

10. One of the main reasons why the unit was asked to investigate these problems was that a serious breakage rate had been discovered in the dining hall. Therefore an effort was made to see where such breakages

/or

or losses occurred, and how they might be prevented. It was considered necessary in the first place to establish whether all missing plates, cups etc., were in fact broken or lost in some other way. The following points were noted and it is suggested that they might serve as a basis for pin-pointing the places where losses occurred and the reasons for them.

11. First it is necessary to point out that some of the missing items may in fact be mis-placed rather than broken, for these reasons:-
- (a) There did not appear to be any check that the actual quantities of crockery or cutlery issued from the serving counters to personnel in the dining hall, did in fact all return for washing up in the sculleries.
 - (b) Cups of a similar size and shape were in use throughout the Establishment as e.g. for tea during Stand Easy in various offices outside the central dining hall. The cups used in the dining hall itself bear no distinguishing marks and might therefore quite easily find their way to other places within the Establishment without being recognised as the property of the dining hall.
12. Secondly, the rough fashion in which cups were handled from the scullery-hatch to the washing sink, indicated how many breakages could occur. Even in the scullery operations seem to be carried out in extreme haste, to the detriment of the crockery. Moreover, badly stained cups were scrubbed with steel wool - an undesirable practice which leads to the glaze being badly scratched and a resultant greater probability of rapid staining on future occasions. (An attempt has been made by the investigators to stain cups to the same extent as was noted during the visit, and they have not found it possible to accomplish this. It is not obvious why the deep staining around the handles of cups occurred, but it might have been due to local anomalies in the preparation of the tea itself).
13. The third point noted, as relevant to crockery losses is considered to be particularly important. It was clearly indicated from the visit that there was a definite line of demarcation between responsibilities in the dining hall, the galley and serving counters, i.e. the responsibility is divided between Executive and Supply staff. However, it was not evident that the division of responsibility included a clear definition of responsibility for crockery and cutlery. For example, it was stated that Executive personnel were responsible for organisation etc. in the dining hall and scullery, whereas the Supply side were only concerned with the supplies, cooking and serving the meals. It was not possible from observation and discussion to discover who was ultimately responsible for crockery and cutlery.
14. It was noted that boys in the dining hall were charged, by deduction from their pocket money for all broken plates, cups etc., no matter whether the cause was through their own carelessness or not. This practice no doubt enables the identification of one source of complete loss, and may be expected to keep this source relatively slight.