

FACTORS AFFECTING THE EFFICIENCY
OF A SELF-SERVICE MEAT OPERATION

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**FACTORS AFFECTING THE EFFICIENCY
OF A SELF-SERVICE MEAT OPERATION**

by

DAVID L. JOHNSON

AN ABSTRACT

**Submitted to the School of Graduate Studies of Michigan
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ABSTRACT

This is a study of some of the factors that are necessary for an efficient self-service meat operation. It was undertaken because the writer feels that many super market companies are doing only a mediocre job in self-service meat distribution.

The super market industry has made great progress in the last ten years in regard to the installation of self-service meat markets. During this operation, management has tended to place great emphasis on construction of new plants and the installing of new equipment. As a result, some of the basic factors that facilitate high efficiency have been slighted.

For this reason, the writer has endeavored to develop four major aspects that he feels are basic to attaining greater efficiency. These factors are: training, supervision, work methods, and the future trends in self-service meat distribution.

The training of most market personnel is usually done by a market manager on the job. This manager, who in many cases, has neither time nor the know-how to conduct a proper training program, is expected to expedite a training program that will produce good, efficient employees for the company. With this lack of formalized procedures, the subject matter is necessarily limited to the knowledge and opinions of the market manager who conducts the training.

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The fact that a market manager is capable of performing certain tasks does not necessarily qualify him to be an instructor. He must be able to convey his techniques, and the policies and methods set forth by the company to the trainees in such a manner as to give them the desire to do good work and to act in the interest of the company as well as their own.

The role of supervision greatly determines the degree of efficiency that is attained in market operations. The first-level supervisor must possess the qualifications that will enable him to successfully convey the decisions of management to the employees. He must direct the efforts of these employees so that the policies of the company are executed and the best interests of the workers are served.

A work methods program in a self-service meat operation is, basically, a study of the existing physical layout, an analysis of the methods and procedures being followed, and the suggesting of practical improvements that can be installed to raise the productivity of the working force. These suggested improvements are based upon sound principles of industrial engineering that have been applied to a meat market operation. The improvements are arrived at and substantiated by extensive time and motion studies.

The current trend toward one-hundred percent prepackaged frozen meats could greatly affect the marketing of meats by self-service. By cutting and

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packaging meats at the packing house level, a mass production type operation could be conducted and thereby reduce labor costs. Such a procedure would certainly necessitate great expenditures on the part of the packers for the installation of freezing equipment in the packing house, branch houses, and transportation facilities.

Most of the major meat packers are hesitant in expounding upon such a program because of the unpredictable results. Some hesitance is caused by the uncertainty of consumer acceptance of frozen meats. A new gamma ray process for preserving meats, which would involve a smaller outlay of capital, is also being watched for its future possibilities.

Customer acceptance and approval of the self-service type distribution of meats has been steadily increasing. However, many faults yet remain to be corrected. If the policies set forth by management, regarding self-service market procedures, were adhered to more closely by market personnel, many of the undesirable situations that exist today would not be present. The inevitable solution must come through better employee training, adoption of more efficient work methods, and a policy of close supervision.

**"The Food Distribution Program at Michigan State College
is under the sponsorship of the National Association
of Food Chains."**

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"Thou shalt guide me with thy counsel . . ."
Psalms 73:24

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CHAPTER I

INTRODUCTION

Purpose of Study

This is a study of some of the important factors that are necessary to make up a successful self-service meat operation. It was undertaken because the writer feels that many super market companies are doing only a mediocre job with self-service meats. Those companies who have gone into self-service meats on the premise that it is a simple solution to their meat retailing problems have had a rude awakening. This type of operation not only reflects on the reputation of the companies conducting such a program, it lowers the prestige of the entire super market industry in the eyes of the public.

The super market industry has made great strides in the past ten years, particularly in respect to the installation of self-service meat markets. In 1948 there were 178 complete self-service meat markets in the entire nation. By 1953 the number had increased to 7,200 and it is estimated that there were over 9,000 such markets in operation by January 1, 1955.¹

Approximately three out of four of these 100 percent self-service markets are chain owned.² The chains have been quick to jump into self-service meats

1. Self-Service Meats . Marketing Research Department of Armour & Company. Chicago. 1954. p. 2

2. Ibid.

mainly because this type of meat merchandising lends itself particularly to the larger volume super market and, if operated properly, reduces labor expense.

Since most of the self-service markets are owned and operated by chains, these chains stand to gain the most if this type of merchandising fully succeeds. Just how far and how fast self-service meats will continue to grow will be decided by Mrs. Consumer. But it is the responsibility of industry to see that the markets are operated in such a manner as to attain maximum sales by gaining customer approval and acceptance.

Much has been done to improve the efficiency and to raise the prestige of the industry by such organizations as the National Association of Food Chains and the Super Market Institute. As stated by Mr. S. N. Goldman at the Super Market Institute meeting in 1953, these meetings have as their purpose "a meeting of the minds to share our knowledge".³ These associations help to improve the channels of communication for the exchange of ideas between member companies and provide more effective techniques for the transmittal of these ideas to the operating, store level. These objective are accomplished by three different types of meetings.

Regional Meetings . . . for meat, produce, and dairy specialists, and for store level operating personnel.

Top Management Meetings . . . mid-year meetings for discussion of such top management problems as financing, executive development, and long-range planning.

3. Goldman, S. N. The Challenge of Plenty. A speech given at the Super Market Institute Annual Convention. Cleveland. May, 1953.

Annual Convention . . . a meeting composed of manufacturers, processors, and mass volume distributors.

Regardless of the recent attention that has been directed toward the importance of good self-service meat practices, it has not been sufficient. Some companies have made more progress than others, but if self-service distribution of meats is to attain its fullest potential it is for the industry, as a group, to eliminate the undesirable practices through mutual exchange of ideas.

The reasons for this mediocre operation that exists in some companies do not, in most cases, lie with the existing policies of those companies. Most of the blame can be attributed to the manner in which these policies are, or are not, executed by supervisors and store personnel. The writer, therefore, has endeavored to develop what he considers to be four important areas that require immediate attention if sales are to be increased and efficiency raised.

Sources of Data

Due to the rapid growth of self-service and the many changes that have been facilitated by this growth, few books, if any, have been written that are directed completely toward self-service operations. By the time that such books could have been written and published, the practices, policies, and techniques therein would have become obsolete because of the changing nature of this field.

Most of the source material has come from books whose material has been aimed at other forms of industry rather than toward the food chain operation. The basic principles therein have been adapted and applied to the food chain operation.

Other material has come from current issues of trade journals, United States Department of Agriculture publications, and studies conducted by various super market companies.

The writer has attempted to evaluate the strong and weak points of three corporate food chains with whom he has worked. The factors that the writer considered to be outstandingly good and the points that he felt needed improvement form the basis for the material in this thesis.

Scope of the Study

The scope of this study has been limited to four major areas in the field of self-service meat distribution. These are not necessarily considered to be the most important elements in this type of operation, but it is the opinion of the writer that more stands to be gained in over-all efficiency, if a greater concentration of effort is placed on these four elements.

The first phase of this investigation deals with proper training of personnel for the self-service market. The writer has tried to bring to light some of the faults of on-the-job training. He has also tried to shed some light on how these faults may be eliminated by better informing the instructor, the supervisor or market manager, as to the prerequisites needed and the goal that is desired from training. Training employees for specific jobs is also discussed.

The second phase of this investigation concerns the role of supervision. The writer has tried to point out in this chapter that supervision can determine the degree of success that is reached by an operation. The qualifications

necessary for supervisory leadership and the obligations that this man has to his employees and to the company are enumerated.

The third phase of this thesis deals with the installation and evaluation of work methods programs in self-service meat market. In this chapter is discussed the advantages gained by improving layout, conducting motion and time studies, and utilizing new technological advances.

The last phase of this investigation discusses the future of self-service meat distribution. The first part of Chapter V is devoted to a study of the trend toward prepackaged frozen meat merchandising, its advantages, disadvantages, and limitations. Chapter V deals with the possibility of preserving meats by a gamma ray process and the effect that such a process would have on present self-service operations.

CHAPTER II

TRAINING MARKET PERSONNEL

If the policies of most super market companies, in regard to self-service meat operations, were adhered to more closely by all market personnel, customer approval of self-service would, more than likely, be much greater than it is today. All of the reasons for violating these policies are not known, but part of the blame can definitely be attributed to the shortcomings or lack of an effective training program.

Training in the modern self-service market must be both specialized and broad, which constitutes a practical form of education. Basically, it prepares people to do their jobs well. To accomplish this it develops the skills that make for rapid, effective work, the knowledge that makes for intelligent action, and the attitudes that bring willing cooperation with fellow employees and with management.¹ At the same time, it develops comparable skills, understanding, and attitudes in department managers, enabling them to secure full cooperation from each other and from their workers.

With the tremendous growth of the super market industry in the past ten years, the identity of purpose between owner and worker has largely been replaced by disparity of interest and even active hostility, each toward the other. Personal

1. Efferson, G. A., W. S. McCord, and E. G. Planty. Training Employees and Managers. New York: Ronald Press Company, 1948. P. 3.

contact between workers and management has practically disappeared in many companies. Loyalty too often has been crowded out by mutual distrust. Lack of faith on both sides of this barricade of conflicting interests has led to a scramble for dominance by both management and organized labor.

Perhaps the primary need for overcoming this existing condition is to prepare people to function well, willingly, and with understanding within each company's organization. This should be the purpose of a training program.

Training is not limited to the development of physical skills. It must be a development of attitudes on the part of the worker.² The leaders in business have largely failed to grasp this fundamental truth and the results are evident in the profit and loss statements. Misunderstanding is at the root of most of the troubles. Employees are amazingly uninformed concerning the business activities that are going on within the organization. Similarly, many managements are grossly ignorant both of the social and emotional needs of their workers and of their fundamental obligations to the employees.

To remedy this problem, management must cease to regard labor as a commodity and master those techniques of sound human relations that cement employee-employer cooperation. The employees must, in turn, recognize that their prosperity is intimately linked to the prosperity of the business of which they are a part, and that they must give freely of their effort and enthusiasm as real partners in the operation. This mutual understanding and cooperation can come into being only through education and effective training.

2. Ibid., p. 4

Tangible Results of Training

Training costs money, time, and effort. Very properly, therefore, the executives who establish training programs demand some tangible, practical return. So do the men and women who carry on this work and the employees who participate in it. All expect and should receive benefits that will appear in the balance sheet, in the ease with which business is conducted, in the pay check, and in personal satisfaction and improvement.

Some of the tangible results of good training are:

1. Reduction of waste and spoilage. Most of the controllable waste in a market is a direct product of the operating habits and attitudes of the workers who use and handle the supplies, equipment, and merchandise. Carelessness, indifference, improper methods, extravagance growing out of failure to fully understand the importance of conservation -- all of these matters can be attacked successfully by means of education and training.

Job training should be designed to indoctrinate the employee at the very beginning with those attitudes and work habits which will make it possible for him to work efficiently and with a minimum of the waste and spoilage that come with trial-and-error learning. Orientation courses can be given to new employees before they begin work and can emphasize the importance of reducing waste.

2. Reduction of absenteeism and labor turnover. Excessive absenteeism and labor turnover generally arise from the dissatisfaction of employees. They may resent the type of supervision they receive; they may feel insecure in their jobs; they may dislike the work that they are called upon to do or feel inadequate in its performance; or there may be some other way in which they are not

adjusted to the organization or to their specific jobs. Training is usually able to remedy this maladjustment by giving proper job instruction, by developing understanding and appreciation of the purposes and problems of the operation, or by preparing both the worker and the market manager for harmonious association. The result is improvement of a situation that is costly and wasteful to both management and the employee.

3. Reduction of learning time. One of the chief obstacles to full and efficient operation is slow learning, which is the result of poor instructional methods. Many companies have found that on-the-job training can greatly reduce the learning time. Moreover, employees who receive proper training of this type have been found to be more efficient.

4. Reduction of supervisory burden. Training directly reduces supervisory expense. The well-trained worker needs less supervision than the one who is inadequately prepared for his job. The employee, once he has been trained, can be depended upon to carry out his job according to the methods prescribed, without repeated reminders as to small, detailed tasks. Instead of being a receptor of specific, unremitting direction, the trained employee should be capable of self-direction and the exercise of independent judgment and initiative. The writer, by no means, wishes to imply here that the amount of supervision should be reduced when a training program is instigated, for it is constant supervision and follow-up that determines the success of the training program, and ultimately the efficiency of the operation.

5. Reduction of overtime costs. Excessive overtime, which greatly increases labor expense, may grow out of several situations that can be cor-

rected by training. Failure of the market manager to comprehend fully the importance of controlling labor cost variance is one reason for excessive overtime costs. Well-meaning managers often mistakenly conclude that man-hour production goals must be met at any cost. Instruction in the fundamentals of work scheduling can help such persons to recognize the importance of, and therefore to exercise caution in, the control of the scheduling in their own units.

6. Reduction of maintenance cost. In the self-service market thousands of dollars worth of machinery and equipment is placed at the disposal of the employees. Proper handling of these machines, equipment, and the building will save costs of maintenance, repairs, and replacement; improper handling or actual abuse will often result in damage to equipment, destruction of property, loss of time, and reduced quality and quantity of output. Proper job instruction will include the care of equipment and the relation between such care and their own welfare as employees.

7. Reduction of grievances. One of the most time-consuming and burdensome tasks confronting store supervisors is the settlement of employee grievances, which may find their source in employee-manager relationships, wages, working conditions, personal traits of fellow employees, or a thousand other matters. Every petty grievance means that work suffers, time is lost, morale drops, and efficient operation is impaired.

While a training program alone will not eliminate all grievances, it can remove many of their causes. If company policies are inadequately understood, if managers lack the fundamental skills of leadership, or if employees miss the satisfaction and the security that come from full knowledge and appreciation of

their jobs, then grievances will continue to arise until training corrects these situations.

8. Improvement of quality and service. The success of the market and the entire store, depends largely upon the quality of the merchandise that it sells and the service that it offers to the customers. The direct responsibility for that quality must rest with each and every employee. If service and quality drop, sales and patronage also drop, labor expenditures must be reduced and the earnings and the jobs of every employee in the operation are adversely affected. Through proper training employees can be led to see the direct relationship between the maintenance of quality and service to their own job security. Management must also recognize the practical value to be gained from encouraging employee participation in suggestion systems on how to improve quality and service.

9. Reduction in accident rate. Every business executive and safety engineer knows that most accidents are preventable. Faulty equipment, carelessness, improper working habits, undue haste, nervousness, and poor judgement are familiar causes, all of which can be corrected through training. If the employee is better instructed in the performance of his job, if he is adequately impressed with the importance of protecting his own safety and the safety of others, or if management adopts sound preventive techniques in treating safety problems, then accidents will be avoided. Employees must not only be educated to the need for safety, they must be persuaded by constant and un-remitting training to behave in such a fashion that they do not injure themselves or others.

10. Improvement of communications. It was stated earlier in the chapter that one of the major problems confronting the super market industry today is the loss of contact between management and workers that comes with growth and increased complexity of the organizational structure. In all but very small companies it is extremely difficult to maintain a two-way flow of communication. Yet intelligent formulation and administration of policy depend upon an understanding of and a sensitivity to the needs, hopes, and ambitions of the people who are to be affected by it. It is equally important that all employees be kept constantly apprised of company policies and the purposes that underlie them. A properly organized training program can act as an intermediary between these two facets by relaying information to both.

11. Improvement of morale. An often neglected and little understood asset of any company is the morale of its employees. One of the greatest results of good training is the great improvement in morale. As individuals are trained their interests in problems around them are aroused and promoted and the pride in themselves and in the enterprise with which they are associated is increased. Employees whose morale is high do their jobs well; they take pride in improved methods; they seek new methods and improvements. Workers with low morale do none of these things; they are often apathetic toward their work and indifferent to their own as well as to their employer's welfare. Only men and women who know how to work, who want to work, and who understand the relationship of work and profit to the dignity, development, and growth of a company can cause a business organization to succeed.³

3. Ibid., p. 13

Use of On-The-Job Instruction

By far the greatest part of training self-service meat market personnel is done by experienced market managers on the job. To be a good teacher this man must have time enough to do the training job well. Therefore, he should, wherever possible, be partly relieved of his man-hour production requirements. He should be provided with an account of the training needs and any other information necessary or helpful about the workers he is to train. He must teach in terms of the beginner's absorbing ability. To do this he must be sympathetic with the beginner and be able to put himself in the learner's place and at the learner's level.

On-the-job training involves more than telling somebody something that he doesn't know, or showing him how to do something that he couldn't do before. Training involves individuals whose needs and capacities differ widely and it involves the complexities of the learning process. Educators and psychologists who have studied this learning process -- how men learn and why -- have suggested some principles which apply to any teaching or training situation. Some of these principles are as follows.⁴

1. Learning cannot take place until the learner is ready to learn; until he feels at ease and is giving willing attention to the task to be learned.
2. The learner must be motivated -- have a reason for learning.
3. The learning occurs more readily as instruction appeals to more of

4. Discussion on Self-Service Meats as discussed at a branch meeting of a large corporate food chain.

the senses; sight, hearing, touch, and speech.

4. Practice is essential to form the habits which complete learning.
5. Individuals differ in their ability and capacity to learn.
6. Learning occurs more readily and with greater enthusiasm if the learner is told why he should do things.

Frequently the market manager knows the job so well that performing it has become automatic or second nature to him. He is not able to understand, appreciate, or have patience with the beginner's confusions and difficulties in understanding. For the same reason, unless he is trained to do so, this market manager cannot make an effective job outline for instruction purposes.

Qualifications of a Good Instructor

An individual should possess certain qualities if he is to become a good instructor. The fact that he himself does the job well is not sufficient reason for his instructing others. The following qualifications are desired for any man selected to be a trainer.⁵

1. Intelligence and alertness in acquiring knowledge.
2. Ability to express himself clearly, therefore passing information on to others.
3. A liking for leading and upgrading people.
4. Personal attractiveness to people.
5. Personal traits that win and deserve respect.

5. Thompson, C. E. Personnel Management for Supervisors. New York: Prentice-Hall, Inc., 1948. pp. 84-85

6. Ability to recognize his own shortcomings and to try to overcome them.
7. Confidence in himself.
8. Knowledge of the job:
 - a. Has proficiently performed the job.
 - b. Knows the significance of its relationship to other activities in the departments of the company.
9. Ability to analyze the job and logically present it to trainees.
10. Enthusiasm for his work.
11. Loyalty to the company.

Certain other characteristics of a good instructor may be developed.

Every instructor should strive to develop these good characteristics because the learner's reactions to the instructor, personally, have a great deal to do with his learning the job and the attitude that he forms of the job.

The instructor can teach the beginner a great deal in the way of personal habits if he himself is prompt, orderly, systematic, and thorough. Thoroughness means completeness in checking work done, repeating patiently whatever is necessary, reviewing points to be sure they are understood, asking questions, and having the beginner repeat and explain what has been done.

The instructor should speak clearly and in a pleasing voice. A pleasing voice is not inherited but is a result of practice in controlling speed, pitch, and tone of voice and varying these effectively.

If the instructor is ignorant on a point he should not be afraid to say so. He should admit it with a promise, which he keeps, of finding out and letting

the learner know. In what the trainer does know, he should speak with authority and enthusiasm. He should avoid over-familiarity, since this weakens authority and respect.

Approaching the New Employee

The first day of employment is usually one of bewilderment for the new employee. There is a great amount of new environment with which the person must become familiar. He may have the feeling that he will not be able to find his way around, that he can't learn all the things he imagines he must know to work in a market this size. It is necessary, therefore, that some sort of program be in affect that will help the new employee to become adjusted to his surroundings, establish respect for the company, develop courage and confidence in his own ability to do the job, and find a useful place for himself.

There are at least six points that the market manager should do the first day. They are:

1. The newcomer should be greeted in such a manner as to show him that the market manager is glad to see him.
2. The market manager should show that his interest in him is sincere.
3. Explain his part in the department.
4. Take him around and show him the entire store; location of the rest rooms, supply and linen closets, time clock, and etc.
5. Make him acquainted with the people with whom he will be working.
6. Approach him often during this first day to let him know that interest is being shown in him.

The market manager can make the worker feel at home by acting as though he were expecting him, that he had been looking forward to meeting him, and that the market is in need of his services. The market manager should do his utmost to explain to the new employee something about the company in regard to its esteem in the community, the fringe benefits that are offered to employees and to the promotional opportunities that are available. During this first meeting, the importance of quality and the company's reputation for quality merchandise should be stressed. These points should be emphasized because they determine the impressions and attitudes of the job and the company that the newcomer will carry home with him at the end of his first day in the organization.

Inspiring the Learner

There are natural periods in learning a job when the learner seems to be marking time, so far as observable improvement in performance is concerned. The trainer must understand these plateaus. He must encourage the beginner during such periods, for it is during them that turnover through discouragement is high. The trainee must be motivated and encouraged especially at these times. If the trainee is particularly slow in learning, the instructor should then try to find out what is the trouble before labeling it as the person's limit.

The person that is to do the instruction must know and be able to explain company policies as they appear in everyday market operation. The importance of adhering to these policies at all times should be emphasized over and over again. For once that the trainee is allowed to violate any one of these policies

and is not corrected immediately, the training program is no longer fulfilling the purposes intended for it by the company.

The learner must have a desire to learn and to learn to do these things according to company policy. In many cases, the beginner is over-conscious of his slowness in performing certain tasks. In his desire to keep pace with the other workers, quantity is often substituted for quality. If such is the case, the inspiration for doing good work must come from the market manager. The desire to do good work comes when the learner is shown a goal to be reached, greater sales, and its value to him, advancement as this goal is reached. The degree of enthusiasm that the trainee acquires can usually be attributed directly to the instructor. "Applicants who have just been given employment are in a most receptive frame of mind and are favorably impressed with relatively little difficulty."⁶

Training Assistants

Eventually every market manager must face the time when he has to delegate some of his responsibility and authority to his employees, in order to get the work done without over-burdening himself with details, and also to prepare employees for greater responsibilities. As soon as he makes an assignment, the market manager is faced with a new problem. Up until that moment, he had almost complete control over what was said to and done with his employees. He knew how they were being handled and what kind of service was being rendered

6. Robinson, O. P. Retail Personnel Relations. New York: Prentice-Hall, Inc. 1949. p. 234

to the customers, because he was doing most of it. If discord of any kind appeared, he himself could locate the cause and take steps to correct it.

However adequate the previous training may have been, the best-qualified man will not always do things in the exact manner the market manager has been doing them. The employee to whom the authority has been newly delegated may be too bossy, and throw his rank around. He may be too timid, or his instructions may not be adequate and clear. It may even be that the fact that the assistant does not come to his manager with problems or questions may indicate that he is avoiding decisions and action. At any rate, these factors will be noticeable in the operation of the market.

It is up to the market manager to convey some of his techniques to his assistant. The knowledge and skill to perform the physical duties in the market are a prerequisite, of course, but the main job for the assistant to learn is how to get along with and direct people, for most of the work must be accomplished by directing the efforts of the other employees.⁷

The market manager has not successfully completed his training job until his assistant has become fully capable of assuming the responsibilities of a market. Some of the responsibilities that the learner will need to become familiar with are:

1. Understanding and carrying out company policies.
2. Maintaining sales at a satisfactory gross margin.
3. Maintaining proper market conditions.

7. Sutton, X. F. and A. H. Tyler. The Foreman's Training Job. Chicago: National Foremen's Institute, Inc. 1950. p. 152

4. Keeping the controllable expense of his department in line, consistent with sales.
5. Scheduling and allocating labor so that operations of back room, meat cooler, cutting room, and wrapping room are geared to supply proper amounts of freshly cut and packaged merchandise for display cases.
6. Spending sufficient time in front of the meat cases to see that displays are properly maintained and that the customers receive the kind of merchandise they desire in a friendly atmosphere.
7. Ordering merchandise and maintaining an inventory that will provide a complete variety of fresh merchandise at all times.

One large corporate food chain furnishes each of its markets with a daily production schedule. These schedules can be used very advantageously by the market manager in training his assistants to balance the work load for the week. This schedule has been reproduced in Figure I.

Before the assistant can assume the full responsibility of operating a market, he must have successfully completed work in all areas of the market, such as receiving and breaking, cutting, packaging, weighing, display, etc.

In the receiving area emphasis should be placed on the receiving and checking of all incoming merchandise. This merchandise should be checked for quality and freshness. All merchandise should be weighed by a market employee and the invoice should be checked to see if full weight, as shown on the invoice, has been received. After the merchandise has been properly checked it should be dated for proper rotation. Before being placed in the cooler for storage, all prepackaged merchandise should be price-marked.

Figure I

Daily Production Schedule

Its purpose is to obtain maximum sales without loss of product the first three days of the week when traffic is light and utilize time to best advantage to prepare for heavy week-end business. This schedule outlines a basic pattern to follow -- gear it to meet Mrs. Smith's desires in your area.

MONDAY

1. Inspect and rewrap carry-over packages.
2. Prepare Ground Beef.
3. Prepare enough fresh cuts for representative display.
4. Prepare additional fresh cuts to have on display Monday with enough to open business Tuesday A. M.
5. Begin preparing part of luncheon and smoked meat requirements for week-end business.
6. Replenish deep freeze, sausage and smoked meat cases.

TUESDAY

1. Inspect for and dispose of outdated or damaged packages.
2. Prepare Ground Beef.
3. Prepare sufficient fresh cuts to have on display Tuesday with enough to open business Wednesday A. M.
4. Continue to prepare part of luncheon and smoked meat requirements for week-end business.
5. Prepare enough frozen seafood items for subsequent six days. (Wed., Thurs., Fri., Sat., Mon., Tues.)
6. Replenish deep freeze, sausage, and smoked meat cases.

WEDNESDAY

1. Inspect for and dispose of outdated or damaged packages.
2. Prepare Ground Beef.
3. Prepare sufficient fresh cuts to have on display Wednesday with enough to open business Thursday A. M.
4. Complete preparing enough luncheon and smoked meat for week-end business.
5. Prepare initial set-up of advertised features and sales plan items.
6. Replenish deep freeze, sausage, and smoked meat cases.

THURSDAY

1. Inspect for and dispose of outdated or damaged packages.
2. Prepare Ground Beef.
3. Prepare enough product to maintain Thursday's display and provide for Friday's business.

Figure I

THURSDAY

4. Consider advertised items.
5. Replenish deep freeze, sausage, and smoked cases.

FRIDAY

1. Inspect for and dispose of outdated or damaged packages.
2. Prepare Ground Beef.
3. Prepare enough product to maintain Friday's displays and provide for Saturday's business.
4. Consider advertised items.
5. Replenish deep freeze, sausage, and smoked meat cases.

SATURDAY

1. Inspect for and dispose of outdated or damaged packages.
2. Cut and package to take care of Saturday's business with a minimum carry-over of fresh cuts. Fresh meat should never be purposely cut on Saturday to display on Monday as the bloom life would be reduced by one-half.
3. Use slack time to prepare luncheon and smoked meat for Monday A.M. opening.

In the breakdown area all beef should be blocked into wholesale cuts according to company policy. The trimmings from this beef should be boned-out in this area, with particular attention given to trimming off all dark portions of the meat. The fresh trimmings should be placed in tubs, and put under refrigeration immediately, with care being given to see that they are properly rotated.

In the cutting area the assistant should be able to cut and condition all meats into retail cuts ready for prepackaging, according to company approved methods. He should be instructed as to the proper disposal of out-dated merchandise and the procedures for cleaning and care of equipment.

The second highest cost of doing business in the self-service market is the wrapping expenses. Therefore, it is very important that the trainee be familiar with the various sizes of trays, boards, and paper, and to see that the correct sizes are used at all times. Care should be given to make the package as attractive as possible, for this attractiveness will influence the sale of the article.

The "bottleneck" of most self-service markets is the weighing station. It is of primary importance, therefore, that the market manager trainee be particularly indoctrinated in the use of price book, scales, and how to tare weigh on them, N. C. R. pricing machine, and dating of merchandise.

While working at the display level, the trainee should do these things:

1. Maintain fresh, attractive and uniform displays of complete varieties, consistent with store traffic sales volume and neighborhood preference.

2. Rotate properly.
3. Prevent merchandise from becoming out-dated or unsaleable by checking all merchandise each morning and several times during the day.
4. Maintain correct price tags.
5. Render courteous service to the customers.
6. Handle all special requests promptly and courteously.

Training Female Employees

Women have special aptitudes for jobs requiring finger dexterity, and are particularly suited for work where patience, close concentration, precision in detail, neatness and fineness are indispensable. These qualities have made them a valuable asset to the self-service meat market.

However, a survey of experience with women on jobs shows that certain points need special consideration when employing women. This is particularly true in the meat market because women are working on jobs that were not considered to be "women's work" until the past few years.

Here are a number of important points to consider when women go to work in the meat department:⁸

1. Managerial relations. The market manager, himself, must realize that a woman remains a woman even though she may be doing a man's work. She should be shown all the gentlemanly respect that is cus-

8. Gardiner, Glenn. How to Train Workers Quickly. New York: Elliott Service Company. 1943. pp. 44-45

tomarily shown to women in every walk of life.

2. Favoritism. Women are particularly susceptible to any appearance of favoritism. They are much more likely to imagine there is favoritism even where none actually exists. Their jealousies are aroused if certain women, more attractive than themselves, seem to "make a play" for the boss. The market manager's conduct must be above reproach at all times and on a strictly impartial basis.
3. Conduct of Men Employees. It is important that the conduct of men fellow workers be maintained on a highly respectful basis. Managers should be continually alert to detect any ungentlemanly conduct on the part of men and should maintain effective discipline in this regard.
4. Promotion. Women are not normally as interested in promotional opportunities as men employees. They are not generally looking forward to a long career in retailing. Therefore, they are more interested in getting the most pay and satisfaction they can from their present jobs.
5. Pay. Justice must govern the payment of wages to women. Their wages should be fixed fairly according to the actual jobs they perform and the efficiency with which they perform these jobs. Their pay should be comparable with other women in the department performing the same type of work.
6. Absenteeism. More absenteeism must be expected among women than among men employees. Physical differences in women require special consideration. Many of them with home duties will absent themselves

to take care of these duties if ample time is not afforded them in their working-hour schedule. Responsibilities in the home may often necessitate unexpected absences. A market manager should recognize and be prepared to meet these conditions.

7. **Special Laws for Women.** Most states have special laws affecting the employment of women in industry. These laws relate to working hours physical working conditions, safety precautions, rest periods, and lunch hours. Every manager should familiarize himself with such regulations.

When a woman goes to work in the meat department for the first time, she is entering a world that is strange to her. She, therefore, needs friendly encouragement. She very much needs to be made to feel at home in these new surroundings. She is much more affected by unfamiliar machines and strange people than is the average man starting out on a new job. In order to make women feel more at home on the job, there are a number of things which her manager should not overlook. Here are some of the most important things to do:

1. Be friendly, helpful and unhurried. The new woman employee dreads being "cast adrift" in the strangeness of the store.
2. Sit down with her and talk over the new situation fully. Remind her that she is not expected to master everything about the job immediately. Tell her to take her time in getting acquainted with the job, that speed is not as important now as correctness.



3. Women are more sensitive than men to the cleanliness and orderliness of their surroundings, therefore, the work place should be made as comfortable and attractive as operations will permit.
4. It is important that she be properly introduced to those with whom she is going to work. If possible, she should be placed "under the wing" of some other female employee who will act as a "big sister" to her during her early days on the job.
5. Careful consideration should be given to any conditions which may irritate, scare, or embarrass the woman employee and the utmost should be done to remove or correct these conditions.
6. She should be made to feel that she is welcome in the store and that she is playing an important and very much appreciated part.
7. The manager and all other male employees should be careful to avoid "wise cracks", actions or remarks which may make the woman feel that they are getting too familiar.
8. The woman employee should be treated just the way that the market manager would like to have his own sister or wife treated in some other manager's department.

Women employees, as well as men, do their best work when they are interested. In fact, unless there is interest in the job, disappointing results are certain. Output, both as to quality and quantity, depends largely upon interest. While interest is the key to results from women employees, just as with men, somewhat different tactics may have to be employed to arouse the interest of women employees and keep them interested.

A woman's interest is more likely to be in the present than in the future aspects of her job. Most women do not expect to work all their lives and they regard their employment as a temporary status. It is more difficult, therefore, to interest a woman in the "long run" opportunities of her work. What she wants from her job she wants today. She is interested in what she can get out of her job immediately and is not greatly concerned with opportunities to do new and different kinds of work. She would like to get more money on the job she is on, but is not particularly interested in "burning the midnight oil" in studying to prepare herself for a more responsible job.

Since interest cannot be aroused by future aspects of the job, the market manager must find other ways of keeping the female employee interested. Some of the most effective ways to do this are:

1. Be ready to praise her for good work and show appreciation for her efforts.
2. Appeal to her pride in accomplishment.
3. Do all that is possible to improve her earning power quickly and keep her earnings at a satisfactory level.
4. Maintain pleasant working conditions.
5. Try to make it possible for her to retain an attractive personal appearance on the job.
6. Provide every possible facility to minimize her fatigue on the job.
7. Carefully avoid partiality.
8. Maintain close enough contact so that any discouragement can be counteracted before it becomes deep seated.

9. Remove every possible hazard from her job.
10. Try to team her up with other congenial employees.

Training Wrappers

The physical appearance and attractiveness of the meat displayed in the self-service meat counter greatly influence the sales in this department. This "eye-appeal" is largely determined by the wrapping methods and techniques used in the operation. The wrapping procedure, therefore, becomes one of the most important phases of the market operation.

If the wrapper is to bring out these appealing characteristics she must use the proper type of paper, correct size of board and paper, and wrap the item as tight as possible.

One of the alarming features of the wrapping process is the high cost. One food chain has attempted to minimize this cost by furnishing each of its meat wrappers with charts showing the correct size and type of wrapping material to be used. These charts are reproduced in Figure 2.

A complete list of board, boxes, trays, cello sizes and all other tools and equipment used at the wrapping station should be posted and checked by the wrapper before she begins work. The wrapping table should be so arranged that the unwrapped merchandise flows from the right and after passing through the wrapping process, wrapped product should be disposed to the left. If conveyors are used to bring the meat from the cutting area to the wrapping stations, the conveyor should be slightly higher than the wrapping table surface so that pans

Self-Service Packaging Chart

Commodity	Size Container	Size Back Board	Size Cellophane
BEEF			
Boneless Rib	No. 1		14x14 MSAT 80
Boneless Rump	No. 1		14x14 " "
Boneless Stew	No. 1		10x10 " "
Chuck Roast		6x9, 7x10	15x20 " "
Club Steak		4x7	12x12 " "
Cube Steak 213 pcs.	No. 2		14x14 " "
English Cut		6x9	15x15 " "
Ground Beef 8-20 oz.	No. 1		10x10 " "
Ground Beef 20 oz-3 lb.	No. 2		14x14 " "
Plate Boil		3x7	12x12 " "
Porterhouse Steak		4x7	12x12 " "
Rib Roast 2 ribs	No. 8		15" Pliofilm
Rib Roast 3 ribs	No. 9		15" Pliofilm
Rib Roast 4-5 ribs	No. 9		15" Pliofilm
Rib Steak		4x7	12x12 MSAT 80
Round Bone Shoulder		6x9	15x15 " "
Round Steak		7x10, 8x10	15x15 " "
1/2 Round Steak		5x8	12x12 " "
Short Ribs		3x7	12x12 " "
Sirloin Steak		6x9	14x14 " "
Sirloin Tips	No. 1-2.		14x14 " "
Swiss Steak		8x10	15x15 " "
Flank Steak			
VEAL			
Boneless Rump	No. 1 1/2		14x14 MSAT 80
Breast Riblets	No. 1		12x12 " "
Cutlets		5x8	12x12 " "
Loin Chops 2-3 pcs.		4x5, 4x7	10x10, 12x12
Rib Chops 2-3 pcs.		4x5, 4x7	10x10, 12x12
Shoulder Chops 2 pcs.		4x7	12x12 MSAT 80
Shoulder Roast - Blade		4x7	12x14 " "
Shoulder Roast - Arm		4x7	14x14 " "
Sirloin Chops		4x7	12x12 " "
Boneless Stew	No. 1		10x10 " "

Figure 2

Commodity	Size Container	Size Back Board	Size Cellophane
LAMB			
Breast Riblets	No. 1		12x12 MSAT 80
Leg whole		4x7	15x15 " "
Leg - half		4x7	15x15 " "
Loin Chops 2-3 pcs.		3x7	10x10, 12x12 "
Neck	No. 1		12x12 MSAT "
Rib Chops 2-3 pcs.		4x5	10x10, 12x12 "
Shanks	No. 1		12x12 MSAT "
Shoulder Chops 2 pcs.		4x5	12x12 " "
Shoulder Roast - whole		4x5	15x15 " "
Shoulder Roast - half		4x5	15x15 " "
Sirloin Chops 2 pcs.		4x5	12x12 " "
Sirloin Roast		4x5	14x14 " "
Stew Boneless	No. 1		10x10 " "
PORK			
Boston Butt - whole		4x7	14x14 MSAT 80
Boston Butt - half		4x5	12x12 " "
Chops - first cuts 2-3 pcs.		4x5, 4x7	12x12 " "
Chops - center cuts 2-3 pcs.		4x5, 4x7	12x12 " "
Cutlets 2-3 pcs.		5x8	12x12 " "
Fresh ham - whole			15" Pliofilm
Fresh ham - half			15x15 MSAT 80
Fresh Hocks	No. 1		12x12 " "
Fresh Picnic			15x20 " "
Fresh Side - piece		4x7	12x12 " "
Fresh Side - sliced		7x10	14x14 " "
Jowl - dry salt		5x8	12x12 " "
Loin Roast - 9" Loin End			15' Pliofilm
Loin Roast - 7 rib			15" Pliofilm
Loin Roast - 1/2 loin			15" Pliofilm
N. Y. Shoulder			15" Pliofilm
Salt Pork		4x7	12x12 MSAT 80
BACON			
Canadian - piece			9x12 LSAT
Canadian - sliced		3x7	9x15 "
Slab - 1-3 lb.			12x12 "
Slab - 3-5 lb.			14x14 "
Sliced - layer			12x12 "
Squares			12x12 "

Figure 2

Commodity	Size Container	Size Back Board	Size Cellophane
SMOKED MEATS			
Boneless ham - piece			15x15 LSAT
Boneless ham - sliced 2-3 pcs.		6x9	15x15 "
Cottage Butt			14x14 "
Smoked ham - whole			15" Pliofilm
Smoked ham - butt half			15" Pliofilm
Smoked ham - shank half			15" Pliofilm
Smoked ham - Breakfast sliced		6x9	14x14 LSAT
Smoked ham - center slice	No. 1	6x9	14x14 "
Smoked hocks			12x12 "
Smoked Picnic			15" Pliofilm
SEAFOOD			
Use 1 lb. Standard weight Package whenever available.			
MISC MEATS			
Brains 1 lb.	No. 1		10x10 MSAT 80
Brains 1/2 lb.	No. O		10x10 " "
Hearts - Beef	No. 2		14x14 " "
Hearts - veal, lamb, pork	No. 1		12x12 " "
Kidneys - Beef	No. 1		12x12 " "
Kidneys - lamb, pork	No. 1		10x10 " "
Kidneys - veal	No. 1		10x10 " "
Liver 1 lb.	No. 1		10x10 " "
Liver 1/2 lb.	No. O		10x10 " "
Melts 1 lb.	No. 1		10x10 " "
Melts 1/2 lb.	No. O		10x10 " "
Neck Bones	No. 2		14x14 " "
Ox Tails	No. 1		12x12 " "
Pig Ears	No. 2		14x14 " "
Pig feet - 2-3 pcs.	No. 2		14x14 " "
Pig Snouts	No. 2		14x14 " "
Pig Tails	No. 2		14x14 " "
SAUSAGE			
Boiled Ham		4x7	12x12 LSAT
Chunks 8 oz.			12x10 "
Chunks 8 - 16 oz.			9x15 "
Franks		4x5	10x10 "
Loaves, sliced 8 oz.			10x10 "
Loaves, sliced			10x10 "

Figure 2

Commodity	Size Container	Size Back Board	Size Cellophane
Rings - liver, bologna			12x12 LSAT
Round - Bologna, etc. 8 oz.			10x10 "
Round - Bologna, etc. 8-16 oz.			10x10 "
Sausage links 8 oz.		4x5	10x10 "
Sausage links 8-16 oz.		4x5	10x10 "
Wieners 6-8-10 oz		4x5	10x10 "
POULTRY			
Broiler - Split	No. 2		15x16 LSAT
Frying Chicken - cut up	No. 2		15x16 "
Roasting Chicken	No. 5		15x19 "
Stewing Chicken - Whole	No. 5		15x19 "
Stewing Chicken - cut up	No. 2		15x19 "
Stewing Chicken 1/2 cut up	No. 2		15x16 "
Chicken Necks - 2-4 pcs.	No. 1/2 - 1 1/2		10x10, 12x12 LSAT
Chicken Breasts 2 pcs.	No. 1 1/2		12x12 LSAT
Chicken Breast 4 pcs.	No. 2		14x14, 12x12 LSAT
Chicken legs 3-4 pcs.	No. 1 1/2		12x12 LSAT
Chicken legs - thigh 4-5 pcs.	No. 2		14x14, 12x12 LSAT
Chicken Wings 4 pcs.	No. O		10x10, 12x12 "
Chicken Wings 8 pcs.	No. 1 1/2		12x12 LSAT
Chicken - gizzards, hearts, livers, 8 oz.	No. O		10x10, 12x12 LSAT
Chicken - gizzards hearts, livers. 16 oz.	No. 1		10x10, 12x12 "
Chicken backs 2 pcs.	No. 1 1/2		12x12 LSAT
Chicken backs 4 pcs.	No. 2		12x12, 14x14 LSAT

may be slid onto the wrapping table rather than lifted. The conveyor leading to the weighing station should be slightly lower than the wrapping table for the same reason.

It is suggested that the wrapping table be outfitted with cello and board storage space with a complete variety of sizes, hand sealing iron, and an adjustable stool. To attain good efficiency the wrapper may wrap the merchandise in the following manner:

- a. Place film to be used on working area of table.
- b. Obtain unwrapped meat from the right as it comes from the pan and place the clean side down on the film.
- c. Obtain board or tray and place on meat.
- d. Wrap with least number of seals as possible.

Simultaneous motions should be used whenever possibly, such as, obtain film with one hand while other hand reaches for the product to be wrapped. The most frequently used sizes of film and board should be stored nearest the operator. Alternate sitting and standing positions should be used, 15 to 30 minutes in each position to help combat fatigue. Breakdowns for wrapping various items are listed in Figure 3 on the following page.

Training Weighing and Pricing Station Operators

Thorough training for this phase of the operation is a must, for a slow down at this point means a reduction in production for the entire market. Exactness is necessary because of the nature of the task to be performed, weighing and pricing merchandise so that the company, as well as the customers, receive full value.

Figure 3

For Wrapping Tray Packed Items - Diagonal Wrap (Except Chickens)

- | | |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Position Cello | <ul style="list-style-type: none"> - Proper size and type - Cater-cornered - Sweet side up on MSAT Cello |
| 2. Place Meat on Cello | <ul style="list-style-type: none"> - Meat down - Diagonal |
| 3. Fold Over Sides and Seal | <ul style="list-style-type: none"> - Near side first - Far side next - Draw tight - Seal on bottom of tray |
| 4. Fold Over Ends and Seal | <ul style="list-style-type: none"> - Give package quarter turn - Fold over far end and seal - Give package half turn - Tuck in corners - Pull tight and seal |
| 5. Label (In stores not using
N.C.R. Machines) | <ul style="list-style-type: none"> - Upper right hand corner - Meat side - Don't sear meat. |

Once the hand sealing iron is picked up
for the first seal it should be held until
package is completed.

Figure 3

For Wrapping Items Using a Backing Board -
Diagonal Wrap

- | | |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Position cello | <ul style="list-style-type: none"> - Cater-cornered - Proper size and type - Sticky side up on MSAT cello |
| 2. Place meat on cello | <ul style="list-style-type: none"> - Skin side to top (piece lunch meat faces wrapper) - Chops - skin side to left - Side to be displayed down |
| 3. Position board on meat | <ul style="list-style-type: none"> - Proper side (see list) - Slightly smaller than meat - White side of board up |
| 4. Fold over sides of cello and seal | <ul style="list-style-type: none"> - Near side first - Far side next - Draw tight - Seal on board |
| 5. Fold over ends of cello and seal | <ul style="list-style-type: none"> - Give package quarter turn - Fold over far end and seal - Give package half turn - Tuck in corners - Pull tight and seal on board |
| 6. Label | <ul style="list-style-type: none"> - Upper right hand corner - Skin side up - One meat side of package |

Figure 3

Pork Loins Roasts, Rib End, Loin End, Half Loins

- | | |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 1. Position pliofilm | - Cater-cornered |
| 2. Place roast on film | - Diagonal
- Far side down
- Backbone away from wrapper |
| 3. Fold over near side of film | - Stretch until tight
- Hold with right hand |
| 4. Fold over far side of film
and seal | - Pull tight
- Hold with left hand
- Seal on back bone
- Pat lightly |
| 5. Turn roast and fold film
over far end and seal | - Quarter turn
- One layer of film on face of
roast
- Pull tight
- Seal on back bone |
| 6. Turn roast and fold film
over remaining side and
seal | - Half turn
- One layer film on face of
roast
- Pull tight
- Seal on back bone |
| 7. Label | - Upper right hand corner on fat
- Back bone down |

In wrapping with Pliofilm, the film is stretched out and away from meat and then pulled up and over the surface to be wrapped.

Figure 3

Rib Roast

1. Position pliofilm
 - Cater-cornered
2. Place roast in tray
 - Correct size tray
 - Skin side up
3. Place roast on pliofilm
 - Diagonal
 - Eye of rib at center of sheet
 - Skin side to film
 - Place small piece of pliofilm over back bone
4. **Fold** sides of film over and seal
 - Near corner of film first
 - Hold with free hand
 - Far corner next
 - Stretch till tight.
 - Seal on bottom of tray
5. **Fold** film over big end of rib and seal
 - Tuck in corners
 - Stretch tight
 - Seal on bottom of tray
6. **Fold** film over short rib end of roast and seal
 - Turn roast 1/2 turn
 - Tuck in corners and pull tight
 - Seal on bottom of tray
7. **Label**
 - Upper right hand corner
 - On skin side

Figure 3

Ham (Whole or Shank Half) Picnics. Leg Lamb -
Square Wrap - Whole or Shank Half (Fresh, smoked)

1. Position pliofilm
 - Lengthwise
2. Position meat on pliofilm
 - Center
 - Leg end toward wrapper
 - Long ways of film
 - Skin side up (hams and picnics)
 - Skin side down (leg lamb)
 - Use backing board over cavity of lamb leg
3. Fold film over ends of meat and seal
 - Over leg end first -- hold with free hand
 - Over butt end next
 - Stretch tight and seal
 - On skin side of hams
4. Fold sides of film over and seal
 - Stretch until tight
 - Draw film toward center, shaping around leg end
5. Label
 - Whole hams (back of aitch bone)
 - Leg lamb (skin side - center sirloin end)
 - 1/2 hams on face ham
 - Upper right hand corner

Half Hams (Butt or boneless) - Diagonal Wrap

1. Position pliofilm
 - Cater-cornered
2. Place half ham on pliofilm
 - Face down
 - Diagonal
3. Fold ends of film over and seal
 - Stretch until tight
 - Seal on top

Figure 3

**Frying Chickens: For wrapping tray packed items-
Square Wrap**

1. Place tray of chicken on cello
 - LSAT cello 15"x16"
 - 3/4 from far edge
2. Wrap cello over top of chicken and seal
 - Pull tight
 - Seal on far side of tray
 - Don't turn tray over
3. Fold ends and seal
 - Pull tight
 - Seal on underneath end of tray
 - Don't turn tray over
4. Fold over sides of film and seal
 - Tuck in corners
 - Stretch until tight
 - Seal underneath tray
 - Don't turn tray over
5. Label (In stores not using N.C.R. Machine)
 - On face
 - Don't sear

The operators of this station have tremendous responsibility placed upon them. The constant flow of merchandise from the wrapping stations demands that the operator of the weighing and pricing station weigh and price the merchandise quickly so that room can be made on the wrapping line for other wrapped, but unpriced items. An even greater demand for speed is exerted upon the operator of this station by employees who are working on the display level, and are always in need of merchandise for the display cases. Due to this constant demand for speed on the part of this operator, a person who is easily excitable and is capable and willing of hurrying when the existing conditions demand it, usually make better operators of this station.

Listed on the following page, Figure 4, is the sequence that operators should follow in the weighing and pricing procedure. If the proper type of scales are used together with a National Cash Register, or another type of automatic pricing machine, one operator should be able to handle a \$15,000⁹ per week volume with very little difficulty. However, there are times that might arise when momentarily, heavy production is needed. If such is the case, two operators can be used at the station and the following procedure can be followed:

First Operator - Standing on right takes unsealed product from pan, places on scale, reads weight and price, registers weight and price on National Cash Register machine, obtains label with left hand, places label on package still on scale, meanwhile obtaining another unweighed package with right hand.

9. Discussion on Self-Service Meats as discussed at a branch meeting of a large corporate food chain.

Figure 4

Weighing and Pricing Procedure

Sequence of Preparing Label Machine and Scales:

1. Select proper commodity slug
2. Insert slug and lock
3. Set grade wheel when necessary
4. Set N.C.T. price knob
5. Set scales price indicator
6. Set scales tare weight compensator

Sequence of Weighing and Pricing:

<u>Left Hand</u>	<u>Eyes</u>	<u>Right Hand</u>
1. Idle	1. -	1. Obtained first unpriced package - place on scale
2. Idle	2. Read scale	2. Idle
3. Slide package from scale to platform in front of it.	3. -	3. Obtain another unpriced package and place on scale
4. Punch in weight and price (Note simultaneous use of both hands)	4. -	4. Punch in weight and price depress motorbar.
5. Obtain label, position on package	5. -	5. Pick up hand-iron and move to package
6. Hold label	6. -	6. Seal label to package
7. Dispose package to top pan on dolly-rack	7. Read scale	7. Dispose hand-iron and obtain another unpriced package
8. Repeat steps 3, 4, 5, 6, and 7 until pan containing unpriced product is empty		

Second Operator - Standing on left with sealing iron in right hand removes package and label from scale, positions and attaches label, and disposes of labeled package to pan. Second operator moves full pans to storage or to display level.

Training Hostesses for Display Level

Displaying is the last, but by no means the least important, function of the meat department. This is the area that must attract and hold the customers that visit the store.

The person in charge of this area must maintain fresh, attractive and uniform displays of complete varieties, consistent with store traffic, sales volume and neighborhood preference. To accomplish this, the person should have a complete knowledge of company policies and practices. She should be familiar with the shelf life of each item and rotate these items so that the merchandise can be kept from becoming out-dated or unsaleable. The responsibility for maintaining correct price tags, clean cases, and the over-all appearance of the display area is placed upon the person or persons in charge of this area.

Since personal contact with customers have been largely minimized with the installation of self-service, it is imperative that the person selected for a hostess be a good public relations representative for the company. She should be neat, alert, friendly, and especially cooperative in handling special requests of customers.

CHAPTER III

THE ROLE OF SUPERVISION

The self-service meat operation, being a department that deals in highly perishable merchandise, necessitates a program of close supervision. Experience has demonstrated that the degree of efficiency that is attained in a market operation depends largely upon the quality of first-level supervision.

Management is becoming increasingly aware that the quality of their employees is the most vital factor in determining the success or failure of their organization. One of the best ways found to bring out the potential qualities of these employees is by proper "direction, guidance, and stimulation exercised by good supervision".¹

In previous years, the accepted theory was to develop supervision in the "school of hard knocks". A supervisor was appointed to his position after years of waiting, either on the basis of skill, seniority, or for some other reason. Without any formal instruction, and with repeated correction of recurrent errors for his only guidance and imitation as his only instructor, he developed for himself a set of laws to govern his supervisory actions.

1. Morton, J. F. Burns. The New Foremanship. London-Chapman and Hall, Ltd. 1948. p.2

Having come up the hard way himself, the "old-type" supervisor was no believer in rapid promotion or in paving the way for his subordinates. Frequently he was overworked, often because of poor planning and because he had failed to assign responsibilities to his subordinates.

In recent years executives in the super market industry have recognized the increasing need for supervisory development. Fundamental changes in the nature of the super market operations, the increase in the volume of business, and an increase in the number of employees have multiplied the problems confronting supervisors. The supervisor of today can no longer be the lead worker who toils with the rest of the group. The fact that he himself does the job well is no longer sufficient. He must be able to lead and effectively coordinate other workers so that maximum efficiency can be attained.

Before a supervisor can lead these employees, he must first gain their respect. In order to deserve their respect he must have complete knowledge of the work he is supervising. He must have enthusiasm for his work, be loyal to the company, and be able to pass these feelings on to the people whose efforts he is directing.²

This first-level supervisor is the representative of management that has the greatest personal contact with store level employees. The responsibility for maintaining sales at a satisfactory profit and the responsibility for maintaining good management-employee relations rests squarely on his shoulders. He is the principal personnel relations officer of the company, even though there is a fully

2. Thompson, C. E. Personnel Management for Supervisors. Prentice-Hall, Inc. New York. 1940. pp. 84-85

staffed personnel department. The impression the employees have of management is the impression given by this supervisor because to them, he is management.

The purpose of this Chapter will be to discuss some of the qualifications that will enable supervisors to perform better their required duties, and help them develop a better understanding of human relations. Through this better understanding of men it is hoped that labor turnover will decrease, customer-employee relations will improve, and that the over-all efficiency and morale of the company will be raised.

What is Supervision

There seems to be a widespread belief that executive skill is a God-given attribute. It is something that a person has or doesn't have. Success as a leader of men is a matter of unchangeable destiny. In some measure, this is true. There are a limited number of executive qualities which are in the nature of birth-right. Without them, one can never hope to aspire to executive success. With them, accomplishment follows almost naturally if the person properly applies himself.³

Supervision has been defined in various ways, but one of the most complete definitions was given by George Halsey in his book, Supervising People. He defines supervision as ". . . selecting the right person for each job, arousing in each person an interest in his work, and teaching him how to do it; measuring

3. Schell, Erwin. The Technique of Executive Control. New York. McGraw-Hill. 1950. p.7

and rating performance to be sure that teaching has been fully effective; administering correction where this is found necessary and transferring to more suitable work or dismissing those for whom this proves ineffective; commending whenever praise is merited and rewarding for good work; and, finally, fitting each person harmoniously into the working group - all done fairly, patiently, and tactfully so that each person is caused to do his work skillfully, accurately, intelligently, enthusiastically, and completely."⁴

It has been demonstrated that almost anyone of normal intelligence and a sincere desire to be of service to people can acquire considerable skill as a leader if he will study its principles and methods and apply them thoughtfully, conscientiously, and persistently.⁵ Real leadership does not come from acting the part. It comes as a result of sound and logical thinking, fair and considerate feeling toward people and a sympathetic understanding of these people, and a self-determination to do a good job.

Basis for Supervisory Control

The great majority of employees want to be led. Far from resenting leadership, they look forward to it. They admire and respect capable leaders, provided only that the guidance and direction that they receive is wise and capable, and that the manner in which it is given is sympathetic and fair. Thus an

4. Halsey, George D. Supervising People. New York. Harper & Bros. 1953.
p.6

5. Ibid., p.8

attitude, with regard to leadership and responsibility to employer and employee, may be described as the first principle of supervision.

Attitude alone, however, is not enough to qualify a person as a leader. This proper attitude must be coupled with ability. The person that is willing to lead and direct others, to persuade, convince and command must have the ability to do these things.

A third basic principle of supervision is knowledge - knowledge of the right and wrong ways of doing the job, the right and wrong tools, equipment, and procedures, knowledge of company policies and finally, knowledge of how to control the performance of the employees.

In order for a person to be a good supervisor, he must possess the three characteristics mentioned above. However, the quality of supervision will be determined by the way in which these qualities are applied, the supervisor's ability to get action.⁶

Attitude. A proper supervisory attitude may be expressed as "thinking right and feeling right about the entire job of supervision".⁷ To be successful, a supervisor should be reasonably happy in his work, have respect for his employees and employer. He should have confidence in his own abilities and in management and should want to do the best work of which he is capable.

The supervisor must maintain a favorable attitude toward management, for it is to management that he owes his primary obligation. In accepting a supervisory position, he has, theoretically, agreed to carry out the policies of

6. Heinrich, H. W. Basics of Supervision. New York. Alfred M. Best Co, Inc. 1944. p.6

7. Ibid. p. 16

management to the best of his ability, accept the responsibilities that go with his position, exercise the required authority to accomplish the aims of the company, and to promote its interests in every practicable way.

The supervisor also owes a definite responsibility to the employees under his jurisdiction. When he receives the authority to tell others what to do, he assumes at the same time a definite responsibility not only for the outcome of his orders with regard to quality, sales, and profit, but also for the well-being of those he directs.

Because of his position as an intermediary between management and employees, because of his close contact with employees and also because of his personal influence and authority, the supervisor can be the greatest harmonizing agency in the organization. Depending on his sense of fair play, he can ruin or improve the relations between management and labor and thereby increase or decrease the cost of operations.⁸

If the supervisor has a proper sense of balance and fair play, he will understand that neither management nor labor can possibly succeed in accomplishing their objectives unless they work in harmony. If injustices to the company occur because employees fail to comply with fair and reasonable orders, it is his responsibility to remedy the situation. If injustices are imposed on the employees because of management's failure to correctly gauge the employee's reactions, it is the supervisor's responsibility to bring this situation immediately to the attention of management.

8. Ibid. p. 19

Ability. Inasmuch as the chief task of the supervisor is to control and direct the efforts of the employees in his department, it is essential that he must have the ability to instruct these persons and to explain, describe, and demonstrate the approved methods that management has set forth and expects to have followed.

The supervisor should possess the capacity to observe and analyze the procedures that are being followed so that the nature of the problems is understood and the best solution may be found.

One of the factors that greatly determines supervisory success is the ability to give orders, and ability to persuade. Orders that are not clearly given are likely to be misunderstood and if they are misunderstood, faults and errors will be committed. When orders are given in such a way as to create resentment and ill will, lack of harmony and effectiveness will result. If the supervisor gives an order in such a manner that will suggest to the employee that the supervisor lacks responsibility or authority, it may cause the accomplishment of the task to be delayed. When orders are not followed, the supervisor may have to resort to persuasive methods.

Knowledge . The supervisor cannot permit freedom of action with regard to methods of work performance. Employees must be guided and directed to do their work the way it has been planned, in an approved efficient procedure. By no means do these planned methods intend to curtail individual initiative or to discourage employee suggestions. It simply means that the employer specifies the procedures and quality of work that he expects and for which he pays. It is up to the supervisor to see that the work is carried out according to the desired

procedures of the company. In short, the supervisor must know company policy in order that he may properly supervise his employees.

Qualities Needed for Good Supervision

Three of the basic principles of supervision mentioned above form the basis for supervisory action. If the supervisor has the proper attitude, ability, and knowledge, he has the basis for getting action from his employees. However, he must exercise certain other specific qualities if he is to become completely successful. Some of these qualities are: thoroughness, fairness, initiative, tact, enthusiasm, and emotional control.⁹ These specific qualities are interdependent upon each other and the three general qualifications listed above. If the supervisor is lacking in any of the qualities, his supervisory success will be limited.

Thoroughness. While it is true that each of these qualities is dependent upon the other, the one quality that is usually found to be most consistent in a good supervisor is thoroughness.

Perhaps one of the greatest advantages to be gained by being thorough is the factor of time. In the long run, it takes less time to be thorough and to get the answer right from every viewpoint at the outset. If plans are made hastily it may be necessary to correct some serious mistakes resulting from not having taken care of every detail.

Many supervisors are quick to blame their failures or lack of accomplishment on lack of knowledge, lack of experience or ability, or even on bad luck.

9. Halsey, Op. Cit. . pp. 11-20

A great majority of the mistakes cannot be attributed to these factors, or to any other reason save the fact that the supervisor lacked thoroughness in gaining all the particulars of the problem.

Thoroughness should be practiced by supervisors until it becomes a habit with them. Perhaps one of the best ways to form this habit is by asking three simple questions before completing a job. These questions are:

Have I been thorough?

Have I obtained all the necessary information?

Have I taken care of every possible detail?

It takes no particular aptitude or ability to be thorough. It requires only that the supervisor be aware of the need for this quality and that he constantly remind himself of this need.

Fairness. Another important foundation for success in supervising people is fairness. The lack of fairness on the part of the supervisor is apt to produce employee dissatisfaction, and thus endanger operating efficiency.

The actual achievement of fairness is not attained by the mere wish or intention to be fair. It is accomplished by a thorough and complete understanding of the problems of the people being supervised. "It is by careful and continuous watching to be fair in little things, supposedly unimportant things, that anyone can hope to achieve that high degree of intelligent fairness so necessary for success in supervision."¹⁰

10. Ibid., p. 14

Fairness, as a quality of leadership, includes impartiality. To treat all employees fairly and impartially, the supervisor must have in mind a standard of praise and censure which is just, and apply this standard as nearly as he possibly can, to every case requiring praise or censure, irrespective of the individual or individuals concerned.¹¹

Initiative. "It is probable that the presence of initiative is largely an inborn trait evolving from a surplus of energy which the individual finds at hand after he has accomplished his normal tasks".¹² Initiative is the capacity for assuming greater responsibility and for carrying out these responsibilities without requiring too detailed supervision. It is the one quality that enables an individual to emerge as leader in times of crisis.

To acquire initiative a person must apply his abundance of energy with courage, self-confidence, and decisiveness. Courage is that quality which enables one to meet dangers or difficulties with firmness and without wavering. Self-confidence is not to be confused with conceit. It is not the manifesting or shouting about one's ability, but rather it is one's faith in his ability to accomplish a purpose and to do a job successfully.¹³ Decisiveness is the ability to decide upon an intelligent action. Forcefulness, when coupled with clear thinking, leads to that decisiveness which is associated with good supervision.¹⁴

11. Cooper, A. M. How to Supervise People. New York: 1941. McGraw-Hill Book Company. p. 60

12. Schell, Op. Cit., p. 196

13. Halsey, G. D. How to be a Leader. New York: Harper and Bros. 1938, p. 45

14. Cooper, Loc. Cit.

Tact. When employees are in a negative frame of mind, they are not apt to be very cooperative. Therefore, the supervisor will find that being tactful can be a great aid in getting cooperation and conformance with instructions.

Supervisors who exercise tact win the loyalty and support of their employees by saying and doing those things which give the employees the feeling they are playing an important role in the business .

Listed below are three simple rules that will help supervisors to say "no" tactfully.¹⁵

1. There should be a sincere statement of regret.
2. There should be an adequate statement of the reason why permission cannot be granted.
3. An alternative solution should be suggested.

Enthusiasm . Enthusiasm is that quality which is easily aroused in people when a project is new, and difficult to arouse when it is needed most, namely, just before a goal is reached.

Little can be accomplished in leading people without enthusiasm. Lasting enthusiasm, however, cannot be turned on and off as can the "pep-and-go" variety. It must be based on sincerity and a genuine interest. The interest and enthusiasm that the supervisor feels toward the work must be passed on to the employees before satisfaction of accomplishment can be visualized.

Emotional Control . A quality that is most important, in regard to controlling one's emotions, is calmness. Employees have a tendency to favor a supervisor who is calm in his actions, because this calmness indicates to them

15. Halsey. Supervising People . Op. Cit. 1. 19

knowledge, authority, and self-control.

Self-control, like many other qualities, is contagious. Where supervisors are in charge of female employees, as is the case in self-service meat operations, it is particularly important to exercise self-control, for emotionalism spreads more rapidly through such a group.

Controlling the emotions requires great self-discipline. Before a supervisor can arrive at an intelligent decision, he must restrain his emotional feelings and direct his effort toward sound and logical thinking.

All the attributes of leadership mentioned are directed toward inspiring loyalty in the members of the company, loyalty to the supervisor, and even more important, loyalty to the company itself. To every concern there comes a time when this loyalty is of the greatest value. Public relations is greatly dependent upon the loyalty of every employee on the pay roll.

The Supervisor's Job of Public Relations

The success of a super market chain in meeting competition depends on the quality of its merchandise, the retail selling price of this merchandise, and the quality of service its customers receive. The ability to accomplish these factors are largely dependent upon the degree of cooperation obtained from the store-level employees.

Management has come to realize that the satisfied employee produces at a higher rate, turns out a product of higher quality, produces at a lower cost, and cultivates better customer relations.

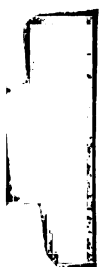
Since a primary function of supervision is dealing with people, a

supervisor's success must be measured largely in terms of two factors: first, his insight in interpreting and satisfying the needs and wants of his employees, and second, his skill in evaluating the aptitudes and abilities of these employees and applying them correctly. One of the best ways of developing this insight and skill is by systematic study of human nature and human functioning in industry and by constant practice and application of the knowledge and principles learned.¹⁶

Most of the daily activities of a first-level meat supervisor are related directly to retail operations. He is in the stores a good part of the day seeing that the work gets done. Usually he spends a few minutes at his desk in the office looking over records, orders, and deliveries and he may consult with the merchandising department about sales plans for the week. He will then go and visit stores for the rest of the day. He spends most of his time visiting stores and keeping in contact with market managers and their operations. He listens to problems, makes decisions, and coordinates the efforts of store and office.

From this schedule it is evident that this first-level supervisor has the most direct and detailed knowledge of the job and the employees. He is the representative of management that has the most frequent contact with the store-level employees. The supervisor plans and directs their work; he checks and judges their work; he maintains discipline and enforces company policies. To the employees he is the one who gives them orders, and who rewards and punishes. It is through him that all policies, plans, and procedures are transmitted from

¹
16. Drake, C. A. and F. S. Drake. A Human Relations Casebook for Executives and Supervisors. New York: 1947. McGraw-Hill Book Co. p. xiii



the office to the employees. Due to these circumstances, the supervisor is largely responsible for employee loyalty and morale.

However, the supervisor alone cannot carry all the burden of a human-relations program. Ideally, top management should set the example and constantly seek to improve human relations throughout the company.

There are several basic attitudes and beliefs which top management should hold if the ideal foundation for a good human-relations program is to be established. Some of these beliefs are:¹⁷

1. Management should feel a definite responsibility to the individual workers who make up the organization. It should recognize that each employee is a human being and that the company has certain responsibilities for his or her welfare. Some companies have reflected this conviction in publications such as the one below, published by the Western Electric Company:¹⁸

- a. To pay all employees adequately for services rendered.
- b. To maintain reasonable hours of work and safe working conditions.
- c. To provide continuous employment consistent with business conditions.
- d. To place employees in the kind of work best suited to their abilities.
- e. To help each individual to progress in the company's service.
- f. To aid employees in times of need.
- g. To encourage thrift.
- h. To cooperate in social, athletic, and other recreational activities.
- i. To accord to each employee the right to discuss freely with executives

17. Parker, W. E. and R. W. Kleemeier. Human Relations in Supervision. New York: 1951. McGraw-Hill Book Co. p. 14

18. Ibid. p. 15

any matters concerning his or her welfare or the company's interest.

j. To carry on the daily work in the spirit of friendliness.

2. The company has definite responsibilities to the community that it serves. In addition to providing goods and services, the corporate chain has a duty to promote the welfare of the community, through its own financial support and the participation of its employees.

3. The day of the "master-servant" relationships is over. Workers, like management, have the basic right to be treated with respect as individuals, and not to be treated as merchandise to be bought and sold. The upholding of this right is one of the major weapons that the non-unionized companies hold, and it is most effective in keeping the unions out.

4. Paternalism doesn't build employee goodwill. In an honest desire to do good for their employees, some companies have misunderstood the desires of their employees. They have made available to the employees excellent recreation facilities, liberal pension plans, and dozens of other fine things, but they have failed to realize that the workers do not want to be forced into participation. The workers want the right to help to develop plans which directly concern them.

Many companies have, perhaps, expected too much too soon from the programs that they have set up. Like many other projects, the degree of success that is anticipated is reached very slowly. Despite this, executives should recognize that the attitudes of employees toward management can spell the difference between poor and greater efficiency. Top management must

encourage all members of management to use the best methods and procedures to improve morale. Many firms have proved that the best way to greater profits is through more intelligent dealings with the store-level employees. Selfish though this motive may be, if management realizes the importance of sound human-relations, the plan can succeed.

Duties of a Meat Supervisor

It would be practically impossible to enumerate all of the duties of a supervisor in charge of a self-service meat operation. This list could not be compiled because of the varied duties and responsibilities that different companies demand of their supervisors.

The problem of defining specific supervisory duties has become even more complex with the increasing number of super markets that have converted to "multiple" supervision, where one supervisor is placed in complete charge of the grocery, meats, and produce departments. Under "single" supervision, the specific duties are more easily defined because of the specialization aspect.

One of the reasons for the growing trend toward multiple supervision is that it affords closer control and coordination. It has also fulfilled one of the basic rules of scientific management in that it fixes definite responsibility and authority for the entire operation.

Although the multiple type supervision has afforded many advantages, it has, at the same time, created new problems. With the elimination of specialists, some phases of the operation have suffered. Where the supervisor's previous training has been only in the grocery department, the perishable departments,

produce and meats, have tended to be neglected. The opposite is also true.

Where an over-all supervisor's training has been limited to the perishables end of the operation, he tends to place more emphasis on these departments and less of supervisory action is directed toward the grocery departments.

Some companies have attempted to remedy this situation of too much supervision for one department and not enough for other departments by designing check sheets for the various departments and making them available to the supervisors. If a supervisor feels that he is lacking in knowledge about some departments of the store, he can refer to these check sheets and determine the particular things to check.

One corporate food chain makes available to its supervisors a list of all of the items carried in stock by its self-service meat markets. The supervisor can use this sheet in determining if out-of-stock conditions are present. At the same time, he can make note of the appearance, date, and saleability of the items.

Some chains furnish more detailed check sheets, as shown in Figures 5 and 6, that aid the supervisor in checking the appearance of the market, condition and utilization of equipment, correctness in wrapping and pricing, supply inventory, and many other important aspects that should be checked by the supervisor if he is to do a thorough job of supervising.

Figure 5

Self-Service Meat Department Grading Sheet

MEAT COOLER	Grade Points to be Deducted
Are walls, door, shelves, rails and floor clean, cooler coil clean, and free of ice? (2 points off per item)	2
Are meat hooks, pans, cans, etc. clean?	2
Is stock neatly arranged so oldest merchandise will be sold first?	2
Is there any merchandise in cooler that should be in counter?	4
Is meat grinder head and steak machine knives (if not in use) in cooler?	2
Is all merchandise well cared for and in salable condition?	4
Are meat scraps and bones in neat container in cooler?	3
Is cooler stock too heavy? - list items	4

SELF-SERVICE CASES - Meats, Fish, Poultry

1. Is there a full variety of items displayed?	5
2. Has meat been properly trimmed?	5
3. Are all items properly labeled?	4
4. Are all packages neat and properly coded?	5
5. Is there a sufficient variety of sizes displayed?	4
6. Is any merchandise unsalable or out of date?	5
7. Is advertised merchandise properly displayed and priced?	5
8. Is proper amount of each item displayed?	4
9. Would you buy the ground meat on display?	10
10. Are all the lights burning in self-service counters?	4
11. Are self-service cases clean - metal racks, glass mirrors, top front?	5
12. Are wooden rack and bottoms of counters clean?	4
13. Has the proper wrapping material been used?	5
14. Do displays look attractive?	5
15. Weigh at least one package of three items	
_____ Item	_____ Correct Price
	_____ Price on Pkg. (if incorrect) 5 per pkg.
_____ Item	_____ Correct Price
	_____ Price on Pkg. (if incorrect) 5 per pkg.
_____ Item	_____ Correct Price
	_____ Price on Pkg. (if incorrect) 5 per pkg.
16. Has each package been properly tagged and weighed?	5 per pkg.

GENERAL

1. Are all female employees wearing white coats or hoover aprons and head bands? (5 points off per item)

2. Are male employees wearing clean linens? (3 points per item)	--
3. Are all male employees clean shaven and wearing neckties; if not (10 points off per item)	
4. Are scales, grinder, grinder bench, steak machine, electric saw, sink, slicer, lights and fan clean? (2 points off per item)	
5. Are back walls, meat blocks and sawdust clean? (2 points per item)	
6. Are all market signs clean and orderly?	2
7. Are floors clean and free of bones, paper, etc?	3
8. Are containers for bones and paper clean?	2
9. Is market free of flies?	2
10. Is ice machine oiling record up to date?	2
11. List date of retail price list being used.	--
12. Are scales properly balanced?	3
13. Are wrapping tables clean and free of rubbish?	3
14. Are sealing irons clean?	3
15. Are cellophane and tags properly cared for?	5
16. Is carelessness shown in ordering and caring for wrapping material?	5
17. Are you withing your allowable on wage percent?	5
18. Is dirty laundry in bag?	3
19. Is there any surplus equipment in market which is not in use?	3
20. Is cooler top free of junk?	3

Points to be Deducted _____

Efficient Operation Grade _____

STORE NUMBER _____

Figure 6

MEAT METHODS CHECK SHEET

For Self-Service Markets using NCR System

Receiving and Breaking Areas

1. Is following equipment located in or near receiving area?

- a. 12" Calibrated knife (notched 3", 7", and 10")
- b. Boning knife
- c. Steel
- d. Spinal cord remover
- e. Hand saw
- f. Rail hooks (where applicable)
- g. Meat hook stabilizer (where practical)
- h. Bone and fat disposal cans
- i. Containers for trimmings
- j. 18" rool butcher paper
- k. Packing house hand hook
- l. Store stamp and inked pad
- m. Pliers, block brush, cloths, whisk broom
- n. Crayon for dating boxed product
- o. Garvey price stamp, dating stamp and pads and retail price list (where dating and pricing of prepackaged product is done in receiving area)

2. Is beef being broken according to company methods?

3. Are Master Cartons dated, and is merchandise priced before storage in cooler? (packer packaged products)

4. Is receiving area kept clear of all but necessary tools and equipment?

CUTTING AND PROCESSING AREAS

1. Smear Remover

- a. Is entire cleaning area being used?
- b. Is meat being held firmly against smear remover and pushed straight through when cutting?
- c. Are cuts that need further trimming being inverted when stacked? (clean side to clean, etc.)
- d. Are following steps being followed when a bone hangs in cleaning burrs?

- (1) Release space guide and slide back _____
 - (2) Reset space guide _____
 - (3) Start meat again well back on solid surface
of smear-remover _____
- e.. Is smear-remover being cleaned immediately after cutting
smoked meat or fresh port items? (before cutting beef) _____
- f.. Is excess bone-dust being removed by washing with hot
water only? _____
- 2. Power Saw
 - a.. Is conditioning table before saw being properly used?
(Boning knife present) _____
 - b. Is overhead peach paper storage being used? _____
 - c. Are pans and boxes conveniently located to operator? _____
 - d. Are ALL products not requiring additional trimming
disposed directly to pan or box? _____
 - e. Are items that need further trimming disposed directly
to holding area on right of cutting table? _____
 - f. Are pans loaded to maximum where practical? (35 lbs) _____
- 3. Cutting Tables
 - a. Is following equipment properly located:
 - (1) Overhead peach paper storage (left)? _____
 - (2) Overhead hand saw rack (right)? _____
 - (3) Knives, steel, cleaver, roast needle and
cord, cutting ruler, hand smear remover? _____
 - (4) Pans, chicken boxes, offal trays, inner-wrap
cello? _____
 - (5) Bones and ~~fat~~ disposal cans? _____
 - b. Are holding and cutting areas being used properly? _____
 - c. Is product being disposed directly to pan, tray, or
box as cut? _____
 - d. Are pans loaded to maximum and do they contain
like cuts? _____
- 4. Grinding Area
 - a. Is following equipment properly located:
 - (1) Grinder blades and knives? _____
 - (2) Molds (or food-trainer trays)? _____
 - (3) Correct size boxes? _____
 - b. Is final grind being caught in mold or tray and disposed
to boxing operator? _____

5. Wrapping Area

- a. Is following equipment properly located:
 - (1) Correct cellophane, backing boards, pliofilm _____
 - (2) Hand iron and cleaner _____
 - (3) Clean towel _____
 - (4) One empty tray _____
- b. Are supplies located within easy reach of wrapper-sitting or standing? (most frequently used items nearest) _____
- c. Are standard backing boards used and never cut to fit? _____
- d. Are correct sizes cello sheets and backing boards being used? _____
- e. Is meat being placed on film diagonally and wrapped with least number of seals? _____
- f. Is hand iron being held between seals of the same package? _____
- g. Are simultaneous motions being used? (example: Obtain film with one hand while other hand obtains product to be wrapped) _____
- h. Is unwrapped product obtained from nearest point and disposed to farthest point after wrapping? _____
- i. Are items on pans containing more than one variety being separated after wrapping? _____
- j. Are wrapped items placed on pan label side up? _____
- k. Are alternate sitting and standing procedures being followed? _____

6. Weight and Pricing Area

- a. Is following equipment properly located?
 - (1) Retail price book (including specials) _____
 - (2) One empty pan ? _____
 - (3) One ball point pen ? _____
 - (4) Pan dolly rack? _____
- b. Are these points being checked in this order when setting up machine and scale? (with NCR machine on the right)
 - (1) Change identification insert key? _____
 - (2) Check grade (two packages ahead of next tray) _____
 - (3) Set price per pound on NCR machine? _____
 - (4) Set price per pound on scale? _____
 - (5) Set tare (is tare table correct and in use)? _____
- c. Is the following weighing and pricing method being followed in this sequence ? _____

<u>LEFT HAND</u>	<u>EYES</u>	<u>RIGHT HAND</u>
(1) Idle		Obtain first unpriced package and place on scale
(2) Idle	Read scale	Idle
(3) Remove package from scale to shelf in front of scale platform		Obtain another unpriced package and place on scale

- | | | |
|-------------------------------------------------------------------|------------|-----------------------------------------------|
| (4) Punch in weight and price | | Punch in weight and price, depress motor bar |
| (5) Obtain label, position on package | | Pick up hand iron and move to package |
| (6) Hold label | | Seal label on package |
| (7) Dispose package | | Dispose hand iron and obtain unpriced package |
| (1) Idle | Read scale | Idle |
| (2) Remove package from scale to shelf in front of scale platform | | Place unpriced package on scale |
| (3) Punch in weight and price | | Punch in weight and price, depress motor bar |
| (4) Obtain label, position on package | | Pick up hand iron and move package |
| (5) Hold label | | Seal label on package |
| (6) Dispose package | | Dispose hand iron and obtain unpriced package |
| (7) Idle | Read scale | Idle |

(repeat above cycles)

- d. Is unweighed product obtained from nearest point and weighed and labeled product disposed to farthest? _____
- e. Is pan dolly rack completely filled before movement to holding cooler or display area? _____

7. Stamping Area

- a. Is following equipment hand to operator?
- (1) Retail price list? _____
 - (2) Carton opener? _____
 - (3) Carvey price stamp (and ink)? _____
 - (4) Dating stamp, pad and ink? _____
 - (5) Baskart or hand truck? _____
 - (6) Towel? _____
- b. Are cartons being opened so that pricing face is up? _____
- c. Are packages being disposed to original container as priced and dated? _____

8. Special Order Table

- a. Is following equipment within easy reach?
- (1) Scale, grinder, cuber? _____
 - (2) Retail price list? _____
 - (3) 18" roll butcher paper? _____
 - (4) Cabinet wax? _____
 - (5) Pricing crayon? _____
 - (6) Boning knife? _____
 - (7) Peach paper storage? _____

CHAPTER IV

Work Methods in Self-Service Meats

The terms "work methods" and "work simplification" are relatively new terms in the super market industry. They are industrial engineering principles and techniques and are being applied to the retail food store operation for the purpose of improving operating efficiency.

Many operations are giving more attention to improving the efficiency of self-service meat operations today than to the function of any other department in the super market. Perhaps that is justly so because of the higher labor cost that exists in this department.

The purpose of a work methods program is to apply the principles of industrial engineering to the study of (1) present work methods, (2) job breakdowns, and (3) physical layout. It is hoped that through this study, methods can be designed that will:

- save motions
- save time
- save money
- increase out-put
- build morale
- combat fatigue
- reduce labor turnover.

Work simplification has been defined as "the organized use of common

sense to find easier and better ways of doing work".¹ Work simplification is not a revolutionary new concept; it simply attempts to exchange ideas and to organize common sense principles.

One of the features of the work simplifications program is that it does not follow the usual pattern of "experting" or "investigating". The "experting" approach is based on a concept that the expert is the man who is best qualified to improve a job. The work simplification approach is based on the concept that, given the tools, the man on the job is best qualified to improve the job.² In formulating a work methods program, the "experting" approach is used to develop new ideas and new improvements in layout, methods, and techniques, and then the work simplification approach is used to carry out the new method.

Improved efficiency does not usually result from "flash" decisions or improvements. It must be well established that the problems are factual, not opinions. To facilitate this orderly thinking in attacking a problem, the following five step pattern is recommended.

1. Pick a job to improve.

The first thing to do in improving efficiency is to pick a job that needs improvement. The jobs that need improvement are not always easy to see. One of the best ways is to find a job that creates a "bottleneck"; a job that takes too much time, that costs too much, that requires too much double handling, or a job that requires too much transportation.

2. Write down each step.

1. Discussion with Dr. Dale L. Anderson, Marketing Specialist for the United States Department of Agriculture.

2. Ibid.

The second step in improving efficiency is to write down the process in an organized manner, detail by detail, in the order that it happens. Each step will fall under one of the following categories:³

O . . . Operation	Something is being changed, created, or added to; an "action" or "operation" is taking place.
T . . . Transportation	Something is being moved from one place to another.
S . . . Storage	Something remains in one place awaiting action; it is in "storage" or "delay".
I . . . Inspection	Something is checked or verified for quality or quantity, an "inspection" takes place.

It is often helpful to supplement the writing down of each step with a flow diagram. A flow diagram is simply a layout of the area being studied over which the flow of the item being followed is indicated by a line. This diagram helps to visualize the steps that have been written down.

3. Challenge every detail.

After the step list and flow diagram have been prepared, every detail must be studied and challenged. Just because a task is performed in a certain way, or has always been performed in a certain manner, does not mean that it is the best procedure to follow. Every detail should be challenged as to:⁴

What? What is done? What is the purpose of doing it?

Where? Where is the detail being done? Why is it done there? Where else could it be done?

When? When is the detail done? Why was it done then? When would be the best time to do it?

3. Ibid.

4. Ibid.

Who? Who does the detail? Why does this person do it?

How? How is the detail performed? Why is it done that way. Could it be accomplished just as well if the task was to be made easier and more pleasant for the person doing the job.

4. Work out a new method.

By analyzing the three previous steps and by answering the following questions, the answer to whether or not a practical solution can be devised should be evident. The questions to be considered are:

Can any phase of the job be eliminated?

Can any details be combined into one operation?

Can the sequence be changed?

Can the work place be changed?

Could a less skilled worker do the job?

When the answers to these questions have been determined, the faults of the methods being followed and the improvements that can be made should be fairly evident.

5. Putting the new method into use.

There are two major problems to be considered in putting a new method into operation. They are the technical problem and the human problem. The technical problem concerns itself with the value of the proposal; Will it reduce costs? Will it improve service? Will the cost of installing the improvement be outweighed by the savings in operating costs?

Better utilization of existing physical facilities and equipment is paramount. New physical plants and equipment are expensive and take time to construct or obtain. A careful analysis of what is now being used should be made. Maximum

efficiency should be attained from these available assets before consideration is given to purchasing new equipment.

The human factor is equally important as the technical problem in installing new methods and procedures. Every time a method is changed, market personnel are directly affected. Their job or routine is altered, many times to their dissatisfaction.

In dealing with this human factor, management should recognize the existence of three outstanding traits of human nature:

1. Resistance to change
2. Resistance to the new
3. Resentment of criticism

People resist change because of habit. Very few employees recognize the need for improvement because they have been successfully performing their tasks by following certain methods for years. Since they have been able to do their work by following those methods, they fail to see the need for changing the methods. Often employees feel that the mere suggestion of a new method is a direct reflection on their ability.

People naturally resist criticism. Therefore, the suggesting of new methods should in no way imply criticism of the old methods. People resist the changes, mainly because they do not fully understand the significance of the changes to their own job.

To offset the resistance, the basic principles and reasons for the changes, and their relationship to the individual workers, should be explained and demonstrated. Employees should be encouraged to ask questions and make suggestions so they will feel that they are playing an important role in formulating the changes.

Basic Principles

The first step in installing a work methods program is to consider the relative importance of the various functions performed in the self-service meat market. Receiving, blocking, retail cutting, packaging and display represent 85 percent of total market labor. Of these, cutting and packaging account for 65 percent of the total labor.⁵ It is in the two latter operations, cutting and packaging, that the greatest savings have been made possible by a work methods program.

In setting up a retail cutting operation, certain principles relating workplace arrangement and layout should be adhered to. Several of these basic principles are :⁶

1. All tools, pans, paper, string, and so on, should be prepositioned in a permanent location and should be within easy arms-length reach from the normal working position.
2. Bone, fat and trimming barrels should be on casters and should have a permanent position when in the cutting room.
3. All floors in the meat department, including the cooler floor, should be at the same level as the floor of the entire area.
4. Tables and blocks for the retail cutting operation should be 36" high.
5. All doors, excepting cooler doors, should open in the direction of product flow.
6. The location of the cutting operation in relation to the cooler and to the wrapping operation should be such as to eliminate all walking or manual movement of the product.

5. Harwell, E. M., Efficiency in the Meat Department, A speech given at the annual convention of the Super Market Institute. May, 1953

6. Ibid.

Tangible Results of Work Methods

Smear Remover. For those items cut on the power saw, one of the time-consuming functions consists of removing the bone and fat smear from the retail cut. Some of the larger volume stores require a man full time for this operation. During a project by the United States Department of Agriculture, a device was developed which eliminates the need of wiping one side of the meat. The device consists of a series of leaf-like springs, individually mounted on vertical bars. There is a hole in each spring which cleans the smear from the outer surface as the meat is cut. The smear remover is attached to the power saw space guide with spring clips.

This device does a more thorough cleaning job than can be done by hand, and increases productivity for those items cut on the power saw by from 22 to 33 per cent. For those companies whose policy it is to wipe both sides of each retail cut, the smear remover will reduce the cleaning time by 50 per cent.⁷ Instructions for the correct useage of this device are shown in Figure 7 on the following page.

New Cutting Table . The conventional cutting table usually has a shelf below the table top on which empty pans, peach paper, string, and etc. are stored. Every time the meat cutter bends down to obtain an empty pan or peach paper, there is a significant time and fatigue element involved. If the materials were more readily accessible, these two elements would be minimized.

7. Anderson, Dale L., Edward M. Harwell, Robert H. Knowles, and Paul F. Shaffer, "Receiving, Blocking, and Cutting Meats in Retail Food Stores" United States Department of Agriculture, Marketing Research Report, No. 41, June, 1953, p. 11

Figure 7

Use of the Smear Remover

- | | |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Fasten Smear Remover to spacer guide | <ul style="list-style-type: none"> -slip over spacer guide. -solid surface of remover to right when operator faces saw. |
| 2. Trim any sharp, rough or protruding bones. | <ul style="list-style-type: none"> -before setting the spacer guide. |
| 3. Cut the meat. | <ul style="list-style-type: none"> -set spacer guide for desired thickness. -start meat <u>flush</u> against the cleaning finger as you slide it along. -slight pressure against Smear Remover. -If bone catches in cleaning fingers - release spacer guide and unfasten bone then reset spacer guide. |
| 4. Dispose of slices or roasts. | <ul style="list-style-type: none"> -arrange meat on tray - cleaned side of meat down. -paper each layer. -when roasts or steaks are stacked and not trayed, place cleaned side to clean side - then uncleaned to uncleaned side. |
| 5. Clean Smear Remover. | <ul style="list-style-type: none"> -after cutting smoked meat. -when dirty. -end of day. -use hop, soapy water-small brush. |

CAUTION:

When the Smear Remover is attached to saw for the first time, be sure "collar stop" is attached to saw correctly so as to prevent the Smear Remover coming in contact with the saw blade.



In addition, with this type of arrangement there is usually considerable movement back and forth between the power saw and the cutting table.

As a result of a work methods research project, a new type table was constructed where empty pan storage is on the left of the equipment at table top height. The pans are made more easily accessible to the meat cutter by building a shelf on the side of the cutting table for holding several empty pans. Waste and trimming disposal cans on casters are also located on the left side of the equipment. The hand saw, suspended from a ceiling hook, is easily accessible to the right hand of the operator. To the right of the cutting block is a table that is used as a holding area for retail cuts coming off the power saw. The power saw is located directly in front of this holding table. This workplace arrangement, with proper methods, will increase man-hour production by ten per cent for the entire cutting operation, over conventional equipment using equally good methods.⁸

Improved Methods for Blocking Beef. Blocking, as used in this thesis, consists of separating the forequarters and hindquarters of beef into primal or wholesale cuts.

When a quarter of beef is blocked on a meat block, it has to be carried from the receiving area or the cooler, placed on the block, and conditioned. Hindquarter conditioning involves removing wooden pegs and the spinal cord, trimming off excess fat and discolored meat, removing cod fat, trimming off excess kidney fat, and removing the hanging tendon. After conditioning the

8. Ibid.

hind-quarters, the operator has to remove the flank, kidney, and sirloin tip, and separate the loin from the round. Primal cuts that are not to be used immediately, are taken to the cooler for storage.

This conventional method of blocking beef requires a great deal of physical lifting. Since this procedure also necessitates handling each wholesale cut several times, it is not considered to be very efficient.

The conventional method of blocking on the overhead rail involved the same steps as those for blocking on the meat block, except that there is less physical handling of the quarters. In blocking forequarters hung in the rib on the rail, most of the cuts are more difficult to perform on the rail than on the block because they are less accessible and there is a tendency for the quarter to swing to and fro during the blocking operation. The swinging disadvantage is due to the fact that most of the weight in the forequarter is in the chuck and hangs down near the floor. Little time is gained over the block method by following the conventional method of blocking on the rail. The only appreciable advantage is that fatigue is minimized by the elimination of lifting and transporting the quarters.

In order to improve the operation of blocking the forequarter, a method was developed which consists of hanging the forequarter with the meathook placed in the outside of the chuck at the knucklebone. However, since the forequarter was top-heavy in this position, two men were required to unload it from the truck while a third man held the meathook. To simplify this operation, a device called the meathook stabilizer was developed. It is simply a metal arm that can be attached to both the overhead rail and the meathook to hold the meathook in position. In operation, the meathook stabilizer is placed on the rail and

fastened to each forequarter hook as needed. Instructions for using this device are enumerated in Figure 8 on the next page.

When a forequarter is hung on a long meathook and held stable by the meathook stabilizer, it is at a good working level for the meat cutter doing the blocking.

In the improved rail-blocking procedure, all like quarters are processed simultaneously, in contrast with the conventional method of blocking each quarter separately. Complete instructions for this improved method are shown in Figures 9 and 10.

Improved Layouts. Productivity, measured in sales per man-hour, increased approximately one-fourth⁹ in the self-service meat markets that followed the principles of layout that were set forth in a United States Department of Agriculture publication entitled, "Principles of Layout for Self-Service Meat Departments". This report set forth layout principles and the procedures for using them. When used in conjunction with improved work methods, efficiency was greatly increased. Some of the principles relating to layout in this publication were as follows:¹⁰

Receiving Area. (1) A separate door should be used for receiving meat items; (2) meat rails should extend to a point near the door; (3) surface of the backroom floor should be flush with the outside area; (4) the meat rail should cause the least interference with other operations of the store; and (5) all records,

9. Anderson, Dale L., and Paul F. Schaffer, "Principles of Layout for Self-Service Meat Departments". United States Department of Agriculture. Marketing Research Report No. 77. Nov. 1954. p. iii

10. Ibid.

Figure 8

Use of Meat Hook Stabilizer

1. Place on overhead meat rail.
 - used at the receiving door only.
 - slotted block over meat rail.
 - approximately one foot from forequarter hook.
2. Attach bar to forequarter hook.
 - on straight part of hook.
 - tighten wing nut securely.
3. Hang forequarter.
 - skin side toward hook.
 - neck up.
 - start hook into forequarter at point approximately one inch under shoulder knuckle bone.
 - If beef is thoroughly chilled hook may be inserted above the knuckle in the neck area.
4. Transfer hook stabilizer bar to the next forequarter hook.
 - repeat steps 1 and 2 above.

Figure 9

Rail Blocking Hindquarters of Beef

1. Remove all spinal cords and clean channels.
 - put paper on floor or position disposal can directly under beef.
 - spinal cord remover.
 - remove all fat from channel.
2. Trim and condition all hindquarter.
 - remove all bloody, dark and discolored portions.
 - thin slices.
3. Remove all flanks and cod fat.
 - measure three inches from eye of lean in loin end - make mark.
 - cut through cod fat following natural seam and curve of round to point of round.
 - cut from this point to three inch mark.
4. Remove all kidneys.
 - cut in center of ball to kidney.
 - hold portion of fat that covers tenderloin firmly against tenderloin.
 - pull cut piece of fat exposing kidney.
 - remove kidney.
 - remove excess fat.
 - leave tenderloin covered.
5. Remove all sirloin tips.
 - separate kneecap from knuckle.
 - cut along round bone until rump bone is reached.
 - cut out at right angle.
6. Separate all loins from rounds.
 - skin side.
 - just miss rump knuckle. Line one inch from knee-knuckle.
7. Complete separation
 - follow knife cut.
 - saw through chine bone.

Figure 10

Rail Blocking Forequarters of Beef

- | | |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Remove all spinal cords and clean channel. | -put paper on floor or position disposal can directly under beef.
-spinal cord remover.
-remove all fat from channel. |
| 2. Condition all forequarters. | -bloody, dark and discolored portions.
-thin slices.
-remove skirt and flank.
-remove meat along chine bone. |
| 3. Mark and cut all necks and fore shanks. | -cut fore shank 1/2 inch past knuckle bone, parallel with back.
-slide knife under shank and cut through brisket to breast bone.
-cut along natural seam between shank and top of brisket. |
| 4. Mark all plates and ribs with knife. | -10 inches from edge of chine bone on rib.
-straight line from lower end of shank cut to 10 inch mark. |
| 5. Separate all ribs from chucks. | -cut between 7th and 8th rib, counting from rib end.
-cut toward backbone from skin side.
-turn knife and cut to breast bone. |
| 6. Saw all fore shanks and remove all necks. | -saw off neck.
-saw bone of fore shanks.
-use hand hook for holding all cuts as sawed. |
| 7. Saw all plates off. | -start at brisket end.
-follow knife cut. |
| 8. Complete separation. | -follow knife cut.
-saw through chine bone. |

stamps, and other articles used in receiving should be kept near the door in a fixed location.

Blocking area. (1) Rail blocking should be done in a separate area; (2) area should have adequate space to handle entire order; and (3) the blocking area should be located between the receiving area and the cooler.

Meat cutting area. (1) Each worker should have a separate and complete working place; (2) each work place should permit easy access to the cooler and the meat rail extending from it; and (3) each work place should provide for easy disposal of the product to the next operation.

Wrapping area. (1) Each worker should have a separate and complete working place; (2) means of moving the product to the wrapper and away from the wrapper with a minimum of human effort should be provided; and (3) extra supplies should be stored close to the area.

New Packaging Material. One of the greatest advances in packaging material was made by the Marathon Corporation of Menasha, Wisconsin. This company recently introduced the "window box", a paper carton with a cellophane opening at the top.

Customer acceptance of this package has been very good thus far, mainly because the carton's "whiteness" conveys a degree of cleanliness or sanitation that is usually associated with meat handling. The plainness of the cartons seems to give the customers the assurance that the meats are cut and packaged at the store, and are not manufactured packages shipped from a central packing plant.

The success of this type of packaging is due also to the fact that it is used mainly on items that tend to be standard or uniform in size. The three

items most frequently packaged in the window boxes are ground beef, poultry, and pork chops. One large corporate food chain tried using the boxes for steaks and roasts and this was their comment about their findings, "Steaks and roasts were boxed in initial testings and were found to have very poor customer acceptance . . . Mrs. Smith could not determine the degree of thickness by carton height and excessive rewraps from opened packages resulted . . . we were cutting meat to fit the box and not the customers' needs or wants. We cannot afford to attempt to standardize cuts and sizes to fit cartons . . ."

Use of the window boxes offers several advantages to the market operator, some of which are: (1) Certain items can be boxed faster than they can be cellophane wrapped, thus enabling production to keep pace with sales in peak periods, (2) boxes stack easier and make a more attractive display than some cellophane packages, and (3) boxing enables the product to flow directly from the cutting station to the weighing station, thus by-passing the wrapping operation.

Instructions for boxing pork chops and ground beef in window boxes are given in Figures 11 and 12.

Conclusion

The advantages of employing a work methods program have been enumerated in this chapter, mainly in terms of eliminating waste - waste in time, effort, and material. By decreasing this waste, efficiency can be improved and controllable expenses reduced.

Figure 11

Cutting and Packaging Pork Chops

1. Place cartons on saw.
 - on stationary table.
 - on clean paper.
 - inside of carton up.
 - large flap to left.
2. Cut chops using smear remover.
 - reverse loin each time you cut a chop.
 - fat side of loin down on saw.
3. Place chops on carton.
 - over cello window.
 - start at far side of carton.
 - cleaned side chop against cello.
 - fat side of chop toward cutter.
 - enough chops to fill carton.
 - one layer only.
4. Close carton.
 - have wrapper close carton as they are filled.
 - follow breakdown #12.
5. Place carton on tray.
 - cello window up
 - all locks toward wrapper.
 - send filled trays on direct conveyor to scaler.

Figure 12

Packaging Ground Beef in Window Cartons
(Two-worker team)

I. Wallet-Pak Cartons (1# to 2 1/2# units)

- | | |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Fill carton. | <ul style="list-style-type: none"> -as it comes from grinder. -random weights. -on inside of wallet-pak carton on cello lid. |
| 2. Place on table. | <ul style="list-style-type: none"> -large flap toward second worker. |
| 3. Close carton. | <ul style="list-style-type: none"> -second worker closes carton following wallet-pak breakdown #12. |
| 4. Place closed carton on tray. | <ul style="list-style-type: none"> -cello window up. -so that label tab is in upper right hand corner. -send filled tray directly to scaler. |

II. Chick-Pak Cartons (2 1/2# to 5# units)

- | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Open carton. | <ul style="list-style-type: none"> -use correct size carton. -raise cello lid. -lid away from worker. -spread out sides of carton with thumbs. |
| 2. Fill carton. | <ul style="list-style-type: none"> -directly from grinder. -random weights. |
| 3. Place on table. | <ul style="list-style-type: none"> -lid away from second worker. |
| 4. Close carton. | <ul style="list-style-type: none"> -fold lid toward worker. -spread side flaps of lid out with thumbs. -flaps on outside of carton. |
| 5. Lock lid. | <ul style="list-style-type: none"> -press in with thumb. -arrow tab in slot. -twist slightly to lock securely. |
| 6. Place carton on tray. | <ul style="list-style-type: none"> -cello window up. -locks all toward worker. -send filled tray directly to scaler. |

The installing of a work methods program does not afford a "cure-all" for efficiency problems. The work methods program must be backed up by proper training, effective planning and scheduling, and must be closely followed up by supervision.

As stated earlier in the chapter, all of the changes and improvements resulting from a work methods program are based on sound principles of industrial engineering. Maximum results can be realized only when all of these principles are applied in the manner in which they were designed and intended. End product efficiency can be adversely affected by deviation from any one of the three "basics" of better methods. These three basics are:

1. Correct work station relationship
2. Complete tooling of each work station
3. Comprehensive training in better methods for each employee.

CHAPTER V

FUTURE TRENDS IN SELF - SERVICE MEAT DISTRIBUTION

Frozen Meats

Frozen meat retailing on a full-line scale is a paramount topic of discussion in retail food circles today. Many operators say it will never come about. Others, viewing the increased popularity of packaged meat sales in the frozen food department, say it is just around the corner.

One thing is certain, if frozen prepackaged meats are to receive customer approval, an extensive customer education program will have to be instigated. The average housewife doesn't mind cooking and serving meat that she has taken from her own home freezer but the lack of sales appeal, brought about by the dark color caused by freezing, has discouraged her from buying frozen meat at the retail level.

Some of the super market companies, that have gone into self-service prepackaged frozen meats on an experimental basis, have packaged these products in "blind" cartons. By adding an attractive label to these packages, they have partially eliminated the sales resistance caused by the discoloration of the meat. When a packaging procedure such as this is followed, however, a policy of trimming the meat extra close must be adhered to in order to build up

customer confidence. If the meat is trimmed closer, the retail price per pound must be raised to cover the cost of this additional trimming loss, thereby eliminating the possibility of the frozen meats being competitive in price with the fresh meats.

One-hundred percent prepackaged frozen meats would certainly offer many advantages to the market operators. Rewraps and spoilage would be practically non-existent. Man-hour production could undoubtedly be raised because of standardized procedures and schedules that could be set up; that is, beef could be cut one day, pork the next day, and etc.

Perhaps the biggest objection to prepackaged frozen meats, from the standpoint of the store owner, is the cost that would be involved in setting up facilities to package this type of product on the store level. Blast freezers, storage freezers, and self-service freezer counters necessitate a large capital investment. Utility expense and the cost of wrapping supplies would also increase with this type of operation.

Many people in the super market industry feel that the answer to the frozen prepackaged meat problem can be solved by the meat packers. All varieties of meat could be slaughtered, dressed, cut, wrapped, and weighed at a central packing house location, thereby reducing labor and transportation costs.

Cutting and packaging frozen meats at the packer level would create considerably more problems for the packer than it would for the retailer. At present, the packer ships about nine different wholesale cuts of beef. If he were to merchandise by retail cuts, the number of cuts in a side of beef that he would have to sell would increase to at least 38. By multiplying the number of cuts by the various grades, cutting styles, and weights of beef, it becomes evident that

the packer would have to increase his inventory by hundreds of items. The same policy would have to be followed on veal, pork, lamb, and mutton.

If the packers were to cut and prepackage frozen meats, he too would need new and specialized equipment for cutting, trimming, packaging and weighing. Large numbers of specially trained workers would have to be added. Blast freezers and holding freezers would have to be installed. Railroad cars and delivery trucks would have to be converted over to freezing equipment. Branch houses would need new facilities, too. The packer's cost of doing business would certainly be increased, but whether or not these costs would be outweighed by other advantages is difficult to predict.

The whole meat industry is still in the experimental stage with frozen meats. Methods of cutting, packaging, and merchandising frozen meats are constantly being improved upon and customer acceptance seems to be increasing. The merchandising of frozen cube steaks, poultry, and fish has been very successful up to this point. It will be interesting to note how other kinds of meat will lend to this type of distribution in the next few years.

Preserving Meats by a Gamma Ray Process¹

The final results of a research project that is now going on at the University of Michigan may revolutionize the present system of meat distribution. This project deals with an experiment that pasteurizes meat at the packing house level by means of radiation sterilization. If the results of this study are found

1. "Utilization of the Gross Fission Products". Engineering Research Institute, University of Michigan. Progress Report No. 6. Ann Arbor. April 1954. 249 pp.

to be practical, the pasteurization of meats would be a great advantage over marketing fresh or frozen prepackaged meats for the packer, retailer, and the consumer.

This new proposed method consists of preparing packaged standard cuts of meat in retail-size portions at the packing house and of pasteurizing the packaged meat, prior to shipment, by means of small doses of gamma radiation.

If this experiment proves to be practical, pasteurization of meats would be an advantage to the packer in that it would:

1. Require a smaller investment than installing facilities for freezing and transporting frozen meats.
2. Shelf-life of the meat would be considerably longer than the shelf-life of fresh meat and the meat could still be marketed in fresh form.
3. Sale of pork could possibly be increased by eliminating danger of trichinae contamination.
4. Bones and scraps could be handled with less trouble and at a greater profit at the packing house.
5. Great savings could be realized in tonnage of meats shipped and in shipping space in railroad cars and delivery trucks.
6. Cost of labor due to handling would be reduced. (70 pounds of cut meat equals approximately 100 pounds of carcass meat)

The proposed design of a radiation chamber for a packing house sets up facilities to irradiate packaged meat in shipping cartons on a mass scale. This would involve the use of a conveyor to pass the cartons of prepackaged meat into the radiation chamber, through the field of radiation, and out of the radiation chamber. On the basis of the experiments, the packing carton would be 8 by 24 by 18 inches. The thickness of the carton was limited to eight inches because a greater thickness would minimize the effect of the rays in pasteurizing the contents.

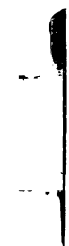
The cost of constructing a radiation chamber is approximately \$82,500. The source of the radiation power, which has a life of approximately 65 years, is \$483,000. The estimated cost of shipping containers and operating expenses for one year is \$55,000.

By amortizing this total investment of \$590,500 on a five year basis and including six percent interest, the annual cost of such a plant would be \$139,000. With the potential production capacity of such a plant being 372,000,000 pounds per year, the cost per pound to be added to meat for the radiation sterilization would be approximately .458 mills per pound.

Such a process would be beneficial to the retailer in that:

1. Fewer butchers would be required in the stores.
2. Small volume stores might dispense entirely with meat cutting.
3. Handling of bones and scraps could be eliminated.
4. Packaging of meat could be avoided on store level.
5. Shipping costs would be reduced.
6. Less floor space would be required for back room area.
7. Loss of meat by spoilage would be reduced, thereby increasing profit and gaining better customer satisfaction.
8. Overall investment would be reduced considerably because of the reduction of required equipment and space.

Pasteurization of meat would also be advantageous to the consumer. Such a process would eliminate trichinosis in pork and other common parasites, such as tapeworms, could be rendered harmless in all meat products. The shelf-life would be increased, thus enabling the housewife to store meat for a longer period of time without danger of spoilage.



There are many problems that must yet be solved before it will be possible to pasteurize prepackaged meat on a commercial basis with gamma radiation. At present, it is possible to administer only enough radiation to increase the shelf-life approximately four days without affecting the taste of the meat. An increased amount of radiation also renders the meat unsaleable because of a dark color that the meat takes on when given too much radiation. Studies with various types of wrapping material are now being conducted in hope that the discoloring effect can be minimized.

Perhaps the greatest objection to such a process would be consumer acceptance. A tremendous educational program would have to precede the installation of a radiation process in order to prove the harmlessness of such a process and to sell its advantages to the public.

CHAPTER VI

SUMMARY

This has been a study of some of the basic practices that are needed to promote efficiency in a self-service meat operation. An attempt has not been made to enumerate all of the various procedures and details that are necessary for good efficiency. The writer has attempted, however, to point out that the fundamental basis for efficiency must come through proper training of employees and by a concentrated effort on the part of supervision to direct and guide these employees in their efforts.

The food industry has made great strides in the last few years. The statement has been made many times that "there has been more progress made than in any previous century." This statement is certainly true of the retailing of meats, for example, the number of self-service markets has increased almost 500% since 1945.

During this period of tremendously rapid growth, management has been primarily interested in keeping pace with new and modern equipment and buildings, and has not given full attention to the development of its personnel. Recently this situation has been changing. The leaders in the food industry have realized that in order for the industry to grow and expand its operation, it must put more emphasis on developing personnel that will be capable and

willing of assuming the complex responsibilities that will necessarily come with expansion.

In summary, a well-conducted employee training program can offer management one of the best avenues to qualified leadership for the future and at the same time increase present operating efficiency. In order to accomplish these objectives, however, proper training techniques must be employed. The person charged with the responsibility of training other workers must possess the qualifications that are so necessary for good instruction. He must not only be able to do the job proficiently, he must be able to effectively teach others, and to instill in them enthusiasm for their work and loyalty to the company.

Effective training is also a good morale builder for the organization. A properly trained worker knows his job and takes pride in its accomplishment. He is able to perform his duties more efficiently and without constant direction or supervision on minor details.

Proper supervision also holds an important position in determining the degree of efficiency in an organization. It is the primary job of the first level supervisor to carry out the rules and policies that have been set forth by management. In carrying out these orders, he must, at the same time, respect and serve the interests of the workers under his jurisdiction. He must command and direct the workers in such a manner as to instill in them the desire to do their work by the methods that have been prescribed by management. This supervisor is the representative of management that comes into personal contact with the workers most frequent. Therefore, to the workers, he is management. It is important then, that he conveys to the employees the feelings and the philosophies that are truly representative of management.

Perhaps one of the most important developments in the past few years, dealing with increased efficiency, has been the installation and adoption of work methods programs. Through the application of engineering principles to the food store operation, physical layouts have been improved to provide for greater efficiency, new tools and equipment have been developed, and workers have been trained to better utilize their time and efforts.

The super market industry has made tremendous achievements in the past few years in cutting their operating costs. Gross margins have been reduced drastically through the adoption of new and improved methods of marketing, thus giving the consumers more food for their dollar. With the adoption of better training methods, better work methods procedures, and by guidance of good supervision, operating costs can be reduced even more.

"It is not because men do not work hard, but because they are poorly directed and work under adverse conditions, that their efficiency is low".¹

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