WORKSHEET 4.14

What the Auditor Cannot Tell You, and Why

Subchapter 4.14 · case in the book: Jeddah

GUIDING QUESTION

Think of the last three questions you asked an auditor, or wanted to. Spend two minutes sorting them into two piles: questions about what the requirement is and what evidence would satisfy it, and questions about what you should do. The first pile will be answered in full, every time, by any competent auditor. The second will not be answered by anybody you are paying to certify you, and most properties ask almost nothing from the first pile.

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
Before buying preparation, ask who owns the provider and whether they are connected to your certifier.		
Ask the certification body the mirror question before you sign anything.		
Sort your questions into requirement questions and solution questions before the audit begins.		
Ask, at least once per audit, whether a document you are planning is required at all.		
Write down each finding in the auditor's own words before he leaves the property.		
Buy the advice you genuinely need from someone structurally unconnected to your certifier.		
Stop pressing the moment you hear that something cannot be answered.		
Take the left-hand column of the table above into the opening meeting.		

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 are paying them, so they should help us.»	You are paying for an independent judgement. Help would destroy the only thing you are buying.	
«A readiness review from the body's sister company is a convenience.»	If it designs your system, it may disqualify that entire group from certifying you for a defined period.	
«If it was sold as training, it was training.»	It is assessed on what was delivered. A report specifying what to implement is consultancy, whatever it was called.	

What is commonly believed	What actually holds	Our position
«The auditor cannot tell us anything useful.»	He will explain the requirement, name what he examined, and say what is not required at all, if asked.	
«We can agree to waive this between us.»	It is not the auditor's to waive. A body accepting the arrangement would be risking its accreditation.	
«The rule protects the certification body.»	It protects the client, insurer or employee reading your certificate. The property carries the cost of it.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Buying preparation from a company connected to the intended certification body.		
Assuming a service is training because the invoice says training.		
Asking the auditor what to write, and hearing the refusal as unhelpfulness.		
Never asking whether a document is required at all.		
Pressing a refusal, or seeking a private opinion outside the formal process.		
Going silent for three days and responding to findings you never clarified.		

Operative synthesis

- **The boundary is not a temperament and not a courtesy.** An auditor who designs, drafts, reviews in advance or recommends has produced something he must afterwards judge, and his judgement of it is then worth nothing to the person who required the certificate. Every refusal a property experiences during an audit is that rule protecting the document the property is buying.
- **The practical consequence divides cleanly.** Questions about requirements, evidence and what was examined are always available and almost never used. Questions about solutions are never available and are almost all that properties ask. Moving your questions from the second pile to the first costs nothing and changes what an audit is worth to you.
- **The commercial consequence is sharper and needs deciding before any money is spent.** Help is legitimate, necessary and widely available, and it must come from somewhere structurally unconnected to whoever will certify the result. The question that establishes this takes one email and a day, and it is the cheapest instrument in this entire chapter.
- **In Jeddah nothing was concealed and nobody acted badly.** A readiness review from a sister company, bought in good faith at a sensible price and followed carefully; a coach forecourt missing from a hazard register; three reasonable questions refused on a first afternoon; an impartiality review a week later that found consultancy where the brochure had said readiness; a sound system that could not be certified by the organisation that had audited it; and seven months and a second full audit before a certificate existed. The rule that cost her seven months is the rule that makes the certificate she now holds worth having.
- **Which leaves the last question, and this volume has now earned the right to ask it without hedging.** Fourteen subchapters have described how a certificate is calculated, assessed, decided, maintained, lost, extended and protected. The final one asks what the finished document

actually establishes about a hotel: and, just as importantly, what it has never claimed and cannot be made to say.

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 4.14. 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.