

LOSS CONTROL GUIDE FOR RESTAURANTS

Provided by: Gallagher Risk Management - Tulsa





LOSS CONTROL GUIDE FOR RESTAURANTS

TABLE OF CONTENTS

- INTRODUCTION3
- MANAGING YOUR LOSS PREVENTION PROGRAM.....4
 - Hazard Identification and Risk Control4
 - Incident Investigation.....5
- PROPERTY PROTECTION8
 - Fire Prevention8
 - Water Damage11
 - Premise Security, Crime and Employee/Patron Safety14
- EMPLOYEE SAFETY17
 - Safety Orientations17
 - Cut and Knife Safety19
 - Burns.....21
 - Slips, Trips and Falls.....24
 - Equipment Safety26
 - Ergonomic Injuries30
 - Vehicle Safety33
 - Workplace Harassment and Violence.....36
 - Drive-thru Safety40
 - Young Workers.....42
- PUBLIC LIABILITY.....45
 - Alcohol Awareness and Liquor Liability45
 - Food Safety.....48
 - Food Allergies.....51
 - Slips, Trips and Falls.....53
 - Cuts and Burns54
- MOVING FORWARD55



LOSS CONTROL GUIDE FOR RESTAURANTS

INTRODUCTION

Those who run restaurants are often some of the most passionate business owners, investing time and money to deliver a high-quality experience to their customers. However, the hospitality industry can be unforgiving, and it's a constant challenge for owners to deliver exceptional food and service, maintain a customer base, and ensure a safe and healthy environment.

These challenges are magnified when you consider that restaurants often have a number of risks associated with them, and a variety of incidents can occur without warning—even with the proper safeguards in place. Thankfully, taking the appropriate precautions and accessing your exposures on a risk-by-risk basis can go a long way toward protecting your investment.

This guide is designed to provide a summary of the major risks restaurant owners must address and includes helpful strategies and materials they can use to reduce the exposures associated with their business. The guide provides in-depth checklists you can use to keep your restaurant secure, and your employees and patrons safe. In addition, this resource includes supplemental tools, like sample policies and forms, to help you manage your property more efficiently.

As you review the materials in this guide, remember that many exposures can affect multiple aspects of your restaurant. Because of this, it's important to examine each individual loss category carefully, accounting for any crossover. Please note that this guide is not meant as a substitute for advice from a legal professional or a qualified insurance broker.

MANAGING YOUR LOSS PREVENTION PROGRAM

Many factors can come between you and the safety of your restaurant and patrons. An effective loss prevention program can help you manage these factors, saving you both time and money. Strong loss prevention programs for restaurants generally contain three components:

- A restaurant management policy
- Loss prevention and risk control strategies that address specific risks to your business
- Methods for soliciting and responding to unsafe conditions and repairs

However, these programs are considerably less effective without buy-in from your entire business. In fact, when management continuously demonstrates a genuine interest in safety and risk control, employees are more likely to follow suit.

Ongoing safety and maintenance initiatives can help reduce costs for your business. These initiatives must be engrained in your day-to-day operations and consist of more than just daily checks of your property. As such, clear communication of your business's policies and procedures are a must and should involve:

1. Input from those who helped develop your program
2. Feedback loops to determine the program's effectiveness

The better you communicate your loss prevention program, the more likely your employees are to participate. To promote effective communication, ask yourself if you have:

- Shared your safety goals with your employees
- Educated employees on safety best practices and how to report property concerns
- Communicated specific hazards to employees

Hazard Identification and Risk Control

By implementing a system of hazard identification and risk control, you can prevent workplace injuries as well as property losses. There are three basic steps.

1. **Identify hazards**—Consider every area of your workplace when looking for hazards. Think about conditions or work activities that could put your employees or guests at risk.
2. **Assess the risks**—Once you have identified a hazard, evaluate the risks associated with it. There are two basic questions to ask when considering a hazard: how likely is an incident, and how serious would it be if it occurred? A risk assessment will help you prioritize the hazards so you know which ones to deal with first.

3. **Control the risks**—Once you've identified hazards and assessed the risks, look for ways to control them. The basic types of controls are elimination or substitution, engineering controls, administrative controls and personal protective equipment.

Incident Investigation

Even if you take every precaution necessary to ensure the safety of your employees and customers, injuries and other accidents may still occur. In the event that an individual is involved in an accident on your property, you must gather key details. Doing so not only helps you address safety concerns as they arise, but thorough reports and investigations can assist in legal defence of a claim and prevent future incidents.

In general, all incidents should be investigated, including incidents that result in injuries that need medical treatment, incidents that have the potential for serious injury and near-miss incidents. However, it should be noted that the federal government—through the Occupational Safety and Health Act—determines what incidents must be recorded, what incidents must be reported, when some incidents must be reported and how these incidents must be reported. To determine what laws apply to you, it's important to consult local and federal occupational and health safety legislation.

While the accident investigation process may differ from business to business, it's critical that you:

- Obtain information from the injured individual, including how and where the accident occurred
- Do not take responsibility or place blame
- Survey the conditions of the area at the time of the accident, taking photos if possible
- Determine what equipment, activities or property were involved, noting the condition of these items (preserve the condition of any equipment and property involved in an incident if doing so does not present a hazard for others)
- Implement corrective measures and follow up with employees to make sure the conditions that caused the incident are being corrected
- Obtain information from witnesses when available
- Analyze the information and determine root causes (e.g., worn carpet, faulty handrails or damaged surface in parking lot)
- Report the incident to the proper authorities when applicable
- Communicate any corrective action you take to your staff
- Encourage your employees to provide ideas for preventing similar accidents



LOSS CONTROL GUIDE FOR RESTAURANTS

Throughout the investigation, clear communication between the accident victim and your business is vital. You may also want to follow up on any and all incidents that occur on your premises and notify employees if safety procedures change. For a sample accident investigation form, click [here](#).

PROPERTY PROTECTION



PROPERTY PROTECTION

Fire Prevention

Due to the nature of their operations, restaurants face an elevated risk of property damage caused by fires. While the level of risk will vary depending on the size of your business, fires can lead to loss of life, equipment and property damage, and loss of substantial business income during recovery/restoration periods.

The following are some common causes of restaurant fires to be aware of:

- ❑ **Cooking**—Fires caused by cooking practices are some of the most common.
- ❑ **Oil and grease fires**—These fires are some of the most devastating. Typically, these fires are caused by buildup in vent ducts, poor cooking practices or spills.
- ❑ **Electrical fires**—Electrical malfunction is a common cause of restaurant fires. These fires are usually related to heating, ventilation and air conditioning (HVAC) systems and are linked to large restaurant fires.

Loss Control Checklist

Facility Design and Construction

- ❑ Ensure that your facility is compliant with federal, state and local codes.
- ❑ Ensure concealed/confined spaces are properly protected.
- ❑ Check for and address fire exposures from adjacent buildings.
- ❑ Separate all cooking areas using firewalls or barriers.
- ❑ Ensure that furnishings and decorations in your restaurant are fire-retardant.
- ❑ Have your HVAC systems inspected on a regular basis.
- ❑ Inspect, clean and test all restaurant equipment regularly, addressing concerns as they arise.
- ❑ Provide an adequate number of exits. Ensure these exits are well-lit and labelled with the proper signage.
- ❑ Verify that controls and safety devices are installed and tested according to the manufacturers' requirements.
- ❑ Have hoods and ducts inspected and cleaned routinely. Clean frontline filters at least once a week (or more frequently, if necessary).
- ❑ Place all cooking equipment that generates grease vapors under a hood and duct arrangement.

- Inspect the roof covering kitchen vents. A buildup of grease indicates the need for a more frequent cleaning schedule and a reassessment of current procedures.

Fire Detection and Protection Systems

- Install an automatic fire extinguishing system. The system should be connected to a central monitoring station to allow prompt notification to the local fire department in the event of alarm activation. High-risk areas such as areas containing open flame grills, deep fat fryers, broilers and range tops should be equipped with a dedicated fixed fire suppression system under a hood and duct arrangement. A pull station designed to activate the system should be installed in a conspicuous location along the exit path of the kitchen area. Equip extinguishing systems with an automatic fuel cut-off that shuts off all fuel supplies when the system is activated. Fuel shutoffs should be easily accessible. Building sprinkler systems should be inspected on an annual basis, and fixed suppression systems should be inspected semi-annually by a certified technician.
- Kitchen areas should be equipped with portable wet chemical extinguishers specifically designed to combat restaurant kitchen fires. Train all employees on the proper use of portable fire extinguishers.
- Install fire, smoke and heat detection devices, and maintain them according to the manufacturers' instructions. Connect all fire detection devices to a central alarm system where possible.

Flammable Liquids and Grease Fires

- Store cooking oil and other flammable/combustible liquids in a well-ventilated area away from supplies, food, food preparation areas or any source of ignition or heat. Make sure the area is well-ventilated.
- Store cleaning liquids and other chemicals in the manufacturers' original containers with hazard warnings. Clean up spills immediately.
- Ensure deep fat fryers are equipped with a high-temperature control that cuts off the fuel supply when temperatures hit dangerous levels.
- Clean grease from equipment. Keep walls, work surfaces and floors clean.
- Address grease fires with an appropriately rated extinguisher. Never throw water on a grease fire.

Electrical Fires

- Have a professional inspect and test your electrical systems on a regular basis.
- Have a competent contractor inspect refrigeration and air conditioning systems biannually.
- Replace cracked/broken switches or receptacles.

- ❑ Do not use extension cords or other temporary wiring. Only use grounded plugs or outlets. Do not overload electrical outlets.

Storage Practices

- ❑ Store supplies on stable surfaces and in a way that it is not blocking access to fire and emergency exits.
- ❑ Stock supplies at least 3 feet from heating units and ductwork and 18 inches from sprinkler heads.
- ❑ Monitor and clean storage areas to prevent the buildup of combustible dusts from flour, sugar and starches.

Cooking/Kitchens

- ❑ Inspect cooking appliances on a monthly basis. Ensure these appliances are equipped with easily accessible and removable grease filters.
- ❑ Vent cooking appliances properly.
- ❑ Use noncombustible and easily cleanable racks, trays, spacers and containers inside ovens. Empty grease containers daily.
- ❑ Ensure cooking appliances have adequate clearance to prevent overheating of adjacent surfaces. A 16-inch clearance must be maintained between deep fat fryers and open flame cooking equipment. If this is not possible, a baffle plate may be used to separate the equipment.
- ❑ Train employees on the safe operation of cooking equipment.

Operations

- ❑ Adopt an emergency response plan. Communicate this plan to your employees and provide training as needed.
- ❑ Clean dryer vents before every load, particularly if you do laundry on-site.
- ❑ Restrict or ban smoking on your premises.
- ❑ Ensure soiled linen and trash containers are made of noncombustible materials and equipped with a self-closing lid.
- ❑ Control the use of candles on the property.
- ❑ Have controls in place for when meals are prepared for patrons at their table.
- ❑ Review exit doors and paths on a daily basis to ensure proper egress during an emergency.
- ❑ Conduct evacuation drills on a semiannual basis. Train employees to assist with the evacuation of customers.

Water Damage

Water damage is not only expensive—it can also create potential health risks. What’s more, an incident in one area of your restaurant can easily affect other areas of your building.

Water damage is particularly concerning, and its effects can linger long after the initial damage occurs in the form of stains and mould. Without taking the proper precautions, water damage can have a direct impact on expensive restaurant equipment, food and paper products.

While water damage is usually associated with flooding, the most common sources of water damage are often overlooked:

- **HVAC systems**—HVAC systems are necessary in maintaining a comfortable space. However, if these systems are not properly maintained, they can cause serious, costly water damage.
- **Water heaters**—Water heaters hold and transfer water continuously. When these systems fail, they release water and can cause significant property damage. Over time, deposits accumulate at the bottom of the water heater tank and corrode the tank liner. Moving water can also cause substantial wear and tear on a water heater tank and its piping.
- **Damaged roofing systems**—Your building’s roof is part of a complex system of coverings, flashing, metal work and sealants that work together to keep water out. Leaks in your roofing system can lead to rot and mould growth, even damaging surfaces inside the building. Furthermore, severe roof damage can allow water to pool in your building, causing major structural damage.
- **Faulty windows**—Windows require routine maintenance to remain watertight. Windows that are improperly sealed can allow water to seep into your building. Keep in mind that a more complex window system may require additional attention to prevent damage.
- **Exterior walls**—Exterior walls are designed to shed water; however, they are not built to hold back standing water. As water pushes against a building, it can deteriorate the protective layers, creating an entry point for water. The likelihood of water damage increases whenever landscaping or the grading of exterior soil allows water to drain toward or stand against walls.
- **Freeze-ups**—During severe cold spells, sprinkler systems and water pipes can freeze, burst and cause devastating water damage. Equipment that contains or uses water, produces condensation or relies on pneumatic controls is also susceptible to freezing and water bursts.
- **Sewer backups**—Sewer backups occur when sewer systems are over capacity or when a blockage is present. The excess water created from blockages can force sewage into buildings through floor drains, toilets and sinks.
- **Appliances**—Any appliance with pipes or other fixtures that feed into a water line has the potential to develop blockages or spring leaks, which can lead to serious flooding if left

unchecked. Restaurants need to be particularly cautious of refrigerators, dishwashers, washing machines and water heaters, and make sure to install and maintain them properly.

- **Bathroom and kitchen fixtures**—Of all the areas in your restaurant, bathrooms and kitchens are the most prone to water incidents. One of the best ways to avoid costly breakdowns is through regular maintenance.

Loss Control Checklist

- Include HVAC systems in building maintenance programs to ensure they are functioning properly.
- Inspect water heaters for signs of failure, and replace the units per the manufacturer's recommendations. Consider installing a water catch pan with a drain connected to a waste line, sump pump or another method of channeling water out of the building. Automatic shut-off valves are also a great way to limit damage in the event of a leak or unit failure.
- Inspect roofs to verify that draining systems are clear of debris and functioning properly. Regular inspections should be supplemented with assessments by professional roofing maintenance providers, who can correct small deficiencies before they create more serious problems.
- Identify areas of your building that are susceptible to unusual amounts of snow or rainfall. Pay close attention to these areas during the winter months and rainy seasons.
- Evaluate windows often. Reapply caulk and repair sealants during window inspections. Make sure to inspect windows after severe storms and take immediate action to repair windows, if necessary.
- Assess exterior walls after prolonged or intense periods of rain. Look for signs of erosion along the foundation and repair these areas immediately.
- Make sure sump pumps are in working order.
- Identify all equipment, processes and piping that are susceptible to freezing. Additional insulation can be added to the exterior of pipes that are at risk of freezing. You can prepare at-risk equipment for cold weather by doing the following:
 - Draining and securing any idle equipment
 - Providing adequate heat or locating equipment in a heated enclosure
 - Draining condensation from units
 - Protecting equipment with suitable antifreeze products
- Have a professional inspect sewage lines regularly to allow for early detection of blockages.

- Develop a water damage prevention and response plan. These plans will allow your employees to act as a vital first line of defence against water damage. Make sure your water damage plan includes the following items:
 - A list of emergency contacts for whenever water damage is discovered
 - A leak-response kit, complete with mops, absorbent cloths, epoxy, plugs and wet-dry vacuums
 - A valve-identification sheet complete with images and general descriptions, making it easy to locate any shut-off valves in the event of a leak
- Check all water supply lines on a regular basis to ensure that there are no breaks or leaks.
- Establish procedures employees can use to report issues with appliances and plumbing.
- Document water damage when it occurs.
- Store items and food products that are vulnerable to water damage at least 2 to 3 feet above floor level and away from potential sources of water, such as dishwashers, leaking windows or pipes.
- Inspect freezers and refrigerators. Replace worn door gaskets and maintain all unit thermometers. Maintain a well-organized freezer to reduce contamination from juices of thawing meat in the event of a power loss.
- Do not operate any water-damaged equipment until the equipment has been professionally cleaned and disinfected.
- Document all discarded food following water damage for insurance purposes.

Premise Security, Crime and Employee/Patron Safety

Security can be a challenge for restaurant owners, especially because these operations are often equipped with expensive appliances and typically have a steady amount of cash flowing in and out. To make matters worse, thieves can strike at any time, leaving you to recoup any lost funds or equipment.

Crime exposures are often related to employee dishonesty, money and securities. Many facets of your business are at risk. While you may think you would never be the victim of theft, the harsh reality is that nearly every business can become a victim. In this day and age, thieves (including your employees) do not need direct access to cash to steal from you—merchandise, supplies and securities are all fair game.

As a restaurant owner, you are responsible for the personal security of patrons, employees, guests and the general public. To protect your guests as well as your employees, it's important to be proactive when it comes to securing your premises and addressing crime exposures. The simplest way to avoid losses is to eliminate conditions that attract criminals. Although no security system is 100 percent effective, there are a variety of precautions restaurant owners can take to protect their business from criminals.

Loss Control Checklist

- Evaluate crime activity in your area to determine if you need to invest in additional security measures.
- Implement procedures to investigate accidents and security incidents that occur on your premises.
- Install a quality alarm system to help you detect unauthorized entries.
- Install security cameras and review the footage if you suspect foul play.
- Run background checks on employees, particularly those who handle money. Ensure that any security personnel are certified and properly trained.
- Build a relationship with local law enforcement. Ask these officials for premise security advice whenever possible.
- Ensure doors and exterior frames are sturdy and in good condition. Together, doors, frames and hardware provide an effective barrier from theft.
- Ensure ladders and other tools are not left outside your building. Criminals can use these to gain entry into your business.
- Install bright interior and exterior lighting. Be particularly thorough when lighting entrances and exits.
- Have more than one exit workers can reach in case of emergency.



PROPERTY PROTECTION

- ❑ Purchase a safe to store cash, valuables or sensitive documents. If you use expensive cuts of meat or serve alcohol, theft of stock could be a problem. Consider locking these items up as well.
- ❑ Keep the cash register closed when it is not in use.
- ❑ Back up your computer files.
- ❑ Ensure windows are in good working condition and locked outside of business hours. Replace any cracked or broken windows in a timely fashion.
- ❑ Look out for suspicious packages or vehicles.
- ❑ Perform regular audits of all security procedures to ensure that programs are up to date and being followed.
- ❑ Have consistent rules in place related to cash management. Money should be regularly stripped from the cash drawer and irregular drops should be made to the bank during the day to prevent a substantial accumulation of cash. Closing time is the most vulnerable time, and security procedures should be in place to prevent robberies. You should also have a separation of duties between employees handling deposits and disbursements, and reconciling bank statements.
- ❑ Perform checks on building service providers and check credentials of personnel providing maintenance or repair services.
- ❑ Store keys in a secure location and carefully control their distribution to employees.
- ❑ Trim landscaping and keep windows, doorways and pathways clear of shrubs, trees and bushes.
- ❑ Greet and make eye contact with every person that enters your restaurant. If you see suspicious behavior in any area, ask the person if they need assistance.
- ❑ Show that you are alert and aware of all customer activity by actively moving around the area.
- ❑ Schedule at least two people per shift, especially at night. Assess staffing needs at high-risk areas and times.
- ❑ Train workers on what to do in case of robbery, crime or a potentially violent situation. In general, do not try to intervene if you witness someone attempting to steal. In the event of a robbery, do as the intruder commands. Speak slowly and calmly to intruders, and don't make sudden or unexpected moves. Study the suspect carefully, noting facial features, height, clothing and other characteristics, following up with the police. Call the police as soon as possible, preserving any evidence left at the scene by the suspects.

EMPLOYEE SAFETY



EMPLOYEE SAFETY

Safety Orientations

There are innumerable risks your employees face when working in a fast-paced restaurant environment. While you will take every precaution to reduce the impact of certain hazards, it's impossible to remove risks altogether. That's why a thorough safety training program is so important.

Providing safety orientations and training not only ensures new employees are aware of workplace dangers and reporting procedures, but it also helps refresh more seasoned workers on common hazards. In addition, safety orientations and training can go a long way toward building a safety-forward culture, improving employee participation and creating a proactive risk management program.

By establishing employee safety orientations and training protocols, you are illustrating your commitment to your workers' safety and well-being. What's more, proper training can reduce the likelihood of workplace injuries—making your restaurant more productive and efficient overall. On top of holding initial safety orientations, ongoing training is crucial. Many organizations hold regular safety meetings that focus on workplace hazards or safe work practices. You can even use these meetings to address safety concerns as they arise, allowing you to be more proactive.

It should be noted that OSHA requires training for certain hazards, and there may be specific training requirements to consider. What's more, OSHA has specific requirements for underage workers. Therefore, depending on the age of your employees, there may be a number of additional concerns to keep in mind. For more information on young workers and the hazards to consider, click [here](#).

Loss Control Checklist

While the structure and content of orientation and training sessions may differ from business to business, they should cover:

- Your organization's safety program, policies and rules
- How and when to report injuries and unsafe conditions
- How to respond in emergency situations
- How to safely operate tools, machinery and equipment
- Common workplace hazards
- Where to find the first-aid kit
- How to operate safety equipment, including fire extinguishers
- Procedures to follow when working with hazardous chemicals or materials



EMPLOYEE SAFETY

- How to access Safety Data Sheets for important chemical safety information
- How to properly use personal protective equipment (PPE)
- Proper lifting techniques and procedures
- Any other training requirements set out by local, state or federal laws

For more risk management tips on specific workplace hazards, review the sections below. For a sample safety orientation checklist, click [here](#).

Cut and Knife Safety

Knives, slicers and other cutting implements are required for the daily operation of your business, but can also cause serious accidents. Simply by making food or prepping for the day's service, your workers can suffer irreversible injuries.

Thankfully, many cuts and other knife-related hazards are preventable through proper training and risk mitigation strategies. To avoid serious injuries, staff members who commonly use cutting utensils must understand the fundamentals of knife safety.

Loss Control Checklist

Tips for Employers

- Discard knives that have broken or loose handles. Knives should be sharp, maintained and in good working condition.
- Equip large electrical appliances with machine guards. Particularly, you should ensure that slicing machines and butchers' steels for knife sharpening have hand guards.
- Keep cords, plugs, outlets, housings and blades in good repair.
- Avoid removing safe operating instruction labels from slicers.
- Provide the correct knives to employees.
- Keep knives on a knife shelf, in a block or sheath or on a suitable magnetic strip mounted against the wall when they are not in use.
- Ensure knives are not washed together with other utensils or instruments.
- Provide stainless steel mesh gloves and other safety equipment.
- Provide knives with handles that are comfortable to use.
- Train and instruct workers to use and sharpen knives safely. Provide workers with training in first aid.
- Allow workers enough time to work safely.
- Designate a clearly marked trash can for broken glass.
- Store glasses, bottles and dishware away from areas with a lot of foot traffic. Store glasses in racks, and never stack them directly on top of each other.

Tips for Employees



EMPLOYEE SAFETY

- ❑ Direct sharp points and edges away from your body when handling knife blades and other cutting tools.
- ❑ Cut away from the body when using knives. You should curl their fingers when dicing.
- ❑ Avoid using knives with dull blades. Employees should always use a cutting board and never talk to co-workers while cutting.
- ❑ Avoid using knives as screwdrivers, pry bars, can openers or ice picks.
- ❑ Avoid placing knives in sinks that are full of water. Clean knives immediately after use.
- ❑ Carry knives with the tips pointed toward the floor. Knives should be handled with the employee's strongest hand. Never run while holding a knife.
- ❑ Avoid carrying knives, scissors or other sharp tools in your pockets or aprons unless they are first placed in a sheath or holder.
- ❑ Avoid trying to catch a falling knife.
- ❑ Use knives that are the right size and type for each job.
- ❑ Don't use chipped or cracked glasses or dishware.
- ❑ Take your time when using a knife.
- ❑ Place a damp cloth under your cutting board to keep it from slipping.
- ❑ Turn off slicers before making adjustments or repairs.
- ❑ Concentrate on what you are slicing while using a slicer.
- ❑ Avoid placing your hands on top of the blade guard while operating a slicer.
- ❑ Handle broken glassware carefully:
 - Get a hand brush, pan and gloves.
 - Put gloves on.
 - Brush all the pieces of broken glass or china into the pan.
 - Check under furniture, equipment and other hidden areas where broken pieces may have fallen.
 - Dispose of the broken pieces in an appropriate container.
- ❑ Wear a wire mesh or Kevlar glove when cleaning the exposed edge of the slicer knife.

Burns

Burns can be serious, life-altering injuries, causing intense pain, scarring and time away from work. There are several types of burns, including:

- **Thermal:** Caused by contact with open flames, steam, hot liquids or surfaces, and other sources of heat.
- **Chemical:** Caused by contact with household or industrial chemicals.
- **Electrical:** Caused by contact with electrical sources or lightning.

All of the above types of burns can occur in your restaurant and vary by severity. It's important for owners to have an understanding of the various types of burns and some injury characteristics to look out for in an emergency:

1. **First-degree burn**—This is the least serious type of burn and occurs when the outer layer of skin is impacted. It will look red, swell and may be painful.
2. **Second-degree burn**—These are more serious burns where blisters develop and the skin takes on an intensely reddened, splotchy appearance—producing severe pain and swelling. Typically, second-degree burns are divided into two subcategories:
 - a. Partial thickness (burns that injure the first and second layers of skin)
 - b. Full thickness (burns that extends to deeper layers of the skin)
3. **Third-degree burn**—These burns injure all of the skin layers as well as the tissue under the skin. The burned area can be either black or white and will appear dry. There will be no pain after the initial injury.
4. **Fourth-degree burns**—For this type of injury, the burn goes beyond the skin and extends into muscle and bone.

The checklist below provides a number of risk management tips that can help keep your employees safe on the job.

Loss Control Checklist

Tips for Employers

- Provide appropriate training on burn risks and safe appliance practices.
- Establish procedures employees can follow in the event that a co-worker is injured.
- Provide fryers that dump used grease automatically.
- Provide fryers that lower food automatically into hot oil.

- ❑ Provide ovens that turn off when the door is opened.
- ❑ Check seals on microwave oven doors periodically.
- ❑ Use anti-slip floor mats in walkways.
- ❑ Provide material handling devices, such as rolling carts with handles. Make dry potholders and mitts readily available.
- ❑ Ensure all equipment is in proper working order. Create an inspection schedule to stay on top of potential hazards.
- ❑ Mark sources of hot water and other liquids.
- ❑ Provide pour-assist devices.
- ❑ Ensure a burn first-aid kit is available and employees know where to find it.
- ❑ Post signs to warn workers about hot equipment.
- ❑ Design your restaurant in a way that reduces the need to carry around hot liquids.
- ❑ Ensure that dishwasher water is set to an appropriate temperature.

Tips for Employees

- ❑ Secure containers on rolling carts when transferring hot liquids. This can keep containers from tipping or falling due to sudden stops. Make sure the container is no more than half-full, and use a lid or splash guard wherever possible.
- ❑ Use extreme care when handling microwaved foods or liquids.
- ❑ Keep floors clear of liquids and debris. Slips, trips and falls are responsible for many restaurant scald burns.
- ❑ Use hot pads, potholders or gloves when appropriate. Never use wet material (like a damp towel) as a potholder.
- ❑ Wear protective shoes with slip-resistant soles. Open-toed shoes, sandals or boots are strictly prohibited.
- ❑ Follow all safety procedures when working with deep fryers.
- ❑ Do the following in the event of a burn:
 - Assess the severity of the burn. Call 911 immediately, if needed, and notify a supervisor.
 - Do not immerse large, severe burns in cold water, as it could cause shock.
 - Do not drink anything.



EMPLOYEE SAFETY

- Elevate burned the body part or parts above heart level, if possible.
 - Cover the impacted area with a clean sheet or blanket.
- Avoid overcrowding range tops.
- Set pot handles away from burners, and make sure they don't stick out over the edge of the range.
- Adjust burner flames in such a way that they only cover the bottom of a pan.
- Avoid overfilling pots. Use tongs to lower food into boiling water. Lift pot covers back slowly and away from you to protect yourself from steam.
- Get help when moving or carrying a heavy pot of simmering liquid.
- Avoid leaving hot oil or grease unattended.
- Use splashguards on fryers.
- Fill fryer baskets no more than half-full. Follow directions when adding new fat or oil. Cover fryer oil when it's not in use. Raise and lower fryer baskets gently.
- Do not stand too close to hot oil or lean over it. Don't strain hot oil or carry it.
- Keep beverages and other liquids away from fryers.
- Clean grease and food particles from exhaust hoods on a regular basis.
- Wear eye protection, rubber gloves and an apron when using an oven cleaner. Turn the oven off and let it cool completely prior to cleaning it.
- Use caution when using and opening steam cookers.
- Inform employees when delivering hot plates and other items to be washed.
- Do not use metal containers, foil or utensils in a microwave oven. Do not operate a microwave oven if it has a bent door, broken hinges or latches, or cracks in its seals.

Slips, Trips and Falls

Wet floors, spills and excess clutter in the kitchen can spell disaster for wait staff, hosts and cooks. Even small quantities of debris are enough to make someone fall. Each year, slips, trips and falls in restaurants cause workers to miss work due to serious pain. Injuries range from sprained or strained muscles and joints, to broken bones and head injuries. It is important for employers to mitigate slip, trip and fall risks as much as possible to keep their workers safe and their insurance costs low.

It should be noted that OSHA has standards related to slips, trips and falls. As such, it's important to review and applicable guidance and adjust your workplace policies accordingly.

Loss Control Checklist

Tips for Employers

- Establish spill clean-up procedures to ensure floors are clean and dry. Wet floors present a slip hazard and can promote the growth of mould, fungi and bacteria.
- Use warning signs to keep people off wet floors.
- Maintain a [housekeeping schedule](#) to keep walkways and surface clear.
- Remove all objects and clutter from aisles, exits and passageways. Provide proper storage so walkways and work areas are kept free of clutter.
- Set up work areas to limit the need for reaching and climbing.
- Ensure grease or oil spills on the kitchen floor are cleaned immediately. Alert other staff members of the problem to avoid slips, trips and falls.
- Use floor or ceiling electrical plugs for power to avoid running cords down a long hallway.
- Display warning signs to alert patrons and staff of wet floors.
- In areas prone to slipping, such as dishwasher and sink areas, use a nonskid, wax product to clean the floors.
- Keep an eye out for uneven floors, fixing them as needed.
- Maintain carpets in good condition. Stretch out bulging floor mats to prevent trips and falls.
- Repair broken light fixtures and replace bulbs. This can provide adequate visibility in stockrooms, kitchen areas and entryways.
- Conduct regular self-inspections to assess slip, trip and fall hazards.
- Highlight specific concerns in each facet of the restaurant and encourage employee dialogue about ways to reduce risks.



EMPLOYEE SAFETY

- ❑ Remove snow and ice promptly from parking areas and walkways.
- ❑ Place “in” and “out” signs on doors leading to and from the kitchen.
- ❑ Repair machinery, equipment and plumbing that may be leaking or causing spills.
- ❑ Install mirrors to help your employees see around blind corners.
- ❑ Keep mops in good condition so they don’t spread grease or grime.
- ❑ Keep storefronts and parking lots free of debris.
- ❑ Provide proper safety equipment. Above all, employees should be instructed to wear proper footwear.

Tips for Employees

- ❑ While washing the floor, wear protective footgear.
- ❑ Take your time when walking around the kitchen. Remain attentive at all times.
- ❑ Clean up spills immediately. Use a clean mop and approved floor cleaners.
- ❑ Use a ladder to reach items overhead rather than standing on small stools or boxes.
- ❑ Don’t move too quickly.
- ❑ Don’t carry items that are too tall for you to see over. Ask for help if needed.
- ❑ Warn other workers when walking behind them.
- ❑ Wear nonskid, waterproof shoes with low heels. Be sure to lace and tightly tie your shoes.
- ❑ Don’t wear oversized or baggy pants that could cause you to trip.

Equipment Safety

Restaurant equipment and appliances are essential for the daily operation of your business. However, if they aren't properly maintained or operated, employees can injure themselves. Coffee makers, pressure cookers, steamers, microwaves, food processors/mixers, mincers, choppers, dicers, slicers, freezers and similar equipment all represent a significant risk to workplace safety. In order to protect your staff, it's important to properly train employees and address equipment risks for every appliance you use in your operations.

It should be noted that there may be additional OSHA requirements to consider when it comes to working with equipment. Be sure to consult local, state and federal regulations accordingly.

Loss Control Checklist

General Precautions

- Ensure workers are trained before they operate any machinery. Above all, when operating equipment, employees should:
 - Wear appropriate personal protective equipment.
 - Use machine guarding when applicable.
 - Avoid wearing loose clothing, jewellery or ties when operating machinery.
 - Ask for help if they are not sure how to do something.
 - Follow the manufacturer's instructions for machine use and cleaning.
 - Read and obey safety warnings posted on or near machinery.
 - Turn off and unplug machinery before disassembling and cleaning it.
 - Contain long hair under a hat or hair net prior to using machines.
- Be aware that some equipment may have age restrictions. Assign staff members to tasks that are appropriate for their age and experience.
- Do not remove, alter or bypass any safety guards or devices when operating mechanical equipment.

Mincers, Choppers, Dicers and Slicers

- Instruct employees to do the following:
 - Turn off mincers, choppers, dicers and slicers before making adjustments or repairs.
 - Concentrate on what they are doing while using a mincer, chopper, dicer or slicer.

- Avoid placing their hands on top of the blade guard while operating a mincer, chopper, dicer or slicer.
- Wear a wire mesh or Kevlar glove when cleaning the exposed edge of a mincer, chopper, dicer or slicer.
- Use push sticks or tamps to feed or remove food from machines.
- Avoid putting their hands into an operating machine to stir contents or guide food.

Food Processors and Mixers

- Instruct employees to do the following:
 - Avoid putting your hands inside the mixing bowl while the mixing bowl and mixer are in operation.
 - Use the plunger to push meat through the grinder attachment of the mixer.
 - Use push sticks or tamps to feed or remove food from these types of machines.
 - Avoid removing items from the machine while it is mixing.
 - Do not open up the lids of processors to stir contents while food is processing.
 - Make sure the processor is off before opening the lid or adding items.
 - Turn off and unplug machinery before cleaning or removing blockages.

Microwaves and Ovens

- Instruct employees to do the following:
 - Do not operate a microwave oven if it has a bent door, broken hinges or latches, or cracks in its seals.
 - Clear a space on the table for placing hot food before removing the food from the oven.
 - Wear eye protection, rubber gloves and an apron when using an oven cleaner.
 - Use caution when removing hot items from the microwave and oven.
 - Do not place metal containers or other metal objects in microwave ovens.
 - Follow manufacturer's instructions for operating microwave ovens.
 - Do not place meat in the microwave if it weighs less than or greater than the manufacturer's posted capacity limits.
 - Cover foods cooked in microwaves to avoid splattering.

- Be aware that food cooked in the microwave can remain hot long after the microwave turns off.
- Use caution when opening tightly covered containers.
- Make sure the microwave is located at approximately waist level and within easy reach, to provide for ease in the lifting of hot foods.
- Make sure door seals are in good condition and free from food or grease buildup.

Refrigerators and Coolers

- Instruct employees to do the following:
 - Regularly check cold storage areas throughout the workday and at closing to assure no one is trapped inside.
 - Remove condensation, standing water or ice from the floor.
 - Wear warm clothing when entering or spending time in a cold-storage area.
 - Wear personal protective equipment when unpacking and sorting products in freezers.
 - Keep floors free from slip hazards like spills or clutter.
 - Check that all product is packed correctly.
 - Arrange stock neatly on shelves.
 - Ensure heavier items are stocked at waist height.
- Provide employee training on cooler/freezer safety.
- Conduct routine inspections and address problems immediately.
- Ensure that lighting is in place and functional.
- Provide textured freezer floor surface or slip-resistant mats.
- Remove ice buildup in a timely manner.
- Ensure that door latches are functioning properly.
- Have jackets available for employees to wear when entering or stocking a cooler or freezer.
- Check cold storage areas periodically and at closing time to make sure no one is trapped inside.
- Install interior panic-release hardware to help prevent workers from being trapped inside freezers.
- Enforce the use of gloves, hats and coats, particularly for workers who make several trips to and from coolers.

- Provide access to a stepladder.
- Develop a buddy check system for employees who complete extended periods of work in a freezer or cooler.
- Install nonslip matting on potentially slippery surfaces.

Dishwashers

- Instruct employees to do the following:
 - Wear rubber gloves when washing and sanitizing dishes and cooking equipment.
 - If glassware breaks in the sink, use tongs to remove the large fragments of glass, open the drain and run the water to wash any remaining small glass fragments down the drain.
 - Remove all chipped or cracked dishes and glassware from use.

Steamers and Pressure Cookers

- Instruct employees to do the following:
 - Do not open the door while the steamer is on.
 - Clear the area around the steamer before opening it.
 - Open the steamer door by standing to the side, keeping the door between you and the open steamer.
 - Use oven mitts to remove hot trays from the steamer.
 - Place hot, dripping steamer trays on a cart when transporting them.
 - Shut off the steam supply and wait for the pressure to equalize before opening the lid of the pressure cooker.
 - Open pressure cookers away from yourself.

Coffee Makers

- Instruct employees to do the following:
 - Do not place hot coffee makers close to the edge of counters where people passing by may come into contact with them.
 - Check to make sure the coffee filter is in place before making any coffee.
 - Do not remove the filter before the coffee has stopped dripping.
 - Never stick your fingers into the chamber of a coffee grinder to push beans into the grinder.

Ergonomic Injuries

Restaurant workers are particularly vulnerable to ergonomic-related injuries as they are constantly on the move and typically have to reach, lift, carry, pull and push as part of their daily duties.

What's more, repetitive motions like cutting food or stocking shelves can be just as damaging. Repetitive motion injuries are the result of continuous, repeated hand movements over long periods of time. These injuries affect the tissues and joints of the hands and can include things like tendinitis and carpal tunnel syndrome. To keep workers injury-free, restaurant owners must take ergonomic concerns seriously.

Loss Control Checklist

Tips for Employers

- Ensure workers have enough space to move safely when lifting and carrying.
- Provide smaller bus pans and trays.
- Reduce the need for lifting and carrying whenever possible. Provide hand trucks and other lifting devices to help workers prevent injuries.
- Install a garbage chute to reduce the need to carry refuse long distances or up and down stairs.
- Provide training on safe lifting methods.
- Store heavy items on lower shelves.
- Provide ladders and footstools of the right size. These tools should be inspected regularly and kept in good condition.
- Provide floor mats to protect against the constant impact of hard floor surfaces.
- Place counters at a reasonable height. Workers should not have to bend in order to perform daily tasks.
- Rearrange or rotate tasks to help employees avoid overreaching, repeated motions and prolonged bending.
- Install dumbwaiters to transfer food between floors.
- Install alcohol and glassware storage that is between workers' hip and shoulder height.
- Install sinks that are at the height of most workers' hips.
- Select ergonomic-friendly tools and utensils. Buy dish racks and refrigerators that are easy to reach.

- ❑ Install mechanical equipment to reduce repetitive tasks. This could include things like stand mixers and automatic can openers.

Tips for Employees

- ❑ Practice safe lifting techniques:
 - Plan the move before lifting, and ensure you have an unobstructed pathway.
 - Test the weight of the load before lifting by pushing the load along its resting surface. If the load is too heavy or bulky, use lifting and carrying aids such as hand trucks, dollies, pallet jacks and carts. Whenever possible, get assistance from a co-worker.
 - Face the load, bend at the knees and keep your back straight.
 - Get a firm grip on the object using your hands and fingers. Use handles when they are present. Hold the object as close to your body as possible.
 - Perform lifting movements smoothly and gradually.
 - Do not lift an object from the floor to a level above your waist in one motion. Set the load down on a table or bench and then adjust your grip before lifting it higher.
 - Never lift anything if your hands are greasy or wet.
- ❑ Use carts for moving large, hot items, such as coffee urns, containers of hot water or containers of hot food. Push carts instead of pulling them. Seek help when delivering a high volume of plates/food to patrons or take multiple trips to deliver the food.
- ❑ Wear a back belt or brace when stocking shelves.
- ❑ Do not lift slippery or wet objects. Instead, use a hand truck.
- ❑ Avoid overloading trays or pans.
- ❑ Always use a secure ladder when attempting to reach high objects. Have a co-worker spot you.
- ❑ Take frequent breaks to stretch.
- ❑ Use good posture.
- ❑ Rotate tasks often and reduce your reach wherever possible. Use a work surface that is elbow height, standing as close to the front of the work surface as possible.
- ❑ Wear the proper shoes, ensuring they have adequate cushioning.
- ❑ Vary your technique to use different muscles. This could include alternating between your left and right hand.
- ❑ Tilt bins toward you.



EMPLOYEE SAFETY

- Store frequently used utensils, dishes and food at shoulder and hip height. These items should be within easy reach.
- Turn your feet to point at your work to prevent twisting your back.
- Choose tools and appliances carefully. Select utensils designed to reduce force and awkward postures. Utensils that have a large, rounded grip are preferred. Grip tools with your whole hand.

Vehicle Safety

Depending on the services your restaurant offers, employees may be required to operate a vehicle on behalf of your business. While important for daily operations, the improper use of a vehicle can lead to potential accidents and major insurance claims. In some cases, organizations with poor safety practices can be held liable for incidents.

What's more, if you allow employees to use their own vehicles for work, standard auto policies are often not enough. In many instances, an employee's personal auto insurance will not cover accidents that occur when they are operating their own vehicle for commercial purposes. Without non-owned and hired automobile liability coverage, you may be vulnerable to a costly exposure. Additionally, if employees operate vehicles owned by your business, it is important that those vehicles and the employees who use the vehicles are properly insured under a commercial auto policy.

Every employer that has workers who drive on the job should have a comprehensive motor vehicle safety program. The program should provide clear policies, promote safe driving and ensure that vehicles are maintained in a safe condition. To help with your program, review the checklist items below.

Loss Control Checklist

Tips for Employers

- Obtain motor vehicle records on all applicants with the potential to operate a company owned vehicle or utilize their personal vehicle for business purposes prior to employment and on all employed drivers at least annually.
- Assign driving responsibilities to employees who are physically and emotionally fit for the task at hand.
- Train employees thoroughly. Ensure they understand the importance and responsibility of safe driving procedures.
- Reinforce defensive driving concepts.
- Prevent distracted driving and develop a policy prohibiting the use of cellphones while operating a vehicle for business purposes..
- Provide reliable vehicles. Inspect company vehicles regularly, checking for wear, defects and maintenance needs.
- Purchase a commercial automobile insurance policy.
- Purchase non-owned and hired automobile liability insurance if employees rent or use their personal vehicle for business purposes.

- Review any and all accident reports. Discuss all incidents with the driver and consider suspending their driving privileges following negligent behavior.
- Create a policy for proper vehicle use.

Tips for Employees

- Plan ahead. If you will be leaving after dark, park in a well-lit area. Always lock your car.
- Always follow the posted speed limit.
- Maintain at least a four-second following distance behind other vehicles. Allow more space and time depending on weather conditions and traffic congestion. Never follow too closely.
- Look around and under your car when you return to it. Check for flat tires, which might indicate tampering.
- Practice severe weather driving safety:
 - Slow down ahead of turns and curves, as this will allow you to prepare for potential icy or wet spots.
 - When at a curve, apply power slightly to the gas and steer steadily. Do not change directions abruptly, and refrain from braking suddenly.
 - Be prepared for lane changes. Check your rear-view mirror and blind spot, and then signal your direction to alert other motorists.
 - Look out for ice patches, piles of wet leaves and shady areas. These areas are skidding hazards.
 - Anticipate stops by slowing down gradually.
 - Drive at reduced speeds. Slow your speed and increase your following distance behind the vehicle in front of you. This will allow for a larger buffer in case you start to lose control.
 - Avoid overpowering in deep snow.
- Practice night driving safety:
 - Turn on your headlights one hour before sunset so other drivers can see you easily. Make sure all of your exterior lights are working properly.
 - Refrain from looking into your rear-view mirror at oncoming headlights.
 - Dim your dashboard lights if excess street lighting is causing a glare.
 - Keep your windows clean, as dirty windows can reduce visibility by up to 90 percent.

- Pull off the road as far to the right as possible if you have vehicle troubles. Set up reflector triangles near your vehicle and up to 91 metres behind it. Turn on your flashers and your dome light, and call for assistance.
- Prevent distracted driving:
 - Do not talk on your cellphone when operating a vehicle.
 - Never touch up your makeup or hair while driving.
 - Limit your conversations with passengers and ask them to keep their voices down so you can concentrate.
 - Do not smoke while you are driving.
 - Adjust the radio or CD player only when you are completely stopped.
 - Do not eat or drink while driving.
 - Avoid reading maps or directions. Instead, pull into a parking lot to get your bearings and determine where you need to go.
 - Do not take notes or search for phone numbers.
- Practice defensive driving strategies:
 - **See the hazard**—When driving, think about what is going to happen or what may happen as far ahead of encountering a situation as possible.
 - **Understand the defence**—Specific situations require specific ways of reacting. Become familiar with the unusual conditions that you may face and learn how to handle them.
 - **Act in time**—Once you've noted a hazard and understand the defence against it, act as soon as possible. Never take a “wait and see what happens” attitude when driving.
- Use proper judgement when making deliveries.

Workplace Harassment and Violence

Workplace harassment and violence are common issues in just about every workplace. Because restaurant workers are constantly around their co-workers as well as strangers, harassment and violence issues are all too common. These issues can take many forms, and it's critical for restaurant owners to have an understanding of them. Doing so not only ensures the health and safety of employees, but can also help reduce the potential for employment-related claims and lawsuits.

Workplace Harassment

Harassment is any form of malicious or exploitive behavior that alienates or damages an individual to the point of affecting employment conditions. Harassment can be caused by co-workers, managers or even complete strangers. There are a few different kinds of workplace harassment, with sexual and general harassment (e.g., bullying, ageism and favoritism) being the most common:

1. **Sexual harassment**—When these claims arise, organizations are expected to handle them quickly and tactfully while respecting the weight of the situation and the wishes of the alleged victim. What's more, alleged sexual misconduct, regardless of whether it is against an executive or employee, can result in a wide variety of claims against a company and lead to serious reputational damages. As a general rule, if an employee is ever made to feel uncomfortable or harassed, he or she should report it immediately so the offensive behavior can be stopped.
2. **General harassment**—General harassment claims are as serious as sexual harassment. It is surprisingly easy for people to develop a group bias that results in the exclusion of one co-worker or creates favoritism for similarly minded employees. Managers should watch for harassment at all times and talk to individuals who have displayed clear signs of discriminatory behavior based on race, ethnicity, disability or religion.

The best method to limit a company's risks is to ensure all employees have a solid understanding of company policies and the rights they are entitled to. It is the employer's legal duty to make clear rules for workplace conduct and to make certain every employee understands and follows them.

Workplace Violence

Workplace violence is generally defined as violent acts directed toward a person at work. Failing to adequately prevent and cope with violent incidents in the workplace can lead to increased employment costs, absenteeism, property damage and negative publicity. These acts are often classified into four types of situations:

1. **Criminal**—The perpetrator has no legitimate relationship to the business or its employees and generally commits a crime in conjunction with violence (e.g., shoplifting, robbery and trespassing).

2. **Customer or client**—The perpetrator has a legitimate relationship with the business and becomes violent while being served by the business (e.g., clients, customers, students and patrons).
3. **Co-worker**—The perpetrator is a current or past employee, or is a contractor who works as a temporary employee of the business.
4. **Domestic violence**—The perpetrator has no legitimate relationship with the business but has a personal relationship with the victim (e.g., family member, boyfriend or girlfriend), and threatens or assaults them at the workplace.

Recognizing the risk of workplace violence and taking action is essential. The creation of a sound prevention plan is one of the best ways to ensure a safe and healthy work environment.

Loss Control Checklist

Workplace Harassment

- Create a written policy that addresses your stance on workplace harassment. This policy should ban all forms of harassment.
- Listen to any charges issued by employees, and treat all claims seriously. Create a way employees can submit complaints of workplace harassment. Maintain a professional and respectful relationship with the reporting employee.
- Investigate incidents immediately. Maintain confidentiality throughout the investigation.
- Prepare a chronology of the incident.
- Gather information about other incidents, if the incident is not isolated.
- Interview the claimant, the accused and any available witnesses.
- Administer disciplinary action as appropriate to the case. Discipline may take the form of the following:
 - Written warning
 - Required completion of a workplace bullying or sexual harassment seminar/class
 - Temporary suspension from work environment
 - Probation with set length defined
 - Transfer to a different position or department
 - Demotion or dismissal
- Conduct follow-up interviews with the claimant to ensure abuse/harassment has ceased.

Workplace Violence

- Create a workplace violence prevention program. A violence prevention program should include the following components:
 - A written [policy](#) to eliminate or minimize risk
 - Regular risk assessments
 - Prevention procedures
 - Worker and supervisor training
 - Procedures for reporting and investigating incidents
- Ensure proper staffing levels and limit the occasions that workers are working alone.
- Ensure good lighting, both inside and outside of the building.
- Limit the number of unlocked entrances. Design buildings and parking areas so that they do not have hiding places.
- Place garbage areas, outdoor refrigeration areas and other storage facilities in a way that does not unnecessarily expose employees by forcing them to walk distances alone or in poorly lit areas.
- Make use of security devices, such as closed-circuit cameras, alarms and card-key access systems.
- Increase the number of staff on duty at opening and closing hours.
- Review work practices and staffing during money drop-offs and pickups.
- Institute policies and procedures that indicate a zero tolerance of workplace violence/harassment, and provide direction for reporting and handling incidents.
- Provide training in defusing or de-escalating potentially violent situations, and inform employees of the risks of workplace violence.
- Establish procedures for obtaining medical care and psychological support after a violent incident.
- Be alert and train employees to look for indicators of potential workplace violence, stressing the importance of reporting any suspicious behavior:
 - Intimidating, harassing, bullying, belligerent or other inappropriate and aggressive behavior
 - Conflicts with customers, co-workers or supervisors
 - Making references to weapons or idle threats



EMPLOYEE SAFETY

- Statements indicating approval of violence or identification with perpetrators of workplace homicides
- Substance abuse
- Extreme change in normal behavior
- Install security lighting or video surveillance.
- Train employees on how to respond to an altercation. The following are good tips to keep in mind:
 - Do not attempt to break up fights alone.
 - Call for help from staff members, or call security.
 - Stay out of the immediate area.

Drive-thru Safety

Drive-thrus are a common convenience at many restaurants—a convenience that allows patrons to support your business in a quick and stress-free fashion. However, there are a variety of employee safety risks related to drive-thrus, including the following:

- **Noise**—The headsets that drive-thru workers are required to wear in order to communicate with customers can create harmful and sometimes damaging noise hazards. This is often due to things like loud background noise, static and fluctuating volumes.
- **Repetitive motion**—While working at a drive-thru, employees are often required to perform the same tasks over and over again. Such tasks can include reaching for menu items or cutlery, lifting heavy food products and leaning in and out of the drive-thru window. While these activities aren't inherently dangerous, over time they can lead to sprains and strains caused by repetitive movements.
- **Prolonged standing**—With any job that requires employees to stand for long periods of time, back and leg strains are common for drive-thru workers. While workers can wear cushioned shoes and alter their posture throughout the workday to reduce the potential for injuries, it may not always be enough.
- **Car exhaust**—Naturally, workers that spend their day serving food to customers in automobiles are exposed to large amounts of car exhaust. Such exhaust contains a variety of harmful pollutants, including carbon monoxide. Employees who are exposed to carbon monoxide in excess often experience headaches, fatigue, flu-like symptoms and cardiovascular issues.
- **Workplace violence**—When dealing with customers and their money, workplace violence sparked by unhappy patrons can occur, especially during night shifts. This safety concern is heightened if a restaurant's drive-thru window is located independently from the building or if workers are alone.

To keep employees safe, it's important to address some of the most prominent injuries and risks associated with drive-thru service.

Loss Control Checklist

- Require employees to wear high-quality headsets that are equipped with safety features like volume limiting and noise cancellation.
- Provide adjustable headsets to employees.
- Rotate drive-thru window workers frequently to reduce their overall exposure to safety risks.
- Encourage employees to see a doctor if they are experiencing ringing in their ears or other hearing issues.



EMPLOYEE SAFETY

- Arrange workstations in an ergonomic-friendly manner.
- Consider redesigning drive-thrus so that staff are not reaching uncomfortably. Staff should work the drive-thru window in shifts as to avoid excessive strain.
- Instruct employees to do the following in order to avoid repetitive motion injuries:
 - Avoid twisting while lifting heavy materials or overreaching for items in high or hard-to-reach places, as this can lead to injury.
 - Walk food out directly to customers if they are parked too far away for employees to deliver their order without overreaching.
 - Stretch and stay in shape to help avoid overexertion.
- Provide stools employees can use to redistribute their weight.
- Purchase anti-fatigue mats.
- Instruct employees to keep the drive-thru window closed as often as possible to limit car exhaust exposure.
- Consider installing a reverse-flow fan system to prevent harmful exhaust from entering the drive-thru window.
- Provide adequate space and ventilation for both exterior and interior drive-thru areas.
- Install video surveillance cameras, alarm systems and door detectors.
- Illuminate secluded areas like parking lots and dumpsters, which could pose a safety hazard for workers.
- Avoid allowing staff to work alone, especially at night.
- Install bulletproof glass and provide access barriers into drive-thru windows.
- Deliver food to customers through the use of a drop box to avoid face-to-face contact.
- Ensure that at least one supervisor is on duty at all times to assist employees with customer complaints and problems.
- Train employees on workplace safety and workplace violence prevention. In the event of an incident, employees should be instructed to contact the proper authorities immediately.

Young Workers

For many Americans, their first job is in the food industry. While the industry provides meaningful employment to younger workers, their inexperience can lead to more workplace injuries. In fact, young workers—those under the age of 24—are twice as likely to get injured on the job than their adult counterparts. Some injuries are serious enough to cause lifelong disability, chronic pain, scarring, sensory loss, decreased range of motion and absences from work or school.

Incidents involving young workers are common, particularly for those who don't take special precautions. This is because:

1. Young workers are often more inexperienced and have different styles of work.
2. Young workers tend to lack a sense of vulnerability and often see themselves as invincible.
3. Young workers are often more afraid to ask questions out of fear of seeming inexperienced.
4. Young workers require training that is unique to them, as their level of development, maturity and judgment can differ greatly than their adult peers.

Young workers should not simply be considered small adults, and employers need to take special care to protect them from harm. What's more, there are often certain restrictions on the type of work young workers can do and when—making it all the more important to be thorough when it comes to loss control practices for young employees.

While young workers can be an asset to your business, there are a number of unique considerations to keep in mind when implementing safe work practices. Please note that the Fair Labor Standards Act (FLSA) provides strict guidelines of the type of equipment that underage workers can use/work with. It also dictates the number of hours they can work and in some cases the schedules and seasons of [employment](#).

Loss Control Checklist

- Review and understand applicable laws related to young workers.
- Ensure workplace training and practices are designed in a way that meets legal requirements.
- Provide specialized training and supervision for young workers. Training should be provided when the worker starts or is tasked with a new responsibility.
- Consider extending the onboarding process for young workers and having more tenured employees mentor them.
- Display posters and distribute handouts on the most common injuries to young workers.
- Observe young workers and ensure safe work practices are being followed consistently.



EMPLOYEE SAFETY

- Support positive behaviors and provide corrective action whenever necessary. Be sure to use a light touch when providing corrective action to ensure young workers respond positively.
- Hold regular safety orientations and ensure employees have an opportunity to ask questions.
- Inform young workers of all seen and unseen hazards of a particular task.
- Assign young workers to suitable tasks. Be sure to assess each worker's skills and the hazards that will be present.
- Provide the appropriate safety equipment for the task at hand.
- Instruct young workers not to perform any task until they have been trained to do it.
- Encourage young workers to ask questions, especially as it relates to safety. It's also important for employers and supervisors to be accessible for all workers should they have a question on the job.
- Demonstrate how to complete tasks in a safe manner. Show them multiple times and let them practice.

PUBLIC LIABILITY

A photograph of a social gathering, likely a wine tasting or a dinner. In the foreground, a wooden cheese board holds a wedge of cheese with a white rind, a slice of cheese, and some dark olives. To the right, a clear, faceted glass is partially filled with water. In the background, two hands are holding wine glasses, one containing white wine and the other containing red wine. The scene is set on a dark wooden table, and the lighting is warm and ambient.

PUBLIC LIABILITY

Alcohol Awareness and Liquor Liability

Businesses that serve alcohol expect their patrons to have a good time and act in a responsible manner. What they don't expect, however, is to find out that they are liable for the actions of an intoxicated person. While the vast majority of businesses serve alcohol without incident, the harsh reality is that lawsuits related to liquor liability are filed each day. Making matters worse, all it takes is a single incident to put your entire business at risk.

It's increasingly common for victims and their families to file suits against restaurants for their role in serving a customer who is then involved in an alcohol-related accident. Establishing a liquor liability prevention policy, training workers and transferring risk are critical to minimizing your exposures.

One of the best ways to prevent alcohol related incidents is through education. It is imperative that you design a liquor liability training program for staff members who will serve alcoholic beverages to customers. In these training sessions, employees will learn important information such as how to determine if someone has had too much to drink, how to deny service to a patron and how to identify valid forms of identification to prevent serving alcohol to minors.

Loss Control Checklist

- Be upfront with prospective employees about what will be expected of them. Employers should consider taking the following steps:
 - Inform applicants that your establishment takes responsible alcohol service seriously.
 - Let applicants know about business policies and laws related to the service of alcohol.
 - Screen applicants for past violations of selling, serving or supplying age-restricted products to minors.
 - Ask applicants to demonstrate how they would respond to situations such as minors attempting to be served alcohol, someone who does not have an ID to show proof of age or an intoxicated individual who wants to purchase alcohol.
- Train employees on how to recognize the signs of intoxication:
 - Slurred or slow speech
 - Tendency to lose a train of thought easily
 - Red eyes or inability to focus
 - Decreased alertness

- Staggering or inability to walk
- Inhibited motor skills, such as the inability to light a cigarette
- Drinking faster than normal
- Being overly friendly
- Teach your staff how to recognize when patrons have had too much to drink. The traffic light system is effective in monitoring how much a guest is drinking:
 - **Green:** Patron shows no sign of impairment, is in a good mood and is not drinking rapidly.
 - **Yellow:** Patron is not yet intoxicated, may be drinking quickly, could be either in a “down” mood or out to celebrate and may be showing some signs of impairment. Your goal is to stop serving before a guest is intoxicated, so serve this guest with caution.
 - **Red:** Patron is showing signs of intoxication and may be in a depressed, aggressive or bad mood, is drinking fast and seems intent on becoming drunk. This guest should not be served alcohol.
- Provide ongoing training for any employees who serve alcohol. At a minimum, your employee training should address the following:
 - Legal requirements for serving alcohol
 - How to verify age and recognize false identification
 - The signs of intoxication or alcohol impairment
 - Indicators for when someone may be purchasing alcohol for minors
 - How to refuse service and manage difficult situations
 - The process for documenting incidents
 - A consistent method of measuring and serving alcoholic drinks
 - When and who to turn to for assistance
 - The consequences of not following policy
- Establish a policy that details how to deny patrons service when they have had too much to drink and how to document incidents that may arise. Be sure to include the following steps in your policy:
 - Be polite and offer nonalcoholic beverages or food alternatives.
 - Avoid threatening statements, and explain that they could lose their job if they continue to serve the patron.
 - Arrange a ride home for the patron.

- Use a firm tone and do not back down if met with resistance.
- Remain calm and in control of the situation.
- Seek out a manager's assistance immediately if hostility occurs while trying to deny a patron service.
- Document each incident involving refusal to serve patrons.
- Encourage employees to serve customers diligently. This does not mean replacing a drink as soon as the older one is being finished. Instead, employees should conduct friendly conversation with patrons, suggest or sell food items and slow down the service while engaging in conversation.
- Design or alter the layout of your establishment in ways that enhance your staff's ability to monitor patrons' activities and alcohol consumption.
- Ensure employees can see all sections of your establishment clearly. If possible, install mirrors or surveillance equipment to assist in monitoring corners, hallways or other areas where illegal consumption or other problem behaviors may occur.
- Ensure that temporary displays, decor and service areas will not impede employees' views of any areas where patrons are consuming alcohol.
- Encourage staff to make themselves visible and to speak to anyone hanging around or acting suspiciously.
- Have policies and procedures in place to ensure inventory is monitored and secured.
- Utilize signage at doorways and other visible areas to make it clear that you uphold liquor laws and will cooperate with law enforcement to address crimes and disruptive behavior.
- Consider liability risks related to third-party vendors:
 - Verify that all vendors you work with, such as a caterer or bartender service, are licensed and insured.
 - Stipulate in your vendor's contract that only those who have received alcohol-awareness training should serve or sell alcohol at your event.
 - Require the vendor to provide a certificate of liability insurance that includes liquor liability coverage, naming your company as an additional insured.

Food Safety

Food safety is something that restaurants deal with on a daily basis. Proper food safety practices are essential when it comes to protecting customers. One of the most common food safety issues relates to foodborne illnesses.

Foodborne illnesses can be life threatening. When patrons become ill from bacterial diseases such as E. coli or salmonella, they can suffer for up to six weeks after consuming the food. What's more, you typically cannot see, smell or taste harmful bacteria—making it even more difficult to manage food safety risks. Most illnesses are caused by poor food preparation and handling practices.

In addition to foodborne illnesses, restaurant owners need to protect customers from foreign objects that may accidentally end up in food products. In some cases, things like glass, insects and metal can inadvertently be served to patrons, causing cuts, illnesses or internal injuries.

In the event that one of your customers becomes ill due to your food, your restaurant can suffer irreversible reputational damage. As such, it's critical to protect your customers through proper food safety. While cooking and serving food at safe temperatures and doing a thorough inspection of food products before they are served are some of the most effective ways to prevent food safety issues, there are a number of workplace controls to consider.

Loss Control Checklist

- Train all food handlers on food safety/handling best practices to fight against food contamination and foodborne illnesses.
- Manage food delivery carefully. Food safety begins when your restaurant receives a food shipment. If perishable items are not refrigerated at 41° F or below for more than four hours, the food should be thrown out. Frozen foods that are not kept at 0° F or below should be thrown out. When deliveries are made, check the temperatures and notify your supervisor before accepting foods with temperatures falling outside of these ranges.
- Keep track of your inventory. This will help you determine what food needs to be discarded. In some instances, food may have already been bad when it arrived.
- Ensure you have a written service and maintenance plan in place for refrigeration and cooling equipment.
- Have a contingency plan in place should a power outage or equipment breakdown affect your ability to refrigerate your foods. Consider having an alternative power source on-site or a temporary storage facility in the event of an emergency.
- Set refrigerator temperatures to 38° F or below. Most foods need to be stored at 41° F or lower in order to remain fresh. Refrigerate perishable food products promptly.

- Thaw foods adequately. When thawing frozen foods, place the item in the refrigerator or under running water that is 70° F or cooler. Never allow items to sit at room temperature to thaw.
- Measure temperature using a thermometer in the thickest part of the food. If you are preparing a dish with multiple ingredients, follow the guidelines for the ingredient with the highest temperature requirement.
- Follow the recommended internal temperature minimums for foods.
- Ensure your staff washes their hands and work surfaces often. Wash cutting boards and cooking utensils immediately with soap and hot water after contact with raw meats to prevent bacterial contamination.
- Maintain a pest-free environment:
 - Consult with vendors to ensure they have precautions for pest management in place.
 - Inspect shipments for signs of pests, including teeth marks, droppings or insects.
 - Never move shipments to storage before an inspection of both the packaging and contents takes place.
 - Use black lights to spot urine and grease marks left by passing rodents.
 - Use flashlights to inspect crates, boxes and pallets.
 - Monitor storage areas closely for the presence of pests.
 - Eliminate odors, food debris and spillage immediately.
 - Remove products from cardboard packaging as soon as possible—cockroaches feed on the glue found in them.
 - Use tightly sealed plastic containers to store products.
 - Use open-backed, stainless steel shelving that's at least 6 inches off the floor and 1.5 feet from the wall.
 - Rotate stock on a first-in, first-out basis to ensure that no products are left for extended periods.
 - Remove excess moisture by promptly repairing leaks in pipes, sinks or dishwashers.
 - Clean up spills immediately to prevent food from spreading under equipment to hard-to-reach areas.
 - Never leave dishes in the sink overnight.
 - Remove trash every day.
 - Line all trash containers with plastic liner bags.

- Use a safe cleaner around kitchen and floor drains—grease and grime often collect in these areas.
- Store foods separately to avoid cross-contamination. Cross-contamination is common during food preparation, and it's critical for both you and your staff to remain mindful of tools and ingredients in the kitchen. Consider using color-coded cutting boards and other utensils for things like dairy, fish, red meats, chicken, ready-to-eat foods (e.g., baked goods), and fruits and vegetables.
- Discard canned foods that are dented, seeping or bulging.
- Do not use packages that have been torn or open during storage or in transit.
- Throw out foods with any sign of mould growth.
- Never store food near cleaning products or chemicals.
- Store condiments such as ketchup, mayonnaise and dressing in the refrigerator after opening.
- Separate raw, cooked and ready-to-eat foods while shopping, preparing or storing.
- Keep refrigerator surfaces clean and sterilized.
- Keep a log of food-related incidents.
- Check refrigeration/freezer equipment temperatures regularly.
- Follow reports of food recalls closely. Immediately discard food suspected of being contaminated.
- Sanitize reusable cleaning supplies, such as cloths.
- Comply with local public health policies.
- Do not use glass objects to scoop ice. Discard food immediately if glass breaks near it. Discard cracked or chipped food contact utensils, cookware and dishware.
- Inspect food for foreign objects during preparation and before serving.
- Use reputable suppliers to obtain high-quality food and beverage products.
- Flush beverage supply lines routinely.

Food Allergies

Millions of individuals across North America suffer from food allergies and—with approximately 250 different kinds of known allergens—restaurant owners must have a basic understanding of the risk at hand in order to protect their patrons.

A food allergy occurs when a person's immune system incorrectly identifies a food as harmful and creates specific antibodies to fight off that food. Then, the next time that particular food is eaten, large amounts of chemicals are released in an attempt to protect the body. These chemicals cause an allergic reaction.

Without proper precautions in place, all it takes is one simple mistake for someone with a food allergy to accidentally ingest something that triggers a severe reaction, resulting in major complications or even death. What's more, such a disaster carries a swarm of additional risks for your organization, including costly liability disputes, compliance violations and tarnished reputations.

Loss Control Checklist

- Understand the signs and symptoms of an allergic reaction. Train staff to recognize these signs. Common indicators include:
 - An itching or tingling sensation in the mouth, throat or ears, sometimes causing difficulty swallowing
 - An itchy, red rash (hives) or swelling of the face near the eyes, lips, tongue and roof of the mouth
 - Shortness of breath and dizziness
 - Nausea, vomiting or diarrhea
- Train staff on how to recognize anaphylactic shock—the most severe reaction to food allergies. This type of reaction is life threatening and requires immediate response. Common signs include:
 - Increased breathing difficulties, such as wheezing
 - A rapid heartbeat or sudden drop in blood pressure, causing light-headedness or confusion
 - Unconsciousness
- Label your menu properly. If some of your dishes include common allergens—like dairy, eggs and nuts—create a clearly labelled key on the menu to alert your guests. Above all, list all ingredients on your menu.
- Store common allergens separately in your stock rooms. Ensure these allergens are properly labelled.

- Educate yourself on the most common food allergies. Be sure your staff informs customers if allergens are found in a dish they have ordered. The following list includes the top 14 allergens that trigger food allergies:
 - Milk products (butter, cheese and yogurt)
 - Eggs
 - Fish
 - Crustaceans (crabs, lobster and prawns)
 - Nuts
 - Wheat
 - Celery
 - Cereals containing gluten
 - Soya (often found in bean curd)
 - Lupine (flour and seed often found in breads and pastas)
 - Molluscs (mussels, snails and squid)
 - Mustard
 - Peanuts
 - Sesame seeds
 - Sulphur dioxide (often used in dried fruit, meat products, fizzy drinks, wine and beer)
- Instruct staff to always ask about food allergies when taking food orders.
- Ensure staff know how to handle questions regarding food allergies. If a staff member is asked about a specific allergen and they don't know how to respond, they should be encouraged to speak with the manager.
- Substitute common allergens in your dishes whenever possible. Having ingredient alternatives available is also a great way to keep customers safe and happy.
- Take steps to avoid cross-contamination. Cross-contamination is common during food preparation, and it's critical for both you and your staff to remain mindful of tools and ingredients in the kitchen. Consider using color-coded cutting boards and other utensils when handling common allergens.
- Prepare for emergency situations and train staff appropriately.

Slips, Trips and Falls

Slip, trip and fall risks are not just a concern for your employees, but your patrons as well. In fact, injuries related to slips, trips and falls are some of the most common customer injuries in restaurants.

Hazards like slippery floors, loose or worn floors, steps, clutter, uneven surfaces, defective chairs and tables, poorly lit areas, improper handrails, and ice are all major sources of accidents. What's more, the likelihood of slip, trip and fall accidents are magnified in the event that your restaurant serves alcohol. Identifying common issues and implementing prevention strategies can help you protect your customers, avoid liability issues and reduce the possibility of legal action as well.

Loss Control Checklist

- Ensure floors are clean and dry at all times. Wet floors present a slip hazard and can promote the growth of mould, fungi and bacteria. Use warning signs to keep people off wet floors. Maintain a housekeeping schedule to keep walkways and surfaces clear.
- Remove all objects and clutter from aisles, exits and hallways. Provide proper storage so walkways and work areas are kept free of clutter.
- Avoid any uneven transitions in walking surfaces.
- Use floor or ceiling electrical plugs for power to avoid running cords down a long hallway.
- Display warning signs to alert patrons and staff of wet floors.
- Keep an eye out for uneven floors, fixing them as needed.
- Maintain carpets in good condition. Stretch out bulging floor mats to prevent trips and falls.
- Repair broken light fixtures and replace bulbs.
- Conduct regular self-inspections to assess current safety measures and hazards present at the facility.
- Remove snow and ice promptly from parking areas and walkways. Fix any potholes in the parking area in a timely manner.
- Keep stairways and landings clean and light them adequately. Stairways should be equipped with handrails and nonslip treads.
- Check tables, chairs, booths, stools and counters regularly for broken parts, protruding nails, splinters and rough edges. Repair these items as needed.
- Paint speed bumps, drains, maintenance covers, posts, ramps and curbs with a nonslip, high-contrast paint. This can help pedestrians spot potential hazards.

Cuts and Burns

While cuts and burns are common injuries among restaurant employees, customers are not immune to these hazards. In fact, customers can easily cut themselves on sharp utensils or chipped glassware. What's more, if a patron is served hot food or beverages, they may burn themselves if they aren't careful.

The following are some common injury scenarios to consider:

1. After being served their meal, a patron burns themselves on a hot plate.
2. A member of your wait staff accidentally spills a hot liquid on a guest.
3. A customer picks up or steps on broken glass and slices themselves.
4. During tableside cooking, a guest is accidentally burned by an out-of-control flame.
5. A customer cuts themselves with their knife while eating their meal.

When a customer is cut or burned due to an accident, your business can be held responsible and may even be taken to court. To protect your customers and your business, it's important to keep in mind a number of preventive practices.

Loss Control Checklist

- Inspect all glassware for cracks or chips before serving patrons. If chips or cracks are discovered in the glasses, place them in containers labelled "broken glass."
- Train your servers properly. Ensure they warn customers when plates, foods or drinks are hot.
- Ensure staff are careful with dishes whenever they carry or set them down. Doing so can help avoid spills.
- Ensure servers practice safe cooking procedures whenever they perform tableside meal prep. Servers should be especially wary of hot oil, as it can easily splatter and burn onlookers. It may be a good idea to limit tableside cooking altogether.
- Place candles in areas where they are not likely to cause burns or other injuries. Consider using battery-operated candles in lieu of real ones.
- Do not use glass objects to scoop ice. Discard food immediately if glass breaks near it. Discard cracked or chipped food contact utensils, cookware and dishware.
- Inspect food for foreign objects during preparation and before serving.



LOSS CONTROL GUIDE FOR RESTAURANTS

MOVING FORWARD

More than most other businesses, restaurants are loaded with hazards. What's more, employers not only have to ensure employee safety, but patron safety as well, often creating a complex, risk-management challenge.

While the resources in this guide are a great way to reduce or even eliminate certain hazards, no system is 100 percent effective in ensuring an accident-free workplace. As a result, it's all the more crucial to work with a qualified insurance broker to not only assess your exposures, but secure the appropriate coverage as well. To learn more, contact Gallagher Risk Management - Tulsa today.

APPENDICES



FORM

Incident Investigation

Little Caesars

Report Completed By:

Date of Report:

SITE INFORMATION

<i>Property name:</i>		<i>Point of contact (name and title):</i>	
<i>Street address:</i>	<i>Phone number:</i>	<i>City and state:</i>	<i>Postal code:</i>

ACCIDENT VICTIM INFORMATION

<i>Name (first and last):</i>		<i>Street address:</i>	
<i>Home phone number:</i>	<i>Cellphone number:</i>	<i>City, state, ZIP code</i>	<i>Sex and date of birth:</i>
<i>Body parts the victim claims were injured. Check all that apply.</i>		<input type="checkbox"/> Arm <input type="checkbox"/> Face <input type="checkbox"/> Torso <input type="checkbox"/> Back <input type="checkbox"/> Feet <input type="checkbox"/> Legs <input type="checkbox"/> Buttock <input type="checkbox"/> Hands <input type="checkbox"/> Thighs <input type="checkbox"/> Chest <input type="checkbox"/> Head <input type="checkbox"/> Other: _____	
<i>Type of footwear the victim was wearing:</i>		<input type="checkbox"/> Boots <input type="checkbox"/> Sandals <input type="checkbox"/> Sneakers <input type="checkbox"/> Flats <input type="checkbox"/> Heels <input type="checkbox"/> Slippers <input type="checkbox"/> Other: _____	
<i>Condition of footwear:</i>		<input type="checkbox"/> Poor <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Worn	

INCIDENT INFORMATION

<i>Date:</i>	<i>Location of the alleged incident:</i>
<i>Time:</i>	
<i>Property manager response called?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Police called?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No Police report number: _____
<i>Surveillance video of the incident available?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No	<i>Photos of the scene available?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Weather conditions on the day of the incident:</i>	<input type="checkbox"/> Foggy <input type="checkbox"/> Rainy <input type="checkbox"/> Sunny <input type="checkbox"/> Other: _____
<i>Walking surface at the scene of the incident:</i>	<input type="checkbox"/> Dry <input type="checkbox"/> Icy <input type="checkbox"/> Matted <input type="checkbox"/> Obstructed <input type="checkbox"/> Potholes <input type="checkbox"/> Wet <input type="checkbox"/> Snowy <input type="checkbox"/> Other: _____
<i>Description of the incident (list any property damage if applicable):</i>	

WITNESSES

<i>Name:</i>	<i>Contact info (phone, email):</i>	<i>Address:</i>	<i>Employee?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No
<i>Name:</i>	<i>Contact info (phone, email):</i>	<i>Address:</i>	<i>Employee?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No

CHECKLIST | SAFETY ORIENTATION

Presented by Gallagher Risk Management - Tulsa

Date:

Orientation given by:

Employee name:

Employee position:

Employee signature:

Supervisor signature:

There are innumerable risks your employees face when working in a fast-paced restaurant environment. While you will take every precaution to reduce the impact of certain hazards, it's nearly impossible to remove risks altogether. That's why thorough safety orientations are so important.

Providing safety orientations and training not only ensures new employees are aware of workplace dangers, but it also helps refresh more seasoned workers on common threats to health and safety. In addition, safety orientations and training can go a long way toward building a safety-forward culture, improving employee participation and proactive risk management.

Each employee should receive safety orientation before beginning work. The following checklist highlights items you should cover in an orientation. Have the employee sign this document and keep it on file at all times.

Employee has been informed on elements of the organization's written safety program and ongoing safety efforts.	<input type="checkbox"/>
Employee has been informed on monthly crew safety meetings.	<input type="checkbox"/>
Employee has been told to report all injuries/hazards and knows how to do so.	<input type="checkbox"/>
Employee has been informed on all machinery and work-related hazards.	<input type="checkbox"/>
Employee has been informed of safety precautions and ways to protect themselves from on-the-job risks.	<input type="checkbox"/>
Employee has been shown where first-aid supplies are located.	<input type="checkbox"/>
Employee has been shown how to operate a fire extinguisher and knows where it is located.	<input type="checkbox"/>
Employee has been informed of and trained on chemical hazards.	<input type="checkbox"/>
Employee has been trained on the safe methods to perform the specific job they were assigned to.	<input type="checkbox"/>
Employee has been informed on their responsibilities and rights.	<input type="checkbox"/>
Employee is aware of WHMIS requirements, where applicable.	<input type="checkbox"/>

Employee has been trained on emergency procedures, including: <ol style="list-style-type: none">4. What to do in an emergency situation5. What to do in the event of an evacuation6. Where to go in an emergency situation	<input type="checkbox"/>
Employee is aware of procedures for working alone or in isolation.	<input type="checkbox"/>
Employee is informed on measures to reduce the risk of violence in the workplace and procedures for dealing with violent situations.	<input type="checkbox"/>
Employee is given the contact information of their supervisors.	<input type="checkbox"/>
Employee knows what to do if they or someone else is injured.	<input type="checkbox"/>
Employee is instructed to not engage in activities or behavior that could create a hazardous situation for themselves or their co-workers.	<input type="checkbox"/>
Employee has participated in an orientation that covers key workplace hazards, such as: <ul style="list-style-type: none">• Lifting and moving objects• Slips, trips and falls• Falls from elevation• Forklifts and other mobile equipment• Machinery, appliances and power tools• Electrical safety• Working in confined spaces	<input type="checkbox"/>

CHECKLIST | RESTAURANT HOUSEKEEPING

Presented by Gallagher Risk Management - Tulsa

Employee signature:

Supervisor signature:

Date:

DAILY FRONT-OF-HOUSE CLEANING	
Wipe down the walls and sanitize the tables.	<input type="checkbox"/>
Inspect and wipe down condiment containers as well as salt and pepper shakers.	<input type="checkbox"/>
Wipe down all the counters.	<input type="checkbox"/>
Clean the seats and benches.	<input type="checkbox"/>
Wash cloth napkins, tablecloths and wait staff aprons.	<input type="checkbox"/>
Vacuum carpets.	<input type="checkbox"/>
Take out the trash and recycling.	<input type="checkbox"/>
Clean the interior and exterior of all trash and recycling bins.	<input type="checkbox"/>
Sweep and mop the floors.	<input type="checkbox"/>
Clean and sanitize bathrooms by: <ul style="list-style-type: none">• Disinfecting the toilets.• Wiping down the sinks.• Emptying out feminine hygiene product bags.• Taking out the trash.• Sweeping and mopping the floors.	<input type="checkbox"/>

DAILY BACK-OF-HOUSE CLEANING	
Wipe down the walls.	<input type="checkbox"/>
Clean the grill, griddle, range, flat-top and fryer.	<input type="checkbox"/>

CHECKLIST | RESTAURANT HOUSEKEEPING

Change the foil lining on top of the ranges, grills and flat-tops.	<input type="checkbox"/>
Wipe down coffee makers, microwaves, toasters and meat slicers.	<input type="checkbox"/>
Disinfect prep area surfaces.	<input type="checkbox"/>
Clean beverage dispenser heads in the pop fountains.	<input type="checkbox"/>
Wash utensils, flatware and glassware and let them air dry overnight.	<input type="checkbox"/>
Clean the sinks.	<input type="checkbox"/>
Wash rags, towels, aprons and uniforms in the washing machine.	<input type="checkbox"/>
Refill soap dispensers and replace empty paper towel rolls.	<input type="checkbox"/>
Sweep walk-in refrigerators and storage areas.	<input type="checkbox"/>
Take out the trash and recycling.	<input type="checkbox"/>
Disinfect the waste disposal area and clean the trash cans.	<input type="checkbox"/>
Sweep and mop the floors.	<input type="checkbox"/>

WEEKLY FRONT-OF-HOUSE CLEANING

Dust and wipe down the light fixtures.	<input type="checkbox"/>
Wash glass windows and doors.	<input type="checkbox"/>
Disinfect the door handles.	<input type="checkbox"/>

MONTHLY FRONT-OF-HOUSE CLEANING

Dust any decorations or wall art.	<input type="checkbox"/>
Check the ceiling for cobwebs.	<input type="checkbox"/>
Wash the walls.	<input type="checkbox"/>

WEEKLY BACK-OF-HOUSE CLEANING

Clean the ovens, including the walls, door and racks.	<input type="checkbox"/>
De-lime the sinks and faucets.	<input type="checkbox"/>

CHECKLIST | RESTAURANT HOUSEKEEPING

Clean the deep fryer.	<input type="checkbox"/>
Wash and sanitize the walk-in refrigerators and freezers.	<input type="checkbox"/>
Clean any anti-fatigue mats.	<input type="checkbox"/>

MONTHLY BACK-OF-HOUSE CLEANING

Wash behind the hot line to prevent clogs.	<input type="checkbox"/>
Run cleaning and sanitizing chemicals through the coffee or espresso machine to remove built-up grime.	<input type="checkbox"/>
Clean out and sanitize the ice machine.	<input type="checkbox"/>
Clean and sanitize the freezer.	<input type="checkbox"/>
Clean refrigerator coils to remove dust.	<input type="checkbox"/>
Empty grease traps.	<input type="checkbox"/>
Wash walls and ceiling to remove grease buildup.	<input type="checkbox"/>
Wash vent hoods.	<input type="checkbox"/>
Replace pest traps.	<input type="checkbox"/>

Workplace Violence Prevention Policy

Location:

Effective Date: 00/00/00

Revision Number: 1

Little Caesars

PURPOSE

Little Caesars does not tolerate workplace violence. We define workplace violence as actions or words that endanger or harm another employee or result in other employee reasonably believing to be in danger. Such actions include but are not limited to:

- Verbal or physical harassment
- Verbal or physical threats
- Assaults or other violence
- Any other behavior that causes others to feel unsafe (e.g., bullying and sexual harassment)

SCOPE

Company policy requires an immediate response to all reports of violence. All threatening incidents will be investigated and documented by the employee relations department. If appropriate, the company may provide counseling services or referrals for employees.

The following disciplinary actions may also be taken:

- Oral reprimand
- Written reprimand
- Suspension
- Termination

RESPONSIBILITY

It is the responsibility of all employees to report all threatening behavior to management immediately. The goal of this policy is to promote the safety and well-being of all people in our workplace. All incidents are to be reported within the first 24 hours.

Management, supervisors and safety personnel are responsible for the observation of personnel and identification of potential workplace violence exposures. All matters reported or identified are to be fully investigated. Findings will be presented to management and an action plan developed to minimize and eliminate the potential threat.

PROCEDURES

Evaluation of Security Procedures

A physical security survey will be conducted once a year. As our company continues to grow and expand, so does potential violence exposures. We will regularly reassess all facets of the work

environment to include secure entrances, public access, washroom facilities, parking lots, workstations and closed-circuit surveillance cameras.

Incident Response Team

The following individuals are named in the event to respond to a potential threat or live situation. The incident response team will coordinate all facets of the response including the initial response in emergency situations, contacting of local authorities and intervention of the subject and victim.

- [Insert name of individual #1 – phone number]
- [Insert name of individual #2 – phone number]
- [Insert name of individual #3 – phone number]
- [Insert name of individual #4 – phone number]
- [Insert name of individual #5 – phone number]

Training of Management and Employee Groups

Initial training to management and employees to consist of the introduction of this policy, scope and responsibilities. Review reporting procedures and expectations with employees. Management will provide incident forms and detailed procedures for front-line supervisors to follow. Retraining will be conducted annually.

Evaluation and Intervention

In order to assess this risk, the following suggested questions should be inquired of individuals familiar with the offender's behavior, both prior to and after any alleged threat or action.

Risk Assessment

- Why has the offender threatened, made comments which have been perceived by others as threatening, or has taken this action at this particular time? What is happening in their own life that has prompted this?
 - What has been said to others (e.g., friends, colleagues and co-workers) regarding what is troubling them?
 - How does the offender view themselves in relation to everyone else?
 - Do they feel they have been wronged in some way?
 - Do they accept responsibility for their own actions?
 - How does the offender cope with disappointment, loss or failure?
 - Do they blame others for their failures?
 - How does the offender interact with co-workers?
 - Does the offender feel they are being treated fairly by the company?
 - Do they have problems with supervisors or management?
 - Is the offender concerned with job practices and responsibilities?
 - Has the offender received unfavorable performance reviews or been reprimanded by management?
 - Is the offender experiencing personal problems such as divorce, death in the family, health problems or other personal losses or issues?
-

- Is the offender experiencing financial problems, high personal debt or bankruptcy?
- Is there evidence of substance abuse or mental illness/depression?
- Has the offender shown an interest in violence through movies, games, books or magazines?
- Is the offender preoccupied with violent themes, interested in publicized violent events or fascinated with weapons?
- Has the offender identified a specific target and communicated with others on their thoughts or plans for violence?
- Is the offender obsessed with others or engaged in any stalking or surveillance activity?
- Has the offender spoken of homicide or suicide?
- Does the offender have a past criminal history or history of past violent behavior?
- Does the offender have a plan for what they would do? Does the plan make sense? Is it reasonable and is it specific?
- Does the offender have the means, knowledge and wherewithal, to carry out their plan?

Assessment Review and Action

Upon completion of the assessment, review results with management. Options are to be considered in terms of intervention. If a threat is imminent, local authorities should be immediately contacted.

Consider job rotation, change in reporting manager or other work environment change to reduce or eliminate the source of conflict.

Full documentation of the perceived or real threat must be well maintained. If an incident occurs, complete the appropriate job site investigation and witness statement forms.

Communication

Communicate course of action with all management, victim and subject in question. Clearly define the course of action this policy lays forth in terms of discipline.

Sexual Harassment Policy

Location:

Effective Date: 00/00/00

Revision Number: 1

Little Caesars

Little Caesars prohibits sexual harassment of all kinds. This policy applies not only to employees, but also to clients, customers, guests, vendors and anyone else doing business with Little Caesars. Any employee who feels that he or she has been a victim of sexual harassment, or who believes that he or she has witnessed sexual harassment, should (if possible) directly and immediately inform the harasser that the conduct is unwelcome and that he or she must stop. The victim should also notify Human Resources immediately.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, offensive remarks about a person's sex, and other verbal or physical conduct of a sexual nature. Such activities are illegal under the following circumstances:

- Submission is made a term or condition, either explicitly or implicitly, of an individual's employment.
- Submission to or rejection by an individual is used as a factor in decisions affecting that individual's employment.
- Their purpose or effect interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

Sexual harassment includes many forms of offensive behavior, including the harassment of a person of the same gender as the harasser. The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker or a nonemployee. The victim does not have to be the person harassed but could be anyone affected by the offensive conduct. Examples of sexual harassment include, but are not limited to, the following:

- Unwelcome sexual flirtation, advances or propositions
- Verbal comments related to an individual's gender or sexual orientation
- Explicit or degrading verbal comments about another individual or his or her appearance
- The display of sexually suggestive pictures or objects in any workplace location, including transmission or display via computer
- Any sexually offensive or abusive physical conduct
- The taking of or the refusal to take any personnel action based on an employee's submission to or rejection of sexual overtures
- Displaying cartoons or telling jokes that relate to an individual's gender or sexual orientation

It is important to Little Caesars that all employees are protected from harassment. Any incidents that are perceived as harassment will be investigated and appropriate action will be taken by Little Caesars.

Proper Footwear for Restaurant Employees Policy

Location:

Effective Date: 00/00/00

Revision Number: 1

Little Caesars

PURPOSE

Little Caesars is committed to ensuring a safe working environment for all employees. As part of this commitment, staff members are expected to follow our shoe policy. Doing so not only ensures your safety, but also helps promote an accident-free environment for employees and patrons alike.

SCOPE

All Little Caesars employees are required to wear slip-resistant shoes. These shoes must be kept in good condition. Employees are expected to wear slip-resistant shoes whenever they are working in or around the premises. Failing to follow the company's shoe policy may result in disciplinary action.

Employees are encouraged to speak to their manager if they have any questions regarding appropriate footwear or suggested brands.

Approved for Use

- Slip-resistant soles with good tread
- Shoes that are easily laced and tied securely

Not Approved for Use

- Shoes with leather or smooth soles
- Open-toed shoes
- Platform or high heels
- Dress shoes
- Shoes with porous fabrics

If you have any questions regarding the above requirements, contact your manager.

CHECKLIST | RESTAURANT EQUIPMENT MAINTENANCE

Cooking appliances are an invaluable asset to restaurant owners and operators. To prolong the life of this equipment, employees should properly clean and maintain appliances regularly. Use this checklist to identify the daily, weekly and periodic cleaning and maintenance duties that will keep your cooking equipment in usable condition for years to come.

RANGES (OPEN, CLOSED OR FRY TOP)	YES	NO	N/A
Daily: Open the top of the range and scrape off any incrustated food. Make sure the grids are cooled entirely before cleaning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Rub a closed-top range with heavy burlap or steel wool to remove cooked food under the flames, lids, rings and plates. Do so once the top plates have cooled. Never pour water directly onto a range top.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekly: Remove open top grates and boil them in a grease solvent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekly: Clean clogged burner ports with a stiff wire to remove spilled foods. If this is not done, food can cause corrosion and uneven cooking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodically: Ask the gas company to check your burner adjustments and connections for efficiency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodically: Keep the burner valves greased using high temperature valve greases specific for that task.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodically: Adjust the air shutters if flames have indistinct cones.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

BROILERS (ALL TYPES)	YES	NO	N/A
Daily: Wash drip shields and grips; scrape the grid with a metal scraper and scrub the broiler chamber and body front. Also, empty the grease pan and wash it with a solvent solution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Keep under-fired broilers clean and avoid over-firing the broiler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodically: Make sure the ceramic material on under-fired broilers is properly arranged.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodically: Clean the burners and examine the air shutters to make sure they are clear. Handle the ceramic refractor unit delicately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodically: Ask a representative from the gas company to check burners and adjust them as needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodically: Examine the flame on your burner. The flame should be clear with a distinct inner cone shape. Flames should also just wipe on the surface, not float or strike directly on the refractor elements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DEEP FRYERS	YES	NO	N/A
Daily: Drain the fryer and filter fat into a commercial filter.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Remove food crumbs from the fryer. Food buildup in the fryer can cause it to smoke.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Check your inventory. Specific fats should be used for oily foods and foods with water-soluble flavors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Use a test kit to determine if fryer oil needs to be changed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekly: Wash the fryer with an alkaline solution and then thoroughly rinse it with water and a half a cup of vinegar. Then, dry the unit on with a cloth. Once it is clean, replenish the fat before lighting the gas burner again.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weekly: Pack fat around the tubes when using solid fat in a tube-type fryer. Set fat on the melt cycle when using open-pot fryers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GRIDDLES	YES	NO	N/A
Daily: Wipe the unit down with a grease-absorbent cloth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: As food spills on the griddle, use a metal scraper or spatula to remove it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Polish cast-iron griddles with a griddle stone (avoid using on stainless steel or plate steel griddles).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Empty and wash the grease receptacle at the end of each shift.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

HOT FOOD STORAGE TABLES	YES	NO	N/A
Daily: Clean up spilled food on stainless steel, nickel or chrome-plated parts and surfaces.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Clean the unit with a non-abrasive metal polish on the stainless steel and plated parts, and wash the insets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodically: Check the temperature in different areas of the hot storage table to make sure the controls are in proper working order and heat is being distributed evenly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COFFEE URNS	YES	NO	N/A
Daily: Rinse the liners with hot water and then drain. Pour boiling water into each urn and then add urn cleaner. Then, scrub the urn, drain the cleaner and rinse it thoroughly. Oils and deposits left in the urn can make fresh coffee taste poor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CHECKLIST | RESTAURANT HOUSEKEEPING

Daily: Clean the glass gauges with a brush and rinse them thoroughly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Drain and refill the water jackets at least twice daily. Then, clean the urn cover and the exterior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Boiler cleaning solution and water, and then scrub the inside wall of the liners. Rinse the solution and drain.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Clean the faucet openings by taking them apart and scrubbing the inside with an urn solution. Allow fresh water to run through the faucet after cleaning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Keep urn bags in cold water when they are not in use. Also keep enough fresh water in the urn to register on the gauge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

STEAM COOKERS AND KETTLES	YES	NO	N/A
Daily: Clean the food compartments, gaskets, shelves and supports. Add water and a mild detergent to the unit and use a brush to scrub. Then, drain the water and scrub the drain and valve with the brush. Rinse thoroughly before using again.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodically: Replace worn gaskets as needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GAS TOASTERS	YES	NO	N/A
Daily: Clean the outside surface and slanted guide when the unit is cool. Also clean the trays with warm water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Remove excess crumbs with a soft brush and use a damp cloth with all-purpose cleaner to clean steel surfaces.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Turn the temperature down to the lowest setting to save gas when not using the appliance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

TILTING SKILLETS OR BRAISING PANS	YES	NO	N/A
Daily: Clean the outside surface and slanted guide when the unit is cool. Also clean the trays with warm water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Remove excess crumbs with a soft brush and use a damp cloth with all-purpose cleaner to clean steel surfaces.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Daily: Turn the temperature down to the lowest setting to save gas when not using the appliance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>