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Case: Original Sokos Hotel Vaakuna Vaasa

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TIIVISTELMÄ

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Tämä tutkimus käsittelee hotellien turvallisuusjohtamista ja vielä tarkemmin yhden kohdehotellin turvallisuusjohtamista. Kohdehotellina tässä tutkimuksessa toimii Original Sokos Hotel Vaakuna Vaasa. Opinnäytetyön tehtävänä on selvittää kuinka hotellin turvallisuusasioita johdetaan ja kuinka niitä voisi kehittää kohdehotellissa. Tutkimus tehtiin auttamaan kohdehotellin turvallisuusvastaavaa kehittämään ja parantamaan hotellin turvallisuutta.

Opinnäyte koostuu teoreettisesta viitekehyksestä ja empiirisestä tutkimuksesta. Empiirinen tutkimus toteutettiin käyttäen laadullista tutkimusmenetelmää. Tutkimusaineisto koostuu kohdehotellilta saadusta materiaalista sekä turvallisuudesta vastaavien henkilöiden haastatteluista.

Tutkimustulokset kertovat kuinka turvallisuusasioita johdetaan kohdehotellissa ja mitä mahdollisia kehityskohteita ja parannuksia kohdehotellissa oli liittyen turvallisuuteen. Turvallisuusasiat ovat kohdehotellissa erittäin hyvällä tasolla ja tulevaisuuden tehtävä hotellille onkin tulla hyvästä parhaaksi.

ABSTRACT

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This thesis studied hotel security management and examined one case hotel more closely on matters of security management. The case hotel in this research was Original Sokos Hotel Vaakuna Vaasa. The aim of the thesis was to find out how security aspects are managed and how they could be developed in the case hotel. This research was conducted to help the case hotel's security supervisor to develop and improve security.

The thesis consists of a theoretical framework and an empirical study. The empirical part of the research was conducted using qualitative research method. The data for the research was collected from material received from the case hotel and, from the held interviews with persons handling security matters in the hotel.

The results of the research conclude how security aspects are managed in the case hotel and what possible developments and improvements there could be done to improve the hotel's security level. Security matters are very well handled in the case hotel and the future mission for the hotel is to improve from good to the best.

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1 INTRODUCTION

As long as there has been hospitality industry, security has been one of the main aspects of managing a hospitality business. Hospitality business is about customer service and what kind of customer service it would be like if the customers would not feel secure. Another important aspect is the security of the personnel working in the business and the surroundings affecting the business.

Successful management involves being able to predict and control situations, people, or things. If something can be anticipated, managers must have in place policies or procedures with which to deal with the event. From time to time, however, despite all attempts to provide a safe and secure environment, something that was not anticipated may cause a guest to experience injury or loss. (Rutherford 2002, 177.) Risks and dangers in the world are very real and they are constantly changing. That is why the management of hospitality business must follow the ever-changing world so that their security aspects are up to date and functional.

In this research, I will concentrate on how security management is executed in the hotel business. In theoretical study I will research literature and previous researches concerning how security issues are handled in hotels what different kind of safety organizations there are in hotels. Also, I find out what kind of laws and obligations concerning security and safety there are to every facility and, therefore, hotels also.

As a case study in this thesis I am going to research a certain hotel on how its security aspects are managed and organized and what kind of improvements and developments might be implemented. The hotel in question is Original Sokos Hotel Vaakuna, Vaasa. The reason I chose this research topic as a thesis topic is that I work as a receptionist in the research hotel and I have been assigned to start as a security supervisor in the hotel. This research will help both I and the hotel in the future as while doing the research I am going to learn about the existing safety structure in the hotel as well as come up with development ideas and improvements for my future job description.

2 THEORETICAL FRAMEWORK

2.1 Security and Crisis management

“Crisis management is understood as the strategies, processes and measures which are planned and put into force to prevent and cope with crisis.” (Gloesser 2003, 21.)

The term management describes the leadership of some organizational unit. Management can be separated to institutional and functional ways of thinking. Management consists of people who carry out management tasks, activities, and functions. Management is a term for all tasks and processes connected with the running of an organization. These tasks are planning, organization, implementation, and control. Management can be targeted at a person or a material related issues.

Crisis and security management was first used in politics. The expression crisis management describes handling of a serious, extraordinary situation as security management describes closely the handling of preventing serious and extraordinary situations. The line between security and crisis management is a thin line and often the two collide with each other. It is hard to say what is the precise moment when a security issue, or a risk, develops into a crisis.

Just like management can be looked from an institutional and a functional point of view, the same thing applies to security and crisis management. As an institution security and crisis management refers to a group of persons who are responsible for security and crisis related issues. This group of persons are also dominant in the functional security and crisis management, but employees and other external forces join with upper management as actors in security issues and crisis (Glaesser 2003, 21-22).

2.2 Basic Elements of Hotel Security

There are many visions and options on how to view hotel security. I decided to approach the topic with dividing it in to four basic elements. The separation is done based on who are affected by different safety risks and threats. The following Figure 1 defines the four different elements of hotel security.

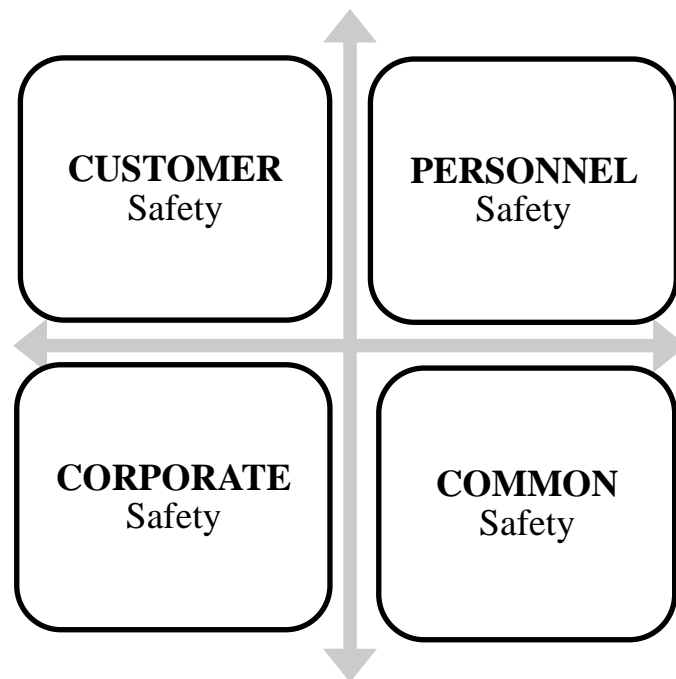


Figure 1 Basic elements of hotel security (Huhtala 1997, 39)

2.2.1 Customer safety and security

Hotel is responsible for the safety of its customers during their stay in the hotel. Responsibility for customers safety involves: protection of life and health, physical inviolability, protection of property and taking care of intimacy protection.

Protection of life meaning here that there are not any life-endangering aspects in the premises of the hotel. Aspects like, inoperative and unattended fire alarm systems, materials against recommendations used in hotel rooms, restaurants etc., unattended broken electronic devices, blocked exit routes etc. All these aspects are risks for a customer's

life. Aspects endangering customers' health are a little milder threat. Protection of life and health cannot still be separated, as a serious health risk can endanger a customer's life. Possible health risks for customers are food poisoning, a salmonella infection and heart attacks. Level of grocery hygiene in Finland is very high and the law in these matters very strict, but still food poisoning and similar are a possibility. Securing customers' health requires such actions, equipment and devices which prevent or decrease harmful health risks. Examples of such actions are, creating safety organization, personnel safety training, maintenance of safety equipment, safety manuals and following common hygiene regulations (Huhtala 1997, 39-44).

Customers of a hotel have physical inviolability. In Finland, as in many other countries, a customer visiting a hotel has a legal right to integrity. This right is denied if a customer is violent and causing risks to the staff or other customers. Customers are responsible for their hotel rooms when they are checked in to the hotel. The hotel's responsibility is to secure the customer's room from possible thefts, robberies, assaults, and rapes. There is strict rule on who can go in to a customer's room. Allowed to go in to the customer's room are: housekeeping, room service, maintenance, security, and reception staff (Norrgrann, C 11/2011).

Activities focused on the protection of customer's physical inviolability and property are much the same. Often customers keep their valuables, money, credit cards etc. in their hotel rooms despite the instructions given by the hotel about safe keeping of property. Unfortunately, people who are after customers' property know this as well. Basic guideline for customers is that don't keep your affects openly in the hotel room, but use the safe deposit box and if there isn't one, bring your valuables to the reception for safe keeping (Huhtala 1997, 61-62).

Every hotel guest has the right to privacy while staying in the hotel. A basic rule and responsibility is that information regarding hotel guests is never handed out to anyone asking them. Of course, common sense should be used, for example, if a child is looking for his parents' hotel room, the information is given. Intimacy protection obliges hotel regarding every customer, regardless of customer's status. There are some certain and special precautions which are followed with so called VIP-customers like states-

man, politicians, royalties, and some public figures like celebrities and similar (Huhtala 1997, 84-85).

A part of good customer service is that the hotel commits to taking care of the customer's safety. A hotel must follow laws and regulations, norms, and normal caution. If these are not followed and harm comes to the customer, he is entitled to compensation. A hotel is always liable to compensate no matter has the management had anything to do with the error. The damages act requires that employer is liable from the harm that an employee causes to a third party, ergo the customer. Resulting from this, it is always in the interest of the management to take care of the training of employees, also in the safety matters. A hotel is obligated to defend the customer against such outside threat that might harm the customer's health or property (Brännare, Kairamo, Kulusjärvi & Motero 2005, 206).

In customer safety, it is not enough to have proper security measures, for example by correct installing security cameras. The management should, through posters, media, and other possible ways educate the customers to protect themselves. Carelessness, thoughtless actions, and indifference are a safety risk and causes security problems. Customers often leave their valuables lying around the hotel when they are not in the room. Customers should always use the safe deposit box, if there is one, or leave their valuables to the reception. Many customers also hesitate to report any suspicious or dangerous actions they notice. Often a crime or crisis could have been prevented if the personnel or security staff had been alerted. Customers also often leave their room doors open, perhaps due to closing them carelessly or forget to check if they are locked. Guests should not also invite strangers in their room. These are things that customers probably take care when they are home, but often forgot when away on vacation or business (Dix, C & Baird, C 1998, 168).

2.2.2 Personnel safety and security

Hotel and restaurant personnel are viewed as employees working in a risky field of business. Hotel and restaurant personnel have their own interests to secure their safety and improving the security in their work as well as hotel employers have their duties

and responsibilities regarding safety and security towards their employees. Safety and security is a mutual interest for all sides of the business.

Preventing and controlling risks towards employees are the duties of the employer. The duties involve: keeping chart on violent situations, give out written instructions, training and briefing the personnel and maintaining alarm and structural systems and organizing debriefing. It is preferable to try and create a common vision regarding security and safety for the whole personnel of the business.

As said earlier, the hotel business is a risky field of business. What makes it so risky? First, working in a personal service business exposes the risk of violence when working in a direct contact with the customer. A part of working in the service business is observing and controlling the behaviour of the customers' and giving bans and orders to the customers as needed. This might intimidate some of the customers. The risk is emphasized when customers are drunk or under the influence of drugs.

Not all people are suited for working in customer service. This is also a possible risk in the field as a service person's behaviour might increase a customer's aggression. If an employee acts disrespectfully and arrogantly, publicly embarrasses or threatens a customer, the customer can become aggravated and this might create a risky situation. The work culture in a business has a great impact on how to act towards customers (Huhtala 1997, 89-98).

Number of personnel working alone has increased considerably in the accommodation industry. This causes negative feelings amongst the employees. Most of cases working alone happens in the night shifts. During the night, it is hard to get help fast and possible eyewitnesses are often missing. Many employees decline working alone at night time. One reason for the increase in working alone is economic depression. Economic depression has empowered the productive and effectivity thinking in the industry. But however, if personnel's safety is risked, working alone cannot be defended with economic reasons. If economic reasons demand working alone, the employer should at least make sure that the four fundamental rights of an employee working in risky line of business are fulfilled. The four fundamental rights are: the possibility to take cover, to run, to

raise an alarm and get help fast and to record the threatening situation (Huhtala 2004, 14-15).

2.2.3 Corporate safety and security

A hotel's safety and security from a corporate point of view is mostly based on economic basis. There are external factors that affect and limit the decisions of management on the issue of safe continuance of the business. Including factors like: actions of government, situation in the market, rival situation, and reactions of stakeholders. There is little that a hotel can do concerning these factors.

It is good to take in to consideration how external factors can affect how a hotel manages its safety and security aspects. Even though the management would like to ensure its employees and customers safety and act in accordance with the changing security surroundings, sometimes possibilities in investing in these matters are limited (Huhtala 1997, 146-147).

2.2.4 Common safety and security

The last basic element of hotel security is common safety. Common safety and security consists of matters that are common for all parties in the hotel business. Common risks and threats don't "choose" their victims, but they concern customers, personnel, and the corporation. Typical examples of this are fires and bomb threats. Other mutual risks, but not as common, are gas and chlorine leaks, terrorist activity and natural hazards. These and other risks are covered in more detail chapter security risks in hotel industry (Huhtala 1997, 256-257).

2.3 Security Organization in Hotels

For handling of security aspects in a hotel, it is a custom that a hotel has an established safety organization. A safety organization can be elected once year or, if the organization is assembled from the managers of each department, the organization changes with the changes in the management. General guidelines for security organization say that

the organization should have members from all departments in the hotel such as reception, restaurant, and housekeeping, for example. The organization defines the members by name, responsibility areas and tasks during emergency situations. For all the members, backup members are named. In a situation of crisis, the members of the security organization are responsible for leading but, of course all personnel are responsible for helping the guests and other members of staff. In the following list the basic duties of a security organization are listed:

- Organizing personnel training (first aid courses, fire safety training etc.)
- Updating emergency codes and instructions
- Updating evacuation plans and distribution of tasks
- Fire and evacuation drills 1-2 times/year
- Maintenance of fire alarm system (maintenance department)
- Composing of announcing systems
- Composing of in-house signboard system
- Controlling exit areas
- Follow up and update new regulations and laws

(Norrgrann, C 11/2011).

Security in a hotel is maintained and developed by creating a functional safety culture inside the business. Creating a functional safety culture begins from the management. Management must commit to safety aspects regarding the hotel and act as an example for personnel. Safety aspects must be clearly organized and security must be considered in every activity and in all operations inside the hotel. The personnel must be trained and motivated towards safety aspects. A hotel's security culture must be maintained and updated continuously: Safety plans must always be up to date, new employees must be briefed, regular training for personnel must be organized and ongoing internal monitoring and rehearsing safety aspects must be implemented (Brännare et al. 2005, 204).

2.4 Security Risks in Hotel Industry

“Negative events will be defined as all incidents pertaining to the organization's environment, which can cause lasting damage from the perspective of the concerned organi-

zation. This means that they can threaten, weaken, or destroy competitive advantages or important goals of the organization. Thus, it is preferable to aim at wide point of view, which considers negative events not only as security problems.” (Gloesser 2003, 16)

2.4.1 Criminality

General growth in criminality has increased crimes against hotels. Hotels and restaurants are targets for break ins, because there are materials that interest minor criminals, like alcohol, tobacco, money, and different devices. Hotel thieves use faults in security measures and possible safety risks, like the lack of personnel. Forms of international criminality occurring in Finland are gun and drug trade, prostitution, smuggling of hormones, car and bicycle thefts, economic crimes, break ins and thefts towards technical equipment, tribute collecting, illegal street sale and robberies.

In tourism destinations, there are plenty of foreign and unfamiliar visitors, which helps criminals in infiltrating amongst the tourists. Criminality is drawn especially to big mass events, where there are participants from different areas. Tourists carry with them the money they need, credit cards, clothes and cameras, and the criminals know this. Crimes towards tourists are mostly crimes against property: cons, pickpocketing and petty theft (Brännare et al. 2005, 206).

A robbery is a very traumatic event for the victim. Who would not be scared when suddenly there is an aggressive, and possibly drugged, person pointing at you with a gun and acting threateningly? If this kind of an event is extreme and an employee gets hurt, the trauma can be deep and last a very long. Physical injuries often heal faster than mental ones.

Today robbing a cash register is not very profitable as most payments are made with credit cards and notable amounts of hotel profits come from direct bills paid to the hotel's bank account. This means that the amount of cash is very small in a hotel's reception. Security investments, personnel safety training, guarding, time delay safes and visible camera surveillance have increased the possibility of getting caught and decreased the amount of robberies.

After a robbery, an employee should alert the police immediately, while keeping calm and explaining clearly what is happened. It is important to isolate the crime scene, so that nothing or no one can damage the evidence of the crime scene. An employee should demand that the witnesses of the event remain in the scene at least until the police arrives. It is good to remember that reporting of crisis is handled by the person responsible for doing it. As soon as possible after the robbery, employee should fill in the robbery identification form (Appendix 1). Table 2 describes instructions made by the police in case of a robbery (Huhtala 2004, 46-47).

Routines can become a safety risk. An employee can “become blind” to his own working environment, methods, and ways of acting. Some routines are learned in the beginning of the employment and these routines can be hard to change, at least without an effort. When a person is busy, he does not have time to notify suspicious movement in the premises. Often there are too few watching eyes and ears. Unwanted persons can infiltrate in to the normal customer flow. Especially personnel responsible for security aspects should learn to view things from the criminals point of view. Persons planning a crime pay attention, for example, to the location of cash registers, number of personnel during different times, location of security cameras, movement of guards and locking of doors. Employees should also pay attention to these aspects and write down any observation of suspicious persons in the hotel premises. Modern technical security investments cannot replace seeing, hearing, thinking, observing and questioning personnel. Surveillance technique should support human surveillance, not replace it (Huhtala 2004, 24).

Especially large city business hotels, despite the security arrangements, might attract hotel thieves who dress nicely, act respectfully, and don't raise any suspicions, until money, credit cards and other valuables begin to disappear miraculously from the rooms and other premises. Hotel customers should be advised to leave valuable property in the safe deposit boxes reserved for hotel guests.

Hotel frauds happen in every hotel. Customer can, for one reason or the other, leave the room bill unpaid. Hotel frauds should be always instantly informed to the police. Another crime that hotel frauds typically commit is faking their personal data.

There are links which indicate that criminals operate under the cover of legal scene businesses. Especially hotels and restaurants are used as a scene for criminal activity like making contacts, washing money and prostitution. Organized crime creates contacts to prominent figures and spreads. For example, prostitutes' contacts with businessmen and politicians are valuable contacts for criminals (Brännare et al. 2005, 208, 219).

Table 2. Police instructions in case of robbery.

1.	In case of armed robbery, human life is not to be endangered, but to obey the Felon maybe drag a bit. The robber has a clear plan on what he is doing. Is best to do what the robber tells.
2.	Give small amounts of money at a time starting with small bills and slipping in the "fake bundle". Don't lose temper.
3.	Observe the robber carefully and try to memorize characteristics and distinctive marks. If there are many robbers, observe the closest.
4.	Sound the alarm immediately, of course without endangering human lives. Personnel on the background can sound the alarm during the robbery, if they notice it.
5.	Follow the robber with eyes as long as possible. A robber leaving by foot or bicycle is observed from safe distance as long as possible.
6.	Call the police, give precise information regarding the event and the robber and don't hang up until police gives the permission.
7.	Don't allow eyewitnesses to leave before the police arrives and gives them permission. In some cases business must be stopped and at least the cashier counter must be isolated for investigation.
8.	At least one person should wait for the arrival of police outside the hotel and he can book the eyewitnesses information on paper. All who witnessed the event can write down the characteristics of the robber without discussing with each other.
9.	Facts regarding the robbery is reported only by the police, value of the robbed inventory is concealed from the public.

10.	Robbery is a distressing event for personnel and requires debriefing for those who were involved.
11.	If the robber has used a threat letter in the robbery, it should be handled with care because it is important evidence.

Table 2. Police instructions in case of robbery.

2.4.2 Violence

Violence is one safety risk in hotels. Violence can be separated to mental violence, physical violence, and threats.

Almost everyone working in the service industry has faced mental violence in some level. Threats, insinuations, insults, and rumours are form of mental violence that occurs against personnel. Customer might threaten a worker's employment if they do not do as the customer wishes. Insinuations concerning physical relations are common mental violence. Personal insults towards employees are often heard about in the service business. Today, unfortunately, racism is also common towards workers.

Unfortunately, also physical violence occurs in the hotel industry. Physical violence can be pushing, groping, and hitting. An employee can also face a situation where s/he is threatened with a knife or a gun. Physical confrontations should, of course, be avoided and rely on interaction and good people skills, but sometimes verbal methods just do not work. When an employee is forced to a corner in violent situation, one must come up with a way to get away from the situation to run or to raise an alarm.

Violence also occurs between customers. In these situations, the personnel should avoid becoming involved in the situation and alarm guards or bouncers to deal with the situation. If the situation requires it, the police should be informed. The personnel's duty in such situations is to prevent harm from other guests and observe the situation for possible witness statement (Huhtala 2004, 93-100).

2.4.3 Terrorism

Tourism destinations can be a target for terrorism. Tourism and behaviour of tourists, clothing, norms, or lack thereof might insult the local population, their religion, or religious extremists so much that they initiate violence towards tourists. Tourism can be compared to export industry, because it brings currency revenue. Tourism is often an important trade for countries, so it is the politicians mission to protect tourism from terrorism and other threats. Due to the media, terrorism against tourism or threat of it affects efficiently on political deciders (Brännare et al. 2005, 206).

2.4.4 Bomb threat

Now and then hotels and accommodation businesses are targeted with a bomb threat. It is advisable to react very silently towards a bomb threat, in other words, these things are not informed in the public. It has been noted that if a bomb threat is made public, it might increase the amount of threats. Often the threats are just for fright, but they should always be dealt seriously, unless there is a certainty of the threat being unfound (Brännare et al. 2005, 214).

Bomb threats happen in hotels and restaurants and in Finland approximately 50 times a year. In case of a bomb threat, if possible, the staff member should try signal colleagues what is going on, for example, by writing a message on a piece of paper. Any staff member receiving a bomb threat on the phone should try and prolong the call by asking questions and at the same time observing and making notes of important facts. When the call is ended, the phone line should not be closed. After the threat call, the staff member fills in a bomb threat report form independently and gives it to the authorities (Appendix 2) (Norrgrann, C 11/2011).

2.4.5 Personnel as a safety risk

When looking at a hotel's security critically, we can study, for example, the corporate culture, the personnel, its attitudes, values, professionalism, and its amount. Today accommodation and catering business uses a lot of temporary workers and purchase services, and then there is no possibility to check the backgrounds of the employees. The

personnel's safety training might be neglected, so, the personnel does not necessarily have the operating models for threatening situations. These facts might cost the hotel: The employee is helpless when facing problems.

Also mental work safety is important, so that the work community would be able to cooperate, make profit and minimize risk factors. Safety begins with the management's attitude and want to act towards this. Even poor personal relationships can cause danger. Personnel's mental and alcohol problems can become a threat to the business, and they should be intervened on time (Brännare et al. 2005, 207).

2.4.6 Other risks

Prostitution is known in every big city and it is hard to get rid of. Hotels and restaurant are often places where prostitutes find their customers. Hotel and restaurant personnel must be watchful of the customer traffic. It is about the reputation of a hotel or a restaurant. Customers belonging to the hotel's target group might change to another hotel and tell about their negative experiences to others.

Drugs bring many kinds of problems. Since possession of drugs and selling them is illegal, drug business is done in the streets, bars, and in hotels. Drugs are expensive in the streets, which is why most users have gotten the money for the drugs in criminal ways. It is good for a hotel's personnel to observe the customers so that there isn't any using or selling of drugs inside the hotel premises. It is notable that many crimes are done under the influence of drugs. It is a part of hotel and restaurant personnel's professionalism to notice people who are under the influence of drugs. Hotel personnel must know what drugs look like, how they smell and how they affect. Personnel must also be aware that under the influence of drugs, people can behave irrationally (Brännare et al. 2005, 220).

2.5 Accident Prevention

2.5.1 Fire safety

When a fire occurs, there is only few minutes to act to prevent catastrophe and exit the building. A catastrophe is hard to predict, because it may be a sum of many different

things. Hotel personnel must be trained to act efficiently in case of an emergency, so that the damages can be minimized. The aim of training and rehearsals is that every employee understands how dangerous fires are, everyone must be familiar with the rescue plan, know how to use a fire-extinguisher, know how raise a fire alarm and be familiar with the exit routes and know the gathering point and understands his responsibility for the customer's safety. It is everyone's duty, according to their abilities, to prevent fires (Brännare et al. 2005, 215).

The Finnish Rescue Act emphasizes anticipation in securing people, property, and environment and also such independent rescue measures which the personnel is capable of before the rescue officials arrive. For these measures every hotel must make an emergency plan. According to the Finnish Rescue Act the emergency plan shall contain the details of:

1. The conclusions on the assessments of the dangers and risks.
2. The safety arrangements of the building and the facilities used for the operations carried out in the building or at the site.
3. The instructions for building residents and other persons on how to prevent accidents and what action to take in accidents and dangerous situations.
4. Any other measures related to self-preparedness at the site. (L379/2011)

Security is created with actions. People often notice danger situations which might escalate to accidents. For example, a fire door left open, unnecessary packing material in the smoking area or a broken thermostat in the crease boiler. The question is, do we react to these situations? In fire prevention, it is good to acknowledge the risks beforehand. In the accommodation and the catering business, the risks are great, because kitchens often have both electric and gas operated equipment and there are hundreds of people staying in the hotel who do not necessarily know the planned measures in case of fire and the possibilities for rescue.

The hotel building and its surroundings must be kept in such condition that the actions of the fire department and rescuing people are possible in case of an emergency. Exit routes must be kept clear from excessive material, so that the leaving is possible despite of smoke. In the exit hallways and in the attics, cellars, and storages passageways there cannot be any items. Exit routes must be pointed out with functional signal lights. The colour of the signal light must be green in Finland. Above the exit door the signal light should give a white light towards the door and its front. If exit route doors and the passage to them are not clearly visible, the exit route passages and routes to them must be marked with guiding signs with markings or in some other appropriate way. Exit signs should also be located near the floor line, because in a fire situation people must proceed hunched under the smoke and smoke may prevent seeing guide signs placed higher (Brännare et al. 2005, 216).

In cases of open fire and smoking, the given safety instructions must be followed. Instructions can, for example, mention that making an open fire is prohibited in the hotel facilities and smoking is allowed only in designated smoking areas. Restaurant and conference premises must be checked after use so that there are no burning cigarettes or candles left behind. The owner of the building and the estate manager must make sure that the hotel's extinguishing, rescue, and prevention inventory and also fire watchers and alarm systems are functional and that they are maintained and inspected regularly. From the extinguishing equipment and the portable fire extinguisher inspection date can be checked by everyone. Sprinklers and fire alarm systems can only be checked by inspection institutions authorized to do so. The provider of fire alarms must do a test alarm with the equipment once a month. In case of a fire alarm, every member of the personnel must be able to identify the source of the alarm from the fire alarm board. Fire and rescue rehearsals in a hotel should be arranged 1-2 times a year. Naturally also the personnel's first aid skills should be up to date (Brännare et al. 2005, 216-17).

According to my own experiences of working in a hotel reception, in case of a fire emergency, the hotel reception acts as an operation centre. One of the staff members of reception acts as an operations leader, or the security supervisor if he is available. Usually the fire alarm board is in the reception, or close by. If not, the operations leader sends someone to find out where the fire is, and gives this person an emergency phone

along. The operations leader makes sure that the fire department is on its way, because usually the fire department is alerted automatically with the fire alarm system. The operations leader makes the emergency announcement. The announcement can be a recorded notice, or a message that appears on the televisions in the hotel rooms. Other departments are instructed to send someone to the reception when the fire alarm goes off. The operations leader gives tasks to other personnel. Reception prints out the in-house guest list. If the fire department gives an evacuation command, the operations leader announces the evacuation of the building. The reception must be manned always, until fire department gives a permission, or commands, to leave the reception.

The room folder in the hotel room should include clear and multi-language instructions in case of a fire. The customer must know where the closest exit route from his room is and what to do when fire alarm goes off. In the instructions, it should be mentioned that customer must take the room key with him/her in case there is reason to go back to the room. In the announcements and instructions, it is important to advise the customers not to use the elevators during a fire. The personnel's duty is to prevent the usage of the elevators, for example, by keeping the elevator doors open.

In case of evacuation, there must be a beforehand agreed assembly point and in case the first assembly point cannot be accessed, its preferable to have a secondary assembly point. Safety personnel chosen from the employees must make sure that no one is left in the premises. It is important that the rescue authorities know if there is someone still in danger. It is important to stay at the assembly point to know who have already left the building and who might still be in danger. In case of evacuation it would be good that the hotel would have the possibility to make announcements or otherwise inform the customers, so that the personnel doesn't have to go through every room and make sure that everyone is evacuated (Brännare et al. 2005, 218).

2.5.2 Safety plan

Preventing dangerous situations and dealing with them requires professional workmanship and certain operating models. Regulations require, that from a target operating under corporate and plant protection, a safety plan must be made. A safety plan creates a basis for actions, which can prevent accidents and dangerous situations, and how to

manage with them if they happen. The plan must include the most common accident and danger situations in normal circumstances as well as in exceptional circumstances. A manual devised from the safety plan helps the security supervisor in the hotels security aspects as well as in briefing and training the personnel (Brännare et al. 2005, 205).

2.5.3 Maintenance and engineering

In all areas of hotel engineering and maintenance there are safety requirements that must be followed, especially when handling electricity. The engineering staff must ensure that all safety devices are functional and up to date. The engineering department must properly do grounding of electrical equipment, properly locate control switches and isolate electric circuits and fuses. Wires and cables must be clearly isolated to maintain proper safety precautions (Gray, W.S. & Liguori, S.C 1990, 125).

2.5.4 Safety training

When an accident, for example a fire or customer's sudden attack of illness happens, employees must have the readiness to react fast and efficiently. Technical devices, like security cameras, are not enough to prevent accidents, but the personnel is the key factor in preventing danger situations. In too many misfortunate cases, there is humane aspect affecting (Brännare et al. 2005, 207).

With safety training, personnel become aware of the possible risks and ways of preventing risks. Safety aspects should be brought up already when a new employee starts and is briefed about the employment. It is preferable to create a clear safety training program for the hotel. A comprehensive safety training program contains: Basics of safety, different sectors of security, testing of safety knowledge and practical rehearsals. Basics of safety consists of changes in the security environment of the service business, like threats and risks in the field, preventing crimes and facing a crisis. Different sectors of security are, for example, fire safety, authority cooperation and first aid training. Knowledge of the matter can be tested with written exams and group works. Practical rehearsals can include evacuation training and how to act in case of a bomb threat, robbery, or a violent situation (Huhtala 1997, 116-118).

When coming up with safety training programs, hotels must think about the big picture. The goal of the training should be to create diverse safety knowledge and readiness for the personnel. The training should firstly aim at those security risks which are typical for the hotel in question and which safety problems the management views to be the real problems (Huhtala 2004, 145).

For people working in the service business, first aid skills are a necessity. According to the law 30% of the company's personnel should have had first aid training. Members of the hotel's security organization are responsible for arranging first aid training. All departments should have first aid kits and the personnel should be familiar with the contents of the kit. Many bigger accidents can be prevented with first aid. First aid may save somebody's life (Norrgrann, C 11/2011).

2.5.5 Security investments

Alarms are an important security investment for a hotel. With alarms, personnel can request help and alert authorities in case of an emergency. In hotels, there are many variations of different alarms. There are silent and loud alarms, firm and mobile alarms. Silent alarm sends a signal to the control room where guards receive the alarm. Firm alarms can be located under the reception desk and mobile alarms are, for example, wrist alarms (Huhtala 1997, 321).

Hotels and restaurants usually have so called silent guarding. This means that guards are not visible, but cameras placed in risk areas record the events on video. Cameras can either be visible or in unseen places. Personnel must be trained to supervise the customer traffic. Safes can function with time delay, so that opening them takes time, and this can be informed with a sticker. A customer can feel safe in an environment where discreet guarding is taking place around the clock. Guarding can also be handled visibly. Hotels and restaurant have hired security personnel whose clothing already tells that they are in security duty. As a help for the guards there can be service dogs, and some businesses even have metal detectors at the door (Brännare et al. 2005, 208).

Guarding is often outsourced to a security firm and based on district guarding service. The aim of district guarding service is to limit and prevent risks and harmful situations.

A hotel defines to the security firm what services it requires. Normally these include inspection rounds in the premises, locking and checking of doors, alarm duties and other safety related actions. A hotel receives a report from the security firm regarding safety issues in the premises (Huhtala 1997, 336)

Hotel keys are usually divided in to three categories: master and sub master keys and room keys. Allocation of master and sub master keys is carefully managed. Sub master keys will open all the doors on a certain floor or department as the master key will open all the doors in the hotel premises. Master keys are given to the heads of different departments. There are several different kinds of sub master keys. For instance, personnel's sub master keys can allow entrance to every floor and locker rooms but not hotel rooms and certain storage rooms. Another sub master key can be a key for restaurants which opens doors for storages and hotel rooms for the room service. Plain room keys are given to the customers, which grant access only to the customer's own hotel room and to the floor where the room is located (Dix, C & Baird, C 1998, 19-20).

Some hotels still have a traditional key. There is often a big problem with the traditional keys. If they are lost or customer takes the key with them after s/he checks out, the lock of the hotel room must be changed and that takes time and money. In my own experience, electronic keys have replaced the traditional keys and they fare more secure for both the hotel and the customer. Electronic keys are plastic cards. The keys can be programmed as to where they grant access. If the key is lost it can be simply reprogrammed and when a customer checks out, their room key stops working. An electronic key leaves a trace to the lock system of a door so it is easy to monitor who has passed through a certain door. These card keys are often used also to trigger the lights and air-conditioning in the room.

2.6 Debriefing

After a crisis and a traumatic event, an employer's duty is to arrange debriefing of the accident. In many cases, the most important element of debriefing is peer support. This means going through the case with colleagues who were present in the event. If mental stability is reached with peer support, advanced debriefing might not be necessary. Directly after the traumatic event, a defusing event can be organized. The purpose of de-

fusing is to release the tension and stress caused by the event. It is recommended that in this defusing event, a doctor or psychologist leads the event.

A traumatic event can be so mentally challenging that official psychological debriefing is organized. Guidelines say that debriefing should be organized within 1-3 days after the traumatic event. A debriefing event has a clear structure and rules and it is led by a professional with a degree. Debriefing is necessary, because without it, depending on the severity of the incident, experience tells that four out of five will suffer from negative after effects. Some work places have nominated specially a debriefing and peer support organization (Huhtala 2004, 48).

3 THE CASE HOTEL

This research uses one hotel to study the matters of hotel security management. The case hotel is Original Sokos Hotel Vaakuna Vaasa. This section of the research is an introduction to the case hotel. The introduction will include shortly the basic information regarding the hotel chain Sokos Hotels. The actual case hotel will then be introduced more closely, going through the basic facts of the hotel regarding the personnel and the premises. The introduction also gives information on different departments in the case hotel. This section of the report does not include the security aspects of the hotel as they are represented in the research section of the report.

3.1 Original Sokos Hotel Vaakuna Vaasa

Original Sokos Hotel Vaakuna Vaasa is a one of the Finnish hotels in a hotel chain Sokos Hotels. Sokos Hotels is the most well-known and biggest hotel chain in Finland. Sokos Hotels has over fifty hotels in Finland, Estonia, and in Saint Petersburg, Russia. Hotels are located in city centrums or in connection with leisure destinations. The chain Sokos Hotels was founded in 1974. Sokos Hotels has three different hotel types: Original, Solo and Break. Original-hotels are easy to relate to and they understand the Finnish customer. Break-hotels are directed mainly at leisure travelers and are often connected with a spa or a skiing resort or similar. Solo-hotels are classic hotels, or are about to become one, with unique characteristics. Sokos Hotels is a part of S-Group. S-Group is a Finnish retail trade and service branch business network. S-Group consists of cooperative stores and SOK-corporation (Sokos Hotels 2016).

Original Sokos Hotel Vaakuna Vaasa is located in the center of the city of Vaasa. Vaakuna Vaasa is a high-class hotel just next to the market square of Vaasa. The hotel is just five minutes from the sea and the vicinity of the sea and archipelago is clearly shown in the décor of the hotel. The hotel premises are located in the largest shopping center in Vaasa, called Rewell Center. The building has nine floors and a basement, the 143 rooms that the hotel has are located from floor three to floor eight. Vaakuna Vaasa has different departments. The hotel comprises of accommodation services, two dining restaurants, a lobby bar, conference facilities and a rental sauna facility.

The whole hotel employs 67 persons divided to different departments along with hired extra workers. Especially restaurant and housekeeping departments use additional extra workers. The accommodation department has 24 permanent employees. These are grouped into reception and housekeeping and, furthermore, the reception staff is divided to reception, sales, and maintenance. Breakfast employs three people.

Dining restaurants of the hotel, Amarillo and Pincho, are located on the second floor of the hotel. Amarillo is a texmex restaurant and Pincho a tapas restaurant serving lunch during weekdays. Pincho has two permanent employees, Amarillo 18, and kitchen 15, excluding extra workers. Amarillo has 240 customer places and Pincho 75 by seating places. On the first floor in the hotel there is a bar named Lobby Bar. Lobby Bar personnel consists of four permanent bartenders and Lobby has 40 seating places for customers but is licensed to dispense alcohol to 120 persons. Amarillo and Pincho have a joint dispensing license for 620 persons. Vaakuna Vaasa has also usage and control permission for premises of the shopping center Rewell Center. In cooperation with event organizers Amarillo organizes bigger entertainment events in the premises of Rewell Center, events like music concerts and festivals. These events use the permissions and licenses of Vaakuna Vaasa and so altogether Vaakuna Vaasa can have up to 1800 customers.

The conference facilities of the hotel consists of three conference rooms on the third floor, order restaurant Sky and a rental sauna, which are both located on the ninth floor. The conference department employs permanently only one person but restaurant personnel often handle conferences also. The three conference rooms on the third floor have facilities for 120 people, the rental sauna is included in this number. The order restaurant Sky on the ninth floor has previously been a night club but has now turned to order restaurant for private events and such. Sky has seating places for 60 persons and a dispensing license for 300 persons (Hotel Manager 2016).

4 METHODOLOGY

This chapter gives information on the empirical part of the research. The chosen method for the research is explained. Also, how the data is collected and analyzed will be explained. The chapter answers why certain methods have been chosen.

4.1 Chosen method and materials

The material for the theoretical framework of this research paper was collected from different existing literature of books, articles, and websites. Based on this literature the theoretical framework describes relevant issues regarding hotel security and managing security aspects. The theoretical framework also gives guidelines on how security management should be organized and conducted in hotels.

The data collected for the research procedure was collected with qualitative research method as it is the only way to gain reliable data for the topic of this research. The research was conducted with interviews and by analyzing the materials that were given by the case hotel of this research. The interviews were held for the management of the hotel and other personnel who are working with security aspects of the hotel. The management was interviewed to gain knowledge on how the security is managed in the hotel and who are included in the security organization of the hotel. Interviews were also held with all department leaders and the head maintenance personnel to find out how matters of security are handled in their departments. Most of the department leaders are also members of the security organization of the hotel, so they were asked what are their responsibilities and duties in the organization were. The collected data from the interviews is presented in Chapter 5.

4.2 Research procedure

For conducting the research firstly, the manager of the case hotel was contacted. The required material for analyzing the current security organization in the hotel was acquired from the hotel manager. This material consisted of risk analysis, procedure manuals in case of crisis or emergency, a safety plan of the hotel and the shopping center

and action plan for security. After acquiring the material, it was then analyzed to form a clear picture on the hotel's current activities regarding security.

The next part of the research was to compose the interviews for the selected personnel. The theoretical framework and the already acquired material were used as a base for composing the interviews. Four different interview templates were drawn up based on who was the interviewee and what was the interviewee's job description. The four interviewee categories were the hotel manager, security supervisor, head of maintenance and department leaders. These interview templates are attached as appendix at the end of the research paper. The goal for the interviews was to gain information on what the interviewees duties in the hotel's security organization are and how are security matters organized in the different departments of the hotel. After composing the interviews, the interviewees were contacted and a time for the interview was settled with each interviewee. The interviews were conducted separately with each interviewee and every interview was recorded to help in analyzing the data.

4.3 Research analysis

Data from the research will be presented in two parts. First the acquired material will be presented to describe the hotel's current security activities and secondly the results from the interviews will be presented in form of a discussion. Finally, the data will be analyzed and compared to the findings of the theoretical framework. As a conclusion for the research, an assessment of the current security situation in the hotel and possible development ideas for managing the security will be presented.

4.4 Validity, Reliability, and Limitations

This section discusses the validity, reliability, and limitations of this research. Beginning with the validity of the research. The literature and websites used as the sources for the theoretical framework were checked that they are official sources of information so that they are valid. The material acquired from the hotel were signed by authorities making them a valid source of information regarding the hotel. All the interviewees were professionals in their field and are familiar with the field of studies and therefore

the information given by them should be valid. It may be possible that the interpretation of the researcher was incorrect which would lead to incredibility of the information.

For the reliability of this research, this research does not contradict with previous researches. The information in this research is based on scientific facts and proof and not the personal opinions of the researcher.

The research was limited to only one hotel in the city of Vaasa, Finland and therefore might not be connectable with same kind of approaches outside Finland. It might be used as a helping tool for developing security management in other hotels but it needs to be modified to that certain hotel.

5 RESEARCH AND RESULTS

Data from the research will be presented in two parts. First the acquired information material will be presented to describe the hotel's current security activities and secondly the results from the interviews will be presented in form of discussion. Finally, the data will be analyzed and compared to the findings of the theoretical framework.

5.1 Material analyze

From the acquired material regarding security and safety aspects, the current security organization of the hotel can be presented. Based on these materials this chapter will present the current structure of security management in the hotel and what the responsibilities and processes included in managing the security are.

5.1.1 Structure of the security organization

The safety plan of the hotel describes the hotel's security organization. Figure 2 illustrates the security organization in the case hotel.

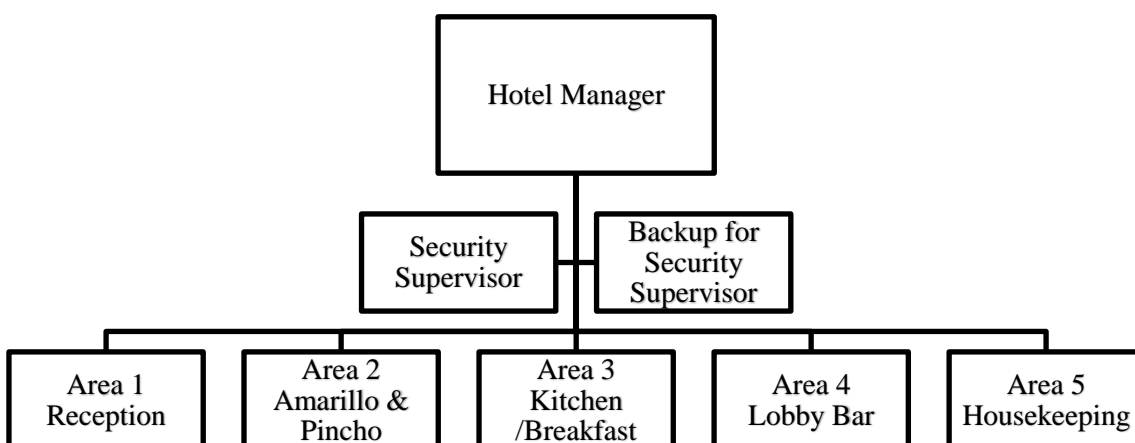


Figure 2 Security organization in the case hotel

The hotel manager acts as the leader of the security organization. After the leader in the hierarchy of the organization comes the security supervisor. Security supervisor is cho-

sen from the personnel of the hotel. Hotel manager together with the department leaders appoints the security supervisor. Currently acting as the security supervisor is the service leader of reception and the hotel chief acts as the backup security supervisor. The hotel premises are then divided into five separate areas. As the person in charge of security in these areas acts the department leader of the area. Also, backup persons are appointed for each area.

5.1.2 Responsibilities and duties of the security organization

The security organization of the hotel is responsible for the safety in the hotel. Its duty is to organize conditions for creating and maintaining security activity and that personnel has resources to act. In case of a major emergency and crisis situations the security organization decides whether the operations of the hotel are continued or interrupted. They also take part in informing about the emergency in cooperation with the authorities.

The security supervisor and the backup person lead the security activities and answer that the premises of hotel are kept in accordance with laws and regulations. They oversee the personnel control and training of the security organization. The security supervisor keeps in contact with security authorities and takes part in fire and work safety inspections. The defining of the focus of security activities is partially also the duty of security supervisor. The security supervisor's duty is to make sure that the personnel of the hotel gets appropriate security training. This includes briefing of new employees, training of security organization members according to their duties, training the personnel in security matters and monitoring of training. The security supervisor takes care of acquiring safety material and its maintenance. He evaluates how successful the security activities in the hotel are and reports his actions to the management of the hotel. In case of emergency the security supervisor leads the activities and takes care of debriefing after the event. The security supervisor also acts as the expert of security matters in the hotel.

The department leaders, along with their daily jobs, take care of maintaining fire- and personnel-safety and other security aspects in their department. In case of emergency they deal with starting safety, first-aid and other security actions in their department and they are the last ones to leave in case of evacuation. Department leaders train and guide their personnel in the matters of security. They report to the security supervisor if there are changes in their department that affect security.

One of the responsibilities of the hotel manager is updating the safety plan of the hotel. The safety plan must be checked at least once a year and also when hotel operations change remarkably. The personnel and contact information must be updated continuously and the rescue department must be kept informed. The rescue authorities must be kept up to date regarding the safety plan and the relevant changes regarding it. The hotel manager's duty is also to make sure that all the personnel are familiar with the safety plan and know how to find the safety plan.

Preventing emergencies and hazardous situations and acting in a crisis is the responsibility of all personnel where the security supervisor acts as the leader. Every staff member takes care of security while working by considering his own, colleague's and customer's safety and risks threatening that safety. Personnel must get acquainted with the safety plan and given security instructions.

The security supervisor's responsibility is supervising and maintaining the hotel's security aspects. Included in these duties are taking care of the daily fire safety, general cleanliness, and functional waste disposal. Gathered dust near electrical devices, package material left lying around and full trash cans are possible sources of fire. One crucial part of security in a fire emergency is fire compartmentalizing. Compartmentalizing works only if the walls are intact and fire-doors are kept closed. One of the most important duties is to maintain the fire department's possibilities to act in case of fire. This is done by restraining the fire by closing doors, windows, and ventilation, guiding the fire department, and keeping the routes for the fire department clutter free.

5.1.3 Crisis Management Team

In addition to the security organization the case hotel also has a crisis management team. A crisis management team is an organization that assembles in case of crisis and takes care of the situation. As a basis of actions the crisis management team uses crises management operating model. This operating model is used in case of serious accident, catastrophe or other crisis that happens in the hotel, its surroundings or in other ways affects the operations of the hotel. Often these accidents require human lives or they cause great material damage and/or raises grave interest in the media. The main goals of the crisis management operating model are to: save lives, protect property, protect hotel's image, ensure continuance of operations despite the crisis and to create readiness for preventing crises and accidents. The following Figure 3 describes the crisis management organizations in the case hotel.

Figure 3. Crisis management organization in the case hotel

Chairman	Hotel Manager
Second Chairman	Hotel Chief
Security	Security Supervisor
Customers	Hotel Chief
Personnel	Department Leader
Premises	Head of Maintenance
Informing	Department Leader
Secretary	Department Leader

Figure 3. Crisis management organization in the case hotel

The chairman of the organization acts as the leader and answers for the actions of the crisis management team, leading the situation and making decisions regarding the operations of the hotel. The second chairman acts as a backup person in chairman's duties if the chairman is occupied. The security supervisor acts as the expert on security matters and handles cooperation with authorities and other stakeholders. The hotel chief is responsible for matters concerning customers. One department leader is responsible for personnel related matters like informing and occupational health. The head of maintenance's duty in the crisis management team is to act as an expert in matters concerning the premises and infrastructure. Another department leader is appointed to handle informing and reporting both internal and external. The secretary takes care of the information flow during the crisis.

5.2 Discussion

In this part the empirical data collected from interviews will be discussed and analyzed. The discussion is based on the results of the interviews with the hotel manager, security supervisor, head of maintenance and the department leaders. These interviews are the only source used in this section.

5.2.1 Safety culture

The hotel's manager defined the hotel's safety culture firstly with two words, proactive and caring. Safety goes along with everyday jobs and tasks and the personnel is encouraged to think about security aspects that are connected to their jobs. Safety culture is caring, meaning that safety matters are seen as an important aspect and not as something employees have to do. Personnel has to have the boldness to react when they notice that something is not in place or done wrongly. The purpose of maintaining a functional safety culture is not to cause panic in the personnel, but to keep them awake in matters regarding safety. Safety matters are lifted to discussion from time to time with different themes. One month the theme might be fire safety and the next month another theme is lifted, like for example robberies. The hotel manager wants to emphasize that the responsibility for security is for all personnel. When handling matters of security the limits go beyond department limits and everyone is responsible for the security in the whole hotel and also the shopping center.

5.2.2 Hotel management's duties regarding security

Hotel management consists of the hotel manager, security supervisor and the department leaders. The main duties of hotel management regarding security are to supervise, coordinate and organize security matters in the hotel. Possible faults and malfunctions in security are reported to the supervisor and manager who then acts on correcting the flaws. The security supervisor updates and supervises security matters. The supervisor also makes reports on security matters in the hotel. The hotel chain demands security reports monthly, every quarter year and annually. The monthly reports are check lists sent by the hotel list and the theme of the lists changes every month. One month's check list may include fire safety matters and the next month it might be occupational accidents. The supervisor's duty is also to organize safety training for personnel which includes the safety passport and first aid training. The hotel management's duties are also to handle reporting after a crisis, come up with safety plans when there's a bigger event, cooperate with security authorities and to organize debriefing after an emergency.

Department leaders are responsible for their own department's security. Department leaders make sure that the safety equipment is up to date and functional in their department and react to faults in security. Department leaders also inform new employees on matters regarding security as a part of the introduction for new employees. Department leaders follow the current situation on security in their line of business, what are the biggest risks and new developments.

5.2.3 Measures and processes done to ensure security

In the interview the hotel manager brings up that during the previous year's development in security matters has leaped forward significantly. For one example, the manager adduces camera surveillance and how it has developed. Today, due to an increase in the number of cameras and quality of the picture, access control in the hotel is excellent and going forward continuously. Also, the ways of acting have improved in the recent years. Personnel cares more about security matters and that affects on how they do things. If someone sees an open fire door, they close it and do not just ignore it because they know that it might be a possible security risk.

Also, today, there are more and better tools and aids for safety. The heart of the hotel, the reception, has an “action chest”, which includes a defibrillator, gas masks, smoke masks, radiotelephones etc. The Department leader of kitchen mentions an Easy-care-service, that they have for different safety tools and equipment. Easy-care provides a locker filled with equipment and tools like first aid material, cut protective clothes, eye-washes etc. The service provider fills in the locker automatically before any equipment runs out.

Another development in security has been the handling of keys. Modern equipment and professional employees ensure that keys are made for the right places for right people and the locks in the doors leave a mark on who has gone through the door. Also, all the hotel room doors have a door pump, so that the doors are always closed when someone leaves the room.

Regarding fire safety the hotel manager brings up also the led-technology and fire proof materials. The hotel has been changing all the old halogen lamps for led lamps, which are much more fire secure. In the beginning of the year 2017 the hotel has renewed all its hotel rooms and the material used in these new hotel rooms are all fire proof materials. Fire proof meaning, for example, if a customer would smoke a cigarette and leave it burning, the materials in the hotel would not be caught on fire. Of course, all the hotel rooms are nonsmoking so this kind of risk is mild.

In one way, the case hotel has been a pioneer in matters of hotel security. The hotel organizes in cooperation with maintenance safety tours for employees. The head of maintenance takes employees around the hotel facilities and tells about the security matters regarding different areas. This safety tour is organized for all who start working in the hotel and also updated safety tours are organized for older employees. These kind of safety tours are not demanded from hotels and few hotels arrange them.

The guarding of the hotel is organized via a security company. Guards patrol the premises of the hotel and the shopping center around the clock. All departments have their own alarm buttons for guards. The location of the hotel ensures that help is always near.

5.2.4 Updating and conserving security matters

Regarding updating security matters, the hotel manager adduces already mentioned camera surveillance. Even though development has been great in camera technology there is always room for improvement. The hotel personnel are the ones who use the camera surveillance daily and they bring up development ideas for the access control of the hotel continuously and then management acts on these ideas.

Due to the location of the hotel, in the middle of the city and in connection with the largest shopping center in town, the hotel is marked as priority one for rescue authorities in the city. That is why it is important that safety and security plans are kept up to date. The safety plan of the hotel is updated annually. Every month the maintenance and security supervisor does a comprehensive security inspection. During the inspection faults in security are not just pointed out but fixed immediately. The fire alarm system is inspected with rescue authorities every month. Every two years' fire hydrants and extinguishers have a maintenance. Every year the rescue authorities conduct an official fire inspection in the hotel. If personnel notices malfunctioning in the camera surveillance they notify the guarding company and they take care of the problem. If there is a malfunction in the alarm buttons, the buttons automatically make a notifying sound that there is some problem with the alarm.

Daily safety inspection rounds are the duties of maintenance. Maintenance checks that all escape routes are clear and that the emergency lighting is operational. Maintenance also sustains the general facility security. Electricity closets are inspected every ten years but maintenance makes sure that the closets are kept clean daily. Another duties of the maintenance personnel are giving guidance and professional opinions for other personnel regarding equipment, tools etc.

5.2.5 Security training

Being a part of bigger chain and organization helps a lot when organizing safety training. The main business organization behind the hotel, a cooperative store KPO, takes care of regularly organizing safety passport and first aid training for its personnel. KPO also reminds the hotel's management if personnel's safety training is getting old. KPO

organizes safety passport training three times per year. As a basic rule, every permanent employee should have safety passport training that is up to date. First aid training is organized so that every department has first aid knowledge, but not every employee is trained. As a principal in every work shift there is someone who has had first aid training.

Basic safety training in the hotel includes information given in the instruction phase of a new employee and the safety tours organized by the maintenance. The shopping center also organizes “safety mornings” for all personnel working in the shopping center. In these meetings, current safety issues concerning the shopping center are reviewed and discussed. For IT-safety the hotel chain gives its own regulations.

5.2.6 Security risks

For security risks in the case hotel all the interviewees list fire safety as one possible risk. The hotel manager says that fire risk is the biggest and most possible risk in the hotel but the possibility of fire emergency has reduced significantly during the last decade. The head of maintenance brings out that malfunctioning devices can be a fire hazard if not checked regularly. The department leader of the kitchen also mentions that devices in the kitchen can cause a fire if not used correctly.

The manager and the department leader of restaurant both mentioned that sometimes when working at a fast pace the personnel might become “blinded” for safety matters and that may cause a risk for security. A fast working pace and other factors bring out one safety risk that all department leaders mentioned, which is occupational accidents. The personnel can hurt themselves by slipping, cutting themselves, lifting heavy loads etc.

Customers are also a security risk. Risk of violence is emphasized when people are intoxicated. Not only customers but also outsiders present a risk for personnel. The hotel is located in a shopping center which has an average of 20,000 visitors per day and that is why not only the hotel and restaurant customers move around the premises of the hotel.

The interviewees also brought out the risks at working alone, especially during the night time when a receptionist is the only member of staff in the hotel. Also, the risk of a bomb threat is mentioned. Even though Finland has been relatively peaceful in this matter, the everchanging world is something that must be taken in consideration when discussing matters of security.

All the interviewees mentioned the fact that the location of the hotel, in connection with the shopping center, is a security risk but it also brings safety to the hotel. In case of an emergency help would be close by and easily reached.

5.2.7 Improvement and development ideas for security

One improvement idea that came up in all the interviews was that there should be more practical training regarding security. A basic rule for hotels is that evacuation and/or emergency drills should be organized once a year, and there have not been any drills in the past few years in the hotel. The hotel manager brought up an idea that there should be a drill where the personnel would train how to act in case of a total power blackout. Practical training would raise the readiness level of the personnel and also, the training could bring out some faults in the existing emergency protocol, which could then be developed.

The hotel manager emphasized that in the development of security, we should rather focus on eliminating possible threats than on improving measures to face the threat when it occurs, although that is important too. The manager also wants to develop the supervising of security aspects on a weekly basis and bringing the level of knowledge on a more equal level for the whole personnel. The manager also suggested a research that would measure the level of knowledge in each department.

A few department leaders mentioned that there should be more emergency buttons for the personnel and that there could be more portable emergency buttons. The department leader of housekeeping adduces that housekeepers work alone in the hotel floors and portable emergency buttons would be a welcome improvement. One improvement idea regarding the portable emergency buttons was that they should have a locator in them so that every employee could be located.

Some interviewees brought up the fact that security information should be updated more regularly so that also older employees would have updated knowledge on security matters. Some department leaders suggested that the crisis management team should have practical training regarding the duties of the crisis management team.

When listing the risks, many interviewees mentioned occupational accidents. With improving personnel's knowledge on these hazards and how to prevent them, the number of these kind of accidents could be brought down to zero.

Especially the restaurant department has a lot of extra workers who only have occasional work shifts. It is hard to make sure that these workers have the necessary information regarding security. One department leader suggested that informing these extra workers on security matters should be the duty of the company who rents these extra workers. These companies could be contacted and present this idea. The company could for example give the workers a check out list, including security matters, that they would fill in when they go to their work place. That way also the extra workers would have at least some kind of knowledge regarding security matters.

The department leader of lobby bar had an improvement idea that the bartenders could have a possibility to obtain a bouncer card. Bartenders also must work alone in the bar during weekdays, when there are no assigned bouncers at the bar door. A bouncer card would give more possibilities to the bartender to ensure safety for the bar and its customers.

5.2.8 Security level

As the final question in the interviews the interviewees were asked to grade the level of security in the hotel at the moment with the grades from 1 as the lowest to 10 as the highest score. All the interviewees answered 8 or 9 giving the average of 8,5. All the interviewees mentioned that number 10 can never be achieved and there is always something to improve. Everything cannot be foreseen. The hotel manager said that all the basic aspects of security are taken care of and now the mission is to develop from

good to the best. Those who answered with the grade 9 argued that the background organization's help is so good and that in the case of emergency the help is close and easy to get.

6 CONCLUSION AND SUGGESTIONS FOR DEVELOPMENT

6.1 Improvement and development ideas for the hotel

During this research both in the theoretical and research section, I have gathered possible improvement and development ideas for the security and safety in the case hotel. The following ideas are for the hotel to use and for myself in my future position as security supervisor in the hotel.

Organizing more practical rehearsals, both large scale and small, is one development idea. It has been few years since the hotel has organized a larger scale evacuation drill. Organizing big drills would require a lot of planning and there are many aspects to reconsider. In these drills, the rescue authorities would have to be a part of the rehearsal, and that might be difficult to arrange, as today it is very hard for the authorities to detach themselves from their ordinary duties. It has been said that rescue authorities “shouldn’t partake in practical rehearsals”, but authorities themselves would want to take part in bigger drills. Another issue to reconsider in bigger rehearsals is that, the execution would have to be done so that it would not affect the basic business activities of the hotel and would not turn against the hotel image. Organizing practical rehearsals could reveal more development and improvement ideas. Another development idea regarding safety training would be to organize more training for the members of the crisis management team, so that each one would realize what their duties would be in practice.

Monitoring the level of security knowledge could be improved. This can be executed by arranging small exams for the personnel. Knowing the level of security would furthermore give ideas on what could be developed and how. Arranging exams regarding security matters would at the same time raise the level of awareness of the personnel. Concerning the same topic, keeping clear records on the level of security knowledge in the hotel could also be an improvement idea. Detailed archives on who has had what kind of safety training and when, would be a helpful tool on deciding what kind of training is needed and when.

Security investments could always be improved but with those matters there are often economical obstacles. Camera surveillance is on a good level in the hotel when talking

about the number of cameras. The quality of the picture in some cameras is already very good but improving the quality for all the cameras is an improvement idea. Another security investment for the hotel could be developing the emergency alarms. For the personnel who does not work near a firm alarm buttons should have portable alarms and those alarms should have a locator which would indicate where the person is when s/he pushes the button.

To improve the equality in the level of safety knowledge for all workers, the level of safety knowledge with extra workers would have to be developed. This could be done via cooperation with the companies who use extra workers and who rent the extra workers.

6.2 Concluding the report

The research problem in this report was to find out how security aspects are managed and how they could be developed in the case hotel. The theoretical framework gave general guidelines on how security aspects are managed and organized in the hotel industry. The theoretical study also revealed what kind of security and safety aspects are typical for the hotel business.

The empirical part of the report concentrated on researching the case hotel more closely on the matters of hotel security management. Being a part of bigger hotel chain and background business gives the case hotel an excellent starting point in managing security. S-Group and Sokos Hotels have their own main security organizations which give good theoretical basis and a learned model on how to operate in security matters.

The case hotel and its management has succeeded in creating a functional security culture in the hotel. The management has a clear vision on how security matters are lead and organized. The duties of security management were listed on the theoretical framework and the research reveals that these duties are all taken care of in the case hotel. The case hotel has an established safety organization and the names and duties of the members are clearly stated.

Comparing to other hotels the location of the case hotel brings many security factors that most other hotels do not have. Being a part of big shopping center brings more risk factors to the hotel but also gives the advantage that help is near and easily accessed. In some security matters the case hotel is a pioneer. The safety tours that the case hotel organizes for its personnel are first of its kind, at least in Finland.

As a conclusion, In my opinion the research problem was answered, the report reveals how security aspects are managed in hotels more closely in the case hotel. I think this report will help the case hotel and me, as the future security supervisor, to develop and improve security aspects in the hotel. This report might also help other hotels in developing their security. For further study, I would suggest this research to be done in a larger scale for multiple different hotels.

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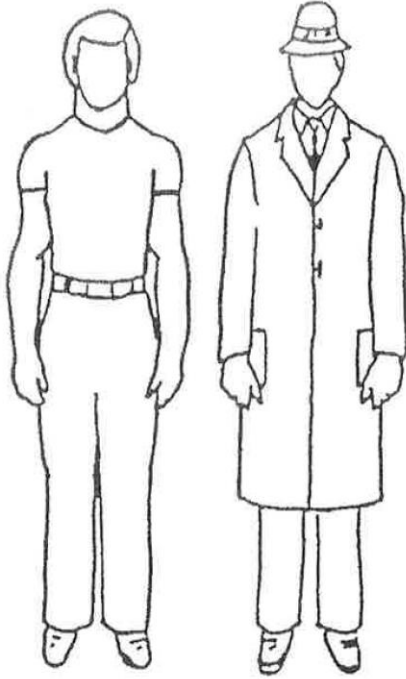
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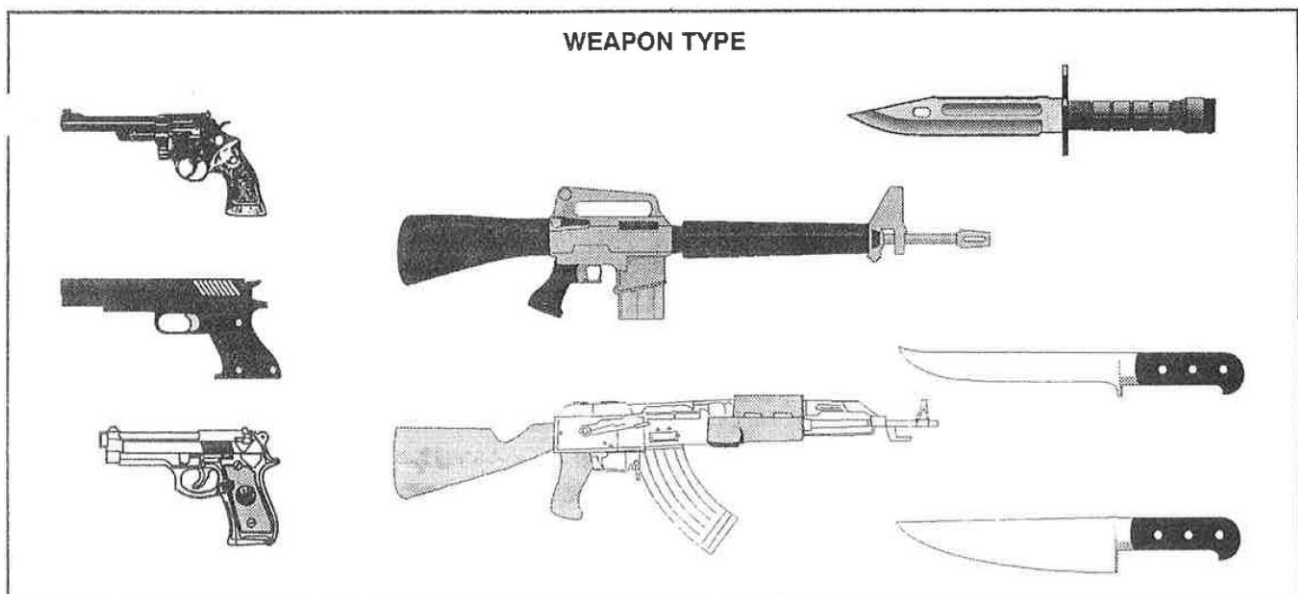
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APPENDICES

Appendix 1: Robbery identification form

<p style="text-align: center;">SUSPECT</p> <p>Sex: _____</p> <p>Race: _____</p> <p>Age: _____</p> <p>Height: _____</p> <p>Weight: _____</p> <p>Build: _____</p> <p>Hair Color: _____</p> <p>Length: _____</p> <p>Style: _____</p> <p>Eye Color: _____</p> <p>Glasses: _____</p> <p>Facial Hair: _____</p> <p>Markings: <small>(Scars, Tattoo's, etc.)</small> _____</p> <p>What did the suspect say? _____</p> <p>_____</p> <p>_____</p>		<p style="text-align: center;">CLOTHING</p> <p>Hat Type: _____</p> <p>Hat Color: _____</p> <p>Jacket Type: _____</p> <p>Jacket Color: _____</p> <p>Shirt Type: _____</p> <p>Shirt Color: _____</p> <p>Pants Type: _____</p> <p>Pants Color: _____</p> <p>Shoe Type: _____</p> <p>Shoe Color: _____</p>
<p style="text-align: center;">VEHICLE</p> <p>Color: _____</p> <p>Make: _____</p> <p>Style: _____</p> <p>License #: _____</p>		



Appendix 2: Bomb threat report form

TELEPHONE BOMB THREAT REPORT FORM

INSTRUCTIONS; Be calm. Be courteous. Listen. Do not interrupt the caller. Notify supervisor / security officer of your element by prearranged signal while caller is on the line,

DATE:

TIME:

Exact words of person placing call:

QUESTIONS TO ASK:

1 When is the bomb going to explode?

2 Where is the bomb right now? _____

3 What kind of bomb is it? _____

4 What does it look like ? _____

5 What will cause it to explode? _____

6 Why did you place the bomb? _____

7 What is your name and address? _____

Try to determine the following: (circle as appropriate)

Caller's identity: Male Female Adult Juvenile Age __ years

Voice: Loud Soft High-pitched Deep Intoxicated Other

Accent: Local Foreign Region (description)

Speech: Fast Slow Distinct Distorted Stutter Slurred Nasal

Language: Excellent Good Poor Foul Other

Manner: Calm Angry Rational Irrational Coherent Incoherent

 Deliberate Emotional Righteous Laughing Intoxicated

Background noise: Office machines Factory machines Bedlam Trains

 Animals Music Voices Airplanes Street-Traffic Mixed

Appendix 3: Interview template hotel manager

1. How would you describe the safety culture in the hotel?
2. What kind of security organization you have in the hotel?
 - Who are the members and what are their duties?
3. What kind of measures and processes there are done to ensure security in the hotel?
4. As a hotel manager, what are your duties in case of an emergency / crisis?
5. How are the security aspects kept up to date?
6. How is security training organized in the hotel?
7. How often are fire / evacuation drills organized?
8. What are the biggest security risks in the hotel?
9. Improvement / Developments ideas for security?
10. What grade (1-10) would give for the level of security in the hotel?

Appendix 4: Interview template security supervisor

1. What are your main duties as the security supervisor?
2. What kind of measures and processes there are done to ensure security in the hotel?
3. How are the security aspects kept up to date?
4. As the security supervisor, what are your duties in case of an emergency / crisis?
5. How is security training organized in the hotel?
6. What are the biggest security risks in the hotel?
7. Improvement / Developments ideas for security?
8. What grade (1-10) would give for the level of security in the hotel?

Appendix 5: Interview template head of maintenance

1. What are your duties in the hotel's security organization?
2. What kind of measures and processes regarding maintenance there are done to ensure security in the hotel?
3. How are the security aspects in maintenance kept up to date?
4. How is the maintenance of fire alarm system and other security investments handled?
5. What are the biggest security risks concerning maintenance?
6. Improvement / Developments ideas for security?
7. What grade (1-10) would give for the level of security in the hotel?

Appendix 6: Interview template department leaders

1. What is your duty as department leader in the hotel's security organization?
2. What kind of measures and processes there are done in your department to ensure security?
3. As a department leader, what are your duties in case of an emergency / crisis?
4. How is security training organized in your department?
5. What are the biggest security risks in your department?
6. Improvement / Developments ideas for security?
7. What grade (1-10) would give for the level of security in the hotel?