WORKSHEET 3.2

Planning an Audit Around Hours, Not Departments

Subchapter 3.2 · case in the book: Marrakech

Take your internal audit programme for last year and write beside each entry two things: the month the audit took place and the hour of the day the auditor was actually in the building. If every line says a working morning in a quiet month, your programme has never once seen the property at the moment it consumes most, and every finding it has ever produced was made in the easiest conditions the year had to offer.

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
Obtain the half-hourly demand data for the last twelve months and identify the three highest peaks.		
Write down what was running in each peak, using whatever records exist: banqueting diary, laundry log, service rota.		
Add three hour-based audits to next year's programme, with the hour and the date fixed in advance.		
Make one of them a night audit, and list everything still running with no demand to justify it.		
For every timer, schedule and set point found, record who set it and when.		
Report the departmental and hour-based findings in separate sections, and name the desk at which each coincidence finding belongs.		

These steps are the book's method, not requirements of ISO 50001. 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
«Our audit programme covers every department once a year.»	Coverage of the organigram is not coverage of the consumption. The largest avoidable cost in a hotel is produced by departments acting together.	
«Every audit closed with no major findings.»	Six correct parts can produce an incorrect whole. A clean departmental report is evidence about a part and about nothing else.	

What is commonly believed	What actually holds	Our position
«We audit when departments have time.»	Departments have time when the building is doing least, which is when the subject of the audit cannot occur.	
«July is too busy for an internal audit.»	July is where the findings are. An hour in July is worth a week in March.	
«The chiller was operating within its criteria.»	It was. So was everything else. The criteria were each written by one department and none of them governs the coincidence.	
«Previous audits found nothing here, so we can reduce the frequency.»	In this discipline three clean reports may mean the area is sound, or may mean it has never been audited at an hour when it could fail.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Building the audit programme from the organigram rather than from the consumption.		
Scheduling audits in the months and hours when the significant uses are dormant.		
Treating six conforming departments as evidence of a conforming whole.		
Exempting the peak season from the programme because the property is busy.		
Taking the audit criteria from the documentation the department wrote about itself.		
Addressing a coincidence finding to the department that owns the largest machine in it.		
Replacing the departmental programme with hour-based audits instead of adding them.		

Operative synthesis

- **An audit programme is a statement about where a property believes its risk lies, and in this discipline most programmes state it wrongly. They are built from the organigram, conducted in quiet months at convenient hours, and they return year after year with the news that every department is conforming. The news is true. It is also, on its own, compatible with a rising bill, a growing capacity charge and a peak that nobody in the building has ever looked at.**
- **The correction is not a new methodology. It is to read the demand curve before writing the programme, to add three audits whose scope is an hour rather than a department, and to write their criterion as a question that can be answered by whoever is standing there: what is running, who decided it would be running now, and when. The departmental audits stay, because competence and records have no other home.**
- **What an hour-based audit finds is rarely a fault and almost always an absence. In Marrakech every machine in the forty-three minutes was obeying a correct instruction, and the instruction**

that mattered most had been set by a gardener who left in 2019, in a timer nobody had the password to. No departmental audit could have found that, because the irrigation belonged to no department and the hour belonged to no audit.

› **The next subchapter takes the auditor into the hour with something in her hand. A checklist written from the standard produces an audit of the documentation; a checklist written from the significant energy uses produces an audit of the building, and the difference between the two is where the question has to be standing when it is asked.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 4b «The Lens», subchapter 3.2. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 50001, ISO 50003 or ISO/IEC 17021-1. It is not legal advice: energy law is that of the place where the property operates.