

**THE  
MACARONI  
JOURNAL**

**Volume 55  
No. 2**

**June, 1973**



# *Macaroni Journal*

JUNE, 1973



**SPAGHETTI**

**EGG  
NOODLES**

**ELBOW  
MACARONI**



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you try them.**

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# The Macaroni Journal

June  
1973  
Vol. 55  
No. 2

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## MACARONI JOURNAL

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## THE EDITOR'S NOTEBOOK

The adoption by the U.S. grocery industry of a standard accounting code symbol to allow instant machine reading of product identification in supermarkets and food stores plus the package design required for nutritional labeling makes package redesign essential in the near future.

We hope to have reports from the Super Market Institute Convention in Dallas for the next issue.

The Plant Operations Seminar in Omaha, Lincoln and Wakefield, Nebraska, was a smash success. Some seventy plant managers, suppliers, quality control men, and other interested parties in macaroni production went on the plant tours and participated in the discussions. A picture story will be in next month's issue.

Plans are shaping up rapidly for the 69th Annual Meeting of the National Macaroni Manufacturers Association at Hot Springs, Virginia. The full program details should be ready by next issue.

Business continues good and should stay that way with high food prices, particularly meat.





Plentiful Foods Program lets everyone who deals with food—from producer to consumer—know what foods are plentiful.



Director Jack Grey (left), his assistant Mrs. Joyce Short, and members of the staff in the Department's kitchen.



Mueller representatives, left to right: Charles W. Combes, Dorcas Reilly and Jack Merkle.



An attractive buffet service of pasta dishes.

## PASTA PARTY

A pasta party for officials of the U.S. Department of Agriculture proved a record-breaking attraction Tuesday, March 27, when that product was featured in a "See and Taste" session sponsored by the Plentiful Foods Division of Agricultural Marketing Service and the Durum Wheat Institute in Washington.

Under the direction of Jack Grey, Director, Plentiful Foods Program, and Joyce Short, Special Assistant to the Director, Plentiful Foods Program, the informal "See and Taste" events were planned to introduce government food communications personnel to industry representatives as a first step in a continuing exchange of ideas and knowledge.

Durum Wheat Institute education and promotional materials and pasta prepared in a variety of ways helped tell the story. To answer individual queries, several industry representatives attended, including Robert M. Green, Executive Director, National Macaroni Institute; James J. Winston, Director of Research, National Macaroni Manufacturers Association; Melvin Maier, Administrator, North Dakota State Wheat Commission; Dorcas Reilly, Home Economist, Charles W. Combes and Jack Merkle, sales representatives, C. F. Mueller Co.; Howard Lampman, Executive Director, Durum Wheat Institute; and Jayne Whalen, Director of Home Economics, Durum Wheat Institute.

### Large Crowd

It was the largest crowd, 162, in the series of "See and Taste" sessions devoted to agricultural commodities and included representatives from the Agricultural Marketing Service, Agricultural Research Service, Food and Nutrition Service, Office of Information,

Agricultural Stabilization and Conservation Service, Animal and Plant Health Inspection Service, Cooperative State Research Service, Economic Research Service and the Office of the General Counsel.

One bonanza of the show was the special April "all pasta" edition of the USDA's "Smart Shopper"—circulation 12,000,000.

And for still another fringe benefit, the President's Special Assistant for Consumer Affairs, Mrs. Virginia Knauer, told a press conference that week—in response to a question about the high cost of food—"Let them eat pasta." The word gets around.

Guests were presented with samples of three pasta dishes: Curried Elbow Macaroni Salad, Baked Lasagne, and Spaghetti with Meat Sauce. Products were donated by the following companies:

The Creamette Company  
Golden Grain Macaroni Company  
C. F. Mueller Company  
Prince Macaroni Manufacturing Company  
Procino-Rossi Corporation  
Ronco Foods, Inc.  
Safeway Stores  
Skinner Macaroni Company

## Smart Shopper Tips

### Storing Pasta

Uncooked pasta should be kept in a tightly closed container, in a dry place, at room temperature, but not above range or refrigerator.

Cooked pasta can be covered and stored in the refrigerator.

Cooked pasta in a sauce may not maintain its high quality if held for reheating and serving later. The pasta will absorb the sauce and can become soft and less desirable in flavor.

To help keep pasta pieces from sticking together during storage, gently stir a little salad oil into the hot pasta after cooking.

Tip: To reheat plain cooked pasta after storage, put the pasta in a strainer or colander. Immerse in rapidly boiling water, just long enough to heat through quickly—in and out should do it.

The best pasta is cooked to order, al dente (to the tooth) which means firm to the tooth with a little resiliency.

### Measure for Measure

One cup of one kind of uncooked pasta may weigh more or less than a cup of another kind.

(Continued on page 6)

# We've got a winner!

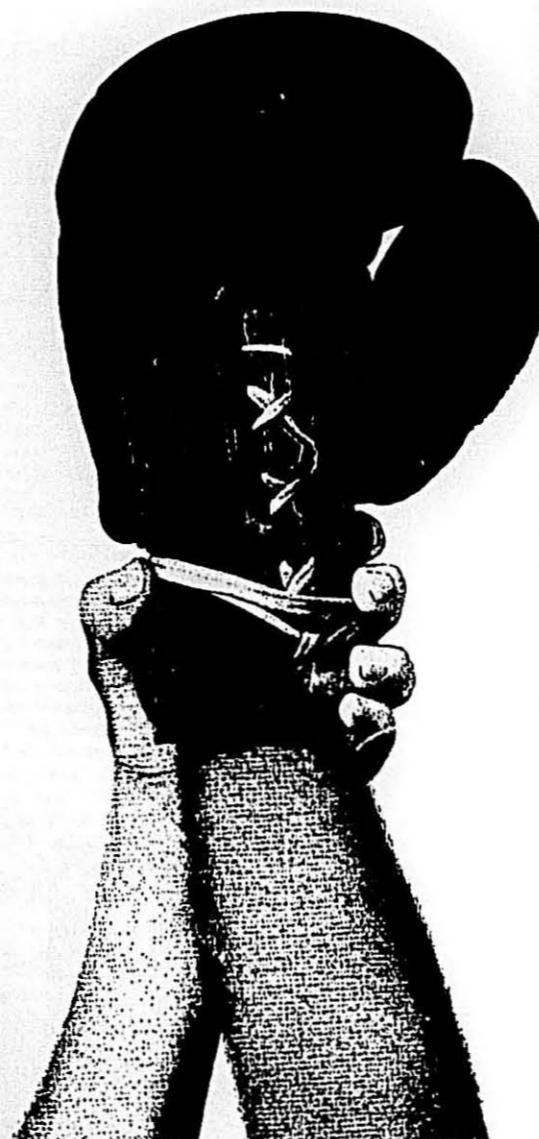
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### Smart Shopper Tips

(Continued from page 4)

Many kinds of uncooked pasta cannot be measured in a cup because of the awkward shapes of pieces.

So—recipes for macaroni products usually call for them by weight rather than by measure. Elbow macaroni is a common exception, since it is less variable in weight per cup.

Different kinds of uncooked pasta can be used interchangeably in most recipes that call for a given weight—like an 8-ounce package, or 4 ounces of uncooked pasta.

However, in recipes that call for a given measure—like one cup—you may not be able to substitute one pasta for another so successfully.

Different kinds of cooked pasta may be used interchangeably, measure for measure, in recipes.

#### Calories for Energy

Food energy is measured in calories. All foods provide calories—some more than others.


The body requires calories and also nutrients, proteins, vitamins and minerals. The best buys, nutritionally, provide nutrients as well as calories. Here are some foods that supply calories and several nutrients:

- Cheese—calcium and protein.
- Orange juice—vitamin C.
- Peanut butter—protein and the B-vitamin, Niacin.
- Enriched Macaroni—iron, and B-Vitamins.

A one-cup serving of cooked enriched pasta provides these percentages of nutrients recommended for an 18-year-old girl for one day:

Calories	8%
Protein	10%
Iron	8%
<b>B Vitamins:</b>	
Thiamin	20%
Niacin	20%
Riboflavin	8%
For the same girl, a one-cup serving of spaghetti and meat balls provides:	
Calories	15%
Protein	35%
Calcium	15%
Iron	20%
Vitamin A	30%
<b>B Vitamins:</b>	
Thiamin	25%
Niacin	55%
Riboflavin	20%
Vitamin C	40%

Smart Shopper Recipe Preview for Spaghetti with Meat Sauce and Tuna Noodle Casserole appear on the next page.





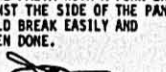





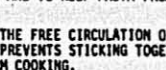
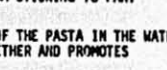
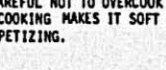



**SMART SHOPPERS TIP**

## COOKING PASTA

SMART SHOPPER AGRICULTURAL MARKETING SERVICE  
U.S. DEPARTMENT OF AGRICULTURE  
WASHINGTON, D.C. 20259  
AMS-541-13

USE AMOUNTS OF INGREDIENTS RECOMMENDED ON THE PASTA PACKAGE. WITH EXPERIENCE YOU MAY FIND THAT A LITTLE LESS WATER (AND SALT) IS NEEDED FOR SMALLER PIECES OF PASTA.

WHAT TO DO	TIMELY TIPS
<p>COMBINE IN DEEP SAUCEPAN WATER, SALT, AND OIL.</p>  <p>BRING WATER TO A FULL, ROLLING BOIL.</p>  <p>ADD PASTA GRADUALLY TO RAPIDLY BOILING WATER SO THAT BOILING DOES NOT STOP.</p>  <p>LEAVE PAN UNCOVERED. STIR OCCASIONALLY.</p>  <p>COOK PASTA UNTIL TENDER; YET FIRM. CONSULT DIRECTIONS ON PACKAGE FOR COOKING TIME.</p>  <p>TO TEST FOR DONENESS, PRESS A PIECE OF THE PASTA WITH A FORK OR SPOON AGAINST THE SIDE OF THE PAN. PASTA SHOULD BREAK EASILY AND CLEANLY WHEN DONE.</p>  <p>DRAIN PASTA AT ONCE IN A COLANDER OR STRAINER. DO NOT RINSE PASTA AFTER COOKING.</p> 	<p>OIL HELPS KEEP PASTA FROM STICKING AND FROM FOAMING.</p>  <p>TO FIT LONG SPAGHETTI INTO A MEDIUM-SIZE PAN, PLACE ONE END OF THE SPAGHETTI STRANDS IN THE BOILING WATER, AS THE SPAGHETTI SOFTENS, GRADUALLY COIL THE STRANDS AROUND THE PAN UNTIL THEY ARE COMPLETELY UNDER THE WATER.</p>   <p>STIR TO BE SURE QUICK WETTING OF ALL SURFACES TAKES PLACE, AND TO KEEP PASTA FROM STICKING TO PAN.</p>   <p>IT IS THE FREE CIRCULATION OF THE PASTA IN THE WATER WHICH PREVENTS STICKING TOGETHER AND PROMOTES UNIFORM COOKING.</p>  <p>BE CAREFUL NOT TO OVERCOOK PASTA; OVERCOOKING MAKES IT SOFT AND UNAPPETIZING.</p>  <p>COOK PASTA TWO-THIRDS THE NORMAL COOKING TIME IF IT IS TO BE USED IN A COMBINATION DISH THAT NEEDS FURTHER COOKING.</p> <p>IF COOKED PASTA TENDS TO STICK TOGETHER, ADD A SAUCE OR A LITTLE FAT OR OIL.</p> <p>PASTA IS BEST, OF COURSE, WHEN COOKED JUST BEFORE IT IS TO BE SERVED OR COMBINED WITH OTHER INGREDIENTS. BUT, IF IT MUST BE COOKED AHEAD OF TIME, KEEP IT HOT IN A STRAINER OVER HOT WATER. THE STEAM WILL REDUCE STICKING.</p>

### Macaroni Business Is Good

The American homemaker is really using her noodle these days, literally and figuratively.

She is also using her elbow macaroni, spaghetti and other macaroni shapes and sizes to beat the rising meat costs, according to Robert M. Green, executive secretary of the National Macaroni Manufacturers Association, Palatine, Ill.

Reports reveal that industry sales for the first quarter of this year are running well ahead of last year, Green said. A survey of NMAA members in various parts of the nation disclosed that many macaroni plants are running around the clock to meet the demand.

All indications, Green said, point to another record year for macaroni products. In the past five years, macaroni consumption has increased close to 300 million pounds and it is expected that the total consumption for 1973 will top 1.6 billion pounds.

Historically, macaroni products have been considered as an economical food. The homemaker knows that macaroni can be used as a meat, fish and poultry extender to provide nourishing and satisfying meals for her family, Green said. Another advantage of macaroni is that it provides a base for the use of less costly meat cuts, he said.

Marla Sue Silins is the happy consumer enjoying her spaghetti.



THE MACARONI JOURNAL

### Meat Boycott

High food prices and the meat boycott were on the front pages of newspapers and in broadcasts on radio and television every day in early April.

Cattle growers took their story to Capitol Hill and ran an ad in the Washington Post which said, in part:

"The President has called upon housewives and the farmer to hold the line on meat costs. In reality, farmers have contributed the least to inflation but have largely taken the brunt of its effects. We're willing to give it a try if you are."

Retail Beef Prices	+ 39%
Retail Pork Prices	+ 41%
Dentist's Fees	+ 54%
Public Transportation	+ 63%
Physician's Fees	+ 64%
Hospital Room Charges	+ 165%
Auto repair & maintenance	+ 45%
Restaurant meals	+ 52%
Home maintenance & repairs	+ 56%
Daily newspapers	+ 68%
Postal costs	+ 73%
Per Capita Disposable Income	+ 81%

Figures from the Bureau of Labor Statistics 1961-1971.

### How About This?

New York, April 9.—Grocer's shelves in Brooklyn have been emptied of macaroni because so many housewives have purchased it as the base for inexpensive casseroles, complained members of the Women United for Action. W.U.A. was started last August by a group of Brooklyn women to lobby for lower food prices. Several members threw flour at officials of the Price Commission last fall to protest a price rise in family flour. Annoyance over the availability of pasta products accentuated the main effort of the group, which is testing the high cost of meat. "Elbow macaroni drafted in war on meat products," read a 2-column headline in the New York Times. Robert M. Green, executive secretary of National Macaroni Manufacturers Association, said he knew of no area where stores do not have ample supplies of pasta.

### Economics of Food Merchandising

Consider a steak that retails for \$2 per lb. According to a study by the USDA, the rancher gets \$1.08 of that \$2, the feedlot operator gets 40¢, the meat packer takes 4¢, transportation adds 2¢, the supermarket gets 4¢ and the wholesaler ends up with only 2¢.

"And that is before expenses," says a Super Valu executive. When a house-



**SMART SHOPPER RECIPE PREVIEW**

### SPAGHETTI WITH MEAT SAUCE

6 SERVINGS, 1 CUP EACH

SMART SHOPPER AGRICULTURAL MARKETING SERVICE  
U.S. DEPARTMENT OF AGRICULTURE  
WASHINGTON, D.C. 20259  
AMS-541-13

CRUMBLE GROUND BEEF INTO PAN, ADD..... AND COOK, STIRRING AS NEEDED, TO BROWN MEAT. DRAIN OFF EXCESS FAT.



1 pound ground beef, regular or lean



1 medium onion, finely chopped



1 clove garlic, peeled



1 teaspoon salt



1/2 teaspoon oregano



1/4 teaspoon pepper

STIR IN....



15-ounce can spanish style tomato sauce



6-ounce can, tomato paste



3/4 cup hot water



2 teaspoons sugar



1 bay leaf

SIMMER, UNCOVERED, OVER LOW HEAT 45 MINUTES.



REMOVE GARLIC AND BAY LEAF. SIMMER 15 MINUTES LONGER.



COOK SPAGHETTI AS DIRECTED ON PACKAGE. DRAIN.

8-ounce package spaghetti

SERVE COOKED SPAGHETTI AT ONCE WITH MEAT SAUCE. SPINKLE WITH CHEESE.



1/4 or 1/2 cup grated Parmesan or Romano cheese, as desired.



**SMART SHOPPER RECIPE PREVIEW**

### TUNA NOODLE CASSEROLE

6 SERVINGS, 1-1/2 CUPS EACH

SMART SHOPPER AGRICULTURAL MARKETING SERVICE  
U.S. DEPARTMENT OF AGRICULTURE  
WASHINGTON, D.C. 20259  
AMS-541-13

1 PREHEAT OVEN TO 350°F. (MODERATE).

2 GREASE 2 QUART CASSEROLE.

3 COOK NOODLES AS DIRECTED ON PACKAGE. DRAIN.

4 GET READY...



2 cans, 6 or 7 ounces each, undrained, flaked.



1/4 cup chopped onion



1/3 cup diced celery



1/2 cup corn flake crumbs



3 cans, 8 ounces each, spanish style tomato sauce.

5 COOK ONION AND CELERY IN FAT OR OIL IN 1 QUART SAUCE PAN UNTIL TENDER.



1 tablespoon fat or oil

6 ADD TOMATO SAUCE, AND 1/2 TEASPOON SALT AND 1/8 TEASPOON PEPPER HEAT TO BOILING.



1/2 teaspoon salt AND 1/8 teaspoon pepper



1 tablespoon

7 IN CASSEROLE, PLACE ALTERNATE LAYERS OF... NOODLES, TUNA, AND HOT TOMATO MIXTURE. TOP WITH CRUMBS. DOT WITH MARGARINE OR BUTTER.



2 quart casserole

8 BAKE 20 MINUTES OR UNTIL MIXTURE IS HEATED THROUGH AND CRUMBS ARE BROWNED.



### Macaroni Purchases

The Defense Supply Agency in Philadelphia has made a projection of purchases for the fiscal year 1973-1974. It includes 2,518,800 pounds of macaroni in 9-lb. cartons; 3,308,000 pounds of long spaghetti in 10-lb. cartons; and 1,508,400 pounds of egg noodles in 5-lb. cartons.

The average wholesaler does not do much better—at about 0.6% to 0.8%. "Simple inventory 'shrinkage' or disappearance runs higher than that," complains one New York foodman. And another says, "Anyone whose profit margin is less than a penny on the dollar certainly cannot be justifiably accused of profiteering."

### Red Cross and Ragù

Red Cross Spaghetti and Ragù Spaghetti Sauce team up in an advertising coupon campaign which says: "They deserve each other! Viva la Pasta! Viva la Salsa!"

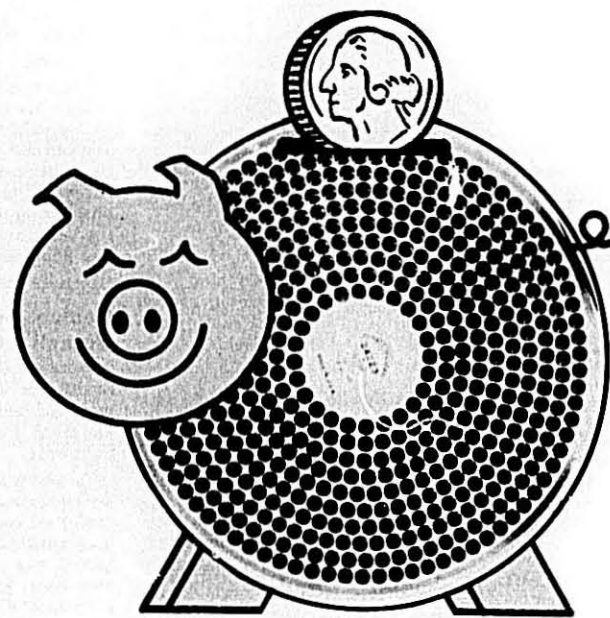


# Does ADM really mean Archer-Daniels-Macaroni?



No. Actually Macaroni means ADM.

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JUNE 1973



## Food Is A Bargain

Progressive Grocer for April carried the 40th Annual Report on the Grocery Industry. They say: There ought to be a stamp to commemorate the American supermarket. It should prompt the telling of a true tale that badly needs recounting: the story of food retailing and its remarkable contribution to national life. Food is still a bargain compared to other purchases (1961-1971): cost of food at home up 18%.

### Modern families spend less on food:

Family Budget	1920	1970
All Food	40%	23%
Housing	24	24
Clothing	17	11
Other Items	19	42

Food takes less of an hour's pay than other consumer necessities.

### Stores offer more and more items:

1928 Independent	1970 A & P
867 Total Store	6,488
80 Meats	465
40 Produce	241
42 Dairy, Ice Cream	281
0 Frozen Foods	286
45 Bakery	276
626 Grocery	3,837

## Kraft Advertising

"Seven hot ideas for a food budget that won't budge," is the headline on a recent newspaper ad by Kraft Foods Dinners.

The suggestion is made to "pin these ideas on the kitchen wall till the budget says it's time for steak."

**Creative Casserole**, made with Kraft Macaroni & Cheese Dinner, a can of luncheon meat, a can of peas, cottage cheese, onion and basil; yields six cups at 26¢ per one cup serving. All costs per serving are approximate because prices vary around the country.

**Spicy Spaghetti** calls for Kraft Tangy Italian Style Spaghetti Dinner, one pound ground beef, green pepper and a 6 oz. can tomato paste; yields 5½ cups at 28¢ per one cup serving.

**Jiffy Tuna Supper** is made with Kraft Noodle & Cheese Dinner with a can of tuna, some green pepper and two chopped hard-cooked eggs; yields 3½ cups at 34¢ per one cup serving.

**Frank'n Spaghetti Supper** uses American Style Spaghetti Dinner with one-half pound frankfurters; six cups at 14¢ per one cup serving.

**Kick-Off Dinner** calls for Kraft Deluxe Macaroni & Cheese Dinner, a can of luncheon meat, chopped dill pickle, onion, mustard and pepper; yields 5½ cups at 20¢ per one cup serving.



This attractive young tennis player is poised to serve Rice-A-Roni, inasmuch as Golden Grain Macaroni Company is co-sponsoring the Family Circle Cup, professional women's tennis tournament held in the Sea Pines Racquet Club, Hilton Head Island, South Carolina, May 19-20.

The \$90,000-prize tournament was telecast by NBC-TV networks, and used as a theme for Rice-A-Roni television commercials, according to Thomas DeDomenico, Golden Grain Vice President in Charge of Sales. Feature players in the tournament included Billie Jean King, Rosemary Casals and Françoise Durr.

**One-Pot Spaghetti:** Everything is in one package—pasta, Parmesan cheese, and a can of savory meat sauce made with good ground chuck. Yield 3½ cups at 18¢ per one cup serving.

**Chicken Noodle Dinner** is made with Kraft Noodle with Chicken Dinner with a thick creamy sauce made with real chicken flavor. Garnished with hard-cooked eggs, parsley, celery and pimento, yields 4½ cups at 20¢ per one cup serving.

## Consumer Attitudes

Daniel Yankelovich is a market research expert. A recent survey by his organization covered shopping attitudes of consumers in supermarkets. The findings:

**30% Shop for Price.** These people will move from store to store to shop the bargains.

**27% Shop for Convenience.** These people place great emphasis on the ease of shopping and a minimum dilution of their time. Examples: the well-to-do, working wives.

**18% Shop for Quality** and overall Family Benefits. These are the dedicated housewives who enjoy being a homemaker.

**25% Consider Shopping/Work Distasteful.** There apparently is a segment of the female population who consider the whole subject of shopping, cooking and housekeeping a drudgery and unpleasant work. They couldn't care less where they shop.

The key question that Dr. Yankelovich's study posed was, "Is price alone the primary marketing strategy for the supermarket industry if less than one out of every three shoppers rank it as their major reason for going into a store?"

## Chef Boy-Ar-Dee Campaign

"The day Ingrid Nielson became a great Italian cook" headlines the new Chef Boy-Ar-Dee advertising campaign for Packaged Lasagna Dinner and Spaghetti Dinner.

Two colorful ads will appear in Family Circle, Good Housekeeping, Redbook and Better Homes & Gardens for the spring and summer schedules.

The ads feature three Italian specialties prepared from the basic complete packaged dinners. With a "look what you can do" approach, copy suggests to the consumer that she branch out, try her wings, on some Italian classics. Emphasis is on the ease of preparation with the basic product plus creativity and a few additions from the housewife.

## Golden Grain Acquires Vernell's Candies

Purchase of Vernell's Fine Candies of Seattle for approximately \$1.4 million was disclosed recently by Golden Grain Macaroni Company in San Leandro, California.

Speaking for Golden Grain, Vincent DeDomenico, chief executive officer, confirmed earlier press reports that the long-established candy firm was acquired in a cash transaction with General Host, Inc. Vernell's had been a division of General Host.

## Hol-Grain Wafers

Included in the sale price was another General Host subsidiary, Hol-Grain of Seattle, which makes whole wheat and natural rice wafer-ets, thin, crisp crackers used for canapes and similar purposes.

According to DeDomenico, Vernell's makes a complete line of fine hard candies, and is perhaps best known for its nationally distributed Butter Mints. He added that no organizational or operational changes are contemplated at either Vernell's or Hol-Grain.

Golden Grain, which has facilities in Seattle and Chicago, in addition to San Leandro, is the maker of a wide range of pasta and other food products, chief among which are Rice-A-Roni, Noodle-Roni, and Stir-N-Serv One Pan Dinners. It also owns Ghirardelli Chocolate Company, which traces its beginning to more than a century ago in San Francisco.

## Helicopter Delivery

Gooch Foods, Inc. of Lincoln, Nebraska took delivery of their new microwave dryer in a very strange way—by helicopter! As the new dryer was lowered in its assigned place in the drying line by the Sikorsky S-61, Mr. Harold Wendt, president of Gooch commented: "This new unit will not only allow us to dry our macaroni products faster (up to 3000 pounds an hour), it will also help us produce a better product."

Mr. Wendt also stated: "With today's higher meat prices, the demand for macaroni products in the coming months will be greater than ever before as housewives search for low-cost, nutritional meals. We think the addition of this new unit, the latest advance in microwave technology, will help us maintain the quality and quantity of macaroni products that Gooch is famous for."

## What Is Microwave Drying?

Microwave drying is a revolutionary new process for rapid drying in pasta manufacture. The product is taken from the extruder, for the total system, or the existing preliminary dryer, for the main dryer system and completes the drying in minutes by evaporating the remaining moisture with microwave energy.

Microwaves are simply very high frequency radio waves, similar to the familiar TV and FM radio waves, but at higher frequencies. Microwaves selectively heat moisture by molecular agitation, quickly, gently and uniformly throughout the product, not just the surface. Moisture equilibrium is maintained through the drying cycle.

## Advantages

There are several advantages to microwave drying:

With drying times in minutes the producer enjoys nearly instantaneous in-point control of the product. (2)



Federico Di Noto



Microwave dryers are constructed of stainless steel to the specifications of USDA inspected plants. (3) The simplicity and efficiency of the microwave system significantly reduces costs of hourly operation, 33% in production evaluation, maintenance is reduced and all the drying power paid for is used.

## Braibanti Manager

Dott. Ingg. M. G. Braibanti & Company of Milan, Italy, manufacturers of macaroni equipment, announces the appointment of Federico Di Noto as general manager of the firm's world-wide operations.

Mr. Di Noto has been with the Braibanti organization since 1960 and has worked in various echelons finally assuming charge of the marketing and management divisions prior to his new appointment.

In his new capacity, Mr. Di Noto, who is 39 years old will work in cooperation with the firm's two directors, Messrs. Ennio Braibanti and Cesare Valletti.

## On Mueller Board

Richard A. Post, of West Orange, has been elected a director of C. F. Mueller Company, it has been announced by H. Edward Toner, chairman of the board and chief executive officer of the 103-year old firm manufacturing macaroni, spaghetti and egg noodle products.

Mr. Post, 55, joined Mueller's in 1948. He was named secretary-treasurer in 1959 and has been vice president-finance and treasurer since July, 1971. A native of Orange, he was graduated from Rutgers University in 1938 with a

B.S. degree in business administration, and in 1941 he was accredited a C.P.A.

Before joining C. F. Mueller, Mr. Post was with Johnson & Johnson, Inc. and Montgomery Ward & Co. He is a member of the American Institute of Certified Public Accountants. Mr. Post is married to the former Dorothy Winifred Duff and the couple have two children.

## International Multifoods Reports Record Earnings

International Multifoods reported record earnings and sales for the fiscal year and for the quarter ended February 28.

Based upon preliminary unaudited figures, consolidated earnings were up 15 percent to \$9,866,000 from \$8,568,000. Per share earnings, based on a larger number of shares outstanding, were up 10 percent to \$2.79 from \$2.54 for fiscal year 1972.

Sales were up 15 percent to \$527,677,000 from \$457,462,000 a year ago.

For the fourth quarter, consolidated net earnings were \$3,307,000, or 94 cents per share on sales of \$148,279,000. This compared with \$2,750,000 or 79 cents per share on sales of \$118,293,000 for the fourth quarter a year ago.

## Fifth Consecutive Year

Multifoods has now reported increased earnings for the fifth consecutive year and has shown per share earnings improvements in 16 of its last 20 quarters when compared with the same period in the previous year.

For the last five years, the company has averaged a 7 percent compound growth in sales, a 20 percent annual compound increase in net earnings, and a 16 percent compound annual growth in earnings per share, according to Multifoods President, William G. Phillips.



Richard A. Post



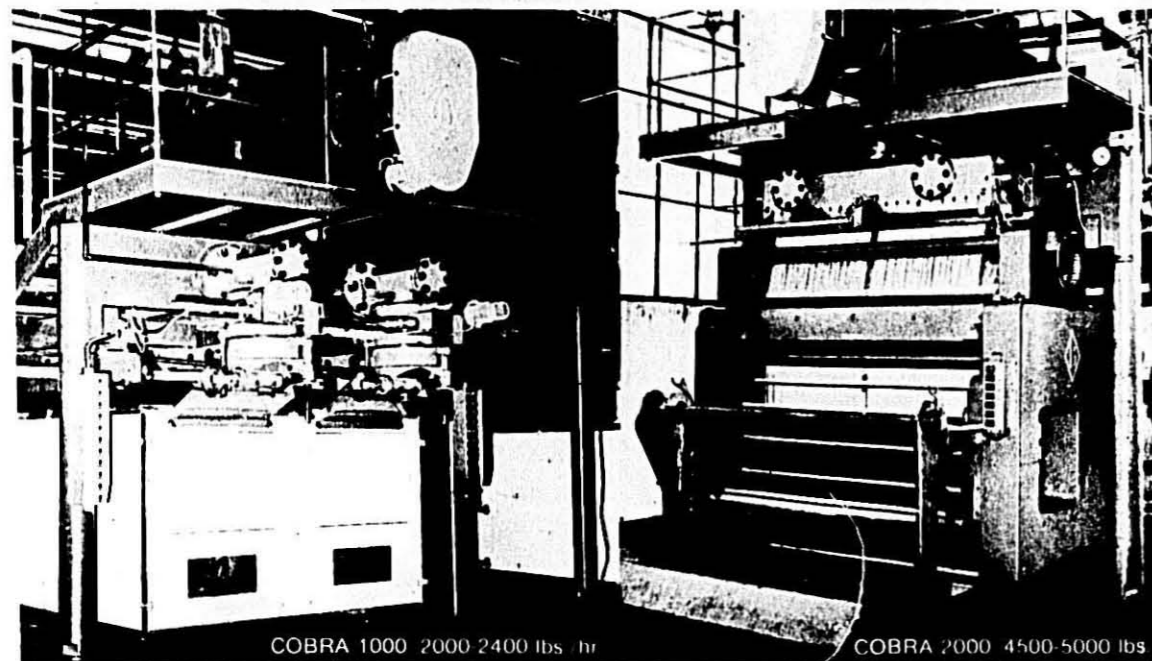
## The overachievers.

We call them the overachievers, because they deliver more than we promise. From the smallest to the largest, every Braibanti pasta press is put together with more guts, more durability, more potential for productivity than they really need.

But that's what you've come to expect from the people who have manufactured and installed more pasta-producing equipment than any other company in the world.

Of course the Braibanti presses are just the beginning of a great pasta line. Braibanti also makes flour handling equipment, cutters, spreaders, stampers, pinchers, shakers, pre-dryers, dryers and packaging equipment. In short, everything it takes to make any pasta product on the market.

Braibanti. The greatest name in pasta. One of the select group of world-wide food machinery companies associated with Werner/Lehara.



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### Nutritional Labeling

James J. Winston, NMMA Director of Research, reports that members of the Standards and Nutrition Committee met with representatives of the Food and Drug Administration in Washington, D.C. to discuss nutritional formats for macaroni and noodle products.

The FDA has no objection to the use of these nutritional formats on an industry-wide basis providing the analysis will confirm the declared nutrients.

Any deviation from the standard enriched macaroni or egg noodle product with 5.5% egg solid will require additional analysis to denote different amounts of nutrients in order to insure compliance with the regulations.

The Nutrition Information Panel (if not placed on the principal display panel) can be placed immediately contiguous to the principal display panel and all mandatory information must appear in one area of space without other intervening material.

Concerning macaroni-noodle products, the Nutrition Information Panel should be placed to the right of the principal panel. However, in the case of Spaghetti in the carton, where the carton end is too small to accommodate this labeling, the Nutrition Information should appear on the next panel to the right which might be called the rear panel.

On cello or poly bags, the Nutrition Information should appear on the rear panel and not on the side or gusset.

The type size should be not less than 1/16th inch.

#### Recommended Formats

The recommended Nutritional Formats are as follows:

Nutrition Information	Enriched Macaroni Products	Enriched Egg Noodles
	Weight of Serving	2 ozs., dry
No. of Servings per package or container		
Calories	210	220
Protein	7 grams	8 grams
Carbohydrates	41 grams	40 grams
Fat	1 gram	3 grams

#### % U.S. Recommended Daily Allowance

Protein	10	10
Vitamin A	.	.
Vitamin C	.	.
Thiamine	15	15
Riboflavin	10	10
Niacin	10	10
Calcium	.	2
Iron	10	10

\* Contains less than 2% U.S. Recommended Daily Allowance.



James J. Winston

#### Dr. Johnson Writes

In a letter to Mr. Winston dated April 6, Dr. Ogden C. Johnson, Director, Division of Nutrition, Food & Drug Administration, writes:

In response to your letter of March 19, 1973, concerning the format to be used for nutrition labeling, the final order for nutrition labeling, published March 14, 1973, (Federal Register p.1.17 Food; nutrition labeling), outlined the general format requirements. The draft formats which you discussed with FDA on March 12, were essentially correct. The changes in headings provided for in the final document would have to be included in the formats.

We have no objection if all members of the macaroni industry elect to use the same format. Each manufacturer will of course be responsible for the nutritional composition of his product, and that his production and quality control will produce products meeting the nutritional labeling statements.

The development of a nutritional quality data base should provide the industry with the information required to carry out nutrition labeling. We are pleased that you have been able to bring together the nutrition data, and assist the members of the Association in preparing to provide consumers with nutrition information.

#### Slack Fill Survey

The Food and Drug Administration intends to survey six different food products at the plant level in order to determine whether preliminary data gathered on slack-fill by state regulatory agencies is non-functional or avoidable.

The Packaging Institute is acting as liaison in this survey and James J. Winston has been appointed to serve on the committee representing the macaroni-noodle industry.

The macaroni products to be examined by the FDA will include vermicelli, spaghetti, elbow macaroni, small and large shells. The FDA's plan will include the survey of macaroni plants located in Boston, Buffalo, Chicago, Kansas City, Los Angeles, Newark, New Orleans, New York, Philadelphia and San Francisco.

This slack-fill survey is of a voluntary nature and the Packaging Institute will arrange the survey based on the cooperation of the food manufacturers. The results of the survey on a geographic basis will provide the necessary data for the FDA to promulgate slack-fill specifications.

The FDA has expressed the desire to cooperate with industry to the fullest extent possible in conducting this survey.

#### General Foods Calls For New Standards

Food Chemical News reports that General Foods has written the Food & Drug Administration urging it to reject the numerous requests for a hearing on the standard for Enriched Macaroni with Fortified Protein and "permit the standard to become effective as published."

While the standard, published in September, with an effective date in mid-November, has not been stayed because of the numerous requests for a public hearing, neither has its effective date been confirmed.

Continued marketing of the product for the Department of Agriculture's school lunch program has been assented to by the FDA, provided the product meets the labeling requirements of the not-yet-effective food standard.




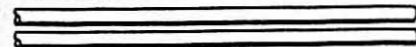











#### Letter to FDA

In its letter urging FDA to make the standard effective, General Foods reviewed and answered the major objections noted in the comments.

The company noted that most of the objections "have been from members of the macaroni industry, the durum wheat growers, or persons involved in the distribution of macaroni products," who are "naturally concerned" about "innovative developments in the field, particularly as they come from a company which has not been a traditional part of the industry." General Foods described the objections as "more imaginative than realistic."

(Continued on page 16)



TO INSURE THE QUALITY  IN ANY MACARONI PRODUCT  ALWAYS SPECIFY  WHETHER YOU'RE MANUFACTURING LONG GOODS  OR SHORT , EGG NOODLES  OR OTHER SPECIALTY SHAPES,  YOU'LL FIND  IS ALWAYS UNIFORM IN COLOR AND GRANULATION.  BECAUSE OF OUR UNIQUE AFFILIATIONS IN THE DURUM WHEAT GROWING AREA,  WE CAN SUPPLY  THE FINEST DURUM  WHEAT PRODUCTS AVAILABLE. AND WE SHIP EVERY ORDER  AT THE TIME  PROMISED. BE SURE... SPECIFY 



### AMBER MILLING DIVISION

FARMERS UNION GRAIN TERMINAL ASSOCIATION  
Mills at Rush City, Minn. — General Offices: St. Paul, Minn. 55165  
Telephone: (612) 646-9433



## Macaroni Standards

(Continued from page 14)

ined than real," saying "the adoption of the new standard will benefit both the industry and consumers."

General Foods said it started with the idea of finding a food which would be a good source of quality protein at low cost and used macaroni because it "had a form, taste, and texture generally consumed by the public in both the U.S. and abroad" and because "the grains used in making it were generally available locally in individual countries" avoiding the importation of costly ingredients. The firm reviewed and answered the six major objections, as follows:

1. Conventional macaroni has traditionally been made from wheat flour and therefore the use of additional grains or components should not be permitted.

General Foods responded that existing macaroni standards allow a wide variety of non-wheat ingredients, such as egg whites, frozen or dried, milk, soy flour, vegetables (such as tomato, artichoke, beet, carrot, parsley or spinach), partly defatted wheat germ and nonfat dry milk, and that most of these products "are currently available," concluding so long as the product is properly labeled to differentiate it from conventional macaroni, this argument "is no basis for objection to the standard."

2. Macaroni complying with the new standard is really an imitation of genuine macaroni and should be so labeled.

This argument was countered by General Foods by pointing to the existing standards for such products as "wheat and soy macaroni" or "vegetable macaroni," and to FDA's recent proposal on labeling of substitute food products, which states that if a food is not nutritionally inferior, it is not an imitation. "Since the nutrition of the macaroni product is not inferior, but significantly superior to conventional macaroni, then products complying with the standard would never be deemed an imitation under the proposed regulation."

3. Macaroni complying with the new standard would be marketed under names so similar to genuine macaroni as to confuse consumers and make it difficult to distinguish between conventional macaroni and macaroni complying with the new standard.

General Foods questioned "the position of the objectors that the public cannot differentiate between a product labeled as 'Enriched Macaroni' and a product

labeled as 'Enriched Wheat Corn Soy Macaroni, With Fortified Protein.'"

4. The Commissioner lacks authority to promulgate the new standard because the products under the new standard do not have a common or usual name and that food complying with the standard is not a food which has heretofore been commonly or usually sold.

This argument is legally unsupportable, said General Foods, pointing out that historically a review of the existing macaroni standards indicates that there was no common or usual name for the four macaroni standards adopted since 1955 "until the new standards were adopted."

5. The sale of macaroni conforming to the new standard will adversely affect the present macaroni manufacturers and hard wheat growers.

General Foods contends that "wheat flour must still be the predominant grain" and that "many manufacturers and distributors, including some who filed objections" have begun marketing the new product.

6. Macaroni standards complying with the new standard will be unacceptable to the consuming public and therefore will impair the quality image of regular macaroni.

In responding to this objection, General Foods noted that it has conducted "a number of studies to determine acceptability of the product to consumers," with the data clearly indicating "that our macaroni product and products of other manufacturers are quite acceptable to the consuming public."

### School Lunch Calls for Enriched Macaroni with Fortified Protein

An announcement in the Federal Register of April 12 calls for Enriched Macaroni With Fortified Protein, describing it as follows:

"Products shall be made from cereal flours or meals and may be combined with one or more ingredients with a relatively high protein content, such as an oilseed flour, nonfat dry milk, or derived protein, concentrates and include the vitamins and minerals specified in the nutritional specification outlined herein. Optional ingredients include amino acids or their salts, binders, or other ingredients that serve a necessary and useful purpose. All ingredients shall be in conformity with the requirements of the Federal Food, Drug & Cosmetic Act, as amended, and any regulations issued thereunder."

### Nutritional specifications

"Enriched macaroni with fortified protein shall meet the following compositional requirements. Analytical methods shall be according to the standard procedure defined in the Association of Official Analytical Chemists, 1970, 'Official Methods of Analysis,' 11th edition, Washington, D.C. or by appropriate analytical procedures Food & Nutrition Service considers reliable."

	Min.	Max.
Protein <sup>1</sup> , weight percent	20	25
PER	2.38	—
Moisture, weight percent	—	13.0
Iron <sup>2</sup> , mg/oz	.82	1.03
Thiamine, mg/oz	.25	.31
Riboflavin, mg/oz	.11	.14
Niacin, mg/oz	1.7	2.1
1) Nx8.25. 20% by weight on 13% moisture (22% dry weight basis).		
2) Recommended sources of iron are ferric ammonium citrate, ferrous fumarate, ferrous sulfate, ferrous gluconate, reduced iron, or other sources known to have a similar biological value.		

### A Rose Is A Rose

New nomenclature has been suggested for substitute foods which are not "imitation." A Washington attorney suggests "ana" (as an abbreviation for analog).

### Notable and Quotable

Sen. George McGovern (D., S.D.) announcing hearings by the select committee on nutrition he chairs on obesity and popular diet plans:

Currently available diet plans run the gamut of the human imagination and vocabulary. Plans for the purchase in bookstores, health food shops, and through mail order firms suggest: the water diet, the rice diet, the milk and bananas diet, the grapefruit diet, the drinking man's diet, the lopsided egg diet, the starvation diet, the crash diet, the loving care diet, the macroblob diet, the eat all you want diet, the raw food diet, the organic fruit diet, the baked potato and buttermilk diet, the bread cheese and wine diet, and so on, ad infinitum.

The benefits offered run from instant weight loss, lifetime thinness and sexual prowess, to psychic awareness, philosophical bliss and cures to cancer, paralysis, schizophrenia and syphilis. And while the prescription drug and medical industries are under regulation by the Food and Drug Administration and other agencies, the diet industry, which produces potions and plans which often call for fundamental restructuring of an individual's dietary regimen, is virtually free from governmental restraints. The overweight consumer is the most unprotected consumer of all.



Milan  
8-14 October 1973  
Milan Trade Fair Premises

Section:  
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Machines and equipment for the:  
soft drinks industry  
confectionery industry  
dairy industry  
mills and face industry  
production of bread, "grissini", biscuits, etc.

Section:  
PACKING AND PACKAGING

Section:  
MECHANICAL HANDLING

Offices IPACK-IMA  
20148 Milano (Italia)  
Via C. Rizzola 62  
Tel. 02.52.25.46.53.65  
Telex 325888 Ipackima

## IPACK-IMA '73

IPACK-IMA '73 is busy preparing its International Exhibition of machinery and equipment for the processing of foodstuffs. This Exhibition, which is one of the three specialized sectors of IPACK-IMA (packing and packaging, mechanical handling, food-processing industrial machinery), has already stood the test of seven previous editions, with growing and repeatedly confirmed success. It is therefore reasonable to predict that the eighth edition, scheduled to take place from the 8th to 14th October 1973, will be equally successful from the business viewpoint, both for the programmed international coverage, and for the new ideas and techniques that will be represented, and that but by no means least, for the special conditions of the Italian home market. It is towards this last aspect that the IPACK-IMA Secretariat wishes to draw the attention of international manufacturers of food-processing machinery.

### Large Food Industry

It is a well known fact that Italy possesses a large-scale food industry, made up for the most part of small and medium-sized productive units. For some years now, this sector has been

carrying out a far-reaching program to reform and modernize its structures, in order to employ new technological processes to achieve a more rational productive capacity.

This explains the current trend towards industrial concentration, in investment policy and the constant interest of foreign capital in this particular industrial sector whose expansion especially affects the development of zones in Central and Southern Italy for natural location and environmental reasons and the possibilities these regions offer for agricultural production.

### Trend to Concentration

An industrial trend of this nature, which is sustained by an indispensable need arising out of social policy, also affects those sections of industrial food complexes located in the north of Italy and which have productive capacities at a good international level. Thus, considered from an overall point of view, with regard to the single area of processing lines and equipment, the sectors need to bring its plant into line with modern technological systems, with growing consumption on the home market and with the export development needs of finished products, resulting both from an increase in international trade and from the special position

occupied by Italian food products within the Common Market, in view of the increasingly competitive conditions that these products will have to face in the enlarged Community area from next year onwards.

### Remodernisation

The most cautious observers of the present course of the Italian economy unanimously agree that the food industry must drastically re-modernize its plants with investments amounting to 10 billion lire a year, a figure which becomes even more interesting if one considers that the firms in question must make up ground lost during the past two years due to socio-economic tension in the country, which has now been reduced to a more acceptable, general level. There is therefore good reason to believe that IPACK-IMA '73 will provide foreign manufacturers with a responsive and profitable market.

### Macaroni Around the World

Next month's issue of the Macaroni Journal will carry the results of a survey of foreign readers and a report of pasta progress in countries around the globe. Macaroni is enjoying a good rate of growth as a universal food.





In Semolina and Durum flour, quality has a color. Pure, flawless gold. The color of King Midas Semolina and Durum flour.

It's the color we get in Semolina and Durum flour because we begin with the North Country's finest Durum wheat, and mill it in facilities designed specifically for the production of Semolina and Durum flour.

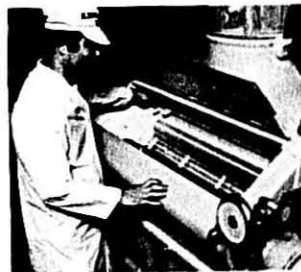
It's the color you get in pasta when you begin with King Midas Semolina or Durum flour, and it's your assurance that you've got the right start toward pasta with fine eating characteristics.

And from the time our golden King Midas Semolina and Durum flour start on their way to becoming your golden pasta, Peavey is following through with the fastest, most reliable service possible. And we're working to be better. Our new King Midas Semolina and Durum flour mill at Hastings, Minnesota, rounds out a distribution network second to none.

It still comes down to this. We want you to keep putting Peavey in your pasta... right along with your pride.

the Pure  
Color

King Midas Semolina and Durum Flour from Peavey, for Pasta with "The Golden Touch." Pure Golden Color. Great Eating Characteristics.



At the new Peavey mill in Hastings, Minn., as in all the King Midas Semolina and Durum flour mills, Durum wheat receives all the extra milling, cleaning, purify-



ing and filtering processes that make Durum run on a Semolina mill something special... processes that mean pure, golden pasta with fine eating character-



istics. And at the Peavey mills, automation of virtually all processes means that quality levels are maintained - all the way. We wouldn't have it any other way.

Peavey Company, Flour Mills, Minneapolis, Minn. 55415



**PEAVEY COMPANY**  
Flour Mills



### Spring Planting Begins

From the North Dakota Crop Report, mid-April:

Field work became general the last few days of March and the first few days of April with harrowing being the most common activity, according to the North Dakota Crop and Livestock Reporting Service and the Extension Service. Tillage of fall plowed ground was done in some areas to conserve moisture. Seeding of a small amount of oats, barley and wheat was reported in various parts of the state with most progress made in the extreme southeast corner. Farmers were also busy spreading fertilizer, cleaning seed, rock picking and generally preparing for the big push when temperatures become somewhat warmer. Temperatures have been characterized by warm days and frosty nights. Some areas report frost still in the ground. Fall seeded crops are greening and appear to be in generally good condition. Grasses are greening on southern slopes. Marketing of grains is still slow, even critical, in some areas due to lack of transportation facilities.

#### Moisture Short

Topsoil moisture is reported short in 33 percent of the counties, adequate in 63 percent and plentiful in 4 percent. This compares with the 7-year average for this time of year at 9 percent short, 56 percent adequate and 35 percent plentiful to surplus. Counties in short supply are mostly in the northeastern quarter, as well as the extreme southeast corner of the state. Subsoil moisture supplies were reported short in 34 percent of the counties and adequate in 66 percent. On the comparable data a year ago 45 percent of the counties reported subsoil moisture supplies adequate and 55 percent plentiful to surplus.

#### Planting Intentions Up

Planting intentions on March 1 for durum were up 16% to 2,700,000 acres in North Dakota. Hard red spring wheat intentions were up 22%.

#### Canadian Intentions Down

In contrast with forecasts that Canadian growers would seed around 28 million acres of wheat for the 1973 crop, up from 21,350,000 planted for the 1972 crop, a preliminary survey by Statistics Canada places the area intentions at 24.3 million acres. Seedlings at that level would be up 14% from the 1972 seedlings and contrast with 10.4 million planted for the 1971 crop.

The 1970 seedlings of wheat, during the Operation LIFT program designed to effect a drastic carryover decrease,

were only 12,484,000 acres. In 1969, Canadian farmers planted 24,968,000 acres while the total for 1968 was 29,423,000.

Included in the prospective wheat acreage for 1973 are 2.6 million acres planted for 1972 and compared with 2.3 million in 1971.

#### Comment by Mel Maier

Administrator, North Dakota  
Wheat Commission

Although every wheat producer is an individual case, wheat producers as a whole should recall the 1966-67 period. Prices increased, acres were loosened up, producers came forth with a mighty effort and we experienced surpluses and low prices for several years following. The memory of that lingers. Other market considerations are that with large movements of grain to market currently, abundant storage facilities should be available for the 1973 production. In addition, government-owned stocks under CCC will be minimal or non-existent and stocks will be controlled by producers and other private concerns.

There is feeling that the world grain needs are on a whole new level. Many countries have made a commitment to feed their people more meat. Increased meat consumption requires increased grains, including wheat, to feed the livestock. This does hold promise and is encouraging to our highly efficient agricultural plant in the U.S. Nevertheless, there is no substitute for producers themselves keeping a keen eye on the markets and attempting to produce in accordance with market demand.

#### Winter Increase Program

The U.S. Durum Growers Association conducted a winter increase program on the new variety of Ward durum.

Weather in the Yuma, Arizona area was exceptionally cool so growth was slow but stooling good.

The winter increase was to be harvested and brought back to North Dakota for mid-May planting.

#### "Food for Peace" Wheat Cut

The U.S. has reduced scheduled wheat exports under the Food for Peace program about 8% in the current fiscal year ending July 31, officials disclosed.

The action, resulting from tight supplies and heavy domestic and commercial export demand, was taken several months ago without any public announcement. It cut wheat shipments to foreign countries under the food aid

program from an originally scheduled 174 million bushels to a current estimate of 160 million bushels.

Durum mill grind was up 7%  
for the first two months of 1973.

#### USDA Approves Wheat Market Promotion Projects

Several wheat market promotion projects developed and recommended by the National Wheat Institute have been approved by the U.S. Department of Agriculture (USDA).

The four wheat promotion projects are: (1) development of an educational film on wheat marketing; (2) participation in an industry-sponsored national program to improve the image of agriculture and wheat producers; (3) stimulation of consumer interest in wheat and wheat products through the National Sandwich Month and Contest; and (4) expansion of the National Day of Bread Program.

Authorized by the Wheat Research and Promotion Act of 1970 (84 Stat. 885), the projects are financed from funds remaining from the 1968 sales of export marketing certificates for wheat not claimed by producers. The four are estimated to cost \$101,376.

The Wheat Research and Promotion Program is administered by the National Wheat Institute. The Institute has a seven-man Board of Directors, each director himself a wheat producer, and is comprised of seven farm organizations.

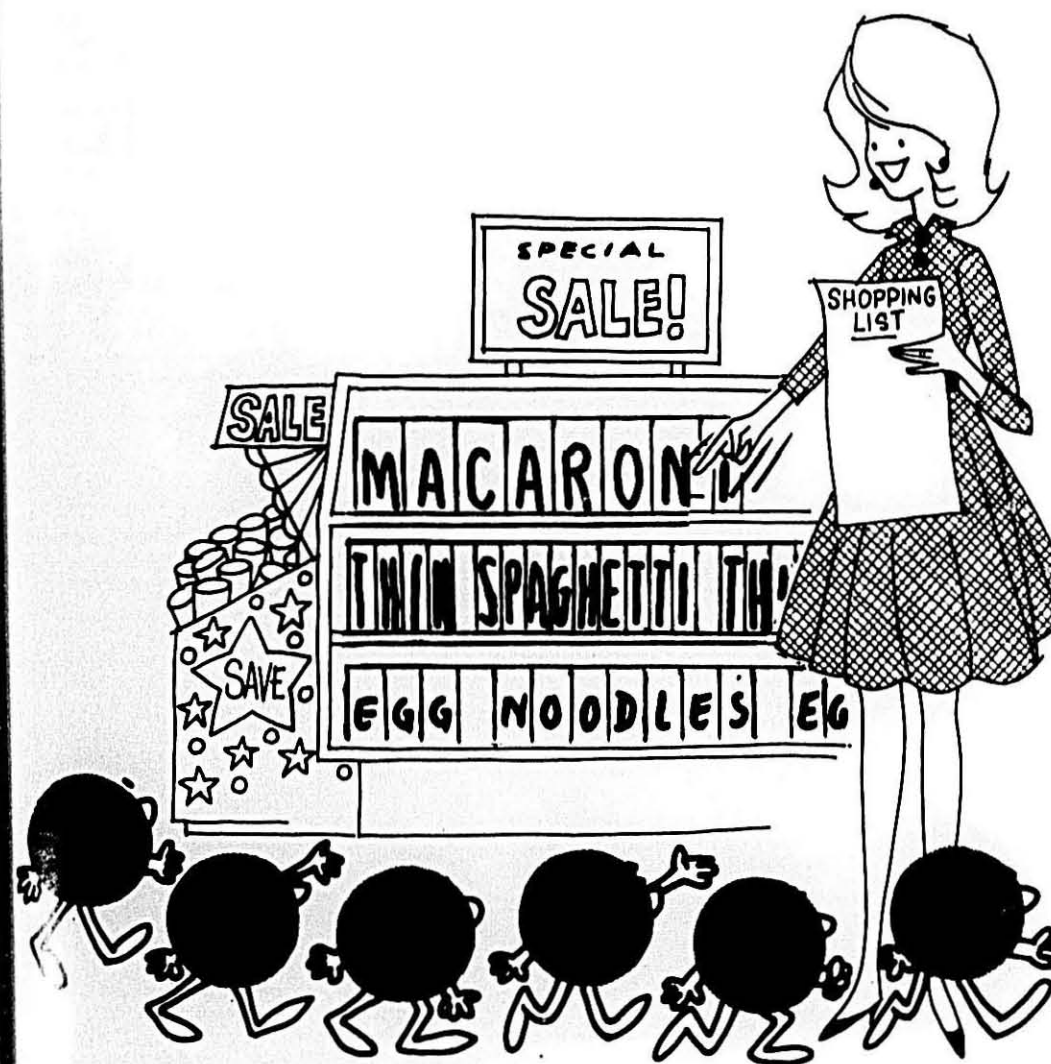
#### Egg Processing Down

The Poultry Division, Agricultural Marketing Service, reports:

Cumulated totals July 1, 1972-March 3, 1973 and the percentage decrease from the corresponding 1971-72 period are as follows: Shell eggs broken 361,163,000 dozen, 16 percent; liquid egg used in processing 536,000,000 pounds, 17 percent; liquid products for immediate consumption and processing 181,942,000 pounds, 10 percent; frozen products produced 216,562,000 pounds, 10 percent; and dried products produced 44,080,000 pounds, 35 percent.

#### Government Buys Egg Mix

The U.S. Department of Agriculture announced April 19 that it plans to buy egg mix. Purchases will be distributed to supplement the diets of needy families. First offer was to be accepted April 20 and weekly thereafter until further notice. Contractors are to offer egg mix packed 6 oz. in laminated plastic foil pouches in carlot quantities of 36,000 lbs. net weight.



## Macaroni Makes Sense / Cents

Macaroni makes sense for the consumer to balance her food budget. Macaroni makes cents for the grocer in building related item sales. The Institute makes sense for macaroni manufacturers by building a bigger market for macaroni. Send your pennies in each month.

**NATIONAL MACARONI INSTITUTE**

P. O. Box 336, Palatine, Illinois 60067



## Management of Manpower

**RICHARD R. CROW**, Vice President-Personnel, The Sherwin-Williams Co., Cleveland, Ohio, gave an excellent presentation at the Winter Meeting on the management of manpower and distributed a "handy-dandy" kit with a dozen tools for the job. Some of the tools follow.

Mr. Crow became Corporate Training Director for the United States Rubber Company after World War II. U.S. Rubber had 45 plant locations across the country. In 1953, he joined the Continental Oil Co. as Management Development Director in Houston, later becoming Assistant Manager of Industrial Relations, followed by Southwestern Regional Manager of Industrial Relations. In 1959 he went to Stouffer Foods Corp. as Vice President-Personnel and in 1968 joined the Sherwin-Williams Co., where he is responsible for the industrial relations and personnel functions in the company as a whole, including recruiting, employment, salary and wage administration, training, records, incentives and communications.

### What Do People Want Most From Their Work?

List in the left column the rank order of importance from your employees' point of view.

- Goal—doing something worthwhile.
- Fair Wages & Benefits—a decent living.
- Security—a safe future.
- Environment—conditions at work.
- Recognition—to count for something.
- Good Supervision—trust in leadership.
- Participation—doing their share.
- Opportunity—a chance to get somewhere.
- Communication—knowing what is going on.
- Responsibility—be a necessary part.
- Status—respected by others.
- Good Instruction—be in a learning situation.

The answers: 2, 5, 7, 9, 1, 6, 8, 4, 11, 12, 3, 10, 5, 7 and 9 are maintenance needs and are the most expensive. The other nine items have motivational qualities. Fringes in the petroleum industry run 35% of income; in department stores 24%. Social and psychological needs are only ten to fifty percent fulfilled.



Richard R. Crow

### What Do You Expect From Your Employees

#### What You Expect From Your Employees

- Quality workmanship and performance.
- Low scrap and rejects.
- Dependable attendance.
- Follow instructions intelligently.
- Ask for help when instructions are not clear or they don't work.
- Do what the system demands.
- Contribute to method improvement.
- Use good judgment and self reliance in areas not covered by instructions.
- Have a high level of trust.
- Accept the uncommunicated by faith in the management.
- Want them to believe and accept you.
- Their work days to be reasonably satisfying to them as individuals.

#### The "Climate" of the 70's (Conditions in Which Companies Must Operate)

1. The "Expectation Gap"—View of what constitutes acceptable company performance is changing. Companies are expected to take aggressive responsibility roles in the following areas:
  - Serve the social needs of the community.
  - Be a contributor to the community.
  - Aggressively control pollution of the environment.
  - Maximizing profit no longer remains the sole top priority.
  - Growth not seen as necessarily an end in itself.

#### 2. Company Goals vis-a-vis Individual Goals—High potential people, as well as those in their middle years, are changing their values.

- Money will tend to be less of a motivator.
- More emphasis on personal fulfillment rather than company results.
- People will balance rewards against what they must give up in life style.

#### 3. Trends in Individual Work Expectation

- The quality of the work experience may have to be enhanced.
- Work should be fun—exciting—challenging.
- A work climate that encourages and supports innovation and change.
- Looking for flexible hours, different hours/day and days/week.

#### 4. Must Relate to and Recognize Legitimate Consumer Demands Both for Products and Pollution Control

5. Many More Choices Available to Employees
  - Movement between companies and professions (more than one career).
  - Loyalty to career versus loyalty to company.
  - Individual work contracts, especially in technical and marketing areas.
  - Portability of benefits.

#### 6. New Organizations Norms and Systems

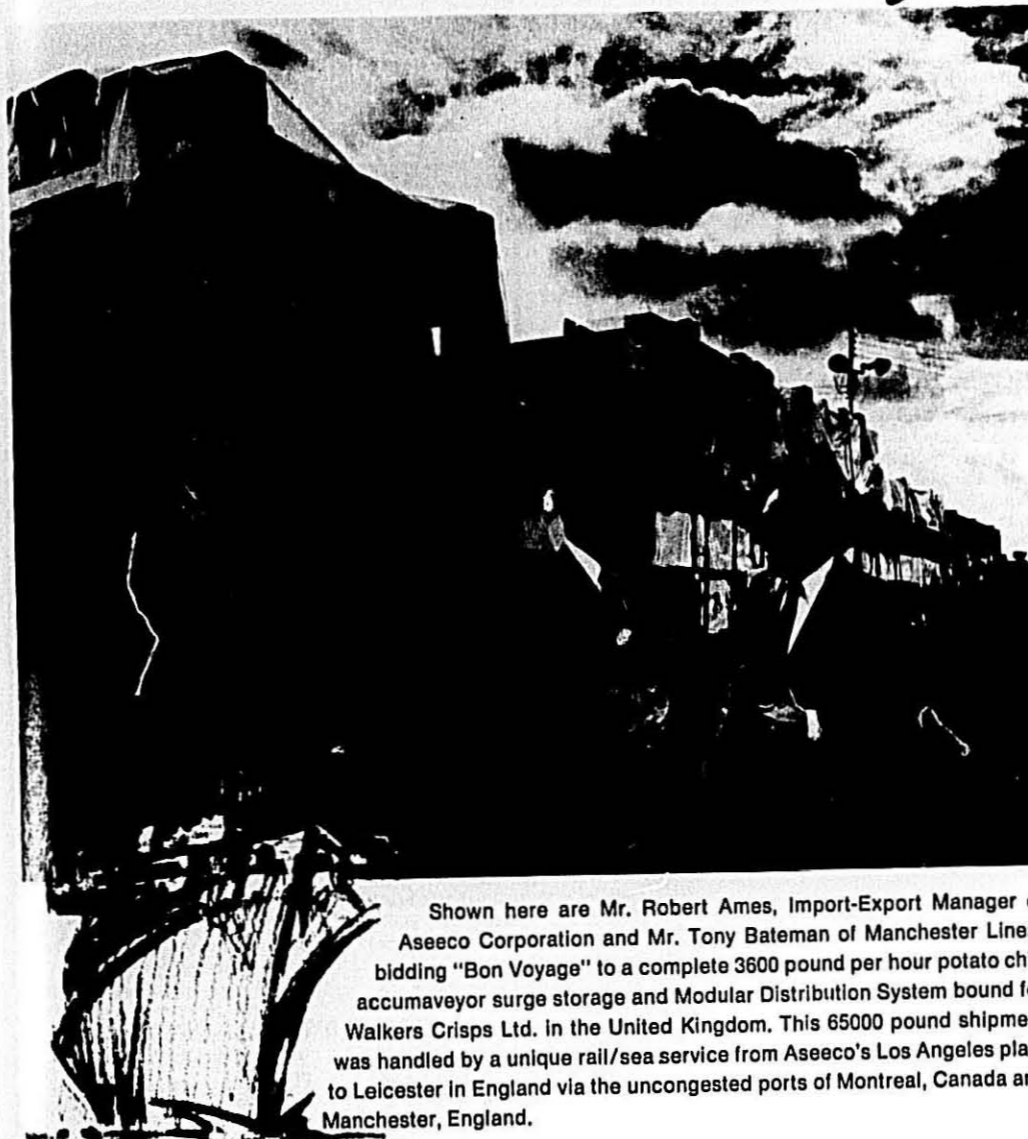
- Use of work teams (semi-permanent and temporary).
- Manager of the future expected to spend more time and effort as a coordinator or integrator of task forces.
- Decision making moving to where the knowledge is versus where the power is.
- Need for effectively using new knowledge from the physical and behavioral sciences.

#### A Projection of the Desired Posture as Attitude of the Company, Relative to Human Resources Organizational Climate

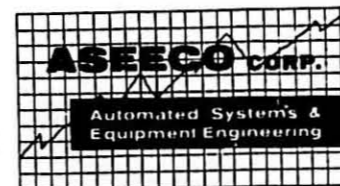
- Achievement of the highest degree of profitability which is consistent with our social obligations, such as:
    - Safety, health and ecology.
    - Consumer expectations.
    - Employment practices and community affairs.
  - Encouragement and support of creative and innovative change in employee relations.
- (Continued on page 24)

# ASEECO

*on the move internationally!*



Shown here are Mr. Robert Ames, Import-Export Manager of Aseeco Corporation and Mr. Tony Bateman of Manchester Liners bidding "Bon Voyage" to a complete 3600 pound per hour potato chip accumulator surge storage and Modular Distribution System bound for Walkers Crisps Ltd. in the United Kingdom. This 65000 pound shipment was handled by a unique rail/sea service from Aseeco's Los Angeles plant to Leicester in England via the uncongested ports of Montreal, Canada and Manchester, England.



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### Management of Manpower

(Continued from page 22)

- Flexibility of organization structures, adaptive to the changing goals and tasks.
- Conflict brought into the open and channeled into constructive problem solving.
- Using sources of information, rather than traditional roles of power, as basis for decision making.
- Commitment to communicate top-level concepts and planning to all employees.
- Effective feedback and response system for reactions, criticisms and suggestions, involving both individuals and groups.

#### Nature of the Work Force

- Optimum utilization of people assets in managing the business.
- Encourage employees to develop competence, skills and a degree of independence making them marketable, both inside and outside the company.
- A goals-directed and results-oriented work force, with strong commitments by both individuals and groups.
- Eliminate all discrimination, based on color, race, religion or sex, in the hiring and upgrading of employees.
- Constant increase in the quality, versatility and flexibility of the work force.
- Vertical and horizontal movements and flexibility of work schedules.

#### Motivation and Employee Development

- Encourage wider participation in the work effort on the part of everyone.
- "Every employee a manager of his own task."
- Develop a feeling of ownership on the part of each employee.
- Utilization of small, internally disciplined work teams.
- Each employee should feel his work is meaningful.
- Employee development program which provides for self-renewal of the organization.
- A knowledge of the skills and capability of every employee.
- No one is placed on even an entry level job until he has been certified as having clear potential for the job.

#### Compensation and Benefits

- Nonfinancial incentives are to become an increasingly important factor in motivating employees.
- Every function should have a rate structure which is consistent with profit goals, area practices and competitive conditions.

- On nonroutine jobs, varying pay for the same functions—based upon results.
- Total compensation plans (both merit and management incentive) have predictable levels of payment for predetermined levels of achievement, with flexibility for unusual and unpredicted situations.

#### Standards of Performance for Director of Personnel Administration Planning—Satisfactory performance in

relation to planning has been attained when:

1. The work load of the Personnel Department is analyzed periodically in terms of the Corporation's needs and the number and composition of staff is kept adequate to meet needs yet no higher than necessary.
2. There are definite written attainable Personnel Department objectives set that are understood and accepted by all those involved in their attainment.
3. Major personnel projects are arranged in priority order based on the needs of the operating divisions as well as the broad corporate objectives.
4. Starting and completion dates are set on all major Personnel Department projects.
5. Personnel Department Budgets based on future plans are established.

#### Organizing—Satisfactory performance

in relation to execution or work has been attained when:

1. An organization chart and up-to-date job descriptions exist on each person in the Personnel Department.
2. Definite responsibilities relative to the personnel function have been assigned to each person with sufficient authority both within the Personnel Department and in personnel activities within operating departments.
3. Qualified personnel people are available and properly assigned.
4. The organization is given prompt assistance in handling out-of-ordinary personnel problems.
5. Adequate resources and professional contacts are maintained to provide industry practice and a comparison for periodic review of personnel practices.
6. When corrective action in operating departments is necessary, existing practice and policy are adequately reviewed and revised to provide the correction.

7. Procedures exist in each of the major areas of personnel to compare actual results with expected performance.
8. All procedures are in accordance with local, state and federal legislation.

**Executing and Appraising**—The personnel function in each of the following areas is being performed satisfactorily when the specified conditions prevail.

#### Manpower

1. Procedures are established to assist line and staff management in:
  - a. Projections of manpower needs for next year and next five years based on planned growth and normal turnover.
  - b. Utilization of specific procedures to insure readiness of all present personnel (management, salaried and wage) to fill vacancies at higher levels in accordance with needs, including:
    - Regular reviews of performance.
    - Identification of people for promotion.
    - Development of people for promotion.
  - c. Insuring adequate flow of qualified new people into the organization for present and future needs, including:
    - Continuous cultivation of sources of new people.
    - Use of effective screening and selection procedures.
  - d. Appraisal of individuals' performance periodically against their objectives.
  - e. Establishing policies and procedures to provide proper climate for maximum motivation and utilization of all personnel.

#### Personal Policy and Procedure

1. Major policies and procedures relating to the administration of personnel are reduced to writing available to operating personnel.
2. Personnel policies and procedures are periodically reviewed and improved.
3. Day-to-day line personnel problems have been adequately covered by understandable and practical policy and procedure that is readily and easily available.
4. Operating personnel are furnished with interpretation of intent and meaning of policy as required, and necessary exceptions to policy and procedure are promptly implemented.

(Continued on page 26)

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Reports from Super  
Market Institute  
Notes from the  
Packaging Show  
Program for the  
69th Annual  
NMMA Convention  
and news about  
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## Management of Manpower

(Continued from page 24)

5. Means of measuring and reporting the employee relations performance of operating people have been established.

### Employee Relations

1. Personnel Department offers staff assistance promptly and with thoroughness to assure:

- a. Line management application of sound personnel management principles.
- b. The existence of a close, personal relationship based on mutual respect between management and employees in all operating locations.

2. Audits of the personnel administration are made in the operating locations annually and advice given as to necessary action to be taken.

3. Procedures are established and maintained to assure receipt and evaluation of employees' problems and suggestions.

### Compensation

1. Wage and salary scales are set competently and reviewed periodically to assure that:

- a. Wages and salaries paid for all jobs:

- Are in line with competitive levels.
- Recognize measured differences in performance of people and jobs.

- b. The compensation program is such that it motivates people toward a higher level of job performance.

### Employee Benefits

1. Schedules of benefits are established competently and reviewed periodically to assure that:

- a. Benefits are in line with competitive practices, but tailored to the specific needs of the Company and its employees.
- b. The desired level of benefits is maintained at the lowest possible cost.

2. Employees are well informed about the benefits they receive.

3. Benefits are administered reasonably and efficiently so as to obtain the maximum degree of employee good will for the dollars spent.

### Salary Administration—A Corporate Point of View

Timing for achieving salary administration objectives as reflected in this "Point of View" will vary by category,

location, and division as the situation in each case dictates.

The following provides a corporate position on salary administration for use of managers at all levels in the development and administration of salary guides and procedures. In setting forth this "Point of View," it should be understood that it is provided as a guide and continuing objective to be achieved in accordance with the best management judgment of managers responsible for these areas on the local, divisional, and corporate level.

Deviations from the guides reflected in the "Point of View" are expected when sound management judgment dictates a variation.

- I. Sherwin-Williams salary administration programs must provide internal equity and salaries equal to competitive salaries.

- A. Internal equity is provided through job evaluation and salary merit consideration based on individual contribution to the success of the corporation.

- B. Salary surveys will be conducted periodically to determine the local market for non-exempt categories and the first level of exempt, and where appropriate including Foremen. National and Industry surveys will be used to establish the market for "professional" exempt categories.

- C. Salary ranges will be established which meet the market.

- D. 1. Exempt salary procedures will provide movement through the range in accordance with individual employee growth and contribution.

2. Non-exempt employees should normally move to the range midpoint by semi-annual review in accordance with the local schedule.

3. Neither the timing nor the amount of any increase shall be automatic.

4. Budgeted increases should be reviewed prior to processing at the effective date.

- II. All aspects of the salary administration program must be designed to achieve a positive attitude and improved productivity on the part of the employees it affects, resulting from a positive presentation of salary administration policies and procedures.

- III. All managers should know the salaries of all their employees and have a complete understanding of all salary programs relating to employees under their supervision.

- IV. Each employee shall be familiar with the salary program as it relates to him. This will normally include the following minimum information:

- A. His job title.
- B. How his job is evaluated.
- C. His salary range, where a range is established.
- D. How midpoints are established in the non-exempt ranges.
- E. Progression to the midpoint.  
Note: Employees should not be advised, in advance, of the amount of any budgeted increase.
- F. How performance affects his salary.

- V. Sherwin-Williams salary policies must provide managers with a tool for motivating employees to improved contribution.

- A. Continuing reward for past performance.
- B. Provide incentive for improved performance on same job.
- C. Provide immediate incentive on promotion.

- VI. Salary policies will be designed to achieve appropriate salary differentials between supervisors and those supervised. The appropriate differential will vary among the categories and is not intended to be automatic in any case.

- VII. The salary administration program must provide all levels of management with a means of controlling salary costs. This is achieved through:

- A. Corporate policies for administering salaries on the local level.

- B. Budgets as a means of preplanning and later reviewing the application of policies.

- C. Frequent auditing and reporting of compliance.

- D. Manpower planning development and appraisal functions supporting the above in providing a tool for relating compensation directly to performance.

### Advice to Food Workers

Keep plant grounds clean—to discourage insects, rats and other disease-carrying vermin.

Use easily cleanable equipment and utensils—they get the job done quicker and easier.

Before handling food—wash your hands thoroughly after any absence from your work station. Take advantage of the sanitation training your plant provides.

Learn the good manufacturing practices for your job . . . your paycheck may depend on it!

Flexitron III weigh-cell is totally enclosed. Gasketed and sealed. Waterproof. Ready for washdown or clean-in-place.



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fast, precise  
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### OSHA Information Available

The Huger Company has announced its entrance in the OSHA field by offering OSHA-oriented inspections in food plants and food warehouses.

Additional information about this service in addition to information concerning the Occupational Safety and

Health Act is available by writing the Huger Company at Post office Box 9502, St. Louis, Missouri 63161.

To those interested the Huger Company will send a kit of information which includes a "Self-Imposed OSHA Test" designed to ascertain a plant's awareness of the Williams-Steiger Act (OSHA) and what is needed to comply.

### Self-imposed OSHA Test

#### To Ascertain Your Own Awareness of the Williams-Steiger Act And How to Comply

- OSHA became effective May 29, 1969. True \_\_\_ False \_\_\_
- It deals with the protection of workers in both safety and occupational health categories. True \_\_\_ False \_\_\_
- It was enacted because of the pressure exerted on Congress by the unions. True \_\_\_ False \_\_\_
- There are no benefits to the employer in complying with the Act other than the fact that it is the Law. True \_\_\_ False \_\_\_
- There are no exceptions or variances by which you can avoid an OSHA inspection. True \_\_\_ False \_\_\_
- The average for all manufacturing is 40 injuries per million manhours. True \_\_\_ False \_\_\_
- By the end of 1972, 10,000 OSHA inspections had been made with 5,000 resultant citations. True \_\_\_ False \_\_\_
- By the end of 1972, there had been \$2,700,000 penalties assessed. True \_\_\_ False \_\_\_
- It is slanted in favor of the employer rather than the employee. True \_\_\_ False \_\_\_
- A disgruntled former employee can complain to OSHA and trigger an inspection. True \_\_\_ False \_\_\_
- This is strictly a federal function and the states will not "Get into the Act." True \_\_\_ False \_\_\_
- The Act provides for an initial warning before any penalties are inflicted. True \_\_\_ False \_\_\_
- There is no 24-hour notice of inspection and they are completely unannounced. True \_\_\_ False \_\_\_
- So far, about half the citations and penalties have been appealed. True \_\_\_ False \_\_\_
- The Compliance Officer does not prepare himself in advance on your plant's history, etc. so he can be completely objective. True \_\_\_ False \_\_\_
- An OSHA inspection can be triggered by one of your own employee's complaints. True \_\_\_ False \_\_\_
- The OSHA standards are those exactly as copied from the National Safety Council and there have been no revisions to date from those initially published in the Federal Register. True \_\_\_ False \_\_\_
- Required record-keeping under OSHA involves only the placement of the posters and OSHA log, Form 100. True \_\_\_ False \_\_\_
- Numerous fines have been imposed to date for inadequate record-keeping and each citation runs about \$25.00. True \_\_\_ False \_\_\_
- There is a danger of duplication between Workers Compensation forms and the OSHA form. True \_\_\_ False \_\_\_
- OSHA's first inspection priority is investigating catastrophes and fatalities. True \_\_\_ False \_\_\_
- The OSHA inspection is a completely physical one with no instruments, tools, or gauges used by the Compliance Officer. True \_\_\_ False \_\_\_
- OSHA requires that the Compliance Officer be accompanied by a union representative and management cannot participate. True \_\_\_ False \_\_\_
- It is wise to wait for your first OSHA inspection before making arrangements with a doctor and an ambulance for emergency first aid. True \_\_\_ False \_\_\_
- The OSHA poster that is so important is "SAFETY AND HEALTH PROTECTION ON THE JOB." True \_\_\_ False \_\_\_
- OSHA Log No. 100 records injuries and illnesses. True \_\_\_ False \_\_\_
- Portable fire extinguishers under 40 pounds must be installed on hangers with the top no more than 5 feet above the floor and must be painted or the wall behind them painted a bright yellow. True \_\_\_ False \_\_\_

- An approved hard hat must be worn by all employees in industrial areas. True \_\_\_ False \_\_\_
- Sanitation is not a section of the OSHA Act. True \_\_\_ False \_\_\_
- There must be an escape exit properly marked and obstructed for each 100 employees. True \_\_\_ False \_\_\_
- Handrail vertical heights cannot be more than 34 inches or less than 30 inches. True \_\_\_ False \_\_\_
- Industrial trucks must be equipped with overhead guards if the operator is exposed to danger from falling objects. True \_\_\_ False \_\_\_
- Toilet facilities shall be provided within 200 feet of all locations at which workers are regularly employed. True \_\_\_ False \_\_\_
- During the concluding conference the management representative, union representative, OSHA Compliance Officer and top management confer on the findings. True \_\_\_ False \_\_\_
- The OSHA Compliance Officer issues the citation with penalties during the concluding conference. True \_\_\_ False \_\_\_
- Upon receipt of a citation from OSHA, it must be actually posted in the area of the infraction for the employees to see. True \_\_\_ False \_\_\_
- If you disagree and wish to appeal the citation or penalty, it must be done within 48 hours. True \_\_\_ False \_\_\_

(Answers are on page 32)

### Accident Facts

On-the-job accidents, according to the Safety Council publication, cost Americans an estimated \$9.3 billion last year. The Council estimated that this is about two percent higher than in 1970. In addition, the total time lost in 1971 due to accidents was an estimated 245 million man days.

Disabling injuries at work, Accident Facts reported, totaled 2.3 million persons, and there were 14,200 fatalities.

The data on occupational accidents in the book is wide-ranging, covering such things as injury frequency and severity rates by industry, the frequency of injury to various parts of the body and work injury rates by state.

Published to increase safety awareness and to serve as an important statistical tool for accident prevention programs, Accident Facts is available from the Safety Council at \$2.65 for a single copy with a 20 percent discount to members. Quantity purchase rates also are available. When ordering refer to stock number 021.52.

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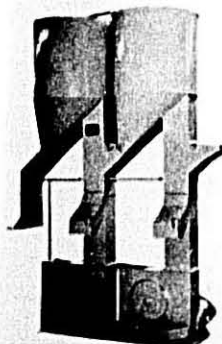


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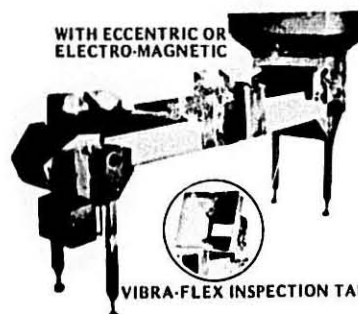
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EASY LET-DOWN CHUTES



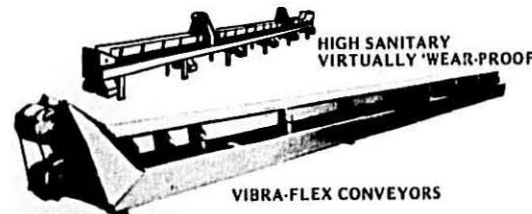
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WITH ECCENTRIC OR ELECTRO-MAGNETIC

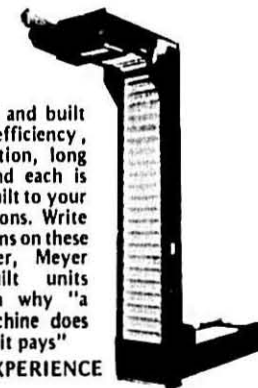
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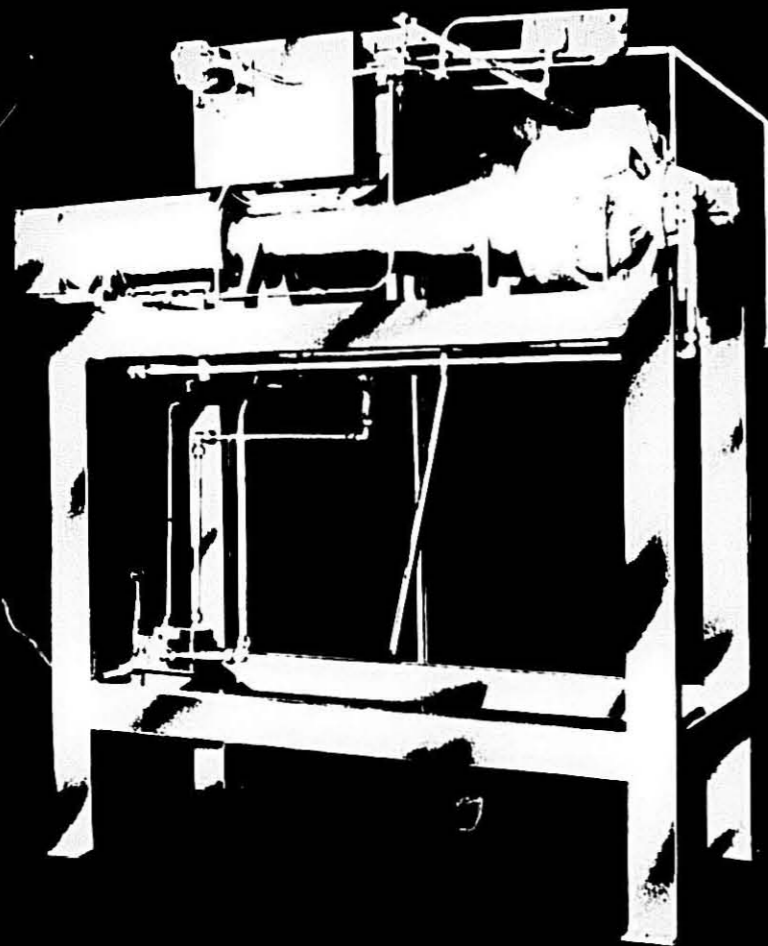
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## SIMPLY IMMACULATE

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**Answers to OSHA Test**  
(Found on page 28)

1. FALSE. It became effective May 28, 1971.
2. TRUE. Congressional mandate to improve conditions in the American Workplace.
3. FALSE. Congress felt it was needed because of a sharp increase in the injury rate and that the states were not able to control the problem.
4. FALSE. Complying results in better working conditions, reduced loss of manhours, improved efficiency and increased production and hopefully profit margins.
5. FALSE. You can apply for either a permanent, experimental or temporary variance.
6. FALSE. It is 14.8 injuries per million manhours. The meat industry, for example, averages 38.5 injuries per million manhours.
7. FALSE. There were 38,000 inspections and 26,500 citations.
8. TRUE. —or penalties resulting in about 45% of all inspections made.
9. FALSE. Rights are heavily weighed toward employees.
10. TRUE. Even though he no longer works for you, he can file a complaint which could result in an OSHA inspection of your premises.
11. FALSE. Built into the Act are provisions and money allocations for state participation and gradually they will be involved in the actual inspection.
12. FALSE. Congress established in the Act a first-instance penalty system rather than a first-instance warning to encourage firms to make corrections before the initial inspection.
13. TRUE. The inspector arrives on your premises as a complete surprise.
14. FALSE. 95% of the citations so far have not been contested which OSHA feels indicates the fairness of the Act.
15. FALSE. He frequently spends a full day in his office before arriving at your plant studying government files on your size, number of employees, position under the Walsh-Healy Act, etc.
16. TRUE. In fact, at the end of 1972 there were 6,000 inspections caused by an employee's complaint.
17. FALSE. The standards are a compilation of several previous sets of standards, and already there has been at least one revision in the Federal Register.
18. FALSE. It also involves OSHA form 101, OSHA form 102, etc.
19. FALSE. The fines in this category are higher per infraction—\$50.00 to \$100.00 each.
20. TRUE. This can be avoided, however, by following instructions in the OSHA booklet "RECORD KEEPING REQUIREMENTS."
21. TRUE. Their next priority is large industries such as marine cargo handling, roofing and sheet metal work, meat and meat products, transportation equipment and lumber and wood products.
22. FALSE. The OSHA Inspector might employ a camera, flashlight, stop watch, velometer, thermometer, air pressure gauge, noise meter, air sampler, etc.
23. FALSE. Both elements can and in fact must accompany the inspection.
24. FALSE. These should all be set up as part of your Safety Program before your first OSHA inspection.
25. TRUE. It is available as a section in the booklet "RECORD KEEPING REQUIREMENTS" and should be permanently posted.
26. TRUE. Be sure that entries are made within six working days of each occurrence and properly initialed.
27. FALSE. The color code to be used is red.
28. FALSE. A hard-hat must be worn and must be of the approved type but only if the worker operates in areas where there could be overhead falling objects.
29. FALSE. There is a definite section just devoted to sanitation.
30. FALSE. Not less than two exits shall be provided for every floor except for rooms or areas with a total capacity of less than 25 persons, having direct exit to the street.
31. TRUE. If of hardwood, must be at least 2 inches in diameter and if of metal pipe, 1½ inches in diameter.
32. TRUE.—and it shall be of sufficient strength as per specification Standards.
33. TRUE.—and located not more than one flight of steps away, and separate facilities must be provided for each sex.
34. FALSE. Only the Compliance Officer and Top Management.
35. FALSE. This is issued later after consultation with his superior.
36. TRUE.—and there is a \$500 fine for failure to do so.
37. FALSE.—but it must be done within 15 working days.

**How Do You Rate?**

- 1-2 Wrong—OK. You seem well prepared for OSHA.  
3-5 Wrong—Not bad; you'll probably get by.  
6-9 Wrong—Better improve; you might not pass.  
10 or more Wrong—Look out! You're vulnerable for OSHA penalties!

**Universal Product Code Symbol Adopted**

A linear bar code has been selected as the symbol for the Universal Product Code. The symbol is a key measure in advancing the automated supermarket checkout counter (Macaroni Journal, April issue, page 26).

The announcement was made April 3, by R. Burt Gookin, president, H. J. Heinz, and chairman of the grocery industry's ad hoc committee on UPC development. Gookin is also chairman of GMA. Alan Haberman, president, First National Stores, headed the subcommittee which made the symbol decision.

The "omnidirectional" linear bar code was developed by the symbol selection committee itself, and was not one of the 14 submitted by equipment manufacturers.

The symbol can be read by a scanner, which translates it into a 10-digit UPC number. The code numbers are being assigned through the UPC's Distribution Number Bank, Washington, D.C. and about 370 grocery manufacturers already have numbers. The first five digits represent the manufacturer and the second five, the item in his product line.

The symbol will be marked on grocery products at the manufacturer level. The system is expected to increase supermarket productivity greatly by making technically and economically feasible automated front-end systems. It is expected to result in annual savings of \$150,000,000 for the industry.

The cost of source symbol marking for grocery manufacturers is estimated at \$50-70,000,000 to mark 75% of the grocery products sold.

The code chosen by the grocery industry after a three-year effort is compatible with the National Drug Code, the Canadian Grocery Code and the distribution industry code.

An effort was also made to keep the code compatible with possible codes for the general merchandise industry, which does not yet have a standard code.

The National Bureau of Standards has solicited comments regarding the development of uniform merchandise and product codes (38 F.R. 8464).

**Impact of UPC Examined**

Implementation of the newly selected UPC symbol and the symbol's impact on grocery manufacturers and distributors were discussed at a recent meeting of the Grocery Manufacturers of America Administrative Systems Committee Conference.

Net savings associated with the UPC and automation in the amount of \$150,000,000 (Continued on page 34)

# MICROWAVE



**puts the heat on pasta production costs**

Microwave drying, the first really new development in a long time, has quietly been proven by some of the largest pasta producers.

- It dries ten times faster.
- It reduces dryer maintenance to about one hour a week (all stainless steel).
- It improves product quality.
- It can double or triple production.
- Lower capital investment.
- It generally can be installed without shutting down the line.

AND NOW the latest development incorporates (1) preliminary drying, (2) drying, and (3) controlled cooling all in one 8x23x15 foot unit . . . taking only 1/5th the space required for conventional drying.

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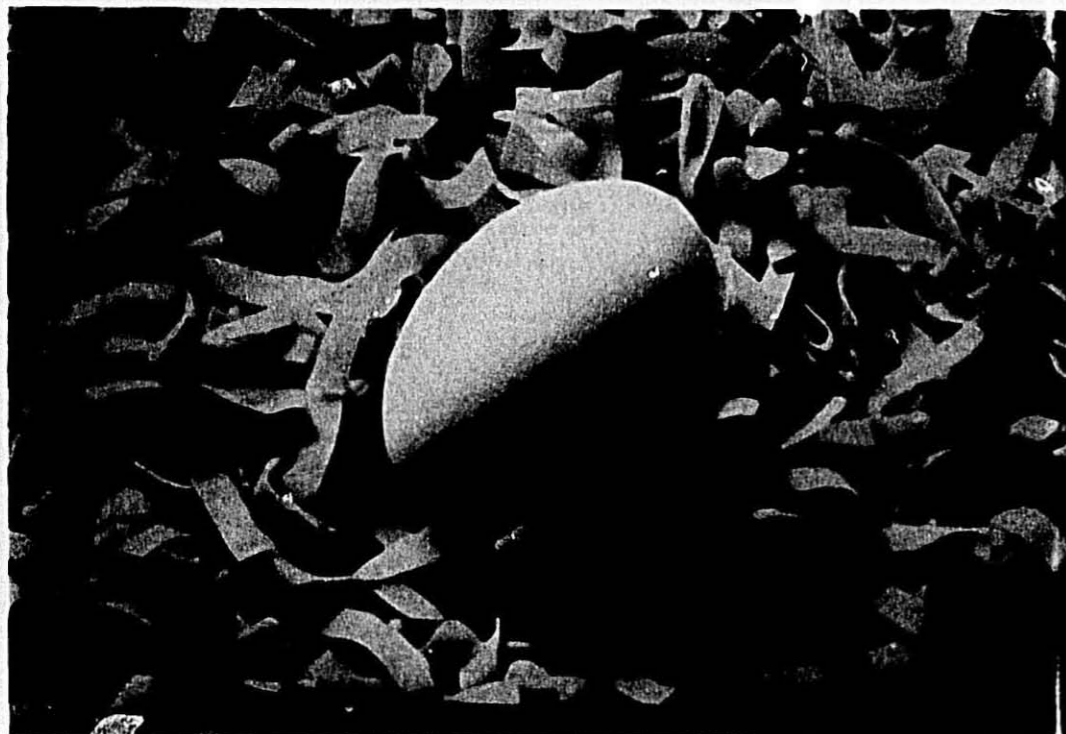
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**Okay.  
Who put egg in the noodles?**



**Sal Maritato did.**

So now when you buy Multifoods' new noodle mix called "Duregg" — all you add is water.

We've gone ahead and added the egg solids to Multifoods' top-quality durum flour.

A number of our customers have already ordered "Duregg" in hefty lots.

Here are a few reasons why you should:

- Duregg eliminates time-consuming, in-plant blending of flour and egg solids with expensive machinery.
- Duregg is ready when you need it. No thawing, less chance of contamination, and less time and mess.
- Duregg eliminates the need to re-freeze unused egg.
- Duregg assures a consistent blend.
- Duregg eliminates the necessity to inventory two ingredients. Storage and record keeping is reduced.
- Duregg simplifies delivery. Now it's one source — Multifoods.
- Duregg lowers your manpower requirements.

Enough said. Order your Duregg with a phone call. The number is 612/339-8444.



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