WORKSHEET 3.12

Auditing Emergency Preparedness While the Building Is Full

Subchapter 3.12 · case in the book: Macau

GUIDING QUESTION

Your last drill was held at a convenient hour, with the full team, and nobody who was not paid to be there. Which part of your emergency response has ever been tested under the conditions in which it would actually be used?

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
Decompose the response into links and test them one at a time. Every link can be examined without disturbing a guest.		
Test at the hour of least capability rather than the hour of greatest convenience.		
List the emergencies that are not evacuations, and ask for each whether any part has ever been tested.		
Audit the plan for the responders: relief at hour twelve and twenty, sleeping, feeding, the second engineer.		
Ask a contracted worker on a night shift what they would do if the alarm sounded. The answer is the audit of the communication requirement.		
Ask who stands in front of the guests who will not move, at four in the morning, and whether they know it is their role.		
After a real event, hold the review while people still remember. The clause names it in particular and properties routinely skip it.		

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
«We run two drills a year, so the response capability is tested.»	A drill tests the plan under the conditions it was written for. The clause asks for the capability to be tested, and capability varies by hour, by season and by who is present.	
«The standard requires an annual evacuation drill.»	It requires periodic testing and exercising. Neither word means evacuation, and a test of one link is a test. National fire safety rules often do set evacuation drills at fixed intervals, and those apply in addition.	

What is commonly believed	What actually holds	Our position
«Emergency means evacuation.»	It means potential emergency situations, which in a hotel includes sheltering in place, loss of power, loss of water, lockdown and a medical event somewhere a stretcher cannot reach.	
«The plan covers everybody in the building.»	Information on duties goes to all workers, which reaches contracted, agency and concession staff. In a large property that can be a fifth of the workforce on site.	
«We held a debrief after the drill.»	The clause names revision in particular after the occurrence of emergency situations. The real event is the one most often not reviewed, because everybody is recovering.	
«Needs and capabilities means guests with reduced mobility.»	It means all relevant interested parties. A warden at hour nineteen has a capability, and a plan that assigns them a sweep at hour twenty has not taken it into account.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating the drill as the test. It examines the plan under the conditions the plan was written for.		
Auditing preparedness as a bundle of four documents. The response is a chain, and the event tests the weakest link.		
Planning for guests only. In a long event the responders become a population in a building they cannot leave.		
Equating emergency with evacuation. Sheltering, loss of power, loss of water and lockdown have no drill and usually no plan.		
Excluding contracted and agency workers because they do not attend the drill. The clause says all workers.		
Skipping the review after a real event. It is the one the clause names in particular and the one properties are least able to hold.		

Operative synthesis

- **Emergency preparedness is the only capability in this chapter whose complete test can rarely be performed.** A hotel cannot evacuate a full house whenever it wants to find out whether it can, so most tests are partial and the discipline is in choosing the partial tests rather than accepting the one the property already holds, which is the drill, held at a convenient hour, with the full team, and therefore a test of the plan under the conditions the plan was written for.
- **The response is a chain: detection, decision, alarm, communication, sweeping, assembly, counting, sustaining, re-entry.** Every one of those links can be examined on an ordinary night without disturbing anybody, and the chain is only as strong as its weakest, which auditing the bundle of documents can never reveal.
- **Two links are missing from nearly every plan.** The emergencies that do not involve leaving the building have no drill and usually no plan at all. And the responders appear only as roles: a plan specifies who performs the response and says nothing about what the performers need, which does not matter for eleven minutes and decides everything over thirty-one hours.

- And the property already holds the material for a better test than any drill, because something has always happened: a small fire, a false alarm that emptied two floors, a power failure, a guest taken ill on a roof terrace. Each of those is an occurrence the clause names, each tested the capability for real, and in most hotels nothing was written down afterwards because everybody was busy being relieved that it was over.
- **Eleven years of successful drills.** A signal at ten, a building that did not evacuate because it was not supposed to, and a duty engineer who worked twenty-six hours because nobody had ever written down who relieves him. The plan was about guests, and it was a good plan about guests.
- And when something does go wrong (in an emergency or on an ordinary Tuesday) somebody has to establish why, which is the subject the rest of this chapter turns to.

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 3.12. 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.