WORKING MATERIAL 2.14 · CHAPTER 2 — THE OPERATIONAL PERSPECTIVE · SETTING: GALLE, SRI LANKA

Errors, Complaints and Corrections

Source: Francesco Dore, The Helm and the Lens, Volume 9a — The Small Property, subchapter 2.14 (book page 373)

GUIDING QUESTION

When something goes wrong in your house and nobody is harmed, is the matter closed? And who in your house asks where the same error might still be hiding?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
If nothing happened, there is nothing to correct	No	What counts is the non-fulfilment of a requirement, not the harm (10.2)	
Every error needs a report with root-cause analysis	Only partially true	Causes must be determined, but actions are proportionate and the form is free (10.2)	
The standard prescribes a method such as five whys	No	Causes must be determined; the house chooses the method	
The supplier is responsible for errors in the goods	No	The organisation controls externally provided products itself (8.1)	
Errors and actions must be recorded	Yes	Documented information on nature, actions and results (10.2)	
Whoever made the error must be named	No	Causes and actions are required, not culprits	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Apologising and forgetting, so that the next guest meets the same error.

☐ Reminding the last person in the chain, so the gap remains and she reports less next time.

☐ Booking near misses as luck, when they are the cheapest opportunity to find a cause.

☐ Unloading responsibility onto the supplier for what stands on the house’s buffet.

☐ Checking only the one case, when the same gap often sits in several places.

☐ Never checking effectiveness, so nobody knows whether the action changed anything.

☐ Writing a long report instead of searching the same afternoon for similar cases.

☐ Putting the guest’s name and health details on the note instead of the process.

3 · A Checklist for Handling Errors and Complaints

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Do we distinguish the correction from the action against the cause?	10.2 requires both reacting and evaluating the need to eliminate causes	
Do we also handle cases in which nothing happened?	The requirement is non-fulfilment, not harm	
Do we look for the cause in the process before we talk about a person?	Reminding a person leaves the gap in the process	
After each error, do we check where the same gap could exist?	Similar nonconformities must be determined (10.2)	
Does every action have an owner, a date and an effectiveness check?	Effectiveness must be reviewed (10.2)	
Are all notes of the year kept in one place for the review?	Nonconformities and actions feed the management review (9.3)	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standards and its practical application. Clause numbers in brackets point to the harmonized structure or the standard the subchapter names; where the evidence lives, and the sheets named, are this book's method, not a requirement of any standard.

Question	Where the evidence lives	Seen?
Does every note distinguish the correction from the action against the cause (10.2)?	The half-page notes in the folder	☐
Was the cause sought in the process, by following the route of the information?	The cause line of each note	☐
After each error, was it checked where the same gap could exist (10.2)?	The "similar cases" line of each note	☐
Has every action an owner, a date and an effectiveness check with its result (10.2)?	The last lines of each note	☐
Do the notes record the process and not the guest's name?	The notes themselves	☐
Are all notes of the year kept in one place for the management review (9.3)?	One section of the folder; the review record	☐

> *What this sheet is not: no management-system standard prescribes this form, and filling it shows conformity with nothing. It is a working aid drawn from the book; the standards' own texts govern the real case, and legal duties are established with competent local expertise. Independent material; not affiliated with or endorsed by ISO or any certification, accreditation or scheme-owning body. The standards' own texts prevail; legal duties must be confirmed locally.*