WORKSHEET 3.12

Two Pages for the Owners

Subchapter 3.12 · case in the book: Stockholm

Who in your hotel read the whole of the last internal audit report, and what did they decide afterwards? If your auditor had only two pages, would the first one say whether your system holds, and where it does not?

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 promise corrected first: In the week of the owners' meeting the website was changed. It now reads: "In our hall, celebrate with us without single-use." The old sentence returns only after a season in which reusables reach every garden party reliably.		
Reusables in the park: In November management decided to hire reusable tableware with take-back for every garden party above 120 guests next season, and to consider the dishwashing station only after a season of figures.		
Music and lessons on the form: Sandberg ruled that banqueting announces the move indoors at a quarter to ten and records the time on the order. The garden-party order gained a field stating which lesson from earlier parties was used in planning.		
Minutes that decide: The management review minutes ran to one page: three decisions, three names, three dates. Ekström's two pages were attached.		

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 audit report must set out every finding in full	No. Results are reported to relevant management (9.2.2); length and form are the hotel's choice	
The report goes to the quality coordinator	Only partially true. It goes to relevant management (9.2.2); top management directs and controls at the highest level (3.23)	

What is commonly believed	What actually holds	Our position
A traffic-light scheme is the expected format	No. The standard names no format; ISO 19011:2026 offers fair presentation as a principle	
Management must implement what the auditor recommends	No. The outputs of the management review are management's decisions (9.3.3)	
A good audit proves the system works	Only partially true. It checks conformity, implementation and objectives (9.2.1) within a defined scope (9.2.2); what was not audited it does not cover	
The audit report can serve clients as proof of conformity	Only partially true. Conformity is shown by self-declaration, client confirmation or certification (1); no communication may mislead (7.4)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Mistaking length for thoroughness.		
Ordering the report by department, so that cross-departmental failures appear nowhere whole.		
Using colours without reasons.		
Leaving out the overall conclusion.		
Writing findings without saying what they mean for guests, clients or the hotel's statements.		
Pushing the decision onto the auditor, or letting the auditor take it.		
Forwarding the report "for information".		
Hiding the limits of the audit in small print.		

Operative synthesis

- **Does our report open with a conclusion on whether the system holds, and where not?: Only the auditor knows all findings; without her conclusion someone else invents one**
- **Does it state what was audited and what was not?: The audit covers only its defined scope (9.2.2)**
- **Are no more than five findings in front, each with its consequence?: Management decides on weight, not on volume**
- **Does every colour or score carry a reason?: A colour without a reason cannot be acted on**
- **Does the report name the question only management can answer?: Resources and policy belong to leadership (5.1) and to the management review (9.3.3)**
- **Does the report reach the people allowed to decide, as an item for decision?: Results go to relevant management (9.2.2), not into a cupboard**

- **Act on immediately. Take the last audit report, write its conclusion in two sentences, and correct any public statement it shows to be untrue.**
- **Plan for. Rebuild the report format: conclusion, at most five findings with consequences, the question for management, limits, annex. Send it as an item for decision to whoever is allowed to decide.**
- **Monitor going forward. Check that every question in the report has a minuted decision, with name and date, in the next 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 8b «The Lens», subchapter 3.12. 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.