

3.1 Innovative Practices from Local Hotels

The resources and recommendations in this guide are intended to be guidelines that you can pull from as you create your own hotel's security policy. There is no single best practice or routine to follow – instead, hotels are advised to adapt from the guide to suit their circumstances.

The hotels below have found creative ways to balance between enhancing security, satisfying guests' needs, and maintaining a hospitable image.

How a midscale hotel bordering the city hides security features in plain sight

Hotel Statistics



202
Rooms

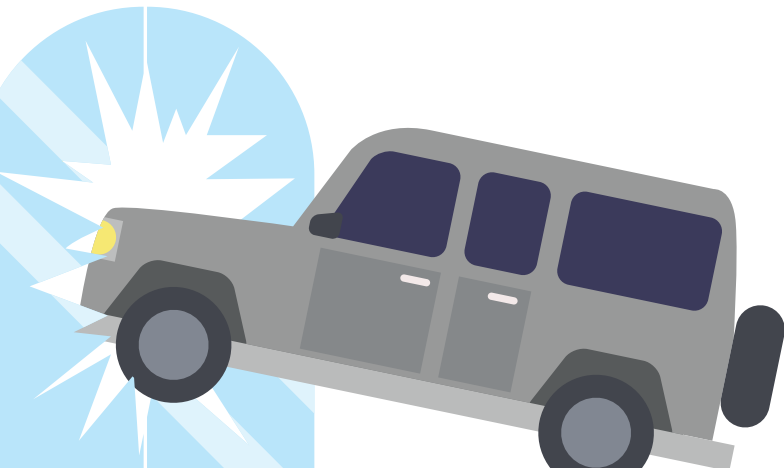


120
Full-time Employees



What They Practise

Crime Prevention through Environmental Design (CPTED)





Their Challenges

- ☐ A clear glass exterior allowed people to look into the hotel at night and observe employee movements, security patrols, locations of VIPs and guests, and even security passcodes
- ☐ Vehicles could potentially ram through the building's exterior from the driveway, but installing large barriers to prevent this would have affected the hotel's overall aesthetics



Their Measures

- ☐ **Installing wind-down curtains:** The curtains can be lowered at night or during events, preventing external parties from viewing and observing events inside
- ☐ **Hiding bollards inside large flowerpots along the driveway:** This provides a concealed physical barrier that can slow down speeding vehicles, even as the hotel is looking into other creative ways to further enhance building security with the installation of ramps or humps



How a centrally located midscale hotel enhances security with technology

Hotel Statistics



420
Rooms



240
Full-time
Employees

20
Part-time
Employees



What They Practise

Utilising technology to enhance security



Their Challenges

- ☐ In the event of an emergency, the hotel will need to alert guests, mobilise security personnel, and get employees to report in safely all at once, which would require a large effort to coordinate
- ☐ Gathering people at assembly areas could create an opportunity for terrorists to launch secondary attacks, resulting in more damage and possible loss of lives
- ☐ The hotel wanted its security personnel to be able to cover more ground and respond faster during emergencies, but without incurring significant manpower costs

Their Measures

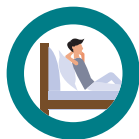


- ☐ **Equipping every guest room with a mobile device that provides free international calls:** In the event of a terror attack, hotel management can send out mass notifications to guests on ground areas to avoid
- ☐ **Providing security personnel with Segway personal transportation devices:** Gives security personnel greater ground coverage and higher efficiency compared to doing floor patrols on foot
- ☐ **Connecting critical CRT members' phones to security personnel's walkie-talkies:** Allows all parties to stay connected even when they are not physically present
- ☐ **Developing an in-house mobile app for employees:** Enables employees to remotely report their safety statuses during a crisis, thereby eliminating the need for an assembly area



How a centrally located luxury hotel prepares its employees

Hotel Statistics



792
Rooms



980
Full-time
Employees

1000+
Part-time
Employees



What They Practise

Providing employees with anti-terror tools and knowledge



Their Challenges

- ☐ It was easy for employees with a regular routine to simply go through the motions of security preparedness, without internalising the things they have learnt
- ☐ Translating the theory of what employees learnt to real-life situations could be difficult as employees tend to panic and forget important protocols during crises
- ☐ Pre-established procedures may also have loopholes that need to be identified, to ensure that crisis management runs smoothly in the event of a real attack



Their Measures



- **Creating an emergency hotline:** Employees and guests can use the hotline to report any suspicious activities they spot, and each employee also has a card with the hotline printed on, together with the slogan 'See Something, Say Something'
- **Conducting regular simulation drills:**
 - Employees are tested on their reactions during the drills, before security personnel identify gaps in how situations are handled
 - Learning points are then consolidated and shared with employees involved so that they know the right courses of action to adopt in future
- The simulations include situations such as:
 - An employee pretending to be drowning in the pool
 - A housekeeping employee pretending to be locked inside a room (using dry ice to create a scenario of smoke from fire coming through the gap in the door)
 - Leaving an unattended, suspicious bag at different areas of the hotel



3.2 Responding in the Event of a Terror or Cyber Attack

Terror Attacks

In the event of a terror attack, knowing how to respond swiftly and decisively amidst the chaos can make the difference between life and death.



Response measures that anyone can undertake in the event of a terror attack:

- ☐ If at the site of an attack, Run, Hide, and Tell immediately
- ☐ Perform Improvised First Aid Skills (IFAS), or Press, Tie and Tell, to stop the bleeding of casualties
- ☐ Cooperate with appointed hotel employees and security personnel as they evacuate employees and hotel guests
- ☐ Instruct employees and hotel guests to run as far as possible from the site of attack
- ☐ Find remote ways to check on the safety of employees (e.g. update on safety status via group chats)
- ☐ Provide the police and authorities with any relevant information to facilitate investigations
- ☐ Avoid circulating internal information, photos, or videos via social media, as doing so may create unnecessary panic and misinformation



Security personnel, in particular, play a crucial role in coordinating the response protocols with other departments, and ensuring everyone is familiar with their roles in a crisis. You may refer to pages 12 and 66 for online resources to share with employees.



Security Personnel

- ☐ Ensure that the Fire Command Centre is secured and readily accessible by required parties
- ☐ Activate your hotel's ERP
- ☐ Utilise pre-existing communications channels such as alarms or the PA system to alert employees and hotel guests
- ☐ Hand over copies of the hotel's key information to authorities if needed (see page 24)
- ☐ Activate building lockdown procedures to protect occupants who are in close proximity to an immediate threat
- ☐ Consider conducting a security sweep of assembly areas to ensure that there are no risks of secondary attacks present
- ☐ Alert neighbouring buildings of the attack, if possible



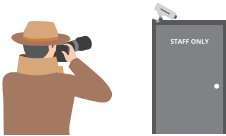
5.1 Tips for Identifying Terror Threats

There's no single feature that will identify an individual as a terrorist, or evident signs that a place is about to be attacked. However, many terrorists follow similar patterns when planning or preparing to attack a site.

How might a terrorist threaten your hotel's security?

Terrorists' Goals

Actions Taken



Collect information to plan an attack

- Taking photos of restricted areas, security personnel, security cameras, etc.
- Asking about how many people will be around at different times, what your security strength is, which areas are restricted, etc.



Test your building's security

- Pretending to be lost and attempting to open locked doors or enter secured areas
- Setting off fire or security alarms to learn how long authorities take to respond
- Saying they have lost their room key and need a replacement, without providing any ID



Raise funds and get supplies

- Leaving a booked hotel room vacant, and using it as an address for packages and supplies to be delivered to
- Meeting with supporters and holding discussions in a hotel room



Prepare to attack, or carry out an attack

- Leaving behind a bag or small object and watching how long it takes before it is noticed, reported or picked up by security
- Sending in people to walk around the premises and planning out routes to take when conducting an attack

What are some ways that a terrorist may act?

Someone planning or carrying out a terror attack may exhibit some of the following signs – but so could people who may be unwell or simply nervous about travelling. Conversely, terrorists may also conduct themselves calmly and not display any physical indicators. The best way to stay safe is to immediately report suspicious activities or individuals, and for security personnel to promptly follow up by investigating. While it is not possible to be conclusive, your employees should be encouraged to watch out for people who display physical cues (such as some of the ones listed below) and report them to security personnel.

Physical Cues of Anxiety



Sweating profusely



Not making eye contact



Licking lips frequently



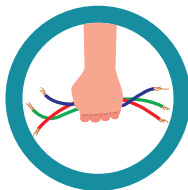
Looking very nervous



Appearing strained



Clutching bag constantly



Holding dangling wires



Trembling and touching face repeatedly

Spotting Radicalisation Among Employees

Terror threats can come from within our organisations. All employees should know how to identify signs of radicalisation in their colleagues, and have appropriate channels to report anything suspicious that they see.



Possible Signs

Below are some possible signs to look out for, and the list is not exhaustive. These include:

- Avid reading of radical materials
- Spreading and reposting terrorism-related pictures, videos and posts online
- Expressing support for terror groups
- Stating intentions to commit terrorist violence, or encouraging others to do so


In the next section, you will find more comprehensive tips to identify terror threats grouped according to key hotel roles.

Tips for Identifying Terror Threats

- **Frontdesk**
- **Hotel Lobby**
- **Concierge Department**

Employees working in public areas, such as the concierge and reception, mailroom and F&B areas should be on the alert for suspicious behaviour from guests and visitors. Security personnel and maintenance employees also have a responsibility to react promptly by investigating any possible security breaches.






Loitering around the lobby without being able to give a good reason

STAFF ONLY

Investigating hotel entrances and exits, or trying to enter employee-only areas



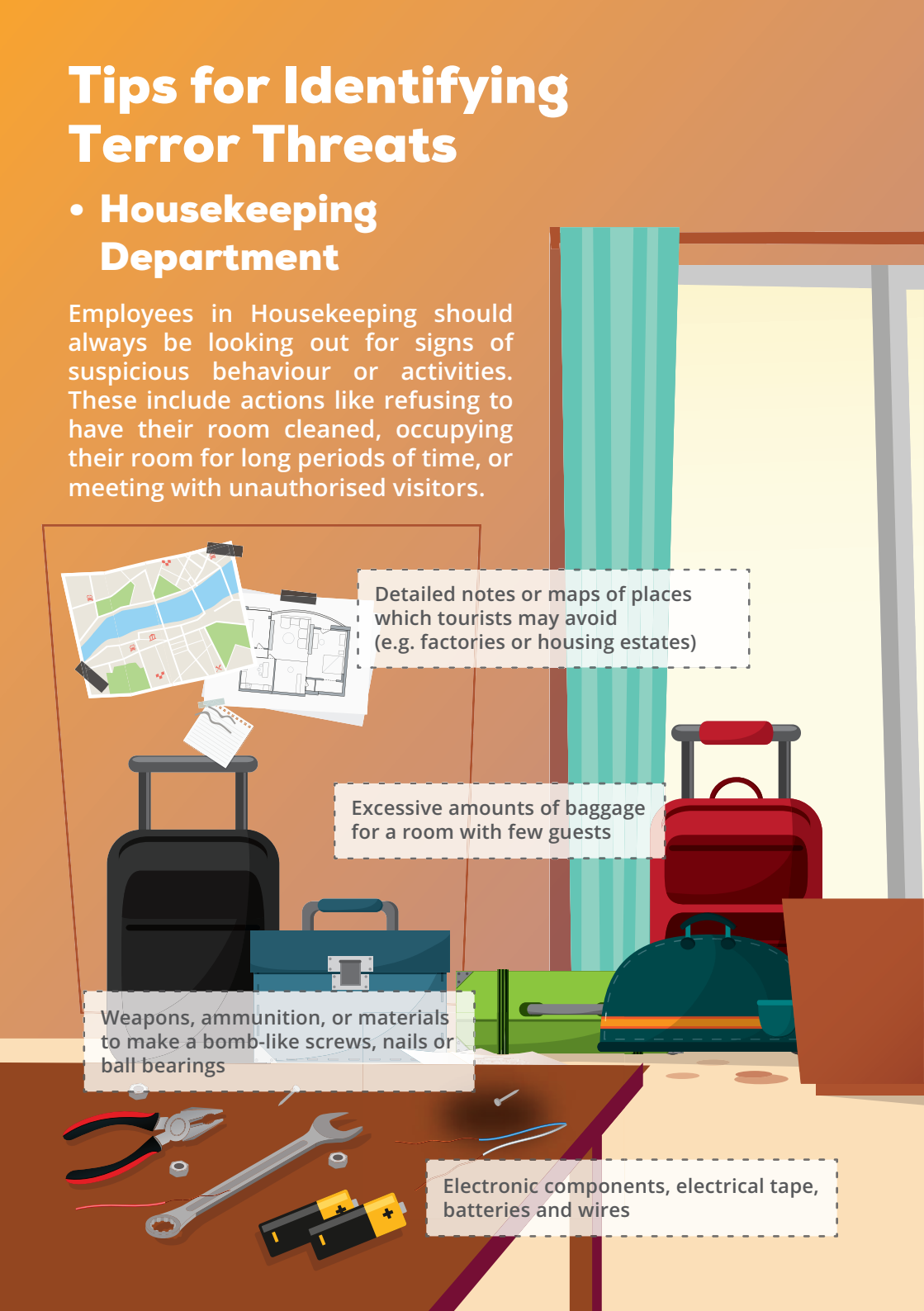
Strongly refusing help to carry or move heavy luggage

Baggage left unattended or abandoned in out of the way places

Tips for Identifying Terror Threats

• Housekeeping Department

Employees in Housekeeping should always be looking out for signs of suspicious behaviour or activities. These include actions like refusing to have their room cleaned, occupying their room for long periods of time, or meeting with unauthorised visitors.




Detailed notes or maps of places which tourists may avoid (e.g. factories or housing estates)

Excessive amounts of baggage for a room with few guests

Weapons, ammunition, or materials to make a bomb-like screws, nails or ball bearings

Electronic components, electrical tape, batteries and wires



Fire alarms or smoke detectors being tampered with (i.e. removed or disabled)

The illustration shows a bedroom with a bed, a bookshelf, a lamp, and a window with curtains. There are several signs of fire damage: a smoke detector is missing from the ceiling, there are dark burn marks on the wall above the bookshelf, a wavy line on the headboard suggests a fire, and smoke is coming from the window. There are also several cardboard boxes in the foreground, some with shipping labels.

Burn marks or odd discolorations on furniture that were not previously present

Strange chemical odours, like cleaning solvents, fuel, almonds or marzipan

Parcels with excessive use of adhesive tape, boxes and receipts for chemicals

Tips for Identifying Terror Threats

- **Carpark Valet**
- **Transportation Service Employees**

Hotel security personnel and employees overseeing the hotel perimeter should monitor the behaviour of guests, suppliers and third-party contractors. On a regular basis, they should check their purpose of visit and ensure that vehicles are not left unattended for unusually long times.





HOTEL

The illustration shows a dark blue hotel building with large windows. A sign on a pole in front of the building reads 'HOTEL'. Two cars are parked in front of the hotel. The car on the left is dark-colored and has several callout boxes pointing to it. The car on the right is light-colored. A potted plant sits between the two cars. A yellow sun is visible on the left side of the image.

Blankets or tarps covering large items

Cargo that gives off unusual or chemical smells

Strange liquids leaking from the passenger areas or the trunk

Person repeatedly driving around the hotel, or driving by on different occasions

Sunken boots on the bottom of an over-weight vehicle