WORKSHEET 4.3

The Client Comes to See

Subchapter 4.3 · case in the book: Annecy

If a client arrived tomorrow with its own list and wanted to audit your hotel for two days, would you know what it could confirm afterwards and what it could not? And would your scope tell a stranger which events, which services and which rooms to look at?

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
Client findings into the register: Arnaud's confirmation arrived a week after the spring meeting: two pages naming scope, days, questions asked and questions left out, and one finding, lessons-learned notes without content in three of fourteen forms. Berthier entered it into the nonconformity register. The field now has three lines: what went differently from plan, why, and what the next event takes from it.		
A scope a stranger can audit: For the April review Berthier rewrote the scope as one page. It names conferences and congresses, company celebrations, the hotel's own formats, weddings and the roughly two hundred seminars, with a short note for each seminar; services from rooms to participant bedrooms; agency staff as a purchased service the hotel directs; places including dishwashing, courtyard and delivery bay; and phases from enquiry to lessons note. Partner hotels, which the hotel only brokers, are excluded with reasons; interfaces at delivery and waste are still evaluated.		
Data protected before every visit: Names on timesheets and rotas are redacted; participants' access needs are shown as numbers per room.		
Every statement measured against route and scope: Nothing went on the website. Duval approved the scope page and deferred the certification question to the October review.		

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
A self-declaration is only marketing copy	No. It is a route to demonstrating conformity (clause 1), supported by internal audit and management review	
A client audit is a second-class certificate	No. It is a route with its own reach; A.24 describes a second-party audit with a declaration of conformity, as guidance	
A certificate ends client audits	No. The standard says nothing about it; whether a client audits, the client decides	
A consultant's gap analysis must precede certification	No. Internal audit (9.2) and management review (9.3) are required; the standard names no gap analysis	
The scope may simply say "all events"	Only partially true. It should be factual, representative and not misleading (note to 4.3)	
Whoever did the internal audit can also certify	No. Only a certification body certifies; an auditor's internal audit of the client is a threat to impartiality the body must manage (ISO/IEC 17021-1, 5.2), with two years as a recognised mitigation, not an automatic clearance	
After a client audit the hotel may advertise "audited"	No. The confirmation covers its scope and its client; no communication may mislead (7.4)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Building a binder of copies, when the forms people work with are what gets audited.		
Mistaking the client's list for the standard; it audits what concerns the client.		
Advertising a client's confirmation as though it applied to everyone.		
Leaving the scope at one sentence, so that a stranger does not know what to audit.		
Treating a mandatory field as a lesson; the field gets filled, the lesson does not.		
Proposing the internal auditor as certifier.		
Ordering a gap analysis instead of running the internal audit and review that are required.		
Booking certification to answer one client's question.		

Operative synthesis

- **Do we know which clients want which evidence, and for what?: A client with its own list needs something different from an agency seeking a paper**
- **Does our scope say which events, services, phases and places it covers?: A stranger must know what to audit (4.3)**
- **Has our system been through an internal audit and a management review?: Clauses 9.2 and 9.3 belong to readiness**
- **Was the internal audit carried out by someone not auditing his or her own work?: Impartiality is required (9.2.2); an internal auditor is no certifier, and a body must weigh that prior role before using her**
- **Are names of guests and staff protected before any client sees records?: The system is audited, not the individual**
- **Does every public statement name the route and the scope of the check?: Clause 7.4 forbids misleading communication**
- **Act on immediately. List which clients want which evidence, redact personal data in every record a visitor may see, and take any "audited" wording off public channels.**
- **Plan for. Rewrite the scope as one page a stranger can audit, treat every client audit as a rehearsal whose findings enter the register, and bind the certification decision to the next management review.**
- **Monitor going forward. Track the hours client audits cost, what each left out, and whether the three-line lessons note now carries lessons.**

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 4.3. 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.