

# JUST DINING

A Guide to Restaurant Employment  
Standards in Downtown Madison



A Project of  
the Workers' Rights Center &  
the Interfaith Coalition for Worker Justice of  
South Central Wisconsin

Third Edition



# **The Just Dining Guide**

## **2014-2015**

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for Worker Justice of South Central Wisconsin*

# Acknowledgements

We want to thank all of the restaurant workers who have been so forthcoming about the joys and challenges involved in working in the restaurant industry. Workers were generous with their time and shared in detail about their work experiences. We would also like to thank all of the employers who have opened up about the nuts and bolts of running successful businesses. Madison has an exciting and vibrant restaurant sector that greatly enhances our community culture while providing a significant financial benefit to the community at large. We tip our hat to those employers who are setting a high standard and showing, by their actions, that quality jobs and a thriving business can and do go well together.

Creating the first Just Dining guide two years ago was a big undertaking carried out in large part by volunteers. Thanks to all those who helped gather surveys, follow up with employers and assemble the inaugural guide in 2012. Their hard work and thoughtful feedback helped us have a strong launch.

Things change quickly in the restaurant industry so we have updated this year's guide to note openings, closings and changes in employment conditions. For this new and improved edition we'd like to thank Stacey Anibas, Melanie Meyer, Leland Pan, Samuel Park, Melissa Horsfall and Daphne Schigiel for all their volunteer help.

We would like to recognize Interfaith Worker Justice and the Restaurant Opportunities Centers United for leading the way and for their tireless efforts on behalf of justice for workers!

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For more information or to order additional copies of the Just Dining guide, contact the WRC or ICWJ at 608-255-0376 or visit [www.wrcmadison.org/justdining](http://www.wrcmadison.org/justdining).

Do you want to support wider distribution of this guide? Make a donation to the WRC or the ICWJ so that we can spread the word about quality employers in central Madison! You can make a tax deductible donation to either organization on their websites: [wrcmadison.org](http://wrcmadison.org) (WRC) or [workerjustice.org](http://workerjustice.org) (ICWJ).

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# Our Intent

Thank you for checking out the Just Dining guide of restaurant employment standards in central Madison. You have probably seen other

guides that focus on food quality, local ownership or use of organic and/or locally sourced ingredients. While those are all worthwhile criteria, this



guide seeks to focus on the working conditions of the people who prepare our food, serve our meals and wash our dishes when we eat out. We hope that the guide will help customers, workers, and employers alike.

**Why a restaurant guide instead of, say, a guide for local retail establishments?** In the Workers' Rights Center's 10 years of existence, the area where we've seen the highest level of labor violations is the restaurant industry. A quarter of all people who come to the WRC are restaurant workers. Over a third of all the wage theft cases reported to us are from restaurants.

Restaurants are also the largest private sector employer in the U.S. and Wisconsin. Wisconsin has over 12,121 food services and drinking establishments, which employ one in 10 working Wisconsinites. Across the U.S., 13 million workers are employed in the industry. According to a National Restaurant Association study, half of all adults have worked in a restaurant at some point during their lives, and more than 1 in 4 adults' first work experience

is in a restaurant. Restaurants are also ranked third in the nation in creating the most new jobs, predicted to add more than a million by 2023, to nearly one-tenth of the nation's workforce.

Yet the quality of the many restaurant jobs is often distressingly poor. According to the Bureau of Labor Statistics, six of the ten worst-paying jobs in the U.S. are in restaurants. Of the top 20 growth sectors, the Food Preparation and Serving sector had the lowest median wages—just \$16,430 annually in 2008.<sup>i</sup> A report released in February 2011 by the Restaurant Opportunities Centers found that almost half of restaurant workers have experienced overtime violations, wage theft<sup>ii</sup>, and other labor law violations. Restaurant workers often have little consistency in work schedules and contend with unsafe working conditions. More than 85 percent of workers who prepare and deliver food do not receive paid sick days, and a majority reported having to work while sick.<sup>iii</sup>

With the rate of unionization among restaurant workers nearly zero, (1.2% in 2012)<sup>iv</sup> restaurant employees often feel like they have little leverage in seeking improvements in their working conditions, and thus wages and benefits remain low.



Racial and gender discrimination is also widespread throughout the industry. A report conducted by the Restaurant Opportunity Centers that surveyed 4000 workers in eight different regions, found widespread and persistent discrimination in the restaurant industry.<sup>v</sup> The report found that white employees occupy three out of every four food system manager jobs in restaurants, and white men earn the highest

wages of those working in the food system industries. People of color tend to be overrepresented in quick serve (i.e. non-tipped)

positions and often lack opportunities to enter into higher paid or tipped positions. As compared to that of white males in the industry, African American men earn 70%; Latino males 66%, white women 63%, African American women 53%, and Latina women just 50%. People of color make on average three dollars less per hour in restaurants than their white peers.

Central Madison has hundreds of restaurants, ranging from fast food to fine dining, employing thousands of workers. But, customers typically do not know if an employer provides better wages, hours and working conditions than another when choosing between dozens of dining options within just a few blocks. In fact, over the 11 years that the **Interfaith Coalition for Worker Justice of South Central Wisconsin** and the **Workers' Rights Center** have provided support and information to workers in the Madison area, we have often received requests for a list of "good restaurants" – those that treat their employees well and deserve community support. Until we launched the guide in 2012, we had not been able to provide such a list because we did not have adequate, systematic data. This guide is an ongoing effort to finally meet the community's request for this valuable information, giving customers the option to spend their dining dollars on employers who better support their employees.

Surprisingly, most restaurant workers also do not have a comprehensive understanding of the range of wages, benefits and working conditions across the industry, or even across the street. They tend to have incomplete information learned by word of mouth. Many employers intentionally seek to keep this information secret even among their own workforce because transparency could lead to demands for change. This guide is also for restaurant workers, so they can be better informed about the area standards in their industry.

We believe that better working conditions mean better service, more care in the preparation of our food, a friendlier atmosphere and an overall superior dining experience. In other words, we believe that good employment practices and good food can and



often do go hand in hand. And we are not alone. The motivation for this guide lies partly in the desire to extend recognition to the restaurant owners in central Madison who currently provide fair, respectful and livable jobs to the people of our communities. They show us that such a conscientious business model is also a path to financial success. Our hope is that businesses currently falling short utilize the information here to make improvements in the jobs they provide.

We were pleased with the positive feedback received for our first edition. A number of employers decided to make specific improvements in wages and benefits as a result of the guide. We are excited that this year we are able to create a free Just Dining phone app that people can use to look up establishments when they are on the go. We also have been able to release the guide in Spanish to make the guide more accessible to more workers in the industry. Your continued support will help us expand this project to cover more of the Madison area hospitality market.

## Myths about the Restaurant Industry

### **1) Most restaurant employees are teenagers, college students, or people working a second job, not individuals who are supporting a family, right?**

While restaurant work can serve as a helpful employment opportunity for younger workers, a large portion of the restaurant industry work force is older, supports dependents (or at least are not dependents themselves), or both.

According to the National Restaurant Association's own analysis, as of 1999 only 28 percent of employees in eating and drinking establishments were teenagers; in addition, more than 40 percent were over age 30.<sup>vi</sup> Employees in the restaurant industry are frequently married, divorced, or widowed (40 percent), rather than being single.<sup>vii</sup> Many are single parents who face difficulties

securing reliable child care on low wages and unpredictable schedules.<sup>viii</sup> They are typically above age 20; work halftime or more; and have responsibilities for supporting a family.<sup>ix</sup>

**2) The industry is very transitory – most people are only in it for a few years before they move on to other careers.**

In fact, many restaurant workers spend years employed in the industry, with such work becoming part of a “minimum wage career.”<sup>x</sup>

The National Restaurant Association notes in its own current marketing campaign, “America Works Here,” that 12.8 million



Americans are employed in restaurants (10 percent of the U.S. workforce), with 1.5 million restaurant industry jobs created over the last 10 years.<sup>xi</sup> The NRA further notes,

“Restaurants are an industry that provides millions of Americans with the opportunity to pursue their unique version of the ‘American Dream.’”<sup>xii</sup>

Yet for front-line restaurant workers, as for other minimum wage employees, research consistently suggests that low-paid jobs remain low-paid, or lead to other low-paid employment in the future. That is, opportunities for advancement in compensation or position tend to be limited.<sup>xiii</sup> According to a study by Boushey (2005), for example, prime working age adults holding minimum wage jobs were likely to remain in minimum wage jobs three years or more. In addition, workers of color are significantly more likely than their white coworkers to get stuck in low-paid employment, including within the restaurant industry.<sup>xiv</sup>

### **3) Most restaurant workers aren't interested in benefits; they would prefer a higher wage or greater scheduling flexibility.**

The story of what employment benefits workers want, and why they use the benefits that employers offer (or don't), is complex. According to one study, nearly three quarters of restaurant employees indicated that they wanted a health plan "as a way to protect against high medical bills."<sup>xv</sup> Yet with the rising costs of health insurance in particular, lower-paid workers often decline benefits that employers offer because the out-of-pocket costs are prohibitive even when benefit coverage is limited. In such cases, lack of affordability may be misinterpreted as disinterest.

But what a restaurant's current workforce wants is only one part of the story. When jobs don't provide basic economic benefits like health insurance, paid time off, and a retirement plan option, individuals who are heads of households, particularly those with dependents, often don't have the option to even apply. In addition, when workers lack access to health insurance at low-paying jobs, they tend to seek health care through publicly provided assistance (e.g., BadgerCare) or in emergency rooms, with costs that might have been shared with employers being fully borne by taxpayers. The absence of paid time off that can be used for sick days means that workers with contagious illnesses come to work sick rather than losing essential income. As a 2010 restaurant employment study noted, "Low road workplace practices ultimately harm not only workers, but restaurant consumers."<sup>xvi</sup>



**4) The industry is too competitive and the profit margins too small to provide the wages and benefits that the owner might want to offer. Either labor costs have to be kept to a minimum, or meal prices have to go up – if meal prices go up restaurants lose business.**

Not all businesses, restaurants included, see an unavoidable tradeoff between supporting their workers and providing value to their customers. Managing the costs of running a business includes strategically controlling a range of expenses – including purchasing, menu design and marketing, – not just labor costs.<sup>xvii</sup> Additionally, as high road businesses continue to demonstrate, providing quality jobs can create higher productivity: better quality (and higher sales-yielding) service, and workers who are engaged partners in informing and implementing business strategy from the front lines.<sup>xviii</sup>



Businesses tend to underestimate the expense associated with skimping on human resource investments. Paying workers little and providing few or no benefits generates high workforce replacement costs from new employee recruiting, screening and training, as well as diminished productivity.<sup>xix</sup> Studies have estimated these costs at between \$4,000 and \$14,000 per employee; the National Restaurant Association estimates a per-employee expense of \$7,000.<sup>xx</sup> And there are non-quantifiable costs of

turnover, including reduced staff morale and trust and loss of productive relationships with regular customers.

**5) There are just a few bad apples in the industry that make everyone else look bad. Most employers abide by all the applicable labor laws.**

We should all be concerned about any “bad apple” employers, given their potential impact on the economic and emotional well-being of workers and their families.<sup>xxi</sup> Studies suggest, however, that questionable employment practices are not uncommon in this industry. For example, one study reported that more than one in ten restaurant employees in Miami reported “pressure to cut corners,” as well as a fear of being given fewer or less desirable hours by one’s employer if a worker took “even one unpaid day of leave.”<sup>xxii</sup> Another investigation of restaurant employment in New York City found that “there is a growing problem [of] restaurant owners that maintain bad dining and working conditions.”<sup>xxiii</sup>

We would also assert that obeying the law with respect to occupational safety, payroll documentation and public health is a fairly low bar by which to assess how well restaurants – or any businesses – are doing at delivering quality jobs. We can – and need to – do better than that in providing employment opportunity within our community.

**6) You shouldn’t compare the “mom and pops” to the large restaurants, or the independents to the chains.**

Indeed, “mom and pop” and other independent and small restaurants face distinct business conditions from their larger and chain-affiliated competitors. Past studies suggest a few important patterns in the employment experiences within smaller versus larger and chain-affiliated workplaces. Larger and chain-affiliated establishments, advantaged by economies of scale and technical expertise, have an easier time delivering core economic employment benefits. They are able to negotiate lower employee health insurance rates, are more logistically able to plan for coverage for employees on leave, and typically have greater financial resources to be able to provide a higher wage.<sup>xxiv</sup> On the other hand, smaller and locally-owned establishments often make up for more minimal compensation by extending greater

scheduling flexibility, including concentrating hours on fewer workers and giving those workers input into their schedules. They may offer more personable places to work that are oriented to supporting their employees and the surrounding community.<sup>xxv</sup> Both sets of job qualities are important for worker, family, and community well-being.

In our guide, we do not distinguish between smaller and larger restaurants in our comparison of wages and benefits. We do think the insights we gain by comparing across those categories are also critical to understanding how to make restaurant jobs better. That is, some smaller establishments are able to provide a range of economic benefits from which other small businesses, restaurants included, can stand to learn. In other cases, the fiscal or logistical challenges of providing certain employment benefits may feel consistently insurmountable, suggesting a potential role for public policy to support small business operators and their employees.

## Methodology & Terms

### How the information was gathered

Given finite resources, for our beginning efforts into rating workplace standards in the restaurant industry we have targeted central Madison, stretching from the UW campus on the west to



the Yahara River on the east and Regent Street on the south.

We also chose to focus on fine dining, casual dining, fast food, and coffee shops. We did not include businesses that are exclusively take-out, groceries, delis, juice bars, ice

cream parlors, establishments that are primarily bars, or businesses

with fewer than five employees. We have only included establishments that opened before May 1, 2014. With these criteria we have identified 205 establishments in central Madison including 13 locations on the UW campus that matched our criteria for participation.

To begin our data collection, we distributed information about the Just Dining project in a range of settings: Madison-area summer festivals, fairs, and downtown farmers' market; WRC trainings; and at the Workers' Rights Center, to workers who have come in for appointments. We then used a variety of methods to gather information about employment standards from both employees and employers (i.e., restaurant owners).



Employee information comes from in-person surveys administered by trained volunteers or staff members with individuals who self-identified as working in restaurants located in central Madison. These interviews were conducted throughout central Madison in the fall of 2014. Workers were also given the alternative of completing an online survey in either English or Spanish. To gather information from employers, all restaurants in the target area were sent an equivalent survey on employment practices in October 2014 (Copies of both surveys are posted online at [wrcmadison.org](http://wrcmadison.org)). These mailings were followed up with a visit or phone call or both. In an effort to clarify and verify the accuracy of both sets of our survey data, employers were also sent draft of the information that they and their employees provided to review and correct prior to publication. We received surveys and/or corrections from 41 employers. Finally, we supplemented the data by monitoring employment advertisements for information

pertaining to wages and benefits offered at the restaurants.

Establishments where we were unable to gather information or at which discrepancies between employee and employer survey data were unable to be resolved by the time of publication are marked with a question mark (?). We recognize the importance of only publishing data that is accurate. We have an established protocol to determine if the information we have is reliable enough to print. Please visit either [wrcmadison.org](http://wrcmadison.org) or [www.workerjustice.org](http://www.workerjustice.org) to see the full protocol.

We are aware that our data is limited and only captures part of the overall picture of restaurant jobs in central Madison. But data of this type does not typically exist for public consideration, and is difficult and costly to collect. We see this as a work-in-progress and welcome more detailed information from employees and employers so we can gain a better understanding of labor conditions in restaurants in Madison.

The information contained in this guide is current as of December 1 2014. Because of the volatile nature of the restaurant industry, some restaurants will close, others will open, and many will change and tweak their employment standards even by the time we go to press. We plan to keep a regularly updated version of this guide on our websites at [wrcmadison.org](http://wrcmadison.org) and [workerjustice.org](http://workerjustice.org) and on our soon to be released phone app. It is then our plan to issue an annual updated *Just Dining* guide to keep up with the dynamic and ever-changing restaurant scene. We hope to expand the area covered by the guide beyond central Madison as our capacity and resources allow. If you want to help, contact us at 608-255-0376.

## What is a 'good' restaurant job?

There are probably as many answers to the question "what is a 'good' job?" as there are workers in the industry, but we believe that there is a set of important criteria that all quality jobs share.



Below, we review seven such criteria that were used for this guide. We then note a few other elements of good jobs that, though we weren't able to collect data at this time, are still worth recognizing.

## **GOOD JOBS PAY A LIVABLE WAGE**

A full-time worker should earn enough to cover the basic necessities of life – including food, shelter, clothing, and transportation. That amount has been measured in a number of different ways. The U.S. federal government's formula for setting “the poverty line” is intended to represent the minimum resources necessary for an adequate standard of living. For 2013, the Federal poverty line for a family of four is \$23,850 annually. The Federal minimum wage, which is the minimum rate used by 29 states including Wisconsin, is \$7.25/hour. Nineteen states have established a higher minimum wage such as Illinois (\$8.25/hour), California (\$9.00/hour) and Washington (\$9.32/hour). Over the years the minimum wage has not kept pace with inflation. Adjusted for inflation the minimum wage in 1968 would correspond to \$10.90/hour in 2014 dollars. Yet while a single, childless, full-time worker earning the minimum wage is above the Federal poverty line, a single parent working full-time at the minimum wage falls below it. In 2009, only 6.3 percent of workers in the United States fell under the federal poverty line but 14.5 percent of tipped workers did as well as 16.7 percent of waitstaff.<sup>xxvi</sup>



Locally, the City of Madison and Dane County have passed Living Wage Ordinances covering most city- or county-contracted businesses. These wage rates approximate what someone would need to support themselves in this community. For 2015, Madison's Living Wage is \$12.62/hour, while Dane County's Living Wage is

\$11.47/hour, giving us another indication of the rate necessary to 'make-ends-meet' in Madison.

Since 1966, Federal law has also allowed for a subminimum wage for employees receiving tips as long as the employee receives an average of at least \$30/month in tips and the wage and the tips add up to at least the regular minimum wage. In 40 states including Wisconsin, employers are able to apply what is called a 'tip credit' and pay a subminimum wage; either at the current federal tipped rate of \$2.13/hour or, in 31 cases, a somewhat



higher rate. Seven states require that all employees, tipped and not, receive the regular minimum wage of \$7.25 an hour. Wisconsin's tipped rate is currently \$2.33/hour, 20

cents above the federal tipped rate but lower than many of our closest neighbors, including Illinois (\$4.95/hour) and Iowa (\$4.35/hour). For thirty years, the tipped minimum was half of the regular minimum wage. But in 1996, in a political compromise to get the regular minimum wage increased, the tipped minimum wage was delinked. It has been \$2.13/hour since 1991- over twenty years. The tipped minimum wage is now only 29.4 percent of the regular minimum wage.

While some employees may receive tips as part of their job, we are not considering them as tipped employees in this guide unless a significant portion of their income is generated from tips. Thus, for the purposes of this guide, baristas are not counted as tipped employees even though they often make up to a few dollars more per hour than their base wage rate.

## In measuring restaurant employment standards for Madison, we have set two criteria for a 'good job' concerning starting WAGE RATES:



**The minimum starting non-tipped wage is \$8.75/hour or more.** *We would have liked to set the minimum rate for non-tipped employees at the Dane County Living Wage rate (\$11.09/hour). But no restaurant would meet that threshold. Instead we split the difference between the current minimum wage (\$7.25/hour) and the Dane County living wage, yielding a non-tipped minimum rate of \$8.75/hour.*



**The minimum starting tipped wage is \$3.62/hour or more.** *This would be the rate if the tipped minimum were still set at half of the regular current minimum wage.*

## GOOD JOBS PROTECT WORKERS' HEALTH

### Health Insurance.

Despite its rocky start, The Affordable Care Act (ACA), also known as Obamacare, will bring about major changes in access to affordable health insurance in the restaurant industry. Workers were able to get coverage through the health exchanges the law created starting in 2014. Workers are eligible for significant subsidies based on income. Beginning in 2015 larger employers will be required to provide coverage or pay a penalty. The smallest employers are not only exempt from any potential fine for not providing insurance but are eligible for a tax credit if they do provide insurance to employees. That tax is already in effect for companies with fewer than 25 employees with wages below \$50,000/year. If such companies offer insurance and pay at least half the premiums, they can receive a tax credit of up to 35 percent of their contributions. After 2014, the tax credit goes up to 50 percent if the business buys coverage through the insurance exchange. Companies that have up to 50 employees and who do not provide health care benefits are not subject to any fines for not providing that coverage.

Beginning in 2015 employers with 50 or more employees will have to provide affordable coverage for all employees who work 30+ hours/week or they will have to pay a penalty. The annual penalty paid by such employers who do not provide affordable coverage is \$2000 per full-time employee over 30 employees.

For some employers this will be a challenge, but having healthy employees, who feel that their employer cares about their well-being might well increase job satisfaction, and might well decrease absenteeism and employee turnover, increase productivity, and with all that, might well increase profits. Some employers will react to ACA by cutting hours to try to avoid the requirements of the law. But they may find their best employees will leave to work in establishments that provide health coverage. Even though next few years will create some unsettled conditions, these changes will hopefully lead to all restaurant workers having access to affordable, quality healthcare coverage.

### **Paid Sick Leave.**

A good job also lets workers take time off with pay when they are sick. Too many workers in the restaurant industry are not given this choice. According to the NCS, 62 percent of private sector workers have access to paid sick leave, while only 29 percent of food service workers do.<sup>xxvii</sup>

In the past decade ordinances have been passed in cities across the country from San Francisco to New York City that mandate paid sick leave for workers. Recent studies have found that the benefit is rarely abused and is of minimal cost to employers.<sup>xxviii</sup>

**In measuring restaurant employment standards for Madison, we have set two criteria for a “good job” concerning HEALTH:**

★ **Full-time employees are eligible for affordable individual health coverage within six months of employment.** “Affordable” is defined as insurance with employee premium contributions of 10% or less of gross income.

★ **Full-time employees may take paid time off when they are sick.**

## GOOD JOBS “PUT IT IN WRITING”

The restaurant industry is notorious for paying workers cash “under the table”, having employees working off the books, not getting check stubs, and being supplied no clear written work rules or policies. Employers who are on the up-and-up put things in writing.



Employees should receive pay stubs, personnel policies should be in writing, and the system for keeping track of work hours should be reliable and verifiable.

Our surveys show that employers in central Madison all provide pay stubs as required by law, but many do not provide their employees with copies of their personnel policies. We have seen many problems that have occurred because a verbal agreement has been misunderstood or denied. Some employees also did not have reliable and verifiable methods for tracking work hours. When an employer has a punch clock or other written system for tracking for tracking hours, many problems are avoided.

**In measuring restaurant employment standards for Madison, we have set one criterion for a ‘good job’ concerning WRITTEN RECORDS:**



**Employees are provided written records.**

*Employer provides written personnel policies and an accurate written way to keep track of work hours.*

**GOOD JOBS HELP WORKERS PLAN FOR THE FUTURE**

Workers need to save for their retirement and are much more likely to do so if their employer provides a plan: preferably one to which both employer and employee make financial contributions. While employer-provided retirement benefits are available to 65 percent of all private sector workers, they are only offered to 32 percent of food service workers.<sup>xxix</sup>

**In measuring restaurant employment standards for Madison, we have set one criterion for a ‘good job’ concerning RETIREMENT SAVINGS:**



**Full-time employees have access to a retirement savings plan.**

*Employer provides full-time employees a 401k or other retirement plan.*

**GOOD JOBS GIVE WORKERS A BREAK**

Restaurant work can be physically demanding. Good employers schedule opportunities for workers to take breaks during their shifts in order to have a meal or just to get off their feet. Workers also need time away from the job to recharge and relax, spend time with family and friends, and be engaged in their communities.

Time off also enables workers to attend a doctor's appointment or participate in a child's school event. Recognizing and accommodating workers' outside obligations without requiring a financial sacrifice of them can go a long way in building staff loyalty and commitment. However, even though 77 percent of private sector workers have paid vacation (according to the NCS), only 50 percent of food service workers do.<sup>xxx</sup>

## **In measuring restaurant employment standards for Madison, we have set one criterion for a 'good job' concerning TIME OFF:**



**Full-time employees are provided with a minimum of five days of paid time off per year.** *This can include vacation, holiday or general "Paid Time Off" (PTO) days.*

**There are other criteria that we also believe are important factors in creating a good job. We review them here as goals for inclusion in our future guides and to inspire employers to cultivate quality jobs:**

### **GOOD JOBS ARE STABLE BUT FLEXIBLE**

Flexible hours are one thing that attracts people to the restaurant industry. That flexibility can allow individuals to combine a job with other commitments, including school and family responsibilities. But for employees paid by the hour, flexibility often comes with erratic and unreliable hours. Service sector employers including those in restaurants, increasingly use a "just in time" approach to scheduling. That is, they set their workers' hours at the last minute based on reservations, and send them home early when business is slow. And so while flexibility often benefits employees, it can also leave them with wild swings in their hours and thus income. The

best employers learn how to accommodate flexibility while still cushioning their employees from the usual fluctuations of the business.

## **GOOD JOBS OFFER OPPORTUNITY**

A good job offers opportunities for advancement. Bussers can move up to be waiters, dishwashers can become pantry cooks, line cooks can become sous chefs, a waiter can move up to restaurant manager, “back of the house” employees can move to tipped “front of the house” positions. Better employers have formal programs in place, open to all employees, to encourage and assist workers who want to move up. Some offer on-site ESL classes; others provide tuition reimbursement for work-related classes, and still others deliver on-the-job training from trainers who are compensated for their training duties.

## **GOOD JOBS HAVE POSITIVE, SAFE WORK ENVIRONMENTS**

A major factor in determining whether a job is a 'good' job is workplace climate. Is it a pleasant place to work? Are workers treated with dignity and respect? Do they have input into their conditions of work?

A good job also provides a safe and healthy work environment. Employees receive training on safe work practices and the employer takes a proactive approach in identifying and eliminating potential hazards.

**Employers who focus on developing quality jobs are not only doing the right thing, but also creating the opportunity to “do well, by doing good,” because:**

## **GOOD JOBS ARE GOOD FOR BUSINESS**

Employers providing quality jobs with good wages, benefits, and other conditions will have better employee retention, and more motivated, loyal, and productive workers.



An expansive business literature on “strategic human resource management” has studied the positive impacts, for employees and firms, of “high road,” compensation and other employee management practices. As one example, in his 2009 book, *Essentials of Business Ethics*, author Denis Collins observes that employers who offer good jobs attract and retain higher-quality



employees and customers, as well as suppliers and investors, and earn more goodwill from both community members and government officials. Such employers also

enjoy greater employee productivity and loyalty (including less employee theft, reduced need for supervision, and more flexibility to address urgent business needs). Employers also benefited from higher product and service quality.<sup>xxxi</sup>

We know that employers taking “the high road” by providing quality jobs in our community are already seeing the benefits of this approach. By publishing this guide, we hope to promote their success. We encourage community members to support these businesses that are helping to enrich our neighbors and our community. We also extend our support to helping other businesses move toward providing higher quality jobs.

## **GOOD JOBS ARE GOOD FOR THE COMMUNITY**

Good jobs also provide economic vitality for the community in which they are located, offering individuals stability and resources to participate and give back. Good jobs reduce the pressure on both public and private safety nets.

Employers that pay low wages and do not offer benefits are subsidized by taxpayers. They are effectively receiving a form of

welfare that allows them to pass costs on to the community at large. Employers that pay low wages and do not offer benefits force their employees to depend on BadgerCare, FoodShare, Section 8 housing, W2 benefits, the Earned Income Tax Credit, and even on food pantries and other private charities. This gives these employers an unfair advantage over their competitors who have chosen to provide their employees with good wages and benefits.

When employers pay low wages and do not offer benefits, their employees are often forced to work multiple jobs. It is not uncommon in the restaurant industry to meet people who work 70 or more hours per week between two or three jobs. People who are working so much do not have enough time with their families or to participate meaningfully in community life. An exhausted citizenry is a less engaged citizenry.



Finally, bad jobs may have a negative impact on tourism revenues. They promote high turnover rates, poor quality service and less investment from the front-of-the-house staff, who have first contact with tourists and as

such are key “faces of Madison” for our out-of-town visitors. When hosts', bussers' and waiters' work is valued for its potential impact on business - along with that of their coworkers, the food preppers, cooks and dishwashers in the back, - state revenue stands to grow.

# The Just Dining List

## How the Guide Works.

We have chosen seven criteria, all of which can be measured quantitatively, on which to rate Madison restaurants providing 'good' jobs. An establishment that meets a minimum standard in a particular category receives a star. While the criteria do not cover every aspect of wages, hours and working conditions, we believe they offer a useful gauge of whether a particular business meets certain basic standards. As you will see, restaurants take various approaches and emphasize different benefits. When an establishment receives a star, they are setting a high standard and deserve our support and recognition.



**An establishment receives a star in a particular category if it meets or exceeds the minimum standard.**



**An establishment receives a “question mark” if the information is unknown.**

**No**

**An establishment does not meet the minimum standard.**

## Stars are assigned if...



**The minimum starting non-tipped wage is \$8.75/hour or more.**



**The minimum starting tipped wage is \$3.62/hour or more.** Set at half of the regular current minimum wage, which is how the tipped wage was calculated until 1996



**Full-time hourly employees are eligible for affordable individual health insurance coverage within six months of employment.** 'Affordable' is defined as insurance with employee premium contributions of 10 % or less of gross income.



**Full-time hourly employees may take paid time off when they are sick.**



**Employees are provided with written records.**

Employer provides written personnel policies and an accurate way to keep track of work hours.



**Full-time hourly employees have access to a retirement savings plan.** Employer provides a 401k or retirement plan that its full-time employees can participate in.



**Full-time hourly employees are provided with a minimum of five days of paid time off per year.** This can include vacation, holiday or paid time off (PTO) days.

# Key

**Category.** The establishments are sorted into four categories: Coffee Shop, Quick Serve (counter service), Casual Dining (table service), and Fine Dining

**Additional Notes.** Directly below the restaurant listing we have also indicated if an employer offers other kinds of benefits to their employees.

## **Additional benefits include:**

**AFFIRM:** Affirmative action programs to encourage the growth of a diverse workforce and to support disabled workers

**BONUS:** Annual, holiday or performance bonuses offered to hourly employees

**BIKE:** Reimbursement of expenses for commuting by bike.

**DENTAL:** Dental Insurance

**DISABILITY:** Short and/or long-term disability insurance

**DISCOUNT:** Employees receive discounted meals

**FREE:** Employees receive free meals and beverages

**JUST CAUSE:** The employer must show just cause for discipline and discharge which is not required by law

**LIFE:** Life insurance

**PROFIT:** Employees receive a percentage if the business is profitable

**SET RAISE:** Periodic, scheduled wage increases

**SHIFT DIFF:** Shift differentials, pays higher rates for evening and/ or weekend work

**STOCK:** Employees can buy stock in the company

**TUITION:** Tuition reimbursement or onsite classes (i.e. ESL)

**UNION:** Employees have union representation and bargain over wages, hours and working conditions

# JUST DINING LIST

Restaurant, Address, Phone, Additional benefits	Hourly wage Starting \$8.75 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>COFFEE &amp; TEA SHOPS (A thru G)</b>						
Ancora Coffee 112 King St. 255-0285	☆	☆	☆	☆	☆	☆
Barriques 127 W. Washington Ave. 268- 6264 DENTAL	No	☆	No	☆	No	No
Cargo Coffee 750 E Washington Ave. 608-709-1309	☆	No	☆	☆	No	☆
CoffeeBytes 799 University Square 256-9501 DISCOUNT	No	☆	No	☆	No	No
Colectivo Coffee 25 S. Pickney St. 255-0474 BIKE DENTAL DISCOUNT	?	☆	No	☆	☆	☆
Electric Earth Café 546 W. Washington Ave. 255-2310 DISCOUNT	No	No	No	No	No	No
Espresso Royale Café 224 State St. 259-0800 650 State St. DISCOUNT	No	No	No	☆	No	No
EVP Coffee 1250 E. Washington Ave. 294-6868	☆	No	No	☆	No	No
Fair Trade Coffeeshouse 418 State St. 268-0477 BONUS FREE	☆	☆	No	☆	No	No
Ground Zero 744 Williamson St. 294-8668 BONUS FREE	☆	No	☆	☆	No	☆

# JUST DINING LIST (Continued)

Restaurant, Address, Phone, Additional benefits	Hourly wage Starting \$8.75 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>COFFEE &amp; TEA SHOPS (I thru St)</b>						
Indie Coffee 1225 Regent St. Breakfast & Lunch cafe 259-9621 DISCOUNT BONUS	No	No	☆	☆	No	☆
Johnson Public House 908 E. Johnson St. 347-0483 BONUS FREE	☆	No	☆	☆	No	☆
Madison Sourdough 916 Williamson St. 442-8009 DISCOUNT	☆	☆	No	☆	No	No
Michelangelo's 114 State St. 251-5299 FREE	No	☆	No	No	No	No
Mother Fool's 1101 Williamson St. Vegan Bakery & Coffee 259-1301 PROFIT SHARE	No	No	No	☆	No	No
Starbucks 1 E. Main St. 250-5020 FREE	No	☆	☆	☆	☆	☆
Starbucks 661 State St. 294-8345 FREE	No	☆	☆	☆	☆	☆
Steep & Brew 544 State St. 256-9202 BONUS	No	☆	No	☆	☆	☆
Steepery 430 State St. Phone DENTAL DISCOUNT	No	☆	No	☆	No	No

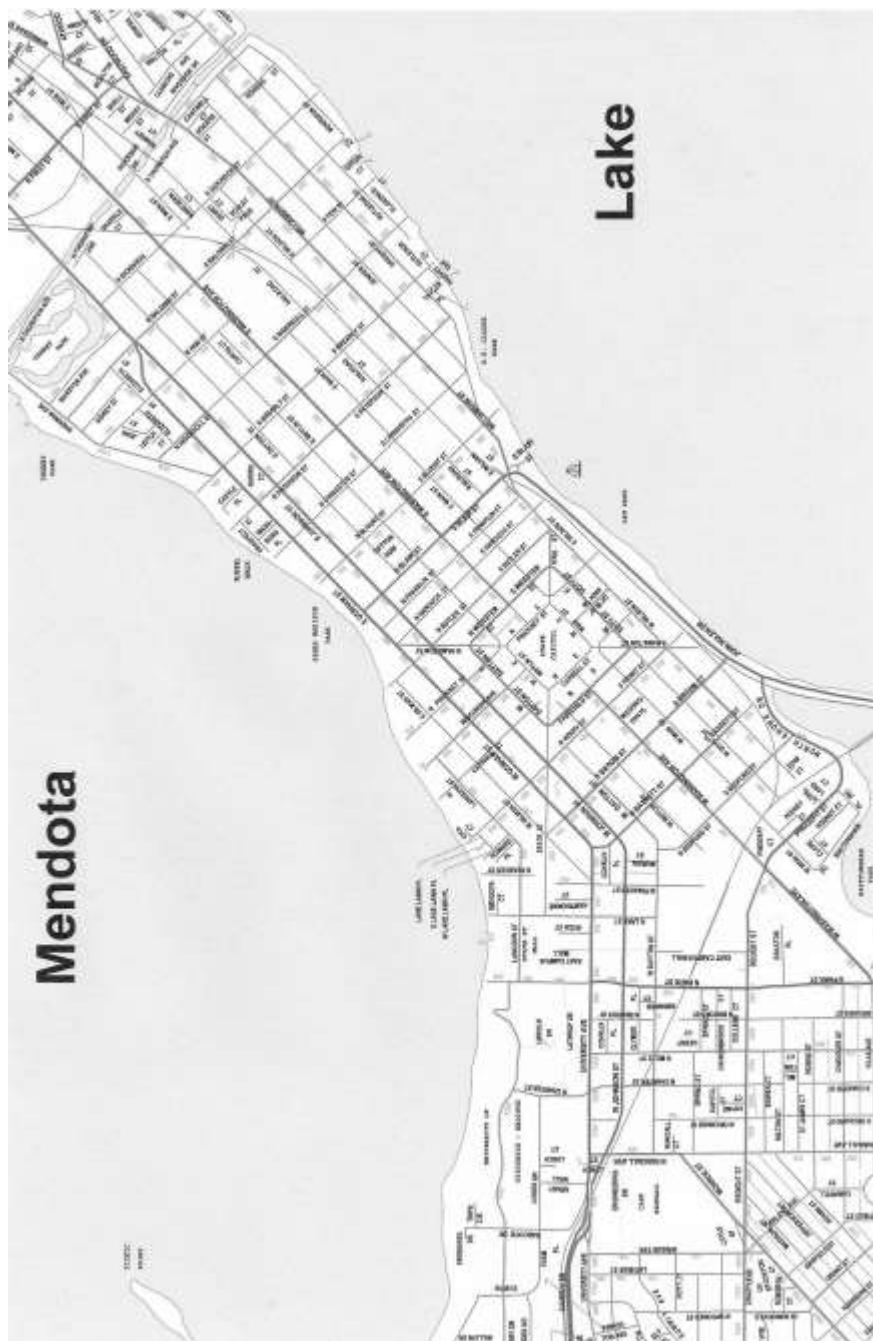
**It should be noted that baristas and delivery drivers often receive tips that help supplement their wages.**

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Hourly wage Starting \$8.75 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>QUICK SERVE (A thru Ch)</b>						
Amy's Café & Bar 414 W. Gilman St. Soup/Salad/Sandwiches 255- 8172 FREE	☆	☆	☆	No	☆	☆
Big Mike's Super Subs 454 Johnson St. 251-8444	No	No	No	☆	No	No
Bradbury's 127 N. Hamilton St. Crepes 204-0474 BONUS FREE	☆	No	No	☆	No	No
Buckingham's 802 Regent St. Bar Food 251-4744	No	No	No	☆	No	No
Burrito Drive 310 S. Breatly St. 260-8586 DISCOUNT	No	No	No	☆	No	No
Capriotti's 902 Regent St. Subs 255-2227 DISCOUNT	No	No	No	No	No	No
Cheba Hut 453 W Gilman St. 819-8485 DISCOUNT, BIKE	No	No	No	☆	No	No
Chipotle 658 State St. Tex-Mex 250-4613 BONUS FREE	No	☆	No	☆	☆	☆



## Map of Area Covered in the Guide



# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Hourly wage Starting \$8.75 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>QUICK SERVE (Co thru JD)</b>						
Cosi 250 State St. Italian 257-2140 DISCOUNT	No	☆	☆	☆	☆	?
Cousins Subs 106 S. Webster St. 442-6655 DISCOUNT	No	No	No	☆	No	No
Five Guys Burgers 517 State St. 255-2520 BONUS FREE	No	No	No	☆	No	No
Firehouse Subs 449 State St. 250-5112 DISCOUNT	No	☆	No	☆	No	No
Get Some Burritos 309 N. Henry St. 442-7140 DISCOUNT BONUS	?	No	No	☆	No	No
Gotham N.Y. Bagels 112 E. Mifflin St., Soup/Sandwiches, 467-7642 FREE	☆	☆	No	☆	No	☆
Ian's Pizza By the Slice 319 N. Frances St. 257-9248 BONUS FREE	☆	☆	☆	☆	☆	☆
Ian's Pizza 100 State St. 257-9248 BONUS FREE	☆	☆	No	☆	☆	☆
JD's 317 N. Bassett St. Soul Food 467-6196	No	No	No	☆	No	No

## JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Hourly wage Starting \$8.75 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>QUICK SERVE (Ji thru Mi)</b>						
Jimmy John's 527 State St. 251-6789 FREE	No	No	No	☆	No	No
Jimmy John's 1 N. Randall St. 819-6444 FREE	No	No	No	☆	No	No
Lakeview Bakery & Deli 524 E. Wilson St. 250-2350 FREE	☆	No	No	☆	No	☆
Lazy Jane's Café 1358 Williamson St. American 257-5231 DENTAL FREE	?	☆	No	☆	No	No
Marigold Kitchen 118 S. Pinckney St. Bistro 661-5559 BONUS DISCOUNT	☆	No	No	☆	No	No
Mediterranean Café 625 State St. Middle Eastern 251-8510 FREE	☆	No	No	☆	No	No
McDonald's 1102 Regent St. Sandwiches 257-1102 DISCOUNT	No	☆	No	☆	No	No
Mia Za's Café 515 State St. 250-1806 FREE	No	No	No	☆	No	No
Milios 377 E. Campus Mall 251-8444 FREE	No	No	No	☆	No	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Hourly wage Starting \$8.75 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>QUICK SERVE (Mi thru P)</b>						
Milios 116 Martin Luther King Blvd.819-7827 BONUS FREE	No	☆	No	☆	No	☆
Noodles & Co. 232 State St 257-6393 DISCOUNT	No	☆	No	☆	No	No
O.S.S. 910 Regent St. Sandwiches 709-1000 DISCOUNT	☆	No	No	☆	No	No
Panera Bread 656 W. Washington Ave. Soup/Sandwiches 354-0524 DENTAL DISCOUNT LIFE	No	☆	No	☆	☆	☆
Parthenon 316 State St. Greek 251-6311 FREE	No	No	No	☆	No	No
Pita Pit 449 State St. Sandwiches 819-6722 BONUS FREE	No	No	No	☆	No	No
Pizza Di Roma 313 State St. 268-0900 BONUS FREE	☆	☆	No	☆	No	No
Potbelly Sandwich Works 564 State St. 259-9553	☆	?	☆	☆	?	?

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Hourly wage Starting \$8.75 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>QUICK SERVE (Qu thru S)</b>						
Qdoba Mexican Grill 2 N. Park St. Burritos 251-0238 DISCOUNT	No	☆	No	☆	☆	☆
Qdoba Mexican Grill 548 State St. Burritos 280-8720 DISCOUNT	No	☆	No	☆	☆	☆
Quizno's Subs 5 N. Pinckney St. 255-1410 DISCOUNT	No	No	No	☆	No	☆
Roman Candle Pizza 1054 Williamson St. 258-2000 FREE	No	☆	No	☆	No	No
Rocky Rococco's 1310 Regent St. 256-0600 FREE BONUS	No	☆	?	☆	☆	☆
Silver Mine Subs 311 N. Frances St. 286-1000 FREE	No	No	No	☆	No	No
Subway 462 State St. 256-5341 BONUS FREE	☆	No	No	☆	No	No
Subway 19 W. Main St. 255-1636 BONUS FREE	No	No	No	No	No	☆
Sunprint on the Square 10 W. Mifflin St. Salad/Soup/Sandwiches 268-0114 FREE	No	☆	No	☆	☆	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Hourly wage Starting \$8.75 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>QUICK SERVE (T thru W)</b>						
Taco Shop 604 University Ave. 250-8226 FREE	No	No	No	No	No	No
That BBQ Joint 1511 Williamson St. 608-709-1300 FREE, AFFIRM, JUST CAUSE, SET RAISE	☆	No	No	☆	No	☆
UW-Madison multiple locations Student Employees SHIFT DIFF	No	No	No	☆	No	No
UW-Madison-SEE NOTE multiple locations Classified Employees JUST CAUSE LIFE DISABILITY SET RAISE	☆	☆	☆	☆	☆	☆
Wingstop 1234 Regent St. 258-9464 DISCOUNT	No	No	No	☆	No	No
Which Wich 411 State St. 608-709-1094 DISCOUNT	?	No	No	☆	No	No
WI Institute of Discovery-Aldo's Café 330 N. Orchard St. 204-3943 DENTAL DISCOUNT STOCK TUITION	☆	☆	☆	☆	No	☆

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (608 thru Bal)</b>							
608 212 State St. Bar Food 250-5150 DISCOUNT	No	No	No	No	No	No	No
AJ Bombers 201 W. Gorham St. Burgers 305-4474 FREE	No	No	No	No	☆	No	No
Argus Bar & Grille 123 E. Main St. Bar Food 256-4141 FREE	☆	☆	☆	☆	No	☆	☆
Asian Kitchen 449 State St. Chinese 255-0571	?	?	No	?	☆	?	?
Avenue Bar 1128 E. Washington Av. American 257-6877 DENTAL DISCOUNT STOCK TUITION	☆	No	☆	☆	☆	No	☆
Badgerland Bar & Grill 525 W. Johnson St. 251-5511	?	?	?	?	?	?	?
Baldwin Street Grille 1304 E. Washington Ave. American 442-8400 BONUS FREE	☆	☆	No	No	☆	No	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Ban thru Br)</b>							
Bandung 600 Williamson St. Asian Fusion 255-6910 DISCOUNT	☆	No	?	?	☆	?	?
Bassett Street Brunch Club 444 W. Johnson St. 467-5051 DENTAL DISCOUNT STOCK TUITION	☆	No	☆	☆	☆	No	☆
The Bayou 117 S. Butler St. Cajun 294-9404 DISCOUNT	No	?	No	No	☆	No	No
Bellini's Italian Restaurant 401 E. Washington Ave. Italian 250-0097 FREE	No	No	No	No	No	No	No
Blair Street BBQ 605 E Washington BBQ 608-251-1000 FREE	☆	No	No	No	☆	No	No
Big Ten Pub 1330 Regent St. Bar Food 251-6375	?	?	?	?	?	?	?
The Brass Ring 701 E. Washington Ave. Bar Food 256-9359 BONUS FREE DENTAL SET RAISES, DIFF	☆	No	☆	No	☆	No	No



# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Ca thru Ch)</b>							
Brickhouse BBQ 408 W. Gorham St. 257-7675 FREE	☆	No	☆	No	☆	No	☆
Brocach Irish Pub 7 W. Main St. Irish 255-2015 BONUS DISCOUNT	No	No	No	No	☆	No	No
Buck & Badger Northwoods Lodge 115 State St. 230-7999 DENTAL DISCOUNT	?	No	☆	No	☆	No	No
Buffalo Wild Wings 789 University Ave. 255-9464	?	?	?	?	?	?	?
Capital Tap Haus 107 State St. Bar Food 310-1010 DENTAL DISCOUNT	?	No	☆	No	☆	No	No
Casa de Lara 341 State St. Mexican 251-7200 DISCOUNT	No	No	No	No	☆	No	No
Chasers 319 W Gorham St. 608-251-3354 Discount	?	No	No	No	☆	No	No
Chez Nanou 805 Williamson St. French Comfort Food 283-4266 FREE	☆	☆	No	No	☆	No	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Co thru D)</b>							
Come Back In 508 E. Wilson St. American 258-8619 DISCOUNT	No	No	No	No	☆	No	☆
The Coopers Tavern 20 W. Mifflin St. Gastropub 256-1600 DENTAL DISCOUNT STOCK TUITION	☆	No	☆	☆	☆	No	☆
Crandall's 334 State St. Peruvian/Bar Food 231-2000 DISCOUNT	No	No	No	☆	No	No	☆
Dayton Street Grille 1 W. Dayton St. 257-6000 DENTAL FREE LIFE SHIFT DIFF JUST CAUSE UNION TUITION	No	No	☆	☆	☆	☆	☆
Diego's Mexican Bistro 118 State St. 280-9999 DISCOUNT	No	No	☆	No	☆	No	☆
DLUX 117 M.L.K. Jr. Blvd. Burgers 467-3130 DENTAL DISCOUNT STOCK TUITION	☆	No	☆	☆	☆	No	☆

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Do thru For)</b>							
Dotty Dumpling's Dowry 317 N. Frances St. 259-0000 BONUS DISCOUNT	No	No	☆	No	☆	No	No
Dragon I 422 State St. Asian Fusion 287-1551 FREE	?	No	☆	No	No	No	No
Echo Tap and Grill 554 W. Main St. Bar Food 256-6928 BONUS DISCOUNT	☆	No	☆	No	☆	No	☆
Eight Seasons Grille 45 S. Bassett St. American 819-1082 DISCOUNT BONUS	☆	No	No	☆	☆	No	☆
Eldorado Grille 744 Williamson St. Southwestern 280-9378 DENTAL DISCOUNT STOCK TUITION	☆	No	☆	☆	☆	No	☆
Essen Haus 514 E. Wilson St., German 255-4674 FREE	No	No	No	No	☆	No	☆
Forequarter 708-1/4 E. Johnson St. American 609-4717 FREE	?	?	No	No	☆	No	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Fou thru Grea)</b>							
The Fountain 122 State St. Supper Club 250-1998 DISCOUNT	?	?	No	No	☆	No	No
Francesca's al Lago 111 M.L.K. Jr. Blvd. Italian 255-6000 DISCOUNT	☆	No	☆	☆	☆	No	☆
Francisco's Cantina 121 E. Main St. Mexican 294-1100	☆	No	No	No	☆	No	No
Fresco 227 State St. American 663-7374 AFFIRM DENTAL DISCOUNT STOCK TUITION	☆	No	☆	☆	☆	No	☆
Fugu Asian Fusion 411 W. Gilman St. 286-7277 DISCOUNT	?	No	No	No	No	No	☆
Grampa's Pizzeria 1374 Williamson St. 283-9580 FREE	☆	?	☆	☆	☆	No	No
Graze 1 S. Pinckney St. American 251-2700 BONUS DENTAL FREE	No	No	☆	☆	☆	No	☆
Great Dane 123 E. Doty St. American 284-0000 FREE BONUS	☆	No	☆	No	☆	No	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Staffing \$8.75 or more	Tipped Staffing \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Gree thru Ja)</b>							
Greenbush Bar 914 Regent St. Italian 257-2874 DISCOUNT	No	No	No	No	No	No	No
Ha Long Bay 1353 Williamson St. Southeast Asian, 255-2868 FREE	No	☆	No	No	☆	No	No
Hawk's Bar & Grill 425 State St. Salad/Soup/Sandwiches 256-4295 BONUS FREE	No	☆	☆	☆	☆	No	No
Himal Chuli 318 State St. Nepalese 251-9225 FREE	No	☆	No	No	No	No	No
Hong Kong Café 2 S. Mills St. Chinese 259-1668	?	?	?	?	?	?	?
Icon 206 State St. Tapas 256-3000 BONUS DISCOUNT	☆	No	☆	No	☆	No	☆
Jamerica 1236 Williamson St. Jamaican 251-6234 FREE	?	?	No	No	No	No	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Je thru Ma)</b>							
Jerome's 22 S. Carroll St. American 257-8811 FREE	No	?	No	☆	☆	No	☆
Kollege Klub 529 N. Lake St. American 257-3611 FREE	No	☆	☆	☆	☆	No	☆
Los Gemelos 244 W Gilman St. Mexican 467-6999 FREE	No	?	No	?	☆	No	?
Lucky's Bar and Grille 1421 Regent St. Bar Food 250-8989	No	☆	?	No	☆	No	No
Madison's 119 King St. American 229-0900 DENTAL DISCOUNT	☆	No	☆	No	☆	No	No
Maharani Restaurant 380 W. Washington Ave. Indian 251-9999 FREE	?	?	No	No	No	No	☆
Main Depot 627 W. Main St. Bar Food 257-3100 BONUS FREE	☆	☆	No	No	☆	No	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Stars, Special Symbols	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Me thru Nic)</b>							
Merchant 121 S. Pinckney St. American 259-9799 AFFIRM FREE	☆	☆	No	No	☆	No	No
Mickey's Tavern 1524 Williamson St. Bar Food 251-9964 BONUS FREE	?	No	☆	No	No	No	No
Mirch Masala 449 State St. Indian 665-3667 FREE	No	No	No	No	☆	?	No
Nam's Noodles 1336 Regent St. Vietnamese Noodles 287-0475	No	No	No	No	No	No	No
Naples 15 15 N. Butler St. Italian 250-6330 BONUS FREE	No	No	No	☆	☆	No	No
Natt Spil 211 King St. Eclectic 258-8787 DISCOUNT	☆	No	☆	No	No	No	No
Nick's Restaurant 226 State St. 255-5450	☆	☆	No	No	☆	No	No
Nitty Gritty Restaurant 223 N. Frances St. 251- 2521 DISCOUNT PROFIT TUITION	No	No	☆	No	☆	☆	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Stars, Special Symbols	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (No thru Pal)</b>							
Nostrano 111 S. Hamilton St. Italian 395-3295 FREE	No	No	No	No	No	No	No
Old Fashioned 23 N. Pinckney St. Supper Club 310-4545 DISCOUNT	☆	No	☆	No	☆	☆	No
Osaka House 505 State St. Japanese 819-8855 DISCOUNT	☆	No	No	No	☆	No	No
Paisan's 131 W. Wilson St. Italian 257-3832 DISCOUNT BONUS	No	No	☆	No	☆	☆	☆
Palmyra Mediterranean Grill 419 State St. 630-9191 BONUS DISABILITY LIFE SET RAISE	☆	No	☆	No	No	☆	☆



# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Pl thru Sh)</b>							
Plaka Taverna 410 E. Wilson St. Greek 251-4455	No	No	No	No	No	No	No
Plaza Tavern & Grill 319 N. Henry St. Bar Food 255-6592 FREE	☆	☆	☆	No	No	☆	☆
Porta Bella 425 N. Frances St. Italian 256-3186 DISCOUNT BONUS	No	No	☆	No	☆	☆	☆
Red Sushi Grill 106 King St. Sushi 294-1234 FREE	☆	No	No	No	No	No	No
The Rigby Pub & Grill 119 E Main St 442-1112 DISCOUNT	No	☆	No	No	☆	No	No
Rising Sons Deli 617 State St. 661-4334 FREE	No	No	No	No	No	No	No
Roast Public House 558 State St. 260-0088 DISCOUNT	☆	No	No	☆	☆	No	☆
Shamrock Bar 117 W. Main St. Bar Food 259-8480 BONUS FREE	☆	☆	☆	☆	☆	No	☆

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (So thru T)</b>							
Soga Restaurant 508 State St. Asian Fusion 819-6780 FREE	☆	☆	☆	☆	No	No	No
Sol's on the Square 117 E. Mifflin St. 608-251-0116 Korean Free/Discount	☆	No	No	?	☆	No	?
State Street Brats 603 State St. 255-5544	No	☆	☆	☆	☆	☆	☆
Sujeo 10 N. Livingston St. Pan-Asian 630-9400 BONUS DENTAL FREE	No	No	☆	☆	☆	No	☆
Sunroom Café 638 State St. 255-1555 FREE BONUS	☆	☆	☆	No	☆	No	No
Takara Japanese Restaurant 315 State St. Sushi 268-0188 DISCOUNT	No	No	No	No	No	No	No
Tiki Shack & Crabhouse 122 State St. 310-6933	?	?	?	?	?	?	?

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (Tip thru V)</b>							
Tipsy Cow 102 King St. 287-1455 DISCOUNT	?	No	No	No	☆	No	No
Tornado Steak House 116 S. Hamilton St. Supper Club 256-3570 DENTAL FREE	☆	No	☆	No	☆	☆	☆
Tutto Pasta Trattoria 305 State St. Italian 294-1000 DISCOUNT	No	No	☆	No	☆	No	No
Umami Ramen & Dumpling Bar 923 Williamson St. 819-6319 DISCOUNT	No	No	No	No	☆	No	No
University Club 803 State St. American 262-5023 DISCOUNT	☆	☆	No	No	☆	No	No
Vientiane Palace 151 W. Gorham St. Thai 255-2848 FREE	☆	No	☆	☆	☆	No	☆
Vintage Spirits & Grill 529 University Ave. Bar Food 250-0700 FREE	☆	☆	☆	No	No	☆	No

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Casual Dining (W)</b>							
Wah Kee Chinese Noodle 600 Williamson St. 255-5580 DISCOUNT	?	No	No	No	No	No	No
Wasabi Japanese Restaurant & Sushi Bar 449 State St. 255-5020 DISCOUNT	No	No	☆	No	☆	No	☆
Weary Traveler 1201 Williamson St. Eclectic/International 442- 6207 DENTAL DISABILITY DISCOUNT	☆	No	☆	No	No	No	No
Willaby's Café 1351 Williamson St. American Breakfast 259-9032 FREE	No	☆	No	No	☆	No	☆

☆ Meets or exceeds the minimum standard

? No response/information unknown

No Does not meet the minimum standard

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Fine Dining (43 thru Ha)</b>							
43 North 108 King St. American 255-4343 DISCOUNT	☆	No	☆	No	☆	No	No
A Pig in a Fur Coat 940 Williamson St. Mediterranean Comfort Food 316-3300	No	No	☆	No	☆	No	No
Blue Marlin 101 N. Hamilton St. Seafood 255-2255	No	No	No	No	☆	No	No
Capitol Chop House 9 E. Wilson St. Steaks 255-0165 FREE	No	?	☆	?	☆	☆	?
Cento 122 W Mifflin St. 608-284-9378 DENTAL DISCOUNT STOCK TUITION	☆	No	☆	☆	☆	No	☆
Johnny Delmonico's 130 S. Pinckney St. Steaks 257-8325 DENTAL DISCOUNT STOCK TUITION	☆	No	☆	☆	☆	No	☆
Harvest 21 N. Pinckney St. 255-6075 BONUS BIKE DENTAL FREE JUST	☆	☆	☆	☆	☆	☆	☆

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Fine Dining (He thru Sa)</b>							
Heritage Tavern 131 E. Mifflin St. 283-9500 DISCOUNT	No	No	No	No	☆	No	No
Kennedy Manor 1 Langdon St. American 256-5556	?	?	?	?	?	?	?
L'Etoile 1 S. Pinckney St. American 251-0500 BONUS DENTAL FREE	No	No	☆	☆	☆	No	☆
Osteria Papavero 128 E. Wilson St. Italian 255-8376	☆	No	No	☆	☆	No	☆
Restaurant Muramoto 225 King St. Pan-Asian 259-1040 DISCOUNT	☆	☆	☆	No	☆	☆	☆
Samba Brazilian Grill 240 W. Gilman St. Brazilian 257-1111 DENTAL FREE	☆	☆	☆	No	☆	No	No
Sardine 617 Williamson St. Seafood 441-1600 DISCOUNT TUITION	☆	No	No	No	☆	No	☆

# JUST DINING LIST (Continued)

Restaurant, Address, Cuisine Type, Phone, Additional benefits	Non-tipped Starting \$8.75 or more	Tipped Starting \$3.62 or more	Health Insurance	Sick Day Pay	Written Records	Retirement Savings	Time Off with Pay
<b>Fine Dining (St thru T)</b>							
Steenbock's on Orchard 330 N. Orchard St. American 204-2733 DENTAL DISCOUNT STOCK TUITION	☆	No	☆	☆	☆	No	☆
Tempest Oyster Bar 120 E. Wilson St. Seafood 258-1443 DISCOUNT	☆	No	No	No	☆	No	No

**Restaurants at the University of Wisconsin-Madison.** There are numerous public dining establishments on campus. Most are located in Memorial Union and Union South. These locations include the Lakeside Café, Peet's Coffee, the Rathskellar, Ginger Root, Harvest Grains, Prairie Fire, the Sett, and Urban Slice. The University has multiple categories of employment including classified, limited term, and student help. Workers from all these categories work in these locations. Wages and benefits vary based on the specific category and classification.

# How You Can Help

**1. Patronize establishments that have multiple stars, and tell their management that you appreciate the good jobs they provide to the community.** Those businesses that go above and beyond deserve our support. We need to let employers see that quality jobs are good for business!

**2. Encourage establishments that have few or no stars to work to improve their standards.** Chances are if a business does not pay decent wages or benefits, we end up paying for it through increased social service costs (i.e. BadgerCare, Food Share, etc.).

**3. Support efforts to improve working conditions for restaurant workers at the local, state and federal levels.** There are numerous organizations nationally that advocate for improving working conditions for food service workers, including Restaurant Opportunities Center, the Food Chain Alliance, and UNITE HERE.

**4. Support restaurant workers who are trying to improve their workplaces.** Stay informed about what is happening in the community. Find out where workers are organizing to improve their working conditions or protesting about particular problems, and lend your support. An easy way to stay informed is to join our email lists. To sign up go to our websites: [workerjustice.org](http://workerjustice.org) & [wrcmadison.org](http://wrcmadison.org).

**5. Volunteer for the next phase of our project.** ICWJ and the WRC are always looking for volunteers. Please contact us so you can help us get even more information out to the public about important worker issues.

**6. Provide financial support to the WRC and the ICWJ.**

Your support will allow us to print additional guides for wider distribution, move onto the next phase of the Just Dining project, and continue to support and advocate for all workers in our community.



## Important Workplace Rights for Restaurant Workers

In its 12 years of operation, the Workers' Rights Center has assisted thousands of restaurant workers throughout Wisconsin. In that time we have observed a pattern of workplace violations. Here is a list of the areas of the law that we see mostly frequently violated:

**Minimum Wage.** The regular minimum wage is \$7.25/hour. Employees who earn at least \$30/month can be paid at the lower tipped rate of \$2.33/hour. All workers, even tipped employees, must earn at least the regular minimum wage rate when the wage and tips are added together and averaged over hours worked, or the employer must make up the difference. If a business does not provide either written or verbal notice to tipped employees that the tip credit will be used, it cannot use tip credits and has to pay the full minimum wage, and employees have the right to keep all of their tips.

**Overtime.** All workers (except certain supervisors and managers) who work more than 40 hours in a work week must receive overtime pay (time and a half). Under federal law, if employees receive the tipped rate, overtime is calculated based on the full minimum wage, not the lower subminimum wage.

**Pay for All Hours Worked at the Agreed upon Rate.** Workers who are not paid correctly can file a complaint with the State DWD-Labor Standards Division. Call 608-266-6860 to get a complaint form.

**A healthy, safe and non-discriminatory workplace.** Employees have a right to a healthy and safe work environment that is free of discrimination based on membership in one of 16 protected classes (race, age, gender, sexual orientation, etc.) If a workplace is not safe, employees can contact OSHA at 608-441-5388. Employees, who believe they are experiencing discrimination, can contact the City of Madison Department of Civil Rights at 608-266-4910 or the State DWD-Equal Rights Division at 608-266-6860.

**Side work and tipped employees: the 20 percent rule.** If an employee spends 20 percent or more of their time doing side

work, that time must be paid at no less than the regular minimum wage.

**Tip Pooling.** An employer may require tip pooling. Those sharing in the tips must be employees who customarily and regularly receive tips (not, e.g. cooks or dishwashers). Management may not be included.

**Credit Card Tips.** When tips are added to a credit card charge, an employer can pay the tip minus the percentage of the tip that goes to the credit card company. These tips must be paid no later than the regular payday. The employer cannot wait to be reimbursed by the credit card company before reimbursing the tip.

**Deductions for Breakage/Shortages.** Wisconsin law prohibits employers from making deductions from pay for lost or broken items, cash register shortages, or 'dine & dash' bills unless the employee voluntarily authorizes the deduction in writing. The employer cannot require a blanket authorization, but instead must obtain a written authorization to make a deduction after each loss or breakage. The employer may discipline or even fire an employee for a loss or breakage, but cannot take money out of a paycheck without the employee's consent.

**Collective Action.** Employees have the right to join together with their coworkers to advocate for better working conditions. The National Labor Relations Act protects two or more employees working together to address workplace issues. If an employer retaliates against workers for acting collectively, they can file a complaint. Contact the NLRB Region 30 at 414-297-3861.

## About the WRC and the ICWJ

The **Workers' Rights Center (WRC)** is a non-profit advocacy and educational organization that assists workers in Madison and greater Dane County with issues in the workplace ranging from discrimination to wage theft. We also hold regular workers' rights trainings, service provider trainings, and volunteer advocate trainings to educate the community on how to effectively protect the rights and dignity of all workers.

**The Interfaith Coalition for Worker Justice of South Central Wisconsin (ICWJ)** was established in Madison in 1999. ICWJ's mission is to build relationships between the faith and labor communities, to educate and mobilize these communities, in the struggle for just wages, benefits and working conditions for all workers, and to support workers' rights to organize and engage in collective bargaining.

### Help us keep our information up-to-date!

If you work in a restaurant in central Madison complete a survey at <http://bit.ly/JustDining>

If you have information or corrections about a restaurant in this guide, please email us at [worker@workerjustice.org](mailto:worker@workerjustice.org) or at [director@workerjustice.org](mailto:director@workerjustice.org)

# End Notes

**Photo Credits:** Laura Hill & Leon Carlos Miranda

<sup>i</sup> Sylvia Alegretto & Kai Filion *Waiting for Change*, EPI 2011.

<sup>ii</sup> “Wage theft” refers to any circumstance in which an employer fails to pay a worker all the wages he or she is due. This can include paying subminimum wage, not paying for all hours worked, not paying overtime, taking illegal deductions from paychecks, and much more. See Kim Bobo’s *Wage Theft in America*.

<sup>iii</sup> Restaurant Opportunities Centers-United, *Behind the Kitchen Door: A Multi-site Study of the Restaurant Industry* 2011.

<sup>iv</sup> Bureau of Labor Statistics, [www.bls.gov](http://www.bls.gov).

<sup>v</sup> Ibid.

<sup>vi</sup> National Restaurant Association, accessed 10/29/12, <http://www.restaurant.org/tools/magazines/rusa/magarchive/year/issue/article/?ArticleID=676>.

<sup>vii</sup> Ibid.

<sup>viii</sup> Berg & Frost, 2005.

<sup>ix</sup> Boushey, 2005; Fox, 2006; Hall & Cooper, 2012

<sup>x</sup> Boushey, 2005.

<sup>xi</sup> Ibid.

<sup>xii</sup> National Restaurant Association, accessed 10/29/12, <http://www.restaurant.org/advocacy/americanworkshere>.

<sup>xiii</sup> Boushey, 2005; Carrington & Fallick, 2001; Fox, 2006; Smith & Vavrichek, 1992; Theodos & Bednarzik, 2006.

<sup>xiv</sup> Theodos & Bednarzik, 2006.

<sup>xv</sup> ROC, 2010, p. 17.

<sup>xvi</sup> Ibid, p. 52.

<sup>xvii</sup> Fox, 2006.

<sup>xviii</sup> Batt & ROC, 2012; Lower-Basch, 2007.

<sup>xix</sup> Batt & ROC, 2012.

<sup>xx</sup> Contemporary Hospitality Management, 2002, 14-106-113.

<sup>xxi</sup> Bernhardt, et al, 2009.

<sup>xxii</sup> ROC-Miami, 2012, p. 3 & 9.

<sup>xxiii</sup> ROC-NY, 2006, p. 2.

<sup>xxiv</sup> Haley-Lock, 2012, p. 5.

<sup>xxv</sup> Ibid.

<sup>xxvi</sup> Alegretto & Filion, 2011.

<sup>xxvii</sup> Ibid.

<sup>xxviii</sup> Robert Drago, Ph.D and Vicky Lovell, Ph.D, *San Francisco's Paid Sick Leave Ordinance: Outcomes for Employers and Employees*, February 2011.

<sup>xxix</sup> Alegretto & Filion, 2011.

<sup>xxx</sup> Ibid.

<sup>xxxi</sup> Denis Collins, *Essentials in Business Ethics*, 2009.

**Support Businesses that Provide  
Good Jobs in Our Community!**

