

Another lack of strong corrective action I remembered was when an employee was caught pocketing cash from the register. The student was neither suspended nor threatened with losing his job (nor was the event even mentioned). Instead, he was just told to stay away from the register. I felt that this weak punishment happened not because he was a good worker but because he worked so many hours and it would be difficult to find someone who would work all those hours and remain working for more than a few months. Although a customer reported the incident, I still felt that management should have taken more corrective action.

The attitudes of the student managers seemed to vary. I had noticed that one in particular, Bill, always got the job done. He made a list of each small duty that needed to be done, such as restocking, and he made sure the jobs were divided among the employees and finished before his shift was over. Bill also stated down employees who allowed thefts by their friends or who took freebies themselves; yet I had never heard of an employee being fired for these actions. My friend Mack was concerned about theft, or so I assumed, because he had taken some action about locking the doors, but he didn't really get after employees to work if they were slacking off.

I didn't think the rest of the student managers were good motivators. I noticed that they did little work themselves and did not show much control over the employees. The student managers allowed their friends to take food for free, thereby setting bad examples for the other workers, and allowed the employees to take what they wanted even when they were not working. I thought their attitudes were shared by most of the other employees; not caring about their jobs or working hard, as long as they got paid and their jobs were not threatened.

I had let the "thefts" continue without mention because I felt that no one else really cared and may even have frowned upon me for trying to take action. Management thus far had not reported significant losses to the employees so as to encourage them to watch for theft and prevent it. Management did not threaten employees with job loss, nor did they provide employees with supervision. I felt it was not my place to report the theft to management, because I was just an employee and I would be overstepping the student managers. Also, I was unsure whether management would do anything about it anyway—maybe they did

over events occurring during their shifts as manager, although they were never actually taught how and when to enforce it! Their increase in pay was small, from a starting pay of just over minimum wage to an additional 15 percent for student managers. Regrettably employees received an additional nickel for each semester of employment.

Although I only worked seven hours per week, I was in the Den often as a customer and saw the problem frequently. I felt the problem was on a large enough scale that action should have been taken, not only to correct any financial loss that the Den might have experienced but also to help give the student employees a true sense of their responsibilities, the limits of their freedom, respect for rules, and pride in their jobs. The issues at hand bothered my conscience, although I was not directly involved. I felt that the employees and customers were taking advantage of the situation whereby they could "steal" food almost whenever they wanted. I believed that I had been brought up correctly and knew right from wrong, and I felt that the happenings in the Den were wrong. It wasn't fair that CFS paid for others' greediness or urges to show what they could get away with in front of their friends.

I was also bothered by the lack of responsibility of the managers to get the employees to do their work. I had seen the morning employees work very hard trying to do their jobs, in addition to the jobs the closing shift should have done. I assumed the night managers did not care or think about who worked the next day. It bothered me to think that the morning employees were suffering because of careless employees and student managers from the night before.

I had never heard of CFS mentioning any problems or taking any corrective action; therefore, I wasn't sure whether they knew what was going on, or if they were ignoring it. I was speaking to a close friend, Mack, a student manager at the Den, and I mentioned the fact that the frequently unlocked door to the storage room was an easy exit through which I had seen different quantities of unpaid goods taken out. I told him about some specific instances and said that I believed that it happened rather frequently. Nothing was ever said to other employees about this, and the only corrective action was that the door was locked more often, yet the key to the lock was still available upon request to all employees during their shifts.