WORKING MATERIAL 2.3 · CHAPTER 2 — THE OPERATIONAL PERSPECTIVE · SETTING: OLLANTAYTAMBO, PERU

Policy and Responsibilities: Five Sentences and a Board

Source: Francesco Dore, The Helm and the Lens, Volume 9a — The Small Property, subchapter 2.3 (book page 235)

GUIDING QUESTION

When your longest-serving employee reads your house's mission statement, does she know what to do differently on Saturday? And on a full evening when you are not in the house, who answers the guest question that only you can answer?

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 mission statement with vision, mission and values	No	The features in 5.2 are required; form and length are free	
A system cannot work without a dedicated coordinator	No	Clause 5.3 requires assigned tasks; the owner may take them herself	
The policy must be published on the website	Only partially true	Available to interested parties as appropriate (5.2)	
An organisation chart is mandatory	No	Roles must be assigned and communicated; the house chooses the form (5.3)	
All staff must know the policy by heart	No	They must be aware of it, their contribution and the implications (7.3)	
Policy statements must be measurable	No	Advice from ISO's small-enterprise handbook; the core requires a framework for objectives	

2 · Common mistakes — a self-check

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

☐ Adopting a template mission statement that fits every house and can be checked in none.

☐ Writing too much, so that the policy stays in its frame and out of anyone's head.

☐ Using words the house cannot substantiate, which become claims once they reach the website.

☐ Assigning responsibilities without deputies, so that they hold only while the person is in the house.

☐ Hanging the board in the office, when the questions arise in the kitchen, the restaurant and the cellar.

☐ Looking for a coordinator who does not exist, when the owner may take the role with a deputy.

☐ Keeping the only copy of a critical folder behind a locked door.

☐ Leaving the policy unchanged for years instead of checking it at each management review.

3 · A Checklist for a Policy and a Board

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

Question	Why it matters	Our answer
Does our policy fit only our house, not every house?	A text that fits all cannot be checked	
Can every sentence be tested on an ordinary day?	Only a checkable promise guides Saturday's work	
Does it contain the commitments to requirements and to improvement?	Clause 5.2 requires both	
Can our staff say what the policy means for their work?	Clause 7.3 requires awareness, not memorisation	
Does every important task have a deputy on the board?	A responsibility without a deputy holds only while its holder is present	
Can the deputy find folders, numbers and keys without the owner?	A locked document is no document that evening	

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?
Is the policy a few sentences that fit only this house, each with a test question (5.2)?	The signed policy sheet, with the test questions on the back	☐
Does it carry the commitments to satisfy applicable requirements and to improve the system (5.2)?	The policy sheet	☐
Is the policy posted where staff and guests can see it, signed by the owner (5.2, 5.1)?	Copies at the pass, in the staff room, by the dining-room door	☐
Does every important task have a responsible person and a deputy, with the conformity and reporting task in the top row (5.3)?	The board where the work happens	☐
Can the deputy find folders, numbers and keys without the owner?	A second folder at the pass; numbers on the board and by the plant	☐
Can staff say what the policy means for their work (7.3)?	First-day conversation notes; the question asked at team meetings	☐

> *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.*