WORKSHEET 3.14

The Promise and the Order

Subchapter 3.14 · case in the book: Brussels

When your hotel promises a client something that a service provider delivers on your behalf, has anyone from your hotel seen how that provider works? And what would you actually be entitled to examine if you stood at its door tomorrow?

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
An annex that carries every promise: Janssens rewrote the catering annex. It now lists every promise the hotel makes to clients at outside events and states who separates, who weighs and who keeps the records.		
Proposal before order: Before every outside event, banqueting sales submits the proposal to purchasing, which checks each promise against the order.		
An audit right and a current sheet: The new annex gives the hotel an audit right once a year and at every event. The agency received the new information sheet the day after the audit, and at the next banquet Claes checked at the door which version the workers held.		
The interface in the register: The issues register no longer says the caterer lies outside the system. It shows the interface, with the caterer's two vans as an issue the hotel can influence at the next award.		

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
Suppliers must be audited on site	No. B.9 lists on-site audits beside indicators, document review and lessons; it is guidance	
What a provider delivers under contract lies outside the system	No. Externally provided processes are controlled (8.1); issues the hotel can influence are considered (6.1.2)	
Supplier conformity must be monitored continuously	Only partially true. 8.3 recommends ongoing monitoring; it requires criteria, their application and documented information	

What is commonly believed	What actually holds	Our position
The same audit procedure applies to every supplier	No. The hotel sets the criteria; the process must be manageable for small businesses (8.3)	
A certified supplier need not be checked	No. Requirements should relate to sustainability performance (8.3); a certificate covers a system, not the work in the marquee	
The standard defines the hotel's audit of its suppliers	Only partially true. A.24 describes second-party audit of the organisation by its clients; with suppliers the arrangement runs the other way	
Records on suppliers are retained	Yes. Documented information under 8.3	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating the supplier audit as an inspection of the supplier only.		
Writing proposal and order separately and never comparing them.		
Buying services against criteria without an audit right.		
Bringing forty questions to a business of fourteen people.		
Acting as an authority over hygiene or wages, instead of asking for agreed, proportionate evidence where they bear on what the hotel sells.		
Excluding from the system a service the hotel sells under its own name.		
Accepting a supplier's certificate in place of looking at the work.		
Forgetting to send providers the current version of the hotel's own documents.		

Operative synthesis

- **Is every promise we make to clients in the order to the provider who delivers it?: What the hotel has not ordered it cannot find at the supplier or deliver to the client**
- **Do our contracts give us the right to check fulfilment?: Without it, access depends on the supplier's goodwill**
- **Is it settled which data about others' workers we see, and why?: Data-protection rules limit data to what the purpose needs**
- **Do providers hold our information sheets and annexes in the current version?: A document used outside the house needs the same control as inside**

- **Can a small business complete our audit in a few hours?: The process must be manageable for small businesses (8.3)**
- **Do our findings separate causes in the hotel from causes at the provider?: Findings belong where the cause lies**
- **Act on immediately. Before the next outside event, lay the proposal beside the order to the provider and close every gap in writing.**
- **Plan for. Add an audit right and every client promise to supplier contracts, audit providers by weight with a page of questions, and record influenced issues at the interface.**
- **Monitor going forward. Check agreed actions at the next deployment, on site, and keep providers' copies of the hotel's documents current.**

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 3.14. 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.