.score.org/resource/infographic-employee-perks-attract-and-retain-workers-for-your-small-business
401(k)s / Retirement Plans	How a 401(k) Can Give Your Business a Competitive Edge	Small businesses typically think about the competitive advantage of their products or services. However, there is another factor that drives your competitiveness – your employees. The quality of your employees can significantly improve your bottom line. That's why benefits play such a vital role in keeping your business competitive.	https://www.score.org/resource/how-401k-can-give-your-business-competitive-edge



		In this video, you'll see how a 401(k) plan can become a talent magnet for your business.	
401(k)s / Retirement Plans	401(K) Plans for Small Businesses	401(k) plans can be a powerful tool in promoting financial security in retirement. They are a valuable option for businesses considering a retirement plan, providing benefits to employees and their employers	https://www.dol.gov/sites/default/files/ebsa/about-ebsa/our-activities/resource-center/publications/401k-plans-for-small-businesses.pdf

Chapter 4: Open Workplaces

OVERVIEW

Your business is strengthened by its employee diversity. Creating a safe, open and inclusive workplace demonstrates the value you have for all your employees. The trainings and resources in this chapter are for businesses that prioritize intentional inclusion with information on the following topics:

- **Anti-oppression**, a systems approach to understanding obvious and hidden power differences
- **Anti-discrimination** training to identify proactive ways of being inclusive
- **Conflict Resolution** to aid in mutual understanding across difference
- **Gender Identity**, including understanding multiple genders and how to address individuals
- **Immigrant Rights** and what employers need to know about their rights to protect their employees
- **Workers' Rights** and how employers and employees can work together to create transparent policies and communication
- **Race/Identity** and understanding institutional racism
- **Hate Crimes**: identifying them, and knowing how to intervene.

TRAININGS

Subject & Training	Why It's Great	Website + Contact
Anti-oppression: Systems of oppression that affect people with mental, physical, and emotional disabilities	Discuss how to create cultures and communities that are welcoming, accessible, and celebrating of people with all kinds of abilities. Participants will leave with a better understanding of how ableism operates, how to recognize it, and tools for creating change in their communities.	Anti-Oppression Resource & Training Alliance (AORTA) http://aorta.coop/workshops/ info@aorta.coop
Anti-oppression: White supremacy, patriarchy, classism, homo- and transphobia, ableism	Map what it looks like when systems like white supremacy, patriarchy, classism, homo- and transphobia, ableism, etc. influence and affect our day-to-day interactions, as well as organizational operations and practices. Create a more comprehensive and complicated understanding of these systems and action steps and resources to make concrete changes.	Anti-Oppression Resource & Training Alliance (AORTA) http://aorta.coop/workshops/ info@aorta.coop

Anti-oppression 101	Unpacking Power, Privilege, and Positionality in the work place. Assisting participants in deepening their awareness of social location and its impact on the working environment. Finally, arming participants with new knowledge and practices that help to shift the organizational culture.	Black and Brown Workers Cooperative https://www.bbwcphilly.org/ Shani Akilah bbworkercollective@gmail.com
Anti-discrimination: Intro to Equal Employment Opportunity Commission	Provides general information about the EEOC, its mission, the employment discrimination laws enforced by EEOC and the charge/ complaint process. Representatives are available on a limited basis at no cost to you. EEOC information and materials and other publications are available at no cost in multiple languages.	US Equal Employment Opportunity Commission https://www.eeoc.gov/eeoc/outreach/index.cfm Mary M. Tiernan mary.tiernan@eeoc.gov 215/440-2671
Anti-discrimination Sanctuary Restaurants Placard: <i>A Place at the Table for Everyone</i> placard.	Promote that your establishment has a zero tolerance policy for racism, sexism, and xenophobia.	http://sanctuaryrestaurants.org/resources/ 1. Join the Sanctuary Restaurants movement today by signing up on the front page, or 2. Text TABLE to 225568 to receive immediate support, or 3. Sign up for a free 45-minute informational webinar by ROC United to explore your rights and concerns as a restaurateur by emailing [legal] at [rocunited.org]
Creating an inclusive workplace	Focuses on respect, acceptable workplace conduct and the type of behaviors that contribute to a respectful and inclusive workplace. Includes section for reviewing employers' own harassment prevention policies and procedures.	US Equal Employment Opportunity Commission https://www.eeoc.gov/eeoc/outreach/index.cfm Mary M. Tiernan mary.tiernan@eeoc.gov 215/440-2671
Conflict Resolution Practices	Show how conflict resolution practices, collective care models, intentional meeting facilitation, work together to create a culture and practice of healthy organizational communication. Participants will leave with concrete tools on how to further their organizations purpose, objectives, and goals with principle and creative communications processes.	Anti-Oppression Resource & Training Alliance (AORTA) http://aorta.coop/workshops/ info@aorta.coop

Conflict Resolution Practices	This workshop will help participants identify conflict and help distinguish between what healthy and unhealthy conflict looks like.	Anti-Oppression Resource & Training Alliance (AORTA) http://aorta.coop/workshops/ info@aorta.coop
Cultural Literacy Trainings	GALAEI offers comprehensive, interactive, educational trainings to increase cultural literacy in working with and providing services to lesbian, gay, bisexual, transgender, and queer (LGBTQ) individuals. With a focus on LGBTQ Latinos and transgender communities, we work to increase knowledge around the intersections of race, class, and gender. Workshops can be tailored to meet the unique needs of any agency.	GALAEI www.galaei.org (267) 457-3912 INFO@GALAEI.ORG
Gender Identity: <i>LGBTQ 101</i>	Provides basic information on LGBTQ individuals, builds empathy and understanding around barriers faced, and develops short-and long-term action steps to build a supportive community.	Bryson Institute @ the Attic Youth Center https://www.atticyouthcenter.org/bryson-institute/schedule-training
Gender Identity: <i>LGBTQ Individuals in the Workplace</i>	Assists businesses of all sizes in developing an understanding of the experiences and strengths of the LGBTQ workforce, surveying their existing climate, and developing action steps for building an environment in which employees can bring their whole selves to their work.	Bryson Institute @ the Attic Youth Center https://www.atticyouthcenter.org/bryson-institute/schedule-training
Gender Identity: <i>Creating Safer Spaces</i>	Covers LGBTQ –affirming terminology, clarifies misunderstandings around gender identity and sexuality, provides site-specific tools on how to create a more inclusive environment.	Mazzoni Center https://www.mazzonicenter.org/training-and-resources/professional-development-and-training/training-non-profits-small-businesses
Gender Identity	Placing LGBTQ issues and gender justice at the center, and using a strong anti-oppression lens, this workshop gives participants a safe place to discuss power and privilege, reflect on the state of their communities, and leave with concrete action steps to challenge and change the conversations and conditions.	Anti-Oppression Resource & Training Alliance (AORTA) http://aorta.coop/workshops/ info@aorta.coop
Know your rights: Cultural Training	Information session for how to interact with ICE and Police in the workplace, schools and at home. Learn how to	Juntos www.vamosjuntos.org 215-218-9079,

	identify and interact with the criminal justice system in Philadelphia. Orient yourself on different immigration statuses and how to talk to your employee/employer in a professional and respectful way. Available in English and Spanish- Vietnamese soon.	info@vamosjuntos.org
Workers' Rights 101	How workers can utilize Pennsylvania law for the purposes of organizing.	Black and Brown Workers Cooperative https://www.bbwcphilly.org/ Shani Akilah bbworkercollective@gmail.com
Race/Identity	Sharpen skills and strategies to address systemic racism and advance racial equity. Emphasizing how to challenge and change institutional racial inequities. Participants will build on and strengthen racial equity practices for themselves and their organizations and networks. Attending this training is required to participate in subsequent series training.	Race Forward: The Center for Racial Justice Innovation
Hate Crimes	Training in which participants learn skills for stepping up when they witness hate speech or hate crime.	http://defendyourself.org/bystander-intervention/ Lauren@defendyourself.org 301.608.3708

RESOURCES

Resource	Why It's Great	Website + Contact
Anti-discrimination: <i>Adding racial equity to the menu</i>	An Equity Toolkit for Restaurant Owners. A roadmap for employers to confront biases that may inform their hiring and promotions decision and other workplace practices.	http://rocunited.org/publications/racial-equity-toolkit/
Anti-discrimination	Free downloadable documents relating to employee rights and employer responsibilities.	https://www1.eeoc.gov/eeoc/publications/order.cfm
Anti-discrimination Workers' Rights	Comprehensive summary of employee's rights, employer responsibilities and relevant resources.	Black and Brown Workers Cooperative https://www.bbwcphilly.org/ Shani Akilah bbworkercollective@gmail.com www.drive.google.com/file/d/0B9QVlD2taqhEMms0TEd.YjJFVlk/view

Chapter 5: Suppliers and Subcontractors

OVERVIEW

With so many certifications out there, it's difficult to tell exactly how committed to justice your suppliers are. This guide provides vetted certifications that show what suppliers can apply for to show they're committed to support human rights, environmental integrity, and fair labor practices. A few of these principles are:

- **Ethical Labor Practices**, including collective bargaining and worker-driven solutions
- **Safety Practices**, including pesticide use and proper worker risk coverage
- **Environmental Practices**, including biodiversity and against animal cruelty

RESOURCES

Resource	Why It's Great	Website + Contact
Food Justice Certified	AHP works to transform the existing agricultural system into one based on empowerment, justice, and fairness for all who labor from farm to retail. AJP uses a certification process to indicate fair foods, farms, and processes. AJP has a formal advisory committee made up of representatives of major stakeholder groups to oversee their work and keep them on track. The AJP standards themselves were developed over a decade long process of compiling input from stakeholders worldwide.	https://www.agriculturaljusticeproject.org/en/certification/
Equitable Food Initiative	EFI standards cover worker health and safety, freedom of association, fair wages, benefits and conditions of employment, freedom from discrimination and retaliation, dispute settlement, employer-provided housing, and protections for H2A workers. EDI pesticide standards deal with the management of pests, soil, water, and habitat. The initial emphasis is on using an integrated Pest Management approach to minimize the use of hazardous pesticides. EFI requires full pesticide use reporting, including quantification of pesticide risk to workers and the environment. EFI food safety standards address worker hygiene, water use, soil amendments, land use, animals, harvest, and post-harvest activities.	http://www.equitablefood.org/certification

Fair Food Program	The value of the Fair Food Program stems from both standards outline in the Fair Food Code of Conduct, which go well beyond the requirements of law, and the multi-layered approach to monitoring and enforcing compliance with those standards. The package of advanced, innovative standards and rigorous enforcement underlies the most comprehensive, verifiable and sustainable social responsibility program in U.S. agriculture.	http://www.fairfoodprogram.org/
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Chapter 6: Fair Business Opportunities

OVERVIEW

The trainings and resources in this chapter are for businesses interested in going above and beyond the minimum legal requirements of employers. In this section, employers can find information on the following:

- **Benefit Corporations** - A for-profit entity that includes positive impact on society, workers, the community and the environment in addition to profit as its legally defined goals.
- **Best for PHL** - A program that encourages, supports, and recognizes Philadelphia companies that commit themselves to creating positive impact.
- **Local Business Entity (LBE) Certification** - Businesses can become certified with the City of Philadelphia as a Local Business Entity. The benefit of this is that the Procurement Department allows for a 5% bid preference for certified local vendors.
- **Minority/Women/Disabled Business Enterprise Certification (M/W/DSBE)** - A certificate that verifies that at least 51% of the beneficial ownership interest and control are owned by a minority, women, or disabled person. Benefits of certification include free advertisement in the Office of Economic Opportunity’s (OEO) registry, the Philadelphia Commerce Department will contact your business to offer technical and financial services to build capacity, and many contractors and City departments use the registry as a sourcing tool for services. Businesses must first get certified by an external agency and then registered with OEO.
- **Restaurants Advancing Industry Standards in Employment (RAISE) Membership** - A collaboration of restaurant owners, restaurant industry workers, government agencies, and city officials. RAISE facilitates the learning and sharing of best practices in the restaurant industry.
- **The Restaurant Opportunity Center (ROC) Diner’s Guide** - A national guide that promotes restaurants that provide better wages, benefits, and promotion opportunities to their employees.
- **Unionization** - In a unionized workplace, the union bargains with the employer for a contract and makes sure that the contract is carried out.
- **Worker Cooperatives** - A business entity that is owned and controlled by its workers.

TRAININGS

Subject	Training	Why It’s Great	Website + Contact
Best for PHL	Best for PHL Workshops	Meet other like-minded business leaders at a Best for PHL workshop. There is no cost to participate and they are open to all businesses. Just bring a laptop or tablet!	www.bestforphl.com/events bestforphl@impactphl.org

M/W/DSBE	Online Certification Application Vendor Training and Introduction to the Online System Vendor Training	Weekly online trainings with a live trainer are offered to both first-time applicants and registered businesses seeking renewal. Learn how to use the system to submit a paperless application for certification.	Click on System Training in bottom left corner. https://phila.mwdsbe.com/
Worker Cooperatives	Co-ops 101	Network with established co-ops and those interested in becoming co-ops at the Philadelphia Area Cooperative Alliance's quarterly gatherings. Businesses can also request a Co-op 101 on a fee-for-service basis.	www.philadelphia.coop/programs jamila@philadelphia.coop
	Philadelphia Area Cooperative Alliance (PACA) Monthly Workshop Series	PACA shares its expertise, resources, and opportunities for cooperatives, not-for-profits, and for-profits throughout the Philadelphia region. Check out PACA's Facebook to stay up-to-date on all upcoming events and workshops!	www.philadelphia.coop/cli/workshops www.facebook.com/PhilLyCoops
	Worker Cooperative Start-up Monthly Webinars and Free Consulting	These monthly webinars from the Democracy at Work Institute provides a free 30 minute consulting session.	www.institute.coop/start-up-webinar (415) 379-9201 info@institute.coop
Unionization	Request a Speaker from the National Labor Relations Board (NLRB)	Speakers will provide general information about the NLRB, its mission, and the process for filing charges and petitions, at no cost for meetings, conferences and seminars.	www.nlr.gov/news-outr each/request-speaker

RESOURCES

Subject	Resource	Why It's Great	Website + Contact
Benefit Corporations	How to Become a B Corp Guide	Learn how to meet performance and legal requirement and register for a certification webinar.	www.bcorporation.net/become-a-b-corp/how-to-become-a-b-corp

	B Lab Webinars	Join B Lab staff and members of the B Corp community on a webinar to learn about the path to B Corp Certification. They will guide you through the certification process dive deep into improving your score.	www.bcorporation.net/ideos/webinars 610-293-0299 support@bcorporation.net
	B Ratings System Survey	The B Ratings System is a comprehensive, user-friendly online survey that evaluates your company's impact on employees, communities, the environment, and consumers. It's free and available to everyone!	www.sbnphiladelphia.org/sustainability/resources/b-lab_survey 215-922-7400 info@sbnphiladelphia.org
Best for PHL	Best for PHL Resource Library	Employers can find resources on bonus programs, employee engagement, health insurance benefits, wage equity, and more!	www.bestforphl.com/resources
	Best for PHL Challenge	An assessment that will walk you through a series of questions to help you learn what it takes to build a better business - better for your workers, community, and the environment. You can even compare your answers to other businesses!	www.bestforphl.com/events bestforphl@impactphl.org
Cooperatives	Start-up Resources	Complete an introductory online course, learn how to join the US Federation of Worker Co-ops, and access legal and financial support documents, all in one place!	www.institute.coop/startup
	Philadelphia Area Cooperative Alliance (PACA) Programs & Technical Assistance	If you're looking to start a co-op or convert your business into a co-op in Philadelphia, contact PACA! PACA will help you figure out how to finance your cooperative business and can connect you to zero-interest, crowdfunded microloans, and introduce you to other potential sources of capital for co-ops.	www.philadelphia.coop/programs 215-971-3803 info@philadelphia.coop
	Study Guide to the Cooperative Movement	A one-stop shop for resources created by and for people who work in co-ops. Check out	www.toolboxford.org/study-guide-to-the-cooperative-movement

		information on types of cooperatives, how to start, governance structures, and history and philosophy of co-ops.	
	Shared Resource Library	NASCO's Shared Resource Library is a constantly growing collection of documents and files for sharing co-ops' collective knowledge. Search the library by keyword or browse through the resources by category.	www.nasco.coop/resources
	Co-op 101 Start-up Packet	This packet provides information on the benefits of becoming a co-op, steps to form a c-op, and keys to developing an effective committee.	www.cdi.coop/wp-content/uploads/2014/01/CDI-completestart-uppkt2010.pdf
	Online Request for Technical Assistance	Technical Assistance is tailored to each organization's needs and can include financial analysis, legal structure assistance, or the researching of an operational issue such as a personnel policy.	www.kdc.coop/request-assistance.html info@kdc.coop 717-792-2163
	Co-op 101: Philadelphia Edition Webinar	A self-guided webinar for people in the Philadelphia region to learn about co-ops.	www.philadelphia.coop/about-cooperatives info@philadelphia.coop 215-971-3803
Employee Handbook	How to Write a Great Employee Handbook	An overview of the key sections and what to include in an employee handbook.	www.nfib.com/content/resources/labor/how-to-write-a-great-employee-handbook
	Entrepreneur's Guide to Starting and Growing a Business in Pennsylvania	A resource that provides information, instructions, and checklists for entrepreneurs to help build a successful business in PA. Employee handbook guidance on pages 42-43.	www.dced.pa.gov/download/entrepreneurs-guide/?wpdmdl=56163
	Free Employee Handbook Template	Provides a free employee handbook template, for educational purposes only.	www.fitsmallbusiness.com/employee-handbook-sample

	How to Write a Restaurant Employee Manual	Suggestions on topics to include in an employee manual.	www.thebalancesmb.com/how-to-write-a-restaurant-employee-manual-2888856
Local Business Entity	Certification Factsheet and Application	Check out this link to read about the regulation, review the basics of LBE certification and its benefits, and apply online!	https://business.phila.gov/local-business-entity-certification/
M/W/DSBE	Certification with External Agency	To become registered as a M/W/DSBE, a business must first become certified by an external agency. Click the link to view a list of all acceptable agencies. After getting certified, the business must register with the Office of Economic Opportunity.	http://www.phila.gov/commerce/businessSupport/mwdsbeSupport/Pages/Certification.aspx# For any questions, contact Alice Dungee-James at 215-683-2052.
M/W/DSBE	Registration with OEO	Registration is the process of going to the link provided to complete a 30 min application. Then, the application is processed and approved and you will receive a registration letter via email. A business must be certified before they can be registered.	https://phila.mwdsbe.com/ For any questions, contact Jennifer Wise at 215-683-2071.
Restaurant Opportunity Center Diner's Guide	Diners Guide Registration Form	Join the ROC Diners Guide! The Guide showcases businesses who are known leaders in the sustainable and fair food movement. The guide is free to join and benefits include exclusive participation in events, special promotions through the Diners United consumer network, and your business listed in the Diners Guide app, which has over 100,000 downloads!	www.rocunited.org/join-diners-guide/
Unionization	Employer/Union Rights and Obligations	Provides examples of employer labor organization conduct that violates the law and what rules govern collective bargaining for a contract.	www.nlr.gov/rights-protect/employerunion-rights-and-obligations



	All About Unions FAQ	This page offers answers to questions on what is a labor union, what are the benefits of becoming a member, and an overview of federal laws that govern unions.	www.workplacefairness.org/labor-unions
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Chapter 7: Mandatory Laws & Regulations

OVERVIEW

The table below outlines federal, state, and local laws and regulations that should be followed by all food businesses. This list is a good place to start as you build better labor practices in your business.

Subject	Jurisdiction	Summary
Shifts & Breaks	State	Minors ages 14-17 working 5 or more consecutive hours get at least one 30-minute break. Breaks for employees age 18 and up must be paid if they are less than 20 minutes.
Minimum Wage	State/City	Minimum wage in PA and Philadelphia is \$7.25.
Tipped Minimum Wage	State/City	Employees who make at least \$30 per month in tips may get paid a minimum of \$2.83 per hour. The employer must make up the difference if the tips and \$2.83 do not meet the regular Pennsylvania minimum wage of \$7.25 per hour.
Gratuities/Tips	Federal/State/City	When a patron tips via credit card, employees must receive the full tip indicated on the credit card slip without any deductions for credit card payment processing fees or other costs that may be charged to the employer. The employee must receive the full tip no later than the next regularly scheduled payday.
Tip Pooling	State	Tips from a tip pool must cover at least the full minimum wage of \$7.25. Tips from a tip pool cannot go to any employees who don't usually receive their own tips (ie. back-of-house), or employers.
Sick Leave	City	Employees earn one hour of paid sick time for every forty hours worked. Sick leave can be used starting on the 90th day of employment. When used, sick time includes the same hourly rate and benefits, and can be for emergency, diagnostic, preventative, or family care.
Overtime	State	Employees who work more than 40 hours in a work week must be paid overtime. The federal and PA overtime rate is time-and-a-half for every hour an employee works over 40 hours per week. Employees who earn more than \$55 per week, or \$23,660 per year, are exempt from overtime requirements if they are compensated on a salary.
Payroll	State	Regarding payroll, employers must: <ul style="list-style-type: none"> - Keep an accurate record of the hours employees work, and provide a pay statement when you pay their wages. - Pay employee wages on regularly scheduled paydays set in advance. - Pay an employees wages due by the next regularly scheduled payday if the employee quits or is fired.

		- Explain wage payment details when you hire an employee, and notify employee in advance if any of these details change.
Discrimination	Federal/ State/City	It is illegal to discriminate against employees for any of the following reasons: race, color, religion, sex, national origin, domestic and sexual violence, survivor status, ethnicity, gender identity, genetic information, familiar status, marital status, or sexual orientation.
Equal Pay	Federal/ State/City	It is illegal to discriminate against employees on the basis of sex by paying members of one sex more than members of the other sex for what is comparable work.