WORKSHEET 4.4

Audit Days, and Why the Number Is Not Negotiable

Subchapter 4.4 · case in the book: Malmö

GUIDING QUESTION

Take four minutes. Count every person who will work in your building, across every shift of one day in your busiest week of the year: payroll staff, seasonal hires, agency cover, the contractor's room attendants, the concession's therapists, the night technician. Then find the number your property declared to its certification body when the quotation was prepared. If those two figures are not close, the audit duration written into your contract was calculated for a property you do not operate.

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
Count your building across every shift of one day in your busiest week, by category, once.		
Record a peak figure and a trough figure, each with the month it describes.		
Name every contracted population and write one sentence on who directs its work.		
Send the declaration to your certification body in writing, and keep the date.		
Ask the body how your duration was calculated, and ask before you sign.		
Schedule at least one visit of each cycle inside your operating season.		
Read the audit agenda in advance and check that hours sit against your largest populations.		
Notify the body in writing whenever a department moves in house or out of 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
«Audit duration is a commercial offer, so it can be negotiated down.»	The starting point is fixed by a binding calculation. What varies is complexity, and every reduction has to be justified in the body's records.	
«The number of employees means the number on the payroll.»	It means the people working within the scope: part-time hours converted to full-time equivalents, seasonal staff counted at their high-season level, contracted workers under your direction included.	

What is commonly believed	What actually holds	Our position
«A longer quotation means a stricter audit.»	A longer quotation means more hours. Whether it means more scrutiny depends entirely on where those hours are spent.	
«If the body accepted the figure, the property is covered.»	The figure is declared by the property. If it is wrong, the recalculation and everything that follows from it land on the property.	
«Surveillance lasts as long as the visiting auditor needs.»	It is a defined fraction of the initial duration. An incorrect initial figure produces incorrect visits for the whole cycle.	
«Duration is fixed once, at the start of the cycle.»	It is recalculated whenever scope, workforce or sites change materially, and the duty to report that change is the property's.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Reading the employee field as a payroll field, and answering it honestly and wrongly.		
Declaring the figure that is true in the month the form happened to arrive.		
Leaving out contracted populations that work under your own direction, in your own building.		
Choosing the cheapest quotation without comparing the durations behind the three prices.		
Scheduling every visit of the cycle in the quiet season, and calling the result a clean record.		
Assuming the auditor can extend the visit when the time runs out, rather than report that it did.		

Operative synthesis

- **Duration is the one quantity in certification that the property supplies and the body consumes.** Everything downstream of it (how many departments are reached, whether the largest workforce on the site is seen at all, what the certificate can honestly be said to cover) follows from a figure typed into a field months before anyone arrives. It is not a price. It is a declaration of size, and it should be prepared with the seriousness of one.
- **The correction is unglamorous and cheap.** Count the building rather than the payroll; count it in the month it is fullest; name the people who work under your direction and are paid by someone else; write the two numbers down with their dates and send them. A property that does this has not bought anything, and has not made its audit easier. It has made its audit capable of reaching the work.
- There is a temptation, once the mechanism is understood, to treat duration as the measure of rigour: to read a long quotation as a serious audit and a short one as a light touch. That reading is wrong in both directions. Hours only become scrutiny where they are pointed, and a property that has declared its size accurately still has to read the agenda and notice whether the department carrying most of its risk has any time against its name.
- In Malmö the distance between forty-eight and a hundred and twenty was not a lie and was not caught by anyone for eighteen months. It cost roughly five additional auditor days across the cycle, a June visit that verified a quarter of the people it was meant to verify, and twenty-nine

room attendants who were never seen at all by the process that had certified their safety. The number was accurate the day it was written. It described a building that exists in November.

› **The declaration, however, is only the input.** What the body does with it before anyone arrives (the reading of documents, the walk through the site, the judgement about whether the property is ready to be audited at all, the decision that can send a hotel back for months before its second stage is held) 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 4.4. 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.