




RESOURCE LIBRARY – SECURITY
Crisis Manual

CODE: 03.19.000

EDITION: 1

PAGE 1 OF 92

Hotel Incident and Crisis Manual EMEA

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 2 OF 92

INTRODUCTION:


The purpose of the Crisis & Incident Management Manual is to provide a reasonable level of guidance comparable to the standards within our industry so that losses from a crisis are controlled and liability is minimized.

This manual was prepared so that to deal with the listed crisis on details and to show the share of responsibilities among the hotel management and staff based on the **Hotel Incident & Crisis Manual**, which was developed and prepared by EMEA Risk Management Team, and finally the hotel specific feature.

Fire Life Safety

Hotel FLS Committee: has general oversight responsibility for the hotel’s safety and security programs


- Reviewing past accidents and incidents, and develop actions and follow up.
- Providing overall guidance and direction for the hotel’s loss prevention programs.
- Determine hazard and security risks unique to the hotel, and then develop P&P to control or minimize them.
- Review reasonable safety and security suggestions, and then develop P&P to address the issue.
- Participate in monthly meeting to discuss accident prevention, safety and security risks.
- Promoting safety awareness program for employees, through incentives posters.etc.
- Implement safety and security training programs for employees.
- Establish safe operating procedures for new and existing equipment.
- Handling competently crisis events at both ends.
- To formalize the local crisis procedures that provide a framework which enables a company to deal more efficiently and effectively, and to prevent unnecessary distress?
- A well-handled crisis can limit damages to company’s reputation (even enhance it).
- Notification of public and local service Authorities if necessary.
- Preliminary First Aid and Fighting of Fires.
- Insuring that safety and security equipment and machinery is properly maintained (i.e. fire extinguishers, sprinklers system, smoke detection, fire pumps, emergency generator, kitchen hood suppression system, CCTV etc.).
- Organizing the evacuation of guests, employees, record valuables, etc.
- Organizing alternative means of lodging and feeding, if total evacuation is required.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 3 OF 92

- Protect the hotel physical property.
- Making routine property inspection with regards to fire prevention, guest and employee safety.
- Re opening of the hotel after an emergency.

FLS TEAM:

Name	Position	E- Mail Address
	General Manager	
	EAM	
	Chief Engineer	
	Asisstant Engineering	
	F.L.S Coordinator	
	Finance & Business Support Manager	
	Banqueting and conference Manager	
	Executive Chef	
	Assestant Human Resources	
	F O Manager	
	Housekeeping Manager	
	Recreation Manager	
	IT Manager	
	Laundry Manager	
	Security Manager	

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 4 OF 92

All heads of departments / supervisors should be made aware of the manual existence and should fully understand their individual role, which must be clearly defined.


Emergency Teams (FIRE BRIGADE TEAM).

In every department all employees or a selected group of employees must be trained to use first aid, fire appliances and instructed on what to do in case of an emergency. The assignments of these employees are primarily in a single department or building which is desirable to ensure effective action, not only in attacking fire prior to the arrival of the Emergency Teams (ET).

In general We have three different teams:

- 1) Fire Fighting team, Lead by Chief Engineer.
- 2) Evacuation Team. Lead by FO Duty Manager.
- 3) First Aid Team, lead by FO manager and includes certified first Aiders.

Teams is placed in the back boards and on separate data sheet below in the same file.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 5 OF 92

EFFECTIVE COMMUNICATIONS.

INTERNAL COMMUNICATIONS:

The most critical aspect of handling a crisis is the ability to ensure all relevant information is communicated to appropriate people as precisely and swiftly as possible.

Reporting lines are shown on schematic drawings.

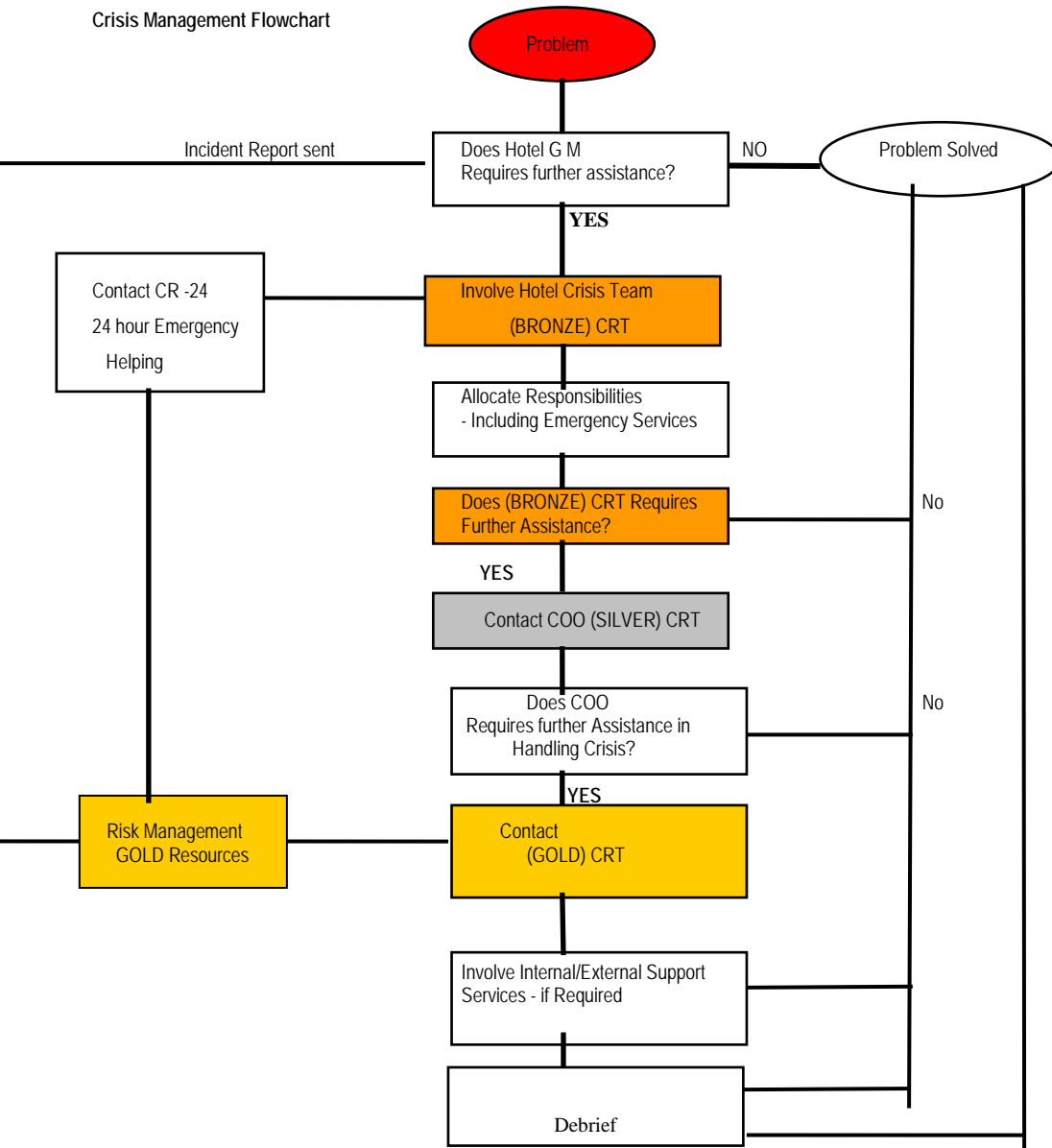
EXTERNAL COMMUNICATIONS-MEDIA-LOCAL-COMMUNITY ETC:

An emergency situation is likely to attract interest from the media or other interested parties. Their inquiry should be courteously acknowledged and immediately referred to the manager in charge. No other members of staff should comment. Media management is seen as the responsibility of the DMG and should be referred to them. Local initiatives are potentially damaging and dangerous.

FOLLOW-UP PROCEDURE

After every incident a debriefing session of the Local Crisis Management Team must be held to measure performance and effectiveness of the plan.

Crisis Management Flowchart





**RESOURCE LIBRARY – SECURITY
Crisis Manual**


CODE: 03.19.000

EDITION: 1

PAGE 7 OF 92

EMERGENCY PROCEDURES GUIDE

Type of Incident	Reports to be completed
Major incident plan/ Hotel Evacuation Plan	Incident Report
Accident	Accident and Dangerous occurrence report
Boiler failure	Incident report
Bomb Alert	Incident Report
Bomb thret	Incident Report
Bomb threat (Postal Devices)	Incident report
Death	Sudden Death Report
Demonstration / Protest Groups	Incident Report
Electrical Failure	Incident Report
Epidemic/ infectious diseases	Accident and Dangerous Occurance Report
Fire and Explosion/ Hotel Fire Plan	Fire Incident Report
Water Flood	Incident Report
Food contamination Alert (Suspect)	Accident and Dangerous Occurance Report
Food contamination Threat	Accident and Dangerous Occurance Report
Food poisoning	Accident and Dangerous Occurance Report
Gas failure	Incident Report
Gas Leak	Accident and Dangerous Occurance Report
Guest Illness	Accident and Dangerous Occurance Report
Incident Involving guests away from hotel	Accident and Dangerous Occurance Report
Injury	Accident and Dangerous Occurance Report
Kidnap/ Ransom/ Extortion	Incident Report
Lift Failure	Accident and Dangerous Occurance Report
Pollution (Air Pollution)	Accident and Dangerous Occurance Report
Political unrest/ Riot/ War	Incident Report
Rape	Crime Report
Suicide	Sudden Death Report
Telecom Failure	Incident Report
Theft of guest property	Crime Report
Water failure/ Contamination	Incident Report
Storms and Huricanes	Incident Report
Earthquakes	Incident Report
Body Fluid Spillage in Pool	Accident and Dangerous Occurance Report
Broken Glass in pool	Incident Report
Panic Alarm activation	Incident Report
Robbery / Armed robbery/ hostage taking	Crime Report
Suspect Device	Incident Report
Terrorist Attacks	None
Terrorist Threat Rspnse Level	None
Threat Level Green	None
Threat Level Amber	None
Threat Level Red	None

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 8 OF 92

MAJOR INCIDENT PLAN

It has to be recognized that the control of a major incident may be taken out of our hands and we will be expected to aid the Emergency Services. We must however, be cautious about solely relying on others in certain types of crisis (i.e. extortion, kidnap etc.)

The Hotel CRT role in a major incident is primarily to provide effective support; this may involve supplying full and accurate information on the layout and hazards of the hotel to the Emergency Services, and details of these, for example floor plans and the Major Incident hotel Profile must be included in the Crisis Plan.


During an incident or crisis continual communication must be maintained between the hotel and the DOO and the COO, the Silver (Divisional) CRT and, if applicable the Gold (regional) EMEA CRT.

All media attention and requests must be redirected to EMEA Crisis Response Team at .

When the immediate crisis is over, the hotel CRT must respond quickly to secure the hotel’s assets and restrict access to the site, suitable local security contractors must be identified in advance and all the relevant 24 hour contact telephone numbers must be recorded in the Emergency Hotel Contact numbers directory .

The EMEA Crisis Response Team can be contacted via the following 24-hour help line number.

**CR 24 HR Global Crisis Risk
+XX- XXX-XXX-XXX**

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 9 OF 92

Crisis Aid Memories:

1. Remain Calm
2. Obtain an overview of the situation
3. contact the emergency services
4. In the early stages it is important to remember to:
RESPOND- COMMUNICTE- Co-ORDINATE- CONTAIN
5. contact the 24- hour crisis line, pass on your assessment of the situation based on the overview obtained
6. Assemble your hotel Crisis Response Team (CRT) BRONZE
7. Establish your Crisis Control Center (CCC)
8. Establish clear communication network:
 - At the Hotel's CRT level
 - Up through the EMEA BRONZE- SILVER-GOLD Crisis Response structure
9. Start a crisis log and record all decisions by time and individual. (allocate this as a specific role)
10. Establish who has Crisis ownership
Hotel (BRONZE) or Divisional (SILVER) or EMEA (GOLD)
11. Establish :
 - A media spokesperson
 - A media information Center
 - Guest and staff welfare requirements.
12. Consider requesting from the EMEA Gold Response Team and additional Gold Resources, such as health and Safety/ Fire / Security and Crisis Personnel.



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 10 OF 92

MAJOR INCIDENT HOTEL PROFILE

Please print clearly or type, and complete all relevant sections

Hotel					
Hotel address					
Hotel telephone		Hotel facsimile		Email address	
General Manager		Contact tel. no.		Mobile no.	
Map reference		Brand		Owned / managed	
FOR OWNED OR MANAGED HOTELS					
Owning company		Contact		Contact tel. no.	
Address		Facsimile		Mobile no.	
LOCAL POLICE STATION		LOCAL FIRE STATION		LOCAL HOSPITAL	
Address		Address		Address	
Contact tel. no.		Contact tel. no.		Contact tel. no.	
THE HOTEL					
Total number of floors		Total floors ground to roof		Total floors below ground	
Total number of guest bedrooms					



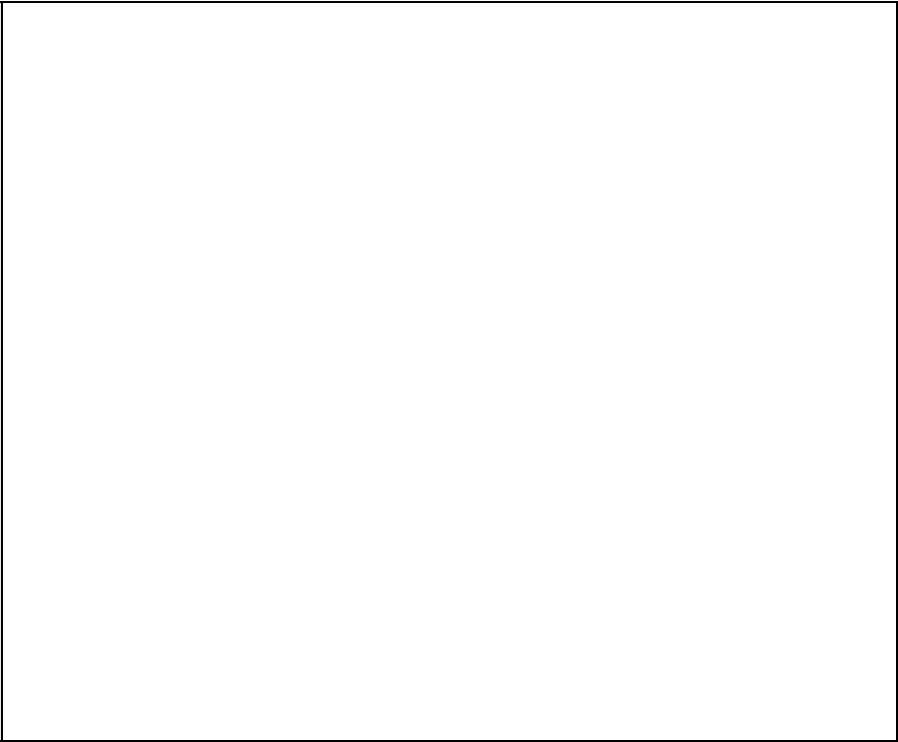
**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 11 OF 92

Guest floor configuration





**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 12 OF 92

MAJOR INCIDENT HOTEL PROFILE (continued)

LOCATION OF PLANT CONTROL EQUIPMENT	
Boiler room	
Main electrical intake room	
Main gas intake room	
Water mains intake	
LOCATION OF EMERGENCY PLANT EQUIPMENT	
Sprinkler control room	
Sprinkler tanks and pump	
Emergency generator	
Emergency battery room	
LOCATION OF FIRE AND LIFE SAFETY CONTROLS	
Fire alarm master panel	
Fire alarm spur panels	
Number of dedicated firemen's lifts	
Location of dedicated firemen's lifts	
EMERGENCY PLANNING	
Location of emergency control room / point	
Location of hotel switchboard	
Location of full set of hotel plans	



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 13 OF 92

MAJOR INCIDENT HOTEL PROFILE (continued)

EMERGENCY PLANNING (continued)					
Location of fire brigade meeting point	FB		RVP		
Location of ambulance / medical meeting point	AMB		RVP		
Staff evacuation point	Fire incident		Bomb incident		
Guest evacuation point	Fire incident		Bomb incident		
Location of media liaison point					
EMERGENCY CONTACTS					
Hotel General Manager		Contact tel. no.		Mobile no.	
EAM		Contact tel. no.		Mobile no.	
Chief Engineer		Contact tel. no.		Mobile no.	
Chief Security Officer		Contact tel. no.		Mobile no.	
HR Manager		Contact tel. no.		Mobile no.	
Media Spokesperson		Contact tel. no.		Mobile no.	
Guest Liaison Officer		Contact tel. no.		Mobile no.	
Staff Liaison Officer		Contact tel. no.		Mobile no.	
FLS Coordinator		Contact tel. no.		Mobile no.	



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000


EDITION: 1

PAGE 14 OF 92

MAJOR INCIDENT HOTEL PROFILE (continued)

LOCATION OF EMERGENCY SUPPLIES		
Emergency lighting (snap and shake liquids)	Location	Quantity
Emergency blankets (foil space blankets)	Location	Quantity
First Aid materials	Location	Quantity
General Manager	Signature	
	Print name	
	Date	

NOTE! The Emergency Evacuation Points must be established on an assumption of potential long term evacuation. It is therefore very important to consider factors such as climate, shelter, warmth, age of guests and staff and so on.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 15 OF 92

EVACUATION PLAN

In case of a major crisis that requires hotel evacuation, the following evacuation plan could be used, with a full coordination with the hotel evacuation leader.

IF FIRE ALARM (RED LIGHT ON THE PANEL)

- I.S.C. staff (Re-set the panel) and call using Mobile phones (Tell them the exact fire alarm message) the following:
 - Engineering duty (all shifts A+B+C)
 - Security shift leader (all shifts A+B+C)
 - HK shift leader duty (all shifts A+B+C)
 - Duty Manager (B shift only) (master key carrier)
 - Night Manager (C shift only) (master key carrier)
- Engineering check the place immediately (bring fire extinguisher from the nearest place to fire alarm) other parties help engineering.
- Report immediately to I.S.C. staff & Engineering the situation of the place.

In Case of


1. False alarm (to say false alarm twice to the group) END

2. Real Alarm (TO SAY REAL ALARM TWICE)

- I.S.C. to call CRT members by QEMS System & mobiles at the same time
- I.S.C. to call civil defense on **911** if instructed from GM
- Engineering Staff -In Fire Brigade- to work as a team to implement the following :
 - Leave every thing - go directly to the place of fire
 - switch off the electricity on the fire area
 - start to fight the fire
 - to keep the chief Engineer updated all the time about everything
 - Assistant Chief Engineer or FLS Coordinator to lead the fire Engineering team with coordination with CE
- Chief Engineer in his turn will explain to the CRT members the situation and will lead the Civil Defense to the fire area.
- If Evacuation is ordered by the GM or his Deputy.

All Fire Brigade team to meet immediately front of Engineering when they hear the evacuation message.

A. To bring the fire cart or any necessary tools to the place of fire

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 16 OF 92

- B. To wear lighting vests - available in the fire cart.
 - ERT Team Yellow vest with gray lines
 - First Aid team Red vest with gray lines
 - Fire Fighters Red vests with yellow lines
- C. start to evacuate the guests from the fire area
- D. start to evacuate the guests & Staff from the Hotel
- E. Chief Engineer to lead the civil defense to the place of fire

POLICY & SCENARIO

1. The hotel is being evacuated in case the security of the guests within the hotel's premises can no longer be guaranteed.
2. The evacuation of the hotel can be recommended by the fire department or the police, however, have to be approved by the General Manager or in his absence, the deputizing manager, who has to inform the General Manager immediately.
3. Or the evacuation can be recommended by the chief engineer to the GM, CRT members after the fire being reported from the engineering.
4. Once an emergency evacuation has been decided. The following steps have to be taken:

The police are being informed by the General Manager, as well as the Chairman of the hotel, have to be informed by the General Manager, the DOO, the EMEA Risk Management Department, via **CR 24 HR Global Crisis Risk**

- A) The fire department and the local/regional hospital are informed at the same time.
- B)
 - All Department Heads have to be called to the operation room behind the reception.
 - During nighttime, the HODs have to be called to come to the hotel. In the meantime, the briefing will be done among the senior employees on duty.
- C) All in-house guests are being informed immediately to evacuate the hotel immediately through the public address system.
- D) All guests are being directed to the Guest Evacuation Assembly Point-located in the main car park. All staff members, directing guests, have to wear a special vest, to be easily identifiable by our guests.
- E) The responsibility is distributed as follows:
 - Overall Management (stationed at Reception): General Manager or his Deputy
 - Evacuation of Rooms: Executive Housekeeper or in charge of.
 - Evacuation of Public Areas, including stand-by at emergency exits (on ground floor level – to direct guests to the assembly point): F&B Manager or in charge of.
 - Evacuation of all Back-of-House Areas: Chief Engineer or in charge of.
 - Assembly Point Manager – Guests: Front Office Manager or in charge of.
 - Assembly Point Manager – Employees: Personnel Manager or in charge of.
 - Clearance of hotel entrance: Chief Security Manager and his team



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 17 OF 92

- F) The following reports have to be arranged/printed out:
1. In-House Guest report (Guest Ledger & Guest In-House Reports) by alphabetical order by F/O MANAGER for counter checks at Guest Assembly Point.
 2. In-House Guest report (Guest Ledger & Guest In-House Reports) by numerical order by F/O MANAGER for counter checks at Guest Assembly Point.
 3. Report of all employees on duty (Name, Employee No., Nationality, Position) by PERSONNEL MANAGER for counter checks at Staff Assembly Point.
 4. Handicapped report (Room No. & Name & kind of disability) by F/O Manager.
 5. Contractors & Visitors Report by security Manager.
- G) An **EMERGENCY FIRE CART** has to be arranged at the operation point for the fire brigade team (front of Security) and kept in good order by the CHIEF ENGINEER. The following items have to be available in this FIRE CART: 25 hand torches (including batteries), 2 axe, 2 lever, 1 larger hard rubber hammer, 1 megaphone, 2 chain cutters, 3 safety belts, 2 fire blankets, 6 sets of labor gloves, 6 sets of thermal gloves, 11 gas mask, 3 Pkt of paper masks, 12 helmets, 2 first aid kits and 5 rolls of wide masking tape, three type of colored vests, 30 Emergency blankets & 2 Fire Extinguishers.
- In addition to **CRISES BOX** in the assembly point and the key to this box is arranged in a glass box at the box itself. Additional keys are being kept by the Chief Engineer.

5. IMPORTANT NOTES

- ⇒ **Emergency Assembly Point for Hotel Guests: Main Car Parking Lower Area at the kempeniski side.**
- ⇒ **Emergency Assembly Point for Hotel Staff: Main Car Parking Lower Area at the kempeniski side.**

6. IMPORTANT TELEPHONE NUMBERS


- ⇒ **Fire Department: XXX**
- ⇒ **Police Station: XXX**
- ⇒ **Clinic (Dr.): XXX**
- ⇒ **Modern Hospital: XXX**
- ⇒ **Electricity Department: XXX**
- ⇒ **Water Authority: XXX**
- ⇒ **Governor: XXX**
- ⇒ **CID: XXX**

7. CONTACT TELEPHONE NUMBERS OF CRT Members

-

8. ADDITIONAL CONTACT TELEPHONE NUMBERS TO BE CALLED

-

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 18 OF 92

PROCEDURES AND DUTIES

GENERAL MANAGER

1. After the short briefing held by the GM with the CRT, the CRT members will inform all their staff to be on stand-by for their duties during the emergency and to wait for further instructions.
2. The signal for the hotel evacuation will be activated by the fire system of the hotel. The Evacuation message will be initiated by pressing the DRILL button on the main fire panel at the operator desk for as long as deemed necessary.
3. The recorded message will inform the guests through the public address system about the procedure to follow.
4. The General Manager or his deputy will stay during the entire evacuation at the Reception and be the last person to leave the hotel.
5. The Front Office Manager is handing over the metal master key for all VingCard locks. All other master keys, which are kept in a safety deposit box at the Front Desk, will be brought to the General Manager by the Front Office Manager, when leaving the hotel.
6. The General Manager or his Deputy is the only responsible one to talk with the Press.


OTHER DEPARTMENTS' RESPONSIBILITIES

Front Office

- Handing over the master keys to the ERT team and collect them back to be handed to the GM when leaving the hotel.
- Print out 2 sets of rooming lists of all in-house guests by numeric and alphabetical order. 1 set is kept with the GM at the Reception and 1 set is being taken by the Front Office Manager to the Evacuation Assembly Point.
- Lock up all cash drawers and safes and hand over the keys/cash to the Financial Controller or his assistant.
- Collect all active (in-house) guest files-the whole Box & its content-, including the copies of the passports, etc. and have it brought to the Guest Evacuation Assembly Point.
- Bell staffs have to assure that the doorways are clear of any obstruction and direct guests to the Evacuation Assembly Point.
- Pay attention to disabled guests – see whiteboard and inform CE and executive HK.
- FO manager decide with GM on timing of evacuating the Operator staff - keep standby

Engineering

- Chief Engineer or his assistant is responsible to block the elevators on the ground floor, in order to have them available for emergency teams. In case of fire, none of the elevators may be used and copy of master elevator key will be on the CRT cabinet.
- To ensure that the emergency generator is up and running.
- All gas supplies have to be shut off, together with other utilities, including the Laundry.
- All Engineering staff has to be stand-by for the operation of emergency equipment and coordinate the same with other departments.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 19 OF 92

- Full coordination with civil defense for all situations and keeping the GM updated.

Housekeeping

- The Executive Housekeeper or his assistant are responsible to have each room (occupied or non-occupied) physically checked as follows:
 1. Knock on the door, if no answer enter and check the bathroom/tub, cupboards, under the bed (children!) and balconies.
 2. Once the check has been completed, the door has to be closed, the lock-out keycard inserted (to avoid guests returning to their rooms) and marked with a big colored cross (marker pen). This will show another employee, that there is no need to re-check the room.
 3. In case a guest is still in the room, s/he has to be asked to leave immediately. In case assistance is needed, the employee has to call the Reception.
 4. Once one of the floors is evacuated, they should report back immediately and then evacuate themselves.

Food & Beverage


- The Food & Beverage Manager or his assistant is responsible to have the public areas, including the public restrooms evacuated.
- To use the wide masking tape-stored in the Emergency Fire Cart, to keep the doors of checked public toilets and other facilities marked closed.
- Lock up all cash drawers and hand over the keys/cash to the Financial Controller or his assistant.
- To help in directing the guests to the Evacuation Assembly Point.
- To arrange for Water, coffee/tea and other refreshments (emergency food supply) to be arranged at the Evacuation Assembly Point.

Accounting/ I.T.

- The Financial Controller or his assistant, are responsible to secure all cash in the hotel and remove it to the Fire Proof Safe, located in the accounting offices.
- Financial Controller to secure all valuables, under his supervision and remove it to the Fire Proof Safe.
- Financial Controller to secure all confidential and important records, etc. (insurance policies, A/R, etc.) and remove it to the Fire Proof Safe.
- Financial Controller to ensure that all computer systems (Fidelio and Micros) are properly exited and saved by the I.T. Manager on discs, and locked in a fire proof safe.

Security

- The Chief Security Officer or his assistant is responsible for the clearance of the hotel entrances to avoid vehicles (fire brigade, police, ambulance, etc.) to get blocked.
- Chief Security to bring out report of all visitors & contractors in house at the time.
- Direction/guidance of guests and employees to the respective Evacuation Assembly Points.
- The Chief Security Officer is liaising with local authorities and recording the steps taken for future reference.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 20 OF 92

Human Resources


- The Human Resources Manager or his assistant is responsible to prepare a list of personnel currently on duty, containing the following information: family name, first name, department & position, check-in time. The lists should be established by department.

Recreation

- The Recreation manager is in charge of evacuating the entire recreation department at the beach side.
- To guide the guests direct via the side-street at the Banqueting area to the main street and to the Evacuation Assembly Point.
- The Recreation manager is responsible to check all recreation facilities-beach area & HC- and close them down, by either locking the facilities or using the wide masking tape to keep the access closed.
- The Recreation manager ensures that the money in the cash box is being taken to the Evacuation assembly Point.
- Once the Leisure facilities have been closed down, the Recreation manager is reporting the same to the General Manager at the Reception.

Employees

- Each Department Head is responsible for his own department's employees and ensures that they are assisting in the evacuation of the hotel and at the same time are leaving the hotel safely.
- No one is allowed to go back to the Hotel unless he was instructed to do so.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 21 OF 92

Recovery Plan

Civil defense:

- To build first aid tent & take all the injured people to the hospitals based on priorities.
- To fight the fire and to make sure that the hotel is 100% safe to go back to it.

IF THE CIVIL DEFENSE STATE THAT THE HOTEL IS SAFE

General Manager:

- Lilies with the press.
- Give the recovery order to the hotel staff
- Check the damages with the CRT members
- To make sure pictures for the sight are been taken for the insurance company

Chief Engineer:

- To make sure that all the power goes back to normal running (Electricity, Gas supplies....etc).
- To make sure that all the utilities are working normally (boilers, Chillers, laundry, Elevators...etc).
- To make sure that all the missing\used equipment in the hotel or from the fire Cart are being re-ordered or re-maintained (fire extinguishers, fire blankets, batteries...etc).


Front Office Manager

- To unlock all the guest rooms and make sure that it's safe before letting the guests back.
- To make sure that all the master keys are back to its normal position
- To make sure that there's no missing important documents.

Housekeeping

- To make sure that all the guest rooms being cleaned
- To make sure that all the public areas are cleaned.

- FLS Coordinator to make incident report\fire report.
- Overall management and staff to go back to normal operation.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 22 OF 92

ACCIDENT

(I) PRIORITIES

1. Look after injured party's welfare – First Aid Action.
2. Control the scene
3. Provide assistance to relatives.
4. Assist in notification of accident to relatives
5. Communicate accident details to relevant parties.
6. Non – Admission of Liability.
7. Provide situation warning to others if necessary.


(II) PROCEDURE

1. Visit the scene of the accident or the injured person
2. Summon appropriate medical assistance, First Aiders to be called to give proper help and first aid as soon as possible.
3. If serious injury, inform DOO and COO and call **CR 24**
4. If the accident resulted to a death refer to DEAT procedures
5. If the injured person can walk, try to move him/her to the nearest office out of the guest's sight. If he/she can't walk, or it is risky to be moved, hotel doctor to be called, or if it is urgent call the nearest hospital.
6. Control the scene, Warn others of any hazard, section off area and screen area from view of others.
7. Ascertain and record nature and cause from injured person and witnesses, Take witness statements, Record your observations and take photo of the area.
7. Rectification of cause or fault.
8. Monitor the injured parties welfare, in some cases it may be appropriate to notify relatives.
9. Record fully all observations at the time and obtain independent witnesses statements.

(III) REPORTING

After the incident complete an **ACCIDENT or DANGEROUS OCCURANCE** report and fax it to:

1. The DOO.
2. EMEA Risk Management , .
3. In case of accident leading to prolonged work absence or serious injury inform local health and safety Authority or Insurance company.
4. Ensure a detailed entry is recorded in the hotel and statutory accident books.
5. Hold all incident documentation on record according to legal or local requirements..

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 23 OF 92

BOILER FAILURE

(I) PRIORITIES


1. Maintain heating and hot water for guests.
2. Maintain steam for the laundry.
3. Minimize adverse guest impact.
4. Repair boiler.

(II) PROCEDURE

1. Start standby boiler
2. Check fuel supply
3. Call head boiler for immediate attendance.
4. If the standby boiler Did Not work, inform guest of the problem both residents and other on arrival.
5. Exercise internal guest contact by Management and Heads of Departments being available.
6. Insure alternative Laundry Service with a sister hotel
7. Assist in relocation where necessary, preferable into a nearby Bass hotel.

(III) REPORTING

1. Complete internal maintenance report.
2. If the failure has lasted more than 12 hours, complete an **Incident Report** and Fax it to:
 - The DOO
 - EMEA Risk Management Team,

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 24 OF 92

BOMB ALERT

(I) PRIORITIES

1. Protect lives.
2. Minimize panic.
3. Minimize guest inconvenience and adverse hospitality effect.
4. Protect hotel property.
5. Start pump Alert evaluation as per Bomb Threat procedure.
6. GM Decision to evacuate or NOT may be made during the planning phase.
7. Notify DOO
8. **ALWAYS** evacuate if a suspected device was found.

(II) PROCEDURE

1. Note initial details; assess degree of danger (**SEE BOMB THREAT PROCEDURE**).
2. Notify GM / Duty Mgr. immediately.
3. Contact Bomb Squad
4. Evacuate Building using Normal Fire Evacuation procedure, Ensuring the gathering point is well clear of Building explosion potential.
5. Assess length of time, building will be out of use and make alternative hotel arrangements for guests, if long term.


(III) REPORTING

After the incident , complete an **INCIDENT REPORT** and fax it to:

1. The DOO.
2. EMEA Risk Management

(IV) TRAINING:

1. All staff should attend annual training on Bomb alert.
2. Special training for the telephone operators how to deal such cases.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 25 OF 92


BOMB THREAT

(I) PRIORITIES

1. Establish **WHEN, WHERE AND WHY**.
2. Start of Bomb Threat evaluation, and action procedure as per “**FORM C**”:
 - Threat evaluated as “**PRIORITY THREE**” will require a search of the premises without evacuation.
 - Threat evaluated as “**PRIORITY TWO**” will require a search of the premises and partial evacuation “**public areas**”.
 - Threat evaluated as “**PRIORITY ONE**” will require a search of the premises and **TOTAL** evacuation.
3. Avoid the Bomb exploding
4. GM Decision to evacuate or not may be made during the planning phase.
5. **DO NOT USE WALKIE-TALKIES FOR COMMUNICATION.**

(II) PROCEDURE:

1. On receipt of a telephone bomb threat:
 - **ASK : WHEN** the bomb is due to explode?
 - **ASK : WHERE** the bomb is located?
 - **ASK : WHY** are we a target?
2. Keep the caller talking and make written notes as per the Bomb Threat switchboard Form B
3. Notify GM / Duty Manager to be present on the emergency command center (CCC), and See Bomb threat action procedure as per “**FORM C**”.
4. Contact bomb squad, fire department, and medical assistance (If Appropriate).
5. Particular attention should be given to such areas as Elevators shafts, ceiling areas, restrooms, access doors, crawl spaces, And also, to service shafts and rooms such as plumbing, electrical utility closet, under stairwells, boiler room, chillers room, HVAC plant rooms, storage, main switches and valves for electricity, gas and fuel and fire hose racks.
6. security manager to make it clear for the searching team that if a suspicious object is found, certain steps to be followed as shown in “**FORM B**”
7. After receiving the bomb threat, the threaten location should be evacuated and searched immediately by Authorities or search team, if nothing found and a second threat is received for an area in close proximity to the original threat (the second threat could be received an hour or month from the original), the area is again evacuated and

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 26 OF 92

searched as with the original threat if a third threat is received for the same area and nothing was found on the first two instance and the circumstances make it appears as a continuation the area should be searched but NOT evacuated.

8. The Emergency Team (ET) should be trained only in evacuation and assisting in the search, but not in the technique of Neutralizing, Removing or otherwise having contact with the device.

(III) REPORTING:

After the incident, complete the **INCIDENT REPORT:**

1. The DOO
2. EMEA Risk Management .

(V) TRAINING:


3. All staff should attend annual training on Bomb alert.
4. Bomb Evacuation Drill to take place once a year.
5. Special training for the telephone operators how to deal such cases.



“FORM A”

BOMB THREAT SWITCH BOARD FORM

<u>Be Calm, Be Courteous, Listen, Do Not Interrupt</u>	<u>CALLERS VOICE</u>
Time call received :	* Calm
Time call ended :	* Slow
<u>Questions to ask</u>	* Loud
1. When is the bomb going to explode?	* Normal
2. Where is it right now?	* Nasal
3. What does it look like?	* Raspy
4. What kind of bomb is it?	* Clearing throat
5. What will cause it to explode?	* Cracking voice
6. Did you place the bomb?	* Accent
7. Why?	* Angry
8. What is your name?	* Deep breathing
9. What is your address?	* Disguised
10. Are you calling from a pay phone? (yes) (no)	If the voice familiar, who did it sound Like?
<u>Manager on duty notified</u>	<u>BACK GROUND SOUNDS</u>
Time :	* Street noises
Name:	* Voices
	* Music
	* Office Noises
	* Animal Noises
Submitted by -----	* Clear
Position -----	* Local
Date -----	* Booth
Time -----	<u>THREAT LANGUAGE</u>
	* Well spoken
	* Irrational
	* Rapid
	* Laughter
	* Distinct
	* Stutter
	* Deep
	* Familiar
	* Excited
	* Soft
	* Crying
	* Slurred
	* Ragged
	* Crockery
	* PA system
	* House Noises
	* Motor
	* Factory
	* Static
	* Long Distance
	* Other.


	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 28 OF 92

“FORM B”

FINDING A SUSPICIOUS OBJECT

Any employee that finds the suspicious object should follow the following procedure:

- 1. Report immediately to switchboard and identify him.**
- 2. Act with caution and tact, so as not to attract guest’s attention.**
- 3. Don’t touch or remove the object.**
- 4. Make sure nobody touches or moves the suspicious object (guests & employees).**
- 5. Guard the area until hotel security or official representatives arrive.**
- 6. Execute instruction given to you by the Manager in the Crisis Command Center (CCC), until the security arrives and take over.**

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 29 OF 92

“FORM C”

BOMB THREAT ACTION PROCEDURES:

In case of a reported bomb threat, the following outlines are the responsibilities of hotel employees:

GENERAL MANAGER OR MANAGER ON DUTY:

- **To go immediately to the Crisis Command Center**
- **Establish contact with General Manager, Director of Security,**
- **Notify the police or local military organization.**
- **Initiate a search of the hotel.**
- **Arrange for alternate shelter in case of a Priority One.**

Priority One Search & Total Evacuation	Priority Two Search & Partial Evacuation	Priority Three Search without Evacuation
<u>GM</u> - Advise Dept. Heads of total Evacuation. - Meet Police or Military and offer whatever assistance that can be provided. - Organize evacuation: 1. Remain at emergency Command Center and coordinate operation. 2. Security at all exits and entrances to prevent entry and assist evacuation. 3. Designated staff to check room by room to make certain of total evacuation. 4. Designated staff to check back of the house for total evacuation. 5. Designated assembly areas for guests and staff.	<u>GM</u> - Give instructions to evacuate public areas. - Meet Police or Military and offer whatever assistance that can be provided. - Close off all public area doors. - Restrict elevators from stopping on suspect floors.	<u>GM</u> - Proceed to Crisis command center (CCC). - Direct search teams to assigned areas. - Search teams to phone CCC every 15 minutes. - If the threat is for a specific area, then the team for that area only will carryout the search. - Based on the results of the search, the GM will decide on the next step to take.



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 30 OF 92

Priority One Search & Total Evacuation	Priority Two Search & Partial Evacuation	Priority Three Search without Evacuation
<p align="center"><u>Chief Engineer</u></p> <ul style="list-style-type: none"> - Ensure shutdown of chillers and boilers. - Ensure shutoff of all utilities. - Make certain of engineering staff evacuation. - Remove designated documents. - Proceed to assembly area and take staff role call. <p align="center"><u>Executive Housekeeper</u></p> <ul style="list-style-type: none"> - Coordinate staff in the evacuation of guests from guestrooms. - Ensure blankets, towels, etc.. for evacuees. - Take role call of HK staff in safe area. - Assist in Evacuation. <p align="center"><u>Food & Beverage Director</u></p> <ul style="list-style-type: none"> - Evacuation F&B outlets. - Assist staff in shutoff of gas & electric equipment, secure all walk-in's, storage and beverage areas. - Evacuate F&B staff. - Take role call of F&B staff in safe area. - Assist in evacuation. <p align="center"><u>HR Director</u></p> <ul style="list-style-type: none"> - Lock and secure all personnel records & documents. - Open all doors to the personnel area. - Ensure that all role calls have been made. - Assist in evacuation. 	<p align="center"><u>Chief Engineer</u></p> <ul style="list-style-type: none"> - Assign standby positions to all engineering staff. - Assist in evacuation of other hotel staff and guests. - Proceed to Crisis Command Center (CCC) for instructions. <p align="center"><u>Executive Housekeeper</u></p> <ul style="list-style-type: none"> - Supervisors to clear all floor in preparation of a possible Priority One. - Bring floors and section master keys to (CCC). - Assist in evacuation. <p align="center"><u>Food & Beverage Director</u></p> <ul style="list-style-type: none"> - Evacuate F&B outlets. - Assist staff in shutoff of gas & electric equipment, secure all walk-in's, storage and beverage areas. - Evacuate F&B staff. - Take role call of F&B staff in safe area. - Assist in evacuation. <p align="center"><u>HR Director</u></p> <ul style="list-style-type: none"> - Lock and secure all personnel records & documents. - Open all doors to the personnel area. - Ensure that all role calls have been made. - Assist in evacuation. 	<p align="center"><u>Chief Engineer</u></p> <ul style="list-style-type: none"> - Proceed to the (CCC). - Dispatch search items to all Mechanical and Electrical areas. - Search items to report to Central Control Station every 15 Min. <p align="center"><u>Executive Housekeeper</u></p> <ul style="list-style-type: none"> - Dispatch search teams to guest floors and HK areas. - Report to CCC 15 Min. <p align="center"><u>Food & Beverage Director</u></p> <ul style="list-style-type: none"> - Dispatch search teams to F&B areas and back-of-the-house areas. - Report to the CCC every 15 Min. <p align="center"><u>HR Director</u></p> <ul style="list-style-type: none"> - Dispatch search items to designated areas. - Report to the CCC every 15 Min.




**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 31 OF 92

Priority One Search & Total Evacuation	Priority Two Search & Partial Evacuation	Priority Three Search without Evacuation
<p align="center"><u>Controller</u></p> <ul style="list-style-type: none"> - Assist staff to close safes and registers - Remove the following documents. <ol style="list-style-type: none"> 1. Accounts receivable. 2. Accounts payable. 3. Payroll list. 4. Any contracts - turn off computers. - Shut down main frame. - Evacuate staff to safe area. - Take roll call of accounting staff. - Assist in evacuation. <p align="center"><u>Front Office Manager</u></p> <ul style="list-style-type: none"> - Assist CRT in guest evacuation, especially Physically Challenged guests. - Shutdown computer terminals. - Remove latest complete guest list. - Evacuate staff to safe area. - Take Front Office staff role call. <p align="center"><u>Other Offices</u></p> <ul style="list-style-type: none"> - Evacuate guests to safe area. - Remove designated documents. - Turn off all computers. - Open all doors to the offices. - Evacuate to safe area. - Designate person to take role call. 	<p align="center"><u>Controller</u></p> <ul style="list-style-type: none"> - Assist staff to close safes and registers - Remove the following documents. <ol style="list-style-type: none"> 5. Accounts receivable. 6. Accounts payable. 7. Payroll list. 8. Any contracts - turn off computers. - Shut down main frame. - Evacuate staff to safe area. - Take roll call of accounting staff. - Assist in evacuation <p align="center"><u>Front Office Manager</u></p> <ul style="list-style-type: none"> - Assign staff to each guest floor to assure stay in rooms. - Evacuate all public areas & shops. - Block all entry to hotel. - Remove reservation / registration information to safe area. <p align="center"><u>Other Offices</u></p> <ul style="list-style-type: none"> -When instructed by the GM: <ol style="list-style-type: none"> 1. Evacuate guests to safe area. 2.Remove designated documents. 3. Turn off computers. 4. Open all doors to offices. 5. Evacuate person to take role call. - Designate person to take role call. 	<p align="center"><u>Controller</u></p> <ul style="list-style-type: none"> - dispatch search teams in accounting areas. - Report to CCC every 15 minutes. <p align="center"><u>Front Office Manager</u></p> <ul style="list-style-type: none"> - Dispatch search teams to public areas & front office areas. - Search teams to report to CCC every 15 Min. - <p align="center"><u>Other Offices</u></p> <ul style="list-style-type: none"> - When instructed by the GM: <ol style="list-style-type: none"> 1. Designated search team to all offices and waiting areas. 2. Search teams to report to CCC every 15 Min.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 32 OF 92

CHECKLIST FOR DEFENSE AGAINST BOMB THREATS

COORDINATION


1. Establish internal assignments of responsibility and determine the external authorities and type of help available for the various situations and actions involved.
2. Collect phone numbers needed in an emergency.
3. Establish working procedures.
4. Determine back up support.
5. Preplan with proper municipal/government agencies.
6. Coordinate with neighbors and fellow tenants.
7. Compare plans of others with similar problems.
8. Determine if call can be traced by Phone Company.

COMMAND AND CONTROL

1. Establish a Crisis Command Center (CCC)-Reception Back Area.
2. Establish communication procedure.
3. Provide for command and control organization.
4. Plan for relocation.

EVACUATION

1. Determine evacuation policy
2. Publish names of those who can authorize evacuation.
3. Establish evacuation signal.
4. Publish and post evacuation plan
5. Post schematic of evacuation routes.
6. Define alternate routes of evacuation.
7. Provide for priority in evacuation.
8. Designate and train CRT evacuation control team.
9. Establish return to work procedure.
10. Publish “safe location” and recommend action for “holding area”.
11. Determine legal liability for “reasonable and prudent” action.
12. Determine procedure for utilities and communications.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 33 OF 92

TELEPHONE PROCEDURE


1. Establish “bomb threat procedure” for operators.
2. Operator training.
3. Investigate possibility of recording calls.

PREVENTIVE PROCEDURES

1. Investigate possible installation of metal/explosive detectors in high-risk areas.
2. Determine likely locations for explosive device.
3. Control access to critical areas.
4. Provide for key control.
5. Check emergency exits – unobstructed.
6. Inspect first aid fire fighting equipment.
7. Review patrol/surveillance operations.
8. Review document/records safeguard procedure.
9. Check exterior and perimeter security.
10. Check protective lighting for operation and adequacy.
11. Check windows and exits for ease of entry.
12. Check housekeeping.
13. Establish a policy for shielding a device.
14. Provide for auxiliary lighting.
15. Consider providing electronic surveillance for critical areas.
16. Post signs indicating electronic or photographic surveillance.
17. Restrict or control all exits and entrances.
18. Keep doors locked to all unoccupied areas.


SEARCH TECHNIQUE

1. Train to assist municipal/government search teams.
2. Provide for medical assistance and physical rescue.
3. Provide for fire fighting standby.
4. Provide for communication and reporting.
5. **Caution: DO NOT use Walkie-Talkies radio transmission.**
6. Emphasize, “**DO NOT TOUCH A SUSPICIOUS OBJECT**”.
7. Establish investigation and reporting procedure relative to a suspicious object.
8. Provide for assisting public safety agencies.
9. Provide for a “clear zone” if a suspicious object is found.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 34 OF 92

PANIC CONTROL

1. Instruct personnel regarding panic avoidance.
2. Instruct and train personnel regarding the right thing to do in emergencies.
3. Train and provide leaders for emergency operations.
4. Provide for assuring panic prone personnel.
5. Take action to eliminate unrest amongst guests and employees.
6. Preplan for decisive action.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 35 OF 92

Bomb Threat (Postal Devices)

Overview:

The points to look out for are:

- Grease marks on the wrapping or envelop
- The package / envelop may have a smell of marzipan or machine oil
- Wires or metal foil may be visible, especially if the package has been damaged in transit
- A letter/ package may feel over heavy for its size
- A letter/ package may be heavier on one side or in the middle
- A package may appear to be over wrapped
- A letter/package may be incorrectly addressed, show poor handwriting spelling or typing
- A letter/ Package may be over stamped for its size or weight.

PROCEDURE:

Postal check point is the bellcaptains room at the hotel main entrance.

If you think that you are handling suspect package:

1. put the item down on a flat level surface.
2. do not attempt to investigate the item further
3. do not try and cover it
4. mark the item for easy recognition by the police
5. Evacuate the immediate area
6. do not lock the room
7. notify the duty manager(who will take a further action)
8. remain at a safe distance(at least 100 m) to assist the police


REPORTING:

After the incident complete the **Incident Report** and fax it to:

- the DOO
- EMEA Risk Management,

Training:

This procedure is to be trained every six months to ensure it is understood by all staff who receive incoming post.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 36 OF 92

DEATH

(I) PRIORITIES

1. Sympathetic and discreet handling of distressed companions / staff.
2. Seal off area to aid police investigations, and make sure NO one touches the body or anything on the area.
3. Ensure correct involvement of Authorities to identify nature and cause of death.
4. Minimize disturbance to/and involvement by other guests.
5. consider use of portable screen if in public area


(II) PROCEDURE

1. Secure the area/preserve the crime scene if applicable. Inform the General Manager immediately and patrol the area with the security personnel.
2. Make sure that you write the names of persons were in the area when you found the dead body.
3. GM/Duty Mgr. to call CR24 and the Local Authorities (police) and the Hotel Doctor. Notify DOO and COO.
4. Notification of next of kin should be handled by the Local Authorities.
5. Assist companions / staff in their distress.
6. Assist emergency services where requested. But insist on discreet of body from premises, when possible.
7. Assist companions with further arrangements, e.g. extend their stay in hotel, and provide transportation to see Authorities and don't request the payment of the bill at the time.
8. DO NOT admit any legal liability.
9. If the person is a foreign national notify the appropriate consular office or Embassy.
10. Obtain as much information about the person as possible.
11. Depending on circumstances, deceased personal property may be removed by the Local Authorities or retained by the hotel pending disposition instruction from the next of kin. An inventory shall be prepared by the Chief Security Officer, and receipts from the Authorities for valuables will be maintained by the Hotel.
12. Only GM or his designee will discuss the case with news media.

(III) REPORTING

Complete and dispatch **Sudden Death report.**

1. The DOO
2. EMEA Risk Management,
3. Your local insurance company

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 37 OF 92

DEMONSTRATION / PROTEST GROUPS

(I) PRIORITIES

1. Establish the reason behind the demonstration
2. Secure the hotel perimeter and all access points.
2. Minimize disruption to Hotel guest and operation.


(II) PROCEDURE

1. The demonstration may be not connected with the hotel, therefore; avoid confrontation with parties involved.
2. inform senior Management
3. Make sure that all hotel entrances are guarded with security.
4. Increase security patrols within hotel.
5. After making contact with organizer/leader to determine cause, ask them politely to move if it has no particular reason for being in from of the hotel.
6. Request them to disappear, If they refuse, seek local police support.
7. If the protest group gains entry to the hotel, rely on the police to physically control it.
8. call CR 24
9. if the event involves a pre planned demonstration:
 - Make contact with the group organizer or leader id safe to do so.
 - Determine the case, exact rout and estimate timing.
 - Avoid confrontation
 - Contact the police³
 - Seal hotel exits and entrances
 - Establish security team to monitor the demonstration.
 - Seek advises and assistance from the police
 - Inform DOO and COO

(III) REPORTING

Prepare the **incident Report** and fax it to:

- DOO
- EMEA Risk Management

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 38 OF 92

ELECTRICAL FAILURE

(I) PRIORITIES

1. Increase security surveillance.
2. Make sure emergency generator is ON after 10 sec of the power failure.
3. Make sure emergency supply maintains guest lighting facilities.
4. Minimize adverse guest impact.
5. Repair electrical fault if it is internal problem or call the JEPCO/emergency office if the problem is external.


(II) PROCEDURE

1. Make sure stand-by generator is switched ON manually if time exceeded 10 sec (10 sec is the time delay for automatic operation), and make sure that the generator diesel tank automatic replenishment .
2. Make sure the automatic transfer switches (ATS) for all buildings are changed over, otherwise to be operated manually.
3. If the power failure seems to be for a period of time more than 10 minutes, call the systems manager to make sure of the UPS (battery emergency supply) of the main computer room and PABX room.
4. Exercise internal guest contact by management and heads of departments being available.
5. Make sure that the emergency power is supplied to the life safety systems, main fire panel, and fire fighting pumps.
6. Inform guests and new arrivals of the problem
7. Check for guests or and employees in Elevators
- 8.

(III) REPORTING

If serious inconvenience caused (more than 12 hours) , or financial implications are involved contact the CR 24 , Complete an **Incident Report** and fax it to:

1. DOO
2. EMEA Risk Management,

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 39 OF 92

EPIDEMICS / INFECTIOUS DISEASES

(I) PRIORITIES

1. Minimize spread of infection through the hotel.
2. Ensure correct involvement of Authorities
3. Minimize Distress to other guests
4. Minimize MEDIA attention.


(II) PROCEDURE

1. Immediately call the hotel doctor and take advice on course of action required (Including source identification).
2. Isolate source as soon as possible.
3. Clarify in conjunction with doctor the requirements of the Authorities and act as necessary.
4. Ensure the personal effect of anyone involved are properly secured (if the individual/s is removed to Hospital). Liaise with Authorities to ensure any contaminated items are correctly managed.
5. Fully brief staff to minimize the exposure risk, stress the need for maximum discretion.
6. Comfort and assist relatives / friends of guests and others involved.
7. **DO NOT ADMIT ANY LEGAL LIABILITY.**
8. Call Cr 24, Notify the DOO and The COO immediately and advise if those infected by the disease have had any contact with other hotels.

(III) REPORTING

After the incident complete an **INCIDENT REPO**T :

1. The DOO
2. EMEA Risk Management
3. the insurance Company

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 40 OF 92

FIRE OR EXPLOSION

There are three different scenarios.

1. Minor fire case **WITHOUT** Evacuation.
2. Fire breakout with **PARTIAL** Evacuation.
3. Fire breakout with **TOTAL** Evacuation.

(I) PRIORITIES:


1. Ensure evacuation message activation on all areas to be evacuated. Refer to EVACUATION PROCEDURE.
2. Ensure swift evacuation and high concern for preservation of life.
3. If necessary inform civil defense and make sure that they have the **Major Incident Hotel Profile**.
4. Safeguard records (Department Rota, HK report/ Function sheet and in house guest list) and where appropriate secure company property. Do not risk lives to achieve this end.
5. If serious see major incident plan notes, .

(II) PROCEDURE:

1. Ensure ET is informed, and they are giving feedback from the site.
2. GM/Duty Manager must be present at the Crisis Command Center (CCC), for coordination and call **CR 24, Inform the DOO and COO**.
3. Call the Civil Defense for support if necessary peering in mind that the time required for the Fire Squad to reach the hotel is **(5 to 10)** minutes. And the
4. If we are going to a partial or a total evacuation, Evacuation Leader to be called immediately to take over the evacuation responsibilities.
5. Make sure of the participation of the hotel first Aiders, and if necessary, coordinate with the nearest hospital for casualties medical support.
6. Keep guests and employees informed of the situation.
7. Make sure all elevators are stopped on fire recall using the elevator monitor located in the telephone operator's room.
8. If evacuation is required then FOLLOW EVACUATION PROCEDURE in a Major Incident Plan.
9. Carry out roll call to determine the number of missing persons and their possible location
10. Assess the length of time building will be out of use and if appropriate make alternative arrangements for guests.
11. make a full and detailed report of the incident and enter details into the hotel fire safety manual.

(III) REPORTING:

after the incident complete a **FIRE INCIDENT REPORT:**


	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 41 OF 92

1. Make your own notes on event.
2. Inform DOO and COO immediately.
3. Complete and dispatch special fire report.
4. Separately record all related cost.
5. Request the civil defense report.

NOTE:

Crisis Command Center (CCC) to be established at:

1. Operator room (CCC) , if it is not possible then
2. HR office as alternative (CCC)

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 42 OF 92

Evacuation In Case of Flood Situation

Guideline

This Guidance Note describes what to do if there is a flood in the hotel. The priorities in this situation are to:

- Control the spread of water (if possible)
- Isolate water supplies at nearest sources and repair
- Minimize disruption to hotel operation
- Implement cleanup operations for prompt return to normal operations as soon as possible
- Consider the purchase of small portable pumps or borrowing or hiring pumps from the Fire Brigade
- If the incident is serious, inform the Emergency Services and ensure they have a copy of the *Major Incident Hotel Profile*

Procedure


1. Assess the rate of water flow and likely area of flood.
2. If it is a burst pipe:
 - a. Turn off water supply at nearest stopcock or the mains.
 - b. Call plumbing services to repair (see *Emergency Hotel Contact Numbers*).
3. Assess for danger of water contact with electrical sockets and equipment. Isolate power in this area.
4. If the flood is severe call the Emergency Services. Tel: Civil Defense 911.. Provide them with the Major Incident Hotel Profile if necessary.

Note: In the event of a serious incident contact the Director of Operations and the Chief Operating Officer.

5. Call CR24
6. Erect temporary barricades to control the spread of water, for example towels or linen inside rubbish bins. Usually use Sand Bags.

Note: If the hotel has a history of flooding or drainage failures, a supply of sandbags should be available. These should be stored strategically at entrance doors cellar flaps, car park ramps and so on.” at the side of the Hotel.”


7. Take photographs of the affected areas.
8. Take necessary steps to minimize guest inconvenience and adverse hospitality effect.
9. Assess the length of time building will be out of use and, if appropriate, make alternative arrangements for guests.
10. Organize cleanup operation.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 43 OF 92

11. Once the investigation is complete and the hotel is deemed safe, inform guests.
12. After the incident, complete an *Incident Report* and fax it to:
 1. The Director of Operations (DOO)
 2. EMEA Risk Management,
 3. Teceris Claims Management (formerly CMGL) or your local insurance company
13. Record separately all related costs.

Management and General Procedures

- Recreation Manager to inform all concerned when got an alert.
- Engineering to prepare all the pumps, Hoses, fittings & Benzene.
- All staff that is available to assist in preventing the water spread using the sand bags.
- To protect the pumps room and keep it the main priority all the time.
- To inform the GM or his deputy in case the flood become out of control.
- To call the emergency, Civil Defence on 911 and ask their help if needed and after getting the approval from the GM or his deputy.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 44 OF 92

FOOD CONTAMINATION ALERT **(Suspected Contamination)**

(I) PRIORITIES

1. Interrupt the chain of transmission, limit the number of people who handle food.
2. Protect lives.
3. Minimize panic and guest inconvenience and adverse hospitality effects.
4. Remove infected individuals from food preparations and serving jobs, temporarily assign them do other duties.
5. Identify and control the contamination.

(II) PROCEDURE

1. Record the initial details.
2. Inform senior management, DOO and COO immediately.
3. Assess:
 - Potential damage
 - Probable duration of incident and
 - Make alternative arrangements for guest if required.
4. Take food samples where appropriate.
5. Isolate and Mark any suspected contaminated food.
6. Employees should use sterile gloves when preparing food.
7. Adequately cook food, that should be cooked, and cook all canned food, boiling for 10 – 20 minutes is recommended for home canned products.
8. Do not use food comes from bulging cans, and avoid using home canned food and vegetables, if possible.

(III) REPORTING

Complete an **ACCIDENT AND DANAGEROUS OCCURANCE REPORT** and Fax it to:.

1. the DOO.
2. EMEA Risk Management
3. the insurance company.

FOOD CONTAMINATION (THREAT)

(I) PRIORITY

1. Establish WHEN, WHERE and WHY to obtain max details from the caller.
2. Secure the food areas to avoid incident happening.
3. Inspect all in house food procedure
4. Carry out stock and delivery inspection
5. Communicate the information to senior management.

(II) PROCEDURE

1. On receipt of a telephone threat use the Food contamination threat tick sheet to help you follow this procedure , ask:
 - WHEN the incident is to happen.
 - WHERE the incident will take place.
 - WHAT food will be involved.
 - WHY are we the target of the contamination.
2. Record the Exact wording of the message if possible and make note of the date and time of the call.
3. KEEP THE CALLER TALKING and make written notes of the following points:
 - a. Exact wording of the message received.
 - b. Exact time.
 - c. Is the caller male or female?
 - d. Is the caller young or old-approximate age?
 - e. Has the caller got an accent?
 - f. Is there any background noise (music, traffic, anything..)?
 - g. Does the caller sound drunk, is he/she laughing, giggling?
4. Notify GM/senior management immediately.
5. Consider whether threat to be taken seriously.
6. Call Local Authorities if appropriate.

(III) REPORTING

1. Inform Local Authorities if appropriate.
 - Health Authority
 - Civil Defense standby.
 - Police Department.
2. **Incident Report** to be fax to the DOO
3. To be faxed to EMEA Risk Management
3. Inform insurance company.



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000


EDITION: 1

PAGE 46 OF 92

FOOD CONTAMINATION SWITCH BOARD FORM

PLACE THIS UNDER TELEPHONE

<u>Be Calm, Be Courteous, Listen, Do Not Interrupt</u>	<u>CALLERS VOICE</u>	
Time call received :	* Calm	* Rapid
Time call ended :	* Slow	* Laughter
<u>Questions to ask</u>	* Loud	* Distinct
1. When is the incident going to happen?	* Normal	* Stutter
2. Where the incident will take place?	* Nasal	* Deep
3. What food will be involved?	* Raspy	* Familiar
4. What kind of contamination is it?	* Clearing throat	* Excited
5. Why are we the target?	* Cracking voice	* Soft
6. What is your name?	* Accent	* Crying
7. What is your address?	* Angry	* Slurred
8. Are you calling from a pay phone?	* Deep breathing	* Ragged
(yes) (no)	* Disguised	
<u>Manager on duty notified</u>	If the voice familiar, who did it sound Like?	
Time :	<u>BACK GROUND SOUNDS</u>	
Name:	* Street noises	* Crockery
	* Voices	* PA system
	* Music	* House Noises
	* Office Noises	* Motor
Submitted by -----	* Animal Noises	* Factory
Position -----	* Clear	* Static
Date -----	* Local	* Long Distance
Time -----	* Booth	* Other.
	<u>THREAT LANGUAGE</u>	
	* Well spoken	* Foul
	* Irrational	* Incoherent

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 47 OF 92

FOOD POISONING

(I) PRIORITIES

1. Obtain details of date, time and items consumed by affected parties.
2. Identify where else food/drink was consumed by guest or employees.
3. Do not Admitting any legal liability.
4. Minimize panic and guest inconvenience and adverse hospitality.
5. Isolate samples of suspected cause (food/beverage) if still held.
6. Be discreet.
7. Inform DOO.

(II) PROCEDURE

- 1.call the Hotel doctor for provision of medical assistance
2. follow up complaints procedure (**see food safety Procedure Manual**)
3. All guests/employees having symptoms of disease or who have been in contact with infected individuals should be examined and treated if necessary.
2. Gather Information on the time of meal, items consumed (food/drink).
3. Impound and deep freeze **SAMPLE** of relevant foods, if still held, throw away the remainder.
4. Follow up on individual's welfare.
5. Determine from relevant staff how the food was prepared and ensure procedures are correct where appropriate.
6. Refer to the food contamination Alert and suspected contamination procedure.
7. Inform the local Authority if necessary


(III) REPORTING

After the incident complete and fax it to:

1. the DOO .
2. EMEA Risk Management .

As indicated in the *Allegation of food poisoning Report*, you must also send an **ALLEGATION OF FOOD POISONING Report** to:

1. The DOO
2. EMEA Risk Management
3. Insurance company.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 48 OF 92

GAS FAILURE

(I) PRIORITIES

1. Locate Fault and have repairs made
2. Minimize adverse impact on guests.
3. If there is a smell of gas ban all naked lights DON'T use electrical equipment in vicinity.
4. Remember that the light switches and fuse boxes produce sparks.


(II) PROCEDURE

1. If the gas failure only in one area, make sure that NO gas leak on that area and RESET the area local gas detection panel, make sure all ovens are switched off before RESETTING the panel to avoid any leak after gas recovery.
2. If the gas failure in all areas, make sure, the main gas shut off valves at the gas room are functional.
3. Check for the gas Cylinders that holds enough gas to supply the hotel outlets.
4. Make use of electrical ovens and portable gas ovens, DO NOT INCREASE FIRE RISK.
5. Inform guest of nature of problem, residents and others on arrival.
6. Increase guest contact by ensuring that management are visible and available.
7. Consider hotel evacuation to the evacuation point if the failure is considered to be long term

(III) REPORTING

If the failure has lasted more than 12 hours, complete **Incident Report** and fax it to:

1. The DOO
2. EMEA Risk Management

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 49 OF 92

GAS LEAK

(I) PRIORITIES

1. Preserve life first – property second.
2. Cut off gas flow from the main gas room.
3. Eliminate additional hazards and prevent a fire situation.
4. Avoid doing any action that might create a spark. Don't change light switches and fuses status.


(II) PROCEDURE

1. Enforce “No SMOKING” zone.
2. Ban all naked lights in suspected area Don't use electrical equipment in vicinity.
3. Shut off main Gas valves regardless of effects on operations.
4. Attempt to assess source and size of leak.
5. Inform The DOO.
6. Inform guests and new arrivals of the nature of the problem
7. Increase guest contact by ensuring the Management are visible and available
8. Assess period of time the hotel will be affected and take an appropriate steps for guest services and hospitality
9. do not connect gas supply until formally Authorized.
5. If there is no control of the leak, evacuate premises (via local fire evacuation procedure) either partial or total evacuation if necessary.

(III) REPORTING

After the incident complete the **Accident or Dangerous Occurrence Report** and fax it to:

1. The DOO
2. EMEA Risk Management

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 50 OF 92

GUEST ILLNESS

(I) PRIORITIES

1. Ensure that the guest is comfortable and receiving the necessary medical supervision.
2. Minimize disruption to hotel routine.
3. If possible, limit any further spread of illness.


(II) PROCEDURE

1. Record the initial symptoms, and clarify illness history with the guest.
2. Inform hotel doctor or another directed by the guest or kin.
3. Do not give the guest any food, drink or medication without medical supervision.
4. Keep a note of any costs incurred.
5. Prepare to re-locate any other guests as directed by doctor.
6. Inform The DOO and COO

(III) REPORTING

after the Incident , complete The **Accident or Dangerous Occurrence Report** and Fax it to:

1. The DOO
2. EMEA Risk Management
3. The Insurance Company.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 51 OF 92

INCIDENT INVOLVING GUESTS AWAY FROM HOTEL

(I) PRIOROTIEIS

1. Establish the facts of the events
2. Liaison with emergency services for information.
3. Be sympathetic and discreet in handling of discreet kin.
4. Minimize disruption to the hotel.
5. If serious-use Major Incident plan procedure.

(II) PROCEDURE


1. Liaison with emergency services to find out:-
 - a) The cause.
 - b) The extent of the situation.
 - c) Who is involved.
 - d) The extent of any inquiries or death.
2. Inform The DOO and The COO
3. Call **CR24**
4. **Do not admit any legal liability**
5. Set-up an area, to which calls can be transferred and where any kin at the hotel can be comforted. This should be situated away from the main areas of the hotel for privacy.
6. Secure the personal effects of Guest(s) (injured or deceased) until they can be removed. These must be removed from the guest's room and secured safely in a restricted storeroom. Be cautious when releasing this property.
7. Kin and relations should be assisted for accommodation and access to the personal belongings of the inquired or dead person.
8. Report any appropriate information to emergency services. e.g. medical information history from kin

(III) REPORTING

After the incident complete the report and fax it to :

1. The DOO
2. EMEA Risk Management .
3. The Insurance Company

The report should be used depends on the nature of the incident, select the most appropriate report: (Accident or Dangerous occurrence, Crime Report or Incident Report)

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 52 OF 92

INJURY

(I) PRIORITIES

1. Look after injured person's welfare and provide medical assistance.
2. Not to admit liability
3. Rectify cause of incident and provide Hazard Warning to others if necessary.
4. If serious (i.e. Multiple Serious Casualties). Inform Emergency services.


(II) PROCEDURE

1. Visit scene of accident.
2. Summon appropriate medical assistance (First Aid or Ambulance), serious injury or death must be reported to the DOO and COO immediately.
3. Call **CR 24**.
4. Implement Hazard Warning for others.
5. Control the scene
 - Warn others of any Hazard
 - Section off area
 - Screen area from view of others
6. Ascertain nature and cause from injured person/witnesses and record all relevant details. Make note of time and identify witnesses (preferably independent), and take photos of the area.
7. Identify and Rectify the cause / fault.
8. Follow up injured party's welfare without any admission of liability.
9. If the Incident is serious, involving loss of life or limbs, inform the DOO and COO immediately and involve any other state agency as required by law.
10. Notify relatives – if appropriate.
11. If the incident is serious call the local Emergency services.

(III) REPORTING

Complete and **Accident or Dangerous Occurrence Report** and fax it to:

1. The DOO
2. EMEA Risk Management
3. Local insurance company
4. Refer Claims/ Legal matters/ correspondence to appropriate Department
5. In case of accident leading to prolonged work absence or loss of life or limb – the local authorities to be informed.
6. Complete entry in accident book/other statutory records.
7. Hold all documentation on record according to legal or local requirements.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 53 OF 92

KIDNAP, RANSOM, EXTORTION

(I) PRIORITIES

1. Any incoming calls of this regard should be immediately transferred to the GM.
2. Immediately call the DOO and COO .
3. Identify details of who/what is involved.
4. Try to clarify who is making threat.
5. Identify Demands.
6. Stress on NO DECISION MAKING AUTHORITY held locally and you need to refer to Divisional office.
7. Seeking time to develop matter stressing the “Hostage well being” is important to .
8. Minimize Media involvement.
9. Comfort families, relatives of those involved.
10. consider security cover and accommodation for relatives


(II) PROCEDURE

1. Make notes on demands immediately, include any distinctive accent, remarks, etc.. use the kidnap or Ransom threat tick sheet to help you follow this procedure:
 - Where the Incident is taking place
 - Who and What is involved
 - What is the Demand
2. Note the exact wording of the message if possible, and make a note of the date and time of the call, note also if the message was apparently read or spontaneous, and if it was made from a payphone.
3. Keep the caller talking and make a note of what you can deduce about them from their speech, such as,
 - is the caller male or female
 - is the caller young or old
 - has the caller got an accent
 - does the caller sound drunk, is he/she laughing, giggling
4. Note any background noises (music, traffic and so on)
5. Confirm that threat is real (hostage has been taken, other events has occurred or could occur).
6. Notify senior management immediately, who will decide whether to take the threat seriously
7. Call **CR 24**
8. Inform The DOO and COO, and seek guidance before involving the police or other agencies
9. DO NOT ATTEMPT TO NEGOTIATE AT THE HOTEL LEVEL.
10. DO NOT discuss the case with staff or guests who are not directly involved.
11. Support families of those involved.
12. Call the police

(III) REPORTING

After the incident complete the **CRIME REPORT** and fax it to:


1. The DOO.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 54 OF 92

2. EMEA Risk Management
3. The local insurance company

(IV) TRAINING:

- 1) This procedure to be trained every 6 months to ensure it is understood by all staff who receive incoming telephone
- 2) Copy of the kidnap or Ransom threat tick sheet must be available at the telephone operator.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 55 OF 92

LIFT FAILURE

(I) PRIORITIES

1. Contact, inform, comfort, and release trapped guests.
2. Isolate the defective lift.
3. Using intercom to keep communication with trapped guests
4. Reinstate lift service


(II) PROCEDURE

2. Using the intercom show concern to trapped guest and advise them that they will be released as soon as possible and keep in contact as situation progresses.
3. Page the engineering response team and give exact lift and location.
4. If the lift on level with the floor, using the emergency key, you can open and release the guests.
5. shut of the electricity supply provided this does not affect lift lighting
6. Show concern to guests upon release.
7. Out of order notice to be posted.
8. Lift engineer must be called to evaluate the case and repair, then the lift can restored to service.

(III) REPORTING

After the incident complete an **ACCIDENT or DANGEROUS OCCURANCE Report** and fax it to:

1. The DOO.
2. EMEA Risk Management

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 56 OF 92

POLLUTION (AIR POLLUTION)

(I) PRIORITIES

1. Ensure guests, staff life safety
2. Develop effective liaison with Emergency services and guests / staff to ensure all have understood the difficulties.
3. Secure property as best possible if necessary to evacuate.
4. Not to admit liability.


(II) PROCEDURE

1. Liaise with Emergency services before ordering an Evacuation
2. Determine whether the Pollution is an internal or an external one.
3. stop hotel Air conditioning unit
4. Keep guests/staff informed of the situation.
5. If Evacuation is required.
 - ***In case of External Pollution.*** Assembly Area to be in the lobby and ballroom or outdoor pool Depends on the situation. And Evacuation Leader to assign staff on Emergency Exits to direct people to the gathering area.
 - ***In case of Internal Pollution.*** The Normal Hotel Evacuation plan is to be followed. Refer to EVACUATION SECTION.
5. Arrange with nearest sister Hotel / Emergency Services an alternative accommodation for displaced staff/guests.
6. Ensure Hotel is secured if full evacuation becomes necessary.
7. Admit No Legal Liability.

(III) REPORTING

After the incident , complete an **ACCIDENT or DANGEROUS OCCURANCE report** and fax it to:

1. The DOO.
2. EMEA Risk Management
3. Local insurance company.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 57 OF 92

POLITICAL UNREST / RIOT / WAR

(I) PRIORITIES

1. Minimize involvement as far as possible and present neutrality..
2. Minimize risk of guest and staff.
3. Anticipate needs for guests to extend stay or leave rapidly (expatriation).
4. Ensure food/water stocks are available within hotel.
5. Review relocating guests away from areas of potential conflict, such as the front of the hotel.
6. Be prepared for staff difficulties (e.g. inability to reach or leave hotel, or factional violence amongst personnel.
7. Consider an internal secure communal sleeping/ Rest Area
8. Warn the DOO and the COO of impending political unrest/riots/war when “Warning Signals” first identify.
9. Advise the guests to pack a small bag should a rapid evacuation be required at short notice

(II) PROCEDURE

1. DISTURBANCE IN THE COMMUNITY, AWAY FROM THE HOTEL:

The nearer the disturbance the greater the concern, not only with property protection and protection of guests and employees but also the motivation of the disturbance.

And the GM must NOT ignore civil disturbance within their cities or communities simply because they occur some distance from the hotel, GM must keep close watch on the disturbance and alert his department heads.

2. DISTURBANCE IN THE IMMEDIATE VICINITY OF THE HOTEL OR AIMED AT THE HOTEL ITSELF:


The following action are recommended:

- ◆ Activation of the hotel Crisis Command Center (CCC).
- ◆ Use only one entrance / exit for guests and employees, constantly supervised by security.
- ◆ Storage of vital records in a safe place.
- ◆ Avoid retention of large sums of money in the accounting office and at cashiers positions.
- ◆ Establishment of an area for medical emergencies.

3. DISTURBANCE IN THE HOTEL:

If the disturbance is within the hotel, caused by large number of convention guests, before deciding whether to rely on staff or call the police, the GM should consider:

- ◆ Size and mode of crowd.
- ◆ Reasons for the disturbance.
- ◆ Effect of their conduct on other guests and hotel operation.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 58 OF 92


- ◆ Number of employees available to work on the problem and their training and discipline.
- ◆ Having concluded that circumstances call for the ultimate response from the police department.

1. Avoid confrontation with parties involved.
2. Make guests aware of difficulties without causing panic.
3. Maximize food stock.
4. Control access to hotel as far as possible (doors, windows, monitored access etc..).
5. Increase security patrols within hotel.
6. Contact appropriate embassies, consulates for advice.
7. Inform The DOO and the COO as so as possible
8. Send/Fax lists of guests and staff to the DOO and EMEA Risk Management
9. Clear lobby area ground floor areas of attractive valuable items.
10. Ensure all Emergency EXITS are clear.
- 11 Remove externally stored combustible items and guard the main gas room near the health club car park.
14. Ensure water tanks are filled, and reservoirs access door in the front area is patrolled.
15. Develop appropriate billing procedure with guests, which minimize risk of unpaid account, but display sympathetic treatment as necessary.

(III) REPORTING

After the Incident complete an **INCIDENT REPORT** and fax it to:

1. The DOO.
2. EMEA Risk Management,
3. Local Insurance Company

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 59 OF 92

RAPE

(I) PRIORITIES

1. Be sympathetic and kind to the victim and relatives
2. Seal off area and treat it as a crime scene, to aid police investigations.
3. Ensure correct involvement of Authorities, if the victim wishes to be identified.
4. Minimize disturbance to, and involvement of, other guests.
5. Avoid media intervention, if at all possible.
6. Consider whether a staff briefing is appropriate.


(II) PROCEDURE

1. Make sure the victim is comfortable and accompanied by a member of staff (of the same sex) or a member of the guest’s family.
- Note. Where the use of date rape drugs suspected do not give the alleged victim anything to drink until they have been seen by the Doctor or the police, as traces of the drug still in the body may be diluted.
2. Inform hotel doctor and upon the wish of the victim call the police department.
 3. Assist emergency services, where required.
 4. Assist guest/kin with further arrangements (e.g. provide transport to see authorities).
 5. In **NO** event must the hotel staff talk or speculate about the incident to any one other than to tell the Local Authorities the facts.
 6. Clarify circumstances and consider whether Hotel has any liability.
 7. Call **CR 24**
 8. Inform the DOO and The COO
 7. In case of the victim does not want to report the Local Authorities in such cases all the facts surrounding the incident, plus the victims wishes that not to be reported, must be documented.
 8. If the sexual assault is simply alleged in a statement of guest or employee, and there is no further proof, the determination to report may be left with the GM. However, if there is a physical evidence of an assault (cut, battered and bruised) you would have an obligation to report the incident as in above.
 9. Even if no negligence is believed to have been involved on behalf of the hotel or its staff, it is critical that the incident be well documented and appropriate notifications made.

(III) REPORTING

After the incident complete a **CRIME REPORT** and fax it to:

1. the DOO
2. EMEA Risk Management,

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 60 OF 92

SUICIDE

(I) PRIORITIES

1. Minimize disruption to, and involvement of, other hotel guests or staff.
2. Seal off area to aid police investigations, ensure the area is secure and control access.
3. Ensure correct involvement of authorities on time.
4. Upon receipt of information that a suicide is threatened, the Local Authorities should be notified immediately.
5. Be sympathetic and discreet with distressed guests, relatives or staff.
6. Consider whether a staff briefing is necessary
7. Not to admit liability


(II) PROCEDURE

1. call the police and the hotel doctor.
2. Inform the DOO and The COO immediately
3. Call **CR 24**
4. Any report of possible disturbed or troubled guests or employees should be discreetly investigated by the security department.
5. Security officers should go to and remain at the scene to assist and calm the person involved, when the Local Authorities arrive, they will take charge and security should assist.
6. Be supportive and listen to family/friends staying with guest.
7. If the suicide is committed, follow DEATH procedure.
8. Assist Emergency services where required, Insist on the discreet removal of the body from premises, using service lifts
9. Do not admit any legal liability

(III) REPORTING

Complete a **SUDDEN DEATH REPORT** and fax it to:

1. The DOO.
2. EMEA Risk Management, .
3. the local Insurance company.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 61 OF 92

TELECOM FAILURE

(I) PRIORITIES

1. Re-establish communication links as soon as possible.
2. If within Hotel inform Chief Engineer and systems manager immediately for repair.
3. Provide standby “Emergency” communication using cell phones.
4. Minimize adverse guest impact.
5. Make use of Walkie-talkies for communication between ET and CCC over three shifts.


(II) PROCEDURE

1. Inform guests of nature of problem-residents and others on arrival.
2. Inform the DOO
2. Provide adequate cell phones at , the reception and offer a cell phone rental service.
3. Seek repair assistance if fault within Hotel premises.
5. If the problem is external, make all possible contact with concerned and telephone emergency department to report and to receive the feed back.
6. Exercise internal guest contact by Management and Heads of departments being available.
7. Make use of wake-talkies to make necessary internal contact between the Emergency Team (ET) and the Crisis Command Center (CCC) for emergency situations.
8. If serious inconvenience is incurred or there are financial implication, contact EMEA Risk Management

(III) REPORTING

If the Failure lasted more than 12 hours, complete an **INCIDENT REPORT** and ax it to:

1. The DOO.
2. EMEA Risk Management .

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 62 OF 92

THEFT OF GUEST PROPERTY

(I) PRIORITIES

1. Be understanding and try to minimize guest inconvenience.
2. Call the police department if required.
3. Carry out an investigation and fully document
4. Not to admit any liability


(II) PROCEDURE

1. inform the GM and security manager, security or management should go to guest's room if the guest is present, and with an additional witness.
2. Ensure nothing is touched in the room to aid police investigations, if necessary.
3. Ensure hospitality to guest is maintained but without implying liability on the part of the hotel.
4. Take down all details carefully, noting lost items. Stress on matters will be reported to Divisional office.
5. Interview staff to see if anything suspicious was seen.
6. Check any relevant Electronic Security records (i.e. door operations report, CCTV cameras).
7. Ensure minimal disruption to the room
8. call the police if requested.
9. Call **CR24** If theft is over JD 25000.
10. Do not admit any legal liability
11. Ensure all claims by the guest are submitted in writing.

(III) REPORTING

After the incident, complete a **CRIME REPORT** and fax it to :

1. The DOO.
2. EMEA Risk Management,
3. Local Insurance company.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 63 OF 92

WATER CONTAMINATION

(I) PRIORITIES

1. Protect life by controlling water use.
2. Minimize guest inconvenience and adverse hospitality effect.
3. If contamination is serious inform emergency services and ensure they have the Major Incident Hotel Profile.
4. Arrange for alternative water supply, either using water Tankers or/and mineral water bottles.


(II) PROCEDURE

1. Call **CR 24**
2. Inform the DOO immediately, The DOO will inform the ministry of health , if necessary.
3. Provide medical assistance. And follow up complaints.
4. Isolate water from source either pipe supplied or tankers supplied water.
5. check water reservoirs for contamination.
6. Advise guests not to use tap water for drinking, and all guests to be provided with pure bottled water. and also guests are to be advised not to use the water for personal use(e.g. brushing teeth, washing, etc..). And to make a Fool proof step, by stopping all Domestic water pumps.
7. If water is required, ensure it is boiled and decontamination tablets are enough and safe to get usable water.
8. Food should be prepared with decontaminated water.
9. Laundry water also should be decontaminated, or send laundry out for washing in clean water.
10. If the problem is going to last for long period of time alternative water supply should be provided.
11. As soon as the problem is solved and the pure water is come back, the guest must be advised.
12. Do not admit legal liability.
13. If contamination confined to your hotel, consider the possibility of guest transfer to a sister hotel.

(III) REPORTING

After the Incident , complete an **INCIDENT REPORT** and fax it to:.

1. The DOO.
2. EMEA Risk Management, .

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 64 OF 92


STORMS AND HURRICANES

(I) PRIORITIES

1. Crisis Command Center should remain occupied for 24 hours a day until the threat or actual emergency has passed.
2. Safe lives of guests and staff.
3. Storm and hurricane procedure to be followed if the wind speed of at least 74 miles per hour is expected to occur (i.e. 118.4km per hour).
(1 mile = 1.6km)
4. Early release of employees to allow them an opportunity to safe guard their homes and personal property.
5. A smooth cessation of normal schedules and activities.
6. Notify guests and employees of the storm conditions and allow them to decide if they should attempt to move or remain.

(II) PROCEDURE

1. GM to decide if deemed necessary a planned Internal Evacuation to be handled, the gathering area should be designated in advance, taking care of the following:
 - ◆ In case of a storm, gathering point could be the ballroom area.
 - ◆ In case of flood high and middle floors could be a safe area to gather.**(Refer to Evacuation Procedure Plan).**
2. All equipment on the roof should be protected and secured to minimize wind and water damages.
3. Reactivation after passage of the storm, clean up and resumption of normal schedules.
4. ET members to make sure of all roof doors, Elevators machine rooms on the roof are all closed, antennas, satellite dishes are properly fixed.
5. To establish first aid station equipped with all necessary medication and trained first aiders, from the ET
6. Walkie-talkie sets with standby charged batteries to be ready for communication
7. Also make sure a contingency plan is prepared for:
 - ◆ Food in stock available enough for three days.
 - ◆ Fuel stock is also full.
 - ◆ Gas cylinder in stock to be sufficient.
8. All roof drains must be in a good condition to avoid any water accumulation on the roof.
9. Power to be switched off in all evacuated areas. Secure outdoor objects, garbage cans, planting pots, garden tools, signs, pool and outdoor Terrace furniture and number of other harmless items which can become missiles of destruction on hurricane winds, anchor them or store them before the storm strikes.
10. Monitor the storm's position through weather service advisors.


	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 65 OF 92

11. Accountings and systems personnel should be responsible for seeing that all hotel records are stored in a proper way.
12. All clear / Re opening.
 - ◆ Avoid contact with or dangling wires and report them.
 - ◆ Stay out of disaster area unless you are qualified to help.
 - ◆ Clean up all area affected by the storm.
13. In case of winter storms and snowy weather:
 - ◆ Make sure that all areas containing wet pipe sprinkler system, and fire standpipe systems are heated.
 - ◆ Drain all pipes that are exposed to weather.
 - ◆ Drain condensation from all dry pipe system And drain water from all outside wet pipe sprinkler systems, and the supply and return pipes of chillers.
 - ◆ Make sure that any fire extinguisher exposed to freezing temperature is a non-freezing type.
 - ◆ Arrange lodging for employees willing to stay in during the storm.
 - ◆ Inform the DOO and COO
 - ◆ Inform **CR 24**

(III) REPORTING


After the incident complete an **INCIDENT REPORT** and fax it to:

1. The DOO
2. EMEA Risk Management .
3. The Local Insurance Company.
4. Prepare cost of damage report includes but not limited to:
 - ◆ The cost of repainting the entire area or unit.
 - ◆ The replacement of carpeting or flooring, furniture coverings, drapes, bedding, etc..
 - ◆ Minor and Major structural damage.
 - ◆ Amount of Lost Business due to the time it will take to effective repairs.
5. No repair works other than to protect the building and its contents should be started until tentative procedure and agreement for recovery, is reached with the insurance representative and the approval received from the Risk Management, Insurance and the DOO.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 66 OF 92


PREPARATIONS FOR RE-OPENING AFTER EVACUATION DUE TO STORMS

1. An action and assessment meeting with all key departments must take place prior to re-opening for business. In this meeting strategies, supplies, staffing, safety, communications and available moneys should all be taken into consideration.
2. Meetings of all key personnel must take place each day following the re-opening process to review, update and prioritize issues or needs.
3. The Chief Engineer and members of the Security and Safety Committee should conduct a complete inspection of the property to insure that it is safe to re-open for business. Any area that is deemed unsafe should be blocked off and secured to prevent injury.
4. Considerations for re-opening should include water pressure, electricity, guest room conditions, public area safety hazards and structural damage.
5. Patrols of the property and perimeter should be implemented for fire watch and crime prevention.
6. All findings should be reported back to the General Manager as soon as possible.
7. As soon as the storm/ crisis passes, be prepared for guests to arrive at your doorstep anxiously wanting access to the building. Doors should not be opened until all inspections have been completed and a plan of action has been discussed. It is likely that manual operations will be your only means of control.
8. Make arrangements to retrieve those guests housed in shelters.
9. A block of rooms should be set aside for employees and their families. Many will have worked several shifts and others will have been left homeless. Rooms should also be set aside for those who will be returning from shelters.
10. Consideration should be given to those individuals arriving at the Hotel with previous reservations. However it is likely that local residents will require shelters as well s emergency and utility companies.
11. An employee dispatch area should be set up immediately. All employees should report to the center so that they can be dispatched to departments and areas with priority needs in an effort to get operations back to normal.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 67 OF 92

12. It is important not to undertake more than can be handled. Staffing will be difficult. If you will not be providing services as expected, it is important to inform guests on arrival. Guests must be updated throughout their stay on services or lack there of. It is likely that this will have to be accomplished manually through letters or the guest message center.

It cannot be stressed enough how important each individual employee can be in this situation. All efforts should be made through human resources and department heads to speak to each employee to ascertain their personal situation. Assistance in the way of food, shelter, transportation and in some instances monetary compensation will be needed to help the employee who will in turn be of great assistance to you in returning the hotel to normal operations.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 68 OF 92

EARTHQUAKES

(I) PRIORITIES


1. Crisis Command Center (CCC) to be manned immediately, if possible.
2. Most casualties result from falling objects and debris because the shock can shake, damage or demolish buildings and other structures. So do not risk lives of guests and employees.
3. A smooth cessation of normal schedules and activities.
4. For a high-rise buildings, do not dash for exits, before making sure it is clear and safe.
5. Evacuate to an open area, the side camping area when it's safe to do so.

(II) PROCEDURE DURING

1. Assign ET member/POMECA to switch off main gas valves, fuel, water pipes and electricity.
2. Dispatch ET members to make sure that the stairways are safe and clean so you can advise Evacuation Leader of the alternative EXITS of evacuation.
3. Make sure the departmental First Aiders on duty are standby for any casualties.
4. Make sure that ET and POMECA staff with proper tools are standby for any emergency and rescue operations.

PROCEDURE AFTER

1. GM to take charge of the Crisis Command Center (CCC) in order to coordinate with the Local Authorities as civil defense, police, hospitals.. etc.
2. ET members immediately to be stationed throughout the hotel, guest floors, elevators, food store, cold rooms, fire fighting equipment main switch board emergency generator etc.. to protect, calm and reassure guests and employees.
3. ET, to check for injuries, DO NOT attempt to move seriously injured persons unless they are in immediate danger of further injury.
4. ET to check for fire and fire hazards and report back to (CCC).
5. Check for any water, fuel pipes damage and report them to (CCC).
6. Check all gas lines, broken or leaks. DO NOT use matches, lighters until you are sure NO gas leaks.
7. If power is OFF, check cold room for any possible damage of food and try to avoid.
8. Clean up any harmful materials spread around caused by the earthquake, and make sure that all streets adjacent to the hotel are open and clear for passage of emergency vehicles.
9. Check to see that sewage lines are intact before permitting continued flushing of toilets.
10. Check boiler chimney and other kitchen chimneys over its length for cracks and damage.
11. Check closets and storage shelves areas, open closet and watch for falling objects.
12. When it is safe evacuate the guest and staff through the clear exits on stages, and assign security to monitor hotel entrances.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 69 OF 92


13. Be prepared for further additional earthquakes shocks called “AFTER SHOCKS” although most of these are smaller than the main shock, some may be larger enough to cause additional damages.
14. When taking in displaced persons, consider sanitation, feeding, water supply and bedding.
15. In no case should guest or displaced persons be allowed in back-of-the-house areas.
16. Limit means of ingress and egress to the building to see that all arrivals and departures are supervised.

(III) REPORTING

After the Incident , complete an **INCIDEN REPORT** and fax it to:

1. the DOO.
2. EMEA Risk Management .
3. Local Insurance company
3. Prepare and dispatch casualties report.
4. Prepare cost of damage report, includes, but not limited to:
 - ◆ The cost of repainting the entire area or unit.
 - ◆ The replacement of carpeting or flooring, furniture covering, drapes, bedding etc..
 - ◆ Minor and Major structural damage.
 - ◆ Amount of lost business due to the time it will take to effective repairs.

No repair work other than to protect the building and its contents should be started until a tentative procedure and agreement for recovery is reached with the insurance representative, and the approval is received from the RVPO, Risk Management and Insurance.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 70 OF 92

BODY FLUID SPILLAGE IN POOL

(I) PRIORITY:

1. Evacuate all persons from the pool
2. Close the pool immediately
3. control the area
4. Make the pool safe again


(II) PROCEDURES:

1. Refer to the **POOL SAFETY MANUAL**.
2. In a calm and controlled manner, inform persons in the pool that they have to leave the pool immediately
3. close the pool
4. using appropriate Personal Protective Equipment (PPE) remove any solid material using a net and dispose it of in a sealed polythene bag, and place in an external refuse container.
5. if the released is a solid stool, retrieve it quickly and disinfect the scoop.
6. If the stool is running(diarrhea), it is possible that the diarrhea is from someone infected with one of the protozoal parasites, Cryptosporidium and Giardia, these are a problem in pools because their infectious stages are resistant to chlorine disinfectants, so following procedure must be adopted:
 - Ensure the disinfectant levels are maintained at the top of the recommended dosing rang.
 - Vacuum the pool
 - Filter the pool water for six turnover cycles
7. Carry out pool water test to ensure that all parameters are at the normal levels.
8. when you are satisfied that normal parameters have been met, reopen the pool.

(III) REPORTING:

After the Incident, complete an **ACCIDENT OR DANGEROUS OCCURANCE REPORT** and fax it to:

1. The DOO
2. EMEA Risk Management,
3. Ensure a detailed entry is recorded in the hotel and statutory accident book.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 71 OF 92

BROKEN GLASS IN POOL

(I) PRIORITIES:

1. Isolate the area where the broken glass is located.
2. Evacuate all persons from the pool
3. close the pool immediately
4. control the area
5. make the pool safe again.


(II) PROCEDURES:

1. REFER TO Pool safety Manual.
2. In calm and controlled manner, inform guests that they must leave the pool immediately.
3. close the pool
4. empty the pool water.
5. Using a appropriate Personnel Protective equipment (PPE) remove any glass from the pool bottom. DO Not use the pool vacuum, as glass will be deposited in the filter
6. Refill the pool
7. carry out pool water test to ensure parameters are at the normal level
8. when you are satisfied that normal temperature and chemical levels have been met, reopen the pool.

(III) REPORTING:

After the incident, complete **the INCIDENT REPORT** and fax it to :

1. the DOO
2. EMEA Risk Management

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 72 OF 92

PANIC ALARM ACTIVATION

(I) PRIORITIES:

1. Respond immediately to the situation
2. provide medical assistance
3. control the scene
4. not to admit any legal liability
5. communicate incident details to relevant parties.

(II) PROCEDURES:


1. visit the scene of the panic alarm activation or the injured person SUNA ROOM.
2. if any persons are injured the accident procedure must be implemented.
3. control the scene, warn others of the hazard, section off the area.
4. Ascertain the details from person activating the alarm
5. Identify and rectify the caused or fault.
6. Record fully all observations at the time and obtain independent witnesses statements:
 - Take witness statements
 - Take photograph of the area
 - Record your own notes and observations at the time.

(III) REPORTING:

After The incident Complete an **INCIDENT REPORT** and fax it to:

1. The DOO
2. EMEA Risk Management .

In case of accident that lead to prolonged work absence or serious injury, inform the local health and safety authority (social Security).

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 73 OF 92

ROBBERY OR ARMED ROBBERY/ HOSTAGE TAKING

(I) PRIORITIES:

1. Avoid putting lives at risk
2. for a robbery:
 - Alert the police and authorities as soon as possible
 - Preserve any evidence
3. for an Armed robbery or hostage taking situation”
 - Evacuate the scene and surrounding area
 - Avoid aggressive and confrontation
 - Do nothing that may endanger the safety of the hostage
 - Notify the police


(II) PROCEDURES:

1. Is this a robbery or an armed robbery/ hostage taking situation/
 - If this is a non armed robbery, inform the police at the earliest opportunity without putting yourself or others at risk
 - If this is an armed robbery or hostage taking situation, avoid aggressive or confrontation action, hand over cash or valuables on request, then inform the police at the earliest opportunity without putting yourself or others at risk, see kidnap, ransom section.
2. Call **CR 24**
3. Assist Frightened guest or staff
4. Alert hotel security and the police, if you have not already done
5. After the situation:
 - Record what has been taken
 - Obtain witness statements
 - Take photographs of the area
 - Retain police contact name, crime number, and contact number.
 - Record your own observation at the time

(III) REPORTING:

After the incident , complete a **CRIME REPORT** and fax it to:

1. The DOO.
2. EMEA Risk Management, .
3. The local Insurance Company.

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 74 OF 92

SUSPECT DEVICE

(I) PRIORITIES:

1. Protect life
2. Evacuate the immediate area
3. minimize panic
4. notify police
5. consider full evacuation, based police advice
6. protect guest and hotel property.

Observe these minimum “SAFE” distances from a suspect device:

If it is in a	People must be moved to this distance away
Small package, briefcase or holdall	100 m
Saloon vehicle or car	200 m
Van, trailer or lorry	400 m

The use of portable communication equipment such as Walkie-talkies and mobile telephones is prohibited within 25 meters of a suspected device.

THE 5 C’S:


Please refer to the Crisis Plan for detailed bomb search guidance.

- CONFIRM** That you have a suspect device and mark it for easy identification
- CLEAR** The immediate area starting with those nearest to the suspect device
- CORDON** Off the immediate area, minimum distance 100 m
- Control** All access to the cordoned area until the arrival of police and identify and retain witnesses at safe holding area
- CHECK** For secondary devices, paying particular attention to
- The evacuation route
 - The evacuation point
 - Parking vehicles/ waste bins

THE 5 W’S

The following information is required to assist the police:

- WHAT** Is it? (description, size, color, if possible)
- WHERE** Is it? (location, access route, sketch plan if possible)
- WHEN** Was it found or seen placed there?
- WHY** Is it considered a suspect device
- WHO** Found it? Any additional information seen or heard

	RESOURCE LIBRARY – SECURITY Crisis Manual	<i>CODE:</i> 03.19.000
		<i>EDITION:</i> 1
		<i>PAGE</i> 75 OF 92

(II) PROCEDURES:

1. Assess the degree of danger, based on the information you have received, avoid all contact with the device
2. Inform :
 - The General Manager and the Crisis Response Team CRT
 - The DOO
 - The COO
3. Call **CR 24**
4. Inform the police and ask them for advice about carrying out a full evacuation.
5. Evacuate people from the building, remember:
 - Re-route guests from the immediate danger area
 - Always consider that the secondary device could be located a long the evacuation routes
 - Ensure that you take people to an evacuation point away from the building in case there is an explosion
 - If the suspect device is a package or brief case, move people at least 100 m away
 - If the suspect device is a car, move people at least 200 m away
 - If the suspect device is in a van move people at least 400 m away.
6. Assess the length of time the building will be out of use and make alternative hotel arrangements for guests
7. If partial Evacuation of a tower block is required, ensure that all mechanical lifts are grounded.
8. Provide floor plans for the Emergency Services, these must be kept at the evacuation point, provide them with the Major Incident Hotel Profile.

(III) REPORTING:

After the incident , complete the **INCIDENT REPORT** and fax it to:

1. The DOO
2. EMEA Risk Management,
3. The Local insurance company.



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 76 OF 92

**24 Hour Emergency Contact Number
Control Risks Group**

Hotels must use this number to report emergency situations.

All these numbers must be available 24 hours a day / 7 days a week.

	Name	Mobile Number
Maintenance Engineer		
Boiler Engineers "Operation Supervisor"		
Builder		
Electricians "HLP"		
Electricity Authority		
Fire / Security Alarm Systems		
Gas Authority		
Glazier / Window Boarding		
Telephone Authority		
Generator - CAT		
Taxi		
Coach		



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 77 OF 92

INCIDENT REPORT

Please print clearly or type, and complete all relevant sections

SEND THIS COMPLETED REPORT TO:					
A copy of the completed form must be forwarded to your AGM, DOO and COO					
Hotel		Hotel telephone		Hotel facsimile	
Full address of hotel					
Manager dealing with this incident		Direct contact tel. no.		Today's date	
PERSON INVOLVED					
Full name				Age / date of birth	
Private address					
Job title (for employee only)					
For others, give status	Guest		Visitor		Staff
					Contractor
THE INCIDENT					
Serious?	Yes/No		Minor?	Yes/No	
Name of person reporting			Date / time of incident	Date	Time
Specific location of incident			Accident Book entry no.		
TYPE OF INCIDENT					
Assault off site			Exposure to hazardous substance		
Chemical or gas leak			Flood		
Collapse of building			Hit by moving object		
Collapse of lift, cradle, hoist or scaffolding			Natural weather disaster		
Demonstration / political unrest			Riot		
Explosion (non bomb)			Trapped		
Explosion (bomb)			Other (describe below)		



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 78 OF 92

INCIDENT REPORT (continued)

DETAILS OF THE INCIDENT

(Include a clear description of what took place, the materials, equipment and people involved, and list of any witnesses.
Continue on a separate page if necessary)

Empty box for incident details.



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 79 OF 92

INCIDENT REPORT (continued)

NAME / ADDRESS OF WITNESSES					
1.					
2.					
3.					
REGULATORY AUTHORITY					
Is the incident reportable to the Regulatory Authority?	Yes / No	Address of Regulatory Authority			
Has the Regulatory Authority been notified of this incident? (If yes, attach copy of report)	Yes / No	Telephone number of Regulatory Authority		Name of official	
ACTION TAKEN BY HOTEL					
First Aid treatment given at work?	Yes / No	Emergency Services called?		Yes / No	
Name of first aider			Address of hospital		
Corrective action follow-up					
Develop / revise written procedures		Improve job training / retraining		Provide additional instruction / supervision	
Complete / review Risk Assessment		Increase maintenance schedule		Provide inspections / observations	
Initiate / revise / enforce rules		Install / replace / adjust machine guards		Provide / monitor use of protective equipment	
Improve emergency procedures		Modify / replace tools / equipment		Rearrange equipment / area	
Improve housekeeping in area		Provide additional employees		Other (describe below	
Other (further details):					
Report completed by			For Risk Management use only		
Date			Date fire incident report received		
			Date of full risk management report		
			Date Legal Department informed		
			Date Insurance Department informed		
			Date Press Office informed		



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 80 OF 92

ALLEGATION OF FOOD POISONING REPORT

Please print clearly or type, and complete all relevant sections

	Hotel			
	Hotel address			
	Manager dealing with this incident		Direct contact tel. no.	
	Hotel telephone		Hotel facsimile	

A copy of the completed form must be forwarded to your AGM, DOO and COO

In the event of a complaint of food-related illness, the senior manager on duty must deal with the incident:

- Complete this form
- Write to the person using Specimen Letter 1 (see the food complaints procedure section of the **Safety Procedures Manual**)
- Complete the *Accident and Dangerous Occurrence Report* and send it to the Insurers
- Label and freeze any samples. Do not send any samples to the laboratory until instructed to do so
- Attach to this report copies of all records relating to the food (delivery note, temperature records, micros records etc.)

Guest's name and address		Number of people affected	Number of people eating same food	Total number of covers served on day of complaint
Telephone				

DETAILS OF ALLEGED ILLNESS

	Date of onset	Time of onset	Duration
Nausea			
Vomiting			
Abdominal pain			
Diarrhoea			
Other symptom (give details)			

IMPLICATED FOOD / MEAL

Date consumed		Time consumed		Food implicated	
Samples of implicated food available?	Yes / No	Batch numbers of implicated food		Type of samples available	

DETAILS OF OTHER FOOD EATEN IN 72 HOURS PRIOR TO ONSET OF ILLNESS (continue on separate page if necessary)

Food	Date	Time	Where eaten / purchased



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 81 OF 92

ALLEGATION OF FOOD POISONING REPORT (continued)

ACTION TAKEN BY HOTEL (continue on separate page if necessary)			
Is a regulatory official involved? (give name and contact number)			
Is doctor or hospital involved? (give name, address and contact number)			
Report completed by		For Risk Management use only	
Date		Date fire incident report received	
		Date of full risk management report	
		Date Legal Department informed	
		Date Insurance Department informed	
		Date Press Office informed	



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 82 OF 92

ACCIDENT OR DANGEROUS OCCURRENCE REPORT

Please print clearly or type, and complete all relevant sections

SEND THIS COMPLETED REPORT TO:					
A copy of the completed form must be forwarded to your AGM, DOO and COO					
Hotel		Hotel telephone		Hotel facsimile	
Full address of hotel					
Manager dealing with this incident		Direct contact tel. no.		Today's date	
PERSON INVOLVED					
Full name				Age / date of birth	
Private address					
Job title (for employee only)					
For others, give status	Guest		Visitor		Staff
					Contractor
THE INCIDENT					
Serious?	Yes/No		Minor?	Yes/No	
Name of person reporting			Date / time of incident	Date	Time
Specific location of incident			Accident Book entry no.		
NATURE OF INJURY			TYPE OF INCIDENT		
Abrasion	Fracture	Assault	Hit against fixed object		
Amputation	Hearing	Burn or scald	Hit by moving object		
Bruise, contusion	Hernia	Chemical or gas leak	Hit by vehicle		
Burn	Occupational illness	Collapse of building	Injured by animal		
Crushing injury	Radiation	Collapse of lift, cradle, hoist or scaffolding	Lifting or carrying		
Cumulative trauma	Sprain, strain	Cut	Over exertion		
Cut, puncture	Suffocation and partial drowning	Electric shock	Slip, trip or fall on same level		
Dermatitis	Visual	Exposure to hazardous substance	Trapped		
Electric shock	Multiple (describe below)	Fall from height	Other (describe below)		
Emotional	Other (describe below)	Food related illness or injury			



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 83 OF 92

ACCIDENT OR DANGEROUS OCCURRENCE REPORT (continued)

DETAILS OF THE INCIDENT (continue on a separate page if necessary)

Accident source	Part of the body affected	Unsafe actions	Inadequate conditions
Bodily motion	Abdomen	By-passed safety devices	Arrangement
Building	Arm	Distraction or inattention	Congestion
Chemical *	Back	Failure to secure or warn	Construction
Electrical	Chest / shoulder	Failure to use protective equipment	Design
Ladder	Ear	Failure to wear proper clothing	Dress
Machine	Eye	Horseplay	Guarding
Material handled	Finger	Equipment or tools, improper use	Illumination
Motor vehicle	Foot	Equipment or tools, defective	Tools
Stairs	Hand	Inadequate maintenance	Traction
Tool	Head	Incorrect lifting or carrying	Traffic
Walking surface	Internal	Lockout failure	Ventilation
Work surface	Leg	Operating at unsafe speeds	Other (describe above)
Unknown	Neck	Operating without authority	
Other (describe above)	Nose	Poor housekeeping	
* attach hazardous substance data sheet	Mouth	Unsafe position	
	Toe	Unstable loading, stacking	
	Wrist	Other (describe above)	
	Multiple (describe above)		
	Other (describe above)		

ACCIDENT OR DANGEROUS OCCURRENCE REPORT (continued)



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 84 OF 92

NAME / ADDRESS OF WITNESSES			
1.			
2.			
3.			
FOR EMPLOYEES ONLY			
Did the injury cause a loss of work time?	Yes / No	Approximately how long (days)?	
Date / time ceased work		Time lost on day of injury (hours)	
Will the injury restrict normal job duties?	Yes / No	How long has injured person been employed by the hotel?	
Approximate weekly income		Between what hours was the injured person expected at work?	
REGULATORY AUTHORITY			
Is the incident reportable to the Regulatory Authority?	Yes / No	Address of Regulatory Authority	
Has the Regulatory Authority been notified of this incident? (If yes, attach copy of report)	Yes / No	Telephone number of Regulatory Authority	Name of official
ACTION TAKEN BY HOTEL			
First Aid treatment given at work	Yes / No	Emergency Services called	Yes / No
Name of first aider		Address of hospital	
Corrective action follow-up			
Develop / revise written procedures		Improve job training / retraining	Provide additional instruction / supervision
Complete / review Risk Assessment		Increase maintenance schedule	Provide inspections / observations
Initiate / revise / enforce rules		Install / replace / adjust machine guards	Provide / monitor use of protective equipment
Improve emergency procedures		Modify / replace tools / equipment	Rearrange equipment / area
Improve housekeeping in area		Provide additional employees	Other (describe below)
Other (further details)			
Report completed by		For Risk Management use only	
Date		Date fire incident report received	
		Date of full risk management report	
		Date Legal Department informed	
		Date Insurance Department informed	
		Date Press Office informed	



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 85 OF 92

FIRE INCIDENT REPORT

Please print clearly or type, and complete all relevant sections

SEND THIS COMPLETED REPORT TO:					
A copy of the completed form must be forwarded to your AGM, DOO and COO					
Hotel		Hotel telephone		Hotel facsimile	
Hotel address					
Manager dealing with this incident		Direct contact tel. no.		Today's date	
This form must be completed for all incidents involving uncontrolled fire. It is very important that full details are provided where damage is done to property or when guests, visitors or members of staff sustain injury.					
INCIDENT DETAILS					
Date		Time (24 hour clock)		Location	
Cause of fire					
Discovered by	Staff	Fire alarm activated by	Heat detector		
	Visitor		Smoke detector		
	Automatic fire detection		Break glass call point		
	Passer by		Other		
Source of ignition (e.g. careless disposal of cigarette, arson, defective electrical appliance)					
Item ignited first (e.g. waste paper, bed cover)					
Item responsible for development of fire (if applicable)					
Attendance of Fire Brigade		Attended		Did not attend	
Fire extinguished by	Fire Brigade		By staff		Other
	CO ₂		Dry powder		Other
Extinguished using	Water		Halon		
	Foam		Hose reel		
	AFFF		Fire blanket		
	Sprinkler		Ansul fixed system		



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 86 OF 92

FIRE INCIDENT REPORT (CONTINUED)

EVACUATION					
No evacuation carried out					
All guests evacuated by staff before arrival of Fire Brigade					
All guests evacuated by staff assisted by Fire Brigade					
Some guests failed to evacuate					
CASUALTIES / INJURIES					
Name	Age	Sex	Injury	Staff / guest	Accident report completed
DAMAGE SUSTAINED					
To area of origin (give approx. size in metres)					
To rest of building					
NOTES OF INTEREST					
Give any information, no matter how insignificant it may appear, that may help to prevent future incidents in other hotels					
ACTION TAKEN TO PREVENT RECURRENCE					
Report completed by			For Risk Management use only		
Date			Date fire incident report received		
			Date of full risk management report		
			Date Legal Department informed		
			Date Insurance Department informed		
			Date Press Office informed		



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 87 OF 92

CRIME REPORT

Please print clearly or type, and complete all relevant sections

SEND THIS COMPLETED REPORT TO:					
A copy of the completed form must be forwarded to your AGM, DOO and COO					
Hotel		Hotel telephone		Hotel facsimile	
Hotel address					
Manager dealing with this incident		Direct contact tel. no.		Today's date	
Date of incident		Hotel report no.		Police report no.	
PERSON INVOLVED					
Guest	<input type="checkbox"/>	Visitor	<input type="checkbox"/>	Staff	<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>	Contractor	<input type="checkbox"/>
	<input type="checkbox"/>		<input type="checkbox"/>	Other (detail)	<input type="checkbox"/>
Surname				Forenames	
Private address					
Date of arrival		Date of departure		Occupation	
				Age / date of birth	
Telephone	Home		Work		Mobile
THE INCIDENT					
Details of property lost					
Total value				Date / time property last seen	
				Date	Time
Name of person reporting				To whom reported	
Specific location of incident				Location of room key	
SUSPECT (1) – Description of suspect(s) (give details in SUSPECT DESCRIPTION below)					
Forenames			Surname		
				Date of birth	
SUSPECT (2) – Description of suspect(s) (give details in SUSPECT DESCRIPTION below)					
Forenames			Surname		
				Date of birth	



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 88 OF 92

CRIME REPORT (continued)

INCIDENT DETAILS			
SUSPECT DESCRIPTION			
EVIDENCE AVAILABLE			
CCTV ID	Yes/No	Physical evidence	



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 89 OF 92

CRIME REPORT (continued)

VEHICLE INVOLVED						
Make		Colour		Reg no.		
WITNESS DETAILS (1)						
Surname				Forenames		
Private address						
Telephone	Home	Work		Mobile		
WITNESS DETAILS (2)						
Surname				Forenames		
Private address						
Telephone	Home	Work		Mobile		
POLICE INVOLVEMENT						
Names of police officer investigating			Address of police station			Police arrival time
Forensic department attended	Yes / No	Police follow-up visit	Yes / No	Suspect(s) identified	Yes / No	
INSURANCE CLAIM						
Claim copied to	General Manager	Yes/No			Date	
	CMGL (Insurance Co.)	Yes/No			Date	
	Regional Security Manager	Yes/No			Date	
	Risk Management Dept. (if applicable)	Yes/No			Date	
Compensation paid to the value of				Date crime report closed		
To be signed and dated by person completing this form:						
Name						
Position						
Signature					Date	



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 90 OF 92

SUDDEN DEATH REPORT

Please print clearly or type, and complete all relevant sections

SEND THIS COMPLETED REPORT TO:									
A copy of the completed form must be forwarded to your AGM, DOO and COO									
Hotel		Hotel telephone		Hotel facsimile					
Hotel address									
Manager dealing with this incident		Direct contact tel. no.		Today's date					
Date of incident		Time of incident		Report number					
CONTACTS									
General Manager		Direct contact no.		Mobile					
Deputy General Manager		Direct contact no.		Mobile					
Chief Security Officer		Direct contact no.		Mobile					
Chief Operating Officer		Direct contact no.		Mobile					
THE DECEASED									
Guest		Visitor		Staff		Contractor			
Surname					Forenames				
Private address									
Nationality		Age / date of birth		Occupation		Date of arrival			
DOCTOR									
Name of doctor					Direct contact no.				
Time doctor arrived at hotel					Time doctor pronounced death				
POLICE INVOLVEMENT									
Names of police officers attending				Address of police station					
Time police called		Time police arrived		Police follow-up visit	Yes / No				



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 91 OF 92

SUDDEN DEATH REPORT (continued)

ACTION TAKEN BY HOTEL			
First Aid given?	Yes / No	By whom?	
Vital signs checked?	Yes / No	By whom?	
Description of the scene			
Location of body		Position of body	
Sketch plan of location / position of body			
Area cordoned off	Yes / No	Area screened off	Yes / No
CLEAN UP OPERATION			
Name of person / organisation carrying out clean-up operation		Nature of clean-up work	
Name of person / organisation carrying out any repairs		By whom	
Area returned to full operational status	Date	Time	



**RESOURCE LIBRARY – SECURITY
Crisis Manual**

CODE: 03.19.000

EDITION: 1

PAGE 92 OF 92

SUDDEN DEATH REPORT (continued)

THE DECEASED'S PROPERTY							
Removed by police?		Yes / No		Held under care and control of hotel?		Yes / No	
Full list of property handed to police or held by hotel (continue on separate sheet if necessary)	1.		6.		11.		
	2.		7.		12.		
	3.		8.		13.		
	4.		9.		14.		
	5.		10.		15.		
Location where property is held by hotel			Reference no.		Date returned		
Name of person / organisation to whom property returned			Address				
NEXT OF KIN							
Surname				Forenames			
Private address							
Direct contact no.		Date contacted, if by hotel		Time contacted, if by hotel			
To be signed and dated by person completing this form:							
Name							
Position							
Signature						Date	