

NOT ON THE MENU

A 2016 U.S. Equal Employment
Opportunity Commission study
identified 12 workplace risk factors
concerning sexual harassment
— cultural and language
differences; many young workers;
"high-value employees" (like a
celebrity chef); a workplace that
relies on customer satisfaction;
alcohol... sounds a lot like a hotel
restaurant, right?

Janice Sued Agresti, associate, and Kevin Kraham, shareholder, at law firm Littler, recommend that employers review sexual harassment policies, particularly amid the heightened attention of #MeToo. A few questions to start:

Are policies and materials clear?

If not, you may impose different disciplinary actions for the same type of offense or issue, based solely on who interpreted the policy, potentially creating a sense of bias.

Do employees know what to do?

If your reporting scheme is difficult or unpredictable, employees will not be inclined to report. If a policy says, "report it to a superior," who exactly is a superior? What if the superior is the alleged harasser? Bystanders are more likely to intervene in organizations that clearly state a refusal to tolerate harassment.

Does the policy comply with the law?

Some U.S. states are legislating training, which used to be at the employer's discretion. New York, for instance, now requires employers to maintain written sexual harassment prevention policies and provide annual sexual harassment programs to all employees.



POLISHING UP DETROIT

The Shinola Hotel, expected to debut in the company's hometown of Detroit by year-end, is a joint effort between the maker of luxury watches, bicycles and leather goods and Bedrock, a Detroit real estate development firm owned by billionaire businessman Dan Gilbert, a champion of revitalizing the city.

Husband-and-wife team Sergio Maclean and Audrey Laurent, whose newly minted Mac&Lo will manage the hotel, relocated from New York to Detroit to ensure the Shinola ethos is integrated into the hotel. Designed by New Yorkbased Gachot Studios, The Shinola look will lean toward midcentury modern, with a nod to the older structures' Art Deco origins. The lobby, designed with a residential feel and furnished with vinyl records and Shinola turntables, is meant to be a "social living

room" for the city's residents.

The Shinola is part of a flurry of downtown redevelopment that includes two hotel conversions slated to open around the same time: Element Hotel and Siren Hotel. At the moment, Leber says, "you can't get a hotel room in this city. There is so much demand, especially on the weekends."

Events at Little Caesars Arena, which opened in 2017, are
driving much of the business,
and companies like Google,
Microsoft and Ford have
moved offices into the city.
According to Lodging Econometrics, the Detroit-area
pipeline is up 4% for the most
recent quarter versus 2017,
with 77 properties representing about 8,000 rooms.

Bedrock and Shinola are eyeing locations for future joint projects. "Realistically, we think everywhere Shinola has a brick-and-mortar presence is a city we would want to consider, since we already have brand recognition," Leber says.

—Megan Rowe