Stage 2: Does It Work at the Counter?

GUIDING QUESTION *Look at the plan for your next certification audit and mark every hour the auditor will spend outside the meeting room. Then mark the hours at which your hotel is most exposed: the arrival peak, the night audit, the moment a supplier connects. If the two sets of marks do not overlap, the audit will confirm your documents and learn nothing about your hotel.*

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 well-prepared meeting room shows a well-prepared hotel.»	It shows the documents are ready. Stage 2 is about whether the work matches them.	
«The audit should happen when staff have time.»	It should happen when the hotel is most exposed. That is when controls are tested.	
«Filling gaps in records before the audit shows diligence.»	A record created for the audit is evidence the control was missing, and damages trust in all records.	
«Heads of department can speak for their teams.»	They describe the system as designed. The teams show it as performed.	
«Remote audits are just as good and cheaper.»	Documents travel well. Observation of the desk and the night does not.	

2. What the standard requires, and what demonstrates it

From Table 4.4.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 at stage 2	In our property
Implementation evaluated on site	Time at the desk, back office and supplier connections during operation	
Plan covering real activity	Audit hours at the arrival peak and at night, agreed in the plan	
Operational control	Controls observed working as the documents describe	
Reliable documented information	Records made at the time, by the people doing the work	
Awareness	Staff on every shift able to say what applies to them	
Remote activity only where adequate	Remote methods limited to documents and interviews that suit them	

3. The instrument: Table 4.4.b, Where stage 2 looked

The instrument of this subchapter. The Hanoi stage 2 set out by moment, to be used by the hotel in its own walk before the certifier arrives.

Moment	What the documents said	What the auditor saw	Finding
Meeting room, 9:00	System described by each head of department	Accurate, well understood presentations	None
Front desk, 16:45, tour arrival	Passport copies scanned to the group file and shredded	Forty-two copies in a tray under the counter overnight	Minor: operational control
Telephone at the desk	Room numbers never given to callers	Room number given to a caller claiming to be the tour guide	Minor: awareness under pressure
Back office, 01:30	Printed guest lists collected and locked away	Full house list left on a printer facing a staff corridor	Minor: operational control

Moment	What the documents said	What the auditor saw	Finding
Night auditor interview	All staff trained on information handling	Night auditor unaware of the procedure	Minor: awareness
Supplier connection, day 2	Access by ticket, opened and closed, logged	Tool always on; no ticket; supplier connected at will	Major: control declared, not operating
Supplier connection log	Maintained at each session	Written the week before, from memory, in one hand	Recorded with the major finding

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
Preparing a meeting-room presentation instead of preparing the shifts.		
Agreeing an audit plan that runs only during office hours.		
Letting heads of department answer for what their teams do.		
Creating records before the audit to fill gaps.		
Training night staff last and least.		
Declaring controls implemented that do not operate on every shift.		
Letting the auditor disrupt guests and service in the name of seeing reality.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Ask for audit time at the arrival peak, at night and at a supplier connection.			
Talk to every shift, including the night, before the audit, and fix what they do not know.			
Walk the hotel at its exposed hours before the certifier does.			
Never create a record after the fact; explain gaps honestly.			
Correct the statement of controls so that every line marked implemented is true.			
Guide the auditor with the people who run each operation.			
Ask, for every finding, where and when it was seen, and look for it elsewhere.			
Set conditions that protect guests and service, and let the auditor observe.			

In brief

Stage 2 proves that the management system works where the hotel works. The hotel asks for audit time at its exposed moments, prepares every shift rather than a presentation, walks the hotel at those hours before the certifier does, corrects its statement of controls so that it is true, leaves its records as they are, guides the auditor with the people who run the operations, and receives the findings as a description of where its system bends under pressure. It also sets conditions that keep guests and service first.

Source: The Helm and the Lens, Volume 5b: The Lens, subchapter 4.4. This sheet does not reproduce the text of the standard; work with your own copy of ISO/IEC 27001:2022 from an authorised source.