

**A Comparison on Job Tasks for Operators
of Business Enterprises for the Blind
and State Licensing Agency Training Practices**

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A COMPARISON OF JOB TASKS FOR OPERATORS OF BUSINESS ENTERPRISES FOR THE BLIND AND STATE LICENSING AGENCY TRAINING PRACTICES

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Abstract: The purpose of this study was to describe the job tasks of Business Enterprise Program (BEP) operators in snack bar, cafeteria, and vending businesses and to compare reported job tasks to state licensing agency (SLA) training programs. One hundred ninety-six operators (5% of the national total) in five states were questioned in a telephone survey regarding their performance of job tasks comprising eight business practice areas. The training manuals for four of the five participant states were examined to determine whether or not the state provided training for the specific job tasks surveyed. The fifth state did not have a written training manual. A comparison was made of the percentage of operators engaged in each type of business enterprise who performed a task and the percentage of states that provided training. A discrepancy model was used to highlight potential training incompatibilities. Information describing certain attributes of the operators was also collected.

Results indicate that there are some major differences between practice and the training provided by state licensing agencies. These differences are most prominent in the business practice areas relating to fiscal procedures and purchasing and inventory. Additionally, there do appear to be core areas of practice, as well as significant differences among practices across enterprises, which suggest a need for examination of training practices within each SLA in terms of potential modification of training for type of business enterprise.

Some of the characteristics of the operators in the sample raise questions regarding the recruitment and selection of potential operators. State licensing agencies may wish to consider these characteristics in the context of their own states.

INTRODUCTION

The 1984 Rehabilitation Services Administration (RSA) Annual Report on the Randolph-Sheppard Vending Facility Program states that 3,653 blind or severely visually impaired persons were licensed by a State Licensing Agency (SLA) to operate businesses. These Business Enterprise Programs (BEP) may be categorized as: (a) cafeteria, (b) vending machine, and (c) snack bar and other enterprises. The size of the enterprise varies broadly from the operation of a full service cafeteria to the maintenance of a series of vending machines in one or more locations.

The 1974 amendments to the Randolph-Sheppard Act (P.L. 93-516) include specific language indicating that the SLA will include upward mobility training for vendors to improve work opportunities. In order for an SLA to address the concept of the provision of upward mobility training, some information regarding current training, business practices, and personnel will be required. Since the enabling legislation does not clearly define upward mobility, the re-searchers define the term as meaning enhanced income opportunity.

PURPOSE

An initial task in assisting SLAs to examine and/or revise training practices is to describe job tasks by type of enterprise and to compare the tasks performed to the training provided by the SLA. Information regarding certain characteristics of the personnel who operate enterprises may also serve to influence training practices.

Therefore, the purpose of this study is to answer several questions:

1. What are the characteristics of operators in various types of enterprises?
2. What are the job tasks performed in each type of enterprise?
3. Are there significant discrepancies between the tasks performed and the training provided by the SLA?
4. Is there a definable core of tasks common to all enterprises?
5. Are there training areas which SLAs should consider revising or areas which require further research?

METHOD

The BEP training manuals from four of the five states in the sample were secured by one of the principle investigators. They were examined for the presence in the training curriculum of material which appears to relate to questions included in the interview. The fifth state does not have a written training curriculum.

The questions in the interview were developed by the researchers, who had some experience with the Business Enterprise Program. The questions were sorted into apparent major business practice areas by the principle investigators.

A list of BEP operators in each of the five states was secured from the participant SLAs with the approval of the state elected committee of vendors. Every operator in each state was contacted by telephone to elicit cooperation in the survey. Some operators declined participation. Those operators who agreed to participate in a telephone interview were asked questions regarding demographic information as well as questions regarding job tasks. The questions regarding job tasks addressed eight areas of business practice identified by the researchers. The supervisors of ten percent of the operators were asked to confirm performance of job tasks as a reliability measure and to discover additional discrepancies.

In order to facilitate discussion of discrepancies, a method of classification was necessary. Significant discrepancies between training and practice were defined as follows: (a) A difference of 20-39% between the SLA provision of training and the reported performance of the job task by the operators was considered a minimal discrepancy; (b) a 40-59% difference was considered a moderate discrepancy; and (c) a difference of 60% or more was considered a critical discrepancy.

FINDINGS

The research findings are reported by business practice area in terms of the percentage of operators who reported performing a particular job task and the percentage of SLA training manuals in the sample that indicate training relative to that job task. The eight business practice areas are: (a) Personnel; (b) Fiscal Procedures; (c) Pricing; (d) Purchasing and Inventory; (e) Menus; (f) Marketing, Public Relations, and Advertising; (g) Health, Safety, and Maintenance; and (h) Other Issues.

A table for each of the business practice areas is provided. Each table contains four bars for each of

the job tasks in the business practice area. The percentage of state training manuals which indicate that they provide training for that task is shown in the first bar. The percentage of cafeteria, snack bar, and vending machine operators who reported that they perform the task are shown in the next three bars. Specific job tasks are referenced by a number which corresponds to the interview question asked, which is listed beneath the table.

No judgment has been made regarding whether or not the performance of a specific job task comprises a significant amount of time for the operator. No judgment has been made regarding the importance of a specific job task to the successful operation of a particular type of business enterprise. Further, no judgment has been made regarding how well the operator performs the task. These issues are left to the determination of the state licensing agencies and their elected committees of vendors and/or to future research.

The demographic information regarding the sample is provided first. The information requested of the operators in the sample included age, years in the program, race, gender, visual status, hearing status, and level of education. A final section identifies those tasks which were reported to be performed by at least 50% of all types of operators.

Description of the Operators by Type of Enterprise

One hundred ninety-six operators were interviewed in the five states included in the sample. There were 56 (28%) in cafeteria operations, 9 (4%) who had vending machine operations, and 131 (67%) who operated businesses in the snack bar category (rounding accounts for the remaining 1%). The percentages of new vendors by type of enterprise reported by Partos and Kirchner (1986a) are 15% in cafeterias, 11% in vending machine operations, and 74% in snack bar and other enterprises.

Age. Fifty-six percent of snack bar operators in the sample are in the two groups which include persons 41-60 years old. The largest percentage of cafeteria operators (34%) are 41-50 years old. The largest percentage (33%) of the vending machine operators are in the 19-30 age group. It is interesting to note that not one person in the 51-60 year old group in this sample has a vending machine enterprise (Figure 1a).

Years in the Business Enterprise Program. Fifty-four percent of the operators who have been in the program more than 16 years are in snack bar operations (Figure 1b). No person in the sample who has been in the program for 11-15 years is a vending machine operator. In contrast, 44% of the persons who have been in the program 1-5 years reported operating a vending machine business.

Race. Eighty-five percent of the operators interviewed are white (Figure 1c), which corresponds to the data reported by Partos and Kirchner (1986a). There are Hispanic operators of each type of enterprise; however, the number of Hispanic respondents was depressed because of the language barrier. Black operators, 8% of the sample, are concentrated in snack bar operations. There were no blacks interviewed who operated a vending machine enterprise. This may have been a sampling error rather than a true reflection of black representation. All of the American Indians in the sample are in cafeteria enterprises. All of the Asians or Pacific Islanders are involved in vending machine operations. These last two groups comprise less than two percent of the operators interviewed.

Gender. Twenty-four percent of the BEP operators interviewed in this study are female, as compared to the 29% reported by Partos and Kirchner (1986b). The largest proportion of females operate snack bars. Ten percent of the vending machine operators are female (Figure 1d).

Visual status. The business enterprise operators in the sample are persons who are legally blind or who meet eligibility standards based on their prognosis (Figure 1e). Partially sighted individuals make up 13% of the operators interviewed, 68% are legally blind, and 19% are totally blind. Partos and Kirchner (1986a) report 92% of their sample as legally blind.

Hearing status. Thirteen percent of the operators interviewed reported that they have a hearing loss of unspecified degree (Figure 1f). None of the operators in the sample who reported a hearing loss operates a vending machine enterprise. The largest percentage of those who reported a hearing loss were snack bar operators.

Educational level. Forty-two percent of the operators interviewed said they have a high school education (Figure 1g). Thirty-three percent of the operators reported some college experience.

Age of BEP Operators in Years

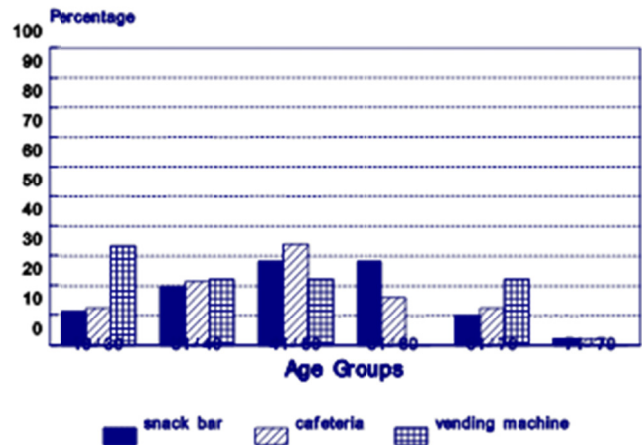


Figure 1a: Percentages of BEP operators by age according to type of enterprise

Years in BEP

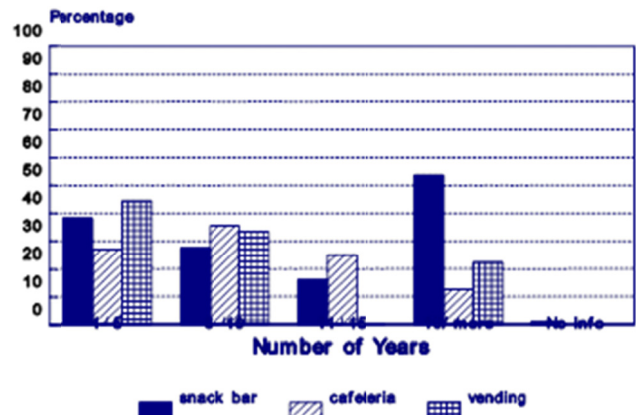


Figure 1b: Percentages of BEP operators by number of years in the program by type of enterprise

Race of BEP Operators

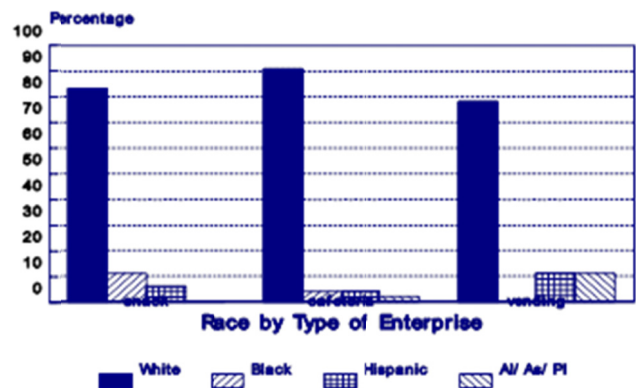


Figure 1c: Percentages of BEP operators by race according to type of enterprise

Gender of BEP Operators

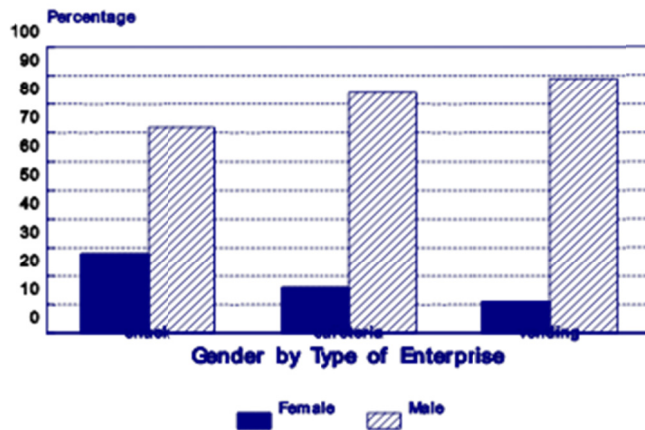


Figure 1d: Percentages of BEP operators by gender according to type of enterprise

Visual Status of BEP Operators

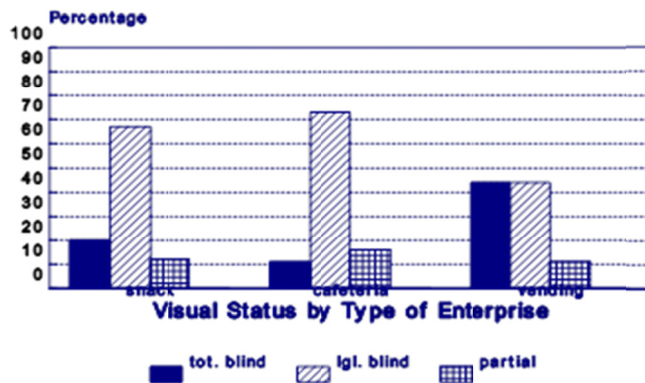


Figure 1e: Percentages of BEP operators by visual status according to type of enterprise

Hearing Status of BEP Operators

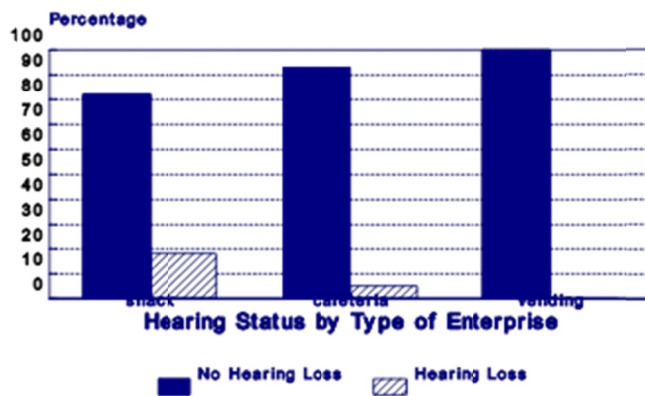


Figure 1f: Percentages of BEP operators by hearing status according to type of enterprise

Discussion of Discrepancies

As was previously noted in the methods section, job tasks within each business practice area are examined relative to the percentage of SLA manuals indicating training versus the percentage of vendors reporting performance of each task (20-39% difference - minimal discrepancy; 40-59% difference - moderate discrepancy; 60% or more - critical discrepancy). Discrepancies may be in a positive or negative direction. Selected discrepancies are addressed within the text which corresponds to each business practice area. Some incidental information is also contained in each section.

Personnel. There were six questions in the interview which were judged to address job tasks in the business practice area called personnel (Figure 2). The availability of training indicated by the SLA training manuals varied broadly across job tasks.

Minimal discrepancies between training practices of the SLAs in the sample and the tasks performed by operators occur in four instances. For the cafeteria operators interviewed, 71% use methods other than money to motivate employees, whereas 50% of the SLA training manuals in the sample indicated training for this job task. For snack bar operators, there are minimal discrepancies between the training provided and the operators' reporting of the tasks of (a) uncovering employee theft and (b) training employees to treat customers in a courteous manner. Thirty-three percent of vending machine operators report that they have a method of uncovering employee theft in contrast to the absence of training for this job task in the SLA manuals in the sample.

Moderate discrepancies between training and practice occur for four job tasks. All of the SLA manuals indicate training operators to have employees. Forty-four percent of vending machine operators report having employees. Cafeteria operators in the sample report that 98% of them have control over hiring, firing, and promoting employees and 96% engage in settling arguments among employees although 50% of the SLA training manuals report training for these job tasks. Of the cafeteria operators interviewed, 57% report having a method to uncover employee theft. The SLA training manuals examined do not appear to provide training for this job task.

Level of Education of BEP Operators

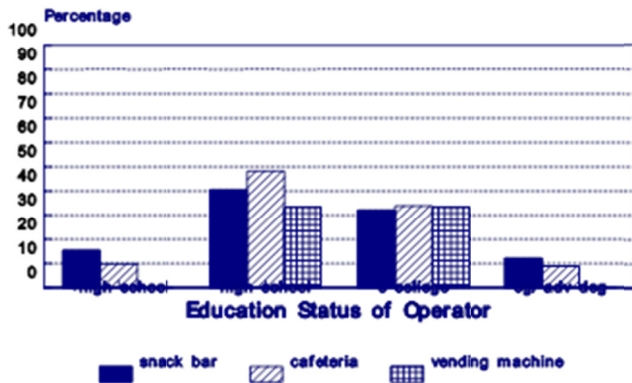


Figure 1g: Percentages of BEP operators by level of education according to type of enterprise

A critical discrepancy was noted in the case of vending machine operators regarding the training of employees to treat customers in a courteous manner. It was anticipated that vending machine operators would not answer this question affirmatively because few of the vending machine operators have employees. In fact, 33% of the operators report performing this job task. All of the SLA training manuals indicate training for this task.

Fiscal procedures. There are discrepancies on almost 75% of the job tasks in the business practice area of fiscal procedures (Figure 3). This

appeared to be an area of major differences between training and practice. SLA training manuals appeared to be most consistent with reported practice regarding the job task of preparing the report to the state agency.

Four areas of discrepancy for all types of enterprises were those of (a) having a budget, (b) setting up the budget, (c) preparation of the payroll, and (d) use of a cash drawer. No SLA manual specified training for the tasks of having or setting up a budget. The discrepancy appeared most severe for vending machine operators, 78% of whom have a budget. Fifty-five percent of the vending machine operators set it up themselves. Seventy-five percent of SLA training manuals indicate providing training in the use of a cash drawer. As might be expected, no vending machine operators reported using a cash drawer, in contrast to its reported use by 95% of other types of operators.

Fifty percent of the SLA manuals in the sample indicate training in preparation of the payroll. Although 98% report having employees, only 23% of the cafeteria operators prepare a payroll. Similar discrepancies exist in vending machine and snack bar operations.

Although 76% of all operators report preparing the report to the state agency, only 27% prepare their own profit/loss statement and only 18% prepare the payroll. Twenty-six percent of the operators manage their own accounting. The person(s) performing these job tasks are shown in Table 1.

Personnel

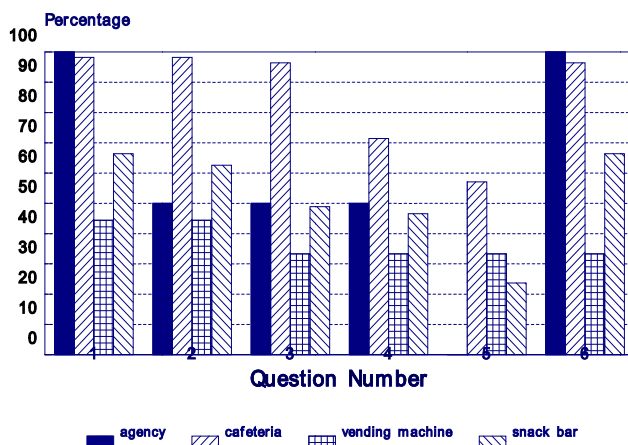


Figure 2: Percentages of SLAs and BEP operators reporting training/practice regarding Personnel

1. Do you have any full or parttime paid employees?
2. Do you have control over all the decisions in hiring, promoting, or firing your employees?
3. Does your job include settling arguments among your employees?
4. Do you have methods other than money to motivate your employees?
5. Do you have a method to uncover employee theft?
6. Do you train your employees to treat your customers in a friendly manner?

Fiscal

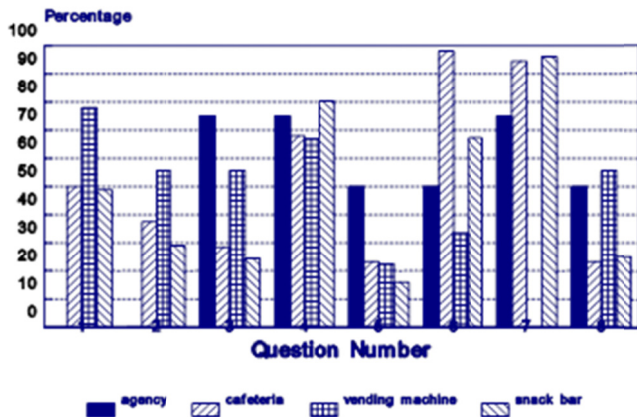


Figure 3: Percentages of SLAs and BEP operators reporting training/practice regarding Fiscal Procedures

1. Do you have a budget?
2. Who sets up the budget to operate your business? You?
3. Who regularly prepares records of the profit or loss you made?
4. Who develops the report to the state agency? You?
5. Who does the payroll? You?
6. Do you furnish the following types of insurance for your employees: a) liability, b) health, or c) other?
7. Do you use a cash register or cash drawer yourself?
8. Who manages your accounting? You?

Purchasing and Inventory

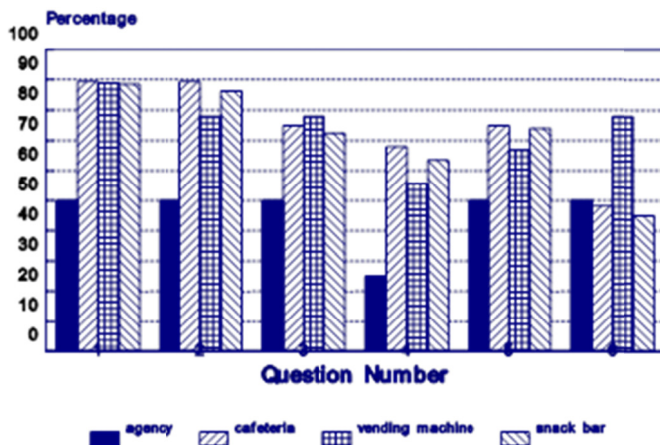


Figure 4: Percentages of SLAs and BEP operators reporting training/practice regarding Purchasing and Inventory

1. Do you purchase products for resale through a) retail, b) wholesale?
2. Do you compare the price and quality of products from different suppliers in purchasing materials?
3. On a new item, do you attempt to select your supplier from two or more sources?
4. Do you have a set of standards and specifications for ordering your products for resale?
5. Do you have a formal procedure for receiving products?
6. Do you keep a record of how much stock is issued daily?

Table 1: Identity of persons performing fiscal tasks by

percentage of operators reporting.

	SAR	P/L	Payroll*	Accounting
Operator	76	27	18	26
Employee	2	1	2	1.5
Family	3	2.5	2	2.5
Professional	10	8.5	8	15
State agency	1	48	32	37
Other	8	13	12	18

*Does not apply to 26% of vendors who have no employees.

SAR: State Agency Report

P/L: Profit/Loss Statement

Purchasing and inventory. There were discrepancies between performance and training on 83% of the questions in the business practice area of purchasing and inventory, although most of these were minimal discrepancies (Figure 4). Discrepancies appeared for every type of business enterprise on the following three questions: (a) purchase of products for resale, (b) comparison shopping for price and quality, and (c) comparison shopping for a new item. Seventy-two to 89% of the operators perform the tasks; half of the

SLA training manuals indicate training. Enterprise operators also report that 68-75% of them have a formal procedure for receiving products although only 25% of the SLA manuals indicate training for this task.

Pricing. In the business practice area of pricing (Figure 5), there were three instances of a critical discrepancy between training and practice. They all occurred on the same question, which concerned cooperating with other businessmen on selling products at a fair market price. Although no state in the sample reported training for the task of cooperating with other businessmen, 72% of the operators report the performance of this task.

Forty-five percent of snack bar operators and 52% of the cafeteria operators report that they sometimes offer a product at a loss in order to attract customers. No SLA manual indicates training that addresses this marketing strategy. Thirty-three percent of vending machine operators say that they pass the savings on to customers when they are able to save by buying in volume, in contrast to 75% of the SLAs providing training on this issue. These are moderate discrepancies.

Pricing

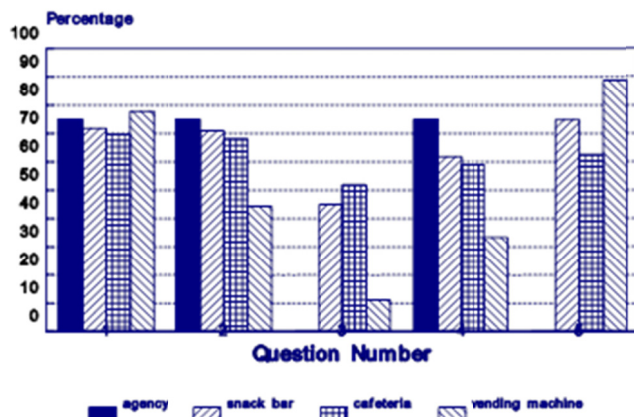


Figure 5: Percentages of SLAs and BEP operators reporting training/practice regarding Pricing

1. Do you set your price based only on the cost of the merchandise and overhead expenses?
2. Do you allow an additional percentage of profit in the prices you charge?
3. Do you sometimes offer a product at a loss in order to attract customers?
4. Do you "pass on the savings" to your customers when you buy in volume?"
5. Do you cooperate with other businessmen in selling your products at a fair market price?

Menus. Although it was expected by the researchers that vending machine operators would not use menus, the questions regarding menus were asked in order to

verify this assumption. As was anticipated, no vending machine operators answered any of these questions affirmatively (Figure 6). Therefore, the

information from vending machine operators is omitted from the discussion of discrepancy areas. This decision leaves three discrepancy areas, two with cafeteria operators and one with snack bar operators.

In terms of moderate discrepancies, cafeteria operators reported that 86% of them keep a list of menus to look at in preparing meals. Cafeteria operators also report that 91% of them sometimes create their own menus. The review of the SLA training manuals indicates that 50% provide this type of training. Although 100% of the SLAs indicate training in selling items from a menu, only 67% of snack bar operators report selling from a menu, which is a minimal discrepancy.

Marketing, public relations, and advertising. In the business practice area of marketing, public relations, and advertising, discrepancies varied broadly (Figure 7). For example, 75% of the SLA manuals indicated training operators to set up a food merchandise display, but 22-68% of the operators reported performance of this task. In contrast, 72-76% of snack bar and cafeteria operators say they arrange the business area to make a pleasing change for customers although training is indicated by only 25% of the SLA manuals.

The issue of a formal or informal method of determining dramatic sales increases or decreases was a discrepancy across all types of enterprises. The SLA manuals indicate no training in either a formal or informal method of determining sales increases or decreases. The training discrepancy was most prominent for cafeteria operators, 73% of whom report the use of a formal method. A significant proportion of snack bar and vending machine operators also report using a formal or informal method of examining sales.

Having a regular way of dealing with dissatisfied customers was an area of discrepancy for all operators. Half of the SLA manuals indicate training, in contrast to performance of this job task by 88-95% of these operators.

Health, safety, and maintenance. There were three critical discrepancies, all for vending machine operators, in the business practice area of health, safety, and maintenance (Figure 8). All of the SLA

manuals indicate training in having a written procedure for maintaining sanitation in accordance with state and federal laws. As might be anticipated, few vending machine operators (33%) report having a written procedure. Vending machine operators are, reportedly, seldom involved in the practice of minimizing insects. Twenty-two percent of the vending machine operators report performing this task, although 100% of the SLA manuals indicate training.

The third critical discrepancy for vending machine operators concerns OSHA regulations. Although all SLA training manuals indicate training all types of operators regarding OSHA regulations, only 33% of the vending machine operators report that they are familiar with these regulations. The discrepancy between training and practice regarding familiarity with OSHA regulations exists with respect to operators of snack bars and cafeterias, but is not as pronounced. Overall, 57% of the operators report familiarity with OSHA regulations as they apply to their type of enterprise.

Other issues. These issues were selected on the basis of interest to the researchers. They included questions regarding career development through the expansion of current business and a final question regarding the use of a personal computer in preparing the fiscal report to the SLA (Figure 9).

No SLA manual in the sample reports providing information regarding any of these issues. The percentages of operators, by type, who answered affirmatively are provided for consideration regarding career development, computer access technology, and BEP operators.

Sixty-seven percent of vending machine operators, 72% of snack bar operators, and 82% of the cafeteria operators in the sample report that they would like to expand their business if the space were available. Thirty-three percent of vending machine operators and 36% of cafeteria operators plan to invest in other business interests, in contrast to 21% of the snack bar operators. Fewer than 12% of all operators use a personal computer to prepare the fiscal report to the state agency.

Menus

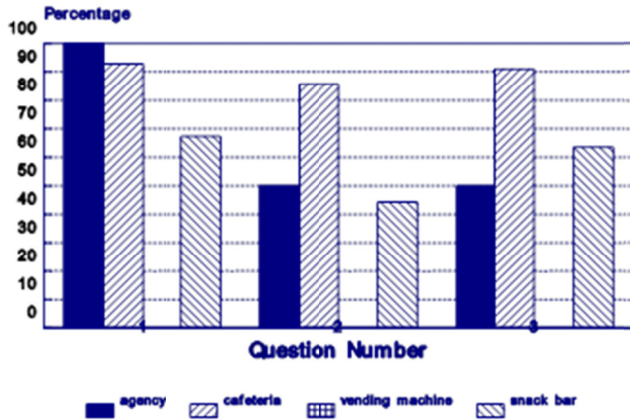


Figure 6: Percentages of SLAs and BEP operators reporting training/practice regarding Menus

1. Do you sell food items from a menu?
2. Do you keep a list of menus to look at in preparing meals?
3. Do you ever create your own menu?

Marketing, PR, and Advertising

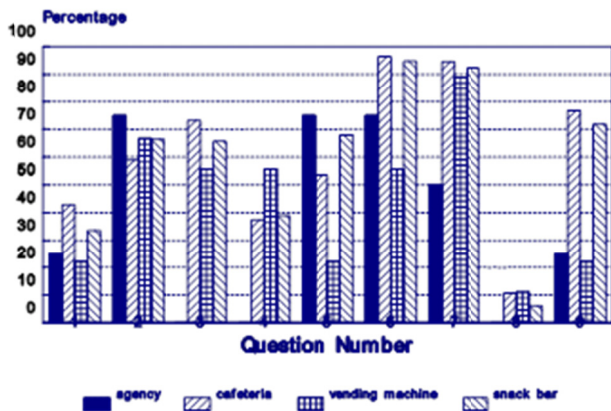
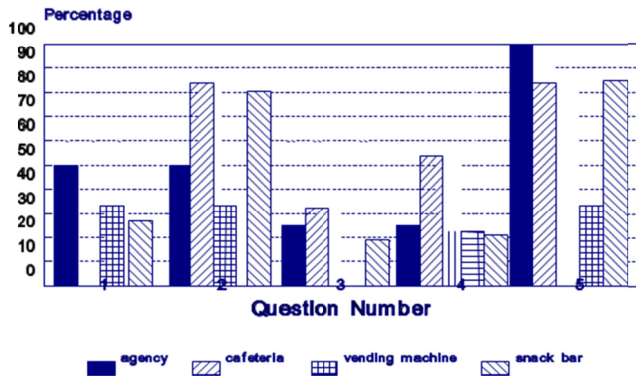


Figure 7: Percentages of SLAs and BEP operators reporting training/practice regarding Marketing, Public Relations, and Advertising

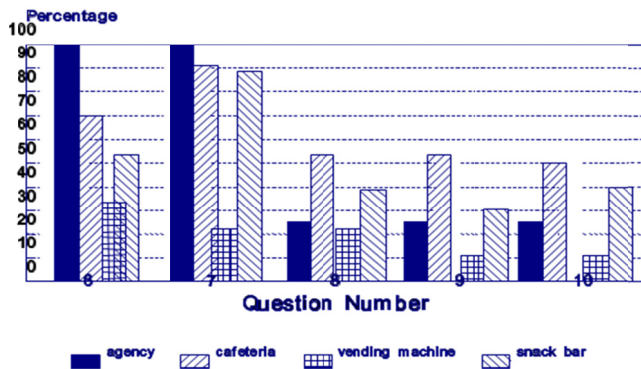
1. Have you ever done a customer survey?
2. Do you talk to customers to find out if they are happy with your services?
3. Do you have a formal method to determine whether your sales increase or decrease dramatically during the year?
4. Do you determine such a sales pattern informally?
5. Who plans and sets up your food merchandise display? You?
6. Do you consider eye appeal when you set up your display?
7. Do you have a regular way of handling dissatisfied customers?
8. Do you advertise your business through any local media such as newspapers or newsletters?
9. Do you occasionally rearrange your business area to make a pleasing change for your customers?

Health, Safety, and Maintenance



1. Who handles the cleaning in your business? You?
2. Do you and your employees use standard procedures such as a maintenance schedule to keep your equipment in good working order?
3. Were you involved in designing or redesigning the layout of your facility?
4. Do you design employees' work areas?
5. Do you have specific written procedures for maintaining sanitation in accordance with state and local regulations?

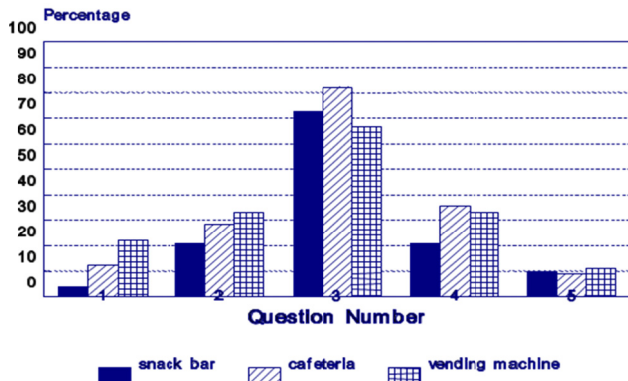
Health, Safety, and Maintenance (Part 2)



6. Are you familiar with OSHA regulations which apply to facilities such as yours?
7. Do you employ specific procedures for minimizing or eliminating insects within your facility?
8. Do you schedule practice drills with regard to emergency procedures so that employees will know what to do in an emergency?
9. Do you have the responsibility for the upkeep of emergency equipment such as fire extinguishers?
10. Do you have a way or plan to catch shoplifters?

Figure 8: Percentages of SLAs and BEP operators reporting training/practice regarding Health, Safety, and Maintenance

Other Tasks



1. Do you have more than one business?
2. Are you planning to expand your current business?
3. Would you want to expand your business if space were available?
4. Do you plan to invest in other business interests?
5. If you prepare the report, do you use a personal computer?

Figure 9: Percentages of BEP operators reporting performance on Other tasks

Core Job Tasks

Core job tasks are defined as those which 50% of the representatives of all three types of enterprises report performing. Five of the six job tasks represented in the Purchasing and Inventory business practice area meet that criterion. Two of the five job tasks examined in the questions regarding Pricing appear to be common to all types of enterprises. Four of the nine job tasks in the Marketing, Public Relations, and Advertising area are reported as being performed by more than half of all operators of all types of businesses.

Only one job task of the eight in the area of Fiscal Procedures was reported as common to more than half of the operators of all types of enterprises. None of the ten job tasks within the business practice area of Health, Safety, and Maintenance met the 50% criterion. Not one of the job tasks of the six in the Personnel area is performed by 50% of all types of business enterprise operators. When vending machine operators are combined with cafeteria and snack bar operators in the sample, none of the three job tasks in the Menu area meets the definition of core tasks.

SUMMARY AND RECOMMENDATIONS

Summary of Characteristics of BEP Operators

One of the interesting findings in this study is that there were no vending machine operators in the sample who are hearing impaired. Of all of the types of enterprises, it would appear that a vending machine route would be the least dependent upon hearing and would be a possible source of employment for deaf-blind clients.

Older operators tend to be in snack bar enterprises and younger ones tend to be in vending machine operations. The reason for this finding remains to be determined. It will require further investigation to determine whether or not there is a trend for persons with vending routes to go into other types of enterprises as they grow older. This question also suggests the need for a study of the career development of operators in general. Do operators change types of enterprises and for what purpose? How do any such changes relate to upward mobility?

The presence or absence of minority groups in various types of enterprises is also interesting. Part of the phenomenon might have been due to the states which were included in the sample and/or the inability of the researchers to speak Spanish.

However, this issue bears further investigation and should arouse the interest of SLAs and their elected committee of vendors regarding recruitment and training of members of minority groups for the BEP program. The percentage of women in each type of enterprise also deserves some additional thought. Is this a true reflection of the desire of women to be employed as operators or is it possible that rehabilitation counselors are not considering BEP an employment option for women?

Observations

It seems clear that there are some core job tasks involved in the operation of a Business Enterprise. The primary areas seem to be Pricing; Purchasing and Inventory; and Marketing, Public Relations, and Advertising. The business practice areas which seem to deserve consideration for separate types of training for specific types of operators are Fiscal Procedures; Health, Safety, and Maintenance; Personnel; and Menus.

The supervisors of ten percent of the respondents were asked to observe and report the performance of the job tasks included in the telephone interview. There were few discrepancies. Some of the discrepancies reported involved tasks that might be difficult to observe on a specific occasion, such as handling shop-lifters or dissatisfied customers. Other discrepancies involved issues which appear to be a matter of definition of terms, such as what affects sales and some advertising issues. SLAs and their elected committee of vendors may wish to consider how they might define certain tasks and measure their performance.

Suggestions Regarding Training and Practice

The most interesting discrepancies between training and practice appear to be in the business practice areas of Pricing and Inventory and Fiscal Procedures. The discrepancies in the area of Fiscal Procedures may be due to the fact that these job tasks vary greatly among types of enterprises and may require adjustment of training for operators of specific types. On the other hand, the job tasks in the business practice area of Purchasing and Inventory do appear to be common to all types of enterprises. Half of the SLA training manuals in this study indicated no training in the job tasks in this business practice area.

State licensing agencies will want to consider their own training curricula with respect to the practices cited by the different types of enterprise operators to

determine whether or not their training does match practice. They may wish to consider both positive discrepancies (areas in which they provide training and few operators report practice) and negative discrepancies (areas in which they do not provide training but operators report practices). For example, if cafeteria operators in general hire someone to do cleaning, perhaps SLAs should consider training operators in the supervision or selection of such a person. Similarly, since half of all operators report that they have someone else prepare fiscal reports and the payroll, perhaps SLAs will wish to address this job task as an issue related to hiring and supervision of personnel.

Some areas of discrepancy will, of course, require more consideration than others. Familiarity with OSHA regulations is a serious concern for all types of enterprises and to all SLAs. The discrepancies regarding OSHA regulations invite examination of both training content and method. This study has only pointed up discrepancies between training and practice as a preliminary step in examining the career development and upward mobility of operators in the Business Enterprise Program. It has been suggested that states may be overtraining in some areas of practice and undertraining in others, which may be an issue regarding the SLA's use of the time and effort of its own personnel. These training issues do speak to the issues of upward mobility of operators. The basic function of a training program is to help operators acquire the skills necessary for the successful operation of a particular enterprise. However, a dynamic and flexible training program can assist operators in acquiring the skills necessary to expand their operations, enhance their earning potential, or move to a different type of enterprise.

This study has raised additional questions regarding the career development and work history of operators in the Business Enterprise Program. It appears necessary to examine these concepts, as well as BEP operators' definition of "upward mobility," before conclusions can be reached regarding how to train for it. Finally, upward mobility for BEP operators may also be contingent upon other factors, separate from training, which remain to be defined and investigated.

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