WORKSHEET 1.7

The Team Leader Is Not the Chef

Subchapter 1.7 · case in the book: Budapest

If the person responsible for your food safety system had to stop a service tonight, whose evening would they be ruining, and would it be their own?

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: Reroute refrigeration alarms; test and log monthly		
Week 2: Appoint the operations manager as team leader; assign time		
Week 3–4: Form the team; write the authority list and the escalation rule		
Week 4: Name the second door and the deputies; brief every member of the brigade		
Month 2–3: Update the hazard analysis; review verification records		
Every quarter: Written report from the team leader to top management		

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 executive chef must be the team leader."	No. Top management appoints the team leader. The standard does not name the role from which the leader must come.	
"The executive chef must not be the team leader."	No. The standard does not prohibit it. The conflict of interest is a management risk to be recognised, not a nonconformity in itself.	
"The team leader must hold a specific food safety qualification."	No. Competence is required. The standard specifies no qualification, and requires multidisciplinary knowledge of the team as a whole.	
"An external consultant can be the team leader."	Not prohibited. But the leader must manage the team, keep the system updated and report to top management. From outside the hotel this is rarely workable.	

What is commonly believed	What actually holds	Our position
“Food safety is the team’s job.”	No. All persons have the responsibility to report problems with the system to identified persons.	
“The standard gives the team leader authority to stop production.”	Not in those words. It requires responsibilities and authorities to be assigned and understood. Whether the team leader can stop a service is top management’s decision, and the most important one it takes about the role.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Appointing the chef by default		
Giving the role without time		
Limiting the team to the kitchen		
Leaving authority unwritten		
Naming only one person to report to		
Accepting verbal reports to top management		

Operative synthesis

- **Was the team leader chosen, or inherited? (Top management): A written appointment with reasons**
- **Does the team leader have authority across departments and time to use it? (General manager): Authority list; allocated days**
- **Does the team include every department whose decisions affect food safety? (Team leader): Team list with roles**
- **Is there a second door for reporting problems? (Team leader): Reporting procedure naming two persons**
- **Does the team leader report to top management in writing? (Owner): Reports on effectiveness and suitability**
- **Who could stop a service in this hotel tonight, and would they be stopping their own?: A named person who would not**
- **When did the team leader last overrule a department head?: A dated example, with the general manager’s review**
- **Who does a junior cook call if the team leader is the problem?: A named second person, known to the brigade**

Action plan for our property

Action	Owner	Due	How we will know it worked

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 6a «The Helm», subchapter 1.7. 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.