WORKSHEET 2.4

Procurement, Contractors and Outsourcing

Subchapter 2.4 · case in the book: Ghent

GUIDING QUESTION

Somebody who does not work for you is in your building tonight. Name the organisation that employs them, name the person who selected them, and name what your operation is going to do to them at five in the morning.

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
Write the site-specific list before the next contractor arrives. What runs automatically, what is isolated where, who is in the building at unusual hours, what the alarms do, who to call. One page, unchanged from job to job, and it is the half of the coordination that only you can supply.		
Ask the three directions out loud for every job that carries real risk. What might they do to us, what might we do to them, and what might they do to everybody else in the building. The second question is the one that has never been asked.		
Establish who is actually coming. Not the company on the contract: the organisation that employs the people who will be on the ladders, and whether your contract permits that and on what terms.		
Apply selection criteria to the work that can hurt somebody, and accept that for low-risk services price and availability are perfectly reasonable. The requirement is to define and apply criteria, not to prequalify a window cleaner as though he were building a bridge.		
Define the degree of control for each outsourced function, in a line each, and then act consistently with what you defined. The argument about how far to involve yourself is not settled by a principle; it is settled by a decision that is written down.		
Treat the specification as a control. What you buy (the cloth, the chemical, the equipment and the information that comes with it) is inside this clause, and it is where the unintended change of 2.3 gets in.		

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 manage the risk the contractor brings into the building."	That is one of three directions. The clause also covers what the organisation's own operations do to the contractor's workers, and what the contractor does to other interested parties in the workplace.	

What the property took to be true	What actually holds	Our position
“We have a contract with a reputable company and a certificate on file.”	The procurement process must define and apply health and safety criteria for selection, and the requirements of the management system must be met by contractors and their workers, which reaches the people who actually arrive.	
“Subcontracting is permitted under the contract, so the chain is their business.”	What was assessed at signature belonged to the first organisation; the risk is carried by people employed by the fourth. Criteria written into contractual documents govern what may be passed down.	
“They are specialists. They know their own hazards.”	They cannot know yours. A timer that starts the fans at five, a gas isolation behind the pass and a bakery that begins at four are hazards only the hotel can identify.	
“Outsourcing the laundry means the laundry is no longer our concern.”	Outsourced functions must be controlled, the arrangements must be consistent with achieving the intended outcomes, and the type and degree of control must be defined within the management system.	
“How much we involve ourselves is a matter of judgement.”	It is a matter of decision. The requirement is that the degree of control be defined, and the guidance supplies the factors on which to define it.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Managing one direction of impact. What the contractor does to the hotel is a third of the requirement and the only third most properties have ever considered.		
Assessing the company and meeting the people. The requirement reaches contractors and their workers, and prequalification stops at the organisation that bids.		
Treating a certificate on a file as selection criteria. Criteria have to be defined and applied, which means used at the moment the booking is made.		
Assuming a specialist knows your building. Your automatic systems, your isolations and your shift times are invisible to a visitor and have become invisible to you.		
Confusing a contractor with an outsourced function. One is a visit; the other is a piece of your operation, and the standard asks for a defined degree of control over the second.		
Issuing a thirty-page handbook at eleven at night. Length is not coordination, and nobody will read it.		

Operative synthesis

› The clause covers three different things that hotels treat as one: what is bought, who comes in, and what has been given away. Procurement is a control point and reaches specifications. Contractor coordination runs in three directions (what they do to you, what you do to their people, and what they do to everybody else in the workplace), and hospitality manages the first and is caught out by the second. Selection criteria for health and safety must be defined and applied,

and the requirement extends to contractors and their workers, which is the part a prequalification cannot reach.

- Outsourcing asks a different question: functions must be controlled, arrangements must be consistent with achieving the intended outcomes, and the type and degree of control must be defined within the management system. That last word settles the recurring argument about how far to involve yourself: not more, not less, but decided and written down. And none of it moves the responsibility, which stayed with the hotel the moment the work began under its roof.
- **Four organisations, counting the hotel.** Everything that had been assessed belonged to the first of them, and the two men with grease to their elbows at four in the morning worked for the fourth.
- The men in that ceiling were doing a job that a hotel does once a year, at night, above a kitchen, with the gas isolated by somebody else. There is a class of work in every property that concentrates almost all of its serious risk into a handful of hours, and the way that work is authorised, rather than the way it is performed, is what the next subchapter is about.

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 2.4. 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.