WORKSHEET 1.13

Competence, Awareness and the Culture Nobody Required

Subchapter 1.13 · case in the book: Hội An

If one of your cooks woke up tomorrow with vomiting and diarrhoea, what would it cost them to stay at home, and who in your hotel has ever asked?

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: List the signals the organisation sends, with cooks of each nationality		
Week 2: Adopt the no-loss rule for reported illness; announce it in every language		
Week 2: Question at the start of every shift; replace shift-cover measure for supervisors		
Week 3: Abolish attendance award; introduce recognition for reporting		
Month 2: Station training in four languages; observation within a week		
Every quarter: Count reports of illness, near misses and stops; review at management review		

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
"ISO 22000:2018 requires a food safety culture programme."	No. The 2018 edition does not name culture. It requires competence and awareness. The Codex 2020 revision introduced culture; the 2026 draft of the revision proposes it as a requirement.	
"Training records prove competence."	No. The standard asks for evidence of competence and for evaluation of the effectiveness of training. Attendance is not competence.	
"Awareness means staff have read the policy."	No. Awareness covers the policy, relevant objectives, individual contribution and the implications of not conforming.	

What is commonly believed	What actually holds	Our position
“Culture can be measured with a staff survey.”	Not on its own. Surveys measure what people say. Culture shows in what they do: reports, stops, near misses, behaviour under pressure.	
“Competence requirements apply only to employees.”	No. They apply to persons doing work under the organisation’s control, including external parties.	
“Sick-leave terms are an HR matter, not food safety.”	Not only. They decide whether ill food handlers can afford to stay away, which is a food safety outcome.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating training attendance as competence		
Training only in the working language of management		
Leaving sick-pay terms out of food safety		
Reading zero reports as good news		
Rewarding attendance above all		
Measuring culture by survey alone		

Operative synthesis

- **The principle of this subchapter is simple to state and hard to apply: people do what the organisation rewards, not what it teaches. Competence and awareness belong to individuals, and training at the station, in the cook’s own language, can build them. Culture belongs to the organisation, and only its own decisions on pay, contracts, staffing and recognition can change it. A rule that costs the person who follows it more than the person who breaks it will be broken, however well it has been taught.**
- **ISO 22000:2018 requires competence under clause 7.2 and awareness under clause 7.3, including for external parties doing work under the hotel’s control, and it asks for evidence of competence and an evaluation of whether training worked, not for a signed attendance sheet. It does not yet name food safety culture as a requirement: the Codex 2020 revision describes it, some certification schemes require it, and the revision under development proposes it for the leadership clause. The no-loss rule, the question at the door, the abolished attendance award and the indicator expected to rise are method, not requirement. They are how a hotel turns what the standard does require into behaviour.**
- **In Hội An nobody had been careless. Lê Văn Hùng washed his hands as he had been taught and told the inspectors the truth at once; the chef had worked through illness himself for a whole career; the training records were impeccable. The real failure was that the contracts said the opposite of slide seven, and that three years of zero reports had been read as health rather than silence. Changing the signals cost the resort about twelve thousand dollars in its first year, against an outbreak modelled at about ninety-one thousand, and none of the twenty-two cooks who used the new rule did so more than twice.**
- **What the brigade now reports has to reach someone who can act on it. The next subchapter follows that count of reports, stops and near misses to the one meeting where an owner is**

supposed to see what the system knows and decide what to do about it: the management review.

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 1.13. 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.