

Excerpts from the Johnston food report

Report denounces dirty Versa conditions

• (Continued from page one)

be caused by the general failure of the cooking staff to use recipes.

We asked, in both areas, if recipes were available to the staff and were shown a comprehensive recipe file. All cards were new in appearance and obviously are not in general use in the kitchen. We did not observe any recipe being used, by any employee, in either unit.

It is very difficult for any manager to cost accurately any dish not made from a recipe, and we are firmly of the opinion that if the recipes for all dishes are strictly adhered to, food cost percentage would be closer to 38 per cent overall.

From our observation of the various units we must attribute the present high food cost (51 to 53 per cent) to:

- Lack of daily use of recipes.
- Lack of accurate production forecasting methods.
- Deviation from established serving sizes.
- Lack of adequate supervision at all levels.

EFFICIENCY

Generally, the work habits of all employees need to be improved in regard to keeping their work areas clean. We noted that many of the kitchen staff do not work in a clean, orderly fashion, and this causes extra and unnecessary work for the porters.

In many areas, the staff do not seem to recognize bad housekeeping. For example:

- Counter refrigerators which were dirty.
- Refrigerated dispensers in the counter which were completely iced up to the point of not working. This condition had taken months to build up.
- Bake table in preparation area was extremely dirty.
- Cooking equipment which had not been used for months had never been cleaned.
- Panels on counter missing and another half off.

MANAGEMENT

It would appear that the catering company has been using the university as a training ground for management personnel, to the detriment of the university.

We would recommend that the caterer be required to leave management personnel on the job for a period of no less than three years; and that they do not transfer more than one such person in any year, without explicit agreement by the university.

Unit supervisors in general seem very weak and lack specific

training in their positions. It is reported by management that some of the supervisors have obtained their position simply through seniority. Effort must be made, by management, to train these people in supervisory roles, or to replace if necessary.

OUTLETS

Central Square, as the hub of student activity on campus, is a most important food outlet, and the restriction of menu offering introduced this year has reduced total sales, customer satisfaction and profitability. Labour cost savings that were anticipated have not been realized, and we therefore recommend reverting to a hot meal offering on a single shift basis.

The Osgoode facility is poorly equipped, badly designed and does not meet minimum sanitation standards. We recognize that this facility was established to satisfy the request of the law faculty, and it is recognized as a service rather than a viable operation.

We would recommend that efforts be made to change this operation to a full line vending service complete with food merchandizers and a micro-wave oven.

The Atkinson facility is well equipped to meet its needs and should be a viable operation on

limited hours and period of the year. This facility should operate only five days a week, during the time that the students are on campus.

The food cost (51.1 per cent to May 7, 1974 or 53.9 per cent to October 1974) is much higher than it should be, and we believe that with proper production controls and good management, this operation could function at not more than 40 per cent food cost.

With the re-establishment of full service in Central Square, we see no need for Atkinson to be open beyond 4:30 p.m.

STUDENT FACILITIES

Although our first reaction to these facilities was negative, we found, during our period on cam-

pus, that they offer a form of service which cannot be viably offered by the caterer.

We recognize that these units are in direct competition with the service offered by the caterer, and are consequently reducing gross sales.

On the other hand, much of their business is created by their atmosphere, and would disappear if these places did not exist.

Any effort to close or restrict these units would bring about serious resentment from student and faculty; and would not benefit, to any great degree, the financial picture of the university food services.

MULTI-CATERING

The possibility of dividing the

university catering contract and inviting more than one contractor to bid on separate facilities has been considered in our study and rejected.

Although we recognize the potential advantages of creating a competitive position between the various locations, we are of the firm opinion, as expressed elsewhere in this report, that the very definite advantages in cost saving to the university gained by the use of central commissary facilities would be partially lost if the contract were divided.

It must be kept uppermost in our minds that the food service is primarily a service function, and that within reason service must be maintained, even though it is apparent to all that losses will occur.

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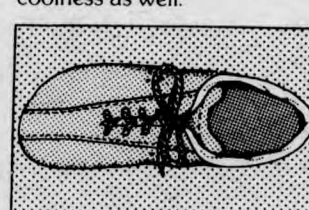


Craftsmanship. Cool leather lining.

Two generations of Canadian shoemakers (a father and four sons) guide production. Good work, much of it still done by hand, is a family tradition.

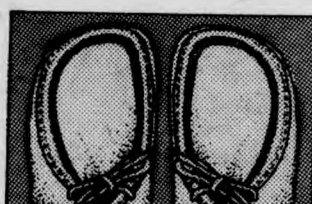
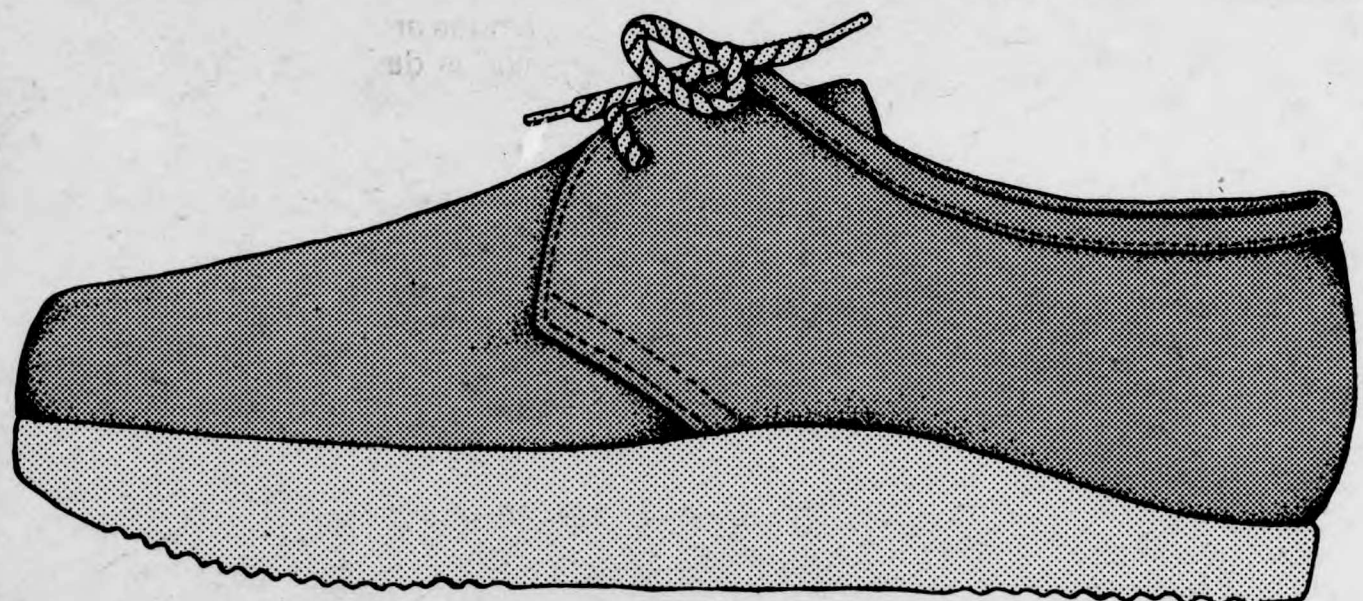
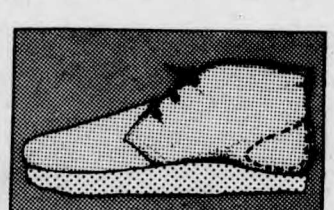


Soft skins inside give your feet just a little extra cushioning, and, since few materials breathe as well as leather, a little extra coolness as well.



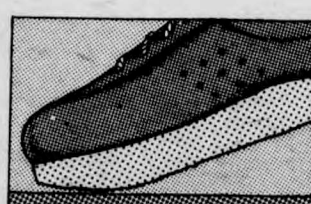
Built-in heel support.

A sturdy counter (hidden by the lining at the back of the shoe) helps hold your ankle and helps your Roots hold their shape.



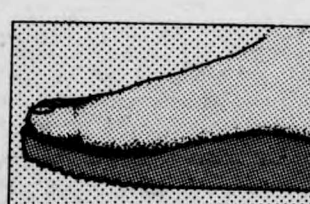
Naturally shaped toes.

Roots' roomy uppers aren't shaped like ordinary shoes. But they are shaped like ordinary feet. Your toes will stay healthfully uncrowded.



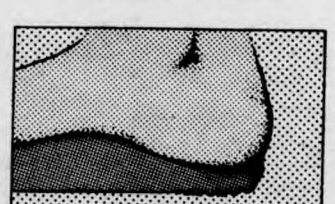
Rocker Sole.

Body weight shifts from your heel down the outer side, across to the big toe for lift-off. Roots' sole makes each lift-off less work.



Comfortable arch support.

If you spend a lot of time moving around, or standing around, on hard floors or city sidewalks, your arches need this kind of help.



Gently recessed heel.

Helps your posture as your leg muscles develop a little more strength. With no heel to tilt you forward, Roots give you a more natural walk.

Heckling beats political animals

OHIO (ZNS-CUP) - Researchers at Ohio State have found that "heckling" is an effective method of undermining political speeches.

Psychologists showed old films of Richard Nixon and Ed Muskie to small groups of students, some of which were secretly planted with hecklers.

They found that heckling caused student's attitudes towards a politician to move from "neutral" to "negative" and from "positive" closer to "neutral".

The most interesting finding is that the effect appears to be long-term. When tested two months later, the students' views had not reverted to their original state.

Two months is the average length of a political campaign - meaning that an overall strategy of heckling could alter the outcome of a whole political campaign.

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