WORKSHEET 1.5

Commitment You Can Invoice

Subchapter 1.5 · case in the book: Kraków

If an auditor were shown only your last three budgets and none of your signed documents, what would they conclude about your commitment to food safety?

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: Order and install the blast chiller; restrict cooked-ahead dishes for large banquets until running		
Month 1: Add a food safety section to the capital request form in all four hotels		
Month 1: Separate the team leader role; one day a week; direct line to the general manager		
Month 2: Restore training hours and quarterly testing; add a cook for large banquets		
Every quarter: Deferred food safety requests reported to the board with their interim measures		

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
"A signed policy demonstrates top management commitment."	No. The policy is one item among several. Commitment must be demonstrated, among other ways, by ensuring resources are available and requirements are integrated into business processes.	
"Top management must approve every food safety request."	No. It must ensure the resources needed for the system are available. Deciding which resources are needed, and in what order, remains its responsibility.	
"Leadership can be delegated to the food safety team leader."	No. The team leader has defined responsibilities, but clause 5.1 is addressed to top management and cannot be discharged by delegation.	
"The standard requires a food safety budget."	No format prescribed. It requires resources to be determined, provided and reviewed for adequacy. How the hotel budgets them is its choice.	

What is commonly believed	What actually holds	Our position
“Resource decisions are outside the scope of the audit.”	No. Adequacy of resources is an input to management review, and resource needs are among its required outputs. An auditor can follow them.	
“Commitment is shown by attending the opening meeting of the audit.”	No. The standard lists what top management must ensure, communicate, direct and support. Attendance at an audit is none of these.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating the signed policy as proof of commitment		
Ranking food safety equipment against revenue items on revenue terms		
Deferring requests year after year without deciding		
Cutting verification first in a bad quarter		
Replacing headcount with overtime on peak days		
Leaving the team leader out of budget discussions		

Operative synthesis

- **Do capital requests with a food safety dimension state the consequence of deferral? (Finance director and team leader): Food safety section on each such request**
- **Which food safety requests have been deferred, and for how long? (General manager): A list with years of deferral and interim measures**
- **Were verification, training or maintenance cut this year? (General manager and finance director): Budget lines compared year on year, with stated consequences**
- **Does the team leader have time and access to top management? (Top management): Written appointment; attendance at reviews and committees**
- **Did the last management review produce a resource decision that was carried out? (Owner): A review output and the matching budget line**
- **Infrastructure and equipment (Safe practice is physically possible): Blast chillers, cold rooms, handwash stations, probes, transport equipment**
- **People and time (Safe practice is humanly possible): Staffing on peak days, training hours, team leader time**
- **Verification (The organisation knows when practice fails): Laboratory tests, calibration, external review of the hazard analysis**
- **External support (Knowledge the hotel does not have in house): Specialist advice on validation, pest control, water treatment**
- **What food safety resource did we refuse or defer this year, and why?: A short list, each item decided with its consequence known**
- **What did the kitchen ask for more than once?: Either nothing, or a decision on each repeated request**

› **What do we spend on knowing whether the system works?: A verification budget that has not been the first thing cut**

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 1.5. 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.