

ASSETS PROTECTION





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RESOURCES

Area/Regional Security Director
Local LSOPs

OVERVIEW

The incorporation of physical security controls such as a mandatory employee back dock entrance policy is a vital step in the implementation of an assets protection program. The integration of properly utilized controls can make a significant contribution to reducing losses.

PROCEDURES

1. In order to protect employees and company assets, it is advisable to restrict employees to the use of certain entrances. The employees should be told during their orientation, which entrance to use. This entrance/exit can then be controlled and utilized as a good point for package checks and enforcement of the red sticker policy. This entrance also provides a prime location for the issuance of time and ID cards.
2. Individual property guidelines may include:
 - employees should enter and leave the hotel through an authorized employee entrance only.
 - Time cards can be picked up in exchange for I.D. cards, if utilized by the property. This will give the property personnel exact knowledge of who is on the property.
 - A standard for permissible personal baggage should be established at the property level. It is recommended that a visual graphic with size specifications be posted at the employee entrance. A typical size restriction is no packages over 10" x 12" x 4". However, this does not limit the properties' ability to randomly inspect packages or baggage of any size.
 - Where staffing permits, all visitors entering through the authorized entrance should be identified, approved by a department manager, sign in and receive a visitor's badge.
 - Property removal/red sticker policy should be enforced at all times at the employee entrance. Periodic spot checks of personal packages should be consistently implemented on an unannounced basis in conformance with property standards.
 - Off-duty employees are not allowed back on the premises without prior approval from their manager.
 - A local policy for employee escorts must be established. Issues related to liability and extended compensability risks should be discussed with the Area/Regional Security Director.

RESOURCES

Area/Regional Security Director

Local SOPs

OVERVIEW

The following procedures outline basic guidelines for loading dock parcel control and normal hotel deliveries.

PROCEDURES

1. Shipping and receiving procedures vary depending on the property. A process should be developed to meet the property's needs and should include as a minimum:
 - Establishment of a specific holding area which is physically protected by walls/doors or securable chain-link barriers (to secure items not immediately picked up by others).
 - Use of logs for all incoming deliveries and internal transfers of goods.
 - Food and beverage items should be received by only those appropriate departments assigned by hotel management.
 - C.O.D. (Cash on delivery) deliveries should only be accepted on approval of the financial Controller.
 - A guest parcel delivery slip should be attached to all packages addressed to hotel guests. This form should include a place for guest receipt signature and be retained for six months.
 - Special event deliveries should be handled in conjunction with Sales and Catering or Events. Specific attention should be given to storage and accountability.
 - All other deliveries to managers, departments or employees should be logged in and the appropriate party contacted.

RESOURCES

Area/Regional Security Director

Local LSOPs

OVERVIEW

This guideline establishes recommended procedures for the authorization, possession and/or removal of materials, merchandise, and foodstuff from the hotel premises.

PROCEDURES

1. The recommended procedures for authorization, possession and/or removal of materials from the hotel premises should include:
 - Use of the three part property removal/red sticker form or other parcel removal form.
 - Equally applied controls to management and non-management employees.
 - Only the GM may authorize removal of alcoholic beverages in non-opened containers.
 - Maintenance of a current signature file of all management employees authorized to issue property removal/red sticker passes.
 - Where possible, authority to issue stickers should be limited to Department Head level and above. Cross verification of signatures should be made from the list and stickers/passes.
 - Retention and distribution of red sticker forms:
 - Original copy to remain with property being removed.
 - First copy to be received by security.
 - Second copy to be forwarded to the appropriate Executive committee member or department head.
 - Recommended retention of security copy is 6 months to 2 years.

RESOURCES

Area/Regional Security Director
Local LSOPs
Human Resources Department
Human Resources SOPs

OVERVIEW

An assets control program which effectively controls locker usage will provide minimized theft opportunity in employee areas.

PROCEDURES

1. General

- When locker rooms are provided for employees, these rooms should be separate from the normal work area and limited to employee use. The individual lockers should be assigned by number to each employee who wishes to use one.
- The lockers should be of a standard make and design to prohibit entry without the use of a proper key or obvious force. The hotel should establish a lock and key policy. Combination locks with a master key override should be given to each employee. The written combination should be kept in either the associate's personnel folder or within the Security Department. Master keys should be secured with defined accountability and criteria for use.
- employees should be told that valuable merchandise, money, or illegal goods (stolen goods, alcoholic beverages, illegal drugs, or weapons) cannot be stored in the locker and that violation of this rule will result in disciplinary action. employees should also be informed of the search policy and know that they could be asked to allow an inventory of his/her locker at any time.

2. Issue Procedure

- Each employee must complete an application before being issued a locker.
- Rules for lockers should be discussed and documented. The designated employee should assign a locker from an Assignment Log, and record the associate's name, department number, locker number and locker combination.
- Assignment and appropriate entries should be made in the associate's personnel records.

3. Locker Recovery Procedure

- Upon notification that an employee has been terminated, transferred or otherwise separated, the Security and/or HR Officer on duty will insure that the employee clears the locker of all personal belongings and returns any hotel property which may have been held. The locker should be left in clean condition. If repairs are needed, do not reassign the locker until Engineering has repaired it.
- Unclaimed personal items left behind should be inventoried and then logged to lost and found or mailed to the former employee.
- The lock combination should be changed, the appropriate entry made in the Assignment Log.

4. Personal Belongings

- Establish rules specifying the type of material employees are allowed to bring to work. Management must decide to what extent it is willing to be responsible for the personal items of employees.
- If an employee is found to be storing or transporting stolen material, alcoholic beverages, illegal drugs, or weapons, the employee should be disciplined in accordance with Hotel Division Policy. All hotel property must be recovered.

5. Locker Inspection Schedule

- Locker inspections should be conducted on a random basis by two members of management and one hourly employee (where applicable, the Director of Security, Director of Human Resources and an hourly employee). Any item disturbed or removed from any locker should be properly logged in the Locker Inspection Report. Lockers should not be entered for reasons other than an approved inspection. A final report should be distributed to appropriate Executive Committee members.

RESOURCES

Director of Finance/ Controller
Area/Regional Security Director

OVERVIEW

Marriott's cash-handling losses as a percent of sales consistently fall below industry norms. Accounting SOP I/A2 offers clear and effective cash-control procedures. Management/Security have a role in assisting hotel operations in the implementation.

PROCEDURES

1. Obtain and review Accounting SOP I/A2 regarding cash-handling procedures.
2. Provide assistance to the Accounting Department by:
 - Coordinating cash escorts and witnessing of cash drops.
 - Completing background reference checks when requested on cash-handlers.
 - Assisting with safe combination changes.
 - All major cash shortages should be reported to International Security Operations.

RESOURCES

Law Department
Area/Regional Security Director
Director of Human Resources

OVERVIEW

When evidence of guestroom thefts point to a specific employee or shows a definite method of operation, a manual room set-up may be considered as an option to resolve the problem. It is essential that sufficient pre-planning take place to ensure limited employee relation issues, personal liability risk, and an effective conclusion to the activity. Close coordination with operations management, Human Resources, and the Law Department should be maintained. It is essential to adhere to the following guidelines:

PROCEDURES

1. Pre-planning

- Ensure that information leading to the decision to conduct a set-up is based on factual leads in which confidence is strong.
- Always pre-plan activity by:
 - Coordinate with operations management/Human Resources.
 - Gain management concurrence of actions to be taken after the investigation. If successful, and an employee is legally found to be involved in theft, ensure that a course of action regarding interviewing, termination and prosecution has been agreed to prior to the execution of the investigation.
 - Consult with law enforcement authorities. This type of internal set-up may not be sufficient for prosecution.
 - Consult with a labor attorney from the Law Department.

Note: Electronic surveillance may only be conducted after being approved by the Labor Law Department through the Vice-President of International Security Operations.

2. Action Steps

- Conduct all aspects of the operation with two people present at all times. Include at least one manager.
- Complete, detailed documentation is essential and must be maintained.
- Locate observers who can clearly see who enters and exits the target room.
- Inventory and place items, then photograph placement. Do not leave loose cash in plain sight. This is to avoid suspect claiming it was construed as a tip. Inventory (include serial numbers and location) all bait items. All cash should be copied showing serial numbers for matching later. All other items such as jewelry, cameras, etc. should have receipts to show value. Both witnesses must sign inventory and placement statement.
- To avoid discrimination issues and insure objectivity, the test should be done on more than one employee.
- Once a suspect enters and departs the target room, a re-inventory must be conducted to determine theft. Document enter and exit times; signatures of witnesses should also be obtained.
- One person should monitor the suspect's activities while the other performs the re-inventory.
- If a theft occurred, the suspect must be confronted immediately and privately interviewed for suspicion of theft with the GM (or HR Director if applicable) present.
- Conduct an establishing interview, and/or return of stolen items, and/or consent for search.
- Suspend employee in accordance with hotel policy. All actions with employees should be consistent with hotel policy.
- Complete documentation of all actions taken throughout the investigation should be kept on file.

RESOURCES

Area/Regional Security Director
Retail Services SOPs
Financial Controller

OVERVIEW

The following procedures outline a basic program for security in the Gift Shops. They include an awareness program, employee theft prevention, key control, cash handling, Gift Shop audit and control of high value items. For additional information, refer to finance and accounting SOPs.

PROCEDURES

1. The Gift Shop staff should be trained in security awareness.
The Security Awareness Program should include:
 - Specific behavior which is to be regarded as suspicious.
 - Methods of reacting to suspicion of potential or actual theft:
 - Who to call.
 - How to deal with the suspect and what can and CANNOT be said.
 - Theft prevention display of merchandise.
 - Methods of identifying and dealing with shortchange artists.
 - The use of all existing security measures (mirrors, etc.).
 - Immediate awareness of losses (empty hangers, etc.).
 - The key control program and the importance of its enforcement.
 - Assisting customers that utilize dressing rooms.
 - Insistence on the "NO I.O.U.s ALLOWED" regulation, for employees as well as customers. (The name of an Executive Committee member should be given to employees to refer to as an aid to enforcing this rule).
 - Methods the Gift Shop Manager/Supervisor should utilize to reinforce awareness of the Security program.

EXAMPLES

1	Discussion, role playing, expert speakers, etc. at every employee meeting.
2	Verbal/written reminders each time the Manager/Supervisor notices an employee failing to enforce the security program.
3	Periodic meetings with Security Director/ Supervisor and the Executive Committee member Manager to discuss security problems and reporting results of those discussions back to the shop personnel.

- Cashier overages/shortages that will provoke counseling.
- Grounds for immediate termination.
- Employee purchase regulations.
- Void authorization procedure, in accordance with local policy.
- The importance of refusing storeroom access to anyone unaccompanied by shop personnel.
- All other security measures that have been determined to be relevant to shop operation.
- Cash refund policies and procedures.

2. Employee Theft Prevention

- The Gift Shop Manager/Supervisor should at all times, enforce rules and regulations regarding employee theft. The following rules and regulations should be enforced. It is the Gift Shop Manager's/Supervisor's responsibility to set an example by following these rules, by informing all employees in writing, and by including these rules and regulations in training programs and in the employee Manual/Handbook. Disciplinary action should be taken for any infringement.

Employee Purchase Rules and Regulations:

- All employee purchases must be "two-party" transactions. The employee making the purchase must have another employee ring up the purchase and take the money for the purchase.
- No I.O.U.s will be accepted. All items must be paid for in full, including candy bars, magazines, etc.
- Merchandise cannot be held any longer for an employee than the "hold policy" dictates. No exceptions will be made to the time that merchandise may be held back for an individual.

- All employee purchase procedures, as outlined in the Point of Sale Equipment Manual, must be followed without exception.
- Red stickers should be issued with approval signatures. Stickers must be presented at security with sales ticket.

3. High Ticket Items

- High ticket items, particularly those items that can fit into a tote bag or purse, should be kept in a locked display case. It may be advisable to provide a section of wall for figurines, leather goods, etc. These cases should be locked at all times. If an employee is showing a piece from a case and is called away to assist another customer, all merchandise should be placed back into the case and locked up before the employee excuses herself/himself.

Professional thieves often work in teams; employees must therefore remain aware of risks taken by leaving a case unlocked or by leaving high ticket merchandise on a counter.

- The back-up stock of high ticket merchandise, such as jewelry and other easily pilfered items, should either be in a locked drawer or cabinet near the displayed merchandise, or it should be stored in an area that is not accessible to customers (behind the cash register, etc).

4. Key Control

- The gift shop key should only be accessible to gift shop personnel. A small lockbox may be attached to the wall in the Front Office area (AYS/DTS or Security, where there is always someone present), but this lockbox should not be accessible to any other department personnel.

5. Known Losses

- Theft losses that are detected should be recorded on the Gift Shop Loss Report (see Retail Services SOP and the incident must be entered into the Incident Reporting Application, which is to be attached to the Inventory Results Form. These losses will not be marked out, although properly maintained records will provide insight into specific areas in need of attention to the Security Awareness Program. All thefts should be reacted to immediately.

6. Storeroom Access

- Gift Shop employees should not be restricted from storeroom access. Such restrictions discourage employees from stocking merchandise and, therefore, costs sales and profit. All other persons should be restricted from storeroom access, unless accompanied by a shop employee. Housekeeping, Engineering, and other personnel should be encouraged to pick-up trash and perform repairs when the Gift Shop Manager/Supervisor is in the storeroom. The storeroom is to be under lock and key separate from any other on the property.

7. Overages and shortages must be reported to Security for follow-up investigation and development of preventative measures with the Gift Shop Manager/Supervisor.

8. A security audit checklist should be used by the Security Department to help in controlling losses. The procedures to be followed are:

- Completion once a period by the Director/Supervisor of Security.
- Completion will require several visits to the Gift Shop.
- The results of the audit should be reviewed by the Director or Supervisor of Security, Gift Shop Manager/Supervisor, and the Resident Manager.
- The completed report should be maintained on file for one year.

RESOURCES

Area/Regional Security Director

OVERVIEW

There are a number of hotels providing safes in the guestrooms. These safes are provided as a convenience to the guest and can, under certain circumstances, improve the hotel's ability to defend against claimed losses from the guestrooms.

Under innkeeper laws in several countries, providing in-room safes does not alter the liability of the hotel, as long as certain criteria are met. This guideline provides that criteria.

PROCEDURES

1. The safes should meet standards for physical security and established by the Security Operations Department.
2. The vendors providing the safes should meet the standards for financial responsibility, insurance coverage, service and reputation.
3. The safes should have a clearly visible label with the following statement:

"IMPORTANT"

The in-room safe is provided as a convenience for guests and the hotel assumes no liability for its use. Valuables should be stored in the safe deposit boxes located at the Front Desk.

4. A written procedure for handling guest lockouts should be established. This procedure should be specific to the safes installed. It may utilize an off property vendor responding or could consist of controls for access maintained on property. In any case, the primary concern should be maintaining the integrity of the safe system, with secondary consideration given to guest convenience.

RESOURCES

Area/Regional Security Director

OVERVIEW

It is the objective of the company that no employee shall commit any act that would endanger their safety or the safety of others during the commission of a robbery.

PROCEDURES

1. Cooperate with the robber. Give them what they want.
2. Call for police or activate the duress/holdup alarm ONLY WHEN THE ROBBER HAS LEFT AND IT IS SAFE TO DO SO.
3. Carefully observe characteristics of the robbery, (physical description, what was said, etc.), if it presents no threat to your safety.
4. Observe the description of the getaway vehicle, and use CCTV camera to capture the suspect and/or suspect's vehicle, and if possible, the direction of travel. Vehicle description is helpful.
5. NO HOTEL employee should attempt to follow or chase suspects.
6. After the suspect leaves, notify Security and police immediately. The person calling should be prepared to stay on the line and provide all pertinent suspect information.
7. Request all persons, including guests, who have information to remain at the scene. Retain any notes or bags that the suspect left at the scene.
8. The Security staff will secure the area and preserve the crime scene pending the arrival of the police. The names and addresses of all persons in the area at the time will be recorded as well as suspect information.
9. Public and media requests for information should be referred to the General Manager or designated Hotel spokesperson.
10. The Manager on duty or person in charge will notify the General Manager, Security Director and the Director of Marketing.
11. Notify your claims administrator or local insurance broker.