Planning an Audit Around the Hotel's Week

GUIDING QUESTION *Take your internal audit programme for the last three years and mark on a calendar the days and hours on which an auditor was actually in the hotel. Then mark the ten days of the year when your house is fullest, busiest or most improvised. If the two sets of marks never touch, your programme has audited a hotel that exists only on quiet weekday mornings.*

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
«A complete programme covers every clause and department.»	It must also cover the moments when the important processes are at their most exposed.	
«Audits should be planned for quiet periods so as not to disturb operations.»	Quiet periods show the hotel at its best. Some audit time belongs at its worst.	
«Peak procedures are audited when their document is reviewed.»	A procedure used only under pressure can only be audited under pressure.	
«Temporary staff are covered by the audit of the staff.»	Only if they are in the sample, which requires auditing when they are there.	
«The audit programme is independent of the risk assessment.»	The programme should put audit time where the risk assessment says exposure is highest.	

2. What the standard requires, and what demonstrates it

From Table 3.2.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
An audit programme with frequency, methods and responsibilities	A three-year programme on one page, with dates and hours, not only months	
Importance of processes considered	Audit time at peaks, nights, weekends and events, where the risk assessment places exposure	
Results of previous audits considered	Previous findings, incidents and near misses listed beside the programme	
Criteria and scope for each audit	Each audit plan names the moment it will observe and why	
Objectivity and impartiality	An auditor who does not run the desk or the process audited	
Evidence of the programme's implementation	The calendar showing when the auditor was actually present	

3. The instrument: Table 3.2.b, The hotel's calendar of exposure

The instrument of this subchapter. One page, drawn from the risk assessment and the hotel's year, laid beside the audit programme.

Moment	What changes	What to observe	How to audit it
Peak week of the year	Full house, agency staff, paper registration, overflow luggage storage	Where completed cards go and when they are destroyed; what agency staff can reach	Short unannounced visits at the check-in peak and at night

Moment	What changes	What to observe	How to audit it
Season opening	Mass hiring, new accounts, first training	Accounts created, rights granted, confidentiality signed before the first shift	Sample of new starters in the first week
Night audit	One person, supplier maintenance windows, reports printed	Remote sessions, printed lists, access to the desk	One visit at three in the morning in the cycle
Wedding and event weekends	Delegate and guest lists shared with suppliers	How lists are sent, held and deleted	Follow one list during the event
System migration	Old and new systems running together, data exported	Exports, temporary access, deletion of the old data	Audit before, during and after the switch
Season closing	Leavers, returned devices, archived paper	Accounts closed, devices wiped, archives secured	Sample of leavers within two weeks of closing
Ordinary weekday	Everything as documented	The management system itself: risk, statement, reviews	The planned, announced part of the audit

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
Scheduling every internal audit in the quiet season, on weekdays, in office hours.		
Auditing peak procedures by reading their document rather than watching them used.		
Leaving agency and seasonal staff out of the sample.		
Never auditing a night, a weekend or an event.		
Ignoring incidents and near misses when planning the programme.		
Planning the programme without reference to the risk assessment.		
Reporting the programme as complete because every clause was covered.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Draw the hotel's year: peaks, events, openings, closings, migrations and periods of temporary staff.			
Draw the hotel's week and day: check-in peaks, night audit, weekends, supplier windows, shift changes.			
Lay the risk assessment over both and place audit time where exposure is highest.			
List every procedure used only in exceptional conditions and audit each while it is in use.			
Include agency and seasonal staff in the sample when the audit covers a peak.			

Step from the book / gap found	Action in our property	Owner	Deadline
Use short unannounced observations at the worst moments, and long conversations at quiet ones.			
Use previous incidents and near misses, not only previous audit findings, when planning.			
Report each year which moments of exposure the programme has seen and which it has not.			

In brief

An audit programme in a hotel is planned around the hotel's calendar of exposure. It draws the year and the week, lays the risk assessment over them, places audit time where information is most exposed and procedures most improvised, audits peak procedures while they are in use, puts temporary staff in the sample, uses short unannounced observations at the worst moments and reports which moments it has seen.

Source: The Helm and the Lens, Volume 5b: The Lens, subchapter 3.2. This sheet does not reproduce the text of the standard; work with your own copy of ISO/IEC 27001:2022 from an authorised source.