

RISK CONTROL

Risk Management Guide



RISK CONTROL

REDUCE RISK. PREVENT LOSS. SAVE LIVES.

Restaurant Risk Management Guide

Restaurant owners and managers face many challenges. Restaurants operate in a highly competitive market. It also takes significant time, money and effort to keep a restaurant running. The ability to deliver quality food and service, maintain a happy customer base, and provide employees a safe work environment are critical to the restaurateurs' financial well-being and reputation. It is what keeps customers and employees coming back and new customers lining up at the front door.

Operating a restaurant can also be risky business. Strains and sprains, fractures, cuts, punctures, and burns are common injuries for employees. Slips, trips and falls, in many cases resulting in sprains and back injuries, are common exposures for both employees and the public. Food contamination and alcohol liability are other potential sources of loss.

In addition to injury-related risks, kitchen operations can present significant fire exposure, particularly those associated with grease cooking and multiple flame and heat sources. Security, valet operations, and computer data management are other functions that can present risk challenges.

An effective risk control program plays an important role in helping restaurateurs provide a safe environment for employees and the public, protect property and reduce loss costs. It also is important to help eating establishments remain profitable, competitive and well-respected.

Employee Safety and Health

Workers in the food services industry are exposed to a number of hazards that can result in injuries and illness, including:

- Strains, sprains and fractures related to slips and falls, lifting and repetitive motion.

- Cuts, punctures, lacerations and finger amputations related to the use of kitchen equipment and tools.
- Burns and scalding related to hot equipment, hot foods/beverages and chemicals.

Workplace violence, in the form of robberies, may be another concern, as well as injuries that result from delivery vehicle accidents.

Loss prevention strategies and program considerations to help keep workers safe include, but are not limited to:

Employee Safety and Health Programs

Your safety program should be formalized, in writing and communicated effectively. It should start with a commitment from the proprietor and be embraced by everyone in your business. Basic safety program components include:

- Management and employee accountability and ongoing safety program evaluation.
- A formal employee selection and hiring program.

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- Employee involvement and participation in safety decisions, including participation on safety committees that include management and employees. Safety committee members can be trained to help with hazard analysis and accident investigation.
- Communication and enforcement of a drug-free workplace.
- New-hire safety orientation and refresher training for full-time, part-time and temporary employees. General topics to include are good housekeeping; ergonomic principles; slip, trip and fall management; emergency evacuation; and personal protective equipment.
- Employee training on the specific hazards and safe work practices related to their jobs. Training should be interactive and not just “read and sign.”
- Use of temporary employees only in the capacity for which they are trained.
- Safe work agreements with contractors for on-site contracted services.
- Hazard communication training. Safety Data Sheets (SDS) should be readily accessible.

Ergonomics

Prolonged standing, reaching, lifting, and repetitive motions, such as chopping, stirring, scooping and dicing during food preparation, can result in muscle sprains and strains, including to the back, wrists and rotator cuffs. Sprains and strains are a major injury category for employees in the restaurant business. Many ergonomic-related sprain, strain and tear injuries affect the back, followed by knees.

Food Preparation

To help reduce the sprain and strain exposure during food preparation activities, loss control considerations can include:

- Placing counters at suitable heights.
- Providing stools or footrests to avoid prolonged standing.
- Rearranging tasks to avoid overreaching.
- Using mechanical aids for chopping, dicing or mixing foods.
- Rotating workers through repetitive tasks.
- Purchasing pre-sliced foods.
- Selecting ergonomically designed tools.
- Restructuring jobs to reduce forceful hand exertions, repeated motions and prolonged bending.

Food handlers also should have safe food handling training to help ensure against food contamination and foodborne illnesses. See also Food Safety/Quality (Page 8).

Lifting/Manual Material Handling

Moving, lifting or carrying materials, kitchen equipment, furniture and bulk inventory can contribute to overexertion, resulting in strains and sprains, including to the back. Providing lift-aid equipment and teaching proper lifting techniques can help reduce the potential for material handling injuries. Proper lifting techniques include, but are not limited to:

- Lift with your legs, not your back.
- Lighten heavy loads or lift with a buddy.
- Balance the load before lifting.
- Use tilt containers or get help when lifting or pouring fluid.

Fall Management

Slips, Trips and Falls (sprains, strains, fractures)

One of the most frequent events leading to injury in food services is slips and falls on the same level. Manual material handling has been identified as a major workplace activity being performed prior to slip and fall injuries. Other factors associated with slips, trips and falls include poor or greasy/slippery walking surface conditions, cluttered work areas and inappropriate footwear. Slips and falls can result in muscle sprains, strains and fractures, including to the back.

Floor surfaces should be even. Carpeting and tile should be well maintained and secured. Spills and other wet surfaces should be mopped immediately. All employees should be trained in good housekeeping and safe lifting practices as these relate to the slip, trip and fall hazard potential. Stairs and ramps should also be given attention for safety considerations. See also, Slips, Trips and Falls (Page 8).

Ladders

Ladders can be used to store and reach for stock. They also may be used against the outside of the building for roof and gutter maintenance. Falls from ladders can result in sprains, strains and fractures. Employees should be trained on ladder safety, including knowing the proper placement of ladders, ladder inspection and tagging a ladder “out-of-service.” Employees should not overextend when reaching for stock and should wear shoes that provide good traction.

Fire/Life Safety

Employees should know the emergency evacuation plan. They should not stay behind to put out a fire if it appears it may get out of control. Train them on sounding and responding to a fire alarm. Once outside, call the fire department. See also Fire Protection System and Devices (Page 6) and Life Safety (Page 10).

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First Aid

Automated External Defibrillators

Automated external defibrillators (AED) are small, portable emergency devices that can be used to treat victims of sudden cardiac arrest. They have become common fixtures in many public places, even restaurants.

AED programs are highly regulated. Employees who administer the devices must be trained and certified. Know your local requirements on administration of AED programs, as laws and immunities vary. Consult with legal counsel.

Heimlich Maneuver

Laws specifically related to providing aid to choking victims and posting signs about the maneuver might exist in your area. Employee training may also be required. Heimlich certification courses are available.

Good Housekeeping

Floors, aisles and areas around doorways should be kept free of stock, clutter, debris, electrical cords and other items that can contribute to trips and falls. Empty cartons and cardboard boxes should be disposed of immediately. Floors, aisles and walkways must be kept free of clutter at all times to allow for easy exiting in the event of an emergency evacuation.

Store and stack stock so it cannot fall and strike an employee or customer, potentially resulting in an injury or fall. Objects stacked on shelves should not hang over the edges. The top riser should have no more than a single row of stock. All shelves should be anchored securely.

Hand Protection

Cuts, Lacerations, Punctures, Burns and Scalding

Hand injuries are a frequent occupational injury for restaurant employees, and can include finger amputations related to using cutting equipment, such as slicers, choppers and band saws. Common causes of cuts and lacerations include working with cutting tools such as knives, box openers, slicers and peelers. Handling broken glass also can contribute to these injuries.

Common causes of burn and scalding injuries include working around hot grease/oil, hot water/steam, hot brewing and cooking equipment (fryers, ovens, grills, stoves), hot plates and when performing table-side cooking.

Employees who work in the kitchen area should be trained on hand safety, including wearing hand protection, safe use of powered and non-powered cutting, grinding, mixing and blending equipment, and safe work practices around hot cooking equipment, grease and water. To help prevent broken service ware and related cuts, the ware should be allowed to cool before stacking/storing. See also Food Safety (Page 8).

Machine Guarding



Cuts, lacerations, punctures and amputations, primarily to the fingers, are major injuries for food preparers who use powered equipment such as blenders, mixers, meat grinders and whippers.

- Machine guards should be used where available.
- Employees should not wear loose clothing or jewelry when operating powered equipment.
- Equipment should not be energized and should be unplugged when cleaning or repairing.
- Operating powered cutting, chopping, grinding and mixing equipment can be dangerous. All employees should receive training on the safe use of this equipment. As a best practice, do not allow inexperienced workers to use this equipment unless they are trained and closely supervised. Follow applicable child labor laws that may, for example, prohibit workers younger than 18 from operating, cleaning or repairing power-driven equipment such as slicers, grinders or mixers.

Workplace Violence

Large amounts of cash can make a restaurant an attractive target for crime. Perpetrators can include robbers, customers, coworkers/former coworkers, and personal acquaintances/relatives. Crimes committed by employees against guests may also be the responsibility of restaurant management. Considerations for a workplace violence program can include:

- Have an emergency notification and response procedure in the event of a violent or criminal act.
- Make crime awareness and emergency notification part of employee orientation and continue with follow-up training, posters and in-house publications.
- Install panic buttons under counters for quick police notification.
- Instruct employees on reporting and documenting threats or violence.
- Train employees in conflict resolution, such as what to do in the event of confrontation.
- Many instances of workplace violence stem from troubled personal relationships. Encourage employees to tell you if they feel threatened. Protect the confidentiality of the information, but raise security levels with appropriate personnel.

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- Keep limited quantities of cash in the register and post signs alerting the public to your policy. Follow good premises security practices, such as installing video surveillance, extra lighting around dimly lit areas (trash dumpsters and parking lots), and alarm/door detector systems.
- Escort late-shift workers to their vehicles.
- Have a secured entry for employees.
- Keep back doors locked and set regular times for deliveries.
- Use panic bars on exit doors so they can be locked but employees can exit if needed.

Accident Management

The purpose of an accident investigation is to identify and understand the root causes of the accident and make safety improvements to avoid recurrence. The root cause of an accident may be a combination of behaviors, property/equipment, conditions in the environment and the way work is performed. Investigating the role of each of these elements may help you understand why an accident happened and develop corrective actions to minimize recurrence.

An accident investigation can include these five steps:

1. Securing the scene.
2. Conducting the investigation, including a thorough inspection and interviews.
3. Examining the information gathered, including past loss data to determine if trends exist.
4. Developing and implementing corrective action.
5. Following up/measuring the effectiveness of the correction action and making additional adjustments, if appropriate.

Accident investigations are opportunities for improvement and quality assurance.

Post-Injury Management

In the event of an employee injury, it is important to have a good post-injury management program. The program keeps the employee's welfare at the forefront. It also helps to keep the employee connected to the workplace through routine communications and return to work, including transitional duty. A good return-to-work program can help shorten the time away from the job while allowing the employee to continue being productive.

- Have a prompt injury reporting process, including to the supervisor/management and claim representative.
- If medical treatment is needed, accompany the employee to a provider. Where possible, use a preferred provider network.
- Have a designated injury care coordinator monitor progress and serve as an advocate to answer employee questions about workers compensation and his or her return to work.
- Have a transitional duty program to help keep employees engaged and productive while they recover. This might involve assigning modified tasks that are within the employees skills and abilities.

Property Protection

Fire Risk Management

The combination of commercial cooking operations, potentially heavy fire load (furniture, paper, packaging, décor) and the congregating of many people, poses a unique risk of fire loss in the restaurant business. Cooking is the primary cause of restaurant structure fires. Grease, including build-up in vent ducts, and oil are frequent causes of fires. Electrical wiring, heating equipment and appliances are other common causes. While some fires can result in total property loss, most restaurant fires, result in less-than-

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average fire loss due to confinement to cooking vessels and the use of fire extinguishers.

Loss prevention strategies can include:

Grease Fires

On a regular/routine basis:

- Clean grease from equipment and ensure proper working order.
- Keep walls, work surfaces and floors clean.
- Clean ranges, fryers, broilers and convection ovens.
- Clean heating, air conditioning and ventilation units.
- Provide deep fat fryers with a separate high-temperature control to cut off the fuel supply when the temperature exceeds 475 degrees Fahrenheit (246 degrees Celsius).
- Maintain a 16-inch (41 cm) clearance between open flames and deep fat fryers. An 8-inch (21 cm) baffle plate is also acceptable.

Hoods, Vents and Filters

Hoods, vents and filters can present serious fire hazards, but they are often overlooked when it comes to installation and cleaning. Proper clearance from combustible construction, generally 18-inch (46 cm), is critical for fire prevention.

A qualified contractor should inspect and service cooking area fire protection systems every six (6) months. Cooking hood grease filters should be thoroughly cleaned regularly (e.g. once per week.) as this is the first point where grease collects. Exhaust ducts also need to be cleaned as not all grease is captured by the filters and thus are subject to grease-laden vapors. Both the fire protection system and the exhaust hood should be labeled with the most recent date of service and the name of the company that performed the service. The hood and duct inspection and cleaning frequencies should follow one of the following frequencies:

- Monthly – Systems covering solid fuel cooking operations
- Quarterly – Systems covering high-volume cooking/frying operations such as 24-hour cooking, charbroiling, or wok cooking operations
- Semi-annually – Systems covering moderate-volume cooking operations
- Annually – Systems covering low-volume cooking operations, such as churches, day camps, seasonal

businesses, or senior centers

Additional loss control considerations include, but are not limited to:

- Provide vapor-proof light fixtures in the hood, motor and switches for the duct exhaust fan.
- Place all cooking equipment generating grease vapors under the hood system.
- Use hardwood in your wood-burning pizza ovens. This helps create less creosote build-up than other types of wood.

Electrical Fires

- Check for and replace equipment that sparks or smokes.
- Check for and replace cracked or broken switch or receptacle plates.
- Do not use temporary wiring.
- Use grounded plugs and outlets.
- Extension cords should be rated for the job and in good condition.
- Do not overload electrical outlets.
- Inspect all electrical equipment, both fixed and portable, on a regular basis.
- Place shields on high-intensity lights, and do not place these lights near flammable or combustible items.
- Do not allow dust or grease to build up on equipment, sockets and wiring.
- Have a licensed electrician install, inspect and maintain all electrical systems.
- Have refrigeration and air conditioning systems inspected annually.

Flammables/Combustibles

- Store cooking oil and other flammable/combustible substances, including cleaners and solvents, in well-ventilated area away from source of spark, ignition or heat.
- Learn and follow the product standards and protections listed on Safety Data Sheets (SDS).
- Enforce a no-smoking policy.
- Clean up spills immediately.

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Restaurants are responsible for providing a safe and secure premises for guests. Owners, landlords and property managers can be held liable for the personal security of patrons, guests, and the general public.



- Store chemicals in the manufacturers' original containers or in puncture-resistant, tightly sealed containers.
- Follow directions when handling containers.
- Never mix chemicals unless directions call for mixing.
- Properly dispose of soiled rags daily.

Dry Goods and Furniture

- Practice good housekeeping, including proper disposal of paper, cardboard boxes, and other dry goods and trash throughout the day.
- Inspect and maintain the structural integrity of chairs and tables to avoid collapse and potential injury.

Tableside Cooking

Cooking at the tableside poses a high risk from a fire protection standpoint. Unlike the kitchen area where hoods, vents and special extinguishing systems can help minimize the fire hazards of cooking, tableside cooking does not have these same protections. Tableside cooking should only be permitted if there are automatic sprinklers and fire extinguishers rated for cooking areas are in close proximity.

Fire Detection and Protection Systems and Devices

Most jurisdictions have established fire codes that affect restaurants. For example, the National Fire Protection Association (NFPA) has recommended NFPA 96: Standard on Ventilation and Control and Fire Protection of Commercial Cooking Operations as the guideline governing fire and fire life safety in commercial kitchens. In addition to recommendations for the operation of exhaust and grease removal systems and the maintenance and cleaning of equipment, NFPA also recommends fire-extinguishing equipment, including:

Automatic and Manual Fire Suppression Systems

- Provide an approved automatic fire extinguishing system, with a central station alarm set-up, to protect

100 percent of the cooking area, including grills, deep fat fryers, broilers, range tops, and the hood and duct system.

- Equip the extinguishing system with an automatic fuel cutoff that shuts off all fuel supplies (gas/electric) when the extinguishing system activates. Place an easily accessible manual release located at least 25 feet from the cooking areas, if possible.
- Where required, provide an approved sprinkler system in accordance with local codes.
- Keep portable fire extinguishers designed for cooking areas in the kitchen. Check them once per month and have them serviced annually by a certified extinguisher technician.
- Train all employees on the proper use of fire suppression systems, especially using manual releases. Keep all storage at least 18 inches (45 cm) below sprinkler heads. See also Life Safety (Page 10).
- Have a properly trained person inspect and service the fire extinguishing system and exhaust hoods that contain a constant or fire-actuated water wash system every six months.

Fire and Smoke Detection and Alarm Devices

Fire detection and alarm devices – both automatic and manual – are essential to employee and guest safety. These devices are also important when your establishment is left unattended. Most fires occur during operating hours.

- Provide appropriate fire (smoke and heat) detection devices, and know how they work and how to maintain them.
- Provide appropriate control devices, including sprinklers and cooking equipment extinguishing systems, and know how they work and how to maintain them.

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- Connect all fire detection and alarm devices, including sprinkler waterflow alarms, to a central-station alarm company for monitoring.
- Contract with a reliable contractor to establish a testing and maintenance program for fire detection and alarm devices.

Premises Security and Crime

Restaurants are responsible for providing a safe and secure premises for guests. Owners, landlords and property managers can also be held liable for the personal security of patrons, guests and the general public.

- Keep the premises around the building and parking lots well lit.
- Trim landscaping to keep windows, doorways and sidewalks clear of shrubs/trees/bushes.
- Consider installing security cameras.
- Lock facilities during off-hours to reduce theft of valuables or potential harm to off-hour employees.

Property Damage Related to Vehicles

Vehicles can damage your building, signs and outdoor structures. These exposures should be considered when designing parking, drive-through and delivery areas.

Loss control strategies include, but are not limited to:

- Provide adequate directional signs in parking lots and driveway areas.
- Design parking areas to ensure safe traffic flow.
- Place guard posts where driveways and parking areas are adjacent to the building.
- Place guard posts in front of outdoor gas meters, propane tanks and electric transformers near parking lots.
- Place clearance signs near drive-through windows.
- Use barriers such as curbs, landscaping and sidewalks to help protect the building.

Weather-Related Property Damage

Water damage, including from freezing and bursting pipes, is a common type of loss to restaurant property, equipment, food and paper products. A storm damage prevention checklist designed for your local weather conditions can help keep these losses to a minimum.

Facility Equipment and Building Systems

Consider business-critical machinery and equipment. Items like key cooking and processing equipment, computers,

refrigeration systems, and telecommunications equipment are vital to your business. Equipment inspection and maintenance programs can help you avoid costly breakdowns, malfunctions and property damage. Additionally, maintaining cooking, processing and refrigeration systems is critical for avoiding food spoilage and contamination.

Loss control strategies include, but are not limited to:

- Use trained and qualified operators to inspect, test and maintain equipment, including refrigeration and heating, ventilation and air conditioning (HVAC) systems.
- Inspect, clean, test and maintain equipment and components daily, in accordance with the manufacturer's instructions. Daily attention can help identify potential causes of failure, including, but not limited to cracks, foreign objects, fatigue and wear.
- Verify that all controls and safety devices are installed and tested according to the manufacturers' requirements.
- Install electrical surge protection to prevent damage to electronic components, computers and communications systems.
- Perform infrared thermographic surveys on all major electrical panels, motors, transformers and mechanical rotating equipment annually to identify hot spots and make repairs before a breakdown occurs.
- Operate, inspect and maintain boilers, pressure vessels, chillers and refrigeration equipment according to manufacturers' and jurisdictional requirements
- Maintain operating log sheets for equipment, such as boilers and chillers.
- Have a business continuity plan, including advance arrangements with vendors to help repair or replace malfunctioning or damaged equipment.
- Provide appropriate firewall protections for computer networks.

See also Disaster Planning and Business Continuity (Page 12).

Safety and General Liability

Poorly maintained floors, stairs and parking areas, hot food and beverages, contaminated food, fire, violence, and over-consumption of alcohol by the public can each raise public safety and liability issues for restaurants. Many jurisdictions require employees that serve alcoholic beverages to participate in certified alcoholic beverage training in addition to the training they receive from their employer.

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Additionally, employee theft and dishonesty can be a concern for restaurants and may involve customer credit card fraud and theft of property belonging to customers or the restaurant.

Slip, Trip and Fall Management

Slip, trip and fall accidents are a common cause of customer injuries. Slippery floors, loose or worn floor coverings, steps, uneven surfaces and clutter are frequent sources for these accidents. Additional contributing factors include defective chairs and tables, poorly lit areas and lack of handrails on staircases. Customers who have consumed alcoholic beverages and elderly patrons can be more prone to these injuries.

Loss control strategies include, but are not limited to:

Indoors

- Keep floors, including aisles and exits, clean, dry and free of clutter, water, oil or grease.

Slip, trip and fall accidents in restaurants are the most common cause of injury to patrons. Restaurateurs should reduce contributing factors which vary from poor floor maintenance and housekeeping to defective chairs and tables, and poor lighting.



- Regularly check tables, chairs, booths, stools and counters for broken parts, protruding nails, splinters, and rough edges. Make repairs or replacements immediately.
- Schedule major cleaning during off-hours.

Outdoors

- Keep pathways, walkways, ramps, and steps free of clutter.
- Keep loading dock surfaces and dock plates in good condition.
- Provide adequate lighting at loading docks, service entrances, delivery areas and in parking area.
- Keep parking areas clean and free of hazards, such as oil, snow and ice. Repair potholes immediately.
- Paint speed bumps, posts and ramps with a non-slip, high contrast paint to warn pedestrians and drivers of their presence.

- Use “wet floor” signs, and mop spills immediately.
- Replace tiles or carpets that are missing or not firmly in place.
- Avoid uneven transitions in walking surfaces.
- Keep electrical cords out of aisles, walkways and from the operator’s footpath around equipment.
- Keep stairways clean, well lit, equipped with handrails and non-slip treads.
- Provide adequate lighting where people walk.
- Provide slip-resistant floor covering materials and surface finishes.
- Mark glass doors and door sidelights so glass is noticeable.
- Maintain restrooms in a safe, sanitary condition.

- Ensure exterior stairs are strong and slip-resistant.
- Monitor play areas and keep them well-illuminated if used at night. Schedule regular inspections to detect possible hazards. Keep records of all inspections and repairs.
- Remove from service any unstable chairs/tables.
- Follow safe practices when setting up tents and other temporary structures. Follow the manufacturer’s instructions.

Food Safety/Quality

Serving quality meals is important to be successful in the restaurant business. Good service and ambiance cannot compensate for poor or dangerous food quality. A frequent food complaint made by customers is related to foreign objects (glass, insects, metal) in food, which can result in chipped teeth. The most serious claims can come from food poisoning by bacteria (E-coli, salmonella), which can cause a range of foodborne illnesses and can even result in death.

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Food workers also may work while infected with norovirus, which can also cause food contamination.

Loss control strategies include, but are not limited to:

Food Safety Programs

- Require food service managers to complete a certified food manager course.
- Train all food handlers on food safety/handling best practices.
- Use the hazard analysis and critical control point (HACCP) principles to identify and control critical points of food safety contamination.
- Prevent interchange between raw foods and cooked or ready-to-serve foods to avoid cross contamination, including preventing allergic food reactions.
- Keep a log of food-related incidents.

Food Storage

- Keep fresh and perishable foods refrigerated below 40 degrees Fahrenheit (4 degrees Celsius). Keep frozen foods refrigerated below 32 degrees Fahrenheit (0 degrees Celsius). Where coolers are used, foods requiring the coldest temperature should be stored at the bottom.
- Keep hot foods above 140 degrees Fahrenheit (60 degrees Celsius).
- Make periodic refrigeration/freezer equipment temperature checks and adjust as needed.
- Store food in covered containers and keep covered except when in use.
- Immediately discard food suspected of being contaminated.

Chemical Storage

- Handle and transfer chemicals safely.
- Store cleaning and sanitizing agents and other chemicals in properly labeled containers in a separate location away from food storage and preparation areas.
- Use a professional service for the application of pesticides and extermination procedures.

Cleaning

- Clean and sanitize work surfaces, utensils and equipment after each use.
- Sanitize reusable cleaning supplies, such as sponges.

Foreign Objects

- Do not use glass objects to scoop ice. Do not store ice in glass containers.
- Discard food immediately if glass breaks near it.
- Inspect food for foreign objects during preparation and before serving.
- Discard cracked or chipped food utensils, cookware and dishware.

Hygiene

- Provide sick day benefits to employees to help prevent food contamination related to contagious illness.
- Emphasize personal hygiene continually, including good hand-washing practices.
- Require employees to wear clean uniforms, caps, hairnets, and gloves.

Regulations

- Follow the rules and regulations of the local health department. Quickly correct any citations or violations.

Safe Serving

- Limit the amount of food carried when waiting on guests, particularly hot items.
- Place hot liquids or food delivered to guests on the serving surface, rather than handing them directly to customers.
- Have an allergen policy, including a reference guide with ingredients of all menu items so that wait staff can check for guests who mention food allergies. The policy can include a process to red flag the order to the cooking staff.

Vendors

- Use reputable suppliers to obtain high-quality food and beverage products, and obtain Certificates of Insurance from them.
- Use reputable beverage service vendors to clean and flush beverage supply lines routinely.
- Thoroughly inspect all incoming food supplies.

Patron Cuts and Burns

Guest cuts are usually related to cracked dishes and chipped glassware. Inspect serviceware before using and discard pieces that are cracked or chipped. Minor burns to guests can be caused by hot foods and beverages. This can occur when a hot dish is placed on the table by the server who does not warn the guest of the hot hazard.

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Burns and damage to a guest's clothing also can occur when a server spills a hot beverage on a guest. Tableside cooking that uses alcohol or propane for fuel poses a fire and explosion hazard. Tableside preparers and servers must take extra precaution in handling these fuels and when preparing tableside dishes. Flames generated by cooking and splattering oils and fats present additional hazards.

Information/Data Management

The retail industry, including restaurants, has been under pressure from the Payment Card Industry (PCI) to provide better protections of their computer networks as a result of concerns and data breaches related to customer payment information. Tandem with these concerns is a growing concern around employee dishonesty and the misuse of customer credit card information, which allows unscrupulous employees to use customer credit cards for other purposes. The PCI Security Standards Council has issued data security standards for retail and restaurants to help provide better information/data management.

Life Safety

Tragic fires, explosions and other disasters remind us of the importance of fire life safety. They underscore the importance of building construction, protection and occupancy features, including occupancy limits, proper exits, and emergency evacuation procedures, to help protect employees, patrons and the public.

Loss control strategies include, but are not limited to:

- Have an emergency response plan.
- Communicate the plan to all employees.
- Conduct and audit drills. Make sure everyone knows what to do in an emergency.
- Communicate your emergency plan to contractors, subcontractors and vendors on your premises.
- Provide an adequate number of exits based on the size of the facility.
- Provide adequate emergency exit lighting and signage
- Provide sufficiently wide aisles, in accordance with building and fire regulations based on occupant load.
- Keep aisles, exits, and paths to exits free of clutter, furniture and debris.
- Smoke and fire detection systems and sprinklers are always a good idea. In some jurisdictions, they might be required depending on restaurant size. Check with your local authorities on specific requirements.

- Provide one-hour fire-rated construction for mechanical rooms with boilers, refrigeration or other potential explosion hazards.
- Have a common meeting place outdoors some distance from the building.

Liquor Liability

Preventing liquor liability losses should be an important part of your overall loss control effort as the potential for major loss is high.

Loss control strategies include, but are not limited to:

- Post management's policy concerning the serving of alcoholic beverages, and review this policy with employees. These notices could include statements of management's intent to prevent customers from consuming alcohol to the extent that they become dangerous to themselves or others.
- Train employees who serve alcohol so they can respond to drinking situations before they get out of control.
- Do not continue to serve customers if you detect signs of overindulgence.
- Offer a designated driver program in which non-drinking customers receive non-alcoholic beverages free of charge.
- Call a taxi or make other travel arrangements to transport intoxicated persons to their homes.
- Verify the age of all youthful customers. Require a photo ID. When in doubt, have the customer show additional ID or have them duplicate the signature on the identification.
- Discourage beverage promotions such as "happy hour," "two-for-one," "ladies night" or "last call."

Driver and Vehicle Safety

Motor vehicle accidents can result in property damage, and potentially injure your employees and others.

Restaurants that use vehicles of any type as part of operating business, including making deliveries, running errands or offering valet service, should have a basic fleet safety program in place for drivers.

A good fleet program should address not only the vehicles owned by the restaurant but also non-owned vehicles, such as employee personal vehicles used on company business. Employees who drive their own vehicles in the scope of their work or drive a customer's car as part of a valet

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program put your company at risk. Restaurants should hire qualified and safe drivers. Failure to manage the fleet/vehicle exposure can leave restaurants open to liability losses.

Loss control strategies include, but are not limited to:

Fleet Safety Management

Establish driver selection and hiring procedure for company drivers. This includes valid driver's license verification, motor vehicle records (MVR) check and road testing.

- Provide defensive driving training to all new hires and periodically thereafter for all employees who drive. Keep records of all training provided.
- Have an inspection and maintenance program to ensure all vehicles are kept in safe operating condition.
- Establish a policy restricting the use of cell phones while driving. Employees should pull over to a safe location to send or retrieve messages and to make calls.
- Have accident reporting and investigation procedures. Equip vehicles with accident reporting instructions and form to document the accident. Instruct drivers to take accident scene photographs.
- Require training for drivers who are involved in preventable accidents.
- Implement a ride-along assessment/coaching program for company drivers.
- Avoid incentives or delivery deadlines that could encourage speeding.

Restaurants that use vehicles of any type as part of operating business, including making deliveries, running errands or offering valet service, should have a basic fleet safety program for drivers.



Guidelines for Non-Owned Auto Exposures

The following guidelines are suggested for non-owned vehicles used for company business:

- Anyone using a personal vehicle for company business must be an approved driver.
- Fleet safety policies and procedures should apply to non-owned vehicles just as they do company-owned/leased vehicles, including driver selection and qualification procedures, management and training.
- Require non-owned vehicle drivers to provide proof of insurance. Obtain a certificate of insurance showing appropriate limits of insurance.
- Ensure personal vehicles are kept in safe operating condition.
- Have at least two people working the valet operation, so one person is able to coordinate the flow of traffic and direct customers.
- Remove keys from vehicles and secure them in a locked, attended box at the valet station.
- Walk around the vehicle prior to taking the vehicle from the customer and point out any existing damage to reduce the possibility of claims being filed for existing damage. Note any existing damage on the customer's portion of the valet ticket, as well as the restaurant's portion. It is best to get the customer's signature where the damage is noted.
- If you have closed-circuit television, monitor the valet area. This can help provide video of vehicle condition at the time it was parked.
- Evaluate valet subcontractors using the same standards used for your own valet staff. Obtain certificates of insurance with your company named as an additional insured. Have your attorney review all contracts to ensure you are not assuming your subcontractor's liability.

Valet Parking Services

- Use the same MVR criteria for selecting valet staff that are used to qualify regular company drivers.
- Supervise valet staff to ensure safety and security.

Restaurant Risk Management Guide

Disaster Planning and Business Continuity

Good business continuity planning goes beyond weather-related planning. A good continuity plan can help companies assess and plan for significant business operation vulnerabilities whether from natural disasters or other events. Examples of other events include malfunctions or breakdown of critical equipment, corruption of electronic data or computers, and power interruption or outages.

The financial stability of the eating establishment industry is especially vulnerable to interruptions in normal daily production. Restaurateurs cannot afford electrical power interruptions, breakdowns, malfunctions or damage to critical equipment, including refrigeration, HVAC and computer systems, or comprising of customer and inventory data. Any interruption to the efficacy of refrigeration equipment can also have a significant impact on food spoilage and contamination.

Have contingencies in place to ensure continuous operations of your business. Start by creating an emergency team and a written plan that includes, among other things:

- Identification and assessment of the “must haves” for your operations which are critical to your ability to stay open for business.
- Measures to ensure critical operations can be kept up-and running. This includes backup or a list of contractors, suppliers and other vendors you will need to rely on to get you operational again.
- Plans for orderly evacuation of the building and systematic shutdown of operations.
- Checklist to help with recovery/restoration of operations after a major loss.
- Trained crowd managers to help with exiting, in the event of an emergency during operating hours.

Equipment Continuity

- Purchase spare parts for critical equipment, per manufacturers’ list of recommended spare parts. Store and maintain parts per manufacturers’ recommendations.
- Have a service provider identified or pre-arrange who can provide quick turnaround for repairs or replacement in the event of a major equipment breakdown or need for a critical component.

Information/Data Management

Restaurants use computers not only to place and track guest dining orders and payments, but also for other financial accounting and administrative bookkeeping, including of inventory.

Loss control strategies include, but are not limited to:

- Protect your computer networks and data, including customer data, with firewalls and virus and spam protection software programs.
- Back up computer data every night and store off-site.
- Store valuable documentation off-premises in a fire-resistant, approved safe.
- Keep originals that cannot be duplicated in a secure location.
- Inspect and service computers regularly.
- Mark all computers with identification numbers for tracking purposes in the event of theft.

Contract with a service that allows continuous computer operations in the event of a loss to data processing equipment.



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