

WORKING MATERIAL 4.13 · CHAPTER 4 — THE CERTIFIER'S LENS

Integrated Audits: The Work Was Already Integrated

Source: Francesco Dore, *The Helm and the Lens*, Volume 1b — ISO 14001:2026, subchapter 4.13

GUIDING QUESTION

A room attendant opens a chemical, wipes a surface and empties it into a drain. Which of your three management systems is she operating?

1 · Verification Pact

Copied from the book. The third column is for your property: what holds here, and how you know.

What is claimed	What actually holds	In our property
"We can request an integrated audit to save days."	An integrated audit is available to an organisation with an integrated management system. The level of integration is assessed and confirmed by the certification body, and the duration is adjusted to what it finds.	
"Integration means one manual."	The guidance states there is no requirement for the standard's clause structure or terminology to be applied to the system or its documentation. Integration concerns documentation, management system elements and responsibilities — not a single document.	
"An integrated audit costs about a third of three separate ones."	The starting point is the longest single-standard time plus half of each additional standard, and the reduction for integration is capped at twenty per cent of that figure. Most of the economy is in the formula, not in the discount.	
"One auditor can cover all three."	The audit team as a whole must satisfy the competence requirements for each technical area and each standard. Integration distributes the competence requirement; it does not remove it.	
"ISO 14001 requires integration."	It does not. It states that it contains no requirements specific to other management systems but enables a common approach to integrate with them, and it asks management review to consider opportunities to improve integration.	
"One shared management review covers all three disciplines."	Only if the inputs for all three exist and can be read separately. A mature discipline's data will otherwise carry a young one through the shared element unexamined.	

What is claimed	What actually holds	In our property
"Integrating the systems merges their scopes."	It does not. The audit plan must cover all areas and activities applicable to each standard, and in a hotel the three scopes are genuinely different — guest operation, everybody in the building, and everything the property controls or influences.	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property. The consequence is the book's.

- ☐ **Asking for an integrated audit without having integrated** — The level of integration is assessed, and the duration follows the assessment.
- ☐ **Starting with the manual** — It is the document the guidance says is not required, and it produces the appearance of integration without the reconciliation.
- ☐ **Merging the inputs as well as the process** — A single management review with unseparable inputs lets the strongest discipline carry the weakest.
- ☐ **Assuming the three scopes are the same** — In a hotel they are not, and the audit plan has to cover each standard's areas and activities.
- ☐ **Leaving purchasing outside the integration** — Reformulations and substitutions are discovered through an auditor.
- ☐ **Choosing a side when two registers contradict each other** — The contradiction is settled by preference, instead of by one person holding both constraints and changing the method.
- ☐ **Integrating a system you believe in with one you maintain grudgingly** — The shared elements will take the character of the stronger habit, and that is not always the one you want.

3 · What an auditor would ask to see

Questions drawn from the subchapter's reading of the standard and its practical application. They are questions to test your own evidence, not additional requirements.

Question	Where the evidence lives	Seen?
Have the registers of the different systems been set side by side on the same substances, outflows and seasonal extremes?	Aspects register; hazard register; quality records	
Where two systems instruct opposite actions, who owns the decision?	Responsibilities; decision records	
Does purchasing route product changes and reformulations through all the systems?	Purchasing procedure; supplier change records	
In shared reviews and audit programmes, can each system's inputs and coverage be read separately?	Review minutes; audit programme	
Did the last management review consider opportunities to improve integration with other business processes?	Management review minutes	
How will the certification body assess the level of integration, and does the audit plan cover each standard's areas and activities?	Correspondence; audit plan	

4 · From the Operative Synthesis to action

Concrete actions taken from the subchapter's Operative Synthesis. Fill in the owner and the date in your property.

Action	Owner	Due date
1. Reconcile the systems' assessments of the same physical acts, starting with the substances, the outflows and the seasonal extreme.		
2. Bring each contradiction found into daylight and give it one owner.		
3. Keep the inputs separable in every shared element: one review, one set of inputs per system, each readable alone.		
4. Check that a young discipline is not being carried through shared elements unexamined.		

What this sheet is not: ISO 14001 does not prescribe this form. It is a working aid drawn from the book; the standard and, in Chapter 4, the certification body's own rules and contract govern the real case.