

Lynne Eddy



Associate Professor,  
Business Management  
*The Culinary Institute of America*

Jim Korner



Assistant VP, Professional and  
Community Education  
*Penn State University Outreach  
and Online Education*

Dayle Hayes



Owner  
*Nutrition for the Future*

**E-SMOKING BANS**

What policies should I implement for e-cigarettes?

Although electronic cigarettes have been available globally for more than a decade, many facilities have yet to update their smoking policies to include e-cigarettes. Yet there are a couple of reasons to do so.

From a health point of view, there still are emissions from e-cigarettes, and carcinogens in the vapors haven't been proven to be safe.

There's also the sanitation piece; you have to make sure everyone is washing their hands after they smoke. It's a liability—just like making sure everyone washes their hands after using their cellphones, which is why we restrict cellphones from the kitchen.

If you're going to implement a policy, you'll have more success if you explain the reasoning to your employees. **It's also important to make sure your written procedures are consistent with your guidelines and what you are telling people.** If you don't have an e-cigarette clause in your policies, it's an opportunity for employees to challenge you.

Once you have it in your protocol, you have written documentation as backup because litigation occurs when our actions aren't consistent with our policies.

Have a question for our Advice Squad?  
Email us at  
[foodservicedirector@cspnet.com](mailto:foodservicedirector@cspnet.com)

**STAFF SATISFACTION**

How do you keep employees motivated and engaged?

Employee satisfaction has always been a major concern. **As our workforce has become more diverse age-wise, we now have 20-somethings working next to 40-somethings, working next to 60-somethings; it has become more difficult to keep all employees engaged.** Each age demographic has a really different set of values and expectations. That's why it's important to set goals as a team. For management to think they can do it themselves isn't realistic anymore.

Now, everybody has an idea they want to share. It's important to get people to talk about their ideas so everyone feels like they've been listened to, and you can gain some level of consensus. To do this, ask questions such as: What do we want this to look like? What do we want as the end product? What goals should we set to get there?

If someone seems unhappy, it's also important to ask: What do you think would help you become more satisfied in your work? Is there something I can help you with? What are your concerns?

You have to engage your workforce with direct questions. The more visible managers are, the more opportunities they will have to interact with their teams and keep employees engaged.

## QUICK BITE

# 55%

of college students say they would like on-campus dining facilities to stay open later.

Source: Technomic 2015  
College & University Consumer Trend Report

## What are some ways to reduce sodium in recipes that students will eat?

Many schools have already done a fantastic job of reducing salt. The best examples are places that are cooking from scratch and adapting condiments and sauces with herbs and spices instead of salt. Some schools have added "flavor stations" at the end of their salad bars or in the line, where they have an assortment of sodium-free spice mixtures, such as Jamaican-jerk seasoning, that appeal to students who are looking for more complex flavors.

To get students to eat lower-sodium foods, start by reducing salt gradually, since progressive reductions are less likely to be noticed than dramatic changes in taste.

**Try using more garlic, onions, lemons and limes as sodium-free substitutes.**

Finally, incorporate the National Health, Lung, and Blood Institute's DASH (Dietary Approaches to Stop Hypertension) plan, which has shown that eating an increased amount of fruits, vegetables and low-fat dairy products can lower blood pressure and improve cardiac risk factors, typically associated with a low-sodium diet.

