WORKSHEET 1.14

Communication: What Has to Travel, and to Whom

Subchapter 1.14 · case in the book: Kigali

GUIDING QUESTION

Something important about safety changed in your hotel last month. Trace it from the person who knew to the person who had to act differently, and count how many of the steps depended on one individual being at work that week.

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Trace one real change end to end and name every step. Channels and people. Wherever the chain depends on a person rather than a channel, you have found the part of your system that goes on leave.		
Map the channels against the populations. Permanent staff, seasonal staff, agency and concession workers, contractors on site, night shift, and anybody who does not read the working language of management. Most hotels find at least two populations that no existing channel reaches.		
Build the return path deliberately and name where it lands. The clause requires the process to enable contribution to improvement; a channel that only distributes fails that, and adding a destination is usually a matter of naming a person rather than building anything.		
Check every safety message for consistency with what your system actually knows. If the board says two hundred and fourteen days and the first aid book says otherwise, the board is not a motivational tool, it is evidence of an inconsistency the clause prohibits.		
Name and resource the translator. Whoever is already doing this work informally should be doing it formally, with a deputy, because the arrangement currently has no redundancy and nobody has noticed.		
Decide how a contractor learns what is dangerous here, and treat it as a communication rather than a signature. The clause names contractors and visitors as a population; the coordination that follows belongs to 2.4.		

These steps are the book's method, not requirements of ISO 45001. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What the property took to be true	What actually holds	Our position
"The change was communicated. It went to every head of department with the data sheet attached."	The organisation determines with whom and how it will communicate, and internal communication must reach the various levels and functions. A chain that stops at four inboxes has been sent, not communicated.	

What the property took to be true	What actually holds	Our position
“We have a noticeboard, an email list and departmental briefings. That is our communication process.”	Those are channels that distribute. The clause separately requires the process to enable workers to contribute to continual improvement, which a broadcast structurally cannot do.	
“Everybody here works in English well enough.”	Diversity aspects (gender, language, culture, literacy, disability) are to be taken into account in considering communication needs, and the requirement says so directly rather than in the guidance.	
“The days-without-injury board keeps safety visible.”	Information communicated must be consistent with what the management system generates and must be reliable. A board contradicted by the first aid book communicates something, and not what was intended.	
“Contractors have their own arrangements; we sign them in.”	Communication between contractors and visitors to the workplace is named among the populations the organisation must determine how to communicate with.	
“Immaculée explains things to people. That is just how it works here.”	It works, it is unpaid, undocumented and unresourced, and it is a single point of failure. A process the organisation has not designed is one it cannot maintain, and this one took two weeks of leave.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Confusing sending with communicating. An email to four heads of department is a step in a chain, and the chain is only as good as the step that carries meaning into the working language.		
Owning only outward channels. The process must enable workers to contribute to continual improvement, and a noticeboard cannot.		
Assuming the working language works. Language and literacy are named in the requirement itself, alongside gender, culture and disability.		
Communicating a number the building knows is false. Consistency with what the system generates, and reliability, are requirements, and the workforce is the best-informed audience the hotel has.		
Leaving contractors and visitors out. They are a named population in the clause, and a signature at the gate is not a communication.		
Relying on an unnamed person. Every hotel has one, she is excellent, and she takes leave.		

Operative synthesis

› The clause asks four questions (what, when, with whom, how) and names three populations for the third, two of which are outside the payroll. It requires diversity aspects including language and literacy to be taken into account, in the requirement itself. It requires what is communicated to be consistent with what the system knows and to be reliable, which disposes of the days-without-injury board. And it requires the organisation to respond.

- The structural obligation is the one hotels miss: internal communication must not only distribute but must enable workers to contribute to continual improvement, which means a process with no upward direction fails a requirement rather than merely being thin. And in most hotels the step that actually carries meaning (from a document in the language of management to a supervisor mixing a drum) is not a channel at all but a person nobody appointed, nobody pays and nobody has provided a deputy for. Trace one change end to end, count the steps that are people, and name the one you have been depending on.
- **Four channels and one person.** Everybody in the chain had done their job correctly, and the only step that carried the meaning rather than the words had been on leave since the second week of March.
- **That closes the support requirements and, with them, the first half of this volume.** What remains of the chapter is the return: back to the owner who is paying for all of it, and to the question of what a property actually gains, in a market that has begun to ask, and to check.

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 3a «The Helm», subchapter 1.14. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 45001. It is not legal advice: health and safety law is that of the place where the property operates.