WORKSHEET 2.1

Operational Control: the System at Seven in the Morning

Subchapter 2.1 · case in the book: Naples

GUIDING QUESTION

What happens to the best management system in the world when, at seven in the morning, it meets a full hotel?

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
Stand in the peak and write down what happens. A quarter to seven to half past eight, service stair, with times. It costs one morning and it is the only view of your controls that your management system does not currently possess.		
Convert your procedures into criteria for the areas that matter. Ask of each control: can somebody walking past tell instantly whether it is being met? If not, it is a sequence, and it will not survive the peak.		
Look for contention before looking for compliance. Where several legitimate demands meet one resource (a lift, a corridor, a bay, a pass), the breaches are a consequence of the arithmetic and no supervision will fix them.		
Redesign the timing before designing a control. Moving a delivery, a store run or a shift start by an hour is adapting work to workers, it is named in the clause, and it costs a conversation rather than a capital request.		
Remove any control that requires writing something down during the peak. It will not be done, and its absence will be read as indiscipline rather than as a design fault.		
Ask who else is in the space. If the answer includes a laundry driver, a cleaning contractor and an engineer, the situation is a multi-employer workplace and coordination is a requirement, not a courtesy.		
Move one audit, one walk and one management visit to the peak hour, permanently. Nothing else in this subchapter matters if the only people who ever see the hotel under load are the ones going home.		

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
“We have written procedures for every process. That is operational control.”	The clause requires criteria for the processes and control in accordance with them. A procedure is a sequence; a criterion is a condition, and only the second can be checked in a glance during a peak.	
“If the procedure is not followed, that is a discipline problem.”	A system outrun by the operation is a design problem. Where four departments need the same lift at the same time, no amount of supervision creates a second lift.	
“We control the process by requiring it to be recorded.”	Documented information is retained to the extent necessary to have confidence that processes were carried out as planned. A control that depends on paperwork at the busiest moment of the day has chosen the hour it will fail.	
“Adapting work to workers is an aspiration, not a requirement.”	It appears twice: as an opportunity to be assessed and, here, as one of the four means by which operational control is exercised.	
“Each department has its own procedure, so the morning is covered.”	The stairwell at seven is one situation with four employers in it, and in multi-employer workplaces the organisation is required to coordinate the relevant parts of its system with the other organisations.	
“Our audits and walks confirm that the controls work.”	Control means comparison against the criteria at the time the process runs. A check performed at nine, against a condition breached at seven, confirms an answer that was known in advance.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Writing procedures and calling them criteria. The clause asks for conditions that can be controlled against, and a sequence is not one.		
Reading a peak-hour breach as indiscipline. It is usually the least bad option available to a competent person facing contention nobody designed away.		
Putting the control on paper at the busiest moment. Documentation-dependent controls fail first, and the standard qualifies the documentation requirement expressly.		
Fixing the person instead of the timing. Adapting work to workers is a requirement here, and moving an hour is cheaper than supervising one.		
Treating each department’s procedure as coverage. Nobody’s procedure describes the situation in which four of them collide.		
Auditing, walking and managing exclusively at nine. Every instrument the property owns is pointed at the version of the hotel in which everything works.		

Operative synthesis

- Operational control is exercised by establishing criteria, controlling against them, documenting to the extent necessary, and adapting work to workers, and in a hotel the first and the fourth carry the weight. A criterion is a condition that can be seen in a glance; a procedure is a sequence that requires the person performing it to control their own next ten minutes, which nobody does at seven in the morning.
- What breaks at the peak is not discipline but design: several legitimate demands meeting one resource, resolved by competent people choosing the least bad option available. The remedy is to redesign the contention rather than to supervise the consequence, which is what adapting work to workers means and why it is a requirement here as well as an opportunity in 1.9. And because a hotel stairwell at ten past seven contains four employers, the coordination requirement for multi-employer workplaces applies on an ordinary morning. All of it starts with one person standing in the peak and writing down what actually happens, because every other instrument the property owns is pointed at nine o'clock.
- By half past eight the chock is back behind the extinguisher and the building is the one described in the procedures again. The internal audits started at nine, and in eleven years the only person who had watched the controls fail was the one going home.
- Which leaves the question the four breaches never actually answered: whether the right response to a hazard is to control the person who meets it, or to arrange the work so that nobody meets it at all. The standard has an opinion about that, it is ordered, and it is the subject of the next subchapter.

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 2.1. 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.