WORKSHEET 4.15

What Remains Our Own Work

Subchapter 4.15 · case in the book: Annecy

If you decide on certification today, are you deciding to dispose of a question, or because you know what the certificate will do for your hotel and what it will not take off your hands? And what happens in your house on the more than three hundred days a year when no auditor is there?

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
Certify what the system carries: The hotel will be certified for a one-page scope: conferences and congresses, company celebrations, its own formats and seminars, with the services, places and phases of the April scope. Weddings stay in the system and in the self-declaration but outside the certificate in the first cycle, until two internal audits show the July gap closed; that stands in the minutes with a date and will be said in public.		
Audits where the system works: Stage 1 is set for February 2029, stage 2 for a weekend in May with a company celebration on the Saturday and a congress on the Monday. Each surveillance date will also fall on an event.		
The reason in the minutes: Duval decided because the association and two clients required it and because the system carried after two years, not to dispose of a question. The clients' revenue is listed as possible, not secured.		
A list of what remains: Beneath the decision she wrote what continues: Perrin and Fournier audit twice a year, weddings first in 2029; reviews stay in April and October; everyone completes the principles assessment alone before the marks are compared; the lessons-learned note stays mandatory; the night form reaches the events manager every morning.		

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
With a certificate, internal audits become unnecessary	No. Internal audits at planned intervals remain required (9.2)	

What is commonly believed	What actually holds	Our position
The certificate replaces the management review	No. Review at planned intervals, outputs as decisions (9.3.1, 9.3.3)	
Certification is the best route of demonstration	No. Three routes, no ranking (clause 1; A.24, guidance)	
If a client requires a certificate, the standard does	No. Demonstration is voluntary; client requirements are addressed under 4.2	
The certificate confirms the hotel lives its guiding principles	Only partially true. It confirms a conforming system; performance against the principles the hotel evaluates itself (9.3.4)	
Once issued, the certificate holds until the end of the cycle	No. Surveillance at least once per calendar year; without it, suspension (ISO/IEC 17021-1)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Certifying everything, so that the scope promises what the system cannot carry.		
Dropping internal audits after certification, when the body audits whether the hotel audits itself.		
Recording revenue as secured, when a certificate is a condition for bidding, not a contract.		
Choosing the quietest month for the audit, so that binders are certified instead of events.		
Letting the certificate supply the purpose that the hotel must evaluate itself.		
Calculating only the first year, when surveillance and recertification belong to the decision.		
Failing to ask the body in writing whether and for what it is accredited.		
Certifying to dispose of a question rather than because interested parties require it and the system carries.		

Operative synthesis

- **Has our system run through every type of event in its scope, with an internal audit and a management review? (A year is this book's prudent choice, not a rule of the standard.): Clauses 9.2 and 9.3 are required; a minimum period of operation comes, if at all, from the certification scheme**
- **Have we tested the decision against our purpose and our principles assessment?: Clause 4.5 frames everything that follows**
- **Do we know in writing what our clients require and accept?: A client's demand is a requirement of an interested party (4.2)**

- **Does the certificate’s scope cover only what the system carries today?: Stage 2 finds what the system does not carry**
- **Do stage 2 and each surveillance fall on days with events?: An events system shows its effectiveness only while it works**
- **Does the decision list our own checks that continue afterwards?: What is not in the minutes is saved away in the first quiet winter**
- **Act on immediately. Put the statement of purpose and the principles assessment on the first page of the decision paper, and ask each client in writing what exactly it requires and accepts.**
- **Plan for. Cut the certificate’s scope to what the system carries, set stage 2 and every surveillance on event days, calculate the whole cycle, and write into the minutes what the hotel keeps doing itself.**
- **Monitor going forward. At each surveillance, ask whether the body’s accreditation has changed, whether internal audits and reviews have continued, and whether excluded areas are ready to join the scope.**

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 4.15. 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.