WORKSHEET 3.6

Three Weeks Before

Subchapter 3.6 · case in the book: Oxford

Three weeks before your next large conference, could you show, for every commitment in the contract, which supplier has been ordered, in which room it will be kept and who will check it? And do you know the last day on which each of them could still be changed?

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 order, and an honest scope: On Tuesday Price ordered squash, potatoes and apples from the grower, and bread from a local bakery. Coffee, rice and spices still come from the wholesaler, and she wrote to the society saying what “regional” covers and what it does not. Signs stand only where they are true.		
The workshop moves up: The second workshop moved to the second ground-floor seminar room; the cellar now stores poster tubes. The society was told why.		
The overdue text delivered: The travel information reached the society’s office two days later, with the bus from the railway station and a note that the hotel has very few parking spaces.		
A step between contract and order: The weighing sheet gained a line for the conference. More lastingly, every new contract now produces a commitments sheet within a week of signing, each line with an owner, an order and a last day for correction, and the risk register gains a line for every commitment that depends on others.		

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
Auditing starts once the event is running	No. The cycle begins with research and planning (3.8); planning is part of 8.1; risk actions are evaluated through 9.2 (6.1.1)	
A pre-event audit is a sign-off	No. The audit informs management (9.2.1, 9.2.2); planning and control remain with the hotel (8.1)	
Promising “regional” means suppliers must be certified	No. Request evidence where applicable; apply selection and evaluation criteria (8.3)	

What is commonly believed	What actually holds	Our position
What is fixed before the event does not belong in the report	No. The audit examines the system (9.2.1); an event itself is not declared conforming (A.2, guidance)	
A commitment that cannot be kept may be replaced quietly	No. Adjust processes for the best practicable solution and report lessons (8.2); nothing misleading (7.4)	
The standard requires every room to be step-free	No. Accessibility is defined (3.13) and a possible issue (6.1.2 b); the hotel decides what it promises; trade-offs in A.12 are guidance	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Auditing only once the event is running, when many commitments survive only as findings.		
Auditing three days ahead, too late for suppliers with lead times.		
Mistaking a conversation with a supplier for an order.		
Adopting the client's room plan without testing it against the hotel's own building.		
Setting a deadline in a contract without naming who meets it.		
Keeping one risk register for every event, regardless of what this one promises.		
Correcting things as the auditor, and auditing one's own decisions next time.		
Deleting findings that were fixed before the event, while the process stays the same.		

Operative synthesis

- **Does our audit programme include audits before large events?: Only before the event can a finding still change it**
- **Is the audit timed before the slowest correction is still possible?: A supplier with ten days' notice cannot be ordered three days out**
- **Is every commitment from contract and proposal checked as its own line?: An annex filed whole is never read line by line**
- **Has an order been placed for each commitment, not only a conversation held?: Suppliers deliver what is ordered (8.3)**
- **Has the client's room plan been tested against our commitments and declared needs?: The hotel knows its steps; the client does not**
- **Do fixed findings stay in the report, with a question about the process?: The system, not the event, is the subject (A.2, guidance)**

- **Act on immediately. Take the contract for your next large event and write every commitment on its own line, with the order that supports it and the last day it can still be changed.**
- **Plan for. Add pre-event audits to the audit programme for large events, timed before the slowest correction, and create a commitments sheet within a week of every contract signing.**
- **Monitor going forward. Count, event by event, how many commitments have an order and an owner three weeks out. When that count reaches every line, the process between contract and order is working.**

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 3.6. 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.