

Risk Management

Manual

August 2014

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**INTRODUCTION**

**Purpose of Manual**

* This **Risk Management** **Manual** has been assembled in an effort to incorporate policies and procedures that will provide protection and limit risk for the hotel, its team members, and its guests.
* This manual includes information on:
* **Prevention** – actions taken to reduce or eliminate the likelihood and/or effects of an incident (i.e. risk management planning)
* **Response** – actions taken to respond to an incident in terms of containment, control and minimizing impacts (including emergency response)
* **Recovery** – actions taken to recover from an incident in order to minimize disruption and recovery times
* This manual along with the related materials mentioned in this manual will be reviewed and updated on a periodic basis and as needed.
* In addition to this manual:
* Ensure all Hotel Evacuation Routes are documented and posted. Please refer to the **Standard Operating Procedures (SOP) Manual** for more information.
* Create and post with pictures all of the Hotel Shut-off Valves. Please refer to the **Standard Operating Procedures (SOP) Manual** for more information.
* Ensure the Property Management Team is knowledgeable about and in compliance with all hotel brand standards as it relates to safety and security, including for Marriott hotels the NALO Terror Threat Conditions. Please refer to your online hotel brand standards resources.

**Manager on Duty (MOD) Program**

* Every hotel should actively work to prevent operational disruptions in the hotel and to ensure that any disruptions that may occur are as limited as possible in terms of cost, length and severity.
* With this, every hotel must have a Manager on Duty (MOD) program on a 24-hour basis. An MOD does not have to be on the premises during his/her entire shift, but must be easily reached by hotel staff and within a reasonable distance from the hotel in case he/she needs to go to the hotel.
* All MODs must be familiar with all aspects of the hotel operations and company’s policies and practices.

**Manager on Duty (MOD) Emergency Procedures Manual**

* This manual is for use by the MOD to assist him/her during emergency situations.
* Each Property Management Team member should have a copy of the manual and it should be kept with them at all times while on the MOD shift. This includes keeping a copy at home, as well as at their desk or within their work area at the hotel.
* The manual has two sections.
* The first section is the **Manager on Duty (MOD) Emergency Procedures**. In the event of an emergency at the hotel, these Emergency Procedures are the specific steps that the MOD, will follow. They are, in essence, the MOD supplement or next steps to the **Emergency Procedures Wall Mount**.
* The second section is a copy of the **Emergency Procedures Wall Mount**. Having this copy in this manual allows the MOD to know the specific Emergency Procedures steps that should be occurring at the hotel if the MOD is not on site at the time of the emergency.
* There is also a pocket-sized **Emergency Calling Card** that needs to be kept with each Property Management Team member at all times, especially while he/she is on the MOD shift. The calling card is a quick reference to pertinent contact information and procedures in the event of an emergency. Extra calling cards may be kept at their desk or within their work area at the hotel.
* There is also a mobile application (app) that may be used on smart phones. The mobile app allows Property Management Team Members quick access to key contacts who will be able to assist you in an emergency situation. The mobile app may be different for NCG owned hotels vs. third party managed hotels. Please connect with your Regional Vice President – Operations for more information on this app.

**Emergency Procedures Wall Mount**

* This wall mount is used in the event of emergencies occurring at the hotel, providing specific direction and actions to be taken in response to an emergency.
* One wall mount is located at or near to the front desk/back office area. Another wall mount in Spanish is located on the main floor near the housekeeping department/laundry room area.
* The contents of the wall mount are also included as a section in the **Manager on Duty (MOD) Emergency Procedures Manual**.
* At the front of the **Emergency Procedures Wall Mount**, should be a completed and current **Emergency Contact List**. It may also be posted/kept in additional places if needed. This list needs to be reviewed and updated on a regular basis.

**Health & Safety Training Manual**

* This online training manual (found on SharePoint) contains 12 months of health and safety training topics that are required to be completed each year.
* The training includes most all of the **Emergency Procedures Wall Mount** topics in addition to several other risk prevention topics.
* It is the Property Management Team’s responsibility to ensure that all of these monthly topics are properly trained on in a timely fashion with the entire hotel staff.

**Team Member Safety and Education**

* Team members are an integral part of the hotel’s risk management plan.
* It is important that newly hired team members receive an introduction to health and safety. Topics to be covered are listed on the Job Specific Orientation and Training Checklists.
* Throughout the year, all team members will also be informed and periodically trained on matters concerning health and safety in the workplace. This would include training topics in the 12-month **Health & Safety Training Manual** (online only) noted above along with:
  + Practice situational scenarios on what team members should do during an emergency. These scenarios are included as part of the monthly topics in the training manual.
  + Practice severe weather drill (and shelter-in-place for Marriott hotels). Have all team members walk the route to the designated Internal Safe Zone. Then test the procedure for accounting for all team members. This drill is included as part of the **Severe Weather** monthly topic in the training manual.
  + Practice fire drills. Have all team members evacuate the building to the designated External Safe Zone. Then test the procedure for accounting for all team members. Instructions on how to conduct a proper fire drill may be found online in ServicePro.
* For the Property Management Team and front desk staff, a Person In Charge (PIC) checklist is provided at the time of hire. Once annually, these team members need to review this checklist as a refresher to be prepared for safety-related situation.
* All team member training related to health and safety must be documented and kept on file for a period of time according to applicable hotel brand standards, company standards, and applicable laws.

#### Team Member Incident Reporting Procedures

* If a team member has a work-related injury or illness, you may find applicable reporting instructions and forms on SharePoint under:

**NCG Intranet Site > Risk Management > Insurance – Worker’s Comp**

**Guest Safety**

* Our guests are informed about safety and security precautions via the in-room guest directory, the emergency exit/evacuation information located on the back of the guestroom door, and various signage posted inside and outside of the building. It is the hotel’s responsibility to keep this information and signage current.
* Do notmislead a guest as to the safety and security practices of the hotel by sharing with them information that is not true. Keep communication/information specific to our stated and posted policies and procedures.

#### Property Damage/Guest Injury Incident Reporting Procedures

* If a guest has an injury or illness while at the hotel, please see the instructional document titled **Incident Reporting Procedures** on SharePoint under:

**NCG Intranet Site > Risk Management > Insurance-Property, Auto and Guest Injury**

**Contact Tree for Emergency Procedures**

* This contact tree is for the upward flow of communication from the hotel to the corporate office.
* The hotel team member must contact the MOD as the emergency is happening, as stated in the **Emergency Procedures Wall Mount**.
* The MOD must contact the General Manager at some point during or immediately after the emergency, as stated in the **Manager On Duty (MOD) Emergency Procedures Manual**. If the General Manager is not available, the MOD must contact the Regional Vice President - Operations.
* At some point during or immediately after the emergency, the General Manager must contact the Regional Vice President - Operations.
* Immediately after the emergency, the Regional Vice President - Operations must notify the CEO, owners, Director of Facilities & Purchasing, Director of Design & Construction, and other applicable corporate office staff.
* Ensure the **Emergency Contact List** in the front of the **Emergency Procedures Wall Mount** is up-to-date at all times.
* The Property Management Team and Regional Vice President - Operations should also have the applicable contact numbers noted above saved in their cell phone contact list.

**Contact Tree for Recovery Operations**

* This contact tree is primarily for the downward flow of communication from the corporate office to the hotel.
* Immediately after the emergency, the Regional Vice President - Operations must establish a Recovery Response Team.  A list of names and contact information for each member of the team must be created and distributed to each member.
* The insurance adjuster must be called as soon as possible after the incident.
* The hotel brand should be notified as soon as possible after the incident (primarily from a notification and public relations perspective).
* If the hotel’s operation is impacted and it affects the hotel staff’s ability to work, the General Manager must begin the contact tree process.
  + The General Manager must contact each Property Management Team member.
  + Each Property Management Team member is then responsible for contacting his/her department staff.  If the housekeeping department is large, the Executive Housekeeper may delegate part of his/her calling list to another Property Management Team member or an Assistant Executive Housekeeper.
  + A current telephone list of all hotel staff needs to be kept up to date and accessible to the Property Management Team. It is also recommended to collect personal e-mail addresses, as another means of contact.
  + In cases where hotel staff are not reachable by telephone (or text messaging), notices may be posted on the company’s SharePoint intranet site, the Human Resources Information System, and possibly our company website.  The Regional Vice President - Operations and General Manager will coordinate this additional communication effort.

**Local Law Enforcement**

* A good relationship with local law enforcement can often encourage a prompt response to any security incidents. A police presence can be a deterrent to certain crime and at the same time give additional aid to your overall security plan.

* If you are experiencing reoccurring safety or security issues at your hotel, you should discuss this with the Regional Vice President – Operations, and collectively decide if local law enforcement should be contacted to further discuss and help resolve the issue.

**HOTEL SPECIFIC RISK TOPICS**

**Hotel Premises**

* To ensure the hotel’s premises are safe and secure, the Property Management Team should periodically walk the exterior of the property, note any issues of concern, and discuss them with the Regional Vice President – Operations as soon as possible.
* The best deterrent against crime is good quality lighting around the exterior of the building and throughout the parking lot. Lights need to be placed properly and maintained. Another deterrent is to make it difficult to enter the property, such as using perimeter fencing (ensuring it is maintained) and/or via landscaping techniques.
* The Property Management Team should ensure the hotel itself is secure by periodically patrolling the interior of the building checking that:
* All exterior doors are locked from the outside (except main entrance during day).
* Doors to linen closets, storage areas, and back offices are locked.
* All guestroom doors are securely closed.
* If the hotel has an outside company perform security patrols, see the **Standard Operations Procedures (SOP) Manual** for guidelines on this.

**Pool Area**

* The Property Management Team and hotel staff should ensure that posted pool and whirlpool regulations are being followed and enforced at all times.
* The entire pool area must be closed to guest access in these events:
* Broken glass is found
* Air quality/HVAC issues are identified
* Structural/equipment failure occurs
* Human excrements and fluids are found (blood, vomit, feces, urine)
* Chemical imbalance in the water is identified
* Guest or team member injury/illness occurs

**Evacuation of the Hotel**

* Evacuation is the clearing of the building of all persons present in a controlled and planned way.
* Evacuation procedures are documented in the **Emergency Procedures Wall Mount** and in the **Manager on Duty (MOD) Emergency Procedures** **Manual**.
* An important step in the beginning of an evacuation is to run the emergency reports/downtime reports in order to get a current list of in-house guests.
* All work schedules for all departments must be regularly posted/kept at front desk. In the event of an evacuation, the front desk team member or a Property Management Team member needs to take the schedules with him/her. The work schedules will then be used to account for all team members who are working that day.
* The Property Management Team must identify an area outside of and away from the hotel where guests and team members may be safely directed to in the event of an evacuation. This is called the **Exterior** **Safe Zone**. Once this area has been identified, it must be listed on the **Emergency Contact List** and inserted on the applicable line on the **Evacuation** page in the **Emergency Procedures Wall Mount**.
* After the hotel has been evacuated, it is the MODs responsibility to determine if shelter and supplies are needed for displaced guests. In such cases, the MOD should call the local American Red Cross office to obtain immediate assistance.

**Severe Weather – Interior Safe Zone**

* The Property Management Team must identify an area (or areas) on the first floor of the hotel where guests and team members may be safely directed to in the event of severe weather. This is called the **Interior** **Safe Zone**. Once this area has been identified, it must be listed on the **Emergency Contact List** and inserted on the applicable line on the **Severe Weather** page in the **Emergency Procedures Wall Mount**.
* In determining the ideal area (or areas) on the first floor of your hotel, use these safety guidelines provided by the National Weather Service.
  + **Identify a location that is:**
* **As close to the ground as possible (first floor)**
* **As far inside the building as possible**
* **Away from doors, windows, and outside walls**
* **In as small a room as possible**
* **Bathrooms** MAY be a good shelter, provided they are not along an outside wall and have no windows.  Contrary to popular belief, there is nothing magically safe about getting in a bathtub with a mattress.  In some cases, this might be a great shelter.  However, it depends on where your bathroom is.  If your bathroom has windows and is along an outside wall, it's probably not the best shelter.  
    
  Bathrooms have proven to be adequate tornado shelters in many cases for a couple of reasons.  First, bathrooms are typically small rooms with no windows in the middle of a building.  Secondly, it is thought that the plumbing within the walls of a bathroom helps to add some structural strength to the room.
* **Closets** - A small interior closet might be a shelter.  Again, the closet should be as deep inside the building as possible, with no outside walls, doors or windows.  Be sure to close the door and cover up.
* **Hallways** - If a hallway is your shelter area, be sure to shut all doors.  Again, the goal is to create as many barriers as possible between you and the flying debris in and near a tornado. To be an effective shelter, a hallway should as be far inside the building as possible and should not have any openings to the outside (windows and doors). Hallways that have doors and/or windows on either end. These can become wind tunnels and send debris flying down the corridor.
* **Under Stairs -** The space underneath a stairwell could be used as a shelter.

**Flood Procedures**

**Planning Before a Flood Emergency**

1. Identify local and national websites and news stations to gather information regarding weather conditions, flood status, and flood evacuation notice.

Local Television News Channel:

National Weather Service:

Other:

Other:

1. Ensure you have good communication with local authorities and know who to contact for updates.

Mayor’s Office Telephone:

City Manager’s Office Telephone:

Local Law Enforcement:

Other:

1. If you expect an extended emergency or danger period, establish a recurring conference call with applicable corporate office staff (refer to the **Emergency Calling Card**) to discuss happenings and changes, confirm strategy and brainstorm.
2. Be aware that flash flooding can occur without any warning. Be aware of nearby streams, drainage channels, canyons, and other areas known to suddenly flood. If there is any possibility of a flash flood, move immediately to higher ground. Do not wait for instructions to move.
3. Have a dedicated team member be in charge of documenting news publications, printing articles, etc. before, during, and after the event
4. Secure potential relocation hotels in the local area that are **not** in the same flood evacuation zone.

Name and contact information of potential relocation hotels:

1. Coordinate local transportation for guests and team members, if the hotel has no shuttle van or the transportation needs are greater than the shuttle van can accommodate. The local American Red Cross office may have a list of resources.

Name and contact information of potential transportation sources:

1. Contact local security patrol agencies to have a presence at the hotel in the event of evacuation to prevent possible looting.

Name and contact information for local security patrol agencies:

**Emergency Procedures During a Flood Emergency**

1. Contact local municipality to validate evacuation requirement and confirm area and duration of order. See noted telephone numbers is #2 above.
2. Contact key contacts at the corporate office by referring to the **Emergency Calling Card**.
3. Notify the entire Property Management Team, whether they are on property or not. Each Property Management Team member will be responsible for notifying his/her respective team members throughout the duration of this emergency event.
4. Print copies of emergency reports/downtime reports, one for each entrance and/or stairwell exit from the building that will be used for evacuation.
5. Contact the hotel brand at this telephone number and/or website:

They may be able to assist the hotel in relocating all incoming reservations for the hotel.

1. If time allows, prior to evacuation of the hotel:

* Secure cash drawers, petty cash banks, and other similar items
* Lock doors on back office areas.
* Raise up lobby and guestroom furniture on the first floor, or move such items to an upper floor if possible.
* Move equipment, tools and supplies to top shelves, or to an upper floor.
* Move all beverage and nonperishable food items to top shelves, or an upper floor.
* Turn freezers and refrigerators to the coldest setting. Do not open these unless absolutely necessary.
* Attempt to protect ground level generators from flood water.
* Turn off utilities at the main switches or valves if instructed to do so.
* Disconnect electrical appliances. Do not touch electrical equipment if you are wet or standing in water.
* Fill tubs and sinks on upper floors with water to be used for drinking, washing, and sanitation.

1. Begin **Evacuation Procedures** as noted in the **Emergency Procedures Wall Mount** or the **Manager on Duty (MOD) Emergency Procedures Manual**.
   * Be prepared to do this without technology or with only limited technology. Assume that phones, computers and internet may not be available.
   * Be prepared to act with only cell phones, and even cell phone reception or availability could be impaired due to the emergency. Have a plan to keep cell phones charged and available throughout the emergency.
2. Once all guests and team members are in the Safe Zone and are accounted for:

* Ensure guests are transported to an identified relocation hotel(s) (if applicable).
* Later on, check with the relocation hotel(s) to ensure all guests have safely arrived.
* All team members, if not needed, may go home until they are notified to come back to work. Ensure they are able to safely get home; otherwise, assist them with appropriate transportation.

1. Important Safety Remembers:

* **Do not walk through moving water**. Six inches of moving water can make you fall. If you have to walk in water, walk where the water is not moving. Use a stick to check the firmness of the ground in front of you.
* **Do not drive into flooded areas**. If floodwaters rise around your car, abandon the car and move to higher ground if you can do so safely. You and the vehicle can be quickly swept away.

**Follow Up After a Flood Emergency**

1. Listen for news reports to learn whether the community’s water supply is safe to drink.
2. Have drinking water tested for possible contamination.
3. Avoid floodwaters as they may be contaminated by oil, gasoline, or raw sewage. Water may also be electrically charged from underground or downed power lines.
4. Avoid moving water.
5. Be aware of areas where floodwaters have receded. Roads may have weakened and could collapse under the weight of a car.
6. Stay away from downed power lines, and report them to the power company.
7. Return to the hotel only when authorities indicate it is safe.
8. Stay out of any building if it is surrounded by floodwaters.
9. Use extreme caution when entering buildings, as there may be hidden damage, particularly in foundations.
10. Service damaged septic tanks, cesspools, pits, and leaching systems as soon as possible. Damaged sewage systems are serious health hazards.
11. Clean and disinfect everything that got wet, as mud left from floodwater can contain sewage and chemicals.
12. Dispose of damaged or fresh food that has come in contact with floodwater.
13. **Document** all events related to the flood emergency:

* Keep good notes of what happened before, during, and after the event.
* Take pictures before, during and after the event.
* Complete the **Property/Casualty Incident Reporting form** to document the details of the incident overall.
* Document all business on the books and forecasts to ensure you understand how this event has and will affect your hotel business. Keep cancellation logs.

**GUEST SPECIFIC RISK TOPICS**

**Distinguished Guest**

* Distinguished guests may include politicians, dignitaries, celebrities, and government officials, which may present special safety and security challenges.
* If a distinguished guest has booked a reservation at your hotel, most likely a member of his/her staff will call in advance to address any specific needs the distinguished guest may have. Every effort should be made to accommodate these needs.
* One Property Management Team member should be selected as the point of contact for the distinguished guest both prior to and during his/her stay.
* The hotel should have guest room keys pre-made and ready for the distinguished guest upon arrival and he/she should be given special directions on where best to enter the building. The hotel should also have arranged for express check-out in advance.
* Depending on how distinguished the guest is, you may consider alerting local law enforcement and increasing security at your hotel during his/her stay. This should be determined on a case-by-case basis by consulting with your Regional Vice President -Operations.
* The fact that a distinguished guest is staying at the hotel, should remain confidential, and not be shared with the local media, other guests, non-affected hotel staff, and even family and friends of the hotel staff.
* Affected team members, those who would come in directly contact with the distinguished guest during his/her stay, should be informed in advance of the distinguished guest’s planned stay.
* Please be sure the Property Management Team and hotel staff review the **Media Relations** section in advance to refresh themselves on proper protocol.

**Intoxicated Guest/Visitor**

* Each state or local municipality regulates the sale and distribution of alcoholic beverages. The General Manager must be aware of and be in compliance with the state/local requirements and the hotel brand requirements.
* Hotel staff serving alcohol must have recognized alcohol awareness training.
* Hotel staff should be reasonably responsible not to over serve guests/visitors.
* If a team member has reasonable suspicion that a guest/visitor may be intoxicated:
  + The MOD should be contacted for assistance.
  + Food and coffee may be offered to the guest/visitor and every attempt should be made to discourage the guest/visitor from driving off the property.
  + If a visitor is there for a special event and not staying at the hotel, the visitor may be offered a guestroom based upon availability and management approval.
* If an intoxicated guest/visitor confronts a team member or becomes volatile:
  + The team member should treat the guest/visitor with courtesy and respect, and not engage in a verbal confrontation.
  + The team member should contact the MOD to assist in addressing the issue with the guest/visitor.
  + If the MOD is not on property, the team member should contact local law enforcement and allow them to handle the situation.

**Underage Guest**

* If a guest is under the age of 18, you must refuse the room to him/her unless he/she is accompanied by a parent, legal guardian or chaperone.
* If there is any question as to the age of the guest, ask for identification.
* Require that the guest renting the room is the guest who will be occupying the room.
* Call around and request the dates of major events, such as homecoming, prom, school trips and graduations, when underage guests would be more likely to be renting rooms. Advise your team members of these dates so they and you are prepared.
* If there is reasonable suspicion that underage drinking or illegal drug use is occurring on property, then the hotel has the right and duty to intervene. Contact the MOD and have him/her determine if it is appropriate to contact local law enforcement.

**Uninvited Visitor**

* An uninvited visitor is an individual who refuses to respect the wishes of a registered guest or the hotel staff.
* Although the hotel is open to the public, it is private property and the hotel staff has the responsibility to monitor and, where appropriate, to control the activities of the individuals on the premises including asking them to leave.
* In addition, hotel staff must be alert and report to management as soon as possible any unusual or suspicious individuals or incidents.
* If the uninvited visitor becomes disruptive and the team member feels safety is at risk:
* Call 911.
* Contact the MOD.
* Do not have a verbal confrontation with the uninvited visitor.
* In the event that the uninvited visitor flees, use the **Suspect Description form** found in the **Emergency Procedures Wall Mount** to document a description of that individual.
* An uninvited visitor may also be a union representative, more than likely on site during a renovation or construction project. If this occurs, politely ask him/her for a business card if he/she has one, then ask him/her to leave. This information should be immediately passed on to the General Manager and, in turn, to the Director of Design & Construction.

**Controversial Group**

* If a controversial group has contacted your hotel to make reservations, you need to first contact your Regional Vice President - Operations to discuss the situation and decide whether or not to allow the controversial group to stay (before any rooms are booked).
* If the controversial group is allowed to stay:
* The General Manager and Regional Vice President - Operations will decide how to best handle the group during their stay.
* The General Manager will use his/her discretion to decide which affected team members should be made aware of the controversial group staying in-house.
* Please be sure the Property Management Team and hotel staff reviews the **Media Relations** section in advance to refresh themselves on the proper protocol.

**Guest with Weapon into the Hotel**

* If it is observed that a guest has brought a weapon into the hotel, the MOD, the General Manager, and affected hotel staff should be made aware of this as soon as possible.
* If a team member enters a guest room and a weapon is present, whether or not the guest is present, the team member should immediately leave the guestroom and contact the MOD.
* The MOD will contact the guest to arrange for guest services to be provided to the guestroom once the weapon has been removed or secured.
* If a guest inquires, a weapon may be kept in a safe deposit box located near the front desk.

**Domestic Dispute**

* If a complaint comes in that seems like it could be a domestic dispute (two or more people arguing loudly, items being thrown in a guestroom, sounds of a physical altercation), the MOD if on property, otherwise the front desk team member, should contact the affected guestroom to see if everything is okay and to ask the guests to keep the noise down.
* If the noise continues or at the first sign that safety is at risk (using reasonable judgment), then 911 should be called.

**Prostitution**

* If the hotel is contacted by law enforcement, the General Manager should consider cooperating in the investigation and/or sting operation, as long as there will be minimal disruption to operations and to other guests staying at the hotel. The Regional Vice President – Operations should be notified immediately of this, prior to any action taking place.
* For all other issues related to this topic, please refer to the **Uninvited Visitor** section for additional guidance.

**Drug Dealing and Drug Labs**

* If the hotel is contacted by law enforcement, the General Manager should cooperate in the investigation and/or sting operation. The Regional Vice President - Operations should be notified immediately of this, prior to any action taking place.
* If it is identified that a guest is smoking in a guestroom (using legal or illegal substances), contact the guest regarding hotel’s non-smoking policy (refer to Guest No Smoking policy in **Standard Operating Procedures (SOP) Manual**).
* If a team member finds drugs or drug paraphernalia in a guestroom, do not touch anything, immediately leave the guestroom, and notify the MOD. The MOD will determine an appropriate course of action. If a large quantity of drugs is present, the MOD will contact local law enforcement.
* If there is reasonable suspicion that a drug lab has been set up in a guestroom or that or drug dealing is taking place, contact local law enforcement.

**Civil Disturbances and Protests**

* A civil disturbance is the action by a group of dissenters protesting or demonstrating at or near the hotel.
* If a civil disturbance occurs, the General Manager should determine whether the disturbance is a peaceful demonstration or a potentially dangerous situation.
* If a civil disturbance appears to be a peaceful demonstration, the MOD should refer to **Uninvited Visitors** section for guidance in handling the situation.
* **Potential Dangerous Disturbances**
* If the disturbance is evaluated as potentially dangerous, local law enforcement should be contacted.
* Management should maintain a high regard for the safety and security of guests, team members and the hotel property.
* Management should determine whether the disturbance is directed against the hotel, a guest, or a group.
* Procedures for handling potentially dangerous disturbances are be divided into two phases:

**Phase I: Preparation in case disturbance escalates to violence**

* + Team members leaving the building should use one specified exit, removed from the demonstrators.
  + Secure all perimeter doors to prevent entry into the hotel.
  + Secure all banquet rooms and other space not in use.
  + Remove and secure all liquor from street level areas.
  + Reduce all banks, lock registers, and place safe deposit key(s) in the safe.
  + If safe, obtain photographs of demonstrators.

**Phase II: When disturbance has escalated to violence**

* + Ensure that local law enforcement is present.
  + Discourage guests from loitering in the lobby.
  + Direct team members to upper floors or at least away from the scene of the demonstration.
  + If the lobby should be completely vacated, take elevators to the upper level floors and secure them.

**GUEST AND TEAM MEMBER SPECIFIC TOPICS**

**Foodborne Illnesses**

* **See related procedures in Emergency Procedures Wall Mount and Manager on Duty (MOD) Emergency Procedures Manual.**
* An **incident** is a situation where a case of illness can be isolated to **one individual** and there are no other directly related cases.
* An **outbreak** is a situation where there are **two or more related cases** of illness, and these individuals experience the same or similar symptoms within the same time frame, after consuming a common food or ingredient.
* Foodborne illnesses have widely variable incubation periods, ranging from minutes to months.
* All reported incidents are to be taken seriously and each complaint should be handled courteously, showing compassion and concern for the guest or team member, without assuming responsibility on behalf of the hotel.
* The guest or team member should be directed to seek a physician for diagnosis.
* All reported incidents should be reported immediately directed to MOD, who should in turn immediately notify the General Manager.
* If two or more individuals show the same or similar symptoms, contact the local Health Department and the Regional Vice President - Operations notifying them of this situation.
* If three or more team members show the same or similar symptoms, contact regional OSHA office within eight hours.
* Gather necessary information about the reported incident by documenting all facts on the **Incident Reporting Form for Property Damage/Guest Injury**. The objective is to try to establish the source of the illness so that further spread/other incidents may be prevented.
  + - Identify the dates and duration of guest stay or when the team member worked.
    - Determine if the guest stayed with a group.
    - Identify the food the guest or team member could have eaten at the hotel – breakfast, catered lunch, dinner, suite shop, market pantry, etc.
* In the kitchen/food service area:
  + Collect any food items related to the reported incident (prepare and unprocessed).
  + Store the food items in a secure, tamper-proof container in refrigerated area putting a label and a date on it. Do not freeze the food items.
  + Check food preparation such as the condiments and sauces used.
  + Determined when the food in question was received and stored, and when the food was removed from storage or the refrigerator.
  + Check the temperature on the refrigerator and cooler; retain previous records on these units.
  + Check the water temperature on the dishwasher.
  + Check on the cleanliness of the food preparation areas.
* For **Marriott** hotels, follow the additional steps outlined in the **Potential Foodborne Illness Outbreak Procedures**, which is available for download from the Marriott Global Source Food Safety page under Lodging Operations/Food and Beverage. An outbreak incident must be reported to Marriott within four hours of the initial notification.

**Communicable Diseases/Airborne Illnesses**

* Such as, tuberculosis, Legionnaire’s disease, hepatitis, and meningitis.
* **See related procedures in Emergency Procedures Wall Mount and Manager on Duty (MOD) Emergency Procedures Manual.**
* Upon learning that a team member or a guest has contracted a communicable disease, immediately contact the Regional Vice President - Operations and Human Resources.
* The local health department will be contacted by Human Resources to assist in determining possible risk to other team members and guests, and to comply with any local/state requirements in reporting infectious diseases.
* The team member may be required to provide medical certification regarding his/her ability to safely work, citing the need for assessment of risk to co-workers based on the contagious nature of the disease. If this is not provided, it is best to follow company leave policies and require a release before allowing the team member to return to work.
* A team member’s medical condition is confidential, and, even if the team member has voluntarily disclosed information to co-workers, reasonable precautions must be taken by the hotel to ensure that it limits disclosure of information regarding the health of a specific team member only to those persons with a need to know.
* With this said, other team members may be notified, without identifying the actual team member who has the communicable disease, that a case has been reported in the workplace.
* As this relates to a guest with a communicable disease, guidance will be sought from the local health department.

**Slips, Trips and Falls**

* For example, wet floors, showers/tubs, parking lot, etc.
* These are the most frequently occurring incidents/accidents from both a team member perspective and a guest perspective.
* Extra precautions and attention should be given to this area including identifying possible hazards before an incident occurs.
* Please refer to the **Health & Safety Training Manual** (online only) for details on documentation and training as it relates to team members.

**MEDIA RELATIONS**

**Responding to the Media - Emergencies/Incidents at the Hotel**

* The media is the primary conduit for information that is provided to the general public. In order to keep control of the situation, it is necessary to keep control of the message that is delivered to the media. The information in this section will raise your comfort level in dealing with the media and give you some tips in responding to media inquiries.
* As stated in the **Emergency Procedures Wall Mount**, all media inquiries are to be directed to the General Manager. No other team member should speak to the media directly about incidents that have occurred at the hotel. In turn, the General Manager should contact his/her Regional Vice President - Operations to discuss the situation and determine the appropriate initial response to the media. This should include:
* Gathering the facts and double checking them
* Developing the key message
* As stated in the **Emergency Procedures Wall Mount**, if the General Manager is not available to speak to the media, or is uncomfortable speaking to the media, or the situation warrants a higher authority level speaking to the media, the corporate spokesperson are, in order of availability by referring to the **Emergency Calling Card**.
* As the spokesperson, here is a list of typical questions that the media may ask that you should be prepared to answer:
* What happened?
* When did the incident happen?
* Why did it happen?
* What are you doing about it?
* Who is affected?
* Is the crisis under control?
* Is anyone currently at risk?
* How are authorities responding?
* At all times, be accessible to the media, even if only to say “the authorities are still investigating the situation.” If the spokesperson is not available, or if he/she only says “no comment”, the media will think there is something to hide.
* Keep a log of all media contact and document the details of those interactions.
* Monitor the media’s coverage during and after the event (newspaper articles, television reports, online new stories, etc.). If something inaccurate has been reported, contact the applicable media source/report to provide the correct information.
* Minimize the association of the crisis with the hotel by:
* Keeping the media away from the site of the crisis
* Designating an off-site facility for press conferences
* Not publicizing the name of the hotel
* Not using podiums bearing a logo at press conferences
* Initiate information updates regularly or as needed with the media.
* Ensure the hotel team members are provided with the same factual information so that they are aware of the situation.
* Consult with the Regional Vice President - Operations to determine if a follow-up public relations campaign is needed.
* For additional information and insight on interacting with the media, please see the separate document titled, **Meet the Media.**

**Examples of General Media Statements:**

* “Yes, we can confirm an incident has happened. We will provide more information as it comes available. In the meantime, we are working with local authorities and, as the investigation is ongoing, we must currently refer you to the authorities for information.”
* “There has been an incident at the hotel. We are currently working to resolve the situation. At the moment, our primary concern is for the safety and welfare of our guests and employees.
* “It is inappropriate to speculate at the moment. When accurate information is available, we will provide it to the media.”
* “I will be happy to provide you with a statement as soon as I am able. Please leave me your contact information.”
* “I’m not able to address your questions right now. Please leave me your contact information so I may get back to you.”

**Examples of Situational Media Statements:**

* + “As soon as we were notified of the situation, we immediately took steps to sanitize the appropriate areas and notify our guests and employees. There is no imminent health risk and we are working closely with local public health authorities.”
  + “[**The hotel**] takes hotel hygiene and cleanliness very seriously. As a result, [**the hotel**] has established very strict standards of cleanliness that either meet or exceed public health department regulations.”
  + “We are aware of the case of food poisoning that has been reported.”
  + “The most important thing to remember is…”
  + “What we need to stay focused on is…”

**Spokesperson Do’s:**

* Introduce yourself by name and title
* Speak calmly and deliberately
* Be prepared with a key message and consistently deliver the same key message
* Always stick to the facts – who, what, where, how of the situation
* Keep statements and answers clear and concise
* Acknowledge the incident (avoid inflammatory words such as murder, shootings, attack, etc.)
* Always express concern for the wellbeing of guests and team members
* Accentuate the positive
* Assume any information relayed is on the record
* If you do not know the answer to a question, state this and that as soon as you have an answer you will provide the information
* Refer technical questions to the respective experts (e.g., fire marshal, engineer, health department, etc.)
* Set time limits for press conferences and interviews

**Spokesperson Don’ts**

* Don’t say “no comment”
* Don’t speculate or guess
* Don’t give too much information
* Don’t speak off the record
* Don’t admit fault or place blame
* Don’t express anger or frustration
* Don’t use industry jargon and clichés

**RECOVERY OPERATIONS**

**Introduction**

* Recovery operations includes immediate actions taken to recover from a critical incident. It is a proactive approach to getting the hotel back on its feet in the shortest possible time by rebuilding and restoring operations.
* For recovery operations to be successful, a **Recovery Response Team** must be established. Depending on the extent of the damage, the Regional Director of Operations along with the General Manager will established this team, which may include:
* General Manager
* Regional Vice President - Operations
* Chief Maintenance Engineer
* Director of Facilities & Purchasing
* Director of Design & Construction
* Director of Marketing & E-Commerce
* Director of Sales
* Property Accountant
* Corporate Staff Insurance Administrator

While the team leader is the Regional Vice President - Operations, the General Manager plays a key role in assessing the incident in real time and providing quality feedback.

**Recovery Process Immediate Steps**

* As soon as possible after the incident, the General Manager must complete and submit the **Incident Report for Property Damage/Guest Injury**, detailing the incident and the extent of the damage.
* Take as many pictures as possible; more is better.
* View security camera video to see if the incident was captured. If so, save the video on a flash drive for submittal along with the report and to the insurance company.
* Using the **Replacement-Repair Costs Spreadsheets** **for Insurance** form, immediately begin tracking all expenditures including labor related to the incident.
* Call the insurance adjuster as soon as possible after the incident. The adjuster should arrive within 24 hours. Do not touch or move anything until he/she arrives, assesses the situation, documents the details, and takes pictures.
* Secure the site and/or building as best as possible until **A&J Specialty** or applicable “**immediate response partner**” (for our third party hotels) arrives to begin the physical recovery operations. This may include roping off hazard areas, boarding up walls/windows, posting warnings signs, etc.
* Do not discard any damaged items until they have been inspected by the insurance adjuster and the immediate response partner, they have been completely inventoried, and you have been given permission to discard them. Some damaged items may still be salvaged, which will be determined by one or both of these parties. If needed, prior to inspection, damaged items may be removed from the building if needed due to smoke, smell or obstruction. Be sure to document and take photos of any items that have been damaged and items that have been discarded to later report to the insurance company.

**Critical Incident Initial Meeting with Recovery Response Team**

* Schedule within 24 hours of the incident.
* Discuss and document the following items:
  + What equipment and systems have been broken or damaged and are no longer operable?
  + Do we have any disruptions to electricity, gas, water, sewerage, and telecommunications systems?
  + Do any utilities need to be turned off and not used until it has been inspected by the utility company or by a competent professional?
    - Water at the main valve
    - Gas at the meter
    - Electricity at the meter
  + Can we continue to work out of/function effectively at the hotel? Do we need to establish an alternate location in the area where team members may work off-site, when necessary, and are able to access critical back-up systems, records and supplies?
  + Do we need to contact local law enforcement to advise them of the situation and to request extra patrols of the hotels?
  + Do we need to contract with a third party security company to be on site or for periodic patrols?
  + Review and refresh yourself on the **Media Relations** section in this Manual.
  + Create a contact list of all people/parties who may be affected by the incident and determine by whom and when they will be contacted. This list should include:
* Team Members
* Guests
* Vendors
* Owners/Investors
* Insurance Adjuster
* Hotel Brand
  + Discuss the need for continual Property Management Team presence for at least 48 hours after the incident occurs, maybe longer depending on the severity of the incident.
  + If the fire alarm system is out of order, the hotel must have 24 hour coverage during this time and have someone walk the halls once per hour. These walks must be documented on a log or in ServciePro.
  + Throughout the recovery process, the Property Management Team should maintain an ongoing log to document all pertinent items related to the incident.

**Connecting with Team Members**

* All team members are public relations representatives for the hotel, whether management wants them to be or not, and whether they want to be or not. With this, team members must be informed accurately and timely about the incident and empowered to carry the necessary messages during emergency situations.
* Within 48 hours following an emergency incident, hold a meeting for debriefing with team members.
* The purpose is to help team members understand some of the reactions they may have, by encouraging employees to gain support from each other, and by allowing them an opportunity to verbalize their thoughts and feelings.
* Emergency incidents can place a great deal of stress on team members. It is natural to feel nervous or scared about what happened.
* The Property Management Team should watch for signs of stress and/or trauma over a period of time.
* Throughout the recovery process, be sure to keep hotel staff informed. They may be concerned about:
* Co-workers or guests who may have been injured
* What is expected of them during the recovery process
* Whether they should show up for work the next day
* Also, talk to the team members about what happened and how they responded. Their perspectives are invaluable in helping to improve and prepare for future critical incidents.
* Finally, ensure team members are in the loop with regards to handling guests’ questions and concerns. Prepare a list of standard answers/responses to potential questions or questions you know will be asked. Discuss how the hotel is handling refunds.

**Taking Care of Guests**

* Be sure to keep all guests informed and updated as to what has happened and what the next known steps are going to be.
* If needed, immediately relocate guests to a different part of hotel or to another hotel.
* If guests have been displaced to the parking lot, ensure they are they comfortable and provide them with water and food/snacks if possible.
* In markets with cluster hotels, contact those General Managers for awareness and assistance as needed.
* Determine how refunds will be handled.
* Offer to assist guests with storage of their items if needed.
* Think about incoming reservations; modify available room inventory in system if needed.
* Personally follow up with any guests whose personal items were damaged/destroyed.
* Send a follow up letter to all guests staying at the hotel at the time of the incident, explaining what happened and apologizing for the inconvenience.
* Track all 100% refunds and other guest-related expenses incurred for insurance claim purposes.

**Contacting the Hotel Brand** (primarily done at their request to protect and preserve their image)

* For **Marriott** brands:
  + The Marriott Public Relations team is available to provide 24-hour media relations assistance in the event of a hotel crisis. They will provide communications counsel, assistance, and expertise in order to protect and preserve Marriott’s image.
  + In the event of an emergency that may result in media attention, contact Marriott Public Relations Crisis Communications Line as soon as possible.
    - During normal business hours (U.S. EST) – 301-380-7770
    - After hours and on weekends (U.S. EST) – 443-716-2303
* For more details on this, please see the Public Relations: Crisis Communications section on the Marriot Global Source extranet. (last updated August 2013)
* For **Hilton** brands:
* Contact the Director of Public Relations – Focused Service Hotels
* Currently, this is Jennifer Hughes (as of June 2014), 901-374-6518, [Jennifer.hughes@hilton.com](mailto:Jennifer.hughes@hilton.com) or [hiltonpr@hilton.com](mailto:hiltonpr@hilton.com).  The PR team can walk you through best practices and guide you in the right direction when dealing with the media.

**Weekly Progress Meetings with Recovery Response Team**

* Schedule progress meetings at least once per week until the hotel is back in full operation.
* Discuss and document the following items:
  + Reconstruction progress
  + Insurance process and issues
  + Guest issues
  + Team member health and welfare

**Critical Incident Debrief Meeting with Recovery Response Team**

* Schedule within 30 days of the incident.
* Discuss and document the following items:
  + What key lessons were learned because of this incident and during the recovery process?
  + What changes do we need to make to our business processes to mitigate this type of incident from happening again?
* Evaluate the team members and Property Management Team’s initial response to the incident. Is there any retraining that is needed?
* Rate the quality of communication as the critical incident was happening and during the recovery process.
* Rate the timeliness of the communication during the recovery process:
  + - Did the Recovery Response Team meet within the first 24 hours of the incident occurring?
    - Did the Recovery Response team have a final debrief meeting within 30 days of the incident? If not, is a date set for this final debrief meeting?
* Were all of the appropriate persons/parties in the loop during the recovery process and were they communicated with timely?
* Rate the quality of the recovery process itself.
  + - What went well?
    - What did not go well?
    - Who was responsible for the recovery process checklist and was it being utilized properly during the process and through completion?
    - Was the cleanup/rebuild/renovation work completed timely?
    - Was the cleanup/rebuild/renovation work completed in a quality manner?
    - Was the hotel able to adequately perform daily operations as usually during the recovery operations? If not, what could have been improved?
* Insurance process.
  + - Was the incident report filled out fully and timely?
    - Were quality and quantity of pictures taken?
    - Was the adjuster contacted timely?
    - Did the adjuster show up timely?
    - Did the adjuster provide quality and timely communication?
* Using the information learned in this debrief, the Regional Vice President - Operations needs to ensure company policies and procedures are updated accordingly to help improve and prepare for any future emergencies.