Interviewing for Awareness

GUIDING QUESTION *Ask a room attendant, in her own language and at her trolley, what she would do if a man in a high-visibility vest asked her to open the equipment cupboard on her floor. Then read what your last internal audit recorded about awareness in housekeeping. If the audit never asked anybody in housekeeping anything, the record describes the people who were easy to interview.*

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
«If staff know the policy exists, they are aware.»	Awareness is what people would do in the situations the policy is meant to govern.	
«A completed course shows awareness.»	It shows attendance. The standard asks that the effectiveness of training be evaluated.	
«Interviews should be held in a quiet office.»	A quiet office produces careful answers. The workplace produces real ones.	
«Having a manager present helps staff feel at ease.»	It turns an interview into a declaration of loyalty.	
«The auditor should interview the staff who speak the audit's language.»	The audit should reach the staff who hold keys and information, in their language.	

2. What the standard requires, and what demonstrates it

From Table 3.6.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 policy, contribution and consequences	Staff describe what they would do in the hotel's own scenarios	
Awareness, education and training relevant to the job	Scenarios differ by department and include the latest near misses	
Effectiveness of training evaluated	Interview answers compared with what the training taught	
Knowing how to report events	Staff name the route and say they have used it	
Effective implementation audited	Interviews at the workplace, in the working language, without managers	
Objectivity and impartiality	An auditor who does not manage the people interviewed	

3. The instrument: Table 3.6.b, Scenario questions by department

The instrument of this subchapter. Two or three scenarios per department, drawn from the hotel's risks and near misses, asked at the workplace in the working language.

Department	Scenario put to the person	An answer that shows awareness	An answer that shows a gap
Housekeeping	A technician in a company vest asks you to open the equipment cupboard on your floor	I ask engineering to come and check him first	If he has the vest and the tools, I open it
Front desk	A caller says he is a guest's husband and asks for the room number	I offer to pass a message; I never give the number	If he knows her name, I put him through to the room number

Department	Scenario put to the person	An answer that shows awareness	An answer that shows a gap
Engineering	A supplier asks for the back-office Wi-Fi password to finish a job	He uses the supplier network; I call IT	I give it to him and change it later
Night shift	The screen starts doing things by itself at three in the morning	I stop, photograph it and call the number on the incident page	I restart the computer
Finance	An email from the general manager asks for an urgent transfer	I call him on his known number before doing anything	It's from his address, so I pay it
Spa	A guest asks whether her friend has already arrived for her treatment	I say I cannot tell her, and offer to pass a message	I check the book and tell her
All	You think you may have made a mistake with guest information	I tell my supervisor and the security contact straight away	I fix it quietly and say nothing

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
Interviewing staff in an office rather than at their work.		
Interviewing in the auditor's language rather than the staff's.		
Allowing managers to sit in on interviews.		
Asking whether people know the policy instead of what they would do.		
Letting a manager choose who is interviewed.		
Recording one word per interview instead of what was said.		
Leaving the training unchanged after the interviews.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Draw the interview sample from every department and shift that holds keys, access or information, including agency staff.			
Choose the interviewees yourself.			
Interview at the workplace, during work, for five to ten minutes.			
Use the working language, with an interpreter from outside the department if needed.			
Keep managers out of the room, and interview them separately.			
Ask scenario questions drawn from the hotel's risks, near misses and never list, and ask what happens if the other person insists.			

Step from the book / gap found	Action in our property	Owner	Deadline
Record answers in the person’s words, without names or details that would identify the speaker.			
Send findings about training and rules to their owners, with the scenarios and answers attached.			

In brief

Awareness is what people do when somebody plausible asks for something they should not give, and the only way to find out is to ask them where they work, in their language, without their managers, about situations drawn from the hotel’s own risks. The internal auditor chooses a sample from every department and shift that holds keys or information, asks scenario questions and what happens if the other person insists, records the answers in people’s own words, and turns what is heard into changes in training and rules.

Source: The Helm and the Lens, Volume 5b: The Lens, subchapter 3.6. This sheet does not reproduce the text of the standard; work with your own copy of ISO/IEC 27001:2022 from an authorised source.