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Hotel Incident and Crisis Manual

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Key Telephone Numbers – Immediate Notification

主要电话号码—立即通知

Appointment 职位	Landline 座机	Mobile 手机

Group Crisis Response Centre(s)

<p>24-HOUR HELP LINE</p> <p>24 小时求助热线</p> <p>Operated by CR 24</p> <p>由 CR24 操作</p> <p>+XX(0) XXX XXX XXXX</p>

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Group's First Response Protocol:

洲际酒店集团的最初应变方案:

- **Confirm respective roles and responsibilities** 明确各自职责和责任
- **Facts – what do you know?** 事实——你知道哪些情况?
- **Assumptions – what do you ‘believe’ has occurred or contributed to the situation?** 假设——你“认为”发生了什么或者造成了这种情况?
- **Scenarios (consider individually):** 具体情况(分别考虑):
 - **Worst case (don't discount anything), and 最坏的情况(不要忽视任何事情)和**
 - **Most likely.** 最可能的情况。
- **Your priorities including information requirements and immediate tasking.** 你的首要职责，包括信息要求和紧急任务。
- **Response Options – consider the range of options available:**
 - **What needs to be done now and what can wait?** 应变选择——考虑可选范围：—现在必须做什么，什么事可以搁置?
- **Your objective(s) – e.g. solve the problem in order to get back to business.** 你的目标—例如：为恢复业务而解决问题。
- **Identify the range of stakeholders, including key stakeholders.** 确定股东范围，包括主要的股东。
- **Identify key messages** 确定关键信息

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OTHER MANUALS AND GUIDES 其它指南和指导

Other manuals and guides are referred to in this document and provide additional information. These manuals are available from the AP Risk Management, Singapore.

本文件中提到了其它指南和指导并提供了额外信息，这些指南可以从新加坡亚太风险管理获取。

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1 INTRODUCTION 引言

1.1 PURPOSE OF THIS MANUAL 本指南的目的

This manual provides guidelines and assistance to hotel staff who are confronted with an incident or crisis.

本指南向碰到事故或危机的酒店员工提供指导和帮助。

It is for hotels owned or managed by

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It is offered free of charge for information purposes, to the hotels operated under license from .

本指南免费提供给洲际酒店集团授权经营的酒店，。

This manual does not claim to cover every conceivable scenario. It is designed to provide a foundation and support framework, enabling individual hotels to establish their own Crisis Plan and Crisis Response Team (CRT).

本指南并未覆盖所有能想到的情况，其目的是提供一个基础和支持框架，以便让各酒店能制定自己的危机计划并建立危机应对小组(CRT)。

Franchisees and licensees are encouraged to consult with their own loss prevention professionals.

授权或挂牌经营酒店如有问题可向各自的防损专业人士进行咨询。

Any words of a mandatory nature that appear in this manual are not to be deemed mandatory by a Franchisee or Licensee. Franchisees or Licensees may adopt or alter any of the guidelines set out in this manual.

本指南中任何强制性的措辞都不应被授权或挂牌经营加盟商视为强制命令。授权或挂牌经营加盟商可以采纳或修改本指南中陈述的任何指导方针。

1.2 OBJECTIVES OF THIS MANUAL 本指南的目标

1. To provide a framework and guidelines to assist hotels to develop their own Crisis Plan and customised *Hotel Incident and Crisis Manual*. 提供框架和指导，帮助酒店制定自己的危机计划以及量身打造的《酒店事故及危机指南》。
2. To highlight the need for effective and well-structured procedures that will help facilitate a timely response to an incident or crisis. 强调有效、有组织程序的必要性，这将有助于及时应对事故或危机。
3. To assist hotel management so they are better able to deal with unusual situations. 协助酒店管理层更好地应对反常情况。

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4. To support hotels, enabling them to develop plans that complement the corporate strategy. 协助酒店制定配合企业战略的计划。
5. To establish who in senior management are to be involved in the crisis response structure. 确定高级管理层中的谁将参与危机应对小组。

① **This is a living document, which will be periodically updated** 此为活文件，将定期更新

1.3 THE NEED FOR A CRISIS PLAN 危机计划的必要性

Any company is susceptible to a crisis. The most effective means of controlling and limiting the damage that such an event can cause is to have a formalised crisis management structure, communications network and procedures: in other words, a **Crisis Plan**, which is understood by and readily accessible to every member of staff.

任何企业都可能遭遇危机。控制此类事件损失的最有效措施，就是规范危机管理体系、沟通网络和程序，换言之，就是**危机计划**，所有员工都了解这一计划并随时都可以获取。

Experience has shown that pre-planned and tested emergency procedures provide a valuable framework that enables management to deal more efficiently and effectively in times of crisis. Procedures also assist in clear and effective decision making.

经验显示，预先计划好并经过检验的突发事件程序提供了有价值的框架，可以让管理层在危机期间更有效地应对。该程序还有助于制定清晰有效的决策。

A controlled and managed crisis can limit damage to a company's reputation. Positive and clear decision-making in a crisis enhances a company's reputation; whereas a badly managed incident could damage a company's image forever. Companies have been known to disappear because they failed to recover from the impact of a major crisis that was handled incorrectly.


控制并应对危机可以限制其对企业声誉的损害。危机当中积极有条理的决策可以提升企业的声誉，假如应对不当则可能永久损害企业的形象。有些企业由于处理重大危机不当，未能从影响中恢复过来，因此从人们眼中消失。

Much of the information given in this manual might appear to be simple common sense. However, common sense is often absent in a crisis situation because of the stress involved.

本指南中提供的很多信息可能看似简单的常识。可是，由于陷于压力，身处危机常常就失去了常识。

1.4 CUSTOMISING YOUR *HOTEL INCIDENT AND CRISIS MANUAL* AND UPDATING YOUR CRISIS PLAN 定制自身的《酒店事故及危机指南》并更新你的危机计划

The General Manager is responsible for ensuring that this *Hotel Incident and Crisis Manual* is customised with the hotel's local contact and other information. **This must be done as soon as the manual is received.**

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总经理负责确保本《酒店事故及危机指南》更新为酒店的当地联系方式和其它信息。一收到本指南就必须更新。

At the same time, the hotel's Crisis Response Team (CRT) must be established.

同事，酒店的危机应对小组必须成立。

Also at the same time, existing emergency and evacuations plans must be reviewed and amended using the information in this manual. The amended plans, together with the customised *Hotel Incident and Crisis Manual*, constitute your **Crisis Plan**.

现有的突发事件和撤离计划也必须同时根据本指南进行审查和修正。修正后的计划以及更新后的《酒店事故及危机指南》就成为了你的**危机计划**。

Your *Crisis Plan* and *Hotel Incident and Crisis Manual* must be readily available at all times.

无论任何时候，你的危机计划和《酒店事故及危机指南》都必须随时待命。

The *Hotel Incident and Crisis Manual* must be reviewed, updated and signed off by the signatories overleaf every **six months**. This review must be included in the hotel's routine Internal Audit checks.

《酒店事故及危机指南》必须每6个月进行审查、更新，并在签名页签名。审查必须包括在酒店例行的内部审核检查中。

One complete copy of your *Crisis Plan* and *Hotel Incident and Crisis Manual* must be kept somewhere away from the hotel, for example, securely stored at the hotel's Emergency Evacuation Point (EEP).

一份完整的**危机计划**和《酒店事故及危机指南》必须保存在酒店以外，比如安全存放在酒店的紧急撤离点。

All the managers listed below must provide input into creating the hotel's customised *Crisis Plan* and *Hotel Incident and Crisis Manual* and must sign to confirm that they are fully conversant with their contents.

以下列出的所有经理都必须投入酒店**危机计划**和《酒店事故及危机指南》的更新制定，必须签名确认他们完全知晓内容。

Title 职务	Name 姓名	Signature 签名	Date 日期	Date 日期	Date 日期
General Manager 总经理					
Hotel Manager 酒店经理					
Rooms Division Manager 客房部经理					
Front Office Manager 前厅经理					

F & B Manager 餐饮部经理					
Chief Engineer 总工程师					
Exec Housekeeper 家政部主管					
Director Human Resources 人力资源总监					
Security Manager 保安经理					
Financial Controller 财务主任					
Director Sales & Marketing 销售及市场总监					
Public Relations Manager 公关经理					
Duty Manager 值班经理					
Duty Manager 值班经理					
Duty Manager 值班经理					

① ALL HEADS OF DEPARTMENT / SUPERVISORS MUST BE MADE AWARE OF THE EXISTENCE AND LOCATION OF THE *HOTEL INCIDENT AND CRISIS MANUAL* AND MUST FULLY UNDERSTAND THEIR CLEARLY DEFINED INDIVIDUAL ROLES (SUCH AS FIRE LIFE SAFETY CO-ORDINATOR, FIRE LIFE SAFETY COMMITTEE MEMBER, and CRISIS RESPONSE TEAM MEMBER).

所有部门负责人/主管都必须被告知《酒店事故及危机指南》的存在和地点，必须完全了解他们各自明确的职责(比如消防安全协调员、消防安全委员会成员、危机应对小组成员)。

1.5 WHAT IS AN INCIDENT? 什么是事故?

An **incident** is an occurrence that causes minor business disruption, for example, any minor injuries, fires causing minor damage to property or vehicle damage.

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事故是导致业务小规模中断的事件，比如轻伤、火灾给酒店造成的轻微损失、车辆损坏。

1.6 WHAT IS A CRISIS? 什么是危机?

A **crisis** is a situation that threatens life safety, the profitability or reputation of the company and, for various reasons, cannot be handled through normal management procedures.

危机是危及生命安全、企业盈利和声誉的情况，出于各种原因无法通过正常管理程序处理。

There are three levels of crisis:

危机分三个级别：

Crisis Level ‘1’ BRONZE (Contained) – Emergency situation at the hotel level which has clearly defined circumstances, life is not threatened and it is unlikely to result in publicity, lawsuit, injury to employees/guests/others or damage to reputation of hotel brand. **The hotel GM (BRONZE) is the crisis owner.** The Hotel Crisis Response Team is assembled, capable of dealing with the incident. The COO and Chief Executive are informed and Risk Management, Legal and Communications personnel at regional/ corporate level will be alerted.

1 级危机，铜级(得到控制)——酒店级别的紧急情况，有明确定义的情形，没有生命危险，不太可能导致事件公开、诉讼、员工/客人/其他人受伤，或破坏酒店品牌。**酒店总经理是铜级危机的负责人。**召集酒店危机应对小组，可以应对事件。通知首席运营官和首席执行官，提醒新加坡洲际酒店集团亚太区办事处风险管理、法律和传播部门的员工。

Crisis Level ‘2’ SILVER (Uncontained) – Serious incident at the hotel, emerging events are not clearly defined. It may threaten life and property and likely to result in publicity, lawsuit, injury to employees/guests/others or damage to reputation of hotel brand. Once the Chief Executive has been informed and the situation has been assessed the Chief Executive will delegate day to day management of Crisis to Crisis Owner whom he has appointed. **It is most likely that the Crisis owner will be the COO (SILVER) and the SILVER CMT**

2 级危机，银级(未被控制)——酒店的严重事故，发生的事件未被明确定义。可能危及生命财产，很可能导致事件公开、诉讼、员工/客人，或破坏酒店品牌/洲际酒店集团的声誉。一旦首席执行官得到通知，情况得到评估，首席执行官就会把每天的危机管理任务交给他任命的危机负责人。**银级危机负责人最可能是首席运营官和银级危机管理小组。**

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Crisis Level '3' GOLD – Serious incident at the hotel level or elsewhere involving acute risk to life and/or property and that is highly likely to result in publicity, lawsuit, injury/death to employees/guests/others or damage to reputation of hotel brand. **Chief Executive would become the Crisis Owner (GOLD) and all strategic decisions should be made or confirmed by the GOLD CMT at Singapore.**

3级危机，金级——酒店或别处的严重事故，对生命和/或财产造成了严峻威胁，极有可能导致事件公开、诉讼、员工/客人/其他人受伤，或破坏酒店品牌。首席执行官要成为金级危机负责人，所有战略决策都必须由新加坡的金级危机管理小组做出决定或批准。

The following table shows examples (the list is not exhaustive) of the different crisis levels.

以下表格列出了不同危机级别的实例(未完全列举)。

Examples of crisis 危机实例

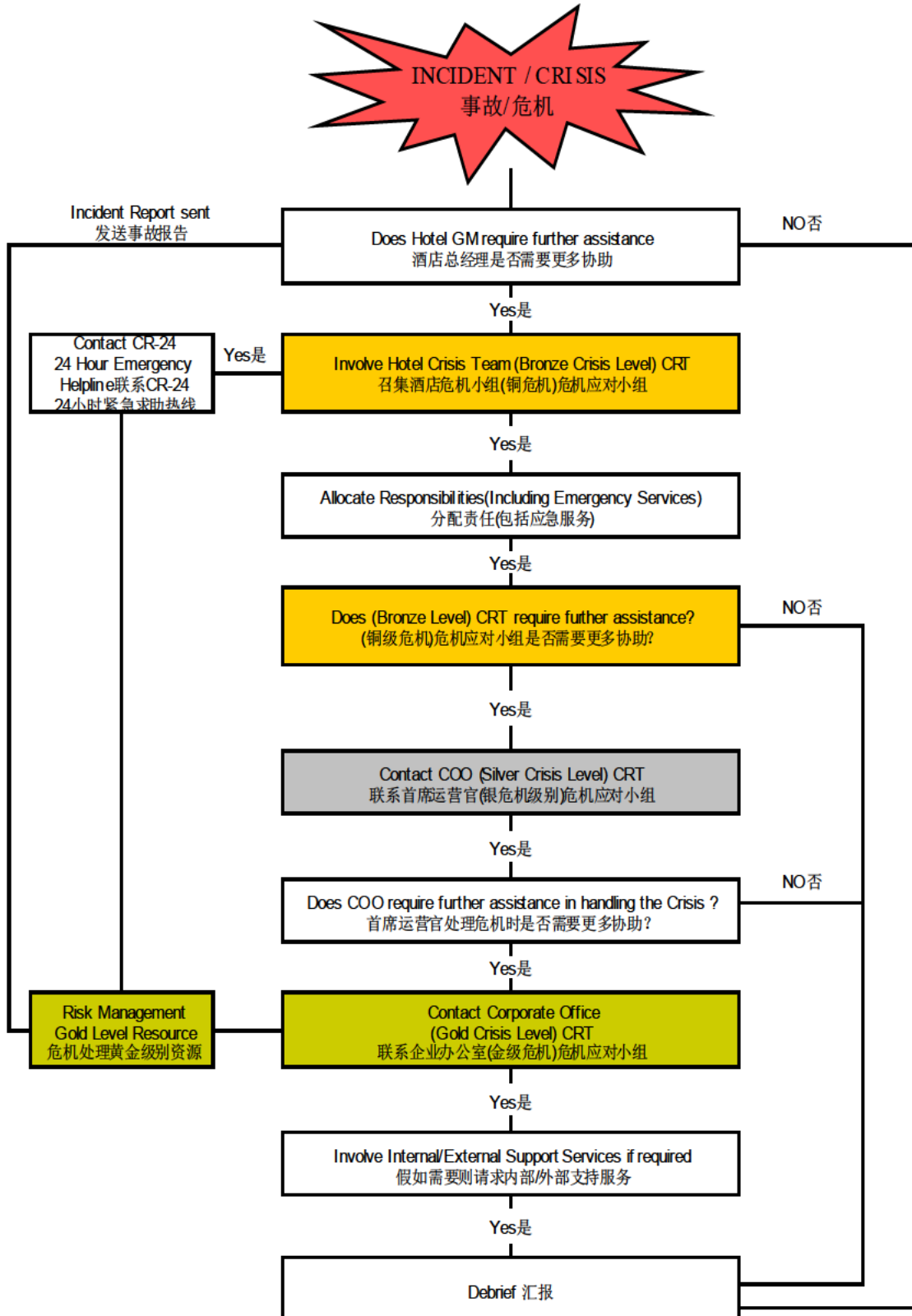
Example 实例	Bronze Crisis Level 铜级危机级别	Silver Crisis Level 银级危机级别	Gold Crisis Level 金级危机级别
Accident 事故		Major injury to one person 一人受重伤	Major injury to more than one person 不止一人受重伤
Armed robbery or hold up 持械抢劫或拦路抢劫	Theft of money; no injury 钱被盗，无人受伤	Theft involving assault 钱被盗，有人受伤	Serious assault, hostage taken 有人受重伤，被做人质
Boiler or electrical failure 锅炉或电气故障	3 to 4 hours 3—4 小时	4 to 12 hours 4—12 小时	12+ hours 12 小时以上
Bomb alert with suspicious device identified 炸弹警报，发现可疑装置	Hoax 恶作剧	Suspect device found and/or evacuation required 发现可疑装置和/或需要撤离	Suspect device detonates in hotel or near vicinity 可疑装置在酒店或附近引爆

Example 实例	Bronze Crisis Level 铜级危机级别	Silver Crisis Level 银级危机级别	Gold Crisis Level 金级危机级别
Bomb threat 炸弹恐吓	Non-coded message, potential hoax 无引爆暗号，可能是 恶作剧	Coded message, hotel specific 有引爆暗号，特别在 酒店内	Code validated by police as genuine 引爆暗号被警方确认 真实有效
Death 死亡		Death by natural causes 自然原因死亡	Any other death 任何其它死亡
Demonstration 示威	Peaceful group outside hotel 酒店外集体和平示威	Demonstrators in hotel 酒店内示威者	Riot in or near vicinity of hotel 在酒店附近闹事
Food poisoning 食物中毒		Allegations from five or more people 5人或更多人声称中毒	Major incident with confirmed cases 大事故，有确诊病例
Fire or explosion 火灾或爆炸	Fires causing minor damage to property 火灾造成小额财产损 失	Fire causing injury 火灾造成人员受伤	Fires causing major injury, death or property damage 火灾造成人员重伤、 死亡或财产损失
Theft or loss 盗窃损失			Property or articles of value \$80,000 or more 价值 8 万美元或以上 的财物
Windstorm 暴风	Storm causing minor damage to property 暴风雨造成财产轻微 损失	Storm causing injury 暴风雨造成人员受伤	Storm causing major injury, death or property damage 暴风雨造成人员重 伤、死亡或财产损失
Epidemics or infectious diseases 传染病	Contained and minor illness of personnel 得到控制，人员轻微 感染	Illness involving a number of personnel 许多人染病	Serious and widespread illness (e.g. SARS) 严重的大规模传染疾 病(如非典)

Example 实例	Bronze Crisis Level 铜级危机级别	Silver Crisis Level 银级危机级别	Gold Crisis Level 金级危机级别
Kidnap or ransom demand or extortion 绑架或勒索赎金或敲诈			Serious and credible threat 严重的切实威胁
Injury to staff or guests 员工或客人受伤	Minor injury to a small number of personnel 小部分员工受轻伤	Serious injury to one or more personnel or minor injury to a medium number of people 一人或多人重伤，或中等规模人员受轻伤	Serious injury to a number of personnel 多人重伤
Gas leak 煤气泄漏	Minor gas leak causing little disruption 煤气轻微泄漏，导致些许中断	Gas leak causing disruption and having the potential to cause injury 煤气泄漏导致中断，并有可能导致人员受伤	Serious gas leak causing prolonged disruption and likelihood of injury 煤气严重泄漏，导致长时间中断，人员有可能受伤
Earthquake 地震	Earthquake causing minor damage to property 地震造成财产轻微损失	Earthquake causing injury 地震导致人员受伤	Earthquake causing major injury, death or property damage 地震导致人员重伤、死亡或财产损失

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Crisis Management Flowchart 危机处理流程图



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Hotel's Crisis Response Team and planning 酒店的危机应对小组和计划

1.7 CRISIS AND INCIDENT REPORTING 危机和事故汇报

The senior manager on duty must: 值班高级经理必须:

- Report the following **immediately** to the Director of Operations, Chief Operating Officer and AP Risk Management Department, directly or via CR24 on +44 (0) 207 942 9831: 以下情况需要**立即**向运营总监、首席运营官、亚太区风险管理部门汇报，直接汇报或通过 CR24 电话汇报，电话号码为+44 (0) 207 942 9831:
 - Death of guests, employees and visitors (including contractors) from other than natural causes 客人、员工、访客(包括承包商)非自然原因死亡
 - Rapes or sexual assaults 强奸或性侵犯
 - Aggravated assaults of guests, employees and visitors (including contractors) that result in physical injury 对客人、员工、访客(包括承包商)的重大伤害，导致身体受伤
 - Fires or natural disasters resulting in major property damage or injury to guest(s) or employee(s) 火灾或自然灾害导致重大财产损失或客人、员工受伤
 - Theft of hotel or guest property with a value greater than \$80,000.00 酒店或客人财物失窃，价值超过 8 万美元
 - Any other incident that results in guests, employees or visitors (including contractors) being taken to hospital 其它导致客人、员工、访客(包括承包商)送院治疗的事故
 - Any other incident that could result in major financial loss or adverse publicity to the hotel 任何其它可能导致酒店或洲际酒店集团重大经济损失或负面影响的事
- Report all other incidents not highlighted above within 24 hours 以上未重点提及的所有其它事故都要在 24 小时内汇报

1.8 THE CRISIS RESPONSE TEAM 危机应对小组

Every hotel must have a Crisis Response Team (CRT).

每个酒店都必须有危机应对小组(CRT)。

The primary role of the CRT is to manage the orderly evacuation of guests and employees in the event of an emergency. Its secondary role is to implement pre-set procedures to control and minimise damage to individuals, the hotel and the brand. The key aims of the team are:

危机应对小组的主要职责，就是在紧急情况下组织客人和员工的有序撤离。次要职责是执行预先设定的程序，控制并尽可能减少对个人、酒店和品牌的损害。小组的主要目标是：

1. To protect life and property. 保护生命和财产。
2. To control the situation. 控制局面。

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3. To restore the hotel back to normal operational status as quickly as possible, including: 尽快让酒店恢复正常营业状态, 包括:
 - Business restoration 业务恢复
 - Property repairs 财物修葺
4. To provide damage limitation in terms of reputation and morale. 控制对名誉和士气的损害。
5. To liaise with government and other agencies. 与政府和其它机构保持联络
6. To investigate and report the circumstances in order to avoid recurrence or improve performance. 调查并汇报情况, 以避免重蹈覆辙或改进表现。
7. To control litigation through minimisation of claims. 尽可能减少索赔, 控制起诉。

Members of the Crisis Response Team 危机应对小组成员

The hotel's Crisis Response Team consists of the following individuals: 酒店的危机应对小组包括以下成员:

- General Manager 总经理
- Hotel Manager / Deputy General Manager 酒店经理/副总经理
- Rooms Division Manager 客房部经理
- Food & Beverage Manager 餐饮部经理
- Front Office Manager 前厅经理
- Executive Housekeeper 家政部主管
- Chief Engineer 总工程师
- Security Manager 保安经理
- Other authorised deputy in departmental manager's absence. 部门经理不在时经授权的代理负责人

① The most senior manager on duty is to take charge until the arrival of the General Manager or Deputy. 最高级别的值班经理要在总经理或副总经理到场前负责。

CRT Roles and Responsibilities 危机应对小组的任务和责任

The roles and responsibilities of the Hotel's CRT are outlined below. The responsibilities for each member of the team are divided, where appropriate, into responsibilities for before, during and after an incident/crisis.

以下列出了酒店危机应对小组的任务和责任。小组各成员的责任被适当地分为事故/危机之前、期间和之后的责任。

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Refer to the Roadmap for Hotel Incident and Crisis Response for an overview of the crisis management game plan and the interrelation of roles between various CRT members.

欲了解危机处理策略概述，以及不同危机应对小组成员任务间的相互联系，请参见洲际酒店亚太线路图”。

General Manager 总经理

During 事件发生期间

- Decide whether event is contained, uncontained or crisis and bring the Hotel CRT together as appropriate. 确定事件被控制、未被控制或是危机，并适时召集酒店危机应对小组。
- Determine crisis level (Bronze, Silver or Gold) and communicate as appropriate to the AP Crisis Management Team. 确定危机级别(铜级、银级、或金级)，并适时与亚太区危机管理小组沟通。
- Confirm crisis ownership in conjunction with AP Crisis Management Team 与亚太区危机管理小组联合确认危机所有权。
- Identify key strategic issues and their potential impact. 确认主要战略问题及其潜在影响。
- Define the objectives of reputation recovery. 确定恢复声誉的目标。
- Initiate and lead the Hotel CRT response and recovery process. 引领酒店危机应对小组的应对和恢复过程。
- Guide effective communication (internally and externally). 指导有效的沟通(内部和外部)。
- Communicate the Hotel CRT's deliberations and decisions promptly to the AP Crisis Management Team (CMT). 及时与亚太区危机管理小组(CMT)沟通酒店危机应对小组的商讨结果。
- Act as the hotel's spokesperson or nominate delegate as appropriate. 担任酒店的发言人或适时任命代表。

Security Manger 保安经理

Before 事件发生之前

- Maintenance of the Hotel Incident & Crisis Response Plan. 更新酒店事故和危机应对计划。
- Identification and coordination of specialised crisis management training. 鉴定并协调专门的危机管理培训。

During 事件发生期间

- Attend the Hotel CRT upon activation. 酒店危机应对小组一成立就加入。

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- Establish the effective operation of the Hotel CRT. 确定酒店危机应对小组的有效运转。
- Identify, assess and develop mitigation strategies for the key risks related to the crisis. 确认、评估并制定降低与危机相关的主要风险的策略。
- Provide assistance and advice to the General Manager in implementing emergency response procedures. 在执行紧急应对程序时向总经理提供协助和建议。
- Identify the appropriate recovery team in conjunction with other Hotel CRT members. 与其他酒店危机应对小组成员共同确认适当的恢复小组。
- Implement recovery strategy. 执行恢复策略。
- Manage staffing of the Hotel CRT Room. 管理酒店危机应对小组室的人员安排。
- Responsible for the maintenance of Minutes/Meeting Logs. 负责会议纪要/会议日志的更新。

After 事件发生之后

- Participate in the debrief. 参加汇报。
- Provide evaluation of plans and procedures. 对计划和程序进行评价。

Financial Controller / Rooms Division Manager 财务主任/客房部经理

Before 事件发生之前

- Maintain a contact list for regulatory bodies and government agencies. 为监管机构和政府机构建立联系名单。
- Maintain a financial contact list including but not limited to: 建立一份金融联系名单，包括但不限于：
 - Banks 银行
 - Financial advisers 金融顾问
 - Accountants and 会计和
 - Loss adjusters 理赔师

During 事件发生期间

- Attend the Hotel CRT upon activation. 酒店危机应对小组一成立就加入。
- Understudy the General Manager. 学习并掌握总经理的职责。
- Appraise the financial implications of an emerging issue/crisis. 评估所发生问题/危机的涉及经费。
- Appraise the implications of the emerging issues/crisis on the company's insurance. 评估所发生问题/危机对公司保险的影响。

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- Identify regulatory issues related to the crisis. 确认与危机相关的监管问题。
- Ensure regulatory requirements are conformed to in a timely manner. 确保及时遵守监管要求。
- Ensure compliance with internal reporting procedures. 确保遵守内部汇报程序。
- Assist in the resumption of normal business operations. 协助恢复正常营业。
- Prepare advice for the General Manager regarding the provision of specialist advice as detailed under the defined contingencies. 就已确定紧急情况中详述的专业意见为总经理准备建议。

After 事件发生之后

- Participate in the debrief. 参加汇报。
- Provide evaluation of plans and procedures. 对计划和程序进行评价。
- Capture all costs associated with an issue/crisis. 记录所有与问题/危机相关的成本。

Chief Engineer 总工程师

Before 事件发生之前

- Understanding roles and responsibilities in the event of an incident/crisis. 了解假如发生事故/危机时的任务和责任。

During 事件发生期间

- Attend the Hotel CRT upon activation. 酒店危机应对小组一成立就加入。
- Coordinate technical support. 协调技术支持。
- If related to Hotel facilities, be prepared to lead the recovery team. 假如关系到酒店的设施，要做好带领恢复小组的准备。

After 事件发生之前

- Participate in incident debrief. 参加汇报。
- Provide evaluation of plans and procedures. 对计划和程序进行评价。

Functional Managers (including Front Office Manager, Food and Beverage Manager and Executive Housekeeper) 部门经理(包括前厅经理、餐饮部经理、客房部主管)

Before 事件发生之前

- Understand roles and responsibilities in the event of an incident/crisis. 了解假如发生事故/危机时的任务和责任。

During 事件发生期间

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- Attend the Hotel CRT upon request. 应要求加入酒店危机应对小组。
- Ensure effective communication with functional areas during crisis. 在危机期间，确保与不同部门的有效沟通。
- Provide advice to the Hotel CRT within area of expertise. 向酒店危机应对小组提供各专业领域建议。

After 事件发生之后

- Participate in incident debrief. 参加汇报。
- Provide evaluation of plans and procedures. 对计划和程序进行评价。

Director of Human Resources 人力资源总监

Before 事件发生之前

- Identify communication guidelines to advise employees. 确通知员工的沟通指导方针

During 事件发生期间

- Attend the Hotel CRT upon activation. 酒店危机应对小组一成立就加入。
- Manage HR issues including internal communications related to staff and employees. 应对人力资源问题，包括涉及员工的内部沟通。
- Maintain a stand-by HR Support Team to support the resolution of the event. 维持随时待命的人力资源支持小组，帮助事件的解决。
- Determine the HR Response Strategy including any additional support in conjunction with AP CMT. 决定人力资源应对策略，包括与亚太区危机管理小组合作的任何额外支持。
- Ensure the provision of appropriate services to staff and other persons affected. 确保向员工和其他受影响的人提供适当的服务。
- Ensure OH&S requirements are conformed to. 确保符合职业，健康和安全的的要求。
- Arrange support at hospitals and/or rescue centres. 在医院和/或援救中心安排支援。
- Arrange presence at Relatives Reception Centre or at site of incident. 在家属接待处或事故地点安排人员。
- Keep affected personnel away from media as much as possible. 让受影响人员尽可能远离媒体。
- Assist in preparing advice for the Hotel CRT on HR matters. 协助向酒店危机应对小组在人力资源问题上准备建议。

After 事件发生之后

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- Participate in incident debrief. 参与事故汇报。
- Provide evaluation of plans and procedures. 提供计划和程序评估。

Public Relations Manager 公关经理

Before 事件发生之前

- Maintain contact lists for key external stakeholders. 保存关键外部利益相关方的联络名单。

During 事件发生期间

- Attend the Hotel CRT upon activation. 酒店危机应对小组一成立就加入。
- Identify and communicate with key stakeholders (Bronze crisis). 与关键利益相关方进行确认和沟通(青铜级危机)。
- Coordinate Communications support in conjunction with AP CMT (Silver / Gold crisis). 联合亚太区危机管理小组协调沟通支持(白银级/黄金级危机)。
- Identify a requirement to establish a Customer Response Centre to deal with enquiries related to events. 确定建立顾客响应中心的要求，以便应对与事件相关的询问。
- Detail requirements for media monitoring. 媒体监测的详细要求。

After 事件发生之后

- Participate in incident debrief. 参与事故汇报。
- Provide evaluation of plans and procedures. 提供计划和程序评估。

Crisis Administration Team (The Crisis Administration Team is made up of Administrative staff that usually support key Hotel Executives. The CRT usually works best with two Administrative staff to take notes and arrange refreshments etc. These staff need to have alternates. Both primary and alternate Administrative staff need prior training to prepare them for their role on the CRT). **危机行政小组**(危机行政小组由行政员工组成，通常他们都是酒店主要高管的助理。危机应对小组最好有两名行政人员来做笔录和准备点心等等。这些员工需要有候补，主力和候补行政人员事前都需要培训，以便为他们在危机应对小组中的职责做好准备)。

Before 事件发生之前

- Understand roles and responsibilities in the event of an incident/crisis. 了解发生事故/危机时的角色和任务。

During 事件发生期间

- Attend the Hotel CRT upon activation. 酒店危机应对小组一成立就加入。

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- Co-ordinate the establishment, security and maintenance of the Crisis Command Centre/ Room. 协调危机指挥中心的成立、安全和维护。
- Co-ordinate support functions such as meals and refreshments. 协调膳食和点心等援助职责。
- Responsible for maintaining the log of the Hotel CRT. 负责酒店危机应对小组日志的更新。
- Respond to queries between key stakeholders and the Hotel CRT. 回答主要利益相关方和酒店危机应对小组间的询问。

After 事件发生之后

- Participate in incident debrief. 参与事故汇报
- Provide evaluation of plans and procedures. 提供计划和程序评估。

1.9 ENSURING YOUR CRISIS PLAN IS EFFECTIVE 确保危机计划的有效性

- Document the Crisis Response Team's organisation: 记录危机应对小组的组织:
 - Assigned responsibilities must be clear and easily understood to avoid confusion and other difficulties 分派的任务必须清晰易懂，以避免混淆和其它困难
- Provide guidelines on: 提供指导:
 - Notification and reporting procedures to the Director of Operations (DOO) 向运营总监通知并汇报程序
 - Liaison with the Director of Operations during the incident, including: 在事故期间联络运营总监，包括:
 - a. 'Crisis ownership' issues “危机归属”问题
 - b. Liaison with police authorities 联络警方
 - c. Media spokesperson and handling 媒体发言人和处理
- Ensure pre-crisis planning: 确保事先制定危机计划
 - Hotel's emergency checklists and procedures 酒店的紧急情况一览表和程序
 - Hotel level Crisis Response Team training requirements 酒店级别危机应对小组培训要求
 - Other staff training requirements in relation to the Crisis Plan 涉及危机计划的其他员工培训要求
 - Consideration of special procedures for disabled and elderly guests as well as children 为残疾、老年客人以及儿童考虑特别程序
 - Fire and emergency teams 火灾和紧急情况小组

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- Local authority and emergency services liaison. Routine liaison will aid planning of a major crisis response and must become established procedure. 地方当局和应急服务联络。例行联络将有助于计划重大危机的应对，而且必须成为固定程序。

1.10 DEPARTMENTAL CRISIS PLAN CHECKLISTS 部门危机计划一览表

The General Manager is responsible for ensuring that departmental Crisis Plan checklists are created, updated and have management responsibilities assigned. 总经理负责确保部门危机计划一览表的制定、更新，并分配管理责任。

Each Department must have its own emergency checklist to include: 各部门的紧急情况一览表必须包括:

- Emergency contact lists 紧急情况联络名单
- Closing / shutting down procedures (for example, plant and machinery, cash handling) as appropriate 适当的关闭/终止程序(例如: 机器与设备、现金处理)
- Procedures for dealing with disabled and elderly guests as well as children and non-residents 安排残疾、老年客人、儿童、非居民的程序

A copy of each Departmental Crisis Plan checklist must be included in this Manual. 本指南中必须有一份各部门的危机计划一览表。

1.11 TRAINING AND MAINTENANCE OF THE CRISIS PLAN 危机计划的培训和更新

The procedures and guidelines in the hotel's Crisis Plan must be rehearsed regularly and appropriate training must be provided. 酒店危机计划中的程序和指导必须定期演练，并提供适当的培训。

Review procedures must be established to measure the plan's effectiveness during role-play rehearsal. At a minimum, the Crisis Plan must be updated on a quarterly basis, and a table top test must be conducted at least once a year. 在角色扮演预演期间必须确定审查程序，以便估量计划的有效性。危机计划必须至少每季度更新一次，每年至少进行一次沙盘推演。

Note that if you wish to change any of the instructions or proposals outlined in this Manual you must refer to the Chief Operating Officer before you implement them. 注意，假如你想改变本指南中的任何指示和建议，必须事先请示首席运营官。

If you need any help in planning, preparation or rehearsal, the General Manager must request assistance from the Director of Operations. 假如你需要计划、准备或演练方面的任何帮助，总经理必须请求运营总监的协助。

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1.12 ESTABLISHING COMMUNICATIONS 建立沟通

Internal communications 内部沟通

The most critical aspect of handling a crisis is ensuring that all relevant information is communicated to the appropriate people as quickly and precisely as possible. 处理危机时最关键的就是确保所有相关信息尽快、尽可能准确地传递给适当的人员。

▶▶ Reporting lines are shown on the *Crisis Management Flowchart* on page 16. 汇报程序参见 *危机管理流程图* 第 16 页。

External communications with the media or local community 与媒体和当地社会的外部沟通

A crisis situation is likely to attract interest from the media and other interested parties. Their enquiries must be acknowledged and immediately referred to the crisis owner. No other member of staff should comment. Media management is the responsibility of the AP Crisis Response Team at Singapore and must be referred to them. 危机事态很可能引起媒体和其他相关当事人的兴趣。他们的询问必须得到确认并立即转交危机所有者。其他员工一律不得发表意见。媒体管理是新加坡亚太区危机应对小组的责任，必须转交他们处理。

1.13 ARRANGING AN EVACUATION POINT 安排撤离点

The hotel's General Manager must make contact with another local hotel and arrange the setting up of an emergency evacuation point, for both temporary and long term use in the event of a crisis. 酒店总经理必须联系当地另一间酒店，并安排设立紧急情况撤离点，以便在发生危机时临时和长期使用。

Certain situations will warrant the consideration of establishing a secondary evacuation point, for example in the event of a bomb threat. This must be a reciprocal arrangement, but **must not be** subject to a legally binding document. 某些情况需要考虑设立次级撤离点，比如遇到炸弹威胁的时候。这必须是互惠安排，但**决不能**达成受法律约束的文件。

Equipment and supply kit 装备和补给工具箱

As part of the planning for possible evacuation, it is important to put together a kit of equipment that you will, or may, need in the event of an evacuation. The following is a **suggested** list; it is not necessarily comprehensive, as individual hotels will have different needs depending on its size and complexity. This list should be used as a prompt for putting together the hotel's own supplies kit. 作为可能发生的撤离计划的一部分，准备好一套在撤离时可能需要用上的装备非常重要。下面是一份推荐清单，未必全面，因为个别酒店会有不同的需求，这取决于它们的规模和复杂程度。

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Clothing equipment for CRT members (and other hotel emergency staff) 危机应对小组成员(和其他酒店紧急情况员工)的服装装备	Other equipment 其它装备
<ul style="list-style-type: none"> ■ Fluorescent jackets 荧光背心 	<ul style="list-style-type: none"> ■ Crisis Plan and Hotel Incident and Crisis Manual 危机计划和酒店事故及危机指南
<ul style="list-style-type: none"> ■ Hard hats 安全帽 	<ul style="list-style-type: none"> ■ Torch (flashlight) and batteries 手电筒和电池
<ul style="list-style-type: none"> ■ Latex gloves 橡胶手套 	<ul style="list-style-type: none"> ■ Clipboard / notepad 写字板/记事本
<ul style="list-style-type: none"> ■ Heavy duty gloves 加厚手套 	<ul style="list-style-type: none"> ■ Pen knife 小刀
<ul style="list-style-type: none"> ■ Face masks 面罩 	<ul style="list-style-type: none"> ■ Pen, pencil, markers 笔、铅笔、记号笔
<ul style="list-style-type: none"> ■ Goggles 护目镜 	<ul style="list-style-type: none"> ■ Snap glow sticks 发光棒
First aid / life safety 急救/生命安全	Communications 通信
<ul style="list-style-type: none"> ■ First aid kit 急救工具箱 	<ul style="list-style-type: none"> ■ Two way radio 双向无线电
<ul style="list-style-type: none"> ■ Sharps box 利器盒 	<ul style="list-style-type: none"> ■ Battery operated FM radio 电池供电的调频收音机
<ul style="list-style-type: none"> ■ Heavy duty hazardous material bags 加厚危险物品袋 	<ul style="list-style-type: none"> ■ Loud hailer 扩音器
<ul style="list-style-type: none"> ■ Space blankets 救生毯 	

1.14 FOLLOW UP PROCEDURE 后续程序

After every incident a debriefing session must take place with everyone involved, in order to measure the performance and effectiveness of the Crisis Plan. The duty manager should complete the *Crisis Debrief form* using it as a prompt during the debriefing session. Reviewing the crisis after it has happened will allow you evaluate the effectiveness of your crisis plans and the roles played by the people involved. If after the debriefing you decide that changes need to be made, recommendations should be submitted to the General Manager, so they may be considered. The completed Crisis Debrief form should be filed in the Crisis Plan.

每次事故后都必须进行汇报，每个人都要参加，其目的是评估危机计划的表现和效力。值班经理应当完成*危机汇报表*，在汇报时用作提示。在危机发生后回顾危机，能让你评估危机计划的有效性，以及相关人士所扮演的角色。假如在汇报后，你认为需要做出改变，则应该将建议提交总经理进行考虑。完成后的危机汇报表应该编入危机计划。

▶▶ See *Crisis Debrief Form* in the *Appendix: Support Documentation*. 参见附录：支持文件中的危机汇报表

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1.15 DOCUMENTATION AND REPORTS 文件和汇报

Fundamental to effective crisis and incident management is the documentation that must be maintained to help the hotel prepare for potential incidents, understand how to deal with them and learn any lessons. The principal documents that the hotel will use are:

有效的危机和事故管理的基础是必须进行文件整理，以便帮助酒店为潜在事故做好准备，知道如何应对并吸取教训。酒店会用到的主要文件是：

- **Major Incident Hotel Profile.** The General Manager and the CRT should complete this document as part of the hotel's crisis planning activities. The document gives useful information about the hotel, in particular its geography and location of utilities, and is intended principally as a guide for the Emergency Services in the event that they are called to attend a major incident.
- **重大事故酒店简介。** 总经理和危机应对小组应该完成这份文件，作为酒店危机计划中的一部分。该文件提供有关酒店的有用信息，特别是酒店的地理位置以及各种设施的位置，其首要目的是在召集应急服务人员参与重大事故时给他们做参考。
- **Terrorist Threat Risk Assessment.** The hotel uses this assessment form to assess its terrorism threat level. Because this level can change according to circumstances, the assessment must be carried out regularly, say once a month, and also in preparation for an imminent special event, such as the arrival of a head of state or other VIP.
- **恐怖分子威胁风险评估。** 酒店使用此评估表评估其恐怖威胁级别。由于级别可能随着环境改变，因此必须定期进行评估，比如一个月一次，这同时也是为了即将到来的特殊事件做准备，比如国家元首或其他贵宾的光临。
- **Checklists** (for telephoned bomb threat, food contamination threat, and kidnap threat). You should ensure that telephone operators have ready access to a copy of each of these in case they receive a threat phone call. Operators need to be trained in using the checklists to record information about the caller.
- **清单**(用于电话炸弹威胁、食品污染威胁、绑架威胁)。你应当确保电话接线员人手一份清单，可以在接到威胁电话时使用。接线员需要接受使用清单的培训，以便记录有关来电的信息。
- **Incident reports.** There are different reports for different types of incident. The type you should use is given in the relevant incident guidance note (see *Incident guidance notes* on page 33). The manager on duty who is handling the incident is responsible for ensuring that the incident report is completed after the incident and sent to the Director of Operations and EMEA Risk Management, Windsor (and, in some cases, also to the hotel's insurance company).
- **事故汇报。** 不同类型的事故汇报方式不同。相关事故指导说明中给出了你应当使用的类型(*事故指导说明*见第 32 页)。处理事故的值班经理负责确保事故后完成报告，并呈递运营总监和温莎的欧洲、中东和非洲风险管理层(某些情况下，还要交给酒店的保险公司)。
- **Crisis Debrief form.** After every incident a debrief form must be completed and a meeting held to review the outcomes of the incident. See section 2.8 *Follow up procedure*.

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- **危机汇报表。**每次事故后都必须完成汇报表格，并开会审查事故的结果。见 2.8 节的后续程序。

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2 NOTES FOR GENERAL MANAGERS 总经理注意事项

2.1 INTRODUCTION 引言

General Managers must recognise that the control of a major incident or crisis may be taken out of the hands of the hotel by the emergency services. In such cases the hotel must offer full co-operation with them.

总经理必须意识到，应急服务部门可能会从酒店手中接管重大事故或危机。这种情况下，酒店必须全力配合。

Caution must be shown when relying solely on others in certain types of crisis that is extortion, kidnap and so on.

在某些完全依赖别人的危机类型中，必须提出警告，比如敲诈、绑架等等。

The hotel CRT's role in a major crisis 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 your *Crisis Plan*.

酒店危机应对小组在重大危机中的职责主要是提供有效的支持。这可能包括向应急服务部门提供有关酒店设计和危险的全面而准确的信息，这些详细资料(比如楼层平面图和 *重大事故酒店简介*)必须收入 *危机计划*。

During an incident or crisis continual communication must be maintained between the hotel and the Director of Operations and the Chief Operating Officer, the Silver Level (divisional) CRT and, if applicable, the Gold Level (regional) AP Corporate Crisis Management Team.

在事故或危机期间，酒店和运营总监、首席运营官、白银级(各部门)危机应对小组，以及黄金级别(区域)亚太区企业危机管理小组(假如有的话)之间必须保持持续的沟通。

All media attention and requests must be redirected to AP Crisis Management Team at Corporate Office.

所有的媒体关注和请求都必须转交给企业总部的亚太区危机管理小组。

When the immediate crisis is over, the hotel's 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 in the Appendix.

当危机结束后，酒店危机应对小组必须立即行动，确保酒店的财产安全，并限制人员进入酒店。必须事先确认当地合适的保安承包商，所有相关的 24 小时联系电话都必须记入附录中的 *紧急情况酒店联系电话名录*。

▶ See *Emergency hotel contact numbers* in the *Appendix: Support Documentation*. 见 *附录：支持文件中的紧急情况酒店联系电话*。

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2.2 TIPS ON DEVELOPING YOUR CRISIS PLAN 制定危机计划的窍门

- Define and communicate the purpose and objectives of the plan. 确定并传达计划的目的和目标。
- Develop and communicate an internal and external emergency contact list. 制定并传达内部和外部的紧急情况联络名单。
- Establish, train and enhance crisis communications within the team(s). 建立、培训并增强小组内的危机沟通。
- Clearly define and provide training on team roles and responsibilities. 明确规定小组的职责，并提供培训。
- Train your staff to respond to mock emergency simulations. 对员工进行紧急情况模拟训练。
- Help your staff to understand the basics of crisis response with the Aide Memoire (▶ see section 3.3 *Crisis aide memoire*). 帮助员工利用备忘录理解应对危机的基础知识(▶ 见 3.3 节 *危机备忘录*)
- Plan to maintain, restore and, through positive action, increase your hotel's reputation. 通过积极行动，维持、恢复并增加酒店声誉的计划。
- Consider approaching volunteer and family support centres, such as the Red Cross. 考虑接触志愿者和家庭支持中心，比如红十字会。
- Plan carefully and think practically. 谨慎计划，实事求是地思考。
- Be open to suggestions from guests and staff and listen to them. 倾听客人和员工的建议。
- Think broadly – a crisis is not limited to a natural disaster or an act of terrorism. 思考更广泛——危机并不限于自然灾害或恐怖行动。
- Develop scenarios and anticipate planning for the inevitable. 为无法避免的情况未雨绸缪。
- Meet the needs of the media. 满足媒体的需要。
- Prepare for the aftershocks of the crisis. 为危机后的余波做好准备。
- Focus on the maintenance and rebuilding of the hotel's and the brand's reputation. 把注意力集中在酒店和品牌声誉的维护和重建上。
- Test the Crisis Plan. 测试危机计划。
- Debrief after the crisis to evaluate the effectiveness of the hotel's Crisis Plan, and apply the lessons learned 危机后进行汇报，评估酒店危机计划的有效性，并吸取从中得出的教训。

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2.3 CRISIS AIDE MEMOIRE 危机协助备忘录

General Managers may find this aide memoire useful in training staff to understand the basics of crisis response. 总经理们会发现，在培训员工了解危机应对的基本知识时，这个备忘录会很有用。

1. REMAIN CALM. 保持冷静。
2. Obtain an overview of the situation. 获悉总体情况。
3. Contact the Emergency Services. 联络应急服务部门。
4. In the early stages it is important to remember to: 在早期阶段，很重要地是要记住：
RESPOND – COMMUNICATE – CO-ORDINATE - CONTAIN 响应—沟通—协调—抑止
5. Contact the 24-Hour Crisis Line. Pass on your assessment of the situation based on the overview obtained. 联络 24 小时危机热线。根据获悉的总体情况报告你对情况的评估。
6. Assemble your hotel's Crisis Response Team (CRT) (Bronze Level). 召集酒店危机应对小组(铜级)。
7. Establish your Crisis Control Centre. 建立危机控制中心。
8. Establish a clear communications network: 建立清晰的沟通网络：
 - At the hotel's CRT level 在店危机应对小组级别
 - Up through the AP Bronze Level – Silver Level – Gold Level crisis response structure 上至亚太区铜级—银级—金级危机应对体系
9. Start a Crisis Log and record all decisions by time and individual. (Allocate this as a specific role.) 启动危机日志，按照时间和个人记录所有决定(分派为特定任务)。
10. Establish who has crisis ownership: 确定谁是危机负责人：
Hotel (Bronze Level) *or* Divisional (Silver Level) *or* AP Corporate (Gold Level) 酒店(铜级)还是部门(银级)还是亚太区公司(金级)
11. Establish: 确定：
 - A media spokesperson 一位媒体发言人
 - A media information centre 一个媒体信息中心
 - Guest and staff welfare requirements 客人和员工的福利要求
12. Consider requesting from the AP Gold Level Response Team and additional Gold Level Resources, such as Health and Safety / Fire / Security and Crisis Personnel. 考虑向亚太区金级应对小组和额外的金级资源进行请求，比如卫生、安全、火灾、保安和危机人员。
13. Conduct a full debrief once the situation has ended. 一旦危机结束就进行完整的汇报。

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3 INCIDENT GUIDANCE NOTES 事故指导说明

These Guidance Notes give an overview of each type of incident and step-by-step procedures for handling the incident, including completing a report once the incident is over. Some incidents require the use of checklists. You will find the forms for the reports and the checklists in the *Appendix: Support documentation*.

这些指导说明大致介绍了各种类型的事故，以及处理事故的各步骤程序，包括事故一旦结束就需要完成的报告。某些事故需要使用清单。汇报表格和清单可以在[附录：支持文件](#)中找到。

Type of incident 事故类型	See... 参见...	Reports or checklists to be completed... 要完成的报告或清单...
HEALTH RELATED INCIDENTS 与健康相关的事故		
Body fluid spillage in pool 体液溢出到游泳池中	▶ page 39 页	Accident and Dangerous Occurrence Report 事故和危险事件报告
Broken glass in the pool 游泳池中有碎玻璃	▶ page 47 页	Incident Report 事故报告
Death 死亡	▶ page 49 页	Sudden Death Report 猝死报告
Epidemics or infectious diseases 传染病	▶ page 55 页	Accident and Dangerous Occurrence Report 事故和危险事件报告
Food contamination (suspected) 食品污染(怀疑)	▶ page 62 页	Accident and Dangerous Occurrence Report 事故和危险事件报告
Food contamination (threat) 食品污染(威胁)	▶ page 64 页	Incident Report 事故报告
Food poisoning 食物中毒	▶ page 66 页	Allegation of Food Poisoning Report 食物中毒指控报告
Illness (guest or staff) 生病(客人或员工)	▶ page 72 页	Accident and Dangerous Occurrence Report
Pollution 污染	▶ page 87 页	Accident and Dangerous Occurrence Report 事故和危险事件报告
Rape 强奸	▶ page 89 页	Crime Report 犯罪报告
Suicide 自杀	▶ page 93 页	Sudden Death Report 猝死报告
Water failure or contamination 供水故障或水污染	▶ page 112 页	Incident Report 事故报告
ACCIDENTS 事故		
Accident 事故	▶ page 37 页	Accident and Dangerous Occurrence Report 事故和危险事件报告

Type of incident 事故类型	See... 参见...	Reports or checklists to be completed... 要完成的报告或清单...
Incidents involving guests when they are away from the hotel 顾客不在酒店时发生的故事	▶ page 73 页	Accident and Dangerous Occurrence Report 事故和危险事件报告 <i>Or 或</i> Crime Report 犯罪报告 <i>or 或</i> Incident Report 事故报告 depending on nature of incident 取决于事故性质
Injury 伤害	▶ page 75 页	Accident and Dangerous Occurrence Report 事故和危险事件报告
FIRE AND LIFE SAFETY INCIDENTS 火灾和生命安全事故		
Fire or explosion 火灾或爆炸	▶ page 57 页	Fire Incident Report 火灾事故报告
Flood 洪水	▶ page 60 页	Incident Report 事故报告
THEFT 盗窃		
Theft of guest property 客人财物被盗	▶ page 110 页	Crime Report 犯罪报告
HOTEL PROPERTY RELATED INCIDENTS 与酒店财产相关事故		
Boiler failure 锅炉故障	▶ page 41 页	Incident Report (required only if failure lasts longer than 12 hours) 事故报告(故障持续超过 12 小时才需要)
Electrical failure 电气故障	▶ page 53 页	Incident Report (required only if failure lasts longer than 12 hours) 事故报告(故障持续超过 12 小时才需要)
Fire or explosion 火灾或爆炸	▶ page 57 页	Fire Incident Report 火灾事故报告
Flood 洪水	▶ page 60 页	Incident Report 事故报告
Food contamination (suspected) 食品污染(怀疑)	▶ page 62 页	Incident Report 事故报告
Gas failure 煤气故障	▶ page 68 页	Incident Report (required only if failure lasts longer than 12 hours) 事故报告(故障持续超过 12 小时才需要)
Gas leak 煤气泄漏	▶ page 70 页	Accident and Dangerous Occurrence Report 事故和危险事件报告
Lift failure 电梯故障	▶ page 80 页	Accident and Dangerous Occurrence Report 事故和危险事件报告
Panic alarm activation 警报启动	▶ page 82 页	Incident Report 事故报告
Pollution 污染	▶ page 87 页	Accident and Dangerous Occurrence Report 事故和危险事件报告
Pool: body fluid spillage 游泳池: 体液溢出	▶ page 39 页	Accident and Dangerous Occurrence Report 事故和危险事件报告

Type of incident 事故类型	See... 参见...	Reports or checklists to be completed... 要完成的报告或清单...
Pool: broken glass 游泳池: 碎玻璃	▶ page 47 页	Incident Report 事故报告
Telecommunications failure 电信故障	▶ page 109 页	Incident Report 事故报告
Water failure or contamination 停水或水污染	▶ page 112 页	Incident Report 事故报告
EXTERNAL THREATS AND ATTACKS 外部威胁和攻击		
Bomb threat (telephone) 炸弹威胁(电话)	▶ page 43 页	Incident Report 事故报告 Telephoned Bomb Threat Checklist
Bomb threat (postal devices) 炸弹威胁(邮寄装置)	▶ page 45 页	Incident Report 事故报告
Demonstrations or protest groups 示威或抗议团体	▶ page 51 页	Incident Report 事故报告
Food contamination (threat) 食品污染(威胁)	▶ page 64 页	Incident Report 事故报告 Food Contamination Threat Checklist
Kidnap or ransom demand or extortion 绑架或勒索赎金或敲诈	▶ page 77 页	Crime Report 犯罪报告 Kidnap or Ransom Threat Checklist 绑架或勒索威胁清单
Political unrest or riots or war 政治动乱或暴动或战争	▶ page 84 页	Incident Report 事故报告
Robbery, or armed robbery / hostage-taking 抢劫或持械抢劫/扣押人质	▶ page 91 页	Crime Report 犯罪报告
Suspect device 可疑物品	▶ page 95 页	Incident Report 事故报告
TERRORISM THREAT OR ATTACK 恐怖威胁或袭击		
Terrorist attack 恐怖袭击	▶ page 99 页	None 无
Terrorist threat response levels 恐怖威胁响应级别	▶ page 100 页	None 无
Threat Level Green 绿色威胁级别	▶ page 103 页	None 无
Threat Level Amber 黄色威胁级别	▶ page 105 页	None 无
Threat Level Red and Red Plus 红色和红色加威胁级别	▶ page 105 页	None 无

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ACCIDENT 事故

OVERVIEW 概况

This Guidance Note describes what to do if there is an accident involving guests, staff or other visitors (including contractors). The priorities in this situation are to:

本指导说明描述了在发生有客人、员工或其他访客(包括承包商)卷入的事故时需要做些什么。这种情况下最重要的是:

- Provide medical assistance 提供医疗协助
- Control the scene 控制局面
- Provide assistance to relatives 给亲属提供协助
- Assist in notification of accident to relatives 协助将事故通知亲属
- Not to admit liability 不要承认责任
- Communicate accident details to relevant parties 向相关各方传达事故详情

PROCEDURE 程序

1. Visit the scene of the accident or the injured person. 拜访事故现场或伤员。
2. Summon appropriate medical assistance, for example first aid or an ambulance. 获取适当的医疗援助, 比如急救或救护车。

📌 Notes: 注意:

- Serious injury must be reported to the Director of Operations and the Chief Operating Officer **immediately**, via CR24 on +44 (0) 207 942 9831 重伤情况必须**立即**向运营总监和首席运营官汇报, 拨打 CR24 电话: +44 (0) 207 942 9831
 - If the accident has resulted in death, refer to the Guidance Note for Death (▶ see *Death* on page 49) 假如事故导致了死亡, 则参考死亡指导说明(▶ 见第 49 页的死亡)
3. Control the scene: 控制现场:
 - Warn others of any hazard 任何危险都要警告其他人
 - Section off area 隔离区域
 - Screen area from view of others 不要让其他人看到
 4. Ascertain the accident details from the injured party and any witnesses: 从伤员和目击者那里查明事故详情:

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- Take witness statements 记录目击者的陈述
 - Record your observations at the time 记录你当时所见
 - Take a photograph of the area 给该区域拍张照
5. Identify and rectify the cause or fault. 确认并纠正过错原因。
 6. Monitor the injured parties' welfare. In some cases it may be appropriate to notify relatives. 关注伤员的福利。某些情况下，通知亲属是可取的。
 7. Record fully all observations at the time and obtain independent witnesses' statements. 完整记录当时所见，获取独立目击者的陈述。
 8. After the incident, complete an *Accident or Dangerous Occurrence Report* and fax it to: 事故后完成 *事故和危险事件报告*，并传真给：
 - The Director of Operations (DOO) 运营总监
 - AP Risk Management, Corporate 亚太区企业风险管理层
 - CMGL or your local insurance company CMGL 或当地保险公司

① Note: In cases of accidents that lead to prolonged work absence or serious injury, inform your local health and safety authority. 注意：假如事故导致不上岗时间过长或重伤，则通知当地卫生和安全部门。
 9. Ensure a detailed entry is recorded in the hotel and statutory accident books. 确保在酒店和法定事故登记本中做出详细记录。
 10. Hold all incident documentation on record according to legal or local requirements. 按照法律或当地要求保留所有事故文件在案。
- ▶▶ See *Accident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的 *事故和危险事件报告*

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BODY FLUID SPILLAGE IN POOL 体液溢出到游泳池中

OVERVIEW 概况

This Guidance Note describes what to do if there is body fluid spillage in the swimming pool. The priorities in these situations are to: 本指导说明描述了在游泳池发生体液溢出情况时应该怎么做。发生这种情况的当务之急是:

- Evacuate all persons from the pool 撤离游泳池中的所有人员
- Close the pool immediately 立即关闭游泳池
- Control the area 控制该区域
- Make the pool safe again 让游泳池重新回到安全状态

PROCEDURES 程序

☞ See also the *Pool Safety Manual*. 还可以参见 [游泳池安全指南](#)

1. In a calm and controlled manner, inform persons in the pool that they must leave the pool immediately. 冷静镇定地告诉游泳池中的人必须马上离开。
2. Close the pool access. 关闭进入游泳池的通道。
3. Using appropriate personal protective equipment, remove any solid material using a net and dispose of it in a sealed polythene bag and place in an external refuse container. 使用适当的个人防护设备, 用网捞走所有固体物, 放入密封的塑料袋内, 投入外面的垃圾箱。
4. If the release is a solid stool, retrieve it quickly and disinfect the scoop. 假如排出的是固体大便, 则迅速取出并对铲子进行消毒。
5. If the stool is runny (diarrhoea), it is possible that the diarrhoea 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 the following procedure must be adopted: 假如大便为流水状(腹泻), 则腹泻物可能是由于某个人感染了原生动物寄生虫、隐孢子虫和贾第鞭毛虫。这些都是游泳池的问题, 因为它们的传染阶段都能抵御氯消毒剂, 所以必须采取以下措施:
 - Ensure that disinfectant levels are maintained at the top of the recommended dosing range 确保消毒剂用量保持在推荐剂量的最高水平
 - Vacuum the pool 放空游泳池的水
 - Filter the pool water for six turnover cycles 循环过滤池水 6 遍

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6. Carry out a pool water test to ensure that all parameters are at the normal levels. 进行池水测试，确保所有指标达到正常水平。
 7. When you are satisfied that normal parameters have been met, reopen the pool. 当你确信已经达到正常水平时，重新开放游泳池。
 8. After the incident, complete an *Accident or Dangerous Occurrence Report* and fax it to: 事故过后，完成事故和危险事件报告，并传真给：
 - The Director of Operations (DOO) 运营总监
 - AP Risk Management, Corporate 亚太区企业风险管理
 9. Ensure a detailed entry is recorded in the hotel and statutory accident books. 确保在酒店和法定事故登记本中做出详细记录。
- ▶▶ See *Accident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的事故和危险事件报告

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BOILER FAILURE 锅炉故障

OVERVIEW 概况

This Guidance Note describes what to do if a boiler failure occurs. The priorities in these situations are to: 本指导说明描述了在发生锅炉故障时应该怎么做。发生这种情况的当务之急是：

- Maintain emergency heating and hot water for guests, food and beverage kitchen areas, public areas and so on. If necessary: 为客人、餐饮厨房区域和公共区域提供紧急供暖和热水。假如必要的话。
 - Hire in temporary heating equipment (see *Emergency hotel contact numbers* in the *Appendix: Support Documentation*) 租用临时供暖设备(见附录：支持文件中的紧急情况酒店联系电话)
 - ⓘ **Note:** Beware of the increased fire risk **注意：**小心火险的增加
 - Create centralised “heated areas” and encourage guests to congregate in these areas to stay warm 设立集中“取暖区域”，鼓励客人在这些地区集中取暖
 - Consider relocating guests into a nearby hotel 考虑将客人重新安置到附近酒店
- Repair the boiler 修理锅炉
- Minimise adverse guest impact 尽量减少对客人的不利影响

PROCEDURE 程序

1. Start stand-by boiler (if applicable) or restart main boiler in use. 启动备用锅炉(假如有的话)，或重启使用中的主锅炉。
 - ⓘ **Note:** Duty managers must be trained on basic procedures for boiler re-activation as well as basic boiler maintenance. **注意：**值班经理必须接受锅炉重启和基本锅炉维护的基本操作培训。

If this does not work: 假如这不起作用：
2. Check fuel supply / oil supply. 检查燃料供应。
3. Call boiler engineer for immediate attendance. 立即让锅炉工程师进行维护。
4. Inform guests (both residential and new arrivals) of the nature of the problem. 通知客人(入住的和新到的)问题所在。
5. Increase guest contact by ensuring that management and Heads of Departments are visible and available. 增加与客人的联络，确保管理层和部门经理都可以被找到。
6. Complete internal maintenance report. 完成内部维护报告。

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7. If serious inconvenience is caused or financial implications are involved, contact the Chief Operating Officer. 假如造成了严重不便，或涉及财物问题，则联系首席运营官。
 8. If the failure has lasted more than 12 hours, complete an *Incident Report* and fax it to: 假如故障持续超过 12 小时，完成一份 *事故报告* 并传真给：
 - The Director of Operations (DOO) 运营总监
 - AP Risk Management, Corporate 亚太区企业风险管理
- ▶ See *Incident Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的 *事故报告*

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BOMB THREAT (TELEPHONE) 炸弹威胁(电话)

OVERVIEW 概况

This Guidance Note describes what to do if there is a telephone bomb threat. The priorities in this situation are to: 本指导说明描述了在发生电话炸弹威胁时应该怎么做。发生这种情况的当务之急是:

- Obtain the maximum details from the caller 尽可能多地从来电者那里获取详细信息
- Communicate the information to senior management 将消息通知高级管理层

PROCEDURE 程序

① **Note:** Use the *Telephoned Bomb Threat Tick Sheet* to help you follow this procedure **注意:** 使用 *电话炸弹威胁清单* 来帮你执行程序

1. On receipt of a telephone bomb threat, obtain as much information as you can, such as: 当接到电话炸弹威胁时, 尽可能多地获取信息, 比如:
 - When the bomb is due to explode 炸弹什么时候引爆
 - Where the bomb is located 炸弹在哪里
 - Why we are the target 为什么要炸我们
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. 如果可能的话, 注意电话消息的确切措辞, 并记下电话的日期和时间。还要注意说话声音是明显在念还是没有准备的, 电话是否是从投币公用电话打来的。
3. Keep the caller talking and make a note of what you can deduce about them from their speech, such as: 让来电者一直说话, 并记下你们从他们的话中得出的一些结论, 比如:
 - Is the caller male or female? 来电者是男是女?
 - Is the caller young or old? 来电者是年轻的还是年老的?
 - Has the caller got an accent? 来电者是否有口音?
 - Does the caller sound drunk; is he/she laughing, giggling? 来电者听起来是否像是喝醉了; 他/她在笑, 或傻笑吗?
4. Note any background noises (music, traffic and so on). 注意背景的噪音(音乐, 车辆等)。
5. Notify the duty manager immediately. 立即通知值班经理。
6. Call the police. 通知警方。

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① **Note:** if appropriate, contact a Special Unit such as the Bomb Squad. **注意:** 如果可以, 联系爆破小组等特殊单位, 假如有的话。

7. After the incident, complete the *Incident Report* and fax it to: 事故后, 完成 *事故报告* 并传真给:

- The Director of Operations (DOO) 运营总监
- AP Risk Management, Corporate 亚太区企业风险管理

Notes: 注意:

- This procedure is to be trained every six months to ensure it is understood by all staff who receive incoming telephone calls. 该程序必须每 6 个月培训一次, 以确保所有接听电话的员工都明白该程序。
 - Copies of the *Telephoned Bomb Threat Tick Sheet* must be easily accessible and available for completion by telephone operators. 电话炸弹威胁清单必须随手可以拿到, 由电话接线员填写完成。
- ▶ See *Telephoned Bomb Threat Tick Sheet* and *Incident Report* in the *Appendix: Support Documentation* 参见附录: 支持文件中的电话炸弹威胁清单和事故报告

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BOMB THREAT (POSTAL DEVICES) 炸弹威胁(邮寄装置)

OVERVIEW 概况

This Guidance Note describes what to do if there is a bomb threat received via the post. The points to look out for are: 本指导说明描述了在接到邮寄的炸弹威胁时应该怎么做。应该留意下列特征:

- Grease marks on the wrapping or envelope 包装或信封上的油痕
- The package / envelope may have a smell of marzipan or machine oil 包裹/信封可能有杏仁软糖或机械油的味道
- Wires or metal foil may be visible, especially if the package has been damaged in transit 可能看见电线或金属箔，特别是包裹在运送中有破损的情况下
- A letter / package may feel overly heavy for its size 就邮件/包裹的大小来说，可能太重了
- A letter / package may be heavier on one side or in the middle 邮件/包裹可能一边或中间较重
- A package may appear to be over-wrapped 包裹可能包装过度
- A letter / package may be incorrectly addressed, show poor handwriting, spelling or typing 邮件/包裹可能地址错误，书写、拼写或打字都很差
- A letter / package may be over-stamped for its size or weight 就邮件/包裹的大小和重量而言，可能贴多了邮票

PROCEDURE 程序

① **Note:** Where possible all mail delivered into the building should be checked and sorted at the nearest point of entry. As a security precaution, unchecked post should not be taken into the building. **注意:** 所有进入楼内的邮件都应该在最近的入口进行检查分类。出于安全警惕考虑，未经检查的邮件不应被带入楼内。

If you think that you are handling a suspect package: 假如你认为正在处理一个可疑包裹:

1. Put the item down on a flat level surface. 将包裹放在平坦的表面上。
2. Do not attempt to investigate the item further. 不要试图进一步查看包裹。
3. Do not try and cover it. 不要试图覆盖包裹。
4. Mark the item for easy recognition by the police. 使包裹易于被警方识别。
5. Evacuate the immediate area. 疏散附近区域。
6. Do not lock the room. 不要锁住房间。

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7. Notify the duty manager (who will call the police). 通知值班经理(由值班经理电话通知警方)。
8. Remain at a safe distance (at least 100 metres) to assist the police. 保持在安全距离(至少 100 米)协助警方。
9. After the incident, complete the *Incident Report* and fax it to: 事故后, 完成事故报告并传真给:
 - The Director of Operations (DOO) 运营总监
 - AP Risk Management, Corporate 亚太区企业风险管理

① Note: 注意:

- This procedure is to be trained every six months to ensure it is understood by all staff who receive incoming post. 该程序必须每 6 个月培训一次, 以确保所有接收邮件的员工都明白该程序。
- ▶ See the *Incident Report* in the *Appendix: Support Documentation* 参见附录: 支持文件中的事故报告

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BROKEN GLASS IN POOL 游泳池中的碎玻璃

OVERVIEW 概况

This Guidance Note describes what to do if there is broken glass in a swimming pool or whirlpool. The priorities in this situation are to: 本指导说明描述了在游泳池或水流中发现碎玻璃时应该怎么做。发生这种情况的当务之急是：

- Isolate the area where broken glass is located 隔离有碎玻璃的地区
- Evacuate all persons from the pool 将所有人从游泳池撤离
- Close the pool immediately 立即关闭游泳池
- Control the area 控制该区域
- Make the pool safe again 让游泳池重新回到安全状态

PROCEDURE 程序

👁 See also the *Pool Safety Manual*. 还可以参见 *游泳池安全指南*

1. In a calm and controlled manner, inform guests that they must leave the pool immediately. 冷静镇定地告诉游泳池中的人必须马上离开。
2. Close the pool access. 关闭进入游泳池的通道。
3. Empty the pool of water. 放空游泳池的水
4. Using appropriate personal protective equipment, remove any glass from the pool bottom. 使用适当的个人防护设备，清除池底的所有玻璃。
 - ① **Note:** Do not use the pool vacuum, as glass particles will be deposited in the filter. **注意：** 不要使用泳池吸尘器，因为玻璃碎片会沉积在过滤器内。
5. Refill the pool. 将游泳池再灌满水。
6. Carry out a pool water test to ensure all parameters are at the normal levels. 进行池水测试，确保所有指标达到正常水平。
7. When you are satisfied that normal temperature and chemical levels have been met, re-open the pool. 当你确信已经达到正常水平时，重新开放游泳池。
8. After the incident, complete the *Incident Report* and fax it to: 事故过后，完成 *事故报告* 并传真给：
 - The Director of Operations (DOO) 运营总监
 - AP Risk Management, Corporate 亚太区企业风险管理

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▶▶ See the *Incident Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的事故报告

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DEATH 死亡

OVERVIEW 概况

This Guidance Note describes what to do if there is a death. The priorities in this situation are to: 本指导说明描述了在有人死亡时应该怎么做。发生这种情况的当务之急是：

- Be sympathetic and respectful when dealing with the distressed relatives, friends or staff 在与悲痛亲友或员工打交道时要表现出同情和尊重
- Seal off the area and treat it as a crime scene to assist the police investigation 封锁地点，以犯罪发生地处理，协助警方进行调查
- Ensure involvement of authorities to identify nature and cause of death 确保当局介入确定死因
- Minimise disturbance and involvement of other guests 尽可能减少其他客人骚动和介入
- Consider use of portable screens if in a public area 假如在公共场所，则考虑使用活动屏风

PROCEDURE 程序

1. Check for signs of life. 检查生命迹象。
2. Isolate the body or bodies (but do not move). 隔离尸体(但不要移动)。
 - ① **Note:** Ensure the area is secure and control all access. **注意:** 确保周围的安全，控制所有入口。
3. Call the police and hotel doctor. 致电警方和酒店医生。
4. Call CR24 on +44 (0) 207 942 9831. 致电 CR24: +44 (0) 207 942 9831。
5. Notify the Director of Operations and Chief Operating Officer immediately. 立即通知运营总监和首席运营官。
6. Comfort and assist relatives and or staff in distress. 安慰并协助悲痛的亲属和或员工。
7. Assist emergency services where requested. 按照请求协助应急服务部门。
 - ① **Note:** Insist on the discreet removal of the body from the premises using, for example, the staff lift/elevator or rear exit. **注意:** 坚持以谨慎的方式从现场移走尸体，比如通过员工电梯或后门。
8. Assist relatives or friends with further arrangements. For example: 协助亲友，做出进一步安排，比如：
 - Extend their stay in the hotel 延长他们在酒店的入住

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Provide transport to the authorities 为当局提供交通工具

9. **Do not admit any legal liability.** 不要承认任何法律责任。

10. After the incident, complete a *Sudden Death Report form* and fax it to: 事故过后，完成猝死报告，并传真给：

- The Director of Operations (DOO) 运营总监
- AP Risk Management, Corporate 亚太区企业风险管理
- CMGL or your local insurance company CMGL 或你当地的保险公司

▶ See *Sudden Death Report form* in the *Appendix: Support Documentation* 参见附录：支持文件中的猝死报告

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DEMONSTRATION OR PROTEST GROUPS 示威或抗议团体

OVERVIEW 概况

This Guidance Note describes what to do if a demonstration or protest occurs at or close to the hotel. The priorities in these situations are to: 本指导说明描述了在酒店或附近出现示威或抗议时应该怎么做。发生这种情况的当务之急是:

- Establish the reason behind the demonstration 查明示威背后的原因
- Secure the hotel perimeter and all access points 封锁酒店周围以及所有入口
- Minimise disruption to guests, employees and the hotel 尽可能减少对客人、员工和酒店干扰

PROCEDURE 程序

1. Inform senior management. 通知高级管理层。
2. If the event involves a protest group: 假如事件中有抗议团体:
 - Avoid confrontation 避免冲突
 - Make contact with the group organiser or leader if safe to do so 假如安全的话, 可以联系团体组织者或领导
 - Determine the cause of the demonstration 查明示威的原因
 - Request them to disperse 要求他们解散
 - Establish a security team to monitor the protest 成立安全小组来监视抗议
 - Contact the police 联系警方
 - If the protest group gains entry to hotel rely on the police to physically control it 假如抗议团体进入了酒店, 则由警方来加以控制
3. Call CR24 on +44 (0) 207 942 9831. 致电 CR24: +44 (0) 207 942 9831。
4. If the event involves a pre-planned demonstration: 假如事件中有事先计划的示威:
 - Make contact with the group organiser or leader if safe to do so 假如安全的话, 可以联系团体组织者或领导
 - Determine the cause, exact route and estimated timing of the demonstration 查明示威的原因、具体路线和大致时间
 - Avoid confrontation 避免冲突
 - Contact the police 联系警方

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- If applicable, seal off hotel exits and entrances so demonstrators cannot gain entry 假如可行，封锁酒店各出入口不让示威者进入
 - If required, board up vulnerable areas for example glass frontage 假如需要，搭建构架保护薄弱部分，比如玻璃墙面
 Tel. no.: of joiner _____ 工匠的联系电话: _____
 (out of hours: _____ 工作时间之外联系电话: _____)
 - Establish a security team to monitor the demonstration 成立安全小组来监视示威
 - Ensure CCTV videos are fully functional and recording key areas 确保闭路电视充分发挥作用，记录下主要的区域
5. Seek advice and assistance from the police 寻求警方的建议和协助
 6. Seek advice from local authorities 寻求地方当局的建议
 7. Inform the Director of Operations and Chief Operating Officer. 通知运营总监和首席运营官
 8. After the incident, complete an *Incident Report* and fax it to: 事故过后，完成 *事故报告*，并传真给：
 - The Director of Operations (DOO) 运营总监
 - AP Risk Management, Corporate 亚太区企业风险管理
- ▶▶ See *Incident Report* in the *Appendix: Support Documentation* 参见 *附录：支持文件中的事故报告*

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ELECTRICAL FAILURE 电力故障

OVERVIEW 概况

This Guidance Note describes what to do if an electrical failure occurs. The priorities in these situations are to: 本指导说明描述了在发生电力故障时应该怎么做。发生这种情况的当务之急是:

- Maintain the hotel lighting facility: 维持酒店的照明设备
 - Hire temporary lighting equipment (see *Emergency hotel contact numbers* in the *Appendix: Support Documentation*) 租用临时照明设备(参见附录: 支持文件中的紧急情况酒店联系电话)
 - Beware of increased fire risk 小心火险的增加
 - Provide snap glow sticks 提供提供应急照明灯
- Repair electrical fault 修理电力故障
- Minimise adverse guest impact 尽量减少对客人的不利影响
- Increase security patrols or cover 增加保安巡逻或覆盖面

PROCEDURE 程序

1. Start stand-by generator (if applicable). 启用备用发电机(假如有的话)。
2. Check circuit breakers. 检查断路器。
3. Call out an electrical engineer for immediate attendance (see *Emergency Hotel Contact Numbers* in the *Appendix: Support Documentation*) 立即请来电气工程师(参见附录: 支持文件中的紧急情况酒店联系电话)
 - ① **Note:** If serious inconvenience caused or financial implications are involved contact the Director of Operations. **注意:** 假如造成了严重不便, 或涉及财物问题, 则联系运营总监。
4. Inform guests and new arrivals of the nature of problem. 通知客人和新到客人问题所在。
5. Check for guests or employees in elevators (see lift failure) and make contact with disabled guests. 查看电梯里的客人或员工(见电梯故障), 并联系残疾客人。
6. Increase guest contact by ensuring that Management and Heads of Departments are visible and available. 增加与客人的联络, 确保管理层和部门经理都可以被找到。
7. Consider hotel evacuation to evacuation points if the failure is considered to be long term. 假如故障短期内不可能排除, 则考虑将酒店内的人撤离到撤离点。

① **Notes:** 注意:

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- Battery powered emergency lighting will last approximately 3 hours 电池供电的应急照明可以维持约 3 小时
 - The fire alarm system battery pack will last approximately 3 hours 火警系统电池组可以维持约 3 小时
8. If the failure has lasted more than 12 hours, complete an *Incident Report* and fax it to: 假如故障持续超过 12 小时，则完成 *事故报告*，并传真给：
- The Director of Operations (DOO) 运营总监
 - AP Risk Management, Corporate 亚太区企业风险管理
- ▶ See *Incident Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的 *事故报告*

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EPIDEMIC OR INFECTIOUS DISEASE 流行病或传染病

OVERVIEW 概况

This Guidance Note describes what to do if there is an epidemic or infectious disease. The priorities in this situation are to: 本指导说明描述了在出现流行病或传染病时应该怎么做。发生这种情况的当务之急是:

- Minimise spread of infection through the hotel 尽可能减少传染病在酒店里的传播
- Ensure full involvement of local authorities 确保地方当局的全面介入
- Minimise distress to other guests 尽可能减少其他客人的忧虑
- Minimise / control media attention 尽可能减少/控制媒体的关注

PROCEDURE 程序

1. Call the hotel doctor and take advice on action required. 致电酒店医生，征求必需的行动意见。
① Note: Ask specifically about source identification. **注意:** 特别询问病源的鉴别
2. Call CR24 on +XX (0) XXX XXX XXXX. 致电 CR24: +XX (0) XXX XXX XXXX。
3. Notify the Director of Operations and Chief Operating Officer immediately and advise if those infected by the disease have had any contact with any other hotels. 立即通知运营总监和首席运营官，并告知那些感染者是否与其它任何洲际酒店集团酒店有过接触。
4. Isolate the source as soon as possible. 尽快隔离病源。
5. Clarify, with the hotel doctor, the requirements of the authorities and act as necessary. 由酒店医生阐明当局的要求，并按照需要执行。
① Note: Be prepared for hotel isolation, review food, water supplies and so on. **注意:** 准备好酒店隔离，检查食品、供水等等。
6. Secure the personal effects of anyone involved. 保护所有受牵连个人的财产。
7. Fully brief staff to minimise the exposure risk. 通知员工尽可能减少暴露危险。
① Note: Stress the need for maximum discretion. **注意:** 强调尽可能谨慎的必要性。
8. Comfort and assist relatives, friends and others involved. 安慰并协助亲属，朋友及其他相关人员。
9. **Do not admit any legal liability.** 不要承认任何法律责任。
10. Complete an *Accident or Dangerous Occurrence Report* and fax it to: 完成事故和危险事件报告，并传真给:

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- The Director of Operations (DOO) 运营总监
- AP Risk Management, Corporate 亚太区企业风险管理
- CMGL or your local insurance company CMGL 或你当地的保险公司

▶▶ See *Accident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的事故和危险事件报告

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FIRE OR EXPLOSION 火灾或爆炸

OVERVIEW 概况

This Guidance Note describes what to do if there is a fire or explosion. The priorities in this situation are to: 本指导说明描述了在发生火灾或爆炸时应该怎么做。发生这种情况的当务之急是:

- Activate the fire alarm 启动火警
- Inform the Emergency Services and ensure they have a copy of the *Major Incident Hotel Profile* 通知应急服务部门，确保他们拿到一份 **重大事故酒店简介**
- Undertake a controlled hotel evacuation (if warranted) 进行有组织的酒店疏散(假如理由正当的话)
- Ensure that senior management and Heads of Departments are available at all times 确保高级管理层和各部门负责人随时待命
- Safeguard records and, where appropriate, secure company property. **Do not** risk lives to achieve this end 保护记录的安全，在适当的地方保护公司财产。**不要**冒生命危险达成此目的

① Notes: 注意:

- It is essential that all night staff receive formalised, documented and effective training in Fire Fighting and Evacuation procedures. 所有夜班员工都必须受过消防和疏散程序方面正式、备案而有效的培训。
- Senior management, Heads of Departments and other relevant staff must have a working knowledge of the fire procedures contained in the *Fire Safety Manual*. 高级管理层、各部门负责人和其他相关员工都必须掌握 **火灾安全指南** 中的消防程序。

PROCEDURE 程序

1. Ensure the Emergency Services are called. Tel: Provide them with the *Major Incident Hotel Profile* if necessary (see *Major Incident Hotel Profile* in the *Appendix: Support Documentation*). 确保致电应急服务部门，电话.....假如有需要则向他们提供 **重大事故酒店简介**(参见附录: 支持文件中的重大事故酒店简介)
2. Call CR24 on +44 (0) 207 942 9831. 致电 CR24: +44 (0) 207 942 9831.
 ① **Note:** Do not rely on direct lines from automatic systems. **注意:** 不要依靠自动系统的直线。
3. Ensure appropriate records are brought to the evacuation point(s): 确保将适当的记录带到撤离点:
 - Department rotas / schedules 部门值班表/计划
 - Housekeeper's report / function sheets 房间状态报表/职能表

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- In-house guest list 内部客人名单
- 4. Carry out a roll call to determine the number of missing persons and their possible location. 进行一次点名，确认失踪人员的数量以及他们可能的所在地。
- 5. Liaise with the Emergency Services. 联络应急服务部门。
- 6. Keep guests informed. 不断向客人通报消息。
- 7. Assess the length of time building will be out of use and, if appropriate, make alternative arrangements for guests.
评估停止使用建筑物的时间长短，并根据情况为客人制定选择性的安排。
- 8. Once the investigation is complete and the hotel is deemed safe, inform guests.
一旦检查完毕，确认酒店安全，再通知客人。
- 9. Inform the Director of Operations and the Chief Operating Officer.
通知营运总监和首席营运官。
- 10. Make a full and detailed report of the incident and enter details into the *Hotel Fire Safety Manual*. 准备一份完整详尽的事故报告并将细节记录在 *酒店消防安全手册*。
① Note: It is essential to comply fully with Statutory Regulations. Tragic events in hotels that cause loss of life result in detailed enquiries into a hotel's fire precautions, procedures and records.
注意: 应当完全遵循法定的规章制度。发生在酒店内引起人身伤亡的悲剧会导致详细询问酒店的消防预防措施，程序和记录。
- 11. Complete a *Fire Incident Report* and fax it to: 完成一份 *火灾事故报告* 并传真到:
 - The Director of Operations 营运总监(DOO)
 - AP Risk Management, Corporate 公司亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司
- 12. Separately record all related costs. 分别记录所有相关的成本。
- 13. Minor emergency repair work may immediately be carried out. Permanent or extensive repairs **must be** authorised by the Director of Operations or, in the case of a franchised hotel, the relevant higher authorities.
应当即可实施较小的紧急维修工作。持久的或大范围的维修**必须**经营运总监批准或，如果是特许经营酒店，则由相应的更高职位批准。

① Note: 注意:

- Special attention must be given to providing fire training to all staff, along with regular evacuation and fire drills. All such drills must be correctly documented, with dates, times and points raised.
必须为所有的员工提供消防培训，以及正常撤退及消防演习。所有的此类演习，包括日期、次数及撤离点必须正确归档。

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▶▶ See *Fire Incident Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的火灾事故报告

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FLOOD 水灾

OVERVIEW 概况

This Guidance Note describes what to do if there is a flood in the hotel. The priorities in this situation are to: 本指导性说明描述了如果酒店内发生水灾该如何处理。此类事故发生时的当务之急是:

- Control the spread of water (if possible) 尽可能控制水势蔓延
- Isolate water supplies at nearest sources and repair 隔离最近的水源并修理
- Minimise disruption to hotel operation 把对酒店运营的破坏最小化
- Implement cleanup operations for prompt return to normal operations as soon as possible 尽早落实清除工作以迅速恢复酒店的正常运营
- Consider the purchase of small portable pumps or borrowing or hiring pumps from the Fire Brigade 考虑购买小型便携式抽水机或从消防队租借
- If the incident is serious, inform the Emergency Services and ensure they have a copy of the **Major Incident Hotel Profile** 如果事故严重，则通知应急服务部门并确保他们有一份 **酒店主要事故简介**

PROCEDURE 程序

1. Assess the rate of water flow and likely area of flood.
估计水流速度及可能发生水灾的区域。
2. If it is a burst pipe: 如果是水管破裂:
 - Turn off water supply at nearest stopcock or the mains
 - 关闭最近处活栓或排水管的水源
 - Call plumbing services to repair (see *Emergency hotel contact numbers* in the *Appendix: Support Documentation*) 拨打管道设备服务电话进行维修 (参见附录: 支持材料中的酒店紧急联系号码)
3. Assess for danger of water contact with electrical sockets and equipment. Isolate power in this area. 估计水流与电源插座及设备接触所带来的危险。隔离此区域的电源。
4. If the flood is severe call the Emergency Services. Tel: Provide them with the **Major Incident Hotel Profile** if necessary (see *Major Incident Hotel Profile* in the *Appendix: Support Documentation*).
如果水灾严重，则拨打应急供电电话:

- 如果有必要，为他们提供**酒店主要事故简介**（参见**附录：支持材料中的酒店主要事故简介**）

① Note: In the event of a serious incident contact the Director of Operations and the Chief Operating Officer **注意：**如有严重事故，则联系营运总监及首席营运官

5. Call CR24 on +44 (0) 207 942 9831. 拨打 24 小时呼叫电话：+44 (0) 207 942 9831
 6. Erect temporary barricades to control the spread of water, for example towels or linen inside rubbish bins. 设置临时障碍控制水势蔓延，如使用垃圾箱内的毛巾或布草。

① 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.
注意：如果酒店发生过水灾或排水故障，则应备有沙袋。这些沙袋应存放在进口门处的地下室旁、停车场坡道等等。
 7. Take photographs of the affected areas. 对受影响的区域进行拍照。
 8. Take necessary steps to minimise guest inconvenience and adverse hospitality effect.
采取必要的步骤把带给客人的不便及不利的服务影响降至最低。
 9. Assess the length of time building will be out of use and, if appropriate, make alternative arrangements for guests. 估计建筑物暂停使用的时间，并为客人制定相应的安排。
 10. Organise cleanup operation. 组织清除工作。
 11. Once the investigation is complete and the hotel is deemed safe, inform guests.
一旦检查完毕，确认酒店安全，则通知客人。
 12. After the incident, complete an *Incident Report* and fax it to:
事故发生后，完成一份**事故报告**并传真到：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理，公司
 - CMGL or your local insurance company CMGL 或你们当地的保险公司
 13. Record separately all related costs. 分别记录所有相关的成本。
- ▶ See *Incident Report* in the *Appendix: Support Documentation* 参见**附录：支持文件中的的事故报告**

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FOOD CONTAMINATION (SUSPECTED) 食物污染（可疑）

OVERVIEW 概况

This Guidance Note describes what to do if there is a food contamination alert. The priorities in this situation are to: 本指导性说明描述了如果出现食物污染警报该如何处理。此类事故发生时的当务之急是：

- Protect life 保护生命
- Identify and control the contamination 确认并控制污染
- Minimise guest inconvenience and any adverse hospitality effect
- 把对客人的不便及任何不利服务影响降至最低

PROCEDURE 程序

1. Record the initial details. 记录最初的细节。
 2. Inform senior management, the Director of Operations and the Chief Operating Officer immediately. 立即通知高级管理层，营运总监和首席营运官。
① Note: The Director of Operations will inform the Health Authority, via AP Risk Management, Corporate **注意：** 营运总监将通过公司亚太区风险管理通知卫生当局
 3. Assess: 评估：
 - Potential damage (to people or reputation) 可能的破坏（对人员或名誉）
 - How long the incident may last for 事故可能会持续多久
 - If alternative arrangements for guests are required 是否需要为客人提供安排服务
 4. Take food samples. 食品取样。
 5. Isolate any suspected contaminated food. 隔离任何可疑的污染食物。
 6. After the incident, complete an *Incident Report* and fax it to: 事故发生后，完成一份 *事故报告* 并传真到：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司
- ▶ See the *Incident Report* in the *Appendix: Support Documentation* 参见 *附录：支持文件* 中的 *事故报告*

FOOD CONTAMINATION (THREAT) 食物污染（威胁）

OVERVIEW 概况

This Guidance Note describes what to do if a food contamination threat is received by telephone. The priorities in this situation are to: 本指导性说明描述了如果接到食物污染的威胁电话该如何处理。此类事故发生时的当务之急是：

- Obtain maximum details from the caller 获得来自来电人的最多详情
- Secure food areas 保护食物区
- Inspect all in-house food produce 检查所有的内部食品生产
- Carry out stock and delivery inspections 检查食物的存放及运输
- Communicate the information to senior management 将信息告诉高级管理层

PROCEDURE 程序

① **Note:** Use the *Food Contamination Threat Tick Sheet* to help you follow this procedure.

注意：使用食物污染威胁标记表以帮助遵循本程序。

1. On receipt of a telephone threat, obtain as much information as you can, such as:
接到电话威胁时，尽可能多的获取信息，例如：
 - When the contamination is to occur 污染发生的时间
 - Where the contamination will occur 污染发生的地点
 - What food will be involved 涉及的食物
 - Why we are the target of the contamination 我们为什么是污染的目标
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. 尽可能的记录准确的信息以及来电的日期和时间。也要留意信息是否易读或自然表现，或是来自公用电话。
3. Keep the caller talking and make a note of what you can deduce about them from their speech, such as: 让来电者不断地说话并从他们的言语中记录下你能够推断的信息，如：
 - Is the caller male or female? 来电人是男性还是女性？
 - Is the caller young or old? 来电人年轻还是年长？
 - Has the caller got an accent? 来电人是否有口音？
 - Does the caller sound drunk; is he/she laughing, giggling?

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来电人是否挺起来象喝醉酒；他/她是否大笑，傻笑？

4. Note any background noises (music, traffic and so on).

注意任何的背景声响（音乐、交通等等）。

5. Notify senior management immediately, who will decide whether to take the threat seriously. 立
 即通知高级管理层，其将决定是否要谨慎行事。

6. Call the Local Authorities. 致电地方当局。

ⓘ Note: If appropriate, contact the police. **注意：**如有必要，则联系警方。

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

事故发生后，完成一份 *事故报告* 并传真到：

- The Director of Operations (DOO) 营运总监
- AP Risk Management, Corporate 亚太区风险管理，公司
- CMGL or your local insurance company CMGL 或你们当地的保险公司

Notes: 注意：

- This procedure is to be trained every six months to ensure it is understood by all staff who receive incoming telephone calls.
 - 每六个月就应当对本程序进行一次培训，以确保所有接听来电的员工理解。
 - Copies of the *Food Contamination Threat Tick Sheet* must be easily accessible and available for completion by telephone operators.
 - 必须为话务员准备足够的 *食物污染威胁标记表*。
- ▶ See the *Food Contamination Threat Tick Sheet* and the *Incident Report* in the *Appendix: Support Documentation*
 参见 *附录：支持文件* 中的 *食物污染威胁核对表* 和 *事故报告*

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FOOD POISONING 食物中毒

OVERVIEW 概况

This Guidance Note describes what to do if there is a case of alleged food poisoning. The priorities in this situation are to: 本指导性说明描述了如果发生所谓的食物中毒该如何处理。此类事故发生时的当务之急是：

- Obtain details of date, time and items consumed by affected parties
- 获取受到影响者的消费日期、时间及品种的详情
- Identify where else food / drink was consumed by guests other than in the hotel
- 确认客人除了在酒店，是否还在其他地方消费过食物/饮料
- Consider the implications and identify an action plan to put to the authorities
- 判断隐含信息并制定一份实施计划递交当局
- ① **Note:** In some countries you are required by law to contact the relevant Government Department for help. **注意：**在某些国家，你应根据法律的要求联系相关的政府部门求助。
- Isolate samples of suspected cause 隔离可疑起因的样品
- Be discreet 要慎重

PROCEDURE 程序

1. Call the hotel doctor for provision of medical assistance.
致电酒店医生以提供医疗帮助。
2. Follow up complaint procedure. 遵循投诉程序。
 - 👁 See the *Food Safety Procedures Manual* 参见 *食品安全程序手册*
3. Impound and deep-freeze a sample of each of the relevant foods then dispose of the remainder.
拿取并冷藏每种相关食物的样品，然后处理剩下的食物。
4. Follow up on individual(s) welfare. 落实个别的补偿工作。
5. **Do not admit any legal liability.** 不要承认任何的法律责任。
6. Determine from relevant staff how the food was prepared and ensure procedures are corrected where appropriate.
从相关员工处了解食物是如何准备的并保证正确落实相关的程序。
7. Inform the Director of Operations and the Chief Operating Officer.

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通知营运总监及首席营运官。

8. Inform the local Health Authority if necessary. 如有必要，则通知当地卫生局。
 9. Where the hotel has a contract with a food hygiene company, ensure they are informed of the incident and their detailed procedures are followed. 如果酒店与食物卫生公司有协议，则应确保将事故通知他们并遵循他们的细节程序。
 10. After the incident, complete the *Allegation of Food Poisoning Report* and fax it to:
 事故发生后，完成一份 *事故报告* 并传真到：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 11. As indicated in the *Allegation of Food Poisoning Report*, you must also send an *Accident or Dangerous Occurrence Report* to: 如 *食物中毒报告声明* 中要求，你们必须也要发送一份 *事故或危险事件报告* 至：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司
- ▶ See the *Allegation of Food Poisoning Report* and the *Accident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见 *附录* 中的 *食物中毒报告说明* 及 *事故或危险事件报告*

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GAS FAILURE 煤气故障

OVERVIEW 概况

This Guidance Note describes what to do if there is a gas failure. The priorities in this situation are to:
 本指导性说明描述了如果发生煤气故障该如何处理。此类事故发生时的当务之急是：

- Locate fault and have repairs made 查找故障并进行维修
- Maintain emergency heating and hot water for guests, food and beverage kitchen areas, public areas and so on. If necessary: 维持客人的紧急供热与热水，餐饮厨房区、公共区等等。如果有必要：
 - Hire in temporary heating equipment (see *Emergency hotel contact numbers* in the *Appendix: Support Documentation*) 租用临时加热设备（参见附录：支持材料中的紧急酒店联系号码）
 - ⓘ **Note:** Beware of increased fire risk. **注意：** 谨防增加火灾危险。
 - Create centralised “heated areas” and encourage guests to congregate in these areas to stay warm. 设立中央“加热区”并鼓励客人聚集在这些区域取暖。
 - Consider relocating guests into a nearby hotel.
 - 考虑重新安排客人入住附近的酒店。
- Prevent a dangerous situation arising, such as fire or explosion 防止危险情况发生，如火灾或爆炸。
- If there is a smell of gas, extinguish all naked lights. 如闻到煤气味，则应熄灭所有无保护的火源。
 - ⓘ **Note:** Do not use electrical equipment in the vicinity as light switches and fuse boxes produce sparks. **注意：** 不要在附近使用电子设备，因为照明开关及保险丝盒会产生火花。
- If the incident is serious, inform the Emergency Services and ensure they have a copy of the *Major Incident Hotel Profile* 如果事故严重，则应通知应急供电部门并确保他们有一份酒店主要事故简介

PROCEDURE 程序

1. Call the Gas Authorities Emergency Tel. No. 致电煤气公司抢险电话号码：_____
 - ⓘ **Note:** If serious inconvenience caused or financial implications are involved contact the Director of Operations and the Chief Operating Officer. **注意：** 如果导致严重不便或涉及财务牵连，则应联系营运总监和首席营运官

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2. Check gas mains / valves / stop cock. 检查煤气总管/阀/活栓。
 3. Inform guests and new arrivals of the nature of problem. 将问题原本的通知住店客人及刚到达的客人。
 4. Increase guest contact by ensuring that Management and Heads of Departments are visible and available. 通过确管理理层及部门领导的在岗以增加客人的联系。
 5. Consider hotel evacuation to evacuation points if the failure is considered to be long term. 如果是长时间故障，则应考虑酒店人员撤退到撤退点。
 6. If the failure has lasted more than 12 hours, complete an *Incident Report* and fax it to: 如果故障持续超过 12 个小时，则应完成一份 *事故报告* 并发送到：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
- ▶ See Incident Report in the *Appendix: Support Documentation* 参见附录：支持文件中的事故报告

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GAS LEAK 煤气泄漏

OVERVIEW 概况

This Guidance Note describes what to do if there is a gas leak. The priorities in this situation are to: 本指导性说明描述了如果发生煤气泄漏该如何处理。此类事故发生时的当务之急是：

- Preserve life 保护生命
- Cut off flow of gas 切断气流
- Prevent a fire situation 预防火灾发生
- Eliminate additional hazards 排除其他危险

PROCEDURE 程序

1. Remove all naked lights in suspected area 移走可疑区域所有无保护的照明

① **Note:** Do not use electrical equipment in the vicinity as light switches and fuse boxes produce sparks. **注意：**不要在附近使用电子设备，因为照明开关及保险丝盒会产生电火花。
2. Enforce a “No Smoking” zone. 规定一个“禁烟”区
3. Turn off gas mains (regardless of effect on operations). 关闭煤气主要管道（不管对运营有何影响）。
4. Call the Gas Authorities Emergency Tel. No. and inform the Emergency Services. 拨打煤气管理局的抢险电话并通知应急服务。
5. Inform the Director of Operations (DOO). 通知营运总监。
6. Attempt to assess the source of the leak. 尝试确定泄漏源。
7. Inform guests and new arrivals of the nature of problem. 将问题的性质通知客人及刚到达的人员。
8. Increase guest contact by ensuring that management and Heads of Departments are visible and available. 确保管理层及部门领导在岗以增强与客人的联系。
9. Evacuate the hotel using local Fire Evacuation procedures. 利用当地消防撤退程序疏散酒店内的人员。
10. Assess period of time the hotel will be affected and take appropriate steps for guest services and hospitality. 估计酒店受影响的时段并对客人的服务招待采取相应的措施。

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11. Do not re-connect gas supply until formally authorised. 除非正式批准，否则不要重新连接供气。

After the incident, complete the *Accident or Dangerous Occurrence Report* and fax it to: 事故发生后，完成一份 *事故或危险事件报告* 并传真到：

- The Director of Operations (DOO) 营运总监
- AP Risk Management, Corporate 亚太区风险管理

▶ See *Accident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的 *事故或危险事件报告*

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ILLNESS 疾病

OVERVIEW 概况

This Guidance Note describes what to do if a guest is taken ill. The priorities in this situation are to: 本指导性说明描述了如果有客人生病该如何处理。此类事故发生时的当务之急是：

- Ensure that the guest is comfortable and is receiving the necessary medical supervision 确保客人舒适并接受必要的医务监督
- Minimise disruption to hotel operation 把对酒店运营的破坏降至最低
- If possible, limit any further spread of illness 如果可能，则限制疾病的进一步传播

PROCEDURE 程序

1. Record the initial symptoms. 记录最初的症状。
2. Inform the hotel doctor or one advised by the guest or relatives. 通知酒店的医生或由客人或亲戚推荐的医生。
3. Do not give the guest food, drink or medication without medical advice. 没有医疗指导不要给客人食物、饮料或药物。
4. Keep a note of any costs incurred. 记录所有引发的费用。
5. Prepare to relocate any other guests as directed by the doctor. 根据医生的指导准备重新安置其他的客人。
6. Inform the Director of Operations and the Chief Operating Officer. 通知营运总监及首席营运官。
7. After the incident, complete the *Accident or Dangerous Occurrence Report* and fax it to: 事故发生后，完成一份 *事故或危险事件报告* 并传真到：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司

▶ See *Accident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见 *附录：支持文件* 中的 *事故或危险事件报告*

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INCIDENTS INVOLVING GUESTS AWAY FROM THE HOTEL 不在酒店期间所发生的事故

客人

OVERVIEW 概况

This Guidance Note describes what to do if there is an incident involving guests away from the hotel, for example on a bus or tour. The priorities in this situation are to: 本指导性说明描述了如果有客人在远离酒店的公交车上或旅游期间发生事故该如何处理。此类事故发生时的当务之急是：

- Establish the facts of the incident 确定事故的真相
- Offer assistance if possible 提供有可能的帮助
- Liaise with Emergency Services for information 与紧急服务的保持联络以取得信息
- Be sympathetic and discreet in the handling of distressed relatives 表示同情并慎重的接待哀伤的亲戚
- Minimise disruption to the hotel 把对酒店运营的破坏降至最低

PROCEDURE 程序

1. Liaise with Emergency Services to find out: 与紧急服务保持联络以发现：
 - The cause of the emergency 紧急事故的原因
 - The extent of the situation 情况所涉及的范围
 - The extent of any injuries or death 所有涉及的伤害或死亡
 - Who is involved 涉及人员
 - Inform the Director of Operations and the Chief Operating Officer. 通知营运总监及首席营运官。
2. Call CR24 on +44 (0) 207 942 9831. 拨打 CR24 呼叫电话+44 (0) 207 942 9831。
3. **Do not admit any legal liability.** 不要承认任何的法律责任。
4. Set up an area to which calls can be transferred and where relatives and friends at the hotel can be comforted. 设置一个能够转接电话并安抚在酒店的亲戚和朋友的区域。

ⓘ Note: This must be situated away from the main public areas of the hotel for privacy. **注意:** 必须位于远离酒店主要公共区域的隐秘地方。
5. 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. 在客人（受伤的或以故的）的随身物品能够被移动之前，必须对此加以保护。

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ⓘ Note: Be cautious when releasing this property. **注意:** 处理这些物品时要谨慎。

6. Assist relatives in relation to requests for accommodation and access to the personal belongings of those injured or dead. 帮助解决亲戚的住宿要求并处理伤者或死者的个人物品。
7. Report any appropriate information to Emergency Services, for example, medical information from relatives. 将任何适当的信息汇报给紧急服务，例如，来自亲戚的医疗信息。
8. After the incident, complete a report and fax it to: 事故发生后，完成一份报告并传真到：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司

The report you should use will depend on the nature of the incident, whether it is, for example, an accident involving guest injury, a crime such as robbery, or an incident such as vehicle breakdown. Select the most appropriate report form: 你应当使用的报告将取决于事故的性质，例如，是涉及客人伤害的事故，抢劫犯罪，或车辆故障。选择最适当的报告表：

- Accident or Dangerous Occurrence Report* 事故或危险事件报告
- Crime Report* 犯罪行为报告
- Incident Report* 事故报告

▶▶ See the *Accident or Dangerous Occurrence Report*, *Crime Report* and *Incident Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的事故或危险事件报告，犯罪报告及事故报告

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INJURY 伤害

OVERVIEW 概况

This Guidance Note describes what to do if there is an injury. The priorities in this situation are to: 本指导性说明描述了如果有人受伤该如何处理。此类事故发生时的当务之急是：

- Look after injured person's welfare and provide medical assistance 照顾受伤人员的健康并提供医疗帮助
- Rectify cause of accident and provide hazard warning to others, if applicable 矫正事故的起因并在适当的情况下为其他人提供危险警报
- If the incident is serious (such as multiple serious casualties), inform the Emergency Services and ensure they have a copy of the *Major Incident Hotel Profile* 如果事故严重（如多重严重伤亡），则通知紧急服务并确保他们有一份 *酒店主要事故简介*
- Not to admit liability 不要承担责任

PROCEDURE 程序

1. Visit the scene of the accident. 参观事故现场
2. Summon appropriate medical assistance, for example first aid or an ambulance. 招呼适当的医疗帮助，如急救或一辆救护车

① **Note:** Serious injury or death must be reported to the Director of Operations and the Chief Operating Officer **immediately**. **注意：** 必须立即将严重的伤害或死亡汇报给营运总监及首席营运官。
3. Call CR24 on +44 (0) 207 942 9831. 拨打 CR24 呼叫电话+44 (0) 207 942 9831。
4. Control the scene: 控制场面：
 - Warn others of any hazard 警告他人有危险
 - Section off area 隔离区域
 - Screen area from view of others 遮蔽现场以免他人观看
5. Ascertain the accident details from the injured party and any witnesses: 从伤者及所有的目击者处查明事故详情：
 - Take witness statements 记录目击者的陈述
 - Record your observations at the time 记录当时你所看到的情况
 - Take a photograph of the area 对场地进行拍照

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6. Identify and rectify the cause or fault. 确定并矫正原因或过错
 7. Monitor the injured parties' welfare. In some cases it may be appropriate to notify relatives. 监控伤者的健康。适时通知亲戚。
 8. If the incident is serious, involving loss of life or limbs, inform the Director of Operations and the Chief Operating Officer immediately and involve any other state agency as required by Law. 如果事故严重, 涉及死亡或肢体伤害, 则应立即通知营运总监及首席营运官并包括任何法律要求的国家单位。
 9. If the incident is serious, call the Emergency Services. Tel: Provide them with the **Major Incident Hotel Profile** if necessary (see *Major Incident Hotel Profile* in the *Appendix: Support Documentation*). 如果事故严重, 则拨打紧急服务电话_____。如有必要, 应给他们提供**酒店主要事故简介** (参见附录: 支持文件中的酒店主要事故简介)。
 10. **Do not admit any legal liability.** 不要承认任何的法律责任。
 11. Complete an *Accident or Dangerous Occurrence Report* and fax it to:
事故发生后, 完成一份**事故或危险事件报告**并传真到:
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司
 12. Refer claims / legal matters / correspondence to appropriate Department.
将声明/法律事件/相应问题提交给洲际酒店集团相应的部门。
① Note: In cases of accidents that lead to prolonged work absence or serious injury, inform your local health and safety authority. **注意:** 如果事故导致长期的旷工或严重伤害, 则通知你们当地的健康安全部门。
 13. Ensure a detailed entry is recorded in the hotel and statutory accident books. 确保在酒店及法令事故工作簿中记录下所有的细节。
 14. Hold all documentation on record according to legal or local requirements.
根据法律或当地要求, 保存所有的文件记录在案。
- ▶ See *Accident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见附录: 支持文件中的**事故或危险事件报告**

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KIDNAP, RANSOM OR EXTORTION 绑架、敲诈或勒索

OVERVIEW 概况

This Guidance Note describes what to do if there is a kidnap, ransom or extortion demand. The priorities in this situation are to: 本指导性说明描述了如果发生绑架、敲诈或勒索该如何处理。此类事故发生时的当务之急是：

- Remain calm and summon senior management immediately 保持冷静并立即告诉高级管理层
- Identify details of who / what is involved 确定涉及的人/事情的详情
- Try to clarify who is making threat 尽量澄清制造恐吓的人
- Identify demands 确定要求
- Stress no decision-making authority held at hotel level 强调酒店无权决策
- Inform the Director of Operations and the Chief Operating Officer 通知营运总监及首席营运官
- Seek time to instigate plans by stressing that the hostages' well-being is important 强调人质的健康安全对洲际酒店集团很重要以取得制定计划的时间
- Minimise media involvement 尽量减少媒体的介入
- Comfort friends or relatives of those involved 安抚所涉及人员的朋友或亲戚
- Consider security cover and accommodation for relatives 考虑亲戚的保安及住宿问题

PROCEDURE 程序

① **Note:** Use the *Kidnap or Ransom Threat Tick Sheet* to help you follow this procedure. **注意：** 使用*绑架或敲诈恐吓记录表*以帮助你遵循此程序：

1. On receipt of a telephone threat, obtain as much information as you can, such as: 接到恐吓电话时尽可能获取最多的信息，例如：
 - Where the incident is taking place 事故发生地
 - Who and what is involved 涉及人员及内容
 - What is the demand 要求是什么
 - Why we are the target of the contamination 为什么我们是侵扰的目标
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

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payphone. 尽可能记下信息的措词，以及来电的日期和时间。也要留意信息是否易读或自然表现，或是来自公用电话。

3. Keep the caller talking and make a note of what you can deduce about them from their speech, such as: 让来电人讲话并记录你能够从他们的话语中推断出的信息，例如：
 - Is the caller male or female? 来电人是男性还是女性？
 - Is the caller young or old? 来电人年轻还是年老？
 - Has the caller got an accent? 来电人是否有口音？
 - Does the caller sound drunk; is he/she laughing, giggling? 来电人是否听起来象喝醉酒，他/她是否在大笑，傻笑？
4. Note any background noises (music, traffic and so on). 记录所有的背景声响（音乐、交通等等）。
5. Confirm that the threat is real (such as hostage taken or other event has occurred / could occur). 确认恐吓是真实的（如人质被抓或其他事件已经发生/会发生）。
6. Notify senior management immediately, who will decide whether to take the threat seriously. 立即通知高级管理层，其将决定是否要严肃处理恐吓事件。
7. Call CR24 on +44 (0) 207 942 9831. 拨打 24 小时呼叫电话+44 (0) 207 942 9831。
8. Inform the Director of Operations and the Chief Operating Officer, and seek guidance before involving the police or other agencies. 通知营运总监及首席营运官，并在警察或其他机构牵涉之前寻找指导。
9. **Do not** attempt to negotiate at hotel level. 勿试图以酒店级别来谈判。
10. Do not discuss the case with staff or guests who are not directly involved. 不要与没有直接牵涉到的员工或客人讨论事件。
11. Support families and friends of those involved. 支持那些牵涉到的人员的家庭和朋友。
12. Call the Police: 打电话给警察：
 - ① **Note:** If appropriate, contact a Special Unit such as the Bomb Squad **注意：** 如果适当，联系特殊单位，如爆炸小组
13. After the incident, complete a *Crime Report* and fax it to: 事故发生后，完成一份**犯罪行为报告**并传真到：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司

Notes: 注意：

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- This procedure is to be trained every six months to ensure it is understood by all staff who receive incoming telephone calls. 应每六个月对本程序培训一次，以确保所有接听来电的员工对此了解。
- Copies of the *Kidnap or Ransom Threat Tick Sheet* must be easily accessible and available for completion by telephone operators. 必须为话务员准备好可以随时取用的**绑架或敲诈恐吓记录表**。
- ▶ See the *Kidnap or Ransom Threat Tick Sheet* and the *Crime Report* in the *Appendix: Support Documentation*
参见**附录：支持文件中的绑架或敲诈恐吓记录表及犯罪行为报告**

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LIFT FAILURE 电梯故障

OVERVIEW 概况

This Guidance Note describes what to do if there is a lift failure. The priorities in this situation are to: 本指导性说明描述了如果电梯出现故障该如何处理。此类事故发生时的当务之急是：

- Make contact with trapped guests or staff and comfort and reassure them 联系被困的客人或员工并安抚打消他们的顾虑。
- Isolate the **defective** lift 隔离故障电梯
- Assist persons trapped when released from the lift 帮助被困的人员离开电梯
- Reinststate lift service 恢复电梯服务

PROCEDURE 程序

1. Obtain lift key from. 从_____处获取电梯钥匙。
2. Identify lift location / floor level. 确定电梯位置/楼层。
3. Phone trapped passengers (who will probably be frightened). Advise them that they will be released as soon as possible and explain the procedures. Keep in contact with them as situation progresses. 打电话给被困的乘客（他们可能受到惊吓）。告诉他们，他们会尽快得到解救并解释此程序。解救时，与他们保持联络。
4. Shut off the electricity supply provided this does not affect lift lighting. 切断提供的电源，不会影响电梯照明。
5. If car has stopped at a floor, open the lift doors with the key at the most accessible floor level. 如果电梯停在某个楼层，在最易接近的楼层用钥匙打开电梯门。

① Notes 注意

- If the car is between floors it is assumed that it is too dangerous to lower the lift by hand with passengers inside the car. 如果电梯停在楼层之间，假设用手降低装有乘客的电梯太危险。
Call the lift service engineer: 拨打电梯服务经理的电话：
 - If the lift cannot easily be moved, call the Emergency Services to ensure the quickest response: 如果无法轻易移动电梯，则电话通知紧急服务以确保最快的回复：
6. Show concern to trapped passengers upon release. 显示对解救被困乘客的关心。
 7. Post “Out of Order” notices. 张贴“故障暂停使用”的通知。

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8. After the passengers have been released, test the lift with the car empty. 乘客被解救后，以空梯测试电梯的运行状况。
 9. The lift must be restored to service only after professional clearance has been obtained. 只有被专业清理过之后，电梯才能够恢复使用。
 10. After the incident, complete an *Accident or Dangerous Occurrence Report* and fax it to: 事故发生后，完成一份 *事故或危险事件报告* 并传真到：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
- ▶ See *Accident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的 *事故或危险事件报告*

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PANIC ALARM ACTIVATION 紧急警报

OVERVIEW 概况

This Guidance Note describes what to do if the panic alarm is activated. The priorities in this situation are to: 本指导性说明描述了如果发生紧急警报该如何处理。此类事故发生时的当务之急是:

- Respond immediately to the situation 立即对情况作出反应
- Provide medical assistance 提供医疗帮助
- Control the scene 控制场面
- Not admit any legal liability 不要承认任何的法律责任
- Communicate incident details to relevant parties 与相关人员沟通事件的详情

PROCEDURE 程序

1. Visit the scene of the panic alarm activation or the injured person. 参观发生惊恐警报的现场或探望受伤人员。

① Note: In some hotels it may not be apparent where the incident has occurred. In this situation the following areas must be checked in order of importance: **注意:** 在某些酒店不容易发现事件发生的地点。如果出现这种情况, 为了, 必须依事件的重要性次序检查下列区域:

- Swimming pool area(s) 泳池区
 - Gym 健身房
 - Plant rooms 机械设备间
 - Chemical storage room 化学制品储藏室
 - Sauna and steam rooms 桑拿及蒸气室
 - Sun bed areas 日晒区
 - Changing rooms 更衣室
 - Other areas where panic alarms are fitted 其他容易发生惊恐警报的区域
2. If any persons are injured the accident procedure must be implemented (▶ see also *Accident* on page 37) 如果有任何人受伤, 则必须执行事件处理程序 (▶ 同样参见第 37 页的 *事故*)
 3. Control the scene: 控制现场:
 - Warn others of hazard 警告他人有危险
 - Section off area 隔离现场

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4. Ascertain the details from person activating the alarm. 从报警者查明事故详情:
 5. Identify and rectify the cause or fault. 确定原因, 修正错误
 6. Record fully all observations at the time and obtain independent witnesses' statements:
 - Take witness statements 记录目击者的陈述
 - Take photograph of area 对场地进行拍照
 - Record your own notes and observations at the time 记录当时你所看到的情况
 7. After the incident, complete an *Incident Report* and fax it to: 事故发生后, 完成一份 *事故报告* 并传真到:
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理, 公司

ⓘ Note: In cases of accidents that lead to prolonged work absence or serious injury, inform your local health and safety authority. **注意:** 如果事故导致长期的旷工或严重伤害, 则通知你们当地的健康安全部门。
- ▶▶ See the *Incident Report* in the *Appendix: Support Documentation* 参见 *附录: 支持文件中的事故报告*

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POLITICAL UNREST, RIOTS OR WAR 政治动荡、暴乱或战争

OVERVIEW 概况

This Guidance Note describes what to do if there is political unrest or a riot in the vicinity of the hotel. The priorities in these situations are to: 本指导性说明描述了如果酒店附近发生政治动荡局面或暴乱该如何对待。此类事故发生时的当务之急是：

- Minimise involvement and present neutrality as far as possible 尽量不涉及并尽可能显示中立
- Minimise risk to guests and staff 把对客人和员工的危险降至最低
- Anticipate needs for guests to extend stay or leave rapidly (expatriation) 预见客人延住或迅速离开的需要（移居国外）
- Review relocating guests away from areas of potential conflict, such as the front of the hotel 留意远离潜在冲突区域而重新安置的客人，如酒店前
- Ensure food / water stocks are available within hotel 确保酒店内有足够的食物/水源储备
- Consider an internally secure communal sleeping / rest area 考虑设置一个内部安全的公共睡眠/休息区
- Be prepared for staffing difficulties (such as the inability to reach or leave hotel, or factional violence amongst personnel) 为职工安置的困难做好准备（如无法到达或离开酒店，或人员中小派别的暴力）
- Warn the Director of Operations and the Chief Operating Officer of impending political unrest / riots / war when warning signals are **first** identified 当**最初**显示出会发生政治动荡/骚乱/战争的迹象时，就通知运营总监和首席营运官
- Advise guests to pack a small bag should a rapid evacuation be required at short notice 一旦突然通知需要迅速撤离，则建议客人准备一个随身携带的小包裹

PROCEDURE 程序

1. Avoid confrontation with parties involved 避免与有关的人群对质
2. Make guests aware of difficulties without causing panic 在不造成恐慌的情况下让顾客意识到存在的困难
3. Maximise food stock 最大限度的储藏食物
4. Control access to hotel as far as possible, for example door and window security 尽可能控制酒店的出入口，如房门及窗户的安全

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5. Increase security patrols within hotel 增加酒店内的保安巡逻
6. Contact appropriate embassies or consulates for advice on procedures to follow 联系相应的大使馆或领事馆以寻求遵循的程序
7. Inform the Director of Operations and the Chief Operating Officer as soon as possible
尽快的通知营运总监及首席营运官
8. Send or fax lists of guests and staff to the Director of Operations and AP Risk Management, Corporate 将客人及员工的姓名发送或传真给营运总监及公司亚太区风险管理
9. Clear ground floor areas of attractive valuable items 清除一楼区域引人注目的贵重物品
10. Ensure all emergency exits are clear 确保所有紧急出口都清楚
11. Remove externally stored combustible items as far as possible 尽可能移开外部存放的易燃物
12. Ensure water tanks are filled 确保水箱水满
13. Develop appropriate billing procedures 制定相应的记帐程序

① Note: Be responsive to guest needs ensuring you are sympathetic to the current situation **注意:**
 对客人的需要做出反应，确保你对当前的情形表示同情
14. If entry is gained, attempt to relocate guests away from conflict area. 如果入口被占领，则尝试重新安置客人远离冲突区域
15. Call police and rely on police to physically control the situation 拨打警察局电话并依靠警察的力量控制形势
16. Request assistance from CRT Level 3 Corporate where appropriate. 根据情况, 请求集团公司危机应急小组 3 级的帮助
17. After the incident, complete an *Incident Report* and fax it to: 事故发生后，完成一份 *事故报告* 并传真到：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司

▶ See the *Incident Report* in the *Appendix: Support Documentation* 参见 *附录: 支持文件* 中的 *事故报告*

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POLLUTION 污染

OVERVIEW 概况

This Guidance Note describes what to do there is pollution, for example a chemical leak, close to the hotel. The priorities in this situation are to: 酒店出现诸如化学品泄漏等事件时本指导性说明提供了处理方法。首先应采取的步骤是：

- Ensure the safety of guests and staff 确保顾客和员工安全
- If the incident is serious, inform the Emergency Services and ensure they have a copy of the **Major Incident Hotel Profile** 如果事件严重，通知相关紧急救援部门并确保他们有一份 **酒店主要事故简介**
- Develop effective liaison with Emergency Services, guests and staff to ensure all understand the situation 和紧急救援部门保持紧密联系，确保顾客和员工都明白所发生的状况
- Secure property (in case of evacuation) 保证财物安全(以防紧急疏散)
- Not to admit liability 勿宣称承担责任

PROCEDURE 程序

1. Liaise with Emergency Services before ordering an evacuation. Tel:
Provide them with the **Major Incident Hotel Profile** if necessary (see *Major Incident Hotel Profile* in the *Appendix: Support Documentation*). 在需要疏散前和紧急救援部门保持联系，电话 _____。如有必要向他们提供 **酒店主要事故简介**(参见 *附录：支持文件* 中的 **酒店主要事故简介**)。
2. If evacuation is required follow Fire Evacuation Procedure, unless relocation inside the hotel is required as a result of external atmospheric dangers / pollution. 除非出现当外部有危险气体泄漏或大气污染的情况时才在酒店内部重新安置顾客，如有必要可按照火灾疏散程序进行疏散。
3. Stop hotel air conditioning units. 停止酒店冷暖气供应。
4. If internal relocation is required staff must be placed at emergency exits in advance of alarm signal to direct people. 如有必要进行酒店内部人员重新安置，必须在警报拉响前将员工疏散到紧急出口处。
5. Keep guests / staff informed. 通知顾客/员工面临的情况。
6. Liaise with Emergency Services on alternative accommodation for displaced staff / guests. 同紧急救援部门协商后为员工/顾客轮换提选择性的住宿。

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7. Ensure the hotel is secured if full evacuation becomes necessary. 酒店人员需要全部转移之前先确保酒店安全。
8. Inform the Director of Operations. 通知运营总监。
9. **Do not admit any legal liability. 勿承认任何责任。**
10. Complete any documentation required by authorities. 完成官方要求的一切文件声明。
① Note: unless admission of Legal Liability is involved. 注意：除非包括需要承担的法律责任。
11. After the incident, complete an *Accident or Dangerous Occurrence Report* and fax it to: 事故结束后，完成事故或危险突发事件报告并传真至：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司

① Note: 注意:

- Hotels near to industrial complexes housing chemicals have a higher than average expectation of forced evacuation. Staff training and evacuation drills at such locations must be considered a high priority. 位于工业化学品区附近的酒店比一般酒店更有可能进行强制性疏散。员工的培训和疏散训练在这些区域应该高优先考虑。
- ▶ See *Accident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的事故或危险事件报告

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RAPE 强奸

OVERVIEW 概况

This Guidance Note describes what to do if there has been an alleged rape in the hotel. The priorities in this situation are to: 如果有人声称酒店发生强奸事件。本指导性说明提供了处理方法，首先应做的是：

- Be sympathetic to the victim and relatives 向受害人及其亲属表示深切同情
- Seal off the area and treat it as a crime scene to assist the police investigation 封锁事发地点将其作为案发现场对待以协助警方调查
- Ensure correct involvement of authorities 确保相关权威部门参与调查工作
- Minimise disturbance to, and involvement of, other guests 尽量降低对其他顾客带来的不便
- Avoid media intrusion 防止媒体介入
- Consider whether a staff briefing is appropriate 考虑是否需要召开员工通风会是否必要

PROCEDURE 程序

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. 保证受害者由一名同性别的酒店员工陪同或由其家人陪同

ⓘ Note: Where the use of date rape drugs is 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. **注意：** 如果怀疑有使用迷奸药，在医师或警方调查完毕之前勿给受害者进食任何液体，以免稀释体内药物残留成分
2. Inform the hotel doctor and the police. 通知酒店医师和警方
3. Assist Emergency Services, where required. 按照紧急救援部门的要求提供协助
4. Assist guest / relatives with further arrangements, for example, providing transport to see authorities. 协助宾客/相关亲属进行跟进安排，比如为其提供同权威部门联系的交通工具
5. Clarify the circumstances and consider any hotel liability. 明确事发当时的状况并考虑酒店承担的责任
6. Call CR24 on +44 (0) 207 942 9831. 拨打 CR24 +44 (0) 207 939 8831
7. Inform the Director of Operations and the Chief Operating Officer. 通知运营总监和营运负责人
8. After the incident, complete a *Crime Report* and fax it to: 事故发生后，完成一份犯罪报告并传真至：

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- The Director of Operations (DOO) 营运总监
- AP Risk Management, Corporate 亚太区风险管理
- CMGL or your local insurance company CMGL 或你们当地的保险公司

▶▶ See the *Crime Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的犯罪报告

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ROBBERY OR ARMED ROBBERY / HOSTAGE TAKING 抢劫或持械抢劫/绑架人质

OVERVIEW 概况

This Guidance Note describes what to do if a robbery, armed robbery or hostage-taking situation occurs. The priorities in these situations are to: 如果出现了抢劫，持械抢劫或绑架人质的状况，本指导性说明提出了解决办法。首先应采取的步骤如下：

- Avoid putting lives at risk 防止出现人员伤亡
- For a robbery: 抢劫时：
 - Alert the police and authorities as soon as possible 马上向警方或相关权威部门报警
 - Preserve any evidence 保留所有证据
- For an armed robbery or hostage-taking situation: 出现持械抢劫或绑架人质的情况时：
 - Evacuate the scene and surrounding area 疏散现场及周边范围
 - Avoid aggressive and confrontational action 避免挑衅或起正面冲突
 - Do nothing that may endanger the safety of the hostage(s) 将当事人生命安全放在首位
 - Notify the police 通知警方

PROCEDURE 程序

1. Is this a robbery or an armed robbery / hostage-taking situation? 这是抢劫，持械抢劫/绑架人质的事件吗？
 - If this is a **non-armed robbery**, inform the police at the earliest opportunity without putting yourself or others at risk. 如果是**非持械抢劫**，在保证自身安全的情况下第一时间通知警方
 - If this is an **armed robbery or hostage-taking** situation, avoid aggressive or confrontational action. Hand over cash or valuables on request. Then inform the police at the earliest opportunity without putting yourself or others at risk. (▶ See also *Kidnap, ransom or extortion* on page 75) 如果是**持械抢劫或绑架人质**的情况，避免挑衅或起正面冲突。可按照要求交出现金或细软。然后在保证自身安全的情况下第一时间通知警方(▶ 参见第 77 页 *绑架，索要赎金或勒索*)
2. Press the security alarm, unnoticed if you can do so. 在不被发觉的情况下拉响安全警报
3. Call CR24 on +44 (0) 207 942 9831. 拨打 CR24 +44 (0) 207 939 8831
4. Assist frightened guests or staff. 向受惊吓的顾客或员工提供协助

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5. Alert hotel security and the police, if you have not already done so. 向酒店保安和警方报警，如果还未这样做
 6. After the situation: 事件发生后：
 - Record what has been taken 纪录被勒索走的物品
 - Obtain witness statements 获取目击证人证词
 - Take photographs of the area 事发现场照相
 - Retain police contact name, crime number and contact number 保存警方联系名册，犯罪号码，联系号码
 - Ensure CCTV videos are retained for evidence 确保已保留监控录像，以获取证据
 - Record your own observations at the time 纪录自身在当时对现场的观察
 7. After the incident, complete a *Crime Report* and fax it to: 事故发生后，完成一份犯罪报告并传真至：
 - The Director of Operations (DOO) 营运总监
 - AP Risk Management, Corporate 亚太区风险管理
 - CMGL or your local insurance company CMGL 或你们当地的保险公司
- ▶▶ See the *Crime Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的犯罪报告

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SUICIDE 自杀

OVERVIEW 概况

This Guidance Note describes what to do if there has been an alleged suicide in the hotel. The priorities in this situation are to: 如果有人声称酒店发生自杀事件。本指导性说明提供了处理方法，首先应做的是

- Minimise disruption to, and involvement of, other hotel guests 尽量降低和减少对酒店其他客人的影响
- Seal off the area and treat it as a crime scene to assist the police investigation 封锁事发地点将其作为案发现场对待以协助警方侦察
 - ① **Note:** ensure the area is secure and control access **注意:** 确保控制事发现场出入口，保证安全
- Ensure correct involvement of authorities to identify the nature and cause of death 确保相关权威部门参与调查工作以确认死因
- Be sympathetic and discreet with distressed guests, relatives or staff 向受害人及其亲属，相关顾客，员工表示深切同情
- Consider whether a staff briefing is necessary 考虑是否必要召开员工简报会
- Not to admit liability 勿承认责任

PROCEDURE 程序

1. Call the police and the hotel doctor. 呼叫警方及酒店医师
2. Inform the Director of Operations and Chief Operating Officer immediately. 立即通知运营总监和营运主任
3. Call CR24 on +44 (0) 207 942 9831. 拨打 CR24 +44 (0) 207 939 8831
4. Comfort and assist relatives and or staff in distress. 安慰并协助处于悲痛之中的亲属或员工
5. Assist emergency services where requested. 按要求协助紧急救援部门
 - ① **Note:** Insist on the discreet removal of the body from the premises, using, for example, the staff lift/elevator or rear exit. **注意:** 注意身体的搬动，应该通过员工电梯或者酒店后门等
6. Assist relatives or friends with further arrangements by, for example, extending their stay in the hotel or providing transport to the authorities. 协助宾客/相关亲属进行跟进安排，比如为其提供同权威部门联系的交通工具或延长其住店时间

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7. **Do not admit any legal liability.** 勿承认任何法律责任

8. After the incident, complete a *Crime Report* and fax it to: 事故发生后，完成一份犯罪报告并传真至：

- The Director of Operations (DOO) 营运总监
- AP Risk Management, Corporate 亚太区风险管理
- CMGL or your local insurance company CMGL 或你们当地的保险公司

▶▶ See the *Crime Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的犯罪报告

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SUSPECT DEVICE 可疑装置

OVERVIEW 概况

This Guidance Note describes what to do if there is a specific bomb alert or a suspect device is identified. The priorities in this situation are to: 如果发现了炸弹威胁或可疑装置时，本指导性说明提出了处理步骤。首先应做的是：

- Protect life 保证生命安全
- Evacuate the immediate area 疏散周边地区
- Minimise panic 减小恐慌
- Notify the police 通知警方
- Consider full evacuation, based on police advice 根据警方建议考虑全面疏散
- Protect guest and hotel property 保护宾客和酒店财产

① **Note: observe these minimum ‘safe’ distances from a suspect device:** 注意：
遵守下列距可疑装置最小的“安全”距离

If it is in a...	People must be moved to this distance away:
如可疑装置在...里	人员安全最小距离
Small package, briefcase or holdall	100 metres
小包裹，公文包或手提箱	100 米
Saloon vehicle or car	200 metres
箱式小客车，轿车	200 米
Van, trailer or lorry	400 metres
有篷货车，拖车或卡车	400 米

① **Note also: 同时注意:**

The use of portable communications equipment such as radios and mobile telephones is **prohibited within 15 metres** of a suspect device. 移动通讯工具比如对讲机和手机等，在可疑装置周围的安全使用距离是 15 米以外

The 5 C's 5 个 C

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☞ Please refer to the *Crisis Plan* for detailed bomb search guidance notes. 请参见**危机指南**中有关炸弹搜寻指导性说明的详情

- Confirm** that you have a suspect device and mark it for easy identification
确认 发现了可疑装置并做出标识以便轻松识别
- Clear** the immediate area starting with those nearest the suspect device
明确 可疑装置周围的区域
- Cordon** off the immediate area (minimum distance 100 metres)
警戒线 在可疑装置周围(至少 100 米)
- Control** all access to the cordoned area until the arrival of police and identify and retain witnesses at a safe holding area 所有通向警戒线的入口直到警方到达,并在安全区域安排证人
控制
- Check** for secondary devices, paying particular attention to: 其它可疑装置, 特别注意:
检查
- The evacuation route 疏散通道
 - The evacuation point 疏散点
 - Parked vehicles / waste bins 停泊车辆/垃圾箱

THE 5 W's 5 个 W

The following information is required to assist the police: 可根据下列信息来协助警方:

- What 什么** is it ? (description, size, colour, if possible) 是什么? (描述, 尺寸, 颜色)
- Where 哪里** is it ? (location, access route, sketch plan if possible) 在什么地方? (地点, 入口, 简图)
- When 何时** was it found, or seen placed there? 何时找到, 或被发现放在那里?
- Why 为何** is it considered a suspect device? 为何被认为是可疑装置?
- Who 谁** found it? any additional information seen or heard? 谁发现的? 有其他看到或听道的补充信息吗?

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PROCEDURE 程序

1. Assess the degree of danger, based on the information you have received. 根据接收到的信息评估危险等级
 - ① **Note:** Avoid all contact with the device. **注意:** 避免和该装置进行一切接触
2. Inform: 通知:
 - The General Manager and Crisis Response Team (CRT) 总经理和危机反应小组
 - The Director of Operations 运营总监
 - The Chief Operating Officer 首席营运官
3. Call CR24 on +44 (0) 207 942 9831. 拨打 CR24 +44 (0) 207 939 8831
4. Inform the police and ask them for advice about carrying out a full or partial evacuation. 通知警方并根据他们的建议决定是否进行局部或全面疏散
 - ① **Note:** Police advice in a serious bomb threat situation varies from country to country. **注意:** 各国警方就发生严重炸弹威胁时的建议略有不同
5. Evacuate people from the building. Remember to: 疏散客楼宾客, 记得:
 - Re-route guests away from the immediate danger area 保证宾客远离危险区域
 - Always consider that a secondary device could be located along the evacuation routes 永远考虑到其它可疑装备可能安放在疏散通道上
 - Ensure that you take people to an evacuation point away from the building, in case there is an explosion 确保将有关人员安全疏散到远离大楼的地方以防爆炸
 - If the suspect device is a package or brief case, move people **at least 100 metres away** 如果该可疑装置是包裹或公文包, 周边安全距离**至少 100 米**
 - If the suspect device is in a car, move people **at least 200 metres away** 如果该可疑装置是轿车, 周边安全距离**至少 200 米**
 - If the suspect device is in a van, move people **at least 400 metres away** 如果该可疑装置是货车, 周边安全距离**至少 400 米**
6. Assess the length of time the building will be out of use and make alternative hotel arrangements for guests. 估计酒店大楼无法使用的时间并为宾客做好相应的安排
7. If a partial evacuation of a tower block is required, ensure that all mechanical lifts are grounded. 如果需要局部疏散, 应先确保所有的机械电梯都已落地
8. Provide floor plans for the Emergency Services. These must be kept at the evacuation point. Provide them with the **Major Incident Hotel Profile** if necessary (see *Major Incident Hotel Profile* in the *Appendix: Support Documentation*). 向紧急救援部门提供每个楼层的平面图。确保疏散点都

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保存有这些地形图。如有必要向他们提供**酒店主要事故简介**(参见**附录：支持文件中的酒店主要事故简介**)

9. After the incident, complete a *Crime Report* and fax it to: 事故发生后，完成一份犯罪报告并传真至：

- The Director of Operations (DOO) 营运总监
- AP Risk Management, Corporate 亚太区风险管理
- CMGL or your local insurance company CMGL 或你们当地的保险公司

▶▶ See the *Crime Report* in the *Appendix: Support Documentation* 参见**附录：支持文件中的犯罪报告**

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TERRORIST ATTACKS 恐怖袭击

POLICY 政策

Terrorism and the threat of terrorist attacks are on the increase in many parts of Asia Pacific. In recognition of this, we will, as far as is reasonably practicable, endeavour to ensure the safety of its guests, employees, and visitors (including contractors) from terrorism and terrorist activities. 亚太区许多地方正越来越多的受到恐怖行动和恐怖威胁。鉴于此，亚太区会采取尽可能可行的措施，保证其宾客，员工，访问者(包括承包商)的安全，免于恐怖行动和恐怖威胁。

OVERVIEW 概况

This Guidance Note describes what to do if terrorist activity occurs near the hotel, or where there is a direct threat of a terrorist attack. The priorities in this situation are to: 如果酒店附近发生了恐怖事件，或者受到恐怖袭击的威胁，本指导性说明提供了解决方法，首先应做的是：

- Implement procedures to protect the hotel's guests, employees, and visitors (including contractors) 采取相应措施去保证酒店宾客，员工，和游客(包括承包商)的安全
- Notify AP Risk Management, Corporate of local threats that may require the threat response level to be increased 如果危机等级有升级的趋势，报告亚太区危机管理办公室以及当地的相关部门

① Note: 注意:

- All management and staff must be thoroughly trained and rehearsed in threat procedures so that should a sudden terrorist threat occur the hotel can act quickly to minimise the threat. 管理层及员工应该接受处理程序培训并牢记相关步骤，当突然出现恐怖威胁时，就可以尽快做出反应降低危险

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TERRORIST THREAT RESPONSE LEVELS 恐怖袭击的反应等级

- 绿色等级：三等(▶▶ 参见 103 页)
- 黄色等级：二等(▶▶ 参 105 页)
- 红色等级：一等最高等级(▶▶ 参见 107 页)

OVERVIEW 概况

This Guidance Note describes how to determine a terrorist threat response level. 本指导性说明指出了应对恐怖袭击的反应等级。

There are three levels of threat response: 共分三种反应等级：

- **GREEN:** operational base level (▶▶ see *Threat Level Green* on page 103) 绿色等级：三等 (▶▶ 参见第 103 页)
- **AMBER:** medium level (▶▶ see *Threat Level Amber* on page 105) 黄色等级：二等 (▶▶ 参见第 105 页)
- **RED:** high level (▶▶ see *Threat Level Red* on page 107) 红色等级：一等最高等级 (▶▶ 参见第 107 页)

The following factors influence the threat level that an individual hotel may face: 各酒店因以下因素，威胁等级可能有所不同：

- **Brand:** 5-star hotels will face a higher level of threat by virtue of their profile **品牌：**会因为自身品牌的关系面临更大威胁
- **Location:** Hotels face a higher level of terrorist threat if they are located within countries rated AMBER and RED on the Travel Risk Register and / or in a capital city **地址：**如果酒店位于某红色或黄色恐怖等级之地或者是某国首都时，通常面临更高的恐怖主义袭击可能
- **Clientele:** Hotels face a higher level of terrorist threat if their clientele regularly includes aircrew, western government officials, high profile guests, and contractors working in countries rated AMBER and RED on the Travel Risk Register **顾客：**如果酒店的常客中有空勤人员，西方政要首脑，社会名流以及在那些高风险之地工作的承包商时，通常面临更高的恐怖主义袭击可能
- **Specific intelligence:** Hotels must declare a RED Plus rating if a specific intelligence report is received of a threat made directly against a named property or adjacent property **确切情报：**如果接受到有关的确切情报表明某具体目标或酒店邻近的目标将直接受到恐怖袭击时，酒店处于超红色的危险等级

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ASSESSING THE HOTEL'S THREAT LEVEL 评估酒店受威胁等级

Assess the hotel's terrorism threat level using the *Terrorist Threat Risk Assessment form*. Because this level can change according to circumstances, the assessment must be carried out regularly, say once a month, and also in preparation for any imminent special event, such as the arrival of a head of state or other VIP. In your review, ensure you pay attention to: 可使用 *恐怖威胁风险评估表* 来评估酒店面临的恐怖威胁等级。因为该等级可能随着环境而发生改变，所以这种评估须经常进行，比如一月一次，或是准备盛大活动，比如国家领导人和其他的 VIP 客人到达时，在此过程中，确保注意下列方面：

- Public areas 公共区
- Rest rooms 洗手间
- Banqueting areas 宴会区
- Car parks 停车场
- Forecourt access 正门入口处
- Postal deliveries 邮件传递处
- Business levels 商务楼层
- Business mix 商务活动区
- VIPs 贵宾

Follow up the risk assessment using the *Terrorist Threat Self-Inspection Checklist* to ensure that all relevant actions can be taken. 在进行风险评估后使用恐怖分子威胁调查表自查是否采取了所有能采取的措施。

▶ See the *Terrorist Threat Risk Assessment* and the *Terrorist Threat Self-Inspection Checklist* in the *Appendix: Support Documentation* 参见附录：支持文件中的恐怖威胁风险评估和恐怖威胁自查表

PREPARING FOR POSSIBLE TELEPHONE THREATS 为可能的电话威胁做准备

Ensure that the *telephone threat tick sheets* (for telephoned bomb threats, food contamination threats, and kidnap and ransom threats) have the relevant contact information recorded on them and that telephone operators have ready access to a copy of each tick sheet in case they receive a threat phone call. 确保电话威胁检查表(包括电话炸弹威胁，食物污染威胁以及绑架和索要赎金威胁)上纪录有相关信息，确保总机人员一旦接到威胁电话就可以使用这些表格用以纪录。

Operators need to be trained at least every six months to ensure they understand how to use the tick sheets to record information about the caller. 总机人员至少每 6 个月就应该接受培训以确保知道怎样使用相关表格来纪录信息。

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▶▶ See the *Telephoned Bomb Threat Tick Sheet*, *Food Contamination Threat Tick Sheet* and *Kidnap and Ransom Threat Tick Sheet* in the *Appendix: Support Documentation* 参见附录：支持文件中的电话炸弹威胁，食物污染威胁以及绑架和索要赎金威胁检查表

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THREAT LEVEL GREEN 绿色威胁等级

OVERVIEW 概况

Threat Level Green is the operational base level of terrorist response. This Guidance Note describes the procedures and measures that must be standard practice for Threat Level Green in all hotels. 绿色威胁等级是应对恐怖分子袭击的基本等级。本指导性说明为所有的酒店提出了标准的步骤和操作方法。

Written procedures must be in place for all the following: 书面程序必须包括如下:

- Terrorist threat or activities 恐怖威胁或恐怖活动
- Telephone bomb threats 电话炸弹威胁
- Suspect packages 可疑包裹
- Emergency evacuations and hotel search plans. (In some countries hotel staff will carry out initial searches) 紧急疏散和酒店搜索计划(在某些国家酒店员工负责初步搜索)
- Operational threat response measures 具体可行的应对威胁的操作方法
- Establishing recorded patrols to cover building perimeters, exterior public areas, forecourt parking, and additional car park areas. The General Manager must ensure any suspect activities or findings are addressed immediately 在酒店周边, 大楼外部区域, 前门停车处以及其他停车场增派巡逻人员。总经理必须确保所有的可疑活动或发现的可疑物品都立刻得到妥善处置
- Establishing and maintaining effective liaison with other local hotels, the police, intelligence agencies, and foreign embassies with a view to exchanging information 建立并维持与其他当地酒店, 公安部门, 情报部门和外国使馆的有效联络, 以便交换信息

① Note: 注意:

All hotel management and specifically identified members of staff must be trained and rehearsed in responding to these situations. 所有酒店管理层和个别员工必须接受培训及演练以应对发生的情况

TECHNICAL EQUIPMENT 技术装备

Technical equipment and security systems must be in place and routinely tested to ensure optimum effectiveness. These include: 科学设备和保护性系统必须到位, 并经常进行测试以保证最佳使用效果。包括:

- Closed circuit television (CCTV) systems and recording equipment 闭路监控系统和录象设备



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- Perimeter and high risk area lighting 酒店周边和高风险区域的照明
- Perimeter access control systems 周边入口控制系统
- Perimeter intruder alarms 周边入侵报警系统
- Vehicle search equipment 交通工具搜寻系统
- Portable hand held bomb / metal detectors 手提炸弹/金属探测器
- Letter bomb detectors 信件炸弹探测器
- Walk through (archway style) metal detectors 通道(拱型)金属探测器

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THREAT LEVEL AMBER 黄色威胁等级

OVERVIEW 概况

Threat Level Amber is the medium level of operational terrorist response. This Guidance Note describes the procedures that must be standard practice for Threat Level Amber in all hotels. Hotels must implement the Threat Level Green written procedures (▶ see *Threat Level Green* on page 103), and also ensure the following Level Amber procedures are implemented: 黄色等级属于中度威胁。本指导性说明为所有的酒店提出了黄色等级威胁标准的步骤和操作方法，酒店必须根据相应的绿色威胁等级书面程序来进行应对(参见第 103 页 *绿色威胁等级*)，同时保证采取下列黄色等级措施：

- Increase staff awareness concerning unattended baggage, insecure doors, suspicious deliveries and suspicious activities. 提高员工对无人照看的包裹，潜在危险的入口，可疑邮寄品以及可疑活动的警觉性
- Encourage staff to report suspicious incidents and ensure those incidents are recorded. 鼓励员工及时报告可疑事件并确保纪录在案
- Remind guests not to leave baggage unattended. 提醒客人请勿让包裹无人照看
- Undertake specific CRT training for search procedures and rehearse these plans. 就搜寻程序展开具体的酒店危机应急小组培训并进行演习
- Review internal and external evacuation plans and brief staff on the location of secondary evacuation points. 熟知酒店内外部疏散计划并告知员工第二疏散点的位置
- Check emergency evacuation equipment (that is, ERT vests, snap stick lighting and foil blankets). 检查紧急疏散装备(防护背心，手电筒和防火毯)
- Review the emergency contact list. This list must include the following telephone numbers: 熟知紧急联系名单，应该包括下列电话号码：
 - Home and mobile telephone numbers for the hotels Emergency Response Team (ERT) 酒店危机应急小组成员(ERT)的手机及住家电话号码
 - Senior management 高管层号码
 - Local police 当地警方号码
 - Corporate Crisis Line 危机专线
- ▶▶ See also *Emergency hotel contact numbers* in the *Appendix: Support Documentation* 参见在附录：支持文件中的酒店紧急联系号码
- Ensure that emergency communications, mobile telephones, and two-way radios are in good working order. 确保紧急联系工具，手机以及双频对讲机处于良好状态

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- Complete the *Major Incident Hotel Profile* to assist emergency services. Place this document in a secure location and at the evacuation point. 完成酒店主要事故简报以协助紧急救援部门。将其存放在安全的地点和疏散点
 - ▶▶ See *Major Incident Hotel Profile* in the *Appendix: Support Documentation* 参见附录：支持文件中的酒店主要事故简介
- Increase security attention to all mechanical, electrical, telephone, and computer areas. 对所有的机械区域，电力区域，电话以及电脑区域加以特别注意
- Ensure the integrity of the hotel's computer back-up systems. 确保酒店电脑系统备份健全
- Review contingency plans with all senior managers. 和所有高级经理讨论突发事件应对计划
- Review the use of contractors and ensure that the use of visitor passes is strictly enforced. 检查承包商的使用，确保对访客证的严格发放
- Review visitor and staff car parking. 检查宾客和员工停车情况
- Ensure that all staff know which members of management have emergency responsibilities and the authority to evacuate the hotel. 确保所有员工都知道哪些管理层成员有负责特定紧急事件的责任及有权命令紧急疏散

THREAT LEVEL RED 红色威胁等级

OVERVIEW 概况

Threat Level Red is the high level of terrorist response. This Guidance Note describes the procedures that must be standard practice for response level Red in all hotels. Hotels must implement the Threat Level Green written procedures (▶ see *Threat Level Green* on page 103) and the additional Threat Level Amber procedures (▶ see *Threat Level Amber* on page 105), and also ensure the following Level Red procedures are implemented: 红色等级是最高威胁等级。本指导性说明为所有的酒店提出了标准的步骤和操作方法，酒店必须根据相应的书面程序来进行应对绿色等级(参见第 103 页绿色威胁等级)以及黄色等级(参见第 105 页黄色威胁等级)，同时保证采取下列红色等级措施：

- Undertake patrols of back of house areas and the hotel perimeter every two hours, with particular attention to fire escapes, car parks, forecourt, and the main entrance. 对酒店后部和周边每两小时进行一次巡逻，对火灾逃生，停车，前院以及主要入口加以特别注意
- Remove all litter bins from public areas, toilets, and outside the hotel. 把公区，洗手间等地所有垃圾筒挪到酒店外
- Secure toilets in banqueting and function areas and all maids' store areas on guest floors when they are not in use. 在无人使用时检查宴会区域洗手间以及楼层的梳洗间确保其安全
- Maintain high levels of housekeeping throughout the hotel. 保证全酒店高标准的客房服务
- Review all post at the nearest point of delivery before it proceeds into the hotel, giving extra vigilance to the checking of goods being delivered to the hotel. 在邮件进入酒店以前先在附近邮局进行检查，对要进入酒店的邮寄物品更要引起额外的高度重视
- Reinforce to all staff (possibly through a full staff meeting) the hotel's emergency procedures, highlighting the location of any secondary evacuation points. 增强酒店员工的危机意识(可通过开展一次员工大会的方式)，主要强调各个疏散点的位置
- Ensure the following two guest occupancy lists are called each day at midnight, 08.00 hours and 16.00 hours: 确保在午夜，早上 8 点和下午 4 点，致电以下两个住店客人名单：
 - List A by guestroom number 客房号码名单 A
 - List B by guest name 客人姓名名单 B
- Ensure that all plant room areas are kept locked at all times. 确保所有蔬菜仓库都一直上锁
- Control access to the hotel by staff. 由员工把守酒店入口
- Provide security tag panels that allow access to services or ducts. 提供安全通行证以便允许由外界提供服务或进入管路
- Control access to guest, visitor, and staff car parks and carry out recorded spot checks on parked vehicles. 控制客人，员工的停车入口并且对所停泊车辆纪录在案

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- Confirm with the local police that they are aware of the increased security status at the hotel and consult them about precautionary measures to be taken outside the hotel. 同警方再确定酒店不断增加的安全隐患并向他们请教可以在酒店附近采取的预防措施
- Ensure that the hotel has contact details of contract security companies. Control the use of contract security staff using the following measures: 确保酒店有保安公司的联络方式，通过下列方式来控制保安公司人员工作：
 - Draw up a job description highlighting the duties of contract security staff 为其设立工作描述，重点强调其职责
 - Vet contract security staff strictly, with the help of the local police where applicable 严格审查，必要的时候可向警方寻求协助

① Note: 注意:

- Those hotels that face Threat Level Red must consider on an individual basis whether or not to instigate the use of walk through and / or hand held metal detectors positioned at all hotel / office access points. These units must be operated by identifiable security officers, working in accordance with guest and visitor search procedures. 面临一级危机的酒店可以考虑是否在通道，酒店入口等地使用安检金属感应探测器。这些仪器应该由保安部门负责人根据顾客搜寻程序进行操作

THREAT LEVEL RED PLUS 超红色威胁等级

The Chief Executive AP or the hotel's Chief Operating Officer will make any decision to implement Threat Level Red Plus. AP Risk Management, Corporate will advise hotels of the action to be taken. 亚太区首席执行官和酒店首席运营官可以对超红色等级威胁的应对措施进行补充。亚太区风险管理委员会提出具体要执行的行动建议。

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TELECOMMUNICATIONS FAILURE 通信故障

OVERVIEW 概况

This Guidance Note describes what to do if there is a telecommunications failure in the hotel. The priorities in this situation are to: 如果酒店出现了通信故障本手册提出了解决办法。首先应做的是:

- Re-establish communication links 重建通信网络
- Repair the fault (if within hotel premises) 修复故障处(酒店内部故障)
- Minimise the impact to the guest 尽量降低给客人带来的影响

PROCEDURE 程序

1. Provide emergency communications via neighbours, mobile phones or radios. 通过手机或对讲机进行紧急信息交流
 2. Seek repair assistance (if fault within hotel premises). 寻求修复协助(酒店内部有故障)
 3. Inform the Director of Operations of the problem. 通知运营总监
 4. Inform guests and new arrivals of the nature of the problem. 通知住店客人和新到店客人发生的状况
 5. Increase guest contact by ensuring that Management and Heads of Departments are visible and available. 为了加强与客人联系, 确保酒店管理层和各部门负责人在场协调处理
 6. Use independent telephone lines, where available. 如可能, 使用独立的线路
 7. If serious inconvenience is incurred or there are financial implications, contact AP Risk Management, Corporate. 如果性质严重或牵扯到了财务问题, 联系亚太区风险管理
 8. If the failure has lasted more than 12 hours, complete an *Incident Report* and fax it to: 如果故障持续时间超过 12 小时, 完成事故报告并传真至:
 - The Director of Operations (DOO) 运营总监(DOO)
 - AP Risk Management, Corporate 亚太区风险管理
- ▶ See the *Incident Report* in the *Appendix: Support Documentation* 参见在附录: 支持文件中的事故报告

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THEFT OF GUEST PROPERTY 盗窃顾客财物

OVERVIEW 概况

This Guidance Note describes what to do if theft of guest property has been alleged in the hotel. The priorities in this situation are to: 如果酒店有顾客声称遗失了财物本手册提出了解决方法。首先应做的如下:

- Offer assistance and minimise guest inconvenience 提供协助并尽量安慰客人
- Call police if requested to do so 如有需要拨打警方电话
- Carry out an investigation and fully document 展开彻查完成一份全面的报告
- Not to admit legal liability 勿承认法律上的责任

PROCEDURE 程序

1. Inform the General Manager / Security Manager. 通知总经理/保安部经理
2. Visit the guest's room or scene of the theft where requested. 根据客人要求勘察客房或遗失现场
 - ① **Note:** Security or management should go to the guest's room only when accompanied by the guest. **注意:** 只有在客人陪同的情况下管理层和保安才能去勘察客房
3. Ensure minimal disruption to the room. 保证尽量不破坏客房现状
4. Record all details carefully, noting lost items. 确保无遗漏纪录所有相关信息
5. Call the police (if requested). 拨打警方电话(如果客人要求)
6. Call CR24 on +44 (0) 207 942 9831, if theft is over \$80,000. 如果案值超过 US\$80, 000 拨打 CR24 +44 (0) 207 939 8831
7. Interview staff to see if they may be implicated or if anything suspicious was seen. 向员工寻问线索或是可疑之处
8. Check all relevant electronic security operations (such as the door locking mechanisms). 检查所有相关的电子安全装置 (比如门锁装置)
9. **Do not admit any legal liability.** 勿承认任何法律责任
10. Ensure all claims by the guest are submitted in writing. 保证客人的所有证词都纪录在案
11. After the incident, complete the *Accident or Dangerous Occurrence Report* and fax it to: 事故发生后, 完成一份 **事故或危险事件报告**并传真到:

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- The Director of Operations (DOO) 营运总监
- AP Risk Management, Corporate 亚太区风险管理
- CMGL or your local insurance company CMGL 或你们当地的保险公司

▶▶ See the *Crime Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的犯罪报告

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WATER FAILURE OR CONTAMINATION 水流故障或水源污染

OVERVIEW 概况

This Guidance Note describes what to do if water failure or contamination occurs in the hotel. The priorities in this situation are to: 如果酒店出现了水流故障或水源污染本手册提出了解决方法，首先应做的如下：

- Protect life 保证人员安全
- Minimise guest inconvenience and adverse hospitality effect 尽量降低给客人带来的不便和不利影响
- If the contamination is serious, inform the Emergency Services and ensure they have a copy of the *Major Incident Hotel Profile* 如果污染严重，通知紧急救援部门并确保他们有一份 **酒店主要事故一览表**

PROCEDURE 程序

1. Call CR24 on +44 (0) 207 942 9831. 拨打 CR24 +44 (0) 207 939 8831
2. Inform the Director of Operations immediately. The Director of Operations will inform the Local Health Authority, if necessary. 立即通知运营总监。如有必要由其再通知当地卫生医疗部门
3. Provide medical assistance if required. 如果客人要求应当提供医疗协助
4. Follow up the complaint. 妥善处理好客人投诉
5. Isolate water from source. 隔离污染水源
6. Check all water storage vessels for contamination. 检查储水容器中的水是否污染
7. Check ice cubes for contamination. 检查冰块是否受到污染
8. Advise guests not to use water in drinks or for personal use (for example, brushing teeth). The hotel must provide pure bottled water for drinking. 建议客人不要误饮或误用(比如用污染的水刷牙)。酒店应当提供瓶装饮用纯净水
 - ① **Note:** If tap water must be used, ensure it is boiled. **注意:** 如果不得不使用自来水，需先经煮沸
9. Ensure food is prepared with decontaminated water (that is, water sterilised with decontamination tablets). 确保使用清洁水源做食物(就是使用消毒后的水源)
10. Wash laundry in decontaminated water or send it out for washing in clean water. 洗衣房使用消毒后的清洁水或是将衣物送到外面清洗

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11. If the problem continues, try to secure water from another source. 如果问题仍得不到解决，试着从别处获取水源
 12. Advise guests as soon as possible that the water is back on. 一旦问题得到解决，立即通知客人
 13. **Do not admit legal liability. 勿承认任何法律责任**
 14. If contamination is confined only to the hotel, consider the possibility of transferring guests to another hotel. 如果水源问题仅仅限于酒店内部，考虑将客人转移到其他酒店的可能性
 15. After the incident, complete an *Incident Report* and fax it to: 事故发生后，完成事故报告并传真至：
 - The Director of Operations (DOO) 运营总监(DOO)
 - AP Risk Management, Corporate 亚太区危机管理
- ▶▶ See the *Incident or Dangerous Occurrence Report* in the *Appendix: Support Documentation* 参见附录：支持文件中的事故或危险突发事件报告

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4 SUPPORT DOCUMENTATION 支持文件

The *Appendix: Support Documentation* contains examples of the following forms and checklists. All these forms are available as separate Word files that you can open and fill in. *附件：支持文件中包含了下列 Word 文档的表格和检查表，可供填写：*

Contact list 联系名单

Call Tree 通讯表

Emergency hotel contact numbers 酒店紧急联系号码

Crisis Communications documents 危机信息沟通

Room Requirement Checklist 客房清查表

Crisis planning documents 危机处理计划

Major Incident Hotel Profile 酒店主要事故一览表

Terrorist Threat Risk Assessment 恐怖威胁评估表

Terrorist Threat Self-Inspection Checklist 恐怖威胁自检表

Crisis Debrief Form 危机汇报表

Checklists and tick sheets 清单及检查表

Telephoned Bomb Threat Tick Sheet 电话炸弹威胁检查表

Food Contamination Threat Tick Sheet 食物污染威胁检查表

Kidnap and Ransom Threat Tick Sheet 绑架和勒索赎金威胁检查表

Crisis and incident reports 危机和事故报告

Accident or Dangerous Occurrence Report 事故或危险突发事件报告

Allegation of Food Poisoning Report 食物中毒声明报告

Crime Report 犯罪报告

Fire Incident Report 火灾报告

Incident Report 事故报告

Sudden Death Report 突然死亡报告



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CALL TREE 通讯表

Key Telephone Numbers – Immediate Notification 酒店紧急联系号码—立即通知

	Landline 电话通讯线	Mobile 手机
	[+ Landline Contact Number][+通讯联系号码]	[+ Landline Contact Number][+通讯联系号码]
	[+ Landline Contact Number][+通讯联系号码]	[+ Landline Contact Number][+通讯联系号码]
	[+ Landline Contact Number][+通讯联系号码]	[+ Landline Contact Number][+通讯联系号码]

Support Teams 支持团队

	Team Leader 团队负责人		Staff Member 1 员工 1		Staff Member 2 员工 2	
	Name 姓名	Contact Numbers 联系电话	Name 姓名	Contact Numbers 联系电话	Name 姓名	Contact Numbers 联系电话
Call Handling Centre 呼叫处理中心	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]
Media Support 媒体支持	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]
HR Support 人力资源支持	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]



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Other Support 其他支持 (specify) (列举)	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]	[Name] [姓名]	[Work Number] [单位电话] [Mobile Number] [手机]
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Hotel Managers 酒店经理

Manager 经理		Manager 经理		Manager 经理		Manager 经理	
Name 姓名	Contact Numbers 联系电话	Name 姓名	Contact Numbers 联系电话	Name 姓名	Contact Numbers 联系电话	Name 姓名	Contact Numbers 联系电话
[Name] [姓名]	[Contact Number] [联系电话]	[Name] [姓名]	[Contact Number] [联系电话]	[Name] [姓名]	[Contact Number] [联系电话]	[Name] [姓名]	[Contact Number] [联系电话]



CRISIS COMMUNICATIONS 危机信息沟通

Crises attract considerable media interest and scrutiny. The public will form an impression of the crisis from the way media enquiries are handled. Badly handled, the media can damage the reputation of the company far more than the crisis itself. Therefore, it is vital that all media enquiries are handled efficiently and in a timely manner. 危机事件非常吸引公众的视线。因此从我们如何处理媒体报导的方式上公众就足以形成对此次事件的认识以及对洲际酒店集团的印象，如果处理不好，媒体的报导比危机事件本身更可能损害洲际酒店集团的形象。因此，所有的媒体询问都必须得到及时有效的处理是至关重要的。

Crisis Communications Principles 危机信息沟通的原则

Handling a crisis requires common sense at lightning speed. The first principle is to respond quickly, not letting politics get in the way of doing what is right for those affected. The CRT should operate under the premise that if it is doing what is right for the "victims", it is doing what is right for the company and its reputation. 处理一次危机事件需要光速的反应加上众所周知的常识。第一原则就是要反应迅速，不要因为处理不当再伤害到此次事件的受害者。酒店 CRT 的处理前提就是安抚“受害者”，重新挽回酒店名誉。

Always consider the following key messages in any communications: 在任何信息沟通中永远考虑下列关键信息：

- Safety of staff and consumers 保证员工和客人安全
- Security of our assets 保护酒店资产
- Protocol of action 按制定的计划行动



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The CRT will operate under the following principles: CRT 小组在下列原则下处理危机事件:

- The **health and safety of our consumers, the public and our employees come first**. We will offer help immediately and communicate it showing sincere concern for those affected and a desire to help in any way possible. **客人, 公众和员工的健康和安全排在首位**, 及时向事件中受影响的人员竭尽全力的提供力所能及的协助, 并向他们致以最真切的关怀。
- **Response must be rapid**. We will acknowledge the situation to all audiences, including the media, quickly. The perfect solution debated for two weeks is a disaster. We will be judged on how we handle the crisis during the first critical minutes and hours. **反应必须迅速**。及时向包括媒体在内的所有公众公布最新的状况。天衣无缝的计划持续讨论两周后会是灾难。我们必须在第一时间对处理危机做出反应。
- We will strive for a **balance between the response needs and legal concerns of the company**, remembering that the health and safety of our consumers, the public and our employees come first. 我们将努力在应变要求和公司的法律关心之间保持平衡, 谨记客人, 公众和员工的健康和安全永远排在首位。
- **We will always tell the truth**, and we will not make up answers in the absence of fact, under the pressure of questioning. 我们会永远公布实情, 绝不在缺少事实说话的情况下, 外界舆论的压力下编造谎言
- We will **notify key stakeholders** of the situation and our actions (personally, not through the media). 我们会告知主要股东发生的事件及我们采取的行动(亲自通知而非通过媒介曝光)
- We will conduct the **first press briefing as soon as is practicably possible** and provide media updates on a regular basis. 一旦, 我们会尽可能切实可行地进行最初的新闻简报并定期提供媒体最新信息
- Crisis communication starts with top management; therefore, wherever possible, **we will provide access to company leaders and specialists**. 危机信息沟通总是源于高管层, 因此, 只要可能我们会及时与公司领导和专家进行沟通

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Media Enquiry Guidelines 媒体询问指导方针

In the event of an enquiry by the media related to an event or incident, the following action must be taken: 如果就某事件必须回应媒体，必须按照如下方式进行：

- The General Manager must be advised immediately. 总经理必须立即被告知
- The General Manager or his delegate will contact all relevant personnel to clarify issues relating to the enquiry. 总经理或其指定代表负责人应召集所有与该次事件相关人员以弄清事实真相
- Only the General Manager or a duly nominated (and prepared) spokesperson may speak directly with the media. 只有总经理或其指定的(并已有准备的)发言人才能直接与媒体进行沟通
- Journalists should be asked to provide advance notice of questions, if appropriate. 要求记者最好能够预先提供他们需要了解的问题
- An appropriate statement, preferably written, should be prepared before addressing the media. 一份完整适当的声明应该在递交媒体之前完全准备好
- All statements issued must be succinct, factual and delivered without personal opinion. 所有声明必须简洁明了，客观，真实并完全不含个人主观意见

Dealing with the Media 处理和媒体关系

First Principles 第一原则

- Demonstrate a willingness to communicate 表达出愿意交流的意愿
- Remember there is no such thing as an ‘off the record’ comment 谨记不能就事件发表“非正式”的评论
- Provide a consistent message 提供一致连贯的信息
- Present the company as an authoritative source of information 告知媒体集团为官方信息来源
- Demonstrate compassion and concern for the affected persons, public, circumstances, etc. 对事件中受影响的人员和公众等表示出同情和关怀
- Designate a sole media spokesperson 指定一位媒体发言人
- Be proactive, and 积极主动，和



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- Under no circumstances speculate or fabricate an answer – take the time to research a correct and verifiable answer. Do not be afraid of admitting to not having an answer immediately available. 无论如何绝不推测或编造-无论时间长短应该找到正确答案，一时之间无法立刻回答问题不要表现得紧张害怕

Establishing Credibility 建立可信度

- Hotel must seek to establish itself as confident and caring. Three issues should be addressed in the initial media releases:集团必须展示出自信和重视每位顾客的形象，在最初的媒体通风会上务必做到以下三点：
 1. Address the emotion of the crisis. Emotional issues can distort the way a crisis is reported and can distract from the facts. However, hotel must address the emotional issues and acknowledge their importance. 确定此次事件的感情基调，如果处理不恰当可能导致媒体扭曲事实真相的报道，所以，集团必须确定好事件的感情基调并强调其重要性
 2. Share the concerns of those involved – express concern and try to allay concerns. 分担事件受牵连者的忧虑-缓和减轻他们的担忧
 3. Demonstrate a commitment to resolve the issue – show commitment to protecting individuals, the community and the environment. 表达出勇于解决问题的意愿-树立一种勇于对个体，对社会负责的形象

Maintaining Control 保持对事件的控制

Hotel must seek to maintain control of the situation by:集团必须通过下列措施来寻求对事态的控制：

- Limiting responses to immediate issues (avoid historical or peripheral issues) 限于对紧急事件的反应(避免牵扯历史及相关事件)
- Never try to hide the gravity of the situation 决不隐瞒发生状况的严重性
- If you are unsure of an answer, say so and advise that you will get back to them 如果对答案不确信，待确定后再答复
- Double-check information presented is factual 反复检查以确保发布信息的准确性
- Do not try to apportion blame or responsibility upon others 勿指责或推卸责任于他人
- Ensure the spokesperson has adequate knowledge on the crisis, the company and related issues to handle broad-ranging questions 确保发言人有足够的应对危机沟通，店集团和其余相关事件也有一定的了解以应对各种问题
- Carefully consider any information that is to be concealed from the media and the reaction if this becomes known, and 谨慎考虑如果对媒体隐瞒的消息被公之于众的影响，和



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- Keep a log (Media Call Sheet – Form 1) of all contacts with the media (tape or record interviews). 保留和媒体接触的所有纪录(参见附录表 1—媒体记录表, 采用录音带或纪录的形式)

General Rules 总体原则

- Never give an ‘off-the-record’ comment 勿发表“非正式”的评论
- Never provide a comment that cannot be verified 勿发表不能证实的评论
- Never provide a personal opinion 勿提供个人意见
- Never be pressured into providing a comment in order to meet someone else’s deadline 勿受压于他人为满足其要求而发表任何评论
- If you commit to returning a call, meet your commitment 如果答应提供回馈信息, 务必做到
- Provide short succinct comments 发表简洁明了的评论
- Be friendly, and 态度友善, 和
- Never offer “No Comment” as a response. 勿用“无可奉告”作为对问题的回答
- Never attempt to answer an enquiry without taking time to consider or research the answer. 勿在缺乏思考或正确回答的情形下轻易回应媒体问询

Media Call Sheets 媒体电话纪录表

Media Call Sheets (1) should to be maintained in order to ensure: 保存媒体电话纪录表 1 用以确保:

- All inquiries are followed-up 所有询问都得到了妥善解决
- An appropriate response is provided, and 所有回馈信息都得当, 和
- A consistent response is provided. 回馈信息连贯一致

Handling Initial Inquiries 应付最初的媒体询问

Initial media inquiries can be handled using the following generic statement: 可用下列专属开场白应付媒体最初的提问:



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“Thank you for your enquiry. In order to assist with your enquiry, I need to get some initial information from you. This is to ensure that the right person gets back to you as soon as possible.” “感谢您的询问。为了协助您的询问，我需要您向我们提供一些初步的信息以确保相关人员能够立即给出正确的反馈于您。”

Checklist for Media Spokesperson 媒体发言人须知

- ❑ **Know** your story and know the facts. 了解事件的过程及事实真相
- ❑ **Do not:** 勿
 - ❑ **Speculate** 推测
 - ❑ **accept, or** 承认, 或
 - ❑ **deny responsibility.** 否认责任
- ❑ **Do not** give your own opinions or respond emotionally. 勿依个人感情发表个人意见
- ❑ **Focus** on three key points. Continually bring media questions back around to your three key points. 关注三个关键点，设法让媒体的所有提问都围绕这三点进行
- ❑ **Explain** the steps that are being undertaken to deal with the *incident*. 解释目前采取应对此次事件的措施
- ❑ **Confirm** the existence of company *incident* management procedures that have been prepared and designed to handle such situations. 确定有公司的事故管理程序，用于处理此类事件
- ❑ **Stress** company's concern for the public's well-being and give examples of steps taken that illustrate our concern. 强调集团对公众利益的关心和为之采取的具体措施



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- ❑ **Remember** questions that you cannot answer immediately should not be answered. Respond with... *"I do not have the answer to that but, if I can get your name, I will find out the answer and get back to you."* **谨记**勿回答无法立即回答的问题。用下列语句回答“此刻我没有答案但如果您愿意留下名字的话，我会确保您得到及时的反馈。”
- ❑ **Never** lie to the media and remember, there is no such thing as an "off the record" comment. **决不在**媒体面前说谎，谨记决不发表“非正式”的评论
- ❑ **Remember not to repeat negatives.** Do not use words like "crisis." Instead, refer to the "situation" or "incident." **谨记决不重复使用消极词汇**，不使用诸如“危机”一类的词语，用“状况”或“事件”代替
- ❑ Remember to: 谨记:
 - ❑ Stay **calm** 保持**镇定**
 - ❑ Work to **contain** the situation, and 努力**控制**状况，和
 - ❑ Show **concern** for the public's well-being. 表达对公众利益的**关注**
- ❑ View the media as an **ally** rather than an adversary. Used effectively, they are a valuable conduit to the public. 视媒体为**盟友**多于对手，如果利用得当，他们是很好的和公众交流的渠道

Before the Interview 记者访谈前

- If you are being interviewed as an employee of the company you are representing the company.
- Be aware that topical issues affecting the cigarette industry may “spill over” into your interview. 意识到有关烟草行业之时事问题也可能在你的访谈中“出现”
- Assemble the facts and prepare the key messages you want to get across. 收集事实，准备好想传达出的主要信息
- Know you audience (who in the community are you trying to reach?) 了解听众 (信息主要传达的社会对象?)



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During the Interview 记者访谈时

- Nothing is “off the record”. 无“非正式”的信息
- Never say “no comment”. If you don’t know the answer or can’t answer, say so. 决不说“没有评论”。如果没有答案或不能作答，请照直回答。
- Always assume that every camera and microphone is “live”. 永远当作所有的照相机和麦克风都在工作状态
- Decide your messages beforehand and stick to them. 事前准备好相关信息并坚持这些说法
- Put your three main points up front in the interview. 向媒体公布三大关键点
- Answer in concise, positive statements of 30 words or less. 回答问题简洁肯定，使用30字或30字以内的评论
- Use simple language. Avoid company or industry jargon. 使用平实易懂的语言，避免于集团或行业术语
- Ignore the camera or microphone and talk directly to the interviewer. (If you don’t want direct eye contact, focus on a point around his/her head. Don’t look into the camera). 忽略照相机或麦克风，直接和采访者对话。(如果不想有直接的目光接触，集中注意力于提问者的头部周围某处，勿直视照相机)
- Stay composed. Never become aggressive even if the reporter does. 保持从容不迫，决不表现出咄咄逼人的仪态即使提问者如此
- Answer one question at a time. Answer multi-part questions in the order you feel most comfortable. 一次只回答一个问题，对于一个问题里的多个部分应安排好顺序再作答
- Don’t speculate. Don’t answer “what if” questions. 勿推测，勿回答“如果，万一”之问题
- Keep your answers within your sphere of experience 确保给出的答案在自己的经验范围以内
- Don’t repeat negative or emotional words. 勿重复消极或带有个人感情色彩的词语
- Remember most reporters really want to know the *who, what, when, why* and *how* of your story. 谨记多数记者极想知道谁，什么事，何时，为什么以及事件的经过

After the Interview 记者访谈后

- Inform CRT of the results of your interview. 向CRT (紧急应变小组) 通报访谈结果

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Key Stakeholders 主要利益方

The following indicative list identifies likely audiences for statements. Crisis specific stakeholders should be identified during the earliest stages of the crisis. They should be considered in any communications strategy developed to manage a crisis: 下列表格列出可能要面对之观众和听众。应在危机的早期确定与危机有关的利益方。他们应在沟通策略过程中加以考虑，以便管理危机:

Stakeholders 利益方		
Internal 内部	外部	Media 媒体
<ul style="list-style-type: none"> • Full time employees 全职员工 • Part time employees 兼职员工 • Contractors 承包商 	•	<ul style="list-style-type: none"> • Television 电视 • Radio 收音机 • Newsprint 报纸 • Magazines 杂志 • Internet 因特网 • Newswires 新闻报道

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FORM 1 - MEDIA LOG SHEET 表格 1-媒体电话记录表

A form to be used to log media inquiries to ensure an appropriate media response. 用来记录媒体提问以确保提供适当的回馈之表格。

Name: 姓名:	
Media Organisation: 所属媒体机构:	
Tel No: 电话号码:	
Fax No: 传真号码:	
Date and time of call: 电访日期时间:	
Deadline date and time: 回答最后期限:	
Nature of request: 要求之内容:	
Radio/TV Only: (Please Circle) 只通过收音机 / 电视: (请打圈) News 新闻 - Programme 电视频道 - Current Affairs 时事 - Talkback 回复 Live 现场 - Pre-recorded 预先录制 - Other 其他.....	



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Notes/comments on interview: 访谈评论:

Media Coverage Obtained: 媒体覆盖范围:



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RESPONSE ROOM REQUIREMENTS 应变工作室之要求

Configuration 配置	Checked 检查结果
Adequate workspace for the anticipated membership of the CRT 有容纳酒店 CRT 小组人员的足够空间	
Secured against unauthorised access 保证闲杂人员无法进入	
Keys are held by Administration Coordinator 钥匙由行政协调员掌握	
Unable to be viewed from an external vantage point (large windows, etc) 从外部无法观察到内部情况 (比如无大的窗户等)	
Well-lit, quiet and conducive to work 照明良好, 环境安静, 适于工作	
Able to be accessed after normal working hours 通常下班后可照常使用	
Have a separate quiet area or “break-out” rooms for individual work or private consultations 有单独安静的区域或“待用的”房间以供单独工作或专用的咨询	
Internal Fittings 内部设施	
Table and chairs 桌椅	
Whiteboard/s & markers 书写板和记号笔	



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Flip-charts (butcher's paper) 活动记录纸	
Projector screen 投影仪及屏幕	
TV, video recorder and radio (to monitor media broadcasts) & tapes 电视机, 录像机和收音机(监控媒体广播) 和 磁带	
Safe or lockable security container 保险箱或可上锁的安全箱子	
Communications 通信工具	
<p>Access to at least 3 external telephone lines: 至少 3 条外线电话:</p> <ul style="list-style-type: none"> • 1 dedicated to out-going calls 1条外拨专线 • 1 dedicated for in-coming calls. 1条接收专线 • 1 dedicated fax line: 1条传真专线 	
Two dedicated (and isolated) mobile phones 两部独立的专用手机	
Speaker-phone facility for conference calls 扩音器以供会议需要	



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Internal switchboard access 直通总机的内线	
Recording device (for incoming and outgoing calls) & tapes ¹ 录音设备 (接收和拨打电话) 和录音带	
IT Support IT 支持	
Intranet and/or Internet access 内部网络和/或互联网	
PC and printer facility 电脑和打印机	
Emergency technical support 紧急技术支持	
Projector 投影仪	
Activate dedicated email address: 专用的有效邮件地址: _____	
Website (possibly a blank site, used specifically for crisis communications) 网站 (有可能是空白网页, 专为危机信息沟通而设)	
Documentation 文件	
Current copies of all related documentation, regulatory documentation and company procedures 所有相关文件的拷贝, 包括规章制度和酒店操作程序	

¹ With the advice of Legal Counsel 可咨询律师



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Prepared log books 准备好的纪录本	
Notebooks, paper, pens & pencils 笔记本, 纸, 笔和铅笔	
Telephone books (internal & external) 电话号簿(内部和外部)	
Auxiliary Requirements to be considered 其他需要考虑的辅助设施	
Coffee & Tea facilities 咖啡和茶的设施	
Meal area 饮食区域	
Sleeping area 睡觉区	
Shower facilities 淋浴设施	