WORKSHEET 2.11

Monitoring and Measurement

Subchapter 2.11 · case in the book: Rotterdam

If the figures from your last twenty events were on the table today, could you say for each one how it was produced, with which instrument, at what time and by whom? And which of them has ever changed a decision in your house?

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
Five indicators instead of eleven: Each remaining indicator was tied to an objective or significant issue and to a department that could influence it. The other six were dropped, and nobody missed them.		
A written method for each: One scale, bins marked with their tare weight, net figures; the hall meter read at the start of set-up and the end of strike, with a photograph. Estimates are marked as estimates. The kitchen places a ten-kilogram test weight on the scale on the first Monday of every month and records the reading.		
The meter's boundary corrected: In April Jansen fitted a separate sub-meter for the foyer ventilation and entered both meters in a new register of instruments, with what each one counts.		
Accessibility asked, not waited for: The events office now asks at every booking who needs what support, and records afterwards whether it was provided. The side-entrance ramp is on banqueting's closing round.		

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
Every scale and meter must be legally verified	No. Calibrate and maintain where necessary or practicable (9.1); any duty of legal verification comes from local law	
The standard prescribes which indicators to measure	No. The organisation determines what is monitored and measured (9.1); A.20 gives examples as guidance	
The more indicators, the better the system	No. A.20 recommends, as guidance, indicators suited to size and monitoring that is not burdensome	

What is commonly believed	What actually holds	Our position
Lessons are drawn from the large events	No. From each event (9.1 c)	
Estimated values are not allowed	Only partially true. Defined methods are required (9.1); objectives measurable where practicable (6.2)	
Emissions must be reported for every event	No. C.3 recommends them, as guidance, among the results of a report	
Measurement results must be kept as evidence	Yes. Documented information as evidence of results and performance (9.1, 9.1 b)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Measuring too much: eleven indicators cost fifty minutes per event and none is used.		
Fixing the name of an indicator but not its method.		
Trusting the label on a meter instead of checking what is wired to it.		
Spreading weekly contractor quantities over single events.		
Taking complaints as the measure of accessibility.		
Leaving reading times open, so that idle hours are charged to an event.		
Assuming every instrument must be legally verified, or that none ever must be.		
Evaluating in order to report rather than to decide.		

Operative synthesis

- **Can we name the objective or issue behind every indicator?: Figures without a purpose cost time and change nothing**
- **Is each method written so that a deputy could apply it?: Otherwise one name hides several different quantities**
- **Do we know what is wired to every meter we read?: A meter counts what hangs on it, not what its label says**
- **Is every scale checked regularly with a known weight?: Clause 9.1 requires calibration and maintenance where necessary or practicable**
- **Are estimates marked as estimates?: A defined estimate is usable; a disguised one is not**
- **Does every indicator have a threshold at which someone acts?: Monitoring exists to trigger preventive action (9.1 a)**
- **Act on immediately. Trace every published figure to its method, withdraw those that cannot be explained, and check what is wired to each sub-meter.**

- **Plan for. Reduce indicators to those tied to objectives and significant issues, write a one-page plan with method, time and person, set triggers for action, and clarify locally whether any instrument is used in trade.**
- **Monitor going forward. Review the figures monthly, record one lesson after every event, and pass trends and lessons to management review (2.15).**

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 2.11. 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.