WORKSHEET 4.5

Follow One Thing Through

Subchapter 4.5 · case in the book: Dubai

If the auditor picked a single objective of your system tomorrow and followed it from top management's signature to the place where it is meant to be achieved, where would the trail hold, and where would it break? And could anyone in your hotel, including yesterday's agency worker, show her the way without someone answering for them?

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
A column for covers served: The same week, D'Souza added a "served" column to the weighing list. The stewarding supervisor enters the figure each morning from the head waiter's evening log, and the monthly sheet calculates on that column only.		
A definition for every indicator: Each figure the system reports received one line: numerator, denominator, source document, who enters it and when.		
The year recalculated and reported: By year end D'Souza had recalculated every banquet since January. The management review received an addendum: 146 grams as the annual average, target not achieved, the 140-gram objective remaining in force. The internal audit programme now requires every audit to recalculate at least one reported figure from source records.		
Claims wait for checked figures: The website sentence stayed in the drafts folder. Any external statement about an objective now passes the person who owns the indicator definition before it is published.		

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
Stage 2 confirms what stage 1 found	No. The two stages have different objectives (ISO/IEC 17021-1, 9.3.1.2.2 and 9.3.1.3)	
The stage 2 auditor decides on the certificate	No. The decision is taken by persons who did not carry out the audit (9.5.1.1)	

What is commonly believed	What actually holds	Our position
Any deviation at stage 2 prevents certification	No. For minor nonconformities the plan is reviewed and accepted; for major ones verification comes before the decision (9.5.2)	
An achieved objective proves the system works	Only partially true. The hotel determines measurement methods and evaluates effectiveness (ISO 20121, 9.1); the figure must arise correctly	
Agency workers are outside the system	No. Externally provided processes are controlled (8.1); Table A.1 counts service providers' staff as workforce (guidance)	
Management review must report the objective as achieved	No. It leads to decisions and considers whether objectives need to change (9.3.3)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating stage 2 as a larger stage 1: the question is what happens, not what is written.		
Explaining the system instead of showing it; every explanation is the hotel speaking about itself.		
Answering for staff, which removes the evidence and creates a suspicion.		
Securing only the numerator: a figure per cover is only as good as the cover count.		
Mistaking completeness for correctness: a list with no gaps can miscalculate on every line.		
Taking management decisions on figures nobody has traced to their source.		
Making copies for the auditor instead of leaving working documents at their stations.		
Publicising an achieved objective before the figure has been checked.		

Operative synthesis

- **Have we followed one objective ourselves from policy to workplace and back?: The auditor will follow the same trail**
- **Is the source of numerator and denominator fixed for every indicator?: A figure without a defined denominator counts something else**
- **Are actions for our objectives written into the documents people work from?: Clause 6.2 links objectives to how they are achieved**

- **Do agency and temporary staff know why they measure or separate?: Clause 7.3 covers everyone working within the system**
- **Has internal audit recalculated a figure, not only checked it was entered?: Complete is not the same as correct**
- **Is stage 2 scheduled on days with banquets?: Without events, half the system cannot be seen**
- **Act on immediately. Choose one objective and follow it, with a colleague who did not design it, from the signed policy to the workstation and back into the latest management review. Rebuild one reported figure from its source records.**
- **Plan for. Write a one-line definition for every indicator, brief every shift including agency staff, and propose stage 2 dates on which banquets are running (4.6).**
- **Monitor going forward. Have each internal audit recalculate at least one figure, and let no figure reach management review or the market without its source stated.**

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 4.5. 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.