WORKSHEET 2.15

Continual Improvement, and the Helm and the Lens

Subchapter 2.15 · case in the book: Trieste

GUIDING QUESTION

The last time somebody in your hotel reported something that mattered, how long was it between the report and the remedy? That interval is the only measure of improvement this volume will offer you.

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
Measure the interval. The last twenty reports, the days to remedy, the median. It is already in your records and it is the one number that cannot be improved by concealment.		
Answer the three questions in plain language once a year, and refuse any answer that could have been written last year. Fit, implementation, results.		
Count the reductions as improvements. A shorter handover, a smaller induction split in two, four objectives instead of twenty-six, three documents deleted. Simplification is named in the guidance and it is the improvement most hotels most need.		
Put workers into the improvement actions and not only into the reporting. Promoting their participation in implementing improvement is one of the five means, and it is the one that turns a corrected hazard into a changed practice.		
Tell people what improved and why. Communicating the results is a named means, it takes a paragraph, and until it happens the improvement is invisible to everybody who reported the thing.		
Do not set a target number of improvements. It produces the small ones and buys them at the price of the difficult ones.		

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 is commonly believed	What actually holds	Our position
"We improve constantly: here are twenty things better than last year."	What is to improve is the suitability, adequacy and effectiveness of the system. A list of better things says nothing about any of the three, and most of it would have happened anyway.	
"Improvement means a better safety performance number."	Enhancing performance is one of five named means. The other four are culture, worker participation in improvement actions, communicating results, and evidence.	

What is commonly believed	What actually holds	Our position
“Continual means we must always be improving everywhere.”	Continual indicates duration with intervals of interruption, as distinct from continuous, and the definition states expressly that it need not take place in all areas simultaneously.	
“Improvement means adding something.”	Achieving improved performance with fewer resources (simplification, streamlining) is named among the examples. Reduction is improvement.	
“Fewer injuries this year proves the system is working.”	At the scale of one hotel the number is too rare to carry that weight, and 1.11 established what happens when it becomes a target.	
“The results of improvement are a management matter.”	Communicating the relevant results of continual improvement to workers and their representatives is one of the five means, not a courtesy attached to them.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Producing a list of things that are better. Most of them would have happened anyway and none of them answers the three questions improvement is measured against.		
Reading the clause as being about performance. Three of its five means concern culture, participation and communication.		
Confusing continual with continuous. The standard distinguishes them and states that improvement need not occur everywhere at once.		
Assuming improvement means addition. Achieving more with fewer resources is named among the examples, and reduction is the improvement most hotels need.		
Setting a target number. It buys the easy improvements with the currency of the difficult ones.		
Keeping the results upstairs. Communicating them to workers is one of the five means and the one that closes the loop this volume has been describing since 1.7.		

Operative synthesis

- What is to improve is the suitability, adequacy and effectiveness of the system, and the standard names five means of doing it, of which enhancing performance is one and the other four are culture, the participation of workers in implementing improvement, the communication of results to them, and evidence. Continual means recurring, not uninterrupted, and it need not happen everywhere at once. And simplification is named among the examples: doing the same with less is improvement, which retroactively justifies most of the instruments this volume has proposed.
- **The measure this book offers is the interval between somebody knowing and the organisation acting.** It exists already in records every hotel keeps, it cannot be improved by concealing anything, and it measures the whole chain (the channel, the protection, the response, the resource) in a single number. It is not a promise that nobody will be hurt. It is the only honest thing a property can say about itself, and it is the thing that changed in a building on the Rive between 1974 and last March.

- The gate was replaced eleven weeks after it was needed, and the invoice is still in the archive because somebody decided it should be. The emergency light was replaced in nine hours. Same building, same stair, and the only thing that had changed was how long the gap stayed open.
- **That is the end of what the people who run a hotel can do about this, and it is where this volume stops.** Everything in it has been written from inside the building: the owner deciding, the manager rostering, the supervisor asking, the porter reporting, the apprentice walking the corridors with a notebook. None of them can tell you whether any of it is true, because all of them are inside it; and the certificate on the wall, if there is one, was not issued on the strength of anybody's account of themselves. What comes next is the other half of the pair: the auditor who has to stay, and the stranger who arrives on a Tuesday with two days and a decision. This has been the helm. The lens is a different book.

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 2.15. 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.