WORKSHEET 4.7

The Worker Interview, and What It Is Evidence Of

Subchapter 4.7 · case in the book: Cebu

GUIDING QUESTION

Count how many of the people working in your building this week hold a contract that somebody in your building can decline to renew. Then ask yourself what a stranger with a clipboard would learn from thirty minutes with any one of them. The gap between those two answers is the whole of this subchapter, and you can estimate it in four minutes without leaving your desk.

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
Write the four-sentence pre-audit communication once, and translate it into the languages of your floor.		
Forbid any discussion of interview performance in any management forum, and say so to supervisors.		
Count the workers whose renewal depends on the supervisor whose department they would describe.		
Provide the full staff list on request, agency and concession included, without recommending anyone.		
Hold unscripted conversations of your own about specific recent events, in the departments you worry about.		
Make induction dates, drill registers and rosters accurate enough to corroborate what people say.		
Add columns to your consultation record showing what was decided as a result, why, and how workers were told.		
After any audit, never attempt to identify who said what, and be seen not to.		

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
«If everyone gives the right answer, the interviews went well.»	Identical answers demonstrate a common source. Whether that source is a working system or a briefing is a separate question.	
«Preparing staff for the audit is dishonest.»	Informing them is a duty. Scripting them is not preparation but substitution: the line is between telling and rehearsing.	
«The auditor will tell us who said what, if it matters.»	He reports on the system, not on individuals, and is bound to confidentiality. A property that expects otherwise has already damaged every future interview.	

What is commonly believed	What actually holds	Our position
«We can offer the auditor our best people for interview.»	The sample is the auditor's to select. An offered sample measures the offer.	
«No complaints in the interviews means no problems.»	It means no complaints were made in that room. Where speaking is costly, silence is the rational answer.	
«The interview tells the auditor whether the work is safe.»	It tells him whether the system reached the person. Safety of the work is established mainly by other routes, which what is said can point towards.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Rehearsing answers with staff and believing this is the same as informing them.		
Announcing that interview results will be reviewed at a management meeting.		
Offering the auditor a selected group of articulate, long-serving workers.		
Treating uniform answers as a good result rather than as a question.		
Attempting, afterwards, to work out who gave the answer that produced the finding.		
Answering a barriers-to-participation finding with a channel instead of a change.		

Operative synthesis

- The worker interview is the only instrument in the certification process that reaches the people the system exists to protect, and it is the most easily destroyed. It is destroyed by scripting, by attribution, by curation of the sample, and above all by employment arrangements that make an unhelpful answer costly to the person who gives it. None of those failures requires bad faith, and in Cebu none of them involved any.
- **The discipline that follows is simple to state and slow to implement.** Inform without rehearsing. Keep interview performance out of every management conversation. Make the records accurate enough to be corroborated. And look hard at who in your building can lose something by speaking, because that population is the boundary of what you will ever learn about your own operation.
- **It is worth being honest about the limit as well.** Even under ideal conditions the interview establishes whether the system reached a person; it does not establish that the work is safe, and a property that hears twenty-eight reassuring answers has learned twenty-eight things about knowledge and nothing about hazard. The auditor knows this, which is why he will go and watch the jetty at the hour the boats come in.
- **In Cebu everyone answered correctly.** Twenty-eight interviews in seven departments, the door closed and no manager present, the same three duties in the same order and the same two words for a concept with four translations; a briefing given in kindness with one sentence in it about the operations meeting; a hundred and forty renewable contracts in the gift of the supervisors being described; and two workers out of nine who had never attended the drill they were recorded as

having attended, in March, before they were hired. The system had reached everybody. Nobody could afford to say what it had reached them with.

› A finding of this kind now has to be answered, and the answer belongs to the property rather than to the auditor: a cause identified, a correction made, and a plan the certification body is willing to accept. What that body will and will not accept, and why the first attempt is so often returned, 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 4.7. 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.