WORKSHEET 1.13

The Staffing Model Is a Security Decision

Subchapter 1.13 · case in the book: Palma de Mallorca

Count how many people will hold an account on your property's systems this year, and how many of them will have been with you for less than six months when they use it. If the second number is more than half the first, your security was decided in the meeting that set the staffing plan, whether anybody there knew it or not.

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
Bring the owner of the information security system into the meeting that sets the staffing plan.		
Add half a day of role-specific training on guests' information, taught by returning staff.		
Replace template accounts with accounts built for each front desk and reservations role.		
Put a confidentiality clause into every contract, and require it of agency staff.		
Verify identity and references, lawfully and proportionately, for roles handling documents and cards.		
Disable accounts and collect assets on the day each person leaves.		
Pair each new starter with a returning colleague for the first fortnight, and pay for it.		
Use the season page at each stage, from recruitment to closing.		

These steps are the book’s method, not requirements of ISO/IEC 27001. 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
«Staffing is an HR and cost decision.»	It decides who handles guests' information, with what preparation and under what obligations, and the standard asks for those consequences to be managed.	
«Agency staff are the agency's responsibility.»	Competence and awareness apply to everybody doing work under the hotel's control, and confidentiality obligations have to reach them.	

What is commonly believed	What actually holds	Our position
«Screening is not allowed.»	Intrusive checks often are not. Verification proportionate to the role and permitted by law usually is, and the standard asks for exactly that.	
«A template account saves time at opening.»	It grants every new starter every right. Accounts built for roles take no longer to create once they exist.	
«Accounts can be reviewed before next season.»	Access rights are to be removed when they are no longer needed, which for a leaver is the day they leave.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Deciding the staffing model without considering who will handle guests' information.		
Compressing onboarding until there is no time for information security.		
Creating new starters' accounts by copying a template with every right.		
Binding permanent staff to confidentiality but not seasonal or agency staff.		
Doing no verification at all because intrusive checks are not permitted.		
Leaving accounts of departed staff active until the next season.		
Relying on returning staff for everything except teaching new colleagues the rules.		

Operative synthesis

- **In a seasonal hotel, the staffing model decides who handles guests' identity documents, cards and personal details, with what preparation, with what access and under what obligations. It is decided by the owner for sound commercial reasons, and its security consequences can be managed without changing it: a little more onboarding, accounts built for roles, confidentiality in every contract, proportionate verification, and accounts closed on the day people leave.**
- **The instrument is a season page that follows people through the year, from recruitment to closing, and sets out at each stage what happens to their access and what the hotel does about it. Used by human resources and the owner of the system together, it turns the staffing plan into a plan for access as well as for payroll.**
- **In Palma nothing had been designed carelessly. The owner built a staffing model that kept a resort competitive, human resources ran it efficiently, and hundreds of seasonal staff served guests well each summer. One of them, in two months on the night shift, photographed what the model had given her every right to see and no obligation to protect.**

› **Which raises the question the next subchapter takes up. The staff at the desk are often the first to notice that something is wrong, from a strange call to a message that does not look right. What happens when those observations never reach the people who review the system, because the management review hears only what the IT provider reports, is the case that follows.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 5a «The Helm», subchapter 1.13. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO/IEC 27001. It is not legal advice: data protection and information security law is that of the place where the property operates.