WORKSHEET 3.1

Why Internal Audit Fails Differently When the Subject Is Harm

Subchapter 3.1 · case in the book: Savannah

GUIDING QUESTION

Take the last internal audit report your property produced on health and safety. Count how many of its findings concern a document, and how many concern a condition in the building. Then ask which of the two a person could be hurt by.

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
Sort the last report into documents and conditions. The ratio tells you what your programme is actually built to find, and it takes ten minutes.		
Build the programme from the hazard identification rather than from the clause list. The standard asks for importance to be taken into account; the hazards are where importance is recorded.		
Put at least one audit at an hour the auditor does not normally work. The laundry at six, the plant room at night, the loading bay before eight.		
Name the impartiality arrangement in writing. A second reader, a reciprocal audit with another property, or evidence supplied by somebody other than the author. The requirement is about the process, so the process is what has to be shown.		
Report the relevant results to the departments audited, not only upward. It is a requirement of this standard, it is the one most commonly unmet, and it changes what the next audit is told.		
Ask, at the end of every audit, what was not looked at. The answer is more informative than the findings and belongs in the report.		

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
«Our internal audit is fine: the certification body has never raised it.»	A certification body samples the audit programme; it does not re-perform it. An audit programme that produces documentary findings looks complete from outside and is judged on whether it exists, is planned and produces action.	

What is commonly believed	What actually holds	Our position
«The auditor has to be independent of the area audited.»	The requirement is that objectivity and the impartiality of the audit process are ensured. Independence of the individual is one way to achieve it and is often impossible in a hotel; the obligation is to build the arrangement that achieves it anyway.	
«An internal audit needs a checklist.»	Nothing in the requirement mentions a checklist, a template or a score. A checklist is a method, and a checklist built from the clause numbers will find clause-shaped findings.	
«The audit report goes to the general manager.»	It goes to relevant managers, and the relevant results also go to workers and their representatives. This is a requirement of this standard specifically and it has no equivalent in the quality standard.	
«We audit the whole system once a year.»	The programme takes into account the importance of the processes and the results of previous audits. A flat annual sweep treats a plant room and a policy as equally important, which they are not.	
«Findings should be raised only where there is objective evidence of nonconformity.»	True, and it is not a reason to leave a condition unrecorded. A condition observed that does not yet amount to an unfulfilled requirement can be recorded as an observation, and an audit that records only nonconformities discards most of what the auditor saw.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Auditing the safety system with the method learned on the quality system. The craft transfers; the assumption that the records describe the work does not.		
Building the programme from the clause numbers. It produces findings shaped like clauses and an auditor who never leaves the office.		
Auditing only during office hours. It examines the property as it is for less than a quarter of its week.		
Treating impartiality as a property of the auditor rather than of the process. In most hotels the first is unavailable and the second is achievable.		
Reporting upward only. The relevant results go to workers and their representatives; this standard says so and the quality standard does not.		
Closing findings on evidence of action rather than evidence of effect. A corrective action closed because something was done is the same error the audit exists to find elsewhere.		

Operative synthesis

› **An internal audit of a safety system is not an internal audit of a quality system with a different scope.** A quality system generates its evidence as a by-product of operating, so sampling the records samples the work. A safety system exists to prevent something, and the absence of that

something leaves no trace: what the system generates instead is a parallel set of documents, written by people who work days, thickest exactly where the exposure is thinnest. An auditor who samples what exists will find the documents and will not find the ramp.

- The clause asks two questions, not one (conformity and effectiveness) and requires the programme to take into account the importance of the processes rather than to sweep the whole system annually. It requires objectivity and impartiality of the process, which in a hotel where the auditor wrote the system means an arrangement rather than an assertion. And it requires the relevant results to reach workers and their representatives, which is a requirement this standard has and the quality and environmental standards in this series do not.
- **Eleven findings, all of them correct, all of them closed within eight weeks.** Two of the seven trolleys had a brake that had never worked, the head housekeeper had said so twice at a briefing, and a night porter had quietly changed his route.
- **Everything in this chapter depends on the programme deciding where the auditor goes and at what hour.** That decision is made before the first audit of the year and is usually made by copying last year's.

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 3b «The Lens», subchapter 3.1. 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.