# DISASTER PLANNING AND PREPAREDNESS IN THE HOTEL INDUSTRY

Praise for *Disaster Planning and Preparedness in the Hotel Industry*

> 'During the last several decades, natural and man-made disasters have significantly impacted human lives, the social fabric, and the built environment. The hospitality industry is one of the most vulnerable to disasters and hazards but it has not received substantial attention from scholars. *Disaster Planning and Preparedness in the Hotel Industry* highlights the lack of preparedness and planning and recommends that hotel managers and industry leaders should establish comprehensive emergency management plans engaging different stakeholders in the sector for collaborative success.'
>
> **Dr Naim Kapucu**, Professor and Director,
> School of Public Administration,
> University of Central Florida

# DISASTER PLANNING AND PREPAREDNESS IN THE HOTEL INDUSTRY

BY

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We dedicate this book to God Almighty, the creator who gives us wisdom, knowledge and understanding. The book is also dedicated to our families for their kindness, devotion and endless support. Our special dedication to communities around the globe who have been severely affected by disasters; their sacrifices and hardships have truly inspired us to realize this book. We praise those institutions, organizations and individuals that have taken active efforts in reducing disaster risk in their communities and advocates for disaster risk reduction.

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# List of Abbreviations

| | |
|---|---|
| CCTV | Closed-circuit Television |
| CID | Central Intelligence Department |
| CISD | Critical Incident Stress Debriefing |
| CMT | Crisis Management Team |
| CRM | Crew Resource Management |
| CRT | Crisis Response Team |
| DTP | Double Tourist Plan |
| EMAP | Emergency Management Accreditation Program |
| FEMA | Federal Emergency Management Agency |
| GAM | Greater Amman Municipality |
| GDCD | General Directorate of Civil Defence |
| GID | General Intelligence Department |
| HCCD | Higher Council of Civil Defence |
| IAEM | International Association of Emergency Managers |
| IHG | International Hotel Group |
| JHA | Jordan Hotel Association |
| JTB | Jordan Tourism Board |
| LPD | Loss Prevention Department |
| MOTA | Ministry of Tourism and Antiquities |
| MOH | Ministry of Health |
| MOI | Ministry of Interior |
| MPWH | Ministry of Public Works and Housing |
| NGO | Non-governmental Organization |
| PPRR | Prevention, Planning, Response, and Recovery |
| PSS | Plan Safety Standard |
| SWOT | Strengths, Weaknesses, Opportunities, and Threats |
| UNISDR | United Nations International Strategy for Disaster Reduction |
| UNWTO | United Nations World Tourism Organization |
| USAID | Unites States Agency for International Development |
| WHO | World Health Organization |

# About the Authors

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# Foreword

Disasters are not merely ornamental or interesting events that adorn our collective historical record; these disruptions have served to guide and shape it. Theorists have even ventured to suggest that many of history's great civilizations were eventually affected by the impact of disasters. The former represents situations where the causes of the problem are associated with on-going change and the failure to adapt to this, while the latter are triggered by sudden events over which control is difficult. Disaster and emergency management have four stages when dealing with emergencies: preparedness for, response to, recovery from, and mitigation of all emergencies. In the stage of mitigation, the effect of hazards should lessen and the vulnerability is estimated to decrease the losses; an emergency response plan should be developed. In the preparedness stage, effort will be done to ensure plan tuning, updating the employees' training and education. When the event occurs, the implementation of plans will be the organizational response to the emergencies. While in the recovery stage, all systems should return back to the normal state in a possible short time, and start rebuilding and mitigating the next hazards. The hotel industry is as vulnerable as any other to the hazards associated with man-made and natural disasters. Organizations exiting as microcosms within communities, hospitality organizations, regardless of size, type, mission or location, on a daily basis face many of the same risks and threats that confront small businesses, multinational corporations, governmental bodies and private citizens. Organizations in existence for practically any length of time have likely faced multiple threats ranging from natural disasters to man-made disasters, but few hospitality leaders would deny the responsibility to plan and anticipate for potential emergencies and disaster events.

The Authors
August 2019

# Preface

The hospitality industry tends to be highly sensitive to the negative impacts of hazards such as natural disasters, clashes, conflicts and terrorist attacks. Hospitality industry can be easily affected by internal and external impacts. As a year-round industry, the hospitality industry has a special vulnerability to hazards, including the inseparability between the guests and the employees as part of the product itself. These events are very hard to control and forecast, and they can affect even the well-prepared organizations. Regarding several disasters and hazardous events affecting the hospitality industry, it has become very important to be well-prepared and able to control the hazards. The hospitality industry could not develop its business in hazardous and dangerous destinations. Emergency risk and vulnerability are very important to understand in order to develop measures of reduction and mitigation. Researchers argued that better understanding of the emergency management will help to mitigate the effects of disasters even if prevention is out of the question. In hospitality organizations, potential emergencies could be avoided by using proactive emergency planning. Disaster and emergency planning should be applied and hotels should be well prepared before the disaster strikes; during the disaster, emergency planning should be applied effectively, and rapid recovery to the normal stage should occur after the disaster. Recently, hospitality scholars have paid more attention to the term 'disaster and emergency planning'. Although numerous research has been done to investigate the impact of disasters and emergencies on organizations, comparatively few studies have examined the disaster and emergency planning in hotels and how they can be prepared for the next disaster and mitigate the effect of such an hazard. Not surprisingly, there was no particular study covering the role of disaster and emergency planning and preparedness within the Jordanian hospitality industry, with a lack of studies focussing on disaster and emergency planning and preparedness for hotels. Limited research was conducted to study the impact of natural and man-made disasters on the Jordanian hospitality industry. A study mentioned the terrorist bombing of three Jordanian hotels in 2005, killing around 67 persons and wounding more than 150 others. It concentrated on terrorist activities in general, using the internet in planning for terrorist activities, but there was no mention about the emergency planning and preparedness in the hotel industry. By using qualitative research, this study tries to illustrate the impact of disasters on the tourism industry and establishes a strategic approach to crisis management. This book provides various decision analysis theories and support tools in disaster planning and preparedness in particular. We sincerely hope that this book becomes a reference in the field since it addresses approaches on how to plan and prepare for the different kinds of disasters and emergencies. This book starts with an introduction about disaster management and emergencies. The second chapter discusses the

literature review of existing concepts, theories and related studies on emergency planning and preparedness, and disaster management, explaining their relation to the hotel industry. The third chapter discusses the empirical findings in the related literature. The last chapter provides a summary and recommendations. The contribution of this book to the existing body of knowledge are also discussed in this chapter.

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