

A Safety Awareness Manual for Schwan's Resort, Trego, WI

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ABSTRACT

The purpose of this study was to develop a safety awareness manual to enable management to train employees in the rural setting at Schwan's Resort, Trego, WI. This manual includes training about how to take precautions and prevent accidents from happening on the job. This comprehensive safety training manual describes in detail how to deal with many potential hazards, such as handling food inappropriately and the abuse of alcohol by guests.

The study was descriptive and the research information used to develop the safety training program was obtained through literature research, observation, and one-on-one interviews.

This comprehensive training program was designed to enable the employees to learn the correct safety procedures and safety requirements and use them on the job.

The result of this research led to the improvement and development and maintaining of a safe work environment at Schwan's Resort. This safety program will be used for training new employees, both full-time and seasonal to protect workers from getting hurt on the job and to protect guests and co-workers from the danger of food borne illness.

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Chapter One: Introduction

I. Introduction

The effects of an accident while working like many other human activities affect many workers each year in the United States. Injuries are a serious and common problem in the workplace. People need to know a task very well when they are performing it or they can get hurt while doing it. Lack of attention and taking things for granted are a major cause of accidents in the work place. People involved in accidents assert that they did not know that they were acting in an unsafe manner. According to Lawson (1992), the word "overlooked" is used to describe these kinds of situations. Other people often report that they were never informed about the dangers which resulted in the accident. (Lawson, 1992).

According to Lawson, “Lack of proper training is so obvious that it is one of the main causes of accidents. Accordingly, teaching people safe operational procedures (S.O.P.s) should be at the very heart of every safety program, and a worker should be involved in S.O.P.s pertinent to his/her job from the very first day of employment”. (Lawson, 1992).

II. Site

Schwan's Resort in the rural setting, Trego, WI consists of 700 acres of inspiring environment with two completely private lakes located in the middle of northwestern Wisconsin and will be opening a newly constructed main lodge and conference center in

October 2000. The main lodge and conference center are designed to accommodate business meetings and corporate retreats. 32 rooms are located in the two hotel wings on either side of the conference center lodge. Each room has two queen size beds, dresser, desk, table, and television. A set of glass doors opens onto a private balcony or patio facing the lake. Many are equipped with kitchenettes for light cooking. Each hotel level has its own lounge where people may gather around the fireplace or exit out onto a balcony to take in the peaceful views of the lake. Outdoor hot-tubs are placed between each hotel wing and the lakeshore, and await restful enjoyment by guests. (Schwan's Resort).

The Pine Village retreat center and lodging were completed in July of 1999. This area has a lodge with a large assembly-dining room and two classrooms. This Pine Village is nestled in a valley surrounded by five duplexes that provide lodging for large groups. It is a perfect place for hosting students, church groups, camps, and family reunions. There are five duplexes located in close proximity to the Pine Lodge which can accommodate up to 140 people. Each half of every duplex features four bedrooms, a living room with gas fireplace, kitchenette, bathroom, and a hall that can connect to the other half if a larger group of people needs more space. Kitchenettes are equipped with utensils for light cooking. (Schwan's Resort).

There are also five two-bedroom cottages on the western shore of the largest lake. With two bedrooms, living room, fully equipped kitchen, bathroom, and screened porch, each modern cottage can accommodate six people comfortably. Kitchens are equipped with basic cooking utensils. Bedding is provided, but guests must furnish their

own bath and beach towels. Guests can relax on the screened porch overlooking this tree-lined lake or build a fire in the wood-burning fireplace. (Schwan's Resort).

The resort has lots of outdoor recreational activities for summer and also winter. Summer activities include canoeing or boating on the lakes or on the Namekagon River, hiking, nature and wildlife observation. Winter activities include cross country skiing, snow shoeing, sledding, ice skating, and bonfires. Athletic fields are located close to the Pine Village retreat center. The fields are large enough to contain a soccer field, two softball fields, and two sand volleyball courts. Hiking trails and twenty kilometers of cross-country ski trails that wind through woods and prairie are nearby. Some trails have views that overlook the river valley or across ridges that surround the lakes. Rowboats and canoes are available for use by the guests to enjoy the lakes and fishing. The Namekagon River flows along the southern edge of the Retreat & Conference Center grounds. It is part of the National Wild and Scenic River System, and provides for wonderful canoe or tube trips. There are also several golf courses located about a 30 minute drive from the retreat center. (Schwan's Resort).

Before the opening of the main lodge and conference center of October 2000, each new employee of Schwan's Resort needs to be properly trained on the importance of safety to prevent on-the-job injuries and also to protect guests, and co-workers from the danger of food borne illness, since 90% of the new employees have little knowledge about food safety and overall safety.

III. Training Defined

Training is the process by which a learner acquires and develops knowledge, skills, and attitudes that lead to changes in behavior in line with established performance goals.

IV. Safety Training

Safety training is part of the safety program which is prepared by management of Schwan's Resort to help their employees develop safety awareness and take the correct ways to prevent unsafe practices when performing a task or several tasks, and create an environment in which workers are neither injured nor made ill by the work they perform. They must be in compliance with the mandates of the Occupational Safety and Health Act (OSHA).

V. Typical Areas of Safety Training

Typical areas of Safety Training in the Hospitality Industry of Schwan's Resort include administration, front office, housekeeping, food and beverage service, and maintenance. It is necessary for the management of Schwan's Resort when training new employees in these areas to be in compliance with the mandates of the Occupational Safety and Health Act (OSHA) and also to recognize the need for understanding the purpose of the Act.

VI. Legal Issues Involved in Safety and Training

Legally mandated training is an important component in the safety training program of Schwan's Resort and must be in compliance with the mandates of the Occupational Safety and Health Act (OSHA) to maintain the health and safety of Schwan's workers on the job. It is also necessary to recognize the need for understanding of the Act by the management of Schwan's Resort.

VII. Statement of the Problem

The purpose of this study was to design a working manual, in compliance with OSHA standards, that can be used to train new employees of Schwan's Resort in methods and procedures that insure safe work behavior.

VIII. Research Objectives

1. To develop a safety training manual for the employees at Schwan's Resort.
2. To teach employees at Schwan's Resort to know the basic hazards common to any food service environment.
3. To teach employees at Schwan's Resort how to take precautions and prevent accidents from happening.

IX. Significance of the Study

The importance of designing a safety training program is to help new employees of Schwan's Resort have a safe work environment by developing a pattern of safety awareness and taking the correct ways to prevent both food related illness and unsafe

practices which can lead to on-the-job injuries; and to be in compliance with the mandates of the Occupational Safety and Health Act (OSHA).

X. Limitations of the Study

- The study many not cover all safety elements of the hospitality workplace.

This study is specifically directed toward Schwan's Resort.

XI. Definitions / Terms

Training - the process by which a learner acquires and develops knowledge, skills, and attitudes that lead to changes in behavior in line with established performance goals.

Accident - any unintended occurrence that disrupts the normal sequence of events.

Hazard - any condition that has the potential to cause injury and / or loss of property.

Safety Training - part of the safety program that is devoted to modifying the behavior of the workers in order to minimize risk and protect the workers from harm.

Risk - the probability that the event will occur and is inherent to living.

PBX (Private Branch Exchange) – simply takes telephone lines from the outside world and makes them accessible to extensions within a certain building, home, or office. Its features include call forwarding, speed dial, internal/external paging, and call-detail recording.

Chapter Two: Review of Literature

OPENING STATEMENT

This chapter will address issues of proper training and a safety training program including typical areas of safety training and legal issues around such safety training for the employees of Schwan's Resort to comply with the mandates of the Occupational Safety & Health Act (OSHA).

I. Training Defined

Training is the process by which a learner acquires and develops knowledge, skills, and attitudes that lead to changes in behavior to achieve established performance goals. (Forrest, 1990).

Training is a learning process or any activity which aims toward job competence and improved job performance and develops a knowledgeable and competent staff. No one can perform well without training. Every employee and even experienced workers also still have to go through training to ensure consistency in service and standards. Also everybody must be updated as changes occur in the operation. New employees must be taught what is expected of them and experienced employees must be taught the standards of the organization. Training is not something to educate employees when the business is slow or when employees have free time, it must be done right away after each worker is hired. This is very important. Training is the process of preparing employees to achieve organizational goals and standards. According to Forrest (1990), a firm training philosophy should be that people are trained because they either can't do something, can't do it well enough, or are now doing it incorrectly. It is a corrective measure,

designed to maximize the utilization of an employee's potential. It's a way of getting more and/or better performance for the same or less money. Training is a way to make use of that potential and if a person's potential is not being utilized, money and time will be wasted. By its very nature, hospitality is a people industry and thereby labor intensive. To control labor costs, productivity must be achieved without sacrificing hospitality and personal service. This is why training is an essential activity in a successful hospitality operation and training and development of personnel should be viewed as ongoing processes in every hospitality operation. (Forrest, 1990).

According to Forrest (1990), the basic steps in the training process are:

- Step 1. Establish a training policy
- Step 2. Define training needs
- Step 3. Plan the training
- Step 4. Prepare the employees
- Step 5. Conduct the training
- Step 6. Evaluate the training
- Step 7. Follow through with ongoing coaching or reviews or evaluations

Step 1: Establish a training policy

Training must be planned and carried out as an organized activity of the organization. The cost-effectiveness of training is directly related to the commitment that is made to training by the organization. According to Forrest (1990), to support this commitment, it is important that the organization state its training policy in writing.

“Training policies should be developed that will provide guidelines on the detailed planning of training by defining the scope and aims of the training, the basis of training plans, the procedures for developing formal training programs, and methods of evaluating and controlling training”. (Forrest, 1990).

It is very important to maintain consistency and continuity so that training standards do not change every time the manager changes. It is quite common for management personnel in the hospitality industry to be frequently transferred or rapidly promoted. Procedures and standards should be established and followed by each department manager. If it is necessary to change a procedure or standard, this should be a management team activity with the final approval of the general manager or corporate office. (Forrest, 1990).

Step 2: Define training needs

By defining training needs, an organization determines what specific skills or specific activity to develop or improve by bringing employees' performances up to the organization's standards. Although training may not be the answer to every performance problem as an indicator of inadequate employee performance such as guest dissatisfaction, disorganization and confusion, low morale, low sales, high waste, low productivity, sanitation problems, and other miscellaneous indicators, it may suggest a need for training. (Forrest, 1990).

Step 3: Plan the training

According to Forrest (1990), planning the training consists of eight important procedures:

1. Analyze the job
2. Set broad training goals
3. Select the trainees
4. Set specific learning objectives
5. Design the training program
6. Select the training methods
7. Plan for evaluation
8. Prepare training budgets

1. Analyze the job

First, the trainer must consider what level of performance should be observable after training is completed in order for training to be effective. In job-related skill training, the planning process should include a complete job analysis to develop the basic tools or aids to be used by the trainer. These tools or aids are an important part of the planning process and they include job lists, job breakdowns, and job performance standards. (Forrest, 1990).

2. Set broad training goals

The trainer must set objectives and the goal of effective employee training is to have every employee perform well on the job and to develop the abilities that are necessary for successful job performance. According to Forrest (1990), training should

not be devoted just to the “ability to know.” Managers should limit the knowledge aspect of training to that which will make “doing” easier or better. Knowledge for its own sake is not usually an efficient business training goal. (Forrest, 1990).

An example of a broad training goal according to Forrest (1990) for a front office training program might be: “The training will result in the reduction of guest complaints concerning the check-in and check-out processes.” No matter how well it states the desired outcome, a training goal by itself does not communicate what it takes to achieve the desired performance level. (Forrest, 1990).

3. Select the trainees

It is very important to hire the best employees after interviewing and employment decisions are made to ensure that workers are able to attain competence through training. (Forrest, 1990).

4. Set specific learning objectives

The objectives are necessary to help the trainer or manager focus on the desired results of training during the planning process and what the employee knows before training and what he will know at the conclusion of training. Each duty or job should have a performance objective which states what the employee will be expected to do following the training. Objectives should not be too general, they should address specific observable and measurable behaviors. According to Forrest (1990), a performance objective could be: “Following the training, the food server will be able to sell a dessert order to more than 50% of his/her guests and serve desserts correctly, in accordance with prescribed service procedures for each dessert.” (Forrest, 1990).

5. Design the training program

Designing a solution to performance problems is the goal and the manager must design the instructional training program and the learning activities during the planning process, and the skills to be developed should be arranged in logical order. Materials should be prepared or assembled to support the learning activities.

6. Select the training methods

Some training methods are more expensive than others and a costly method may not be any better than an inexpensive method. Often, the least costly training method can achieve the best results. According to Forrest (1990), a general rule for selecting a training method is that the level of sophistication should not exceed the sophistication of the trainees or the training abilities of the trainer. Also, the method and materials used in the training should be no more complex than the duties or jobs that are being taught. Before selecting a training method, managers should consider the capabilities of employees, their own abilities as trainers, the jobs that they will be teaching, the training budget, and the time available for training. (Forrest, 1990).

7. Plan for evaluation

In order to have an effective evaluation plan after training, the trainer must know the optimum or hoped for level of performance before training begins. The effective evaluation includes pre-testing, post-testing, and ongoing evaluation. (Forrest, 1990).

8. Prepare training budgets

According to Forrest (1990), the costs of the training are determined by considering the instructional units to be covered, duties or job tasks included in each instructional unit, necessary materials and training aids, the specific employees to be

trained, the length of time necessary, and the total payroll costs. In calculating labor costs for training activities, it is important to include the cost of employee benefits and other payroll-related costs. (Forrest, 1990).

Step 4: Prepare the employees

The trainer needs to communicate and explain to employees concerning all the training plans, and to maximize training effort so that they know what their job involves in order for employees to perform their jobs more effectively. It is also helpful to the employees if the trainer helps them to develop behaviors and form the correct mental picture by demonstrating the desired standard or the behaviors if the employees have never performed the behaviors. It may be difficult for them to visualize what the correct performance will look like. It is always important to allow time for questions throughout the training and ask for the feedback, otherwise they may later have difficulty performing the job. (Forrest, 1990).

Step 5: Conduct the training

Training employees is one of the manager's most important responsibilities. Although training will not solve every problem, with thorough effective training, the problems or concerns about people, performance, production, safety, sanitation, internal controls, financial results, etc. can be minimized or eliminated. (Forrest, 1990).

Step 6: Evaluate the training

Evaluation is the process of finding out how much knowledge and ability to perform and the employees have accomplished or learned throughout the training as measured by their job performance. According to Forrest (1990), when evaluating training, at least two components should be appraised:

1. The results of the training system, program, and individual training activities.
2. The training plan and its execution. This is needed to determine whether the training function is well organized and whether managers have the expertise necessary to accomplish the goals of the training.

Together, these two evaluations provide a basis for determining whether the training was successful, and whether it should be continued or repeated. No training program is complete without evaluation. Evaluation should occur before training so that behavioral reference points can be established, and progress should be evaluated throughout the training program. (Forrest, 1990).

Step. 7: Follow through with ongoing coaching

The final step in the basic training process is the technique of coaching. Coaching usually occurs on the job, making sure employees are doing everything right to bring out the highest level of job performance from each individual, answering any questions about the job employees may have, and re-establishing the standards for performance. Also, while a manager is supervising the staff, and engaging in coaching communications, he/she can correct performance that has moved away from the steps covered through the formal training. (Forrest, 1990).

II. Safety Training

The safety training is part of the safety program to help workers develop safety awareness and take the correct ways to prevent unsafe practices when performing a task or several tasks, and to create an environment in which workers are neither injured nor made ill by the work they perform. According to Lawson (1992), inadequate knowledge has also been shown to be a factor in many workplace accidents, especially in workplaces where technical knowledge is required, such as in the use of chemicals, electrical equipment, and high-speed machines. In certain situations, lacking the proper skill or knowledge for a task can result in an accident. This is especially true when performing a new task. It has also been shown, for example, (Lawson, 1992, p. 7) that beginning and unskilled machine operators have very high accident rates. Of course, not all accidents result solely from human error. Natural hazards such as snow, rain, dust, sleet, and fog increase the likelihood of accidents, especially in motor vehicles. In addition, man-made hazards can pose a danger. Many industrial jobs use large and complex machines. Although many of these have safety features, they are still a potential cause of accidents. Finally, poor working conditions and poor housekeeping are factors in many industrial and home accidents. (Lawson, 1992).

Industry faces the continual problem of keeping working accidents at a minimum. According to Chelius (1977), it has been shown that one of every ten workers in private industry each year suffers the effects of an accident on the job. All of these workers are exposed to some risk of injury and illness during the hours that they are on the job. Work is simply one of many activities which yields injuries. Although there are certain aspects of work which make it different from other activities, there is much that is

common to all injury-producing endeavors. According to Chelius (1977), it has been shown the credible analysis of accidents from the state of Wisconsin study found that approximately 45% of work injuries are due to careless behavior by workers, such as misuse of hand tools. An additional 30% are attributable to momentary physical hazards like open file drawers and wet floors. The remaining 25% of work injuries are caused by permanent physical factors like improperly guarded machines. In fact, nobody wants to be injured but people still act unsafely. Even a brief moment of inattention can become major problem. Those people who are injured thought it could not happen to them but it can be their own and others' mistakes. (Chelius, 1977).

The protection of employees and the work place is very important to every organization and to smooth continuity of operations in terms of morale and money. According to Anderson (1975), a well-trained employees, alert to hazards and cognizant of safeguards, is good business from both a social and an economic standpoint. It is also important to distinguish between physical provisions for safety and the training of the people to act safely, no matter how well working conditions are designed and constructed. (Anderson, 1975).

In the food industry, according to Hemminger (2000), Economic Research Service of the United States Department of Agriculture (USDA) \$5,600,000,000,000 – \$9,400,000,000,000 a year is spent on medical costs and lost productivity costs associated with the top seven food borne illnesses, which is a lot of money. That amount of money spent on food safety training would be a lot better spent, and wasting money on such bad practices gains nothing, which is unnecessary. Besides losing money, people get sick, especially the elderly and young children, which can be life threatening. That is

something for which no one wants to claim responsibility. Also, foodservice workers just like other customers are also exposed at one time or another to the food handling techniques of co-workers. According to Hemminger (2000), besides the food borne illnesses, hundreds of thousands of foodservice workers rush to hospital emergency rooms each year because they were accidentally cut with kitchen knives. Most often workers are hurt because they don't use the knives properly, they don't store the knives properly, or they haven't been paying any attention to what they are doing when using knives. People must use the right knife for the right job, not just any knife will do. (Hemminger, 2000).

Work injury in the food service can affect the restaurant industry in several ways, such as the physical effects on the employee, increases in insurance costs, the interruption of the work routine (i.e., job reassignments), and so on. The safety of the foodservice workers is very important and it is most beneficial to address the needs of the staff early and provide the appropriate tools to do the work. (Heminger, 2000).

The Occupational Safety and Health Administration (OSHA) is the regulatory agency that monitors safety in the workplace. According to OSHA regulations every employee has the right to know what he/she is exposed to during the course of a workday. All the employees must be trained properly in using hazardous materials as well as be supplied with the appropriate materials for handling such items, and also every one of them must know how to report to a supervisor regarding an unsafe work environment. The supervisor then is responsible for taking corrective action to fix the unsafe condition. (Hemminger, 2000).

Safety doesn't come naturally, it is how people do things in correct ways in the safe work environment including safe practices in which workers are neither injured nor made ill by the work they perform. Safety training is an important part of the overall safety program and it helps the workers to minimize risk while performing activities. Safety training for the employees of Schwan's Resort is even more important than other places located in cities. Since the resort is located in the country, getting help is not easy at all and the resort simply cannot depend on outside help all the time. They must know how to help themselves first before help arrives. Safety training is only one part of the training program. Safety training is effective only when all the other elements of an occupational safety training program are in place, so that all parts can work together to protect the workers from harm. (Saccaro, 1994).

III. Typical Areas of Safety Training

According to the American Hotel Foundation (Ellis, 1997) the following safety areas must be examined to be in compliance with OSHA's safety guidelines for the Lodging Industry when training new employees about safety issues in these areas.

Administration - Security, safety, maintaining sanitation, workplace violence, contact with blood borne pathogens, proper use of office equipment, material safety data sheets (MSDS), lockout/tagout, correct lifting and carrying practices, and fire safety (in this paper we have also included first aid in emergencies and anti robbery techniques as part of the safety areas for Administration).

Front Office - Safety, reporting hazards, security, maintaining sanitation, fire safety, lockout/tagout, proper use of office equipment, correct carrying and lifting practices, material safety data sheets (MSDS), contact with blood borne pathogens, and workplace violence (in this paper we have also included anti robbery techniques and first aid in emergencies as part of the safety areas for the front office).

Housekeeping - Safety, proper handling and storage of housekeeping materials, using chemicals for cleaning, reporting hazards, maintaining sanitation, lockout/tagout, chemical cleaning agents, fire safety, using portable power tools including other equipment, material safety data sheet (MSDS), correct carrying and lifting techniques, workplace violence, cleaning activities, asbestos, and contact with blood borne pathogens (in this paper we have included first aid in emergencies and personal hygiene as part of the safety areas for housekeeping department).

Food - Sanitation and cleanliness, reporting hazards, safety, correct lifting and carrying techniques, proper use of kitchen equipment, proper storage, fire safety, chemical cleaning agents, material safety data sheets (MSDS), cleaning activities, lockout/tagout, asbestos, contact with blood borne pathogens, and workplace violence (in this chapter we have included preventing food borne illness, personal hygiene, first aid in emergencies, food purchase and receiving, and food handling and preparation as part of safety areas for food).

Beverage - Sanitation and cleanliness, reporting hazards, safety, correct lifting and cleaning techniques, proper use of kitchen equipment, proper storage, fire safety, chemical cleaning agents, material safety data sheets (MSDS), cleaning activities, lockout/tagout, asbestos, contact with blood borne pathogens, and workplace violence (in this chapter we have included preventing food borne illness, personal hygiene, first aid in emergencies, food purchase and receiving, food handling and preparation, and serving alcohol responsibly as part of safety areas for beverage).

Maintenance and Engineering - Safety, security, proper use and operation of equipment, reporting hazards, maintaining cleanliness, physical hazard color-coding, safety tags, correct handling and storage of maintenance and engineering materials, correct lifting and carrying techniques, safety-checks of all equipment, fire safety, using hazardous chemical compounds, ear protectors for noise exposure, material safety data sheet (MSDS), eye bubbler and drench shower, lockout/tagout, using machine guards, electrical equipment, using hand power tools, asbestos, contact with blood borne pathogens, and workplace violence (in this chapter we have included first aid in emergencies as part of the safety areas for maintenance and engineering department).

IV. Legal Issues Concerning Safety and Training

According to the American Hotel Foundation (Ellis, 1997) safety and training for employees of Schwan's Resort must be examined to be in compliance with OSHA's safety guidelines and legal issues for the Lodging Industry.

The purpose of the Occupational Safety and Health Act (OSHA) is to assure so far as possible every working man and woman in the nation safe and healthful conditions and to preserve human resources. According to Anderson (1975), OSHA requires that every company with seven or more employees must comply with the OSHA record-keeping requirements. The act provides strong enforcement powers by giving compliance officers authority for immediate access to all business locations and operations that industry must comply with or face severe penalties. A worker properly trained to work

safely will also reduce the lost time due to work injury, costly accidents, and increase production efficiency. (Anderson, 1975).

The OSHA is not a set of recommendations, it is a federal law. Any company not complying with its mandates is liable for hefty fines. Many of the standards within OSHA require that employees be trained prior to initiating certain types of work, and according to Anderson (1975), employees will be periodically retrained, the frequency of this retraining is not specified, but most often annual retraining is recommended. Occasionally more frequent training is required. (Anderson, 1975).

Legally mandated training is an important part of a company's safety training program to maintain the health and safety of the workers on the job, not just to avoid citations. OSHA has successfully pursued criminal prosecution of executives at companies where serious health and safety violations have occurred. However, training merely to avoid citations will not decrease the rate and severity of injuries and may not improve production efficiency. (Anderson, 1975).

V. Rural Areas

Schwan's Resort is a rural resort in a secluded setting. This resort caters primarily to the vacation and leisure market but the location is far away from major sources of food and domestic goods, so essentially it must be self-contained. This includes the supplies and support services such as laundry, maintenance and repairs, craft shops, etc. Finding employees to work there can be a particularly difficult problem since there are no nearby residential communities, and local transportation not being available is another major disadvantage for the guests and employees. Despite such problems, the

land of the Schwan's Resort was given to the owner. This resort located in the countryside near a forest provides different scenery and a place to relax and play. The resort itself has an appeal to the travelers who seek an environment different from the urban environment and who want to get away for a short period of time from urban crowding, traffic congestion and noise, concrete jungles, air pollution, and other forms of modern day city pollution. (Gee, 1981).

In that area, there is another problem regarding security and inadequacy of rescue help. It is not easy to attract doctors, and the hospital is far away. It takes about 20 minutes for an ambulance to arrive and another 20 minutes to get to the hospital which may be risky. Emergencies are a definite possibility, no matter how infrequently they may occur. Emergencies happen quickly and unexpectedly, requiring immediate response. An emergency may be as limited as a worker experiencing heat stress, or it may be as vast as an explosion that spreads toxic fumes throughout a community. And any hazard on site can precipitate an emergency. Chemicals, biological agents, radiation, or physical hazards may act alone or in concert to create explosions, fires, spills, toxic atmospheres, or other dangerous and harmful situations. Planning an integrated and effective emergency response plan to handle an emergency situation is essential and it does not need to be costly or overwhelming. Overall, the response plan at Schwan's Resort should include plans with basic procedures that provide an outline for actions, and a support framework for fast action. Pre-planning and acquiring knowledge of emergency response techniques are critical. Timing is also critical in any incident that threatens to undermine an organization, and delays of even a few minutes can create life-threatening

situations. Personnel must be ready to respond immediately, and equipment must be available and in good working order. (J.J. Keller & Associates, 1996).

Schwan's Resort, in its rural location, can face almost any emergency situation. There are three general categories of emergency situations which Schwan's Resort could face: weather-related, personnel-related, and miscellaneous. Weather-related emergencies include: extreme heat, floods, thunderstorms, tornadoes, and winter storms. Personnel-related emergencies include: workplace violence and bomb threats. Miscellaneous emergencies include: workplace fires, chemical spills, hazardous materials incidents, technological emergencies, and vehicle accidents. Any of these emergencies can affect Schwan's Resort at any time.

Initially, conducting a few simple exercises and interactive drills will expose flaws in an emergency response plan. Corrective actions, combined with periodic training, and a comprehensive emergency management plan, which includes the process of preparing for, responding to, and recovering from, an emergency are intended to provide a pre-planned response to unexpected or disastrous events during an emergency. (J.J. Keller & Associates, 1996).

Emergency preparation is the major foundation of emergency management and of an emergency response program. Emergency preparation facilitates compliance with regulatory requirements of federal, state, and local agencies; enhances a facility's ability to recover from financial losses; and enhances a company's image and credibility with employees, customers, and the local community. Proper preparation is to organize for an emergency before the event occurs, which involves knowledge, planning, training, and public education as each relates to the range of hazards that a company may encounter.

This means that the various areas of responsibility such as warning personnel and customers of an emergency, providing first aid, and assessing damage are identified and assigned to personnel who are capable of performing these tasks. (J.J. Keller & Associates, 1996).

Chapter Three: Methodology

I. Research Design

This paper is a descriptive study. A review of OSHA guidelines and one on one interviews with the Director of Schwan's Resort, Trego, WI were used to determine the areas within the resort that needed to be focused upon for safety training. In addition, a focused literature review was conducted to gather information needed about safety training in the Hospitality Industry.

II. Qualitative Methods Used

This study used a series of qualitative methods to conduct this study.

- 1- One-on-one informal interviews with the Director of Schwan's Resort. These interviews focused on:
 - The overall establishment of Schwan's Resort
 - The operations of front office, guest rooms, housekeeping, restaurant, banquet, and engineering.
 - The hospitality experience of the new employees and their knowledge about safety.
 - The type of safety training needed for the new employees
 - The areas of safety training
 - The training in compliance with the mandates of the Occupational Safety & Health Act (OSHA)
 - The training in first aid in emergencies
 - The format to have the safety training done

- 2- A key word literature review was conducted for the following areas:
- The purpose for training in hospitality industry
 - The importance of the safety in hospitality industry
 - The safety training in hospitality industry
 - The information on standard first aid, personal safety, and how to save a life using cardiopulmonary resuscitation (CPR)
 - A guide to occupational safety & health standards compliance for the hospitality industry
- 3- A review of OSHA guidelines:
- All training must be in compliance with the mandate of the occupational safety & health act (OSHA)
 - The purpose of OSHA is to assure that every worker perform safely on the job
 - The Act requires that every company with seven or more employees must comply with the OSHA record-keeping requirements
 - OSHA is a federal law, not a set of recommendations
 - OSHA requires that employees must be trained prior to initiating certain types of work and then periodically retrained, but the frequency of this retraining is not specified, often annual retraining is recommended.

III. Instrumentation

Since this is a qualitative study there is no formal instrumentation as informal and formal interviews were used to collect information regarding the operations and issues of the resort.

IV. Research Approach

The process of this study started out with safety needs at Schwan's Resort. Then, a first site visit and informal interview one-on-one with the Director of Schwan's Resort was conducted to find out the areas of safety needs. Next, the researcher was able to create the safety training program, followed by several site visits and many one-on-one interviews, including observation, throughout the study.

Chapter Four: Results and Findings

I. Introduction

The results of the study led to the development of a Comprehensive Safety Training Manual for the Hospitality Industry and a Safety Training Instructional Program for Schwan's Resort, Trego, WI.

II. Safety Training Manual

The following information includes the potential hazards of each area in the Hospitality Industry for which OSHA compliance standards are required, and the researcher has also included some areas in each department as part of safety areas for safety training manual purposes which are not mentioned by the Occupational Safety & Health Act (OSHA).

A. Food & Beverage Department Including Room Service

The following guidelines for the Food & Beverage department includes recommendations made by OSHA (Ellis 1997), as well as additional recommendations. The researcher has added; such as food borne illness, personal hygiene, physical contaminants, pest problems, burns, cuts, slips and falls, strain and back safety, serving alcohol responsibly, and first aid in emergencies which are not specified by OSHA but which are included because the literature review (Serving It Safe by U.S. Department of Agriculture Food & Consumer Service, 1996) suggests these are areas that directly pertain to the safety of employees.

- Physical hazards

It is necessary for employees to immediately report any hazard if unable to personally correct the problem upon discovery, and also it is important to all employees that if someone drops or spills something, they must pick it up or wipe it up immediately. Employees must be instructed to report any job-related injury or illness and they need to understand color-coding for physical hazards. They need to be aware of safety tags and signs and their importance in maintaining a safe work environment.

- Understand the importance of physical hazards
- Demonstrate the procedures to clean up spills
- Understand the color-coding for physical hazards

- Safety

All employees must develop a safe delivery and pickup of room service items and this is of great importance in expanding the safe walk surfaces for employees to safe walking areas for guests. In the storage areas or stockrooms, the heavier items must be stored on the bottom of lower shelves and lighter items on upper shelves and especially on the top shelf, the items must be kept at least 18 inches below the sprinkler heads. All the fan blades less than 7 feet above a walking or working surface must be guarded with a unit having openings no greater than one-half inch and similarly, all the moving units such as gears, belts, sprockets, etc. if less than 7 feet above a walking or working surface must be properly guarded and/or enclosed. It is necessary to have documentation of departmental safety meetings, training sessions, and on-the-job safety instructions.

- Understand the importance of safety
- Training is required to carry a room service tray
- Training is required to put items in lower and upper shelves

- Food borne illness

Certain foods like raw meats including cooked meats if held at room temperature for four hours or more will promote the growth of infectious bacteria and are therefore harmful to the human body. Food borne illness can result in discomfort lasting several days or even longer. This is very important for foodservice workers of Schwan's Resort when they are preparing food; they must do it safely and follow the correct procedures. If they don't, guests can become ill and even any employee who consumes the food may become ill also.

- Personal hygiene and cleanliness

Personal hygiene is how we take care of ourselves, which includes taking showers daily and wearing clean clothes everyday. Poor personal practices such as coughing over food or not washing hands can result in customers' being ill. Every food service worker must avoid the bad habits of poor personal hygiene practices and follow examples of good personal hygiene practices. A person's skin is a prime location for the growth of bacteria because they touch their environment with their hands, including food, and besides that they have been outside, in the car, and been in the locker room which can lead to food borne illness if the hands are not washed. Dirt and grime from your hands can spread when touching food. It is very important for every foodservice employee of Schwan's to wash their hands every time they handle utensils, plates, or food. The clothing of foodservice workers plays an important role in prevention of food contamination. Soiled or dirty work clothes are a repository of disease organisms and if an employee touches work clothes and then handles food, it's enough to cause cross-

contamination. That's why it's very important for every food service worker at Schwan's to wear clean work clothes all the time and if they get soiled, change clothes during their shift. It is very important for Schwan's kitchen workers to wear hats or hairnets to prevent hairs from falling into foods. It is very unappetizing for the guests to find hair in their food.

- Training is required to demonstrate washing hands
- Demonstrate hand towel
- Demonstrate changing soiled uniform and wearing clean uniform
- Demonstrate hair restraints for kitchen workers
- Training is required to demonstrate wearing plastic gloves when preparing food, making sandwiches, etc.

- Cleanliness and sanitation

After each cleaning, it is still necessary to sanitize that surface to reduce the number of disease-causing bacteria to safe levels.

- Demonstrate wearing plastic gloves when preparing food, making sandwiches, etc.
- Training is required to demonstrate holding and carrying food-contact surfaces including dishes, silverware, etc.
- Training is required to properly wash hands
- Training is required to demonstrate cleaning and sanitizing work area
- Training is required to demonstrate setting up and using a three-compartment sink
- Training is required to demonstrate operating a dishwasher
- Training is required to demonstrate correct way to clean and sanitize stationary equipment
- Training is required to wash and sanitize utensils before preparing and serving
- Training is required to demonstrate proper way to clean produce thoroughly
- Demonstrate cleaning and sanitizing rags and sponges

- Chemical contaminants

Every foodservice employee of Schwan's must handle chemical cleaning agents properly and store them in a safe and sanitary place because chemical cleaning agents can contaminate food and make people sick when they are not handled appropriately.

- Training is required to demonstrate how to properly wash fresh fruits and vegetables
- Demonstrate correct hand washing procedures
- Training is required to demonstrate proper storage, handling, and use of all chemical cleaning agents
- Training is required to demonstrate reading the Material Safety Data Sheet (MSDS) and reading label containers
- Demonstrate calling for medical help
- Explain the reason for not using galvanized containers for acidic foods

- Physical contaminants

Every food service employee of Schwan's must wear proper attire and follow some simple precautions to prevent physical food contamination like avoiding scooping up ice with a glass, removing staples carefully from boxes when food is received, not wearing nail polish when coming to work as it can flake into foods, avoiding storing items in the same ice that will be used for foods and beverages, etc. Physical hazards are something that guests don't want to see in their food.

- Training is required to demonstrate scooping ice and also not to use the same ice for foods and beverages
- Demonstrate wearing hair restraints for kitchen workers
- Demonstrate correct way to open cans with a clean can opener, then to clean the can opener
- Training is required to demonstrate removing staples, nails, etc. from boxes when food is received
- Explain the reason that enamelware not to be used in foodservice operations since it may chip and become a physical contaminant as would wearing nail polish

- Pest problems

Every food service employee of Schwan's must keep the facility clean at all times to prevent pest infestation. Pests cause problems where food and supplies are stored and they cause considerable waste. Many pests carry disease-causing organisms which can be transmitted to people.

- Training is required to demonstrate proper cleaning procedures including hard-to-reach corners, crevices, and under and behind equipment
- Training is required to clean and sanitize storerooms and work areas thoroughly
- Training is required to clean up grease around ranges and ventilation areas
- Demonstrate rotating all dry products in storage areas and clean them regularly which makes it hard for cockroaches to breed

- On-the-job injuries

On-the-job injuries will vary from minor to major injuries. Every foodservice employee of Schwan's must be aware that the food service environment is full of potential hazards and therefore can be a dangerous place to work. Injuries can cause lots of money and lost work time. It is important that each employee is properly trained and follows the general safety procedures in order to minimize accidents.

- Training is required to operate all equipment in the kitchen

- Burns

Any foodservice employee can get burned if they are not careful enough. It is important for employees to pay attention when working with hot food or equipment.

- Training is required to demonstrate using thick, dry potholders or mitts
- Training is required to demonstrate the use of equipment particularly steam equipment
- Demonstrate opening lids of pots and doors of steamers
- Training is required to demonstrate striking a match before turning on gas equipment
- Demonstrate proper amount of water in kettles to avoid splattering and splashing
- Understand that oil and water don't mix and be sure that the food is dry before placing it in a fryer
- Demonstrate putting food into frying baskets instead of dropping it into hot oil
- Training is required to clean fryers
- Training is required to remove hot pans from oven and to carry hot pans and using a potholder to remove a hot dish out of the microwave
- Demonstrate pointing pan handles away from traffic

- Cuts

Foodservice workers can hurt themselves by cutting, on sharp edges, food slicers, choppers, broken glass, nails and staples, etc. It is important for kitchen workers to be trained to use knives properly and follow safety prevention for cuts.

- Training is required to operate kitchen equipment
- Training is required to demonstrate pick up and disposal of broken glass and to place it in special marked container
- Demonstrate how to open cans when using can openers and the danger of the edges of open cans. Never use a knife to open cans
- Training is required to demonstrate using guards on grinders, slicers, and other equipment
- Training is required to demonstrate to use a pusher to feed food into a grinder including other kitchen equipment as well
- Training is required to demonstrate the procedures to remove food from slicers and grinders
- Training is required to clean and sanitize slicers and grinders
- Training is required to demonstrate carrying and using knives including cleaning and sanitizing them
- Training is required to carry glassware and dishes including washing them

- Electrical shock

Food service workers at Schwan's need to be properly trained to operate kitchen equipment and even cleaning equipment. They can get shocked if their hands are still wet while cleaning kitchen equipment when it's still plugged in.

- Training is required to demonstrate cleaning electrical equipment especially unplugging them
- Understand the reason not to touch electrical equipment with wet hands

- Slips, trips, and falls

Any foodservice worker who slips and falls on the floor can be hurt badly if they are not careful. Wet floors, even a few drops, can cause serious accidents. Also, anything that has been stacked too high can fall and can hit people who pass by. That can be very dangerous. It is important for every food service worker at Schwan's to take precautions to prevent slips, trips, and falls in the work place.

- Training is required to demonstrate cleaning up spills, wet spots, or leaks
- Training is required to demonstrate using the ladders properly to facilitate climbing
- Understand the reason that heavy supplies must be placed on lower shelves and lighter ones on upper shelves
- Training is required to clean and mop the floor and using "Wet Floor" signs

- Strain and back safety

Any food service worker can be hurt when carrying anything that is too heavy for them. This can result in strains to their arms, legs, or back. Also reaching or bending down improperly can cause injury. It is important for every food service worker at Schwan's to be properly trained and using the proper technique to carry or to lift objects.

- Store heavy items on lower shelves
- Demonstrate using dollies or carts when moving heavy objects
- Training is required to demonstrate lifting and carrying an object

- Fires

More fires occur in the food service environment than any other type of operation and can cause a serious problem to the food service establishment. It is important for every foodservice employee at Schwan's to be trained to keep all access to and from exits free of items that would block or hinder evacuation. Employees must be trained to recognize the alarm system's sound and the appropriate response to that alarm. All employees must be trained in fire procedures and what action to take when a fire starts and be assigned to assist in evacuating patrons from the dining or lounge areas. Every employee must know where fire extinguishers are located and how to use the correct extinguisher in relation to the fire source. All employees need to be instructed as to the place of assembly for each department after an emergency evacuation so their safe exit from the facility might be confirmed.

- Understand the four elements of a fire
- Practice good housekeeping to eliminate clutter and debris
- Smoke only where allowed
- Store chemicals away from heat
- Training is required for the action to take in case of fire
- Know location of all fire extinguishers
- Training is required to operate a fire extinguisher
- Training is required to assist in evacuating patrons from dining areas, guest rooms, the hallways, etc.
- Know the procedure for informing fire department

- Exposure to hazardous chemicals

Improper exposure to chemical cleaning agents can cause poisoning or injury to the skin. It is important for every food service employee at Schwan's to be trained to handle chemical cleaning agents properly and have safety equipment to use when working with hazardous chemicals.

- Training is required to use all chemicals at the resort
- Understand the chemical nature of cleaning or housekeeping chemicals
- Understand the approved procedure to use approved chemicals
- Understand the process to safely work with chemicals gloves, masks, etc.

- Tools – lockout/tagout

Employees with cleaning and routine repair or maintenance responsibilities must be trained in lockout/tagout procedures and each employee should have his/her own lock or tag containing appropriate identification. The reason for the tagging or locking of the power source is to assure the employee that there will not be an accidental start-up while the unit is being worked upon and it is also necessary for employees to be properly trained to use the equipment and still use all guards required for equipment that they are assigned to use. Employees need to be reminded to confirm that the electrical equipment is grounded to avoid shock or electrocution. This is most important in the moist atmosphere of a kitchen, dishroom, or related work area and a verification program of the ground fault circuit interrupters is needed to insure they are functioning properly. It is important for employees to check the cord or wire regularly for breaks in insulation or connector damage that could result in an injury or fire, and they must test the equipment regularly to be sure that all equipment is working properly. All the equipment must carry the label of an approved testing organization such as UL or FM and if any employee sees

signs of wear or damage, he must report promptly and see to removal of the electrical unit from service. If asbestos is present on the premises, it is important to verify whether there is a problem in the kitchen and dining areas in order to take appropriate training and protective actions.

- Understand the purpose of lockout/tagout
- Training is required to use all equipment and guards
- Understand electrical equipment is grounded to avoid shock and a verification program of the ground fault is needed to demonstrate
- Training is required to regularly check all equipment to be sure they are functioning properly including checking cord or wire for breaks in insulation or connector damage
- Training is required as to proper action to take if asbestos is present

- Contact with blood borne pathogens

It is important for every foodservice employee at Schwan's to be trained to be cautious when they come into contact with blood or other body fluids and to establish an emergency response team within the department. Since it is necessary for a member of the bus staff to clean up vomitus, such an employee is "at risk" under the blood borne pathogen protocol as one involved with body fluid and possibly blood. The HBV (Hepatitis B Virus) vaccination series should be offered to a response team that would provide at least one protected employee on each work shift, either in a primary or alternate role. The employee may decline the vaccine but must then sign a Declination Form which becomes part of the employee's personnel records. The vaccine must be made available at no cost to the employee and the employee may request the vaccine at no cost at a later date. Gloves, face and eye protection would be a minimum level of protection provided to the employee in this clean-up role. This protocol or procedure

would also relate to cleaning up broken glass or knives and related surfaces where a cut and bleeding might have occurred. It is very important that the subject of blood borne pathogens should be shared with all of the staff so they might take extra care to avoid exposure as much as possible because these are diseases that can be transmitted on the job. Some people may not even be aware that they have been infected.

- Understand blood borne pathogens
- Training is required to clean up vomitus, blood, etc.
- Training is required to wear protective equipment
- Training is required to dispose of waste material properly

- Serving alcohol responsibly

Serving alcohol to guests without counting number of drinks guests have had can be a serious problem. Guests can become intoxicated and can hurt others while still in the establishment or can have a major accident after they leave the establishment. It is important for all the servers including the bartenders to know the number of drinks each guest has had to prevent them from becoming intoxicated and to know what to do when a guest has had several drinks. Staff need to:

- Watch-count the number of drinks served to guests
- Be prepared politely, tactfully to cut off guests that seem intoxicated
- Realize the legal responsibility of serving a drink to intoxicated guests

- Workplace violence

All employees must be enlisted in an anti-workplace-violence effort and there must be specific management personnel that employees can report any instances of threats by other staff in the work place.

- First aid in emergencies

* * Note: This must be done by trained certified personnel who are hired for this.

Nobody knows when a guest will be suddenly taken ill or injured, as a person can have a heart attack, a person can drown in the lake, an employee can be injured on the job, or a kid can choke when eating too fast, etc. The accident or sudden illness happens so fast and only a person with first aid knowledge and skills who is on hand has the opportunity of preventing a fatal outcome. It is important to have at least one trained employee at Schwan's Resort available at all times on the property.

- Training is required in first aid for open wounds
- Training is required in first aid for burns
- Training is required in first aid for frostbite
- Training is required in the Heimlich maneuver for choking
- Training is required in artificial respiration and CPR

Stewards, Banquet, Catering Department

According to OSHA, (Ellis 1997), the following guidelines are recommended for the stewards, banquet, catering department to be in compliance. The researcher has also included some areas in the stewards, banquet, catering department as part of safety areas which are not specified by the Occupational Safety & Health Act (OSHA) but which are included because the literature review (Serving It Safe by U.S. Department of Agriculture Food & Consumer Service, 1996) suggests these are areas that directly pertain to the safety of employees. These are personal hygiene, strain and back safety, first aid in emergencies, and serving alcohol responsibly.

- Physical hazards

It is important that all employees be instructed to report immediately any hazard they cannot instantly correct and also any job-related injury or illness no matter how small it may seem to be. Employees need to be trained to recognize color-coding for physical hazards; danger–red, caution–yellow, safety instruction–green.

- Understand the importance of physical hazards
- Understand the color-coding for physical hazards
- Know how to report any hazard, job-related injury, or illness

- Personal hygiene

It is necessary and important for employees to maintain maximum sanitary requirements on the job and throughout the establishment because it is something that guests expect when they stay at the resort; they want everything not only in the room to be clean when they walk in but also throughout the establishment. All employees must wash hands after using the bathroom to wash away harmful germs, and wear a clean uniform because soiled clothing harbors germs. All employees should take a daily shower before coming to work because showering helps wash away harmful germs and keeps you smelling good too.

- Training is required to demonstrate proper way to wash hands
- Training is required to demonstrate cleaning and sanitizing work area

- Safety

All employees need to be trained in safe materials handling and responsibility for receiving, transferring, storing and distributing food, beverage, and other items. All the fan blades, gears, belts, sprockets, etc. that are less than 7 feet above a walking or

working surface must be properly guarded or enclosed. It is necessary to have documentation of departmental safety meetings, training sessions, and on-the-job safety instructions.

- Understand the importance of safety
- Training is required to carry a room service tray
- Training is required to put items in lower and upper shelves

- Fires

More fires occur in the food service environment than any other type of operation and can cause serious problem to the foodservice establishment. It is important for every foodservice employee at Schwan's to be trained to keep all access to and from exits free of items that would block or hinder evacuation. Employees must be trained to recognize the alarm system's sound and the appropriate respond to that alarm. All employees must be trained in fire procedures and what action to take when a fire starts and be assigned to assist in evacuating patrons from the dining or lounge areas. Every employee must know where fire extinguishers are located and how to use the correct extinguisher in relation to the fire source. All employees need to be instructed as to the place of assembly for each department after an emergency evacuation so their safe exit from the facility might be confirmed.

- Understand the four elements of a fire
- Practice good housekeeping to eliminate clutter and debris
- Smoke only where allowed
- Store chemicals away from heat
- Training is required for the correct action to take in case of a fire
- Know location of all fire extinguishers
- Training is required to operate a fire extinguisher
- Training is required to assist in evacuating patrons from dining areas, meeting rooms, guest rooms, hallways, etc.
- Know the procedure for informing fire department

- Strains and back safety

Any foodservice worker can hurt himself when carrying anything that is too heavy for him and can result in strains to his arms, legs, or back. Also reaching or bending down improperly to pick something can cause injury. It is important for every food service worker at Schwan's to be properly trained and using the proper technique to carry or to lift objects.

- Store heavy items on lower shelves
- Demonstrate using dollies or carts when moving heavy objects
- Training is required to demonstrate lifting and carrying an object

- Exposure to hazardous chemicals

Improper exposure to chemical cleaning agents can cause poisoning or injury to the skin. It is important for every food service worker at Schwan's to be trained to handle chemical cleaning agents properly and have safety equipment to use when working with hazardous chemicals.

- Training is required to use all chemicals at the resort
- Understand how to read Material Safety Data Sheets (MSDS)
- Understand the chemical nature of cleaning or housekeeping chemicals
- Understand the approved procedure to use approved chemicals
- Understand the process to safely work with chemicals gloves, masks, etc

- Tools – lockout/tagout

Employees with cleaning and routine repair or maintenance responsibilities must be trained in lockout/tagout procedures and each employee should have his/her own lock or tag containing appropriate identification. The reason for the tagging or locking of the power source is to assure the employee that there will not be an accidental start-up while

the unit is being worked upon and it is also necessary for employees to be properly trained to use the equipment and still use all guards required for equipment that they are assigned to use. Employees need to be reminded to confirm that the electrical equipment is grounded to avoid shock or electrocution. This is most important in the moist atmosphere of a kitchen, dishroom, or related work area and a verification program of the ground fault circuit interrupters is needed to insure they are functioning properly. It is important for employees to check the cord or wire regularly for breaks in insulation or connector damage that could result in an injury or fire and they must test the equipment regularly to be sure that all equipment is working properly. All the equipment must carry the label of an approved testing organization such as UL or FM and if any employee sees signs of wear or damage, they must report promptly and remove the electrical unit from service. If asbestos is present on the premises, it is important to verify whether there is a problem in the kitchen and dining areas in order to take appropriate training and protective actions.

- Understand the purpose of lockout/tagout
- Training is required to use all equipment and guards
- Understand electrical equipment is grounded to avoid shock and a verification program of the ground fault is needed to demonstrate
- Training is required to regularly check all equipment to be sure they are functioning properly including checking cord or wire for breaks in insulation or connector damage
- Training is required as to proper action to take if asbestos is present

- Contact with blood borne pathogens

It is important that every food service employee at Schwan's be trained to be careful when they come into contact with blood or other body fluids. An emergency response team should be established within the department. Since it is necessary for a

member of the bus staff to clean up vomitus, such an employee is “at risk” under the blood borne pathogen protocol as one involved with body fluid and possibly blood. The HBV (Hepatitis B Virus) vaccination series should be offered to a response team that would provide at least one protected employee on each work shift, either in a primary or alternate role. The employee may decline the vaccine but must then sign a “Declination Form” which becomes part of the employee’s personnel records. The vaccine must be made available at no cost to the employee and the employee may request the vaccine at no cost at a later date. Gloves, face and eye protection would be a minimum level of protection provided to the employee in this clean-up role. This function would also relate to cleaning up broken glass or knives and related surfaces where cuts and bleeding might have occurred. It is very important that the subject of blood borne pathogens should be shared with all of the staff so they might take extra care to avoid exposure as much as possible because these are diseases that can be transmitted on the job and some people may not even aware that they have been infected.

- Understand blood borne pathogens
- Training is required to clean up vomitus, blood, etc.
- Training is required to wear protective equipment
- Training is required to dispose of waste material properly

- Serving alcohol responsibly

Serving alcohol to guests without counting number of drinks guests have had can be a serious problem. Guests can become intoxicated and can hurt others while still in the establishment or can have an accident after they leave the establishment. It is important for all the servers, including the bartenders, to know the number of drinks each guest has

had to prevent them from becoming intoxicated and to know what to do when a guest has several drinks. Staff need to:

- Watch-count the number of drinks served to guests
- Be prepared politely, tactfully to cut off guests that seem intoxicated
- Realize the legal responsibility of serving a drink to intoxicated guests

- Workplace violence

All employees must be enlisted in an anti-workplace-violence effort and there must be specific management personnel so employees can report any instances of threats by other staff in the work place.

- First aid in emergencies

* * Note: This must be done by trained certified personnel who are hired for this.

Nobody knows when a guest will be suddenly taken ill or injured, as a person can have a heart attack, a person can drown in the lake, an employee can be injured on the job, or a kid can choke when eating too fast, etc. The accident or sudden illness happens so fast and only a person with first aid knowledge and skills who is on hand has the opportunity of preventing a fatal outcome. It is important to have at least one trained employee at Schwan's Resort available at all times on the property.

- Training is required in first aid for open wounds
- Training is required in first aid for burns
- Training is required in first aid for frostbite
- Training is required in the Heimlich maneuver for choking
- Training is required in artificial respiration and CPR

Housekeeping Department

According to OSHA, (Ellis 1997), the following guidelines are recommended to be in compliance for the housekeeping department. The researcher has also included

some areas in the housekeeping department as part of safety areas which are not specified by the Occupational Safety & Health Act (OSHA) but which are included because the literature review (Serving It Safe by U.S. Department of Agriculture Food & Consumer Service, 1996) suggests these are areas that directly pertain to the safety of employees, such as personal hygiene, strain and back safety, and first aid in emergencies.

- Personal hygiene and cleanliness

It is necessary and important for employees to maintain maximum sanitary requirements on the job and throughout the establishment because it is something that guests expect when they stay at the resort; they want everything not only in the room to be clean when they walk in but also throughout the establishment. All employees must wash hands after using the bathroom to wash away harmful germs, and wear a clean uniform because soiled clothing harbors germs. All employees should take a daily shower before coming to work because showering helps wash away harmful germs and keeps you smelling good too.

- Training is required to demonstrate proper way to wash hands
- Training is required to demonstrate cleaning and sanitizing work areas including guest rooms

- Handling materials and storage

When stacking materials on the housekeeping carts, it is important not to stack up materials on top of cart too high because it can cause the cart to tip over and also can block the view when pushing the cart. Most tip-overs are a result of too much weight, and

the carpet buckling, tripping, and binding the cart wheels. In the storage room, be sure to store all heavier items on the bottom or lower shelves and store items weighing more than 30 lbs. on lower shelves at between 30 – 54 inches above the floor. Have adequate storage for all supplies, including guest amenities. The items stored on the top shelf must be at least 18 inches below sprinklers.

- Training is required to stack and stock material and supplies on the cart and in the storage room
- Demonstrate proper way to empty the waste basket and dump the trash

- Safety and physical hazards

It is very important to have safe working areas provided for all employees and to immediately report any hazard if unable to correct the problem upon discovery. Also immediately report all job-related injuries or illnesses. All employees are required to know color-coding for physical hazards and they need to be aware of safety signs and tags and their importance in providing a safe work environment. Documentation of departmental safety meetings, training sessions, and on-the-job safety instructions is mandatory. When any employee needs to use a ladder, he must be trained on how to use it and know how to “safety-check” a ladder before properly placing and correctly using the ladder. If it is not done right someone could fall down. It is important to allow only authorized and/or trained personnel to use power-operated equipment, scaffolds or other special equipment because it can be very dangerous to people who have never been trained to use this equipment. The employees are required to wear ear protectors when noise exposure of 85 decibels or more exists and required to be tested for hearing impairment when necessary. All the fan blades less than 7 feet above a walking or working surface must be properly guarded with a unit with openings no greater than one-

half inch and similarly, all moving units such as gears, belts, sprockets, etc. must also be properly guarded if less than 7 feet above a walking or working surface.

- Understand the importance of safety
- Training is required to demonstrate the correct way to use the ladder
- Training is required to operate power-operated equipment
- Demonstrate the correct way to wear ear protectors when loud noise exists
- Training is required to demonstrate the safe and proper way to clean guest rooms
- Understand safety signs and tags and color-coding for physical hazards

- Fire training and documentation

It is important for each employee to know his role in the event of an emergency. He must be trained and instructed to immediately sound the alarm upon discovery of a fire and follow up with a call to the PBX (Private Branch Exchange). He must be also trained to recognize the alarm system's sound and appropriately respond to that alarm. Each employee needs to have a written copy of the Emergency Evacuation program for the property and a copy must be readily accessible for review. Every employee must be trained to keep all access to and from exits free of items that would block or hinder an evacuation. Each employee must be trained in fire protection procedures and must know where the fire extinguishers are located and know how to use the correct extinguisher for each type of fire. Each employee must be trained to move the service cart to a secured location out of emergency passageways, and close all doors if unsuccessful in trying to extinguish the fire.

- Understand the four elements of a fire
- Practice good housekeeping to eliminate clutter and debris
- Smoke only where allowed
- Store chemicals away from heat
- Know location of all fire extinguishers
- Training is required to operate a fire extinguisher
- Know the procedure for informing fire department
- Training is required to assist guests from guest rooms, hallways, etc. on evacuation procedures

- Contact with blood borne pathogens

It is important for each employee to be trained concerning blood borne pathogens and know the procedure for obtaining the team's assistance in cleaning up bloodstained items in a guest room or other location on the property. He also needs to

know that the Hepatitis B series vaccinations can be offered to “employees at risk” and he must understand that he may decline the series of shots at no cost by signing an affidavit, and each employee may later request the no-cost series even though the offer was initially declined.

- Understand blood borne pathogens
- Training is required to demonstrate wearing leak-proof gloves, safety glasses, and apron or smock
- Training is required to dispose of waste material properly

- Tools, lockout/tagout

It is important for all employees to be trained in the lockout/tagout procedures for the property even if they do not become involved in the need for locking out or tagging out on the job. They should be acquainted with the program to help protect other workers whose lives depend upon this program. It is necessary for all employees to be trained to use all machine guards that may be required on equipment they are assigned to use. Any employee who is required to use hand and portable tools or to operate a power lawnmower must be trained to use such equipment and also must check the machine signs of wear or damage and the cord for breaks in the insulation or other connector damage that could result in injury or a fire. These should be promptly reported with removal of the electrical unit from service. It is important for all housekeeping staff immediately to report burned light bulbs or faulty fixtures or sockets.

- Understand the purpose of lockout/tagout
- Training is required to use hand and portable tools and checking for signs of wear
- Demonstrate “Wet Floor” signs when mopping the floor

- Workplace violence

It is important to have specific management personnel to whom employees can report instances of threats by other staff in the work place. All employees should be enlisted in an anti-workplace-violence effort.

- Strains and back safety

When an employee carries equipment or anything, do not to carry too heavy a load, which can result in strains to the arms, legs, or back. When bending down or lifting, it is important to maintain good posture and keep the back straight.

- Demonstrate proper lifting techniques
- Demonstrate the proper way to make beds

- First aid in emergencies

* * Note: This must be done by trained certified personnel who are hired for this.

Nobody knows when a guest will be suddenly taken ill or be injured. A person can have a heart attack, a person can drown in the lake, an employee can be injured on the job, or a kid can choke when eating too fast, etc. The accident or sudden illness happens fast and only a person with first aid knowledge and skills who is on hand has the opportunity of preventing a fatal outcome. It is important to have at least one trained employee of Schwan's Resort available at all times on the property.

- Training is required in first aid for open wounds
- Training is required in first aid for burns
- Training is required in first aid for frostbite
- Training is required in the Heimlich maneuver for choking
- Training is required in artificial respiration and CPR

C. Administrative Office Including Security and Front Desk Operations

According to OSHA, (Ellis 1997), the following guidelines are mandated for the administration office including front desk operations to be in compliance. The researcher has also included some areas in front desk operations as part of safety areas which are not mentioned by the Occupational Safety & Health Act (OSHA) such as personal hygiene, strain and back safety, and first aid in emergencies.

- Personal hygiene

It is necessary and important for employees to maintain maximum sanitary requirements on the job and throughout the establishment because it is something that guests expect when they stay at the resort, they want everything in the room and throughout the establishment to be clean when they walk in. All employees must wash hands after using the bathroom to wash away harmful germs and wear a clean uniform because soiled clothing harbors germs. All employees should take a daily shower before coming to work because showering helps wash away harmful germs and keeps you smelling good too.

- Training is required to demonstrate proper way to wash hands
- Training is required to demonstrate cleaning and sanitizing work area

- Front office equipment

Front desk employees need to be responsible for the various machines and equipment in the office and to be trained in the proper and safe use and operation of such items. Machine can break down if not used correctly.

- Training is required to operate all equipment and machines

- Safety and physical hazards

It is very important to have safe working areas provided for all employees. Immediately report any hazard if unable to correct the problem upon discovery. Immediately report all job injuries or illnesses. Employees need to be especially alert to wires and cords that may stretch across aisles or be near the feet of employees while seated at desks or workstations. All employees are required to know color-coding for

physical hazards and they need to be aware of safety signs and tags and their importance in providing a safe work environment. It is mandatory to have documentation of departmental safety meetings, training sessions, and on-the-job safety instructions. Employees must never use a chair, box or table as a ladder. If any employee needs to use a ladder, he must be trained on how to use it and know how to “safety-check” a ladder before properly placing and correctly using the ladder. If it is not done right someone could fall down. Employees must store heavier items of clerical supplies on the bottom or lower shelves in storage areas or stockrooms and put lighter items on upper or top shelves. They must be kept at least 18 inches below the sprinkler heads. Employees must open only one file drawer at a time and must also close desk drawers when not in use to avoid to avoid falling over them.

- Understand the importance of safety
- Training is required to demonstrate the correct way to use the ladder
- Understand safety signs and tags and color-coding for physical hazards
- Demonstrate placing office clerical supplies on shelves

- Fire training and documentation

It is important for each employee to know the role to be assumed in the event of an emergency and be trained and instructed to immediately sound the alarm upon discovery of a fire. Follow up with a call to the PBX (Private Branch Exchange). He must be also trained to recognize the alarm system’s sound and appropriately respond to that alarm. Each employee needs to have a written copy of the Emergency Evacuation program for the property and a copy kept readily accessible for review. Each employee must be trained to keep all access to and from exits free of items that would block of

hinder an evacuation. Each employee must be trained in fire protection procedures and must know where the fire extinguishers are located and how to use the correct extinguisher for each type of fire. Each employee needs to be instructed as to place of assembly for each department after an emergency evacuation to assist in determining that all employees have been safely evacuated from the property. Each employee must be trained in sounding the alarm, reporting the fire, moving any equipment out of halls and passageways, and closing all doors as the building is evacuated. Employees must be trained to assist in the evacuation of guests or staff and must have an accurate record of all employees on duty at the time.

- Understand the four elements of a fire
- Practice good housekeeping to eliminate clutter and debris
- Smoke only where allowed
- Know location of all fire extinguishers
- Training is required to operate a fire extinguisher
- Know the procedure for informing fire department
- Training is required on evacuation procedures
- Training is required to assist disabled guests or staff

- Contact with blood borne pathogens

The exposure to blood borne pathogens is minimal for office staff except for any who may be designated to provide CPR and/or first aid in an emergency. Such individuals should be offered the HBV (Hepatitis B Virus) vaccine. This may be declined by the employee. It is still important for each employee to be trained concerning blood borne pathogens and to know the procedure for obtaining the team's assistance in cleaning up bloodstained items in a guest room or other location on the property. Employees should be informed as to the blood borne pathogens program at the property. Should any office staff accidentally encounter a needle stick, blood, or body, he must

report the incident within 24 hours and a medical determination will be made as to whether an HBV vaccine series should be offered.

- Understand blood borne pathogens
- Training is required to demonstrate wearing leak-proof gloves, safety glasses, and apron or smock
- Training is required to dispose of waste material properly

- Tools - lockout/tagout

There should be an awareness on the part of the clerical and administrative staff as to special safety programs that are in place and may involve the department served by their particular office. In the instance of lockout/tagout, employees should know that a tag or lock bearing the name of an employee and placed on a power source control is to protect the employee against accidental start-up of equipment that is being repaired, replaced, or maintained. Usually the equipment in the office can be disconnected by cord when an adjustment, repair, or cleaning is being done by the office staff. Cord-connected equipment does not come under the standards and if the guard on any equipment has been provided, it is important that employees use it, such as paper-shredder, paper cutter, electric stapler, etc.

- Understand the lockout/tagout and demonstrate it
- Training is required to use the guard on any equipment

- Workplace violence

It is important to have all employees enlisted in an anti-workplace-violence effort and employees can report instances of threats by other staff to specific personnel.

- Working with chemicals including the material safety data sheet (MSDS)

It is necessary for employees when assigned to servicing the printing or copier equipment to have gloves, eye and face protection, and a dust mask provided especially where printing ink, powdered fixer, toners, etc. are involved. It is highly improbable that an employee would become involved with a chemical spill but if an employee accidentally encounters a chemical splash in the eyes, he must be instructed to the nearest availability of an eye-wash bubbler. The employees must be trained in the use of material safety data sheets (MSDS) and a full set must be available in the department on a 24-hour basis. The labeling program must be in place to better protect employees while using chemical products. The front desk staff has a special responsibility with reference to the material safety data sheet (MSDS) data for the entire property. A copy of all chemicals in use on the premises must be available to emergency responders such as fire, police, and utility staff.

- Understand the importance of safety
- Training is required to use all chemicals at the resort
- Know how to read Material Safety Data Sheets (MSDS)
- Understand the approved procedure to use approved chemicals
- Understand the process to safely work with chemicals gloves, masks, etc

- Strains and back safety

When an employee carries equipment or anything, do not carry too heavy a load, which can result in strains to the arms, legs, or back. If a load is too heavy for you to lift, get some one to help. When bending down or lifting, it is important to maintain good posture and keep the back straight.

- Demonstrate proper lifting techniques

- First aid in emergencies

* * Note: This must be done by trained certified personnel who are hired for this.

Nobody knows when a guest will be suddenly taken ill or be injured. A person can have a heart attack, a person can drown in the lake, an employee can be injured on the job, or a kid can choke when eating too fast, etc. The accident or sudden illness happens fast and only a person with first aid knowledge and skills who is on hand has the opportunity of preventing a fatal outcome. It is important to have at least one trained employee of Schwan's Resort available at all times on the property.

- Training is required in first aid for open wounds
- Training is required in first aid for burns
- Training is required in first aid for frostbite
- Training is required in the Heimlich maneuver for choking
- Training is required in artificial respiration and CPR

D. Engineering and Maintenance Department

According to OSHA, (Ellis 1997), the following guidelines are mandated for the engineering and maintenance department to be in compliance. The researcher has also included some areas in the engineering and maintenance department as part of the safety areas which are not specified by the Occupational Safety & Health Act (OSHA) but which are included because the literature review (Serving It Safe by U.S. Department of Agriculture Food & Consumer Service, 1996) suggests these are areas that directly pertain to the safety of employees such as back safety, and first aid in emergencies.

- Sanitary Requirements

It is necessary and important for employees to maintain maximum sanitary requirements on the job and throughout the establishment because it is something that guests expect when they stay at the resort. They want everything in the room and also throughout the establishment to be clean when they walk in. All employees must wash hands after using the bathroom to wash away harmful germs and wear a clean uniform because soiled clothing harbors germs.

- Training is required to demonstrate proper way to wash hands

- Safety and physical hazards

It is important that all employees report immediately any hazard if unable to personally correct the problem upon discovery and also immediately report any job-related injury or illness. It is mandatory to have documentation of departmental safety meetings, training secessions, and on-the-job safety instructions. It is very important that all engineering and maintenance staff be instructed in color-coding for physical hazards because many pipes and systems in the engineering, machine, and boiler room areas must be properly color-coded. Employees need to be aware of safety tags and signs and their importance in maintaining a safe work environment. They need to be properly trained in the safe methods and techniques of handling and storage of maintenance and engineering materials and equipment. It is important for the employees to be trained and authorized to use engineering equipment and power-operated equipment and know how to "safety-check" a ladder, scaffold, or other height-reaching equipment used by the engineering

department. All employees need to wear ear protective devices if the noise exposure of 85 decibels or more.

- Understand the importance of safety
- Training is required to demonstrate color-coding for physical hazards
- Training is required to demonstrate power-operated equipment and other engineering equipment
- Demonstrate ear protective devices

- Fire training and documentation

It is important for each employee to have a written copy of the Emergency Evacuation program for the property and know his role in the event of an emergency and to be instructed to immediately sound the alarm upon discovery of a fire and follow up with a call to the PBX. It is important for employees to keep all access to and from exits free of items that would block or hinder an evacuation and they need to be instructed as to the place of assembly for each department after an emergency evacuation so their safe evacuation might be confirmed. All employees need to know where all fire extinguishers are located and how to use the correct extinguisher in relation to the fire source. They also need to make sure that all fire extinguishers are fully charged and ready for emergency use. There needs to be a designated and licensed staff member responsible for the sprinkler system. This would include the water extinguishing system, any hood systems in the kitchens, and special misting or gaseous extinguishing systems for areas such as elevators, computer rooms, etc. Responsibility also covers pumps, high-rise pipe lines, valves, water storage and reserves, visual and audible alarms, etc. Engineering staff need to assist in the evacuation of disabled guests or staff and be sure there are back-up assignments to cover absences or shift changes.

- Understand the four elements of a fire
- Training is required to operate fire extinguishers
- Know location of all fire extinguishers
- Training is required to make sure all fire extinguishers are fully charged
- Training is required and licensed for sprinkler system
- Training is required to assist disabled guests
- Know the procedure to inform fire department
- Practice good housekeeping to eliminate clutter and debris
- Smoke only where allowed
- Training is required on evacuation procedures

-Tools - Lockout/tagout

It is important to have all engineering and maintenance staff trained in the lockout/tagout procedures and each one of them should have his/her own lock or tag containing appropriate identification. All employees must be trained to use equipment such as hand and portable powered tools, power lawnmowers, etc. and all machine guards required for equipment they are assigned to use. It is important for the engineering department to have a regular maintenance program to insure that all ground fault circuit interrupters are in place and operative and all staff need to know that the electrical equipment is grounded to avoid shock or electrocution. It is important to have all electrical equipment tested regularly and check cords or wires for breaks in insulation or other connector damage that could result in injury or a fire. Signs of wear or damage must be promptly reported with removal of the electrical unit from service. Make sure that all electrical equipment carries the label of an approved testing organization such as UL or FM. It is also necessary that a safety priority work order form is in use and that all staff provide prompt attention to such orders. If asbestos is present on the property and full protection program must be available to all employees, guests, and the general public.

- Understand the lockout/tagout and demonstrate it
- Training is required to use all equipment and tools
- Training is required to use all machine guards
- Training is required for a regular maintenance program
- All electrical equipment is required to be tested periodically
- Prompt attention to a safety priority work order is required

- Contact with blood borne pathogens

It is important that each employee be trained concerning blood borne pathogens and know the procedure for obtaining the team's assistance within the department. Any

employee when called upon to clear a toilet blockage should be protected by the HBV vaccine in addition to personal protective equipment. He also needs to know that the Hepatitis B series can be offered to “employees at risk” and he must understand that he may decline the series of shots at no cost by signing an affidavit and each employee may later request the no-cost series even though the offer was initially declined.

- Understand blood borne pathogens
- Training is required to demonstrate wearing leak-proof gloves, safety glasses, and apron or smock
- Training is required to clear a toilet blockage
- Training is required to dispose of waste material properly

- Workplace violence

It is important to have all employees enlisted in an anti-workplace-violence effort and employees can report instances of threats by other staff to specific personnel.

- Strains and back safety

When each employee carries equipment, do not carry too heavy a load which can result in strains to the arms, legs, or back. When bending down or lifting, it is important to maintain good posture and keep the back straight.

- Training is required to demonstrate proper lifting techniques

- First aid in emergencies

* * Note: This must be done by trained certified personnel who are hired for this.

Nobody knows when a guest will be suddenly taken ill or be injured. A person can have a heart attack, a person can drown in the lake, an employee can be injured on

the job, or a kid can choke when eating too fast, etc. The accident or sudden illness happens fast and only a person with first aid knowledge and skills who is on hand has the opportunity of preventing a fatal outcome. It is important to have at least one trained employee at Schwan's Resort available at all times on the property.

- Training is required in first aid for open wounds
- Training is required in first aid for burns
- Training is required in first aid for frostbite
- Training is required in the Heimlich maneuver for choking
- Training is required in artificial respiration and CPR

Chapter Five: Conclusions and Recommendations

The researcher has completed a Comprehensive Safety Training Manual and a Safety Training Program for the employees of Schwan's Resort based on the following objectives:

1. Design and develop a safety training manual for employees of Schwan's Resort.
2. Teach employees of Schwan's to know the basic hazards common to the foodservice, front desk, housekeeping and engineering departments .
3. Teach employees of Schwan's how to take precautions and prevent accidents.

The information gathered for this study was very helpful in creating a safety training manual. I feel that this manual, by providing hazard information to new employees who have little knowledge about safety issues, will be helpful in preventing accidents at Schwan's Resort.

Recommendations

The use of the safety training manual will serve as a reference guide to train all new employees of Schwan's Resort, Trego, WI. It is my recommendation to present the safety training to all new employees, in all departments, to follow-up with review sessions on a bi-weekly basis.

It is very important to have all new employees properly well trained because if you don't train them or train them just enough to do the job, the new employees have a high risk of getting injured on the job. If you train them properly, chances of getting hurt on the job are very low. The key to reducing occupational risk to acceptable levels is to

ensure that all employees of Schwan's Resort have the skills, attitude, and equipment necessary to do their jobs safely, and that the work place in which they perform these jobs is designed to minimize worker risk.

This is what the management or a specifically designated person should do when conducting a training session for new employees;

1. Day 1 Orientation program, a look at the organizational structure, an introduction of key managers, human resources information and routine forms to fill out. Description of each department, a tour of the whole facility, and a question and answer session.
2. Day 2 All department presentations on how they operate and what functions they perform and a complete tour of each department.
3. Day 3 Overall information about the hospitality industry, the importance of safety in the hospitality industry, safety rules of each department, safety training
4. Day 4 Demonstration, a question and answer session, and sign off on training.

Recommendation for further study and review

All new employees should review the safety training manual each year to be sure that they always follow safety rules and procedures.

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