WORKSHEET 3.13

Done Is Not Effective

Subchapter 3.13 · case in the book: Luxembourg

How many actions from your last internal audit are marked “done”, and at which event did anyone check that they work? How would you have recognised that one of them 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 scale case reopened: Pereira reopened the case with the head chef and looked for the cause again. It had been decided that weighing would happen, but not when in the course of an event or by whom. Now every banquet has its own labelled caddy beside the return conveyor, and the last person in the service room weighs it before leaving and enters the weight on the order.		
A sign of effectiveness written in: Beside the action now stands its sign: a weight at nine of ten events above fifty guests. No action is accepted onto the list without one.		
Follow-up tied to events: The check is bound to the next five banquets above a hundred guests; the first is a company anniversary in early November. The final-number action is judged only once the scale produces event figures.		
Two columns: The column “done” on the list is now called “implemented”, and beside it stands a second: “effective”, set only by the follow-up.		

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
An action is done once it is implemented	No. Implementing (10.2 c) and reviewing effectiveness (10.2 d) are separate steps	
Effectiveness is checked after three months	No. The standard sets no period; this book ties the date to a number of events	
The internal auditor reviews effectiveness	Only partially true. The organisation must review it (10.2 d) and decides who; the audit asks whether the system is effectively implemented (9.2.1 b)	
If an action does not work, retrain	No. Evaluate causes (10.2 b); change the system if necessary (10.2 e)	

What is commonly believed	What actually holds	Our position
Evidence that the step was taken is enough for follow-up	No. Effectiveness must be reviewed on evidence (9.1, 10.2 d)	
Documented information on actions and results must be retained	Yes. 10.2 requires it for nonconformities, actions and results	
On-site verification of every finding is mandatory under ISO 19011	No. ISO 19011:2026 is guidance; it names an evidence-based approach as a principle	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Setting “done” on the day of the step.		
Defining no sign of effectiveness when the action is set.		
Not comparing the rule as lived with the rule as decided.		
Following up in the office, where a tidy sheet can hold exactly what was not meant.		
Following up by calendar rather than by events.		
Stacking a new action on one that does not work, instead of seeking the cause again.		
Judging linked actions separately.		
Telling management how many fields are green instead of the state of each action.		

Operative synthesis

- **Does every action state how its effectiveness will be recognised?: Without a sign set in advance, follow-up fits the sign to what it finds**
- **Does our list separate implemented from effective?: 10.2 treats implementation and review of effectiveness as separate steps**
- **Does someone other than the implementer check effectiveness?: The person who did the work is the least able to see where it bent**
- **Is the follow-up date tied to a number of real events?: A quiet month proves nothing about a banqueting rule**
- **Was at least one event observed on site, late or at a weekend?: Rules break most easily when people are tired and staff are new**
- **Are linked actions judged together?: One action’s effect may depend on another action’s data**
- **Act on immediately. Split the action list into “implemented” and “effective”, and reopen any case whose effect nobody has seen at a real event.**
- **Plan for. Write a sign of effectiveness beside every new action, tie each follow-up to a number of events, and observe at least one of them on site.**

› **Monitor going forward. Report to management the state of every action, not the count of green fields, and keep cases open until the data 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 3.13. 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.