WORKSHEET 1.3

A New Edition, a Board Question

Subchapter 1.3 · case in the book: Singapore

If your hotel works to the first edition of the standard, do you treat the new edition as a documentation task or as a question for your board? And who in your hotel has read it before its cost is decided?

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
The board writes the statement: The new statement is written not by management but by the board itself, at a retreat in June, with Menon and Ong as guests. “Then it is our paper,” Tan said, “and we will have to read it when it becomes uncomfortable.”		
A planned transition: Ong drew up a gap list against the 2012 edition for 4.5, 6.3, 8.2 and 9.3.4, with owners and dates, as the first application of 6.3.		
A rule for short-notice change: By the summer Menon defined who decides on late changes and against which yardstick; each such decision gets a line for the management review.		
Scope and contractors: Ong set out what the hotel itself supplies for transmissions, so the board can decide on hybrid events in the scope, and asked the cleaning contractor about contracts and working hours.		

These steps are the book’s method, not requirements of ISO 20121. 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
The second edition is only a new structure	No. 6.3 is new; 4.5, 8.2 and 9.3.4 are rewritten or moved	
The guiding principles are a preamble to the policy	No. With statement and values they frame policy, objectives and operational plans (4.5)	
The standard now requires an ESG report	No. The foreword names more emphasis on ESG; a report as in C.3 is guidance	
Online events fall outside the standard	No. An event may be physical, digital or hybrid (3.7)	

What is commonly believed	What actually holds	Our position
Annex D prescribes a human rights audit	No. Annex D is informative; what is required is the evaluation of issues under 6.1.2	
The maturity matrix is the new scoring system	Only partially true. An approach is required (9.3.4); Table A.5 is an example	
A 2012 certificate covers the new edition	No. The new and rewritten requirements were never assessed under the first edition	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Leaving the revision to the documentation, when two key clauses address leadership.		
Mistaking the new numbering for the change.		
Writing the guiding principles into the first paragraph and leaving them there.		
Continuing to improvise changes without lessons reaching the review.		
Turning the maturity matrix into a grade, when the standard is not a scoring system.		
Treating human rights as distant, when they begin with the contractor who cleans the hall at night.		
Assuming a 2012 certificate covers the new requirements.		
Letting management write the statement the board will be measured against.		

Operative synthesis

- **Has someone in leadership read the second edition?: A summary of revisions in general is not this revision**
- **Do we know the four clauses carrying most of the weight, and where each lands?: Two of them land with the board**
- **Has the board adopted the statement of purpose and values itself?: The statement frames policy, objectives and plans**
- **Is it defined who decides on late changes, and against which yardstick?: Clause 8.2 requires decisions consistent with statement and policy**
- **Do lessons from change reach the management review?: Otherwise the same case recurs**
- **Have we decided whether digital and hybrid events fall within the scope?: Clients will ask about the transmission**
- **Act on immediately. Have someone in leadership read clauses 4.5, 6.3, 8.2 and 9.3.4, and ask the certification body in writing until when the current certificate stands.**

- **Plan for. Build a gap list with owners and dates, schedule the board's work on the statement, decide on hybrid events in the scope, and add contractors' working conditions to the issues list.**
- **Monitor going forward. Record every late change and its lesson, and make the evaluation against the guiding principles a fixed part of the management review.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 8a «The Helm», subchapter 1.3. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 20121. It is not legal advice: the law that applies is that of the place where the property operates.