WORKSHEET 1.12

Sovereignty over the Supply Chain

Subchapter 1.12 · case in the book: Mahé

If your main supplier replaced a product with a different one tomorrow morning, how would your kitchen find out, before or after the guest?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Week 1: Check every packaged product against specification; correct the allergen matrix		
Week 2–5: Negotiate the food safety schedule with the importer		
Week 3: Rewrite receiving: check against specification before discarding cartons		
Week 4–8: Criteria by category; evaluate service providers; open supplier files		
Month 3: Reefer and truck temperature evidence received routinely		
Every six months: Re-evaluate the importer on its record		

These steps are the book's method, not requirements of ISO 22000. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What is commonly believed	What actually holds	Our position
"An approved supplier is a certified supplier."	No. The organisation sets its own criteria. Certification can be one of them, but the standard does not require it.	
"The supplier is responsible for what it delivers."	Partly. The supplier is responsible for its product. The organisation must ensure that what is provided does not adversely affect its own system.	
"Supplier control concerns products only."	No. It covers externally provided processes, products and services.	
"Supplier audits are mandatory."	No. Monitoring of performance is required. The method (audits, questionnaires, receiving checks, records) is the organisation's choice.	

What is commonly believed	What actually holds	Our position
“With only one supplier, criteria serve no purpose.”	No. Criteria and requirements still apply. They shape what the supplier is asked for and how it is monitored, even where it cannot be replaced.	
“A consultant’s or group’s hazard analysis can be adopted as it is.”	No. Externally developed elements must be applicable to the organisation and specifically adapted by its food safety team.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Commercial agreements with no food safety content		
Ordering by product code alone		
Accepting substitutions without notice		
Checking only temperature at receiving		
Asking nothing of a sole supplier		
Forgetting service providers		

Operative synthesis

- **The first question in the table is the one that most often surprises owners. Few hotels can answer it, because few have any means of knowing what their suppliers have changed. A hotel that can produce a list, even a short one, has already built most of what this subchapter describes. A hotel that cannot has almost certainly received changes it never saw.**
- **Does every food supply agreement contain food safety requirements? (Purchasing manager): Schedules signed by suppliers**
- **Are substitutions notified and approved before dispatch? (Team leader): Substitution log with approvals and rejections**
- **Are packaged products checked against specification at receiving? (Executive chef): Receiving records**
- **Are service providers evaluated like food suppliers? (Purchasing manager): Evaluations for pest control, laundry, water, refrigeration**
- **Does the hotel receive evidence for the steps it cannot see? (Team leader): Reefer and truck temperature records**
- **What did our suppliers change without asking us this year?: Nothing, or a list of changes caught at receiving**
- **What have we asked our largest supplier for, apart from prices?: A written schedule of food safety requirements**
- **Who decides whether a substitute is acceptable?: A named chef, with the team leader in reserve**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 6a «The Helm», subchapter 1.12. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 22000. It is not legal advice: food law is that of the place where the property operates.