WORKSHEET 1.6

A Policy That Can Refuse a Dish

Subchapter 1.6 · case in the book: Lima

When did your food safety policy last stop anyone in your hotel from doing something they wanted to do?

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 past decisions that created food safety risk, in every department		
Week 2: Write one commitment per decision; remove duplicates and untestable words		
Week 3: Rehearse the draft with sales, events and room service against past decisions		
Week 4: Approval by the owner with all department heads present		
Month 2: Policy on the banquet event order, in the induction, first item of management review		
Each review: Record where the policy was applied, and where it should have been		

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
"The policy must be signed by the general manager."	No. It must be established by top management and maintained as documented information. How approval is shown is the organisation's choice.	
"The policy must be displayed in the kitchen and at reception."	No. It must be communicated, understood and applied at all levels. Display is one method of communication and proves nothing about the other two.	
"The group policy is sufficient for every hotel."	Not necessarily. The policy must be appropriate to the purpose and context of the organisation. A group policy is acceptable only if it fits the hotel's context.	

What is commonly believed	What actually holds	Our position
“The policy must contain the objectives.”	No. It must provide a framework for setting and reviewing objectives. The objectives themselves are established under clause 6.2.	
“The policy must promise zero incidents.”	No. It must commit to meeting applicable requirements and to continual improvement. Promises of zero are neither required nor credible.	
“The policy must be published for guests.”	No. It must be available to relevant interested parties as appropriate. The organisation decides what is appropriate.	
“Any policy that lists the six elements conforms.”	Formally, perhaps. Listing the elements is necessary. Being appropriate to context and being applied are also requirements, and a list does not show either.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Writing aspirations instead of commitments		
Using a policy that could hang anywhere		
Writing the policy only for the kitchen		
Refusing without offering an alternative		
Approving the policy without the people it will constrain		
Reviewing it only before audits		

Operative synthesis

- **The first question in the table is the one to ask first, and the one most often answered with silence. Silence is not a failure of the people in the room. It is information about the policy: either the hotel has taken no decisions that the policy could have affected, which is unlikely, or the policy says nothing that could have affected them. Either way, the owner has learned something worth an hour’s work.**
- **Does the policy contain commitments specific to this hotel’s food? (Top management): At least one commitment that would not fit a different kind of business**
- **Can each commitment be applied to a decision outside the kitchen? (Team leader): A named decision type for each commitment**
- **Were the people it constrains involved in writing it? (General manager): Minutes of the rehearsal with sales and events**
- **Has the policy been used to refuse or change a decision this year? (Team leader): A dated example with the alternative offered**
- **Did top management support the refusal? (Owner): The record of the decision**
- **Banquet event order and event contract: The decisions with the greatest food safety consequences are taken here**

- **Induction for every employee, not only the kitchen: Every department can put a commitment at risk**
- **Supplier selection and menu approval: Changes of supplier and menu create new hazards**
- **First item of management review: Where it was applied, and where it should have been**
- **When was the policy last used to say no?: A recent, specific example**
- **What did we offer instead?: An alternative the client accepted**
- **Which commitment is hardest for us to keep, and why?: An honest answer that leads to an objective or a resource**

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 1.6. 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.