WORKSHEET 3.3

Audit When the System Works

Subchapter 3.3 · case in the book: Queenstown

In which week did your hotel last carry out an internal audit, and how many events took place that week? If your audit programme has known only the quiet weeks for a whole year, which system has it been checking: the one at your events, or the one in your binders?

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
Calendar beside programme: Tipene entered every event for the coming year by month and type, marked where the old programme had audited, and drew in the nonconformity register, earlier reports, the issues register and the year's changes. Weight went where deviations clustered.		
Every phase in its moment: October before the season: contracts, suppliers and induction of seasonal staff. November, three weeks ahead of a medical conference for 420: contract and banquet order (3.6). New Year's Eve gala for 280: seasonal staff at their busiest, energy in the ballroom, breakdown. A Saturday wedding in January for about 200: dishwashing, lawn bar, noise and breakdown (3.7). A morning after in February: waste, weighing list, contractor record (3.8). May: follow-up, documents, legal register and a review of the programme.		
Short audits, chosen by the auditors: Each date runs four to six hours with a narrow scope. The programme names month and event type; the auditors choose the event, banqueting learns the date two weeks ahead, and if the event is cancelled the next one of that type takes its place. O'Connor proposed a small wedding without a DJ for January; Tipene explained that the auditors choose.		
An outside auditor for the gala: Wallace's change: on New Year's Eve both department heads are on duty, so an auditor from a sister property audits the gala, keeping objectivity and impartiality intact.		

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 internal audit takes place once a year	No. At planned intervals (9.2.1); the programme sets frequency (9.2.2)	
Every audit must cover every clause	No. Objectives, criteria and scope per audit (9.2.2); the programme covers the system over time	
The programme considers process importance and previous results	Yes. Clause 9.2.2	
The standard requires every event to be audited	No. The system is audited (A.2, guidance); 9.1 c) requires lessons from every event, not an audit	
No audit should take place during an event	Only partially true. The standard does not exclude it; the programme sets methods and dates (9.2.2)	
ISO 19011 requires a risk-based programme	No. ISO 19011:2026 recommends considering the programme's risks and opportunities; as guidance it binds nobody	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Placing the audit in the quietest week, when the system is idle.		
Auditing every clause in two days, so that none gets time.		
Giving seminars and weddings equal weight.		
Not reading the nonconformity register before planning.		
Trying to interview seasonal staff after the season.		
Letting the audited department choose the date.		
Believing the standard requires an annual audit, or an audit of every event.		
Treating ISO 19011:2026's risk-based approach as a requirement rather than guidance.		

Operative synthesis

- **Is at least one audit a year held at a running event?: Effective implementation (9.2.1 b) is visible only there**
- **Does the programme cover before, during and after over the year?: All phases of the cycle in scope belong in the programme**
- **Does each line have a reason drawn from risk or previous results?: Clause 9.2.2 requires process importance and previous results to be considered**

- **Are changes in staff, suppliers or procedures reflected?: A new supplier is a reason to look closer**
- **Do we audit seasonal work while seasonal staff are here?: They are gone by the quiet weeks**
- **Do the auditors, not the audited department, choose the event?: The department will choose its quietest evening**
- **Act on immediately. Lay the coming year's events calendar beside the current programme and the nonconformity register, and mark where they fail to meet.**
- **Plan for. Rebuild the programme by event type, phase and process, with a reason for every line, short audits at events and a quiet-season day for follow-up.**
- **Monitor going forward. Once a year, ask whether the programme saw what the year showed; whatever guests, contractors or neighbours found first changes the next programme.**

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 3.3. 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.