WORKSHEET 4.10

The Habit Lost Its Reader

Subchapter 4.10 · case in the book: Sapporo

What has your system recorded since the day the certificate arrived, and who would have noticed if it had stopped? And on which day of the year would an auditor need to see your hotel to see what it is when it matters?

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 note moves into the event order: Sato's plan, sent ten days later, named the cause: the note was a sheet outside the event order. The action: a mandatory field that shows, whenever a new event order is opened, the last note for the same type of event.		
An honest account of the gap: For the sixty-three events without notes, Sato wrote no backdated sheets. She sat for an hour with the chef and the bar chief and recorded what the three still remembered of summer and autumn, marked as reconstructed from memory.		
Controls fed from the full list: The internal auditor now samples from the list of all events, and the management review minutes state how many notes their lessons come from.		
Lessons reach seasonal staff: Whoever arrives in December learns, at their own workstation, what the hotel learned the previous year.		

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 certification the system may rest until the next surveillance	No. Maintain and continually improve (4.4, 10.1); lessons from each event (9.1 c)	
Surveillance takes place on the anniversary of certification	Only partially true. At least once per calendar year, the first within 12 months of the decision; the day is chosen in the window	
If surveillance is postponed, the certificate simply stays valid	No. Without surveillance in the permitted period, the certificate is to be suspended	

What is commonly believed	What actually holds	Our position
Every surveillance checks the same events	Only partially true. The body selects in its audit programme; the rules set no fixed list	
Between surveillances the hotel needs no audits of its own	No. Internal audits and management review at planned intervals (9.2, 9.3.1)	
Surveillance must take place during an event	No. The rules do not prescribe it; a date under load is this book's method (4.6)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating the certificate as a finish line rather than a statement about a past day.		
Writing notes for the auditor, which end when the auditor leaves.		
Asking for a quiet date, so that the audit finds nothing and the hotel learns nothing.		
Handing over the folder instead of the list, and hiding the gap even from oneself.		
Copying last year's proposal, which cannot contain the lesson written after the event.		
Placing the audit at the very end of the window, where one postponement costs the certificate.		
Holding a management review whose input on lessons rests on no notes.		
Letting each season's knowledge leave with its seasonal staff.		

Operative synthesis

- **Do we know the decision date and the end of the first surveillance window?: Missing the window means suspension, not a finding**
- **Have we proposed a date when the hotel works under load?: A quiet day spares the system and shows nothing**
- **Do we keep a list of all events in scope since the decision?: The body samples from what happened, not from what is laid out**
- **Is there a lessons note for every event since the certificate?: Lessons are required from each event (9.1 c)**
- **Does planning for each event begin with the last lesson for its type?: Applicable lessons must be fed into future planning**
- **Do internal audit and management review draw on the full list?: Planned controls only work on complete inputs**
- **Act on immediately. Enter the decision date and the end of the twelve-month window in the management calendar, and count the records produced since the decision.**

- **Plan for. Propose to the body two or three dates under load, well inside the window, and build the last lesson for each event type into the event order itself.**
- **Monitor going forward. Feed the internal audit and the management review from the full list of events, and brief every new seasonal worker on last year’s lessons at their own workstation.**

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 4.10. 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.