WORKSHEET 2.9

Monitoring, Measurement and the Safety Walk

Subchapter 2.9 · case in the book: Trondheim

GUIDING QUESTION

Every indicator on your safety dashboard has been green for nine months. Walk your back corridors for one hour, unannounced, and count what you find; then ask which of those things any indicator was ever going to show 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
Walk one hour, unannounced, and write everything down. Basement to the top service landing. It costs an hour, requires no permission, and at Trondheim it produced thirty-one items against a dashboard that had been green for nine months.		
Carry five or six criteria rather than an impression. Conditions that can be checked in a glance produce findings that can be closed; a general sense of untidiness produces nothing.		
Test the controls instead of confirming them. Run the eyewash, read the reagent date, check the calibration label, ask somebody to show you how they do the thing. Effectiveness is not observable from a corridor.		
Write the instrument list. Everything this hotel relies on for a number (test kits, reagents, probes, detectors) with the date of its last calibration or verification. Half a page, and it is a requirement.		
Vary the hour deliberately. When monitoring is performed is something the standard asks you to determine, and a walk always at the same time of day observes one version of the building.		
Never announce it. A cleared corridor tells you when it was cleared and nothing else.		

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 measure our safety performance carefully. Fourteen indicators, all green."	The clause names four activities. Measurement attributes numbers to events that occurred and were reported; monitoring is checking, supervision, critical observation and determining status, and the property performed none of it.	
"The walk is a useful extra. It does not produce data."	Critical observation is monitoring in the standard's own definition. It is half of what the clause is named after, not a supplement to the half that charts.	

What the property took to be true	What actually holds	Our position
“Inspections confirm that our controls are in place.”	What must be monitored is the effectiveness of operational and other controls. An eyewash that exists and stops after four seconds passes an existence check and fails the requirement.	
“Untidy corridors are a housekeeping matter, not a safety one.”	A specific obstruction is a specific hazard; and a corridor that has been narrowing for three months reports that some ordinary process has stopped running. The second point is this book’s reading rather than the standard’s.	
“Calibration is for factories.”	Monitoring and measuring equipment is to be calibrated or verified as applicable. In a hotel that means test kits and their reagents, probe thermometers and gas detectors: instruments on which safety decisions are taken.	
“The walk happens monthly, which is what matters.”	When monitoring is performed is one of the things the organisation must determine. A walk at half past two on a Tuesday observes a building that is not doing what it does at seven in the morning.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Reading monitoring and measurement as one thing. They are defined separately, and critical observation is named inside the first.		
Delegating the walk downward because it produces no chart. It produces the only information about the present condition of the building that the property possesses.		
Confirming existence instead of testing effectiveness. Effectiveness of controls is in the requirement, and an eyewash with four seconds of flow passes every existence check ever written.		
Announcing the walk. It observes the preparation, and the corridors refill within days.		
Ignoring calibration because a hotel is not a factory. Test kits, probes and detectors are instruments on which somebody’s safety is decided.		
Walking always at the same hour. When to monitor is a determination the standard asks for, and one time of day is one version of the building.		

Operative synthesis

- **The clause names four activities and hospitality performs one.** Measurement attributes numbers to events that have already occurred and been reported; monitoring is checking, supervision, critical observation and determining status, and it is the only instrument that sees the present condition of a building. The safety walk is monitoring in the standard’s own vocabulary, not an informal extra, and it deserves the standing of the requirement it discharges.
- What must be monitored includes the effectiveness of operational and other controls: effectiveness rather than existence, which means testing rather than confirming. When monitoring is performed is a determination, so a walk always at the same hour observes one version of the property. Monitoring and measuring equipment must be calibrated or verified, which in a hotel

means test kits, reagents, probes and detectors. And a walk that is announced observes the announcement: the corridor was cleared yesterday afternoon and will refill by Thursday.

- **Fourteen indicators, green for nine months, every one of them honest.** Seventy minutes in the service corridors produced thirty-one items, nineteen of which no indicator was ever going to show, and four of which were controls that existed, were scheduled, were inspected, and did not work.
- One of the four things the clause requires to be monitored is the extent to which the property's own obligations are being met, which is a different exercise from any of this, has its own clause, and is the one place where a hotel discovers whether the list it built in 1.10 was ever anything more than a list.

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 2.9. 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.