WORKSHEET 2.13

Awareness Training That Changed Nothing

Subchapter 2.13 · case in the book: Cusco

Ask three members of your front desk, separately, what they would do if a caller from the property system's support team asked them to read out the code that had just arrived on their phone. If any of them hesitates, the training they completed last month taught them to finish a course, not to put down the telephone.

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 never list with each department, with the words to use.		
Hold a five-minute briefing on one real attempt every month, in each team's working language.		
Practise with occasional test calls and messages, and thank those who follow the list.		
Give staff explicit permission to end suspicious calls and ring back on a known number.		
Tell guests, in confirmations and pre-arrival messages, what the hotel never asks for.		
Ask each supplier how it contacts the hotel and what it will never ask for.		
Measure reports of test calls and near misses, not course completion.		
Keep the list short, and keep the rest of the service warm.		

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
«Everybody completed the training, so awareness is in place.»	Completion shows that time was spent. Awareness shows in what people do when asked for something they should refuse.	
«A general security course covers hotel staff.»	Training must be appropriate to the job. Hotel staff meet attempts that general courses rarely describe.	
«Once a year is enough.»	The standard asks for regular updates. Attempts arrive every week.	

What is commonly believed	What actually holds	Our position
«Refusing a caller is bad service.»	Ending a suspicious call and checking on a known number is the service the hotel owes its guests and itself.	
«Telling guests about security frightens them.»	Telling guests what the hotel never asks for protects them, and they appreciate it.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Measuring awareness by course completion.		
Using generic training with examples from other industries.		
Delivering it once a year, in a format unsuited to the front desk.		
Never practising with test calls or messages.		
Never telling staff what suppliers and the hotel never ask for.		
Leaving staff unsure whether they are allowed to refuse and check.		
Never telling guests what the hotel will never ask of them.		

Operative synthesis

- **Awareness is behaviour at the moment somebody plausible asks for something the hotel should never give. It is formed by a short list of things the hotel never does, taught with the words to use, repeated for five minutes every month in the team's own language, practised with occasional tests, and backed by the general manager's clear permission to end the call and check. The same list, told to guests, protects them against the frauds made in the hotel's name.**
- **The instrument is the never list: for each department, what the hotel never does, what staff do instead, who hears it and how it is kept alive. It replaces the annual course as the heart of awareness, and it is measured by what staff report rather than by what they complete.**
- **In Cusco nothing had been neglected. A general manager bought a reputable course and made sure everybody took it, and a capable receptionist, sensing that something was wrong, did what a helpful person does when a caller says he is trying to help. The course had taught her about banks, and nobody had told her that no genuine supplier would ever ask her for a code.**
- **Which raises the question the next subchapter takes up. Staff who follow the never list will report what they see, and systems will report what they detect. What happens when those reports go to a mailbox that nobody reads, as the alerts of a monitoring service did for five months in one hotel, is the case that follows.**

Action plan for our property

Action	Owner	Due	How we will know it worked

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Source: Francesco Dore, The Helm and the Lens, Volume 5a «The Helm», subchapter 2.13. 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.