WORKSHEET 4.15

Excellence as a Permanent State

Subchapter 4.15 · case in the book: Auckland

When a buyer, a guest or an owner reads your food safety certificate, what are they entitled to believe, and what would you show them if they asked for more?

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 buyer's pages: Four pages, updated after every external audit, answering the questions in Table 4, sent to any buyer or client who asks.		
The register link: Every reference to the certificate, in contracts and on the website, links to the certification body's public register.		
Buyers' questions in the review: Every question asked by a buyer or client that the hotel could not answer well is recorded and brought to the management review.		
Honesty as policy: Incidents and significant findings are disclosed to contract clients who ask, with the response, rather than hidden until discovered.		

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
"A certificate guarantees safe food."	No. It attests to a conforming system within a scope.	
"A buyer can rely on the certificate alone."	Not as stated. It is an independent statement about a system; buyers may ask for more.	
"Hotels must share their audit reports."	No. No general obligation; a contract, a scheme or an authority may require access, and beyond that sharing is the hotel's choice.	
"A valid certificate means no open findings."	Not as stated. Findings may be open within the time allowed for response.	
"Excellence is shown by the certificate."	Not as stated. The standard requires continual improvement; the certificate records conformity.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Presenting the certificate as a guarantee		
Handing over the certificate and nothing else		
Hiding findings and incidents		
Showing only improving trends		
Ignoring buyers' questions afterwards		
Treating the certificate as the goal		

Operative synthesis

- **Can we say, in one sentence, what our certificate attests to? (Food safety team leader): The sentence**
- **Do we have pages for buyers beyond the certificate? (Food safety team leader): Buyer's pages**
- **Do they include a weakness and its plan? (General manager): Buyer's pages**
- **Do references to the certificate link to the register? (Marketing manager): Website; contracts**
- **Do buyers' questions reach the management review? (General manager): Review minutes**
- **What would we show a buyer beyond our certificate?: Four pages, current**
- **Which of our weaknesses do we disclose?: The ones a buyer would want to know**
- **What did the last buyer ask that we could not answer?: A named question, now answered**

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 4.15. 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.