WORKING MATERIAL 1.4 · CHAPTER 1 — THE VISION OF OWNERSHIP · SETTING: PUNO, PERU

Proportionality: What Standards and Guidance Say About Size

Source: Francesco Dore, The Helm and the Lens, Volume 9a — The Small Property, subchapter 1.4 (book page 53)

GUIDING QUESTION

How thick must the paper be that shows everything in your house runs as it should? And how do you yourself know that it ran as it should when you lock the kitchen at night?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
You need a quality manual	No	The core text has none; ISO 9001 has not required one since 2015	
Every activity needs a written procedure	No	Documented is what is required and what the house determines necessary (7.5.1)	
Small businesses may document less	Only partially true	The extent can differ with size (note to 7.5.1); the requirements remain	
A small inn may be more relaxed about care	No	Flexibility concerns the form of documents, never the objective	
Records must show that processes ran as planned	Yes	Required by 8.1, to the extent necessary for confidence	
No certification without a quality representative	No	5.3 requires roles to be assigned, not a dedicated post	
ISO tells a small business exactly what it needs	No	The handbooks for small organisations advise and set no requirements	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Buying a ready-made manual that fits every business a little and none exactly.

☐ Mistaking thickness for thoroughness.

☐ Introducing forms nobody fills in.

☐ Reading proportionality as exemption from the duty.

☐ Treating guidance as if it were requirement.

☐ Collecting paper in the office instead of at the place of work.

☐ Creating a representative post the house cannot staff.

☐ Asking the accountant what only the owner can know.

3 · A Checklist for an Owner Setting the Extent of Documentation

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Have we named the critical processes of our house?	Records follow the processes that can cause harm	
Do we know for each how we can tell it ran as planned?	The answer determines the record, or shows none is needed	
Are the records the law requires fully covered?	Here the house decides only the form	
Does every record hang where the work happens?	Records kept elsewhere are filled in from memory	
Are there forms nobody has filled in for a season?	Empty forms are evidence against the house	
Do we distinguish requirements from guidance?	What a handbook advises the house may solve differently	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standards and its practical application. Clause numbers in brackets point to the harmonized structure or the standard the subchapter names; where the evidence lives, and the sheets named, are this book's method, not a requirement of any standard.

Question	Where the evidence lives	Seen?
Have we named the critical processes where an error could harm a guest or worker or breach a duty?	A short list of critical processes, usually fewer than ten	☐
For each critical process, do we know how we would see that it ran as planned (8.1)?	Temperature lists, signatures or ticks on the plan, at the place of work	☐
Has the existing paper been sorted into essential, useful and disposable?	One folder of the essential sheets, legal duties first	☐
Is each list available where the work is done (7.5.3)?	Lists hanging on each cooler and freezer; induction sheet; emergency sheet by the exit	☐
Are roles assigned and known to all, without a representative post the house does not have (5.3)?	The role sheet	☐
After each season, are forms nobody filled in struck out or changed?	A dated note on the folder's contents list	☐

> *What this sheet is not: no management-system standard prescribes this form, and filling it shows conformity with nothing. It is a working aid drawn from the book; the standards' own texts govern the real case, and legal duties are established with competent local expertise. Independent material; not affiliated with or endorsed by ISO or any certification, accreditation or scheme-owning body. The standards' own texts prevail; legal duties must be confirmed locally.*