



J.S
Journal
Vol. 2 CHRISTMAS 1949 No. 5

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J.S. Journal

The
Sainsbury
House
Magazine

Vol. 2

Christmas 1949

No. 5

..... and a Happy New Year

We have very great pleasure in presenting our Special 1949 Christmas Number which comes to you with our best wishes for both Christmas and the New Year.

A great deal of interest has been shown by large numbers of the staff in the recent Anniversary Dinner held at the Trocadero and with this in mind we are including with this number a Pictorial Supplement which we feel is sure to appeal to all.

To merely say this was a most memorable occasion, would be a gross understatement—it was most certainly that and more—and we say without fear of contradiction, that none of those present could possibly fail to have been moved or inspired by the magnificent spirit of comradeship and loyalty which was so much in evidence.

It must have been a very proud occasion for Mr. John, Mr. Alan and Mr. R. J.—and a very inspiring one for Mr. Alan's son Mr. John D., whom we understand we shall be welcoming to the business next year.

You would no doubt like to know that copies of any of the original photographs, part of which are reproduced in the Supplement, may be obtained for 2/6d. (3/6d. for the centre page photograph). Should you require prints (size 10" x 8") please send postal order,

with details of the photograph or photographs required to the Editor, J.S. JOURNAL, Stamford House, S.E.1.

We hope in the first Edition in the New Year to commence a new series by Mr. W. C. Gurr on the Evolution of the Transport Department, and in this connection, we should be very pleased to have the loan from our readers of any photographs of past vehicles, delivery vans, tricycles or cycles, etc., for reproduction in our pages.

We sincerely trust you have enjoyed our issues during 1949, and in once more offering our good wishes for the New Year, hope you will enjoy equally our volumes to come.





SCROOGE is rubbing his hands with satisfaction. Things are coming his way. Austerity and utility are working wonders with a land and a people of which he almost despaired ninety years ago. It is not merely that the prices of whisky, turkeys and plum puddings have soared, but that the people are becoming, at last and quite properly, guilty about the whole Christmas business. Guilty about the awful waste of it. Sensible of its dire effect upon efficiency and P.M.H. Conscious that it is a sin to spend time and money on holly and brandy butter when the balance of payments is the way it is. Christmas—a thing for spivs and drones, eels and butterflies. Largely purveyed on the black market. Not to be found in any of the Industrial Targets. Something to be cut.

Scrooge (or the ghost of Scrooge) points an accusing finger at the Christmas cracker in particular. "Look at

that thing," he grumbles. "Typical of Christmas. Quintessence of waste and silliness. A roll of paper with a geegaw in it. You pull it in two with a stupid pop. The ends litter the floor and finish in the wastepaper basket. You make a fool of yourself by putting a pink dunce's hat on your head—appropriate, but why giggle at it? You read out a ridiculous so-called motto; 'What would you like to be if you weren't a bachelor? Answer—a bachelor.' You think that funny? Think again. Finally, you unwrap a penny whistle and blow. A great pity the constable doesn't hear it and come and lock you up. Pah!"

"You may well blush for yourself," Scrooge goes on. "Are you aware that there is a serious shortage of paper for the printing of Government regulations? Are you aware that even a utility cracker contains nearly a square foot of crepe paper and a comparable quantity of

plain white ? And that before the war 100,000,000 crackers were made annually for you and fools like you to pull in half and throw away for the sake of a moment's divertissement ? And that, therefore, at a conservative estimate, the quantity of paper is equal to 300,000 reams of foolscap minute-paper ? How many minutes do you think senior State officials could write on that amount of paper ? Pah ! ”

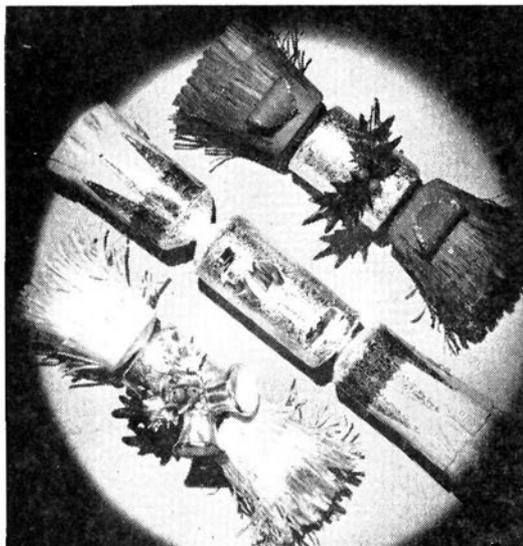
“ Nor is that all,” adds Scrooge loweringly. “ There is the labour of making that hundred million crackers. Let us suppose a girl can make between two and three gross of crackers in a day, and averages 265 working days in a year (in my day we worked them harder, but the Christmas spirit has ruined the lower orders). Simple arithmetic will show you that about 1,000 girls will be kept continuously at work. Do you think there is no more essential work for those girls to do ? Do you know that drafting of urgent Government reports is often seriously delayed for lack of typists ? ” “ Every cracker contains an explosive charge,” Scrooge continues grimly. “ Individually they may be small, but together they represent a considerable stock of—hum—blasting powder. Are you aware that the coal mines of Britain . . . ”

At which point we may as well wake up screaming. That is what comes, these days, of falling asleep while meditating upon our golden childhood. We dozed, and crossed the threshold into a spacious, gracious world. The snow is falling in early December. It is dark by four. The streets are lit by the soft effulgence of gas lamps and gas-lit shop windows. And what windows ! Glittering with tinsel, green with holly, white with cotton wool, packed with seasonable gifts, and among them, boxes and boxes of Christmas crackers at a shilling or one and six a box. Our legs ache, we want our tea and thickly-buttered crumpets, we long for the roaring fire that awaits us ; but we

wouldn't miss choosing the crackers for the whole world.

No party was a party to us without crackers. A Christmas tree was barren if it did not blossom with them. The Christmas cake was a preliminary to cracker pulling. Crackers at a children's party, when one arrived stiff and clean and uncomfortable and afraid of being no good at the idiotic and often embarrassing games imposed by the grown-ups, made everything cosy and jolly at once. “ There has never been invented—or imagined—a better social ice-breaker,” runs the introduction of a manufacturer's pre-war catalogue, “ than the Christmas cracker, and by all these tokens it is one of the safest lines a trader can stock.” How true !

Crackers contain nothing yet everything. They prove the truth of Chesterton's lines, “ All is gold that glitters, for the glitter is the gold.” Their contents last but an hour or two. But that little ceremony of handing them round, of fingering them, of rattling them approvingly and of peeping naughtily up their petticoats, of pulling them with other boys in Eton suits or creatures in pigtails, eyes closed, of triumphing over the treasures that tumble from the burst calyx, of the sudden transformation scene as everyone, grown-ups included, are glorified under bonnets and birettas, crowns and coronets, fezzes and turbans.



Crackers, one is tempted to suggest, are the brandy and cigars of childhood, even though adults pull most of them. As their very appearance suggests, they are a Victorian invention, one of the results of that cult of Christmas originated by Charles Dickens and Washington Irving, and elaborated by the seventies and eighties into a high festival only comparable with the carnivals of eighteenth-century Italy. Commercial genius, artistic despair, Freudian impulses, all evolved the Victorian Christmas, and it was the sheer struggle for existence imposed upon the business man by the tenets of *laissez-faire* economics which caused a confectioner to invent the Christmas cracker.

The idea was evolved from the Bon-bon—by which name crackers are still sometimes referred to—a sweetmeat or fondant wrapped in tissue paper and French as the can-can. This sweet was introduced into London and had great success as a Christmas novelty, after which the novelty waned but experienced a new lease of life when sugared love messages were included in the wrappings. None the less it was a Christmas trade and it was realised that big money could be made out of big sales in a short season. The inspiration came when Tom Smith, to

give the confectioner his name, musing an hour to associate his 'bon-bons' inextricably in the minds of his customers with Mince Pies and 'A Christmas Carol,' gave his yule-log a kick from whence was emitted a series of loud-pops. It was James Watt and the kettle all over again. Yet it was full two years before he discovered a way of causing a small explosion by friction when the bon-bon was pulled apart.

Enlarged to accommodate the popping mechanism, the cracker now took on its final form. It was an immediate, and immense success. No gentleman's home at Christmas was complete without a box—several boxes—of crackers. A novelty that included a fearsome detonation and a romantic (if standardised) *billet doux* was irresistible to the Victorians. The crackers were pulled with little screams from the terrified ladies and the mottoes were read out amid simpers from the same; the gentlemen were bold, reassuring and gallant by turns. The matter was clinched when the fondant was dropped and a small present introduced in the crackers; the customers now felt they were really getting something for their money also. Everything fitted; the cracker was as firmly established as the London, Brighton and South Coast Railway.



A J.S. Cracker in the making



The rush is on . . . 'all out' at the Cracker factory as Christmas approaches

In the early days only one kind of cracker was made, and only one size ; variety was the result of foreign competition. Tom Smith began to exploit the export market, whereupon an Eastern manufacturer copied his design and dumped a consignment in free-trade Britain. Working his staff day and night, Tom Smith designed eight completely new varieties which completely eclipsed his rival's goods. So began the endless variations on the cracker theme; permutations and combinations of colour schemes, of contents, of package, of name.

By 1938 enough crackers were being made in Britain to give every man, woman, and child in the kingdom two to pull every year, and of those made, 95 per cent. were pulled at Christmas. There was also an export trade of some importance. The World War killed the cracker for the time being ; manufacturers made cartridge cases and bomb containers instead. But in 1946 the manufacturers reconverted to the service

of Santa Claus, dug out old stocks of toys and fillings, precious supplies of crepe, tissue and fancy paper, scraps and decorations, and renewed their contacts with their suppliers of these raw materials. They were heavily handicapped, because the paper for cracker cases, and the board for the boxes necessary to keep uncrushed these frail caskets of a child's delight, were hard to come by ; nor does the Japanese home worker now toil on the smell of an oily rag to make the cheap celluloid toys and metal charms and trinkets which go inside. Costs have leapt up. In 1912 a box of cheap crackers cost 6d. over the counter. In 1938 it cost a shilling or so. In 1946 the very cheapest crackers cost 3/8 a box—if you could find them. A more usual price, for a more readily available medium class cracker was 10/6 a box. The barrow boys bought large consignments of cheap crackers and sold them profitably. But there is nothing more disappointing than a dud cracker. A

cracker without a bang is like a film when the sound track fails.

Another difficulty for the cracker manufacturer is the shortage of skilled labour. Cracker making requires nimble fingers. There is no machine to make crackers. One was designed on the principle of the cigarette-making machine, and hundreds of pounds spent upon it. It never made a cracker. The motions of the cracker-maker's hands cannot be reproduced mechanically. The paper which is to form the cracker case is laid on the table flat and the edge moistened with glue ; then it is rolled on a hollow cylinder inside which the filling—hat, motto, and present—is put. The edges are joined and the cylinder sharply withdrawn a third of the length of the case, leaving the filling in position in the centre and another core inserted into that part ; a piece of string is now passed round the case where the cylinder and core meet, and tightened to form the first 'tie-up.' The second tie-up is then similarly made at the other end of the cracker. The two tie-ups keep the contents in the cracker. In principle there is no more to it than that, but no machine will do it, any more than a machine will chip flints. And, as the art of chipping flints has died out, so the art of cracker making may die, if Scrooge, austeritey, the Control of Engagements Order and high wages and short hours for textile workers, clerks and land girls have their full destined economic effect. For it is finicky work ; indeed the design and decoration of new crackers is a little art on its own. Only the strong, sustained demand of millions of children make it possible for the cracker-makers to survive in this age of the common man. But the demand is there, and there are always people who will prefer snipping at paper with scissors for the amusement of children to feeding strips of metal into a machine. Such folk irritate the planners who are tempted to abolish them.

The cracker manufacturers are, how-

ever, trying to justify themselves in the eyes of the Board of Trade. They have teamed up in the export drive. Crackers, they point out, are an ideal export : for the raw material is the smallest part of the cost, which is mainly labour, storage, handling and insurance. British crackers are sold all over the world, and the manufacturers are making every effort to make them popular. They gladden the heart of exiled British communities—consigned to Mombasa, Penang, Durban, Calcutta, Sydney, Barbadoes. The Continent buys them as a British speciality like Oxford Marmalade and Harris tweed ; the Swiss take quite large quantities to brighten their burgher homes at Christmas.

But it is not easy to sell the British Christmas crackers in America. The American woman has no interest in "snapping mottoes" as she calls them. Said an American buyer in England recently : "It's all a question of psychology. Our women will spend \$500 on a mink coat but can't see the sense in spending 83 on a box of table decorations. We can sell anything a woman puts onto herself, like clothes and cosmetics, or anything she puts into herself, like whisky and gin ; but bits of paper stuff—they just can't see it gets them any place."

Last year there were crackers in plenty—at a price—but less money, and many boxes were to be seen becoming soiled and dusty and taking up valuable space in many shop windows well after Christmas. Even drastic price cutting failed to clear them and many traders found to their cost that the season for this exciting line closes with a decided snap on December 24th. We have seen many crackers of 1948 vintage on the market at well before their normally appointed time this year.

The moral is obvious and need hardly be stressed here—no doubt the subject will be touched upon in words of wisdom in our *Bulletin* in the not far distant future !

With acknowledgments to "SALES APPEAL"

Ballet for Beginners

BY FELICITY GRAY

WHAT exactly is Ballet dancing ?

How does it differ from other dancing and how did it all start, anyway ? This is but small space for such wide questions, but we can go some little way towards answering them.

Diagrams and photos cannot make up for the loss of the live demonstration of television screen but I hope that even so the article will be clear enough to interest those who are beginners in the art of enjoying the Ballet.

The basic difference between Classical Ballet and all other dancing techniques from Ballroom to Boogie-Woogie is not, as so many people think, that the dancers get on the tips of their toes—the *pointes*, in a dancer's language—but that all steps and exercises in ballet

are done, as we say, 'turned out.'

'Turned out' means pointing one foot east and one foot west, knees and thighs too. At all times, wherever the leg is, the whole leg from the hip downwards is turned out. If you try to dance classical ballet 'turned in.' that is with both the legs facing forward in the normal walking position, you get a bad, ugly line ; jerky, uncontrolled movements ; and a posterior very much in evidence !

The turned-out position was adopted for three main reasons—Fashion, Efficiency and Etiquette ; it all began in the French court of Louis XIV. In the early seventeenth century, the cavaliers of France all wore, as the height of fashion, heavy bucket-shaped boots, (Fig.A). If you tried to walk in boots like these, with their wide tops, you'd find you had to swing one leg round the other and each leg turned out quite naturally as you put the foot down. You get something of the same sort when walking in Wellingtons.

Even after the fashion for such boots died out, the courtiers still walked, stood and bowed 'turned out', as you will notice if you look at paintings or prints of that period. In fact, the more turned-out you were in the ballroom, the higher your reputation as a dancer. Ballroom dancing at that time was entirely a court pastime, so the court walk and posture with its turned-out feet quite naturally became part of their ballroom dances.

FIGURE 'A'

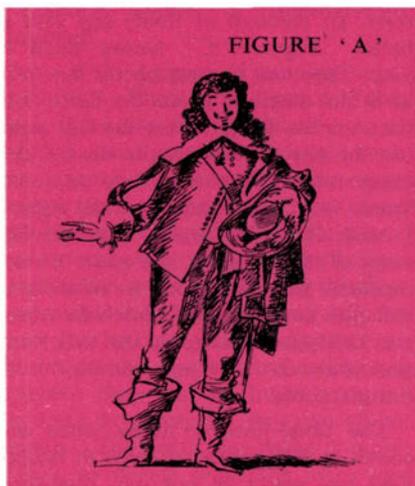




FIGURE 'B'

Figure 'B' from an old print of 1725 or nearly a hundred years later than the time of Louis XIV shows the turned-out position still being used. It depicts one of the steps from the Minuet, all of which was neat and incredibly exact; to do them well it was necessary to be turned out. It was the most efficient way of doing them without tripping over your own toes. This eighteenth century Minuet was very different from the revival danced in the nineteenth century. The later edition is so often seen in pantomimes and is very much easier to dance than the earlier type.

Since King Louis was such a keen dancer himself and gave so many entertainments, the steps grew even more and more complicated and a technique of dancing began. Based on the Turn-out, this method gave the most control and strength, the liveliest feet, the most upright carriage. The courtiers danced not only for their own pleasure, but were also the entertainers in all Louis XIV's Court spectacles. Professional dancers followed later and were quite another matter.

When Louis, through age and failing health, gave up dancing himself, he remained just as enthusiastic as a spectator. All the entertainments had to be devised so as to face the King all

the time, according to court etiquette; produced to be seen from the front only, as in any theatre nowadays, and it was found that the Turn-out gave the best outline to the dancers.

There are your three main reasons for the adoption of the Turn-out—the fashion of bucket boots; the efficiency it gave to dancing; and the etiquette of dancing to face the King when he no longer danced himself.

If I went off into a long anatomical lecture I could explain just why the Turn-out gives such strength and control. But instead it is easier to think of muscles as elastic and then think of the difference between ordinary elastic and two-way stretch. Ballet training develops muscles which one would hardly think existed at all and thus ballet dancers come to possess a sort of two-way stretch all over! That is why dancers' legs can go all round them without disturbing their carriage. The 'control room', as it were, lies in the hips. And that's the end of the trickiest part of explaining 'What Ballet is.'

There are five main positions of the feet from which all steps begin. But why five, no more, no less? They are all that are needed to cover a circle of floor within reach of the dancer's legs; without those positions you cannot start, go through or finish any step in ballet. Figure 'C' shows them to you. They can be used on the flat foot, as in the diagram, or on the half-point, (i.e., on the toes), or on the full point (on the tips of the toes), in the air as a jump, or on the flat foot with the knees bent when landing from a jump I wish I could show you all the ways of doing them but since we are confined to cold print I'm afraid you will just have to keep your wits about you next time you go to the ballet and spot them as best you can from this meagre guide.

The same trouble arises when one comes to the groups of steps in ballet; they just won't be put into inanimate

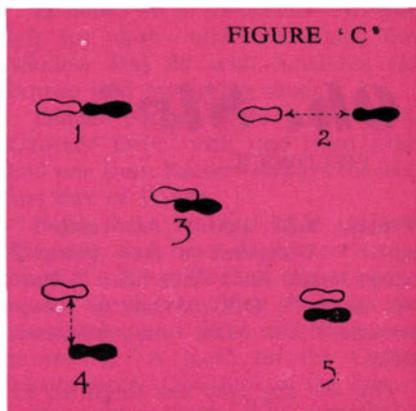
diagrams. There are three main groups of jumping steps which I hope you will be able to recognise when next you see them.

First the JETE ; all that happens is that you throw your leg and jump after it (hence the name 'jeté' meaning thrown) landing without putting the other leg down. It is one of the most common steps in dancing, in fact one of the first dancing steps we ever did as children playing in the garden, jumping from one leg to the other.

The second group of steps is the ASSEMBLE, which are very like the Jeté. You throw your leg and jump, but land with both feet together. Like the Jeté, these can be done in any size, speed or direction, but the feet always 'assemble' in the air in time to land both together in the third or fifth position.

By the way, this business of all Ballet terms being in French puzzles a lot of people. As we have seen Ballet started in the French court the French names for steps remained and are now used the world over, making a universal ballet language. Any dancer can thus learn or teach in any country in the world. The French names are not an affectation to frighten people into thinking that all ballet is highbrow, but a practical means of international expression.

Now, a third group of jumping steps, SISSONES. These jump from *both* feet and land on one, closing the other to it, and they usually have a 'scissor' look about them. All three of these groups of steps can be done in any size, speed or direction, which doesn't make it any easier to recognise them. Also, a further complication is the embroidery of these steps with BATTERIES. Any step in which the legs are beaten together in the air comes under the heading of Batterie. They can be huge leaps or tiny quick bounces, but they can all be 'beaten.' The beats may make it more difficult to decide what the step was



originally, but they put a sparkle into the classical technique. Next time you see 'Swan Lake', Act 3, watch the man's solo, which consists almost entirely of Jetés, Assemblés and Sissones some of which are beaten.

One more group of steps which you can't miss are the PIROUETTES. So long as the dancer is turning on one leg, fast or slow, in any position, on full-point, half-point, or on bent knee, it is a Pirouette. The quick flick of the head is what stops the dancer getting giddy. Try it yourself in front of the mirror. Turn round slowly, looking into your own eyes for as long as possible ; when you can't get round any further without losing sight of yourself, whisk your head round and watch yourself until you come full face again. Do that quickly and you'll be doing a pirouette. But don't blame me if you crack your head on the furniture ! It's not as easy as it sounds.

In this article we have spoken of the technique of the legs and feet. That is only half the story, and so next time we shall have a look at the technique for the use of the body, arms and head in classical Ballet. Keep this article by you, as you may find it helpful to refer back to some of the illustrations concerning the history of the beginnings of ballet.

'Oh, Sir'

By L. FIELDWICK



Friday, 8.30 a.m. "All ready!" Right!! Everyone in their places? Change boxes out? Tills filled? Butchers ready? O.K.—What is *this*—stampede? — Oh, the butchers' public.

"Oh, sir, this lady has forgotten to bring her books—Can she have her meat?" "Tell her she can select her joint and we will reserve it for her."

"Oh, sir, this lady has been on holiday and she says they wouldn't let her have any eggs on her emergency cards—Can she have them?" "Yes—now where's that van—about time it was here—ha, here it comes.

8.40. Not too bad—Let's see what we've got. 140 chicken, 100 tomatoes—not enough—3 kippers (soon sell *them*)—"Phone, sir"—"This is the Eatwell Restaurant—are my fowls ready? Can I have them right away?" "Yes, madam"—Scatter round and get them unpacked, trussed and sent off. Now let's see—check off van—book up returns—sign the carman's notes—"Good heavens, look at that crowd for sausages—better go round and give them a hand." "Oh, sir, this lady says she always had 1 pound of sausages at our other branch before she moved here"—Let's look at her book—hm! 27 points—"Sorry, madam, they must have made a mistake—2 ozs. for each 10 points is the allowance." I wonder why they don't think of a new one, I've heard that story so often before. Hallo—fresh meat seems to be packed out—better give *them* a hand. Here comes the usual cheerful, optimistic type of old lady—bless her—"Anything off the ration butch?" "Only me," says the butcher with a grin. Away we

go, slowly but surely getting the customers on their way.

Next move—all round the shop, filling up the cheese counter, next the bacon—Gosh, now look at the biscuit counter—packed out—round we go—clear the crowd.

"Oh, sir," says the assistant manager, "do you think we shall last out with tomatoes?" — "No, I don't—Let's see if we can get any more." Phone Head Office and ask for the Tomato King—Oh here he is—"Can I have another 60 tomatoes?" "You've had your allocation and besides you don't get another van until Monday"—Better try a bit of wheedling "You wouldn't like to see us shut up shop, sir, and we know there's a grocery van going to . . . branch this afternoon." "Oh, all right, but I don't see why you should have special consideration—still, leave it to me—I'll do my best."

12.30. First party away—six staff short—we'll have to spread ourselves out the best we can.

Dinner parties over—and here's the van with the tomatoes. "Not a bad merchant that Contact Clerk." On we go.

4.0 p.m. Nearly out of salami—of course the price is down—I'd overlooked that. I wonder if Head Office will stand for me again—mustn't ask for too much or they'll be getting on their high horse.

"Hullo, sir, I wonder if you could do me a favour?" "Oh, it's *you* again—what is it this time—Sorry we are out of suites of furniture and we can't supply a grand piano before closing time." Having told him what is wanted and that you know a van will be passing

about 6.30 a.m. and if he can arrange it with Transport to have it put on that van, we'd be there to take it in. "O.K.", he says, "more flannel" and then you proceed to tell him what a lovely little man he is—how his mother must love him, and ring off.

Now it's closing time—Manage to serve the last customer and start to get ready for Saturday.

Everyone working with a will, shop looking all bright and cheerful. Good going considering everything, eh ?

Go round once again, everything secure—safe locked—everybody away and lock up.

Saturday, 7.0 a.m. Here are the butchers—they soon get cracking—Wonder if I shall get that salami. Sure enough, there's a bang on the side door and here's the carman with two boxes. "Reckon you've got priority," says he as he folds up his time sheet. (must remember to send that contact clerk a Christmas card).

7.30. Up to breakfast—down again—all staff in and at their places. Glance outside—quite a 30 yard line of prospective customers, most of them waiting for that week-end joint. First butcher gives the signal "All ready"—up with the shutters—here they come—the battle is on !

The cooked meat counter is soon packed, so a hand there until the initial rush is over. "Yes, porter ?" "Two boxes of eggs badly damaged, sir." "Count the loss and let's have the cracks up—Two per customer registered for eggs"—phew—That was something like a rush for ten minutes.

"Oh, sir, can we have some change?" Send bacon salesman—take his place—wanted on the phone—"Take a message if you can, Miss"—"They want to speak to you, sir"—Go to phone—"Could I have 10 young grouse ready by two o'clock—Say yes—then discover only 7 in stock. Say, miss, phone . . . branch. Well, managed to complete that order !

12 noon. 80 in the shade—No game left for show—take out stand from window and fill with Squashes (124 bottles sold by closing time).

Dinner parties over. Augment the Grocery Dept. with one from Dairy and one from Bacon—Always the same last day of Points.

Better have another scale up from Dispatch and have double service on biscuits.—What Cooked Meats packed again—Buying anything sliced for that picnic tomorrow if the weather remains promising. A hand on the Cooked Meats slicer—Gee, look at the time.

Go round again—What perishables have we ? Only 2 lbs. Curd Cheese—"Don't shut up with that miss"—and as sure as the sun's in the sky—she doesn't.

4.0 p.m. Shutters down. Sales sheets completed—take care there's nothing on the wrong lines miss or you'll be the cause of a piece in the *Bulletin*—Windows cleared—Cashed up "How much, miss ?—Well up on last week."

A few words of congratulation to the staff on the way they have tackled the job during the week—Cold room motor working—O.K. for the week-end—dairy fats in cool room, cheese covered with damp cloths ; bacon covered ; eggs out of the sun ; shutters secure ; safe locked ; staff finished counting the day's coupons—ALL AWAY—

4.30. Lock up—Wearily line up for bus—Just getting on and remember evening paper—Oh dear, I've left it on the office desk !



M E N U

Tomato Cocktail

•

Roast Poultry

VEAL OR CHESTNUT STUFFING
BRUSSELS SPROUTS
SAUSAGES AND BACON ROLLS
POTATOES
GRAVY AND CRANBERRY SAUCE

•

Christmas Pudding

BRANDY BUTTER

•

Cheese Straws

Christmas Counsel

IT is not very far off to Christmas and many of us have already completed our shopping, while others are still waiting until the last moment to buy that "little something" for dear old Auntie Emma or Cousin Joan's twins or rushing to finish that bedjacket for mother.

There is so much pleasure in buying gifts, wrapping them up with coloured papers, sealing them with multi-coloured seals and posting them, that for a few days at least, the whole world takes on a rosy hue.

To the housewife Christmas is rarely a restful holiday, but she can spare herself a lot of energy and worry if she plans her menus in advance. The men-folk are usually very helpful with washing the dishes and mother must not be too worn out to join in the fun and games in the evening.

It would be such a help if all cutlery, glasses and extra dishes were washed in readiness. The girls would love to give a hand with the table decorations, and

if you have an odd piece of mirror, oblong, oval, square or round, this can be utilised to make a charming centre-piece for the table. On this can be arranged pieces of holly, real or artificial flowers with a few coloured candles placed here and there. On spotless linen or on a well-polished table with lace dinner mats such a decoration would look delightful. The crackers must of course be set out on the table all ready for the after-dinner celebration of "bangs", extraction of paper hats, mottoes and toys.

To help you with your menus we are publishing some recipes. Make a list of the ingredients and purchase them in good time. Most of us have a little store already "laid by" and it will only be the perishables that will have to be bought at the last moment.

We are including a Menu for the whole Christmas Dinner together with a selection of recipes, for which we are deeply indebted to "Good House-keeping" and some of our readers.

Tomato Cocktail

- 1 tin tomato juice
- 3 teaspoonfuls sugar
- Juice of half a lemon
- Worcester sauce
- Garnish

To the tomato juice add the sugar, lemon juice and a little Worcester sauce to taste. Chill thoroughly in a refrigerator if available. Pour into glasses and garnish each one with a small sprig of mint, "butterfly" of lemon, celery tip, or any other suitable colourful addition.

Roast Poultry

Prepare the bird, clean, stuff and truss ready for roasting, making it as plump and even in shape as possible. Roast in a moderate oven (375° F.), allowing the calculated time according to weight. Baste frequently with dripping or bacon fat, or place rashers of fat bacon over the breast to keep the flesh from drying up. To prevent the skin from becoming too brown, cover with a piece of paper towards the end of cooking time. A table, showing the cooking times and suggesting suitable accompaniments is shown on page 14.

Veal Force meat

- 4 oz. fresh breadcrumbs
- 2 tablespoonfuls chopped suet or 1½ oz. grated dripping and suet
- Little grated lemon rind
- 1 dessertspoonful chopped parsley
- ½ teaspoonful sweet mixed herbs
- Salt and pepper
- Egg and milk to bind

Mix dry ingredients together, add sufficient egg and milk to bind. Stuffing must be crumbly, not over wet, or it will be sodden and heavy when cooked. Too much egg makes stuffing hard and close.

Chestnut Stuffing

- 2 lb chestnuts
- Stock or milk
- 1 lb. sausage meat
- ½ lb. margarine or butter
- 5 oz. breadcrumbs
- Seasoning

Wash the chestnuts, make a slit in the rounded side of each with the point of a knife. Put them in a saucepan with cold water to cover and bring to the boil. Boil for 2 or 3 minutes, then keep them warm without boiling. Remove a few at a time from the water. Take off both skins with the point of a knife. Replace the shelled nuts in the pan and cover with stock or milk. Simmer slowly

until all the liquid has been absorbed, then wash and rub the chestnuts through a sieve. Add the rest of the ingredients and season. Stuff the bird and make forcemeat balls with any remaining mixture.

THE introduction of a new type of sauce does not detract from the traditional atmosphere of the dinner, but it does add to your reputation as a cook.

Cranberry Sauce

- 1 lb. cranberries
- ½ pint water
- ¼ lb. white grapes
- ¼ lb. sugar

Pick and wash the cranberries and put them into a stewpan with the water. Stew them until reduced to pulp. Add the skinned grapes, sugar and a little wine if desired. Alternatively, use cranberry jelly with the addition of a little port wine if available.

Apple Sauce for a Goose

- 1 lb. cooking apples
- A little water
- 1½ oz. sugar
- ½ oz. margarine

Peel core and slice the apples and cook them with the water and sugar till tender. The amount of water and sugar varies according to the kind of apples used, but the sauce should be slightly tart. When soft, mash the apples to a pulp (or rub through a sieve) and add the margarine. Serve with duck or goose.

MANY families have their own Christmas Pudding recipe, which has been handed down from Mother to Daughter, generation after generation.

In case you have not one already in your family, here is one mine has used for well over 100 years.

It is extremely simple, and quite likely omits one or two ingredients some people feel necessary but it is "our" recipe and turns out a rich, dark and not overspiced pudding.

Plum Pudding

- 1 lb. Raisins or Sultanas
- 1 lb. Currants
- 8 oz. Mixed Peel
- 8 oz. Fresh Breadcrumbs
- 12 oz. Butchers Suet (finely shredded.)
- 8 oz. Soft Brown Sugar
- 1 Nutmeg
- 4 Eggs
- 1 Wineglass Brandy

METHOD

Stone and wash the fruit, add the peel, breadcrumbs and sugar. Mix well, adding

the grated nutmeg and well beaten eggs and lastly the brandy. Slightly grease the basins with butter, press the mixture down hard, cover with a double greaseproof paper and a cloth and boil for eight hours.

Plum Pudding

(very rich)

9 ozs. breadcrumbs
6 ozs. raisins if obtainable
9 ozs. sultanas
 $\frac{1}{2}$ lb. currants
4 ozs. mixed peel
 $\frac{1}{2}$ teaspoon (small) mixed spice
 $\frac{1}{2}$ lb. sugar
4 ozs. suet (shredded)
 $1\frac{1}{2}$ ozs. flour
 $\frac{1}{2}$ teaspoon (small) salt
2 eggs
Rind and juice of $\frac{1}{2}$ lemon
Milk to mix

Method.

Mix suet with breadcrumbs and flour. Add peel cut finely, currants, raisins and sultanas washed and dried, mixed spice, salt and sugar.

Moisten with lemon juice, beaten eggs and milk.

Steam in greased basin for at least 6 hours.

Brandy Butter

2 oz. margarine
2 oz. caster sugar
1 dessertspoonful brandy
Nutmeg

Beat margarine to a cream with a wooden spoon. Add the sugar gradually and flavour with brandy or rum. A stiffly beaten egg-white may also be stirred into the mixture. Set the sauce in a cool place until wanted and serve piled up in a fancy dish with a sprinkle of nutmeg on top.

Sweet White Sauce

1 oz. margarine
1 oz. flour
 $\frac{3}{4}$ pint milk
1 oz. sugar

Melt the margarine in a saucepan, then stir in the flour. Gradually add the milk and stir till boiling. Simmer until the flour is cooked. Add the sugar.

Mince-meat

$\frac{1}{2}$ lb. currants
 $\frac{1}{2}$ lb. sultanas
 $\frac{1}{2}$ lb. raisins if available
 $\frac{3}{4}$ lb. peeled and cored apple
Grated rind 1 orange
 $\frac{1}{2}$ lb. light brown sugar
 $\frac{1}{2}$ lb. shredded suet
2 ozs. chopped blanched almonds
Grated rind and juice of 1 lemon
1 teaspoon grated nutmeg
1 teaspoon ground cinnamon or mixed spice
 $\frac{1}{2}$ teaspoon salt
 $\frac{3}{4}$ gill sherry

Clean currants and sultanas. Stone and chop raisins. Peel, core and either grate or mince apples. Mix currants, sultanas, raisins, apple, orange rind, sugar, suet, almonds, and lemon rind and juice. Stir in spices and salt, then the sherry. Mix well. Place in jars. Cover with greaseproof paper and tie down. If you are short of suet, you can substitute melted margarine, stirring it in before the sherry. If preferred, you can use half sherry and half rum.

Cheese Straws

3 oz. flour
Salt and cayenne pepper
 $1\frac{1}{2}$ oz. margarine
2 oz. grated cheese
 $\frac{1}{2}$ egg yolk or 1 dessertspoonful of dried egg

Sieve the flour, salt and pepper. Rub the fat into the flour, then add the cheese, and bind to a stiff paste with the egg yolk or the dried egg reconstituted with 1 tablespoonful of water. Knead to remove cracks, roll out thinly and cut into rings and straws. Place on a greased tin, and bake in a hot oven (425° F.) for 5 to 7 minutes or until golden brown and firm to touch. Place a bundle of straws through each ring, and serve hot or cold.

HELPFUL HINTS

TURKEY	Veal or Chestnut stuffing and Brown gravy, Sausages, Bacon rolls, Cranberry sauce, Bread sauce, Roast potatoes	15 mins. per lb.
CHICKEN	Bread sauce, Gravy, Veal stuffing, Bacon rolls, Roast potatoes Sausages	$\frac{3}{4}$ -1 h.
DUCK	Sage and Onion stuffing, Apple sauce, Thick gravy, Roast or Boiled potatoes	40-50 mins.
GOOSE	Brown gravy or Tomato sauce, Apple or Cranberry sauce or Compote of fruit, Roast or Boiled potatoes	$1\frac{1}{2}$ -2 hrs.

STAFF ASSOCIATION

This Show Business

FOR some weeks prior to the beginning of September of this year a strange ritual had been observed in many gardens and on the allotments of various S.S.A. members. These people could be seen during the evenings and at the week-ends conducting weird experiments and closely examining their produce with more than the usual amount of curiosity. In view of the long, dry summer it has also been said that a few have been observed on their knees, actually praying for rain but there is a strong element of doubt in this suggestion!

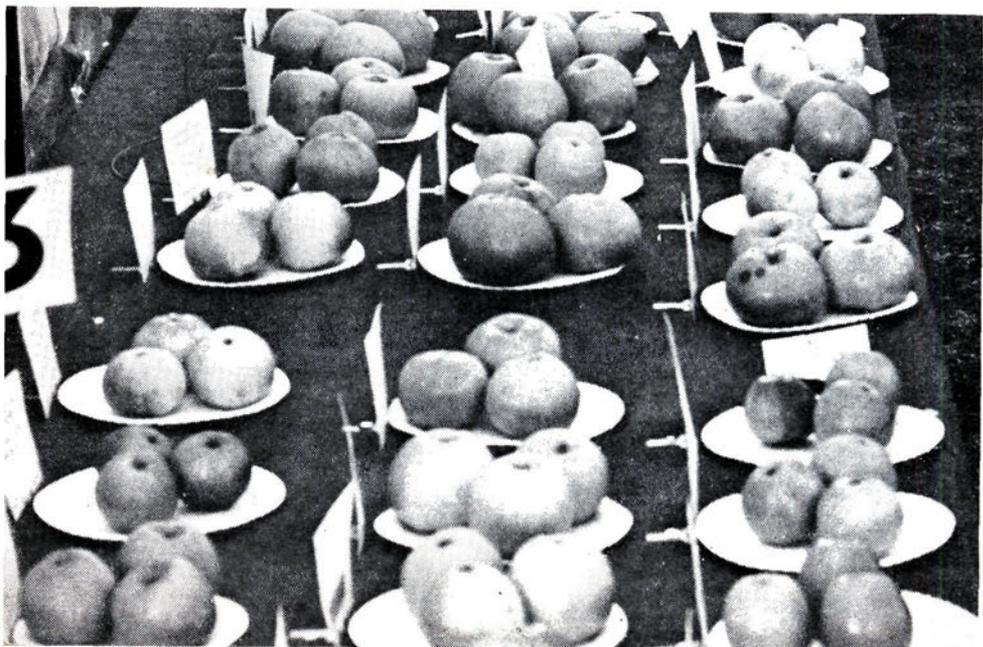
Without a doubt, you will have guessed that these strange goings-on were the preliminaries to the Association's Annual Fruit, Flower and Vegetable Show. At this stage I think it wise to mention that the requirements of the Judges of any Horticultural Show are somewhat obscure to the ordinary man in the street as to what constitutes a perfect potato, apple, etc., seems to be a well-kept secret by the knowledgeable few. How to produce a perfect specimen is also a well-kept secret, but by devious ways and means many S.S.A. members seem to have discovered

these. The perfect vegetable, fruit or jar of jam have to aspire to several rigid requirements, and then the real problem begins. It has also been said that in order to obtain the required number of perfect specimens for a particular entry, folk have succeeded in digging the entire crop of a certain vegetable or completely denuding a fruit tree, etc. Here again it is to be expected that a fair amount of exaggeration has crept in, though quite unintentionally, of course! Having narrowed down the search for the perfect specimen and succeeded in procuring the possibles and probables, the rest of the family are usually brought in to give their opinions on the specimens, to be sent to the show. The preparatory work then begins and all kinds of problems arise to the intending exhibitor—should one's onions have the tops cut off—do you scrub or wash potatoes—will you lose points if you polish your apples, etc., etc. Finally the packing of the entries presents no small problem—the assistance of a greengrocer or florist might even be useful at this stage.

And so to the Show—hoping that the unpacking will be done by somebody

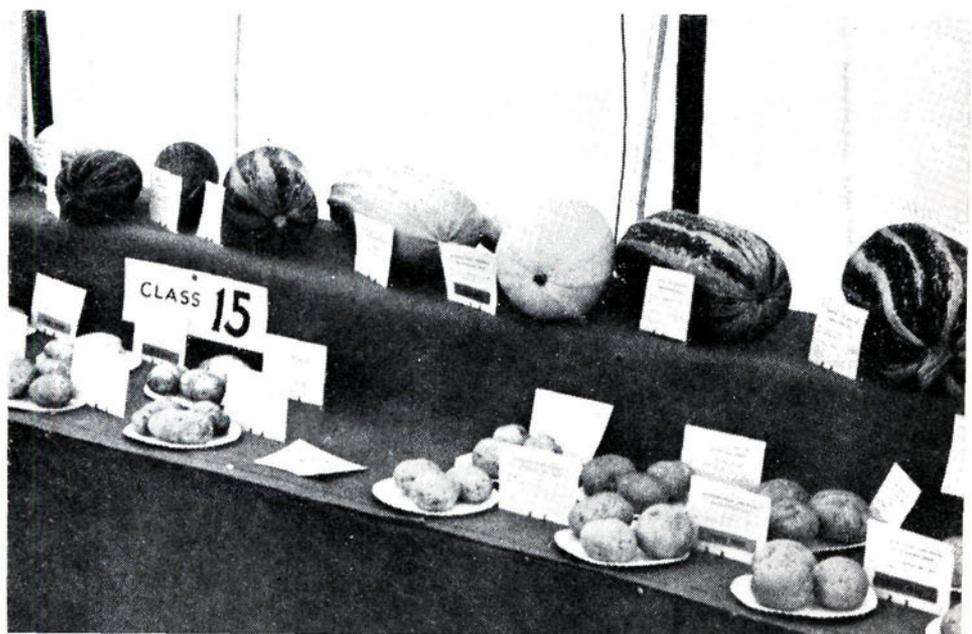


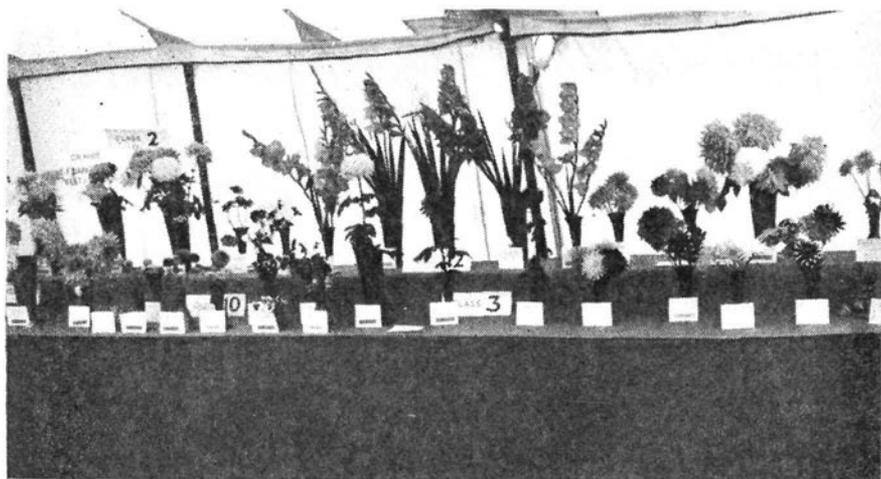
The Annual Flower, Fruit &





and Vegetable Show at Dulwich





who treats your produce gently and arrays the entries to the best advantage.

When the judging is completed the chief comments seem to be on the following lines :—

“I’ve got something at home better than the first prize,” with the equally more obvious answer, “Well, why didn’t you enter for the Show ?” But generally speaking the criticism of the judging is very limited and the competitors themselves seem well satisfied with the final selections.

Before we close on this subject it is felt that there are two groups of people who deserve the utmost praise in connection with the Horticultural Show.

The first group is the harassed housewife who not only has to contend with present-day problems such as rationing, queuing, etc., but for some weeks prior to the Show is exhorted by these keen horticulturists to leave this cabbage or that apple in the hope that it will turn out to be the perfect specimen. This is all very difficult, as the needs of the kitchen have to be met and the flowers in the garden—are they grown for Show purposes or to be pleasing to the eye in the garden or all for the house ? It would be a brave person that

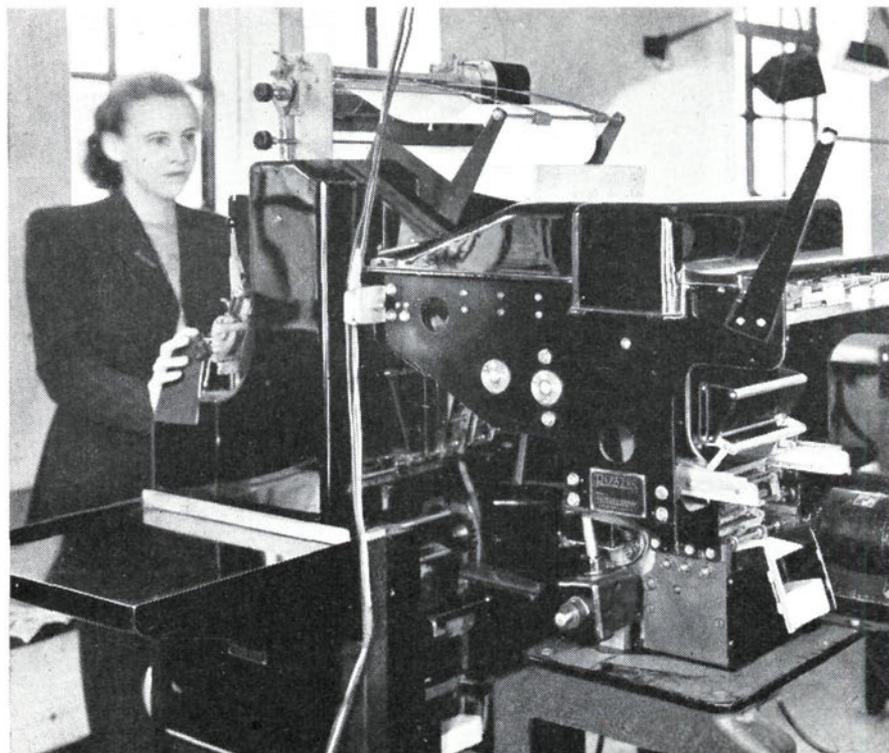
ventured to answer this question ! Finally, all praise to those members of the Committee, headed by the Chairman and Secretary of the Group, who planned the Show from beginning to end—no mean feat you may be assured.

Our judges this year gave full marks to the lay-out of the Show at Dulwich, and with nearly 500 entries it was the most successful Show so far—but, why shouldn’t we have 1,000 entries ? There was an excellent number of entries for the Fruit, Bottled Fruit and Jam classes and the task of deciding the winners occupied the judges for some considerable time. The long, dry summer had obviously affected the vegetable classes, but the standard of the produce on show was very commendable and it was very notable that the competition was keener than ever before—which is all for the good. The weather was equally unkind to the flower classes but some excellent blooms were shown nevertheless.

Excellent weather on the days of the Show attracted large crowds on both days and it is hoped that those who did not enter this year will be prompted to join in next year ; and as they say in “the Show business,” the Show must go on, and it shall—next year.



Now look here. Don't forget you are all turkeys!



A Tabulator with Summary Card Punch in action

Mechanization— ***the end of the story***

The final article of the series by J. H. Murray

Branch Customers' Accounts

THE first job that was mechanised in Blackfriars was the keeping of the branch customers' accounts and writing up the weekly statements. That was several years before the war. During the war, owing to the risk of machine damage from bombardment, the work was decentralised and each branch returned to the old method of keeping the accounts and writing the statements by hand. The re-transfer to Blackfriars, which has been going on for over a year,

has had to await delivery of machine replacements.

In theory, the job was simple enough manually. From a copy of the sales docket made out by the roundsman or in the shop, the amount owing was copied into the customer's account in the ledger, amounts paid were written into a cash book and copied from there into the customer's account, so that at the end of each week, by referring to each account in the ledger the clerk could copy down the items entered

during the week and bring forward the previous week or weeks' unpaid amount if any.

It will be realised that if mistakes were made by the Branch clerk in copying these figures, or in adding them up, or in making the monthly list of the debts for stocktaking, the resulting error in the total of the debt figure would give a wrong stock for that Branch. It was hoped, by mechanising the work, to get figures which, except for the million-to-one chance, would always be accurate.

Statements

Under mechanisation every customer has a code number and the branches take care to write the correct code number on their sales docket which they send up weekly to Blackfriars. The information is recorded on a card as illustrated on page 23. These cards are mechanically merged with cards for previous weeks' items still unpaid, and the statement with which most branches are familiar is produced by the tabulator. This is one of the jobs where the operations performed by the tabulator are quite spectacular. The machine :

1. Writes the statement which goes to the customer.
2. Writes most of the figures again on a counterfoil which is sent to the branch.
3. Adds the money figures on the statement and counterfoil, deducting credits where necessary.
4. Counts the number of dockets.
5. Adds in a separate totaliser, cards relating to the current week's transactions, ignoring cards relating to previous weeks.
6. Automatically prints the totals on the statement and counterfoil when the first of the next customer's cards is about to be fed into the machine.
7. Punches a summary card for the total of the current week's transactions, recording automatically branch number, customer's number,

week-end date and amount of the current week's transactions.

8. Ejects the completed statement and at the same stroke draws in a new blank statement ready for printing the next customer's account.

The colour of the Summary Card is changed every week, and since these cards represent the outstanding debts for the branch, it is possible to get immediately a good picture of the age of the debts. For example, if blue cards had not been used for five weeks it would be obvious that any blue cards in the file represented debts which were five weeks old.

Cash Receipts

The branch sends to Blackfriars a list of payments received, and from this the appropriate cards in the outstandings file are withdrawn and agreed with the cash total. In the case of an amount being paid which does not correspond exactly with any amount or combination of amounts on the cards, a 'cash' card is punched and this has the effect when the next statement is printed by the tabulator, of reducing the total of the statement by that amount.

Debt List

To get the debt list for the branches whose accounts are mechanised in the way described above all that is necessary is to put the cards in the outstandings file through the tabulator. It lists the items in detail so that not only is the total money value of the debts available for each branch, but one can see at a glance the age of the items making up the debt list.

One of the great advantages of this method of doing the customers' accounts at a central point is that the work cannot go behind without being noticed, and it is unusual for the customers' statements to be delayed beyond Tuesday afternoon, made up to the previous Saturday.

Some readers who are mechanically minded may be interested in the illus-

tration opposite which gives some idea of the connection between the card design and the machine lay-out, which is considered complicated, we understand, even from the point of view of a punched card machine engineer. From the description of the operations carried out by the tabulator and from the illustration, it may be agreed that what the tabulator does in the production of each statement can almost be described as fantastic.

Maintenance Accounts Department

If the principles of the system have been thoroughly understood, it will be no surprise to learn that the keeping of cost records is a job particularly suitable for the punched card system. Obviously, a card would be punched for the value of the time spent on each job as reported on the worker's time sheet, for his travelling expenses, and also for material purchased direct for a job as shown by an invoice or a voucher, or material issued from the Stores for a job as shown by an issue slip. By means of the sorter the cards are grouped by job number and are tabulated to produce a statement for the period showing what money has been spent by the Maintenance Departments (e.g. Works and Engineers) and on what jobs it has been spent.

Clearly, however, the information that is more useful for Management Control is the total cost of each job completed during the period irrespective of the date on which the job was started. There is a very ingenious machine called the "interpolator" (see page 25) which extracts from a pack of cards in one magazine only those cards corresponding in job number with the pack of cards in a second magazine. It feeds the remainder into a third magazine without, of course, disturbing their serial number order.

It is by this means that we get our completed job cards extracted from our Work-in-Progress cards, enabling the tabulator to print a list showing the

cost of each job completed during the period and split into two value groups, one for items under a certain value and the other for the items of and over that value. This saves time when the items are being scrutinised for Management Control purposes. As the estimated cost cards are inserted in their proper places (also by means of the interpolator), the resulting tabulation of completed jobs shows the estimated value as well as the actual value.

Utility Accounts

By this is meant such accounts as gas, electricity and water. The requirements of the business under this heading are that working from the previous year's accounts we estimate what the charges are going to be period by period, and during the year, every time an account comes in (usually quarterly) we compare this with the estimated figures that have gone through and make an adjustment in the succeeding period, the aim being to arrive at the end of the financial year with as few adjustments as possible in the last period.

Inventories

Many members of branch staff and the Head Office staff will be interested to learn that at the end of the present financial year, thanks to the splendid efforts which were made when the special inventory of fixtures and equipment was taken last year, we shall have in punched card form, a record of each fixture or equipment article in which we are interested in each branch and each Depot or other Head Office department. It has been a job of the first magnitude to bring this record into existence, but the work will result in our being able to produce a list of these assets for any branch or department or for the whole firm merely by putting the appropriate section of the card file through the tabulator.

We cannot expect one-hundred per cent accuracy in this file just yet, because queries are still being dealt with, but

(Continued on page 24)

How it works

(The Customer's Account)

1. The Card

Each card is used twice—halving the cost. This shows the first half of the card. The other half, which is exactly similar, is used the following week.

2. The Connection Box

Communicates the information from the card to the Tabulator unit, and—in this particular case—allows the information to be printed on the Statement *twice*; one part the customer keeps, the other part is for branch use.

3. The Tabulator Units

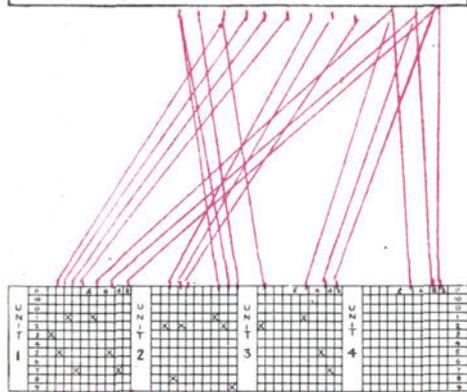
Print on the Statement and add what is printed—taking totals automatically as and when required. The fourth unit of the Tabulator totals the current week's transactions.

4. The Statement

A copy goes to the customer and another to the branch. (This shows the counterfoil, the branch copy.)

5. This is the total card for the current week's transactions

TRADE MARK	T.S.F. 1223	POWERS-RAMAS ACCOUNTING MACHINES	RCH.		DAY		M.		TRANS.		DOCKET		CUST		VALUE		AN	
			0	0	30	20	00	00	0	0	0	0	0	0	0	0		0
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9
10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10



J. SAINSBURY, Ltd.

THE SECRETARY,
MELBES KING JARRETT LTD
67, HOPTON STREET
S.E. 1.

DOCKET NO. or DATE	AMOUNT DUE	CUSTOMER	DATE	NATURE OF TRANSACTION	AMOUNT
1.5.08	1 12 5 +	288	1.5.08	PA	1 12 5 +
2.0.08	2 14 7 +	288	2.0.08	PA	2 14 7 +
7.12.08	10 9 7 +	288	7.12.08	PA	10 9 7 +
9.0.08	4 0 0 +	288	9.0.08	PA	4 0 0 +
5.0.08	1 8 3 +	288	5.0.08	PA	1 8 3 +
10.0.08	4 5 0 +	288	10.0.08	PA	4 5 0 +
2.2.08	1 9 7 +	288	2.2.08	PA	1 9 7 +
1.1.08	2 6 0 +	288	1.1.08	PA	2 6 0 +
1.1.08	1 4 2 +	288	1.1.08	PA	1 4 2 +
1.1.08	3 4 1 +	288	1.1.08	PA	3 4 1 +
1.1.08	1 8 9 +	288	1.1.08	PA	1 8 9 +
1.1.08	2 1 +	288	1.1.08	PA	2 1 +
2.1.17 9 +		288	7		7 5 37 6 +

Note in our diagrams the information on the punched card (1) is actually reproduced on the visible line of the Statement (4).

when branches and departments get into the habit of reporting accurately all movements, whether incoming or out going, of all equipment and fixtures items, the margin of error will be negligible. We take the opportunity of saying here, however, that accuracy on the part of Head Office or Branch staff in recording and reporting transactions in these assets is of the very greatest assistance to us at Blackfriars.

Final Accounts

We shall not, for reasons of space, describe in detail the numerous operations which result in the dovetailing of the results of the figures from the various departments and their assembly through a system of control accounts at a central point in what might be regarded as a mechanized section of the Private Office. Here cards are punched for the period totals supplied by each department, and from other sources such as cash and bank records. When these operations are completed (they are self-balancing at all stages), the cards are sorted by financial code number and they produce, via the tabulator, the firm's Profit and Loss Account and Balance Sheet.

Those who have understood clearly the description of the work in the Ledger Office, Depot Stock Office and Branch Stock Office, and Maintenance Accounts, will realise that the cards, having been sorted into their appropriate code numbers, will produce on the tabulator, without any mysterious ingenuity, figures showing the cash taken at the branches for goods sold, what we have paid out in buying these goods, and what other charges we have to make against the resulting gross profit, for example branch salaries, wages, housekeeping expenses, the cost of running the depot at Blackfriars and transporting the goods to the branches, the cost of the Works, Electrical and other maintenance work done at the branches, and the General Office and Administrative charges, and so to the figure of net profit.

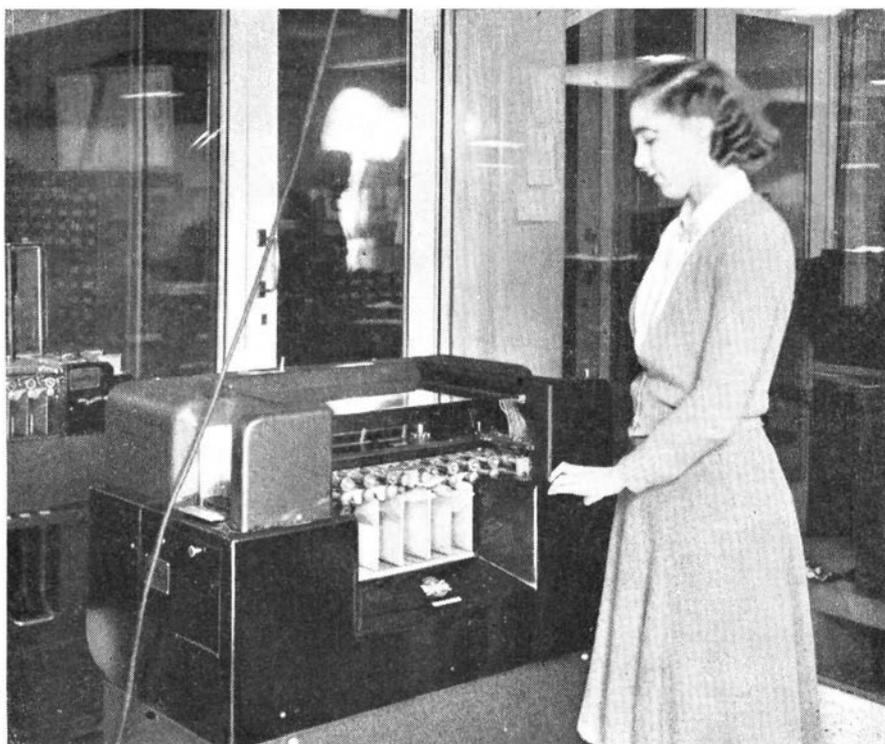
Similarly, to the value of assets at the beginning of the year will have been added expenditure on new assets during the year. The liability side of the Balance Sheet, except for the Capital accounts, is principally the small amount owing for goods received for which invoices had not been cleared by the last day of the financial year, the reserve for depreciation, and other earmarked future expenditure and sundry items where expenditure is known to have occurred but where the accounts have not been received.

The tabulator gives not only the figures for the current periods but the total to date, and the total for thirteen periods to date.

When the figures are examined from a management point of view the production of any supporting analyses is a very simple matter, and it is stressed once again that whereas with figures taken out by hand there is the risk of undetected mistakes, where they are taken out by machine based on the same pieces of cardboard, namely the punched cards, there is a guarantee that the details of any analysis if cast up will agree with the relative figure on the official Profit and Loss Account or Balance Sheet.

General

It has not been possible to go into full detail regarding some of the more ingenious uses of the punched card system in certain of the procedures described here in a general way. It would take too long: and unless it could be accompanied by a demonstration of the actual machines in operation it might be rather difficult to follow. We are always experimenting and so are the machine manufacturers, but development of new designs in punched card machinery is a slow business. It may be of interest to students of the system to know that except for certain remarkable achievements on machines working on the electronic principle, no



The Interpolator

sweeping developments in punched card accounting machines have taken place since we introduced the system about 12 years ago. The electronic machines are mainly used for calculations. The more complex the calculation the better they show up. Some of them can multiply 10 figures by 10 figures 3,000 times within one minute. No doubt this feature would be very useful in certain scientific work but its application to commercial problems is at present somewhat limited. Some of the electronic machines can be actuated by punched cards or a magnetic tape; the tape has certain advantages over the cards. It is thought that it will be some considerable time yet before the development and simplification of these machines reaches a point where they will come into general use in the average punched card installation.

A last word and a request. Whatever machine system is used, success depends largely on the correct recording of transactions in the first instance, i.e. it comes back to the human element. That is why we are always stressing the importance of teaching the people who make out original documents to be very careful that the information they give is correct and is checked before it is passed on; for example branches making out sales dockets, Warehouse men making out receiving notes, clerks making out transfer notes, vouchers, stock sheets. In some firms the cost of 'chasing the error' is at least as much as the cost of doing the routine clerical work, but we are glad to say that this is by no means the case in the J.S. organisation. It is, however, formidable enough and we shall appreciate all the help we can get in reducing it.



The Earnestness of being Important

ONE of the Managers in an article in the JOURNAL some few months ago sought to tell readers of that Haven of Peace, that Rest Cure—more usually known as THE SALES OFFICE. To him and to those others whose lines of thought travel on similar lines—I dedicate the following.

It's Monday morning—all bright and cheerful after the week-end. The desks which were left in their pristine emptiness on Saturday morning look as though a tornado has struck them. Mounds of papers everywhere—on the desks, on the chairs and my goodness—yes—in the paper basket as well.

To get some method out of this confusion, to sort out this chaos, is a job which has been known to make strong men wince and many a damsel to decide that “she wasn't feeling so well this morning” and decide to go home until Tuesday.

Well, sorting must begin. Sales sheets are allocated to groups of contact clerks, Nos. of Sales sheet pages are checked to see which are missing—if only we could get near some of those

folk who omit to send one particular sales sheet when we are asked to produce sales for one particular commodity in a hurry !

All the Sales Sheets for a commodity are placed on pegboards and the figures are cast cross-wise—of course we have to be very sweet to the person who placed sales for biscuits on the wrong line and rendered our labours for a few hours quite useless. Stocks and sales for every commodity from Sheets 1 to 35 are cast (that is added up—although we often would like to really “cast” them where no one would ever see them). Sounds simple doesn't it, but after staring at 20 odd sheets continuously for some hours the lines seem to move and your eyes have spots before them and when in order to ease them you close them, a stentorian Voice bellows “ Going to sleep over there ? ”

Don't for a moment imagine that one is allowed to calmly go on casting until the job is done—No fear. The casting is done on adding machines and while phones are ringing—one for every two clerks—about six on a desk—the hum

of voices, the tapping of machines, the authoritative command of HE THAT HATH SPOKEN surely nullifies that synonym for the Sales Office—the Rest Cure—Hang your heads in shame oh you critics !

Just as you get half way across the pages pegged on the board, the phone clamours for attention. Fumbling for a notepad under wads of envelopes, permits, order forms and piles of sheets waiting to be dealt with, the receiver is taken off its hook and "Sales Office" is breathlessly announced. The voice from the other end announces "So and so Branch here—Is Mr. Blank busy?" I try to be impressive "He is—but can I help you?" Do I detect a resigned sigh—"Weell, perhaps you can (not very confidently). "I WANT these items on tomorrow's van (There's nothing new in that demand).

First item—"Sorry, sir, out of stock"—Second item "Allocated, sir"—third item, "Sorry, sir, but *your* branch cannot have this line"—I am beginning to feel decidedly jaded by now and the once-optimistic manager now seems somewhat deflated—I do wish he would ask for something that he *can* have—I'll never get that casting done—Mr. Alan's office wants the figures first thing tomorrow morning—Why can't he want something in free supply—Perhaps I ought to say a little prayer—What's that he is asking for—Do I hear right—"Mixed herbs, sir—Oh you pet

—I am sorry—I mean Yes, sir—of course, sir—how many would you like?" An audible sigh before the receiver clicks back into place. I know what the owner of that voice is thinking—I am only an assistant—I brighten perceptibly—perhaps he thinks I am the Contact Clerk—I hope he does—My Contact Clerk has too good an opinion of himself anyway. Come to think of it, don't blame him either.

Orders to be got out, permits to be checked, oversales to be reported, rationing rules to be observed, sales and stocks for something sold prior to the war required, goods in short supply allocated, Head Office returns to be checked—why can't the *Branches* do this last job instead of thinking that we go to sleep all day and just wake up when the phone goes and then doze again when we have replied "Out of stock, sir."

Day in day out, all day and every day, keep the Branches supplied, see that the recorded sales and stocks are correct (?)—Why will they show 15 cwts of butter in stock when they have just phoned they haven't any—"Sorry, in the wrong column, should be, 'sales' ". I hope I have vindicated our prestige.

"Oh, Mr. Blank, the Manager of . . . hasn't phoned this morning—I do hope he isn't ill—he sounded seedy yesterday—Such a nice man !"

IRENE WESTON





More Game

GIMBLE COTTAGE,
GRIFFIN MOOR,
SOWTASKER,
NONS.

The Editor,
J.S. JOURNAL.

SIR,—Having read the most interesting article on 'Game,' which figured in your last edition, I am constrained to draw your attention to one notable omission. I refer, of course, to that ubiquitous bird of prey known to the world at large (and possibly to those in captivity as well) as the 'Manager Bird.'

Although perhaps most widely known for its peculiar propensity of flight whereby it moves around in circles of ever decreasing size, sometimes with the most tragic results, it is in fact, noteworthy for a number of other somewhat unusual features. Not the least of these is the frightsome noise created by the banging of its huge wings about its hard horny skull from which it derives its alternative title of the 'Business-man bird.'

Enthusiastic ornithologists who have spent long patient hours studying this magnificent curiosity, report that this state of 'flapping,' as it is technically known, is most frequently caused by the sight of any book bearing a red cover, more particularly so should the word 'Stock' appear on its obverse

outside. The approach of one of the members of the 'Supervisor' tribe, who are indigenous and sometimes even indignant, in its natural habitat, has often a like effect.

The cry of this most interesting twentieth-century anachronism is not easy to set down on paper. Some listeners have suggested it resembles "Eye'm Sawrymam Wearowt Of . . ." but this is probably inaccurate.

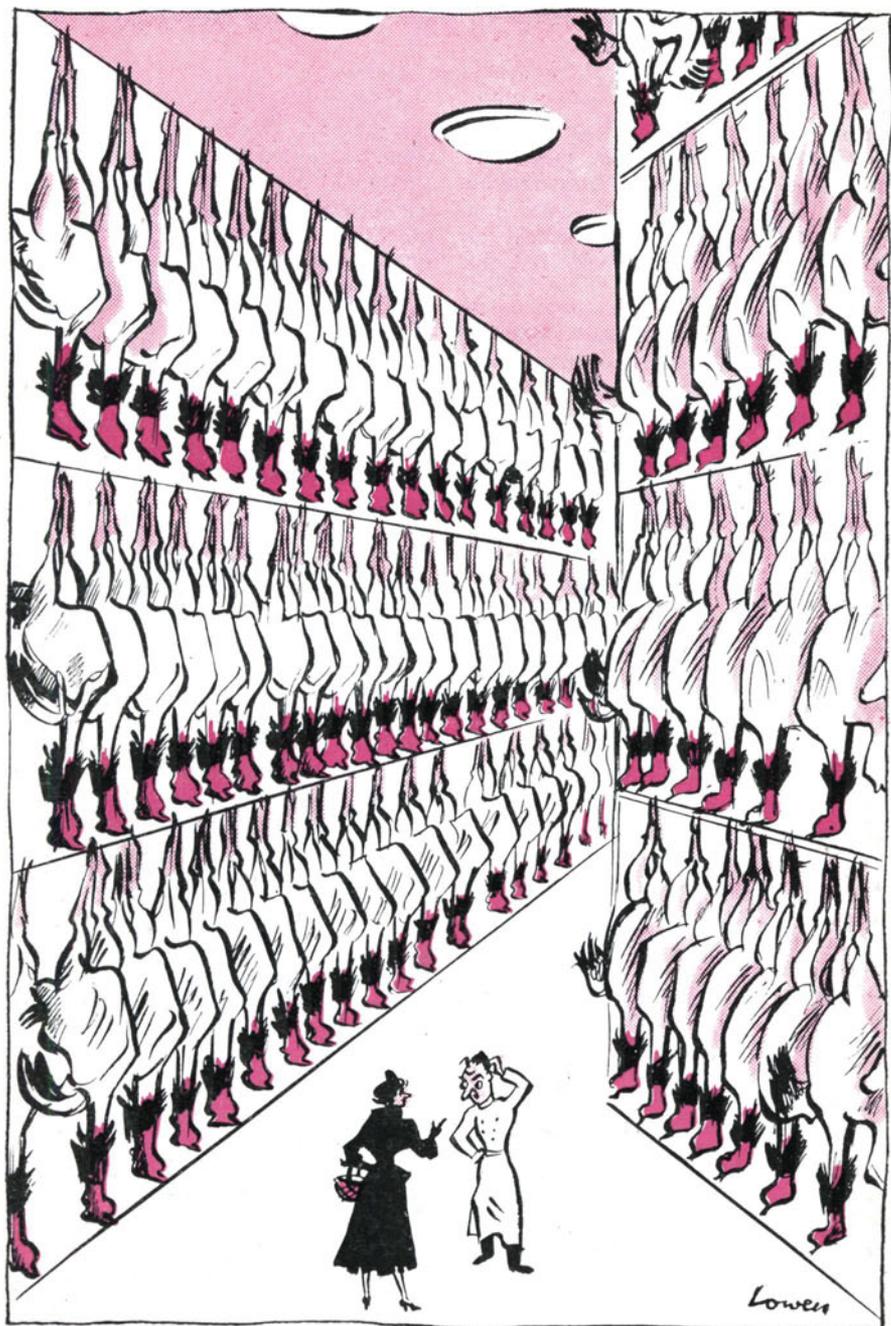
Regarded as fair game throughout the year, uninterrupted by any close season, it is keenly hunted by a wide variety of sportsmen and women who leave it but little chance of roosting. (*Vide* T. R. Welham, J. S. JOURNAL, Vol. 2, No. 2). It has on occasion been caught napping but such an event is nowadays a rarity.

Except in the darker portions of equatorial Africa the species is but little esteemed for its eating qualities, nevertheless it is frequently to be seen displayed in the shops—the old birds, I am told, are particularly tough.

The prices vary, though this is perhaps of purely academic interest for, so far, I have yet to see one sold; I wonder if any of your readers have?

I am, Sir,

Yours respectfully,
IVOR VAN SEER,
Gamekeeper.



May I see my turkey please ?

The Common Cold

By the Firm's Doctor

OF all the minor ills the flesh is heir to there are few which cause more loss of time and temper than the Common Cold. Call it what you will—catarrh of the naso-pharynx, a cold in the nose, or the official 'coryza,' it still remains the same annoying pest.

There is no doubt it is most common in winter, but it may occur at any time of the year. During the winter months people are inclined to keep their windows closed and to spend more time indoors; and it is in the overheated and badly ventilated atmosphere of rooms, public buildings and conveyances that germs breed and multiply to their hearts' content. In the summer the microbes fight a losing battle against the fresh air and sunshine.

What is a cold? It is an invasion by microbes of the upper air passages especially of the nose and throat. The chill which is associated with the onset of the condition is not really the cause of the trouble but the early sign that the microbes have already begun work. They start an inflammatory process and irritate the air passages which become congested and painful. Is there anyone more unpopular than the poor creature with a heavy cold, sneezing and spluttering and spreading his germs around? His throat feels hot and sore, he wants to sneeze, his head begins to ache and his nose to drip. Moreover, unless he takes proper precautions he is a menace to everyone round him.

It is a well-known fact that where there are many ways of treating a condition then no certain cure has been discovered. Some fly to quinine, an aspirin or a patent 'one day cold cure'; some turn to onions and hot milk, others to hot rum or whisky or to that solace of our childhood, black-

currant tea. One of the latest treatments suggested is enormous doses of Vitamin C, which is the vitamin associated with fresh fruit and vegetables. The use of penicillin for the common cold is not generally accepted as a routine treatment except in special cases. Penicillin lozenges have been found to protect contacts in some cases and to have cut short the infection in its early stages, but on the other hand, penicillin injections, found effective occasionally, are expensive and somewhat painful. It so happens that there are many germs which cause the common cold and penicillin cannot guarantee to deal with all types. There is no doubt that some people are more susceptible than others to the germs and these will need extra vitamins such as codliver oil and halibut oil. There are certain well-known vaccines which, given at the beginning of the autumn, will stimulate the body to resist certain microbes and these inoculations have proved highly successful in many cases. But whatever one takes or does there is no doubt that the old idea of a very hot bath, followed by a hot drink and early to bed with a hot water bottle in the hope of producing a profuse perspiration is the most effective treatment of all. And the early isolation of the sufferer, with a plentiful supply of paper handkerchiefs which no one else will handle, will decrease the risk of infecting others.

A great deal of research is being carried out on volunteer human guinea-pigs and much data is being collected so that some way may be found before long of protecting us from this abominable scourge. Meanwhile we suffer and splutter, getting only black looks from our fellow workers, and when there is a kindly inquiry we have the further humiliation of having to answer "It is only a cold."

Personnel Problems

**Your Queries
Answered by
"TRIBUNUS"**

Working Hours— Branch Staff

FROM all sides I have heard expressions of appreciation from members of the branch staff for the new working hours, and particularly for the early finish on Saturday evenings. On the occasional Saturday used for stock-taking there has been a little delay for some staff, but by and large this radical change in working conditions has gone through with remarkable smoothness. Reports which have reached me through the Staff Department indicate that the 4.30 finish on Saturdays has made the branch staff very much the envy of other shop workers.

I have been able to talk to quite a number of branch people in the last few weeks and I have been very interested in the various good uses which are being made of the longer leisure on Saturday—tea out with the girl friend or the "missis," early pictures with the family, first house at a theatre, an extra hour in the garden, a journey to Town for a concert, and so on.

There has also been a notable increase in the number of joint outings for branch staff. S.S.A. Central Office inform me that they have been inundated with requests from Branch Sections for blocks of seats for musical comedies,

pantomimes, circuses and ice hockey—all on a Saturday evening! It seems that the popular song is right—"Everybody likes Saturday night."

Staff Position at the Branches

The Editorial in the last issue of the *J.S. Journal* concluded by forecasting an increase in staff numbers as a result of the new working hours. As most of the staff know, the introduction of the new hours and of the shorter periods of experience for promotion was accompanied by an advertising campaign for new staff. This campaign, I am told, has been very successful. So many new faces, and helping hands, must have brought pleasure to those working under pressure at the counter.

I am not permitted to reveal the number of staff recruited in the recent effort, but at least I can say that it was very large indeed. I have seen something of the Blackfriars end and the annexe in Rennie Street has seemed to me a hive of industry, with the waiting room constantly full and every office turned over to the interviewing of applicants.

Unfortunately, a number of branches are still short-staffed and I can only say to those holding the fort there that every possible effort is being made to set things right.

Five-day-week at the Depot

Many of the departments at Blackfriars changed to a five-day-week with effect from 29th October, coincident with the resumption of daily deliveries to the branches. Depot staff concerned would, I know, like it to be understood by the rest of the staff that there has been no reduction in the 44-hour working week, Saturday morning hours having been spread over the other five evenings.

Branch Senior Trainees

The Autumn intake of Senior Trainees has proved even bigger than that in the Spring. Other branch staff may be interested to know something of the new training scheme which is followed. Senior Trainees who are destined for the Provisions side of the business take a two weeks' course at Blackfriars, followed by six months' special training at a branch. The Blackfriars course for those going into the Fresh Meat department has been extended to four weeks. I have seen some of these future butchers in the Training Centre and have been very impressed with the aptitude and skill which they show. Several men, whom

I recently saw in the fourth week of the course, were cutting like veterans. Undoubtedly these young men will be a very great asset to the branches and those who are working short-handed will, I am sure, be pleased to know that reinforcements are on the way!

Payment for Jury Service

As from 1st October, 1949, citizens serving on juries may claim for loss of earnings for the period of service. I am asked to advise employees who may be called for jury service to make a claim at the Court at the time of service on the assumption that the firm will not pay for the time lost.

About People you know

WE have to record the following retirements since March, 1949 :—

A. Newton.—First employed as Stable Boy at Blackfriars; later as pony van boy, and afterwards driver of first small delivery car in 1914. When he retired on 30th June, was Heavy Goods Driver. Had completed 46 years' service.

G. Barrett, who on his retirement was Manager of 13 15, Blackfriars and had previously managed 9 11 Croydon, Oxford, Bedford, and 160 Cricklewood. Retired in April after 42 years' service.

E. C. Harris. Salesman, last employed at Chingford, retired on 30th June after 42 years' service.

W. E. Jackson.—Salesman, last employed at 75 Ilford, retired on 30th June after 42 years' service.

L. W. Phillips, who at the time of his retirement was Manager at 2 4 Ealing, and had previously managed 14 15 Leytonstone, 114 Ilford, Leyton, Watney Street, retired in August after having completed 41 years' service with the firm.

C. E. Fuller.—Chargehand in the Kitchens, retired on 30th June after 39 years' service.

E. Skinner. 1st Clerk, last employed at 68 Croydon, retired on 30th June after 38 years' service.

W. J. Hebburn.—Porter, last employed at Guildford, retired on 30th June after 34 years' service.

W. A. Cavie.—Poulterer, last employed at 94 The Wells, retired on 30th June, after 33 years' service.

E. F. Skinner. Saleswoman, last employed at Kenton, retired on 30th June after 33 years' service.

A. A. Duwell.—Roundsmen, last employed at Hatch End, retired on 30th June, after 30 years' service.

E. S. Turner. First employed in Works Department as a Foreman Painter. Afterwards transferred to supervisory staff. Retired on 30th June after 30 years' service.

Mrs. J. Thomas. Last employed as Resident Housekeeper at 134 Forest Gate, retired in June after 30 years' service.

J. W. Fry. Employed first as a Warehouseman and eventually a Driver. Retired on 30th June, after 29 years' service.

W. Provins. Porter, last employed at Wembley, retired on 30th June after 29 years' service.

Mrs. M. A. Plummer. Last employed as Canteen Assistant 13 15 Blackfriars house, retired in August after 25 years' service.

W. H. Holder.—Roundsmen, last employed at Leatherhead, retired on 31st October, after 21 years' service.

Mrs. K. Behrens. Last employed as Daily Housekeeper at 122 Croydon, retired in September after 21 years' service.

Mrs. S. Belton. Resident Housekeeper, last employed at Reigate, retired in September after 16 years' service.

Mrs. G. A. Dowson. Last employed as Resident Housekeeper at 99 Kensington, retired in September after 15 years' service.



S S A

COME TO THE

South East Area Dance

at

LEWISHAM TOWN HALL
CATFORD, S.E.6

on

Wednesday, February 8th, 1950
7.30-11.30 p.m.

Dancing To

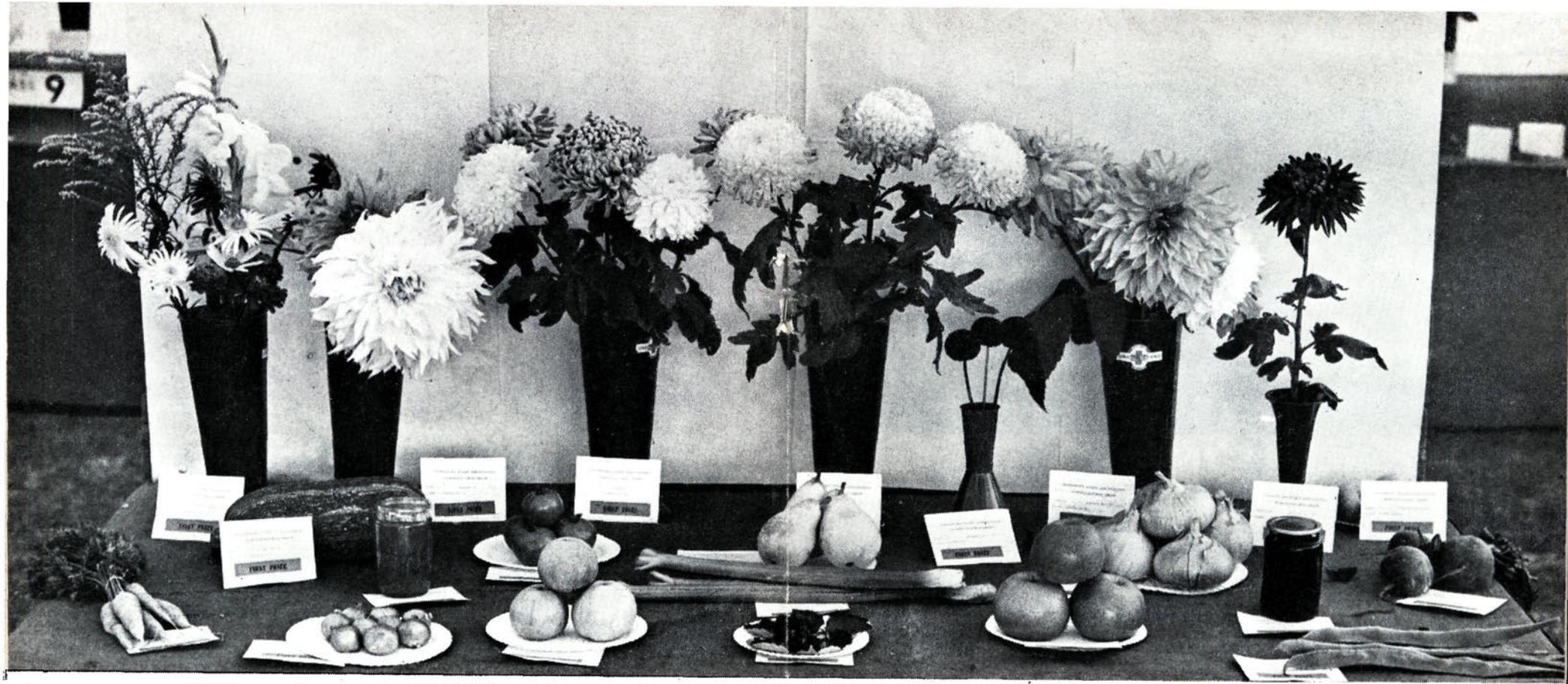
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The Secretary, S.S.A., Blackfriars



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