Meeting Your Duty of Care:

Conducting Security Assessments of Hotels and Airlines

Presenters

- Grant Caplan, Consulting Strategies
- Has extensive Project Management experience in global travel technology selection and deployment, global travel agency selection and deployment, and selection of security services and integration with travel programs
- Client list includes consulting relationships with large corporations such as Procter & Gamble, General Motors, and Weatherford International

- James Knotts, KBR Senior Manager
- Provides KBR employees across the globe the best security practices and training for the protection of project personnel, corporate information and overall business operations.
- Also serves as the Crisis Manager for KBR on the Global Crisis Management Team
- Retired officer from the United States Army with an extensive amount of law enforcement and anti-terrorism experience at the Local, State, Federal and international level

Goal

- Is it enough to assume that the hotels where your company has negotiated rates are safe? Is an IATA designation enough of a litmus test to guarantee that an airline meets your safety standards? This session will explore the various methods you may use to vet hotels and airlines and help reinforce your duty of care requirements.

Attendee Profile

- ✓ Travel Buyers
- ✓ Hoteliers
- ✓ Security Specialists
  - ✓ Dedicated Corporate
  - ✓ Non-dedicated Corporate
  - ✓ Intelligence Specialists
- ✓ Risk Management/Legal
- ✓ Insurance
- ✓ Media

Duty of Care

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Evaluate the Threat

Threat assessment is concerned with predicting future violence or other undesirable actions

- Harassment

- Sabotage

- Disruptive activity

Case Study

Nairobi, Kenya (Branded Hotel)

Before: Complacency existed across all avenues of security measures before US Embassy bombing.

After: Security upgrades after Embassy bombings: (Professional/trained guards, improved barrier gate inspection of all vehicles, improved registration process for hotel events, luggage inspection process improved, Guard on guest floors alertness improved)

Hotel Assessment Areas

- Threat (Location Threat Profile)
- Vehicle Security and Parking Access control
- Pedestrian Access & Visitor Control
- Guest Room Security
- Security/Safety Infrastructure
- Information and Personnel Security
- Emergency & Crisis Response Plans

Travelling Communities

- Religious

- Special Needs – Accessibility

- Women
  - Well-lighted hallways
  - Straight hallways (no alcoves)
  - Creature comforts (hair dryer, ironing board)
  - Valet parking
  - Street lights

Accommodation Location Threat Profile

- What is the security threat rating for this country/locale? What are the primary threats? Your embassy can assist and industry contacts if you do not utilize a contracted intelligence service.

- Does the hotel have a security and threat monitoring organization? Where do they derive their security (threat) information from? 1e. Local police

Potential Threats To a Hotel

- What is located within 1 mile/km of the hotel? e.g., Slum

Distances to:

- Transportation centers
- High profile Government Buildings
- Multi-national company office buildings
- Critical Infrastructure – e.g., Power plants, dams
- Monuments of Significance
- Western Embassies or Consulates

Services Needed Post-Incident

Name, address, distance and contact number of nearest:

- Hospital (capabilities)

- Fire Station (capabilities/ladder truck, average response time to hotel)

- Police Station/Law Enforcement facility (capabilities, response time)

Hotel Assessment - Background

- Is the hotel in an area which has recently seen significant public events including demonstrations or protest?

- What is the estimated crime level in the surrounding neighborhood?

- What is the major criminal threat? e.g., assault, theft, robbery etc.

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Hotel Assessment - Background

- Has there been an attack against the hotel brand that may impact its use?

- Is the hotel brand likely to attract the attention of extremist groups?

- What type of district is the location?

e.g., industrial, residential, commercial, retail

Hotel Assessment - Background

- Is the hotel located in an area prone to natural disasters?

- Who is the hotel's primary clientele?

- What is the star rating of the hotel?

- Is the hotel routinely used as a public venue?

Hotel Assessments
Vehicle Security and Parking Control

- Is there a physical barrier?

- Are vehicles screened?

- Are controls in place to stop non-screened vehicles?

- What is the stand-off distance?

- Where is the hotel taxi stand?

- Where is visitor parking lot located?
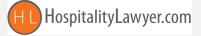
- Separation from the main building?

Hotel Assessments
Pedestrian Access & Visitor Control

Assess:

- Supervision of entrances and exits
- Security guard coverage
- Conference/meeting rooms location
- Primary restaurant location
- Is there a policy of locking meeting rooms when not is use?

Hotel Assessments
Pedestrian Access & Visitor Control

- Is access to the loading dock and employee entrance areas controlled effectively?

- How many access points to the hotel? Are these points effectively secured by the hotel?

- Is the hotel in close proximately to or share entrances/exits to public spaces such as shopping centers? If so are these areas secured effectively by the hotel?

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Hotel Assessments
Guest Room Security

- Controlled access to guest floors
- How are guest rooms doors secured?
- Are the guest room doors self-closing?

- IMPORTANT: Is there a safe or security box provided in rooms? Can it accommodate at least a large laptop?

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Hotel Assessment
Security Infrastructure

- Is there a security control room?
- Does the control room integrate all emergency and security systems?
- What is the anticipated response time for first response emergency services?
- Does the hotel have CCTV system?
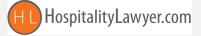- What is the method of recording and frame rate? How long are recordings retained?

Hotel Assessments
Safety Infrastructure

- If the hotel is in a natural disaster prone area, is it certified to acceptable standards to withstand these conditions?

- Is there a sprinkler and fire detection system covering guestrooms and emergency stairwells?

- Does the hotel have an emergency PA system that gives messages in multiple-languages?

Hotel Assessments
Safety Infrastructure

- Does the hotel have multiple evacuation routes?

- Are security and safety advisories posted in guest rooms?

- Are evacuation procedures posted in guestrooms?

- What is the location of the hotel muster points?

Hotel Assessments
Safety Infrastructure

- Are the fire stairs clear of debris?

- Does the hotel have a documented procedure for food-borne illness, Avian flu, or other infectious disease?

- Does the hotel have a doctor or nurse on-call 24 hours? If not, what is their procedure?

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Hotel Assessments
Information and Personnel Security

- Do after-hours visitors have their details recorded?

- Is photo ID for hotel registration?

- Does the hotel retain a copy of a guest's ID?

- What measures exist to ensure the safe destruction of guest's confidential information?

Hotel Assessments
Information and Personnel Security

- Are hotel guests permitted to register using an alias?

- Does the hotel perform pre-employment screening of staff? How is it performed?

- Are staff issued photo ID cards/badges? Are they required to wear them?

Hotel Assessment Security & Life Safety

- Is the security guard function managed in-house? If no, describe arrangement? Size of force?

- Hours of security team operation?

- Are any security guards routinely armed and/or issued two-way radio communications?

Hotel Assessment Security & Life Safety

- Does the hotel have a security & life safety policy and procedures?

- How is termination handled?

- Is key control system monitored by management?

Hotel Assessment

Emergency & Crisis Response Plan

Is an incident escalation process documented, known to staff, tested and drilled?

Does the hotel have a crisis management plan and team trained to covered the following events:

- Bomb threat/ Suspicious packages
- Fire/Evacuation
- Natural Disaster
- Utility Failure
- Injury and Death
- Major Security incident eg. Terrorist attack
- Crisis Communications
- Infectious Diseases/Avian Influenza/SARS

Hotel Assessment
Emergency & Crisis Response Plan

- Is security screening process (magnetometers, etc) sufficient to deter PBIEDs?

- Is the hotel security staff organized, trained and capable of being an effective deterrent or response force?

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Questions and Answers

Airlines Assessments

Case Study – Sudan

- Company required multi-engine aircraft for extensive remote bush travel

- Assessed airline was contracted for multi-engine aircraft and had numerous single engine rugged bush planes that were capable of performing the mission

- Company insisted due to passenger load and remote terrain/distances to be traveled that a multi-engine aircraft must be provided for it's travelers

Airline Assessments

These functions include, but are not necessarily limited to, the areas of:

- Operational Policies and Implementation
- Safety and Security Management
- Flight Operations and Flight Crews
- Aircraft Maintenance Practices and Personnel
- Physical Facilities
- Aircraft Support Equipment
- Insurance and Legal Review

Airline Assessment Safety

Air charters should undergo periodic audits or operational reviews.

Topics subject to review include:

- Flight Safety
- Operating Procedures
- Crew Training
- Maintenance
- Management
- Accounting
- Air Charter Company certification
- Cargo and Passenger Operations
- Pilot Qualification and Certification

Airline Assessment Safety

- All flight crews should be operating in compliance with their local governing aviation authority.
- They shall obey all regulations pertaining to public air transportation operations.
- All flight crews will adhere to their local Civil Aviation Authorities' regulations pertaining to flight crew limitations and rest requirements.
- All charter crews should provide courteous and friendly service to passengers with strict passenger pre-departure and in-flight customer care.
- The charter crews should follow established best practice security procedures and recommendations while on the ground and in the air.

Airline Assessment

Aircraft Security Management: Provides and understanding of the potential threats to an aircraft that a traveler may encounter should be completed.

- Ensure that no unauthorized individuals or vehicles gain access to the protected aircraft or the immediate surrounding areas.

- Validate that all aircraft security personnel must follow strict "Post-Orders" to eliminate potential tampering, vandalism or transgression against the aircraft.

Questions and Answers

Your Available Resources

US State Department
- Country and Travel Security Information
- OSAC (Overseas Security Advisory Council)
- Regional Security Officers (RSO) located at Embassy/Consulate.

- Australia Department of Foreign Affairs and Trade
- U.K. Foreign and Commonwealth Office
- U.S. Department of Homeland Security

- Industry partners operating in locale
- Multi-National companies located in locale
- Other Nations Foreign offices/Embassies
- Contracted Security/travel/Intelligence services
- Host Country Law Enforcement & Foreign Ministry
- Multi-National branded hotel corporate security
- If applicable your In-house Corporate Security & Travel Depts.
- NGOs operating at the locale
- Company project personnel operating in locale
- International media outlet/reports (BBC, Reuters, etc)

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Thank You

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