WORKSHEET 3.2

An Audit Programme Built on Shifts, Not on Months

Subchapter 3.2 · case in the book: Verona

GUIDING QUESTION

Lay your audit programme for the year beside the roster for the same year. Mark every hour the programme visits. Then look at the hours it has never visited, and ask what happens in your building during them.

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
Lay the programme against the roster and mark the visited hours. The unmarked part of the week is the finding.		
Build the next programme from the hazard identification, and keep the link visible so that the reasoning can be read.		
Write the hour into the scope of each audit, not only the department. It removes the option of drifting back to office hours.		
Weight the programme toward the season in which the property is fullest and least experienced, and say in the programme why.		
Ask the people who work the unaudited hours what happens during them, before writing the programme rather than after.		
Ask once in the middle of the cycle what has changed in the building since the programme was written. Five minutes, and it is the difference between a programme maintained and one followed.		
Give the programme an owner who is allowed to move it. A document nobody may change is not being maintained, whatever the file says.		
Move the programme when the property changes. A refurbishment, a new contractor or a new outlet is a reason; the absence of any movement in four years is a finding about the programme.		

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
«The standard requires an annual audit programme.»	It requires planned intervals and a programme that takes importance and previous results into account. Annual is a convention. Nothing prevents a property from auditing the laundry three times a year and the policy once every two.	
«Audits must be announced so the department can prepare.»	Nothing in the requirement mentions announcement. Announcement is a courtesy with a cost: it guarantees the supervised state and forfeits the ordinary one.	

What is commonly believed	What actually holds	Our position
«Covering every clause once a year is full coverage.»	It is full coverage of the document. Coverage of the property is measured in departments, shifts and seasons, and a clause-based cycle can achieve the first while missing most of the second.	
«The programme is fixed at the start of the year.»	It is maintained, which is an ongoing verb. A refurbishment, a new contractor or a change of season is a reason to move it, and a programme that never moves has not been maintained.	
«Night operations are too small to justify an audit.»	Size is not the criterion the requirement names. Importance is, and in many hotels the smallest crews carry the highest exposure precisely because they are smallest.	
«We audit when the heads of department are available.»	That is a constraint, not a criterion. It is legitimate to work around it and illegitimate to let it decide the scope without saying so in the programme.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Expressing the programme in months. Months are an administrative unit; the property varies by shift and by season.		
Spreading coverage evenly across the year. Even is not neutral: it under-samples the peak, which is where the exposure concentrates.		
Letting the availability of heads of department set the schedule. It is a constraint to be worked around, not a criterion to be obeyed silently.		
Copying last year’s programme. The requirement to take previous results into account cannot be met by a document that has taken nothing into account.		
Defining scope by department alone. «Kitchen» is satisfied by an audit of a kitchen that is cold.		
Moving the whole programme to nights. It produces the mirror image of the same blindness and turns the audit into surveillance of one crew.		

Operative synthesis

- The audit programme decides what the audit can possibly find, and it is written months before anybody applies any skill. In most hotels it is expressed in months, spread evenly across the year, scheduled when heads of department are available, and copied from the previous year with the dates advanced. Each of those four is defensible on its own and together they guarantee that the property is examined only in its supervised, daytime, low-season state.
- The clause asks for frequency and methods, for the importance of the processes and the results of previous audits to be taken into consideration, for criteria and scope to be defined for each audit, and for the programme to be maintained. Hours are carried by methods and by scope; importance is already written down in the hazard identification; and maintenance is the difference between a programme that moved when the property changed and one that did not.

- Four years, sixteen audits, and a late service, a banqueting breakdown and a night laundry that no audit had ever intersected. The register named all three. The programme had been built from a calendar.
- Which leaves the question of what the auditor is entitled to measure the property against once they arrive, because a programme can place somebody in the laundry at two in the morning and they will still need to know what, precisely, they are comparing it 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 3.2. 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.