WORKSHEET 2.7

The Last Metre: Buffet, Room Service, Banquet

Subchapter 2.7 · case in the book: Santorini

From the moment a plate leaves your pass to the moment the guest eats it, how many minutes pass, and whose job is it to know?

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: Remove hollandaise and smoked salmon from floating trays; hot items on call		
Week 1–2: Time every tray, batch and course; ask guests when they ate		
Week 3–4: Describe each format as a process; set time limits as OPRPs		
Month 2: Insulated carriers, chilled bowls, shades, timestamp stickers		
Month 2: Train service staff; name owners of each format		
Weekly and monthly: Review of times and exceptions		

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
"Food safety ends at the pass."	No. Intended use, handling, distribution and the point where products leave must all be described and analysed.	
"ISO 22000 prescribes buffet time limits."	No. Limits are set by the organisation as action criteria or critical limits, and validated.	
"What the guest does with the food is not the hotel's responsibility."	Partly. The hotel must consider reasonably expected handling and mishandling in designing its controls.	
"Hot holding must be recorded every hour."	No. Monitoring frequency must be proportionate to the likelihood and severity of failure.	
"Service staff need no food safety training."	No. Competence is required for persons whose work affects food safety.	

What is commonly believed	What actually holds	Our position
“Moving food inside the hotel is not transport.”	No. Dispatch, transportation and handling are PRP considerations wherever the food moves.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Ending the hazard analysis at the pass		
Designing formats for appearance only		
Ignoring the guest’s behaviour		
Speeding up delivery instead of redesigning		
Leaving the last metre without an owner		
Not training service staff		

Operative synthesis

- **The second question in the table is deliberately ordinary. Every hotel receives room-service calls from guests who are not ready when the tray arrives: in the shower, on the telephone, asleep again. What the attendant does next (leaves the tray, waits, takes it back) is a food safety decision made several times a day, usually without guidance. A single sentence in the procedure, known to every attendant, settles it.**
- **Does the hazard analysis describe each service format from pass to guest? (Team leader): Flow diagrams extending to the guest**
- **Does each format have time limits for high-risk foods? (Service managers): Time limits as OPRPs**
- **Is the time from pass to guest measured? (Service managers): Timestamps and review records**
- **Are new formats analysed before they are sold? (F&B director): Change forms for new formats**
- **Do service staff know which foods can wait? (Team leader): Training records; station questions**
- **How long does a room-service tray take from the pass to the guest?: A measured median and maximum**
- **What happens to the eggs if the guest is in the shower?: A defined correction**
- **Which of our formats was designed to be photographed before it is eaten?: A list, each analysed**

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 2.7. 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.