WORKSHEET 2.3

Hazard Analysis at Four Hundred Covers

Subchapter 2.3 · case in the book: Macau

Your hazard analysis was written for a kitchen producing a certain number of covers. What is that number, and how many did you serve at your largest event last year?

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: Stop overnight drying at room temperature; rice through the chiller		
Week 1–4: Walk and analyse 34 banqueting processes		
Week 4: Describe the assessment method in plain terms		
Month 2: Set volume limits per process; add to sales procedure		
Month 2: Production schedules for events above 200 covers		
Month 3: Second blast chiller approved for peak season		

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 hazard analysis is done dish by dish."	Not necessarily. Hazards are identified in relation to product, type of process and process environment. The same dish in two processes may need two analyses.	
"Hazards come from the list in the HACCP guide."	Not only. All hazards reasonably expected must be identified, drawing on experience and epidemiological and scientific data.	
"Likelihood takes account of existing controls."	No. Likelihood is assessed before the application of control measures.	
"Acceptable levels must always be numbers."	No. They are determined where possible, with the justification documented.	
"The standard prescribes a scoring matrix."	No. The methodology must be described and the result documented. The method is the organisation's choice.	

What is commonly believed	What actually holds	Our position
“Volume does not change the hazard analysis.”	No. Hazards may increase or persist at steps that depend on volume, equipment and environment, all of which must be considered.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Analysing the restaurant process and assuming banquets are the same		
Rating likelihood after controls		
Leaving traditional techniques out of the analysis		
Ignoring the kitchen’s capacity		
Relying on final cooking to make food safe		
Analysing on paper without walking the process		

Operative synthesis

- **For management, the simplest question to ask is the one in the guiding box: what volume was the hazard analysis written for, and what volume does the hotel actually serve? If the first number is the restaurant’s and the second is the ballroom’s, the analysis describes a kitchen that is not the one feeding the largest events.**
- **A second question follows naturally. When the hotel last sold an event larger than any it had served before, did anyone look at the hazard analysis before signing? In many hotels the answer is no, because the analysis is not a document the sales office knows exists. The volume limits described in this subchapter are the bridge between the two, and their existence is itself the evidence an owner is looking for.**
- **Does the hazard analysis describe banqueting processes separately from restaurant processes? (Team leader): Banqueting section of the analysis**
- **Is likelihood assessed before controls, at the real volume? (Team leader): Assessment records**
- **Are traditional techniques in the analysis? (Director of culinary): Techniques listed and assessed**
- **Does the sales team know the volume limits? (F&B director): Sales procedure with limits**
- **Is there a production schedule for every large banquet? (Banqueting chef): Schedules for recent events**

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 2.3. 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.