

Working Material 2.7

Operational Control in Housekeeping and Laundry

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This sheet puts the working parts of subchapter 2.7 into editable form: the Verification Pact, the review questions, the common mistakes as a self-check and the Operative Synthesis as an action plan. The empty columns are for your property. The reasoning behind each row is in the book.

GUIDING QUESTION

Outsourcing a process can genuinely reduce an organisation's own environmental footprint. It does nothing on its own to extend the organisation's specific environmental requirements to whoever is now doing the work.

Verification Pact: Market Claims Against the Standard

The first three columns are copied from the book. In the last one, note whether this claim circulates in your property — in a proposal, a brochure, a supplier's pitch or your own documents — and what you now hold instead.

What is claimed	Binding?	What actually holds	In our property
Outsourcing a process automatically improves an organisation's environmental performance	No	Outsourcing can improve the organisation's own directly measured footprint while leaving an equivalent or greater impact unaddressed at the contractor, as the Nassau case demonstrates directly	
Selecting a reputable, established contractor is sufficient to satisfy clause 8.1's requirement regarding external providers	No	The clause requires communicating relevant environmental requirements specifically, not merely selecting a generally competent provider	
A contractor's own compliance with its own facility's discharge permit satisfies the client organisation's environmental obligations	Not necessarily	A contractor can be fully compliant with its own permit while the client organisation's own specific, additional voluntary commitment — as with Nassau's reef-safe certification — remains entirely unaddressed	
Environmental requirements only need to be communicated to contractors performing work on the organisation's own physical premises	No	The clause applies to external providers generally, including those performing outsourced work at their own facility, wherever the organisation's environmental requirements are genuinely relevant to that work	
Procurement decisions driven by cost, capacity, and quality criteria inherently include environmental considerations by default	No	Environmental requirements must be determined and communicated deliberately; they do not enter a procurement process automatically alongside other business criteria	

What is claimed	Binding?	What actually holds	In our property
Once an outsourcing relationship is established and functioning reliably, no further verification of environmental alignment is needed	No	Ongoing verification, not only initial selection, is necessary to confirm a contractor's practice continues to align with requirements the organisation has determined relevant	

A Checklist for the Next Outsourcing Decision

Answer each question with Yes, Partly, No or N.A., and name the evidence: a record, a date, a person, a place someone can go and look. An answer without evidence is an opinion.

Question	Why it matters	Answer	Evidence
Is this process connected to any significant environmental aspect in our own register?	The starting question that would have caught Nassau's gap before the contract was ever signed		
Have we determined and communicated our specific environmental requirements to the contractor, in writing, as part of the agreement?	General reputation and quality benchmarking do not substitute for this specific requirement		
Does our procurement process include an environmental sign-off step, or does environmental consideration depend on someone happening to raise it?	Nassau's gap existed precisely because no one's role included raising it		
If this contractor's practice or ownership changed tomorrow, would we know?	Verification at initial selection alone does not protect against drift over the life of the relationship		
When we review our significant aspects register, do we check it against every outsourced relationship, or only against our own direct operations?	An aspect does not stop being significant because its physical performance moved outside the property's walls		

Common Mistakes — Self-Check

Tick every mistake you recognise in your own property today, and write next to it where you saw it. A ticked box is not a nonconformity; it is a place to look before an auditor or an incident does.

☐	Mistake (from the book)	Where we see it
☐	Treating a reduction in the organisation's own directly measured footprint as evidence an outsourcing decision was environmentally sound in every respect.	
☐	Evaluating contractor selection against cost, capacity, and quality without including the organisation's own specific environmental requirements as a criterion.	
☐	Assuming a contractor's own permit compliance satisfies the client organisation's separate, additional voluntary commitments.	
☐	Finalising a service contract without any environmental requirement specified in its terms.	
☐	Failing to review existing outsourced relationships when a new significant aspect or compliance obligation is identified.	

☐	Mistake (from the book)	Where we see it
☐	Verifying a contractor's environmental alignment only at initial selection, never on an ongoing basis.	
☐	Responding to a discovered gap by switching contractors without addressing the underlying process failure that allowed the gap to exist.	
☐	Leaving environmental requirement inclusion dependent on individual procurement staff awareness rather than a structural contract requirement.	
☐	Assuming an established, reputable contractor's general practice aligns with an organisation's specific requirements without verification.	
☐	Treating outsourcing decisions as outside the environmental management function's scope of review entirely.	

Operative Synthesis — Action Plan

The three horizons and their actions are copied from the book. Owner and due date are yours to fill: an action without both is a wish.

Horizon	Action from the book	Owner	Due date
Act on immediately	List every outsourced process connected to a significant environmental aspect in the property's own register, and confirm directly whether the organisation's specific requirements for that aspect are written into the contractor agreement or exist only informally, if at all.		
Plan for	Require explicit environmental sign-off before any outsourcing decision connected to a significant aspect is finalised; and build a standard contract term structure that includes relevant environmental requirements by default, rather than depending on individual awareness each time a contract is negotiated.		
Monitor going forward	Establish periodic verification for high-significance outsourced relationships, confirming continued alignment rather than relying solely on terms agreed at the relationship's outset — and review every existing outsourced relationship whenever a new significant aspect or compliance obligation is identified.		

WHAT THIS SHEET IS NOT

ISO 14001 does not prescribe this form. No clause asks for this worksheet, its columns or a register of market claims; the standard sets requirements and leaves the means to the organisation. This sheet is a working aid drawn from the book: use it, change it or set it aside. Where it touches a requirement, the text of ISO 14001:2026 is the authority, not this page — and nothing on it replaces your own reading of that text.

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