

**MANAGEMENT
OF LOSS
CONTROL
COMMUNICATION
EMPLOYEE
SELECTION
TRAINING
INSPECTIONS
HAZARD
CONTROL**

This guide will assist you, as a restaurant owner/manager in establishing or enhancing your own safety program.

Farmers Loss Control Specialists stand ready to assist you in developing and maintaining a successful safety program.

Your main focus is to supply quality food to your customers at a fair price in a comfortable, clean and safe setting. To maintain this environment, safety must be an ingredient.

Today, many factors can come between you and success.

Employees: Poor selection, training, supervision, absenteeism, turnover, injury.

Regulatory Requirements Health Department, OSHA (Federal/State), Fire Department, Local codes and insurance company standards.

Costs: Food, beverages and waste.

Customers: Access to eating areas, rest rooms and parking lot.

To help in the success of your Loss Control Program, it's critical for you to become actively involved by demonstrating your:

- Expectations**
- Commitment**
- Involvement**
- Follow up**

MANAGEMENT OF LOSS CONTROL

“You Get Only What You Expect To Get”

You must believe in and support the Loss Control concept. By developing and endorsing your own Safety Policy, you acknowledge support for a program that requires active involvement of all employees. You are then committed to maintaining a safe working environment.

A formal Safety Program is a major control of expenses that affects your ability to compete. It applies effective business techniques and skills to help control losses.

Why Is An Ongoing Loss Control Program Needed?

- To identify established goals.
- To determine where the responsibility lies.
- To follow up to make sure goals are met.

You must stay personally involved to keep others focused and to oversee the activities delegated to your staff, such as inspections, accident investigation and training of employees.

1st Course for Success:

Have you:

1. Prepared and distributed your Loss Control Policy Statement?
2. Set objectives and formulated programs/procedures to accomplish them.?
3. Defined the responsibility of Management Personnel?
4. Assigned that responsibility?
5. Established appropriate measures to fulfill compliance with the program procedures?

COMMUNICATION

The success of your Loss Control Program depends on each person in the organization being aware of the Safety Program goals and how to meet them.

Proper communication is the key. Timely and open lines of communication must be established.

Communication Involves:

- Input from everyone involved in developing your program.
- Feedback to determine the program's effectiveness.

If communication is encouraged and rewarded, more employees will participate so you can effectively act upon their information.

2nd Course for Success:

Have you:

1. Printed and shared your Safety Program goals?
2. Published and personally presented the objectives and details of your program?
3. Placed a copy on the bulletin board or next to the time clock?
4. Included all employees on your staff?
everyone must understand their part in the communication network and how important it is to effectively communicate their concerns. This applies to everyone from the Floor Manager to the Dishwasher.
5. Trained and followed up?
The success of your program depends on the employees' continuous awareness of the value of loss reduction and how it relates to each employee. Your training program must reinforce the employees' responsibility for voicing their concerns. Make your Supervisors aware of the need for planned follow up.
6. Communicated effectively?
Utilize the appropriate forms and recordkeeping procedures to support and document communications. Have regular meetings to discuss loss control activities and respond to employees' concerns?
7. Used the information?
Again, use the information gained through the communication network to improve your program. This is your chance to acknowledge improvement in status reports, make additional modifications and reward performance.

EMPLOYEE SELECTION

Job Descriptions

It is becoming increasingly important to develop a written description of the physical demands of each job. This will assist you in the selection of qualified employees. In the unlikely event of an injury to an employee, the job description will help the doctor formulate a back-to-work program.

Physical Demands of the Job

Each employee should be selected according to the particular job's requirements. What are the physical requirements of the job? Ask the supervisor and the employees doing the work. They will tell you how physically demanding it is. A medical screening of new employees that does not discriminate may be necessary depending upon the job's physical needs. You can work with a doctor to develop a specific physical for each job title and schedule a periodic examination if necessary.

Example:

Cook - standing for long periods of time
Waitress - weight of food trays carried

Rules and Regulations

Each applicant must be assessed on their willingness to accept Company rules and regulations.

Written rules will help new employees understand what is expected and how following procedures will help protect them from possible injury and enhance their value to the operation.

3rd Course for Success:

Have you:

1. Accurately defined the job requirements in the job description?
2. Made everyone thoroughly familiar with the job requirements?
3. Maintained complete personnel files?

TRAINING

Training Is Needed By:

- Supervisors - to effectively fulfill their responsibilities.
- Employees 0 to do their jobs safely and efficiently.

Orientation:

Due to the high turnover in the restaurant business, it may be cost effective to use a standardized program, possibly available through your restaurant Association. Combined with personal contact, this approach promotes consistency in the training.

New and transferred employees need to know your loss control goals and practices right along with employee benefits and Company operations. From day one show your Company is committed to safety and the employee plays an important part in keeping the work place safe.

Job Training:

You are well aware how specialized training prepares employees to do their jobs effectively. However, training is incomplete unless it includes Loss Control measures.

Here are some ways an **inadequately** trained employee can adversely impact your operations:

- Injury to self or another employee.
- Adversely affect food preparation.
- Damage to equipment.
- Incur fines from regulatory agencies, i.e., Health Department, OSHA.
- Damage the reputation of your business.

Successful Job Training Includes:

- Identifying and communicating job hazards.
- Teaching the employee the proper way to perform the job.
- Monitoring the employee's performance and compliance with established safety practices.
- Reinforcing positive behavior.

Job Safety Analysis (JSA)

One technique for successful job training is the use of a JSA. This technique provides the steps necessary for the employee to safely perform the job. The supervisor may choose to have an employee assist in identifying the job steps, potential hazards and key safety factors. Make sure the newly developed JSAs are carefully reviewed because they will be the guide to controlling losses and providing continuity for future training.

JOB SAFETY ANALYSIS

JOB Food Preparation DATE _____

JOB STEPS	POTENTIAL HAZARDS	CONTROL (KEY SAFETY FACTORS)
Select the proper knife for the task	Injury to employee	Each Knife is designed to perform a certain task
Test for sharpness	Extra force needed could result in injury to employee	Sharpen knife before each use
Utilize stainless steel mesh gloves and/or food holders when performing cutting / chopping tasks	Cuts to hands/fingers	Wear personal protective equipment
Perform all cutting / chopping on a cutting board	Damage to cutting surface Damage to knife Work performed in a congested area -- exposure to employees	Work in designated area
Clean and store knife in knife holder after each use	Injury to employee Damage to knife	Control injury to employee Improve housekeeping Control damage to knife

Management And Supervisor Training

Managers and Supervisors must be trained for specific responsibility and held accountable for those activities and results. Accountability for meeting loss control goals must be consistent with overall Company goals.

A Farmers Loss Control Specialist can explain numerous activities to determine whether employees are performing safely. Thus, controlling possible losses through these activities will have a positive effect on your restaurant operation.

Performance Evaluation

Your employees' appraisals should reflect their efforts and contributions to controlling losses along with their job performance.

4th Course for Success:

Have you:

1. Developed and implemented indoctrination procedures for new and transferred employees?
2. Developed and implemented job training procedures?
3. Developed and implemented training procedures for Management personnel?
4. Established Management controls to fulfill the effectiveness of procedures implemented?

INSPECTIONS

Why?

Documented self-inspections protect you in at least two ways:

- Detect unsafe work habits/behavior
- Detect unsafe physical conditions

All too frequently the inspection process has focused entirely upon the physical environment; yet, the majority of costly injuries and lost time result from employee actions.

Who?

The inspections should be conducted by the person most qualified based on experience and thorough knowledge of your existing safety program goals. Many times it is the Supervisor who performs this function.

How?

Farmers has developed a form designed to assist you in identifying unsafe conditions/acts that need correction. After the correction is made, follow up is required to check continued compliance. See the last page of this booklet for an enclosed perforated copy of the "Restaurant Self-Inspection Checklist." Feel free to contact your Farmers Agent for an additional supply.

What Type?

Inspections can be labeled "Formal or Informal."

Formal Inspection

A formal inspection provides documented evidence for management and meets regulatory requirements that steps be taken to identify unsafe acts/conditions.

Informal Inspections

An informal inspection is an ongoing process performed by a selected person to identify unsafe acts and/or conditions. Informal inspections do not need to be documented. Informal inspections **DO NOT** replace formal inspections.

The "Restaurant Self-inspection Checklist" is intended to be utilized for both formal and/or informal inspections.

Frequency

Frequent inspections are vital to make your program effective. Each Manager needs to be continually involved in inspecting their area of responsibility. It is essential for top management to review inspections and provide feedback on the thoroughness and usefulness of the report.

The Benefits You Will Receive from an Inspection Program are:

- Fewer interruptions of service - which affects profits.
- Reduced unexpected expenses by reducing losses or claims.
- Increased opportunities to correct unsafe activities or conditions BEFORE a loss

5th Course for Success:

Have you:

1. Identified what needs to be inspected?
2. Utilized the inspection forms?
3. Identified who will be responsible and accountable for the inspections?
4. Determined the frequency of the inspections?
5. Established how the information from the inspections will be utilized?
6. Determined what type of follow up will be used by management to make sure corrections are being made?
7. Evaluated the effectiveness of inspections in controlling unsafe acts/conditions?

HAZARD CONTROL

How Do You Control Hazards?

State and/or Federal OSHA regulations dictate many hazard control methods.

Consult these regulations to help you determine if your present controls meet the minimum regulatory requirements.

6th Course for Success:

Have you:

1. Identified hazards?
2. Determined whether these identified hazards are properly controlled?
3. Required the controlled hazards to be inspected on a scheduled basis to determine whether procedures are being followed?

ACCIDENT INVESTIGATION

Incidents and “near misses” result from unsafe behaviors and/or conditions and need to be investigated. The purpose is to determine if there are oversights in the Management system that allowed unsafe behaviors/conditions to exist.

Accident Investigation

Example:

An employee is mopping up a spill when a fellow employee skips and falls while carrying a tray of dishes. The immediate conclusion may be that the injured employee should not have walked on the wet floor. However, a closer look may reveal a number of the following symptoms:

1. There was no cart available to carry dirty dishes.
2. The floor was not posted as being wet.
3. The floor was slippery due to a low anti-slip coefficient of friction.
4. The employee's shoes were inappropriate for work.
5. The carried tray of dishes blocked the vision of the employee.
6. Staffing was inadequate during the mealtime rush.
7. The employee mopping the floor was not trained in how to correctly mop the floor.
8. The area was very crowded requiring the injured employee to walk on the wet floor.
9. The employees were engaged in horseplay.

The Investigation Process

- Establish a reporting procedure and a reporting form.
- Obtain information from the employee(s) involved.
- Survey the working conditions at the time of the accident.
- Determine condition of the equipment used.
- Obtain information from witnesses.
- Analyze the information and determine root causes.
- Make corrective recommendations.
- Implement feasible recommendations.
- Continue to monitor and refine corrections implemented.

It is extremely important not to place blame because it discourages cooperation.

Accident Investigation:

For every incident, there are usually corresponding oversights in the Management System.

These oversights need to be identified and written as new or additional recommendations to the existing programs. Then, follow up is needed to see changes have been effectively implemented and oversights corrected.

7th Course to Success:

Have you:

1. Communicated the accident investigation process is to uncover root causes?
2. Develop an accident investigation form to determine root causes?
3. Trained your management personnel how to use the form?
4. Followed through on the recommendations resulting from the investigation?