Awareness on a Floor Where Nobody Sees a Bill

GUIDING QUESTION *Stop somebody who cleans rooms and ask three questions. What difference does it make when you do this the way we ask? What does the property gain if everybody does? And what happens if nobody does? Most hotels can answer the first question from the poster in the corridor and cannot answer the second or the third, and awareness, as the standard defines it, is all three.*

Property: _____ Completed by: _____ Date: _____

How to use this sheet: work through the five parts with the people who own the process. The text in the left-hand columns comes from the book; the empty columns are for what is true in your property.

1. Verification Pact: what is commonly believed, what actually holds, and your property

What is commonly believed	What actually holds	In our property
«We ran an awareness campaign.»	A campaign is an event. Awareness is a state of people, and it is verified by asking them.	
«Everybody knows the policy.»	That is one of four required elements, and the one least likely to change anything.	
«They have been told what to do.»	The requirement is that they know its impact, its benefit and what follows from not doing it. Instruction is not awareness.	
«Impact is hard to explain to staff.»	Impact is a quantity. Three hours, eighty villas, a season. An adjective is not an impact.	
«Implications of non-conformity means discipline.»	It means consequences: an objective missed, a result that does not exist, an improvement that cannot be funded next year.	
«They are competent, so they will do it properly.»	Competence is being able to. Awareness is knowing what it is for. A fully competent person can perform a procedure badly.	

2. What the standard requires, and what demonstrates it

From Table 2.10.a. The third column of the book (what is method, not requirement) is left out here: write what your property actually holds as evidence.

What is required	What demonstrates it in a hotel	In our property
Awareness of the policy	Somebody can say what it commits the property to	
Awareness of their own contribution	A person can say what their action adds	
Awareness of the benefits of improved performance	Somebody can say what the property gains	
Awareness of the impact of their activities	A quantity has been spoken aloud to the person who acts	
Awareness of the implications of non-conformity	Somebody can say what stops working if nobody does it	
Applies to contracted, part-time and temporary staff	The concession staff and the seasonal intake included	
No documented information required	Notes from having asked five people	

3. The instrument: Table 2.10.b, The four things, and how to tell whether they exist

The instrument of this subchapter. Ask five people; do not produce anything.

Required awareness	What it sounds like when present	What is missing if absent
The policy	We are committed to reducing what we use	Usually nothing; this one is almost always present
Their own contribution	When I do this, it adds up to something	The link between one action and any result
The benefits of improvement	It pays for the things we ask for	Any reason to bother
The impact of their behaviour	Three hours, eighty villas, a season	A quantity, replaced by an adjective
Implications of not conforming	The objective fails and the next request is refused	Any sense that it matters at all
The asymmetry, if one exists	Doing it right is never the wrong answer	A rule that protects the careful person

The rows above are the book's; the empty rows are for lines your property needs to add.

4. Common mistakes: self-check

Common mistake	Present here? (Yes / Partly / No)	Where we see it
Treating awareness as a campaign rather than as a state of people.		
Satisfying the policy element and leaving the other three untouched.		
Describing impact with an adjective instead of a quantity.		
Never explaining what happens if nobody does it.		
Running a recognition scheme that can be won by the coolest villas.		
Blaming a behaviour without looking for the asymmetry that produces it.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Stop producing materials. Ask five or six people three questions, in one afternoon, and write down what they say.			
Give somebody a magnitude they can hold, not a percentage.			
Look for the asymmetry before blaming the behaviour; it is almost always there.			
Remove the personal exposure: make following the procedure never the wrong answer.			
Say what the property gains, in terms the person recognises: what it funds, what it protects.			
Tell people what stops working if nobody does it (the fourth element, always empty).			
Check that no recognition scheme can be won by geography.			

Step from the book / gap found	Action in our property	Owner	Deadline
Include contracted, part-time and seasonal staff; in a resort they are most of the workforce whose behaviour matters.			

In brief

The requirement has four parts and properties satisfy one. People must be aware of the policy, of their own contribution and the benefits of improved performance, of the impact of their behaviour, and of the implications of not conforming. The first is a poster. The other three are what makes a behaviour hold, and in most hotels none of them has ever been supplied.

Source: The Helm and the Lens, Volume 4a: The Helm, subchapter 2.10. This sheet does not reproduce the text of the standard; work with your own copy of ISO 50001:2018 from an authorised source.