Communication, Inside and Out

GUIDING QUESTION *Ask yourself where, in your property, a kitchen porter who notices that something has been running all night would put that information. Not who he would mention it to, but where he would put it, so that it exists after the conversation ends. If there is no such place, then every observation made by everybody who works in your building over the last five years has evaporated at the end of a shift.*

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
«Our communication on this is good.»	Outward, probably. The requirement covers internal communication and a channel running the other way.	
«People can always come and tell us.»	The standard requires a process, established and implemented. Approachability is not a process and leaves no trace.	
«Nobody has reported anything, so there is nothing.»	A missing inward channel produces silence, and silence looks identical to having no problems.	
«He should have pursued it.»	He told somebody once and had nowhere to put it down. A corridor conversation works for urgent things and fails for expensive ones.	
«Marketing handles the communication.»	Who communicates is one of five required elements. Left unassigned it defaults to whoever has a reason to speak, which is outward.	
«The statement is accurate.»	It must be consistent with what the system generates and reliable. A sentence that outruns the data fails the requirement.	

2. What the standard requires, and what demonstrates it

From Table 2.11.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
Internal and external communications determined	A half-page saying what goes where, and to whom	
What, when, with whom, how, and who communicates	A named person for the internal direction	
Information consistent with what the system generates	Every public claim traceable to a figure the property holds	
Information reliable	A sentence that survives being checked by somebody uninvolved	
A process for comments and suggestions from any person	A box, a mailbox and five minutes on an agenda	
Any person includes contracted and temporary staff	The concession staff and the seasonal intake able to use it	

What is required	What demonstrates it in a hotel	In our property
Consider retaining information on suggestions	A list of what came in and what was answered	

3. The instrument: Table 2.11.b, The three directions

The instrument of this subchapter. The third row is the one the standard requires and almost nobody has.

Direction	What the requirement covers	Typical state in a hotel
Outward: clients, owners, public	What, when, to whom, how, by whom; consistent and reliable	Well done, occasionally outrunning the data
Inward: to the people in the building	The same five elements, decided deliberately	Almost always empty; nobody owns it
Upward: from any person, to the system	A process, established and implemented	Does not exist
Who communicates, outward	A named function	Marketing, by default
Who communicates, inward	A named function	Nobody
Who answers what comes up	A named person, within a stated time	Nobody, because nothing comes up

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
Communicating outward well and inward not at all.		
Treating approachability as a substitute for a process that leaves a trace.		
Reading silence as evidence that there is nothing to report.		
Leaving the fifth element (who communicates) unassigned.		
Opening a channel and not answering it, which is worse than not opening one.		
Publishing a claim the system cannot support, in good faith.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Create the inward channel: a mailbox, a box on a wall, five minutes on an existing agenda. Ask for observations, not for suggestions.			
Answer everything, with a name attached and within a stated time, even when the answer is no.			
Assign the fifth element: who communicates internally about energy, by name and in writing.			
Tell the building a figure and a sentence, on a cadence, including what came in and what was done about it.			
Include contracted, seasonal and concession staff; they see parts of the building nobody else does.			
Check every public claim against a figure the property actually holds, once a year, with the data beside you.			

Step from the book / gap found	Action in our property	Owner	Deadline
Route energy claims through the person with the data before publication.			
Seed the channel in the first weeks: ask four people what they have never reported.			
Keep the list of submissions and answers; it is your best paper for an owner.			

In brief

The requirement has three directions and hotels run one. Outward it is usually well done, because marketing has a professional reason to speak. Inward it is usually empty, because the fifth required element (who communicates) has never been assigned to anybody. And upward, from any person to the system, the standard requires a process to be established and implemented, and in most properties none exists at all.

Source: The Helm and the Lens, Volume 4a: The Helm, subchapter 2.11. This sheet does not reproduce the text of the standard; work with your own copy of ISO 50001:2018 from an authorised source.