WORKSHEET 2.3

# Management of Change

*Subchapter 2.3 · case in the book: Turin*

**GUIDING QUESTION**

List everything that is different in your hotel this month compared with last. Now cross off the ones somebody decided, and look at what is left.

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 |
|---|---|---|
| Do the guiding question this month. List what is different from last month, cross off what somebody decided, and look at the residue. That residue is the unintended change the clause requires you to review, and most hotels have never seen it written down. | | |
| Treat duration as irrelevant to whether the clause applies. Anything that changes the shape of the operation for more than a day gets the four questions, whether it lasts a week or a decade. | | |
| Keep the what-is-now-untrue list and use it every time. Door cards, evacuation plans, assembly points, signage, delivery instructions, lone-working arrangements. At Turin the first item on that list was wrong for three weeks in a hundred and thirty-two rooms. | | |
| Put the questions in the meeting rather than in a form. Operations meeting, site meeting, purchase approval: three places where changes are actually decided, none of which currently asks. | | |
| Watch your suppliers as a source of change. A substituted product with the same code and the same price is a change implemented in your building by somebody else, and your people will notice it in their arms before your system notices it anywhere. | | |
| Assess before, not during. The requirement fixes the timing: the assessment of risks and opportunities associated with a change is undertaken before it is implemented, and for a hotel that means before the scaffolding arrives rather than in week three. | | |

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 works have a risk assessment. The contractor prepared it." | That assessment covers the contractor's work. The change to the hotel (its entrances, routes, exits, neighbours and light) is a change the organisation must implement and control itself. | |
| "It is temporary. In eleven weeks everything goes back to normal." | The clause covers planned temporary and permanent changes. Temporary is in the requirement, and in a hotel it is the commonest kind of change there is. | |

| What the property took to be true | What actually holds | Our position |
|---|---|---|
| “Moving the evening security to an agency was a procurement decision.” | The work force is named among the things a change to which is within the clause. Who is in the building is a change whatever contract brought them. | |
| “Nothing changed in the laundry. Nobody did anything.” | The organisation must review the consequences of unintended changes and act to mitigate adverse effects. A supplier substituting a heavier cloth is a change implemented in your hotel by somebody who does not work there. | |
| “Roadworks and the building site next door are not ours.” | Workplace locations and surroundings are named. A change to the surroundings is within the clause whether or not the organisation caused it. | |
| “We assess the change when the project is defined.” | The assessment of risks and opportunities associated with changes is to be undertaken before the change is implemented, and the change here began the morning the scaffolding went up. | |

## Common mistakes: a self-check

| Mistake (from the book) | Present here? | Action / owner |
|---|---|---|
| Assessing the works and not the hotel. The contractor’s risk assessment is about the contractor’s work; the change to the operation is the organisation’s own. | | |
| Excusing a change because it is temporary. Temporary is inside the requirement, and it is the condition under which everybody is improvising. | | |
| Building a threshold. It captures the visible projects that already have managers and misses everything that matters. | | |
| Classifying a workforce change as procurement. The work force is named in the list, whatever contract brought the people through the door. | | |
| Ignoring what happens outside the property line. Locations and surroundings are named, and the road, the market and the building site next door are all inside the clause. | | |
| Forgetting what the change makes untrue. Notices, plans, signs and instructions describe a building that has stopped existing, and they are the cheapest thing to fix and the last thing anybody looks at. | | |

## Operative synthesis

- The clause covers planned temporary and permanent changes, and temporary is the word that matters in hospitality, where almost every change is a reconfiguration that will be over by Monday. What counts as a change is wider than a hotel expects: locations and surroundings, work organisation, working conditions, equipment and the work force, plus changes in legal requirements, in knowledge about hazards, and in technology, three of which originate outside the building.
- Separately, the organisation must review the consequences of unintended changes: the ones nobody decided, which in a hotel are the substituted product, the team that shrank by attrition, the delivery that drifted an hour and the route blocked so long that nobody sees it. No form will catch those, because a form is completed by somebody who knows a change is happening. The instrument is four questions asked in the meetings where changes actually get decided (what will

be different, for how long, who works in it, and what now says something that is no longer true), and the assessment is required before the change is implemented, not during it.

- **Two hundred pages of contract, a competent risk assessment and a site meeting every Tuesday.** And in a hundred and thirty-two rooms, a notice on the wall directing people to an exit that had been inside a plywood hoarding for three weeks.
- A hundred and forty people had been working on that façade, none of them employed by the hotel, in a building full of guests. What the property owes them, what it may require of them, and what it must not attempt to require, is the next question.

## Action plan for our property

| Action | Owner | Due | How we will know it worked |
|---|---|---|---|
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Source: Francesco Dore, The Helm and the Lens, Volume 3a «The Helm», subchapter 2.3. 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.