WORKSHEET 2.8

Emergency Preparedness and Response

Subchapter 2.8 · case in the book: Wellington

GUIDING QUESTION

At four in the morning your emergency plan calls for a certain number of people to do certain things. Count how many people are actually in the building at that hour, and compare the two numbers.

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Compare the two numbers. Roles required at four in the morning against people present at four in the morning. Where the plan asks for more than exists, it has to be rewritten for the crew that is there.		
Map the worker locations onto the warden structure. Basement, plant, roof, laundry, cellar, loading bay, conference floor at night. None of them is on a guest floor plan and all of them have people in them at some hour.		
Run one drill a year at the worst hour, with the crew actually on duty. It is the only test of capability rather than of the document, and it is the one nobody wants to schedule.		
Debrief real events on both populations. A genuine emergency is the best information the system will ever get, it arrives free, and half of it is thrown away when the review covers only guests.		
Involve the people whose capabilities the plan depends on: the night team, the contract cleaners, the agency staff, and the emergency services who will arrive. Their involvement in developing the response is in the clause.		
Write down what not to attempt. A single first aider who is also the warden and also goes to the panel needs a priority, not three duties.		

These steps are the book's method, not requirements of ISO 45001. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What the property took to be true	What actually holds	Our position
"Our emergency plan is thorough and tested twice a year."	It plans for guests. The clause requires relevant information to be communicated to all workers on their duties and responsibilities, and names visitors alongside contractors and authorities in a separate list.	
"The warden structure covers the building."	It covers guest floors. The basement, the plant, the roof, the laundry and the loading bay are where workers are and where no guest ever is.	

What the property took to be true	What actually holds	Our position
“The drills demonstrate our capability.”	What is to be tested is the planned response capability. A drill at ten in the morning tests the capability the hotel has for eight hours a day.	
“We debriefed the event and the response was good.”	Performance is to be evaluated and the response revised, in particular after the occurrence of emergency situations. A debrief covering only guest handling has discarded most of what a real event supplied.	
“First aid is covered: we have trained first aiders.”	Provision of first aid is named inside the planned response. Between eleven and seven there was one, and the plan simultaneously required him to be at the panel and at the assembly point.	
“The plan was written by people who know the building.”	The needs and capabilities of relevant interested parties are to be taken into account and their involvement ensured. The people who know what is possible at four in the morning are on nights.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Planning for guests and calling it an emergency plan. Guests appear in the clause as visitors, in a list; the workers are the subject.		
Organising wardens by guest floor. It leaves out every place a worker is and a guest is not.		
Drilling at ten in the morning. It tests the capability the property has for a third of the day.		
Debriefing a real event on service and not on people. It is the best information the system will ever receive and half of it gets discarded.		
Writing a plan that needs more people than are on duty. It will not be performed partially; it will be abandoned and replaced by improvisation.		
Treating first aid as separate. It is named inside the planned response, and after eleven at night most hotels have one first aider who is also two other things.		

Operative synthesis

- **Hospitality plans emergencies for guests, thoroughly and for good reasons.** This clause is about workers: it requires relevant information on duties and responsibilities to be communicated to all workers, and lists visitors alongside contractors, emergency services, authorities and the community as a separate audience. The warden structure that covers guest floors leaves out the basement, the plant, the roof, the laundry and the loading bay, which is where the property’s own people are.
- What must be tested is the planned response capability, not the document, and a drill at ten in the morning tests the capability the hotel has for a third of the day. The plan must be evaluated and revised in particular after a real emergency, which is the best information the system will ever get and which most hotels debrief on guest handling alone. And the arithmetic decides everything: count the roles the plan requires at four in the morning against the people who are there, and

design for the smaller number, including the instruction about what not to attempt, because the alternative to a priority is one person trying to be in three places.

- Two people were on duty, and the plan required them to be at the panel, at the assembly point and wherever somebody was hurt. Nobody was hurt, so it was never tested, and every drill the hotel had ever run had been held at ten in the morning.
- **Emergencies are rare and they announce themselves.** The other half of the check phase concerns what a property measures on the ordinary days in between, and whether any of those numbers would have told anybody, in advance, what that night revealed.

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 3a «The Helm», subchapter 2.8. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 45001. It is not legal advice: health and safety law is that of the place where the property operates.