WORKSHEET 3.4

Does the Brigade Act or Endure the Standard?

Subchapter 3.4 · case in the book: Seville

If your auditor asked a cook not what the rule is, but why it exists and what to do when it cannot be followed, how many of your kitchen staff would answer, and how many would point to the sign on the wall?

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
The reason on the sign: Every critical rule posted in the kitchens gained a second line stating, in plain words, what it protects against and what to do if it cannot be followed.		
A new test: The written test kept its recall questions and added three scenario questions, each describing a situation where the rule could not be followed.		
The allergy check: Any allergy declared to service staff would be passed to the kitchen with a standard question about the specific dish, and the person who took the information would confirm the answer with the guest.		
Agency staff: Every agency worker serving at a wedding received a ten-minute briefing on allergies and on the rules for the buffet before service, and at least one agency worker was included in each interview sample.		

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
"Training records prove awareness."	No. Awareness is required of people; records of training are evidence of an action, not of its result.	
"A passed test shows the training was effective."	Not as stated. The organisation must evaluate the effectiveness of the action against the competence needed.	
"Agency staff are the agency's responsibility."	No. Competence and awareness apply to all people doing work under the organisation's control.	
"Staff need to know the rules, not the reasons."	No. Awareness includes the implications of not conforming.	

What is commonly believed	What actually holds	Our position
“An interview answer is audit evidence.”	Not as stated. Information collected should be verified before it is used as evidence.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Auditing training records instead of people		
Asking only for the rule		
Interviewing with the supervisor present		
Leaving agency staff out of the sample		
Writing findings about individuals		
Interviewing in a language the person does not command		

Operative synthesis

- **Do audits include interviews at the station on all three levels? (Programme manager): Audit notes**
- **Are interview answers compared with observation and records? (Lead auditor): Audit report**
- **Are agency and temporary staff included in samples? (Lead auditor): Interview list**
- **Does training test reasons and responses, not only rules? (Food safety team leader): Test content and results**
- **Is the effectiveness of training evaluated in practice? (Food safety team leader): Audit and observation results**
- **What did staff do the last time a rule could not be followed?: A real example, and how it was handled**
- **How do we know training works, apart from test scores?: Interview and observation findings**
- **Who briefs agency staff before a wedding service?: A named person and a briefing record**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 6b «The Lens», subchapter 3.4. 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.