THE FOOD DEALER
“The Magazine for the Michigan Grocery and Beverage Market”

SPRING, 1982

1982 AFD AGENDA

Education Training
Community Relations
Employee Benefits
Legislation
Casualty and Property Insurance
Workman's Compensation
Free Legal Service
Crime Prevention
Computer Operations
Beverage Deregulation

66th Anniversary Issue
Catch that Pepsi Spirit. Drink it in!
Are You Ready For "Milk Bricks"?

Imagine this. A customer walks into your market to pick up a quart of milk. He ignores the dairy cooler, walks down the aisle and takes his milk off a shelf next to the bread rack.

Then he'll take it home and leave it in the cupboard — for a month!

Although such a scene is not likely to unfold tomorrow, market specialists say that it is just a matter of time before U.S. consumers will have the option of buying warm milk and storing it until it is needed.

Mary Zehner, a consumer market specialist with the Michigan State University Cooperative Extension Service, said that milk "bricks" as they are called in Canada, are creeping their way into the United States.

Despite the name, the milk is in liquid form when sold.

The bricks are made possible by a process of pasteurizing the milk at 290 degrees — twice the temperature used in the normal process.

The milk is then sealed in a sturdy seven-layer airtight container.

BECAUSE it is bacteria-free and protected from the air in the special package, the milk can be stored with no refrigeration for up to six months. Then, all consumers need do is put it in the refrigerator when they are ready to use it.

Although the bricks already are in use in 50 countries, the product has not become popular in the U.S. where refrigeration has long been available. American shoppers also have had difficulty accepting the idea of long-lasting milk.

Associated Food Dealers of Michigan and The Food Dealer magazine are affiliated with and have a good working relationship with the following professional organizations: Food Marketing Institute; U.S. Chamber of Commerce; Michigan State Chamber of Commerce; Greater Detroit Chamber of Commerce; American Society of Association Executives; Association of Executives of Michigan; Association Executives of Metro Detroit; The White House Conference On Small Business; The Michigan Conference On Small Business; New Detroit, Inc.; and The Detroit Press Club.

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If you expect to hold costs down, you've got to work at it.

At Blue Cross and Blue Shield of Michigan, we do.

No one is doing more than we are to fight the rise in health care costs:

☐ Our 20 cost containment programs last year saved subscribers more than $823 million.

☐ In high cost areas of the state we've frozen physician maximum payments at 1978 levels for the past three years.

☐ We work to keep the rate of hospital budget increases to less than the inflation rate.

☐ We increased our productivity 10% last year and plan a 9% increase this year.

☐ Our administrative expenses to process 55 million claims, answer 3.8 million inquiries, and conduct a $3.2 billion a year business are only 5.7%, far lower than any commercial carrier.

Much more needs to be done, and escalating costs are everyone's responsibility — hospitals, physicians, providers of service and, yes, even the patient. If we all work together to hold down costs, the bottom line will be greater value for your health care dollar.

It's good to belong.
Here Are Some Hints For A Better Produce Department

You're well on your way to becoming a produce expert if you know...

THAT grapes must be matured before harvesting because they do all their ripening on the vine.

THAT green bananas are very sensitive to bruising and when ripe can show bruise discoloration even with normal handling.

THAT dry garlic has a storage life of over 6 months at 32 degrees.

THAT to avoid chilling injury — melons such as cantaloupes, persian honeydews and casabas should be stored at temperatures of 45-50 degrees.

THAT the best norms for all retail cooler storage are 37 degrees F. with 90 degrees humidity.

THAT fresh corn loses 50 percent of its sugar at 70 degrees in 24 hours.

THAT tests shows that displaying both one and two pound carrots will increase carrot sales.

THAT the weight for a standard carton of lettuce can range from 36 to 45 pounds.

THAT it takes 18-22 months for a pineapple to mature (providing the weather is right).

THAT three items — potatoes, bananas and lettuce approximate 50 percent of the tonnage in produce shipments.

THAT approximately 80 percent of all retail dollar sales are concentrated in 20 items — potatoes, bananas, apples, oranges, lettuce, tomatoes, celery, grapes, grapefruit, onions, cabbage, cantaloupes, carrots, corn, peaches, lemons, pears, watermelons, berries and plums.

THAT for every 18 degree rise in temperature (over proper storage temperatures) the life of the commodity is cut in half.

THAT excessive light turns potatoes green, and that dark storage is best until ready for sale.

THAT by removing the lids on box bananas and releasing accumulates ethylene gas thru ventilation you can delay excessive ripening.

THAT by splitting and loosening high respiratory items (into two containers) like cherries, apricots, corn, green onions, etc. — you can increase the storage life.

THAT pears ripen best at 65-70 degrees.

THAT leafy vegetables can be freshened faster in room temperature water — rather than with iced water.

Here are some basics for the successful handling of produce. These pointers will be useful to management in the proper training of newcomers to this department.

In dealing with produce, spoilage and shrinkage are the two greatest sources of loss, so the most important essential is "HANDLE WITH CARE."

• Be as gentle as possible with all fresh items from receipt to final sale.
• Be careful in lifting bags off delivery trucks.
• Be careful when taking items to the cooler or back room.
• Be gentle in washing and trimming produce.

Avoid exposing produce to the weather. Merchandise should be taken into the store the moment a delivery arrives. This reduces loss from deterioration of fresh fruits and vegetables which have been held under refrigeration prior to delivery.

Inspect deliveries promptly and note damage, overages, and shortages for adjustment with supplier.

(continued on page 24)

Congratulations to the Members of The Associated Food Dealers!

We appreciate your business and hope you will continue to sell our popular Prince brand spaghetti, macaroni, egg noodles and sauces.

THE PRINCE COMPANY, INC.
26155 GROESBECK HWY.
WARREN, MICH. 48089

Phone: Bill Viviano or Paul Marks at 372-9100 or 772-0900
LABOR AND MANAGEMENT MUST WORK TOGETHER TO CUT COSTS

Tough economic times are causing havoc with Michigan’s food distribution industry. In order for companies to survive, labor and management must work together to control costs, which will in turn save hundreds of jobs.

An economic recession hits Michigan hardest due to the heavy dependency we have on the automobile industry. Usually, we are the first to feel a recession, and the last state to get out of one.

Michigan would do well to attract more diversified industries into the state so we would not need to lean so heavily on our auto industry. The success of food industry companies however, will still need to rely on its ability to survive competition, and controlling costs in order to remain profitable.

Recently, Chatham Super Markets filed for reorganization under Chapter 11 of the bankruptcy law. Such food chains as Kroger, A&P and Hamady’s have closed or sold many of their unprofitable units. Fred Sanders Company is also operating under Chapter 11, and last year New Era Potato Chips was forced to close its doors because it could not turn a profit. This tells you something about our industry.

Prior to that, Allied Supermarkets filed for Chapter 11, and as a result, it was able to get some concessions from labor which helped turn the Great Scott stores around to where they are healthier. The chain today has worked its way successfully out of Chapter 11.

It’s no secret that most area chains are losing money, and that for years, if they were lucky, their profits were averaging less than one-half of one percent of sales. A sad commentary on our industry indeed, while other industries have been able to average six or seven percent net profits.

But for how long can higher operating costs continue to rise, while sales continue to plummet?

Working in harmony, Ford Motor Company and the United Auto Workers union were able to sit down at the bargaining table and successfully renegotiate their labor contracts. They proved that when both sides are sensitive to the needs of each other, a fair settlement can be reached, and raise hopes for the survival of the giant auto company.

The food industry must follow the lead of the UAW and Ford in order to assure costs are kept at the bare minimum while in turn saving many jobs which are at stake.

It will pay big dividends for all concerned.
"The Best In The House"
AFD CHALKS UP
SEVERAL SUCCESSES DURING 1981

As we began the new year, it was only appropriate that we review the major progress and accomplishments your association achieved in 1981. It was a very good year for AFD, in that 293 new members joined the association bringing our total membership to 3,200 who employ some 43,000 persons.

One of the major accomplishments was the establishment of AFD's Self-Insured Workers' Compensation Program, which was approved by the State of Michigan and affords our members to save between 40 and 60 percent on their premiums, not counting the recent reduction approved by the Legislature.

At the beginning of the year, AFD appointed Mr. Peter Bellanca and the law firm of Bellanca, Beattie, Delisle, Suchy and Mattish as legal counselors for the association. Mr. Bellanca and his firm have been most helpful to the association and our members, including the establishment of free half-hour legal sessions for our members during regularly scheduled clinics.

In mid-year, AFD next appointed James Karoub and Associates as our legislative counselors, who in turn, assisted the association in various legislative issues.

AFD also began serious discussions leading toward the eventual offering of credit union services for our members. (More on this when the plans are finalized.)

Your association sponsored numerous seminars and meetings with community and governmental agencies and legislators at all levels to help bring about a better understanding of our industry, and the many problems affecting retailers, wholesalers, brokers, manufacturers and the like.

Meetings were held with the Michigan Dept. of Social Services, the State Department of Agriculture, the Liquor Control Commission, the Lottery Bureau, the Food and Drug Administration, the U.S. Secret Service, the State Dept. of Labor, the Financial Institutions Bureau, New Detroit, Inc., Chambers of Commerce, Michigan Merchants Association and many others to mention a few.

AFD members also approved amendments to our By-Laws which will broaden the scope and participation in the association. The new By-Laws also give various supplier members full voting powers and entitles them to run for office and serve on our Board of Directors.

All of AFD's accomplishments and involvement just don't happen by themselves. It's people that make things happen, and with that in mind I would like to thank those who helped assist me in achieving AFD's success during 1981.

They include: the Officers and Directors, many of our retailer and supplier members, Ed Deeb and the AFD executive office staff, attorney Peter Bellanca, James Karoub and Associates, Creative Risk Management Corporation, K.A. Tappan & Associates, Joe Mijewski with the credit union, and the numerous elected and appointed government officials who assisted us. My thanks go out to all of you.
SPACE MANAGEMENT SPECIALIST

CONTACT COCA-COLA FOR IN-STORE MERCHANDISING MATERIALS (DISPLAY STANDS)

(313) 897-5000
UNION ORGANIZATIONAL DRIVES

EMPLOYERS' RIGHTS IN
UNION ORGANIZATIONAL DRIVES

Much has been written and said about the rights of employees who seek to organize and associate for their common benefit by selecting a Union to be their collective bargaining representative. Little has been disclosed of the rights of employers in such Union organizational drives. The following is a brief summary of the rights of both parties as they are protected by applicable State and Federal Statutes.

All citizens have the right to associate together for their common benefit, which right is guaranteed by the Constitution of the United States. The Congress and the Legislature of the State of Michigan have enacted a series of laws over the past years which protect this right and which enforce the recognition of this right by employers. The National Labor Relations Act, on the Federal level, and the Michigan State laws are parallel with some minor exceptions in principle.

The following summary refers specifically to the National Labor Relations Act and its present interpretation. To be on the safe side, the reader should apply the same standards of conduct when operating solely under the Michigan Statutes and Laws.

An employer becomes subject to the requirements of the National Labor Relations Act (NLRB) when any significant portion of its business is related to interstate commerce. This does not necessarily mean that the business must deal directly with customers in interstate commerce, but rather that a part of its business is reflected in interstate economy. For the smaller retail grocers outlet, one need not consider sales alone in interstate commerce, but the jurisdiction of the NLRB can apply if there are purchases in interstate commerce beyond certain minimal amounts. For the purposes of this article, we will presume that the employer has qualified as participating in interstate commerce. The following guidelines are not meant as a complete dissertation on all circumstances. Each case or each event which relates to a Union's effort to organize employees should be judged under the circumstances in which such events occur. What might be perfectly acceptable conduct in one instance, could be unacceptable in another.

THE REPRESENTATION PROCEEDINGS

An employer is required to enter into collective bargaining with the duly authorized and appointed representative of his employees. Sometimes this is a serious question, and the law provides the machinery by which it can be determined fairly whether or not a Union does, in fact, represent the employees. Representation elections are conducted by the National Labor Relations Board (NLRB), which requires employees to prove that at least a majority of the employees have selected a particular Union to be its bargaining representative. These proceedings are set in motion by the filing by the employees, usually under Union direction, with a petition claiming that a particular Union represents these employees. An employer has the right to initiate the same proceedings. Most representation elections, however, are requested by Unions.

The petitioning party must file evidence that it has a sufficient interest in the employees for Union representation, and it is the rule of the NLRB that, upon the showing of an interest of 30% of the regular employees of a company, that a representation election will be held. This usually takes the form of the "authorization" submission to the NLRB of "authorization" card signed by each employee.

Upon receipt of the petition, the NLRB will conduct an investigation to determine if the Board has jurisdiction, if the unit of employees is appropriate for collective bargaining, if a bona fide representation question exists, and whether there is sufficient probability that the employees have chosen the Union to represent them. If, after investigation, the NLRB determines that these conditions are met, then the employer and the Union may agree to the holding of a "consent election", and the consent election is conducted and supervised by the NLRB who tabulates the results by secret balloting. If a majority of the ballot votes cast support the Union, then the Union is certified as the official representative of all employees.

If the Union and the employer cannot reach an agreement to hold a consent election, then there will be hearings held by the NLRB to determine if the petition is proper or should be dismissed.

The questions dealt with at these hearings are:

A) The number of employees who have signed authorization cards,
B) The scope and extent of employees covered in the bargaining unit,
C) Who will be qualified to vote.

The NLRB has final jurisdiction in the determining of these issues, and can order an election to be held upon satisfaction to it that the minimum criteria for an election have been met.

THE ELECTION PROCESS:

The time between the initial petitioning party's presentation of evidence and the time of the eventual election or dismissal of the petition are crucial times. The actions of the employer and his managers (continued on page 12)
We don't aim to make the most beer, only the best!
have a direct impact on success or failure in the Union's organizational drive.

If the employer or his managers act in violation of what is broadly described as "Unfair Labor Practice", then the Board can order the election regardless of whether or not the Union has demonstrated a sufficient number of employees who have signed authorization cards. The theory is that the Unfair Labor Practice of the employer has interfered with the employees' right to organize and they have been deprived of their rights.

Upon a receipt by a charge by the Union that the employer has engaged in an Unfair Labor Practice, an investigation is instituted by the NLRB to determine if the charge has merit. Informal efforts will be made by the NLRB to adjust or settle the claim. If the NLRB is satisfied that there is justification for the complaint, a formal complaint will be issued and the charged party will be permitted time to respond to the complaint before a hearing is conducted before an Administrative Law Judge. The Administrative Law Judge, after hearing the evidence, will render a written opinion which recommends specific relief. His decision can be appealed to the National Board in Washington, D.C. If there is a conclusion that there was an Unfair Labor Practice, an order will be issued requiring the other party to cease and desist from such conduct and to take certain affirmative action. A party who refuses to comply with this order may be brought before the Courts and cited for contempt. The Act further prohibits an employer from dominating or interfering with the formation or administration of the Union, contributing financial or other support to it, or the encouragement or discouragement of membership in a Union by discrimination in the terms and conditions of employment.

WHAT IS AN UNFAIR LABOR PRACTICE?

An Unfair Labor Practice is defined by the Labor Law as: "Any employer-conduct that interferes with, restrains or coerces employees in the exercise of their rights". An employees' rights are defined as follows:

A) The right to form, join and assist a labor organization.
B) The right to refrain from Union activities.
C) The right to engage in other concerted activities.

These rights exist even where some employees wish to become members of a Union and others oppose it. The right to organize and bargain collectively are not, however, absolute. The collective right to organize must give way to employer restrictions wherever necessary to maintain production or discipline, and, although the NLRB requires good faith bargaining with the purpose of reaching a Collective Bargaining Agreement, it does not require that any particular form of agreement be reached.

Besides the Rules relating to Unfair Practices, the NLRB has promulgated various mandatory rules for the conduct of Union elections. These include:

A) That management must provide the names and addresses of workers eligible to vote.
B) Employers can make no speeches to captive employee-audiences within 24 hours of the election.
C) No parties can campaign at the polling places.

(continued on page 14)
Michigan, we’re giving your business a whole new twist.

Get ready. Michigan retailers. New twist-off top bottles of Budweiser and Busch are now ready for delivery. And that’s better for you, your customers and Michigan.

**More soles for you.**

These new twist-off top bottles are a proven winner! Customers like the ease of the twist-off cap. *And* the more attractive bottles. Test market results right here in Michigan have already shown a significant sales increase.

**More convenience too.**

These new twist-off bottles help ease your backroom handling problems. Because now all Anheuser-Busch bottles—Budweiser, Budweiser.Light, Michelob, Michelob.Light, Busch and Natural Light—can be placed together in one carton. No more time-consuming sorting. And that saves you time *and* money.

**Better for the environment too.**

These new twist-off bottles of Budweiser and Busch have one more benefit too. They’re completely reusable. Which means they help preserve Michigan’s environment by saving precious energy.

So start ordering Budweiser and Busch in their new twist-off top bottles today. By working together, we’ll help keep Michigan a cleaner place to live. And that way we all share in the profits.
Any violation of these rules may cause an election to be set aside even though such violation does not constitute an unfair labor practice.

PERMISSIBLE EMPLOYER PRACTICES

An employer may maintain and justify a "no distribution rule", which would prohibit the distribution by the Union of materials to any of its employees on the company's premises. An employer can legitimately restrict the passing out of Union materials on the premises, however, the restrictions of distribution of literature in non-working areas or during non-working hours outside of the premises has been deemed to be an unfair labor practice. The company can prohibit the solicitation of employees during their working hours, in public areas, or in working areas, but cannot restrict any solicitation of employees in non the company premises. The company may restrict solicitation, even at this time, however, if it can show that the purpose of restricting solicitation for Union membership is to avoid altercation between pro and anti-Union employees, or to prevent the disruption of work schedules and production. Generally, an employer may prohibit employee solicitation in selling areas during non-working time because this activity tends to disrupt sales operations. The NLRB will review a retailer who bans Union solicitation on company premises and at the same time conducts his own meetings on the premises against Union membership. This retailer is found to be guilty of an unfair labor practice.

The problem of soliciting employees for Union membership is compounded when those people who are soliciting members are non-employees of the company. The conflict occurs between Union organization rights and employers' property rights. The Supreme Court has upheld the right of an employer to refuse to permit non-employee Union organizers to distribute Union literature on company-owned parking lots, and the general rule is that, "an employer may validly post his property against non-employee distribution of Union literature, if reasonable efforts by the Union through other available channels of communication will enable it to reach the employees with its message". Thus, a non-employee or Union organizer may enter the property of an employer to organize its employees only if the employees are so inaccessible as to make reasonable attempts to reach them through the usual channels are ineffectual or practically impossible. Even the right of the Union to enter the premises where it can be shown that they have no other access to the employees, is restricted only to Union organizers in non-working areas of the employer's premises and only when such employees are not working on the premises. If the company, however, permits others to solicit on the premises for members (such as the United Fund, Red Cross, etc.) then, in that instance, the Union might be given the same right. It is recommended that an employer always institute and enforce "a no solicitation rule" and maintain his no solicitation rule at all times.

The employer may properly prohibit the posting of any signs or campaign posters on the company premises, but it may not prohibit the right of employees to wear Union insignia on their uniforms. This right to wear such insignia may be limited for safety reasons, or if the nature of the insignia is antagonistic and likely to disrupt work, or if there is a long-standing company rule against adorning uniforms with any other materials.

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Conversely, a company, if it prohibits employees from wearing propaganda material on their uniforms or on their clothing, cannot permit anti-Union material to be worn by its employees. Therefore, an employer should adopt a rule regarding the wearing of any personal adornment except as prescribed by a uniform, if the employee wears a uniform.

The NLRB also interprets the law that it is an unfair labor practice for labor organizations or its agents to restrain or coerce employees in the exercise of their right to stay out of a Union. This has been interpreted that employees are free to work without restraint from strikers and that a Union cannot fine or penalize any employee for refusing to follow "a Union rule" regarding the company’s business or production. This right does not preclude, however, the right of the Union to ask the names and addresses of all employees of the employer, nor does it prohibit the Union from sending all employees any communication through mails or otherwise.

THE RIGHT TO ENGAGE IN CONCERTED ACTIVITIES:

It is an unfair labor practice for an employer to dominate or interfere with the formation or administration of any labor organization or to contribute financial or other support to it. Therefore, an employer cannot engage in conduct, prior to Union representation election, which interferes with the employees’ right to organize. Unfair employer conduct has been determined as follows:

A) Any misrepresentation by the company or similar company trickery.

B) Any misrepresentation of material fact.

C) Any misrepresentation made so soon before an election that the other party had no opportunity to make an effective reply and the reason for probability that the statement may have an significant effect on the election.

It has been ruled that exaggerations, inaccuracies, half-truths and name-calling, though not condoned, will not be grounds for sustaining an Unfair Labor Practice. Thus, some puffing by the employer or the Union in electioneering will be permitted leaving the correction of exaggerations or mis-statements to opposing interests.

It has been ruled an Unfair Labor Practice for either party to address the employees on company time, during working hours on company premises within 24 hours before a Union Representation Election. An employer, however, may make a pre-election speech on company time and on the premises more than 24 hours before the election and still deny the Union’s request for an opportunity to reply.

RIGHTS OF INDIVIDUAL EMPLOYEES

Questioning of individual employees as to their preference for a Union may be an Unfair Labor Practice. It is very dangerous. Also, permitting anyone to identify those employees who have signed authorization cards could be determined as sufficient grounds to proceed immediately to Union representation. An employer may meet with groups of employees to discuss Union representation, however, great care should be taken to assure employees that there will be no reprisals and the interrogation should take place in an atmosphere free of

(continued on page 18)
Drinkin' buddies.

Stroh's Bohemian Style Beer
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The Stroh Brewery Company, Detroit, Michigan ©1981
employer hostility towards the Union. The intensity of any interrogation of employees, the manner in which the questioning is conducted and the possibility of employer reprisal will always be used to determine if that interrogation was improper.

ILLEGAL THREATS OF REPRISAL DISTINGUISHED FROM LEGITIMATE PREDICTIONS OR HONEST OPINIONS

An employer may communicate to his employees any of his general views regarding Unionism and any of his specific views about a particular Union, so long as the communications do not contain a threat of reprisal or force or promise of a benefit. An employer may even make a prediction as to the precise effects of Unionization and what it may have on his company, providing the predictions are reasonably based on fact, supported by provable consequences and is beyond the employer’s control. Thus, an employer who predicts or threatens to predict an actual loss of benefits or threat of reprisal in the event the employee votes for a Union, is guilty of an Unfair Labor Practice. If an employer states that if employees organize, there will be a discontinuance of “coffee breaks”, “employee discount privileges”, or exclusion of Union members from employee stock plans are threats of loss of benefits and would constitute an Unfair Labor Practice. Threats to discharge employees who vote for Unionization, to reduce wages, to close a store, or to discontinue bonuses or picnics, or to reduce any existing benefits, all have been determined to be Unfair Labor Practices. An employer is prohibited from implying to the employees that a selection of a Union is a futile gesture, or that the inevitable consequences of Union organization is strikes, violence, plant closings and loss of jobs. If an employer states that he will never sign the Union Contract, even if the employees select a Union to represent them, he will be adjudged guilty of an Unfair Labor Practice because it identifies the employees’ efforts as futile and is a threat.

Conversely, an employer who promises to grant or confer economic benefit on the employees while such a representation election is pending has been determined to be an Unfair Labor Practice.

The statement by an employer, however, that the Unions cannot improve the employees’ benefits as presently constituted, has in and of itself been deemed not to be an Unfair Labor Practice.

Any offer of a wage increase during an election campaign or the granting of any other benefits during the time that the Union activity or election is being completed is deemed to be an Unfair Labor Practice. A promise to take care of individual grievances or an announcement of a new holiday, paid insurance and vacation benefits all prior to election have been deemed Unfair Labor Practice. However, any benefits granted as part of an established company practice or industry trend will usually not be considered an unfair interference with the Union’s organizational efforts.

An employer is free to state to its employees any non-coercive anti-Union views. An employer cannot force employees to sign any anti-Union petitions. However, employees on their own violation without company support may institute an anti-Union position. The employer does have the right to observe the activities of employees on plant premises and during company time to determine whether or not any employee’s ac-

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activities are interfering with their work. Any forms of violence or threat of violence have been uniformly condemned as an Unfair Labor Practice. Racial prejudice, of course, is an Unfair Labor Practice. The NLIRB will set aside any elections, whether pro-Union or anti-Union if the atmosphere of fear before voting was induced by the Union or the employer, even though their conduct cannot be attributed to either the employer or the Union influence.

FREEDOM OF SPEECH

The employers as well as the employees have the right to express themselves or disseminate any views or opinions regarding Unionism provided such expression contains no threat of reprisal or force or promise of benefit. The problem is that the company's statements must not be determined as threats but only as an opinion of possible consequence. Thus, an employer predicting that if the company was Unionized, the company might have to close or might lose important business, or employees may lose existing benefits, is all determined to be Unfair Labor Practice. In order to make any statement permissible, the employer must not make any statement which would threaten or coerce an employee unfairly. The statement of an employer must be fair and truthful. An employer can state that he is opposed to the Union organization because the employees really don't need it, and if an honest and truthful comparison of Union benefits is made compared to company benefits, then that is permissible.

UNION RESTRAINT OR COERCION OF EMPLOYEES

A Union can be guilty of Unfair Labor Practices. If the Union's tactics involve violence, intimidation, reprisal or threat thereof, such conduct is deemed to be an Unfair Labor Practice. Any violence committed against company officers or threats of violence against them to which the employees would have knowledge has been determined to be an Unfair Labor Practice. Employers may use the State Courts to investigate civil and criminal actions against Union officers or organizers or even their own employees, who use threats of violence or actual acts of violence against employers or their representatives. The destruction of employer's property, when done in the premises of any benefits, and so long as the employer does not use its possession as employer to restrict the rights of employees of joining together.

Unfortunately, the vigor of a campaign against Union organizations cause many employers or their managers to succumb to the pressures of such electioneering and inadvertently and without purpose, trap themselves into an Unfair Labor Practice. When guilty of such conduct, an election won by a company can be invalidated, or the NLIRB can order an election even though the Union has not demonstrated sufficient interest by the employees.

In the event there is any suspected Union concerted activity, the prudent employer should contact (continued on page 24)
YOUR 1982 OFFICERS,

Aims and objectives of the Associated Food Dealers are “to improve and better the industry in which we do business, constantly offering the consuming public the best possible products and services at the
lowest possible prices, in the American tradition of free enterprise." The association also represents its members in the cause of justice and fair play at all levels of government, business and in the community at-large.
BELLANCA  
(from page 20)

competent labor counsel to be advised about a program of proper electioneering against such organization. All the good work that an employer can do to assist the employees in making a fair and equitable decision about Union organization can be destroyed by Unfair Labor Practice. It is the experience of most involved in the Labor Relations field, that no Union has ever been able to really organize any employees because of its mere presence. It is the employer and its managers that cause employees to seek representation by a Union. If an employer does not have sound labor management policies; if it pays wages that are grossly below the industry standards for similar work for Union employees; or if it refuses to provide a reasonable access of its employees to air their grievances; or if it continues to promote and layoff employees in an unfair manner; or if the atmosphere of management is coercive and threatening, then any one of the above or all of the foregoing factors will cause an employee to seek representation by a Union.

PRODUCE  
(from page 5)

Storage. After inspection, place all items to their assigned places of storage. Circulation of air, proper temperature and humidity govern where specific items are kept. All items require space for air circulation around the containers. Place containers on pallets at least three inches off the floor, and allow air spaces between containers for breathing room. Produce packed too tightly together will heat and deteriorate rapidly. Storage to prevent freezing in colder weather.

Under no circumstances should produce be stored in direct sunlight, near open windows or doors, or near radiators.

Tips on storing. In storing bushels, never pile one atop the other's bulge. Stagger bushels. Apple crates may be laid on the sides or ends, with the bulge facing sideways, not up. Thus the weight of the containers will not be on the fruit, but on the structure of the crates.

The same principle should be followed in stacking baskets, hampers, etc. Use the structural strength of the containers for bearing the load, keep the pressure of the weight from bearing down and bruising the contents of the lower containers.

Bagging. When bagging or packaging, do not place bruised or damaged produce in the containers. Package only the best! Spoiled items discovered when package is opened will infuriate the consumer and lose her as a customer. Be honest and accurate in weighing. Indicate prices legibly. Underweight can result in fine or suspension of store's license. All communities issuing retailing licenses maintain inspection services for the protection of the public. Filling packages overweight can quickly reduce store's and department profit.

Trimming. Eye-appeal is achieved by proper trimming and cleaning of celery, lettuce, beets, etc. Follow established procedures in the preparation of each item for display. Practice care in handling merchandise when it is being cleaned and trimmed. Cutting through protective skins and dropping items instead of laying them down destroys their stability and keeping qualities.

Watch throw-outs. Trimmings may be sold to restaurants for soup and stews and/or to employees and farmers for chicken feed. In some cases it is perfectly good food, but not suitable for display racks.
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It’s Called “Grazing”
It Cuts Into Profits

Many store employees have acquired the habit of secretly or even openly munching on store goodies without paying for them. This habit will not only increase store losses due to inventory shrink, but tends to further thievery among employees. “Grazing” by the employees during the workday often leads to organized taking of more products.

Store employee “grazing” can be spotted quite easily by walking thru the sales areas, backrooms, restrooms or employees’ break and lunch rooms. Partially eaten broken package, empty soda containers, food left on tables and shelves are some of the warning signals that employees are enjoying a free “picnic” at the store’s expense.

It is a good idea to place a notice on the employee bulletin board and also to openly discuss this problem at an employee meeting. This should end the practice. Also, the policy of “grazing” should be periodically reviewed.

A suggestion for a policy notice that can be posted on the bulletin board is a tactful way of notifying the employees of the company policy that not paying for products from the store and eating them will not be tolerated could be:

TO: ALL STORE EMPLOYEES
RE: “GRAZING POLICY”

• “Grazing” is a term used in the supermarket industry to mean — “small amounts of products in the store taken, eaten or used by an employee of the company without payment by the employee.” These products can fall in either the food or non-food category. I.E. — cookies, donuts, soda, reading of magazines for customer resale in break areas, taking a pencil, note book, other supplies, etc., lunch meat, cheese, and other various edibles. (The list could go on and on.
• “GRAZING POLICY” — Grazing is not permissible as part of this store’s operation. Any products personally eaten or used at the store, must be paid for and have a receipt attached for that particular product. All purchases must comply with the “Employee Purchase Policy.”

• Any violation of this policy is just cause for dismissal.

Should this be a prevalent practice, put a stop to it by having employees personally sign and date a notice. This can include the above notice which states the firm’s policy on grazing with the following added to the notice to be signed by the employee, and signed by the store manager:

• I have read the above policy on “grazing” and understand it completely and that if I am found in violation of this policy it is just cause for dismissal.

Store Manager’s Signature: ____________
Employee’s Signature: ____________
Date: ____________________________

Congratulations to
the Officers, Directors and Members
of the Associated Food Dealers.

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With Offices in Dearborn, Saginaw and Toledo, Ohio
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and
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SATURDAY, MARCH 27th
AT HILLCREST COUNTRY CLUB, MT. CLEMENS

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DOOR PRIZES

THE PROGRAM

INVOCATION
Edward Deeb, AFD Executive Director
James Kothe, V.P., DAGMR
Tony Munaco, AFD President

SPECIAL GUESTS AND ANNOUNCEMENTS
Installation of Officers and Directors
Entertainment — Dancing
PRIZES: First Intermission

IN APPRECIATION:
The Associated Food Dealers on behalf of our over 3,000 members who employ over 40,000 persons, is most appreciative of the interest and cooperation offered by many of the food and beverage suppliers in planning this event. In particular, we thank the following firms specifically, for their generous participation and co-sponsorship:

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Pepsi-Cola Bottling Group
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Kar-Nut Company
Kraft, Inc.
Wilson Dairy Company

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Schlitz Brewing Company
Scot Lad Foods

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Abner A. Wolf, Inc.
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BEST WISHES TO THE
MEMBERS OF AFD

Wolverine Packing Company
1340 Winder • Detroit, Michigan 48207

Phone (313) 568-1900

Page 30 • The Food Dealer, Spring, 1982
Good ideas will always be good ideas.

Time has a funny effect on some products. One day they can sell like crazy. And then the craze is gone.

At General Foods, we look for product ideas that will stand the test of time. Products that always answer a consumer need. Products that never stop selling.

At General Foods, we want to make sure good ideas stay good ideas.

Announcement from General Foods
Occasionally, General Foods offers advertising, merchandising and display payments, assistance and materials to all retail customers. For details see your local supplier or write directly to these General Foods divisions: Birds Eye Agricultural • Beverage • Breakfast • Desserts • Main Meal • Maxwell House and Pet Foods. 250 North St., White Plains, N.Y. 10625
Work Safely
In A Safe Environment

STORE RULES FOR ALL EMPLOYEES:
• Use only safe ladders. A broken or defective ladder must be reported for replacement.
• Use only safe ladders. A broken or defective ladder must be reported for replacement.
• Get help if you must lift a very heavy bundle or bulky object. While lifting, keep your back as straight as possible, bend knees, and make leg muscles do the work. Don’t lift when in an awkward position.
• Protruding nails, wire and staples must be removed from barrels and boxes as they are unpacked. Report wooden fiber or metal carrying baskets having splintered, torn or jagged edges or corners.
• Take no chances with cuts or scratches from wire, glass, nails, or slivers. Get First Aid immediately.
• Keep floors clean and dry as possible. When anything is dropped pick it up immediately.
• When cleaning, mop and then dry mop a small area. Do not wet the entire floor at one time.
• Merchandise delivered to the sidewalk must be removed and stored as promptly as possible. The sidewalk should be kept entirely clean.
• Make sure that no water is left on sidewalk after merchandise is received or windows are washed.
• Do not place small portable electric fans on boxes, low tables, or where anyone might accidentally put fingers or hands into moving blades.
• Wear safe clothing. It is dangerous to wear loose clothes that may catch on nails. Shoes having broken or thin soles are unsafe. Keep shoelaces tied.

STORE MANAGER’S CHECK LIST:
• Is all electrical equipment grounded?
• Are extension cords less than 20 feet long?
• Is store completely free of “octopus” outlet connections?
• Are all machine switches in good condition?
• Are all covers for electrical boxes in place?
• Are combustibles kept at least 3 feet away from heating/air conditioning units and water heaters?
• Is flame guard plate firmly in place on water heater?
• Is water heater equipped with safety valve?
• Are signs posted to designate smoking and no-smoking areas — and are smoking areas clean, clear of combustibles?
• Are cigarette receptacles provided in smoking areas?
• Have all employees and vendors been advised of smoking rules?
• Have fire extinguishers been serviced and tagged within the past 12 months?

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Associates, affiliated with the Associated Food Dealers, now offers our unique money order system to you.

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Marty Ries at (313) 386-8745
or Bill Gibbs at (313) 397-5033
or contact Associated Food Dealers at (313) 366-2400

(continued on page 38)
Best Wishes
On Your
66th Anniversary

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Muskegon ........ 722-3936
Detroit .......... 834-9300
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SAGINAW: Michigan 48062, 1840 North Michigan/Phone: (517) 755-3438
FORT WAYNE: Indiana 46815, 5516 St. Joe Road/Phone: (219) 486-2411

WORK SAFELY
(from page 32)
• Are extinguishers easily accessible?
• Are fire/police phone numbers posted at all phones?
• Is store checked completely for fire before last person leaves?
• Are cooler tops clear of all merchandise?
• Is dirty linen kept in linen container, cabinet, or metal cans with covers?
• Are greasy, oily rags stored in covered metal containers?
• Are clean and dirty mop heads stored in covered metal container?
• Are mops and dusters hung, head down, when not in use?
• Are sealing irons kept on pads when not in use?
• If used, is coffee maker on flameproof surface?
• Is outside of store free of rubbish, pallets, salvage, etc.?
• Do you and department heads know location of sprinkler system shut-off valve?
• Are Fluorescent tubes replaced immediately when ends blacken and/or flicker?
• Is all stock at least 18” below level of sprinkler heads?

Do you know anybody who SHOULD be an AFD member, but isn’t?

TALK TO HIM!

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The "Pit Stop" Brings New Business To The Supermarket

Supermarkets are becoming pit-stops for both men and women shoppers looking for automotive care products. Many stores now feature special automotive care sections; in fact, such products have come to mean greater profits than most food items.

As the cost of new cars continues to rise, consumers are keeping their older models longer. To keep cars on the road longer, drivers have been giving much more attention to regular maintenance and overall car cares.

But the rate of inflation is also driving up the cost of garage work. So car owners are tackling many of the routine procedures themselves — like oil changes and tune-ups — to keep their vehicles in proper working condition.

These do-it-yourselfers are consequently more sensitive to the needs of their cars and more adept at finding ways to improve engine performance and extend gas mileage. And these new do-it-yourselfers include a growing number of women, as well as men.

So car maintenance products such as engine oil, spark plugs, oil conditioners, and mileage extenders are gaining broader consumer appeal, and are selling in an ever-widening variety of retail outlets, especially supermarkets. They are no longer confined to specialized auto parts outlets.

Supermarkets stand to gain the most from this phenomenon because of the unique position they hold in the American marketplace: the ultimate sales forum, capable of meeting nearly every consumer need.

Since supermarkets offer everything from over-the-counter drugs and beauty aids to detergents and stationery, why not automotive products too? It seems only logical to extend the store's reach and meet still another consumer need.

As with other non-food items already in the supermarket, stocking automotive items could earn and keep valuable new customers who shop for food and non-food products, not only for themselves, but also home and car essentials.

Auto care products mean a lucrative and profitable new area for the supermarket. The past three years have seen a threefold growth in supermarket sales of such items, with sales expected to exceed $325 million this year.

To date, the central focus of this booming field has been motor oil, which has accounted for about 60 percent of automobile care product sales in supermarkets.

Certainly oil is the cornerstone of the automotive products section of most supermarkets. But the department shouldn't be limited to oil. Antifreeze and engine coolants sell well, as do car waxes and polishes.

In addition, gasoline additives and mileage extenders are a growing field for supermarkets, offering better

(continued on page 42)
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To Give You Our Best.

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Phone: 313 868 5700
PIT STOP
(from page 40)

car performance and easy use.

Despite this recent boom in auto care products sales, average grocery customers are not accustomed to finding such items in supermarkets. This situation must be overcome to take better advantage of growing consumer demand. And it can easily be accomplished through innovative merchandising and product displays.

Try seasonal tie-ins. For instance, in the summer, set up a display with products keyed to the season. Include sunglasses, fruit drink mixes, barbecue accessories and picnic foods, together with items like mileage extenders, engine coolants, and car waxes and polishes. Or set up a display featuring suntan oil for vacationing bodies with oil conditioners and gasoline extenders for summer cruising cars.

In the winter, display antifreeze, ice scrapers and gas line anti-freeze with cocoa mixes, hot breakfast cereals, and knit caps and mittens.

Such tie-ins will also help improve the supermarket environment and customer receptivity to car products in the store, overcoming one of the chief hurdles in expanding this high volume profit center.

Making automotive products more amenable to supermarket environments can be achieved by featuring them as other products, are often displayed, such as free-standing racks used for beverages and potato chips. Products featured in up-front displays sell better than those on the bottom shelf.

Automotive products can mean greater profits too because they eliminate the need to rotate stocks, unlike fresh food. So labor costs can be lowered. Also, car care items can easily become repeat sales, making automotive sections a "must visit" aisle for a greater number of shoppers.
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66th Anniversary Greetings

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from all of us at

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Eighteen New Supplier Members Join AFD

The Associated Food Dealers, Michigan's largest food and beverage association and service organization, representing over 3,200 members, wishes to welcome aboard these new supplier members to the Association. Their names, addresses and phone numbers are as follows:

**ATLAS PEST CONTROL INC.**, exterminator and pest control firm, 2448 Michigan Ave., Detroit, Mich. 48216; phone (313) 961-1388.

**CIARAMITARO BROS., Inc.**, produce wholesaler and distributor, 2306 Market St., Detroit, Mich. 48207; phone (313) 567-5965.

**DANIELS GLASS COMPANY**, commercial glaziers and building remodelers, 21250 W. Seven Mile Rd., Detroit, Mich. 48219; phone (313) 538-2746.

**DETOUR MARINE SUPPLY CO.**, wholesaler to retailers and institutions, 8717 W. Jefferson Ave., Detroit, Mich. 48219; phone (313) 538-2746.

**EL-KAY DISTRIBUTORS CO.**, wholesale distributor of non-food suppliers, 2400 Fenkell, Detroit, Mich. 48238; phone (313) 861-1388.

**GOLDEN VALLEY DAIRY CO.**, wholesale distributor of a variety of milk and dairy products, 12800 Northend, Oak Park, Mich. 48237; phone (313) 399-1120.

**J.G. FOOD PRODUCTS**, meat processor and distributor of frozen food products, 17931 E. 14 Mile Rd., Fraser, Mich. 48246; phone (313) 296-7330.

**L & I LIQUOR SALES COMPANY**, sales company for alcoholic beverages and subsidiary of L & I Wine and Liqour Corporation, 1801 Thunderbird, Troy, Mich. 48084; phone (313) 362-1831.

**M.C. MacCLAREN, INC.**, produce brokongage, 7201 W. Fort Street, St. 87, Detroit, Mich. 48209; phone (313) 841-1054.

**MILTON CHILI COMPANY**, meat processor and distributor of chili ingredients to restaurants and institutions, 511 E. Whitcomb, Madison Hts., Mich. 48071; phone (313) 585-0300.

**NATIONAL CHILI COMPANY**, meat processor and distributor of chili ingredients to restaurants and institutions, 6724 E. Davison, Detroit, Mich. 48212; phone (313) 365-5611.

**PANEL DISPLAY CORPORATION**, display producers and makers of display equipment, 28500 Hayes, Roseville, Mich. 48066; phone (313) 776-7080.

**PRIME UNDERWRITERS, INC.**, insurance agency and underwriters, 19512 Schoolcraft, Detroit, Mich. 48223; phone (313) 817-8717.

**ROYAL TABACCO & CANDY**, wholesale candy and tobacco distributor, 18633 John R., Detroit, Mich. 48203; phone (313) 892-0460.

**R.E. SMITH, INC.**, meat processor and distributor, 4510 Livernois, Detroit, Mich. 48210; phone (313) 894-4369.


**TOM'S FOODS**, broker and vendor of a variety of food and snack products, 23500 Ford Rd., Dearborn Hts., Mich. 48127; phone (313) 562-6660.

**WARRIOR MARTIAL ARTS SUPPLIES**, non-food company and distributor of a variety of martial arts supplies and equipment for self-defense, 16231 Woodward Ave., Highland Park, Mich. 48233; phone (313) 863-0111.

These new members, and all AFD supplier and service company members, and advertisers, deserve your support and patronage. Please refer to the AFD Suppliers' Directory shown here, often. For convenience sake, post near your phone. To keep up to date, use the Directory from each new issue of The Food Dealer.

---

**Why Do I Belong To The AFD?**

association can obtain reports and publications prepared with my business needs in mind. Everything else put out is general in nature — aimed at a wider audience, and hence, diluted.

- I have many true friends among the members...people I enjoy being with for friendship's sake, as well as for business reasons. My life is richer and more worth living through belonging.

- Committee projects and other association activities enable me to contribute — to do my bit for the industry, the economy and the general good.

- The cost of belonging is small compared with what I get in return — extremely low rent for the space I occupy in the industry.

- Even when other problems command my full attention, the Officers, Directors and headquarters keep working in my interest. In such times, maintaining my membership is a vote of confidence in them, which they deserve, and which I am happy to bestow.

Membership in a trade association, such as the AFD, is a bargain-priced insurance against the various hazards of the member's business future.

Were life to become simple again, with each man earning his livelihood without the distractions of complicated legislation and bureaucratic interference, trade associations would probably disappear.

On the other hand, as living becomes more complex and as problems and needs of business men increase, trade associations are more useful today than ever before — and growing in importance to the well-being of the small business man.
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ALBERT SCOTT
an AFD member

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