

CONTINGENCY / EMERGENCY PLANS

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Threat Levels

- ✓ I. Introduction
- ✓ II. Levels
- ✓ III. Threat Level based Security Measures
- ✓ IV. Examples

I. INTRODUCTION

Threat levels are utilized in order to implement appropriate security measures based on an assessment of the likelihood of an event involving violence. Threat levels are therefore an advance tool. Threat levels are to be used based on an assessment of the **potential** for an incident, including terrorist activity, planned violence, civil unrest and general disorder.

Threat levels must be distinguished from emergency response and contingency planning. Threat levels will be utilized based on an assessment of the **potential** for an incident, whereas emergency response will be activated **following** an incident.

Threat levels are a matter of judgment based on factors and circumstances. Factors include:

- A. **AVAILABLE INTELLIGENCE:** It is rare that specific threat information is available and can be relied upon. More often, judgments about the threat will be based on available information, including the level and nature of current terrorist activity, comparison with events in other countries and previous attacks
- B. **TERRORIST CAPABILITY:** An examination of what is known about the capabilities of the terrorists in question and the method they may use based on previous attacks or from intelligence. This includes the potential scale of the attack.
- C. **TERRORIST INTENTIONS:** Utilizing available information to examine the overall aims of the terrorists and the ways they may achieve them, including what sort of targets they would consider attacking.
- D. **TIMESCALE:** The threat level expresses the likelihood of an attack in the near term. In the absence of specific intelligence, a judgment will need to be made about how close an attack might be to fruition. Threat levels do not have any set expiry date, but are regularly subject to review in order to ensure that they remain current.

II. LEVELS

- A. **LEVEL 1 (Low):** a violent event is unlikely; continue normal operations; main focus the prevention of local crime and guest safety.
- B. **LEVEL 2 (Medium):** a violent event is possible, but not expected; enhanced access control and security measures.
- C. **LEVEL 3 (High):** a violent event is a strong possibility; stringent access control and security measures. Causes inconvenience to guests and is ideally not maintained long-term.

- D. **LEVEL 4 (Critical):** an attack is expected imminently; "lock-down" of hotel; a short term measure only, not sustainable beyond the short term.*

**Note: a Level 4 will be based on specific threat information and will not be expected, thus the hotel will still have guests. This critical threat level will be activated for the period of the threat until authorities give the all-clear. This is separate from hotel closure, which may, for example, be a decision as a result of a long term situation of instability in a location, or perhaps as an emergency response following an incident or natural disaster.*

- E. **ESCALATION/DE-ESCALATION:** Hotel sites are located all over the world and the background threat varies widely. Some sites will spend a great deal of time at the higher threat levels. Others will mainly be at low and concentrate on other issues apart from terrorism, such as local crime. It is important to exercise good judgment when setting threat levels and not be over zealous. High threat levels will cause inconvenience to guests and hotel operations. In certain areas where it is country practice to utilize walk-through metal detectors at hotel entrances, this can be implemented at Level 2, in a low key way causing minimal inconvenience, while reserving Level 3 for when information from authorities/agencies suggests a higher possibility of attack. Judgment must be used to facilitate business operations while taking appropriate security measures.
- F. **THREAT LEVEL CHANGES:** Individual hotels have the authority to raise threat levels as appropriate due to local circumstances. A threat level response should be continually reviewed and higher levels should not be maintained when no longer appropriate. Area/Regional/Executive supervisors should be immediately informed when threat levels are changed and will be responsible for confirming the changes; the management level informed is dependent on the seriousness of the threat. For threats impacting areas larger than single sites, area and executive level managers will implement threat level changes across that region.

III. THREAT LEVEL BASED SECURITY MEASURES

- A. **LEVEL 1:** (Low/ "Normal"). **A violent event is unlikely; continue normal operations; main focus the prevention of local crime and guest safety.** No specific measures other than normal hotel operation and safety and security policies. Examples of such safety and security policies:
1. Access control and on-site security in order to deter/prevent local crime and ensure guest safety.
 2. Fire & evacuation training, health and safety, Hazardous Material practices as standard.
 3. Hilton Site Crisis Plans training and preparation, incl. relevant contingency planning.
 4. CCTV systems: check system and review operating procedures.
 5. Communications: check system and review operating procedures.
 6. External lighting: check system and review operation.
 7. Security awareness training.
 8. Access control/ physical security systems, check and review.

9. Access Code change policy.
 10. Contractor/visitor pass/ sign in procedures.
 11. Procedures for challenge of "unknown" persons in back of house areas.
 12. Reporting of suspect packages.
 13. Security Guard posts/ patrols: internal & external. If the hotel does not have security, relevant hotel staff will conduct walk-throughs and checks of relevant areas.
 14. Lock all vacant rooms.
- B. **LEVEL 2:** (Medium). **A violent event is possible, but not likely; enhanced access control and security measures.** In addition to Level 1 basic operating procedures, the following additional measures:
1. Communicate change of Level throughout team.
 2. Routine use of walk-through metal detectors and bag scanners if regional threat warrants it. Country/Regional practices will determine if this is to be implemented at Level 2 or Level 3. Judgment to be utilized.
 3. Government issued photo ID required on check-in if applicable to the country/region.
 4. Secure the HVAC system.
 5. Emergency Power: check operation and ensure adequate fuel supply.
 6. Check alarm and CCTV systems.
 7. No non-guests to check luggage
 8. Visible security presence within hotel. If the hotel does not employ specific security guards then vigilance by hotel staff will be employed.
 9. Parking control in vicinity of building.
- C. **LEVEL 3:** (High). **A violent event is a strong possibility (general threat); stringent access control and security measures. Causes inconvenience to guests and is ideally not maintained long-term.** In addition to the measures from Level 1 & 2, the following additional measures:
1. Utilize or create stand off from the building where building and street layout make this possible. Place physical vehicle barriers and security control access to hotel by vehicle, incl. front of hotel guest drop off/pick up.
 2. Barricade fire lanes. Tow violators where local regulations allow.
 3. Active security presence within hotel and at access points. Control access. Fixed security posts.
 4. Routine use of walk-through metal detectors and bag scanners if equipment available. Country/Regional practices will determine if this is to be implemented at Level 2 or Level 3. Judgment to be utilized.
 5. Utilize metal detectors (walk-through or wand (need female security)) and conduct bag searches. Rent equipment as necessary. Physical or electronic screening. Security managers to assess best regional approach to equipment purchase/rental.
 6. Lock or remove dumpsters/trash bins from perimeter of hotel.
 7. Active patrolling internally and externally by security team.

8. Deliveries for guests only accepted if guest is present and item is expected.
 9. Parking control: only guests allowed into parking areas, vehicles subject to search. No parking around hotel where enforceable. Delivery drivers verified and to stay with vehicles.
 10. All personal in building subject to ID and/or valid keycard check.
 11. Retain CCTV footage. 24 hour manning of CCTV monitors if possible.
- D. **LEVEL 4: (Critical). An attack is expected imminently (specific threat); "lock-down" of hotel; a short term measure only, not sustainable beyond the short term.** Consider the following additional measures:
1. "lock-down": attack is considered imminent. Utilize local authorities/law enforcement/military as much as possible to bolster security, stand off and access control, dependent on how specific the threat is to the hotel.
 2. Restrict entry. Positive ID of all guests. No new guests check in.
 3. Search all baggage, physical or electronic.
 4. Active searches of hotel property by security for suspicious persons or packages.
 5. Enforce standoff where possible– no vehicles allowed within minimum 100 feet of building – 200 yards if possible. Push access control posts out as necessary/feasible.

Note: see Lockdown Procedures Chapter.

The measures above are not all-inclusive and need to be reviewed against specific business requirements and standards of the Hilton Worldwide.

IV. EXAMPLES

- A. **THREAT LEVEL INCREASE:** Hotels and public buildings in the city have been targeted by two suicide bombers over the past 3 months. Information is received from a trusted government agency states that terrorists are planning further attacks. This would result in maintaining a Level 3 (High) threat level.
- B. **PUBLIC MARCH:** Police inform the hotel that the route of a peaceful public march will go along the street on which the hotel is located. Past marches have been peaceful and there is no anticipation of violence. This would move the threat level from Level 1 (low) to Level 2 (medium) simply due to the number of people and the potential for problems, including the need to restrict access by crowds into the hotel lobby/ restrooms etc.
- C. **EMERGENCY RESPONSE:** A criminal active shooter opens fire in the lobby of a hotel across the street. This was unanticipated/ unpredictable and would not have caused a threat level increase. An emergency response would be to call emergency services and close/ lock the hotel access points to prevent potential ingress of the shooter. Depending on the assessment of Law Enforcement about the motive of the crime and the likelihood of further events, this would probably not result in a threat level increase.

Section 1:

Active Shooter

- ✓ [1.1 Purpose](#)
- ✓ [1.2 What Is An Active Shooter](#)
- ✓ [1.3 Guidelines](#)
- ✓ [1.4 Department Responsibilities and Pre-Planning](#)

1.1 PURPOSE

The purpose of the Active Shooter Policy is to identify areas of responsibility in response to an active shooter event.

1.2 WHAT IS AN ACTIVE SHOOTER

- A. Active shooters usually focus on assaulting persons with whom they come into contact. Their intention to cause bodily harm is usually an expression of hatred or rage rather than the commission of a crime.
- B. An active shooter is likely to engage more than one target. Active shooters may be intent on killing a number of people as quickly as possible.
- C. Generally the first indication of the presence of an active shooter is when he or she begins to assault victims.
- D. Active shooters often go to locations where potential victims are close at hand.
- E. Tactics such as containment and negotiation, normally associated with stand-off incidents may not be adequate in active shooter events. Active shooters typically continue their attack despite the arrival of emergency responders.
- F. Active shooters are often better armed than law enforcement, sometimes making use of explosives, booby traps, and body armor. Active shooters are not limited to the use of firearms in accomplishing their attacks on victims. They may use bladed weapons, or any tool that, in the circumstance in which it is used, constitutes deadly physical force.
- G. Active shooters may have a planned attack and be prepared for a sustained confrontation with the law enforcement. Historically, active shooters have not attempted to hide their identity or conceal the commission of their attacks. Escape from law enforcement is usually not a priority of the active shooter.
- H. Active shooters may employ some type of diversion, such as smoke bombs or set off fire alarms.
- I. Active shooters may be indiscriminate in their violence or they may seek specific victims.
- J. Active shooters may be suicidal, deciding to die in the course of their actions either at the hand of others or by a self-inflicted wound.

- K. Active shooters usually have some degree of familiarity with the building or location they choose to occupy.

1.3 GUIDELINES

Law enforcement will contain and terminate such threats as quickly as possible. The following guidelines will enable you to take appropriate & immediate action and are intended for emerging or in progress situations.

A. **SECURE THE IMMEDIATE AREA:**

1. If able, lock or barricade the door. Block the door using whatever is available: tables, file cabinets, other furniture, etc.
2. After securing the door, stay behind solid objects away from the door as much as possible
3. If an assailant enters the room and leaves, lock or barricade the door behind him/her
4. If safe to do so, allow others to seek refuge with you

B. **PROTECTIVE ACTIONS:** Take appropriate steps to reduce vulnerability:

1. Close blinds
2. Block windows
3. Turn off radios and computers
4. Silence cell phones
5. Place signs in exterior windows to identify your location and the location of injured persons
6. Keep people calm and quiet
7. After securing the room, people should be positioned out of sight and behind items that might offer additional protection – walls, desks, file cabinets, bookshelves, etc.
8. Do not sound fire alarms. This may cause others to flee the buildings and put them at risk
9. If the hotel is equipped with panic alarms that are linked to Police or remote monitoring center, these should be activated if safe to do so.

C. **UNSECURED AREAS:** If in an open area, immediately seek protection:

1. Put something between you and the assailant
2. Consider trying to escape, if you know where the assailant is and there appears to be a safe escape route immediately available to you
3. If in doubt, find the safest area available and secure it the best way you can

D. **EMERGENCY TELEPHONE SYSTEMS:** These may be overwhelmed during this type of incident. Be prepared to provide law enforcement with as much information as possible, such as the following:

1. What is happening
 2. Where you are located
 3. Number of people at your specific location
 4. Injuries if any, including the number of injured and types of injuries
 5. Your name and other information as requested
- E. **WHAT TO REPORT:** Try to note as much as possible about the assailant, including:
1. What exactly was heard – e.g., gunshots, explosions, etc.
 2. Specific location of the assailant
 3. Number of assailants
 4. Gender, race, and age of the assailant
 5. Language of commands used by the assailant
 6. Clothing color and style
 7. Physical features- e.g., height, weight, facial hair, glasses
 8. Type of weapons- e.g., handguns, rifle, shotgun, explosives
 9. Description of any backpack or bag
 10. Do you recognize the assailant? Do you know his/her name?
- F. **UN-SECURING THE AREA:**
1. The assailant may not stop until his objectives have been met or until engaged and neutralized by law enforcement
 2. Always consider the risk of exposure posed by opening the door for any reason
 3. Attempts to rescue people outside a secure area only should be made if it can be done without further endangering the people inside the secured area
 4. Be aware that the assailant may bang on the door, yell for help, or otherwise attempt to entice you to open the door of a secured area
 4. If there is any doubt about a threat to the safety of the individuals inside the room, the area needs to remain secured
- G. **MANAGING THE CONSEQUENCES OF AN ACTIVE SHOOTER SITUATION:** After the active shooter has been incapacitated and is no longer a threat, the hotel's Site Crisis Team should engage in post-event assessments and activities, including:
1. An accounting of all individuals at a designated assembly point to determine who, if anyone is missing and potentially injured
 2. Notifying families of individuals affected by the active shooter, including notification of any casualties
 3. Assessing the psychological state of individuals at the scene, and referring them to health care specialists accordingly

4. Identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter
5. Notify Area or Executive Crisis Team as appropriate via the Crisis Hotline.

1.4 DEPARTMENT RESPONSIBILITIES AND PRE-PLANNING

A. HUMAN RESOURCES

1. Conduct effective employee screening and background checks
2. Create a system for reporting signs of potentially violent behavior
3. Make counseling services available to employees
4. Develop a property specific Emergency Action Plan (EAP) which includes policies and procedures for dealing with an active shooter situation, as well as after action planning

B. GENERAL MANAGER OR DESIGNEE

1. Institute access controls (i.e., keys, security system pass codes)
2. Distribute critical items to appropriate managers / employees, including: Floor plans- Keys- Facility personnel lists and telephone numbers
3. Coordinate with the hotel's designated security representative to ensure the physical security of the location
4. Refer to the hotel's crisis kit
5. Be certain that floor plans near entrances and exits are posted for emergency responders
6. Activate the emergency notification system when an emergency situation occurs

C. REACTIONS OF MANAGERS DURING AN ACTIVE SHOOTER SITUATION: Employees and customers are likely to follow the lead of managers during an emergency situation. During an emergency, managers should be familiar with their EAP, and be prepared to:

1. Take immediate action
2. Remain calm
3. Lock and barricade doors
4. Evacuate staff and guests via a preplanned evacuation route to a safe area assisting individuals with special needs or disabilities

D. RECOGNIZING POTENTIAL WORKPLACE VIOLENCE: An active shooter in your workplace may be a current or former employee, or an acquaintance of a current or former employee. Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee. Alert your Human Resources Department if you believe an employee or coworker exhibits potentially violent behavior.

E. INDICATORS OF POTENTIAL VIOLENCE: An employee typically displays indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated. Potentially violent behaviors by an employee may include

one or more of the following (the list of behaviors is not comprehensive and is not intended to diagnose violent tendencies):

1. Increased use of alcohol and/or illegal drugs
2. Unexplained increase in absenteeism; vague physical complaints
3. Noticeable decrease in attention to appearance and hygiene
4. Depression /withdrawal
5. Resistance and overreaction to changes in policy and procedures
6. Openly expresses dissatisfaction with management team or specific team members
7. Repeated violations of company policies
8. Increased severe mood swings
9. Noticeably unstable and emotional responses
10. Explosive outbursts of anger or rage without provocation
11. Suicidal comments
12. Paranoid behavior
13. Increasing talks of problems at home
14. Escalation of domestic problems in the workplace; talk of severe financial problems
15. Talk of previous incidents of violence
16. Empathy with individuals committing violence
17. Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes

See Lockdown Procedures Chapter

Section 2:

Bomb Threat

- ✓ [2.1 General Information](#)
- ✓ [2.2 Action Plan](#)
- ✓ [2.3 Manager on Duty Responsibilities](#)
- ✓ [2.4 Searching](#)
- ✓ [2.5 Evacuation](#)
- ✓ [2.6 Inquiry by Media](#)
- ✓ [2.7 Notification](#)
- ✓ [2.8 UK Procedures](#)

2.1 GENERAL INFORMATION

Bomb threat calls to hotels are generally designed to accomplish one or more of the following goals:

1. Minimize personal injury or property damage in instances when the caller has knowledge that an explosive or incendiary device has been or will be placed in a hotel facility and the purpose is to attract attention to a cause.
2. Ensure proper credit will be given by the news media to the group placing the device, by disclosing the presence of the explosive device prior to the explosion.
3. Create fear, anxiety and panic by claiming the presence of an explosive device which will result in harassment and disruption of normal hotel activities.
4. The purpose of the Active Shooter Policy is to identify areas of responsibility in response to an active shooter event.

2.2 ACTION PLAN

The following outline is designed to ensure key hotel team members respond in a pre-designed manner after a bomb threat has been received. **Telephone Operators / Team Members Receiving The Bomb Threat Phone Call Shall:**

1. Handle the call on a priority basis.
2. Obtain as much information as possible from the caller. Ask the caller to repeat the message, particularly the location of the bomb, time of detonation, etc.
3. Record the message in writing, using exact words or language.
4. Listen for background noises which may provide a clue as to where the telephone call is originating.
5. Pay attention to the voice of the caller so that you can identify it should you hear it again. Listen for accents, dialects, speech impediments, etc. Active shooters usually focus on assaulting persons with whom they come into contact. Their intention to cause bodily harm is usually an expression of hatred or rage rather than the commission of a crime.

6. Immediately notify, in order, the following individuals:
 - i. General Manager
 - ii. Security Manager or Security Officer on duty
 - iii. Manager on duty
7. If your hotel has appropriate technical capabilities and your hotel has been advised by the legal department that it is acceptable for you to do so, your hotel may tape or electronically record incoming bomb threat calls and provide the recording to the appropriate authorities in furtherance of an investigation.

2.3 MANAGER ON DUTY RESPONSIBILITIES

- A. After notification from the telephone operator or other team member that a bomb threat has been received, call the local Police Department immediately.
- B. If a demand for ransom or other thing of value is coupled with the bomb threat, also call your national / state police agency promptly.
- C. Ensure that recipient of the original bomb threat telephone call completes a **Bomb Threat Form**, a copy of which may be given to the Local Police Department.
- D. Consult with the General Manager, Security Manager, Chief Engineer, or other team member designated by the General Manager to determine if a bomb search is to be conducted.
- E. If a search is to be conducted, with the assistance of the Security Manager or Security Supervisor on Duty, establish a Command Post. The Command Post should be located in a pre-selected area, easily accessible to team members and the Police, but separate from hotel guests and the public.
- F. Maintain a log of all pertinent activity at the Command Post. Include such entries as:
 1. Initiate a systematic sweeping search of the hotel
 2. Do not include guestrooms unless the caller involves guestrooms in his conversation, or unless other reasons are apparent.
 3. Specific assignments for searching particular areas should be given to key team members.
 4. Each team member participating in the search should have the telephone number of the Command Post, and should report results of his search immediately.
 5. Those participating in the search should not discuss their actions with guests or other nonparticipating team members.
- G. Maintain a log of all pertinent activity at the Command Post. Include such entries as:
 1. Time local police and national / state police agency were notified.
 2. Identity of team members conducting search and searching areas assigned.
 3. Time of arrival of law enforcement officers and/or firefighters.
 4. Time evacuation was ordered.
 5. Areas ordered to be evacuated.
 6. Time explosive device(s) were located.
 7. Place(s) where explosive device(s) located.

2.4 SEARCHING

A. **SECURITY AND MANAGEMENT:** Will organize and conduct necessary bomb searches with the assistance of those team members most familiar with the areas being searched. Areas to be searched should include:

B. **DURING THE SEARCH:** The telephone should be the **primary** means of communication. The use of radios can cause detonation of an electric initiator.

DO NOT USE TWO-WAY RADIOS DURING SEARCH OPERATIONS.

C. **ROOM SEARCHES:** Upon entering a room, move to various parts of the room, standing quietly and listening for a clockwork device. Work around the room systematically, checking for items that are normally not present.

If at all possible, do not change the environment of the room prior to search. Use a flashlight – **DO NOT TURN ON LIGHTS OR CHANGE THE SETTING OF THERMOSTATS.** These actions may activate the explosive device!!!

D. **AREA SEARCHES:** Search logical areas on a priority basis, but search systematically and not randomly. For instance, if a threat is directed against a group using a meeting room, search the meeting room and immediately adjacent areas first.

Upon completion of the search, searching team members should immediately report to command post.

E. **LOCATION OF A SUSPICIOUS OBJECT:**

a. **DO NOT** touch a strange or suspicious object!

b. Immediately report the location of any such object to Command Post.

c. Removal of any strange or suspicious object must be left to Police or Fire Department Bomb Squads.

2.5 EVACUATION

A. Only the senior hotel official on the scene or the Police or Fire Department can order evacuation of the hotel or sections of the hotel.

B. If evacuation because of a bomb threat is necessary; follow your **Fire Evacuation Plan.**

C. If and when evacuation is ordered by a senior hotel official, prior to the arrival of local enforcement officials, the Chief Engineer will ensure electric, gas and fuel lines are turned off as required.

D. If evacuation is ordered by Police or Fire officials, the instruction of the official in command must be followed explicitly!

2.6 INQUIRY BY MEDIA

A. Bomb threats received by hotels, as well as explosions in public places such as hotels, are of great public interest. When one incident becomes public, it seems to provoke other similar incidents. There should be no discussion by any hotel team members with the news media of an incident without prior consultation with law enforcement officials to ensure statements given do not jeopardize the investigation.

B. If and when an incident occurs which constitutes a violation of the law, refer any news media inquiry to one of the law enforcement agencies involved in the investigation.

- C. All inquiries from the news media must be referred to the General Manager. Other team members, with the exception of those designated by the General Manager, may not discuss the situation with anyone other than constituted authorities.

2.7 NOTIFICATION

Any incident involving a bomb threat which may attract public attention **must** be called to the attention of the **Crisis Hotline and your Area Vice President of Operations.**

2.8 UK PROCEDURES

See **ANNEX A: SAMPLE** Detailed UK Bomb Procedure Guidelines for more details.

Section 3:

Chemical / Biological / Radiological / Nuclear (CBRN)

- ✓ [3.1 Overview](#)
- ✓ [3.2 Chemical Attack](#)
- ✓ [3.3 Biological Attack](#)
- ✓ [3.4 Mail and Package Screening Procedures](#)

3.1 OVERVIEW

“**CBRN**” is a term that covers four distinct groups of hazards:

- A. **CHEMICAL:** Poisoning or injury caused by chemical substances, including ex-military chemical warfare agents or legitimate but harmful household or industrial chemicals.
- B. **BIOLOGICAL:** Illnesses caused by the deliberate release of dangerous bacteria, viruses or fungi, or biological toxins (e.g. ricin, a natural toxin occurring in plants).
- C. **RADIOLOGICAL (radioactive):** Illness caused by exposure to harmful radioactive materials contaminating the environment.
- D. **NUCLEAR:** Death and injury caused from caused from the effects of an explosion that includes blinding light, intense heat (thermal radiation), initial nuclear radiation, blast, fires started by the heat pulse, and secondary fires caused by the destruction.

3.2 CHEMICAL ATTACK

A chemical attack is the deliberate release of a toxic gas, liquid or solid that can poison people and the environment.

A. POSSIBLE SIGNS OF CHEMICAL THREAT:

1. Many people suffering from watery eyes, twitching, choking, having trouble breathing or losing coordination. Many sick or dead birds, fish or small animals are also cause for suspicion.
2. Quickly try to define the impacted area or where the chemical is coming from, if possible.
3. Take immediate action to get away.
4. If the chemical is inside a building where you are, get out of the building without passing through the contaminated area, if possible.
5. Otherwise, it may be better to move as far away from where you suspect the chemical release is and “shelter-in-place.”

6. If you are outside, quickly decide - what is the fastest escape from the chemical threat. Consider if you can get out of the area, or if you should follow plans to "shelter-in-place."

B. IF YOU THINK YOU HAVE BEEN EXPOSED TO A CHEMICAL:

1. If your eyes are watering, your skin is stinging, and you are having trouble breathing, you may have been exposed to a chemical.
2. If you think you may have been exposed to a chemical, strip immediately and wash.
3. Look for a hose, fountain, or any source of water, and wash with soap if possible, being sure not to scrub the chemical into your skin.
4. Seek emergency medical attention.

- C. RESPONDING TO AN ATTACK:** Aside from their common lethality, there is no one size fits all when it comes to describing the types and effects of possible chemical or biological agents. Chemical agents are generally liquids, often aerosolized, and most have immediate effects or are delayed for a few hours. Many chemical agents have a unique odor and color.

Biological agents differ in that the effects are delayed, often for days. The effects of toxins, such as botulism toxin, occur typically in less than a day. Living biological agents, such as anthrax or plague, generally take 2-5 days for symptoms to appear. Biological agents have no odor or color and can be in either liquid or powder form.

There are many different potential chemical and biological agents that a terrorist could use as a weapon, but we can make the following broad generalizations:

1. Although food or water contamination or absorption through the skin are possible attack routes, most experts agree that inhalation of chemical or biological agents is the most likely and effective means. Protection of breathing airways is therefore the single most important factor in a situation where chemical or biological agents may be present.
2. Many likely agents are heavier than air and would tend to stay close to the ground. This dictates an upward safe-haven strategy.
3. Basic decontamination procedures are generally the same no matter what the agent.
4. Thorough scrubbing with large amounts of warm soapy water or a mixture of 10 parts water to 1 part bleach (10:1) will greatly reduce the possibility of absorbing an agent through the skin.
5. If water is not available, talcum powder or flour are also excellent means of decontamination of liquid agents. Sprinkle the flour or powder liberally over the affected skin area, wait 30 seconds, and brush off with a rag or gauze pad. (Note: the powder absorbs the agent so it must be brushed off thoroughly. If available, rubber gloves should be used when carrying out this procedure.)
6. Generally, chemical agents tend to present an immediately noticeable effect, whereas many biological agents will take days before symptoms appear. In

either case, medical attention should be sought immediately, even if exposure is thought to be limited.

7. Most chemical and biological agents that present an inhalation hazard will break down fairly rapidly when exposed to the sun, diluted with water, or dissipated in high winds.
8. No matter what the agent is or its concentration, evacuation from the area of attack is always advisable unless you are properly equipped with an appropriate breathing device and protective clothing or have access to collective protection.

D. **WARNING SIGNS OF A CHEMICAL ATTACK OR INCIDENT:** A chemical or biological attack or incident won't always be immediately apparent given the fact that many agents are odorless and colorless and some cause no immediately noticeable effects or symptoms.

Be alert to the possible presence of agents. Indicators of such an attack include:

1. Droplets of oily film on surface
2. Unusual dead or dying animals in the area
3. Unusual liquid sprays or vapors
4. Unexplained odors (smell of bitter almonds, peach kernels, newly mown hay or green grass)
5. Unusual or unauthorized spraying in the area
6. Victims displaying symptoms of nausea, difficulty breathing, convulsions, disorientation, or patterns of illness inconsistent with natural disease
7. Low-lying clouds or fog unrelated to weather; clouds of dust; or suspended, possibly colored, particles
8. People dressed unusually (long-sleeved shirts or overcoats in the summertime) or wearing breathing protection particularly in areas where large numbers of people tend to congregate, such as subways or stadiums

E. **WHAT TO DO IN CASE OF ATTACK:** Protection of breathing airways is the single most important thing a person can do in the event of a chemical or biological incident or attack. In most cases, absent a handy gas mask, the only sure way to protect an airway is to put distance between you and the source of the agent. While evacuating the area, cover your mouth and nose with a handkerchief, coat sleeve or any piece of cloth to provide some moderate means of protection.

Other basic steps one can take to avoid or mitigate exposure to chemical or biological agents include:

1. Stay alert for attack warning signs. Early detection enhances survival.
2. Move upwind from the source of the attack.
3. If evacuation from the immediate area is impossible, move indoors (if outside) and upward to an interior room on a higher floor. Remember many agents are heavier than air and will tend to stay close to the ground.

4. Once indoors, close all windows and exterior doors and shut down air conditioning or heating systems to prevent circulation of air.
 5. Cover your mouth and nose. If gas masks are not available, use a surgical mask or a handkerchief. An improvised mask can be made by soaking a clean cloth in a solution of 1 tablespoon of baking soda in a cup of water. While this is not highly effective, it may provide some protection.
 6. Cover bare-arms and legs and make sure any cuts or abrasions are covered or bandaged.
 7. If splashed with an agent, immediately wash it off using copious amounts of warm soapy water or a diluted 10:1 bleach solution.
 8. Letters from unknown sources should first be screened by security personnel. If opened, letters allegedly containing anthrax or another toxin should be handled carefully. Note if there was a puff of dust or particles from the envelope when it was opened and be sure to report that when assistance arrives. Carefully place such a letter and its envelope in a sealed plastic pouch. Thoroughly wash face and hands with warm soapy water before calling for assistance.
 9. If circumstances dictate, plan and prepare a chemical/biological safe-haven in your residence.
 10. At the office, familiarize yourself in advance with established emergency procedures and equipment at your post. See your regional or post security officer for details.
 11. If in a car, shut off outside air intake vents and roll up windows if no gas has entered the vehicle. Late model cars may provide some protection from toxic agents.
 12. In any case of suspected exposure to chemical or biological agents, no matter what the origin, medical assistance should be sought as soon as possible, even if no symptoms are immediately evident.
- F. **PREPARING A SAFE-ROOM:** In some remote but possible scenarios, an entire city or neighborhood could become endangered by lethal gas. If conditions at your post make this a possibility, you may want to plan and prepare a sealed chemical/biological safe-haven at your residence.
- G. **CHOOSING A SAFE-ROOM:**
1. Select an inner room on an upstairs floor with the least number of windows and doors.
 2. Choose a large room with access to a bathroom and preferably with a telephone.
 3. Avoid choosing rooms with window or wall air conditioners; they are more difficult to seal.
 4. Shut down all window and central air and heating units.

3.3 BIOLOGICAL ATTACK

Biological weapons and the use of bioterror is one of the greatest terrorist threats we face. A biological attack is the deliberate release of germs or other biological substances that can make you sick. Many agents must be inhaled, enter through a cut in the skin or be eaten to make you sick. Some biological agents, such as anthrax, do not cause contagious diseases. Others, like the smallpox virus, can result in diseases you can catch from other people.

If There Is a Biological Threat, unlike an explosion, a biological attack may or may not be immediately obvious. While it is possible that you will see signs of a biological attack, as was sometimes the case with the anthrax mailings, it is perhaps more likely that local health care workers will report a pattern of unusual illness or there will be a wave of sick people seeking emergency medical attention.

You will probably learn of the danger through an emergency radio or TV broadcast, or some other signal used in your community. You might get a telephone call or emergency response workers may come to your door. In the event of a biological attack, public health officials may not immediately be able to provide information on what you should do. It will take time to determine exactly what the illness is, how it should be treated, and who is in danger.

However, you should watch TV, listen to the radio, or check the Internet for official news including the following:

1. Are you in the group or area authorities consider in danger?
 2. What are the signs and symptoms of the disease?
 3. Are medications or vaccines being distributed?
 4. Where?
 5. Who should get them?
 6. Where should you seek emergency medical care if you become sick?
- A. **PROTECT YOURSELF:** If you become aware of an unusual and suspicious release of an unknown substance nearby, it doesn't hurt to protect yourself. Quickly get away. Cover your mouth and nose with layers of fabric that can filter the air but still allow breathing.
- Examples Include:** two to three layers of cotton such as a t-shirt, handkerchief or towel. Otherwise, several layers of tissue or paper towels may help. Wash with soap and water and contact authorities.
- B. **SYMPTOMS AND HYGIENE:** At the time of a declared biological emergency, if a family member becomes sick, it is important to be suspicious. Do not automatically assume, however, that you should go to a hospital emergency room or that any illness is the result of the biological attack. Symptoms of many common illnesses may overlap. Use common sense, practice good hygiene and cleanliness to avoid spreading germs, and seek medical advice.
- C. **RESPONDING TO AN ATTACK:** Aside from their common lethality, there is no one size fits all when it comes to describing the types and effects of possible chemical or biological agents. Chemical agents are generally liquids, often aerosolized, and most have immediate effects or are delayed for a few hours. Many chemical agents have a unique odor and color. Biological agents differ in that the effects are delayed, often for days.

The effects of toxins, such as botulism toxin, occur typically in less than a day. Living biological agents, such as anthrax or plague, generally take 2-5 days for symptoms to appear. Biological agents have no odor or color and can be in either liquid or powder form.

There are many different potential chemical and biological agents that a terrorist could use as a weapon, but we can make the following broad generalizations:

1. Although food or water contamination or absorption through the skin are possible attack routes, most experts agree that inhalation of chemical or biological agents is the most likely and effective means.
2. Protection of breathing airways is therefore the single most important factor in a situation where chemical or biological agents may be present. Many likely agents are heavier than air and would tend to stay close to the ground. This dictates an upward safe-haven strategy.
3. Basic decontamination procedures are generally the same no matter what the agent.
4. Thorough scrubbing with large amounts of warm soapy water or a mixture of 10 parts water to 1 part bleach (10:1) will greatly reduce the possibility of absorbing an agent through the skin.
5. If water is not available, talcum powder or flour are also excellent means of decontamination of liquid agents. Sprinkle the flour or powder liberally over the affected skin area, wait 30 seconds, and brush off with a rag or gauze pad. (Note: the powder absorbs the agent so it must be brushed off thoroughly. If available, rubber gloves should be used when carrying out this procedure.)
6. Generally, chemical agents tend to present an immediately noticeable effect, whereas many biological agents will take days before symptoms appear. In either case, medical attention should be sought immediately, even if exposure is thought to be limited.
7. Most chemical and biological agents that present an inhalation hazard will break down fairly rapidly when exposed to the sun, diluted with water, or dissipated in high winds.
8. No matter what the agent is or its concentration, evacuation from the area of attack is always advisable unless you are properly equipped with an appropriate breathing device and protective clothing or have access to collective protection.

D. **WARNING SIGNS OF AN ATTACK OR INCIDENT:** A chemical or biological attack or incident won't always be immediately apparent given the fact that many agents are odorless and colorless and some cause no immediately noticeable effects or symptoms.

Be alert to the possible presence of agents. Indicators of such an attack include:

1. Droplets of oily film on surfaces.
2. Unusual dead or dying animals in the area.
3. Unusual liquid sprays or vapors.

4. Unexplained odors (smell of bitter almonds, peach kernels, newly mown hay or green grass).
5. Unusual or unauthorized spraying in the area.
6. Victims displaying symptoms of nausea, difficulty breathing, convulsions, disorientation, or patterns of illness inconsistent with natural disease.
7. Low-lying clouds or fog unrelated to weather; clouds of dust; or suspended, possibly colored, particles.
8. People dressed unusually (long-sleeved shirts or overcoats in the summertime) or wearing breathing protection particularly in areas where large numbers of people tend to congregate, such as subways or stadiums.

E. **WHAT TO DO IN CASE OF ATTACK:** Protection of breathing airways is the single most important thing a person can do in the event of a chemical or biological incident or attack.

In most cases, absent a handy gas mask, the only sure way to protect an airway is to put distance between you and the source of the agent. While evacuating the area, cover your mouth and nose with a handkerchief, coat sleeve or any piece of cloth to provide some moderate means of protection.

Other basic steps one can take to avoid or mitigate exposure to chemical or biological agents include:

1. Stay alert for attack warning signs. Early detection enhances survival.
2. Move upwind from the source of the attack.
3. If evacuation from the immediate area is impossible, move indoors (if outside) and upward to an interior room on a higher floor. Remember many agents are heavier than air and will tend to stay close to the ground.
4. Once indoors, close all windows and exterior doors and shut down air conditioning or heating systems to prevent circulation of air.
5. Cover your mouth and nose. If gas masks are not available, use a surgical mask or a handkerchief. An improvised mask can be made by soaking a clean cloth in a solution of 1 tablespoon of baking soda in a cup of water. While this is not highly effective, it may provide some protection.
6. Cover bare-arms and legs and make sure any cuts or abrasions are covered or bandaged.
7. If splashed with an agent, immediately wash it off using copious amounts of warm soapy water or a diluted 10:1 bleach solution.
8. Letters from unknown sources should first be screened by security personnel. If opened, letters allegedly containing anthrax or another toxin should be handled carefully. Note if there was a puff of dust or particles from the envelope when it was opened and be sure to report that when assistance arrives. Carefully place such a letter and its envelope in a sealed plastic pouch. Thoroughly wash face and hands with warm soapy water before calling for assistance.

9. If circumstances dictate, plan and prepare a chemical/biological safe-haven in your residence using guidelines listed in this guide.
10. At the office, familiarize yourself in advance with established emergency procedures and equipment at your post. See your regional or post security officer for details.
11. If in a car, shut off outside air intake vents and roll up windows if no gas has entered the vehicle. Late model cars may provide some protection from toxic agents
12. In any case of suspected exposure to chemical or biological agents, no matter what the origin, medical assistance should be sought as soon as possible, even if no symptoms are immediately evident.
13. Preparing a Safe-Haven In some remote but possible scenarios, an entire city or neighborhood could become endangered by lethal gas. If conditions at your post make this a possibility, you may want to plan and prepare a sealed chemical/biological safe-haven at your residence.

F. CHOOSING A SAFE-HAVEN ROOM:

1. Select an inner room on an upstairs floor with the least number of windows and doors.
2. Choose a large room with access to a bathroom and preferably with a telephone.
3. Avoid choosing rooms with window or wall air conditioners; they are more difficult to seal.
4. Shut down all window and central air and heating units.
5. Seal The Room.

3.4 MAIL AND PACKAGE SCREENING PROCEDURES

The following supplemental mail and package handling procedures are for your guidance at all owned and managed hotels (all brands).

- A. **MAIL AND PACKAGES RECEIVING:** All incoming mail and packages (personal and commercial delivery) received by our hotels for hotel departments, guests and groups are to be examined to record and verify both the addressee and sender's name, department, company, address, date of posting, time and date of receipt and method of delivery.
- B. **MAIL AND PACKAGES TO BE DEEMED SUSPICIOUS:** Subsequent to initial screening of any piece of mail or package received by the hotel, a guest of the hotel or to a group meeting at the hotel that meets any of the categories below is to be deemed "suspicious" and will require special handling as indicated below:
 1. Lacks a return address.
 2. Shows any sign of a leaking liquid of any kind.
 3. Shows evidence of discharge of any kind of loose powder or granular substance.

4. Contains any unusual or threatening wording.
5. Is from an unexpected source in general or is postmarked/sent from an unexpected location.
6. Has a return address that differs from the postmark or air bill return address.
7. Packages that have protruding wires, strange odors, stains.
8. Packages from which a sound is emanating.
9. Handling procedures and notification of authorities

C. **RECEIVING PERSONNEL FINDING:** Any such mail or packages described above are to minimize contact with such mail or packages. Cover or contain such items pending investigation by authorities. In such cases law enforcement/emergency services are to be notified and asked to respond to investigate and advise further handling and/or disposal procedures. Personnel handling such items are to wash their hands with soap and water. Maintain a list of all such hotel personnel and follow the directions of emergency response personnel.

D. **SUSPICIOUS MAIL GUIDELINES:** If you receive a suspicious letter or package:

1. Handle with care
2. Don't shake or bump
3. Don't open, smell, touch, or taste.
4. Isolate it
5. Immediately treat it as suspect.
6. Call local law enforcement authorities
If a letter/parcel is open and/or a threat is identified:
7. For a Bomb:
 - i. Evacuate Immediately
 - ii. Call Police
 - iii. Contact Postal Inspectors
 - iv. Call Local Fire Department/HAZMAT Unit
8. For Radiological:
 - i. Limit Exposure – Don't Handle
 - ii. Distance (Evacuate Area)
 - iii. Shield Yourself From Object
 - iv. Call Police
 - v. Contact Postal Inspectors
 - vi. Call Local Fire Department/HAZMAT Unit
9. For Biological or Chemical:
 - i. Isolate – Don't Handle

- Confidential -

- ii. Wash Your Hands With Soap and Warm Water
- iii. Call Police
- iv. Contact Postal Inspectors
- v. Call Local Fire Department/HAZMAT Unit.

Section 4:

Criminal Activity

✓ 4.1 General Crime

✓ 4.2 Extortion

✓ 4.3 Kidnapping

4.1 GENERAL CRIME

- A. For criminal acts witnessed and reported by guests or staff on hotel property local law enforcement should be notified immediately.
- B. Provide first aid and call for medical Emergency Medical Services as required.
- C. For criminal acts in progress, the priority is to call local law enforcement, provide first aid as necessary, and ensure that no action is taken that will result in further harm to guests or team members.
- D. If an armed robbery or other violent crime is in progress:
 - i. Take no aggressive actions.
 - ii. Notify law enforcement immediately without making the perpetrators aware.
 - iii. When possible, notify the General Manager, Security Manager and the Manager on duty.
- E. Security personnel responding to the area (keeping their own safety as a priority) should, if possible, obtain pertinent details such as the description of the suspected perpetrators, mode of operations, license plate of any vehicles, weapons viewed or reported, etc.
- F. Should any guests or team members approach the area of the incident, they should be directed to a safer location.
- G. Be aware to not disturb the scene of the crime and to retain any forensic evidence, if this can be reasonably achieved. In cases of sexual assault comfort can be provided to the victim but in the interests of retaining forensic evidence personal hygiene procedures are not advised prior to the arrival of law enforcement.
- H. Once law enforcement officers arrive on the property, cooperate fully and assist in every way possible.

4.2 EXTORTION

A. GENERAL INFORMATION

1. Extortion, outwrestling, and/or exaction is a criminal offense which occurs when a person unlawfully obtains either money, property or services from a person(s),

entity, or institution, through coercion. Refraining from doing harm is sometimes euphemistically called *protection*.

2. Extortion is commonly practiced by organized crime groups. The actual obtainment of money or property is not required to commit the offense. Making a threat of violence which refers to a requirement of a payment of money or property to halt future violence is sufficient to commit the offense.
 3. Exaction refers not only to extortion or the unlawful demanding and obtaining of something through force, but additionally, in its formal definition, means the infliction of something such as pain and suffering or making somebody endure something unpleasant.
 4. Neither extortion nor blackmail requires a threat of a criminal act, such as violence, merely a threat used to elicit actions, money, or property from the object of the extortion. Such threats include the filing of reports (true or not) of criminal behavior to the police, revelation of damaging facts (such as pictures of the object of the extortion in a compromising position), etc.
- B. **ACTION PLAN:** The following outline is designed to ensure key hotel team members respond in a pre-designed manner after a phone call delivering a threat in exchange of money, services or protection (extortion) has been received.

TELEPHONE OPERATORS/TEAM MEMBERS RECEIVING THE THREAT PHONE CALL SHALL:

1. Handle the call on a priority basis. Make every effort to remain calm and relaxed. Adapt a helpful attitude to the caller on the lines of "will do all in my power to help, but the decisions are not mine". Express concern about the situation.
2. Obtain as much information as possible from the caller. Date, time and type of call received, Name of individual who originated the call, If the caller is Male / female, If the caller is Young / old, Type of accent, Local or long distance call, Tone of voice, mental state (calm, frantic, angry, distraught) , Background noises, Type of telephone used (public, automatic, operator).
3. Record the message in writing, using exact words or language. Ensure you write down the exact script of the call as accurately as possible.
4. Listen for background noises which may provide a clue as to where the telephone call is originating.
5. Pay attention to the voice of the caller so that you can identify it should you hear it again. Listen for accents, dialects, speech impediments, etc.
6. If you receive a call and you have a computer in front of you, notify via e-mail, or if you have a blackberry or any other communication device utilize it in order to communicate with the Security Manager, GM or HR.

AFTER THE CALL, IMMEDIATELY NOTIFY, IN ORDER, THE FOLLOWING INDIVIDUALS:

1. Security Manager or Security Officer on duty
2. General Manager
3. Manager on duty

4. Resident Manager or Executive Assistant Manager
5. Human Resources Director / Manager
6. Police, local authorities

If your hotel has appropriate technical capabilities and your hotel has been advised by the legal department that it is acceptable for you to do so, your hotel may tape or electronically record incoming threat calls and provide the recording to the appropriate authorities in furtherance of an investigation.

C. MANAGER ON DUTY RESPONSIBILITIES:

1. After notification from the Telephone Operator or other team member that a threat has been received, call the **Security Department** and **they** will contact the local Police Department immediately.
2. If a demand for ransom or other thing of value is coupled with the threat, also call the Police promptly.
3. Ensure that recipient of the original threat telephone call completes a **Threatening Calls Form**, a copy of which may be given to the Security Department, GM, and Human Resources only.
4. Maintain a log of all pertinent activity.

D. INQUIRY BY THE NEWS MEDIA (SEE CRISES COMMUNICATION GUIDELINES)

1. Threats received by hotels, as well as other activities in public places such as hotels, are of great public interest. When one incident becomes public, it seems to provoke other similar incidents. There should be no discussion by any hotel team members with the news media of an incident without prior consultation with law enforcement officials to ensure statements given do not jeopardize the investigation.
2. If and when an incident occurs which constitutes a violation of a Federal, State or Local law, refer any news media inquiry to one of the law enforcement agencies involved in the investigation.
3. All inquiries from the news media must be referred to the General Manager. Other team members, with the exception of those designated by the General Manager, may not discuss the situation with anyone other than constituted.

E. NOTIFICATION: Any incident involving a threat - extortion which may attract public attention must be called to the attention of the Regional Senior Vice President and Corporate Communications. Assistance is always available day or night through the Regional Safety & Security Manager, Sr. Safety & Security Manager or Director of Global Safety & Security.

4.3 KIDNAPPING

A. GENERAL INFORMATION: The crime of unlawfully seizing and carrying away a person, abduct by force or Fraud, or seizing and detaining a person against his or her will with an intent to carry that person away at a later time especially for use as a hostage or to extract ransom.

1. Generally, kidnapping occurs when a person, without lawful authority, physically asports another person without that other person's consent, with the intent to use the abduction in connection with some other nefarious objective.
2. Anyone may can be kidnapped or have a member of their family kidnapped. Unfortunately, most people don't know how to deal with kidnapers or how to survive the ordeal if they themselves are kidnapped or taken hostage.
3. Although we have no reason to believe that our staff is exposed we need to be prepared. Unfortunately, the kidnapping of executives is becoming common throughout the world. Any kidnapping will differ to a degree from all other kidnappings. Nevertheless, it is wise to prepare a plan or general procedures.
4. There's a simple procedure for dealing with kidnapers: go to the authorities for help. In real life, the experts know how to deal with kidnapers and can track them down. The authorities can get the kidnap victim back if it is possible to do so IF you contact them right away at the first sign of trouble.

B. **PREVENTION:** You are never too careful when it comes to Kidnap and the best way to avoid or minimize the risk is by preventing us or our loved ones becoming a target. What makes the kidnaper execute the actual action of kidnapping is the opportunity because we have portrayed ourselves as prey. Therefore we must take several actions in order to avoid kidnapping.

1. **Where the kidnapper gathers intelligence?** Any kidnapper is going to study their victim, to how much money they are worth? What position and company do they represent? If they are exposed most of the time? If they are comfortable with the surroundings? And how do they do it? Most of the information can be acquired by surveillance of the subject to be kidnapped. Buying, selling information is another way but there are others that are free and these can be found online. Social Networks are the #1 source of information for these criminals. It's fast, accurate, cheap and it's everywhere. You can access it from any device that has internet capabilities.
2. **High Profile people:** Since the purpose of a kidnaper mostly is to get money from ransom, high profile individuals are a prime target. The best recommendation is to keep a low profile, when traveling try to not announce your schedule only to those you trust. Develop a singular communication that includes other type of identifiable information at the location or destination of business leaving your name out.
3. **Traveling:** On the job, you should be careful not to have your name displayed on nametags, business cards, luggage tags, luggage, or any other identifier such as Pins, company logoed pins, Company logoed apparel or any other identifiable information. Have always with you your SOS / Control Risk card
www.internationalsos.com **Hilton Hotels Comprehensive Access**
11BCMA000227 Local Alarm Center: Philadelphia + 1 215-942-8226
London + 44 20 8762 8008 Singapore +65 6338 7800

When traveling do some research of the country, town and place that you are going to do business in order to acquire safety & security data. There are many online resources that you can obtain this information.

Always maintain a high sense of awareness, specially your surroundings. Plan ahead any route and trip. DO NOT venture alone specially during night time, if you need to do business outside of the place of business follow safety precautions such as; following your schedule appointment and give the schedule to the administrative assistant, or contact person in that hotel. Try to not deviate of the schedule this will give a red flag to those who are keeping an eye on you.

4. Also, you should be cautious about being in areas where you are unprotected and vulnerable. Don't jog on roads or in a park, avoid being on the streets by yourself. Get your exercise in a private area and drive whenever possible. Plan to have you dinner if you are alone at the hotel you are staying, if you are invited outside of the hotel, is better to go with a group.
5. Since many of you utilize your company / business mobile phone when traveling it is less likely that you get a threatening phone call. This is a possibility on the hotels room phone and very unlikely to happen on your mobile. Either way if you receive any threatening phone calls or letters you should reported to the police even if they appear to be a hoax.
6. Even if the person who is harassing you is only perpetrating a hoax, he should be caught and punished. Many such hoaxes are often unstable and may become dangerous if they aren't helped. Kidnappers and killers of well-known people have a history of mental problems and often have made numerous threats before actually carrying one of them out.

C. **PROCEDURES:** In the event of a kidnap incident, the following procedures must be carried out immediately:

1. Stay calm, do not fight or try to get physical with the perpetrator or perpetrators.
2. Listen actively and carefully.
3. Comply with ALL demands. Provide any contact information that leads them to negotiate your ransom.
4. If you have a medical condition, let them know. Most deaths in kidnapping situations are from complications of untreated medical conditions not from the kidnapping itself.
5. Your mind is the weapon to combat this situation; you need to remain in control of yourself, emotions and actions. This will keep you alive.
6. It is better to prepare yourself emotionally to be in this situation for a long period of time rather than think that will be over quick. This will also help you maintain calm.
7. You can survive being a hostage or kidnap victim IF you are careful and know exactly what to do.

D. **WHEN FAMILY OR SOMEONE RECEIVES THE CALL:** Often family members of a kidnapping victim only learn of a kidnapping when the criminal calls to make his demands. If this happens to you or your family, it is essential that the person answering

the phone learn as much as possible. Any clue may speed up the rescue of the kidnap victim. The person answering the phone must pay careful attention and take notes immediately before they forget any details (having a note pad by the phone is a good idea).

1. If the victim of the kidnapping has any special medical conditions, be sure the kidnappers know about them (it may be impossible to convey this information, but try).
2. Do not demand to talk to the person that has been kidnapped. You may succeed in getting a family member beat up while you listen. Trying to force the criminal to do something when he's keyed up is a good way to create more problems. Stay calm, get as many details as possible, and don't make any threats or promises.
3. After the criminal has finished calling, get in touch with the police. After they have been contacted, try to reach the family member that the caller said was kidnapped. You may find that the call is a hoax or there might have been a foul-up that prevented the family member from being kidnapped.
4. If you are able to reach the family member, he or she must take measures to get into a safe area since the kidnappers may have made an error in timing and might still attempt the kidnapping. Calling the family member may give them a warning and time to thwart the soon-to-be-attempted crime.

Shortly after being contacted, the police will arrive at your home to ask an array of questions which will aid them in saving your family member from harm. Again, remain calm and try to answer their questions to the best of your ability.

Section 5:

Cyber Attacks

✓ [5.1 Overview](#)

✓ [5.2 Action Plan](#)

5.1 OVERVIEW

A. WHAT IS/ARE CYBER ATTACKS?

1. A Cyber Attack is an attempt to damage, disrupt, or gain unauthorized access to a computer, computer system, or electronic communications network.
2. Cyber Attacks: computer-to-computer attack that undermines the confidentiality, integrity, or availability of a computer or information resident on it. Therefore constitutes as a Crime or Cyber Crime.

B. WHAT IS A CYBER CRIME?

1. "Cyber" refers to imaginary space, which is created when the electronic devices communicate, like network of computers.
2. Cyber-crime refers to anything done in the cyber space with a criminal intent. These could be either the criminal activities in the conventional sense or could be activities, newly evolved with the growth of the new medium. Cyber-crime includes acts such as hacking, uploading obscene content on the Internet, sending obscene e-mails and hacking into a person's e-banking account to withdraw money.
3. Cybercrime is criminal activity done using computers and the Internet. This includes anything from downloading illegal music files to stealing millions of dollars from online bank accounts. Cybercrime also includes non-monetary offenses, such as creating and distributing [viruses](#) on other computers or posting confidential business information on the Internet.
4. Perhaps the most prominent form of cybercrime is identity theft, in which criminals use the Internet to steal personal information from other users. Two of the most common ways this is done is through [phishing](#) and [pharming](#) (Pharming is not very common because of the security surrounding the DNS infrastructure – Malware is much more prevalent). Both of these methods lure users to fake websites (that appear to be legitimate), where they are asked to enter personal information. This includes [login](#) information, such as usernames and passwords, phone numbers, addresses, credit card numbers, bank account numbers, and other information criminals can use to "steal" another person's identity. For this reason, it is smart to always check the [URL](#) or Web address of a site to make sure it is legitimate before entering your personal information.

5. Because cybercrime covers such a broad scope of criminal activity, the examples above are only a few of the thousands of crimes that are considered cybercrimes. While computers and the Internet have made our lives easier in many ways, it is unfortunate that people also use these technologies to take advantage of others. Therefore, it is smart to protect yourself by using antivirus and spyware blocking software and being careful where you enter your personal information.
 6. Cybercrime also is defined as crimes committed on the internet using the computer as either a tool or a targeted victim. It is very difficult to classify crimes in general into distinct groups as many crimes evolve on a daily basis. Even in the real world, crimes like rape, murder or theft need not necessarily be separate. However, all cybercrimes involve both the computer and the person behind it as victims; it just depends on which of the two is the main target. Hence, the computer will be looked at as either a target or tool for simplicity's sake.
 7. For example, hacking involves attacking the computer's information and other resources. It is important to take note that overlapping occurs in many cases and it is impossible to have a perfect classification system.
- C. **COMPUTER AS A TOOL:** When the individual is the main target of Cybercrime, the computer can be considered as the tool rather than the target. These crimes generally involve less technical expertise as the damage done manifests itself in the real world. Human weaknesses are generally exploited. The damage dealt is largely psychological and intangible, making legal action against the variants more difficult. These are the crimes which have existed for centuries in the offline. Scams, theft, and the likes have existed even before the development in high-tech equipment. The same criminal has simply been given a tool which increases his potential pool of victims and makes him all the harder to trace and apprehend.
- D. **COMPUTER AS A TARGET:** These crimes are committed by a selected group of criminals. Unlike crimes using the computer as a tool, these crimes require the technical knowledge of the perpetrators. These crimes are relatively new, having been in existence for only as long as computers have - which explains how unprepared society and the world in general is towards combating these crimes. There are numerous crimes of this nature committed daily on the internet.
- E. **CYBERCRIMES CAN BE BASICALLY DIVIDED INTO 3 MAJOR CATEGORIES:**
1. Cybercrimes against persons.
 2. Cybercrimes against property.
 3. Cybercrimes against government

5.2 ACTION PLAN

A. PHYSICAL SECURITY – PREVENTATIVE

1. Every hotel, corporate office, should have the PBX room or Computer room locked at all times with a Video Camera connected to the CCTV system of the hotel.

2. No unauthorized personnel is allowed to work on the Computer room unless authorized by the IT Manager and Registered at the Security Department with a previous appointment.
3. A copy of the ID with photo of each individual servicing the computer room must be provided at the moment of registration.
4. The security Department must issue a contractor ID to allow the person that is servicing the computer room on premises.
5. Daily visual inspection of the Computer room infrastructure, equipment hardware, to look for irregular plugged devices or suspicious gizmos that could disrupt or withdraws information from the computers.

All Hilton Users must read, sign and comply with current IT policies, to include: Information Security Policy, User Account and Password Policy and Personal Computer Data Security Policy for those that apply. IT policies will be routinely updated and users are responsible for ensuring they are in compliance.

B. PROHIBITED ACTIVITIES: Company equipment and the Company networks shall not be used to:

1. Browse the Internet or download data for personal use that, in doing so, would interfere with personal job responsibilities or violate any other provisions of this Policy.
2. Transmit or convey by e-mail or other form of electronic communication any material that is fraudulent, harassing, embarrassing, sexually explicit, profane, obscene, intimidating, defamatory, likely to be personally offensive (including sexual comments or images, racial slurs, gender specific comments or any comments which would offend someone on the basis of his or her age, race, sex, sexual orientation, religious or political beliefs, national origin or disability) or that is otherwise unlawful or inappropriate.
3. Transmit or convey critical or derogatory statements regarding individual employees, or disciplinary messages. Performance evaluations may be transmitted via e-mail only directly to the subject employee and to the Company's HR department. Electronic copies of evaluations must be promptly deleted after the evaluation is final and a final copy has been printed for the employee's personnel file. All such communications must be kept strictly confidential.
4. Use e-mail or other form of electronic communication as a communication vehicle for sensitive information, such as Company strategy.
5. Execute contracts and agreements.
6. Install software for business or personal use, unless the installation has been previously authorized by a manager (or higher level employee) of the IT Department or IT authorized information technology personnel in your department or at your property. Periodically, an audit or interrogation of all equipment for installed software may be conducted, and any software and related printed material found that is not included in the then-current inventory

of Company software installed on a particular piece of Company equipment may be removed and destroyed.

7. Distribute literature in support of any individual or organization, or solicit, during the user's working time or the working time of the employee being solicited, any other employee to support any individual or organization.
8. Distribute commercial or personal advertisements or promotions.
9. Add intentionally destructive programs (such as viruses, trap doors or self-replicating codes).
10. Send mass mailings or chain letters.
11. Spend excessive amounts of time for personal use, other than for occasional, limited, appropriate personal use which does not interfere with the user's work performance or any other user's work performance, unduly impact on the operation of the Company's computer network, or violate any other provision of this Policy.
12. Install encryption software without having first obtained written permission from a manager (or higher level employee) of the IT Department or IT authorized information technology personnel in your department or at your property and having supplied such manager with the relevant passwords and encryption keys.
13. Retain any data or messages for any period longer than that permitted in the Company's document and record retention policies applicable to the user's department.
14. Download, copy or distribute software, files, documents, messages (including e-mail messages authored by third parties) and other material from any source (including the Internet) in violation of copyright laws and applicable licenses.
15. Read, alter or copy the files of another user without prior permission, or access other computers or networks, by modem or otherwise, without specific authorization of the operators of those systems.
16. Print or store your network log-in password in a public area (or otherwise give it to third parties).
17. Access the Company networks with a non-assigned name or with another user's network log-in password without explicit permission.
18. Open e-mail attachments, download data from the Internet or access files on computer disc or other storage media without an active virus program. (See S.P.I. IT-5 for virus scanning instructions.)
19. Transmit or convey to third parties, without authorization, proprietary data, trade secrets or other confidential information of the Company.
20. Copy software from Company equipment for use on home or other equipment; provide copies of such software to any third party contractors or clients of the Company; install software on any of the Company's equipment; unless specifically instructed, download any software from the Internet or other online service to any of the Company's equipment; modify, revise, transform, recast or adapt any

software, except as permitted, or reverse-engineer, disassemble or decompile any software.

21. Export illegally outside the U.S., or any other country with similar restrictions, any programs or files which contain encryption technology in violation of applicable laws.
22. Access the Internet via service providers such as AOL or AT&T Worldnet from a desktop or laptop computer that is concurrently connected to the Company local area network.
23. Violate any other established Company policies and procedures or legal requirements.

Every PC at the user level must be inspected for any suspicious devices connected to its hardware at least once a day. Update the Hilton Information Technology contact support list for any reporting of suspicious activity found. There must be a complete investigation and a report every time that an incident occurs. This investigation shall be performed by the Senior IT manager or the designated person by the General Manager, or Regional Manager.

C. **PHYSICAL SECURITY – ACTUAL INCIDENT (Cyber Attack)**

1. Report any change of behavior from the hotel systems, hardware and software. Any abnormalities must be reported to the regional corporate level utilizing the escalation criteria for these types of incidents.
2. If a Cyber Attack is identified call immediately the Regional IT support with information regarding the Cyber-attack.
3. Do not change; turn off or on any computer if a message is prompted unless the IT support department communicates different during the incident.
4. If a cyber-attack disrupts the normal business of the entity the entity must have a backup plan to perform manually and keeping up every record in order to utilize it later as the backup of the data entry if needed.
5. If the IT Department identifies that there has been a cyber-attack this must be reported to the proper authorities.

D. **MANAGERS RESPONSIBILITIES**

1. Document the incident and report by the hour.
2. Establish the alternate plan to continue business uninterrupted.
3. Establish the communication with the Corporate IT Managers to solve the issue.
4. Establish the crisis communications guidelines.

- E. **INQUIRY BY THE MEDIA:** Cyber Attacks received by hotels, are of great public interest. When one incident becomes public, it seems to provoke other similar incidents. There should be no discussion by any hotel team members with the news media of an incident without prior consultation with law enforcement officials to ensure statements given do not jeopardize the investigation.

1. If and when an incident occurs which constitutes a violation of a Federal, State or Local law, refer any news media inquiry to one of the law enforcement agencies involved in the investigation.
 2. All inquiries from the news media must be referred to the General Manager. Other team members, with the exception of those designated by the General Manager, may not discuss the situation with anyone other than constituted authorities.
- F. **NOTIFICATION:** Any incident involving a Cyber Attacks which may attract public attention must be called to the attention of the Regional Senior Vice President and Corporate Communications. Assistance is always available day or night through the Regional Safety & Security Manager, Sr. Safety & Security Manager or Director of Global Safety & Security, Regional Director of IT, and Regional Manager of IT. They should also report it to security.incident@hilton.com - it is the main reporting email address for all IT security concerns.

Section 6:

Death / Suicide

(Guest, Visitor, Team Member)

- ✓ [6.1 General Information](#)
- ✓ [6.2 Specific Actions to be Initiated by Security](#)
- ✓ [6.3 Team Member Death](#)
- ✓ [6.4 Additional Actions](#)

6.1 GENERAL INFORMATION

- A. When a report of the death of a registered guest, visitor or Team member on hotel property is received, the team member learning of such incident shall immediately notify the senior manager on duty. This manager will initiate notification to Emergency Medical Services (EMS) via telephone, Law Enforcement, and to the General Manager, Resident Manager, Security Manager, and Director of Public Relations.
- B. If not on property, the Security Manager or Senior Security Supervisor will be promptly notified by the manager on duty and will take charge of the scene until the appropriate authorities arrive on property.
- C. The death of a human being is a traumatic experience for anyone witnessing or responding to such an incident. Safety and Security personnel when assigned to any incident involving a death are to secure the area against unauthorized entry and should care for the witness/witnesses until such time as the Hotel's management team and law enforcement personnel arrive on the scene.
- D. Critical Incident Stress Debriefing and/or Individual Counseling, through Hilton's Employee Assistance Program, will be made available to any team members affected by this event.

6.2 SPECIFIC ACTIONS TO BE INITIATED BY SECURITY

- A. Upon notification of a possible death on hotel the property, the Senior Security person on duty will respond to the scene and initiate the following:
 1. Verify emergency medical services have been requested.
 2. Check the individual for vital signs to ascertain if a pulse or breathing is present. If none are evident, exit the scene the same way entered, making sure that nothing has been touched or disturbed.
 3. Secure the scene and ensure that entry to the area is limited to responding law enforcement personnel, EMS personnel and other identified official personnel.
 4. Establish a command center, which may be an adjoining guestroom, function room, or office.

5. Secure any other areas pertaining to the incident, to preserve evidence.
6. If the body is in a public area, use available materials, such as pipe and drapes, to screen off the deceased from public view.
7. Instruct all team members to make no contact with or statement to any media representative. All requests from media for information should be directed to the General Manager or the Director of Public Relations. Allow no photographs or videotaping of the immediate scene by any media representative.
8. Treat the area as a crime scene until such time as the Police Department releases it.
9. Direct hotel security personnel to assist with crowd control.
10. Interrogate the guestroom lock if the deceased was found in a guestroom or the deceased was a registered guest. Remove the lock from the door and secure for evidence.
11. Obtain guest folio, reservation history and telephone records if the deceased is a registered guest or has a reservation.
12. In conjunction with the Security Manager, prepare the Security Incident Report.
13. Request the Human Resources Director/Manager make available Critical Incident Stress Debriefing and/or Individual Counseling, through Hilton's Life Balance Program, to any team members affected by this event.
14. Notify the responsible claims administrator of the event.

Note: *The Security Manager is to obtain all other items in the Major Event Checklist as applicable.*

- B. **MAJOR CHECKLIST:** The following information and documents, as applicable, should be obtained and included as a part of the incident report in the event of any death:
1. Original folio for any guest(s) involved
 2. Folios for all guests on the floor and the floors above and below where incident occurred
 3. The Daily Event Sheet
 4. All Security Logs (Officer Activity Logs) for the preceding 24 hours
 5. Security Reports to include Shift Supervisor Report for the preceding 24 hours
 6. All Dispatch Logs for the preceding 24 hours
 7. Maintenance Records and Work Tickets for the preceding 24 hours
 8. Bell Staff logs and original Bellman cards for the preceding 24 hours
 9. Room Service checks and Bus person pickup forms for the preceding 24 hours
 10. Videotapes for the preceding 24 hours
 11. Room status report (housekeeping/front office) for the preceding 24 hours
 12. Time and attendance time cards for all team members for the preceding 24 hours

13. Telephone records

14. Refreshment center attendant logs

Note: No hotel record, team member statement, witness statement, locks Interrogation report, photographs, video tape or any other written documentation regarding the incident shall be released to law enforcement representatives, the medical examiner or the media without approval of the General Manager, Vice President of Loss Prevention and the corporate legal counsel. A subpoena may be necessary to obtain these documents.

6.3 TEAM MEMBER DEATH

A. If the deceased is a hotel team member, the Senior Manager on duty will also notify the Human Resources Director/Manager. The Human Resources Director/Manager will:

If not handled by the Medical Examiner or police, accomplish notification of designated next of kin after approval by authorities.

B. Additionally, for a work related death, the Human Resources Director/Manager will:

1. Comply with all OSHA reporting and notification requirements within required time frames.
2. Prepare necessary workers' compensation report(s).
3. The Security Manager will:
4. Ensure that the scene is secured, confirm that notification has been made to department heads and authorities listed above and initiate preliminary investigation to include obtaining witness statements.
5. Obtain all relative documentation including but not limited to time cards, duty rosters, lock audits and photographs of the surrounding area, equipment and hardware (not the deceased) as applicable to the incident.
6. Review and approve the Incident Report and witness statements.
7. Maintain confidentiality for all aspects of any death on premises.
8. Meet with the official representative conducting any investigation.

6.4 ADDITIONAL ACTIONS

A. **ACTIONS BY THE EXECUTIVE MANAGEMENT TEAM:** Upon notification that a death has occurred, the manager on duty will respond to the scene to assist in customer relations with any of the deceased guest's family and/or traveling companions.

B. **THE SITUATION WILL BE ASSESSED:** All pertinent information will be collected, including but not limited to:

1. Room number or the area of death
2. Name and address of the deceased
3. Who discovered the deceased and the time, date and circumstance of said discovery

4. Whether the deceased used a safe deposit box
5. Folio, reservation and phone records

The scene of the death is to be secured. No one is to move or disturb anything until the Police Department and Medical Examiner have departed the hotel and released the room/area.

- C. **PRECAUTIONS:** In all instances the death should be treated as having caused a "potential occupational exposure" (to bloodborne pathogens) and universal precautions are to be undertaken to render the area safe.
- D. **MEDICAL EXAMINER:** Law enforcement officers will contact the Medical Examiner, and medical examiner's personnel will remove the decedent from the property after release of the scene by law enforcement authorities. The deceased is to be removed via the least exposed and most discreet route.
- E. **PERSONAL EFFECTS/PROPERTY OF DECEASED:** The personal effects of the deceased will be inventoried by the Medical Examiner or Law Enforcement personnel based on local statute, and taken by him/her for release to the next of kin. The Security Manager shall request a copy of the inventoried items for inclusion with the incident report.

If the deceased individual had a safe deposit box, the box will be sealed in accordance with Hilton Standard Practice Instruction LP-1 and may not be opened unless the Director of Finance is present.

Where any personal effects of the deceased are retained by the hotel for any reason, they shall not be released without a certified copy of a court order appointing an administrator or executor or in the event that the applicable state has a small estates statute, an affidavit by the next of kin affirming that the size of the estate meets the statutory requirements.

- F. **CORPORATE NOTIFICATION:** When an incident of death on hotel property occurs the Senior Manager on Duty or General Manager will initiate notification to the following individuals:
 1. Area Director
 2. Vice President - Loss Prevention
 3. Corporate Legal Department contact
 4. Corporate Director of Marketing Communications

Section 7:

Demonstration, Civil / Political Unrest & Workplace Stoppage

- ✓ [7.1 Civil Unrest \(Riot\)](#)
- ✓ [7.2 Work Stoppage \(Strike\)](#)

7.1 CIVIL UNREST (RIOT)

The following procedures apply should your property and/or community experience a major civil unrest (riot):

- A. **Establish Command:** Available equipment should include:
- B. **Monitor Radio and Television Broadcasts:** This will provide a current update on what is occurring in your community and provide the ability to give timely guidance to your guests and team members.
- C. **Schedule Security Manpower to 12-Hour Shifts:** If occupancy permits, consider housing all security and pertinent management personnel in house. All days off and vacations should be cancelled.
- D. **Ensure Water, Power and Telephone Service Is Secured:** The utility connections to your property should be secured to prevent any tampering and disruption of service.
- E. **Issue Two-Way Radios to All On-Duty Security and Pertinent Management Personnel:** All personnel should operate on the same radio frequency (channel) during an emergency condition.
- F. **If Deemed Necessary, Restrict Entrance to Your Hotel:** It is permissible to restrict entrance to only registered guests, guests who wish to register or have a confirmed reservation, team members, and only those individuals who have official business in the hotel. If an entrance is locked, a security officer should be posted at the entrance with keys to permit emergency entrance by a guest or team member if necessary.
- G. **Maintain Contact with Law Enforcement:** Law Enforcement officials will be able to furnish you with their manpower and information on disturbances encountered in your community. They will indicate if there would be a delay in their response time to your property.

7.2 WORK STOPPAGE (STRIKE)

When a work stoppage is imminent or is in progress, implement the applicable procedures stated in the **CIVIL UNREST SECTION**, **plus** the following:

- A. All key managers should be on cell phones when off property and on two way radios when on property.
- B. Hire contract security personnel to add to your current security manpower if necessary. Obtain a signed security services agreement and certificate of insurance from contract agency if utilized.
- C. Prepare a pre-strike manual for training of contract personnel, which should include a layout of your hotel, Hilton policies and procedures, schedule and assignment of manpower by shift, brevity codes for two-way radio systems, etc. See page C-7 for Sample notice to demonstrators / Media
- D. Coordinate all efforts of contract security personnel through the official strike plan prepared and administered through the office of the General Manager
- E. Contact vendors, primarily food and beverage, garbage pickup, etc. to determine if they will honor any picket lines. If they refuse to deliver or pick up, a location off site should be rented for deliveries by various vendors.
- F. If hostility occurs, consider hiring transportation (i.e., vans, buses, taxis) to transport team members to property.
- G. Have a video camera available. Pictures should only be taken when situations threaten violence or disorder. Filming is to be used for obtaining a court ordered injunction to limit the activities of the picketers.
- H. All incidents of violence should be documented in a security report and any pertinent photographs of the incident should be attached to the report. These reports will be valuable tools if it is necessary to obtain a court ordered restraining order limiting the number of demonstrators at each entrance.
- I. A log should be maintained to document the date and time of all incidents regarding the work stoppage or civil disorder.
- J. An increased alert should be implemented on the shifts just prior to a possible walk out or work stoppage, as this is when the majority of vandalism may occur, such as spray painting on hotel property, tampering with your life safety system, disrupting the electrical or gas supplies, tampering with your computers, etc.

Section 8:

Earthquake

- ✓ [8.1 Overview](#)
- ✓ [8.2 Procedures to Follow](#)

8.1 OVERVIEW

- A. **IN A MAJOR EARTHQUAKE:** If a major earthquake is centered near your site, the greatest danger is from falling objects and debris. Also, it is likely that a fire or explosion could be ignited from broken gas lines and/or utility lines in and around the property.
- B. **IF THE BUILDING IS BADLY DAMAGED:** The evacuation of the building may be necessary, as aftershocks from the initial earthquake could result in additional damage to a weakened building, and possibly further injury to guests and team members. The telephone system may be disrupted and should not be used unless in an emergency.
- C. **PRIMARILY, THE EARTHQUAKE CAN:**
1. Be followed by fire, explosions or accidents
 2. Be followed by flood and / or ground slide
 3. Cause injuries, human life loss, detriment, and material loss
- D. **THE FOLLOWING ARE EXPOSED TO THE EARTHQUAKE EFFECTS:**
1. People and natural environment
 2. Constructions (home buildings, public buildings, bridges, roads, telecommunications lines, energy, water and gas networks)
 3. Other goods

8.2 PROCEDURES TO FOLLOW

- A. **PREPAREDNESS (SUPPLIES):** Required items to be maintained in an emergency kit:
1. Satellite phones (are tested at least once a month)
 2. Set of master keys and all inventoried
 3. Elevator door keys
 4. Emergency lighting and power
 5. Floor plans of the site
 6. Cellular telephones

7. Spare two-way radios with back up battery
 8. Flashlights with extra batteries
 9. Radio – battery operated
 10. Fire Extinguishers
 11. First Aid Supplies
 12. Site Crisis Plan & Emergency Contact Details
- B. Available key resources and property to subscribe following earthquakes and getting alerts and property to monitor any changes from the webpage and keep up to date. However, web sources of information may vary from country to country and; property is to seek local government advice for reliable source if appropriate.
1. The US Geological Survey website: <http://www.usgs.gov> is a good source of information.
 2. The additional web site offered by the USGS: <http://earthquake.usgs.gov> for updated and interactive information.
 3. Check any local country advice sources as most countries have these resources specific to your region.
- C. **SAFETY RULES IN CASE OF AN EARTHQUAKE:**
1. Stay calm, do not panic
 2. Shut down any open flames
 3. Do not run on the corridors, stairs, and lobby
 4. Do not jump through the windows
 5. Do not use the elevators
 6. Shelter under structural beams (resistant part of the building), in door frames, under a desk or solid table
 7. Do not block the corridors, emergency doors or access doors
 8. If you are on the street, keep clear of any buildings, and protect yourself against the falling of building materials such as plaster, chimneys, and walls. Avoid crowded places and do run
 9. Listen to media announcements and to official advice and recommendations
- D. **DURING AN EARTHQUAKE:** If your property is located in an area that is earthquake-prone, you should ensure that your team members are trained during orientation of the following key steps:
1. Get on the floor under a strong table or desk, or stand in a doorway or corner of the room. Best practice is to be equipped with a mobile phone and a bottle of mineral water.
 2. Stay clear of windows, pictures or other wall or ceiling mounted features (e.g. chandeliers), and keep off balconies.

3. Avoid standing near shelves, bookcases or other top-heavy items that can topple.
4. Do not use elevators since electrical power is likely to fail, or tracks may become misaligned.
5. If in a crowded area, don't rush to the door. The chances of being trampled are greater than the chances of being injured by the earthquake.
6. If outside, stand well away from the building(s), power lines, anything touching power lines, windows and other suspended objects.
7. Move to an open space away from trees and walls.
8. To initiate pre-recorded Public Address announcement to notify guests' earthquake has happen and the building is being investigated.
9. Stay put for a few minutes. An initial shock usually last less than a minute, but aftershocks may come soon after.
10. Do not panic or attempt to evacuate. Evacuation routes, if needed, will be inspected for safety before use. Elevators will be shut down until they are inspected, power restored and deemed safe.
11. Note that some guests will surely self-evacuate to the final exits, hotel driveway and reception. Ensure we assign some team members to brief guests that an investigation is being carried out and obtain room numbers from the guest.
12. In the event fire broke out during an earthquake, refer to your usual fire evacuation procedures.

E. POST EARTHQUAKE:

1. Review Site Crisis Plan and responsibilities – RACER Steps.
2. Carefully inspect your property for injured guests, employees, structural damage or other potential dangers.
3. Damage Assessments - Assign an Engineering team: The damage assessment will need to be conducted. This function consists of initial damage assessment and the identification of perilous conditions or situations as a result of the earthquake. The compiled information will provide a basis for determining emergency priorities such as the abatement of life threatening conditions, reduction of further damage and a recommendation concerning evacuation.
4. Photographs to be taken to record any damage or unsafe conditions.
5. Conduct team member and guest headcounts.
6. Have team members commence from top to bottom of building(s) to inspect all exit stairwells.
7. Remain in the building if at all possible.
8. Elevators should be checked to ensure no one is trapped inside and they function as usual.
9. Shut off services such as gas, electricity, water supplies if need be.*

****Ensure that Engineering or Property Operations personnel are trained to shut off gas, electrical and water supplies to the property if required.*** Any Engineering personnel dispatched to handle the above procedures should maintain two-way radio communications with the command post. The Engineer will shut off any utility supply at his discretion or at the direction of the General Manager, Senior Management person in charge, or the appropriate Fire or Police Department personnel.

10. Inspect Team Member resting or sleeping areas.
11. Inspect all Mechanical & Engineering rooms.
12. Tune into local radio and television stations, e.g. If there any transport disruptions between hotel and other parts of the city and vice versa. What to do, where to go, and how bad things really are, will be broadcast constantly. Since phone service will most likely be disrupted and/or reserved for life threatening emergencies, radio and TV will be your primary access to what has happened and how to deal with it.
13. Pick up and deliver emergency supplies to main lobby for distribution to guests and team members.
14. Review business interruptions and contingency plans.
15. Complete floor-by-floor checks for injured or frightened guests and employees as well as structural damage if safe to do so.
16. Investigate any/all alarms and incidents.
17. Assist in the performance of rescue operations, CPR/First Aid and evacuation if deemed necessary.
18. Inspect and test emergency generators to ensure they are in working condition. Fuel tanks and fuel lines should also be subject to checks if not located in the generator room.
19. Consolidate Lessons Learned Report (Annex 4 – Site Crisis Plan (Post- evaluation process) and take photographs.
20. Ensure the Property insurer has been notified.

F. OTHER ESSENTIAL PREPAREDNESS:

1. **Water:** Water is the key to human survival. You can live for a long period of time without food, but water is an essential human need for life.
 - i. Hot water heaters are an excellent container for water. Heaters must be secured in case of tilt. Shut off valve at top, and remove valve tap at bottom.
 - ii. Water in a toilet tank usually has 5 gallons. Sanitized water may contain harmful chemicals.
 - iii. Canned vegetables and fruits contain large amounts of water. Remember to include a can opener with your supply. Cans or small cases of food with breakaway tape can be stored approximately 3 years.

- iv. Ice cubes are another source of water.
 - v. Drapes, sheets of plastic, and containers can be used to catch rain water.
 - vi. Soft drink machines, self-contained coffee machines, sinks, bottled water, and beverages can be tapped for fluids.
 - vii. If water is still running, stop up sinks and bath tubs for water storage.
2. **Food:** The site has a supply of food which should be controlled and distributed through Food & Beverage & Purchasing to supply guests and employees.
- i. A storage supply or a bottom drawer in your desk can be your warehouse for emergency food storage in case of a critical disaster.
 - ii. Peanuts, honey and chocolate are good sources of energy.
 - iii. Canned fruits & vegetables are great for emergency food storage.
 - iv. If possible, a supply of food for at least 72 hours to a week (7 days) is advised.
3. **Injury:** If there are injuries due to the earthquake, gather the injured into one room and keep them calm and warm. Contact Safety & Security or a Manager immediately. This will reduce the apprehension of the non-injured as well as make it easier for the first response team. Each property should have sufficient first aid supplies.
4. **Fatalities:** Victims should be moved into a separate room, distant from injured and non-injured individuals. An exterior room will be designated by the Command Center if Medical or Police Emergency Agency are unable to respond to the site.

Section 9:

Electrical Failure / Power Outage

- ✓ [9.1 Emergency Equipment](#)
- ✓ [9.2 Types of Power Failures](#)
- ✓ [9.3 Outline for response](#)

9.1 EMERGENCY EQUIPMENT

The following emergency equipment is recommended for purchase and to be maintained for issuance in the manner described. This equipment is available through HSM.

A. APPROVED DISPOSABLE FLASHLIGHTS OR APPROVED LIGHT STICKS

1. **QUANTITY: ONE (1)** for each guestroom in your property.
2. This equipment is to be stored, but not issued or distributed to guests until an emergency occurs.

B. RECHARGEABLE GENERAL LIGHTING TYPE LANTERNS

1. **QUANTITY: ONE (1) UNIT FOR EACH 100 ROOMS** or fraction thereof as a minimum for hotels – **NOT** equipped with emergency generators.
2. Properties or buildings in complexes with emergency generators which provide emergency lighting shall have a reasonable supply of lanterns to adequately provide additional lighting. (A minimum of 1 for each 200 rooms or a portion thereof.)

C. PORTABLE AM/FM RADIOS AND EXTRA BATTERIES

1. **QUANTITY: TWO (2) PER PROPERTY.**
2. Batteries and related equipment which have a specific "shelf life" must be cycled in conformance with manufacturer's recommendations.

D. A quarterly inventory and equipment checking procedure is to be instituted with records maintained by the Security Department and reviewed by Management. This procedure will assure that all emergency equipment is in the proper storage area and that supplies are at the levels set by the property's emergency procedure program.

E. The use of your two-way radio systems will be essential throughout the entire power outage period. Therefore, preparations must be made to provide adequate emergency power for the base stations, repeaters and recharging equipment.

F. Emergency power may be provided through a generator(s), UPS system, and/or battery back-up.

9.2 TYPES OF POWER FAILURES

- A. There are 3 types of power failures that can be anticipated:
1. **LOCAL POWER FAILURE:** Due to loss of the main transformer bank or internal hotel switchgear failure.
 2. **ROLLING BROWNOUTS/BLACKOUTS:** Due to utility system overload conditions or excessive demand which causes intermittent and repetitious temporary loss of power. These may be scheduled or unscheduled.
 3. **TOTAL BLACKOUT:** Due to utility company or utility grid failure.
- B. A blackout is a complete interruption of power in a given service area. Rolling blackouts are controlled and usually preplanned interruptions of service. A brownout is a partial, temporary reduction in system voltage or total system capacity.
- C. Blackouts come without warning, last for indeterminate periods, and are typically caused by catastrophic equipment failure or severe weather. The nature and cause of the blackout determines who is affected.
- D. Rolling blackouts typically occur with at least some advance warning, normally last for a fixed length of time, and are deliberately produced by utility companies. They can be used as a means of coping with peak power demands that cannot be met from existing supply. Rolling blackouts are usually intended to affect only a specific service area, and the energy provider will typically spread these blackouts among several service areas to insure that no specific area suffers substantially more than any other. Planned outages and rolling blackouts differ slightly in that planned outages are usually announced well in advance and are most commonly needed to allow for routine maintenance, while rolling blackouts can occur with relatively little warning and are intended to take stress off of the system's energy load.
- E. In most cases, brownouts are deliberately produced by energy providers as an emergency measure to prevent the system from failing completely (blacking out). Typically a utility will decrease system voltage by 10-25%, usually for a short period of time. This reduction typically has minimal effect on heat and lighting systems, most of which can function reliably for short periods on suboptimal voltage, but sensitive electronic equipment requiring reasonably precise voltages may not be able to function and long-term brownouts can cause premature wear in non-electronic devices. Computer disk drives often suffer write failures when supplied with suboptimal voltage, and electric motors tend to run hotter when required to produce the same horsepower during a brownout.

9.3 OUTLINE FOR RESPONSE

It is important to immediately identify the nature and cause of a blackout or power failure in or affecting your property, in order to initiate proper procedures.

- A. **LOCAL POWER FAILURE:** A local power failure is due to loss of the feed system, main transformer bank, or internal electrical switchgear affecting a particular customer or a localized area.

Following are the actions to be taken:

1. Institute an immediate plan for control relocation of affected building occupants and their needs.
2. Notify the utility company and determine how soon help will be available.
3. If power failure has been determined to be internal, notify electrical contractor for immediate assistance.
4. Inspect all emergency lighting systems. Be sure all emergency lighting is on. Make immediate repairs if necessary.
5. Check all elevator systems; determine if any elevators are stalled with passengers trapped. If so, institute procedures for elevator emergency at that time.
6. If property is protected by its own fire pumping systems and that system does not operate on any emergency power source, the local Fire Department should be notified of the situation.

B. ROLLING BROWNOUTS / BLACKOUTS: You should receive advance notification of a rolling brownout/blackout through the news media or your Utility Company. Rolling brownouts/blackouts are due to overload conditions or excessive demands on the power system. Before a rolling brownout/blackout will take effect, you may have an opportunity to plan and prepare for the brownout/blackout as you may be aware of the time that the power supply will cease. Notify guests, groups and staff of pending action and distribute disposable lights. Schedule adequate staff in each department. Following are the actions to be taken:

1. Institute an immediate plan for control relocation of effected building, occupants and their needs.
2. Communicate with the utility company to determine the brownout/blackout time and duration so that preparations can be made to restart the building systems when power is restored.
3. Prior to the scheduled brownout/blackout, all emergency lighting and power systems, including the fire alarm system back-up batteries, should be tested. Where standby battery backup or generator service is available, each battery system should be fully charged and generator fuel tanks filled to capacity.
4. Prior to the scheduled brownout/blackout, all elevator banks should be cleared; elevators returned to the dispatch floor and shut down for the duration of the brownout/blackout with exception of those cars operating on emergency or standby power.
5. If the property is protected by its own fire pumping system and emergency power or auxiliary pumping capability is not available during building power shutdown, the local Fire Department should be notified of the condition by the Duty Engineer or Security Dispatcher.

C. **TOTAL BLACKOUT:** A total blackout is due to failure at the utility plant or within the utility grid system. In this particular type of blackout condition, it is difficult to determine the length of time you will be without power. It is, therefore, essential that all emergency capabilities for such instances be put to use immediately. Communication with your local power company during periods of this type is very difficult and is not necessarily reliable. Updated and reliable information can usually be obtained through your local news radio stations. It is important that someone monitors the news bulletins continuously during the emergency period and advises management immediately of any new developments.

Following are the actions to be taken:

1. Institute an immediate plan for control of building, occupants and their needs.
2. Assign someone to monitor the local radio news station to keep abreast of the development of the blackout condition and what is being accomplished to restore power.
3. It is also necessary to keep abreast of the reaction of city occupants where vandalism, rioting and looting is occurring so that protection of property can be instituted if required.
4. Increased security patrol at the hotel should be implemented.
5. Inspect all emergency lighting and power systems. Be sure that all equipment is functioning properly.
6. Check all elevator systems; determine if any elevators are stalled with passengers trapped. If so, institute procedures for elevator emergency at that time. Where elevator emergency power is available on a limited basis, be sure that the elevator systems are aligned to run as designated.
7. If property is protected by its own fire pumping system and that system does not operate on an emergency power source, the local Fire Department should be notified of the situation by the Duty Engineer or Security Person.
8. Make appropriate guest and staff notification.

Section 10:

Elevator Stoppage

- ✓ [10.1 General Procedures](#)
- ✓ [10.2 Emergency Procedures](#)
- ✓ [10.3 Non-Emergency Procedures](#)

10.1 GENERAL PROCEDURES

- A. All team members upon notification or knowledge of elevator malfunction should immediately notify the telephone operator.
- B. The Telephone Operator will call the Manager on Duty and the Duty Engineer and give elevator location and number of car, if known.
- C. Both the Manager on Duty and the Engineer will immediately proceed to the location of the elevator; determine if there are any occupants in the malfunctioning car.

10.2 EMERGENCY PROCEDURES

- A. When an elevator is occupied, the following procedures need to be **IMMEDIATELY IMPLEMENTED**:

CAUTION: Where a condition prevails that guests or personnel are trapped in a stalled elevator cab, NO ATTEMPT TO REMOVE THESE PEOPLE SHALL BE MADE BY HOTEL PERSONNEL UNTIL THEY HAVE THE ASSISTANCE AND SUPERVISION OF AN AUTHORIZED ELEVATOR MECHANIC OR FIRE DEPARTMENT PERSONNEL.

1. Manager on Duty directs Telephone Operator to notify the elevator maintenance company of the emergency.

NOTE: THE MANAGER ON DUTY or Senior Staff Person, where there is evidence or indication of injury or peril to the occupants of the stalled elevator, should instruct the Operator to immediately notify the Fire and Police Departments of the emergency condition and ask for assistance, without waiting for the elevator mechanic.

2. Manager on Duty notifies General Manager of the elevator emergency situation.
3. The Operator will next advise the Security Department. A Security person will come to the location of the elevator emergency, assist with the emergency and stay until the occupants are removed.
4. In all cases where it may be necessary to request assistance from the Fire Department, the General Manager should be at the scene to:
 - i. Coordinate all activities.
 - ii. Re-evaluate the exact nature of the emergency and determine what Corporate officials should be advised of the situation.

- iii. The Manager will also be required to notify the Public Relations Director or those persons assigned to handle all publicity and press.
- B. **IMPORTANT:** THE MANAGER ON DUTY or other staff member must stay in constant communication with any occupants of the stalled elevator to keep them advised of the action being taken.
 - C. **THE ENGINEER OR SECURITY OFFICER:** Will remain at the location of the stalled elevator until the elevator mechanic appears and then will assist to correct the emergency under the direction of the elevator mechanic.
 - D. **THE ELEVATOR MECHANIC:** Upon notification and responding to the call for assistance, will:
 1. Be directed to the location of the stalled elevator
 2. Be apprised by the engineer and the representatives of Management of the situation
 3. Take the necessary steps to correctly remove the occupants from the stalled elevator cab. Calling the Elevator Company and local emergency personnel right away
 4. Turn the cab to out of order, calling upon the assistance of the elevator company, engineer or any of the hotel personnel when needed.
 5. Upon completion of the work involved, return cab to normal operation. A written report should be left by the elevator mechanic with the engineer on duty stating that the emergency has been taken care of and the equipment is back in operation, with a brief description of the repairs made.
 - E. **REPORTING REQUIREMENTS**
 1. **SECURITY:** Complete an incident report, including names and addresses of the occupants, a brief description of the problem and then notify the claims department representative.
 2. **ENGINEERING:** The Duty Engineer is to enter a brief overview into the log books.

10.3 NON-EMERGENCY PROCEDURES

If the elevator is found to be unoccupied, the car should be shut down. A determination should then be made whether a mechanic should be called (based on heavy occupancy/social functions, etc.) or the car should be kept out of service until the mechanic arrives the next day or a standard hour's service call can be made.

Section 11:

Fire Emergency

- ✓ [11.1 Basic Procedures](#)
- ✓ [11.2 Fire Alarm Systems](#)
- ✓ [11.3 Management Guidelines](#)
- ✓ [11.4 Fire Drill Requirements](#)
- ✓ [11.5 Evacuation Procedures](#)
- ✓ [11.6 Sample Announcements / Messages](#)

11.1 BASIC PROCEDURES

- A. Fire procedures are based on five basic principles to insure the safety of hotel guests and team members and to protect property. The basic principles are:
1. Discover a fire promptly
 2. Confirm location to PBX Operator or Security
 3. Sound the alarm and notify the Fire Department
 4. Contain or confine the fire if you can safely do so
 5. Evacuate the area and, if notified to do so by the Fire Department or a management representative, evacuate the hotel and proceed to the designated re-location area.

These procedures are directed toward guiding management through a fire emergency. A sample of a hotel emergency procedure that addresses responsibility for department managers and for team members follows.

- B. **PROCEDURES AFTER A FIRE, SMOKE OR UNUSUAL HEAT IS REPORTED:** Upon receiving information that there is a fire emergency, perform the following tasks:
1. Confirm with the telephone operator or Security Dispatcher that the Fire Department has been notified.
 2. Establish a Command Post.
 - i. This post must be located near hotel telephones and where radio communications can be established. Such locations will facilitate management's handling of the emergency and maintain two-way communication with key team members.
 3. Confirm that the hotel Emergency Response Team has been notified. The team should be directed to the reported source or location of the fire and take appropriate action.

- C. **THE RESPONSE TEAM:** Must include a minimum of two persons, equipped with two-way radios and keys to otherwise locked areas -- preferably one engineer and one security officer or manager.

Tasks to be accomplished by Response Team:

1. Investigate the situation.
 2. Report the conditions encountered to the Command Post.
 3. Alert and evacuate guests or team members who may be endangered by the fire.
 4. Extinguish small fires with portable fire extinguishers, if safe to do so.
 5. At direction of Fire Department, begin necessary property preservation actions, e.g., controlling utilities and elevators, preserving fire scene for arson investigators, etc.
 6. Determine number and location of guests with disabilities and begin notification of these guests. If necessary, begin evacuation of these guests. The Front Desk will maintain a list of all guests who have identified themselves as an individual with a disability.
 7. Radio communication. Maintain radio communication throughout the incident with Operator/Security Dispatcher and the Emergency Response Team. This should be done from the established command post.
 8. Meet the arriving Fire Department. Security or bell staff should be assigned to escort firefighters to the fire location or alarm source. Remain with the Fire Department until they depart the property or until they give an "All Clear" signal.
- D. **SECURITY DISPATCHER OR OPERATOR NOTIFICATIONS:** In the event of all fires, the Operator after notifying the fire department must notify:
1. General Manager
 2. Resident Manager/ Executive Assistant Manager
 3. Director of Property Operations or Chief Engineer
 4. Security Manager
 5. Loss Prevention Department Representative
 6. Regional Senior Vice President

If fire is serious in nature, Senior Manager on Duty must notify:

1. Crisis Hotline
 2. Vice President Loss Prevention or Corporate Director of Loss Prevention
 3. Vice President Corporate Communications
- E. **INQUIRIES FROM THE NEWS MEDIA:** All such inquiries are to be referred to the General Manager. Other team members, with the exception of those designated by the General Manager, should NOT Discuss the situation with anyone other than proper authorities.

11.2 FIRE ALARM SYSTEMS

- A. **SYSTEM OPERATION:** Management is to customize their emergency response procedures to take advantage of and best utilize the features of their fire alarm system. The local fire alarm service contractor can best advise the hotel as to the various features of the system. Typically, the following basic guidelines should be addressed upon receipt of an alarm:
1. **AT THE FIRE ALARM CONTROL PANEL** acknowledge the alarm and identify the alarm type and location as indicated on the panel. **DO NOT** reset the fire alarm panel, as this may cancel important information.
 2. Notify the Hotel Operator or Security Dispatcher to call the Fire Department and convey information known up to this point. **DO NOT** delay notifying the Fire Department.
 3. Utilize Voice Communication feature. For fire alarm systems equipped with voice communication features and where permitted, make necessary public announcements to those areas of the hotel where alarms are sounding. The message should state:
 - i. That the hotel has received an alarm and that the Fire Department is responding.
 - ii. Ask that guests please stand-by at their present location for further announcements.
 - iii. Further announcements should be based upon the directions from Fire Department officials.
 4. Announcements should be repeated three times initially when the fire alarm is sounded. Follow-up announcements should be repeated every 2 - 3 minutes.
 5. At the conclusion of every fire alarm, an "All Clear" announcement must be made to inform guests and team members that the emergency situation has been resolved and that business has returned to normal operations.
- B. **SMOKE DETECTORS**
1. **GUEST ROOM SMOKE DETECTORS:** If a guest room smoke detector is reported to be sounding from within a room, the following steps should be taken:
 - i. Acknowledge the report to the caller and inform them that the alarm will be investigated immediately.
 - ii. Activate the hotel Emergency Response Team to investigate the alarm source.
 - iii. Notify Engineering if the smoke detector is found to be faulty.
 2. **SMOKE DETECTORS IN ALL OTHER AREAS:** Any activation of these system smoke detectors must be handled as a fire emergency each time that they are activated.
 - i. Smoke detectors in public and back of house spaces such as corridors, restaurants, ballrooms, lounges, mechanical rooms, restrooms,

and offices are part of the hotel's fire alarm system and will activate the fire alarm system if smoke is detected.

- ii. Upon activation of a system smoke detector, the fire alarm system will sound and the established fire emergency procedure must be carried out.

11.3 MANAGEMENT GUIDELINES

A. **MANAGEMENT RESPONSE:** During every emergency, there are critical tasks that must be accomplished immediately, while there are others that can be performed as the emergency progresses or is resolved. Initially, the following items must be verified and accomplished to assure effective control of a fire emergency.

B. **CRITICAL MANAGEMENT RESPONSE**

1. Verify the Security Dispatcher has phoned the local Fire Department.
2. Verify that the hotel's Emergency Response Team has been alerted.
3. Ensure that necessary public address (where available) announcements have been made advising guests and team members of the report of a fire emergency.
4. Have Front Desk personnel distribute list of rooms occupied by guests with disabilities to the Emergency Response Team for use if necessary.
5. Make sure that a designated team member is awaiting the arrival of the Fire Department and is able to direct them to the alarm source or location.
6. Have Emergency and back of house keys made available for the Fire Department upon arrival. These may be additional keys to those normally carried by Engineering and Security Department personnel.
7. Advise personnel to prepare for evacuation and secure necessary cash drawers/registers and safe deposit boxes.
8. Position yourself at the designated command post with a portable two-way radio and establish contact with members of the hotel response team and the Security Dispatcher.
9. Begin notification of other senior level managers on duty and advise them of information as needed.
10. Begin to assemble additional personnel to be available as needed to assist in salvage operations, evacuation, and assisting guests as needed.

C. **FURTHER CONSIDERATIONS**

1. Make "All Clear" announcements upon conclusion of the emergency.
2. Restore property to normal operations.
3. Ensure that Engineering has the resources available to restore hotel operations.
4. If activated, insure that the sprinkler system is promptly restored.

5. If connected to a central station monitoring company, advise them that the emergency is concluded and reset affected systems.
 6. Notify Insurance Claims Representative, if necessary.
 7. Begin salvage operations.
 8. If necessary to relocate guests:
 - i. Make accommodations (in-house or another hotel)
 - ii. Arrange necessary transportation
 - iii. Establish a positive customer relationship
 9. Secure damaged area(s) for the claims representative's inspection and photograph the scene. Complete an incident report and any available witness statements.
 10. Cooperate with the local police and Fire Departments in investigating the incident.
 11. Notify Supervisors as needed to adjust work schedules.
 12. Notify Hilton Regional and Corporate personnel as required.
 13. Maintain a log of events and people involved throughout the incident.
- D. **ADDITIONAL DUTIES:** Other duties and responsibilities shall be determined by specific conditions occurring at the hotel and needed to restore hotel operations.

E. **DEPARTMENTAL RESPONSE GUIDELINES**

1. **ENGINEERING PERSONNEL RESPONSE:**

- i. **UPON NOTIFICATION OF FIRE OR ALARM**, at least one engineer should respond, with either a second engineer or with a Security officer, to the alarm source location. Any necessary keys for the area (i.e., closets, storage areas, room master keys, etc.) should be carried along with a portable two-way radio and a flashlight. Bring your own fire extinguisher to the scene in the event a charged unit is not immediately available at the fire location.
- ii. Proceed safely to the location and determine the source of alarm or locate fire and/or smoke condition.
- iii. If a fire is located, activate the hotel fire alarm system if not already sounding.
- iv. Notify Command Post (Manager on Duty) of the conditions encountered and advise of appropriate actions to be taken. That is:
 1. If false alarm, reset the fire alarm panel (where permitted) and phone back the Fire Department
 2. Begin selective evacuation of a floor or area
 3. Send personnel to begin salvage operations

4. Make an "All Clear" announcement on voice communication system
- v. If trained, attempt to extinguish small fires. Otherwise, just confine the fire or smoke condition to the area involved by closing doors, windows, dampers, etc., evacuate guests and team members, and leave the immediate area. Advise the command post that you are leaving the area and have begun to evacuate others from the surrounding areas.
- vi. Request additional staff to assist in evacuation if appropriate or requested by the Fire Department.
- vii. Assist the arriving Fire Department with an assessment of the situation and offer whatever assistance is needed. Such as:
 1. Providing access to various areas.
 2. Obtaining blueprints.
 3. Operating or shutting down various systems (i.e., electrical, ventilation, fire pump, sprinklers, etc.).
 4. Providing additional staff.

2. **SECURITY DEPARTMENT RESPONSE:**

- i. **UPON NOTIFICATION OF FIRE OR ALARM**, The Security Department can assist the Senior Ranking Manager by accomplishing the following tasks, depending upon available manpower.
- ii. Determine location of alarm and respond immediately.
- iii. Advise Security Dispatcher/Operator of conditions and confirm that the Fire Department has been notified.
- iv. Assist in evacuating guests and team members from the immediate area until the source has been determined, and/or the Fire Department arrives
- v. Keep unauthorized persons out of and away from the incident area until an "All Clear signal is given.
- vi. Maintain the integrity of the scene or incident area until a full investigation has been made.
- vii. Assist in accessing secured areas of the hotel.
- viii. Establish liaison with senior police and fire officials and investigators of the incident.
- ix. Make a full investigation, compile names of involved persons, and make a complete report to the General Manager and Loss Prevention Department Representative.
- x. Assist Management in restoring hotel operations after a fire alarm or evacuation.
- xi. Refer all media inquiries to the General Manager.

3. **OPERATOR / SECURITY DISPATCHER RESPONSE:**

- i. **UPON NOTIFICATION OF A FIRE OR SMOKE ALARM, CONTACT THE LOCAL FIRE DEPARTMENT IMMEDIATELY.**
- ii. Advise the Fire Department of all known information such as location, type of emergency, easiest access (if known), how the notification to the hotel was made and any other information that they request.
- iii. A phone call to the Fire Department must be made, even if the fire alarm system is equipped with an automatic dialing feature that contacts the Fire Department directly or through a central station monitoring company. The phone call from the hotel operator will serve to verify that the Fire Department **HAS BEEN CONTACTED**.
- iv. Notify hotel's Emergency Response Team and advise them of the information known up until that point.
- v. Notify senior manager on duty.
- vi. Log the times that the following phone calls were made or received:
 1. Notification to the hotel of an emergency situation.
 2. When the Fire Department was notified.
 3. When the hotel response team was notified.
- vii. Establish communication with the command post at the fire control panel(s) or other central and accessible area.
- viii. Answer emergency phone calls from guests and team members on the designated phone line(s) advising them:
 1. Unless threatened, stay in their room or area until they receive further instructions.
 2. If threatened, proceed to the nearest exit/stairway and exit the building and assemble in a designated area.
 3. State that the hotel is investigating the source of the alarm and that the Fire Department is responding to the hotel.
 4. Advise caller(s) that further instructions will be given as soon as the hotel is advised by the Fire Department.
 5. Maintain radio contact with the response team and the Manager on Duty and follow their instructions.
- ix. Provide guests and team members current status and provide instructions as needed by those calling the switchboard.
- x. As time or conditions permit, proceed to notify necessary personnel as established by property guidelines such as:
 1. General Manager
 2. Chief Engineer or Director of Property Operations

3. Security Manager
 4. Executive Assistant Manager
- xi. General Managers of a specific property may require additional duties to be accomplished at this point. It is important that the operators or dispatchers follow these basic guidelines FIRST in handling any fire emergency on the property. These steps are essential to establishing a firm control of phone communications during the first ten to fifteen minutes of a fire alarm or report of fire.
4. **FRONT DESK PERSONNEL RESPONSE:** Front Desk personnel on duty when the fire alarm is activated or when there is a reported emergency should accomplish several critical tasks depending upon available manpower. These tasks include:
- i. Assemble a list of rooms occupied by guests who have identified themselves as an individual with a disability and immediately provide list to the Emergency Response Team and arriving Fire Department personnel.
 - ii. Prepare to secure cash registers, folios, credit vouchers, and if necessary, safe deposit boxes. The preparation would allow personnel to have business documents ready for safe keeping in the event that the hotel is evacuated. Actual securing of documents should not begin unless ordered by the Manager handling the emergency.
5. **BELL STAFF RESPONSE:** During a fire emergency, it is important that the bell staff respond quickly to their assigned tasks and assist management in resolving the emergency. Several tasks should be accomplished when the fire alarm sounds, depending upon the available manpower:
- i. Assemble all available bell staff personnel and assign tasks as needed by the emergency.
 - ii. Obtain information as to the location of the fire alarm and have the information available to the bell staff assigned to meet the arriving Fire Department.
 - iii. Clear all vehicles from entrance of the hotel and advise waiting taxi personnel to keep the hotel entrance open for the Fire Department.
 - iv. Stop non-emergency vehicles from entering driveways/entrance.
 - v. Secure bell staff luggage storage area(s).
 - vi. Extra bell staff shall be assigned as needed by Senior Ranking Manager handling the emergency.
 - vii. When authorized, begin preparation of evacuation areas(s) for the purpose of assembling guests if and when they are evacuated. This would include having exterior exits cleared and setting up the designated area(s) to receive hotel guests.

- viii. Assign available staff to assist actual evacuation efforts, particularly for persons with disabilities, elderly people, or other individuals needing special assistance
- ix. During medical emergencies within the hotel, a bell person should meet the responding emergency personnel and direct them to the individual requiring medical assistance.

6. **CATERING DEPARTMENT RESPONSE:** When the fire alarm begins to sound, the catering department shall accomplish the following tasks to assure guests of their safety and to maintain control over groups attending various catering functions.

- i. Immediately when the fire alarm sounds, banquet servers shall be instructed to clear all tray stands from aisles, clear all exits, remove all food and other carts from the corridors, and otherwise prepare exit routes from various function rooms.
- ii. Banquet Captains or other supervisory-level personnel shall make individual announcements in each function room advising occupants:
 - 1. That the hotel has received a fire alarm condition
 - 2. That the alarm is being investigated
 - 3. That the Fire Department is responding
 - 4. For them to remain in their areas until further advised by the hotel

NOTE: These announcements are critical in assuring guests of their safety and informing them that the hotel is handling the emergency and has their safety as a top concern.

- iii. If evacuation orders are given, assist guests in an orderly evacuation through designated exits.
- iv. Once all guests have evacuated, have banquet personnel evacuate and assemble at the designated area(s) outside the hotel for further instructions.
- v. If an "All Clear" signal is given, banquet captains shall make announcements in each function room advising occupants:
 - 1. That the emergency has been investigated b. That the situation has been resolved
 - 2. That they can resume normal business
 - 3. Also, thank them for their patience and understanding

F. **MEDICAL EMERGENCIES:** If a medical emergency occurs within the catering areas of the hotel, immediately notify the hotel's operator via the designated extension number. They will notify Security or emergency services as appropriate.

- 1. Catering Director shall assign an individual to remain with the injured or sick person until medical assistance arrives.

2. Security personnel will respond to assist and to take a written report of the incident.
 3. A bell person will be assigned to meet and direct the arriving emergency medical personnel to the location.
- G. **HOUSEKEEPING PERSONNEL RESPONSE ON GUESTROOM FLOORS:** Housekeeping personnel working on guestroom floors have the best chance of detecting a fire condition in a guestroom, closets, service areas, or vending room areas. Such personnel should:
1. Sound the fire alarm (operate manual fire alarm station).
 2. Call the Operator or Security Dispatcher and give location and description of fire.
 3. Close doors to confine the fire.
 4. Move carts into guestrooms or closets to clear corridors.
 5. Assist guests evacuating from the hotel and know the location of the designated area of assembly for housekeeping personnel upon evacuation of the hotel.
- H. **LAUNDRY AND BACK OF THE HOUSE LOCATIONS:** Housekeeping personnel assigned to the back of the house areas such as: the laundry, tailoring room, uniforms, and storage areas, should accomplish the following tasks during an emergency within the hotel:
1. Sound the fire alarm (Operating manual fire alarm).
 2. Call the Operator or Security Dispatcher and give location and description of fire.
 3. Ensure exits and various evacuation routes are clear.
 4. Evacuate the building.
 5. Assemble in the designated area after evacuating the hotel.

11.4 FIRE DRILL REQUIREMENTS

- A. Fire drills are to be conducted on a semi-annual basis for team members of the hotel, on each of the three work shifts. The purpose of this requirement is to provide adequate training for ALL team members, in the event of a fire emergency within the hotel.

The training shall include:

1. Demonstration of the proper evacuation routes from work areas including alternate evacuation routes.
2. Identify designated assembly areas including alternate relocation destinations for team members after evacuating the hotel.
3. Provide a method for supervisors to account for all team members on-duty at the time of the evacuation.
4. Demonstrate methods to confine areas from a fire condition.
5. Identify locations of portable fire extinguishers and manual fire alarm stations.
6. Establish proper methods for team members to report a fire.

7. Establish an Emergency Response Team and identify their responsibilities and proper ways to respond to an alarm condition.
8. Practice "Dry Run" exercises for individual departments and for the hotel response teams.
9. Critique and make necessary adjustments to improve emergency responses, speed of evacuation, and reduce confusion and uncertainty.
10. Maintain a record of each drill and evacuation exercises for each work shift.
11. Maintain a log of team members receiving required training and those participating in emergency response team exercises.

NOTE: Fire Drills can be tailored to individual departments and do NOT require the fire alarm to be sounded throughout the hotel for each drill. When possible, drills should be practiced with alarms sounding.

- B. **COMMAND CENTER REQUIREMENTS:** During emergencies within the hotel, except for those emergencies requiring medical attention only, a command center or post may be necessary for the effective direction of operations.
- C. **THE COMMAND CENTER:** Will serve as a focal point for management to receive information, make decisions, issue orders, and maintain effective control of the emergency.
- D. **SUITABLE COMMAND CENTERS:** Should be away from the general public but serve as a central point for management to assemble. Such centers may be located at, but are not limited to:
 1. Fire Control Room
 2. Security Dispatch Offices
 3. Behind the Front Desk (Offices)
- E. The senior ranking manager will respond to this location when there is a fire alarm, bomb threat, power outage, weather emergency, earthquake, or other serious conditions affecting the welfare of occupants of the hotel and/or the hotel property.
- F. The location should have the following items available, or immediately brought to the location during an emergency:
 1. Set of master keys including grand master for both electronic and non- electronic lock systems
 2. Elevator keys (Elevator Machine Room, Recall Switch Key and Elevator)
 3. Door Emergency Access Key)
 4. Flashlights (with spare batteries)
 5. Bullhorn
 6. Emergency lanterns
 7. Telephone - dedicated to outside phone lines or cellular
 8. Battery-powered portable AM/FM radios with spare batteries

9. Spare two-way Radios
 10. Emergency Procedures Manual
 11. Floor plans of the hotel facility: (architectural, mechanical, electrical)
 12. Hard hats
 13. First Aid kits
 14. Crowbar
 15. Fire extinguisher
- G. From the command center, two-way communications shall be established via telephone system and two-way radio system to the Operator/Security Dispatcher, the hotel response team, and emergency services (police, fire, etc.)

11.5 EVACUATION PROCEDURES

- A. **GENERAL PROCEDURES:** During an emergency and prior to the arrival of police or Fire Department, the decision to evacuate the entire hotel, part of the hotel, or not to evacuate, will need to be made by the senior manager on duty. The manager should consider several issues prior to making the decision:
1. Is there a confirmed fire or heavy smoke condition?
 2. Does the fire emergency pose any threat, whatsoever, to guests and/or team members?
 3. Has the fire been extinguished?
 4. Is there extensive damage resulting from the fire or smoke which could create risks to evacuating guests and/or team members?

After considering all of these issues and any other factors involving personal safety, the decision must be made to evacuate or not to evacuate.

IF THERE IS A THREAT OF INJURY OR FATALITY, EVACUATION MUST BE INITIATED IMMEDIATELY.

Once the decision has been made to evacuate, then there is the question of who and how much of the hotel should be evacuated. Partial evacuation is a practical solution when there are separate wings or buildings of the hotel or when the building is a high rise structure.

- B. **PARTIAL EVACUATION:** By partially evacuating the hotel, you remain in control of the evacuation, while other fire emergency issues are being resolved. The goal, at this point, is to remove people, both guests and team members, who are in the immediate area from the threatening hazard and relocate them to a safer location. This is performed while the remainder of the hotel, which is not threatened, may not need to be evacuated. This partial evacuation will reduce the disruption factor caused by a complete hotel evacuation and keep the emergency situation manageable.
- C. **COMPLETE EVACUATION:** A complete evacuation should be done upon orders of the Senior Ranking Fire or Police Department official, or by the highest senior manager on

the property. This decision is based upon the most severe condition or if the threat to life and property is unknown.

- D. **REFUGE AREAS:** During the development or revision of emergency procedures for a hotel, a location should be designated for the purposes of gathering guests and place for team members to assemble, during any type of evacuation. The area should provide an easily accessible place for people to assemble that provides a place of safety, and a central point to provide and receive information.

A separate area of refuge should be designated for team members during any evacuation activity. This will allow a point where team members can be accounted for by supervisors and a focal point to assign additional tasks during an emergency, if necessary. It also separates the type of information that needs to be provided for the safe and prompt return to normal operations of the hotel. This location may need to be at some distance from the hotel depending on the severity of the incident or when fire evacuation procedures are used for non-fire emergencies such as terrorist attacks, chemical, biological, radiological or nuclear (CBRN) releases or bomb threats.

Suitable areas of refuge include the following:

1. Parking garage or lighted parking lot.
2. Parking lots of adjacent property or business.
3. Another portion within a larger property.
4. Outdoor patio or garden area.
5. Any other area, depending upon the type of property and location of adjacent areas that could serve as a gathering point for hotel management to make announcements and gather needed information.

This point should also serve as one of the areas that an "All Clear" announcement should be made to guests and team members. Thus, providing an indication that it is safe to return to the hotel and resume normal business.

- E. **SECURING TEAM MEMBER ISSUED BANKS:** During any orders for evacuation, team members who have been issued banks must take careful precautions to secure their money. If the team member's area is ordered evacuated, the team member must be directed to decide the following security measures:
1. Lock the Cash Drawer and take key with you.
 2. If in close vicinity, lock money in safe deposit boxes

11.6 SAMPLE ANNOUNCEMENTS / MESSAGES

- A. **EMERGENCY ANNOUNCEMENTS:** For hotels with fire alarm systems equipped with one-way voice communication capability, announcements during any emergency in the hotel should provide information and instructions for both guests and team members. For hotels without voice communication the alarm signal indicates evacuation when necessary.

1. The message should be concise and provide all the needed information.
2. The instructions should be spoken very clearly and slowly so that people can understand the message.
3. Several sample announcements are listed below and may be tailored to meet the specific situation.
4. Persons who may be requested to make various announcements during hotel emergencies shall receive sufficient training to operate the voice communication equipment.
5. Team members shall practice making live announcements at periodic times throughout the year to insure that their messages are loud enough, clearly heard, and understood.
6. The content of these messages should be reviewed with local fire authorities, before adoption as a standard procedure by each hotel.

B. UPON RECEIVING A FIRE ALARM:

"May I have your attention please? May I have your attention please? The hotel has received an alarm and is investigating. The Fire Department has been notified and is responding. Please stand-by for further instructions. Thank you." **Repeat three times.**

C. ALL CLEAR SIGNALS:

"May I have your attention please? May I have your attention please? The cause of the alarm has been determined to be a false alarm (or other specifics) and no evacuation is required. Please resume normal activities. Thank you for your cooperation." **Repeat three times.**

D. EVACUATION MESSAGE:

"May I have your attention please? May I have your attention please? The hotel and Fire Department have determined that for your safety you should move towards the nearest stairway or exit and evacuate your area. Do not use the elevators. Please move towards the nearest stairway or exit and evacuate the hotel. Please do not use the elevators. All guests should assemble at XXX." (Designated area outside of the hotel or other refuge area). **Repeat three times.**

Section 12:

Foodborne Illness

- ✓ [12.1 Overview](#)
- ✓ [12.2 Procedures to Follow](#)
- ✓ [12.3 Threats](#)
- ✓ [12.4 Awareness and Observation](#)
- ✓ [12.5 Response](#)

12.1 OVERVIEW

Should you receive an allegation of a food borne illness, the priority should be to react professionally and sympathetically thereby encouraging the guest's confidence in our procedures. Remember, such allegations can lead to brand damage, bad publicity, civil claims and even prosecution. Never admit liability for any food related incident, but instead, advise the guest that a thorough investigation will be carried out which may involve testing food samples and may therefore take 7-14 days to reach a conclusion.

DEFINITIONS:

- A. **Food Borne Illness:** An illness resulting from the consumption of food, water or other beverage containing microbiological or chemical contamination E.g. Salmonella, Campylobacter, Viruses, beer line cleaner in beverages.
- B. **Physical Food Contamination:** An illness or injury arising from the accidental or deliberate contamination of food from physical objects. E.g. Glass or metal in food.
- C. **An Incident:** Is a situation where a case of foodborne illness or food contamination can be isolated to one person and there are no other directly related cases.
- D. **An Outbreak:** Is a situation where there are two or more related cases of foodborne illness or suffer from a food contamination incident and guests experience the same or similar symptoms within the same time frame, or after consuming a common food or beverage.

12.2 PROCEDURES TO FOLLOW

Whether dealing with an isolated incident, or with a large-scale outbreak, specific procedures must be followed.

These procedures can be broken down into three phases:

- A. Initial Receipt of Complaint
- B. Communications
- C. Operational Response

These procedures are to be trained to all Senior Managers, Heads of Department and for more details see your Region specific Food Borne Illness / Food Poisoning Investigation Guides.

A. RECEIPT OF COMPLAINT:

1. Priority should be given to ensuring the guest's comfort and an offer of medical assistance should be made.
2. All complaints should be referred to the Manager on Duty in the first instance.
3. As soon as possible, the General Manager, Head Chef, and F&B Manager should be advised.

B. COMMUNICATIONS: For most complaints these can be handled at hotel level. However, if any of the following occurs then **additional** reporting will be required:

1. An outbreak is confirmed
2. A guest is hospitalised by the illness
3. Press involvement has occurred or is likely
4. The incident involves a high profile VIP, celebrity or US Citizen
5. The incident has prompted a visit by the local Food Safety/ Health Authorities
6. A claim or request for compensation has arisen or is likely

If any of the above occurs then the following should be notified:

1. Regional Security Manager
2. Communications Department
3. Director of Claims
4. Local Insurance Broker (where applicable)
5. Area/Country General Manager or Area VP (as applicable)
6. Local Food Safety / Health Authority – Only where there is an outbreak, where local law requires or on the recommendation of the Safety & Security Department.

C. OPERATIONAL RESPONSE: The **Investigation Form and Food History Form** should be completed in full, using a separate form for each guest that becomes ill if an 'Outbreak' has occurred.

1. A letter should be issued by the General Manager to the guest within 24 hours of receipt of complaint to outline that an investigation has been undertaken and as soon as this is completed, the guest will be contacted again to advise of the result.
2. The Head Chef should provide information on any frozen food samples that may be available and are applicable to the guest's alleged illness.
3. If samples are available, they should be placed in a frozen cool pack and sent to the hotel's nominated food laboratory or passed on to the hotel's food safety consultants for micro-biological examination. The laboratory **MUST** be told that

the sample is related to an allegation of food borne illness to ensure they conduct the full range of tests applicable to the specific food type which is implicated. See Sampling Section below for further details.

4. Head Chef / F&B Manager should complete the Food Operations Checklist to assist in establishing whether there has been a break down in food safety operations that may have led to the illness or outbreak. This will then assist in defending the hotel if they are not deemed at fault, preparing a final response to the guest, rebutting claims or legal action and showing a thorough investigation has occurred if questioned by the local Food Safety / Health Authority.
5. If **ALL** the following apply a letter should be issued by the General Manager advising that the investigation does not indicate that the cause of the illness cannot be directly related to the hotel.
 - i. Food Operations Checklist is satisfactory
 - ii. Satisfactory food sample results are received or no relevant samples were available
 - iii. This is an isolated incident and no other incidents are reported
 - iv. There are no reported illnesses involving food handling staff
 - v. In all other cases, Refer to your Regional Security Manager for assistance particularly where:
 - vi. Laboratory results have failed or are suspect
 - vii. The Food Operations Checklist highlights a failing
 - viii. Local Food Safety / Health Authority Inspectors are involved
 - ix. A large number of guests have been involved
 - x. There is a potential claim or legal action
6. **FOOD SAMPLING TECHNIQUES:** The following guidelines should be followed when obtaining food samples:
 - i. Do not procure samples from guest's plates, waste bins, or any other contaminated location
 - ii. Wash and sanitise hands before taking a food sample
 - iii. Use clean utensils to obtain the sample of food
 - iv. Use a sterile bag or container to procure the sample (check with your nominated laboratory which containers are acceptable). Sterile bottles will be required for liquids
 - v. Try not to mix food types together as this will prevent accurate testing
 - vi. Apply the date, time and description of sample on the container
 - vii. Freeze samples to -18 • C
 - viii. Ensure samples are transported to the laboratory frozen using ice packs

- ix. Ensure at least 200g of food is sampled so the laboratory can conduct all the required tests
- x. If a viral outbreak is suspected ensure the laboratory is asked to conduct a test for viruses

7. PHYSICAL FOOD CONTAMINATION INCIDENT

- i. The Food Contamination Report should be completed in full.
- ii. Try not to handle the object and retain it in a safe place until the investigation is complete (it may need to be sent for scientific analysis). Take photos if possible to do so.
- iii. A letter should be issued to the guest within 24 hours by the General Manager to confirm receipt of the complaint and to advise them that this is being investigated.
- iv. Careful examination of the foreign object should be carried out. If it is suspected that the source of the contaminant is the hotel and therefore our error, the Hotel Food Contamination Investigation Report should be used to assist the investigation.
- v. If it is suspected that the source of the foreign object originates from the supplier, then the Supplier Food Contamination Investigation Form should be used to assist the investigation (e.g. If the contaminant is baked in to the product or where the object is unlikely to have come from the hotel).
- vi. Liaise with your Regional Security Manager if further assistance is required, an injury has occurred from the object or if there is a likelihood that a claim for compensation will arise.
- vii. A letter should be issued to the supplier/manufacture if you believe the object originates from a supplied product. If the complaint item is to be given to the food supplier / manufacturer to carry out a third party investigation, then a receipt should be obtained.
- viii. A letter should be issued to the guest if contamination is the fault of a supplier/manufacture.
- ix. If you suspect the hotel is at fault, contact your Regional Security Manager for advice before drafting a letter back to the guest.

12.3 THREATS

- A. **THREAT ASSESSMENTS:** Hotels should assess their level of security by working with local law enforcement or by retaining a security consultant to determine the hotel's level of vulnerability from a terrorist incident.
- B. **THREAT LEVELS:** Refer to the **Threat Level document** (the first document in this contingency plan packet) in order to determine the correct threat level and level of security based on the assessment.

Threat levels are utilized in order to implement appropriate security measures based on an assessment of the likelihood of an event involving violence. Threat levels are therefore

an advance tool. Threat levels are to be used based on an assessment of the **potential** for an incident, including terrorist activity, planned violence, civil unrest and general disorder.

Threat levels must be distinguished from emergency response and contingency planning. Threat levels will be utilized based on an assessment of the **potential** for an incident, whereas emergency response will be activated **following** an incident.

Threat levels are a matter of judgment based on factors and circumstances. Factors include:

1. **AVAILABLE INTELLIGENCE:** It is rare that specific threat information is available and can be relied upon. More often, judgments about the threat will be based on available information, including the level and nature of current terrorist activity, comparison with events in other countries and previous attacks.
2. **TERRORIST CAPABILITY:** An examination of what is known about the capabilities of the terrorists in question and the method they may use based on previous attacks or from intelligence. This includes the potential scale of the attack.
3. **TERRORIST INTENTIONS:** Utilizing available information to examine the overall aims of the terrorists and the ways they may achieve them, including what sort of targets they would consider attacking.
4. **TIMESCALE:** The threat level expresses the likelihood of an attack in the near term. In the absence of specific intelligence, a judgment will need to be made about how close an attack might be to fruition. Threat levels do not have any set expiry date, but are regularly subject to review in order to ensure that they remain current.

12.4 AWARENESS AND OBSERVATION

A key trait to be developed by team members in response to a terrorist threat is situational awareness. This will take the form of a general awareness of threat. Some key terrorist attack indicators:

- A. **"INDICATOR":** A sign that is noticed when something is not right in the environment. This could be a sign of impending attack.
- B. **"PRESENCE OF THE ABNORMAL":** Indicators that something is amiss. Examples would include: The presence of unusual objects, perhaps with no explanation and not usually present.
- C. **"ABSENCE OF THE NORMAL":** A key indicator missing from the environment.

12.5 RESPONSE

Consider your response to Threat Levels 3 and 4 (High and Critical) in response to a developing terrorism situation. Refer to threat levels for more information.

Refer to **FIRE** for evacuation procedures.

Refer to **Closure and Abandonment** as required.

Section 13:

Lockdown, Closure & Abandonment

- ✓ [Introduction](#)
- ✓ [13.1 Lockdown](#)
- ✓ [13.2 Closure](#)
- ✓ [13.3 Abandonment](#)

INTRODUCTION

This chapter on LOCKDOWN, CLOSURE and ABANDONMENT will be referred to as a result of other crises that necessitate a response such as lockdown, closure or abandonment.

13.1 LOCKDOWN

- A. The result of the threat level moving to Level 4, likely as a result of a terrorist or civil disorder event, and will result in the following measures:
- B. **LEVEL 4 (CRITICAL):** An attack is expected imminently (specific threat); “lock-down” of hotel; a short term measure only, not sustainable beyond the short term. Consider the following additional measures:

1. **“Lock-Down”:** An attack is considered imminent. Utilize local authorities / law enforcement / military as much as possible to bolster security, stand off and access control, dependent on how specific the threat is to the hotel.

When implementing Lockdown, consider the reason and tailor your response accordingly. For example, an active shooter outside of the hotel will prevent team member activities or searches outside of the building and will require immediate locking of hotel entrances.

2. **Restrict Entry:** Positive ID of all guests. No new guests check in.
3. Search all baggage, physical or electronic.
4. Active searches of hotel property by security for suspicious persons or packages.
5. Enforce standoff where possible– no vehicles allowed within minimum 100 feet of building – 200 yards if possible. Push access control posts out as necessary / feasible.

These measures are not all-inclusive and need to be reviewed against specific business and threat requirements.

- C. **HOTEL LOCK DOWN PROCEDURE:** Call Police/Law Enforcement to get support from the police or make them aware of the situation in the hotel should there be an imminent threat to the safety of people in the hotel.

WHEN WILL THIS PROCEDURE BE ACTIVATED?

1. When Threat level change and Safety & Security has advised the hotel to lock down.
 2. During, Riot, Protests or Civil Disorder.
 3. When Police/Law Enforcement notifies the hotel to activate a Lockdown.
 4. Major incident outside the hotel whereby you need to secure access and egress to the hotel for crowd control purposes.
- D. **ACTIONS & COMMUNICATION:** Call meeting with shift leaders and managers in the hotel and inform them of actions required and reasons why we need to lock downs (**this should be very quick**). Give Lockdown list to minimum of two people to walk the hotel and check or lock all other external doors
- E. **GUESTS/ VISITORS/ STAFF:**
1. Consider use of load hailers or the Tannoy system to make announcements, (note that persons outside will also hear your announcements).
 2. Letters/ posters should be printed and displayed in all public areas.
 3. Use Load hailers to make announcements in meeting rooms, guest room corridors and back of house areas as the Tannoy system cannot be heard in these areas.
- F. **TEAM MEMBERS:** Should use 2-way radios and the hotel internal telephone system to communicate. As required, Team members must be advised to hide and stay away from windows and doors.
- G. **CONTACT EXTERNAL MEMBERS:**
1. Inform Car park attendants and Concessionaires.
 2. Contact GM/ HM/ HR / All HOD's and Security if on site.
 3. Contact Area Security Manager.
 4. Inform team members coming to work.
- H. **WHAT SHOULD YOU SAY OR DISPLAY:** (**Guide only**) "The hotel management received a security alert of an incident outside of the hotel. This could affect your personal safety. In the interest of your safety, we'll be locking the doors. Please stay in your Rooms and away from Windows. No one will be allowed to enter or leave the premises until further notice. Thank you for your co-operation"
- I. **CCTV:** Use / view CCTV to assess of the situation outside the hotel.
- J. **INCREASE PATROLS:** If safe to do so, increase patrols in the hotel and ensure doors stay closed at all times. **If the situation changes call the police/law enforcement.**

13.2 CLOSURE

The following measures will be taken to evacuate and secure the hotel as a result of a requirement to close. Refer to fire emergency for full evacuation drills.

- A. Evacuate all guests and non-essential team members to pre-designated alternate location(s).
- B. Advise local law enforcement that hotel is closed and request assistance in relocating guests.
- C. Advise local law enforcement of your alternate operating location including phone and fax numbers.
- D. Lock down hotel (all key interior areas and exterior doors) with minimal management, engineering and security staff only remaining in house.
- E. Account for and secure all funds in safe deposit boxes or safe.
- F. Power down computer systems save for email and telephone system.
- G. Power down non-essential utilities and equipment.
- H. Turn off exterior lighted signs.
- I. Print rooming list.
- J. Selected management staff to relocate to and activate alternate command location at remote owned or managed HHC (any brand) hotel (to be established in advance).
- K. Take laptop computers, cell phones and some radios/chargers to that location.
- L. Advise AVP, SVP, HRW, corporate office and local law enforcement that hotel is closed.
- M. Program phone system to indicate hotel is closed and advise of phone/fax numbers of alternate command center.

13.3 ABANDONMENT

The following measures will be taken to abandon the hotel as a result of a requirement to close. Refer to fire emergency for full evacuation drills.

- A. Remaining staff to abandon hotel with all doors locked.
- B. Turn off all gas to building.
- C. Shut off phone switch.
- D. Collect master keys and e- keys and place in safe deposit box or vault.
- E. GM or MOD to retain Safe deposit box guard key.
- F. Unplug and secure electronic key encoders.
- G. Bring rooming list, cell phones/chargers and radios/chargers to alternate command center.
- H. Re-locate remaining team members to off-site command center and advise all other hotels, corporate office and reservation centers of such relocation. Advise local law enforcement and fire department that hotel is secure and abandoned.

Section 14:

Medical Assistance

- ✓ [14.1 Procedures](#)
- ✓ [14.2 Emergency Data](#)

14.1 PROCEDURES

- A. **EMERGENCY NOTIFICATION NUMBER:** A designated extension number will be utilized for reporting any emergency conditions on your property. It is recommended that a two or three-digit extension number be utilized, preferably with all digits the same, i.e., 22 or 222. Since this extension will be answered before normal operator calls, "0" for Operator is not to be used as an emergency extension.

This number is to be displayed on the faceplate of every telephone instrument throughout the property.

The Telephone Operator and Security Dispatcher positions, if applicable, will be equipped with a designated telephone instrument to only receive calls placed through the emergency telephone extension number. Both locations shall be equipped, if both are staffed by the hotel.

- B. **PROCEDURES FOR ASSISTANCE CALLS:** Telephone Operators and/or Security Dispatchers receiving calls requesting medical assistance will handle the calls on a priority basis. The Operator or Dispatcher will determine whether the call is an emergency or a non-emergency request for medical assistance.
- C. **EMERGENCY:** If the guest is unconscious, has stopped breathing, has severe bleeding or other situations requiring immediate professional medical attention, the Operator or Dispatcher will immediately call paramedics, public emergency or rescue service for an ambulance, thereafter notifying the hotel team member trained in CPR to respond to assist the guest. A designated team member should be assigned to meet the ambulance and direct attendants to the guest. The Assistant Manager or ranking hotel team member on duty must be notified.
1. If the calling guest appears to be in distress so that he or she cannot respond to questions, the paramedic unit, public emergency or rescue service ambulance will be summoned by the Operator or Dispatcher. The Operator or Dispatcher will inform the guest that an ambulance is on the way. A team member trained in CPR will be dispatched to assist the guest. A designated team member will be assigned to meet the ambulance and direct attendants to the guest. The Assistant Manager or ranking hotel team member on duty must be notified.
 2. Should the Operator or Dispatcher have any questions relating to the well-being of a guest, and/or what action to take, the Assistant Manager or ranking manager on duty shall be consulted **immediately**.

3. Should the guest decline the use of an ambulance, but still desire immediate medical assistance, a security officer or management representative will provide the guest with the following information:
 - i. Name, address and telephone number of a clinic with 24 hour emergency service.
 - ii. Name, address and telephone number of a hospital with 24 hour emergency service.
 4. If the hotel has received approval in accordance with SPI LP-3, the hotel may refer to an on call medical service provider with whom the hotel has contracted.
 5. Guest will be informed that he or she must make his own arrangements for the service. If the guest decides to visit a hospital or clinic, he/she should be encouraged to utilize a taxi and the hotel may offer to escort the guest to the waiting taxi near the lobby entrance.
- D. **NON-EMERGENCY:** If the guest desires medical assistance, but not on an emergency basis, the Operator or Dispatcher will furnish the guest, upon request, one or more of the following:
1. Name, address, telephone number and office hours of a nearby clinic.
 2. Name, address, telephone number and office hours of a nearby hospital.

Guests will be informed that he or she must make their own arrangements for the service.

If ambulances are not used, it is recommended that a guest use a taxi to be transported to clinics, hospitals or doctor's offices. Guests should not be transported in personal automobiles of hotel team members.

On an exceptional basis, if taxis are not readily available and an ambulance is not required, shuttle vehicles normally used by the hotel to transport guests to and from airline terminals or other pre-designated places can be used if available.

- E. **STAFF RESPONSE:** During medical emergencies within the hotel, a team member should meet the responding emergency personnel and direct them to the individual requiring medical assistance

14.2 EMERGENCY DATA

The following data must be readily available to the Telephone Operator or Security Dispatcher:

- A. Telephone number of nearby public paramedic/rescue unit and/or ambulance service.
- B. Name and telephone number of a nearby private ambulance service for specific guest requests.
- C. Name, address, and telephone number of a clinic with 24-hour emergency service.
- D. Name, address and telephone number of a hospital- with 24-hour emergency service
- E. Names, shift assignments by department, telephone extension or radio communications should be made available for hotel team members trained in CPR. It is the responsibility of the Security Manager or another Department Head designated by the General

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Manager, to ensure team members trained in CPR are on duty 24 hours a day. The information regarding these trained team members should be furnished to the Telephone Operator and Security Dispatcher on a daily basis.

Section 15:

Terrorism

- ✓ [15.1 Overview](#)
- ✓ [15.2 Types of Terrorist Activities](#)
- ✓ [15.3 Threats](#)
- ✓ [15.4 Awareness and Observation](#)
- ✓ [15.5 Response](#)

15.1 OVERVIEW

Terrorist activity can come in many forms, not just a physical attack on a facility to harm life and property, terrorist may also seek guest or key information about the hotel. Terrorist also use threats of violence to try and intimidate or frighten those involved. Terrorism is used for many reasons; political, religious, or an ideological goal.

- A. **RESPONSE TO TERRORIST ACTIVITY:** Upon receiving information of terrorist activity the following notifications must be made:
1. General Manager
 2. Local Law Enforcement
 3. Site Crisis Team Coordinator (SCT) should follow steps provided in the SCT Toolkit.
 4. The area Safety and Security Manager.

Terrorist activity may require evacuation of the hotel. Refer to the **Evacuation Emergency Plan** for direction.

- B. **TRAINING:** Hotels should develop a plan that is property specific and that encompasses local trends, laws and practices. Regular training of the hotel team is necessary to minimize the likelihood of terrorist activity. Training should encompass suspicious activity, suspicious persons and how to identify them.

15.2 TYPES OF TERRORIST ACTIVITIES

- A. **RECONNAISSANCE:** Primary goals of reconnaissance:
1. Obtain a profile of the target facility.
 2. Determine the best method of attack; develop patterns of security patrols, deliveries and accessible entry points.
- B. **TERRORISTS WILL TRY AND GAIN INFORMATION IN A NUMBER OF WAYS:**
1. Surveillance of the building will be conducted from both outside of the facility and inside of the facility to determine points of weakness.

2. Questioning team members and guests about the facility and events that are taking place in the hotel.
3. Penetrating the security of the facility by trying to gain access to team member areas or accessing restricted areas.
4. Taking a significant amount of photographs or video of the hotel, taking detailed notes or sketching drawings of the hotel.
5. Reporting suspicious individuals is a key factor in detecting terrorist who are trying to survey the hotel.
6. Team members should not disclose information about the hotel or its guest to unauthorized persons.

C. **ATTACKS:**

1. Bomb Threats – Please refer to the **Bomb Threat Emergency Plan**.
2. Active Shooters – Please refer to the **Active Shooter Emergency Plan**.
3. Chemical, Biological, Radiological, and Neurological Attacks – Please refer to the **CBRN Emergency Plan**.
4. Improvised Explosive Devices (IED):
 - i. Suspicious packages that are left behind should be approached with caution.
 - ii. IED's can come in various shapes and sizes.
 - iii. IED's can also be a vehicle (VBIEDs). Suspicious vehicles that are parked near the facility should be reported to the local authorities for investigation.
 - iv. The steps after identifying an IED should follow the Bomb Threat contingency plan.

15.3 THREATS

- A. **THREAT ASSESSMENTS:** Hotels should assess their level of security by working with local law enforcement or by retaining a security consultant to determine the hotel's level of vulnerability from a terrorist incident.
- B. **THREAT LEVELS:** Refer to the **Threat Level** document (the first document in this contingency plan packet) in order to determine the correct threat level and level of security based on the assessment.

Threat levels are utilized in order to implement appropriate security measures based on an assessment of the likelihood of an event involving violence. Threat levels are therefore an advance tool. Threat levels are to be used based on an assessment of the **potential** for an incident, including terrorist activity, planned violence, civil unrest and general disorder.

Threat levels must be distinguished from emergency response and contingency planning. Threat levels will be utilized based on an assessment of the **potential** for an incident, whereas emergency response will be activated **following** an incident.

Threat levels are a matter of judgment based on factors and circumstances. Factors include:

1. **AVAILABLE INTELLIGENCE:** It is rare that specific threat information is available and can be relied upon. More often, judgments about the threat will be based on available information, including the level and nature of current terrorist activity, comparison with events in other countries and previous attacks.
2. **TERRORIST CAPABILITY:** An examination of what is known about the capabilities of the terrorists in question and the method they may use based on previous attacks or from intelligence. This includes the potential scale of the attack.
3. **TERRORIST INTENTIONS:** Utilizing available information to examine the overall aims of the terrorists and the ways they may achieve them, including what sort of targets they would consider attacking.
4. **TIMESCALE:** The threat level expresses the likelihood of an attack in the near term. In the absence of specific intelligence, a judgment will need to be made about how close an attack might be to fruition. Threat levels do not have any set expiry date, but are regularly subject to review in order to ensure that they remain current.

15.4 AWARENESS AND OBSERVATION

A key trait to be developed by team members in response to a terrorist threat is situational awareness. This will take the form of a general awareness of threat. Some key terrorist attack indicators:

- A. **"INDICATOR":** A sign that is noticed when something is not right in the environment. This could be a sign of impending attack.
- B. **"PRESENCE OF THE ABNORMAL":** Indicators that something is amiss. Examples would include: The presence of unusual objects, perhaps with no explanation and not usually present.
- C. **"ABSENCE OF THE NORMAL":** A key indicator missing from the environment.

15.5 RESPONSE

Consider your response to Threat Levels 3 and 4 (High and Critical) in response to a developing terrorism situation. Refer to threat levels for more information.

Refer to **FIRE** for evacuation procedures.

Refer to **Closure and Abandonment** as required.

Section 16:

Transportation Emergencies

- ✓ [16.1 Aircraft](#)
- ✓ [16.2 Railroad](#)
- ✓ [16.3 Family Information and Assistance Center Procedures](#)

16.1 AIRCRAFT

- A. **POLICY:** The following are general guidelines to transportation emergencies that may require emergency personnel to set up a Family Information and Assistance Center at a hotel. Typically, a hotel will enter into a contract with the appropriate emergency agency detailing the circumstances that would trigger activation of a Family Information and Assistance center and the services the hotel would provide.

It is the policy to utilize all reasonable efforts to provide local Emergency Management Service (EMS) with a primary facility within the Hotel, to be used for a Family Information and Assistance Center. Should the Ballrooms not be available and reasonable efforts to relocate its users have failed, use reasonable efforts to find another location in the hotel, keeping in mind that hotels could receive hundreds of people in the center.

At any point during the emergency, should the Ballroom become available the Center will be moved to this area.

We will also use reasonable efforts provide a block of rooms nearest the Center for the use EMS and the Airport for interview etc., along with any food and beverage needs during the emergency.

- B. **PROCEDURE:** Upon receiving a call from the Airport Communications center advising that a Major Aircraft Accident has occurred the following personnel will be contacted.
1. General Manager
 2. Manager on Duty
 3. Security Dispatch
 4. Hotel Crisis Committee
 5. Loss Prevention Manager

It is important to get as much information as possible from the communications center so that the Hotel can be as ready as possible.

- C. **MANAGER ON DUTY:** As soon as a call is received, stating that there has been a Major Aircraft Accident the Manager on Duty will complete the following:
1. Request three copies of a Guest list and Arrival list from the Front Office Supervisor.

2. Obtain a location for the Family Center to be set up **KEEPING IN MIND THAT A BALLROOM IS FIRST CHOICE**. Should the Ballroom be occupied reasonable efforts will be made to relocate the function. (**NOTE:** reasonable efforts to relocate the function shall not require the hotel to breach its existing commitments and contracts.) If you are not successful we will use reasonable efforts to obtain another location.
3. Once a location has been determined, notify the Security Dispatch Center of the location
4. By using all available staff, the room is to be set up with several small tables and chairs along with a podium and 10 rows of 20 chairs for any family briefings that may take place.
5. Establish a Hotel command center near the Family Center BUT NOT IN THE SAME ROOM.
6. Request all extra hotel radios be taken to the command center for use by responding hotel staff.
7. The Manager on Duty will be responsible for assuring that all procedures are followed according to this policy until relieved by the General Manager, Director of Rooms Operations or Director of Guest Services/Security.
8. Make appropriate arrangements to ensure that adequate staff facilities are available for contracted groups and guests. Activation of a Family Information and Assistance Center should not under any circumstances cause the hotel to breach its existing commitments and contracts with existing groups or other customers.

D. SECURITY:

1. Start immediate re-calls of all off Duty Security Personnel and request they respond to the Hotel to assist with incident control.
2. Dispatch all on-duty Security Officers to assist the Manager on Duty in preparing for the emergency.
3. Monitor the loading docks entrance for any unauthorized persons entering the building.

Security Officers

1. Respond the Location of the Manager on Duty and assist where needed to establish the Family Center.
2. Once EMS have arrived on the property, you will assist them where needed to provide a safe and secure environment for Family Members, Staff, Emergency Personnel and Guests of the Hotel.
3. Professional demeanor must be maintained at all time and restricted radio use will be in place.

E. FRONT OFFICE:

1. Print three copies of Guest List and Guest Arrival list and turn over to the Manager on Duty.
2. Assist PBX with notifying the Hotel Crisis Committee and other Hotel Staff Members as requested.
3. Immediately block a minimum of 10 guestrooms near the Family Center location.
4. Request a Bellman to deliver the keys to the Hotel Command Center
5. Immediately stop taking reservations for the hotel and notify HRW accordingly.
6. Depending on the size of the incident, you may need to start using reasonable efforts to place current guests at other hotels outside the airport using our sister hotels. Displacement of current guests or those with existing reservations will only be done if such guests voluntarily consent to relocate to another hotel.

F. SITE CRISIS TEAM:

1. Respond to the Hotel as soon as possible keeping your safety in mind.
2. If already on the property, respond to the Command Center or the location of the Manager on Duty.
3. Assist where needed to set up or manage the Family Information and Assistance Center.
4. Remember the Manager on Duty will manage emergency until the General Manager, Director of Room Operations or Director of Guest Services/Security arrives on Scene.
5. Check out a Hotel radio from the command center if available.

G. FOOD AND BEVERAGE:

1. Respond to the location of the Manager On Duty and assist with setting up the Family Center.
2. Provide food and beverage service as requested by the EMS, or the on property Airline representative.
3. Maintain a running check until the emergency is concluded at which time the proper party(s) will be billed.
4. Continue to provide services to existing and contracted customers with as little disruption as possible.

H. PROPERTY OPERATIONS: The General Manager will notify the following throughout the incident:

1. Corporate Director of Security/Safety
2. Regional Loss Prevention Manager

3. Corporate Communications
 4. President, Hotel Operations
 5. Area Vice President
 6. Legal Division
- I. **HOUSEKEEPING:** Respond to the Hotel command center with the following items.
1. One (1) case facial tissue
 2. 15 waste baskets
 3. 15 ice buckets
 4. One (1) case hand towels
- J. **GENERAL PROCEDURES:** At no time will statements be made by Hotel Staff to the Media, other Guests, or anyone over the phone concerning the accident
- All inquiries concerning the accident will be **DIRECTED TO THE EMS COMMUNICATION CENTER.**
- Pursuant to our Hotels Crisis Communications procedures **ALL DIRECT INQUIRIES CONCERNING THE HOTEL WILL BE DIRECTED TO THE GENERAL MANAGER OR IN HIS/HER ABSENCE, THE MANAGER ON DUTY.**
- All available staff will assist where ever needed until released by the General Manager, Director of Room Operations, Director of Guest Services/Security or Manager on Duty.
- At **NO** time will conversations take place in public areas concerning the Accident, Victims or their respective Families.

16.2 RAILROAD

- A. **POLICY:** The purpose of this emergency procedure is to establish a system in which to follow should a train derailment occur. Due to potentially hazardous materials that the railroad transports between our properties and should there be a derailment, each department affected should react in a professional, calm, and rational manner in order to prevent a panic situation occurring among guests and team members.
- B. **PROCEDURE:** Upon an incident occurring or the hotel receiving a call from the Emergency Services advising that an incident has occurred, the following personnel will be contacted.
1. General / Hotel Manager
 2. Manager on Duty
 3. Site Crisis Team
 4. Hotel Security Manager (where applicable)
 5. Loss Prevention Manager / Area Safety & Security Manager
- C. **SITE CRISIS TEAM:** The Hilton Site Crisis Team process must be followed. Team members must be allocated clear roles and responsibilities, communication channels must be established to ensure this is controlled internally and externally.

1. Respond to the Hotel as soon as possible keeping your safety in mind.
 2. If already on the property, respond to the Hotel Crisis room (or alternate if Main Crisis Room cannot be used)
 3. Formalize roles and responsibilities at the Site Crisis Meeting
 4. The Site Crisis Team should meet regularly or when considered necessary.
 5. Minutes must be taken at Site Crisis Team meetings
- D. **GENERAL PROCEDURES:** At no time will statements be made by Hotel Staff to the Media, other Guests, or anyone over the phone. All inquiries concerning the accident will be **DIRECTED TO THE EMS COMMUNICATION CENTER**.

Pursuant to our Hotels Crisis Communications procedures ALL DIRECT INQUIRIES CONCERNING THE HOTEL WILL BE DIRECTED TO THE GENERAL MANAGER OR MANAGER ON DUTY.

- E. **PROPERTY OPERATIONS AND ONSITE PROCEDURES:** The General Manager or MOD along with Security Management (if applicable) will be in contact with Emergency Management Services (EMS). Prior to the arrival of EMS, the decision to begin evacuation procedures has to be considered. This decision should be made in consultation with the appropriate medical personnel. Several questions that should be considered prior to making the decision are:
1. Is there a confirmed fire, heavy smoke or hazardous material condition?
 2. Has the Fire Department, Police Department & Hazardous Material Unit been notified?
 3. Has the Fire Department & Hazardous Material Unit arrived at the hotel?
 4. Does the train derailment pose any threat, whatsoever to guests and/or team members?
 5. Is there extensive damage resulting from the derailment, which could cause a risk to guests and/or team members.

If the decision has been made to evacuate, then there is the question of whom and how much of the hotel should be evacuated. It may be appropriate to invoke the procedures in the Hilton Fire Evacuation Policy however the location of the Assembly point must be considered to ensure there this presents no additional risks. Assist the EMS in designating a safe area for the purpose of gathering guests and team members to assemble during any type of evacuation.

The Crisis Room shall serve as a focal point for management to receive information, make decisions, issue orders, and maintain effective control of the emergency. All directives will be given out through the Crisis Team Leader.

Ensure that all appropriate actions are taken to save lives, protect property, reduce damage, maintain order and minimize loss.

The General Manager will notify the following:

1. Corporate Director of Loss Prevention

2. Regional Loss Prevention Manager / Area Safety and Security Manager
3. Corporate Communications
4. President, Hotel Operations
5. Area Vice President
6. Legal Division

16.3 FAMILY INFORMATION AND ASSISTANCE CENTER PROCEDURES

- A. **POLICY:** The following are general guidelines to transportation emergencies that may require emergency personnel to set up a Family Information and Assistance Center. Typically, a hotel will enter into a contract with the appropriate emergency agency detailing the circumstances that would trigger activation of a Family Information and Assistance Center and the services that the hotel would provide.

It is the policy to utilize all reasonable efforts to provide local Emergency Family Information and Assistance Center. Should the Ballrooms (main function room) not be available and reasonable efforts to relocate its users have failed, we will use reasonable efforts to find another location in the hotel, keeping in mind that hotels could receive hundreds of people in the center.

At any point during the emergency, should the Ballroom (main function room) become available the Center will be moved to this area.

We will also use reasonable efforts provide a block of rooms nearest the Center for the use EMS along with any food and beverage needs during the emergency.

- B. **PROCEDURE:** Upon receiving a call from the Emergency Services advising that a Major Transportation Accident has occurred - the following personnel will be contacted:
1. General / Hotel Manager
 2. Manager on Duty
 3. Site Crisis Team
 4. Hotel Security Manager (where applicable)
 5. Loss Prevention Manager / Area Safety & Security Manager

Although the crisis may not have had a direct impact on the hotel, the Site Crisis Team meeting should be convened to ensure a correctly coordinated reaction and communication flows. (Hilton Crisis Management process should be applied)

There will be media involvement and direct communication to the hotel. The hotel must ensure resources have been allocated by the Emergency Management Services to address these issues.

As soon as a call is received, stating that there has been a Major Transportation Emergency it is important to get as much information as possible so that the Hotel can be as ready as possible.

- C. **SITE CRISIS TEAM:** The Hilton Site Crisis Team process must be followed. Team members must be allocated clear roles and responsibilities, communication channels must be established to ensure this is controlled internally and externally.
1. Respond to the Hotel as soon as possible keeping your safety in mind.
 2. If already on the property, respond to the Hotel Crisis room.
 3. Formalize roles and responsibilities at the Site Crisis Meeting
 4. The Site Crisis Team should meet regularly or when considered necessary.
 5. Minutes must be taken at Site Crisis Team meetings.

- D. **GENERAL PROCEDURES:** At no time will statements be made by Hotel Staff to the Media, other Guests, or anyone over the phone concerning the accident.

All inquiries concerning the accident will be **DIRECTED TO THE EMS COMMUNICATION CENTER.**

Pursuant to our Hotels Crisis Communications procedures ALL DIRECT INQUIRIES CONCERNING THE HOTEL WILL BE DIRECTED TO THE GENERAL MANAGER OR MANAGER ON DUTY.

At no time will conversations take place in public areas concerning the Accident, Victims or their respective Families.

- E. **PROPERTY OPERATIONS:** The General Manager will notify the following throughout the incident:
1. Corporate Director of Security/Safety
 2. Regional Loss Prevention Manager / Area Safety and Security Manager
 3. Corporate Communications
 4. President, Hotel Operations
 5. Area Vice President
 6. Legal Division

- F. **MANAGER ON DUTY:** Request three copies of a Guest list and Arrival list from the Front Office Supervisor. Establish a location for the Family Center to be set up **KEEPING IN MIND THAT BALLROOM IS FIRST CHOICE.** Should the Ballroom be occupied reasonable efforts will be made to relocate the function. (NOTE: reasonable efforts to relocate the function shall not require the hotel to breach its existing commitments and contracts.) If you are not successful we will use reasonable efforts to obtain another location.

1. By using all available staff, the room is to be set up with several small tables and chairs along with a podium and 10 rows of 20 chairs for any family briefings that may take place.
2. Establish a Hotel command center near the Family Center **BUT NOT IN THE SAME ROOM.**

3. Request all extra hotel radios be taken to the command center for use by responding hotel staff.
 4. Make appropriate arrangements to ensure that adequate facilities are available for all parties. Activation of a Family Information and Assistance Center should not under any circumstances cause the hotel to breach its existing commitments and contracts with existing groups or other customers, however where these can be relocated to alternative hotels or venues, at the agreement of the contracted parties, this must be considered.
- G. **SECURITY:** In hotels with permanent Security, the following procedure must be followed. If there is no permanent security, the hotel must consider the use of Contracted External Security Companies.
1. Start immediate re-calls of all off Duty Security Personnel and request they respond to the Hotel to assist with incident control.
 2. Dispatch all on-duty Security Officers to assist the Manager on Duty in preparing for the emergency.
 3. Monitor all entry and exit points to the hotel, including loading bays etc for any unauthorized persons entering the building. It is likely that there will be a strong media focus therefore access by external media must be controlled.
 4. Security Manager to liaise with General Manager for consideration of additional security measures.

Security Officers

1. Respond the Location of the Manager on Duty and assist where needed to establish the Family Center.
2. Once Emergency Management Services (EMS) have arrived on the property, you will assist them where needed to provide a safe and secure environment for Family Members, Staff, Emergency Personnel and Guests of the Hotel.
3. Professional demeanor must be maintained at all time and restricted radio use will be in place.

H. FRONT OFFICE

1. Print three copies of Guest List and Guest Arrival list and turn over to the Manager on Duty.
2. Assist with notifying the Hotel Site Crisis Team and other Hotel Staff Members as requested.
3. Immediately block a minimum of 10 guestrooms near the Family Center location. If possible, relocate existing guests in these rooms to alternative areas of the hotel.
4. Immediately stop taking reservations for the hotel and notify Hilton Worldwide Reservations Center accordingly. (Ensure no bookings can be made via other channels E.g. [Hilton Website](#))

5. Depending on the size of the incident, you may need to start using reasonable efforts to place current guests at other hotels using our sister hotels. Displacement of current guests or those with existing reservations will only be done if such guests voluntarily consent to relocate to another hotel.

I. **FOOD AND BEVERAGE:**

1. Respond to the location of the Manager On Duty and assist with setting up the Family Center.
2. Provide food and beverage service as requested by the EMS
3. Maintain a running check until the emergency is concluded at which time the proper party(s) will be billed.
4. Continue to provide services to existing and contracted customers with as little disruption as possible.

- J. **HOUSEKEEPING:** Housekeeping must ensure that the command center is fully stocked as required. Consider the nature of the incident and ensure items including facial tissues and waste buckets are available. Blankets, pillows, temporary bedding etc. may also be required depending on the circumstances.

- K. **HUMAN RESOURCES:** Human Resources must consider the impact of the Hilton Team Members working in the hotel and in contact with the relatives. Counseling should be offered for team members who are involved and affected.

Section 17:

VIRAL INFECTION OUTBREAK CONTROL (NON AVIAN / SWINE INFLUENZA)

- ✓ [17.1 Viruses](#)
- ✓ [17.2 Precautionary Procedures & Preparation](#)
- ✓ [17.3 Isolated Cases](#)
- ✓ [17.4 Suspected Viral Outbreak](#)
- ✓ [17.5 Confirmed Viral Outbreak Procedure](#)
- ✓ [17.6 Cleaning Team Procedures](#)
- ✓ [17.7 Hotel Operational Procedures](#)
- ✓ [17.8 Guest letters](#)

17.1 VIRUSES

- A. **WHAT IS A VIRUS?** Viruses are micro-organisms that are easily spread and can cause vomiting and diarrhea in humans. Outbreaks are common in areas where there are people living in close populations e.g. hotels, hospitals, nursing homes, schools and cruise ships.
- B. **WHAT IS NOROVIRUS?** Norovirus is a type of virus which is highly infectious (also called 'Norwalk like virus' or 'winter vomiting virus'). Outbreak of norovirus infections have increased substantially in recent years.

Symptoms include:

1. Vomiting (usually projectile, which can be violent and unexpected), this is the most common symptom
 2. Nausea
 3. Diarrhea
 4. Headaches
 5. Fever
 6. Muscle aches
- C. **WHAT IS THE INCUBATION PERIOD?** Typically, one person will be seen to show symptoms between 24-48 hours (usually 36 hours), and then 24-48 hours later others will become ill, the first people often having recovered. This pattern will continue if control measures are not put in place immediately.

A pattern of this type is typical of a viral outbreak and can often differentiate it from bacterial food poisoning, which is often incorrectly blamed as the cause. In the case of a contaminated batch of food, most individuals will show symptoms at a similar time interval after eating the food.

- D. **WHAT IS THE DURATION OF THE ILLNESS?** The illness is usually a short duration and most people recover within 48 hours.
- E. **HOW ARE VIRUSES SPREAD AROUND THE HOTEL?**
1. **AIRBORNE:** Viruses may be spread from the vomit of a sick person. When sudden projectile vomiting occurs, a fine mist of virus particles passes into the air, which can land on any hand contact surface.
 2. **HAND TO MOUTH CONTACT:** Surfaces may be contaminated directly by vomit or by the fine mist of virus particles produced during projectile vomiting. Similar spread can occur from diarrhea although the main risk here is via the toilet areas. Infection occurs when a person touches a contaminated surface, tap, toilet flush handle etc then has hand to mouth contact without first washing and disinfecting their hands.
 3. **CONTAMINATED FOOD AND UTENSILS:** E.g. cutlery, glasses and crockery in the vicinity of a vomiting incident, or food or utensils that have been handled by infected staff that have not washed their hands can spread viruses.
 4. **DIRECT PERSON TO PERSON:** E.g. having direct contact with another person who is infected and showing symptoms (for example, when caring for someone with illness).
- F. **WHO DOES THE VIRUS AFFECT?** The virus can affect any person who comes into contact with it, though elderly people or people with compromised immune systems are particularly susceptible.
- G. **CAN THE VIRUS LIVE OUTSIDE THE BODY?** It is believed the virus will not live outside the body for more than 4 to 10 days and it is heat sensitive; the virus usually breaks down in a warm or hot environment which is why outbreaks of this kind of virus are more common in the winter months.
- H. **WHAT IS THE TREATMENT FOR THE VIRUS?** There is no specific treatment, though sufferers with diarrhea and vomiting should drink plenty of liquids to prevent dehydration.
- I. **PREVENTING AN OUTBREAK:** While it is not possible to prevent an outbreak from occurring at your hotel under all circumstances, the following precautions will help to reduce the likelihood of an outbreak becoming established:
1. Vigilant monitoring of guests' complaints.
 2. Vigilant monitoring of vomiting and diarrhea incidents in the hotel – staff and housekeeper to report all incidents including soiling of bedrooms.
 3. Early identification of the signs of an outbreak.
 4. Staff training and awareness of their role.

5. Staff training regarding the importance of not reporting for work if suffering from sickness or diarrhea (until 48 hours after symptoms have cleared). NB applies to all staff, not just food handlers.
6. Thorough routine cleaning procedures for hand contact surfaces such as taps, toilet handles etc.

17.2 PRECAUTIONARY PROCEDURES & PREPARATION

The hotel should be prepared for a viral outbreak. This involves having a trained '**Cleaning Team**' established in the hotel at all times, as well as having a supply of equipment, chemicals and PPE available in case of a viral outbreak.

The following should be in place as a standard for all hotels, although you will need to consult Safety and Security to establish quantities of certain items as this will be specific to the hotel e.g. quantities of chemicals.

- A. **CLEANING TEAM:** A '**cleaning team**' should be assembled and briefed on the current situation. Normal cleaning of unaffected areas should be carried out in the normal manner.
- B. **WHO:** The cleaning team should comprise of enough individuals to clean affected rooms and areas, ideally from housekeeping and/or maintenance. The cleaning team should not include any food handlers.
- C. **TRAINING:** Prior to commencing duties, the cleaning team (or any team member who could potentially be part of the cleaning team) must have received appropriate training in viral outbreak management and the use of equipment and chemicals. They should be competent to carry out the duties in the event of an outbreak and should be fully familiar with the procedures to avoid delays in dealing with the task required.
- D. **DUTIES:** the duties of the nominated cleaning team are:
 1. Decontamination of the areas required by the Outbreak Coordinator.
 2. Public Facilities – to be cleaned on demand and a minimum of four times daily in the early stages of an outbreak.
 3. Public Toilets to be cleaned every hour
 4. Clean up vomit in public areas/ facilities on demand.
- E. **EQUIPMENT:** The following equipment should be held on site at all times:
 1. Yellow clinical waste bags
 2. Soluble laundry bags
 3. Mop buckets for contaminated toilets. These can be 'cheap' disposable buckets as they will need to be disposed of after the outbreak (consider having a stock of these if there is not a shop supplying these near the hotel)
 4. Disposable mop heads for contaminated toilets (as above).
 5. Disposable cloths for contaminated areas
 6. Antibacterial Hand Gel Dispensers (preferable wall mounted)

- F. **CHEMICALS:** The following chemicals should be held on site at all times:
1. Oxivir spray bottles: A stock of 6 spray bottles per 30 rooms should be kept on site at all times. Larger hotels might benefit from dosing systems). During an outbreak you may need to bring in Oxivir from nearby hotels.
 2. Body Fluid Spill kit containing Oxivir (from Johnson Diversey)
 3. H5 Bac, Antibacterial Hand gel
 4. Titan Sanitizer
- G. **PPE:** The following Personal Protective Equipment (PPE) should be on site at all times:
1. Disposable non-latex, non-powdered gloves (quantity?)
 2. Disposable plastic aprons (quantity?)

17.3 ISOLATED CASES

In the event of any reports of diarrhoea and/or vomiting amongst guests or team members, it should be treated as having the potential to develop into an outbreak. The viral procedures with regard to an investigation and normal precautionary procedures should be followed.

- A. **ALL TEAM MEMBERS:** Should make either a Duty Manager or a member of Senior Management aware if a guest or staff member reports any illness to them.
- B. **DEALING WITH BODY FLUID SPILLAGE E.G. VOMIT, DIARRHEA, BLOOD:** The following procedure must be adopted if there is a spillage in the hotel:
1. Clear immediate surroundings of people.
 2. Place hazard warning sign "cleaning in progress".
 3. Wear disposable gloves and disposable plastic apron PPE.
 4. Collect Body Fluid Spill Kit (containing Oxivir).
 5. Cover fluid and organic matter with disposable paper towels to soak up excess, double bag and dispose of immediately in a yellow clinical waste bag.
 6. Cover remaining spillage with Oxivir spray, and leave for 5 minutes.
 7. Mop up area using disposable towels, double bag and dispose of in the yellow clinical waste bag immediately.
 8. PPE should be double bagged and disposed of in the yellow clinical waste bag.
 9. Wash area with detergent and hot water and dry thoroughly.

Spillages on Soft Surfaces:

10. **CARPET** - Mop up body fluid as above and clean with Oxivir (apply undiluted and wipe dry).
11. **UPHOLSTERY AND SOFT FURNISHINGS** – mop up excess fluid with disposable towels, spray with Oxivir and leave to dry. If stained, sponge with cold water and clean with detergent and hot water. (Soft furnishings and carpets which are very badly soiled may need to be disposed of as clinical waste). Steam Cleaning should be considered.

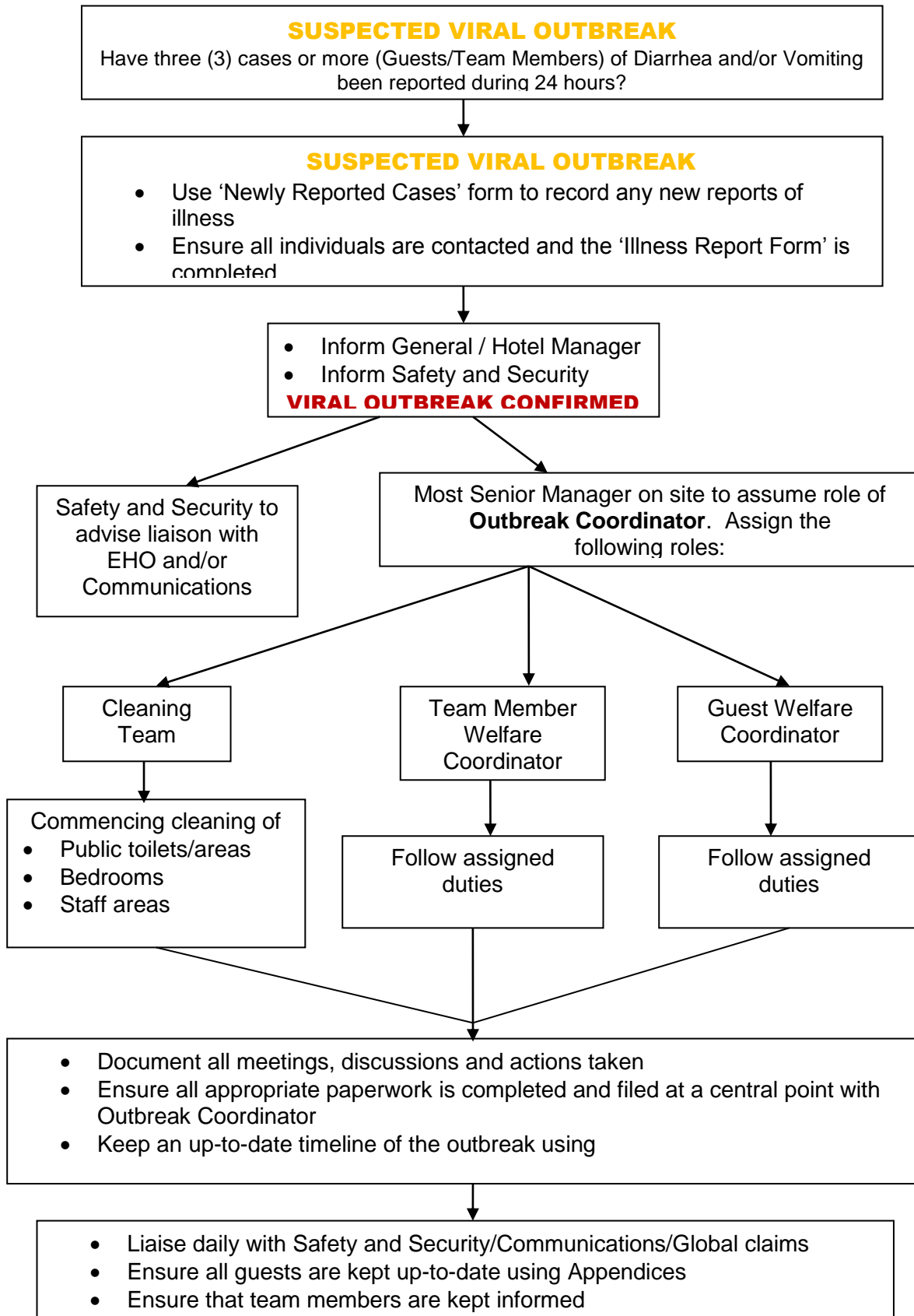
12. **Clothing** - should be sponged with luke-warm water and machine washed as soon as possible (hot cycle). Ironing will also help eradicate pathogenic bacteria.

17.4 SUSPECTED VIRAL OUTBREAK

- A. **WHAT IS AN OUTBREAK?** Where three (3) cases or more cases of diarrhea and/or vomiting are reported within a 24 hour, period this can be treated as a **suspected** Viral Outbreak.
- B. **THE GM/HOTEL MANAGER MUST NOTIFY DIRECTLY BY TELEPHONE:** Safety and Security (who may escalate as necessary to Communications and/or Global Claims).
- C. **INVESTIGATION PROCEDURE (IF THERE IS A SUSPECTED VIRAL OUTBREAK):** To establish whether or not there is a viral outbreak it is crucial that the following steps are taken:
 1. Locate the form **Newly Reported Cases** at main reception/switchboard to log all newly reported cases of illness.
 2. All individuals (guests and/or staff) who have reported illness should be contacted (via telephone if they are currently displaying symptoms) to gather information that shall be recorded on the **Illness Report Form** until it is established that the outbreak is not food related.
 3. Inform the Crisis Coordination Team (CCT) using the Emergency Contact Numbers which can be found in the Disaster and Emergency Procedures file that there is a suspected Viral Outbreak and they may be required to assist.
 4. Establish who on site has been trained in Viral Outbreak control (training records held in Disaster & Emergency Procedures file) and would form the Cleaning team.
 5. When it is **suspected** that there is a viral outbreak, a judgement call will need to be made as to when to inform guests (existing guests in the hotel and those checking in) about the potential outbreak. All information that is given to guests must be factual. The hotel may face criticism if we either withhold information about a potential outbreak or give out factually incorrect information. **See Guest Letters** for letter for guest where a viral outbreak is suspected.
 6. Report findings to Safety and Security.
 7. Establish if the **Confirmed Viral Outbreak Control Procedures** should be implemented.

Use the Flow Chart below as an overview of the procedures.

FLOWCHART TO ESTABLISH PROCEDURES FOR SUSPECTED AND CONFIRMED VIRAL OUTBREAKS



17.5 CONFIRMED VIRAL OUTBREAK PROCEDURE

Once it has been confirmed that there is a Viral Outbreak, the most senior member of staff on site must assume the role of Outbreak Coordinator.

- A. **ACTIVATE THE CRISIS CONTROL TEAM (CCT):** Once it has been established that there is a viral outbreak communication with key team members is vital and a meeting should be arranged as soon as possible in order to gather as much information as possible on guest and team member illness and location of ill persons. The Daily Communications Diary must be used to record ALL communications e.g. verbal, meeting minutes, contact with media etc.

The following roles should be assigned to available staff:

1. Guest Welfare coordinator
 2. Team Member Welfare coordinator
 3. Cleaning Team (list names of people available, all of whom should have been trained)
- B. **ENVIRONMENTAL HEALTH AND RELATED PUBLIC HEALTH OFFICERS:** If the decision is taken to inform Environmental health (a decision to be made between the Outbreak Coordinator and safety and Security) it is likely that either they or members of the public health department will visit the hotel. Their initial investigation will be to establish that the outbreak is NOT food related. In order to confirm this they may visit infected guests requesting a faecal sample and to obtain dietary history. If samples are requested they must be delivered to the local hospital/laboratory as soon as possible (by the Environmental Health). It usually takes 48 hours for the results of bacterial poisoning to be known and 5 days for viral poisoning. It is important to ensure that **Illness Report Forms** are completed under the Initial Investigation Section of this procedure. These records can be made available to the EHO during their investigation.

Any communications with the Environmental Health Authorities can be recorded on the **Daily Communications Diary. **ALL COMMUNICATION SHOULD BE RECORDED****

- C. **PRESS ENQUIRIES/COMMUNICATIONS/MEDIA:** In the event that there is an outbreak in the hotel it is likely that there will be enquiries from the media such as local and national newspapers or television. All hotel staff should be reminded of their media handling techniques as part of the hotel's Disaster and Emergency Procedures.

You may wish to assign a 'Media Relations Coordinator' and all communications with media are to be recorded by this individual and they should be used as the point of contact for all media relations.

Hilton's Corporate Communications Team (PR) should be contacted immediately and any details and questions from the media should be passed directly to them. The Communications team will liaise with the hotel to check any Statements or Press releases issued by the hotel.

- D. **GUEST WELFARE COORDINATOR:** In the event of an outbreak the Outbreak Coordinator should appoint a Guest Welfare Coordinator. The nominated person

should be a Head of Department or responsible person and should be the central point of contact for guests suffering from the illness.

The Guest Illness Summary Sheet should be completed by the Guest Welfare coordinator; this summary sheet can be used for easy reference to monitor the trend of the outbreak and in communications with the Environmental Health/ Safety and Security.

** All guests displaying symptoms who are staying in the hotel must be asked to stay in their rooms and team members must **NOT** enter their rooms. **

- E. **DEALING WITH GUESTS:** When it is confirmed that there is a viral outbreak it will be necessary to inform guests that there is an outbreak, this may include guests already staying on site, incoming guests or guests that have recently left. Advice should be sought from the Outbreak Coordinator and Communications before any information is issued. Some customers may be sceptical of your motives and will believe that the outbreak is due to food consumed on the premises, therefore it is important to stress that the illness is a virus which is spread by person to person contact. You may receive complaints from guests who have left the hotel.

Whenever dealing with guests who are ill it is imperative that you do so with an appropriate compassion and are respectful of their condition. **Guest Letters Template** may be used as templates, but should be tailored to each hotel and situation

The duties of the Guest Welfare Coordinator would include:

1. Point of contact for concerned/affected guests in an advisory role
 2. Provision of clean towels (by contacting housekeeping/cleaning team)
 3. Provision of drinking water and food
 4. Contact with family members if required
 5. Liaise with medical services
 6. Arrangements for a longer stay if they are unfit to travel
 7. Encourage the guests to stay in their rooms in order to prevent cross contamination to other areas/ persons
 8. Supply advice notices and letters to the guests
- F. **TEAM MEMBER ILLNESS:** If team members are infected they must be excluded from work immediately and not permitted to return until 48 hours **AFTER** symptoms have ceased. A record of infected team members highlighting their onset timings must be kept in order to ensure they do not return to work before the 48 hour period. Use **Team Member Illness Summary Sheet** for this purpose.
- G. **STAFF ACCOMMODATION:** If infected team members live-in staff accommodation ensure they are isolated in accommodation and provided with clean linen and soluble linen bags for soiled linen. Bottled water and meals should be taken to the affected persons wherever possible (and left outside their door). A note should be placed on the door warning team members **NOT** to enter. If infected team members use a communal toilet, this should be cleaned every 4 hours. Wherever possible, a separate toilet should be allocated for infected team members to use to prevent cross contamination.

It should be established if the team members share a room with others, if this is the case, the non-infected team members should be moved to different accommodation to avoid cross contamination. No team members from the infected site/area should visit another site or vice-versa.

- H. **TEAM MEMBER WELFARE COORDINATOR:** In the event of an outbreak, the Outbreak Coordinator should appoint a Team Member Welfare coordinator. The nominated person should be a Head of Department or responsible person and should be the central point of contact for team members suffering from illness.

The **Team Member Welfare Coordinator Checklist** should be used to record information about each team member that is ill.

The duties of the Team Member Welfare coordinator would include:

1. Point of contact for concerned / affected team members in an advisory role
2. Provision of clean towels
3. Provision of drinking water and food
4. Contact with family members if required
5. Liaise with medical services if required
6. Recording onset times and dates of infected team members (using **Illness Report Form**)
7. Ensure the infected and non-infected team members are isolated from each other (if they live in the same room etc)
8. Ensure the team members fully understand the reason they are placed on a 48 hour isolation and the disciplinary implications for not following the instructions**
9. Relevant notices are placed on their accommodation door to warn other team members not to enter
10. Ensuring there is provision of sanitising hand gel available in areas such as reception, staff canteen and toilets
11. Any other matters deemed necessary by the Outbreak Coordinator to assist team members welfare and prevent cross contamination

***If it is believed that any team members are not following the isolation procedures (e.g. visiting other rooms, going out etc) all verbal and written communications should be recorded for use as evidence in any possible future disciplinary hearing. Advice should be sought from Human Resources regarding any possible disciplinary proceedings.*

17.6 CLEANING TEAM PROCEDURES

The following information should be discussed with the **Cleaning Team** before implementing the cleaning procedures

- A. **CROSS CONTAMINATION:** Between infected and non-infected persons is probably the biggest risk facing the hotel during an outbreak. Precautions to segregate guests

and team members if they have reported symptoms should be given a high priority as should cleaning of affected areas.

1. **ALCOHOL HAND GEL (H5 BAC) SHOULD BE SITED IN THE FOLLOWING AREAS:**

- i. Front Reception Desk
- ii. Male, Female and Disabled Public Toilets
- iii. Entry to F&B outlets (Restaurant, Coffee Outlets, Bars and other Franchise outlets within the hotel)
- iv. Entrance to Function room corridor/large function suite
- v. Entry to Health Clubs
- vi. Staff Canteen
- vii. Staff Toilets
- viii. Staff Accommodation
- ix. PLACE THE FOLLOWING WORDING **ABOVE EACH:**

ALCOHOL HAND GEL
PLEASE SANITIZE YOUR HANDS HERE

2. Team members should all be made aware of the importance of thorough hand washing at regular intervals during the day, especially before eating.
3. During routine cleaning of public facilities during an outbreak, greater attention with regard to sanitisation should be given to **hand contact surfaces** around the hotel.
4. Colour coded cleaning materials (**green is suggested**) should be used in contaminated areas such as guests' rooms, toilets, team member rooms, etc.
5. In the event of a number of rooms that need to be decontaminated it may be useful to adopt a system to indicate which rooms have been completely decontaminated and which are in the process of the different phases of decontamination. If a system is adopted, this should be communicated to the relevant team members involved and if guests are in the hotel the system should be subtle and non-intrusive so as not to attract attention of guests who may be concerned. The system could be a colour coded sticker or number placed on the door.
6. The Cleaning Team should remove their protective clothing before entering a 'non contaminated area' and dispose of it, with great emphasis placed on hand washing.

- B. **ROOM DECONTAMINATION PROCEDURE:** Procedure for decontamination of a room which has been occupied by affected guests or team members (after check-out) as the room should not be entered while the guest is still in the hotel.

PPE to be worn: Disposable apron & Disposable gloves

1. Strip bed, place all linen and pillow cases in soluble linen bags and seal the bags. Any soiled items such as pillows or duvets should be laundered or preferably disposed of.
2. Remove shower curtain (if material) and bath mat, place in soluble linen bags and seal for laundering.
3. Discard all disposable items e.g. menus, toiletries, toilet roll etc, seal in bin bags.
4. Use the Ozone Machine in the bedroom for one cycle if available.
5. **Consider steam cleaning** of fabrics – contact Safety and Security Department for advice. This may depend on the scale of the outbreak and the availability of the equipment.
6. All crockery and glassware should be rewashed with Titan sanitizer.
7. Decontaminate all hard surfaces i.e. chair and table legs, window frames, dressing tables, bedside tables, inside drawers, wardrobes, and headboards with Oxivir.
8. Ensure the mini-bar is cleaned i.e. remove items and clean with Oxivir.
9. Decontaminate all areas within the bathroom such as the air vents, inside surface of taps, shower heads, handles, towel rails, waste bins and around the cistern of the toilet using a disposable cloth and Oxivir.
10. Mop the bathroom with a disposable mop and bucket (preferably colour coded).
11. The bathroom should be cleaned as for normal changeover.
12. All cloths, gloves and aprons should be placed in yellow clinical waste bags after use in each room, sealed and disposed of.
13. Open the windows to allow fresh air to enter.
14. Once the room has been aired for **24** hours the room can be made up for a normal changeover.

C. **CLEANING PROCEDURE FOR HOTEL:** All hand contact surfaces in Front of House and Back of House need to be cleaned **EVERY 2 HOURS**.

1. Door handles and door plates
2. Stair banisters
3. Reception desks and pens
4. Public computers and public telephones
5. Electrical switches
6. Toilet flushers, taps, door handles and door plates, hand dryers, toilet paper holders and toilets brush handles
7. Keys on check out day

List all the areas in the hotel that will need cleaning e.g. reception, staff changing rooms, back of house corridors. Ensure these areas are cleaned every 2 hours.

- D. **TOILET CLEANING PROCEDURE:** All public and staff toilets should be cleaned every hour using the normal procedure plus Oxivir should be used on all hand contact surfaces. The **Cleaning Schedule – Toilets** can be used to record the hourly cleaning of toilets.

17.7 HOTEL OPERATIONAL PROCEDURES

The following procedures are guidelines to allow the hotel to continue to operate during a viral outbreak. Environmental Health will advise the hotel if they believe that the viral outbreak is serious enough to stop all hotel operations.

A. EXECUTIVE LOUNGE

1. GENERAL PROCEDURES

- i. Hand sanitizer available at entrance
- ii. No breakfast served
- iii. Fruits with peel only - bananas and oranges
- iv. Packed biscuits
- v. All crockery cleaned using Titan sanitiser
- vi. Newspapers – only on request
- vii. No nibbles
- viii. Milk for coffee is small UHT packets
- ix. Juice dispensers removed
- x. No ice – only upon request

2. SPRAY AND CLEAN WITH OXIVIR

- i. Spray coffee machine buttons and door handles more frequently
- ii. Fridge door handles
- iii. Computer station for guests
- iv. Salt and pepper holders cleaned, sugars bowls and jam plates
- v. Label stands cleaned
- vi. All cupboards and drawers
- vii. Store room

3. AFTERNOON TEA

- i. Packed pastries only
- ii. Sandwiches served on plates by Host upon request

4. EVENING SERVICE

- i. No hot canapés
- ii. Cold canapés are – packed biscuits with packed cheese e.g. babybel
- iii. Drinks served also during the week – Bar service

- iv. Reduced food service
 - v. Biscuits and crisps – all pre-packed
- B. **BUFFET PROCEDURE:** In an outbreak situation buffets should be avoided where possible. However service can continue in a buffet format if the following procedures are implemented:
1. Only **wrapped** food is served
 2. Guests should not handle food; everything should be served by staff using tongs, stored in **D10 solution**

Otherwise only a plated service should be used.

- C. **ROOM SERVICE PROCEDURE:** Normal room service procedures can be followed, **except** food should be **left outside** the guest's room if the guest is exhibiting symptoms. Explain this to the guest when they order room service and knock on the door and announce that the food is outside their door when delivered. As a precaution the staff member may wish to wear gloves.

Ask the guest to call Room Service when finished and leave the tray outside their room. Everything collected from outside the room should be sprayed with Oxivir and then cleaned with Titan Sanitizer.

17.8 GUEST LETTERS

In case of a viral outbreak, always liaise with Hilton Communications team, who will work with the hotel to produce any statements necessary.

TEMPLATE LETTERS: Below are the template letters to use as and when required. They will require personalizing to the hotel and the situation in hand.

ALL LETTERS SHOULD BE APPROVED BY SAFETY AND SECURITY / COMMUNICATIONS BEFORE ISSUING TO THE GUEST AS THE CONTENT MAY REQUIRE ADJUSTMENT.

- A. **SUSPECTED OR CONFIRMED VIRAL OUTBREAK.** To be given to the guest on arrival to the hotel or sent to guest room.
- B. **GUEST ILLNESS (COURTESY LETTER).** To be sent to guest that has experienced illness whilst at the hotel.
- C. **GUEST COMPLAINT (SUFFERED ILLNESS).** Letter to be sent to guest following a complaint of illness during or after visit to hotel.
- D. **GUEST COMPLAINT (DISRUPTION OF SERVICE).** Letter to be sent to guest following a complaint about the reduced service during an outbreak.

Section 18:

Weather

- ✓ [18.1 Hurricane/Cyclone](#)
- ✓ [18.2 Flood](#)
- ✓ [18.3 Tornado](#)
- ✓ [18.4 Tsunami](#)

18.1 HURRICANE/CYCLONE

A hurricane may be defined as a barometric low, having its origin in tropical or sub-tropical latitudes, which attains winds of 75 miles per hour or more. Winds increase in force as the center approaches, reaching a velocity of 75 to 150 miles per hour, with gusts of still greater velocities. These winds maintain this velocity for five minutes or more, until the "eye" of the storm passes, where there is little or no wind. The passage of the "eye" is followed by violent winds from the opposite direction. At the outer limits of the storm, rainfall is in the form of showers. As the "eye" approaches, the showers increase in frequency and intensity, and as the "eye" passes over, the rain is heavy and continuous.

Hurricane warnings are issued after a tropical storm is formed which might develop into a hurricane. Advisories are thereafter issued, describing the intensity, position and forecasted movement of the storm

After the storm develops into a hurricane, the "eye" position is often given in terms of statute miles and compass direction from a specified point.

- A. **HOTEL ALERT:** At the time information is received that a tropical storm has developed, or a tornado watch has been issued, a Management team member should be charged with the responsibility of following Weather Bureau bulletins, advisories and public news sources.

Once the tropical storm has developed into a hurricane, or a tornado warning is issued which might affect a particular property, the General Manager should alert the entire staff.

Someone must be assigned the task of tracking the hurricane on a chart, or following closely the civil authorities who are issuing tornado warnings, so that as much time as possible is available to secure the hotel if either the hurricane or tornado appears headed for the property.

- B. **PREPARATION:** As soon as the decision is made to initiate the hotel emergency plan, the General Manager should brief the staff, to ensure minimum loss to guests and hotel when the storm hits. Specific assignments can be made at this time to meet the possible crisis.

The following should be considered:

1. The General Manager may desire certain team members to move into the hotel, if time permits.
2. He/she may send these team members to their homes, in shifts, to get other members of their families and bring them back to the hotel if they are concerned about the safety of family members at home.
3. If it is impossible for team members to deal with emergencies in the hotel, they can work toward restoration of normal conditions and service after the storm. A hotel is generally safer than a home during a hurricane or tornado
4. A staff member will be assigned the task of ensuring necessary emergency supplies are on hand, such as light sticks, flashlights with fresh batteries and first aid supplies.
5. The Director of Property Operations or Chief Engineer should test the emergency generator and lighting to ensure proper operation. Generator fuel tanks should be filled to capacity.
6. The Director of Property Operations or Chief Engineer should obtain supplies which will be necessary to secure the building such as plywood, sand bags, tools, plastic sheeting, rope, portable pumps and generators, etc.
7. The Food and Beverage Department may be directed to ensure there is a sufficient supply of food and beverage available to last several days. Also, enough water should be drawn (consider using guestroom bath tubs) to last several days.
8. Lanterns, extra flashlights, light sticks and first aid equipment should be placed in strategic areas, such as the front desk, kitchens, restaurants, lounges, etc. for easy accessibility.
9. The hotel's automobiles, trucks and buses should be fully fueled, so that transportation is available after the emergency is over.
10. Everything not securely anchored down should be collected together and brought into the hotel. This includes all hanging or standing signs, hanging fire extinguishers, swimming pool and patio furniture, room service trays, bellman's carts, etc.

Consideration should be given to:

1. Boarding up as many glass areas as possible or covering large areas with masking tape on the inside.
2. Ensuring all drapes are pulled closed to reduce glass fragments if the windows are broken.
3. A command post will be established which will serve as the nerve center during the emergency.
4. A cellular telephone is to be provided.

5. Two-way radio communication should be continuously maintained between the command post and security and engineering staff.
6. At least one battery operated AM radio with a supply of fresh batteries is necessary at command post.
7. Storage of any hazardous materials on grade levels or subgrade locations should be examined for possible relocation if flooding is likely.
8. Guests are to be contacted in their rooms, or by public announcements.

Advise them to:

- i. Draw the drapes and stay away from windows.
 - ii. Close doors.
9. The safest place may be in the bathroom, with the door closed.
 10. Generally speaking, and depending upon the configuration of the hotel, guests should remain in their rooms.
 11. Should hotel team members or guests need to go outside, a second person should accompany them.
 12. In low-rise construction, or properties which have more than one building, securely anchored heavy rope can be strung between buildings in uncovered areas to serve as a guide.
 13. Consideration should be given to securing the services of an elevator technician for the duration of the emergency, especially in larger properties.

18.2 FLOOD

- A. Floods are one of the most common hazards. Flood effects can be local, impacting a neighborhood, property or community, or very large, affecting entire river basins and multiple states.
- B. However, all floods are not alike. Some floods develop slowly, sometimes over a period of days. But flash floods can develop quickly, sometimes in just a few minutes and without any visible signs of rain. Flash floods often have a dangerous wall of roaring water that carries rocks, mud, and other debris and can sweep away most things in its path. Overland flooding occurs outside a defined river or stream, such as when a levee is breached, but still can be destructive. Flooding can also occur when a dam breaks, producing effects similar to flash floods.
- C. Be aware of flood hazards no matter where your property is located, but especially if your property is in a low-lying area, near water or downstream from a dam. Even very small streams, gullies, creeks, culverts, dry streambeds, or low-lying ground that appears harmless in dry weather **CAN FLOOD**.
- D. If your property is at risk; flood monitoring effort should begin immediately through local government source, e.g. national weather forecast and subscribe to any reliable source.

Mitigation and Remediation during a flood:

1. Sand Bags
 2. Mobile water pumps
 3. Sufficient Life rings
 4. Duct Tape
 5. Blowers
 6. Extractors
 7. Plywood
 8. Rope
 9. Raincoats
 10. Rain boots
 11. Sufficient first aid supplies
- E. While this information will help you keep the necessary supplies on hand and assist you with meals, you should know if your facility has an operations manual and familiarize yourself with the official emergency procedures listed.
- F. The property should set up temporary feeding procedures in the case of a disaster or emergency that impairs your ability to procure or prepare foods. If the kitchen is without power, utilize available prepared food already on hand. This means refrigerated or frozen food that could be served without using power. After utilizing all of the prepared refrigerated and/or frozen foods, utilize the planned menus.

Three (3) days' supply of the following Emergency Items should be inventoried at all times:

1. **REGULAR AND PUREED FOODS**

- i. Dry Cereals
- ii. Bread
- iii. Sandwich Products
- iv. Canned and Dry Foods
- v. Portion Packet Condiments
- vi. Juices
- vii. Dry Milk
- viii. Pureed Foods
- ix. Thickener

2. **WATER:** Stock bottled water or have a designated vendor source who can deliver as needed.

3. **PAPER / PLASTIC PRODUCTS**

- i. Plates, large & small

- ii. Bowls, soup & cereal
- iii. Cups, hot & cold
- iv. Eating Utensils
- v. Napkins
- vi. Paper Towels
- vii. Disposable steam pans

4. **MISCELLANEOUS PRODUCTS**

- i. Can Opener
- ii. Hand Sanitizer

The Site Crisis Team Leader should assign primary and alternate team members to each role; this designation must occur prior to a crisis. The SCT Leader can assign multiple functional responsibilities to one individual if there are resource / personnel limitations.

G. **BEFORE THE FLOOD:** You should ensure that your team members are trained during orientation of the following key steps:

1. Identify potential flood prone areas within your property e.g lower ground and location of your generator and electrical rooms. This will help you to secure the room/location from flooding and provide necessary protection.
2. Review current mitigation e.g. design such flood barriers, beams etc.
3. Review all emergency flood and mitigation supplies (as per above recommendation).
4. Review past (if any) Lessons Learned Report (Annex 4 – Site Crisis Plan (Post-evaluation process) to assist you to manage for effectively with minimum effect.
5. Monitoring efforts - tune to radio or television for ongoing development and information. Property is to subscribe to local weather forecast web
6. The Environment or local country weather agency also provides near real-time information on river and sea levels.
7. Construct barriers beams, floodwalls to stop floodwater from entering the building.
8. Seal walls in basements with water proofing compounds to avoid seepage.
9. Be aware of streams, drainage channels, canyons, and other areas known to flood suddenly. Flash floods can occur in these areas with or without such typical warnings as rain clouds or heavy rain.
10. Review and update all local authorities emergency contact numbers and look out for new Hotline dedicated at the Control Centre initiated by the local government.
11. Train team members so they know what actions to take in the event of a flood or on receiving a flood warning.

12. Review team members' alternative transport to work and awareness through departmental briefing, notice boards.
13. Review food chain supply, list of vendors and alternate back up.
14. Review potential business interruption due to carpark flooding etc
15. Testing of mobile pumps.
16. Sandbags. Following are guidelines:
 - i. Fill sandbags not more than $\frac{3}{4}$ full
 - ii. Lay them in layers with each row tight to each other, end to end
 - iii. Stamp them down before laying another row on top
 - iv. If a wall is more than two sandbags high, place a double line of bottom sandbags, followed by a second double line, then a single line on top
 - v. Make sandbags with compost bags, carrier bags or pillowcases filled with sand or earth
 - vi. Put a plastic sheet down first to act as an extra seal
 - vii. Protect all water entry points including air bricks, air vents and utility openings
 - viii. If gas vents are sealed, disconnect any gas supply
 - ix. Seals around doors and windows should be made watertight
 - x. It can take 60 sandbags to correctly seal an external door

H. DURING THE FLOOD:

1. Review Site Crisis Plan and responsibilities – RACER Steps
2. Turn off electricity and gas at the potential or affected area.
3. Discuss and review closure of affected areas and contingency plans.
4. Review possibility of removing water from affected area with use of mobile pumps

In the event decision to evacuate, you should do the following:

1. Please refer property evacuation and lock-down procedure.
2. Secure your property.
3. Secure outdoor furniture and move essential items to an upper floor.
4. Disconnect electrical appliances. **DO NOT TOUCH** electrical equipment if you are wet or standing in water.
5. Monitoring efforts should be constantly maintained - radio or television for ongoing development and information plus property subscribe to weather forecast web to receive alerts.

I. **POST FLOOD:**

1. If your electricity supply is not already switched off at the mains, get a qualified person to do this. **DO NOT** touch sources of electricity when standing in flood water.
2. Avoid floodwaters; water may be contaminated by oil, gasoline, or raw sewage.
3. Water may also be electrically charged from underground or downed power lines.
4. Stay away from downed power lines, and report them to the Power Company and management.
5. Stay out of any building if it is surrounded by floodwaters.
6. Use extreme caution when entering buildings; there may be hidden damage, particularly in foundations.
7. Clean and disinfect everything that got wet. Mud left from floodwater can contain sewage and chemicals.
8. Refer to the attached to understand the building levels / layout (always have a plan ready on this and they are very useful for a review and improved)
9. Assess the building and lookout for any damage, take pictures of affected areas and notify local insurance.
10. Review and investigate if there is any clogged drainage around and within the vicinity of the property for remedial action.
11. Report to local council in the clogged drainage or potential cause of flooding.
12. Consolidate a list of all M & E rooms or electrical risers with a map and location attached to this plan.
13. Consolidate Lessons Learned Report (Annex 4 – Site Crisis Plan (Post- evaluation process) and take photographs.

18.3 TORNADO

A tornado may be defined as an intense cyclonic vortex, of short duration, formed by winds rotating at speeds up to 400 miles per hour, usually in a counter-clockwise motion in the northern hemisphere. The rotating winds - usually one half mile or less in diameter at ground level, produce a partial vacuum and as concentration occur around the vortex, a pale cloud extending towards the ground, usually appears.

Tornados, the most violent of storms, are usually associated with thunder storms from which hailstones fall, and are frequently found in series of two or more, one being the primary tornado.

- A. **EARLY WARNINGS:** Tornado warnings are issued after a tornado has actually been sighted or indicated by radar. Advisories indicate the location at time of detection, the forecasted area through which the tornado is expected to move and the time period involved. After the first warnings are issued, the time period before a tornado strikes is generally much shorter than for a hurricane. Because of the possibly short period between a tornado detection and movement over occupied areas, "Tornado Watches"

are instituted to generally alert the populace. Tornado Watches are not the same as Tornado Warnings, and persons in watch areas would not normally interrupt their daily routine except to watch for threatening weather.

- B. **HOTEL ALERT:** At the time information is received that a tropical storm has developed, or a tornado watch has been issued, a Management team member should be charged with the responsibility of following Weather Bureau bulletins, advisories and public news sources.

Once the tropical storm has developed into a hurricane, or a tornado warning is issued which might affect a particular property, the General Manager should alert the entire staff.

Someone must be assigned the task of tracking the hurricane on a chart, or following closely the civil authorities who are issuing tornado warnings, so that as much time as possible is available to secure the hotel if either the hurricane or tornado appears headed for the property.

- C. **PREPARATION:** As soon as the decision is made to initiate the hotel emergency plan, the General Manager should brief the staff, to ensure minimum loss to guests and hotel when the storm hits. Specific assignments can be made at this time to meet the possible crisis.

The following should be considered:

1. The General Manager may desire certain team members to move into the hotel, if time permits.
 - i. He/she may send these team members home in shifts, to get other members of their families and bring them back to the hotel if they are concerned about the safety of family members at home.
 - ii. If it is impossible for team members to deal with emergencies in the hotel, they can work toward restoration of normal conditions and service after the storm. A hotel is generally safer than a home during a hurricane or tornado.
2. A staff member will be assigned the task of ensuring necessary emergency supplies are on hand, such as light sticks, flashlights with fresh batteries and first aid supplies.
3. The Director of Property Operations or Chief Engineer should test the emergency generator and lighting to ensure proper operation. Generator fuel tanks should be filled to capacity.
4. The Director of Property Operations or Chief Engineer should obtain supplies which will be necessary to secure the building such as plywood, sand bags, tools, plastic sheeting, rope, portable pumps and generators, etc.
5. The Food and Beverage Department or Staff that is responsible for ordering supplies, may be directed to ensure there is a sufficient supply of food and beverage available to last several days. Also, enough water should be drawn (consider using guestroom bath tubs) to last several days.

6. Lanterns, extra flashlights, light sticks and first aid equipment should be placed in strategic areas, such as the front desk, kitchens, restaurants, lounges, etc. for easy accessibility.
7. The hotel's automobiles, trucks and buses should be fully fueled, so that transportation is available after the emergency is over.
8. Everything not securely anchored down should be collected together and brought into the hotel. This includes all hanging or standing signs, hanging fire extinguishers, swimming pool and patio furniture, room service trays, bellman's carts, etc.
9. Consideration should be given to:
 - i. Boarding up as many glass areas as possible.
 - ii. Covering large areas with masking tape on the inside.
 - iii. Ensuring all drapes are pulled closed to reduce glass fragments if the windows are broken.
10. A command post will be established which will serve as the nerve center during the emergency.
 - i. A cellular telephone is to be provided.
 - ii. Two-way radio communication should be continuously maintained between the command post and security and engineering staff.
11. At least one battery operated AM radio with a supply of fresh batteries is necessary at the command post.
12. Storage of any hazardous materials on grade levels or subgrade locations should be examined for possible relocation if flooding is likely.
13. Guests are to be contacted in their rooms, or by public announcements. Advise them to:
 - i. Draw the drapes and stay away from windows.
 - ii. Close doors.
14. The safest place may be in the bathroom, with the door closed.
15. Generally speaking, and depending upon the configuration of the hotel, guests should remain in their rooms.
16. Should hotel team members or guests need to go outside, they should always be accompanied by a second person.
17. In low-rise construction, or properties which have more than one building, securely anchored heavy rope can be strung between buildings in uncovered areas to serve as a guide.
18. Consideration should be given to securing the services of an elevator technician for the duration of the emergency, especially in larger properties.

- D. **SUMMARY:** Our primary responsibility in the event of a hurricane, tornado or any other weather emergency, is to protect the lives of guests and team members, and then to protect property.

The development of a written emergency plan of action, tailored specifically to those hotels which might be endangered, would do much to ensure quick and effective response by all team members.

Much public source material and information is available locally concerning potentially destructive storms, and will be of assistance as a written emergency plan is prepared.

18.4 TSUNAMI

A Tsunami is a rising of the level of the sea due to seismic disturbance. When an earthquake occurs, the movement of earth causes displacement of water which can travel across the open sea at speeds in excess of five hundred miles per hour. Once the water reaches the land there is nowhere for it to go so it floods the surface.

The following steps must be followed:

1. Property SCT Level Team to subscribe to 'The National Oceanic and Atmospheric Administration, located at <http://www.tsunami.gov> www.gdacs.org and <https://ssleearthquake.usgs.gov/ens> is good for Tsunami related information' or any other local government reliable source for active monitoring and notification. In some part of the world, the local fire or civil defense will be notified. Property to monitor any changes from the webpage and keep up to date. However, Web on source of information may vary country to country and; property is to seek local government advice for reliable source if appropriate.
2. Train all your team members in the use and interpretation of the available communications equipment and information sources.
3. Property is connected to at least three reliable early warning sources as above.
4. A full tsunami test alarm and evacuation drills are carried out twice a year.

A. **EMERGENCY PROCEDURES**

Should the hotel/property receive a warning, three factors should be taken into consideration:

1. The predicted time that the tsunami will reach land.
 2. The height of the wave.
 3. Whether or not an evacuation has been ordered. Should the decision be made for evacuation, refer to the Evacuation Contingency Plan.
 4. Actions to be completed 12 hours out from land fall and during a Tsunami Warning.
- B. **COMMAND CENTER:** Will be set up on the highest ground and further away sea level where the property is situated.

The following equipment is minimum standard:

1. Guest registration information
2. Team members list, vendors, visitors
3. Loud hailers
4. Property Plans
5. Extra radios with back up batteries
6. Clerical supplies
7. First Aid equipment
8. Announcements, etc.
9. Emergency Response Kit
10. Emergency Equip – flashlights
11. Emergency battery operated radio/tv
12. Future guest registration
13. Satellite phone
14. Sign in sheets
15. Television
16. Employee
17. Time sheets

Three (3) days' supply of the following emergency items should be inventoried at all times:

1. Regular and Pureed Foods
2. Dry Cereals
3. Bread
4. Sandwich Products
5. Canned and Dry Foods
6. Portion Packet Condiments
7. Juices
8. Dry Milk
9. Pureed Foods
10. Thickener
11. **Water:** Stock bottled water or have a designated vendor source who can deliver as needed.
12. Paper / Plastic Products
13. Plates, large & small

14. Bowls, soup & cereal
15. Cups, hot & cold
16. Eating Utensils
17. Napkins
18. Paper Towels
19. Disposable steam pans
20. Miscellaneous Products
21. Can Opener
22. Hand Sanitizer

The Site Crisis Team Leader should assign primary and alternate team members to each role; this designation must occur prior to a crisis. The SCT Leader can assign multiple functional responsibilities to one individual if there are resource / personnel limitations.

- C. **PREPARATION:** You should ensure that your team members are trained during orientation of the following key steps:
1. Does the property have a tsunami early warning siren?
 2. Should be primary early warning source?
 3. Any procedures or rather simple key steps are in place to initiate immediate evacuation once siren is triggered?
 4. Make sure that your primary early warning sources are independent from public power sources and link to generator?
 5. Team member is familiar with general tsunami early warning signs and general tsunami facts like arrival times etc.
 6. Steps for the familiarization of guests with tsunami evacuation procedures during check in are created and implemented.
 7. Tsunami evacuation and protection information available in every guest room.
 8. Tsunami evacuation routes are added to the fire evacuation maps.
 9. Tabletop exercise and Tsunami drills are being conducted twice a year for property at risk.
 10. Consolidate Lessons Learned Report (Annex 4 – Site Crisis Plan (Post- evaluation process) and take photographs
 11. Tsunami Evacuation Plan should cover the following:
 12. Evacuation area is selected and identified in the plan
 13. Communication tools are in place w/ battery operated walkie-talkies
 14. Hotel evacuates into own building but higher ground > 30 meters
 15. Evacuation Area should be situated at least on 3rd floor of the property

16. Evacuation spot is far enough from the beach and high enough to be safe and protected as much as possible
17. Building is constructed with steel enforced concrete columns
18. Evacuation spot large enough for all guests and staff members
19. Easy, sufficient and unobstructed access to evacuation spot is ensured at all times
20. Evacuation routes are visualized on a map
21. Purchase evacuation colored signs
22. Mark evacuation spot with the green evacuation sign and to consider the use of portable evacuation signage
23. Test of satellite phone from the evacuation area should be carried out
24. Establish and consolidate a list and have a checklist for to conduct inspection of shelter equipment, sufficient food, and water supplies.
25. Establish simple steps procedures for places where many people gather like conference venues and meeting rooms. (Briefing to be done prior to the conference and warning notification)

D. DURING TSUNAMI WARNING

1. Review Site Crisis Plan and responsibilities – RACER Steps.
2. Inform team members and guest that a warning has been advised for your site. (Headcounts are to be completed).
3. Property is prepared to evacuate its guests and team members to its evacuation point as quickly and efficiently as possible.
4. Have TV set and a battery operated radio in place with 24/7 attendance.
5. Position of individual members of guest evacuation team are visualized on a map and discussed with the evacuation team and Site Crisis Team.
6. Equip all members of evacuation team with evacuation vests. Vests are at least equipped with a whistle and a battery powered torch.
7. Place radio in a place with 24/7 attendance.
8. Sufficient water and simple food for all evacuees is available and sufficient to last at-least three (3) days.
9. Review all emergency equipment, food, and water rations and plan transportation of food water and equipment to evacuation area if required.
10. A plan on how to deal with access and shelter demands from the general public during a tsunami alarm has been created and communicated.
11. Make a test call from satellite phone to your AVP or Regional Security Manager and ask them to call you thereafter.
12. Initiate lock down procedures and shut down of all appropriate electrical and mechanical systems.

13. Final inspection at all areas of the site to make sure that everyone has evacuated.
14. Identify appropriate team members to respond back to the site after the storm has cleared to assess status of site.
15. Sandbags on standby and protect the generator.

E. POST TSUNAMI

1. Survey property with selected team members, this may include third party professionals.
2. Inspect both the interior and the exterior of the building for damage.
3. Videotape and photograph any damage.
4. After a tsunami occurred the hotel is prepared to take care of its guests and staff for at least three (3) days, even if major elements of the [public] infrastructure are destroyed.
5. When determined safe, begin testing all electrical, mechanical, and life safety systems.
6. Contact your Area Vice President (AVP) and your Regional Security Manager.
 - i. Your AVP will get appropriate notices put on website
 - ii. Your AVP will assist you in determining when safe to reopen site
7. Update team members on the status of the site.
8. Notify vendors of the status.
9. Re-request immediate re-fueling of your emergency generator.
10. Notify Hilton Worldwide Inc. corporate contacts with a summary of status, damage, and any injuries.
11. Consolidate Lessons Learned Report (Annex 4 – Site Crisis Plan (Post- evaluation process) and take photographs.

- F. **SUMMARY:** Our primary responsibility in the event of a hurricane, tornado or any other weather emergency, is to protect the lives of guests and team members, and then to protect property. The development of a written emergency plan of action, tailored specifically to those hotels which might be endangered, would do much to ensure quick and effective response by all team members. Much public source material and information is available locally concerning potentially destructive storms, and will be of assistance as your local emergency plan is prepared.

ANNEXES

Annex A: SAMPLE UK BOMB THREAT PROCEDURES

Annex B: FORMS

- ✓ BOMB THREAT
- ✓ EARTHQUAKE
- ✓ VIRAL EQUIPMENT
- ✓ CLEANING SCHEDULE – ALL
- ✓ CLEANING SCHEDULE – ROOMS
- ✓ CLEANING SCHEDULE – TOILETS
- ✓ GUEST ILLNESS SUMMARY
- ✓ GUEST WELFARE COORDINATOR CHECKLIST
- ✓ ILLNESS REPORT
- ✓ NEWLY REPORTED CASES
- ✓ TEAM MEMBER ILLNESS
- ✓ TEAM MEMBER WELFARE COORDINATOR
- ✓ VIRAL OUTBREAK

Annex C: SAMPLE GUEST LETTERS

- ✓ SUSPECTED OR CONFIRMED OUTBREAK
- ✓ GUEST ILLNESS (COURTESY LETTER)
- ✓ GUEST COMPLAINT (SUFFERED ILLNESS)
- ✓ GUEST COMPLAINT (DISRUPTION OF SERVICE)

ANNEX A TO BOMB THREAT: SAMPLE UK BOMB THREAT PROCEDURES

INTRODUCTION

The purpose of this document is to:

- Provide information relating to damage and types of devices used.
- Assess the threat of terrorist attack on your hotel and plan your physical security measures accordingly.
- Prepare our team members for the possibility of telephoned bomb threats.
- Choose the mix of protective measures that best suits your hotel and that will deter or detect the terrorist.
- Encourage our team members to protect themselves and your customers and visitors through vigilance and good housekeeping.
- Test these plans regularly, and evaluate the response.
- Plan for
 - Evacuation
 - Search
 - Recover
- Participate in the counter-terrorist security planning in your community.

ASSESSING THE THREAT

It is not possible to produce a definitive statement on how to assess the threat of terrorist attack. It is quite possible to work out the threats to a particular hotel or organization, even though the causes that terrorists espouse may seem remote from everyday life. Here is a simple checklist of issues to take into account:

- What does the news tell us about the current national and international climate, or current terrorist campaigns?
- What can the local police tell you about the chance of a terrorist attack in your area?
- Is there something about your hotel or your staff that would attract a terrorist attack? Are you seen as having a special relationship with a high profile individual or organization that is a terrorist target?
- Does your location mean that you suffer collateral damage from an attack on a high risk neighbor?
- What can support advisors (eg Control Risks) tell you about your location status

WHAT SHOULD BE DONE?

- Think about the threats you may face.

- Take the best available advice on the defense measures you can implement, to reduce the risk that a bomb will cause injury to your team members or hotel guests.
- Make a contingency plan, ensure that all staff are familiar with it!
- And the most important aspect, PRACTICE IT!

THE DAMAGE POTENTIAL

Delivered Items

The traditional postal bomb takes many forms – parcels, padded “jiffybags”, or envelopes of any shape or size. They may be delivered by hand or via a courier as well as through the postal service.

Postal bombs are generally designed to kill or maim the person who is opening them. Their effect is local. But a parcel bomb in particular may be large and designed to cause structural damage, in the same way as a bomb in a building.

The Bomb in the Building

Terrorists in particular have a long history of leaving hand-carried devices and hold-alls – in public places or places to which access is simple. A device of this size can kill or maim anyone close to the seat of the blast, inflict injury on people and damage to stock in the immediate vicinity, and cause damage to glazing or cladding.

The Bomb outside the Building

The hand-carried bomb may also be a feature of terrorist attacks in the street or other public places like station concourses. More frequent in recent years, we have become accustomed to Vehicle Improved Explosive Devices (VIED), and particularly the truck/ lorry packed with home-made explosive.

- There will be major structural damage to buildings in a radius of up to about 50m;
- Glass which is capable of killing or maiming will fall in a radius of 250m; and
- Metal fragments from the device may still cause injury at 500m

TELEPHONE BOMB THREATS

Anyone may be a recipient of a bomb threat call. The possibilities on receiving the telephone call are:

- Threats that actual devices have been planted; the aim is to save life (or to be able to blame inaction by others if there are casualties)
- Threats where no device has been planted, designed to disrupt
- To cause evacuation into a bomb’s killing area
- For terrorists to observe evacuation drills for future attack
- A threat call can cause economic disruption

Remember the Important Rules (by person answering the call)

- Keep calm;
- Have a threat telephone call sheet (appendix 1) immediately to hand;
- Try to obtain as much information as possible;

- Dial 1471 or equivalent number to identify call number received (if that facility operates);
- Report it to the hotel Duty Manager or hotel General Manager and the police immediately.
- Have a practiced set procedure for reacting to the threat call.

Dealing with the Event

The call sheet will assist staff to handle the call itself and to record the necessary detail (Appendix 1).

- Preliminary assessment of the threat. If it is a giggling child, you may assume it is a hoax and adopt the "do nothing" approach. If there is the slightest doubt you should consider search and possible evacuation.
- Initiating your evacuation or search plans, in whatever combination the timescale quoted by the call and the location quoted by the caller suggest.

BOMB DEVICE MAKE UP

Consists of the following components:

1. Explosive
 - homemade explosive is usually in the form of powder or granules and can be made from commercially available fuel oil, sugar or fertilizer
 - Commercial variety, a dense putty material in blocks, lumps or sticks, often with a distinct almond or marzipan smell
2. Detonator
 - A small copper or silver tube with coloured wires attached, capable of sending an electric shock to detonate the explosive.
 - A number of improvised devices can be used.
3. Timer
 - Either a mechanical clockwork timer or electronic timer mounted on a printed circuit board. The timer acts as a switch to close the firing circuit at a
 - Pre - determined time. Mobile phones can be used
4. Power Source
 - Usually a battery powering both the timer and detonator
5. Wiring
 - Of various colors linking the various components.
6. Container
 - Used to transport and disguise, the container can take any form.

They are disguised to look like everyday objects. Be suspicious of objects that are out of place or unaccounted for. Treat any suspect package with extreme caution and alert the hotel Duty Manager/Hotel General Manager.

ASSET PROTECTION

The priorities are to protect:

- The lives of team members and hotel guests
- The fabric of the building; and
- The contents of the building

Deter and Detect

Police Crime Prevention Departments may be able to provide the necessary expert advice on physical security measures.

A quick guide to the main considerations listed below (refer to Hilton's Security Manual for further advice).

Doors

Doors should meet the minimum requirements in respect of robustness and standard of locking systems.

Access Routes

The most effective access control is an efficient front reception area. Access to side and rear entrances should be restricted to authorized persons only.

Visitors should be escorted, or wear temporary passes which might be color-coded to show their validity and surrendered on leaving the building. Unauthorized visitors will be easier to detect if staff are asked to wear their name badges at all times.

Searching of hand baggage and luggage has enormous deterrent value, and is well worth considering when security services have informed you that there is a particular risk.

Windows

As a minimum, good quality key operated locks should be fitted to all ground floor windows.

Intruder Alarms

Many different forms exist and have to be selected for the circumstances of each hotel.

CCTV

The presence of cameras may help to deter crime but not the terrorist. CCTV provides a considerable aid to post-incident investigation and prosecution.

Lighting

Good lighting is a deterrent and essential for effective CCTV coverage.

Good Housekeeping

Good housekeeping both inside and outside the premises will reduce the opportunity for the planting of devices.

- Lock unoccupied offices and store cupboards;
- Put simple plastic seals on maintenance hatches to which only occasional access is required;
- Keep a place for everything and everything in its place;

- Stairs, halls, toilets, rest rooms – should be kept clean and tidy;
- Consider the removal of litter bins;
- Keep furniture in public areas to a minimum;
- Keep shrubbery tidy especially when it is close to buildings.

Vigilance

Team members are our most valuable asset.

They should be encouraged to keep a sharp lookout for unusual behavior or items out of place. Team members must be given confidence to report suspicion and must know that their reports are taken serious.

They should particularly look out for anyone placing, rather than dropping, a packet or a bag in an unusual place.

Vehicle Barriers

Depending on the perceived threat level, the installations of ram proof vehicle barriers may be considered necessary at a minimum distance of 500 meters from the nearest building

Glazing Protection

A significant degree of protection can be obtained by using anti-shatter film, holds glass fragments together). Detailed specifications are contained in Appendix 2.

APPOINTING AND RESPONSIBILITY A SECURITY COMMITTEE

The committee must have sufficient authority to direct the action to be taken in response to security threats.

They should establish liaison with the local Crime Prevention Department or Anti-Terrorist Unit.

Plans, particularly regarding evacuation, should be shared with the police who are responsible for ensuring the safety of the general public in the vicinity of your building.

The committee has seven main responsibilities:

1. The consequent defensive measures and planning;
2. Devising and maintaining a search plan;
3. Devising and maintaining evacuation plan;
4. Deciding on the extent and direction of evacuation;
5. Arranging staff training, communication cascades and drills;
6. Liaising with the anti-terrorist branch, police and other emergency services;
7. Deciding when to re-occupy.

Creating Security Plans

There are three crucial steps:

Step 1 – Identify what sort of threats you are facing

Step 2 – Identify what it is that you want to protect (people, property and data)

Step 3 – Identify the most appropriate measures to reduce the risk to an acceptable level

One person needs to have overall charge of planning, and he or she must have appropriate authority to get the co-operation of colleagues and if need be to recommend expenditure on protective measures.

Everyone must be clear what they are to do given a particular circumstance, as during an attack there is an inherent difficulty in trying to change a plan.

Once they are made:

- Plans must be followed;
- They must be kept under review to reflect changes in buildings and personnel;
- They should be checked regularly to make sure they remain accurate and workable; and
- There must be regular exercises to ensure confidence and clarity of actions.

PLAN FOR FIVE POSSIBILITIES OF ATTACK

Plan One – The Delivered Bomb

This is an attractive route into your building or into your hands, usually a targeted attack.

Preparing for the Possibility

Based on two simple features that the mail will already have undergone some fairly rough handling, by the postal service, uncertainty over exact delivery times, the weight and complexity of reliable timing devices, all makes it very unlikely that the device will be triggered by a timer. Handling delivered mail is therefore not generally dangerous itself.

Recognizing a Suspicious Item

Team members who normally handle mail should know - what is the usual pattern of deliveries and the normal types of item. The police Crime Prevention Department can give guidance and training on the features that may identify the typical letter or parcel bomb.

Dealing with the Event

If a suspicious item is detected:

- Leave it alone;
- Call the police; and
- Clear and secure the immediate area making sure the police or bomb squad will still have unhindered access to the suspicious item.

Plan Two – Incendiary Devices

Incendiary devices are traditionally the weapon of choice against the retail sector, and occasionally against certain industries. The purpose is usually to cause economic damage not casualties via the resultant fire.

Preparing for the Possibility

Planning against the possibility is based on some basic assumptions. Damage is the objective, having more than one potential seat of fire is attractive to attackers. If the fire triggers a sprinkler system,

because of the flood damage ensuing will be seen as a good result. Remember incendiary devices do not explode, they ignite.

Minimizing the Risk of Successful Attack

The contingency plan should provide for:

- A search at the end of each day's business (as part of the 3 x 24 hour fire/security tour);
- A continued search after the discovery of one item; and
- Plans for more discreet searches during business hours in a time of high risk (6 x 24 hours).

Dealing with the Event

If an incendiary device has been discovered during search or by chance, do not touch it, clear and secure the immediate area and call the police.

Plan Three: The Bomb on the Premises

It is important to plan for this eventuality, not least because both terrorists and pranksters frequently claim that there is a bomb in the building. A bomb, with its explosive, timing and arming devices and its concealment, represents a considerable investment of planning, determination and skill. Left within a building, it represents a very serious attempt at damage and disruption – and a disregard for the possibility of the loss of life. The threat call itself can cause economic disruption.

Preparing for the Possibility

Based on certain assumptions, the bomber has to make his or her way inside your perimeter and leave the device in such a way to secure his or her getaway unless the bomber is committed to a suicide attack. An attack, whether with high explosive or home-made explosive, is always life threatening and there will always be some structural damage, if only broken windows.

Minimizing the Risk of Successful Attack

The risk of successful attack – and, equally importantly, the disruption caused by persistent threat calls can be minimized by search procedures by staff of their own areas and search procedures for public areas.

Good housekeeping practice comes into its own against this sort of attack. Public and private areas should be kept as clear as possible, with rubbish regularly removed and boxes and equipment stored tidily and in their own recognized places.

Staff attitude to keeping work area free of clutter will make them feel safer, deter a potential attacker and make searching much simpler, if a threat is made against your hotel.

Dealing with the Event

The internal bomb attack is still most often experienced as a terrorist hoax or a prank. However the potential damage, injury and loss of life could be severe. The contingency plan must involve:

- Pre-set, easily displayed and practiced plans for evacuating to a place of safety at correct distances
- Pre-set and practiced means of communicating evacuation plans to visitors
- Means for securing the site against entry until the police have allowed access again.
- More than one emergency equipment location in the hotel (completely different area of the hotel for the normal equipped area).

Plan Four – Bombs outside the Building

The vehicle bomb represents the extreme form of terrorist attack, designed to cause maximum economic damage, both short and long term, large scale structural damage and large numbers of casualties and fatalities.

There is danger that the bombs will be left in streets, public places and in bags, brief-cases and parcels. The potential for loss of life, injury and disruption is still high although the long term structural damage may not be so extensive.

Preparing for the Possibility

Evacuation always carries a certain risk, either of staff moving closer to rather than away from the bomb or moving into the open where they may be at risk more from falling masonry and flying glass than the blast itself.

On this basis, "internal evacuation" within the building is a viable option. For example if the bomb is considered at the front of the Hotel, move all persons to the rear of the property, away from glazing or loose items that may be disturbed by the blast. They will be safer until the emergency services can give them the all clear to leave.

Dealing with the Event

- Immediate notification to the police of any threat;
- Pre-set plans for reacting to the threat call; and
- Pre-set, easily communicated and well-practiced plans for evacuating to a place of safety (which may be a bomb shelter area, an external site or another area of the hotel).

Plan Five - Chemical / Biological Attack (refer to Security Manual Policy No.33)

Firstly it is important to remember that incidents involving chemical or biological attacks have been extremely rare, current intelligence does not suggest hotels are a target, hoax calls are a possibility. Most emergency services are highly skilled in the event of an incident

Signs of Attack

- Droplets or oily film on surfaces or windows
- Unexplained or unusual strong smells of noxious fumes or unusual odors
- Unexplained or unusual liquid sprays, vapors or powders are seen
- Unusual effects on living things (people/animals vomiting, fainting, having convulsions, breathing difficulties or distressed).

Dealing with the event

- Advise Senior Manager, contact emergency services stating you believe it is chemical or biological materials
- Switch off air conditioning and ventilation systems
- Close and lock all doors
- Close all windows
- Evacuate the building through routes free from contamination. If contamination is outside, move persons to upper floors, away from the contamination.

- Contaminated persons when identified should be isolated in a room and await assistance from the emergency services
- Practice how we would communicate and lead to areas of safety.

BOMB THREAT EVACUATION PROTOCOL

The purpose of evacuation is to move people from an area where they might be at risk to a place of lesser risk. The biggest dilemma is how to judge where might constitute a place of safety.

The decision to evacuate will normally be taken by the Senior Manager quickly and decisively (Appendix 3).

Evacuation may need to take place in response to:

- A threat call directly to the hotel;
- A threat call received elsewhere and notified to hotel by the police;
- Discovery of a suspicious package in the building;
- Discovery of a suspicious item or vehicle outside hotel building; or
- Discovery of an external device, notified to you by the police.

The Evacuation Plan

The evacuation plan must involve:

- Full evacuation outside the building; or
- Evacuation of part of the building if the device is small and thought to be one-off confined to one location;
- Evacuation of all staff and guests apart from designated searchers; or
- Full evacuation to an internal safe area.

Components of an Evacuation Plan (Appendix 4)

Plans must cover

1. Designated routes and exits;
2. A means of communicating effectively with staff and public who may need directing away from one route if it is likely to take them into danger;
3. Designated staff to act as marshals during the evacuation;
4. An assembly area or areas at least 500m from the buildings. For absolute safety an alternative assembly area or areas at least 1km away may have to be considered, and
5. Training for staff with particular responsibilities, and practices for all team members.
6. Consider third party outlets in the hotel, communication and training.
7. Plans should be shared and discussed with the police.

Bomb Shelter Areas

Internal evacuation can be a good way of avoiding death or injury to staff.

Buildings may offer suitable bomb shelter areas. These must always be selected with the advice of a qualified structural engineer. There must be a means of communicating with staff and public while within the shelter.

Re-occupancy

Must always be discussed with the police and as necessary the other emergency services for approval and agreement.

Rehearsals

Evacuation procedure must be rehearsed at regular intervals and ideally should include external agencies and perhaps hotel guests in order to eliminate confusion and agree to the decision making process before an unfortunate real event occurs.

SEARCH

What to Look For

Anything that should not be there

Anything that cannot be accounted for

Anything that is out of place

Who Should Search?

The main qualification for a searcher is familiarity with the place he or she is searching.

The police will not normally search premises following receipt of a bomb threat. They are not familiar with the premises and layout, and will not be aware of what should be there and what is out of place.

Search Plans

Search plans should be prepared in advance and staff trained in them. The objective is to make sure that the whole building is checked as quickly and effectively as possible (Appendix 5 – gives a model search plan).

Search Priorities

Those areas which will be used as bomb shelters or evacuation assembly areas, together with those areas where the greater number of the public or staff are likely to be vulnerable should be searched first. Public areas to which the terrorist may have had easy access should also have priority. Do not overlook car parks, the outside perimeter area.

Search Sectors

The first step in preparing a search plan is to divide the building into sectors. If the business is organized into departments, sections and so on it will be convenient for these to be search sectors. Cloakrooms, stairs, corridors and lifts must be included in the search plans.

Each sector must be of size for one or two searchers to tour within 15 minutes.

Initiating a Search

- Sending a message to the search teams over a public address system. It should be coded to avoid unnecessary disruption and alarm;
- Use of personal radios/pager; or
- A telephone 'cascade' system: the Senior Manager rings three members who in turn each ring further three members and so on until all the teams have been alerted.

How to Search

The overriding principle is that it be conducted in a systematic and thorough manner so that no part is left unchecked (see appendix 6 for search method).

What Happens When Something is Found?

The searcher who finds a suspicious item must not move it or interfere with it in any way. He or she will need a pre-planned method of communicating what has been found to Senior Manager.

- Do not touch it or move it;
- Move away from the device immediately;
- Communicate what has been found to the coordinator, using hand-held radios only once out of the immediate vicinity of the device (50 meters); and
- The person finding the device must remain on hand to brief the police on the exact location and description.
- Initiate evacuation to safe location.

BOMB THREAT TELEPHONE CALL SHEET

- **RECORD THE EXACT WORDING OF THE THREAT**

.....
.....
.....

- **ASK THESE QUESTIONS**

1. **Where is the bomb right now?.....**
2. **When is it going to explode?.....**
3. **What does it look like?.....**
4. **What kind of bomb is it?.....**
5. **What will cause it to explode?.....**
6. **Did you place the bomb?.....**
7. **Why?.....**
8. **What is your name?.....**

- **RECORD TIME CALL COMPLETED**

.....

- **WHERE AUTOMATIC TELEPHONE NUMBER REVEAL EQUIPMENT IS AVAILABLE
RECORD TELEPHONE NUMBER SHOWN**

.....

- **INFORM THE HOTEL DUTY MANAGER OR GENERAL MANAGER
Name and telephone number of person informed**

.....

- **ON INSTRUCTION BY HOTEL DUTY MANAGER OF GENERAL MANAGER
CONTACT THE POLICE BY USING THE EMERGENCY TELEPHONE NUMBER**

Time Informed.....

COMPLETE SECTION BELOW AFTER CALL COMPLETED

Length of call.....

Telephone number at which the call is received (that is, your extension number).....

ABOUT THE CALLER

Sex of caller? Male Female **Nationality?**..... **Age**.....

THREAT LANGUAGE

Well-spoken **Irrational** **Foul** **Incoherent** **Prepared message read**

CALLERS VOICE

Calm **Crying** **Clearing Throat** **Angry** **Nasal** **Slurred** **Excited** **Stutter** **Disguised**
Slow **Lisp** **Accent** **Rapid** **Deep** **Familiar** **Laughter** **Hoarse**

If the voice sounded familiar, whose did it sound like?

.....

* What type of accent?.....

BACKGROUND SOUNDS

Street noise House noises Animal noises Crockery Motor Clear Voices Static
PA System Booth Music Factory machinery Office machinery

Other (specify).....

REMARKS

.....
.....
.....

Signature..... Date.....

Print name.....

PROTECTION AGAINST FLYING GLASS

There are three main methods of protection against flying glass:

1. Applying transparent polyester anti-shatter film to the glass and/or providing bomb blast net curtains
2. Installing blast resistant glass i.e laminated glass
3. Installing blast resistant secondary glazing inside exterior glazing

Anti-Shatter Film

Polyester film at least 175 microns thick should be used; 300 micron film should be considered for panes over 10 square meters or for ground floor windows over 3 square meters.

The specification can be lowered to at least 100 microns if bomb blast net curtains are also to be used.

The film must only be fixed under clean and dust-free conditions.

The film should be applied as close as possible to the putty of the glazing bars with an edge gap of less than 3mm.

Joints are acceptable if film is insufficiently wide to cover the glass in one piece.

Film cannot be applied to the patterned side of frosted, figured or recessed glass.

Bomb Blast Net Curtains

Such curtains are only for use in combination with anti-shatter film (100 micron film).

The curtains should be of 90 or 100 denier polyester terylene curtain material and be made twice the width and 1.5 times the length of the window. The bottom hem must incorporate flexible weights at the rate of 400g per meter.

Curtains should normally be installed 50 -100mm from the glass.

Blast Resistant Glass: Toughened Glass

Toughened (fully heat tempered) glass can resist high blast pressures without damage provided it is well supported in a strong and rigid frame. When it does break its fragments are less injurious than plain glass shards. When used on its own toughened glass should have anti-shatter film applied.

Blast Resistant Glass: Laminated Glass

The minimum overall thickness of laminated glass is usually 7.5mm, including minimum poly vinyl butryal (pvb) interlayer thickness of 1.5mm. It should be fixed in a frame designed to withstand a static force of 7Kn/m² over the complete area of the glazing and frame. Panes with an edge dimension of 1m or more should be provided with a frame rebate of at least 35mm.

If robust frames and deep rebates cannot be provided, a level of protection equivalent to anti-shatter film on plain glass with net curtains can be achieved using thinner laminated glass eg 6.8mm thick.

In double glazing, the preferred standard is 7.5mm laminated glass inner pane with a 6mm toughened glass outer pane in a robust frame with deep rebates. In less robust frames the laminated inner pane can be reduced to 6.8mm thick, but 7.5mm thick glass is still preferred.

BOMB THREAT EVACUATION MODEL

Our objective is to evacuate the hotel quickly and efficiently and provide safe routes of escape.

The most senior member of management in the Hotel will assume the role of Evacuation Coordinator, and will direct the operation.

MANAGEMENT PROCEDURE DAY ACTION (7.00 AM - 11.00 PM)

1. All members of Management will be contacted by Reception, and report to Front Desk or Fire Control Room.
2. Evacuation Coordinator meets with members of management and briefs them of the situation. Emergency equipment, In House Guest List, Staff Rotas, Business Recovery Manual, Incident Control Booklet and Bomb Threat Search Lists to be available.
3. HOD's Senior Assistant to verbally notify all team members to evacuate to reception area.
4. Delegate management and staff to inform guests of the situation by telephoning their bedrooms (if time permits)

"Good Morning / Good Afternoon, this is Reception, we have an emergency situation. The local Police have received a Bomb Warning for this area, please pack your belongings, open your bedroom window, and leave via the nearest fire escape, and assemble in Reception (or other areas, if reception not appropriate)".

5. Similar tannoy announcement in all public areas of evacuation team members to tour areas and verbally instruct evacuation via identified safe escape route.
6. Inform all members of the Evacuation Team (decided previously by Senior Management) which route is to be taken out of the Hotel to the "Safe Area" (500 meters from the building).
7. Inform guests of the route to be taken out of the hotel, by following the appointed staff.
8. **IF TIME DOES NOT PERMIT THE ABOVE ACTIONS TO BE CARRIED OUT, ACTIVATE FIRE ALARM AS EVACUATION METHOD. REDIRECT FROM FIRE ASSEMBLY POINTS ON ARRIVAL. USE EXTERNAL TANNOY TO RELAY ITEM 4 MESSAGE.**
9. Walkie Talkies, mobile phones can be used, but persons with such equipment should not be in the vicinity of a suspicious package found
10. Roll call to be carried out of team members and hotel resident guests. Delegate Organizers to confirm colleagues.

MANAGEMENT PROCEDURE NIGHT ACTION (11.00 PM - 7.00 AM)

1. When informed by the Police or via a telephone call, of a bomb threat (considered genuine), the Senior Night Manager must be contacted immediately. Team members to attend Reception for briefing. Emergency equipment, In House Guest List, Business Recovery Manual, Incident Control Booklet and Bomb Threat Search Lists to be made available.
2. The Duty Manager adopts the role of the Evacuation Co-coordinator and delegates a number of staff to telephone all guests in their rooms (if time permits):

"Good Evening / Good Morning, this is Reception, we have an emergency situation. The local Police have received a Bomb Warning for this area, please pack your belongings, open your bedroom window, and leave via the nearest fire escape and assemble in Reception".

3. Similar tannoy announcement in all public areas of evacuation team members to tour all areas and verbally instruct evacuation via identified safe escape route.
4. The Night Auditor will proceed to the Front Reception, to commence roll call and inform them of the route to be taken out of the hotel.
5. Bedrooms to be re-telephoned for unaccounted guests (if time permits).
6. The Duty Manager will delegate members of staff to lead guests via the fire exit route to the "Safe Area" (500 meters from the building).
7. **IF TIME DOES NOT PERMIT THE ABOVE ACTIONS TO BE CARRIED OUT, ACTIVATE FIRE ALARM AS FIRE EVACUATION METHOD. REDIRECT FROM FIRE ASSEMBLY POINT ON ARRIVAL. USE EXTERNAL TANNOY TO RELAY ITEM 4 MESSAGE.**
8. Walkie Talkies, mobile phones can be used, but persons with such equipment should not be in the vicinity of a suspicious package found.
9. Roll call to be carried out of team members and hotel resident guests. Delegate organizers to confirm colleagues.

The Evacuation Routes

(To be completed by hotel management)

Each hotel should consider possible locations of a bomb within the building or surrounding external area. Evacuation routes may vary and should be completed using the section below as a guide.

- (a) If the suspected bomb is in the _____, the hotel should be evacuated via the Front Hotel Exits, and the route to be taken will be _____
_____.
- (b) If the suspected bomb is in the _____ hotel should be evacuated via the rear fire escapes of the Hotel.
- (c) If the suspected bomb is in the _____ or the route will be out past the _____
- (d) If the suspected bomb is in the _____ or the _____, the route will be out past the _____

BOMB THREAT CHECK-LIST
(WHERE EVACUATION CONSIDERED NECESSARY)

ITEM	TASK	DONE
1	Managers informed of Alert	
2	In house guest list is being printed	
3	Emergency equipment available	
4	Managers, Heads of Departments, and Supervisors delegated to contact (staff, phone calls to guests) or sound fire evacuation.	
5	Disabled guests in bedrooms identified, and assistance organised	
6	All room guests phoned and given evacuation procedure to follow	
7	Internal tannoy announcement for all public areas or staff sent to verbally instruct.	
8	Delegate a member of staff to do the Roll Call at reception (if time permits)	
9	Inform staff and guests of evacuation route	
10	Delegate staff to lead guests to "safe" Assembly Point.	
11	Duty Manager to ensure building is empty and doors are locked	
12	Liaison with emergency services	
13	Emergency Procedures Guide available	

BOMB SEARCH PLAN

- The Senior Hotel Manager is to make the decision to search for suspect packages and declaring that the search is complete.
- It is vital that if a threat is received by a telephone call, or other form of verbal communication, a description of the package is obtained.
- Consider which members of staff are to be tasked with carrying out the search. Remember that staffing levels will differ at different times of the day.
- Consider training and testing members of staff in basic search methods (see appendix 7).
- Consider training and testing staff in recognition of what is a suspect package and what is unattended baggage.
- Consider what actions staff or members of the public should take if they discover a suspect package during the search?
- What actions staff or members of the public should take if they observe suspicious activity during the search?
- Consider what information, is communicated to guests and members of the public during the search. It is unlikely that a search can be carried out without the realization of guests.
- Consider what form of communication is delivered when the search is complete.
- Consider whether and at what stage emergency services are informed of a threat and that a search is being conducted.
- Search sheets (example follows) must be carefully completed for all areas of the hotel and kept with other emergency information.

SEARCH AREA: NO.1 - COMPLETE SIMILAR SHEETS FOR ALL AREAS OF HOTEL

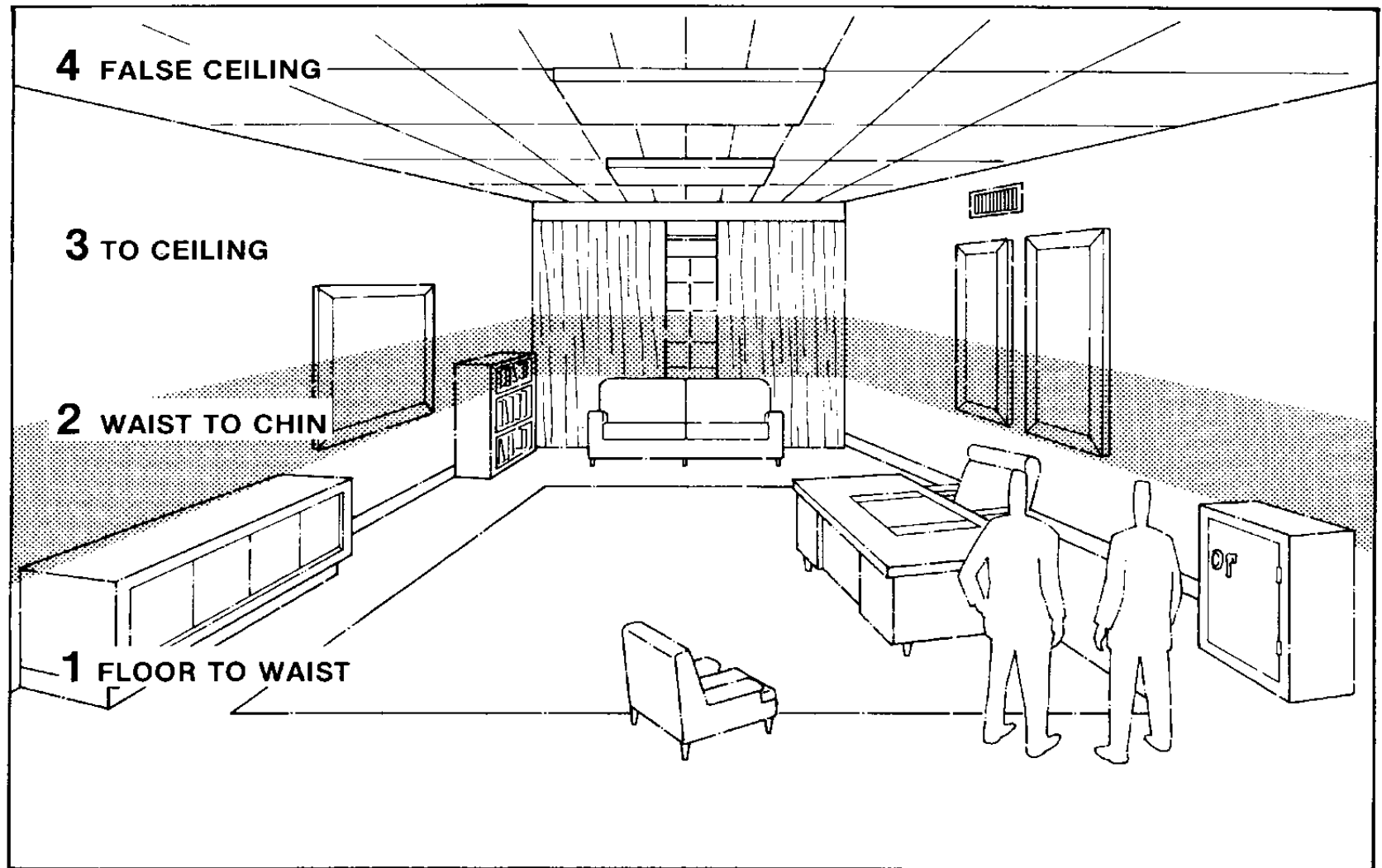
SEARCHER: _____

	AREA	TICK IF CLEAR
1	ENTRANCE DOORS	
2	CONCIERGE DESK & BAGGAGE ROOM	
3	STAIRS TO FIRST FLOOR & LIFT LOBBY	
4	CORRIDOR TO RECEPTION & RECEPTION DESK	
5	RECEPTION PUBLIC AREA	
6	FEMALE PUBLIC TOILETS	
7	MALE PUBLIC TOILETS	
8	TOILET FOR THE DISABLED	
9	FOYER BAR AREA – INCLUDING CHECKING UNDER TABLES / CHAIRS	
10	FOYER BAR SERVERY	
11	FOYER BAR STORE	
12	CORRIDOR BETWEEN KITCHEN & SUITES	
13	SHEARWATER STORE	
14	SHEARWATER FUNCTION ROOM 1	
15	SHEARWATER	
16	SHEARWATER 1 BAR SERVERY	

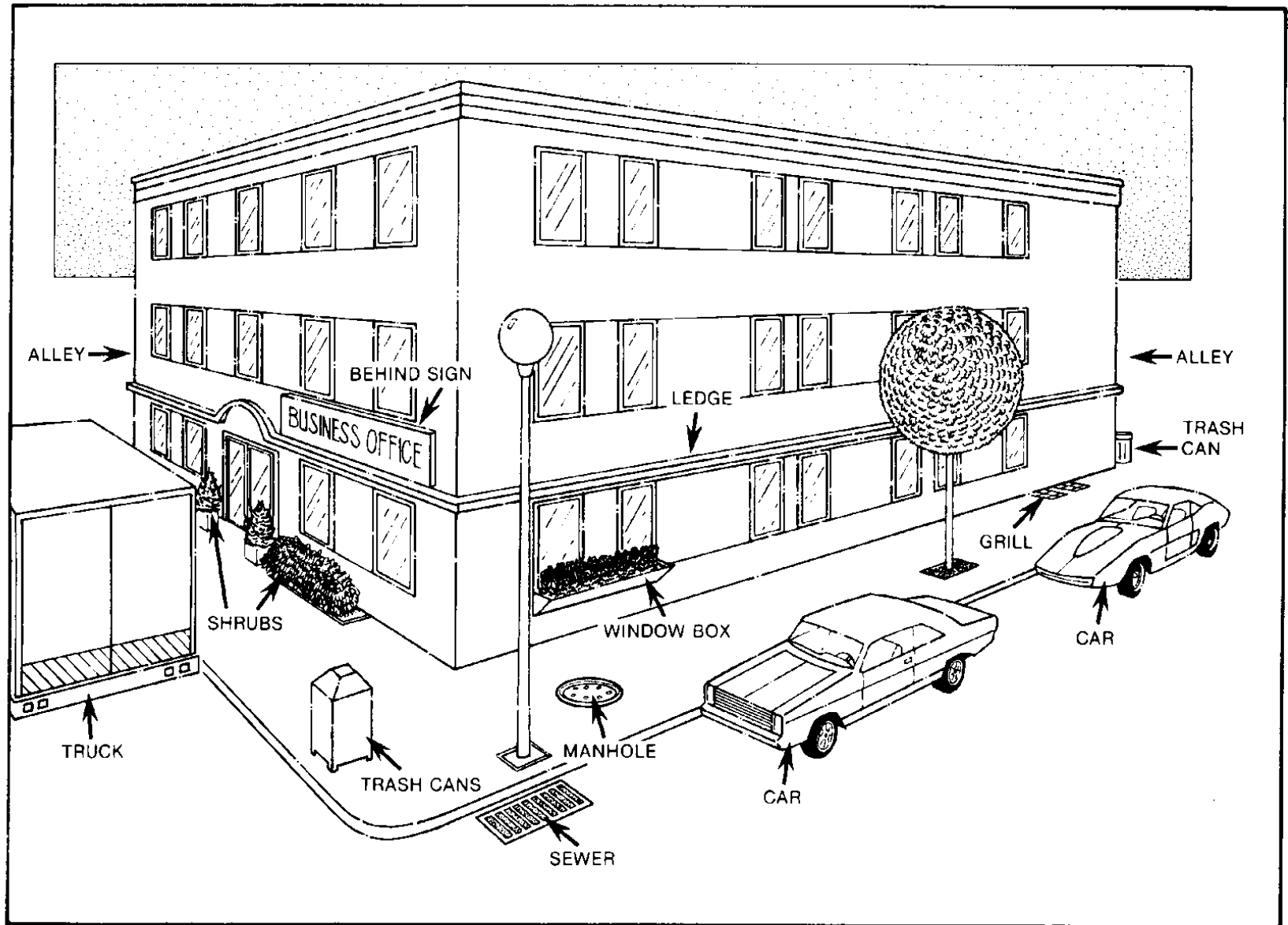
PRINT NAME _____ **SIGNATURE:** _____

DATE: _____

TIME: _____



#2 DIVIDE ROOM BY HEIGHT FOR SEARCH



#5 SEARCH OUTSIDE AREAS

BOMB THREAT FORM

(To Be Completed By Operator or Person Receiving the Call)

**** STAY CALM ** BOMB THREAT REPORT ** STAY CALM ** BOMB THREAT REPORT ****

TIME AND DATE CALL RECEIVED: _____

TELEPHONE NUMBER CALL RECEIVED ON: _____

IN-HOUSE LINE: _____

OUTSIDE LINE: _____

DURATION OF CALL: _____

EXACT WORDS OF CALLER: _____

QUESTIONS TO ASK CALLER

WHEN IS THE BOMB GOING TO EXPLODE? _____

WHERE IS THE BOMB RIGHT NOW? _____

WHAT KIND OF BOMB IS IT? _____

WHAT DOES IT LOOK LIKE? _____

WHY WAS THE BOMB PLANTED HERE? _____

WHERE ARE YOU CALLING FROM? _____

WHO ARE YOU? _____

INFORMATION ABOUT THE CALLER

MALE: _____ FEMALE: _____ RACE: _____

APPROX. AGE: _____ EDUCATIONAL LEVEL: _____ TONE OF VOICE: _____

SPEECH IMPEDIMENTS: (DRUNK, LISP, ACCENT, ETC.) _____

IS VOICE FAMILIAR: _____ VOLUME OF VOICE: _____

OTHER VOICE CHARACTERISTICS: _____

BACKGROUND NOISES: _____

TIME CALLER HUNG UP: _____

BOMB THREAT FORM

(To Be Completed By Operator or Person Receiving the Call)

FOLLOW-UP ACTIONS

TIME POLICE NOTIFIED: _____ TIME NATIONAL POLICE NOTIFIED: _____

NAME (S) AND IDENTIFICATION NUMBERS OF PEOPLE RESPONDING:

(Attach additional list as needed)

POLICE REPORT NUMBER: _____

BUILDING SEARCHED? YES ___ NO ___ TIME: _____

BUILDING EVACUATED? YES ___ NO ___ TIME: _____

EVACUATION ORDERED BY (Name, Title, Agency): _____

LENGTH OF HOTEL EVACUATION: _____

RESULTS OF BUILDING SEARCH: _____

OTHER COMMENTS: _____

NAME & TITLE OF PERSON RECEIVING THE PHONE CALL: _____

NAME OF SENIOR MANAGER ON DUTY: _____

NAME & TITLE OF PERSON COMPLETING THIS REPORT: _____

SIGNATURE: _____

DATE: _____

SITE CRISIS TEAM EARTHQUAKE PROCEDURES CHECKLIST (DURING AN EARTHQUAKE)

The Site Crisis Team Leader should assign primary and alternate team members to each role - this designation must occur prior to a crisis. The SCT Leader can assign multiple functional responsibilities to one individual if there are resource / personnel limitations.

ACTION	PERSON RESPONSIBLE		COMPLETED
	Primary	Alternate	
<p>If your property is located in an area that is earthquake-prone, you should ensure that your team members are trained during orientation of the following 7 key steps:</p> <ol style="list-style-type: none"> 1. If an earthquake hits, get on the floor under a strong table or desk, or stand in a doorway or corner of the room. Best practice is to be equipped with a mobile phone and a bottle of mineral water. 2. Stay clear of windows, pictures or other wall or ceiling mounted features (e.g. chandeliers), and keep off balconies. 3. Avoid standing near shelves, bookcases or other top-heavy items that can topple. 4. Do not use elevators since electrical power is likely to fail, or tracks may become misaligned. 5. If in a crowded area, don't rush to the door. The chances of being trampled are greater than the chances of being injured by the earthquake. 6. If outside, stand well away from the building(s), power lines, anything touching power lines, windows and other suspended objects. 7. Move to an open space away from trees and walls. 			
To initiate pre-recorded Public Address announcement to notify guests' earthquake has happen and the building is being investigated.			
Stay put for a few minutes. An initial shock usually last less than a minute, but aftershocks may come soon after.			
Do not panic or attempt to evacuate. Evacuation routes, if needed, will be inspected for safety before use. Elevators will be shut down until they are inspected, power restored and deemed safe.			

SITE CRISIS TEAM
EARTHQUAKE PROCEDURES CHECKLIST
(DURING AN EARTHQUAKE)

The Site Crisis Team Leader should assign primary and alternate team members to each role - this designation must occur prior to a crisis. The SCT Leader can assign multiple functional responsibilities to one individual if there are resource / personnel limitations.

ACTION	PERSON RESPONSIBLE		COMPLETED
	<i>Primary</i>	<i>Alternate</i>	
Note that some guests will surely self-evacuate to the final exits, hotel driveway and reception. Ensure we assign some team members to assist in briefing guests that an investigation is being carried out and obtain room numbers from the guest.			
In the event fire broke out during an earthquake, refer to your usual fire evacuation procedures			

SITE CRISIS TEAM EARTHQUAKE PROCEDURES CHECKLIST (POST-EARTHQUAKE)

ACTION	PERSON RESPONSIBLE		COMPLETED
	Primary	Alternate	
Review Site Crisis Plan and responsibilities – RACER Steps.			
Carefully inspect your property for injured guests, employees, structural damage or other potential dangers.			
<p>Damage Assessments - Assign an Engineering team:</p> <ol style="list-style-type: none"> 1. The damage assessment will need to be conducted. 2. This function consists of initial damage assessment and the identification of perilous conditions or situations as a result of the earthquake. The compiled information will provide a basis for determining emergency priorities such as the abatement of life threatening conditions, reduction of further damage and a recommendation concerning evacuation. 3. Photographs to be taken to record any damage or unsafe conditions. 			
To conduct team member and guest headcounts.			
Have team members commence from top to bottom of building(s) to inspect all exit stairwells.			
Remain in the building if at all possible. Shut off services such as gas, electricity, water supplies if need be. Please note that elevators should be checked to ensure no one is trapped inside and they function as usual.			
Ensure that Engineering or Property Operations personnel are trained to shut off gas, electrical and water supplies to the property if required.			
After a major earthquake, any Engineering personnel dispatched to handle the above procedures should maintain two-way radio communications with the command post. The Engineer will shut off any utility supply at his discretion or at the direction of the General Manager, Senior Management person in charge, or the appropriate Fire or Police Department personnel.			

SITE CRISIS TEAM EARTHQUAKE PROCEDURES CHECKLIST (POST-EARTHQUAKE)

ACTION	PERSON RESPONSIBLE		COMPLETED
	<i>Primary</i>	<i>Alternate</i>	
Team Member resting or sleeping areas to be inspected.			
All Mechanical & Engineering rooms to be inspected.			
Tune into local radio and television stations, e.g. If there any transport disruptions between hotel and other parts of the city and vice versa. What to do, where to go, and how bad things really are, will be broadcast constantly. Since phone service will most likely be disrupted and/or reserved for life threatening emergencies, radio and TV will be your primary access to what has happened and how to deal with it.			
Pick up and deliver emergency supplies to main lobby for distribution to guests and team members.			
Review business interruptions and contingency plans.			
Complete floor-by-floor checks for injured or frightened guests and employees as well as structural damage if safe to do so.			
Investigate any/all alarms and incidents.			
Assist in the performance of rescue operations, CPR/First Aid and evacuation if deemed necessary.			
Inspect and test emergency generators to ensure they are in working condition. Fuel tanks and fuel lines should also be subject to checks if not located in the generator room.			
Consolidate Lessons Learned Report (Annex 4 – Site Crisis Plan (Post- evaluation process) and take photographs.			
Ensure the Property insurer has been notified.			

CLEANING SCHEDULE – ROOM DECONTAMINATION

Room Number _____ **Date** _____

AREA CLEANED	✓	NAME	SIGNED
Bed stripped (place <u>all</u> linen in soluble linen bags)			
Launder duvet and pillows			
Remove shower curtain (if material) place in soluble linen bag			
Discard disposable items e.g. menu cards, toilet roll, toiletries (seal in yellow bin bag)			
Use Ozone machine on room for one cycle			
All crockery and glassware washed with Titan sanitizer			
Remove all items from mini-bar - clean inside and clean items			
Decontaminate hard surfaces and contact surfaces in bedroom with Oxivir			
Decontaminate hard surfaces and contact surfaces in bathroom with Oxivir			
Consider steam cleaning of room (if heavily soiled)			
Mop bathroom floor with disposable mop & bucket			
Clean bathroom as 'normal'			
All cloths, gloves and aprons – place in yellow clinical waste bag and dispose			
Open windows to allow 'fresh air' into the room			

Time room cleaning finished: _____

This room will be ready for use: (**Add 24 hours**)

Date _____ Time _____

CLEANING SCHEDULE – TOILETS

Use This Schedule To Record **HOURLY** Cleaning Of All Public & Staff Toilets In The Hotel

(USE ONLY ONE SCHEDULE PER TOILET)

Toilet _____

TIME CLEANED	PRINT NAME	SIGN
12am		
1am		
2am		
3am		
4am		
5am		
6am		
7am		
8am		
9am		
10am		
11am		
12pm		
1pm		
2pm		
3pm		
4pm		
5pm		
6pm		
7pm		
8pm		
9pm		
10pm		
11pm		

GUEST ILLNESS SUMMARY SHEET

Guest Welfare Coordinator to use this sheet as a summary sheet to record guest illness **DURING** an outbreak.

NAME	ROOM NO.	ONSET DATE / TIME	SYMPTOMS	COMMENTS

GUEST WELFARE COORDINATOR'S CHECKLIST

(Complete **DAILY** during an outbreak)

Name _____ Date _____

ACTION REQUIRED	COMMENTS
Use Guest Illness Summary Sheet to record all guest illness and details	
Issue letters to guests using the appropriate one from the appendices to inform/update them of the situation	
Encourage guests staying in-house that are exhibiting symptoms (are asked politely) to remain in their room until they are symptom free to prevent cross contamination	
All requests from ill guests should be made via the phone . Have guests been provided with contact names/numbers?	
Any requests from ill guests e.g. room service/linen should be left outside the guests door for them	
Ensure clean towels and linen are provided for ill guests via housekeeping/cleaning team	
Ensure drinking water and food are provided for ill guests	
Contact family members of guests if required	
Liaise with medical services if required	
Make arrangements for longer stay for guests if required	

ILLNESS REPORT FORM

(PERSONAL DETAILS)

(Page 1 of 3)

Obtain details of guests or team members displaying symptoms
(INTERVIEW OVER THE PHONE IF THEY ARE CURRENTLY ILL)

Please Complete In **BLOCK CAPITALS**

Name:	Room Number (if applicable):
Dates of visit:	
Address:	Home:
Postcode:	Work:
	Mobile:
When and where can you usually be contacted?	
Occupation:	
Have you visited your doctor or been taken to a hospital?	
Have you had a specimen taken?	
Have you been abroad or on any other holiday in the past calendar month? If yes, where and when?	
Have you been in contact with any pets or other animals in the past two weeks? If yes, what kind?	
Please list any further details you may feel are relevant to the illness:	

ILLNESS REPORT FORM (SYMPTOM DETAILS)

(Page 3 of 3)

Please Describe **All** Meals Eaten On The Following Days:

DAY SYMPTOMS STARTED		Breakfast:	Location:
Date:			Time:
Snacks:			
Lunch:	Location:	Dinner:	Location:
	Time:		Time:
DAY BEFORE SYMPTOMS STARTED		Breakfast:	Location:
Date:			Time:
Snacks:			
Lunch:	Location:	Dinner:	Location:
	Time:		Time:
TWO DAYS PRIOR		Breakfast:	Location:
Date:			Time:
Snacks:			
Lunch:	Location:	Dinner:	Location:
	Time:		Time:
THREE DAYS PRIOR		Breakfast:	Location:
Date:			Time:
Snacks:			
Lunch:	Location:	Dinner:	Location:
	Time:		Time:

NEWLY REPORTED CASES FORM

This form is to be held in Reception / Switchboard area and used to record initial reports of illness (Diarrhea & Vomiting) **prior** to investigation using Illness Report form.
Use a new form **each day** during a suspected or confirmed outbreak.

Date _____

NAME	Room NO.	TIME	SYMPTOMS & ONSET TIMES	TICK WHEN ILLNESS REPORT FORM COMPLETED

ENSURE ANY INFORMATION RECORDED HERE IS REPORTED TO THE OUTBREAK COORDINATOR

TEAM MEMBER ILLNESS SUMMARY SHEET

Team Member Coordinator to use this sheet as a summary sheet to record team member illness during an outbreak

NAME	POSITION	ONSET DATE / TIME	SYMPTOMS	COMMENTS (I.E. IF SEEN BY DOCTOR)	ROOM LOCATION IF LIVE-IN	DATE/TIME RETURNED TO WORK (NOT BEFORE 48 HOURS)

Use this form along with the Return to Work form to document Team Member Illness

TEAM MEMBER WELFARE COORDINATORS CHECKLIST

(Complete **DAILY** during an outbreak)

Name _____ Date _____

ALL TEAM MEMBERS	COMMENTS
Ensure staff members are aware of point of contact and have contact details	
Record all incidents of team member illness on Illness Report Form ensure full details are supplied where possible	
Summarize all team member illness on the Team Member Illness Summary Sheet . This allows patterns to be monitored.	
All completed forms should be given to the outbreak Coordinator at the end of each day.	
Ensure any team members exhibiting symptoms are excluded from work until symptom free for 48 hours (see below if living in staff accommodation). Advise them to seek medical assistance if symptoms worsen or persist for more than 48 hours.	
Ensure daily communication is made with excluded staff members. Note on their Illness Report Form if their symptoms have worsened	
Keep team members informed and updated of situation	
TEAM MEMBERS IN STAFF ACCOMMODATION	COMMENTS
Ensure infected and non-infected team members are isolated from each other if possible.	
Ask staff that are exhibiting symptoms to remain in their room until they are symptom free for 48 hours to prevent cross contamination to other staff members	
Ensure team members fully understand the reason they are placed on 48 hour isolation and that there are disciplinary implications for not following procedures	
Provide dedicated toilets if possible	
Relevant notices should be placed on the infected staff members door to warn team members not to enter	
Any requests from ill guests e.g. room service/linen should be left outside the guests door for them and provide soluble linen bags for soiled linen	
Ensure clean towels and linen are provided for ill team members via housekeeping/cleaning team	
Ensure drinking water and food is provided for ill team members.	
Contact family members of team members if required	

VIRAL EQUIPMENT INVENTORY - MONTHLY CHECKLIST

("Quantity Required" to be established by Hotel / Safety & Security)

Date _____

ITEM	QUANTITY REQUIRED	QUANTITY IN STOCK	COMMENTS
Yellow Clinical Waste Bags			
Soluble Linen Bags			
Disposable mop buckets (Or details of where to buy)			
Disposable Mops			
Disposable Cloths			
Antibacterial Hand Gel Dispensers			
Oxivir Spray Bottles			
Body Fluid Spill Kits			
H5 Bac Antibacterial Hand Gel			
Titan Sanitizer			
Disposable Gloves			
Disposable Aprons			
Steam Cleaner (Or details of where to hire)			

Suspected or Confirmed Outbreak

Date

Dear Guest,

Suspected Norovirus “Winter Vomiting Virus” outbreak.

I thought it prudent to bring to your attention a suspected outbreak of Norovirus or “Winter Vomiting Virus” here at Hilton XXXX

Norovirus is a very common virus often known as the “Winter Vomiting Virus” due to it causing illness typically, but not exclusively, during the winter months. Symptoms include nausea, often unexpected vomiting, diarrhea, and stomach cramps. Patients may also suffer headache, fever, chills, and muscle aches.

The time between infection and symptoms starting, that is the onset or incubation period is usually 24 – 48 hours. Symptoms are generally short lived, again around 24 - 48 hours, but may last a week or longer. People infected with Norovirus are contagious from the moment they begin feeling ill to around 48 hours after recovery.

In hotels the most common method that this is spread is person to person, that is through touching surfaces or objects contaminated with Norovirus, and then placing their hand in their mouth or having direct contact with another person who is infected and showing symptoms (for example, when caring for someone with illness).

We have instigated a full program of procedures and actions to control and limit both our guests and team member’s potential exposure to this virus and have consulted with the XXXXX (e.g Environmental Health). They are more than satisfied with our actions and preventative measures and we shall continue to liaise with them regarding this suspected outbreak. I enclose a copy of their press release which shall shortly be issued.

Key to the success of the complete elimination of the potential to spread this virus is to ensure any of our guests that may have experienced any of the symptoms mentioned earlier let the Duty Manager know and have as little contact with others as possible until any symptoms pass – we can offer help and advice in the unlikely event that this should happen.

I apologize for the substance of my letter; however I hope you agree that it is better to be aware of this potential issue.

I hope you are having a pleasant stay and if there is anything we can do to make your visit to XXXXX more comfortable then please do not hesitate to contact our manager on duty.

Kind Regards,

General Manager

Guest Illness (Courtesy Letter)

Date

Dear XXXX

Norovirus Outbreak - Hilton XXXX

I write to you to express my sympathy for the illness you experienced during your recent stay at the Hilton XXXX which we now believe may have been connected to a confirmed outbreak of Norovirus infection at the hotel.

Norovirus infection is a very common illness, also known as the "Winter Vomiting Virus" due to it causing illness typically, but not exclusively, during the winter months. Further information about Norovirus and its transmission in public spaces is available at: www.nhs.uk. If you believe that you may be or have been sick, please be certain to consult your GP.

Again, I am sorry that your illness may have been connected to your stay at the hotel and would like to assure you that the safety and well-being of our guests is of the highest importance to us and we continue to implement stringent procedures in relation to this.

I do hope that this incident will not deter you from visiting XXXX and our hotel in the future and look forward to welcoming you back soon.

Sincerely,

General Manager

Guest Complaint (Suffered Illness)

Date

Dear XXXX

Thank you for your letter / e-mail / phone call of today in connection with the Norovirus outbreak here at Hilton XXXX

I would like to assure you that we acted quickly when we suspected that some reports of illness could be linked and the Public Health Board and Environmental Health Department praised the way in which our systems and procedures were implemented once it became clear there was a pattern of cases, and this was key in the cessation of the situation at Hilton XXXX. They have confirmed that the infection was not attributed to any aspect of the operation of the hotel.

XXXX , I would like to express my sympathy for the illness you experienced in connection with your stay and would like to assure you that the safety and well-being of our guests is of the highest importance to us and we continue to implement stringent procedures in relation to this.

I do hope that this incident will not deter you from visiting XXXX and our hotel in the future and look forward to welcoming you back soon.

General Manager

Guest Complaint (Disruption of Service)

Date

Dear XXXX

Thank you for your letter/ e-mail/ phone call of today in connection with the Norovirus outbreak here at Hilton XXXX

I would like to assure you that we acted quickly when we suspected that some reports of illness could be linked and the Public Health Board and Environmental Health Department praised the way in which our systems and procedures were implemented once it became clear there was a pattern of cases, and this was key in the cessation of the situation at Hilton XXXX. They have confirmed that the infection was not attributed to any aspect of the operation of the hotel.

With regards to the disruption of our normal service, I hope you appreciate the need to take precautions to limit any potential spread of what was at the time only a suspected virus as the safety and wellbeing of our guests is of the highest importance to us. The limited measures we put in place contributed to the control of the spread of any infection and were a necessary part of the process.

I believe the alternatives we offered were of a minor difference and hope this had only a small impact on the enjoyment of your stay.

I do hope that this incident will not deter you from visiting XXXX and our hotel in the future and look forward to welcoming you back soon.

General Manager