



Environmental  
Services  
Department

# A Retail Food Service Manager's Guide

## Hot Holding Training

You may have managed restaurants for years, and maybe you have even written food safety policies for your business. So why are you still getting hot holding violations?

Looks like it's time to take a closer look at the training program at your establishment.

What is training, and how do you train your employees on your hot holding policy?

*During training, you convey knowledge of food safety procedures to the appropriate staff.*

Ask yourself a few quick questions:

**When is the last time you trained your staff?**

**How often do you conduct training?**

Training doesn't have to take a lot of time! In fact, providing brief food safety trainings on a regular basis is one of the most effective ways to educate your staff. During trainings, you are trying to influence human behaviors. This can be a challenge, but you will be rewarded for the time you invest!

As you begin to develop your training procedures, consider these points:

**Who is your Certified Manager?**

Does the Certified Food Manager provide training for staff? Your trainers should be reliable, respected, and influential people in your workplace.

**Are your staff trainings based on your food safety policies?**

The best guidance for your staff will come directly from your hot holding policies.

**How often do you train your employees?**

Do you have daily, weekly, or monthly team meetings? Do you provide training on hot holding at staff meetings?





# A Retail Food Service Manager's Guide

## **Do you have formal training with videos and handouts?**

Do you engage in on-the-job training? Or a combination of both? The best training programs incorporate teaching, demonstration and practice.

## **Who can employees go to when they have food safety questions?**

Is the manager or Person-in-Charge available during all operational hours? Do staff have all applicable contact information?

As the manager, you understand the public health significance of hot holding. But your employees need to understand this as well. Food safety is an important part of your business' reputation and your customers expect the best. So when you train your staff, explain to them why they're being trained on hot holding. The 2013 FDA Food Code reminds us that outbreaks from improperly hot held food are commonly caused by bacterial growth or toxin formation by *Clostridium perfringens* or *Bacillus cereus* microorganisms. You can use current statistics on foodborne illness outbreaks from the FDA or CDC, or look for stories from the science news section of major news publications. Share the stories of other restaurants' successes and failures during your trainings! We can learn from one another.

When you plan a training session with your employees, be sure to set a specific learning objective. Give this goal a time-sensitive and performance-based outcome from the beginning, and make these expectations clear to your employees.

*For example: "At the end of two weeks, you will be able to check the meats in the hot boxes on both sides of the line, adjust temperatures on the units, and know how to use our temperature logs and where to report problems to the managers."*

Finally, make sure your employees feel accountable. Finish your training by having your employees make a commitment to follow the actions outlined in your hot holding policy. Studies show that positive behaviors are more likely to continue when a commitment is made publicly, especially in front of peers. So consider having your employees sign a form stating that they received training, or create a training bulletin board that shows who has been trained on specific food safety policies. When employees commit to following food safety policies after they are trained, this builds a food safety culture in your establishment.





# A Retail Food Service Manager's Guide



To summarize, here are some of the best practices for training programs:

- **The best trainings are based on food safety policies**
- **Brief, frequent staff trainings are more effective than a long presentation conducted only once**
- **Employees remember training that is interactive and hands-on. The best trainings include these three steps:**

**Teaching  
Demonstration  
Practice**

- **Explain why these food safety practices are important**
- **Seal the deal with a formal commitment by your employees to follow your establishment's hot holding policies**

Remember that your employees want and need direction, and want to know what is expected of them. When you provide that training, success happens! And in the next document, you will learn how to build in a Verification step that allows you to confirm that your policies are being followed.