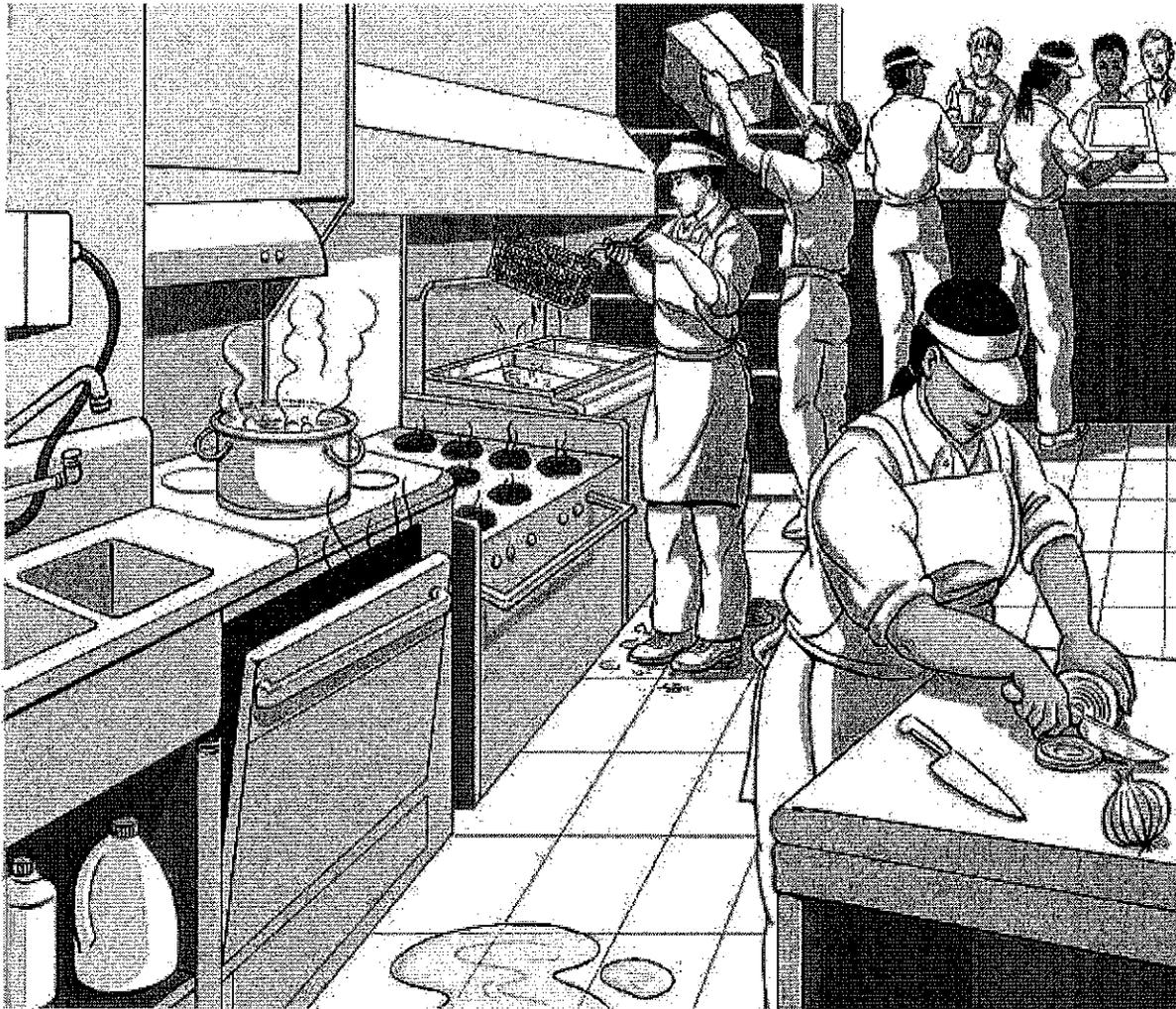


# ***ROC-UNITED ERGONOMICS TRAIN-THE-TRAINER PROGRAM FOR RESTAURANT HEALTH PROMOTERS***



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## Acknowledgements

This material was produced under grant SH-19478-SH9 from the Occupational Safety and Health Administration, U.S. Department of Labor. It does not necessarily reflect the views or policies of the U.S. Department of Labor, nor does mention of trade names, commercial products, or organizations imply endorsement by the U.S. Government.

We thank the following organizations for permission to adapt material for this training manual:

- The New York City Department of Health and Mental Hygiene for "Workplace health and safety in restaurants: An introduction for food workers";
- The Washington State Department of Labor and Industry  
[www.lni.wa.gov/WorkplaceRights/TeenWorkers/JobSafety/RestaurantProgram/Resources](http://www.lni.wa.gov/WorkplaceRights/TeenWorkers/JobSafety/RestaurantProgram/Resources).

In addition, the following were valuable references:

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[http://www.dir.ca.gov/dosh/dosh\\_publications/HandTools.pdf](http://www.dir.ca.gov/dosh/dosh_publications/HandTools.pdf)
5. *Youth@Work: Talking Safety*. Labor Occupational Health Program, University of California, Berkeley and the National Institute for Occupational Safety and Health, <http://www.cdc.gov/niosh/talkingsafety/>,  
[http://www.lohp.org/Publications/Resources\\_For\\_Teens/resources\\_for\\_teen.html#curric](http://www.lohp.org/Publications/Resources_For_Teens/resources_for_teen.html#curric)

We thank the advocates from the New York Committee for Occupational Safety and Health (NYCOSH) who prepared portions of this booklet under a grant from the National Institute for Occupational Safety and Health.

Finally, we thank Jonathan Dropkin, Center for Occupational and Environmental Medicine at the Mount Sinai School of Medicine, Jamie Tessler, Department of Work Environment at the University of Massachusetts Lowell, and Paul Landsbergis, School of Public Health at the State University of New York-Downstate Medical Center, for their valuable assistance in preparing this manual.

April, 2010

**ROC-UNITED Ergonomics Train-The-Trainer Program  
for Restaurant Health Promoters**

**COURSE OUTLINE**

**Session 1: Introduction to ROC Ergonomics Train-the-Trainer Project**

**Session 2: Restaurant Industry overview**

**Session 3: Health and Safety Hazards in the Restaurant Industry**

**Session 4: Ergonomics and Manual Material Handling**

**Session 5: Ergonomics and Injuries to the Hand and Arm**

**Session 6: Your Rights on the Job:  
Laws that Protect Restaurant Workers**

**Session 7: The One Hour Ergonomics Training for  
Restaurant Workers**

**Sessions 8 and 9: Teaching Methods/Procedures for Presenting the  
One-Hour Ergonomic Training to Restaurant Workers**

**Session 10: Teaching Workers to Think about Job Hazards:  
Mapping the Problems**

**Session 11: Making our Workplaces Safer:  
Strategies to Organize around Safety and Health Issues**

**Session 12: Outreach to Train Restaurant Workers**

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*NOTE: This program will total 12 hours of training. Some of these sessions may take more than an hour and some may take less than an hour.*

**Session 1**  
**Introduction to the ROC Ergonomics**  
**Train-the-Trainer Program**

**The objectives of this session are:**

1. to introduce health promoters to the ROC ergonomics train-the-trainer program
2. to get better acquainted with each other

**AGENDA**

- 1. Introduction: Goals of Training Program**
- 2. Participant Introductions**
- 3. Review Full Agenda of Training Program**
- 4. Evaluation**

## **FACILITATOR'S GUIDE**

### **Introduction: Goals of Training Program**

I

This 12-hour training program is designed to give you the background you need to be able to conduct a one-hour ergonomics workshop for restaurant workers. The program will focus on the workplace conditions that can cause injuries. We will discuss how workers can improve working conditions and reduce the risk of getting injured.

In this program we discuss the word “ergonomics”. Ergonomics is the science of designing the work environment to fit the worker. Ergonomics experts have shown us that there are physical limits to being human, limits to:

- How much weight we can LIFT
- How much ENERGY we have to spend
- How much STRESS we can take

....without getting hurt or sick. They have also shown us how to improve tools and change work practices to make work safer.

This program is part of a national educational campaign that ROC-UNITED is conducting in the years 2010 and 2011. ROC will reach 50 small restaurant employers and 2,000 restaurant workers across the U.S.

The ROC Ergonomics Training Program has four major components:

1) Educational materials on ergonomics for workers and employers in multiple languages. Included in these materials are:

- a) a worker education manual (\*\*show copy)
- b) a train-the-trainer curriculum and manual (\*\*show copy)
- c) and an employer education manual

The worker and employer manuals include ergonomic guidelines for the restaurant industry that ROC-UNITED developed together with the Mount Sinai School of Medicine in New York City.

2) A one-hour worker education program for restaurant workers. This is the program that YOU will be conducting.

3) An employer education program; and

4) Local Health and Safety Committees for ongoing worker and employer education.

### **Activity: Participant Introductions: Paired Interviews**

Participants spend time interviewing another promoter, and then introduce their partner to the entire group.

#### **Materials needed:**

- “Paired Interviews” handout
- Flipchart paper, markers

## **HANDOUT for Paired Interviews**

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**Activity:** Please interview your fellow health promoter, and be ready to introduce him/her to the group.

**Some questions to include:**

**What's your name, and where do you live, etc?**

**What kinds of jobs have you had? What were some of the health and safety problems at those jobs?**

**Have you ever been injured at work? Have others working closely with you been injured at work?**

**Why did you become a health promoter? What do you hope to accomplish by being a health promoter?**

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**NOTES:**

## **AGENDA REVIEW: ROC ERGONOMICS TRAIN-THE-TRAINER PROGRAM**

### **Session 1: Introduction to the Ergonomics Train-the-Trainer Project**

### **Session 2: Restaurant Industry overview**

In this session we provide an overview of the restaurant industry. We talk about job safety and health in general and ergonomics in particular. We discuss who is responsible for job safety and health in the restaurant.

### **Session 3: Health and Safety Hazards in the Restaurant Industry**

We will identify specific job safety and health hazards in restaurants. We will learn different ways that hazards can be reduced or eliminated.

### **Session 4: Ergonomics and Manual Material Handling**

We will learn about ergonomics, including how muscles, tendons, ligaments and joints can get hurt on the job. We discuss the physical demands of work and the limits of being human. We talk about job stress and how work is organized. Job stress can increase risk of injury. We will become familiar with the risk factors for back pain and injury,

### **Session 5: Ergonomics and Injuries to the Hand and Arm**

We will discuss the risk factors for hand and arm injuries. We will learn to recognize the early symptoms of hand and arm injuries and how these injuries can be prevented.

### **Session 6: Your Rights on the Job: Laws that Protect Restaurant Workers**

We will discuss the laws that protect restaurant workers. We will review how restaurant workers can use these laws to win safer working conditions.

### **Session 7: The One Hour Ergonomics Training for Restaurant Workers**

We will deliver a sample version of the *One Hour Ergonomics Workshop* for restaurant workers.

### **Sessions 8 and 9: Teaching Methods/Procedures for Presenting the One-Hour Ergonomic Training to Restaurant Workers**

Health promoters will learn the curriculum of the one-hour ergonomics training for restaurant workers and practice giving the training program. We will discuss any questions you may have about the material in this training program.

### **Session 10: Teaching Workers to Think about Job Hazards: Mapping the Problems**

We will provide ROC organizers and health promoters with additional teaching tools for worker health and safety training. This session describes the benefits of participatory training methods such as *body mapping* and *hazard mapping*.

### **Session 11: Making our Workplaces Safer: Strategies to Organize around Safety and Health Issues**

We will learn about ROC's organizing successes for workers' rights. We will discuss ways to use these strategies to win protections for other restaurant workers.

### **Session 12: Outreach to Train Restaurant Workers**

We will discuss ways to increase outreach efforts to train more restaurant workers about workplace safety and health.

**NOTE: This program will total 12 hours of training. Some of these sessions may take more than an hour and some may take less than an hour.**

## **Evaluation**

Distribute and collect completed evaluations, and review for possible ideas for revising training to address participants' concerns.

**Materials needed:** Evaluation form

**EVALUATION**

**Session 1: Introduction to the ROC Ergonomics Train-the-Trainer Program**

Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

**1. Overall, how would you rate this session? (Check one)**

\_\_\_\_ Excellent    \_\_\_\_ Very Good    \_\_\_\_ Good    \_\_\_\_ Fair    \_\_\_\_ Poor

**2. What did you like most about this training?**

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**3. What did you NOT like about this training?**

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**4. Please feel free to make additional comments.**

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<p style="text-align: center;"><b>Session 2</b> <b>Restaurant Industry Overview</b></p>
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**The objectives of this session are:**

1. to provide an overview of the restaurant industry, including health and safety and ergonomics;
2. to discuss who is responsible for safety and health, including ergonomics, in the restaurant;

<p style="text-align: center;"><b>AGENDA</b></p>
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1. Overview of the restaurant industry, including health and safety and ergonomics
2. Who's Responsible for workplace health and safety, including ergonomics?
3. Summary and Evaluation

## **FACILITATOR'S OUTLINE**

### **Activity 1:**

#### **Overview of the Restaurant Industry: "Did you know that...?" Small group exercise and discussion**

Facilitator divides the participants into small groups and participants in each group guess the answers to the questions. Facilitator asks each group (one group at a time) for their answer to a question. The whole class discusses the answers and any disagreements. The objective is to connect health and safety and ergonomic issues to other conditions in the industry, and why health and safety and ergonomics need to be addressed.

Materials needed: Handout of "Did You Know That..."  
Handout of answers (from PowerPoint slides)  
Laptop and projector (to show PowerPoint slides)

### **Activity 2:**

#### **Who's Responsible? Group role play and discussion**

Facilitator divides the participants into small groups, and then asks for volunteers to read the parts in the scenario. Before reading begins, facilitator asks participants to be ready to answer the following question: "Who was at fault – the workers, the employer, or both?" Volunteers read the scenario and each group discusses and writes down their answers. Each group then reports back to the whole workshop. Facilitator posts all answers and encourages discussion. Objective is to address the issues of employer responsibility under OSHA, victim blaming, fear, retaliation, etc. All these come into play. The purpose of this training is to better equip restaurant workers to address these issues more effectively.

Materials needed: Copies of scenario "Injury waiting to happen Scenario"  
Copies of worksheet "Who is Responsible, and Why?"  
Flipchart/blackboard and markers

## **Summary and Evaluation**

Ask participants to mention 1 or 2 new interesting things they learned at the session, as well as 1 new thing they will do to better educate fellow restaurant workers. Distribute & collect completed evaluations, and review for possible ideas for revising training to address participants' concerns.  
Materials needed: Evaluation form

**Activity 1: DID YOU KNOW THAT.....**

**Here are some interesting facts about restaurant workers in the United States. Please discuss these in your small group and guess the right answer. This is not a test, but just a way to get a better picture of the restaurant industry. (All of this information has been taken from ROC-UNITED publications.)**

1. There are about \_\_\_\_\_ food service and drinking places in the United States

- a. 45,000
- b. 250,000
- c. 550,000

2. The U.S. restaurant industry employs more than \_\_\_\_\_

- a. 1,500,000
- b. 5,500,000
- c: 9,500,000

workers, and in the next 10 years, that number will get \_\_\_\_\_.

- a. bigger
- b: smaller

3. According to the U.S. Bureau of Labor Statistics, in 2008, the median wage for restaurant workers was \_\_\_\_\_. (Note: Median means that half of all restaurant workers make more than this, and half make less than this.)

- a. \$7.19 per hour
- b. \$8.59 per hour
- c. \$10.52 per hour

4. According to the ROC Survey of New York City restaurant workers, which workers (front of house vs. back of house) experience more often:

	<u>Front of house</u>	<u>Back of house</u>
a. pay less than minimum wage	_____	_____
b. overtime violations	_____	_____
c. no health insurance	_____	_____
d. no safety training	_____	_____

5. According to the 2000 Census, about \_\_\_\_\_ of restaurant workers were born outside the U.S.

- a. 35%
- b. 52%
- c. 66%

6. Many immigrant workers reported in the ROC survey that they are discriminated against on the job. List some of the things that happen in restaurants that are discriminatory to immigrant workers.

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7. ROC asked workers about health and safety conditions in the restaurants. What are the most common INJURIES that workers reported?

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8. Workers also spoke about safety violations. List some of the top six HAZARDOUS CONDITIONS that were reported.

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9. According to the ROC survey of restaurant workers in New York City, about \_\_\_\_\_ reported pain in their legs, knees and feet:

- a. 45%
- b. 63%
- c. 78%

10. According to the ROC survey of restaurant workers in New York City, workers with job benefits (health insurance, vacation or sick days) were \_\_\_\_\_ to report pain, soreness or aching in their legs, back, arms or hands than workers without job benefits:

- a. more likely
- b. less likely
- c. equally as likely

## **MORE INFORMATION FROM THE NEW YORK CITY RESTAURANT WORKER SURVEY**

### **DID YOU KNOW THAT.....**

- Workers with the most physically and mentally demanding jobs were least likely to have job benefits, such as health insurance and paid sick days.
- 52% reported fatigue in the past 6 months.
- 56% reported lower back pain.
- 49% reported neck and upper back pain.
- 45% reported wrist pain in their most frequently used hand.
- 37% reported shoulder pain in their most frequently used shoulder.
- 84% reported that their job requires working very fast.
  
- 88% reported that their job involves a lot of repetitive work.
- 70% reported that their job was physically demanding.
- 69% reported that their job requires a lot of responsibility.
- 44% reported that their job allows them to make decisions on their own.
- Only 17% reported that they have some influence over organizational changes, such as layoffs at work.
  
- Front of the house workers report having to “work very fast” more often than back of the house workers.
  
- Back of the house workers have significantly more material handling hazards than front of the house workers.

## **Activity 2: Injury waiting to happen SCENARIO (handout)**

(adapted from NYC Dept. of Health Training Manual for Restaurant Workers)

**Narrator:** The scene is a dark and early morning in a restaurant in New York City. This is Jimmy's first day on the job, and he has never worked in a restaurant before; he will be 18 years old next month. He is working with his best friend, Omar, who got him the job. Derek, the employer, thinks that Jimmy has worked in a restaurant before. Let's listen to what is going on...

**Derek:** How is it going, Jimmy?

**Jimmy:** OK. Tired, but real glad to be starting here.

**Derek:** Jimmy, I want you and Omar to finish unloading the boxes containing wine from the truck and put them in the cellar downstairs. Be careful, it's dark down there and there are no handrails on the stairs. Um, Omar mentioned that you are pretty strong. We have no glassware and coffee cups in the front of the house. I want you to take all the water glasses and coffee cups from the dishwasher and racks – about 250 glasses and cups, and bring them to each of the wait stations, and the bar. I want to see this job finished within the next half hour because we're opening for breakfast in an hour.

**Narrator:** The boss, Derek, runs out to do an errand while Jimmy and Omar begin to unload the truck. To speed it up, they begin to carry multiple boxes at a time. It's still early and not all the lights in the restaurant are on in the back, and Jimmy doesn't notice a puddle of water in the middle of the floor. He drops the boxes and, as the boxes are falling, Jimmy tries to catch them and twists his back and falls on the floor. Omar asks Jimmy:

**Omar:** Jimmy, man, are you all right? You better look out for yourself.

**Jimmy:** Yeah, I didn't see that. I nearly broke my neck! Do you think I need another cup of coffee because I'm so tired and it's so cold! I was up last night finishing an assignment for my class.

**Omar:** I am glad I finished school already! By the way, you sure you want to carry all those glasses and cups? You look pretty wiped out.

**Jimmy:** Yeah, I never worked so fast and carried so much weight in my life, but... the boss thinks I'm strong. I've got to show him I am.

**Narrator:** Jimmy and Omar finish the unloading job. Jimmy begins to bring all the glassware and cups to the front of the house. The front of the house is still dark – Jimmy doesn't know where the lights are since it's his first day - so it takes him 45 minutes to finish. To get the job done, Jimmy uses a small busing tray – the only object he can find - to transfer all the glassware and cups from the back to the front of the house.

Because of the size of the tray, Jimmy must repeatedly and quickly make runs, back and forth, between the back and the front. And although the busing tray is small, the glassware and ceramic cups make it heavy. The storage areas for the glassware and cups are either below Jimmy's knees or above his shoulders, and the storage areas are set deep. By the time Jimmy's finished, he's exhausted, and his neck, shoulders, lower back and knees are in pain.



**EVALUATION**  
**Session 2: Restaurant Industry Overview**

Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

**1. How would you rate: "Activity 1: Overview of the Restaurant Industry: Did you know that...?" (Check one)**

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

**2. How would you rate: "Activity 2: Injury waiting to happen SCENARIO" (Check one)**

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

**3. What did you like most about this training?**

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**4. What did you NOT like about this training?**

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**5. Please feel free to make additional comments.**

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**Session 3**  
**Health and Safety Hazards in the Restaurant Industry: An Overview**

**The objectives of this session are:**

1. to identify job hazards in restaurants
2. to learn different ways that hazards can be reduced or eliminated (“controls”)
3. to summarize the overall hazards of restaurant work in preparation for the following sessions on musculoskeletal disorders and ergonomics.

**AGENDA**

1. What is a “hazard”?
2. How to get more information about restaurant hazards
3. How do we prevent Injuries and Illnesses?  
An introduction to the Hierarchy of Controls
4. Summary and Evaluation

## FACILITATOR'S GUIDE

**Introduction:** The first step in making the workplace safe is to first identify the problems that exist. There are many ways to talk with workers about identifying hazards, and we will go over a few methods today.

### **Activity #1: What is a hazard?**

#### **Small group activity and large group discussion**

Ask the group to give a definition of the word "hazard". A hazard is a condition that could cause injury and/or illness to a person. Outline the difference between **health** and **safety**.

- Safety hazards lead to injury
- Health hazards can lead to illness

Outline the difference between hazards that lead to SUDDEN injuries (slipping on a wet floor, getting cut from an unguarded machine), it is often harder to identify those hazards that can cause long term problems like exposure to chemicals that can cause asthma or working in awkward postures that can cause a serious back injury.

Ask the group what kind of hazards can exist, and **go over handout** and list of the board: physical, chemical safety, biological, etc (*see handout*).

#### **Materials needed:**

- "Examples of Workplace Health and Safety Hazards" handout

**Activity #2:  
Ways to Get Information about Hazards  
Participatory exercises and discussion**

**Materials Needed:**

- “Hazards on the Job” Handout (adapted from the George Meany Center)
- “Find the Hazards: Fast Food” Handout (Youth@Work *Talking Safety Manual*)
- Flipchart and Markers

*If time permits, use one or both of these activities:*

1) Distribute “Hazards on the Job” handout. Ask participants to work in small group and come up with answer, and then share with the larger group.

2) “Distribute “Find the Hazards: Fast Food” handout. Ask participants to locate all the hazards they see in the picture.

Explain that these are all ways that they, as trainers, can talk with workers to find out about the hazards that exist on their jobs. Clarify the primary objectives:

1. to identify hazards,
2. identify ways to protect workers,
3. find out about the laws that can assist workers in making their workplaces safer, and
4. communicate with other workers, together, to advocate for the changes that make the job safer

### **Activity 3: Preventing Illnesses and Injuries: the “Hierarchy of Controls”: Powerpoint Presentation**

The goal of this activity is to help the participants identify the SOURCE of each hazard and to envision the use of technology or equipment to eliminate each hazard. If the hazard cannot be eliminated, consider which work practices might reduce exposure to the hazard.

Incorporate the responses from Activities 1 and 2 above, when each hazard area is mentioned.

#### **Materials Needed:**

- Laptop and projector to show slides
- “Hierarchy of Hazard Controls” factsheet
- Slides and a “script” for explaining “engineering” controls, “work practice” controls, and “personal protective equipment” included in this manual at the end of this session

### **Summary and Evaluation**

**Materials needed:** Evaluation forms

**EXAMPLES OF WORKPLACE HEALTH AND SAFETY HAZARDS  
(for Activity 1)**

**Safety hazards:** unsafe equipment, violent clients/patients, electrical hazards, slippery floors, unguarded machines, fall hazards, confined spaces, lack of training

Safety hazards usually cause “accidents” and *acute* injuries, injuries that can happen suddenly, such as burns, cuts, and slips, trips and falls.

The other hazards listed below sometimes can cause accidents or *acute* injuries (for example, chemical burns), but usually they cause *chronic* injuries or illnesses, that is, injuries or illnesses that develop slowly over time.

**Back injury hazards/strain injury hazards (sometimes referred to as “Ergonomic” hazards :** lifting heavy boxes, typing on a computer keyboard, standing all day, vibration, awkward postures

Sometimes back, arm or hand injuries can happen all at once such as from slipping on stairs. Many “ergonomic” hazards develop slowly over time, for example, from repeated heavy lifting with bending and twisting. The injuries that result can be “chronic”, meaning that they come from repeated exposure and can last a long time (or can cause permanent injury or disability).

**Biological hazards:** blood, mold fungus, infectious diseases, like tuberculosis, HIV/AIDS and hepatitis B)

**Job Stress hazards:** understaffing, excessive work load, fast work pace, long hours, shift work, production quotas, violent clients/patient, harassment.

**Chemical hazards:** solvents, lead, asbestos, silica, latex, formaldehyde, cleaning chemicals, metal dust, diesel fumes

**Physical hazards:** noise, vibration, poor lighting, lack of ventilation, extreme temperatures

<b>HAZARDS ON THE JOB (for Activity 2)</b>
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**1.** In your small group, have each person take a minute or so to think about the main hazards or problems in their workplace that are causing injuries or making people sick. Write these ideas down in the spaces below:

**Hazards or Problems in MY workplace**

a)

b)

c)

d)

**2.** Next, share these lists with each other. The group should choose a recorder/reporter to make a list of all the hazards.

**3.** As a group, review the complete list, and select three hazards or problems to share with the large group.

**Possible criteria:**

- the hazards most frequently mentioned;
- the hazards that are injuring workers the most severely;
- the hazards causing the most injury and illness.

**Three Priority Hazards Selected by the Group:**

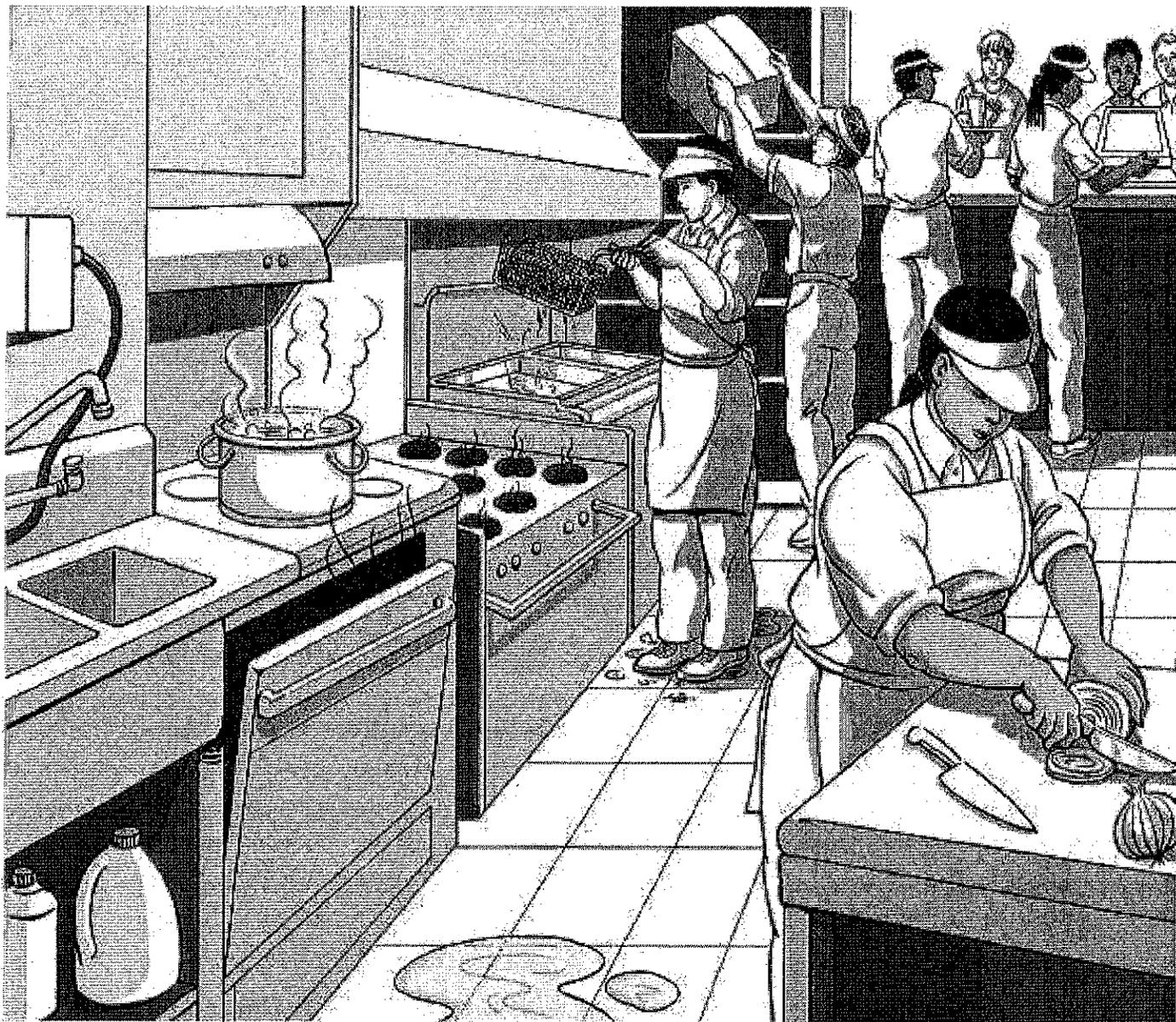
1)

2)

3)

Handout:

## Find the Hazards: Fast Food (for Activity 2)



**Source: Youth@Work: *Talking Safety Manual.***

**NIOSH Publication No.2007-136. September 2007.**

## **Hierarchy of Hazard Controls Factsheet (for Activity 3)**

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***Engineering Controls are the best option when feasible. Personal protective equipment is the LEAST favorable option because the hazard still remains close to the worker's body. In most situations a combination of these methods is needed.***

### **Engineering Controls/Task Redesign (Safeguarding Technology).**

Examples include: automation, lifting equipment, machine guards, ventilation systems, adjustable racks, physical barriers to protect against spills and splashes. The goal of engineering controls is to eliminate the hazard or greatly reduce the severity of the hazard.

**Administrative Controls (Work Practices, Task rotation, Training, Maintenance Practices)** The goal of administrative controls is to change the way the work is DONE in order to reduce the exposure to the hazard. Purchasing decisions can also reduce exposure. A less toxic cleaning chemical can be purchased instead of a more toxic one. A maintenance plan to mop up spills immediately can prevent slips.

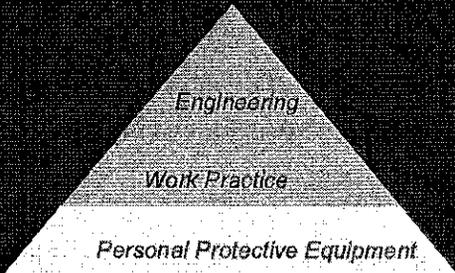
**Personal Protective Equipment (wear shoes with slip-resistant soles, aprons to reduce risk of burns, and proper gloves to reduce risk of cuts).** Personal protective equipment should be considered a last resort when there is no other method to protect the worker. Sometimes personal protective equipment is used in combination with other methods. Personal protective equipment must be PROVEN TO WORK before it should be used.

### Activity 3: Preventing Illnesses and Injuries: the “Hierarchy of Controls”: Powerpoint Presentation

ROC-UNITED Ergonomics Train-the-Trainer program for Restaurant Health Promoters

## Session 3

### Health and Safety Hazards in the Restaurant Industry: An Overview



Engineering  
Work Practice  
Personal Protective Equipment

## What is a HAZARD?

- A hazard is a condition in the workplace that could cause injury or illness to a worker
- Safety Hazards can lead to injury
- Health Hazards can lead to illness
- A “acute” injury is one that happens suddenly such as cuts, burns, slips, falls. Many people call these “accidents”
- Some injuries or illnesses develop slowly over time & are due to repeated exposure. These are sometimes called “chronic” injuries. They can also last a long time or cause permanent injury/disability.



2

## 3 Ways to Work Safer

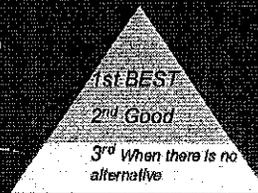
**ONE:** To eliminate the hazards so that workers can't get near it (Engineering)

**TWO:** Change the way the work is done by the workers (Work Practice)

**THREE:** Put protective equipment on the workers' bodies (PPE)

Which way do you think is best?

Let's look at some examples.



3

## Example of Control Methods

1: Engineering Controls: Eliminate or Reduce the Hazard:

Engineering (such as Automation), Equipment, Isolation

2: Work Practice or Administrative Controls:

Change the Way the Work is Done:

Rotating workers, working in teams,  
Taking frequent breaks

3: Personal Protective Equipment\*:

Gloves, potholders, aprons



Device to assist pouring:

Source: OSHA eTOOL

4



**Script for presenters:**

“The goal of this activity and presentation is to help you think about the best ways to reduce hazards. We use the word “control” to describe ways to eliminate or lessen a hazard.

“Engineering Controls” are the best way to get rid of hazards. Engineering controls includes the use of automation, machines and equipment to get rid of a hazard before it gets anywhere near the worker. An example of an *engineering control* is the use of a hydraulic lifting hoist device to pick up boxes instead of using your back.

“Work Practice” or “Administrative” controls are the second best way. Administrative controls change the way the work is DONE in order to reduce exposure to the hazard. Examples include: purchasing a safer cleaning chemical instead of a toxic one, a maintenance plan to mop up spills as soon as they occur to prevent slips, or a decision to always do certain types of tasks (e.g. move small tables) in teams to prevent awkward lifting hazards.

“Personal Protective Equipment” should be considered to be the last resort when there is no other method to protect the worker. It is often used in combination with other methods. Personal protective equipment must be proven to work before it should be considered. Examples of helpful personal protective equipment include: Gloves to prevent burns from hot surfaces, goggles to prevent eye injury from spattering grease, sturdy shoes with proper treads to prevent slips and toe injuries, etc. There isn’t any acceptable personal protective equipment to prevent back injuries. There is no evidence that back belts prevent back injuries.

“In many instances a combination of these controls is what works best to protect workers from hazards.”

## Controlling Burns!

1. Isolate hazard: splash guards, guard bars, Self-dumping grease bins
2. The Way you Work: Help with moving hot liquids, don't overfill pots, set pot handles away from traffic, avoid burner overcrowding
3. PPE: Mitts that extend up the arm, potholders, avoid all wet material



## Preventing CUTS

1. Reduce the Hazard: Machine guarding, knife maintenance; Using the right knife for the job.
2. Way you Work: Knife storage, sharpening, technique, glass storage, broken glass removal
3. PPE: Cut-resistant gloves where necessary



Source: OSHA eTOOL

## Slips, Trips and Falls...!

1. Eliminate hazard: Floor surfaces that increase friction and reduce grease buildup. Well-maintained carpets. Non-slip surfaces and good lighting on stairs.
2. The Way you Work: Clean up spills immediately; eliminate clutter and keep walkways clear
3. PPE: Non-skid waterproof shoes



Shutterstock.com



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## Chemical Hazards

1. Eliminate hazard: Select safer less-toxic cleaning and disinfectant products\*; storage in safe locations and appropriate containers; adequate ventilation
2. The Way you Work: Work practices that eliminate splashes, reduce inhalation, eliminate skin contact
3. PPE: appropriate gloves, goggles, aprons



\*this method alone is not sufficient to protect workers



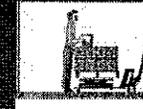
8

## Injuries from Lifting and Overexertion

In a recent ROC survey, close to 2 of every 3 workers reported stiffness, pain, tightness, aching or soreness in their legs, knees or feet.

1. Engineering: Use lifting equipment to eliminate or reduce manual lifting
2. Work Practice: Where and how heaviest items are stored. Where teamwork is needed.
3. PPE: There is no PPE to prevent lifting injuries that is proven to work.

The next two modules will focus on how to prevent injuries from lifting, bending, and repetitive activities.



9

## Violence and Robberies

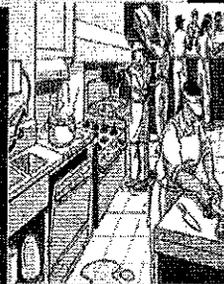
1. Eliminate /Reduce Hazard: Lighting, Security, Training, Emergency exit procedures, Alarms, Isolate money handling
2. The Way you Work: Locks and security systems, buddy systems, handle cash away from public



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## Summary

- Eliminating Hazards is the best way to reduce illnesses and injuries. Sometimes this isn't possible, however.
- Do everything possible to eliminate the hazards at its source. We often see PPE because it is the cheapest and easiest. PPE should be the LAST RESORT when there is no other way to protect workers. PPE should only be used when it is PROVEN to work.



Source: Youth@Work/Talking Safety

**A COMBINATION of methods is often required to fully protect workers.**



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<p style="text-align: center;"><b>EVALUATION</b> <b>Session 3: Health and Safety Hazards in the Restaurant Industry: An Overview</b></p>
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Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

How would you rate (check one for each activity):

1. The “What is a Hazard” activity?

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

2. Activity on “Ways to get information about Hazards”?

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

3. The “Hierarchy of Controls presentation”?

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

4. What did you like most about this training?

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5. What did you NOT like about this training?

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6. Please feel free to make additional comments.

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## **Session 4**

### **Ergonomics and Manual Material Handling**

**The objectives of this session are to:**

1. Learn about the concept of Ergonomics
2. Define work-related musculoskeletal disorders
3. Become familiar with the risk factors for back pain and injury in restaurants and what to do to reduce the risks
4. Understand the link between work organization, job stress and injury risk

### **AGENDA**

1. Activity 1: What is ergonomics?
2. Activity 2: Taking Control: Preventing manual material handling hazards at the restaurant
3. Work Organization and Job Stress: Making the connection
4. Summary

### **FACILTATOR'S OUTLINE**

**Introduction:**

This session is a guided tour through several important concepts for workers in the field of ergonomics. Participants will learn about ergonomics, human lifting limitations and risk factors for material handling-related back pain and injuries.

The **first half** of the session is a powerpoint presentation with details scripts for the presenters to use. Since each trainer will have his or her own teaching style, rhythm and strengths, the scripted text is intended as a support and can be modified by the trainer as long as the important concepts are effectively communicated.

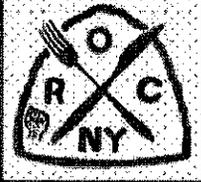
The **second half** of this session is a small group activity using material directly from the worker booklet

**Activity 1: What is ergonomics?  
Teaching with the powerpoint presentation entitled  
“Ergonomics and Manual Material Handling”**

**Materials Needed:** Session 4 Powerpoint . Copies of the slides can be printed onto a flipchart if powerpoint projection technology is not available.

The suggested language for each slide can be located on the “notes” page of each powerpoint slide. The slides and the notes are printed below for your convenience.

**Time:** The presentation should last approximately 30 minutes.

<p data-bbox="272 331 967 436"><b>ROC-UNITED Ergonomics Train-the-Trainer program for Restaurant Health Promoters</b></p> <p data-bbox="297 464 937 579"><b>Session 4: Ergonomics and Manual Material Handling</b></p>  	<p data-bbox="1027 300 1487 485">The title of this presentation is "Ergonomics and Manual Material Handling".</p>
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## What is ERGONOMICS?

Ergonomics = The science of designing the workplace to fit the worker

Ergonomics understands that there are **physical limits** to being human; limits to

- How much we can LIFT
- How much ENERGY we need to work
- How much STRESS we can take
- How much we can CONCENTRATE on many things

→ **WITHOUT GETTING HURT  
OR SICK**



“Ergonomics” is the science of designing the workplace to fit **WORKERS**, and not the other way around. Ergonomics is a science that is concerned with preventing workers from getting hurt on the job by helping them be more physically comfortable and satisfied with their jobs.

The field of “Ergonomics” understands that there are limits to being human. Jobs that are designed to match human physical limits are safer to perform. Ergonomics, as a science, is also concerned with how people interact at work, how tasks are organized, and how many demands are placed on workers to do things that are hard for most people to do.

A lot of scientists have been studying the physical demands of work over the last 50 years. We understand now that there are many limits to being human. There is a limit on how much weight we can lift and how much energy our body needs to get physical work done. We are learning more about how much stress a worker can take before she or he gets sick. We now know that there is a limit to how much any worker can concentrate on many things at once and get them all right.

The most important idea here is that workers have physical and mental limits. Jobs need to be designed with these limits in mind.

<h2 data-bbox="289 268 993 323">Ergonomics and Human Limits</h2> <p data-bbox="298 369 1008 499">Ergonomics, as a science, has figured out how much lifting MOST workers can do before they are at high risk of getting hurt.</p> <p data-bbox="298 510 748 548">There are two kinds of lifts:</p> <table data-bbox="298 573 1000 695"><tr><td data-bbox="298 573 573 695"><p data-bbox="298 573 573 695"><b>ONE:</b> Lifts that shouldn't be done by people</p></td><td data-bbox="672 573 1000 695"><p data-bbox="672 573 1000 695"><b>TWO:</b> Lifts that CAN be done by people with proper technique.</p></td></tr></table> <div data-bbox="365 705 488 835"></div> <div data-bbox="587 772 678 835"></div> <div data-bbox="820 699 938 835"></div>	<p data-bbox="298 573 573 695"><b>ONE:</b> Lifts that shouldn't be done by people</p>	<p data-bbox="672 573 1000 695"><b>TWO:</b> Lifts that CAN be done by people with proper technique.</p>	<p data-bbox="1143 218 1484 256">[READ SLIDE TEXT]</p>
<p data-bbox="298 573 573 695"><b>ONE:</b> Lifts that shouldn't be done by people</p>	<p data-bbox="672 573 1000 695"><b>TWO:</b> Lifts that CAN be done by people with proper technique.</p>		

## GOAL of Ergonomics

Goal of ergonomic redesign of Manual Material Handling Tasks: To adjust the **WORKPLACE** to fit the majority of the working population. Cittello et al 2008



The **GOAL** of Ergonomics is to adjust the **WORKPLACE** to fit the majority of working people. Obviously some people are physically stronger than other people. Ergonomics believes that jobs should be designed to be safe to do by **MOST** people, not just the most unusually strong people.

When workers are more comfortable they are usually more productive; ergonomics is good not just for workers but also for employers.

## Ergonomics: Two Main Components

### Exposure to Physical Risk Factors:

- The weight, bulk and stability of the load
- Where the load is located
- The workstation set-up
- How tools and equipment are designed

### How Work is Organized:

- staffing levels, workload, work pace
- control over work, nature of supervision



How can Ergonomics help us fix problem jobs? For one, Ergonomics helps us to find “risk factors” at work that place us at risk of getting injured. These “risk factors” can be found in

- how the workstation is set up,
- how the machinery is designed for human operation.
- how tools and equipment are designed.

Job stress also contributes to work related injuries. Job stress can lead to injury when

- there aren't enough people on a shift
- when there is more work than there is time to do it
- when you have to work very fast to get everything done
- when you have little control over how your work is

	<p>organized, and</p> <ul style="list-style-type: none"> <li>• when your supervisor isn't being helpful or supportive or is mistreating you.</li> </ul>
<div style="background-color: #333; color: white; padding: 10px;"> <h2 style="text-align: center; margin: 0;">Work-Related Injuries</h2> <p>Injuries to the joints, muscles, nerves, tendons, ligaments, connective tissues, cartilage and spinal discs are called <b>MUSCULOSKELETAL DISORDERS</b>.</p> <p>We call them <b>WORK-RELATED MUSCULOSKELETAL DISORDERS</b> when they are caused or worsened by conditions on the job. Sometimes we call these "WMSDs".</p>  </div>	<p>One of the primary goals of ergonomics is to prevent work-related injuries such as Musculoskeletal Disorders.</p> <p>We define Musculoskeletal Disorders as injuries to the joints, muscles, nerves, tendons, ligaments and connective tissues of the body. These are all of the body parts that are important in human movement, strength and stability.</p> <p>When the Musculoskeletal Disorders are caused by working conditions or worsened by job conditions then we refer to these as Work-Related Musculoskeletal Disorders or WMSDs.</p>

## Two Ways Workers get HURT

**ONE:** Work Related Musculoskeletal Disorders can happen from SUDDEN events such as falling off of a ladder. We call these ACUTE injuries. Others call these ACCIDENTS.

**TWO:** Work Related Musculoskeletal Disorders can happen BIT BY BIT from doing job tasks that push the body past its limits and/or from overuse or overexertion. These are called cumulative injuries. They may cause chronic pain or long term disability.



There are two ways that workers can get hurt:

**ONE:** Work-Related Musculoskeletal Disorders can happen from SUDDEN events such as falling off of a ladder. We call these ACUTE injuries. Others call these ACCIDENTS. We tend to avoid the word "accident" because we believe that most of injuries could have been prevented by good safety systems.

**TWO:** Work Related Musculoskeletal Disorders can happen BIT BY BIT from doing job tasks that push the body past its limits and/or from overuse or overexertion. These are also called cumulative injuries. They may cause chronic pain or long term disability.

## What are the physical risk factors that can cause Work-Related Musculoskeletal Disorders?

Heavy lifting  
Bulky or unstable loads  
Standing or sitting in one place a long time  
Bending or twisting while lifting  
Lifting loads far away from the body  
Pushing/Pulling  
Working in awkward or unnatural positions  
Lifting Loads with no handles or bad handles



There are many physical risk factors that are known to cause or worsen work-related musculoskeletal disorders. It is very important to become familiar with the risk factors for WMSDS so that you can spot them on the job and help figure out how to reduce or eliminate the hazard.

Physical risk factors for musculoskeletal disorders include:

- Heavy lifting
- Standing in one place a long time, especially on a very hard floor
- Bending or twisting while lifting
- Lifting bulky loads that block your view
- Lifting with one hand
- Lifting loads far away from the body
- Pushing/Pulling heavy loads
- Working in Awkward or Unnatural positions
- Lifting Loads with no handles or bad handles
- Lifting loads that are unsteady or unstable
- Sitting in one place a long time

## What are the non-work risk factors that lead to musculoskeletal disorders?

Age  
Past Back Injury  
Medical History  
Mental Health History  
Sports related injuries  
Strenuous Hobbies  
Other



We know that WORK isn't the only cause of back pain and back injuries. It is also important to mention the risk factors that may not be related to work.

- Age: As we get older we have a greater chance of suffering from back pain.
- Past Back Injury : People who have previously suffered from a back injury have a higher risk of repeat back pain
- Medical History: Certain health problems place some people at greater risk of bak pain
- Mental Health: People who are depressed are more likely to suffer from back pain
- Other: People who do certain types of sports or hobbies may have risks if these activities are hard on the back such as tackle sports or hobbies that require exertion in awkward postures.

## Occupational Low Back Pain: A BIG problem worldwide and here

Over a third of all Low Back Pain (LBP) world-wide is caused by Occupational Exposure (Punnett et al. 2005)

U.S.: \$ 20 billion spent in workers compensation and disability (NAG 2001)

Low back disability: Up to 70% of cases are associated with Manual Material Handling (Brook et al. 1973; Biggs et al. 1986; Murphy and Courtney 2000)



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Occupational Low Back Pain is the biggest problem on the list. It is the most common, the most costly and can be the most disabling for workers.

Occupational low back pain is a big problem for workers in the restaurant industry and all other industries as well. Over a third of all Low Back Pain (LBP) in the world is caused by exposure to risk factors at work. In the United States alone, in a recent year, experts estimated that \$ 20 billion dollars was spent in workers compensation and disability.

In workers who became disabled as a result of their low back injury, more than 2 of every 3 cases were workers who became injured while doing manual material handling activities on the job.

Scientists have found that the same type of activities that cause injury to the back also can injure the neck, shoulder and other body parts. Back injury prevention should be a high priority in every workplace

## What causes back injuries?

*What workers are often told:*

*"You weren't being careful"*



*What often happens:*

*The job task pushes the worker's body beyond a safe level*

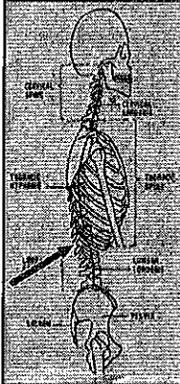


Many workplaces have training programs or back injury posters that say that most injuries are caused by worker carelessness or worker error. What these programs fail to understand is that unsafe tasks cannot be done safely even with improved body mechanics.

Body mechanics may be very important but they cannot make an UNSAFE lift and turn it into a SAFE lift.

There is no proof that body mechanics training, alone, is successful in preventing back injuries in workplaces with a lot of manual material handling.

## Our Bodies at Work I



The bones in our back can only take SO MUCH force before they get damaged. Shock absorbers between the back bones - - called discs - - help until the force is too much. When the discs are damaged then our nerves get pinched or inflamed.

Our Ligaments are like rubber bands that keep the bones in line. Too much bending or twisting and they get hurt.



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What happens inside of the body when we get hurt?

The bones in our back can only take SO MUCH force before they get damaged. Between the bones of our back are shock absorbers, called "discs". Discs help to absorb force until the force is greater than they can stand. Discs also help to keep the space open between back bones. This space allows the nerves to work freely. Nerves working in these small spaces can get pinched or inflamed causing pain in different body regions.

Our Ligaments are like rubber bands that keep the bones in line. Too much bending or twisting and they get overstretched, unstable or even torn.

## Our Bodies at Work II

Tendons are cords that connect muscles (e.g. in the arms) to bones (e.g. the fingers).

- They can get damaged from overuse.
- The tissues around them can get swollen and inflamed.
- This swelling can prevent the nerves from working properly and can cause a lot of pain.



Our muscles, like us, need energy to do work. They must get rest to keep going.



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Our Tendons are cords that connect muscles (e.g. in the arms or the legs) to bones (e.g. in the lower leg or fingers). Tendons can get damaged from overuse. The tissues around them can get swollen and inflamed. This swelling can prevent the nerves from working properly and can cause a lot of pain.

Our muscles, like us, need energy to do work. They need adequate fuel and enough oxygen to get the task done.

<p><b>What are the <u>work organization</u> risk factors that contribute to work-related low back pain?</b></p> <p>Job Stress combined with the physical risk factors.</p> <p><b>What causes job stress?</b></p> 	<p>Job Stress combined with physical risk factors can lead to work related musculoskeletal disorders such as back pain.</p> <p>What are the main causes of job stress?</p>
--	--

<p><b>How Work is Organized Can Cause Job Stress</b></p> <p>Long work hours, few rest breaks, few days off Heavy workload, not enough staff <i>PRESSURE</i> to work fast Little <i>CONTROL</i> over making things work better <i>SCHEDULING</i> that conflicts with the needs of your kids and family No <i>SUPPORT</i> from your <i>Supervisor</i> or <i>Co-workers</i> Little appreciation for your <i>EFFORTS</i></p> 	<p>The ways in which work is organized can contribute to job stress.</p> <p>Long work hours and/or few rest breaks or few days off contributes to job stress. When there is too much work and not enough co-workers to do it then job stress increases. In some workplaces there is a lot of pressure to work very fast. Often workers feel that they have very little control over making things work better on their job. Sometimes schedule conflicts get in the way of things you need to do to care for your children, your spouse or dependent family members. Each one of these things can cause job stress, and combined the stress is worse.</p> <p>When supervisors or coworkers provide little support or appreciation for all of your efforts then job stress increases as well.</p>
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## How Work is Organized Can Increase Injury Risks I

New York City restaurant workers (in the 2007 ROC survey), who:

- had to work "very fast"
- were "pressured to work overtime"
- had "constant time pressure due to heavy work load"

also reported more BURNS

(accidents or *acute* injuries).

Due to fatigue or being distracted

More than 2/3 reported this kind of job stress



**We know that Job stress contributes to risk of Injury among restaurant workers.**

IN the 2007 ROC survey, New York City restaurant workers who:

had to work "very fast", and were "pressured to work overtime", and had "constant time pressure due to heavy work load" also reported more BURNS due to being fatigued or feeling distracted. More than 2 out of 3 people who completed the survey reported this type of job stress.

## How Work is Organized Can Increase Injury Risks II

New York City restaurant workers (in the 2007 ROC survey):

Without health insurance, vacation days or sick days (& therefore less time off)

- reported more ACHING, PAIN, SORENESS, & STIFFNESS in their hands, wrists, arms, neck, shoulders, back, legs, knees & feet (possible symptoms of *chronic* injuries).



There are other ways that work organization also increases injury risk. Workers without health insurance, vacation days or sick days reported more aching, pain, soreness and stiffness in many different body parts (including backs, legs, knees, etc). We know that workers who don't have health coverage or vacation/sick time are working even when they feel sick or injured because they feel that they have no choice.

## How Job Stress Contributes to Chronic (Musculoskeletal) Injuries (1)

### How work is organized:

More time exposed to hazards

- Overtime, few rest breaks, no sick days/vacation days

- Little chance of promotion

- Less time to see a doctor

More physical demands at work

- Too much work, not enough staff, time pressures

Very repetitive work

No input over schedules, how work is done



How does the Job Stress we are describing contribute to Work Related Musculoskeletal Injuries? There are a few ways this occurs.

The more people work, the more time they are exposed to the hazards. This happens from working overtime, not enough rest breaks, and the absence of sick days and vacation days. The more people work the less time or chance they have to see a doctor.

## How Job Stress Contributes to Chronic (Musculoskeletal) Injuries (2)

### Stress reactions within your body:

Less time for tendons, ligaments & muscles to heal

Less blood flow to the hands, arms, legs & feet

Muscle tension

More sensitivity to pain



There are specific ways that job stress contributes to work related injuries that have to do with physical changes inside of the body.

We know that overwork means that the tendons, ligaments, muscles and other body parts have less time to heal. Job stress effects blood circulation. Less blood flow to the hands, arms, legs and feet means that these body parts do not have the circulation they need to heal the inflammations from overuse. Muscles become more tense when there is job stress and this can be a risk factor for many types of injuries. Moreover, we know that people who are experiencing high levels of stress have more sensitivity to pain.

## Work Guidelines/Policies can Improve Work Organization & Reduce Injuries

### Rest breaks, less overtime, paid sick & vacation days

- reduce the time you are exposed to health hazards at work
- give you more time for your body to heal

### Better staffing

- can reduce workload/time pressure
- help you work at a safer speed

### Fair & equal opportunities for promotion

- help workers to move up over time to jobs with higher pay & less injury hazards

(see page \_\_\_ worker manual)



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## Work Guidelines/Policies can Improve Work Organization & Reduce Injuries

### Training workers

- to understand "ergonomics" & to fix problems on the job can increase their awareness of all hazards
- in proper work methods & practices helps promote safe and healthy work

### When restaurant workers come together to exercise their rights – to have a "voice"

- they can talk to management & discuss & negotiate ways of making work safer and healthier



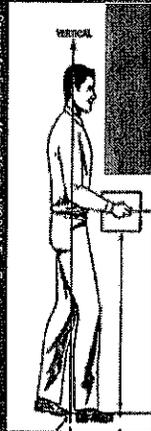
(see page \_\_\_\_ worker manual)



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<p style="text-align: center;"><b>Back to Lifting:</b> <b>What kind of lifting is dangerous?</b></p> <p>Lifting bulky loads from the floor Lifting heavy loads from over the shoulder Reaching far to get a load or twisting while lifting Carrying heavy loads or bulky objects that block your view Lifting very hot objects that shift weight, like pots full of water Lifting objects that have poor handles or are hard to grasp</p>  	<p>Now let's get back to lifting. What kind of lifting is dangerous? Let's review those risk factors again:</p> <ul style="list-style-type: none"><li>• Lifting bulky loads from the floor</li><li>• Lifting heavy loads from over the shoulder</li><li>• Reaching far to get a load</li><li>• Twisting while lifting, especially while bending</li><li>• Carrying heavy loads or bulky objects that block your view</li><li>• Lifting very hot objects that shift weight, like pots full of water</li><li>• Lifting objects with badly designed handles that make it harder to grip</li></ul>
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## How much Lifting is OK?



*In an IDEAL situation, most workers can handle 51 pounds. Ideal means:*

- *Load is very close to the body*
- *Load is lifted from knuckle height*
- *Load isn't traveling above shoulders*
- *You don't need to twist to grasp the load*
- *The load has good handles or is easy to hold*
- *You have plenty of rest between lifting tasks*



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### How much lifting is safe for the average working person to do ?

According to the National Institute of Occupational Safety and Health, and their internationally-recognized Niosh Lifting Equation,  
***In an IDEAL situation, most workers can handle 51 pounds. Ideal means:***

- *Load is very close to the body*
- *Load is lifted from knuckle height*
- *Load isn't traveling above shoulders*
- *You don't need to twist to grasp the load*
- *The load has good handles or is easy to hold*
- *You have plenty of rest between lifting tasks*

## What if conditions are not ideal?

- Then the load that can be safely carried is less than 51 pounds.
- If the load is a far reach, or close to the floor, or makes you go into a very awkward posture to reach the load or the destination, then the acceptable weight limit will be a LOT lower.



*If the load conditions are NOT ideal then the load that can be safely carried is less than 51 pounds.*

*If the load is a far reach, or close to the floor, or makes you go into a very awkward posture to reach the load or the destination, then the acceptable weight limit will be a LOT lower than 51 pounds.*

*For each risk factor or condition that makes the load vary from this ideal then the amount of weight that is acceptable is lowered each time.*

*Loads lifted frequently without adequate recovery time will also "lower" the acceptable weight limit.*

## Is there a RIGHT way to Lift?

IF the lift is SAFE, then here are 9 important steps:

- Stretch and warm up your body
- Avoid fast stretching and all fast lifting
- Plan ahead!
- Stay within your POWER zone.
- Keep your body stable
- (continued)



### **IF the lift is safe to do, here are nine important tips to safer lifting:**

1. Stretch and warm up your shoulders, arms, wrists, knees, legs, feet, and belly (torso). This will help you lift with a straight back and flexible shoulders. Make sure that your elbows, wrists, hips, knees and ankles are warmed up too. The flexibility from stretching will help you move easier.
2. Fast stretching is bad for you. Try to stretch very slowly for about 10 minutes. Stretch by gently and slowly moving both arms in a big circle, gently twisting your torso from side to side and front and back, and moving your legs in a big circle, one at a time.
3. Plan ahead. Answer these questions for yourself:
  - Where is the load going?
  - Should I use a cart or a hand-truck to reach the destination?
  - Will help be needed with this load?
  - Any obstacles along the way that should be moved first?
  - Does any strapping material need to be removed?
  - Is the floor slippery?
  - Where is the best place to grip the load?
4. Keep the load as close to your body as possible. Remember that your "power zone" is as close to your waist as possible. If the load is heavier on one side than the other, keep the heaviest part of as close to your belly as possible.
5. Keep your body stable by keeping your legs apart and one leg slightly forward for balance. Avoid any extra bending of the back.

## The right way to lift (continued)

6. Set yourself near the load to avoid ALL twisting.
7. Keep all of your movement smooth and without jerking.
8. Don't lift anything too heavy. Respect your body.
9. Put the load down if it isn't going well.  
**LISTEN TO YOUR BODY.**



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6. Avoid all twisting. The load should be right in front of you. It is very hard on the back when the load

weight is to the right or the left of your body.

7. Keep your movements smooth. Don't lift quickly and don't jerk the load. Your back needs those

slow movements to use all of your muscles in the best way possible.

8. Don't lift anything that is too heavy. Your body has limits. Good posture and proper technique

cannot protect you from injury when the load is too heavy. See if there is a way to remove some of the

weight or lighten the load before starting.

9. Put the load DOWN if the lift isn't going well. Take a moment to figure out a better plan or to get a

lifting device or a second person. It is better to move small weights more often and heavy loads less

often. If the load is way too heavy then do everything possible to (1) lighten the load, (2) handle the

load with equipment, and (3) ask for help to solve the problem

## Hierarchy of Controls: Manual Handling

<p><i>Task:</i> Unload boxes stored at ground level</p> 	<p><i>Eliminate/Reduce the hazard:</i> Store boxes on electric palletizer.</p>  	<p><i>Change the WAY you WORK:</i></p> <p><i>Share the task with others: team lifting or reducing lifting frequency.</i></p> <p><i>Unload the contents of the box so to avoid lifting heavy weight. Store boxes within your "power" zone.</i></p> 
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When it comes to lifting and manual material handling, the best controls eliminate the lifting task altogether. There are new and improved designs for lifting devices, hoists, hand carts, storage systems and other lifting aids. Remember to always

You can also change the way the work is done by unloading the contents of the box before lifting, storing all heavy items in your "power" zone, and determining where team lifting will protect BOTH workers (instead of placing both workers at risk of getting hurt!)

There are only two pieces of this pyramid. There is no form of personal protective equipment for lifting that is proven to protect workers from WMSDs.

## SUMMARY

Back injuries from manual handling are a serious and expensive hazard. Restaurant workers are exposed to these hazards every day.

There are limits to being human. Lifting tasks should be designed for human limits.

There are many ways of eliminating or reducing worker exposure to lifting hazards.

What are some of your ideas?



28

Back injuries from manual handling are a serious and expensive hazard. Restaurant workers are exposed to these hazards every day.

There are limits to being human. Lifting tasks should be designed for human limits.

There are many ways of eliminating or reducing worker exposure to lifting hazards.

What are some of your ideas?

## **Activity 2: Taking Control Preventing manual material handling hazards at the restaurant**

The presentation should last approximately 30 minutes.

### **Role playing/Discussion**

Break into small groups. A volunteer will choose from a selection of photographs/illustrations of lifting tasks. Ask her/him to select one that resembles a task they do on their job. Ask the worker to simulate what it is like to do that task including object start and end location.

The other participants watching will evaluate the tasks and determine what risk factors for back injuries are present.

Then, altogether, the volunteer and the other participants will discuss the various ways the hazard could be eliminated or reduced. A volunteer will be selected to report back to the larger group.

### **Materials needed:**

- “Reducing the Risks in Restaurant Work” – Handout from Worker Booklet. “Heavy Loads” (pages 14-15) and “Unnatural and Awkward Postures (pages 10-11).
- Empty cardboard boxes, crates or racks of different sizes for simulation activity.

## **SUMMARY AND EVALUATION**

**Materials needed:** Evaluation forms

**HANDOUTS: PLEASE Photocopy “Hazard #4 “ and “Hazard #1” from the ROC Ergonomics Worker Booklet.**

## **FACTSHEET:**

### **How Work is Organized Can Cause Job Stress**

- *LONG WORK HOURS*, few rest breaks, few days off
- Heavy *WORKLOAD*, not enough staff
- *PRESSURE* to work fast
- Little *CONTROL* over making things work better
- *SCHEDULING* that conflicts with the needs of your kids & family
- *NO SUPPORT* from your *Supervisor* or *Co-workers*
- Little appreciation for your *EFFORTS*

### **How Work is Organized Can Increase Injury Risks**

New York City restaurant workers (in the 2007 ROC survey):

- who:
  - had to work “very fast”
  - were “pressured to work overtime”
  - had “constant time pressure due to heavy work load”
- also reported more *BURNS* (accidents or *acute* injuries).
- Due to fatigue or being distracted
- More than 2/3 reported this kind of job stress
  
- without health insurance, vacation days or sick days (less time off)
  - reported more *ACHING, PAIN, SORENESS, & STIFFNESS* in their hands, wrists, arms, neck, shoulders, back, legs, knees & feet (possible symptoms of *chronic* injuries).

### **How Job Stress Contributes to *Chronic* (Musculoskeletal) Injuries**

How work is organized:

- More time exposed to hazards
  - Overtime, few rest breaks, no sick days/vacation days
  - Little chance of promotion
  - Less time to see a doctor
- More physical demands at work
  - Too much work, not enough staff, time pressures

- Very repetitive work
- No input or influence over schedules, how work is done

### **How Job Stress Contributes to *Chronic* (Musculoskeletal) Injuries**

#### Stress reactions within your body:

- Less blood flow to the hands, arms, legs & feet
- Less time for tendons, ligaments & muscles to heal
- Muscle tension
- More sensitivity to pain

### **Work Guidelines/Policies can Improve Work Organization & Reduce Injuries**

**(See page 11 of “Staying Safe at the Restaurant is No Accident”)**

The way your tasks are organized by supervisors and owners is very important. Policies and procedures can help make work SAFER and can reduce physical hazards and other safety issues.

- Rest breaks, less overtime, paid sick & vacation days
  - reduce the time you are exposed to health hazards at work
  - give you more time for your body to heal
- Better staffing
  - can reduce workload/time pressure
  - help you work at a safer speed
- Fair & equal opportunities for promotion
  - help workers to move up over time to jobs with higher pay & less injury hazards
- Training workers
  - to understand “ergonomics” & to fix problems on the job can increase their awareness of all hazards
  - in proper work methods & practices helps promote safe and healthy work

When restaurant workers come together to exercise their rights – to have a “voice” – they can talk to management and discuss and negotiate ways of making work safer and healthier – and less stressful!

**EVALUATION**  
**Session 4 : Ergonomics and Manual Material Handling**

Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

How would you rate (check one for each activity):

1. The “What is ergonomics?” activity?

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

2. Activity on “Taking Control: Preventing manual material handling hazards at the restaurant”?

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

2. What did you like most about this training?

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3. What did you NOT like about this training?

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4. Please feel free to make additional comments.

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## **Session 5**

### **Ergonomics and Injuries to the Hand and Arm**

#### **The objectives of this session are to:**

1. Recognize the risk factors for injuries to the hands, wrists and arms.
2. Recognize the early symptoms of hand/arm injuries
3. Understand the importance of getting help early before the injuries get worse
4. Identify equipment, tools and strategies on the job that can reduce the risk of hand, wrist and arm injuries

#### **AGENDA**

1. Activity 1: Powerpoint Presentation
2. Activity 2: What are the Risk Factors for Hand and Arm Injuries?  
What are the first signs of injury?
3. Summary and Evaluation

## FACILTATOR'S OUTLINE

### **Introduction:**

This session focuses on injuries to the “upper extremity” of the body: The hands, wrists and arms. Restaurant workers have special risk factors for hand/arm injuries. The purpose of this session is to understand the physical risk factors, work exposures and tools for prevention.

The **first half** of the session is a powerpoint presentation. The scripted text is designed to help the trainers cover the important points in the slide. The trainer can present the material on the slide itself where there is no script provided.

The **second half** of the session is a hands-on participatory activity designed to give trainers a practical understanding of the content in the powerpoint presentation.

### **ACTIVITY 1: What causes hand/wrist and arm injuries?**

Teaching with the powerpoint presentation entitled “Ergonomics and Injuries to the Hands and Arms”

**Materials Needed:** Session 5 Powerpoint. Copies of the slides can be printed onto a flipchart if powerpoint projection technology is not available.

A suggested script for each slide is located on the “notes” page of the powerpoint slide. If there is no content in the “notes” page then the content of the slide can be read out loud to the participants. We have copied the slides, below, for your convenience.

**Time:** This presentation should last approximately 25 minutes.

**ROC-UNITED Ergonomics Train-the-Trainer  
program for Restaurant Health Promoters**

**Session 5: Ergonomics and  
Injuries to the Hands and Arms**

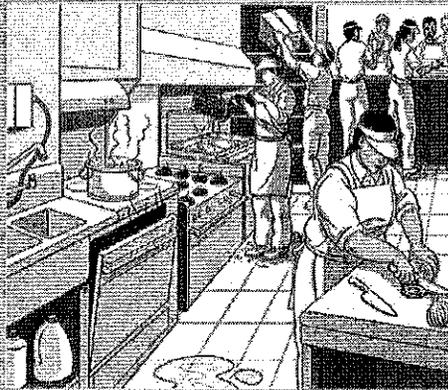


**Your Hands at Work**

Nearly every job task in the restaurant is hand-intensive.

**Your hands never stop moving.**

Certain tasks place your hands at risk of getting hurt.



Sources: Youth@Work Talking Safety, LOHP



2

## What causes hand and arm injuries?

- Overuse of your hands, wrists, arms can injure the muscles, tendons, and nerves
- One of the causes of these injuries is **REPETITION**: every day tasks done over and over again
- Injuries happen more often when the hands and arms are using a lot of **FORCE** and in an **AWKWARD** posture or position



3

## How big of a Problem?

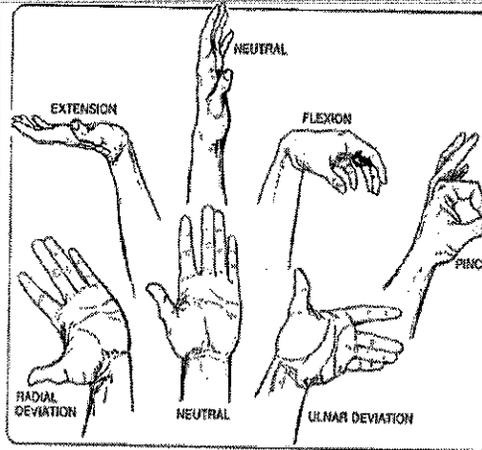
- Workers lose more time from their jobs from hand/arm strain injuries than any other type of injury, even amputations (BLS)
- The number of serious repetitive and other strain injuries and musculoskeletal disorders annually was 1 million (NAS/IOM 2001)
- Workers' compensation costs from hand and arm strain injuries are estimated at \$13 to \$20 billion annually
- Overall costs to the U.S. economy at \$45 to \$50 billion.



4

## What are “Awkward” Hand and Wrist postures?

- A Hand that is working while bent forward, backward, to the sides, or pinching.
- These postures stress the tendons, nerves, muscles and require more force to get tasks done.



5

### [SLIDE 5 ] What are “AWKWARD” Hand and Wrist postures?

This drawing shows 5 different kinds of awkward hand postures. An “awkward” hand or wrist posture is any working position that requires that the hand be in a position far from “Neutral” posture. This is what “Neutral” posture looks like [ Trainer does a demonstration with the hand ]. When the hand works in an extended [Demonstrate] or a flexed [Demonstrate] position the tendons have to stretch over many bony surfaces and the muscles have to use more force to get the job done.

Awkward postures that require that the hand bend to the “side” such as radial deviation [Demonstrate] and ulnar deviation [Demonstrate] also stress the tendons beyond their comfort range. This is particularly true is the activity requires a lot of repetition or force or both.

There are many times when we have to use a “Pinch” grip to pick up, hold, or stabilize an object, tool or product. Pinch gripping requires so much more force than “Power” gripping [Demonstrate a power grip: Pretend to give a strong handshake. This is a power grip]. A good example of a painful pinch grip is when you have to pick up a heavy and large pane of glass or mirror with one hand. You can feel how much force you have to use just to keep it steady. You can pick up the same weight with more ease when it has handles and you can grab it with your whole hand, or when picking up a box that enables you to tuck your fingers underneath.

## Hand and Arm strain injuries: What do they feel like?

- Pain in wrists, hands, shoulders and elbows. Repetitive work can hurt the back, legs and knees too.
- Numbness and tingling in hands, wrists. This is often the first symptom **BEFORE** pain starts.
- Stiffness, weakness, soreness
- Tenderness, swelling
- Burning sensation
- Limited motion
- Decreased coordination



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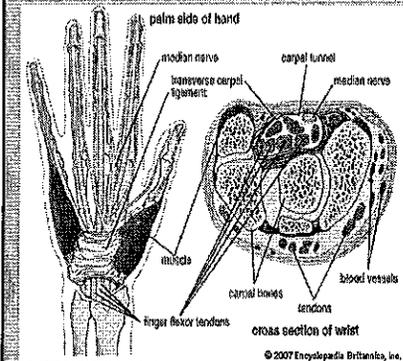
## Hand and Arm strain injuries: What do they feel like?

- The numbness, burning and pain start slow. Symptoms worsen over time.
- At first the symptoms feel better when **away from work**, unless you have to do a ton a housework at home.
- When the problem get worse, the **symptoms stay bad even when you are resting**.
- You may in constant pain that feels worse with **activity**.



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## Hand and Arm Injuries: What Doctors Call Them



- Tendinitis (wrist, arm)
- Tenosynovitis (wrist, arm)
- deQuervain's Syndrome (thumb)
- Carpal Tunnel Syndrome (wrist)
- Radial Nerve entrapment (elbow, lower arm)
- And Many Others



8

[SLIDE 8] There are many different types of hand & arm strain injuries that are caused or worsened by work. Each one refers to a different location in the hand, wrist, elbow or arm. Some are specific to certain nerves that pass through the body from the neck through the shoulder & down the length of the arm to the hand.

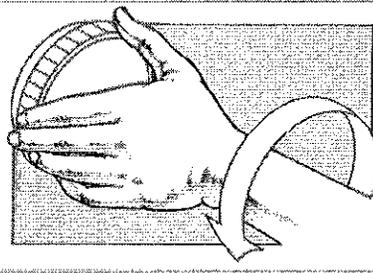
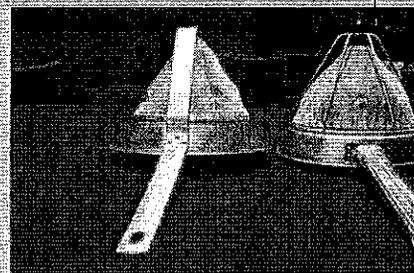
### Examples include:

- Tendinitis occurs when tendons become sore, overused & inflamed. Tendons connect muscles to bones in the arm and wrist. Tendinitis can be very painful.
- Many tendons are covered by a protective sheath. When this protective layer becomes inflamed and swollen then it is called tenosynovitis.
- In a few locations the nerves pass through a tunnel made out of bones of the wrist, elbow or shoulder. When swelling from overuse squeezes the nerves in that tunnel, then carpal tunnel (in the wrist) or DeQuervains (in the thumb) can occur.

It is not important to be an expert on every kind of injury but to know that there are many different kinds of injuries. A medical practitioner who knows a lot about work related injuries is the best person to determine the cause and proper treatment of any injury.

Sometimes a specific kind of injury, such as carpal tunnel syndrome, becomes a common name that a lot of people talk about. While carpal tunnel syndrome is a serious & painful work related musculoskeletal disorder, there are many others than can occur from physically stressful tasks in many occupations.

## Hand/Arm strain injuries from Restaurant Work I

<p>Frequent bending and twisting of the wrist</p>	<p>Gripping of tools that have uncomfortable handles</p>
	
<p><small>Source: Strains and Spains: A Workers' Guide to Job Design. UAW 1982</small></p>	

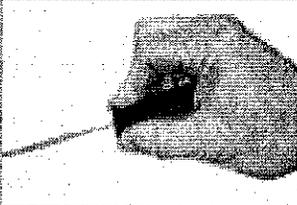
 9

[SLIDE 9] {Ask the health promoters}:

Can you give us additional examples of tasks in the restaurant that are stressful on the hands and wrists?

## Hand/Arm Strain injuries from Restaurant Work: II

Having to PINCH anything heavy with FORCE



Source:  
[http://www.dfr.ca.gov/dosh/dosh\\_publications/HandTools.pdf](http://www.dfr.ca.gov/dosh/dosh_publications/HandTools.pdf)

Having to PINCH and LIFT anything HEAVY

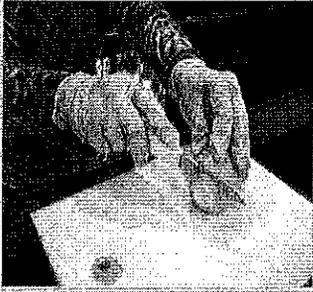


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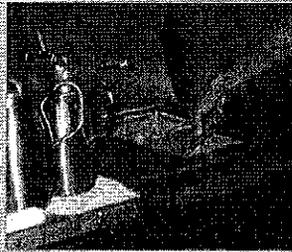
[SLIDE 10] We gave the example of picking up a heavy mirror or pane of glass. Pinching small tools or heavy bowls are other examples. Can you provide us with additional examples of “pinching” tasks that are an everyday part of restaurant work?

## Hand/Arm injuries from Restaurant Work III

Cutting for a long time, especially with a knife that fits poorly or is dull



Working around ice, cold objects, and cold rooms



11

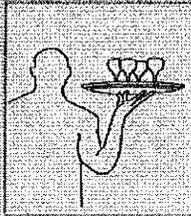
[SLIDE 11] When knives are dull our hands have to work a lot harder to get the task done. We are also at higher risk of getting cut. When knives are too small we have to pinch really hard and use too much force. When knives are too large we have to use extra force to get the precision we need. We are also at risk of getting cut when the item being cut is very tiny.

Cold objects, cold rooms and cold products put our hands, wrists and arms at higher risk of injury. Hands that are cold have less blood circulation. Adequate blood flow to our hands is needed to help heal the small inflammations that happen from everyday work, even if we don't feel anything happen at all. When the hands/wrists/arms are touching something cold or working in a cold environment then all of the blood flows towards the heart.

## Other Risk Factors



- Feeling rushed; Working too fast
- Working on a surface that is too high or too low
- Carrying loads with a bent wrist or hand
- Working with vibrating tools or surfaces
- Gripping or leaning against sharp edges or surfaces



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[SLIDE 12] There are many other risk factors that contribute to hand/wrist/arm injuries on the job. Anything that makes us work too fast - - short staffing, pressure from supervisors, too much work, etc, puts us at risk of getting hurt. When the work surface is too high then the hands and arms are often working at awkward positions. Sometimes we have to use extra force when the work surface is too high. When the work surface is too low we often have a lot of wrist extension and back bending which can make us feel more tired and contribute to back problems. Vibrating tools cause a special kind of work-related injury when they are used a lot. Leaning against any sharp edge or hard surface can irritate the nerves in our hands, wrists and arms.

## Hierarchy of Controls for Hand/Arm Injuries

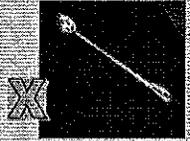
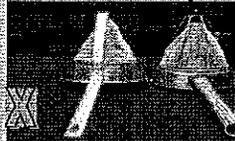
<p><b>Task:</b> Vegetable Prep</p> 	<p><b>Reduce the hazard:</b></p> <ol style="list-style-type: none"> <li>1. Use a better fitting knife with a more comfortable grip for a secure cut.</li> <li>2. Keep knife sharp to reduce hand/arm force and injury risk.</li> <li>3. Use a food processor</li> </ol>  	<p><b>Change the WAY you WORK:</b></p> <ol style="list-style-type: none"> <li>1. Share the task with another worker to reduce cutting time.</li> <li>2. Spread out cutting tasks over the day.</li> <li>3. Take frequent breaks where your hands can rest and other parts of you are moving.</li> <li>4. Change the Plan: For certain dishes a parboiled vegetable (e.g. potato) can be used and is easier to cut.</li> </ol>
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[SLIDE 13] The Hierarchy of controls for Hand/Wrist/Arm injuries includes engineering controls and Work Practice controls.

Here is an example in this slide [Ask a participant to read the slide if they are comfortable doing so]. Please note that there is no Personal Protective Equipment that protects the hands from the type of strain injuries we are describing in this session. While protective gloves are very important to prevent burns and cuts in certain tasks, gloves may also increase the amount of force you have to exert to do a task correctly. If the gloves are slippery or very thick then you have to squeeze and grip tighter. Constant squeezing and gripping can cause or worsen injuries.

Sometimes workers get a splint to stabilize their sore hand or arm from a doctor or from the drug store. The job of the splint is to keep your hand/wrist from moving. You should always avoid doing any type of physically stressful work with a splint on your hand. You can make the injury worse by pressing hard against the splint to get tasks done.

## Improving Hand-Tool coupling: Grip Force and Contact Stress

	Narrow handle on heavy saucepan	Narrow handle that also gets hot	Sharp edges on tool with long handle
<b>BEFORE</b>			
<b>AFTER</b>			

*Prevent burns tool*

[SLIDE 14] Here are examples of small improvements that can improve comfort and grip strength to the hands while working in the kitchen.

## What do I do? I think I have a strain injury

- **Contact** ROC-UNITED and your local COSH group (<http://www.coshnetwork.org/>) to get advice, referral to doctor, and possibly workers' compensation attorney
- **Seek** medical attention from a provider who knows a lot about occupational health. Find a clinic here: Association of Occupational and Environmental Clinics (<http://www.aoec.org/>)
- **Stay away** from job tasks or tools that make you feel worse
- **Consider** filing for Workers' Compensation



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## Summary I: Listen to Your Body

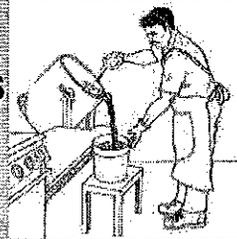
- Pay attention to the FIRST warning signs and get help right away.
- See a medical person who knows a lot about work related musculoskeletal disorders.
- Ask ROC to direct you to an occupational health clinic or medical provider in your community.



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## SUMMARY II: Preventing Hand/Arm Injuries

- Ask for and USE Better and more comfortable Tools
- Ask for and USE Sharper Tools
- Work at a comfortable height
- Share the Load
- Take Frequent Rest Breaks
- Rotating Tasks



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## **ACTIVITY 2: What are the Risk Factors for Hand and Arm Injuries? What are the first signs of injury?**

The objective of this activity is to provide a hands-on practical demonstration of hand/arm risk factors with kitchen implements/tools.

### **Materials Needed:**

1. Kitchen knives with several types of handles (narrow, flat, round, large, small, wooden, plastic, small, large). Include one set of identical kitchen knives where one is well sharpened and the other is very dull.
2. pots and pans with both flat and rounded handles
3. Strainers, ladles and other kitchen tools
4. Visual Aid: Awkward Hand Postures
5. Cutting boards/surfaces
6. Product to cut (e.g. large raw potatoes, frozen loaves of bread, etc)

Time: This session should last approximately 30 minutes.

Place a letter sticker ("a", "b", "c", etc) on the handle of each knife. Ask participants to handle the knives and make sample cuts of the food item. Use a flipchart and list the knives, by letter, in order from the most comfortable to least comfortable.

Review flipchart with group. What makes a knife comfortable or uncomfortable? Do participants think that the comfortable knife would remain comfortable if used for 30 minutes without stopping? One hour? 3 Hours?

Print out a large copy of the "*Awkward Hand Postures*" illustration. Ask participants if they can think of any job tasks that force them to apply force while in one of these postures. Use the various kitchen tools in demonstrate to illustrate the connection between handle type and awkward hand/wrist/arm posture.

Discuss HAND and ARM Symptoms (from the Session 5 Powerpoint, slide # 6: Ask participants: What do strain injuries of the hands and arms feel like? What are really common symptoms besides PAIN itself?

## **Main Points:**

- **The first symptoms** are not always PAIN, but numbness, tingling, weakness, and a burning sensation. Often workers ignore these symptoms. It is important that they pay attention to these symptoms because they are a warning sign for more serious problems.
  
- Watch out for **common risk factors**:
  - gripping very hard,
  - Using dull tools,
  - gripping slippery objects,
  - gripping hard through bulky gloves,
  - working very fast,
  - working on surfaces that are too high or too low, and
  - carrying loads with a bent wrist or hand,
  - carrying objects with bad handles or no handles,
  - lifting with one hand,
  - leaning hard against sharp objects and surfaces.

Illustration: Awkward Hand Postures: (Source: Putz-Anderson, V (1988). Chapter 7: Analyzing Jobs; Figure 15)

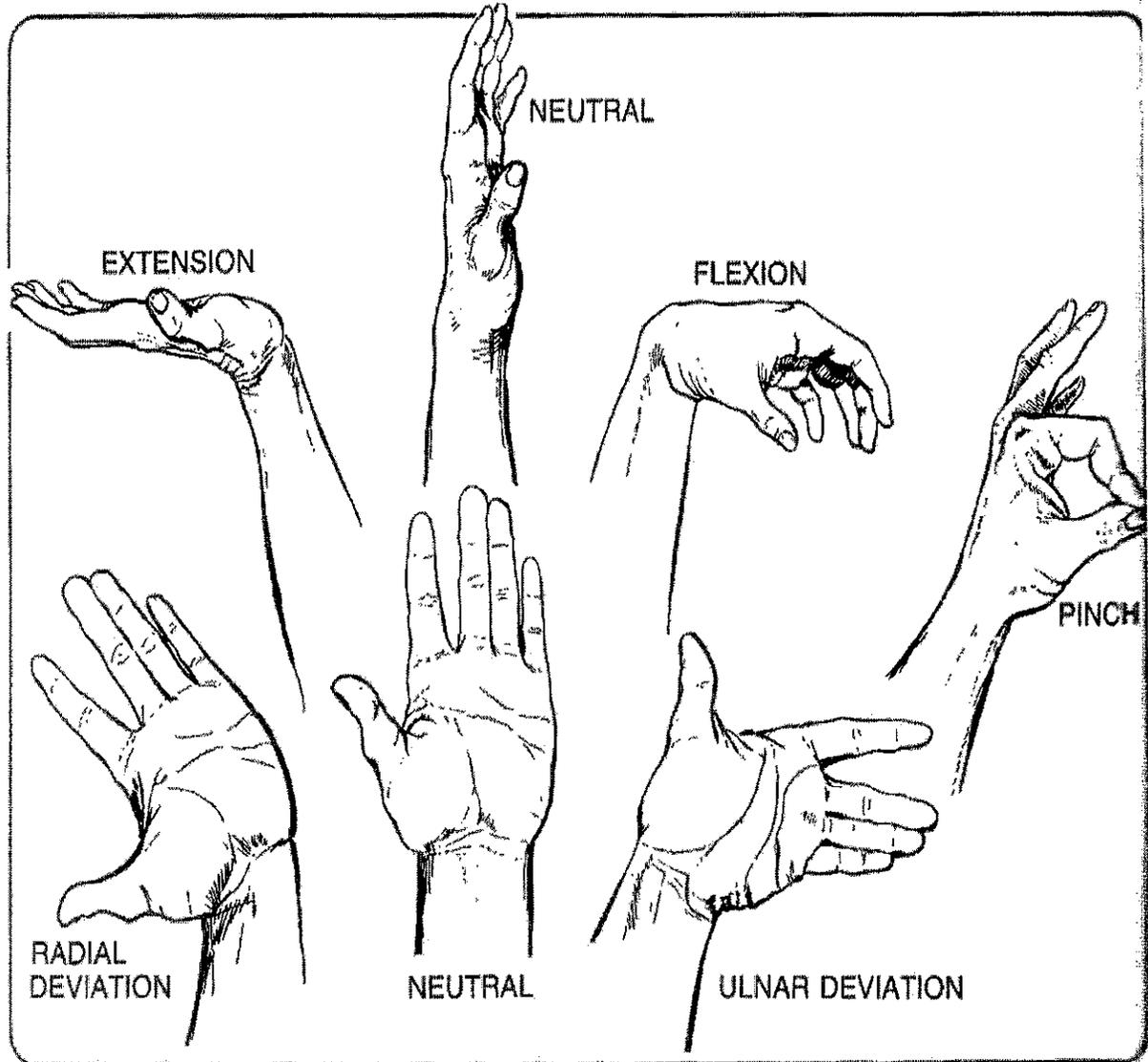


Figure 15. Hand and wrist postures.

**EVALUATION**  
**Session 5: Ergonomics and Injuries to the Hand and Arm**

Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

**1. How would you rate (check one for each activity):**

**Activity 1: What causes hand/wrist and arm injuries? (Powerpoint)**

\_\_\_\_ Excellent    \_\_\_\_ Very Good    \_\_\_\_ Good    \_\_\_\_ Fair    \_\_\_\_ Poor

**Activity 2: What are the Risk Factors for Hand and Arm Injuries?  
What are the first signs of injury?**

\_\_\_\_ Excellent    \_\_\_\_ Very Good    \_\_\_\_ Good    \_\_\_\_ Fair    \_\_\_\_ Poor

**2. What did you like most about this training?**

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**3. What did you NOT like about this training?**

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**4. Please feel free to make additional comments.**

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**Session 6**  
**Your Rights on the Job:**  
**Laws that Protect Restaurant Workers**

**The objectives of this session are:**

1. to understand the laws that protect restaurant workers;
2. to discuss ways to use these laws effectively to win better protections for restaurant workers.

**AGENDA**

1. What are the laws that protect restaurant workers? Case Studies
  
2. How do we use these laws effectively? Group questions and discussions
  
3. Summary and Evaluation

## FACILITATOR'S GUIDE

### **Activity 1: What are our Rights? Small Group Activity and Large Group Discussion**

Participants work in pair to answer questions provided, using the Restaurant Owner Manual to look for the answers. Have each group do one or two questions, and have them present their answers to the whole group, and follow with discussion on each topic. The objective of the exercise is to have promoters practice using the manual as a reference guide; they will also know that they can go to other sources for information and clarification.

#### **Materials needed:**

- "What are our Rights" Worksheet & Answer Sheet
- New York City Restaurant Owner's Manual
- Occupational Safety and Health Administration Information for workers (web-based factsheet)
- Blackboard or Easel

### **Activity 2 How do We Use these Laws Effectively? Small Group/Large Group Activity**

Facilitator leads a discussion using these questions as a guide. Key point is that laws, in themselves, are only so effective, and organized action is needed to make the laws effective.

Materials needed: "How Do We Use These Laws Effectively?" Handout

### **Summary and Evaluation**

**Materials needed:** Evaluations forms

### **Activity 1: WHAT ARE OUR RIGHTS?**

Here you will find several stories about restaurant workers and some of the issues they face at work. In each story, tell us if you think there are any laws that are being broken, and if so, to what agency can the workers go to for help in correcting these situations.

1. John has worked at a NYC restaurant for 3 years. He is a cook, and likes his job, but he just wishes things could be better there. He gets paid \$360 for a total of 60 hours per week. He thinks he should be paid more, but is afraid to say anything for fear of being fired.

Janice is a waitress at the restaurant, and the employer pays her \$160 a week for working 40 hours. The boss says that since she makes money in tips, he can pay her less than he pays the kitchen staff. And the boss is taking out \$20 a week to pay for the ice machine that he said that Janice broke, and he also takes out \$15 a week for meals for both John and Janice.

Both of them have talked about not receiving any time to just sit and rest in their long work days. The employer told them that they are not entitled to a break – “This isn’t a construction site!” he said to them.

#### **The Law says:**

#### **Agency to go to for help:**

2. Kevin and Stephen are 17 years old. They both work in the storeroom some of the time. Both work about 32 hours a week. Last week Stephen

hurt his back carrying cases of bottled water from the shelf to the walk-in-fridge. His employer told him that he cannot file for worker compensation since he is getting paid off the books.

**The Law says:**

**Agency to go to for help:**

3. Marie was called into the owner's office, and was given a copy of a letter from the Social Security Administration. The letter says that the Social Security number on the I-9 from doesn't match. The employer asks you to provide him with a copy of your green card as poof of residency.

**The Law says:**

**Agency to go to for help:**

4. The restaurant workers' union is working with some of your co-workers to organize your restaurant. Your employer holds a meeting for the workers, and tells them that if they sign a union card, they will be fired immediately. After the meeting, he called each worker in individually and asked them if they were supporting the union drive.

**The Law says:**

[Redacted area]

**Agency to go to for help:**

[Redacted area]

5. John was upset when his co-worker, Michael, recently received a promotion to work in front of the house. He had asked for the position himself, and he believes that Michael was promoted because he doesn't speak with an accent. This is the third that he and two other co-workers have been passed over by someone who has had less restaurant experience.

**The Law says:**

[Redacted area]

**Agency to go to for help:**

[Redacted area]

6. John feels that his workplace is very uncomfortable, and he and other workers have, for several months, experienced pain in their low backs, legs, knees and feet.

They work as line cooks in the kitchen, often standing for long periods of time, and often bending and twisting and reaching while on their knees, because of narrow aisles to get meat, chicken and fish from refrigerators. They have asked the employer several times to buy them anti fatigue mats, but he has not done so. The runners often collide with wait and bus staff because there are 3 corners, and no one can see who's around any corner. The runners asked their employer to install corner mirrors, but he just ignores them.

One of their friends told them that they could call OSHA to file a complaint, but they are not sure about that, since they do not have papers. And what if they do file a complaint, and the OSHA inspector comes – how do they tell the inspector what’s going on without getting into trouble?

**The Law says:**

[Redacted area]

**Agency to go to for help:**

[Redacted area]

7. John’s friend, Isabel, spends many hours a day scooping French fries from the hot oil. To protect her from the oil she uses a long-handled strainer with a large basket. When she’s not at the fryer she uses large knives to cut and chop squash, root vegetables and watermelon. Her wrist had been hurting for a while but now her wrist and arm hurt so bad that she feels she cannot hold the knife. A doctor gave her a splint and told her to not use any hand tools for 3 weeks. Someone told her that she was eligible to file for workers compensation, but when she spoke to her employer about it, he told her that if she files a claim that she would be let go.

**The Law says:**

[Redacted area]

**Agency to go to for help:**

[Redacted area]

## **FACILITATOR ANSWER SHEET**

### **WHAT ARE OUR RIGHTS?**

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***Answers can be found in the NYC Restaurant Owner Manual.  
Participants will find answers to all questions in that manual.***

Here are several stories about restaurant workers and some of the issues they face at work. In each story, tell us if you think there are any laws that are being broken, and if so, to what agency can the workers go to for help in correcting these situations.

1. John has worked at a NYC restaurant for 3 years. He is a cook, and likes his job, but he just wishes things could be better there. He gets paid \$360 for a total of 60 hours per week. He thinks he should be paid more, but is afraid to say anything for fear of being fired.

Janice is a waitress at the restaurant, and the employer pays her \$160 a week for working 40 hours. The boss says that since she makes money in tips, he can pay her less than he pays the kitchen staff. And the boss is taking out \$20 a week to pay for the ice machine that he said that Janice broke, and he also takes out \$15 a week for meals for both John & Janice.

Both of them have talked about not receiving any time to just sit and rest in their long work days. The employer told them that they are not entitled to a break – “This isn’t a construction site!” he said to them.

#### **The Law says:**

- *There is a minimum wage – page 4*
- *Overtime pay is the law! – page 6*
- *Wage when one receives tips – page 4-5*
- *No paying for broken items! – page 7, paycheck deductions*
- *Paying for meals – page 7*

**Agency to go to for help:**

- *NYS Department of Labor – Wage and Hour Division*
- *ROC-UNITED, other worker/immigrant advocacy organizations can assist*

2. Kevin and Stephen are 17 years old. . They both work in the storeroom some of the time. Both work about 32 hours a week. Last week Stephen hurt his back carrying cases of bottled water from the shelf to the walk-in-fridge. His employer told him that he cannot file for worker compensation since he is getting paid off the books.

**The Law says:**

- *There are child labor laws! – page 10*
- *Hours for younger teens are limited – page 10*
- *There are some job duties that are prohibited – page 11*
- *Worker Compensation – you are entitled from first day on the job – page 39*

**Agency to go to for help:**

- *NYS Department of Labor*
- *NYS Worker Compensation Board*
- *ROC-UNITED and other worker/immigrant advocacy organizations; comp lawyers*

3. Marie was called into the owner's office, and was given a copy of a letter from the Social Security Administration. The letter says that the Social Security number on the I-9 from doesn't match. The employer asks you to provide him with a copy of your green card as poof of residency.

**The Law says:**

- *No-match letters are intended ONLY to help the Social Security Administration (SSA) make sure its records and database are accurate and to ensure that SSA maintains an accurate earnings record for each employee. A no-match letter does NOT imply that the employer or the*

*employee intentionally provided incorrect information about the employee's name or Social Security number. The receipt of a no-match letter, by itself, does not give employers notice that a worker is not authorized to work and does not trigger any duty to ask for such proof. – page 14,*

**Agency to go to for help:**

*ROC-UNITED and other worker/immigrant advocacy organizations*

4. The restaurant workers' union is working with some of your co-workers to organize your restaurant. Your employer holds a meeting for the workers, and tells them that if they sign a union card, they will be fired immediately. After the meeting, he called each worker in individually and asked them if they were supporting the union drive.

**The Law says:**

*You have the right to organize, but employers try to get around the law – know your rights! – page 16*

**Agency to go to for help:**

- *The union*
- *ROC-UNITED and other worker advocacy organizations*
- *National Labor Relations Board*

5. John was upset when his co-worker, Michael, recently received a promotion to work in front of the house. He had asked for the position himself, and he believes that Michael was promoted because he doesn't speak with an accent. This is the third that he and two other co-workers have been passed over by someone who has had less restaurant experience.

**The Law says:**

*Discrimination in hiring is illegal... - page 21*

**Agency to go to for help:**

- EEOC
- NYS Division of Human Rights
- ROC-UNITED

6. John feels that his workplace is very uncomfortable, and he and other workers have, for several months, experienced pain in their low backs, legs, knees and feet.

They work as line cooks in the kitchen, often standing for long periods of time, and often bending and twisting and reaching while on their knees, because of narrow aisles to get meat, chicken and fish from refrigerators. They have asked the employer several times to buy them anti fatigue mats, but he has not done so. The runners often collide with wait and bus staff because there are 3 corners, and no one can see who's around any corner. The runners asked their employer to install corner mirrors, but he just ignores them.

One of their friends told them that they could call OSHA to file a complaint, but they are not sure about that, since they do not have papers. And what if they do file a complaint, and the OSHA inspector comes – how do they tell the inspector what's going on without getting into trouble?

**The Law says:**

*You have a right to a safe workplace! – page - 34*

**Agency to go to for help:**

- OSHA *(Keep in mind that OSHA does not have a regulation specifically for ergonomics. However, OSHA does require companies to “provide a safe and healthy workplace” for employees. If employees in your workplace are developing strains and sprains (musculoskeletal disorders) because of unhealthy working conditions, then OSHA may investigate and require the employer to correct the problems.)*
- ROC-UNITED

- *Your local Committee for Occupational Safety and Health (COSH group)*

7. John's friend, Isabel, spends many hours a day scooping French fries from the hot oil. To protect her from the oil she uses a long-handled strainer with a large basket. When she's not at the fryer she uses large knives to cut and chop squash, root vegetables and watermelon. Her wrist had been hurting for a while but now her wrist and arm hurt so bad that she feels she cannot grasp the knife. A doctor gave her a splint and told her to not use any hand tools for 3 weeks. Someone told her that she was eligible to file for workers compensation, but when she spoke to her employer about it, he told her that if she files a claim that she would be let go.

**The Law says:**

*It's illegal to retaliate against workers who exercise their rights under worker comp (but employers do it often) – page 39*

**Agency to go to for help:**

- *NYS Worker Compensation Board and Worker Comp Advocate*
- *ROC-UNITED*
- *Your local Committee for Occupational Safety and Health (COSH group)*



**FACTSHEET: Occupational Safety and Health  
Administration, US Department of Labor:  
INFORMATION FOR WORKERS**

<http://www.osha.gov/>, and click on the link that says "WORKERS".

You have a right to a safe and healthful workplace. That's why Congress passed the Occupational Safety and Health Act of 1970, requiring employers to provide workplaces free from serious recognized hazards and to comply with occupational safety and health standards. The Occupational Safety and Health Administration (OSHA) wants every worker to go home whole and healthy every day. The agency was created by Congress to help protect workers by setting and enforcing workplace safety and health standards and by providing safety and health information, training and assistance to workers and employers.

**Am I covered by OSHA?**

If you work in the private sector, you are covered by an OSHA regional office under federal OSHA or an OSHA program operated by your state government. Public sector workers in states that run their own OSHA programs are covered by those states. Public sector workers are not covered in states under federal OSHA jurisdiction.

**What are my rights under OSHA?**

The OSH Act grants workers important rights. Workers have a vital role to play in identifying and correcting problems in their workplaces, working with their employers whenever possible. Often, employers will promptly correct hazardous conditions called to their attention. But workers also can complain to OSHA about workplace conditions threatening their health or safety. They can file complaints in person, by telephone, by fax, by mail or electronically through this website.

### **What are workers' responsibilities?**

OSHA requires workers to comply with all safety and health standards that apply to their actions on the job. Employees should:

- Read the OSHA poster.
- Follow the employer's safety and health rules and wear or use all required gear and equipment.
- Follow safe work practices for your job, as directed by your employer.
- Report hazardous conditions to a supervisor or safety committee.
- Report hazardous conditions to OSHA, if employers do not fix them.

### **What are employers' responsibilities?**

The Occupational Safety and Health Act requires employers to provide a safe and healthful workplace free of recognized hazards and to follow OSHA standards. Employers' responsibilities also include providing training, medical examinations and recordkeeping.

### **What is an OSHA standard?**

OSHA issues standards or rules to protect workers against many hazards on the job. These standards limit the amount of hazardous chemicals workers can be exposed to, require the use of certain safety practices and equipment, and require employers to monitor hazards and maintain records of workplace injuries and illnesses. Employers can be cited and fined if they do not comply with OSHA standards. It is also possible for an employer to be cited under OSHA's General Duty Clause, which requires employers to keep their workplaces free of serious recognized hazards. This clause is generally cited when no OSHA standard applies to the hazard.

### **What can I do if I think my workplace is unsafe?**

If you believe working conditions are unsafe or unhealthful, we recommend that you bring the conditions to your employer's attention, if possible. Your employer may want to contact OSHA or your state consultation service in order to gather information about how to improve working conditions.

You may file a complaint with OSHA concerning a hazardous working condition at any time. However, you should not leave the worksite merely because you have filed a complaint. If the condition clearly presents a risk of death or serious physical harm, there is not sufficient time for OSHA to inspect, and, where possible, you have brought the condition to the attention of your employer, you may have a legal right to refuse to work in a situation in which you would be exposed to the hazard.

You may file a complaint with OSHA if you believe there may be a violation of an OSHA standard or a serious safety or health hazard at work. You may request that your name not be revealed to your employer. You can file a complaint on this web site in writing or by phone to the nearest OSHA area office. You may also call the office and speak with an OSHA compliance officer about a hazard, violation or the process for filing a complaint.

### **Can I be punished or discriminated against for exercising my rights?**

The OSH Act and other laws protect workers who complain to their employer, union, OSHA or other government agencies about unsafe or unhealthful conditions in the workplace or environmental problems. You cannot be transferred, denied a raise, have your hours reduced, be fired, or punished in any other way because you have exercised any right afforded to you under the OSH Act. Help is available from OSHA for whistleblowers. But complaints about discrimination must be filed as soon as possible—within 30 days of the alleged reprisal for most complaints.

### **Has my employer ever been inspected by OSHA?**

You can research your employer's inspection history through OSHA's Establishment Search. Type in the name of your company and choose the dates you want to cover.

### **What is the most commonly cited hazard in my industry?**

You'll need to know your employer's Standard Industrial Classification (SIC) Code. Once you know your four-digit code, visit OSHA's Frequently Cited OSHA Standards page, enter your SIC code and view the information for last year.

### **Does OSHA provide technical information on hazards?**

OSHA provides technical information to assist workers, employers, and safety and health professionals in reducing occupational injuries and illnesses. Find information on bloodborne pathogens, machine guarding, ergonomics or fall protection, for example.

### **What materials does OSHA have of interest to workers?**

OSHA publishes a variety of publications on a range of subjects. The agency also offers free software advisors to help employers comply with OSHA standards. Some of the most useful publications for workers are listed below. See OSHA Publications for a complete listing of agency printed materials or to order publications online.

### **What other rights do workers have?**

Other federal agencies protect workers' rights also. Visit the websites at the National Labor Relations Board, the Equal Employment Opportunity Commission, the Department of Labor, or the Occupational Safety and Health Review Commission to learn more about other protections for workers.

**EVALUATION**  
**Session 6: Your Rights on the Job:**  
**Laws that Protect Restaurant Workers**

Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

How would you rate (check one for each activity):

1. "Activity: What are our Rights?"

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

2. "Activity: How do We Use these Laws Effectively?"

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

3. What did you like most about this training?

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4. What did you NOT like about this training?

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5. Please feel free to make additional comments.

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## **Session 7**

### **The 1 Hour Restaurant Worker Ergonomics Training**

***The objective of this session is to model the delivery of the 1 Hour Ergonomics Workshop for the peer educators. Conduct the 1-hour program with the peer educators as if you were delivering the program directly to workers.***

### **Training Agenda:**

#### **1 hour restaurant worker ergonomics workshop**

**I. Introduction** [5 minutes\*\* *time allotments designed for some wiggle room*]

- Introduce Trainer
- Present goals and objectives
- Participant exercise: workplace injuries

**II. Workplace Hazards in the Restaurant Industry** [5 minutes]

- Biggest hazards
- Working safer by eliminating the hazard
- Working safer by changing the way work is done
- *Summary:* The best ways to prevent hazards

**III. Preventing injuries to your muscles, joints and soft tissues: An Introduction to Ergonomics** [10 minutes]

- What is Ergonomics & how it helps us make our workplaces safer
- The limits of being human
- Causes of back injuries in restaurants
- How Job Stress makes it worse
- How much lifting is OK and NOT OK
- Injuries to the Hand and Arms: How they happen
- Injuries to the Hands and Arms: What they feel like
- *Summary:* Limits of Being Human

**IV. Making Work Safer: Strategies and Solutions [25 minutes]**

- Brainstorm on 5 physically stressful job tasks you want to fix
- Small Group Activity: Finding solutions to fix your hazard
- Report back from small groups

**V. Summary: Your rights on the job and Evaluations [5 minutes]**

<p style="text-align: center;"><b>FACILITATOR'S GUIDE</b> <b>One hour restaurant worker ergonomic workshop</b></p>
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**Materials needed**

- Training Agenda
- Worker Manual
- Factsheets:
- Pre-prepared (or pre-printed) Training Flipchart
- Blank Flipchart Paper
- Markers (water based)
- Masking Tape (pre-cut into short pieces for fast easy hanging of worker flipcharts) if flipchart paper is not self-sticking
- Demonstration items
  - Empty cardboard boxes of different sizes
  - Kitchen utensils with different types (good/bad) of handles
- Evaluation Forms

**I. Introduction: *Sample Text***

**Introduce Trainer:** "Good morning and welcome, everyone, to this session. I am really glad that you came. My name is \_\_\_\_\_ I am a health promoter from ROC-UNITED. ROC-UNITED is a member-based organization of restaurant workers, advocating for better working conditions for all restaurant workers. I am here today to talk about safety and health on the job, and how we can better protect ourselves from getting hurt on the job.

The training is one-hour long. We have designed this training so we can hear from you about your concerns. Please feel free to ask questions and make comments. We hope to have a good discussion about working safely in restaurants.

**Workshop Goals:** “We are here today because we know that work in the restaurant can be very dangerous, but we don’t always know what to do to keep ourselves and our co-workers safer. Sometimes we are asked to do things that we feel are very hard to do or put us at risk of getting hurt.

“The goal of today’s program is to talk about overall restaurant hazards with a big focus on preventing back injuries from lifting and preventing our hands and arms from getting hurt from physically stressful tasks. We get hurt when the demands of the job are more than our bodies can stand. We believe that the workplace must fit the abilities of most workers, and be designed for safety, and not have workers be forced to fit into an unsafe workplace. When jobs aren’t well set up then we are at risk of getting hurt. The science of fitting the job to the worker is called “Ergonomics”. “Ergonomics” seeks to fix the workplace so that we can all do our jobs, work hard, but go home healthy at the end of the day.

“We will be talking about the risks at our jobs and things we can do to fix those tasks that are hard on our bodies. We will also talk about our rights on the job and things we can do to make work safer for everyone.”

**Exercise: How Many?**

*Depending on the size of the group, you may have a chance for each person to go around the room, state their name, how long they have worked in the restaurant industry and the job they are doing now. Facilitate carefully so that people don’t do more than brief introduction. If the group is large, then ask participants for a show of hands based on their experience (“Who has worked more than 5 years? 10 years? 20 years?, etc.)*

**Sample Text:**

“ I’m going to ask some questions - - and please raise your hand if this applies to you:

“ How many of you have ever hurt their back from restaurant work?

“How many of you have slipped or tripped or fallen to the ground or down stairs on the job?

“ How many of you have had pain in your hands, wrists or arms from work in the front or back of the house?

“ How many of you have had to take time off of work from these types of injuries?

“ How many of you went to work while in pain because you couldn't take time off?

“ How many of you have gotten a burn on the job that hurt for more than 24 hours?

“ How many of you have gotten a cut or laceration on the job that required first aid to stop the bleeding? Stitches?

(Then, after)

“We have a lot of experience in this room. I really look forward to hearing your ideas about making work safer.”

## II. Presentation: Workplace Hazards in the Restaurant Industry.

*This is a five minute presentation that summarizes the content in Session 3 of the Train-the-Trainer program. Refer to the Facilitator's Guide for Session 3. Refer the workers to pages # 1 - #4 in the worker booklet which correspond with Chapter #1 and Chapter #2.*

*In addition, you can begin this session by inviting participants to look at the story in the beginning of the worker manual. You can read the chapter or ask someone to read it with you or for you:*

“ Let's start our discussion by looking at our booklet, and starting at Chapter 1 on Page #1. This booklet tells the story of some restaurant workers. Let's read the first chapter and start our discussion”.

### Major Points:

- **Restaurant work is dangerous work.** Workers can be burned, cut, sickened or injured by chemicals or assaulted. Workers can trip, slip and injure their backs, shoulders, hands, wrists, arms and legs from heavy work.
- The **BEST** way to stay safe is to eliminate or reduce the hazard. This is often done through equipment. An example of equipment that reduces lifting hazards is a well designed handtruck with large, sturdy wheels that rotate. An example of equipment that prevents cuts are machine guards and well-designed and sharp knives.
- The **SECOND BEST** way to stay safe is to change the way work is done. Examples of a better work practices include: Frequent rest breaks, storing heavier items at elbow height, working in teams to move furniture, unloading stock out of large boxes or crates before lifting.
- Protecting the workers' body with personal protective equipment gear is the **LAST resort**. There is no personal protective gear that is proven to work to prevent back injuries.
- Most of the time a **COMBINATON** of these ways of protecting workers is needed. To prevent burns, for instance, a worker

needs both a longer handled tool with an easier grip AND mitts to protect the hands.

**Key Message:**

“It’s important to talk with others to find out if they are experiencing the same problems. These hazards can cause serious injuries and illnesses. You are helping yourself and others by speaking up about these concerns. You will find strength in numbers, and you will get a better idea about the range of problems that exist at your restaurant”.

### **III. Presentation: Preventing Injuries to your muscles, joints and soft tissues: An introduction to Ergonomics**

*This is a five-minute presentation that summarizes the content of Session 4 and Session 5 (see both the Facilitators Outline and the PowerPoint Slides) of the Train-the-Trainer program. Key information about the limits of being human can be found in Chapter 3 (pages 5 and 6 ) of the worker booklet and in the scripted notes of Session 4 and 5 of this Train-the-Trainer program.*

#### **Sample Outline for the 10 minute presentation:**

- What is “Ergonomics” and how can it help us make our workplaces safer
- The limits of being human: Designing work for real people
- Causes of back injuries in restaurants
- How Job Stress makes it worse
- How much lifting is OK and NOT OK
- Injuries to the Hand and Arms: How they happen
- Injuries to the Hands and Arms: What they feel like
- What to do if you are in pain: Getting the right help, fixing the problem, knowing your rights as a worker

#### **Major Points:**

- **Work related musculoskeletal disorders** are injuries to the back, neck, shoulder, arms and legs that are caused or worsened by what you do at work. These injuries can be very serious and can be disabling.
- These injuries are caused by **hazards** found in the work environment.
- The best way to prevent injury is to **fix the workplace**, not the worker. “**Ergonomics**” is the science of making jobs safer by designing tasks to match the capabilities of most working people.
- The best way to fix the workplace is to use **equipment or “engineering”** to get rid of the hazard. The second best way is

to **change the way the work is done**. Personal protective equipment is the last resort and should only be used when it has been proven to work for that hazard.

- **Job Stress** increases the risk of injury in many ways.
- Find the **Risk Factors** for injuries from **lifting and manual handling**: The best way to fix the problem is to make the job task safer so that most people can do it safely.
- Find the **Risk Factors** for **Hand/Wrist and Arm injuries**.

#### **IV: Activity: Making Work Safer: Strategies and Solutions.**

*This is a small group activity and discussion.*

Begin with 4 or 5 (depending on the size of the group) blank flipchart pages taped to the wall. Ask the participants to name 4 or 5 tasks on their jobs that are stressful to their backs, legs, hands, arms or shoulders. Continue to get ideas from the group until you have a variety of tasks that are different from each other and affect different body parts.

Place one problem job task on the top line of each flipchart. Break into small groups and assign one flipchart/one problem job task to each group as per their interest in the topic. Ask participants to come up with solutions to this problem that would work on their job. Ask them to think big and not feel restrained by what they think their employer is or is NOT willing to do.

Ask them to divide up their ideas into 3 groups: One, what is the new equipment that would solve the problem? ("Equipment controls"). Two, what are things that workers can do on their own to reduce the hazard? ("Work practice controls"). Ask each group to select a reporter to report-back to the large group at the end. Tell the groups how much time they have (approximately 15 minutes).

It is likely that the hazards discussed in the small groups are described in the worker manual. Walk quietly from group to group after they have had a few minutes to talk. Point out to the group where they can find their hazard in the worker manual. If possible, it may be helpful to ask a volunteer in the group to read the appropriate hazard out loud to the small group members. Make sure that each group has selected a recorder/reporter. Join a group only if the members need assistance with writing due to their literacy level. Take care to remain in your role as workshop facilitator.

Keep track of time and warn the groups when they only have 3 minutes left. Check in with the groups at the end to make sure they are done. If not, provide them with another minute or so if possible. Invite the reporters to present their hazard and their solution to the whole group. Post all flipcharts on the wall for all to see.

**Materials needed:** "Staying Safe at the Restaurant is No Accident" (restaurant worker ergonomics booklet)

## **V: SUMMARY: Your rights on the job**

The trainer introduces the final workshop session by outlining the types of hazard reduction strategies that are covered in the worker manual. Make sure to emphasize the following points:

- Equipment that reduces the hazard is what employers should be providing all employees;
- Work Practice solutions (which workers can do) is a combination of worker practices and management policies.

Talk about **WORKER RIGHTS** on the job. This is a summary of Module 6 and corresponds directly with Chapter 5 of the Worker Manual. Make sure that the following topics are mentioned:

- OSHA
- Workers Compensation
- Importance of Rest Breaks, Paid Sick Days, Not Too Much Overtime

Talk about **NEXT STEPS** in your local area for workers to get help fixing problem jobs.

## **END: WORKSHOP EVALUATION and WRAP-UP**

### **Sample Text:**

*“ Thank you so much for your time and your comments. We hope that this could be the first of many discussions here about working safely in the restaurant. Please stay connected to us, here at ROC, to help you address concerns at your workplace. “*

**EVALUATION for Session 7:  
The 1 Hour Restaurant Worker Ergonomics Training**

Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

**1. How would you rate this activity (check one):**

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

**2. What did you like most about this training?**

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**3. What did you NOT like about this training?**

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**4. Please feel free to make additional comments.**

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**Sessions 8 - 9**  
**Teaching Methods/Procedures for Presenting the One-Hour  
Ergonomic Training to Restaurant Workers**

**The objectives of this session are to:**

1. Provide the health promoters with ample opportunity to learn the training curriculum;
2. Provide the health promoters time to practice delivery of the training program, and
3. Support health promoters with any questions they may have about the content or process of the training program.

**Training Agenda: Teaching techniques applied to a 1 hour restaurant worker ergonomics workshop of peer trainers**

- I. Introduction [5 minutes\*\* note that time allotments are designed for some wiggle room]**
  - Introduce Trainer
  - Present goals and objectives
  - Participant exercise: workplace injuries
  
- II. Workplace Hazards in the Restaurant Industry [5 minutes]**
  - Biggest hazards
  - Working safer by eliminating the hazard
  - Working safer by changing the way work is done
  - *Summary:* The best ways to prevent hazards
  
- III. Preventing injuries to your muscles, joints and soft tissues: An Introduction to Ergonomics [10 minutes]**
  - What is Ergonomics and how it helps us make our workplaces safer
  - The limits of being human
  - Causes of back injuries in restaurants
  - How Job Stress makes it worse
  - How much lifting is OK and NOT OK
  - Injuries to the Arms and Hands: How they happen
  - Injuries to the Arms and Hands: What they feel like
  - *Summary:* Limits of Being Human
  
- IV. Making Work Safer: Strategies and Solutions [25 minutes]**
  - Brainstorm on 5 physically stressful job tasks you want to fix
  - Small Group Activity: Finding solutions to fix your hazard
  - Report back from small groups
  
- V. Summary: Your rights on the job and Evaluations [5 minutes]**

## FACILTATOR'S GUIDE

This session is designed to follow directly after Session #7. Health promoters will have just participated, as recipients ("students"), in the 1 hour ergonomics training program for restaurant workers. Now it is their turn to get up and begin practicing teaching components of this program.

- I. **Preliminary Activity:** Ask the promoters questions about the program they just observed.
  - i. What did you think of the props we used?
  - ii. What are additional things that the trainer should add or say to help the workers think of examples from their workplaces?
  - iii. Any other suggestions?
  
- II. **Review Goals:** The goal of this program is to help the participants to start to think about conditions in their restaurants, and to start to figure out ways to make their conditions better. By getting people to talk about their experiences on the job; a dialogue will begin on how to make conditions better, not just for them, but for all restaurant workers.

Emphasize that **each training session will be unique**, and that an hour isn't very long. The most important goal is to make sure that the four major objectives should be included:

a) **Have workers identify ergonomic hazards at their workplace.** The important thing is that you don't use the whole hour having people talk about their problems – try to limit it to 10-15 minutes at most.

b) **Identify ways to reduce or eliminate those ergonomic hazards.** Workers can usually name most ways to better protect themselves, but you will also be giving them new information about reducing hazardous conditions.

c) **There are laws that protect workers.** You will never be able to cover all of this, but just getting it into people's minds that they have rights, and that there are places like ROC-UNITED that help people, is a big step.

d) **Organizing** and getting together with other workers is the key to success.

**III. Materials:** Review all of the materials that will be needed:  
[checkboxes inserted]

- Sign-in Sheets
- Restaurant Workers Ergonomics Manual
- Pre-prepared (or pre-printed) Training Outline
- Blank Flipchart Paper
- Markers (water based)
- Masking Tape (pre-cut into short pieces for fast easy hanging of worker flipcharts) if flip chart paper is not self-sticking
- Demonstration items (such as empty cardboard boxes of different sizes, kitchen utensils with different types (good/bad) of handles, etc).
- Evaluation Forms

**IV. Commence Practice Sessions:** Focus on one component of the training program at a time, starting with the Introduction. Repeat the same component until the health promoters are comfortable with the material. Proceed to the next component.

**V. Props and examples:** Based on feedback from the prior session, work with the health promoters to collect, fabricate or build realistic props for demonstration purposes.

**VI. Small Group Activity Preparation:** Provide each health promoter with a chance to run this activity on their own, using volunteers at your office or others to serve as workshop participants to help create a realistic classroom experience.

## **VII. Talk about the Issues that May Come Up**

**FEAR:** Promoters are likely to hear from participants who talk about their fear about taking action. Here are some possible answers:

a) You have rights, regardless of your immigration status. You have a right to collect wages you are owed, you have a right to file worker's comp, among other rights.

b) It is illegal for your employer to retaliate. Yes, many of them do, or threaten it, but it is illegal under the law, and action can be taken against them if they do retaliate against workers who stand up for their rights.

c) When you come to ROC-UNITED to talk about your problems, that information is confidential.

d) People fear losing their jobs if they speak up. In the cases where have lost their jobs, ROC has found them another job (and a better job) very soon after.

## **VIII: Miscellaneous Train-the-Trainer Tips:**

- a. Start the practice sessions working in comfortable teams of two, or very small groups, for promoters who have less experience facilitating meetings or trainings.
- b. Encourage the promoters to make their own teaching notes, or own pre-prepared flipcharts, or any other methods that might be help them organize the material.
- c. Help every promoter find his or her perfect role. If working in teams is an option, then pair up a good small-group facilitator with a promoter who is more confident presenting the technical content.
- d. Keep track of any questions that the promoters raise about the material that you are unable to answer on the spot.

**EVALUATION**

**Session 8-9: Teaching Methods/Procedures for Presenting the One-Hour Ergonomic Training to Restaurant Workers**

Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

**1. How would you rate this activity (check one):**

\_\_\_\_ Excellent    \_\_\_\_ Very Good    \_\_\_\_ Good    \_\_\_\_ Fair    \_\_\_\_ Poor

**2. What did you like most about this experience?**

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**3. What could be changed to make this a better training for restaurant health promoters?**

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**4. Please feel free to make additional comments.**

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**Session 10**  
**Teaching Workers to Think about Job Hazards:**  
**Mapping the Problems**

**The objectives of this session are:**

1. to provide ROC organizers and promoters with additional tools for worker health and safety and ergonomics education and training;
2. to teach ROC health promoters about the benefits of participatory methods;
3. to discuss the benefits of body mapping and hazard mapping exercises.

**AGENDA**

1. ***Body Mapping and Hazard Mapping: Why do it?***
2. ***How to conduct a Body Mapping session***
3. ***How to conduct a Hazard Mapping session***
4. **Evaluation**

## FACILITATOR'S GUIDE

### 1. *Body Mapping and Hazard Mapping: Why Do It?*

It is difficult to provide a large amount of information in a One-hour Ergonomics Training, yet this is often the best format to reach as many restaurant workers as possible. The *body mapping* and *hazard mapping* activities do not fit well into a one-hour program; however, they are excellent organizing and strategy tools for longer classes and follow-up meetings.

#### **Benefits of “Mapping” activities:**

- Get workers involved and interested in ergonomics issues
- Help individuals to see that they are not alone – to see that other workers are having similar symptoms in the same body area
- Help workers and their advocates find out what is causing them to get injured on the job
- Identify patterns of injuries and illnesses that are present in the workplace
- Identify hazards in the workplace so that they can be corrected
- Help to combat the myth that “workers are to blame for most workplace injuries and illnesses” and that nothing needs to be fixed except the workers
- A great way to solicit ideas and concerns from workers with limited reading and writing skills
- A great way for workers who speak different languages to work together on problem-solving

## 2. How to conduct a *Body Mapping* session

### **Activity: Where does it hurt?**

#### **Materials needed:**

- Large body outlines to paste on the wall and/or handout with body map
- Flipchart: "Body and Hazard Mapping: Why Do It?"
- Markers
- Sticky notes (post-it notes) - optional

Each participant will receive a copy of a body map (see attached). With a pen or marker, participants will be asked to show where they hurt, and where they have pain that they believe is related to the work they do.

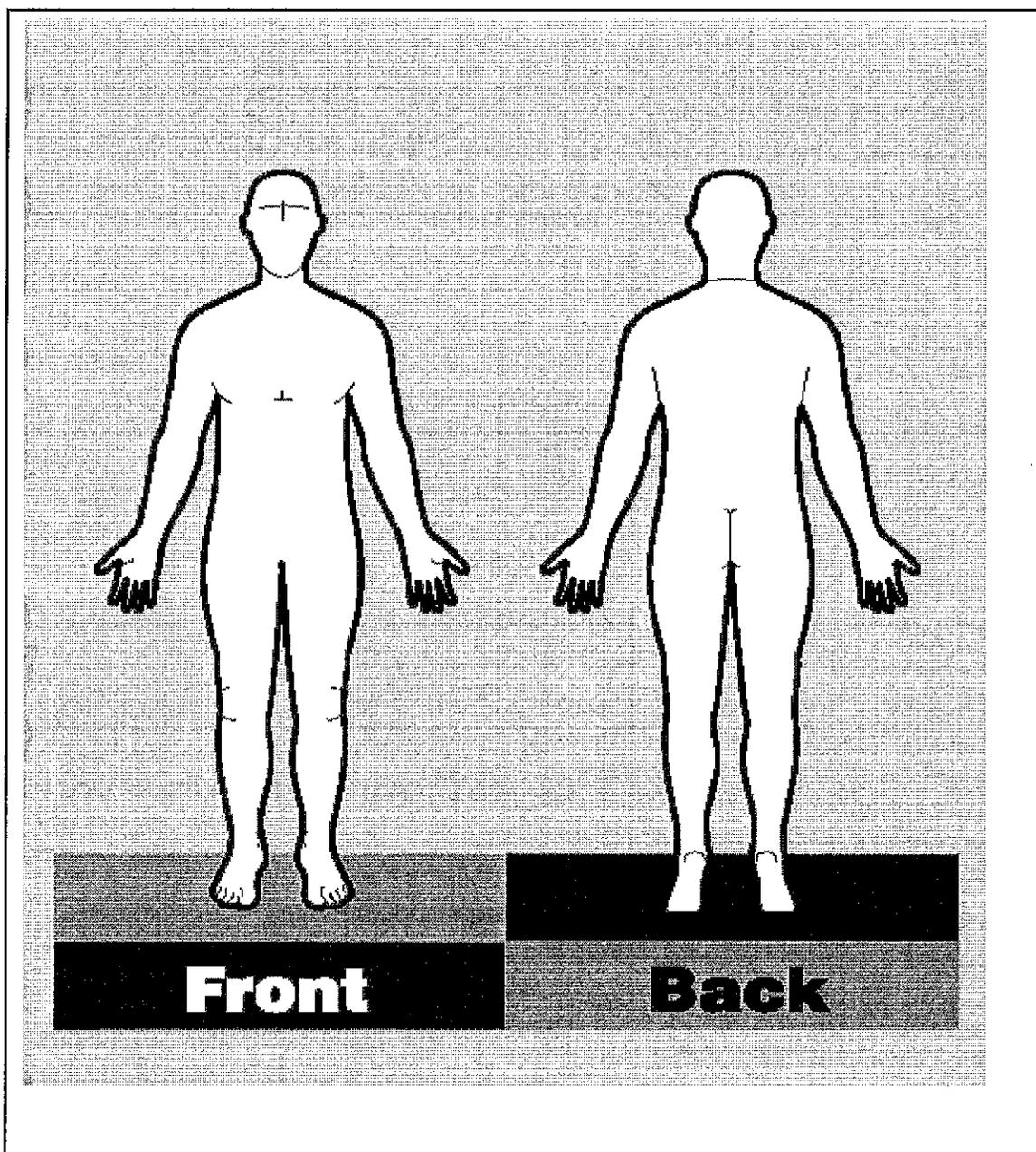
If there is more time available, participants can stick *post-it notes* to a large body outline that will be taped on the wall.

If there is only a short time available, the facilitator will ask the group how many have pain due or discomfort due to work in the following body areas: low back, neck/shoulder, elbow, wrist/hand, etc., and will write down the number of people who raise their hands on the body outline taped to the wall.

**Discussion:** Point out the similarities and differences between the participants' responses. Engage the group in a discussion about their symptoms, what they have in common, what is different, and what they think is causing their problems.

## Sample Body Map

Source: Society of Radiographers, London, March 2007, [www.sor.org](http://www.sor.org)



### **3. How to conduct a *Hazard Mapping* session**

#### **Activity: Where are the Hazards? Drawing and discussion**

##### **Materials needed:**

- Flipchart paper and different colored markers
- Sticky dots (optional)
- Sample Hazard Map (Source: Teen Worker Safety)
- Evaluation Forms

Distribute sheets of chart paper and markers. Ask participants to draw a map of their workplaces, and on that map, draw all the hazards that exist. Refer to the "Sample Hazard Map" to give them an idea of what a map could look like. Ask them to draw the map, or give them an idea of what they could draw. For example, ask one group to draw the back of the house, and the other group to draw the front of the house.

As an alternative, divide participants into small groups based on their area in the restaurant. Ask participants to draw a floor plan or map of the kitchen or area of the restaurant, and put in the following:

- Highlight separate areas and sections
- Make note of major pieces of machinery or equipment
- Workstations/furniture
- Storage areas
- Doors and windows
- Where the workers are located

Ask participants to use sticky dots to identify hazardous areas. (They can put many dots if there are lots of hazards, or there are lots of accidents in that area.)

Each group should tape their map to a wall where it can be seen by all participants.

Groups, one at a time, will summarize the range of hazards identified on their maps.

**Discussion:**

**After each group has explained their map, ask them the following questions:**

What are the main health and safety concerns?

Where are people most injured or in pain?

Where have there been changes in work process (in how the job is done?)

What are the concerns that affect the most people at the worksite?

**4. Conduct Evaluation**

## Sample Hazard Map

Source: Youth @ Work/Talking Safety  
<http://www.cdc.gov/niosh/talkingsafety/>



**EVALUATION**  
**Session 10: Teaching Workers to Think about Job Hazards:  
Mapping the Problems**

Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

**1. Please rate “Body Mapping and Hazard Mapping: Why Do It?”  
(Check one)**

\_\_\_\_ Excellent    \_\_\_\_ Very Good    \_\_\_\_ Good    \_\_\_\_ Fair    \_\_\_\_ Poor

**2. Please rate “How to conduct a *Body Mapping* session”  
(Check one)**

\_\_\_\_ Excellent    \_\_\_\_ Very Good    \_\_\_\_ Good    \_\_\_\_ Fair    \_\_\_\_ Poor

**3. Please rate “How to conduct a *Hazard Mapping* session” (Check  
one)**

\_\_\_\_ Excellent    \_\_\_\_ Very Good    \_\_\_\_ Good    \_\_\_\_ Fair    \_\_\_\_ Poor

**4. What did you like most about this training?**

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**5. What did you NOT like about this training?**

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**6. Please feel free to make additional comments.**

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**Session 11**  
**Making our Workplaces Safer: Strategies to Organize around  
Safety and Health Issues**

**The objectives of this session are:**

1. to learn about ROC-UNITED's organizing successes for workers' rights
2. to discuss ways to use these strategies more effectively to win protections for other restaurant workers

**AGENDA**

1. **ROC-UNITED's Organizing Philosophy and Successes**
  
2. **How do we organize workers?**

**FACILITATOR'S GUIDE**

**Activity: ROC's Successes and Organizing Workers  
Presentation and Discussion**

This session is structured around ROC's successes to organize effectively around restaurant worker issues, including working in a safe and healthy environment. Someone from ROC-UNITED's staff is asked to lead the presentation and discussion about the work the organization has done to fight for the rights of restaurant workers, including having a safe and

healthy workplace. The objective of this segment is to fully familiarize the participants with the efforts of ROC, so they can better represent the organization when they are conducting trainings.

Materials needed: "ROC-UNITED and its Accomplishments" – handout

### **Summary and Evaluation**

**Materials needed:** Evaluation forms

## **ROC-UNITED AND ITS ACCOMPLISHMENTS**

Originally founded after September 11th, 2001 to support restaurant workers displaced from the World Trade Center, the Restaurant Opportunities Center-United (ROC-UNITED, originally ROC-NY) has grown over the last nine years to build power for workers in the city's fastest-growing sector. ROC-UNITED employs a tri-pronged strategy to surround the industry and build power for restaurant workers.

ROC- UNITED has won nine campaigns for restaurant workers against exploitative employers, winning over \$ 5,000,000 in unpaid wages and discrimination payments for restaurant workers, as well as guarantees of the workers' right to organize, vacations, sick days, promotions, and more.

In 2003, ROC-NY created the New York City Restaurant Industry Coalition, a coalition of academics, researchers, policy analysts, unions, restaurant owners, and immigrant advocates. Together they published "Behind the Kitchen Door: Pervasive Inequality in New York's Thriving Restaurant Industry", based on 500 surveys of workers, 35 employer interviews, and 45 worker interviews. This ground-breaking report was discussed in the New York Times, Daily News, and Crain's, as well as on a number of radio and television stations. On January 25, 2005, ROC-NY held New York's first Restaurant Industry Summit, which 250 employers, workers, unions, employer associations, public officials and public agencies attended. This extraordinary convening initiated a public dialogue on the crisis of wages and working conditions in the industry, and allowed ROC-NY to create the Restaurant Industry Roundtable, for ongoing dialogue between employers and workers on changing conditions in the industry.

(more)

ROC- UNITED also promotes the 'high-road' in the industry, by both creating its own worker-owned cooperative restaurant (Colors) and meeting with and promoting restaurant owners who commit to good wages and working conditions. ROC- UNITED also conducts nationally-recognized research and policy work on a variety of issues faced by restaurant workers, including wages, discrimination, health and safety, health insurance, immigration issues, and more.

In 2009, ROC-UNITED was awarded a Susan Harwood training grant from the Occupational Safety and Health Administration (OSHA) to promote safe and healthy workplaces through ergonomics training.

Through training, strategic research and policy work, workplace justice campaigns against 'low-road' restaurant companies, and promotion of 'high-road' restaurants and business practices, ROC- UNITED has influenced the restaurant industry to treat its largely immigrant and minority workforce with greater dignity and respect.

**EVALUATION**  
**Session 11: Making our Workplaces Safer:**  
**Strategies to Organize around Safety and Health Issues**

Date \_\_\_\_\_ Trainer \_\_\_\_\_ Location \_\_\_\_\_

1. Overall, how would you rate this session? (Check one)

\_\_\_ Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Fair \_\_\_ Poor

2. What did you like most about this training?

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3. What did you NOT like about this training?

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4. Please feel free to make additional comments.

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**Session 12**  
**Outreach to Train Restaurant Workers**

**The objective of this session is to discuss ways to increase outreach efforts to train more restaurant workers about workplace safety and health.**

**AGENDA**

1. Outreach Planning for Training Sessions
2. Training Summary Evaluation

## **FACILITATOR'S GUIDE**

### **Activity: Outreach Planning for Training Sessions Discussion**

Probably the most challenging task for the promoter is to conduct outreach for the trainings. Discuss ways that other promoters have been successful in getting organizations and other entities to set up and recruit for trainings. Included are an introduction letter, which can be sent to organizations where you would like to conduct a session, as well as a draft flyer that can be used to recruit for an event.

And always remember to have participants sign in at all trainings! The grant requires this documentation to show how many have attended the program.

#### **Materials needed:**

- Training Introduction Letter
- Training Flyer
- Sign-in Sheets!!

April 30, 2010

Dear Sir/Madam:

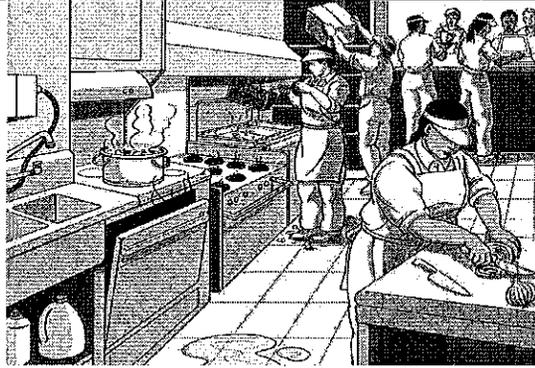
Our organization, the Restaurant Opportunities Center-United (ROC-UNITED), is offering one-hour training sessions for restaurant workers to educate them about workplace health and safety hazards, focusing on ergonomics and preventing sprains and strains. With your help, we would like to schedule a session to take place at your organization.

At the one-hour session, which is free and costs nothing to attend, we will talk to participants about ways to make their restaurants safer, and we will also discuss how they can work with ROC-UNITED to address concerns regarding their working conditions. We believe that the information we will present is important for restaurant workers, and we hope that you would assist us in bringing these workers to a meeting at your site.

Thank you for your attention to this matter. I will follow up with you next week to determine if we can arrange a time to schedule this training.

Sincerely,

# ATTENTION RESTAURANT WORKERS!!



## ATTEND A WORKSHOP ON JOB SAFETY AND HEALTH

- ✓ LEARN ABOUT YOUR RIGHTS AT WORK;
- ✓ LEARN HOW TO MAKE YOUR JOB SAFER

**WHEN:**

**WHERE:**

Workshop is sponsored by the Restaurant Opportunities Center (ROC-UNITED) and

**CONTACT:**

Yes, I am a restaurant worker, and I will attend the health and safety workshop on \_\_\_\_\_

**NAME:** \_\_\_\_\_

**PHONE NUMBER:** \_\_\_\_\_

Please return to: \_\_\_\_\_