WORKSHEET 2.14

Competence and Awareness

Subchapter 2.14 · case in the book: Muscat

If, at midnight at your next gala, more of the people serving in the ballroom are not on your payroll than are, do they know what your hotel promised the client? And could you show that they know?

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
A role sheet for every function: Menon and Santos wrote half a page for each role at a gala: what it must be able to do, what it must know, whom to call. The sheets apply to everyone who takes the role, whether permanent, trainee, agency worker or casual.		
The proposal on the briefing card: Before every event Menon now copies the commitments in the signed proposal onto a briefing card, with the policy in one sentence, the routes and the name of whoever decides when something is missing. The card exists in English, Arabic and two further languages the agency's workers speak.		
Everyone briefed, with a list: The briefing moves to 6.15 p.m., in the ballroom, and includes the safety and hygiene instruction. A list records name, role, time and who briefed each person. The agency contract now requires its workers to arrive in time for the briefing, and states that it is paid time (2.8).		
Three questions during the evening: At about 11.30 p.m. the banquet manager asks three people in different roles one question each, and notes the answers on the list. Before eleven, the trainees hand over to a named permanent server.		

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
Competence and awareness concern only the hotel's own employees	No. Clauses 7.2 and 7.3 contain no such limit; the workforce includes staff and volunteers (4.2 d); Table A.1 names service providers' staff	

What is commonly believed	What actually holds	Our position
An attendance list proves competence	Only partially true. Documented evidence is required, and the effectiveness of action is to be evaluated (7.2)	
Every member of staff must know the standard	No. Awareness of policy, own contribution and consequences is required (7.3)	
The standard prescribes hours of training	No. Determine competence and ensure it through education, training or experience (7.2)	
Agency workers are solely the agency's concern	No. The hotel controls externally provided processes (8.1); Table A.1 names service providers' staff as guidance	
Whoever knows the rule is aware of it	Only partially true. Awareness includes one's own contribution and the consequences of not conforming (7.3)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Keeping the training matrix by payroll, so that half the service team is missing from it on gala nights.		
Treating "trained" in an agency contract as enough, when no agency can know what the hotel promised the client.		
Briefing only the running order: tables and times arrive, commitments do not.		
Passing on rules without saying what they are for, so that the first difficulty sets them aside.		
Counting signatures as effect, when people who have not understood will sign anyway.		
Forgetting that the trainees leave at eleven and take their knowledge with them.		
Briefing in one language to a team that speaks several.		
Asking agencies for certificates in place of a briefing on the evening itself.		

Operative synthesis

- **Have we defined, for every role at an event, what it must be able to do and know?: Competence attaches to the role, not to the contract**
- **Does that definition apply to agency workers, casuals and trainees?: They are part of the workforce the standard has in view**
- **Do the commitments in the proposal reach the briefing before every event?: Awareness of one's contribution requires knowing what was promised**
- **Is there a list of everyone in service, with role and who briefed them?: Clause 7.2 requires documented evidence of competence**

- **Do we brief in a language everyone understands, and check it during the evening?: Effectiveness must be evaluated, not assumed**
- **Who holds the trainees' knowledge once they have gone home?: Knowledge leaves the room with the people who carry it**
- **Act on immediately. Before the next large event, read the proposal, write its commitments on a card and brief everyone in service from it, with a list of names and roles.**
- **Plan for. Write a role sheet for each function at an event, amend agency contracts to require attendance at the briefing on paid time, and prepare the card in the languages the team speaks.**
- **Monitor going forward. Ask three questions during every large event, note the answers, and change the cards and role sheets wherever an answer was wrong.**

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 2.14. 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.