

frequently the only person so placed that she can appreciate and deal with the subtle adjustments required. The authorities will find it worth their while to attract towards the profession women of high administrative qualities, which is possible only where the salary and status they can offer compete favourably with those of other careers involving a comparable measure of responsibility.

The Dietician in Industry

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Scope of the Dietician in Industry

The memorandum of the Special Planning Committee of the English Group of The Nutrition Society (Nutrition Society, 1945), which has recently been completed, says in paragraph 1: "We consider that the description of Dietitian should henceforth be confined to such persons as are suitably qualified for registration as Medical Auxiliaries". This seems logical when more than four years have been spent in specialized training, but it is doubtful whether the dietician, in this capacity, can exercise any function in industry. If the factory is large enough to have a medical unit, the doctor or nurse, with the catering manager, should have sufficient knowledge to provide any necessary diets. The very sick would presumably be in hospital. Any analysis of meals could always be made by a public analyst. It would be an unwarranted duplication of staff for the firm to appoint a person qualified as a medical auxiliary.

For qualified and experienced catering managers there is a big demand, and a growing one for catering advisers. The former should be able to control and co-ordinate the canteen service so that it runs smoothly in accordance with the interests of the managerial and operational staffs.

Posts as catering advisers should be sought by dieticians only after managerial experience has been obtained. Such appointments might be made by firms so that liaison could be satisfactorily maintained with a catering contractor responsible for a group of canteens, or a dietician could be engaged to have direct responsibility as catering controller.

Training and Experience Suitable for the Dietician in Industry

In order to be fully equipped for industrial posts, dieticians need sound training and wide experience of technical and business problems, as well as personal qualities. A good knowledge of nutrition must certainly be acquired at some stage of training, and probably this is best done during, or soon after, the preliminary period. There is a definite advantage if the training in dietetics is taken after some practical experience, including that of cookery, has been gained. Such an arrangement enables the student to plan her menus more effectively, and to gain the experience necessary to take over control of the kitchen in an emergency. Having acquired some preliminary experience she is able also to grasp more of the administrative problems being less absorbed by purely technical matters.

The existing courses of training fail in making the assumption that enough practical work can be undertaken during the course to fit the student for a responsible post at an early age. Most experience of this sort is gained during college hours and not during working hours, so that much of the preparation and clearing up is never seen. Students are only super numeraries, because a full, regular staff must be kept to maintain the service. In the position of an onlooker, and present only for comparatively short periods, the student is unable to get the real feeling of the job. Even if the student is serving an apprenticeship, the responsible manager cannot risk mistakes being made and so must act as an umbrella. It is most necessary to bridge the gap between training and management if the newly fledged caterer is not to be daunted by the numerous problems she must meet.

The student herself is anxious to earn a salary as quickly as possible to offset the expense of training, and to gain her independence. The placing of students in their first posts is not easy, and parental influence may be a decisive factor in the choice between residential and non-residential posts.

Recently the Institutional Management Association (1944) published a report by the Consultative Committee on Training and Employment of Women in Large Scale Catering and Household Administration, in which the conclusion was reached that there is a need for a standardized basic two years' training followed by an examination. To satisfy the special requirements for management of canteens, emphasis was laid on knowledge of bookkeeping, storekeeping and stocktaking, and industrial relationships. A revolutionary recommendation was that a third year of practical experience should be obtained by working as a junior member of staff in some organization approved by the training authorities.

Establishment of an Experimental Course of Training

During the year 1944-45 an experimental course was carried out on the lines suggested in the above mentioned report for the third year of training. The results are not without interest.

Through the co-operation of Vickers-Armstrongs, Ltd., at their Castle Bromwich works, the Empire Tea Bureau, who are responsible for the catering, the Institutional Management Association, the Ministry of Labour, and some of the training colleges, seven students who had completed their two-years' course in institutional management were selected. One resigned for private reasons. The other six worked in pairs as employees of the firm and, during training, were paid a weekly salary of £2 15s. rising to £3 after 30 weeks. Residence was provided in a hostel specially acquired, and a deduction of 22s. 6d., according to the Ministry of Labour scale, was made to offset some of the cost. All of the students admitted that they began to understand how very little they really knew, and valued the experience gained during their apprenticeship but said that, apart from what they had learned, they realized now more fully what particular work they wished to take up.

Suitable posts were obtained by all of them. Four were placed in industrial canteens with varying degrees of responsibility according to capacity. One became a supervisor in a restaurant and another joined the planning staff of a company manufacturing equipment.

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Salaries obtained began at from £225 to £290 per annum; one started at £250 with increase to £300 after six months.

A further course planned has had to be suspended because of the change over to peace time production.

Scale of Remuneration for Dieticians in Industry

Further information as to the remuneration which may be expected in industrial catering can be obtained from No. 14 of the Careers for Men and Women Series issued by the Ministry of Labour and National Service. The figures given compare very favourably with the scale recommended by the British Dietetic Association for non-resident dietician food supervisors:

<i>Scale in Industry</i>	<i>British Dietetic Association Scale</i>
Manageress £200 to £500;	Non-resident dietician's assistant £250 to £300;
Group supervisor £500 to £700;	Senior £300 to £550.
Executive £450 to £2000;	

It should be realized that registration as a medical auxiliary would not in industrial catering command any increase over these rates. The result is what matters, and the very fact that such a training has been taken is, in the eyes of many, a disadvantage unless successful experience also has been obtained. Too often the highly trained student is apt at first to think that she can make industry conform with her ideas, but industry is not interested. The canteen is there for the needs of the worker and it is expected to fit smoothly into the running of the works as a whole.

Relation of the Dietician in Industry to the Consumer

However well the caterer may plan a menu from the dietetic viewpoint, loss of nutritive value and a dwindling custom will result where catering and service are poor. Something must be left to the natural instinct of the adult who knows his own limitations and will, in any case, please himself as to his fare at home for two meals out of three, if he can afford them. He is under less obligation to accept the food planned for him than persons living or working in institutions and hospitals.

It is obvious that, in addition to suitable training, much more is essential. Every would-be caterer should gain practical experience over at least five years before attempting a major appointment. There must be aptitude and a tactful personality built up on a variety of solid experience, to which further study can always be added; essential also are the technical knowledge of buying, equipping, accountancy, and menu planning from a commercial angle, and the ability to select and train personnel.

Relationships with customers, committees, management and departmental heads can be most exhausting, especially if worries of this type are imposed upon an insufficient knowledge of the technical problems involved in the production of meals which are satisfying to the eye and palate, and adequate in nutritive value. The caterer insufficiently experienced in these matters will soon prove unequal to the strain.

Briefly, the customer must be first attracted and then kept. One of the main problems in bulk food service is that of maintaining speed between the cooking pot and customer; once that is solved the customer will, as a result, probably purchase a more balanced meal.

It may be argued that those who take up hospital or other activities as medical auxiliaries do work of greater social value, but it cannot be denied that preventive work also has its use, and that industrial catering is one of the biggest fields of opportunity of this sort.

Future of Industrial Catering

At the present time, the world of industrial catering is in a state of flux and, although there has been a war time expansion from below 500 to over 18,000 canteens in six years, it is probable that the peak has been reached. Inhibitions among the older workers about eating in public have died out. Increased transport and freedom of movement during leisure hours have done much to make this change.

Development of housing estates which will increase distances of travel to work will necessitate the continuance of canteens in big industrial areas, while there will probably be a falling off in small towns where it is possible to return home.

The provision of a main meal required by war time legislation, in factories employing over 250, may well develop into a wider variety of services (Factories (Canteens) Order, 1943).

There is a growing realization that a heavy midday meal produces lassitude in some people, while smaller quantities of food, taken more frequently at morning and afternoon breaks, with a light midday meal, help to reduce fatigue and so increase production.

Education in nutrition is difficult where the adult wage earner is concerned. With the increase of education in nutrition among children through the school meals service, there should be a growing appreciation of a variety of dishes previously unknown in the home, and the logical sequel should be provided in the factory by the serving of varied menus at a wide range of prices.

The first thing the newcomer to the ranks of the wage earners wants is to show independence, and he not infrequently does this through his choice of dishes in the canteen. There is a big psychological difference between those who consume meals in a canteen and those who take their meals in an institution or hospital. The worker is apt to feel a restriction of his freedom because he may be confined to spending his money in a particular place instead of going out as he would like and so being able to increase the possible variety. The problem is very real and has been a main cause of discontent in the past. With experience, subtle persuasion can be used to induce people to purchase different dishes. For instance, cheaper dishes should always be planned on the day before pay day and something a little more expensive can be included on pay day itself. By this means custom will be kept up and the consumer tempted to try a new dish which is within his means. To meet this varied demand and suit the pockets of all concerned, especially of those who have long distances to travel and are otherwise confined to a sandwich lunch, the development of the hot snack and salad counter and, when conditions permit, the milk bar, seems to be a possible solution.

Today, the catering industry is faced with an acute shortage of staff, especially of the right level of intelligence. Many schemes of training are being introduced, but they will not necessarily provide suitable staff to undertake the work which is waiting. Training may be wasted unless

there is expert advice available through professional associations to guide those who wish to branch out into new fields of opportunity. By raising the status and improving the general welfare conditions of catering staffs, much will be achieved towards the improvement of nutritional standards.

In paragraph 8 of the Special Planning Committee's memorandum (Nutrition Society, 1945) it is said: "The profession of Dietitian will be much enriched by the recruitment of persons who have successfully controlled large scale kitchens through the searching years of war". This is quite true, but why not admit as well that the catering profession would be much enriched by the recruitment of persons who have successfully completed a course of training in dietetics?

REFERENCES

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The Dietician in Hospitals

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Scope of the Work

The scope of the work of a hospital dietician varies a good deal in different institutions throughout the country. Her responsibilities may be limited to the control and supervision of the diet kitchen and out-patient dietetic clinic, and the charge of a unit which is practically unconnected with the food service as a whole. She may, on the other hand, be entirely responsible for the catering of the hospital in all its aspects, including the administrative side, food purchasing, and preparation and service of meals to staff and patients, as well as for the general supervision of the special diet department.

Many hospitals are now endeavouring to establish a unified food service department under a catering officer who is responsible to a dietetic committee, although it is still a matter of opinion whether this person should be a qualified dietician or an executive officer with experience of large scale commercial catering. It is agreed, however, that division of control is undesirable, and this division is inevitable if the head of the catering department is not qualified as a dietician. Moreover, there is an undoubted demand for hospital dieticians with the necessary experience and ability to take charge of all aspects of the nutrition service.

The work of the hospital dietician falls into three main categories:

- (1) General catering administration, staff control, control of purchasing, control of stores, food distribution;
- (2) Menu planning, supervision of food preparation, food service;
- (3) Therapeutic dietetics, planning, calculation and preparation of special diets including research diets, dietetic instruction of patients.