



Appendix G

Excerpts from InterContinental Hotels Group Loss Prevention Manual

InterContinental Hotels Group, as part of its concern for safety and loss prevention, provides excellent training and training outlines for its corporate property managers in order that a proper professional emphasis may be applied in areas of safety and security. These training aids are also made available to franchise holders who may either use them outright or use them as guides to write their own policies and guidelines. This appendix has three parts.

Part One contains recommendations on security issues pertinent to the **cleaning of guestrooms**.

Part Two is an excerpt on proper **key control and procedures**.

Part Three presents segments on the role of a hotel's **emergency response team** and the **emergency manage-**

ment plan. The plan is used in company hotels and is made available to franchise holders as a guideline for the safety and security management of the owner's property. Note the degree of detail and formalization in these procedures. Space does not permit reprinting the entire emergency action plan.

Appreciation is extended to Wendell Couch, Vice President of Risk Management at InterContinental Hotels Group, for his unwavering support of this and prior editions of this book. Everything in this appendix is copyrighted (1978, revised 2002) and may not be reproduced without prior permission from InterContinental Hotels Group.

Part One: Cleaning of Guestrooms

To help ensure the safety of employees and guest property, room attendants and engineers should work in rooms with the doors closed unless the guest is present. A sign indicating “Guestroom being serviced” should be posted on the door. If the guest returns when the employee is in the room, the employee should ask the guest for his or her key and dip it in the lock. If the key works in the lock, the employee should allow access and offer to return later. If the guest does not have a key or the key does not work, the guest should be referred to the front desk. At no time should the employee be in the room with the guest with the door closed.

When housekeeping is being performed, the cart should be placed so it blocks the doorway. Guestrooms should never be left unsecured. The practice of opening multiple guestrooms simultaneously for cleaning should be avoided. Employees should be instructed not to smoke, make phone calls, utilize the bathroom facilities, or watch TV while in a guestroom.

In performing their assigned duties, the employees should note whether or not any hotel property has been removed or damaged. This applies whether the room is occupied or vacant. If property has been removed or damaged, the employee should call his or her supervisor or security immediately. A lock interrogation should be performed and the guest should be billed for any missing or damaged property. If desired, hotel management may choose to block the room.

Guest Keys

If an employee discovers a key in a guestroom door, he or she should make contact with the guest and return the key. If the guest is not present, the key should be returned to the front desk.

Open Doors

If a guestroom door is found ajar, the employee should approach the room, announce his or her presence and make contact with the guest. If the guest is present, the employee should inquire if he or she can be of assistance. If the room is vacant, the door should be closed and the incident reported to either security or the manager on duty (MOD).

Room Service Trays

If room service trays are present in the corridors, hotel employees should pick them up and remove them to a service area or contact room service for pickup. Room service trays should not be left in the hallway as this might provide indication that a guest is present in the room or may create a trip hazard.

Security Check

Before leaving the guestroom, employees should check to see that all locks and/or security devices on windows and connecting and sliding glass doors or windows are in the locked position.

Do Not Disturb Signs

Each room should be serviced and inspected each day. A daily room-status report should be implemented and completed by the housekeeping department after the normal, posted guestroom checkout time. The report should indicate each guestroom, whether it is occupied and whether it was serviced. After the posted checkout time, housekeeping should review the report and the rooms that were not serviced should be called. If there is no answer to the call, the room should be entered and serviced.

Taking into account long shifts, unusual working hours and airline crews, the question often arises regarding what action should be taken when a guest asks not to be disturbed. A guest may give notice at the front desk, via telephone or with a simple sign on the door. No matter how the guest indicates a desire for privacy, to help ensure his or her safety and to protect hotel property, several important procedures must be followed. Failure to follow these procedures could have serious consequences, including delayed medical treatment for a guest, discovery of a deceased guest and legal actions taken against the hotel.

To ensure the safety of guests, rooms must either be checked once each day or contact made with the guest. In the morning, rooms for which the guest has requested privacy should be bypassed. If at the end of the shift, a privacy sign is still posted on the door, contact must be made. The room attendant or the housekeeping supervisor should call the room and ask if the guest requires anything. If the guest inquires about the call after having asked for privacy he or she should be told: “To help ensure your safety it is hotel policy to make contact with our guests on a daily basis.” If there is no answer, the housekeeping supervisor should proceed to the room and again attempt contact. If there is no answer at the door, it should be opened in the presence of a witness. Often this is the result of a guest oversight or early checkout. If the door is deadbolted or the secondary latch is engaged, attempts at contact should be made through the door. If there is no response, the MOD, security, and the chief engineer should be contacted. The room should be checked to determine if it has a connecting or exterior door which could have been used to exit the room. If none exist, or they are locked, the emergency key should be used to unlock the door. If necessary, the night chain or latch should be disabled or cut. If

the room is discovered vacant, a note should be made in departmental logs and the MOD report.

If a non-responsive guest is discovered, attempts to awaken the guest should be made. If there is no response, Emergency Services (EMTs, Police, etc.) should be immediately contacted and CPR/First Aid procedures implemented by qualified personnel. Care should be taken so employees do not expose themselves to bodily fluids. If the guest is discovered deceased, the room should be immediately vacated and sealed and the local authorities contacted.

In the event that contact is made with the guest and the guest does not want his or her room serviced, consideration should be given to the use of a “Guest Refusal of Service” card. If there is concern about possible theft or damage, the hotel has the right to enter and inspect the room each day. In the event there is evidence of contraband or other crimes, the police should be contacted.

Non-Responsive Guests

From time to time a room attendant may open a room and discover the guest sleeping in the room. In the event that contact is not made with the guest, a note should be

made to recheck the room later. If contact has not been made by checkout time (for due outs) or by the end of the business day, the door should be opened. If the guest is present in the room and does not respond, Security or the MOD should be contacted. Two employees should enter the room to make contact with the guest. The guestroom door should remain open. If the guest is non-responsive, Emergency Services (EMTs, Police, etc.) should be immediately contacted and CPR/First Aid procedures implemented by qualified personnel.

Housekeeping and Maintenance Carts

If, for any reason, an employee must leave the floor, his or her cart should be moved to a linen room or service area for safekeeping. Carts should not be left in guest areas or stairwells.

Housekeeping carts should be provided with a secure lock box in which the room attendant should place all room keys found in vacant rooms or public areas.

A member of management should inspect employee carts on a random basis to ensure the cart is properly maintained and to check for inappropriate or lost and found items.

Part Two: Key Control and Procedures

Key Control and Procedures

It is essential for each facility to establish sound key control procedures. These procedures should include regular inventories, secure storage, and re-keying of locks.

Electronic Locks

Hotels utilize electronic locking systems for the hotel guestroom door locks. These locks are distinguished from conventional key-accessed door locks by the presence of a credit card-sized slot or an opening designed for a computer or isolinear chip. Keys for these locks are reusable, reprogrammed at check-in and are used to gain access to guestrooms. Major benefits of these systems include:

- Ability to interrogate locks
- Ease of re-keying locks
- Conduct audit trails
- Improved security
- Automatic expiration of cardkeys

When an appropriately programmed key is inserted into the lock, the interior mechanism reads the computer code. When a valid key is removed, the lock is unlatched allowing the lever to turn and the door to be opened.

As with hard key controls, electronic locking systems in hotels allow for many levels of controlled entry. These include:

- **Guest**—access to assigned guestroom(s). The card code is changed for each registering guest.
- **Suite**—access to the main entrance door to the suite plus one of the sleeping areas; a second key allows access to the main suite entrance door plus another sleeping area of the suite.
- **Section/Floor Master**—access to a predetermined number of guestrooms in a section or floor.
- **Supervisor**—access to several designated sections or floors.
- **Grand Master**—access to all doors in the hotel.
- **Emergency (“E” key)**—Grand Master which overrides the deadbolt of a guestroom lock.

In addition to these controls, electronic locking systems offer additional features as follows:

- **Blocking**—prevents access to the guestroom by the last issued guest card. It is cleared by the next guest level key card issued for that room.
- **One-Time**—opens a specific lock only one time and then is canceled.
- **Display**—allows a member of hotel management to lock a door to a specific room preventing entry to that room by use of any hotel key except the current guest key and the “E” key. Reuse of the display key will

clear this lock back into the system (can be used for vendors with wares displayed in their room).

- **Back Up**—prepared guest key cards for issuance when there is a power failure and the computer cannot function. Allows access to designated guestrooms that have a battery powered electronic door lock.
- **Programmer**—programs locks, sets date and time.
- **Interrogator**—a piece of equipment which downloads the details of recent lock openings. In some systems, a single piece of equipment functions as both the programmer and the interrogator.

Key Security

Duplicates of keys should not be made. If an additional key is required, uniquely coded keys for that lock or section should be made. Lock interrogations will reveal the exact key that was used. This will help ensure accountability.

To maintain accountability, each key should be uniquely coded and identified. Keys should be secured in a locked cabinet, signed out and signed in on a daily basis. In addition, keys may be programmed to work during designated shifts and will not work during any other time. Keys should not be removed from the property. If an employee takes a key home, he or she should be required to return the key to the property immediately.

Blank key cards for guestrooms are to be stored in a secure manner, in a locked cabinet under the control of the Guest Service Manager with restricted access as designated by the General Manager. Backup keys and blank key cards for all other levels should be stored in the General Manager’s safe. The issuance of each department level card and all error/voids should be automatically recorded through the use of a printer. The record of levels and number of keys made, and by whom, should be reviewed to ensure key controls are maintained.

Security of the key cards is critical. If a master level key is lost, stolen or compromised, immediate action should be taken. The security code for that level should be changed and new keys for the affected sections should be made. The old keys will continue to function in the affected locks until the new key is inserted.

Employees should be trained that their key is for their use only. They are not permitted to admit other employees or guests to a guestroom. An employee who is authorized to be in the guestroom should have his or her own key. Guests should be informed “To help ensure guest safety, I am not authorized to open doors for guests” and referred to the front desk to obtain access.

In addition to security of the keys, key security also encompasses the ability to make keys. The electronic key system will allow anyone with knowledge of a password to make a key. With the correct password, master level

keys can also be made. Therefore, each hotel should consider the following policies when allowing access to key making equipment.

- **Passwords**—Each person who is authorized to make keys should have his or her own, unique password consisting of at least 4 characters. When an electronic lock is interrogated, it will tell what key opened the lock, when the lock was opened, and who made the key that opened the lock. Therefore passwords should never be shared.
- **Timed Log Off**—Some key making systems allow the automatic log off time to be changed. Each hotel should ensure that the automatic log off time of its key system is set for less than one minute. Therefore, one minute of inactivity will cause the system to automatically log off and subsequently require the use of a password for further keys to be made. This will help prevent someone from making a key and walking away, allowing additional keys to be made without the employee's knowledge.
- **Key Making Access**—Each person who is authorized to make keys should be granted an access level that is appropriate for his or her job description. Front desk employees should only be granted guestroom key making ability. If the person whose job description entails the making of master keys also checks in guests, then he or she should have two separate access levels (one with and one without master level access) with separate passwords. This will help prevent someone from making a guestroom key, leaving and having another person come up and make a master key before the system has logged off.

In addition to limiting the access to the key making equipment, the hotel should also keep the local time current for all guestroom locks and the central key making computer. This will help reconcile lock interrogations and give an accurate reading of when keys were made and when guests or employees entered a room. This should take a priority whenever a time change occurs (such as the beginning or end of daylight savings time).

Also, each hotel should change the master codes for all of the master keys a minimum of once a year. This helps ensure guest and employee safety by restricting the length of time master key codes are active. This task may be accomplished at the same time as a time change.

Guest Keys—If a guest requests a replacement room key, care must be taken to ensure that the individual is registered to the room. The guest should be required to produce positive identification in the form of photo ID or verification of registration information and comparing signatures on the registration card. If the guest cannot produce positive identification, additional keys should not be issued. Additionally, the hotel may choose to escort the guest to the room and allow admittance

only after photo identification has been produced.

Victims of domestic abuse and other crimes often seek refuge in hotels. To help ensure guest safety, guestroom keys can only be provided to registered guests. Unregistered guests and family members should not be granted access to guestrooms. At check-in, if a guest requests more than one room key, the guest should be asked if he or she would like any additional parties registered to the room.

In the event that an unregistered guest requests access to a guestroom, he or she should be directed to a house telephone to make contact with the guest. If the guest is not in the room, the unregistered guest should be informed "To help ensure guest safety, we do not provide keys or guest information to unregistered individuals."

The hotel should offer to leave a message for the guest and may offer hotel amenities at the hotel's discretion.

The guestroom number should not appear on the room key.

Emergency Keys—The emergency key, or "E" key, should be used for emergency situations only, and should not be used in the normal course of business. The hotel should maintain two "E" keys. Additional keys should be maintained where required by the local governing authority. One "E" key should be placed in a sealed envelope with the manager's signature and date written across the seal. This envelope should be secured in the General Manager's safe or the MOD's safety deposit box. A second "E" key should be secured in a break-glass box convenient to the front desk for use in emergencies. The key box should not be visible from the lobby side of the front desk. Usage of either key should be recorded in an "E" key log.

Key Lanyards and Attachments—To help prevent the loss or theft of keys, they should be attached to employees by a thin lanyard, wrist bracelet or similar means of attachment. A small hole should be punched near the non-sensitive end of the key cards and a metal grommet or ring inserted in the hole to prevent tearing.

Department Key Control (Metal)

Various departments maintain metal keys which access their individual back of the house areas. To help protect hotel assets, key control procedures similar to electronic locks must be implemented.

Each department will have keys specific to its area. These keys should be individual and uniquely identifiable. To prevent potential removal of keys, tamper resistant rings should be used. These keys should be inventoried on a regular basis. The key rings should be signed in and signed out each day. While not in use, the key rings should be stored in a locked key cabinet within a secured office. Two separate keys should be required to gain access to the key cabinet.

Depending upon the size and complexity of the hotel, management may choose to have keys controlled at a departmental level or on a hotel-wide level by security. Regardless of which method is chosen, all keys must be accounted for daily.

Liquor Storage Keys—Due to the cost of inventory and the potential for misuse, access to the liquor storage room should be tightly controlled. There should be a limit of two keys, when possible. One key should be secured by the General Manager or his or her designee. The second key should be controlled by the Food and Beverage Director. If an electronic lock is used, keys may be programmed to work on the first and second shifts only.

Metal Key Audits—The Security Director or a member of hotel management should “spot check” storage of

department keys on a random basis to ensure all keys have been returned and properly stored.

Duplication of Metal Keys—Any request for the duplication of keys should be submitted in writing to the General Manager who should thoroughly review the request before granting approval. Approval should be in writing. If the key was broken, the broken parts should be given to the General Manager for comparison with the master. If the key was lost, the circumstances under which it was lost (how, where, and when) should be discussed to determine the need for re-keying the locks. If there is any doubt as to whether the key could be recovered or used to access the hotel, the affected locks should be re-keyed.

Part Three: Emergency Response Team and the Emergency Management Plan

Emergency Response Team

The primary responsibility for protection of persons and property from injury and loss during an emergency belongs to the General Manager. Often he or she can best meet this responsibility through the establishment of an Emergency Response Team (ERT). The ERT can then be charged with identifying, planning for and responding to emergencies. The ERT should:

- Evaluate Risks and Exposures to the hotel
- Aid in fire prevention
- Train staff in emergency procedures
- Require periodic safety and security inspections of the hotel
- Ensure the maintenance and availability Life Safety equipment
- Help ensure the authorities are notified in a timely fashion
- Provide preliminary first aid and fire fighting efforts
- Provide for the safe evacuation of guests and employees
- Provide for the safe relocation and transportation of guests
- Secure hotel assets
- Evaluate and report losses
- Restore operations in a timely manner

Emergency Organization Staffing

The number of employees assigned to the ERT on a full-time or part-time basis will depend on local conditions, including the availability and response time of the emergency agencies. In smaller hotels, the ERT may consist of the General Manager and the Chief Engineer or the engineer on duty.

The ERT will not be successful unless it receives management support, adequate training and equipment.

Additionally, on each shift there should be employees trained in first aid and the use of fire equipment as well as instructed on what to do in case of an emergency.

In some hotels, these employees may be considered part of the ERT, but in general, the employees selected for the ERT should be selected with the idea of forming teams within departments that may respond to an emergency at anytime, anywhere in the hotel. It is desirable to have one team made up of persons from engineering. The Chief Engineer or his assistant should be a member of the ERT.

Every person who is a member is expected to perform physical duties, i.e., fight a fire, lifting, climbing, etc. All

members should be available for duty at all times, or in accordance with a prearranged schedule.

Hotels operate 24 hours a day and the selection of ERT personnel should take into account the availability of employees during periods of reduced staffing. It is important to select persons from all shifts in order to provide adequate coverage at all hours, and that periodic checks are conducted to be sure that the rotation of personnel or changes in assignments have not depleted the ERT on any one shift.

Selecting an Emergency Organization Director

The General Manager should designate the ERT Director. The Director should be given full support from management. Responsibilities of the Director should be clearly defined and understood by the hotel staff.

ERT Director should meet the following criteria:

- Technical competency in the fields of fire protection, hotel life safety and security systems, fire fighting and emergency planning.
- Proficiency as a trainer.
- Ability to direct the activities of others.

Duties of the Emergency Response Team Director

- Organize the ERT, maintain a full roster of personnel, and provide plans of action to meet emergency situations in the hotel.
- Determine the number of persons to be placed on the various teams of the ERT on all shifts.
- Conduct regularly scheduled meetings with the ERT in order to provide special information and discuss problems with regard to the hotel's loss prevention program.
- Attend the hotel's Safety and Security Committee meetings.
- Arrange for actual fire, bomb threat and evacuation drills at least two (2) times per year designed to train the ERT members under varying conditions.
- Periodically inspect all of the hotel's life safety and security systems to assure proper maintenance and supervise the testing of these systems.
- Make monthly inspections of the entire hotel with the General Manager in conjunction with the security program. Copies of the inspection report should be filed with the Secretary of the Safety and Security Committee.
- Provide cooperation to local authorities.

Emergency Response Team Directors/Supervisors

Assistant ERT Directors

Assistant ERT Directors should be appointed by the General Manager to assist the ERT Director and to act as director during the Director's absence. The Assistant Directors should have similar qualifications and duties as the Director. The Director and the Assistant Directors should try not to be absent from the property at the same time.

Team Captains

The Director should appoint Captains of various teams within the ERT who will supervise the individuals in their teams. These individuals should be capable of taking charge during an emergency.

Phase One

In Phase One the ERT should be prepared to aid the victims, relocate guests and notify senior management and Risk Management of the emergency.

Providing Aid

- Notify emergency response agencies, such as the police, the fire department, and medical services of conditions at your hotel.
- Locate any injured persons and provide first aid within your ability to do so. Victims should not be moved unless their lives are in danger or there is a possibility of additional injury.
- Cooperate with emergency personnel as they arrive in providing any assistance they may need. Be prepared to respond to requests made by medical personnel, as they may need your assistance if there are large numbers of victims. Employees who have been trained in CPR and first aid should be available to assist. Basic first aid materials, towels and blankets should be provided to the emergency personnel for use in helping victims.

Relocating Guests

- Upon the advice of professional emergency personnel, evacuate the hotel and relocate guests to an area away from the endangered zone. Hotel staff should assist guests in moving to this predesignated relocation center. At that time the ERT should be prepared to implement the transportation and housing plans established for such purposes. If it is necessary to move guests away from the hotel, make arrangements for guests to make calls to relatives. The hotel may wish to arrange for the hotel to pay for these calls.
- Assign management personnel to monitor the relocation of guests away from the hotel, including the relocation of injured guests. Use the materials in the

emergency response kit (guest identification tags and roster) to keep track of each relocation. These records should be turned over to the General Manager.

- Assign key staff employees to assist guests and employees at the relocation center.
- Account for all guests and employees who were present at the hotel at the time the emergency occurred. Pertinent records for employees should be obtained from the hotel's personnel director. Guest records should be obtained from front desk personnel.
- To secure guests' belongings and protect company assets, security may have to be increased around the endangered zone. Contract security may be used if necessary. Initiate and coordinate procedures to secure guests' personal effects. If guests have been removed from the hotel, the guestroom doors should be "double locked." Security should conduct frequent patrols of the hotel.

It may be necessary to remove belongings from guestrooms. Inventory guest belongings (use two employees) and store belongings in a secure location. The General Manager or his or her designee should maintain the key to this location.

Phase Two

In this phase the ERT should establish an operations center, arrange for communications, establish emergency security, shut down utilities/inspect for structural integrity, and make arrangements for communicating with the media.

Hotel Operations Center

If for safety reasons the hotel cannot be occupied, a hotel operations center should be established close to the emergency area as soon as possible following the evacuation of the hotel. This will allow the ERT to continue managing and controlling the emergency while ensuring the continuation of the hotel's business. If necessary, the center should be staffed and open 24 hours a day. The Manager on Duty should remain in the operations center to coordinate hotel operations and communicate with local authorities and senior management.

Communications

- Contact the Telephone Company and arrange for installation of multiple telephones.
- Obtain several "two-way radios" for management's use.
- Staff the communications center with sufficient hotel personnel or temporary employees who are knowledgeable enough to answer guests' and employees' questions.
- If necessary, lease or purchase cellular phones. (Remember that in an emergency telephones at the hotel may not be in service. It may be possible that pay

phones will be working while internal hotel phones will be out of service. Also, there is a possibility that phone calls may be placed out of the area but calls may not be able to be made into the affected area.)

- Continue to communicate the status of the hotel emergency to senior management.
- Establish necessary staffing requirements and communicate work schedules to hotel employees.

Emergency Security

In cooperation with local authorities, immediate steps should be undertaken to survey the property and provide security for guests, employees and company assets.

- Increase or recall all staff security personnel. Establish a schedule by which security is provided 24 hours a day. Establish patrol patterns that will provide coordinated security of the hotel's perimeter and buildings.
- Hire an outside private security contractor to provide additional services as required.
- If necessary, erect barriers around the affected area to control access to it.
- If the hotel has been evacuated, begin coordinated security of the hotel's perimeter, buildings, and any outside material. If the building structure is damaged or will be out of service for an extended period, it may be necessary to erect fencing around the hotel.
- Establish a badge identification system for all persons who may require access to the property. This system would allow security to identify employees and outside individuals who have a need to be in and around the emergency area. Hotel employees should wear their nametags as identification.
- Establish a policy as to who has the authority to enter the affected area and furnish this information to security. Only those individuals should be allowed to enter the affected area.

Records should be maintained by security of the name, date and time of the entry and exit of all individuals.

Utilities/Structural Integrity

In the event of structural damage these additional items should be considered:

- Have the hotels engineering staff shut down the hotel's utilities and HVAC system.
- Contact the electric company, gas company, and water department. Ask for inspections by their employees to confirm the integrity of the hotel's systems.
- Contact an electrical contractor to install temporary lighting and emergency generators, if necessary.
- Conduct a visual inspection of the building structure for any damage. Later, it may be necessary for a structural engineer to conduct an in-depth inspection.

Communications with the Media

Refer to Communications with the Media Section of this Loss Prevention Manual for instructions on communicating with the media, or contact the SIX CONTINENTS HOTELS Communications Department.

Establish a location away from the emergency area where media representatives can assemble.

Establish a rigid timetable for dispensing information or holding news conferences.

Phase Three

In this phase the ERT will arrange for an investigation of the emergency incident, conduct management reviews of the actions being taken, and conduct a review of your emergency plan to accommodate unforeseen losses.

Emergency Investigation

Prepare a report on the emergency that includes the following information:

- What happened?
- Where did it happen?
- When did it happen?
- How many people were reported injured, deceased or missing?
- What is the physical condition of the property?

Witnesses to the emergency should be interviewed and their information included in the report. The report should be sent to the hotel's senior management as soon as possible.

Once senior management has received the report, the ERT should determine what their response to the emergency is and coordinate with them to ensure that the proper resources are mobilized to help manage the emergency.

Also, note that major hotel emergencies will usually involve agencies from all branches of government (local, state, federal). Space should be made available to accommodate agencies involved with the emergency.

Once the property has been released by the local authorities, the ERT should prepare to take over its security by:

- Closing the facility or isolating damaged areas.
- Fencing in the entire property or damaged areas.

Plan for both short-term and long-term investigations of the emergency. Each investigating entity involved with losses to the hotel will need space in which to work as well as the following arrangements:

- Meeting rooms
- Food service
- Restrooms
- Secretarial and support staff (numbers will depend on the magnitude of the incident)
- Communications (telephone and two-way radio)

- Separate accounting systems for both the emergency and insurance purposes
- Computers to manage data and provide word-processing
- Blueprints and plans of the hotel's physical plant
- Employee assistance (such as where they can be located and when they will be needed to work)
- Fax access to supplement telephone communication

Management Review

During the first 72 hours following the occurrence of the emergency, schedule meetings with the ERT at least three times a day to ensure that all assigned duties are being carried out. After the first 72 hours, continue to meet at least daily or as often as circumstances require.

Add or restructure job duties or functions as required by the current situation. Continue meetings and critiques as long as emergency conditions exist.

Plan Review

Unexpected issues that will require your attention will emerge as additional losses to the hotel are discovered after the initial crisis. The ERT should reevaluate the emergency plan to accommodate for these issues.

Emergency Management Plan

Natural emergencies, although infrequent, do happen and the ERT should be prepared for them. Depending upon its location, a hotel may have to cope with earthquakes, floods, tidal waves, hurricanes/typhoons, tornadoes, windstorms, power failures or severe snowstorms. In some instances, natural disasters present unique problems whereby the hotel might be used as shelter or hospital for nearby residents. These situations may have a traumatic effect on the victims, their families and the hotel. Emergency planning can greatly reduce the impact of these situations and can assist in the efforts to re-establish operations following a loss.

The hotel's ERT should develop Emergency Management Plans (EMP) for those perils likely to impact the hotel. These plans are a critical part of any hotel's operating procedures. The ERT should prepare hotel staff to implement emergency plans with little notice.

The goals of an emergency plan are as follows:

- To help ensure the safety and well being of persons which may be affected by a fire, natural disaster or other catastrophe.
- To provide timely notification to the appropriate authorities
- To provide a tool for training employees in actions that should be taken in the event of an emergency.
- To ensure the flow of accurate information to the hotel's guests, its employees, the public and any others directly affected by the incident.

- To promptly assist others in the evaluation of the cause(s) of any losses and in an assessment of the magnitude of damage.

Contingency Planning

Preparation and training are critical components of any emergency plan. An effective emergency plan will provide for the following:

Training: Employee training and drills should be conducted semi-annually and on all shifts to ensure that in the event of an emergency, employees are aware of their duties and responsibilities. The ERT should critique the employees' actions on these drills to evaluate and correct the hotel's emergency plan.

Emergency Resources: To help ensure hotel operations are restored in a timely fashion, a list of vendors, contractors and other resources should be maintained. The list should contain names, 24 hour contact numbers, and a description of the services offered. A minimum of two vendors should be listed for each resource. Each vendor or contractor should be contacted on a regular basis to confirm that they will respond to your request and are capable of providing the services or equipment required.

Relations with Local Authorities: The ERT should establish a working relationship with local authorities who will be responding to emergencies at the hotel. The ERT should know the names of individuals within the public agencies who can help coordinate the safety efforts undertaken by the hotel. In the event of a major emergency, local and state authorities might take control of the hotel property for a period following the emergency. Efforts in preparation for an emergency will help ensure cooperation with these authorities before, during and after an emergency.

Emergency Checklists: Each department manager should have a checklist of actions that he or she should perform in the event of an emergency. Where appropriate, drawings of the hotel identifying utility controls, assembly points, and any other important information should be maintained. Department managers should be trained through a practice drill to become familiar with their respective responsibilities during and following an emergency. Department managers should delegate specific responsibilities on the checklists to their employees and train them in those responsibilities.

Emergency Response Kit: An emergency response kit should be kept at the front desk that contains supplies that will enable the hotel's management to keep track of the relocation of employees and guests after an emergency. The kit should contain the following:

- Hotel Drawings
- Emergency Checklists
- Emergency Plans

- Contact Numbers
- Guest identification tags
- Guest identification roster
- Several pens
- Legal note pads
- File folders
- Paper clips

The guest identification tags are used to identify the guests or their property if they have been relocated or are being relocated to a medical facility. They should have space to record the guest's name and room number, and the name of the medical facility to which the guest was transferred. The tag should be a two-part form. One part of the form should be provided to the guest or placed on his or her property. The second part should be kept at the hotel by the General Manager to account for and identify the current location of the guests.

The guest identification roster should also be used to keep track of the location of all guests who had been staying at the hotel at the time of the emergency. It should record the guest's name, the room number to which the guest is registered, the name of the location to which the guest was transferred, and whether it was a medical facility or alternate housing.

First Aid Training and Supplies: Selected personnel on each shift should be trained in first aid and CPR procedures. This training should be kept current. A basic first aid kit should be maintained with a complete inventory of supplies.

Mutual Assistance Agreement: The ERT should develop a Mutual Assistance Agreement with several local hotels or businesses to provide for the transportation and relocation of guests in the event it is required. This agreement should be developed in advance and in writing when possible. The plan should be reciprocal for all parties.

Emergency Plan Review: Emergency plans should be reviewed by the ERT a minimum of twice each year at the time of training or drills. A post drill review should be conducted to determine if any changes to the plan are necessary. All contact information should be verified to ensure it is current.

Reporting Instructions

After an emergency occurs, the General Manager should inform the senior management and Risk Management department, company, owners, and insurance carriers of the incident by telephone, providing as much information as possible. Immediately thereafter the following reporting procedure is to be observed:

List nature and extent of all injuries, sustained or reported by guests or employees.

Assess the damage to the facility and the impact on business operations.

NOTE: Repair work, other than that necessary to protect the building and its contents, should not be started until approved by the Risk Management department.