WORKING MATERIAL 1.8 · CHAPTER 1 — THE VISION OF OWNERSHIP · SETTING: ERICEIRA, PORTUGAL

What the Method Costs and What It Returns

Source: Francesco Dore, The Helm and the Lens, Volume 9a — The Small Property, subchapter 1.8 (book page 107)

GUIDING QUESTION

What did last season's errors cost your property, in money and in your own hours? And what figure do you compare against when you ask whether order is worth the effort?

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
A management system costs, above all, the certificate	No	The standards require no certification; whether to seek one is the house's decision	
You cannot do it without a consultant	No	No consultant is required; the ISO handbook first asks what the enterprise can do itself (guidance)	
You need a manual	No	The harmonized structure knows no manual	
The method has to pay for itself in money	Only partially true	Required are determining resources (7.1) and evaluating performance (9.1); the house chooses its measures	
Errors put right at once need not be recorded	No	Documented information on nonconformities, actions and results must be retained (10.2)	
A system is extra work alongside the business	Only partially true	System requirements must be integrated into the business processes (5.1)	

2 · Common mistakes — a self-check

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

☐ Counting errors only from the bank statements, when the owners' hours are the larger part.

☐ Valuing the owner's hour at zero, which makes every method dear and every error cheap.

☐ Calling errors bad luck, when a missing procedure is what repeats.

☐ Charging legal duties to the method, when the house owes them anyway.

☐ Assuming the method prevents every error.

☐ Judging by the first year alone, when set-up falls only once.

☐ Building the system alongside the business instead of into the calendar and the kitchen board.

☐ Starting with a consultant and a certificate before knowing what the house can do itself.

3 · A Checklist for an Owner's Calculation of Costs and Returns

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

Question	Why it matters	Our answer
Have we listed last season's errors with their dates?	No cost can be counted for an error nobody recorded	
Is every error valued in euros and in hours?	In a small house the hours are usually the larger part	
Have we set one value for the owners' hour?	Without it, the method looks dear and every error cheap	
Do we know which procedure was missing each time?	Errors repeat where a procedure is missing, not by chance	
Have we kept legal duties off the method's cost side?	What the house owes anyway is not a cost of the system	
Do we calculate over three years, cautiously?	A one-year or over-friendly calculation convinces nobody for long	

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?
Has the owners' hour been given a value and used on both sides of the calculation?	The cost-and-return sheet	☐
Are the owners' hours for set-up and upkeep in the annual plan (7.1)?	The annual plan	☐
Do procedures live in the business — the calendar, goods-in, the kitchen board — rather than beside it (5.1)?	One page per procedure, at the place of work	☐
Is there one list of errors with date, euros, hours, cause, action and result (10.2)?	The error list	☐
Was the calculation recalculated with real figures at the review (9.1, 9.3)?	The review record, with the season's figures	☐

> *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.*