WORKSHEET 2.1

What the Hotel Actually Serves

Subchapter 2.1 · case in the book: Oaxaca

If you walked your kitchen at six in the morning with your flow diagram in your hand, how many of the things you saw would be on 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: Walk each shift and outlet with the people who work it		
Week 2–3: Redraw flow diagrams; write product descriptions for advance-prepared items		
Week 2: Visit Doña Rosa; agree delivery, temperature and content record		
Week 3: Cooling procedure for mole; rules on reuse of leftovers		
Week 4: Identify vulnerable groups at booking; adjust breakfast service for them		
Month 2: Update the hazard analysis on the new description		

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
"Flow diagrams are prepared once, at certification."	No. The food safety team must confirm them on site and update them as appropriate.	
"One flow diagram for the kitchen is enough."	Not necessarily. Diagrams are prepared for the products or product categories and processes within the system, in enough detail to support the hazard analysis.	
"Leftovers are waste and need not appear."	No. Flow diagrams must show where rework and recycling take place.	
"Intended use only matters for packaged products."	No. The organisation must identify consumer groups for each product, including especially vulnerable groups, and consider reasonably expected mishandling.	

What is commonly believed	What actually holds	Our position
“Operational control means keeping records.”	No. It means establishing criteria and controlling processes against them; records are kept to the extent necessary for confidence.	
“Products from informal local suppliers are outside the system.”	No. Raw materials from every source must be described, and outsourced processes must be controlled.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Drawing diagrams in office hours		
Leaving informal suppliers off the diagram		
Omitting rework and leftovers		
Describing the guest as an average adult		
Drawing one diagram per outlet only		
Never re-walking the diagrams		

Operative synthesis

- **The principle of this subchapter is that a hazard analysis can be no better than the description of what the hotel actually serves. That description has four parts: raw materials from every source, products including what is made in advance and how long it is kept, intended use including the guests most at risk, and flow diagrams that show every entry, every exit, every rework step and every difference between shifts. It must be made in the kitchen, at the hours when the work is done, with the people who do it.**
- **Clause 8.1 of ISO 22000:2018 asks the hotel to control its processes against criteria, to review the consequences of unintended changes and to control outsourced processes. Clause 8.5.1 asks the food safety team to describe raw materials and end products, to identify consumer groups including those especially vulnerable, to prepare flow diagrams showing outsourced steps, rework and recycling, and to confirm them on site and update them. The standard does not say at what hour to walk the kitchen, how often, or with whom. The walks by shift and outlet, the monthly visit at six and the flag on vulnerable groups at booking are method: the hotel’s own way of keeping a description true.**
- **In Oaxaca the consultant had drawn accurately what he was shown at three in the afternoon, Doña Rosa’s kitchen proved clean and well organised, and the breakfast cook did breakfast as it had always been done. The real failure was a description treated as a document produced once and reviewed on paper while the kitchen moved on: deliveries before receiving opened, a mole kept for a week, yesterday’s salsa on today’s buffet, and a tour group with an average age of seventy-three described as average adults. Describing the real kitchen cost about ninety-one thousand pesos against an exposure of about 1.19 million, and what kept the autumn groups was a hotel able to show that it knew its own kitchen.**
- **Once the real kitchen is on paper, what it reveals first are not the critical steps but the basic conditions on which all of them rest. The next subchapter turns to those conditions, the prerequisite programmes, and to the parts of the hotel outside the kitchen where they are most easily forgotten.**

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 2.1. 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.