WORKSHEET 3.2

The Pre-filled Box

Subchapter 3.2 · case in the book: Bruges

What does someone in your hotel need to know to see that a neatly completed banquet event order says nothing about the coffee break? And could you show that your internal auditors know it, or only that they once attended a course?

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 profile on one page: Four areas, one sentence each on what the auditor must be able to do, and a column on how the hotel shows it. The profile went into the system's documented information, beside those for banqueting and technical staff.		
Each gap closed by its own means: Claeys attended a two-day course on ISO 20121 and audit method in March. In the same weeks De Smet walked three shifts with banqueting: a set-up, a congress evening through to breakdown, and a morning after, when he watched the coffee station from seven o'clock.		
A shadowed cross-audit: The first cross-audit took place in May, at the annual meeting of an engineering association. Claeys audited banqueting while De Smet accompanied her and wrote nothing; in the afternoon he audited maintenance and purchasing, with Claeys alongside. Neither audited their own work (3.1).		
The report as evidence of competence: Vermeulen read both reports in one evening with a single question: does every finding have a criterion, evidence and a conclusion? Claeys's findings named place, time and form; two of seven lacked the criterion. De Smet had spoken to three agency servers and asked for the briefing record. Each auditor's file gained a line on what to practise next.		

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 internal auditor needs a lead auditor certificate	No. Competence (7.2) and an objective, impartial audit process (9.2.2) are required; no certificate is named	

What is commonly believed	What actually holds	Our position
The standard prescribes training hours for auditors	No. Clause 7.2 requires determining, ensuring and evaluating competence; it sets no hours	
Competence must be evidenced	Yes. Documented information is retained as evidence of competence (7.2)	
Anyone who can audit ISO 9001 can audit ISO 20121	Only partially true. The craft transfers; the competence needed for this system is determined by the hotel (7.2 a)	
ISO/IEC TS 17021-4 governs internal auditors	No. It concerns personnel auditing and certifying for certification bodies (4.2)	
Every auditor's competence must be evaluated in a documented process	Only partially true. ISO 19011:2026 recommends it as guidance; 7.2 requires evaluating the effectiveness of actions taken	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Choosing the auditor by certificate rather than by profile.		
Taking completeness of a form for effectiveness of a process.		
Interviewing only managers and the authors of procedures.		
Overlooking operational knowledge because it carries no certificate.		
Leaving the law entirely to lawyers, when the auditor must at least recognise it.		
Treating ISO 19011:2026 or ISO/IEC TS 17021-4 as binding on the hotel's internal auditors.		
Writing the profile once and never rereading it after a change in software, agency or standard.		
Filing the audit report without reading it, so the auditor never learns where his competence ends.		

Operative synthesis

- **Have we written down what an internal auditor of our system must be able to do?: Clause 7.2 a) requires the necessary competence to be determined**
- **Does the profile cover standard, operations, law in outline and interviewing?: A course evidences one area, not four**
- **Have we measured every auditor against it, including the one with a certificate?: Gaps are closed only once they are known**
- **Has each auditor seen set-up, service, breakdown and a coffee station first hand?: Effective implementation (9.2.1 b) is visible only there**

- **Does each auditor speak to casual and agency staff?: Managers describe the procedure; servers describe what happens**
- **Has management read the last report for criterion, evidence and conclusion?: That review is how 7.2 c) evaluates effectiveness**
- **Act on immediately. Write a one-page competence profile for internal auditors and measure each current auditor against it, certificate or not.**
- **Plan for. Close each gap with its own means: a course for the standard, shadowed shifts for operations, the legal register for law. Shadow the first cross-audit and review the report.**
- **Monitor going forward. Keep one file per auditor, reread the profile when the system or the operation changes, and check each report for criterion, evidence and conclusion.**

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 3.2. 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.