WORKSHEET 1.8

Risk to the Business, Hazard to the Guest

Subchapter 1.8 · case in the book: Valletta

Is there a spreadsheet in your company where salmonella and falling bookings are scored on the same scale, and has anyone ever taken a decision about food because of it?

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: Pasteurised egg restored in all kitchens		
Week 2–4: Remove hazards from the group register; add organisational risks with actions		
Week 3: Adopt the bridge rule for changes of product, supplier, method or concept		
Month 2: Review remaining cost-programme substitutions under the bridge rule		
Month 2–4: Specifications for high-risk products, with reasons		
Month 6: Group hazard analysis for common dishes, adapted per hotel		

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
"Clause 6.1 requires a risk register with likelihood and impact scores."	No. It requires risks and opportunities to be determined and actions planned. No method or scoring grid is prescribed.	
"Food safety hazards should be scored in the enterprise risk register."	No. The note to 6.1.1 limits risks and opportunities to the performance of the system and places the management of hazards in clause 8.	
"Hazard analysis and risk assessment are the same thing."	No. The standard distinguishes organisational risk management from operational hazard analysis and places them in different clauses.	
"A hazard scored as medium can be accepted."	Not on that basis. Hazards are assessed in the hazard analysis against acceptable levels and controlled by selected measures. A score in another document does not replace that.	

What is commonly believed	What actually holds	Our position
“Supplier certificates control microbiological hazards.”	No. A certificate is evidence about a supplier. Control of a hazard in a dish depends on control measures selected in the hazard analysis.	
“Opportunities are optional.”	No. Clause 6.1.1 requires risks and opportunities to be determined. What the organisation does with an opportunity is its decision.	
“The hotel must assess public health risk.”	No. The note states that public authorities address public health risks. The organisation manages the hazards in its own food.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Scoring food safety hazards in the enterprise register		
Treating a “medium” score as acceptance		
Letting purchasing substitute products freely		
Assuming the hazard analysis covers every risk		
Ignoring opportunities		
Keeping separate, contradictory hazard analyses in a group		

Operative synthesis

- **The second question in the table sounds almost like a joke, and it is meant seriously. In many hotel groups the answer is that salmonella appears in four or five documents (the hazard analysis, the risk register, an insurance questionnaire, a brand standard, a training handout), each written by someone different, each read by someone different, and each capable of being used to justify a decision. Knowing which document governs, and making sure the others defer to it, is a small piece of housekeeping with large consequences.**
- **Are food safety hazards absent from the business risk register? (Risk officer): Register reviewed; hazards referred to the hazard analysis**
- **Are the organisational risks to the food safety system determined, with actions? (Top management and team leader): Register lines with actions and owners**
- **Does every change of product, supplier or method pass the bridge? (Team leader and purchasing): Records of checks before changes took effect**
- **Are high-risk products protected by specifications with reasons? (Purchasing): Specification set signed by the team leader**
- **Have opportunities been determined and acted on? (Top management): A short list with decisions**
- **Which of our decisions this year changed an ingredient, supplier or method?: A list, each item checked against the hazard analysis**

- **Where does salmonella appear in our documents, and who reads each one?: Only in the hazard analysis, read by the team**
- **What would stop our food safety system working next year?: A few organisational risks, each with an action**

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 1.8. 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.