WORKSHEET 3.1

The Auditor Who Does Not Cook

Subchapter 3.1 · case in the book: Lyon

Who audits your kitchen: someone who understands it, or someone who is free to say what they find? If the honest answer is only one of the two, what does your internal audit actually prove?

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
Competence criteria in writing: For each audit area, Claire Moreau wrote what an auditor or technical expert had to be able to recognise.		
Training aimed at the gaps: Nadia Benali's three days of training covered exactly what she had missed: hazard analysis, hot holding and cooling, probe checks, and allergen controls.		
The technical expert: Julien Paccard was appointed for the kitchen audits for one year.		
The chef's role: Mathieu Delorme would open and close the audit and answer questions about his decisions, but he would not accompany the auditor during interviews with his brigade.		
The reporting line: The audit report would go to the food safety team and to the general manager at the same time, as clause 9.2.2 d) requires, not first to the chef for comment.		

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 standard forbids the chef from auditing the kitchen."	Not as stated. It names no job title. It requires an objective and impartial process, which a person auditing his own work cannot provide.	
"Internal auditors must hold a lead auditor certificate."	No. The organisation determines the competence its auditors need and ensures they have it.	
"Independence means hiring an outside consultant."	No. An auditor from another function can be independent of the activity audited.	

What is commonly believed	What actually holds	Our position
“A technical expert can raise findings.”	Not as stated. The expert can point out facts and give a specialist opinion; the auditors decide what becomes a finding. The expert does not act as an auditor.	
“The 2026 edition of ISO 19011 changed the principles of auditing.”	No. Its main changes concern remote auditing methods and virtual locations.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Letting the head of a department audit it		
Sending an auditor who cannot read the process		
The system’s author audits the system		
Letting the technical expert write findings		
The chef sits in on his brigade’s interviews		
Choosing auditors by certificate		

Operative synthesis

- **Are there written competence criteria for each audit area? (Programme manager): Criteria per area**
- **Does any auditor audit his or her own work or own line? (Programme manager): Audit assignments and reporting lines**
- **Where auditors lack process knowledge, is a technical expert assigned? (Programme manager): Audit plan and role description**
- **Are staff interviewed without their own manager present? (Lead auditor): Audit plan; interview notes**
- **Does the report reach the food safety team and management directly? (General manager): Distribution record**
- **Who audited the kitchens last time, and what could they recognise?: A named auditor and the competence criteria they met**
- **Did anyone audit their own work?: No, with the assignments to show it**
- **What did the last audit find that the kitchen did not already know?: A named finding, and what was changed**

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 6b «The Lens», subchapter 3.1. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 22000, ISO 19011, ISO 22003-1 or ISO/IEC 17021-1. It is not legal advice: food law is that of the place where the property operates.