WORKSHEET 4.8

Did the Numbers Move?

Subchapter 4.8 · case in the book: Chicago

Your food safety objectives were met last year. Were they met the year before, and the year before that, at the same level, and if so, what has the system learned in three years?

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 named analyst and a schedule: The food safety team leader, with support from the finance office, would prepare the trend page each quarter, with three-year series by outlet and type.		
The management review: The trend page would be the first performance input to the management review, with each row ending in a decision or a reason for none.		
Objectives that can move: Objectives would be set from the trend page and the hotel's risks, with plans to achieve them under clause 6.2.2, and reviewed each year.		
The audit programme: The trend page would be used to plan the internal audit programme, as clause 9.1.2 requires, sending auditors to the outlets and processes where trends were worsening.		

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
"Objectives met means the system performs well."	Not as stated. Performance must be analysed, including trends; an objective can be met while risk rises.	
"Data analysis requires statistical methods."	No. The standard notes that methods can include statistical techniques; it does not require them.	
"Each record reviewed when it arises is enough."	No. Data must be analysed for trends and reported to top management.	
"Objectives, once set, remain until changed by the auditor."	No. They must be maintained and updated as appropriate.	
"The certification auditor analyses our data."	No. The organisation analyses; the auditor examines the analysis.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Objectives set at current performance		
Reporting results, not trends		
Data kept in separate files		
Records reviewed only one by one		
Same lab samples every year		
Management review fed ticks		

Operative synthesis

- **Is someone named to analyse data, at set intervals? (General manager): Assignment; schedule**
- **Does the analysis show trends by outlet and type? (Food safety team leader): Trend page**
- **Does each trend end in a decision? (Food safety team leader): Trend page; minutes**
- **Are objectives set from risks and trends, with plans? (General manager): Objectives and plans**
- **Does the analysis feed the audit programme? (Programme manager): Programme changes**
- **Which food safety indicator got worse over three years?: A named indicator and what we did**
- **Could our objectives have been missed last year?: Yes; they are set to move**
- **Who looks at all our food safety data together?: A named person, each quarter**

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 4.8. 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.