WORKSHEET 2.6

Handover: What Has to Cross the Shift Line

Subchapter 2.6 · case in the book: Kaohsiung

GUIDING QUESTION

How many paid minutes overlap between the shift that knows and the shift that needs to know, and what, exactly, is required to cross that gap?

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
Count the paid overlap between your shifts, department by department. It is a number nobody in the hotel currently knows, it is usually zero, and every handover you have designed assumes it is not.		
Separate the safety handover from the guest handover instead of enlarging the guest one. Five closed questions, asked every time, answerable in ninety seconds, and answered even when the answer is nothing.		
Make every question negative. What is isolated, what is open, what is closed off, what hurt somebody, what did a contractor leave. A person at the end of a night cannot summarise eleven hours and can answer all five of those.		
Keep an isolation log with a restoration time. A verbal handover of an isolation is the single most fragile piece of information in a hotel, and a named time is what survives the interruption that arrives ten minutes later.		
Map the other shift lines. Contract cleaners going off, agency staff coming on, contractors finishing: each is a boundary with nobody standing on the far side of it, and each needs a named person to receive.		
Fund the ten minutes for the two or three roles that carry the state of the building. It is the smallest resource decision in this volume and the one with the most direct consequence.		

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 a handover book and every shift signs it."	It was designed by front office to hand over guests. Twenty-nine of thirty-one entries that week concerned guests, and the state of the building is a different kind of information.	
"The engineer told his colleague. The information was passed."	Information that exists only as something one person said once has a half-life measured in minutes on a morning with a burst hose on the eleventh floor.	

What the property took to be true	What actually holds	Our position
“The handover covers anything relevant.”	A process requires criteria. Anything relevant is not a criterion; at five past seven it means whatever the person going home happens to remember.	
“An overnight isolation is a maintenance matter.”	It is a planned temporary change that impacts health and safety performance, and one that outlives its author becomes an unintended change whose consequences must be reviewed.	
“The overlap is a scheduling detail.”	It is the resource the mechanism runs on. Ten unpaid minutes is a handover that will be performed by one tired person in a corridor.	
“The shift change is between our night team and our day team.”	It is four or five boundaries crossing at the same hour (contract cleaners leaving, agency staff arriving, contractors finishing), and only one of them has a book.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Using the guest handover to carry the state of the building. It was designed by front office to hand over guests and it does that well.		
Defining the content as anything relevant. That is not a criterion, and at five past seven it means whatever one tired person remembers.		
Handing over an isolation verbally. It is the most fragile information in the building and the first casualty of the next interruption.		
Designing a handover longer than the overlap. It will be recorded rather than performed, which is worse than what it replaced.		
Treating the shift change as one line. Four or five boundaries cross at that hour and only one of them has anybody standing on the far side.		
Refusing the ten minutes. It is the cheapest item in this volume and it is the thing the whole mechanism runs on.		

Operative synthesis

- A hotel runs continuously with teams that never meet, and the handover is the only moment when the state of the building has to survive a change of population. The instrument most properties use evolved from front office practice and carries guests, not conditions, and its content is defined as anything relevant, which is not a criterion at all.
- What crosses the line should be five closed, negative questions asked in ninety seconds: what is isolated, what is open, what is closed off, what hurt somebody, what did a contractor leave. An isolation is a planned temporary change, and one that outlives the person who made it becomes an unintended change whose consequences the standard requires to be reviewed, so it needs a log with a restoration time rather than a sentence in a corridor. Four or five shift boundaries cross at the same hour and only one has a book. And all of it runs on a paid overlap of about ten minutes for two or three roles, which is the smallest resource decision in this volume and among the most consequential.

- **He isolated the zone, logged it, tagged the panel and told his colleague in a corridor at five past seven.** Ten minutes later there was water on the eleventh floor, and the zone stayed off for twelve hours and forty minutes in a full hotel.
- Some of what crosses that line cannot be held in anybody’s memory at all, and has to exist as a document that is right where the work is, which raises the question of why so much of what a hotel writes down is kept in an office that the people doing the work never enter.

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 2.6. 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.