WORKSHEET 4.2

Choosing a Body, and the Auditor Who Actually Comes

Subchapter 4.2 · case in the book: Kanazawa

GUIDING QUESTION

You are choosing between three certification bodies. All three are accredited, all three quoted within a few per cent of each other, and one is a day shorter. Which of the three questions you asked them was about the person who will actually walk your building?

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
Remove accreditation from the scoring. It is a gate, not a criterion, and scoring it crowds out what discriminates.		
Ask in writing about the individual: sector background, previous accommodation work, continuity across the cycle.		
Describe your property in four facts (three shifts, nothing closes, a third employed by others, workforce doubles twice a year) and say them during selection.		
Ask how the days were calculated and whether shifts and seasonality were in the calculation.		
Email the corporate client, the operator and the insurer. They answer the acceptance question; the body cannot.		
At the closing meeting, ask of each finding which requirement it fails and what evidence would have demonstrated conformity. Both questions are legitimate.		
Know that the body operates a complaints and appeals route, and that the accreditation body sits behind it.		
Keep a one-page record of the selection, so that the next one is a decision rather than a renewal.		

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
«Accreditation is the main thing to check.»	It is the condition of entry. Among accredited bodies it distinguishes nothing, and scoring it crowds out the questions that would.	
«We are choosing a certification body.»	You are buying two or three days of one person, probably the same person for three years. The pool is not what arrives.	

What is commonly believed	What actually holds	Our position
«A safety auditor is a safety auditor.»	Competence is defined by technical area. Twenty years in manufacturing is competence, pointed at a different kind of building.	
«The cheaper quotation is the same product at a lower price.»	Time is calculated by a documented method. A materially lower price is fewer days, a different auditor, or a lower complexity categorisation.	
«We cannot ask who will be sent.»	The body assigns and you cannot choose. You may ask what sector experience the person has, and a body that says nothing has told you something.	
«The body can tell us whether our client will accept its certificate.»	The client can. The body has an interest in the answer and the client does not.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Scoring accreditation. It is the condition of entry and every serious body has it.		
Assessing the body and receiving an auditor. The pool is not what walks your corridor.		
Assuming sector background makes no difference. Competence transfers between sectors; the mental model does not.		
Reading a lower price as the same product. Time is calculated; a lower price is a different calculation.		
Never saying aloud what kind of building this is. A body cannot deploy appropriately for a property it has not understood.		
Asking the body whether your clients will accept its certificate. Ask the clients.		
Accepting every finding because arguing feels like arguing with the certificate. The auditor recommends; somebody else decides.		

Operative synthesis

- **Accreditation is the condition of entry to this market and not a criterion within it.** What a property is actually buying is two or three days of one person, usually the same person for three years, whose professional history determines which questions occur to them in a corridor, and the selection processes most hotels use are incapable of examining that, because they are built from the attributes every serious body shares.
- The difference matters more in this discipline than in the others in this series, because the auditor population for occupational health and safety comes disproportionately from industry and construction. Competence transfers; the mental model does not. An auditor formed in a machine shop will look for guarding, isolation and formal instructions, and will not look for the bath house at five in the morning with one attendant, the seasonal intake in its second week, the concession, or the night crew employed by somebody else.
- Six questions settle most of it and none of them is unreasonable: the sector background of the person intended, continuity across the cycle, how the days were calculated, whether shifts and seasonality were in that calculation, whether any advisory relationship exists, and (asked of the client rather than the body) which certificates are accepted.

- And when the fit is wrong, two questions at the closing meeting settle most of it, which requirement does this finding fail, and what evidence would have demonstrated conformity. A finding that survives both is real whatever the auditor’s background. Behind those sits a complaints and appeals route that every accredited body is required to operate and that almost no hotel knows exists.
- Three accredited bodies, three quotations within a few per cent, a matrix that produced a winner on reputation and coverage, and an auditor with twenty years in automotive. Nine nonconformities, all defensible, all implemented. A year of writing work instructions for work that had been done the same way for twenty years. And a bath house that opens at five with one attendant, first audited two years later by the quality manager herself.
- Before the auditor is on the way, however, one question remains that most properties never ask: what stands behind the body’s signature, and whether it reaches the standard on the certificate. That is the subject of the next subchapter.

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 4.2. 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.