WORKSHEET 3.11

Why It Happens Again

Subchapter 3.11 · case in the book: Karlovy Vary

Does your last internal audit report contain a finding you have read before? And what was written on the sheet that closed it last time: a cause, or a sentence such as “staff retrained”?

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 cut-off date in the contract: Novotný changed the contract template: the final number is fixed ten days before the event, the hotel invoices the number then confirmed, and two reserve places are written on the order where everyone can see them.		
A route to the kitchen: On the cut-off date the sales coordinator enters the final number on the banquet event order, with date and initials, and the kitchen orders only after that entry. For weddings whose contracts were already signed, she telephones the couple twelve days ahead.		
All events with a contract figure: Krejčí named as similar cases every event planned from a contract number: company dinners, birthdays and memorial lunches as well as weddings. The new route applies to all of them.		
A lesson that carries a number: Every lessons-learned note now records portions cooked, guests seated and portions left over, so that the next trend shows itself before the next audit.		

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
A five-whys analysis is required for every nonconformity	No. The causes must be evaluated (10.2 b); the hotel chooses the method	
Training is a corrective action	Only partially true. Only where missing knowledge was the cause; corrective action eliminates the cause (3.37)	
The corrective action concerns the event where it happened	No. Its reach follows cause and risk of recurrence, including comparable events; it must be appropriate (10.2)	

What is commonly believed	What actually holds	Our position
The internal auditor carries out the root-cause analysis	No. 10.2 binds the organisation; the audit checks whether it acts effectively (9.2.1 b)	
An action is finished once it is implemented	No. Its effectiveness is reviewed (10.2 d)	
Recurring deviations require more than a single correction	Yes. Adverse trend: preventive action (9.1 a); nonconformity: causes and action (10.2 b, c)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Acting where the failure is visible rather than where it is produced.		
Answering every finding with training, even where people already know what to do.		
Closing the case sheet on the day the action is implemented.		
Looking for the person who did not listen instead of the process that allowed it.		
Comparing unlike events and turning a cause into an argument.		
Ignoring the fear behind a hidden reserve instead of writing the reserve down.		
Treating only the event type that happened to be audited.		
Letting the internal auditor write the cause she will later audit.		

Operative synthesis

- **Do we notice when a finding appears for the second time?: A recurrence is evidence that the earlier cause was wrong or incomplete**
- **Does every nonconformity sheet name a cause, not only an action?: Corrective action eliminates a cause (3.37); without one there is nothing to eliminate**
- **Does the cause lie in a process we can change?: A cause that names only a person usually stops one step too early**
- **Does the analysis rest on figures from several events?: Figures show where a failure is produced, not just where it is seen**
- **Have we asked which other events share the same cause?: The reach of the action must be appropriate (10.2)**
- **Does the responsible function write the cause, and the audit check it later?: An auditor who writes the cause cannot impartially audit it (9.2.2)**
- **Act on immediately. Lay every recurring finding beside the sheets that closed it before, and correct the consequence at the next events by telephone and on the order.**

- **Plan for. Ask why with figures until a process answers, extend the action to every event that shares the cause, and change contract and procedure as planned change.**
- **Monitor going forward. Record portions cooked, seated and left over in every lessons-learned note, and close no sheet before six real events show the effect.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 8b «The Lens», subchapter 3.11. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 20121, ISO 19011 or ISO/IEC 17021-1. It is not legal advice: the law that applies is that of the place where the property operates.