

November 4th is Election Day: Make Your Voice Heard

According to the U.S. Census, less than half (48 percent) of voting-age citizens cast a ballot in 2006. Of the 136 million people who reported that they were registered to vote, 40 million (29 percent) did not vote in the 2006 congressional election. Of these registered non-voters, the most frequent response for why they did not vote was because they were too busy or had conflicting work or school schedules.*

CMAA has joined with U.S. Chamber of Commerce's "VoteForBusiness.com," a Web-based employee education program designed to help maximize participation in the election process. By clicking on www.clubindustryvotes.com, you and your employees can visit a single, non-partisan Web site that focuses on registering employees to vote as well as educating them on the impact of the issues affecting the club industry and about specific candidates and their positions on the important issues. This one-stop online resource will enable visitors to register to vote,

apply for an absentee ballot, learn more about candidates and link to their individual Web sites, locate their voting place and much more.

You can also utilize this Web site through the eAdvocate Action Center to get involved in the issues that affect the club industry, immediately contact your members of Congress when it matters the most and review current priority issues. Simply enter your zip code to get started!

CMAA strongly encourages you and your employees to participate in the electoral process. If you have any questions concerning the Web site or would like more information on this effort, please contact Melissa Low, director, Industry Resources and Legislative Services, at (703) 739-9500 or at melissa.low@cmaa.org.

*Source: *Voting and Registration in the Election of November 2006*, <http://www.census.gov/prod/2008pubs/p20-557.pdf>. ◆

Twelve Steps to Safety

Step Eight: Kitchens, Including Satellite Kitchens

In September 2003, CMAA signed an Alliance with OSHA to promote safe and healthful working conditions for membership club employees in the areas of hazard communication, recordkeeping and respiratory protection. In February 2005, CMAA renewed its Alliance and added a new scope of concentration, landscaping and horticulture. The Alliance was again renewed in October 2007. This article, the eighth in a series of 12 articles, was written by club industry expert Alan Achatz, CCM, CHE, of AKA Capitol Adventures in conjunction with participants in the OSHA and CMAA Alliance. The purpose of this series is to help new and seasoned managers embark on a path to safety compliance at their facilities.

All kitchens are high hazard areas. The combination of sharp items, high heat, electricity, wet floors, refrigerators, freezers, heavy items, deliveries to store, items on the floor, hazardous chemicals, potential communication problems, staff new to the workforce, training issues and the items specific to your operation have the potential to contribute to a variety of serious injuries.

What can you do to ensure the areas and your work practices are safe? Starting with the generalities:

- Institute training programs to address knife safety and cleaning procedures.
- Clean up spills immediately.
- Keep aisle ways clean, dry and free of obstructions.
- Develop a list of concerns tailored specifically to your various operations.

Some of the items listed below may appear to be common sense to long-time managers, yet some of those in the industry learned these lessons the hard way!

Do You Have Any Employees Under 18 Years of Age?

If so, develop a list of the tools/equipment that they cannot operate. Consider attaching labels on all of this equipment to ensure that others also recognize that no one under 18 can operate this machinery. Please refer to the Department of Labor *Child Labor 101* publication and the other items listed in the additional resources section for more information.

The Dishwasher and Pot Washer Areas

Hazards in these areas vary greatly and do require attention. Water on the floor is a common problem normally minimized by placing mats in the walkways. When the water seeps into the regular walkways, corrective action has to occur immediately.

The rinse water of most dishwashing machines has had its temperature boosted to 180° F and possibly higher. This hot water and the resultant steam

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from the machine can impact various unseasoned employees. Also consider that on hot, humid days, heat stress in the work area can affect even the most seasoned employee.

Kitchen Chemicals

The kitchen contains some of the strongest chemicals in the club environment. Some of these chemicals are incompatible and react violently. Some chemical combinations can have deadly consequences.

It is essential that the staff inspects the plugs and cords on all electrical equipment on a quarterly basis. Look for frayed cords, cut or removed grounding plugs, twisted wires inside cords, exposed wires showing at base of tool, wires pulled out of wall sockets or machines and any other situation that looks wrong.



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It is incumbent upon you to conduct a complete chemical inventory and ensure that you have Material Safety Data Sheets (MSDS) for all the chemicals in your operation. If you find two incompatible items (ammonia and bleach; Lime-a-way® and bleach) or other items that your MSDS deem as incompatible, remove at least one of these items!

Educate your employees as to the hazards of the various chemicals. Additional knowledge should be imparted as to the incompatibility of some of the items. Examples of items with incompatibilities include bleach and cleansers; bleach and window cleaning products; and vapors from oven cleaner sprayed on warm surfaces.

Recognize that various chemicals do find their way under the sink at your satellite kitchens, as such, you have to go through the processes outlined above. It is also possible that some of your more conscientious employees may bring a cleaning product from home. Again, it is incumbent on you as the employer to ensure that there are no potential chemical cocktails about to be mixed.

Label the containers of all chemicals. Just because it is blue does not mean it is window cleaner. Just because it is clear does not mean it is water. What if an employee is color-blind? Should you label the chemical containers in multiple languages? YES! If you have employees with limited English, label products in the languages they can read.

Equipment Cleaning/ Reassemble Procedures

While initially time consuming, developing detailed written procedures on how to properly clean and reassemble machinery can be cost effective due to reduced re-training time and lowered injuries.

You can even standardize the practice that all machines are unplugged prior to cleaning. (See the additional resources section for information on lockout/tagout procedures.) For example, the specific detail – the thickness dial on the slicing machine is always reset to zero upon completion of the task at hand – can reduce potential injuries to users and non-users.

Ensure the machine is reassembled immediately after cleaning. This way the exposed blade is covered as soon as possible by the machine guard.

For all equipment, ensure that all the staff members who may be using the various pieces of equipment are trained in the correct use and cleaning of equipment before they are allowed to use it. Inform the staff that it is also their responsibility to ensure that the equipment is in safe working order and is being correctly used, cleaned, maintained and stored.

It is essential that the staff inspects the plugs and cords on all electrical equipment on a quarterly basis. If either the plugs or cords are showing signs of damage, ensure they are removed from service and repaired to their originally manufactured condition or replaced promptly. Damage to look for includes frayed cords, cut or removed grounding plugs, twisted wires inside cords, exposed wires showing at base of tool, wires pulled out of wall sockets or machines and any other situation that looks wrong.

Pantry

This area seems to be the most multi-purposed area in any operation. The tasks vary greatly and so do the safety challenges. Sandwiches, salads and desserts are three different items that regularly pass through this area. The preparation duties usually start early and finish late.

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Operational injuries run the gamut from knife cuts, to contact with the clear film wrap cutter, to burns from the toaster or the hot fudge sauce, to enduring long periods of time in the coolers/freezers, to lifting heavy boxes, to slips on grease/water slick floors.

Tell those who are working with knives not to turn around to talk with others while they still have the knife in their hand. Walking with knives requires the carrier to be more cognizant than usual. Keep the point down and ensure your other hand is free to “push” others safely out of your way.

Hot Line

The hazards abound with the broiler and the char grill spewing forth 450° F temperatures; the jacketed steam kettles and steamers releasing clouds of hot mist; deep fryers containing 350° F oil as frozen items are immersed into this medium. Food is being prepared for large groups and heavy pans must be removed from the ovens. Large heavy pots are boiling away on the stove tops. Next to that are sauté pans with the deft action of a cook ensuring the items are properly cooked with a last second pan de-glazing sending flames high into the air.

Hot pans are obviously best handled with dry kitchen towels. Using wet or damp towels to handle hot pans can result in steam burns.

Lifting a stockpot on or off the stove is difficult. There are no tools available for this task. It has to be done the old fashioned way. Kitchen design has improved over the years and the old days of schlepping water to fill the stockpot have been improved by having a water fixture as part of the line. Teamwork is still essential when it involves heavy pots.

Those working in the kitchen quickly learn the need for essential communication. If you have something hot in your hand and are walking behind someone, you should state, “Behind you.” Same is true for those carrying knives or other items.

First Aid and Accident Prevention

Do you have adequate knowledge and skills to assist a co-worker with a steam burn or an employee who just had a crock of cream soup spilled on him? What about first aid knowledge for a grease burn, cuts or other injuries?

One possible way to reduce the common injuries resulting from cleaning up broken dishes and glasses is to ensure the employees use a broom and dust pan instead of trying to pick it up by hand.

Receiving Area

Do you have a receiving dock? Is it in good repair? Delivery time (if occurring in the main kitchen) always causes an accumulation of boxes. Ensure that the pile is broken down as quickly as possible and that the boxes do not compromise egress. (Note: According to Federal OSHA standards, if the dock is 48" or higher above ground level, a gate or some method of protecting employees from falling is required. Even if you only have a nominal elevation change, it is recommended to use yellow tape/paint to denote that elevation change.)

Dry Storage

Lifting, while applicable in all areas of the kitchen, is a particular focus in a storage area. Are the employees educated on proper lifting techniques? Your insurance company has training videos available for your use.

It is assumed that everyone knows to store the heaviest items on the floor and the lighter items higher on the shelves. Consideration must also be extended to employees of various heights.

Younger workers may have to be tempered in their actions as they may not recognize the safe mode of doing various lifting tasks.

Refrigerators and Freezers

How long do the employees work in these areas? Inventory, special projects (ice carvings) and the beginning of the week product tallies can involve extended periods in these areas. Are employees wearing protective clothing? Are winter coats and gloves available even during the summer months?

Is there adequate room to move about? Or, are these units packed to capacity due to upcoming events or a lack of space?

Are the floors in good repair? Or, are they soft, spongy or showing signs of ice build-up? Is there adequate traction or are the floors slick?

Electrical Panels

When a circuit breaker trips, do you just flip it back on? Do you consider that there is a reason the breaker tripped? Is it possible that someone turned a breaker off intentionally? (A Lockout/Tagout policy and related procedures may be applicable.)

Garbage Removal

How heavy are the garbage cans? How far do they have to be moved? Are the bags pulled out of the cans, or is the entire can moved to the garbage staging area? Are the cans lifted up to be emptied in the dumpster? Are the bags tossed in the air into the dumpster? Might the employees contact broken glass/dishes in these cans/bags?

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Snack Bars

Remote service locations pose special concerns because they are not supervised as diligently as the main kitchen. Workers may bring their work habits from home, which might severely compromise both employee and food safety.

Material Safety Data Sheets for the various cleaning products have to be available. Incompatibilities for the various chemicals have to be determined.

Propane tanks are often the fuel source for remote kitchen locations. Are the employees aware of the dangers? Propane is heavier than air and sinks to the ground. Are they properly trained on how to change/remove the tanks and to determine leaks? Are there smokers near where the propane is stored/used?

Work apparel may be more casual and thereby may lead to injury due to lack of protective covering.

For more information on how your club can benefit from the Alliance and OSHA topics specific to the club industry, please visit <http://www.cmaa.org/legislat/osha.asp> or contact Melissa Low, director, Industry Resources and Legislative Services, at melissa.low@cmma.org or (703) 739-9500. This article was written by club industry expert Alan Achatz, CCM, CHE, of AKA Capitol Adventures in conjunction with participants in the OSHA and CMAA Alliance. It does not necessarily reflect the official views of OSHA or the U.S. Department of Labor. ♦

Additional Resources

Child Labor 101: Department of Labor Bulletin:

<http://www.dol.gov/esa/regs/compliance/whd/childlabor101.pdf>

Teen Worker Safety in Restaurants:

<http://www.osha.gov/SLTC/youth/restaurant/index.html>

OSHA's Teen Worker Web site:

<http://www.osha.gov/SLTC/teenworkers/index.html>

Employer's Pocket Guide on Youth Employment

<http://youthrules.dol.gov/pdf/brochures/YouthRulesBrochure.pdf>

Control of Hazardous Energy (Lockout/Tagout):

<http://www.osha.gov/SLTC/controlhazardousenergy/index.html>

Premier Club Services®

Where Is Your Club Heading and What Can You Do About It?

What is your club's long-term plan? Increase membership? Renovate older facilities? Add a spa or fitness center? Oftentimes, day-to-day operations and challenges can obscure the long-term plan for your facilities, staff and members. Get the resources that you need to educate your club's board and plan for your club's future.

Premier Club Services® (PCS) can provide your club with the most exhaustive resources for club governance and strategic planning available. Conduct a thorough and productive strategic planning process utilizing *Leading the Strategic Planning Process* to create an integrated plan to guide volunteers and paid staff. Utilize the *Club Governance Resources* to start your board off on the right foot with an

effective orientation and audit of best practices for effectual governance.

Leading the Strategic Planning Process is a comprehensive strategic planning resource designed to walk you through this complicated but crucial process. Undertaking the process of strategic planning can be a daunting task. There are a number of elements inherent in an integrated strategic plan that may, at first glance, confuse even the most experienced manager. However, when considered in a progressive order of importance, a manager can envision how each of the elements works and relates to the others.

Organizational strategy provides guidelines for you to help lead your club from a long-term perspective.

A club strategy can be defined as the club's definition of what it wants to become. The strategy will help create a plan for how the club will achieve this goal. This book will help your club thrive by addressing issues related to membership, revenue, competition, location and facility renovation. You will learn how to create a master plan that clearly defines your club's long-term goals and objectives and satisfies the needs of your members and staff.

The *Club Governance Resources* are comprised of a three complimentary pieces – the *Board Resource Manual*, the *Director's Guide for Understanding Club Governance* and the *Governance Checklist*. The first item in this three-piece set is a prototype *Board Resource Manual* that can

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