

**California: Coronavirus Update and Impact On Employers In the Golden State**

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» **Wednesday, April 1, 2020**

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**Coronavirus in California**

- As of March 31, 2020
  - 3,369 Americans have succumbed to the virus, more than were killed in the September 11, 2001 attacks. Over 180,000 of our fellow citizens have tested positive.
  - 158 Californians have lost their lives, 7,593 Californians have been diagnosed with coronavirus
  - Worldwide: over 40,000 dead, over 800,000 tested positive.
- This is by far the greatest challenge our nation and the world have faced in at least 75 years.
- All levels of government have taken proactive steps to:
  - Protect human life by slowing the spread of the virus
  - Minimize economic pain and disruption via spending measures and new employment laws.
- Today's Focus is on CALIFORNIA
  - We will discuss new California orders and some municipal laws
  - We will discuss federal laws because they apply, and in some cases are integrated



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Today's Agenda

AGENDA



- 1. Overview of Executive Orders in California
  - A. Summary of EO
    - 1. What are the sectors?
    - 2. Offsite remote work required if possible.
    - 3. Onsite work mandates social distancing, etc.
    - 4. Interaction with local laws.
    - 5. The federal "umbrella"
- 2. Critical Infrastructure & Essential Workforce Operations ("Open, Onsite")
  - A. Who is in the Active Workforce?
  - B. What if reductions are necessary?
  - C. Maintaining Employment—the reduced pay alternative.

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Agenda, ctd.

AGENDA



- 3. Non-Critical ("Closed, Remote")
  - A. Remote work options
  - B. Furloughs and RIFs when forced to close by state order
- 4. Hybrid Cases (Some are Essential, Some are Not)
- 5. Conclusions and Takeaways, and Resources for Continued Learning.

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California Executive Order: "Safer At Home"

- Issued by Governor Newsom on March 19, 2020
- All Californians required to stay at home.
- Exception only "as needed to maintain continuity of operations of the federal critical infrastructure sectors."
- Critical Infrastructure Sectors ("CIS") are those outlined at <https://www.cisa.gov/identifying-critical-infrastructure-during-covid-19>.
- Employers in these sectors are required to continue to operate but must observe numerous regulations.
- Employers not in or supporting these sectors may operate remotely only.
- Being "in" or "out" of a CIS is only part of the analysis.




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What are the "Critical Infrastructure Sectors?"

- Chemical
- Commercial Facilities
- Communications
- Critical Manufacturing
- Dams
- Defense Industrial Base
- Emergency Services
- Energy
- Financial Services
- Food and Agriculture
- Government Facilities
- Healthcare and Public Health
- Information Technology
- Nuclear Reactors, Materials, and Waste
- Transportation Systems
- Water and Wastewater Systems




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Who are "Essential Critical Infrastructure Workers?"

- Employers NOT in a Critical Infrastructure Sectors may operate "on site" only if they can meet the "maintain continuity" standard.
- California has issued guidance: "The State Public Health Officer has designated the following list of "Essential Critical Infrastructure Workers" to help state, local, tribal, and industry partners as they work to protect communities, while ensuring continuity of functions critical to public health and safety, as well as economic and national security."  
<https://covid19.ca.gov/img/EssentialCriticalInfrastructureWorkers.pdf>
- A description of Essential Critical Infrastructure Workers is provided within each Critical Infrastructure Sector.
- Outside of the CIS, other types of workers are listed under "OTHER COMMUNITY-BASED GOVERNMENT OPERATIONS AND ESSENTIAL FUNCTIONS."

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Even the CIS Employees Must Observe Certain Rules

- Where it is feasible, employees must be equipped to work remotely from home. (It remains strongly desired to avoid all "public gatherings," including at the factory, office, lab, etc.)
- Where employees can only work "on site," all precautions must be followed.
  - Social distancing
  - Sanitizing
  - Minimizing in-person meetings, travel, etc.
- Local governments in certain California cities and counties are establishing additional guidelines and orders, which Stefan will discuss now.

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Interaction Between State Order and Local Orders

- **“Critical Infrastructure” v. “Essential Business”**
  - California Statewide Order – exempts “Critical Infrastructure Sectors” from its shelter in place order
  - Local Orders – allow “essential businesses” to stay open and operate normally (while observing social distancing requirements)
- Despite overlap between the definitions, the analysis as to what businesses qualify under the Critical Infrastructure definition is different than the analysis as to what businesses qualify as a “essential business” under local law

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Interaction Between State Order and Local Orders

- If there is a conflict between statewide order and local order, which one controls?
  - No definitive answer
  - Statewide order arguably preempts local orders
  - However, the statewide order does not explicitly address preemption and the available guidance from the State is silent on the issue
  - Recommendation – comply with both statewide order and any applicable local orders

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Interaction Between State Order and Local Orders – Bay Area

- The following counties have implemented a shelter in place order – San Francisco, San Mateo, Santa Clara, Alameda, Marin, Contra Costa, Santa Cruz, Monterey, San Benito, Napa, Sacramento, Placer, Yolo
- Two aspects:
  - “Essential businesses” may remain open
  - “Non-essential” businesses must operate remotely (except as necessary to maintain inventory, security, process payroll, or facilitate remote access)

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Interaction Between State Order and Local Orders – Bay Area

- Update to Alameda "Shelter in Place Order" (March 31, 2020)
  - Remains in place until May 3, 2020
  - Additional restrictions
    - Social distancing requirements are mandatory
    - Essential businesses that continue to operate must complete, post and implement a social distancing protocol
    - Essential businesses must "maximize the number of employees who work from home"
    - Essential businesses must scale down to their essential components only
    - Businesses that supply products needed for people to work from home are no longer essential businesses
    - Use of playgrounds, dog parks, and other recreational areas is prohibited
    - Most residential and commercial construction is no longer deemed essential; exception made for healthcare facilities and other projects directly related to COVID-19 pandemic
    - Child care facilities may only provide care to children/dependents of individuals working for essential businesses
    - Landscapers are no longer essential



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Interaction Between State Order and Local Orders – Los Angeles

- Essential Businesses
  - Essential businesses may continue operating, but non-essential businesses must operate remotely
- Restrictions on Gatherings
  - Prohibits "gatherings" of more than 10 people
  - Organizers of gatherings with 2-9 people must:
    - Enforce social distancing, except among people who live together
    - Provide hand washing facilities or hand sanitizer
    - Post a sign discouraging people from attending if they are sick
    - Adhere to communicable disease control recommendations
  - Certain exceptions apply (essential businesses, government services, mass transit, healthcare)



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Interaction Between State Order and Local Orders – Los Angeles

- LA City Council Notice (passed by City Council on March 27, 2020; awaiting Mayor's signature)
  - Employer – companies with 500+ employees nationally
  - Employee – anyone who performs work in City of Los Angeles and who was employed by the same employer from February 3, 2020 to March 4, 2020
    - All workers are presumed to be employees
    - Health care providers and first responders are exempt
  - Supplemental Leave
    - Full-time employees shall receive 80 hours of paid sick leave (capped at \$511 per day / \$5110 in aggregate)
    - Part-time employees shall receive no more than average pay for 2 weeks of work
  - Reasons for Leave
    - To comply with health care provider recommendation to self-quarantine or isolate
    - Any employee who is 65+ years old or has a health condition
    - To care for family member who has been advised to self-quarantine
    - To care for family member whose senior care or school/child care is closed
  - Documentation – employer may not request documentation to support request for leave



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### Interaction Between State Order and Local Orders – San Diego

- **Restrictions on Gatherings** – “Rule of 10” continues to be enforced
  - Police department has been enforcing social distancing in lines, how many people behind the counter, how many guests in the restaurant at one time, etc.
  - Employees at the door controlling access in/out

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### Federal Umbrella

- **Emergency Paid Sick Leave**
  - Up to 80 hours of paid sick leave for eligible employees
  - Reasons for leave
    - Self-care
    - Caring for another
    - School/day care closure
  - Subject to tax credit
- **Emergency FMLA**
  - Allows up to 12 weeks of leave (up to 10 paid 2/3 of regular pay) for absences prompted by school closure
- More detail available at previous webinar:  
<https://register.gotowebinar.com/recording/8075923207309534731>

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### Federal Umbrella – Labor Code 226 issue

- Labor Code section 226 requires that an employer furnish to employees a wage statement that lists, among other information, “all applicable hourly rates in effect during the pay period and the corresponding number of hours worked at each hourly rate”
- EPFL and EFMLA allow employees to be paid at two-thirds their regular rate under certain circumstances
- To be safe, employers should consider creating separate pay codes for EPFL and EFMLA so that they may be listed separately on the wage statement

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# So...you can stay open – what next?

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## So you can stay open – what next?

### The Basics...no matter what...

Social Distancing

Avoid gatherings

Cleanliness – surfaces, handwashing, etc.

Symptomatic? Stay home and avoid others

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## So you can stay open – what next?

### Maintaining your active workforce

- **Social Distancing** applies to everyone
  - Employees and customers/others in your workspace
  - Some Cities/Counties enforcing “gathering size” order
    - Pay attention to “space/room” sizes
    - Pay attention to numbers of persons in those spaces/rooms
    - Can employees be in the “room/space” and maintain social distancing?
  - Make practical adjustments as necessary
- Consider “**Essential Worker**” letters for employees

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## So you can stay open – what next?

### Maintaining your active workforce

- How do you deal with the Symptomatic/Sick Employee?
  - You can and should send them home and recommend they seek medical opinion.
  - Properly clean their work area, take appropriate safety measures
  - You can require medical clearance by a healthcare provider and that they are non-symptomatic before they are able to return to work
  - Are they paid while they are out?
    - State/local sick pay, vacation, PTO
    - Federal Programs – FFCRA (Posters up, right?!)

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## So you can stay open – what next?

### Maintaining your active workforce

- How do you deal with the "Tested Positive" Employee?
  - Take measures to protect spreading
  - Ask EE to identify all individuals who worked in close proximity for more than a few minutes in previous 14 days.
  - Send all those employees home to self-quarantine and consult with their healthcare providers. State/local sick pay, vacation, PTO, FFCRA
  - Do not identify infected employee to others – privacy laws apply!
  - Properly clean their work area, take appropriate safety measures and consult CDC for further recommendations and procedures
  - Consult employment counsel for further advice

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## So you can stay open – what next?

### Maintaining your active workforce

- How do you deal with the Employee who is afraid to come to work – Not symptomatic/sick, just fearful of being around others in public or at work?
  - How would you be dealing with this absent COVID-19?
    - But with an added a level of sensitivity for current circumstances and practical purposes...
    - Are accommodations possible, including time off? Remote work?
    - Any time off would be unpaid, unless...
    - Look at PSL, Vacation, PTO, and federal relief options (eligible for EPSL? No, work available, but not doing it)
  - What if this is your entire workforce?
    - Practical considerations
    - Risks rise if an employee is "forced" to work. Beware retaliation.
    - If truly essential to critical infrastructure (bad things will happen to that infrastructure if this work is not done), consider replacements (but get specific legal review before taking this step)

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## So you can stay open – what next?

### Maintaining your active workforce

- How do you deal with the Employee who is deemed at greater risk – age, chronic underlying health condition, compromised immune system, etc.?
  - State and Local Orders suggest/recommend that these people self-quarantine for their own safety
  - Remember basic discrimination laws – you cannot change the terms and conditions of employment based on a protected category...such as age or disability (actual or perceived).
    - Cannot tell these employees to stay home
    - BUT, if these employees self-quarantine in compliance with a State or Local Order...
    - Again.....use an added level of sensitivity for current circumstances and practical purposes
    - Are accommodations possible, including time off? Remote work?
    - Any time off would be unpaid, unless...
    - Look at PSL, Vacation, PTO, and federal relief options (eligible for EPSL? Yes, because subject to quarantine/isolation order.)

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## So you can stay open – what next?

### Maintaining your active workforce

- Can we "temp check" employees at work?
  - Yes, for now, according to the EEOC, but...
  - Remember employee **privacy obligations**, including California Consumer Privacy Act (CCPA), if covered then you must give compliant notice at or before the time of the temp check. (CCPA applies to an employer if one or more of the following are true: (1) gross annual revenues in excess of \$25 million; (2) buys, receives, or sells the personal information of 50,000 or more consumers, households, or devices; or (3) Derives 50 percent or more of annual revenues from selling consumers' personal information.)
  - Temp checks only give you part of the picture, may not be worth it...
  - **Must be paid** for the time waiting for and getting temp checked...clock-in BEFORE temp checks.
  - If you send them home, remember **reporting time pay** obligations.
  - Look at PSL, Vacation, PTO, and federal relief options (eligible for EPSL? Yes, because symptomatic.)

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## So you can stay open – what next?

### Maintaining your active workforce

- Can we ask employees about their recent travel?
  - Yes, and you should.
  - They are subject to self-quarantine, and **cannot be at work**, if they have returned from international travel – CDC Level 4 NO Travel Advisory (March 31, 2020)
  - **Send them home**, ask them to not come to work per CDC directives
    - Again.....use an added level of sensitivity for current circumstances and practical purposes
    - Are accommodations possible, including time off? Remote work?
    - Any time off would be unpaid, unless...
    - Look at PSL, Vacation, PTO, and federal relief options (eligible for EPSL?)

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## So you can stay open – what next?

### • **Reduction in Force (less than entire workforce)**

- Furloughs / Layoffs – a RIF by any other name...
  - What is the difference? Does it matter?
  - What is the "reason"? Reduction in business...Compliance with State Order?
  - Impact on FFCRA and unemployment eligibility
- Which is "better"?
  - Depends on your goals and expectations...
  - Remember, discrimination laws still apply...make wise choices!
  - Properly state the reason, use appropriate letters
- Cal-WARN – Exec Order N-31-20 (60 day notice requirement suspended, but still must send). Practical considerations...
- PTO / PSL / Final Paycheck Issues

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### Reducing Pay / Schedule – An Alternative to RIFs

- **Non-Exempt Employees** - employers may reduce non-exempt employees' scheduled hours AND/OR reduce an employee's hourly rate (so long as the reduced rate exceeds the minimum wage, the change is prospective, and there is no contract to the contrary)
- **Exempt Employees** - employers may reduce non-exempt employees' salary if:
  - The change is prospective
  - There is no associated reduction in hours
  - The employee continues to receive the minimum salary (\$54,080 for 26 or more employees; \$49,920 for 25 or fewer employees)

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### Reducing Pay / Schedule – An Alternative to RIFs

- **Exempt Employees (cont.)**
  - Exempt employees must be paid their full salary for any workweek in which they perform any work, regardless of the number of hours or days worked
  - An exempt employee who performs no work at all during a week may have their weekly salary reduced
  - Generally, deductions from salary for absences of less than a full day for personal reasons / sickness are not permitted. If exempt employee works any portion of a day, there can be no deduction from salary for partial day absence (though partial day deductions from employee's sick leave bank may be permitted)
  - Deductions from salary may be made if exempt employee is absent from work for a full day for personal reasons other than sickness/accident, so long as the work is available, had they chosen to work

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### Reducing Pay / Schedule – An Alternative to RIFs

- Employers Seeking to Reduce Pay / Hours Should:
  - Issue new notices pursuant to Labor Code 2810.5 (Wage Theft Prevention Act) to notify employee of new compensation
  - Analyze whether pay reduction disproportionately affects any protected groups
  - Develop communication plan that affords "reasonable" advance notice
  - Avoid saying anything to suggest that exempt employees' reduction in pay is related to reduction in hours

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### Reducing Pay / Schedule – EPSL or EFMLA Available?

- Employees who continue to work, albeit for reduced pay and/or reduced hours, are not entitled to EPSL or EFMLA.
  - EPSL and EFMLA are available to those who are *unable to work* for qualifying reasons related to COVID-19.
  - Employees who are working reduced hours (so long as they are still working) or working the same hours for less pay are "able to work" and therefore do not qualify for EPSL or EFMLA.

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### State Unemployment – What Are Employers' Obligations and Options?

- Federal Unemployment Summary – <https://www.fordharrison.com/cares-act-temporarily-increases-and-expands-unemployment-insurance-benefits>
- **Work Sharing Program** – employers experiencing a slow down in business as a result of COVID-19 may apply for UI Work Sharing Program
  - Provides an alternative to layoffs
  - Allows employees to retain their trained employees by reducing their hours/and wages that can be partially offset by UI benefits
  - Workers of employers who are approved receive the percentage of their weekly UI benefit amount based on percentage of hours and wages reduced, not to exceed 60%

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State Unemployment – What Are Employers' Obligations and Options?

- **Potential Closure or Layoffs**
  - Employers planning a closure or major layoff should seek assistance thru Rapid Response program.
  - Teams will meet with employers to discuss business needs, help avert layoffs, and provide immediate on-site services to assist workers facing job losses
  - For additional info: [https://edd.ca.gov/pdf\\_pub\\_ctr/de8714rrb.pdf](https://edd.ca.gov/pdf_pub_ctr/de8714rrb.pdf)
- **Tax Assistance**
  - Employers experiencing a hardship as a result of COVID-19 may request a 60-day extension of time from the EDD to file state payroll reports and/or deposit state payroll taxes without penalty or interest.
  - A written request for extension must be received within 60 days from the original delinquent date of the payment or return
  - For questions: call EDD Taxpayer Assistance Center at 888-745-3886

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State Unemployment Benefits – What Should Employees Expect

- **Q: Can I claim unemployment if I am on Paid Sick Leave?**  
Answer: No.
- **Q: If my hours or pay are reduced, do I qualify for partial unemployment?**  
Answer: Probably. Unemployment Insurance provides partial wage replacement benefits to employees who lose their job or have their hours reduced, through no fault of their own.
- **Q: Even though my business continues to operate and I am able to work, I don't want to work because I am concerned for my safety. Do I qualify for unemployment?**  
Answer: Probably not.

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State Unemployment Benefits – What Should Employees Expect

- **Do I have to keep looking for a job if the shutdown is only temporary?**  
Answer: No. Employees who are temporarily unemployed and who are expected to return with the employer within a few weeks are NOT required to actively seek work each week. However, employees must remain able and available and ready to return to work.
- **Do I have to wait a week before collecting unemployment?**  
Answer: No. The Governor's Executive Order waives the one-week unpaid waiting period, so employees can start collecting unemployment the first week the employee is out of work. Payments are processed within a few weeks.

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### State Unemployment Benefits – What Should Employees Expect

- Q: My doctor certified that I am unable to work due to having or being exposed to COVID-19. What benefits do I qualify for?**  
**Answer:** Disability Insurance benefits provide short-term benefit payments to eligible workers who have full or partial loss of wages due to a non-work related illness or injury. Benefits are from 60-70% of wages.
- Q: What documentation do I need to submit to obtain Disability Insurance benefits?**  
**Answer:** Medical certifications are still required. Telephone and virtual appointments are acceptable for a physical examination.
- Q: Do I have to wait one week to collect Disability Insurance?**  
**Answer:** No.

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### State Unemployment Benefits – What Should Employees Expect

- Q: I can't work because I'm caring for an ill or quarantined family member with COVID-19. What benefits do I qualify for?**  
**Answer:** Paid Family Leave, which affords up to 6 weeks of benefit payments to eligible workers who have a full or partial loss of wages because they need to care for a sick or seriously ill family member. Benefit amounts are 60-70 percent of wages.
- Q: What documentation do I need to submit to obtain Paid Family Leave benefits?**  
**Answer:** Medical certifications are still required. Telephone and virtual appointments are acceptable for a physical examination.
- Q: I missed work because my child's school is closed. What benefits do I qualify for?**  
**Answer:** Unemployment Insurance benefits may be available, depending on whether the employee has other care options and if the employee is able to continue working his/her normal hours.

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### Summary of Benefits for Workers Impacted by COVID-19

Program	Why	What	Benefits	More Information	How to File
<b>Disability Insurance</b>	Employees unable to work due to a non-work related illness or injury.	Employees unable to work due to a non-work related illness or injury.	Employees eligible for short-term benefit payments to eligible workers who have full or partial loss of wages due to a non-work related illness or injury.	<a href="#">Disability Insurance</a>	<a href="#">How to File</a>
<b>Paid Family Leave</b>	Employees unable to work due to caring for a sick or seriously ill family member.	Employees unable to work due to caring for a sick or seriously ill family member.	Employees eligible for up to 6 weeks of benefit payments to eligible workers who have a full or partial loss of wages because they need to care for a sick or seriously ill family member.	<a href="#">Paid Family Leave</a>	<a href="#">How to File</a>
<b>Unemployment Insurance</b>	Employees unable to work due to a non-work related illness or injury.	Employees unable to work due to a non-work related illness or injury.	Employees eligible for short-term benefit payments to eligible workers who have full or partial loss of wages due to a non-work related illness or injury.	<a href="#">Unemployment Insurance</a>	<a href="#">How to File</a>
<b>Paid Sick Leave</b>	Employees unable to work due to a non-work related illness or injury.	Employees unable to work due to a non-work related illness or injury.	Employees eligible for short-term benefit payments to eligible workers who have full or partial loss of wages due to a non-work related illness or injury.	<a href="#">Paid Sick Leave</a>	<a href="#">How to File</a>
<b>Worker Compensation</b>	Employees unable to work due to a non-work related illness or injury.	Employees unable to work due to a non-work related illness or injury.	Employees eligible for short-term benefit payments to eligible workers who have full or partial loss of wages due to a non-work related illness or injury.	<a href="#">Worker Compensation</a>	<a href="#">How to File</a>

<https://www.labor.ca.gov/coronavirus2019#chart>

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### Non-Essential Employers

- There is no order to stop working, but you cannot permit public gatherings.
- Remote working is required. (It is also required where feasible for CIS employers)
- Common pitfalls for remote working
  - Managing Employees' Time
    - Punching in and out, ensuring all time is paid, and overtime is paid at premium.
    - Ensuring meal breaks and rest breaks are taken.
  - Exempt Status
    - Ensure that exempt employees remain "primarily engaged in" exempt duties
    - Be VERY careful about reducing salary and hours.
  - Equipment
    - Consider providing to employees.
    - Labor Code 2802
- Consider one person working on-site, not a "gathering." Risky, though. IT person? Mail?

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### Non-Essential Employers: Furloughs, RIFs, and other Options

- Is there a Difference between a Furlough and a RIF/Layoff?
- What happens to employees?
  - Federal EPLSA provides for paid leave when an employee can't work due to a "quarantine or isolation order." It is currently unclear whether California's March 19 order qualifies as such.
  - Laid-off and furloughed employees are NOT eligible for EPLSA
  - Unemployment Insurance benefits have been dramatically increased by the CARES Act.
- What happens to employers?
  - Under 500 employees? Consider applying for a Paycheck Protection Loan
    - Restrictions on use of money and on treatment of workforce
  - 500-10,000 employees?
    - Low (not zero) interest, and additional restrictions apply.
- Cal-WARN
  - Standard 60 day period is relaxed, but other provisions apply, including as much notice as possible.

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### Non-Essential Employers: Additional options and considerations

- Worksharing (as described above)
- Reductions to part-time?
- Reductions in salary/wages?
- Use of PTO
- Use of sick pay
- Final pay obligations




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## A Note About “Hybrid” Operations...

- **“Hybrid” Operations** -- Companies that have departments that are clearly part of the identified “critical infrastructure” and their “essential workforce” is needed to support that critical infrastructure...but other departments in the same company clearly are not...
- **Examples:**
  - **Automobile dealerships:** CI includes “auto supply” and “auto repair” – easy jump to say a auto dealership’s parts and service departments can remain open. BUT, auto “sales” is not included, so the reasonable interpretation is that the sales and finance departments should be closed to comply with the State Order.
  - **Legal & Financial Services:** Certain departments and types of work clearly support “critical infrastructure” of their clients operations and can remain open. Other departments do not, and cannot.
- **What do we these companies do?**
  - Conduct “open” and “closed” operations as discussed earlier
  - Skeleton crews “at work” possible if essential to the operations of those working remotely for such things as IT support, security, etc.

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## Key Points to Remember

- Comply with both statewide order and any applicable local orders
- Practice Social Distancing - Protect your employees and customers, and it is the law!
- Furloughs/Layoffs are an option to address drop in business and Order compliance
- Reduced hours and wages are also an option
- California Workshare Program is an option
- Remember Cal-WARN/WARN compliance
- Remember to continue typical HR “Best Practices”

**The FordHarrison Team is Here to Help Get You Through This!**

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## FordHarrison Coronavirus Taskforce – [www.fordharrison.com/CoronavirusTaskforce](http://www.fordharrison.com/CoronavirusTaskforce)

Our team of attorneys works closely with clients to evaluate their policies and readiness when dealing with Coronavirus, including easing employee fears, taking proactive steps to decrease risk, and providing employees with timely and accurate information.

Coronavirus (COVID-19) continues to spread throughout the world. The World Health Organization’s risk assessment at the global level now is very high. The illness has spread across the United States. No vaccine is available and may not be for a year or longer.

Businesses are working hard to develop contingency plans, while trying to balance health risks, employee concerns, and running the business. FordHarrison is working closely with clients on a daily basis to consider the business and employment issues every employer is confronting. Some of these issues include:

- Employee attendance
- Working remotely
- Limiting travel
- Leaves of absence
- Whether and how to pay employees unable to work or quarantined
- Staffing if schools are closed
- Multiple employment laws, including the ADA, FMLA, OSHA, NLRRA, Title VII, FLSA, and a myriad of state and local laws

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**Questions?**




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