

The Bettmann Archive

centered in France, but quality control, as we now know it, was sometimes lacking. With the approach of the International Exposition in Paris in 1855, it was decided that something should be done about this. So in Bordeaux a system was devised to rate the various vineyards on the basis of consistent dedication to excellence.

Under this system the finest vineyards of the region were grouped in five categories or growths. As important as these classifications were and are, it was not until the 1930's that the full weight of law was placed behind quality control with the passage in France of what are known as the laws of *appellation d'origine*, under which qualifying wines may be labeled *appellation controlee*.

In this century Italy and Germany have joined France in establishing strict, nationwide controls over the production of wine.

In this country much progress has been made, in the last several years, toward establishing national regulations regarding wine production and labeling.

On the subject of U.S. wines, considering that prohibition was repealed only 40 years ago, their quality and variety is amazing.

Remember that the only way to learn about wine is to taste some and there is no substitute for pulling a cork. Only as you expose yourself to different wines will you begin to understand what makes one wine better than another, and you will recognize the complexity that characterizes the finest wines. □

tion of all three — yields optimum results. An attractive wine list coupled with carafe service and wine by the glass sets the stage for a first-rate wine sales effort.

We're now at a critical point in launching the effective wine sales effort: training your personnel. After all, nothing happens until someone takes the initiative in a selling situation. Successful managers devote a great deal of time on a *continuing basis* to helping their service personnel become very knowledgeable about wines and to stimulating a positive, pleasantly aggressive sales attitude among their staffs.

A logical starting point here is to assemble all the information you possibly can about those wines you have decided to offer through an appropriate combination of the three programs outlined earlier in this article. This will involve inviting winery representatives to present their quality stories at personnel training sessions. Emphasis should be placed on providing your people with as many quality facts — sales ammunition — as possible so they are well prepared to discuss all the wines in your inventory. Motion pictures, slide programs, winery literature, label information, and tastings all play an important part as vehicles of this basic information.

Once the basic "script" information is thoroughly reviewed and understood, your service personnel are now ready to rehearse the wine selling situation: that moment when they involve their customers in a dialogue about wine. A proven technique to use here is role playing. During these basic training sessions, arrange for your waiters/waitresses to switch roles (one plays the restaurant patron, the other a service person). This enables your people to try out various sales approaches in a nonthreatening situation. These rehearsals must be aimed at putting service personnel at ease with the physical handling of wine bottles and carafes (pulling corks, pouring, etc.). I suggest you use dummy bottles and carafes filled with water so that personnel will get used to managing at-the-table wine service without using actual products.

Of course, the main thrust in all sales training work should be to educate waiters/waitresses to take a pleasant and positive sales approach. They should always present the customer with a choice of something or something — not something or nothing!

Here's an example. It's far more effective to ask "Shall I bring you a large or small carafe of red wine with your steak?" than to timidly inquire "Would you like a carafe of red wine to go along with your steak?" The first approach offers the customer a choice between a large or small carafe of wine; the second approach offers no choice — it's either "a carafe of wine" or nothing!

Please remember that only one or two training sessions a year won't accomplish much. It is necessary to hold refresher wine/sales training programs a minimum of every other month; ideally you'd conduct them once a month. In addition, special short sessions are called for when you introduce a new wine into your inventory. Ongoing educational programs are the best way to convince your people that management regards wine as a terribly important part of the total sales effort.

It is essential that sales personnel develop a goal-oriented attitude toward their work, and management can

encourage this through a well-organized incentive program. Goals can be based on dollars and/or unit sales, and where legal, cash rewards may be offered for outstanding performance. A system which measures results is a basic element in any incentive program. Friendly competition among your employees, when combined with a method of measuring success (such as a weekly or monthly sales progress chart), will get your wine sales program off to a flying start. Permitting employees to participate in the profit goals of the club or resort also does wonders for overall morale.

Merchandising the way to profits

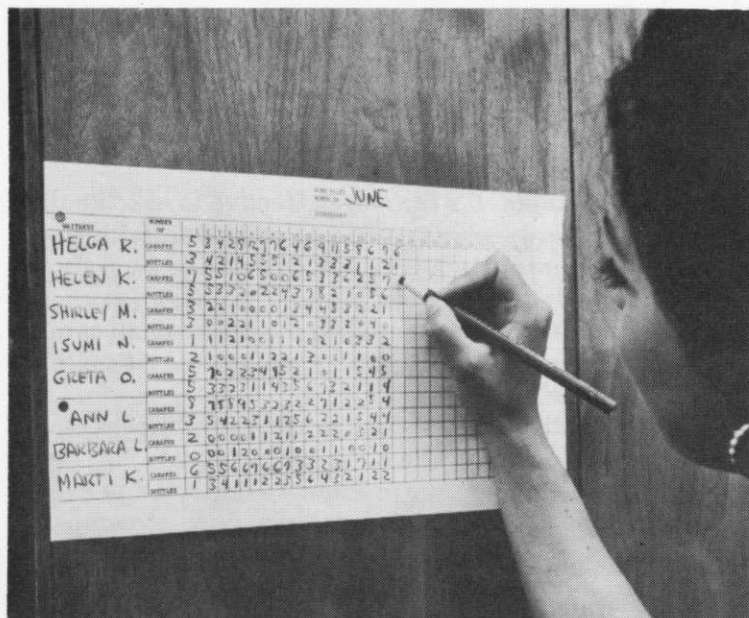
There are lots of things a club manager can do to raise the "wine consciousness" of his clientele. For example, when reprinting your menu, list a specific wine suggestion directly beneath each entrée (include bin number, a description of the wine and price — or, if you wish, carafes can be listed instead of bottled wine). Setting every table with 8½-ounce, all-purpose wine glasses puts the suggestion of wine at your patron's fingertips.

Here are more promotional techniques to stimulate interest: informative wine lists (complete with phonetic pronunciation of wine names/types, go-together suggestions, maps of viticultural regions throughout the world), wine-in-rack displays around the dining room, and single fifth bottles of wine on every table will serve as effective sales stimulators. Menu clip-ons highlighting various wine specials ("Wine of the Month") and placemats imprinted with wine selections are also effective reminders.

Incidentally, a growing number of club and resort operators are using the "Wine of the Month" promotion to market test a new wine before adding it to the wine list.

Turning after-dinner coffee into gold

Often neglected in looking for new areas of profitability in club/resort operations is the after-dinner experience. A



Sales progress charts, kept in the back of the house but where all waiters and waitresses can see and use them, encourage friendly competition among personnel and promote greater sales of wine.

round of after-dinner drinks (especially coffee/brandy combinations) can return as much or more profit as all of the dinner checks at a table. A calorie-conscious public has put the crimp into the profit-rich add-ons of fancy desserts. Creating something special with coffee is a way to give the customer what he wants and yet create additional profit. Right now, with coffee prices continually going up, it costs you from 10 to 15¢ and more to serve a cup of coffee. Here are three ways to make something special out of coffee:

- | | |
|-----------------|---|
| Venetian Coffee | Add 1 ounce of brandy to a 6-ounce cup of hot black coffee. Add ¼ teaspoon sugar. Top with a mound of whipped cream. Serve. |
| Brandy Café | Pour 1 ounce of brandy in a 6-ounce cup of hot black coffee. Add twist of lemon peel. Serve. |
| Cappuccino | Add 1 ounce of brandy to 6-ounce mug of Caffè D'Vita mixed with boiling water. Top with whipped cream. Serve. |

In addition to these coffee drinks, brandy, that versatile spirit, goes beautifully in these two winners:

- | | |
|----------|---|
| Mexicali | Pour 1½ ounce of brandy to ½ ounce Kahlua (or other coffee liqueur) in a 25-ounce snifter. Fill snifter half full of ice cubes and pour brandy and Kahlua over cubes. Serve well chilled. |
| The Asp | Combine 1 ounce of brandy and 1 ounce Amaretto in a 25-ounce snifter half filled with ice cubes. Serve. |

L'Orange La Salle is a refreshing change of pace for after dinner:

- | | |
|-------------------|--|
| L'Orange La Salle | Place scoop orange sherbert into glass, pour in 4-5 ounces The Christian Brothers Chateau La Salle and add splash of soda. |
|-------------------|--|

For health food enthusiasts, how about offering an individual cheese and fruit board with a half carafe of sherry or port as a way to make the after-dinner experience truly memorable?

There are many ways to merchandise the after-dinner experience to club/resort patrons. You can list these "dessert drinks" under desserts on the menu; use special coffee boards imprinted with an offering of your unusual coffee drinks; include the price of a novel glass or mug in the price of the drink and encourage your guests to take the item home as a souvenir; use table tents and menu clip-ons as reminders or create drama by flaming a few of these brandy specialties.

Turning coffee into a high-profit item is easy. These ideas will help create larger tips for waiters/waitresses, increase your check averages, prevent customers from tying up tables by asking for coffee refills, and will add excitement and elegance to any club or resort. □

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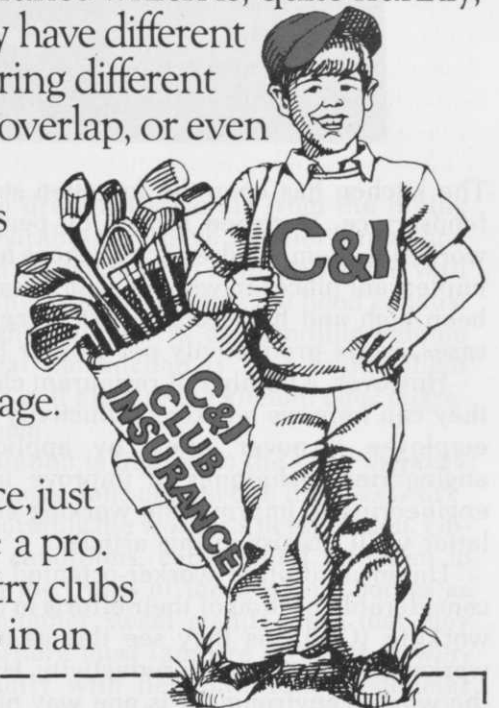
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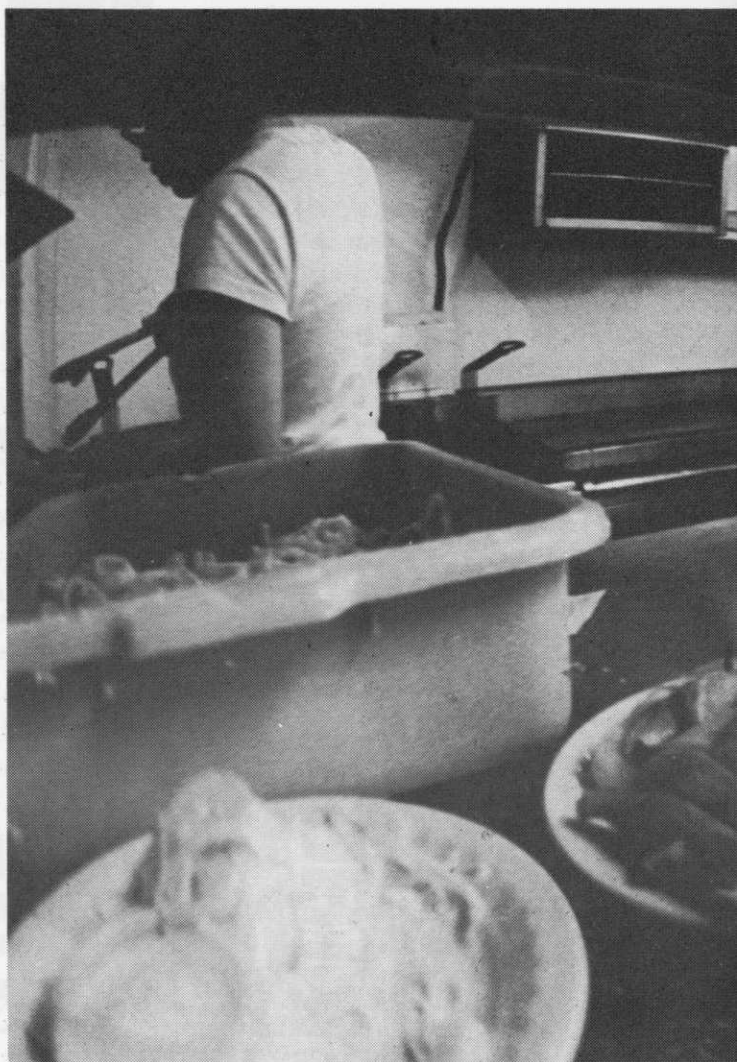
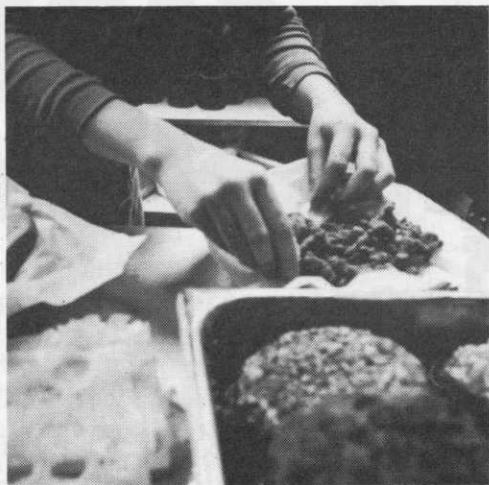
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Human engineering makes happy — and efficient — kitchen workers

by Arthur C. Avery, Ph.D.



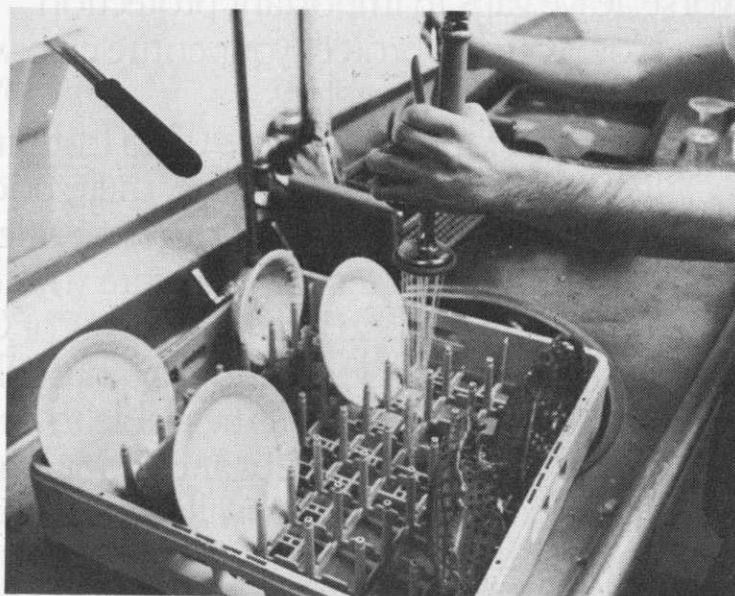
The kitchen has been the forgotten stepchild of American foodservice. Designed largely by people who have never worked in them, foodservice kitchens have been notoriously unpleasant places in which to work. Employee turnover has been high and has reached 400 percent per year in some cases, while productivity per worker has been very low.

However, a number of restaurant chains have found that they can improve worker productivity and, to some extent, employee turnover rates, by application of industrial engineering techniques to improve methods and human engineering to improve the working environment. It is the latter we'll discuss in this article.

Unions and other worker-oriented groups will devote a considerable portion of their efforts to improving quality-of-worklife (QWL) as they see this as an important part of worker satisfaction and productivity. Human engineering of the worker environment is one way of achieving this.

Kitchen atmosphere

Sanitary white or non-dirt-showing black are undesirable and should never be used in kitchens. Preferable as kitchen colors are soft yellow or peach, as they show both the worker's skin and the food in more lifelike colors. Walls should have about the same light reflectance as the skin



Arthur C. Avery is currently a professor of restaurant, hotel, and institutional management at Purdue University. He was director of the Food Science and Engineering Division of the U.S. Navy for 15 years and has authored two books and more than 260 magazine and journal articles. He is a past president of the Society for the Advancement of Food Service Research and the International Society of Food Service Consultants.

“Work center design must consider the worker both as a mechanism and as a flesh-and-blood human.”



(about 50 percent). The white or off-white ceiling should reflect 80 to 85 percent of the light that strikes it, and the floor should reflect over 25 percent.

Lighting should be glare-free and provide a minimum of shadows. While 50 footcandles on the worksurface is satisfactory, some states require 70 to 75 fc. At the clean end of the dishwasher where films on dishes must be checked or in the office where columns of fine figures must be added, 100 fc may be used. Storerooms can get by with 30 fc and hallways with 10 to 20 fc. In fine dining rooms, incandescent lights are best, but in most other foodservice applications, fluorescents with a pink tinge are best from a worker standpoint.

Too much light must be avoided, as it reflects off the shiny stainless steel and aluminum and causes eye-tiring glare. The stainless steel should be satin-finish: No. 4 except in serving lines, where No. 7 may be used.

The floors should be of nonslip materials. Among these, terrazzo tile with a light grit surface is best for most kitchen applications. Heavy grit should be used where much soil or grease accumulates. A few restaurants are using rubber-backed carpets in most kitchen locations as they find it is nonskid, is easier on workers' feet and backs, lowers kitchen noise, and may pay for itself in a year in reduced dish breakage. Before one considers this, the laws of local health departments should be checked.

The kitchen temperature should be set to keep the worker's skin at 91 to 93° F. To do this, a few operators are air-conditioning kitchens as they find it adds about 15 percent or more to the worker's productivity in the summertime. In places where this is not possible, many restaurants use air exchanges from outside the kitchen. The least

desirable method is to draw the stale air from the dining room, and the most desirable is to have an inlet fan on one side of the kitchen and an exhaust fan at the top of the wall on the opposite side. The exhaust fan plus the hood exhaust in total should be slightly greater in air handling volume than the intake so that the kitchen is kept under slight negative pressure. This will obviate the kitchen odor migration into the dining room.

Some kitchen ventilation is limited to the hood exhaust. Under these circumstances, fans are used to improve working conditions by evaporating the worker's perspiration. Under these deplorable conditions, care should be taken to have the fans blow on the fronts of the workers' bodies as they have twice the number sweat glands there that they have on their backs, where most fans are directed. Lowering the kitchen humidity with dehumidifiers in summer helps to make poorly ventilated kitchens more bearable.

Noise, too, must be considered. High kitchen noise levels cause tension, tiredness, and high accident rates. Communication is made very difficult. Noisy pieces of equipment should be isolated in rooms adjacent to the kitchen or the noise should be dampened by the use of batts of fiberglass. Acoustic ceiling tile can be used where allowed. Undersides of tables, particularly those in the dishroom, and pot-washing drainboards can be coated underneath with a mastic that will dull the clatter. Plastic mats over table-dish contact surfaces helps as well. In severe cases of noise, coarse material can be hung in a sound-trapping honeycomb overhead. One college hung carpets on the walls of a noisy dishroom while others have hung coarse washable draperies.

Use of plastic dishes dulls dish clatter, while careful

handling of dishes lowers noise. Under no circumstances should dishroom personnel be permitted to dump dishes out of busing boxes onto steel tables.

Work center design

Work center design must consider the worker both as a mechanism and as a flesh-and-blood human. There is a set of conditions where each worker is most productive, and average conditions under which most workers are effective. For example, the worker does light work best if his body is comfortably erect, his upper arms are at his sides, and lower arms are parallel to the ground. His work should be one to three inches below elbow height. Higher than this forces his upper body back, and a lower work level causes him to lean forward. In either, muscles are kept tensed and thus tire quickly, forcing the worker to pause frequently. Light work tables for women should be adjustable in height from 37 to 39 inches and for men they should be 39 to 41 inches. Because of the need to throw the back into the work, heavy work tables should be at a height where the wrists bend when the arms are hung by the side, or 34 to 36 inches. This height is also fair for using tabletop devices. A better height for these is one where the loading or operating height is slightly below the elbow.

Most kitchens have no provision for workers to be seated while working, as they are thought to be more productive when standing. Such is not true — as research has proved. If the worker is to sit at least part of the time, he should have a chair that can be used at a light work table. The seat should be adjustable between 24 and 31 inches from the floor and be on a swivel. A foot support should be flat in design and placed in front of the seat. The chair back should be about 13 inches wide and 8 inches in depth and be adjustable so that it just makes contact with the back below the shoulder blades when the body is in working position.

Sitting at a table which is 28 to 30 inches high, the seat should be at a height where the under side of the legs with feet planted in front of the seat just makes contact with the front edge of the chair. The seat should incline slightly to the rear. The front edge of the seat should average about 15 inches for women and 16½ inches for men. Form-fit seats should not be used, as all forms are not the same. Seats should be flat and made of hard padding covered with non-slip material.

Drawers are wasteful of worker time and are damaging to the tools which are kept in them. More to the point for equipment storage is the use of shelves over the work area with those tools used by the right hand placed on shelves over the right side of the area, and those used by the left hand placed over the left side of the area. Again, checking should be done, for some sanitary regulations prohibit utensil exposure.

The work area itself should be laid out with the bulk of the work within 24 to 26 inches of the worker's belt buckle in an arc of about 70°, as this is about as much as the eyes can see accurately without turning the head. One sees best in an arc of about 30° directly in front of the head.

Pot sinks are often back-breakers with bottoms 12 to 14 inches from the floor. Actually, the sink bottoms of the wash sinks should be at thumb-tip height when the arm hangs by the side, or about 27 inches from the floor for women and 29



inches for men. Soak sinks can be about 6 inches deeper if small utensils are not placed in them. The front edge of the sink should be below elbow height, or 37 to 38 inches high, and should not be over 2 inches wide.

The front edges of steam jacketed kettles should not have the rim over 36 to 38 inches from the floor and the draw-off should be high enough to allow most pots to be placed under it.

Stacking of roasting ovens three high should not be considered, as the top deck is too high for a short man to see into the roasting pans and the cooks burn their bare arms on the drop-down door while reaching into the oven compartment. The bottom oven is equally difficult to use as the cook cannot see into the oven and burns himself on the top of the door frame. The top and bottom decks are used but 25 percent of the time. Much better is using two decks and placing them on a 20-inch base.

The work center is best arranged so that the worker can move from left to right around his work area as he progresses on preparation of the food. To avoid unnecessary walking and carrying, it is best to have work tables beside ranges, griddles, fryers, mixers, and similar equipment. Steam jacketed kettles can have hang-on shelves or tables beside them. Ovens, refrigerators, steamers and broilers should have tables in front of them for one motion loading and unloading. In addition to the work table, the ranges should have a sink and water source beside them to avoid having to carry heavy and dangerously hot pots around the kitchen.

Design for the older worker

Many a foodservice operator who complains about the shortage of capable workers would find a ready supply of older, eager workers if he would but plan for their use. Actually, the 60+ worker is more productive than the 18-to 25-year-old worker, but he needs a little special consideration. He doesn't see as well as when he was younger, he needs a little more warmth, he can't lift as much and may be slightly farsighted, deaf, and forgetful.

To provide a productive environment for him, first give him his instructions in writing. Raise his room temperature to 75° to 80° F. (fuel supply permitting). Increase his lighting 10 to 15 footcandles and keep him out of a noisy room. He will not be able to carry heavy loads, but he'll surprise you in that his arms will still be strong. He will produce well, have few accidents, and probably be absent very seldom because, in many cases, your job may be the last that is offered to him.

In conclusion, it is well to remember that what was covered here barely skims the surface of what can be done by good human engineering to increase the productivity of the foodservice worker. Just knowing that someone thinks enough of him to go to this trouble will help to some extent, and the labor saving measures will help even more. □

Showcase: food & beverage service

Expand your menu—and your revenues—with convenience foods

by Herman Zaccarelli,
foodservice editor

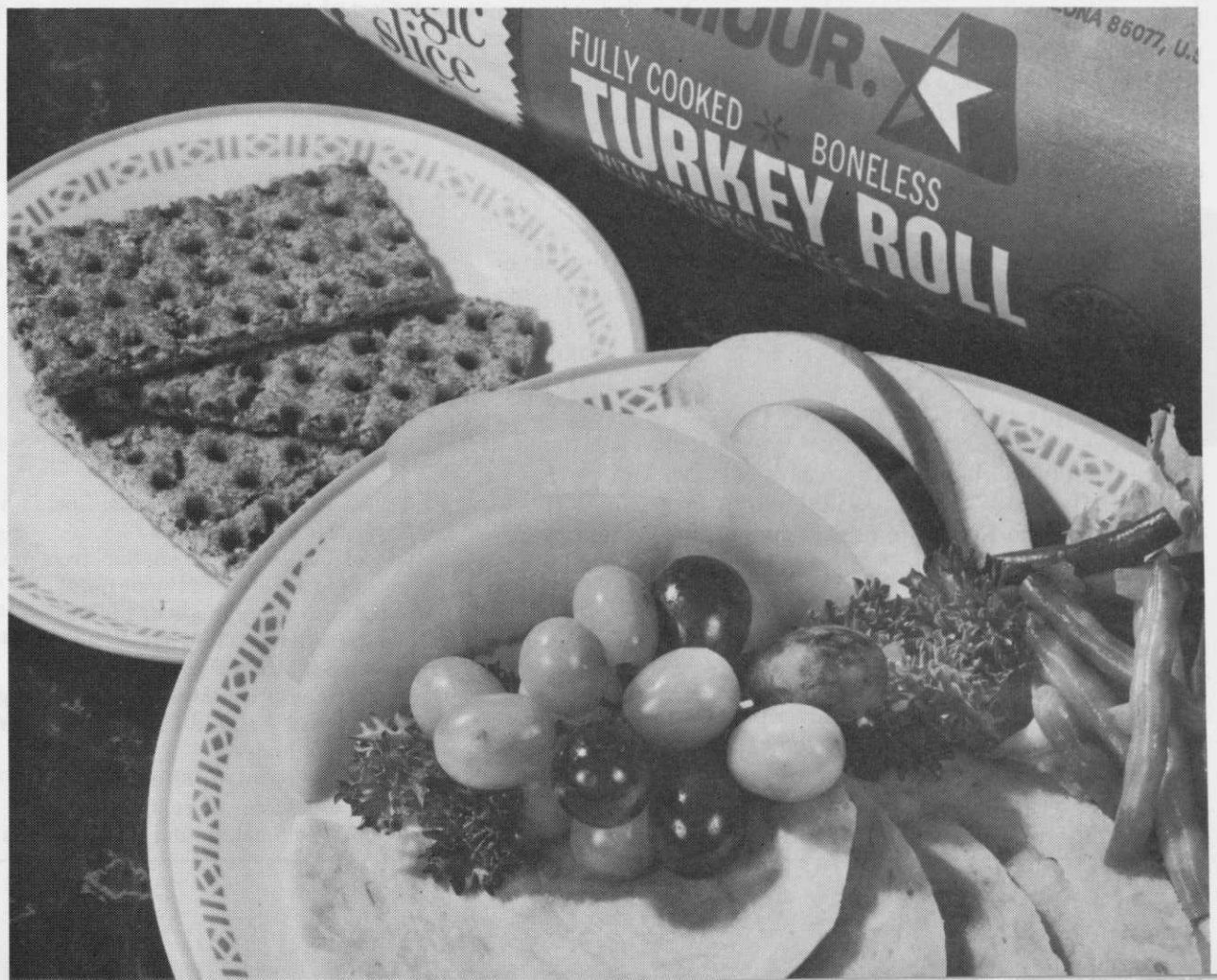
How can convenience foods help you?

First, you can expect to minimize your present labor problems by changing the pattern of work load. Second, you can offer a more varied menu with fewer skilled hands. In fact, with frozen, freeze dried, canned, and irradiated convenience products, you can offer year-round many foods that were not possible at any price just a short time ago. But perhaps the greatest benefit of all is the standardization of food quality with convenience foods. Let's take a closer look at this important forward step in foodservice. Important from your standpoint as a foodservice operator, and important to your members and customers from nutrition and aesthetic standpoints.

How convenience improves quality

It might be a good idea to start with a general definition of maximum food quality: the peak of perfection in all food preparation which is established and maintained when maximum (optimum) standards are applied to selection and purchasing of raw materials; skill in handling, technique of production, and attention given to presentation of the finished product.

A particular definition of food quality is: the standard



which is established in every food service by the food operator and which is dictated by management's tradition of merchandising experience and food knowledge, and by the purpose of the particular food operation.

Successful food operators have always recognized the importance of establishing standards of food quality control: careful purchasing specifications; properly designed equipment and restaurant layout; tested recipes; explicit service instructions; and proper selection of qualified employees and well-organized training programs for all levels of food production and service employees.

With rising food costs and a reduced labor force, it has been necessary to discover new ways to maintain these high quality goals. That's where convenience foods help.

Quality-conscious manufacturers are your allies

These manufacturers have spent millions of dollars researching the best methods of obtaining and preparing food

“Convenience foods are meant to be adapted and modified to meet individual preferences of service. That's where the final flavor comes in.”

in order to achieve a particular result. The raw materials which are used are selected and prepared with the skill and knowledge of scientific development. Sanitation practices in food handling are supervised throughout production and packaging. The nutritional value of food is guarded carefully, and the aesthetic elements protected with methods not available to the individual commercial kitchen.

That raises another question: Who determines the standards for convenience foods?

You do, just as you always have, by the products you buy and the manufacturers you patronize. But now these manufacturers are your partners in preserving quality. They have taken over the processing and preparation that used to be done by our own kitchen staff. By testing convenience foods, just as you would any new food or recipe before making it standard in your operation, you keep manufacturers aware of your quality requirements.

Convenience foods are meant to be adapted and modified to meet individual preferences of service. That's where the final flavor — the individual stamp of personality — comes in. But so far as quality is concerned, convenience foods represent the greatest forward stride in foods in many years.

How to program convenience foods into your menu

The most dramatic adaptation to the total convenience food concept is made when a brand-new operation is set up with foods and equipment synchronized. However, it is much more common for a successful on-premise operation to switch over gradually, replacing old equipment with modern convenience-oriented equipment in a normal phasing-

out process. This conversion is often a “by guess and by golly” one, and therefore not as satisfactory and economically successful as it could be.

To clear this hurdle smoothly, it is necessary to follow a prescribed routine of programming. To start, evaluate your situation realistically. See where you stand now. Define the goals that you want to achieve, the areas where you want improvement. Then proceed to implement them.

The following outline will assist in a program of evaluation leading to a successful changeover. □

I. Analyze the present system of operation realistically.

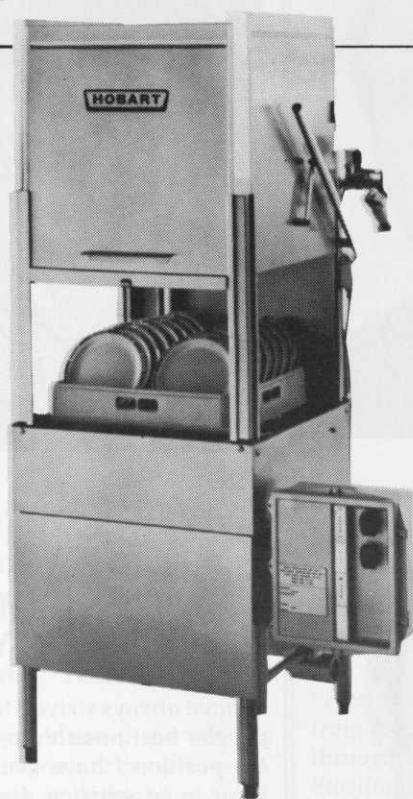
- A. Menu pattern planning
 1. Cycling
 2. Adequate selection
 3. Item popularity
 4. Customer satisfaction
 5. Relationship to equipment
 6. Labor productivity
 7. Product availability
 8. Standard quality
 9. Price range and average check
- B. Food costs
 1. Purchasing specifications
 2. Ordering system
 3. Receiving and storage practices
 4. Item costing
 5. Inventorying
 6. Portion standardization and control
 7. Utilization of leftovers
- C. Labor costs
 1. Accuracy of figures
 2. Fringe benefit costs
 3. Productivity goals
 4. Cost of training and turnover of employees
- D. Equipment and space conditions
 1. Location of equipment
 2. Maintenance of equipment
 3. Sanitation procedures
 4. Depreciation value
 5. Expected cost of replacement
- E. Overall morale of operation
 1. Job satisfaction

II. Define improvements indicated and where increased use of convenience foods would help.

- A. Menu improvement
- B. Food cost goal changes
- C. Labor cost goal changes
- D. Equipment purchases or relocation cost
- E. Sanitation and standardization goal changes
- F. Overall morale improvement

III. Plan how to meet new goals. Decide how new problems will be handled.

- A. Use of available information from food companies, consultants, reference materials
- B. Check efficiency foods availability
- C. Comparative testing of efficiency foods under premise-controlled conditions
- D. Use of food processors to help in programming
- E. Use of purveyors to aid in training of personnel in use of new methods
- F. Indoctrination plan for employees
- G. Check of sources of reliable supply
- H. Put plan into action and check results



Door-type dishwasher

The AM-12 dishwasher is equipped with a self-flushing stainless steel strainer pan and an extra upper final rinse nozzle, solid-state electronic controls and motor protection, and clog-resistant wash arms. Available from Hobart Corp. in straight-through and corner models.

Circle 233 on free information card

Showcase: food & beverage service

Leather look

Angelica Uniform Group, Inc., offers a group of coordinated garments with the look of leather but the light weight and easy care of an all-polyester fabric. Included are a princess-line dress, wraparound skirt, and long-sleeve blouse for women and a yoked shirt-jac for men. A vibrant Persian print accents the leather look.

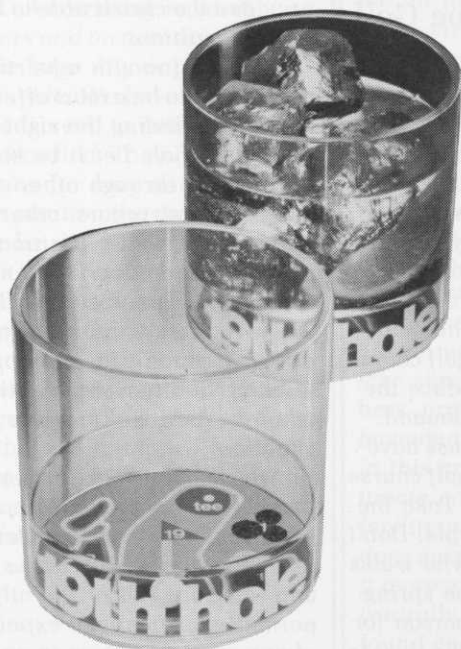
Circle 230 on free information card



Dogs golfers love to bite

Made only from fine beef and pork trimmings, mildly seasoned with a trace of cure flavor blended from sugar, salt, and spices, Armour Star hot dogs can be served a multitude of ways. They come from Armour Food Co. in 1.6- and 2-ounce portions, packed in 10-pound cases.

Circle 231 on free information card



Golf in a glass

A natural for the club bar (and to sell in the pro shop), 19th Hole glasses from Vincent Lippe have a golf game in the bottom of the glass. A waterproof compartment holds tee, green, hazards, and ball. Shake the glass to drive. The glasses are clear acrylic and are stackable.

Circle 232 on free information card



Low-maintenance seating

Quasar booths, product of Plymold Booths Div., Foldcraft Co., provide colorful, practical seating for foodservice operations. Contour-molded seats and back panels are surfaced with wipe-to-clean plastic laminate. Seats can be wallmounted or freestanding.

Circle 234 on free information card

Employment Practices Forum

Finding and using good employment practices is an ongoing problem in our industry. To help you deal with this more effectively, we asked members of our Advisory Board to tell us about some of the policies they have adopted over the years to help them find and hire the right person for the right job. Following are their answers.

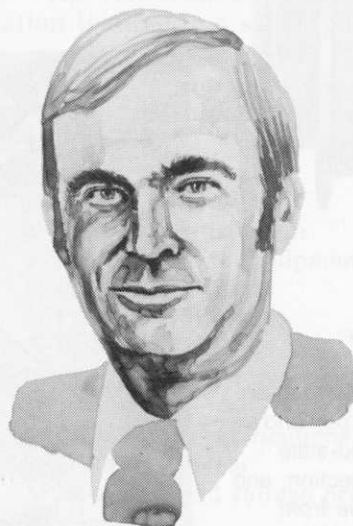


Chuck Brasington
Head professional
Gainesville Golf &
Country Club
Gainesville, Fla.

"During the interview I explain that working as a golf professional is not as glamorous a job as one might assume. While working as an assistant the hours are usually long, and the pay is low.

"I suppose that the type of people I want working for me are really no different than the type others would also like. I do feel that country club employees need to be service-oriented people. We have found that going out of our way to do little extra favors for members usually makes a big impression on them.

"I have found that it usually takes at least a year for an assistant to know whether he wants to stay in the golf business."



David C. Harmon
Superintendent
Golden Horseshoe Golf
Course
Williamsburg, Va.

"I feel the most important one thing in hiring the right person for your golf course is to find that person who really wants to work on a golf course and is just not taking the job as a last resort. Only those persons who actually enjoy and prefer golf course work are going to produce the quality of work you demand. The new employee must have the same pride in the golf course as you yourself have. Take the time to find these people. Don't hire the first person who walks through the door in the spring. Try to find the right person for the job and then take the time to train him for that job. Without the proper training, you are only creating a serious problem for yourself and your veteran crew.

"I feel if you show a sincere interest in the new employee, he will show an interest in his job on the course. Please don't just hand him a lawn mower and drop him off in the middle of a 160-acre golf course. That may be the last time you see him or your lawnmower."



James L. Nolletti
Club manager
Winged Foot Golf Club
Mamaroneck, N.Y.

"I have always strived to seek out the best possible people for the position I have available. Prior to advertising, I would re-examine the position which has become available to study the areas where we might improve it to make it more attractive to the right person. Checking the various benefits offered for a comparative position in the field by consultation with other managers enables us to present to a prospective employee the best possible situation for him, provided the club is able to meet the competition.

"Word of mouth advertising has proven to be a most effective method of finding the right person for the job. Let it be known in the field through other managers, purveyors, other employees, etc. that a position is available and advertise some of the benefits associated with it. You will always find that there are good employees unhappily working in other organizations who may be ideal for your own situation.

"In checking with former employers or supervisors, the most important points to consider are longevity on the job, honesty, and integrity. All of the other normal qualifications expected of any good employee in any industry will also apply to the club situation. Club members acquainted with a prospective employee can be of invaluable assistance in determining whether that individual will be right for your own organization. Today it is most important to seek out people with an attitude of interest and caring who show pride in themselves, their job and their organization."