WORKSHEET 3.7

Auditing While the Ball Runs

Subchapter 3.7 · case in the book: Prague

When did someone with an audit mandate last watch an entire ball night in your hotel without intervening? And what would that person have seen in the yard at two in the morning that no file contains on Monday?

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
One lift, one purpose: The orchestra now loads out through the gate, and the service lift stays with the waste room from 01:30.		
A decision that does not leave at eleven: After eleven the sous-chef on duty decides on surplus food. A social organisation in the district collects in the morning whatever may be passed on under the hotel's food-safety rules, such as HACCP-based procedures where they apply.		
Breaks with times: The agency receives a break schedule with times for each post, and the briefing card says who relieves whom.		
Say which bars: Every proposal now names the bars at which the hotel serves in reusable ware. The night porter's round sheet gained a line from the next ball: "02:00, yard: sacks?" He wrote "none".		

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 standard requires an audit during every event	No. Internal audits at planned intervals under a programme (9.2.1, 9.2.2); when and how is the hotel's choice	
An audit during the ball audits the ball	No. Only the system can conform, not the event (A.2, guidance)	
An auditor who sees an error must have it stopped at once	No. The organisation corrects (10.2 a); auditors are objective and impartial (9.2.2); intervening only for danger is this book's method	

What is commonly believed	What actually holds	Our position
What is not on paper is not evidence	Only partially true. In ISO 19011 terminology, statements of fact count if relevant and verifiable; this is guidance	
The auditor draws the lessons from the ball	No. The organisation identifies lessons from each event (9.1 c)	
Remote methods replace on-site observation	Only partially true. ISO 19011:2026 expands guidance on remote methods; the subject decides whether they work	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Auditing on Monday what happened on Saturday, from documents that show the plan and the invoice but not the night.		
Letting the department head audit the event he is running.		
Intervening because it seems urgent, so the finding disappears and the auditor later judges their own instruction.		
Writing notes without times, which turns evidence into impressions anyone can dispute.		
Walking only the halls, when criteria are kept behind the swing door.		
Questioning staff at their busiest moment.		
Photographing people rather than things.		
Taking one night for the whole season; it shows what the process allows, not how often it happens.		

Operative synthesis

- **Does our audit programme include at least one event observed while it runs?: Only then does effective implementation show under load (9.2.1 b)**
- **Is it agreed in writing, in advance, when the auditor intervenes?: Otherwise the finding disappears with the correction**
- **Is the auditor free of any area they work in?: Impartiality (9.2.2); nobody audits their own work (A.21, guidance)**
- **Do staff, including agency workers, know that an audit is running and what it examines?: They need to know it examines the system, not people**
- **Does the auditor's route include dishwashing, cloakroom and yard, not only the halls?: Criteria are kept behind the swing door**
- **Do the night's findings enter the event's lessons note?: Lessons from each event are required (9.1 c)**
- **Act on immediately. Choose the riskiest event of the coming season and agree in writing with its manager the auditor's hours, rooms, contacts and the single rule for intervening.**

- **Plan for. Copy the criteria from the banquet event order into the auditor's notebook, plan the route by the peaks of the night and ask the night porter where things get tight at two.**
- **Monitor going forward. Make sure every timed finding from the night enters the lessons note, and check at the next ball whether the changed lines hold.**

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 3.7. 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.