WORKSHEET 3.8

The Morning After

Subchapter 3.8 · case in the book: Bergen

If you laid the kitchen's weighing sheet from your last large event beside the waste contractor's weighbridge ticket and the staffing agency's invoice, would all three describe the same night? And was the lesson from that event written in your hotel before the breakdown, or after it?

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
The lessons note stays open: The note is now closed on the next working day, not at the end of the shift. The "Breakdown" field is filled by whoever walked the yard that morning, with the time of the walk.		
Weighing until service ends: Leftovers are weighed after the buffet closes, not at shift handover. If the late shift has gone, the night porter weighs and records, using the same sheet.		
An interface with the organiser: For the season's remaining summer parties, the event agency's crew receives a container map before breakdown and takes back its own pallets and planters. The staffing agency issued a corrected invoice for 129 hours and committed to a relief crew at one o'clock.		
A route for night evidence: The night porter received an address for photographs and a reply to each. Within one day, banqueting moves them into the event file, together with the deployment list, weighing sheet, weighbridge ticket and invoices.		

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
After the event, a look at the final invoice is enough	No. Performance, controls and objectives must be documented (9.1 b); lessons are required from each event (9.1 c)	
The lessons note should be written while everyone is still there	Only partially true. The standard sets no time, but the lesson must cover the whole event, breakdown included (9.1 c)	
Invoices are outside the scope of the audit	No. Externally provided processes must be controlled (8.1); the invoice shows how	

What is commonly believed	What actually holds	Our position
A photograph on the duty phone is documented information	Only partially true. Only once controlled: available, protected, retained (7.5.3)	
What was fixed by morning needs no record	No. React, evaluate causes, act, review effectiveness, retain documented information (10.2)	
The hotel must publish its lessons	No. Identifying them is required, and feeding them back where applicable; accessibility is recommended (9.1 c)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Writing the lesson before the end, so that “no issues” becomes a claim about hours nobody saw.		
Stopping measurement with the shift instead of with the service.		
Checking each record on its own, when contradictions only appear in pairs.		
Leaving night photographs on a duty phone until they are deleted.		
Reading invoices only against the quotation, never against the deployment list.		
Treating what was cleared up by morning as closed, without opening a nonconformity.		
Leaving the interface with the organiser’s breakdown crew to chance.		
Passing figures to the client before their limits are known and stated.		

Operative synthesis

- **Does someone with an audit mandate see the yard the morning after large events, before collection?: Containers are emptied on Monday, and the evidence with them**
- **Do night photographs and notes have a fixed recipient and a fixed place?: Evidence on a duty phone disappears with the next deletion**
- **Do we weigh until service ends, not until the shift ends?: A measurement that stops early is accurate and incomplete**
- **Does anyone read the staffing invoice against the deployment list?: Only the list shows whether what was paid matches what was worked**
- **Is the lessons note closed only after the breakdown?: Clause 9.1 c) asks for the lesson from the whole event**
- **Do figures go to the client only after their records have been read against each other?: A single record knows only its own hour**

- **Act on immediately. After the next large event, walk the yard before collection, secure the night's photographs, and keep the lessons note open until the breakdown is over.**
- **Plan for. Collect every record of each large event in one file, read them in pairs, agree container rules with organisers' crews, and give the night porter and shift leader a route for reporting deviations.**
- **Monitor going forward. Track contractor surcharges, agency hours against deployment lists and the time at which lessons notes are closed, event by event.**

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 3.8. 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.