WORKSHEET 4.5

Stage 1: Readiness Before Anyone Enters the Kitchen

Subchapter 4.5 · case in the book: Nairobi

Is your hotel ready to be judged, or ready to be told what to do before it is judged? Stage 1 is designed for the first, and many hotels arrive expecting the second.

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
A readiness rule: Stage 1 would not be requested until the six conditions in Table 4 were met, confirmed by the food safety team and the general manager in writing.		
A realistic plan: Future certification and recertification plans would start from readiness and work forwards, with at least two months between Stage 1 and any commercial deadline.		
Site conditions: The borehole, city water rationing and power cuts were added to the context, the hazard analysis and the emergency plan, with the generator changeover tested monthly against cold-room temperatures.		
Honest communication with clients: Clients requiring certification would be told the planned dates and the current status, and told promptly of any change.		

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
"Stage 1 is a pre-audit to prepare for certification."	No. It is part of the certification audit and assesses readiness for Stage 2.	
"The auditor will tell us how to fix what is missing."	No. Certification bodies may not provide consultancy to clients they certify.	
"Stage 2 always follows Stage 1 on the agreed date."	No. Stage 2 is planned on Stage 1's results and can be postponed.	
"Stage 1 can be done by reviewing documents remotely."	Not as stated. For food safety it is carried out at the premises; off-site or remote only in exceptional, justified cases.	
"Areas of concern at Stage 1 are only advice."	Not as stated. They may be classified as nonconformities at Stage 2 if not resolved.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating Stage 1 as a pre-audit		
Requesting Stage 1 when documents are written		
Expecting the auditor to advise		
Planning backwards from a deadline		
Leaving site conditions out		
Hiding a postponement from clients		

Operative synthesis

- **Is every outlet in the hazard analysis? (Food safety team leader): Hazard analysis**
- **Are control measures, including water treatment, validated? (Food safety team leader): Validation records**
- **Have internal audits covered every area? (Programme manager): Audit records**
- **Has management review been held, with decisions? (General manager): Minutes**
- **Is there a margin between Stage 1 and any deadline? (Quality manager): Certification plan**
- **Are we ready to be judged, or hoping to be told?: The six conditions met, in writing**
- **What happens if Stage 1 says not yet?: A plan with margin, and a client told**
- **Who is helping us prepare, and are they linked to the body?: Someone independent, or nobody**

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 4.5. 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.