WORKSHEET 1.3

Who Else Is at the Table

Subchapter 1.3 · case in the book: Istanbul

How many food safety commitments has your hotel accepted this year in contracts that nobody in your kitchen has read?

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 1–3: Read every active agreement for food safety provisions		
Week 3–4: Build the register of interested parties and requirements		
Week 4: Introduce the contract routing rule		
Month 2: Decide on every adopted expectation: keep, withdraw or change		
Month 2–3: Close the missed obligations: sample retention, client cakes, ice machine		
Every review: Register reviewed; new and expiring agreements checked		

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
"You must list every stakeholder of the hotel."	No. Only interested parties relevant to the food safety management system, and only their relevant requirements.	
"Every requirement of an interested party must be met."	No. Statutory, regulatory and mutually agreed requirements related to food safety bind the system. Other expectations are for the organisation to decide.	
"Guest dietary preferences are food safety requirements."	Not as such. Allergies and intolerances are food safety matters. Religious, ethical or lifestyle preferences are legitimate requirements of the product and service, managed with shared controls but not by the food safety system as such.	

What is commonly believed	What actually holds	Our position
“A tour operator’s audit findings are requirements.”	Only if agreed. They bind if the contract makes them conditions. Otherwise they are expectations, often worth meeting, to be decided on their merits.	
“Interested parties must be documented in a matrix.”	No format prescribed. Information about interested parties and their requirements must be identified, reviewed and updated. The form is the organisation’s choice.	
“Climate requirements of interested parties must now be met.”	No. The 2024 note records that such requirements can exist. Whether they bind depends, as for any other, on law or agreement.	
“External communication is marketing.”	No. Clause 7.4.2 covers food safety information to and from providers, customers, authorities and others, with designated persons.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Building a stakeholder map instead of a list of requirements		
Signing contracts with food safety annexes unread		
Treating audit recommendations as conditions		
Keeping superseded versions of partners’ standards		
Folding every dietary request into the food safety system		
Forgetting obligations hidden in concessions and events contracts		

Operative synthesis

- **For an owner who wants to know whether the hotel knows who sits at its table, the evidence is short and concrete.**
- **None of these checks requires the owner to understand food microbiology, and none of them can be satisfied with a promise. Each asks to see a document that either exists or does not, and each document is small. That is deliberate. The requirements of interested parties are the part of food safety where ownership has the most direct influence, because they are created by commercial decisions that ownership approves, in contracts that ownership often signs. The owner who asks these questions once a quarter is not supervising the kitchen; she is supervising the promises the hotel makes about its kitchen, which is her business in the most literal sense.**
- **Is there one register of interested parties and their food safety requirements? (Food safety team leader): A current register with status, source and destination for every entry**
- **Is every requirement marked as statutory, agreed or expectation? (Food safety team leader): The status column filled for every line**

- **Does every contract with a food clause pass through the team leader? (General manager and director of sales): Sign-off on contracts signed this year**
- **Has every adopted expectation been decided on its merits? (Food safety team): A decision list with reasons**
- **Who is designated to receive and route external food safety communication? (Top management): A named person, known to partners and staff**
- **What have we agreed to do about food for others this year?: The register, filtered by agreements signed this year**
- **What are we doing that nobody requires of us?: A short list of choices, each with a reason**
- **Which partners' standards have changed since we last read them?: Versions and review dates in the register**

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 1.3. 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.