

Sample campaign

Example Catering Ltd

Campaign overview and evidence profile

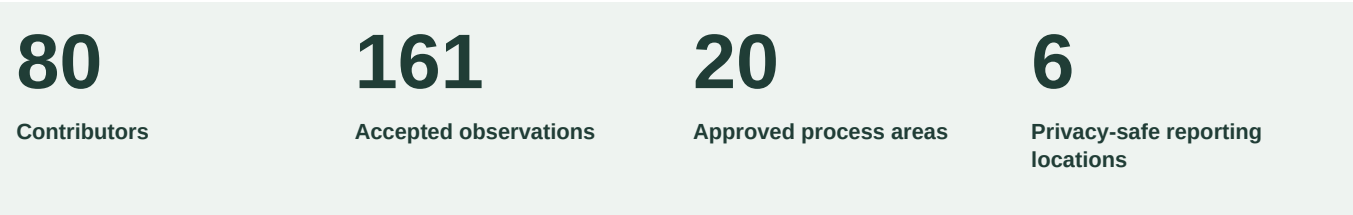
Presentation revision 3 | Public sample

SIMULATED SAMPLE - NOT A CUSTOMER REPORT

Produced from simulated submissions. Organisation and location names are illustrative.

Analysis and figures are unchanged from the supplied simulation research draft.

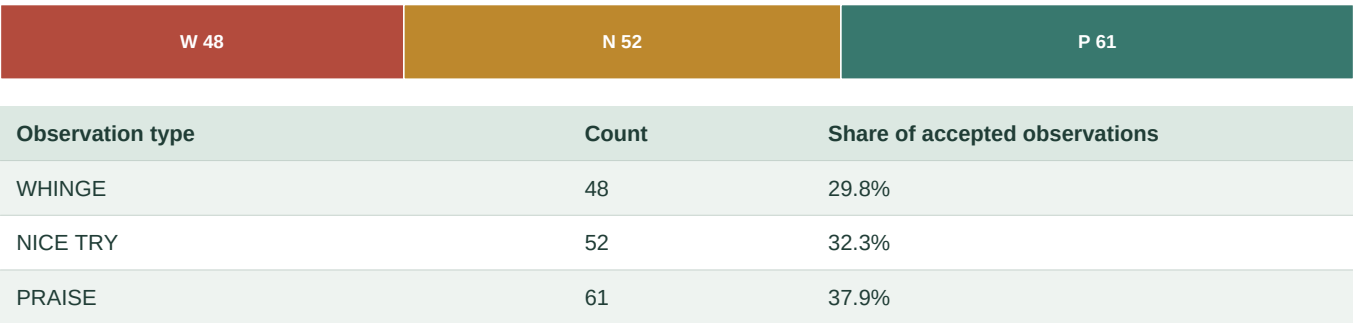
Campaign at a Glance



Praise is the largest observation category. Contributors reported useful working practice alongside incomplete improvements and friction. These are observation types, not employee-satisfaction scores.

An observation may contain evidence about more than one workplace process. Where supported, it contributes to each relevant process area. Process counts therefore represent evidence associated with that process and must not be added together to calculate campaign totals.

Overall observation mix



Praise is the largest observation category in this campaign. These shares concern observations, not percentages of employees, satisfaction or engagement.

WHINGE (brick) | NICE TRY (ochre) | PRAISE (teal). Colours describe observation type, not performance.

Executive Process Summary

The campaign contains substantial evidence of working practices that contributors value, alongside incomplete improvements and reported friction. Praise is the largest observation category: 61 Praise, 52 Nice Try and 48 Whinge among 161 accepted observations. These are participant-selected observation types, not measures of employee satisfaction.

Written preparation sheets and briefings feature prominently in the evidence. Contributors described clearer quantities, shared responsibilities and easier cover or handover, alongside gaps where common material did not capture local requirements or late changes. A participant who initially questioned writing preparation amounts down subsequently reported that a colleague could finish the station using the sheet without further direction. This is a reported change in process experience, not evidence about staff attitudes generally.

The common approach to information and layout is not experienced identically everywhere. Approved findings describe useful shared headings, labels and plans, as well as local equipment, room, menu, clothing and access details that still had to be explained. The heat map helps distinguish these different concentrations of evidence; the customer must judge which differences are expected from the work at each location.

Routine ordering and straightforward cover provide examples of effective practice. The more difficult transitions concern late additions, substitutions, changed event or hire records and replacement handoffs: knowing that something has changed does not always mean that the next person has the current information or knows it has been handled. These findings identify questions about the process, rather than establish a single cause or recommend a particular system.

Loading and return checks include both reported benefits and unresolved work. Participants described finding missing equipment and completing counts before departure, while other observations concerned crate marks that did not establish contents, mixed returns and later checking. Smaller findings, including split-hours approval, remain useful evidence despite their narrower contributor base.

Campaign Overview

Campaign context	Authoritative record
Organisation	Example Catering Ltd
Configured observation dates	07 October 2026 - 20 October 2026
Configured duration	14 calendar days
Campaign timezone	UTC+13 (simulation)
Campaign type	Synthetic, multi-location participant simulation
Analysis snapshot frozen	08 October 2026, 04:40 UTC+13
Configured locations / reporting locations	7 / 6
Distinct contributors	80
Accepted eligible observations	161
Withdrawn observations excluded	2

Configured observation window, not the duration of observed participation. This report uses the preserved synthetic evidence snapshot; it does not assert that the scheduled campaign window has completed.

How the campaign worked

People submitted observations → WHINGE / NICE TRY / PRAISE → Evidence organised around workplace processes → Process Appraisal

This was a synthetic simulation through Whinge's participant pages, using campaign/site links and anonymous campaign identities. Synthetic completed timers were permitted by the test harness. It was not an employee survey or a measure of employee performance.

Contributors may submit more than one observation. Whinge, Nice Try and Praise are participant-selected evidence types, not sentiment scores. Observations may support more than one process finding.

Campaign locations

Configured locations	Privacy-safe reporting location	Contributors	Observations
Central Office & Stores	Central Office & Stores	21	37
Oak College	Oak College	14	23
West Defence Facility	West Defence Facility	13	20
The Pavilion	The Pavilion	13	23
Park Corporate Dining	Park Corporate Dining	12	18
Events & Private Catering / Hill Preparatory School	Events & Private Catering + Hill Preparatory School	24	40

Where separate location reporting could compromise participant anonymity, Whinge combines locations according to the campaign’s privacy rules. Combined rows show the group total once; no individual count is disclosed for either constituent location.

The frozen campaign order determines grouping. The floor is five distinct contributors across the group, deduplicated across its locations. It is a privacy safeguard, not a statistical threshold. Contributor counts across locations must not be summed: the same campaign participant may contribute at several locations.

Process Evidence Across the Campaign

An observation may contain evidence about more than one workplace process. Where supported, it contributes to each relevant process area. Process counts therefore represent evidence associated with that process and must not be added together to calculate campaign totals.

WHINGE (brick) | NICE TRY (ochre) | PRAISE (teal). Colours describe observation type, not performance.

1. Shared written prep sheets for quantities, task splits and handover

17 observations · 13 contributors · 6 reporting locations | 1 Whinge · 5 Nice Try · 11 Praise



2. Pre-service briefings for same-day changes and role alignment

14 observations · 13 contributors · 4 reporting locations | 0 Whinge · 1 Nice Try · 13 Praise



3. Arrival, sign-in and delivery access

14 observations · 12 contributors · 3 reporting locations | 4 Whinge · 4 Nice Try · 6 Praise



4. Event setup paperwork drifting out of date before service

11 observations · 8 contributors · 3 reporting locations | 7 Whinge · 4 Nice Try · 0 Praise



5. Local kitchen layout and equipment location

11 observations · 8 contributors · 4 reporting locations | 0 Whinge · 6 Nice Try · 5 Praise



6. Late additions and amendments needing acknowledgement

10 observations · 9 contributors · 5 reporting locations | 6 Whinge · 4 Nice Try · 0 Praise



7. Event and hire changes needing one consistent confirmation trail

9 observations · 6 contributors · 2 reporting locations | 4 Whinge · 3 Nice Try · 2 Praise



8. Site-specific briefing, room allocation and uniform details

8 observations · 7 contributors · 4 reporting locations | 1 Whinge · 5 Nice Try · 2 Praise



9. Return counts completed before departure

8 observations · 5 contributors · 2 reporting locations | 2 Whinge · 2 Nice Try · 4 Praise



10. Cover bookings need job and site detail to match the right person

7 observations · 5 contributors · 4 reporting locations | 0 Whinge · 7 Nice Try · 0 Praise



Ranked by supporting observations, then contributor breadth. Ranking shows evidence volume, not operational importance or severity.

Process Evidence Across the Campaign - continued

An observation may contain evidence about more than one workplace process. Where supported, it contributes to each relevant process area. Process counts therefore represent evidence associated with that process and must not be added together to calculate campaign totals.

WHINGE (brick) | NICE TRY (ochre) | PRAISE (teal). Colours describe observation type, not performance.

11. Substitution notices and replacement details reaching the right people

6 observations · 4 contributors · 2 reporting locations | 4 Whinge · 2 Nice Try · 0 Praise



12. Planned base orders arriving complete

5 observations · 5 contributors · 3 reporting locations | 0 Whinge · 0 Nice Try · 5 Praise



13. Crate labels and separation for mixed returns

5 observations · 4 contributors · 2 reporting locations | 4 Whinge · 1 Nice Try · 0 Praise



14. Central office amendment handling needs clearer replacement and acknowledgement

4 observations · 4 contributors · 1 reporting locations | 1 Whinge · 2 Nice Try · 1 Praise



15. Close-down lists and end-of-shift handover

4 observations · 3 contributors · 2 reporting locations | 0 Whinge · 1 Nice Try · 3 Praise



16. Shared handover and contract-reference paperwork for site close-down

4 observations · 3 contributors · 1 reporting locations | 0 Whinge · 3 Nice Try · 1 Praise



17. Checklist-based loadout verification

3 observations · 3 contributors · 2 reporting locations | 0 Whinge · 0 Nice Try · 3 Praise



18. Replacement handoff still needs manual follow-up

3 observations · 2 contributors · 1 reporting locations | 1 Whinge · 2 Nice Try · 0 Praise



19. Split-site hours approvals need clearer sign-off allocation

3 observations · 2 contributors · 1 reporting locations | 1 Whinge · 1 Nice Try · 1 Praise



20. Availability screens for straightforward cover

2 observations · 2 contributors · 1 reporting locations | 0 Whinge · 0 Nice Try · 2 Praise



Ranked by supporting observations, then contributor breadth. Ranking shows evidence volume, not operational importance or severity.

Patterns that stand out

These are the largest positive concentration differences within each reporting location, compared with all other reporting locations combined. They describe the submitted evidence, not causes, importance or performance.

West Defence Facility: “Arrival, sign-in and delivery access” accounts for 10 of 20 observations (50%), from 8 contributors, versus 3% across the other reporting locations (+47.2 percentage points).

Oak College: “Pre-service briefings for same-day changes and role alignment” accounts for 8 of 23 observations (35%), from 7 contributors, versus 4% across the other reporting locations (+30.4 percentage points).

Events & Private Catering + Hill Preparatory School: “Return counts completed before departure” accounts for 7 of 40 observations (18%), from 4 contributors, versus 1% across the other reporting locations (+16.7 percentage points).

The Pavilion: “Site-specific briefing, room allocation and uniform details” accounts for 4 of 23 observations (17%), from 4 contributors, versus 3% across the other reporting locations (+14.5 percentage points).

Park Corporate Dining: “Late additions and amendments needing acknowledgement” accounts for 3 of 18 observations (17%), from 3 contributors, versus 5% across the other reporting locations (+11.8 percentage points).

Central Office & Stores: “Central office amendment handling needs clearer replacement and acknowledgement” accounts for 4 of 37 observations (11%), from 4 contributors, versus 0% across the other reporting locations (+10.8 percentage points).

Different locations do different work, so variation is expected. The heat map shows where each process featured more or less strongly in submitted evidence. People who know the organisation can use these patterns to distinguish expected differences from areas worth investigating.

Process / Reporting Location Heat Map

Darker blue means more represented in submitted evidence, never better or worse. Read the large percentage first; supporting figures appear below.

Cell key: within-location share; observations / contributors; rest-of-campaign share and percentage-point difference. Rows overlap. Full calculation notes appear in Method Limitations.

Approved process	Office & Stores (37 observations)	Oak College (23 observations)	West Defence (20 observations)	The Pavilion (23 observations)	Park Dining (18 observations)	Events + Hill (40 observations)
Shared written prep sheets for quantities, task splits and handover	3% 1 obs / 1 contributors Rest 13%; -10.2 pp	35% 8 obs / 5 contributors Rest 7%; +28.3 pp	5% 1 obs / 1 contributors Rest 11%; -6.3 pp	13% 3 obs / 3 contributors Rest 10%; +2.9 pp	17% 3 obs / 2 contributors Rest 10%; +6.9 pp	2% 1 obs / 1 contributors Rest 13%; -10.7 pp
Pre-service briefings for same-day changes and role alignment	0% 0 obs / 0 contributors Rest 11%; -11.3 pp	35% 8 obs / 7 contributors Rest 4%; +30.4 pp	0% 0 obs / 0 contributors Rest 10%; -9.9 pp	9% 2 obs / 2 contributors Rest 9%; +0.0 pp	6% 1 obs / 1 contributors Rest 9%; -3.5 pp	8% 3 obs / 3 contributors Rest 9%; -1.6 pp
Arrival, sign-in and delivery access	3% 1 obs / 1 contributors Rest 10%; -7.8 pp	0% 0 obs / 0 contributors Rest 10%; -10.1 pp	50% 10 obs / 8 contributors Rest 3%; +47.2 pp	0% 0 obs / 0 contributors Rest 10%; -10.1 pp	0% 0 obs / 0 contributors Rest 10%; -9.8 pp	8% 3 obs / 3 contributors Rest 9%; -1.6 pp
Event setup paperwork drifting out of date before service	3% 1 obs / 1 contributors Rest 8%; -5.4 pp	0% 0 obs / 0 contributors Rest 8%; -8.0 pp	0% 0 obs / 0 contributors Rest 8%; -7.8 pp	0% 0 obs / 0 contributors Rest 8%; -8.0 pp	17% 3 obs / 2 contributors Rest 6%; +11.1 pp	18% 7 obs / 5 contributors Rest 3%; +14.2 pp
Local kitchen layout and equipment location	0% 0 obs / 0 contributors Rest 9%; -8.9 pp	4% 1 obs / 1 contributors Rest 7%; -2.9 pp	10% 2 obs / 1 contributors Rest 6%; +3.6 pp	0% 0 obs / 0 contributors Rest 8%; -8.0 pp	6% 1 obs / 1 contributors Rest 7%; -1.4 pp	18% 7 obs / 6 contributors Rest 3%; +14.2 pp
Late additions and amendments needing acknowledgement	3% 1 obs / 1 contributors Rest 7%; -4.6 pp	4% 1 obs / 1 contributors Rest 7%; -2.2 pp	0% 0 obs / 0 contributors Rest 7%; -7.1 pp	17% 4 obs / 3 contributors Rest 4%; +13.0 pp	17% 3 obs / 3 contributors Rest 5%; +11.8 pp	2% 1 obs / 1 contributors Rest 7%; -4.9 pp
Event and hire changes needing one consistent confirmation trail	14% 5 obs / 3 contributors Rest 3%; +10.3 pp	0% 0 obs / 0 contributors Rest 7%; -6.5 pp	0% 0 obs / 0 contributors Rest 6%; -6.4 pp	0% 0 obs / 0 contributors Rest 7%; -6.5 pp	0% 0 obs / 0 contributors Rest 6%; -6.3 pp	10% 4 obs / 3 contributors Rest 4%; +5.9 pp
Site-specific briefing, room allocation and uniform details	3% 1 obs / 1 contributors Rest 6%; -2.9 pp	4% 1 obs / 1 contributors Rest 5%; -0.7 pp	0% 0 obs / 0 contributors Rest 6%; -5.7 pp	17% 4 obs / 4 contributors Rest 3%; +14.5 pp	0% 0 obs / 0 contributors Rest 6%; -5.6 pp	5% 2 obs / 2 contributors Rest 5%; +0.0 pp
Return counts completed before departure	3% 1 obs / 1 contributors Rest 6%; -2.9 pp	0% 0 obs / 0 contributors Rest 6%; -5.8 pp	0% 0 obs / 0 contributors Rest 6%; -5.7 pp	0% 0 obs / 0 contributors Rest 6%; -5.8 pp	0% 0 obs / 0 contributors Rest 6%; -5.6 pp	18% 7 obs / 4 contributors Rest 1%; +16.7 pp
Cover bookings need job and site detail to match the right person	8% 3 obs / 2 contributors Rest 3%; +4.9 pp	0% 0 obs / 0 contributors Rest 5%; -5.1 pp	5% 1 obs / 1 contributors Rest 4%; +0.7 pp	0% 0 obs / 0 contributors Rest 5%; -5.1 pp	6% 1 obs / 1 contributors Rest 4%; +1.4 pp	5% 2 obs / 1 contributors Rest 4%; +0.9 pp

Blue intensity uses a shared 0-50% scale (darker at 50% or above); printed values remain exact to the displayed rounding. "Events + Hill" is Events & Private Catering + Hill Preparatory School.

Differences are descriptive, not significance tests.

Process / Reporting Location Heat Map - continued

Darker blue means more represented in submitted evidence, never better or worse. Read the large percentage first; supporting figures appear below.

Cell key: within-location share; observations / contributors; rest-of-campaign share and percentage-point difference. Rows overlap. Full calculation notes appear in Method Limitations.

Approved process	Office & Stores (37 observations)	Oak College (23 observations)	West Defence (20 observations)	The Pavilion (23 observations)	Park Dining (18 observations)	Events + Hill (40 observations)
Substitution notices and replacement details reaching the right people	8% 3 obs / 2 contributors Rest 2%; +5.7 pp	0% 0 obs / 0 contributors Rest 4%; -4.3 pp	0% 0 obs / 0 contributors Rest 4%; -4.3 pp	13% 3 obs / 2 contributors Rest 2%; +10.9 pp	0% 0 obs / 0 contributors Rest 4%; -4.2 pp	0% 0 obs / 0 contributors Rest 5%; -5.0 pp
Planned base orders arriving complete	3% 1 obs / 1 contributors Rest 3%; -0.5 pp	0% 0 obs / 0 contributors Rest 4%; -3.6 pp	0% 0 obs / 0 contributors Rest 4%; -3.5 pp	9% 2 obs / 2 contributors Rest 2%; +6.5 pp	11% 2 obs / 2 contributors Rest 2%; +9.0 pp	0% 0 obs / 0 contributors Rest 4%; -4.1 pp
Crate labels and separation for mixed returns	11% 4 obs / 3 contributors Rest 1%; +10.0 pp	0% 0 obs / 0 contributors Rest 4%; -3.6 pp	0% 0 obs / 0 contributors Rest 4%; -3.5 pp	0% 0 obs / 0 contributors Rest 4%; -3.6 pp	0% 0 obs / 0 contributors Rest 3%; -3.5 pp	2% 1 obs / 1 contributors Rest 3%; -0.8 pp
Central office amendment handling needs clearer replacement and acknowledgement	11% 4 obs / 4 contributors Rest 0%; +10.8 pp	0% 0 obs / 0 contributors Rest 3%; -2.9 pp	0% 0 obs / 0 contributors Rest 3%; -2.8 pp	0% 0 obs / 0 contributors Rest 3%; -2.9 pp	0% 0 obs / 0 contributors Rest 3%; -2.8 pp	0% 0 obs / 0 contributors Rest 3%; -3.3 pp
Close-down lists and end-of-shift handover	0% 0 obs / 0 contributors Rest 3%; -3.2 pp	0% 0 obs / 0 contributors Rest 3%; -2.9 pp	0% 0 obs / 0 contributors Rest 3%; -2.8 pp	13% 3 obs / 2 contributors Rest 1%; +12.3 pp	6% 1 obs / 1 contributors Rest 2%; +3.5 pp	0% 0 obs / 0 contributors Rest 3%; -3.3 pp
Shared handover and contract-reference paperwork for site close-down	0% 0 obs / 0 contributors Rest 3%; -3.2 pp	0% 0 obs / 0 contributors Rest 3%; -2.9 pp	20% 4 obs / 3 contributors Rest 0%; +20.0 pp	0% 0 obs / 0 contributors Rest 3%; -2.9 pp	0% 0 obs / 0 contributors Rest 3%; -2.8 pp	0% 0 obs / 0 contributors Rest 3%; -3.3 pp
Checklist-based loadout verification	5% 2 obs / 2 contributors Rest 1%; +4.6 pp	0% 0 obs / 0 contributors Rest 2%; -2.2 pp	0% 0 obs / 0 contributors Rest 2%; -2.1 pp	0% 0 obs / 0 contributors Rest 2%; -2.2 pp	0% 0 obs / 0 contributors Rest 2%; -2.1 pp	2% 1 obs / 1 contributors Rest 2%; +0.8 pp
Replacement handoff still needs manual follow-up	8% 3 obs / 2 contributors Rest 0%; +8.1 pp	0% 0 obs / 0 contributors Rest 2%; -2.2 pp	0% 0 obs / 0 contributors Rest 2%; -2.1 pp	0% 0 obs / 0 contributors Rest 2%; -2.2 pp	0% 0 obs / 0 contributors Rest 2%; -2.1 pp	0% 0 obs / 0 contributors Rest 2%; -2.5 pp
Split-site hours approvals need clearer sign-off allocation	8% 3 obs / 2 contributors Rest 0%; +8.1 pp	0% 0 obs / 0 contributors Rest 2%; -2.2 pp	0% 0 obs / 0 contributors Rest 2%; -2.1 pp	0% 0 obs / 0 contributors Rest 2%; -2.2 pp	0% 0 obs / 0 contributors Rest 2%; -2.1 pp	0% 0 obs / 0 contributors Rest 2%; -2.5 pp
Availability screens for straightforward cover	5% 2 obs / 2 contributors Rest 0%; +5.4 pp	0% 0 obs / 0 contributors Rest 1%; -1.4 pp	0% 0 obs / 0 contributors Rest 1%; -1.4 pp	0% 0 obs / 0 contributors Rest 1%; -1.4 pp	0% 0 obs / 0 contributors Rest 1%; -1.4 pp	0% 0 obs / 0 contributors Rest 2%; -1.7 pp

Blue intensity uses a shared 0-50% scale (darker at 50% or above); printed values remain exact to the displayed rounding. "Events + Hill" is Events & Private Catering + Hill Preparatory School. Differences are descriptive, not significance tests.

Observation mix by reporting location

Each bar totals 100% of that reporting location's accepted observations. Locations stay in campaign order, not ranked as good or bad.

WHINGE (brick) | NICE TRY (ochre) | PRAISE (teal). Colours describe observation type, not performance.

Central Office & Stores

37 observations from 21 distinct contributors



WHINGE: 13 (35.1%) · NICE TRY: 12 (32.4%) · PRAISE: 12 (32.4%)

Oak College

23 observations from 14 distinct contributors



WHINGE: 4 (17.4%) · NICE TRY: 4 (17.4%) · PRAISE: 15 (65.2%)

West Defence Facility

20 observations from 13 distinct contributors



WHINGE: 4 (20.0%) · NICE TRY: 9 (45.0%) · PRAISE: 7 (35.0%)

The Pavilion

23 observations from 13 distinct contributors



WHINGE: 7 (30.4%) · NICE TRY: 8 (34.8%) · PRAISE: 8 (34.8%)

Park Corporate Dining

18 observations from 12 distinct contributors



WHINGE: 6 (33.3%) · NICE TRY: 5 (27.8%) · PRAISE: 7 (38.9%)

Events & Private Catering + Hill Preparatory School

40 observations from 24 distinct contributors



WHINGE: 14 (35.0%) · NICE TRY: 14 (35.0%) · PRAISE: 12 (30.0%)

This is not a site-performance or employee-engagement or employee-satisfaction score. Differences may reflect the work carried out at a location, local processes, participant behaviour and what contributors chose to report.

Evidence & Interpretation / Method Limitations

Participant-selected states are authoritative. Findings describe reported experience, not proven causes or employee performance. Whinge calculates counts from eligible, non-withdrawn evidence; contributors and overlapping process counts must not be added across findings or locations to infer campaign totals. Locations are combined using the frozen ordered privacy groups, and contextual identification can remain possible in paraphrases. Suggestions are participant proposals, not Whinge recommendations. Timers measure whole-process elapsed time, not labour or productivity, and may overlap. This synthetic research report combines human-approved areas and exception decisions, AI-drafted baseline prose, controlled editorial revision and code-calculated facts.

Observations are not independent samples of employees. Higher volume, broader contributor participation and cross-location coverage describe the evidence base; they do not by themselves establish importance, impact or representativeness.

Each heat-map share is the number of observations supporting that area at a reporting location divided by all eligible observations from that reporting location. Overlapping memberships mean column totals can exceed 100%. The heat-map comparator excludes the location in the current column. Its denominator is the eligible observations from all other reporting locations combined. A combined reporting group is never broken down into its constituent locations.

The reporting window is configured for 14 calendar days, but this research appraisal uses a frozen simulation snapshot. It does not claim a completed 14-day field campaign.

No hidden simulation ground truth was used to revise the presentation. Human-approved memberships and Phase 3 facts remain fixed. No new confidence levels were assigned to historical decisions.

Detailed Process Findings

Broader evidence-base findings receive fuller presentation; supporting findings are kept concise and remain visible. This is editorial hierarchy, not a campaign score or a claim of greater operational importance.

Prominence considers observation volume, distinct-contributor breadth, spread across reporting locations and the approved process context. No single count threshold determines it. The profile and heat map retain every approved area.

The fuller findings cover common preparation/briefing, event information, arrival/local context, cover-booking detail, late amendments and event/hire confirmation. Smaller ordering, handoff, approval and return findings follow with their narrower evidence bases stated explicitly.

Shared written prep sheets for quantities, task splits and handover

17 observations · 13 distinct contributors · 6 reporting locations. 1 Whinge · 5 Nice Try · 11 Praise

Broad contributor and location coverage of written preparation and handover.

What Participants Reported

Participants said the written prep sheets let staff use quantities, station assignments and handover notes without someone directing each job, so cover staff or the next shift could see what was still outstanding and keep working independently.

Participants also said the shared headings made it easier to pick up the sheet quickly across settings and split jobs more clearly, including separating tasks and marking off what was done.

Several accounts said written quantities reduced guessing, repeated work and unnecessary extra production, with people making only what was needed or topping up later.

Other accounts said the sheet still needed local adjustment when tray sizes, portion detail or guest numbers did not match the version on hand, and some unchanged jobs still had to be recopied each day.

A participant who had questioned writing preparation amounts down later reported that a colleague completed the station from the sheet without needing further direction. The reported benefit concerns continuity of the work.

Differences Worth Noting

Positive reports described sheets that matched the task and could be used directly; friction reports described manual changes where formats did not fit local sizes, routine jobs or late changes.

Some participants described smoother handover and less need for direction, while others focused on avoiding repeated copying or correcting quantities before work started.

Participant Suggestions

Participants proposed retaining regular jobs/menu items on the sheet while allowing quantities to change, updating guest-number changes, and adding local tray sizes and portion detail beside batch amounts.

Investigation Focus

How well the current sheet format fits local tray sizes, portion detail and batch amounts.

How routine jobs are handled when the same list has to be reused across days, instead of being rewritten each morning.

How late changes to numbers are reflected before work starts, and who updates the sheet.

How the sheet supports cover staff and handover when shifts change or someone leaves part way through the work.

What The Evidence Does Not Establish

The reports do not establish which sheet format would suit every site or menu, only that some participants found the current version workable and others needed local adjustment.

The reports do not establish objective savings, waste reduction or service improvement; they only record participants' accounts of less leftover, fewer repeat messages or easier handover.

The reports do not establish that any one suggested adjustment is the right answer; they show a range of participant requests for local fit, reusing the regular list and updating quantities.

Pre-service briefings for same-day changes and role alignment

14 observations · 13 distinct contributors · 4 reporting locations. 0 Whinge · 1 Nice Try · 13 Praise

Broad contributor coverage of effective briefing, with a local adaptation gap.

What Participants Reported

Participants said pre-service briefings carried the latest changes into kitchen, service and cover work before service started, including changed dishes, portions, guest numbers, arrival details and station plans.

Several participants said the briefing helped new or returning staff know where to stand and who to ask, which made the shift easier to pick up.

At The Pavilion, the ordinary checklist worked for routine prep, but specials were still being written at the bottom and a changed garnish was missed until briefing.

Some reports described shared final sheets or briefing updates helping teams change prep before portioning and avoid resetting work later.

Differences Worth Noting

Positive comments were broad across reporting groups, but The Pavilion was the only place where participants described a gap in capturing specials and late changes before briefing.

Oak College feedback centred on clarity for new or cover staff, while Park Corporate Dining focused on having the room plan and changed arrival time available together.

Timing Evidence

Briefings were described as happening before service or opening and as short or quick, but no measured durations were supplied.

Participant Suggestions

Participants suggested: Leave a clear specials section for the latest changes.

Investigation Focus

How specials and late changes are captured before the briefing, and how the shared prep sheet or checklist is kept current for all teams.

What The Evidence Does Not Establish

The evidence does not establish objective improvement in speed, productivity or staffing efficiency; it only reports participants' experience of better alignment and less disruption.

No measured durations or timer data were supplied, so the material does not show how long the briefing process takes.

Event setup paperwork drifting out of date before service

11 observations · 8 distinct contributors · 3 reporting locations. 7 Whinge · 4 Nice Try · 0 Praise

Evidence across locations about current versus outdated event information.

What Participants Reported

Participants reported that printed packs, job cards and layout sheets are useful for setting up, but newer changes can sit on a different page, in booking notes, or with another team, so the working copy can be out of date when they start.

Some participants said the paperwork was clearer, handy, or complete when it matched the latest information, but they still described having to check against a newer page, a kitchen copy, a coordinator copy, or another team's update.

Reported changes covered timing, room use, guest or meal numbers, and table layouts, with the friction appearing when one version had already been updated and the printed copy had not.

Differences Worth Noting

The same pattern appeared in both the combined events area and corporate dining: one copy was current while another still carried the earlier instruction, but the affected detail differed from case to case.

Some accounts describe the paperwork as helpful or clearer when complete, which contrasts with the cases where staff still had to recheck because the working copy lagged behind a newer one.

Timing Evidence

One observation included a completed process timer on a layout-change report; the timing is only a property of the whole observation and does not by itself show labour time, productivity or savings.

Participant Suggestions

Participants proposed clearer version marking and replacement of old copies, delivery of revised pages to the people using them, a final numbers sheet or cross-team check, and links between layout changes and booking/hire records.

Investigation Focus

Where updated event information is copied, reissued or communicated across packs, cards, notes and layout sheets before setup begins.

Which versions staff rely on when the paperwork disagrees, and how they decide which copy to treat as current.

What The Evidence Does Not Establish

It does not establish a single root cause for the version mismatch, only that different copies sometimes carry different details at setup time.

It does not show that the reported suggestions would resolve the issue, only that participants proposed them.

It does not establish objective impact beyond the reported scramble, extra checking or doing the setup twice in some cases.

Arrival, sign-in and delivery access

14 observations · 12 distinct contributors · 3 reporting locations. 4 Whinge · 4 Nice Try · 6 Praise

Broad contributor base and contrasting arrival/access experiences.

What Participants Reported

Arrival went more smoothly when entrance and check-in details were sent ahead and the right contact was known on site.

Pre-sent van, driver and delivery details helped gate checks and let goods move through without extra chasing.

Where local sign-in or delivery rules were not clear, staff had to find out after arriving and the start was slower.

Some arrivals needed extra calls or checks when vehicle details changed or did not match the list.

At one venue, poor signal meant the updated run sheet had to be loaded outside.

At another venue, unloading was not obvious from the parking point until someone showed the side gate.

Differences Worth Noting

West shows both helpful advance access information and recurring friction when site-specific instructions were missing or vehicle details changed.

Central Office & Stores shows access being checked before the team reached the gate, which avoided last-minute calls.

Events & Private Catering + Hill Preparatory School shows more on-site navigation and connectivity friction around live updates and unloading.

Where the delivery list matched the load and paperwork, the handover was tidy and setup could start straight away.

Timing Evidence

Timed observations were recorded for gate waiting, access checking and vehicle-clearance calls. They sit on whole arrival observations rather than single sub-steps, so they show where the process can be held up but not labour time or savings.

Participant Suggestions

Participants proposed advance local entrance, reporting and unloading instructions, with a printed copy where needed, and checks that delivery lists include current driver names and vehicle registrations.

Investigation Focus

How site-specific arrival notes, sign-in details and delivery instructions are being shared before people travel.

How driver, vehicle and delivery lists are kept in step with what turns up at the gate.

How usable on-site guidance is for unloading and for loading live updates at the venue.

What The Evidence Does Not Establish

It does not show that gate checking itself is the problem; it only shows delays when details need verifying or are out of step.

It does not establish that the suggested notes, printouts or checklist changes would prevent delays.

It does not show that poor signal, unloading distance or wrong list entries happen across every job or every location.

It does not establish objective delivery performance, labour time or savings from the timing records.

Local kitchen layout and equipment location

11 observations · 8 distinct contributors · 4 reporting locations. 0 Whinge · 6 Nice Try · 5 Praise

Cross-location evidence of layouts, equipment and local adaptation.

What Participants Reported

Shelf labels and other local markers helped people find kit more easily, and one report said this reduced stopping and starting.

A short show-round or local explanation before service helped people understand washing areas, ovens, tray storage, and where items went.

Some working setups relied on kit staying in the same place, such as scales or other familiar items, rather than being moved around.

Where plans were adapted to the kitchen, people reported that common labels still worked and the layout could be drawn around fixed sinks and benches.

A suggested trolley position could affect movement to wash-up, and in one kitchen the proposed position was moved back to keep the route clear.

Differences Worth Noting

Reports differed between familiar kitchens and hired venues: familiar labels and placements were usable, while hired spaces still needed local guidance on the exact layout and storage points.

Fixed fixtures and limited space changed what could work locally; a drawing that fit one kitchen did not fit another, and a proposed trolley position was not practical everywhere.

When the station plan was adjusted to the local kitchen, people reported being able to find things without moving furniture.

Timing Evidence

The pre-service show-round was described as brief.

One report said the working pattern led to less stopping and starting.

Another report said time was lost working out where the shared prep space ended.

Participant Suggestions

Participants proposed showing the actual local bench/trolley layout and a suitably sized equipment list, with a walk-round or agreement with the event lead/chef before preparation.

Investigation Focus

How well generic station drawings and induction material fit kitchens with fixed sinks, fixed benches, and local routes.

How local storage, shelf labels, trays, and trolley placement work in hired venues compared with familiar kitchens.

Whether adapting the plan to the local layout changes ease of finding kit and moving through the wash-up route.

What The Evidence Does Not Establish

It does not establish that one layout approach works across all kitchens or venues.

It does not establish a root cause for the mismatches between plans and local fixtures.

It does not establish measured time savings, labour impact, or productivity change.

Site-specific briefing, room allocation and uniform details

8 observations · 7 distinct contributors · 4 reporting locations. 1 Whinge · 5 Nice Try · 2 Praise

Cross-location evidence of common information versus local requirements.

What Participants Reported

Some participants said generic headings helped them move between sites, but they still needed explanation for fixed kitchen layouts and contract-specific jobs.

A starter guide covered the usual service steps, but not local dish naming; one participant said this left them asking during their first tables.

A prep sheet showed the jobs, but a participant still needed help with the finish for a restaurant dish because it differed from the school version.

One shift message gave the time and place, but not the room for the event team.

Uniform details were reported as sometimes too generic: one participant brought black clothing but the site wanted a particular jacket, and another said an event needed a different apron from the restaurant.

Other participants described effective practice when the briefing covered what was different at the site, and when uniform items arrived before the shift with sizes labelled.

Differences Worth Noting

The reported experience varied between sites and shifts: some received enough local detail upfront, while others had to ask about room allocation, dish finishes, or clothing after arrival.

Uniform information ranged from generic wording to specific item requirements, so what was needed at the shift could differ from what was written in advance.

Participant Suggestions

Participants proposed a short local differences page, a handover or visual/finish notes for specialist dishes, and explicit clothing and meeting-point details for the shift.

Investigation Focus

How site-specific briefing, shift messages and prep sheets capture local differences before arrival, especially room allocation, dish finishes and uniform requirements.

Whether the current format consistently makes the relevant site detail visible at the point people need it.

What The Evidence Does Not Establish

It does not establish that every site or reporting group has the same issue; some participants reported that differences were already covered well.

It does not establish the objective operational impact beyond the reported need to ask, wait, borrow, or improvise.

It does not show why the missing detail was absent, or whether the gap is recurring across all observations.

Cover bookings need job and site detail to match the right person

7 observations · 5 distinct contributors · 4 reporting locations. 0 Whinge · 7 Nice Try · 0 Praise

Several location groups and contributors describe booking-to-task fit.

What Participants Reported

Participants reported that seeing availability helped, but it was not enough on its own because they still had to check site or job details before cover could be used.

Participants reported needing extra information about uniform, access, service type, or prior experience for the booked shift.

Some participants reported that, after a replacement was found, they still needed calls or handover support from a supervisor or experienced worker before the person could start.

Differences Worth Noting

The extra detail needed varied by setting: some comments focused on uniform or access requirements, while others focused on the type of service or practical task experience.

In the catering and school-related comments, the missing detail was often about task familiarity, while the office, store, and defence comments more often mentioned site readiness or access checks.

Timing Evidence

Where timing was recorded, the extra checking and calls sometimes took noticeable elapsed time before cover was settled.

The timed observations were completed process measures for whole observations, not labour or productivity measures.

Participant Suggestions

Participants proposed including actual duties, service experience, uniform and site-readiness requirements in cover bookings, allowing people to indicate suitable shift types, and checking access-list changes when someone is replaced.

Investigation Focus

What booking-time details are needed for different shift types, sites, and access conditions before cover is accepted.

When supervisor or experienced-worker confirmation is still needed after a replacement is found.

What The Evidence Does Not Establish

The evidence does not establish that availability alone fails in every booking.

It does not establish that any single added field would suit all sites or all jobs.

It does not establish a specific root cause for the extra checking or calls.

Late additions and amendments needing acknowledgement

10 observations · 9 distinct contributors · 5 reporting locations. 6 Whinge · 4 Nice Try · 0 Praise

Broad evidence of late changes and acknowledgement across locations.

What Participants Reported

Participants reported that routine ordering is helping with the ordinary part of the plan, but late additions or amendments still need a separate check so people know they have been seen, approved, or routed to the right person before preparation starts or the cutoff passes.

Participants reported uncertainty when a late request had been sent but there was no acknowledgement yet, leaving them unsure whether to continue preparing, wait, or phone to confirm.

Participants reported that some short-notice changes can be resolved quickly once they phone, but they do not always know from the order screen who can decide or whether the request has been picked up.

Differences Worth Noting

Routine orders and predictable items are described as working better than late additions, which still depend on a separate confirmation path.

Some participants got a quick answer after calling, while others were still waiting for a reply or had to call again because the change had not been confirmed in time.

The reported changes vary from extra lunches and sandwiches to guest numbers, school meal changes, specialist produce, and small added items, but the shared issue is acknowledgement rather than the item type itself.

Timing Evidence

Several requests were raised after the order cutoff or after the order had already been sent, which meant people were still checking the change later rather than closing it out immediately.

Some requests sat overnight or until the following morning, and one was still unresolved by the afternoon, showing that acknowledgement can be delayed across the working day.

Participant Suggestions

Participants proposed a clear acknowledgement or approval decision for late changes and a named contact or route for short-notice exceptions, including evening and specialist orders.

Investigation Focus

How late additions and amendments are confirmed as seen or approved before preparation begins or the cutoff passes.

How the order screen shows who can decide on a short-notice change and whether the request has been picked up.

Where short-notice specialist or menu-related requests are routed after they are sent.

What The Evidence Does Not Establish

It does not establish that any suggested change would work better; the evidence only shows that participants wanted clearer acknowledgement or routing.

It does not show that routine ordering is broadly failing; the reported issue is narrower and sits around late changes after the usual order is in place.

It does not identify a specific cause or team breakdown behind the delay in acknowledgement.

It does not establish objective effectiveness or universal scope across all locations and change types; it only records the reported experience provided here.

Event and hire changes needing one consistent confirmation trail

9 observations · 6 distinct contributors · 2 reporting locations. 4 Whinge · 3 Nice Try · 2 Praise

Observation and contributor breadth across linked event/hire records in two groups.

What Participants Reported

Some participants reported having to compare event notes or sheets with hire requests, booking confirmations and invoices after additions or quantity changes, then chase confirmation before they could close the task.

Some participants reported that when the revised booking or order reference was attached straight away, they could match the added items without another round of emails or going back to the event team.

One participant reported that the event form held the kit in one section, but the same information still had to be typed again into the hire request and checked against both records.

Reports described late changes to kit or linen requirements leaving the hire request or record behind the updated event information.

Differences Worth Noting

The reported friction is about the same work appearing in more than one record, while the reported benefits came where the revised booking or reference was already attached to the downstream document.

The same issue shows up in both reporting groups, but with different record sets: event sheets and hire requests in one group, and event folders, invoices and supplier confirmation in the other.

The positive cases describe matching without extra email chasing, while the friction cases describe repeated checking before the change could be confirmed.

Timing Evidence

Participants described the mismatch appearing after a client added items, so the event record changed before the hire request or confirmation caught up.

One report said the revised quantities were in event notes but not yet in the booking confirmation, leading to checking during the same working period.

A late table change altered the linen count, but the hire record still showed the earlier quantity until its confirmation was checked.

Participant Suggestions

Participants proposed keeping changed bookings, original orders and confirmations together, flagging the need for renewed confirmation, and checking both booking and hire records when quantities or table plans change.

Investigation Focus

Where the confirmation trail breaks down when items or quantities change, especially across event notes, booking confirmations, hire requests and invoices.

Which handoff points leave the revised booking or reference out of step with the latest event list.

What The Evidence Does Not Establish

The evidence does not establish a single root cause for the repeated checking or show which record is consistently the source of the mismatch.

The praise cases show easier matching when the revised reference is attached, but they do not establish broader effectiveness beyond those reported experiences.

The evidence does not show that every change follows the same pattern or needs the same handling.

Supporting / smaller process findings

Close-down lists and end-of-shift handover

4 observations · 3 distinct contributors · 2 reporting locations. 0 Whinge · 1 Nice Try · 3 Praise

Participants said the close-down card or finish list helps split end-of-shift jobs, shows what is left to do, and supports handover to the next person or to new staff.

One participant said the shared checklist is useful for new staff, but local wine-station tasks still have to be passed on verbally.

Difference worth noting: Routine close-down work appears to be covered well by the card, while station-specific extras may still sit outside it and be handed over separately.

Investigation focus: Whether the close-down card covers all station-specific end-of-shift tasks, or whether some are still being handed over verbally outside the list.

Participant suggestions (not recommendations): One participant suggested adding the wine-station tasks to the end of the checklist.

Limit: The material does not show that the close-down card removes the need for verbal handover in every case.

Central office amendment handling needs clearer replacement and acknowledgement

4 observations · 4 distinct contributors · 1 reporting locations. 1 Whinge · 2 Nice Try · 1 Praise

An amendment was received clearly and checked quickly, but a separate reply was still needed because the site could not see that it had been handled.

Repeated messages about the same amended order created uncertainty about whether the last message was a new change or a forward of existing information.

A dated final sheet with explicit replacement wording made it clear which copy to print.

An updated master was easy to find, but a kitchen could already be using an earlier print when the update arrived.

Difference worth noting: Version clarity appears stronger when a dated final copy is issued and replacement is made explicit, while other reports still show uncertainty about whether the current copy is known downstream.

Investigation focus: How amendment acceptance is acknowledged to sites or kitchens after the central update is handled.

Participant suggestions (not recommendations): Participants proposed showing the kitchen that an amendment has been accepted, which version it replaces and what changed.

Limit: The evidence does not establish how common these experiences are across the wider reporting group.

Shared handover and contract-reference paperwork for site close-down

4 observations · 3 distinct contributors · 1 reporting locations. 0 Whinge · 3 Nice Try · 1 Praise

One participant said the shared handover now includes a contract-reference box, which lets delivery paperwork be checked from the same sheet without another search.

One participant said the prep list is helpful when the usual cook is away, but it repeats information from the contract sheet so the same number is entered twice.

One participant said the common close-down list is useful, but it ends before the site paperwork is finished, so a separate reminder is still kept.

One participant said the new kitchen handover is easy to read, but it does not include the reference needed on the contract delivery record, so that is still looked up separately.

Difference worth noting: Current practice varies between paperwork that already supports same-sheet checking and paperwork that still needs a separate lookup or a separate reminder.

Investigation focus: Whether the shared handover and close-down paperwork still requires separate lookups, duplicate entry, or extra reminders for contract-specific information.

Participant suggestions (not recommendations): Participants proposed carrying the contract reference onto the preparation sheet and providing space for contract-specific checks.

Limit: The evidence does not establish how often these issues happen or whether they affect every handover or close-down observation.

Availability screens for straightforward cover

2 observations · 2 distinct contributors · 1 reporting locations. 0 Whinge · 0 Nice Try · 2 Praise

People reported using the availability list or replies already on screen to fill straightforward cover without asking the same question around again, including school and counter shifts.

One participant said straightforward bookings are quicker.

Difference worth noting: The reported change in working practice is a move from repeated asking to checking availability centrally before booking straightforward cover.

Limit: The evidence does not establish how this works for less straightforward cover, or whether the reported quicker booking applies beyond the examples given.

Replacement handoff still needs manual follow-up

3 observations · 2 distinct contributors · 1 reporting locations. 1 Whinge · 2 Nice Try · 0 Praise

Participants said the system could show who had accepted or that a gap existed, but the replacement still needed manual follow-up by phone, text, or a separate handover to the site or lead.

Some accounts said seeing accepted shifts centrally was an improvement, yet the screen still did not complete the replacement.

Difference worth noting: The reported change improved visibility of acceptance status, but not the final handoff step.

Investigation focus: How the replacement handoff is carried through the booking view after a cancellation.

Participant suggestions (not recommendations): Participants proposed notifying the site lead when a replacement is confirmed and showing progress against the cancelled slot.

Limit: It does not show that the visible gap or accepted-shift display completes the replacement on its own.

Split-site hours approvals need clearer sign-off allocation

3 observations · 2 distinct contributors · 1 reporting locations. 1 Whinge · 1 Nice Try · 1 Praise

A split-site hours case was easier to close when approvals were already aligned, and the correction could be completed without asking the worker to re-explain the day.

When hours were split between sites, the worker had to explain which finish time matched which shift before the approval was corrected, and the update was not heard about until the next afternoon.

In a split-day case, both site leads assumed the other was approving the hours. The person processing the hours correction had to chase them before it could be closed.

Difference worth noting: The working example shows split-site hours can be handled smoothly when approvals are already aligned, whereas the friction cases show extra explanation or chasing when sign-off responsibility is unclear.

Investigation focus: How split-site hours are allocated to approvers when a shift spans more than one site.

Participant suggestions (not recommendations): Participants proposed separating each site's hours and making responsibility for approving each part of a split day explicit.

Limit: The evidence does not establish a root cause for the delay or chasing, or that the reported suggestions would necessarily resolve it.

Planned base orders arriving complete

5 observations · 5 distinct contributors · 3 reporting locations. 0 Whinge · 0 Nice Try · 5 Praise

Participants reported that routine orders for planned menus or base lines were arriving complete, with agreed quantities helping reduce borrowing basics and other follow-up.

Participants reported that repeating dry-goods orders arrived without needing to chase individual suppliers, leaving more time for fresh menu work.

Participants reported that orders were being built from forecast or cutoff-aligned quantities in one pass, rather than from separate scraps of information, and that this avoided extra trips for basics.

Difference worth noting: The current experience is described as more complete and more joined-up than earlier practice, which participants contrasted with borrowing, chasing suppliers, or adding items through multiple calls.

Investigation focus: How the early quantity-agreement step and cutoff-aligned ordering process relate to complete delivery of routine lines and reduced follow-up activity.

Limit: The supplied observations do not establish objective savings, labour impact, or causal effectiveness; they report participant experience only.

Substitution notices and replacement details reaching the right people

6 observations · 4 distinct contributors · 2 reporting locations. 4 Whinge · 2 Nice Try · 0 Praise

Participants reported that replacement or substitution details sometimes reached the receiving team, kitchen, or menu admin after prep or printing had already started, so work had to be adjusted mid-stream.

One report said the order was easier to check in one place, but the substitution message still reached purchasing before the kitchen and the garnish plan had to be changed when the box arrived.

Another report said most of the prep could still be used, but the station had already been set for the original item before the change was heard.

Difference worth noting: There is a contrast between the clearer central view of orders and the remaining gap in who sees the substitution notice first.

Investigation focus: How substitution notices are routed so the kitchen, receiving team, and menu admin see them before prep or printing starts.

Participant suggestions (not recommendations): Participants proposed sending replacement/substitution details promptly to the receiving kitchen and duty chef, as well as the original recipient and relevant menu administration, before delivery.

Limit: It does not show that every substitution notice is missed, only that several were reported as reaching the relevant people late.

Checklist-based loadout verification

3 observations · 3 distinct contributors · 2 reporting locations. 0 Whinge · 0 Nice Try · 3 Praise

Participants reported using event checkout lists, load sheets and marked boxes to check kit before departure, including finding missing water jugs, locating coffee gear and extension leads, and confirming site boxes before loading.

One account said the check found missing items before the van left; another said items were found in marked boxes without opening everything; another said the normal delivery round stayed tidy and items did not need moving between vans afterwards.

Difference worth noting: The reports describe related loading checks, but they are framed differently across locations: one focuses on catching missing kit, one on finding items in marked boxes, and one on checking each site's boxes before loading.

Investigation focus: How the checklist-based loading process is used across reporting locations, including how event checkout lists, load sheets and site box checks relate to one another during loading.

Limit: The reports do not establish any objective level of effectiveness, only the participants' accounts of their current experience.

Return counts completed before departure

8 observations · 5 distinct contributors · 2 reporting locations. 2 Whinge · 2 Nice Try · 4 Praise

Participants reported counting return kit while the crew were still together, with the count completed before departure or handover.

They reported that a crate tick or label helped with loading, but was not enough on return unless the contents were also counted.

Some reports said the return check helped avoid later uncertainty or follow-up from stores or the next shift.

One report noted that the return count was finished before everyone left, and another found an item during the count.

Difference worth noting: Positive reports described the count being done before departure, while friction reports described rushing to load and leaving the item count unfinished.

Investigation focus: How return counts are carried out before departure, and whether crate-level checks are being used instead of counting contents.

Participant suggestions (not recommendations): Participants proposed allocating responsibility and time for an actual contents count before loading/sign-off, including counting during table clearing and checking items rather than crates alone.

Limit: The reports do not establish that any one suggested change is the best approach.

Crate labels and separation for mixed returns

5 observations · 4 distinct contributors · 2 reporting locations. 4 Whinge · 1 Nice Try · 0 Praise

Participants described attribution becoming uncertain when return crates were delayed, mixed or repacked. A crate tick did not necessarily establish the number or identity of the items inside; keeping labels and counting contents were participant proposals where the source described them as improvements.

A report from the combined Events & Private Catering + Hill Preparatory School group described items being put into the wrong return crates after packdown, with difficulty identifying the stacks in low light and uncertainty when asked about the count the next day.

Difference worth noting: Central Office & Stores reports combined a helpful working practice with an ongoing mismatch risk: marked crates supported loading, but the crate mark could not always stand in for the item count once returns were mixed.

Investigation focus: How attribution is lost between packdown, transport, and the return count when crates are mixed, repacked, or left together.

Participant suggestions (not recommendations): Participants proposed labelling crates before service, retaining job/event labels during the return journey, and counting contents before crates or return piles are mixed.

Limit: The evidence does not establish which proposed labelling or counting practice would resolve the mismatch.

Timing Evidence

Elapsed process time is not labour time, productivity, savings or proof of cause. A timer belongs to its whole observation, not an inferred subtask. Timers may overlap and are not summed. Extended durations are retained; unfinished timers have no completed duration.

Approved process	Completed	Median minutes	Longest minutes	Over 24h
Event setup paperwork drifting out of date before service	1	20.0	20.0	0
Central office amendment handling needs clearer replacement and acknowledgement	1	3.0	3.0	0
Arrival, sign-in and delivery access	3	24.0	38.0	0
Replacement handoff still needs manual follow-up	3	125.0	855.0	0
Cover bookings need job and site detail to match the right person	4	43.5	140.0	0
Split-site hours approvals need clearer sign-off allocation	2	1335.0	1560.0	1
Late additions and amendments needing acknowledgement	8	132.5	990.0	0
Substitution notices and replacement details reaching the right people	5	95.0	135.0	0
Event and hire changes needing one consistent confirmation trail	7	90.0	180.0	0
Crate labels and separation for mixed returns	2	160.0	240.0	0

No unfinished timers occur in this frozen eligible evidence set. Timing figures are calculated from authoritative absolute timestamps. Time spent awaiting a response, outside working hours or overnight remains process elapsed time and must not be interpreted as continuous labour.

Specific Observations Worth Noting

These are individual points, not recurring findings. Repeated versions of the same isolated point from the same anonymous contributor are presented together.

One contributor reported that the office coffee machine made preparing coffee easier and avoided waiting for the kettle.

One contributor described the preparation list as additional paperwork for work they already knew how to carry out.

One contributor reported that stations and responsibilities were clear before service, helping the lunch line keep moving without searching for equipment during service.

One contributor expressed a preference for the previous utensil arrangement in two observations. They also reported knowing where the utensils were after the change. These comments do not establish an ongoing difficulty finding them.

The utensil point combines two underlying observations from the same contributor. Both remain in the evidence record; the presentation does not imply two independent voices.

Insufficiently specified / excluded specific observations

Six observations were too unspecified to support a useful specific process observation. Three further concrete observations were excluded from the specific-observations section during owner review as maintenance or scope matters. These nine remain accounted for; none is used to invent a process finding.

Five accepted observations support the four specific points above. These and the nine excluded observations sit outside the 147 distinct observations associated with the approved process areas.