WORKSHEET 4.11

Three Years, Not Three Days

Subchapter 4.11 · case in the book: Bath

When the certification body asks not about your hotel today but about the years since its last certification, what trace have those years left in your records? And have you moved your system to the 2024 edition, or only its numbers?

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 extraordinary management review: In the second week of February Carr held a review with purchasing at the table. The statement gained one question for each principle, to be answered in decisions about suppliers and formats.		
The bakery decision measured: The move to the wholesaler was laid beside the statement and reversed for banquets, kept for breakfast, with the reason recorded and reported to the review as a lesson under 8.2.		
An approach for 9.3.4: Twice a year, two questions per principle, the maturity matrix as an aid, the result in the review minutes. Carr signed the policy anew.		
The cause behind the scale: The threshold of a hundred guests was removed; the scale in the scullery now weighs after every banquet. The night cleaning contractor and the lessons note in the new software were traced into the system under a transition plan of two pages.		

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 transition to 2024 is a new structure	No. 6.3 is new; 4.5, 8.2 and 9.3.4 are rewritten or moved; further requirements sit in 4.1, 5.2 and 7.4	
The transition deadline is in the standard	No. The standard sets none; 31 March 2027 is one certification body's date, and schemes may differ (Italy: 3 April 2026)	

What is commonly believed	What actually holds	Our position
If the certificate expires, everything is lost	Only partially true. Restoration within six months is possible if outstanding activities are completed (ISO/IEC 17021-1)	
The body will extend the certificate until open points are closed	No. Without a completed audit or verified major corrections, validity is not extended	
A mission statement is the old statement under a new title	No. With principles and values it must frame policy, objectives and operational plans (4.5)	
The maturity matrix is mandatory for 9.3.4	No. An approach is required; Table A.5 is guidance	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Renumbering the documents and calling it a transition.		
Renaming the statement's heading and assuming it now frames policy and plans.		
Moving the old one-line evaluation to item 9.3.4 instead of determining an approach.		
Reading surveillance reports one at a time, so that a recurring finding looks like two small ones.		
Auditing banqueting every year and never purchasing, where decisions about suppliers are made.		
Leaving the transition to the last weeks before expiry because it costs least.		
Hoping the certification body will extend the certificate until open points are closed.		
Assuming a deadline from the market rather than confirming it with one's own certification body.		

Operative synthesis

- **Is there enough time between the planned audit and the certificate's expiry (in this book's model, about three months)?: Major corrections must be verified before expiry**
- **Have we read the cycle's internal audit and surveillance reports side by side?: Recurring findings show actions that did not work**
- **Does our transition plan name content, not only numbers?: 6.3 requires planned change; 4.5, 8.2 and 9.3.4 require substance**
- **Have we measured one real decision against our statement of purpose and values?: A frame shows itself in a decision measured against it**
- **Is the policy dated and signed, and has current top management confirmed it?: 5.2 requires a dated, signed policy; after a change at the top, a review shows whether it still stands**

- **Have we confirmed in writing until when our 2012 certificate stands?: The standard sets no deadline; the certification body does**
- **Act on immediately. Ask the certification body in writing until when the current certificate stands, and book the recertification early enough to leave time for verifying any major nonconformity before that date; this book suggests about three months, subject to the body's own conditions.**
- **Plan for. Write a transition plan of one line per new or rewritten requirement, test the statement against one real decision, trace the past cycle's changes into the system and set an approach for 9.3.4.**
- **Monitor going forward. Read every surveillance report beside the last one, and audit internally, over the cycle, every part of the event cycle where decisions are made.**

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 4.11. 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.