WORKSHEET 1.9

Objectives That Reach the Pass

Subchapter 1.9 · case in the book: Chengdu

Could your kitchen meet every one of this year's food safety objectives without changing a single thing it does with food?

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: Log every report of illness in the food safety log, whatever the resolution		
Week 2–3: Analyse the previous year's complaints by outlet, day, time and dish		
Week 3–6: Redesign hotpot meat service; install refrigerated drawers		
Month 2: Adopt six objectives with plans; link bonus to verified leading indicators		
Month 2: Cards on the pass in every outlet		
Each quarter: Unannounced observations; results to management review		

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
"Every objective must be a number."	No. Objectives must be measurable if practicable. Some good objectives are expressed as a condition verified by observation.	
"Zero complaints is the ideal objective."	Not required, and not forbidden. The standard allows it. It is a lagging indicator that rewards not hearing, and is usually a poor choice.	
"Group objectives are enough for each hotel."	No. Objectives must be established at relevant functions and levels. Group objectives may be adopted, but must reach the functions that deliver them.	
"Objectives do not need to be written down."	No. Documented information on the objectives must be retained.	

What is commonly believed	What actually holds	Our position
“Objectives must be linked to bonuses.”	No. The standard says nothing about incentives. Linking them can distort measurement, and must be designed with care.	
“Objectives are fixed for the certification cycle.”	No. They must be maintained and updated as appropriate.	
“A training completion rate verifies competence.”	No. Competence is addressed under clause 7.2 and must be evaluated. Completion of a module shows attendance, not competence.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Setting objectives that can be met through the records		
Using zero complaints as a target		
Adopting only group objectives		
Verifying objectives with the records of those rewarded		
Measuring training by completion		
Keeping objectives in the office		

Operative synthesis

- **The third question is the one that settles the matter most quickly. If the answer is that the kitchen changed nothing it does with food, and still met its objectives, the objectives were measuring something other than food safety. If the answer names a change (a new way of plating, a different time for receiving, a check at the pass), the objectives were doing their work. The owner does not need to judge whether the change was the right one. It is enough to know that there was one.**
- **Could each objective be met by changing only the records? (Team leader): For each objective, the most plausible route to meeting it**
- **Are there objectives for the hotel’s own highest hazards? (Food safety team): Objectives traced to the hazard analysis**
- **Is achievement verified independently of those rewarded? (Top management): Verification method for each objective**
- **Is each objective planned: what, resources, who, when, how evaluated? (Team leader): Planning record for each objective**
- **Does the cook on the pass know the objective for their station? (Owner, on a visit): The card on the pass; the cook’s answer**
- **Which objective would have told us about our worst hazard?: A named objective linked to that hazard**
- **Where do reports of illness go, and do they all arrive?: One log, reconciled monthly with guest relations**

› **What did the kitchen change to meet this year’s objectives?: Something that happened to the food, not to the records**

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 1.9. 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.