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Safety and Security Practices of Hotels in Cabanatuan City: A Basis for Risk Management Plan

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Abstract
This study evaluated the safety and security practices of selected hotels in Cabanatuan City, Nueva Ecija, to identify operational gaps and propose a risk management plan. Using a descriptive research design, data were collected through surveys and interviews with hotel management, focusing on areas such as physical security, emergency preparedness, medical readiness, financial safety, and cybersecurity.

Results showed that while basic safety measures—like fire extinguishers, emergency exits, and CCTV—are in place, critical gaps remain. These include insufficient security personnel, absence of emergency evacuation plans, lack of staff training, and weak cybersecurity systems. Other concerns include poor signage, lack of elevator access control, and inadequate first-aid provisions.

To address these issues, a comprehensive risk management plan was developed, including recommendations for enhanced training, improved infrastructure, and stronger security policies. The study highlights the need for proactive risk management to ensure guest and staff safety, and to boost the operational quality and reputation of hotels in the area.

Introduction
The hospitality industry plays a vital role in driving economic growth in many urban centers, including Cabanatuan City. As the city continues to attract both business and leisure travelers, the demand for safe and secure hotel accommodations has become increasingly critical (Kotler & Keller, 2016; Ward, 2021). Safety and security rank among the foremost considerations for guests when selecting lodging facilities, as hotels that uphold high standards in these areas not only safeguard their assets and reputation but also foster customer trust, satisfaction, and loyalty (Sturken, 2020; Nwokorie & Igbojekwe, 2019 [21]).

Despite the recognized importance of safety and security in hotel operations, there remains a scarcity of comprehensive data on the actual practices employed by hotels in Cabanatuan City. This study seeks to address that gap by examining the safety and security measures of selected hotels, with particular focus on infrastructure, personnel, and emergency preparedness (Anichiti *et al*., 2021; Savita *et al*., 2024) [4, 24]. The findings will serve as the basis for formulating a Risk Management Plan that may guide hotel operators in strengthening their safety systems and overall resilience (ISO, 2018) [16].

By critically assessing these practices, this research aspires to contribute to the establishment of standardized safety protocols within the local hospitality industry, thereby creating a safer and more reliable environment for both employees and guests (Stojanović & Radeljić, 2025; Wikipedia contributors, n.d.) [26, 32].

Statement of the Problem
The purpose of this study is to examine the safety and security practices of hotels in Cabanatuan City and to gather relevant background information. Specifically, the study seeks to answer the following questions:

1. What is the profile of the respondents in terms of:
1.1 Years of existence
1.2 Form of business organization
1.3 Number of security guards
1.4 Number of rooms
1.5 Security and safety facilities and equipment used by the hotels

2. How may the respondents be profiled in terms of security types:
2.1 Security and safety practices
2.2 Security of persons
2.3 Security of systems
2.4 Emergency plans and procedures

3. What risk management plan can be proposed based on the findings of the study?

Research Methodology
This study employed a descriptive survey research design to examine the safety and security practices of hotels in Cabanatuan City. The research utilized purposive sampling, selecting hotels based on accessibility, operational status, and willingness to participate, while excluding those outside the locale. The primary instrument was a structured questionnaire validated by experts, divided into three parts: hotel profile, security practices, and an open-ended section for additional insights. Data collection was conducted with prior approval from hotel management, ensuring confidentiality and voluntary participation.
Questionnaires were distributed personally or electronically, with follow-ups to secure adequate responses. The collected data were organized, tabulated, and analyzed using descriptive statistics such as frequency, percentage, mean, and standard deviation, while chi-square tests were applied to examine relationships between variables. A Likert Scale was employed to measure the degree of agreement of respondents regarding safety and security practices, with corresponding verbal descriptions. The statistical results provided the basis for a proposed Risk Management Plan for hotels. Ethical considerations were strictly observed, including informed consent, confidentiality, anonymity, and respect for voluntary participation, alongside institutional approval. Overall, this methodology ensured systematic, ethical, and reliable data collection and analysis to address the objectives of the study.

Results and Discussion
1. The Socio-Demographical Profile

Table 1.1: Year of Existence

Years of Existence	Frequency	Percentage
1-5 years	4	22.22%
6-10 years	4	22.22%
10-above	10	55.56%
Total	18	100%

Table 1.1 shows that a majority of the hotels in Cabanatuan City (55.56%) have been in operation for more than 10 years, indicating long-term sustainability and possibly well-established operational systems. Meanwhile, 22.22% have been operating for 1–5 years and another 22.22% for 6–10 years. This suggests a mix of seasoned and relatively new hotels in the city's hospitality industry. Hotels with longer years of existence may have more experience in developing and refining their safety and security protocols.
According to Kotler & Keller (2016), longevity in business often correlates with the ability to adapt to market demands and implement necessary improvements, including in operational safety and security.

Table 1.2: Forms of Business Organization

Forms of Business Organization	Frequency	Percentage
Proprietorship	13	72.22
Partnership	1	5.55
Corporation	4	22.22
Total	18	100%

As shown in Table 1.2, the majority of hotel businesses in Cabanatuan City are sole proprietorships, accounting for 72.22% of the respondents. This is followed by corporations at 22.22%, and partnerships at 5.55%. The dominance of sole proprietorships suggests that hotel ownership in the city is largely independent and individually managed.
According to Susan Ward (2019), sole proprietorships are the most common form of business due to their simplicity in formation and operation. However, one notable downside is that the owner bears full personal liability for business risks. This type of ownership may influence how security and risk management decisions are made—often depending on the owner's discretion and resources.

Table 1.3: Number of Security Guards

Number of Security Guards	Frequency	Percentage	Rank
no security guards	9	50	1
5-below	7	38.88	2
6-10 security guards	2	11.11	3
11-above	0	0	4
Total	18	100	

Table 1.3 reveals that 50% of the surveyed hotels operate without security guards, while 38.88% employ five or fewer. Only 11.11% have between six and ten security personnel, and none have more than ten. This indicates a significant portion of hotels may be relying on minimal physical security, possibly due to budget constraints or differing security philosophies.
As noted by Sturken (2018) [27], many hotels seek to balance hospitality with safety. Excessive security measures may affect guests' perception of comfort and hospitality, thus some establishments choose minimal visible security. Similarly, Leslie Ang (2016) emphasized that hotel security should be seamlessly integrated with customer service to maintain guest satisfaction while ensuring safety.
The absence of security guards in half of the hotels raises concerns about vulnerability to risks such as theft, intrusion, or emergencies. It underscores the need for proper training, surveillance systems, and emergency preparedness in the absence of dedicated personnel.

Table 1.4: Number of Rooms

Number of Rooms	Frequency	Percentage	Rank
20-below	2	11.11%	3
20-30 rooms	6	33.33%	2
40 above	10	55.55%	1
Total	18	100%	

Table 1.4 reveals that a majority of the hotels (55.55%) in Cabanatuan City have more than 40 rooms, indicating that most hotels in the city are medium-sized establishments. This is followed by 33.33% of hotels with 20–30 rooms, and only 11.11% with 20 rooms or fewer.

Based on the classification of hotel sizes by Tarmoezi (n.d.), a medium-sized hotel typically has between 28 to 200 rooms, while a small hotel has up to 28 rooms and large hotels exceed 300 rooms. Applying this classification, most hotels in the study qualify as medium-sized. The prevalence of medium-scale hotels suggests a hospitality landscape that can accommodate moderate to high volumes of guests, which may necessitate more structured safety and security measures to manage risk effectively.

Table 1.5: Frequency Distribution Based on Security and Safety Facilities and Equipment

Security and Safety Facilities and Equipment	Frequency	Percentage
Fire extinguisher	18	100%
fire exit	16	97.77%
generator and emergency lightning	14	77.77%
guard house	10	61.11%
emergency hotline	17	94.44%
closed circuit television camera (cctv)	17	94.44%
clinic/first aid	9	50%
exclusive parking area	16	88.88%
baggage counter	13	79.44%
emergency vehicle	10	55.55%

Table 1.5 presents the availability of various security and safety facilities and equipment in the participating hotels. All hotels (100%) are equipped with fire extinguishers, a fundamental tool for fire suppression. A large majority also reported having fire exits (97.77%), CCTV systems (94.44%), and emergency hotlines (94.44%), indicating compliance with basic safety protocols.

Generators and emergency lighting are present in 77.77% of the hotels, which ensures continued operations during power outages. However, only 50% have a clinic or first aid station, and 55.55% have access to an emergency vehicle—revealing a significant gap in health emergency preparedness.

The presence of a guard house in 61.11% of hotels indicates some level of organized on-site security, but considering earlier findings where 50% of hotels operate without security guards, this may reflect unstaffed or symbolic facilities. The availability of exclusive parking areas (88.88%) and baggage counters (79.44%) also reflects efforts to enhance guest convenience and manage risks associated with property loss or theft.

According to OSHA and Mauce Bourgeois (2016), essential safety signage and equipment such as fire extinguishers, exits, and warning signs play critical roles in accident prevention. These components, combined with trained personnel and proper implementation, contribute significantly to a hotel's overall safety posture. Caution signs, emergency lighting, and clearly marked exits are especially important in minimizing injury and confusion during emergencies.

The findings emphasize the importance of integrating comprehensive safety and emergency response systems in all hotels. While most have the minimum safety tools, the inconsistency in more advanced or health-related facilities (e.g., clinics, emergency vehicles) could compromise guest and staff welfare in critical situations.

2. Security Types

Table 2.1: Security and Safety Practices

Security and Safety Practices	4	3	2	1	AWM	Verbal Interpretation	R
has proper light and visibility the outside of the building	9	7	0	1	3.55	Strongly Agree	1
has a proper and sufficient amount of light on hotel's lobby hallway and Emergency Power	11	5	1	1	3.44	Strongly Agree	2
has proper fencing of the building	6	7	3	2	2.94	Agree	6
has elevator operator	2	1	11	5	2.11	Disagree	9
Manning of security guard to restrict enter the gates	5	8	2	3	2.83	Agree	8
Has fixing of closed circuit TV cameras.	6	9	2	1	3.11	Agree	5
has fire alarm and signage for fire exit	8	6	3	1	3.16	Agree	4
has visibility of security guard	7	2	5	4	2.88	Agree	7
has emergency hotline signage and danger and safety instruction signs	9	7	2	0	3.38	Strongly Agree	3
AWM					3.04		Agree

Table 2.1 presents the respondents' degree of agreement regarding the security and safety practices of hotels in Cabanatuan City, revealing a total average weighted mean (AWM) of 3.04, interpreted as "Agree."

The highest-rated item was "has proper light and visibility outside of the building" with an AWM of 3.55 (Rank 1), followed by "has a proper and sufficient amount of light in the hotel's lobby hallway and emergency power" with 3.44 (Rank 2). The item "has emergency hotline signage and danger/safety instruction signs" ranked third with an AWM of 3.38.

Items related to fire safety and CCTV also received favorable responses: "has fire alarm and signage for fire exit" (AWM = 3.16) and "has fixed CCTV cameras" (AWM = 3.11). Lower-rated items included "manning of security guard to restrict gate access" (AWM = 2.83), "visibility of security guard" (AWM = 2.88), and "proper fencing of the building" (AWM = 2.94). The least agreed-upon practice was "has elevator operator," which had an AWM of 2.11 and was rated "Disagree."

Overall, the findings suggest that hotels emphasize physical security features such as lighting, signage, and emergency systems. According to Chauhan, Shukla, and Negi (2018) [1], internal and external security measures—like proper lighting, CCTV installation, and manning by guards—are essential in minimizing incidents and ensuring the safety of both guests and staff.

Table 2.2: Security of Person

Security of Person	4	3	2	1	AWM	Verbal Interpretation	R
Block access to guest floors unless a person has a key to insert into the elevator.	4	6	3	5	2.05	Disagree	5
delivery person from other establishment is able to knock on your hotel door	5	12	0	1	3.16	Agree	3
Do Not Disturb" sign on your door	7	6	5	0	3.11	Agree	4
have door hangers that you can put on the outside of your door to order breakfast, for instance	9	5	1	3	3.11	Agree	4
key card protected hotel rooms	9	5	1	3	3.11	Agree	4
posting security personnel at front entrance and other access points	8	6	3	1	3.16	Agree	3
issuing a duplicate card key	11	4	1	2	3.33	Strongly Agree	2
Provide wide angle door viewer, dead bolt locks, night torch, chains on doors etc	7	7	4	0	3.16	Agree	3
Hotels maintain an emergency manual, detailing exits and help in the event of a variety of emergencies	11	7	0	0	3.61	Strongly Agree	1
AWM					3.04	Agree	

Table 2.2 summarizes the respondents' perceptions regarding personal security measures in hotels, with an overall AWM of 3.04, indicating general agreement.

The highest-rated item was "hotels maintain an emergency manual detailing exits and help in the event of emergencies," with an AWM of 3.61 (Strongly Agree, Rank 1). This was followed by "issuing a duplicate card key" with 3.33 (Rank 2). Several practices—such as "wide-angle door viewer, deadbolt locks, night torches, and chains on doors," "posting security personnel at key access points," and "allowing delivery personnel from other establishments"— shared an AWM of 3.16 and ranked 3rd.

Practices like having "Do Not Disturb" signs, "door hangers for services," and "key card-protected hotel rooms" all shared an AWM of 3.11 (Rank 4). However, the respondents disagreed with "blocking elevator access to guest floors without a key," which had the lowest rating at 2.05 (Rank 5).

These findings imply that while hotels are generally well-prepared for emergencies, some access control measures, such as elevator restrictions, may need improvement. As noted by Kadian-Baumeyer (2016), maintaining strong emergency action plans and guest security systems is essential, particularly when guests are far from home.

Table 2.3: Security of Systems Practices

Security of Systems	4	3	2	1	AWM	Verbal Interpretation	Rank
Fix duties and responsibilities: Fix duties of staff members so that they don't interfere with others' work.	10	8	0	0	3.55	Strongly Agree	2
Make surprise checks	4	7	6	1	2.77	Agree	8
Staff who have access to liquid assets should be made to sign a bond so that in case of theft the concerned person can easily be caught	6	9	2	1	3.11	Agree	5
Hiring of some independent security company to check the security system of the hotel	6	5	5	2	2.83	Agree	7
Record of all losses and missing items immediately	11	7	0	0	3.61	Strongly Agree	1
proper Inventory control	10	7	1	0	3.05	Agree	6
Auditing should be done on a regular basis	10	6	2	0	3.44	Strongly Agree	3
Proper system for cash disbursements	11	7	0	0	3.61	Strongly Agree	1
Hotels Point of sale and security system is handled by i.t expert.	10	2	6	0	3.22	Agree	4
AWM					3.24	Agree	

Table 2.3 details the respondents' agreement with practices related to the hotel's internal security systems, showing an overall AWM of 3.24, interpreted as "Agree."

Two items shared the top rank with an AWM of 3.61: "record of all losses and missing items immediately" and "proper system for cash disbursements." The next highest-rated items were "fixing staff duties and responsibilities" (AWM = 3.55, Rank 2) and "regular auditing" (AWM = 3.44, Rank 3).

Respondents also agreed that "hotel POS and security systems are handled by IT experts" (AWM = 3.22, Rank 4), and "staff with access to liquid assets should sign a bond"

(AWM = 3.11, Rank 5). Other security practices such as "proper inventory control" and "hiring an independent security company" received moderate agreement with AWMs of 3.05 and 2.83 respectively.

The lowest-ranked item was "make surprise checks" with an AWM of 2.77 (Rank 8), though still within the "Agree" interpretation range.

The results suggest that hotel management prioritizes documentation, staff accountability, and system protection. Chaunum (2018) emphasizes the need for regular inventory control and expert-managed IT systems to ensure operational security and efficiency.

Table 2.4: Emergency Plan and Procedures

Hotels Emergency Plan and Procedures	4	3	2	1	AWM	VI
has written and well documented emergency plan	7	0	8	3	2.61	Agree
Specific procedures in place for critical functions, for example power shut-downs.	9	3	5	1	3.11	Agree
a map of the workplace illustrating the location of fire protection equipment, emergency exits, assembly points	5	3	7	3	2.55	Agree
emergency contact details for key personnel during emergency	5	3	9	1	2.66	Agree
specific training for individuals who have a formal role in an emergency, example first aiders	9	2	5	2	3.00	Agree
Has suitable first aid facilities and clinic with personnel in charge.	12	4	0	2	3.44	Strongly Agree
Emergency procedures accommodate declarations of extreme weather warnings.	11	5	1	1	3.44	Strongly Agree
workers trained in emergency evacuation	5	5	5	3	2.66	Agree
properly maintained and regularly checked and tested by the local fire authority	7	5	6	0	3.05	Agree
AWM					2.94	Agree

Table 2.4 presents the evaluation of emergency preparedness practices among hotels. Most respondents agreed on the practices, with the exception of two items that were strongly agreed upon.

The top-ranked items, both with an AWM of 3.44, were:
"Has suitable first aid facilities and clinic with personnel in charge," and
"Emergency procedures accommodate declarations of extreme weather warnings."

Other practices such as "specific procedures for critical functions" (AWM = 3.11), "specific training for first aiders" (AWM = 3.00), and "emergency contact details for key personnel" (AWM = 2.66) were generally agreed upon.

The lowest-rated item was "map of the workplace illustrating fire protection equipment, exits, and assembly points" with an AWM of 2.55 (Rank lowest but still rated as "Agree").

These results highlight the need for stronger visual communication of emergency routes and equipment, even as other areas like first aid readiness and weather response are better addressed.

3. Risk Management Plan Proposed Based on the Result of the Study

Table 3: Risk Management Plan Matrix

Identified Risk	Source of Risk (Table/Finding)	Impact	Likelihood	Proposed Mitigation Strategies	Responsible Person/Group	Timeline
1. Unauthorized Entry & Theft Hotels operating without security guards or with low visibility of guards are vulnerable to intrusion, theft, and unauthorized access.	• Table 1.3: 50% of hotels have no security guards; Table 2.1: "Visibility of security guard" (AWM 2.88, Rank 7) and "Manning of security guards to restrict gate access" (AWM 2.83, Rank 8) scored low.	Guest/property theft; reputational damage; potential injury	High	• Hire at least one full-time security guard (per 20 rooms) or rotate part-time guards to cover critical hours. • Establish a clear uniformed-guard schedule to ensure visible patrols at entrances, parking areas, and corridors. • Install motion-sensor lighting and conspicuous "No Trespassing" signage around perimeter. • Conduct quarterly security drills (e.g., unauthorized-entry response) with front-desk and housekeeping staff to reinforce reporting procedures.	Hotel General Manager Security Supervisor	1–2 months to hire & train guards; ongoing patrols
2. Inadequate Perimeter & Access Control Low agreement on fencing, elevator access controls, and elevator operators increases risk of unauthorized access to guest floors.	• Table 2.1: "Proper fencing of the building" (AWM 2.94, Rank 6) • Table 2.1: "Has elevator operator" (AWM 2.11, Rank 9) • Table 2.2: "Block access to guest floors unless a key is inserted" (AWM 2.05, Rank 5)	Potential intrusion into guest areas; increased liability	Medium–High	• Erect or reinforce perimeter fencing at all hotel boundaries (especially near alleys/back entrances). • Upgrade elevator access: configure elevators to require key-card insertion before accessing guest floors. • If budget permits, station an elevator operator during peak check-in/out times to monitor ride-access. • Post clear signage near elevators: "Authorized key-card required beyond this point." • Train front-desk staff to deactivate lost key cards immediately and issue temporary access only when identity is verified.	Engineering/Maintenance Manager IT/Facilities Team	2–3 months for fencing & elevator upgrades; ongoing monitoring
3. Limited Health & First Aid Readiness Only half of hotels have a clinic/first-aid station, and just 55.55% have an emergency vehicle; this compromises	• Table 1.5: "Clinic/First aid" (50%) "Emergency vehicle" (55.55%) • Table 2.4: "Has suitable first-aid facilities and clinic	Increased risk of fatality or serious injury in medical crisis	High	• Designate and equip a small "First-Aid Room" in every hotel: • Ensure at least one staff member is certified in basic first aid/CPR. • Secure a formal agreement (MOU) with a	Front-Office Manager HR/Training Department	1–2 months to equip and train; MOU within 3 months

response to medical emergencies.	with personnel" (AWM 3.44, Rank 1) but not universal			nearby clinic or hospital for 24/7 ambulance dispatch in case the hotel lacks its own emergency vehicle. • Install a visible "First Aid" signage on each floor. • Conduct biannual first-aid refresher training for front-desk and security staff.		
4. Inefficient Fire-Safety & Evacuation Planning Gaps in clear workplace maps and coordinated drills lead to confusion during fires or extreme weather.	• Table 1.5: "Fire extinguisher" (100%) and "Fire exit" (97.77%) are widely available. • Table 2.4: "Map of workplace illustrating fire protection equipment, emergency exits, assembly points" (AWM 2.55, lowest).	Slower evacuation; higher injury/fatality risk	Medium	• Produce and prominently post floor-plan diagrams on every guest corridor and staff area, showing all exits, fire extinguishers, assembly points, and medical rooms. • Organize mandatory quarterly fire drills—include housekeeping, F&B, and back-of-house teams; document time to evacuate and identify chokepoints. • Ensure all fire extinguishers are inspected monthly by local fire authority; keep inspection tags visible. • Develop a "Weather Alert Checklist" (e.g., typhoon protocol) and train staff on who contacts local authorities and how guests are informed.	Hotel Safety Officer Local Fire Marshal (coordination)	Maps posted within 1 month; drills quarterly; ongoing inspections
5. Inconsistent Electronic & Cash-Handling Security While record-keeping is strong, surprise checks and independent audits are not consistently practiced, raising fraud risks.	• Table 2.3: "Make surprise checks" (AWM 2.77, Rank 8) "Hiring independent security company to audit systems" (AWM 2.83, Rank 7)	Financial loss; internal fraud; data breaches	Medium	• Schedule unannounced "cash and system audits" twice per quarter, led by internal audit team. • Retain an external security/audit firm to conduct a comprehensive system review (POS, inventory, back-office) at least annually. • Implement dual-control procedures for all cash disbursements: require two staff signatures for amounts above a set threshold. • Rotate staff duties across shifts every six months to reduce risk of collusion or error. • Lock and restrict access to server rooms; require biometric or coded entry.	Finance/Accounting Manager External Audit Firm	First surprise check within 1 month; external audit within 6 months
6. Inadequate Emergency Communication & Training Hotels agree on having manuals and hotlines, but formalized team structures and regular	• Table 2.2: "Hotels maintain an emergency manual" (AWM 3.61, Rank 1) • Table 2.4: "Workers trained in emergency evacuation" (AWM 2.66) and "Specific training for designated	Poor coordination during multi-hazard events; delayed response	Medium	• Form a designated **Emergency Response Team (ERT)** comprising representatives from front office, security, housekeeping, engineering, and F&B. • Conduct semiannual, multi-scenario drills (e.g.,	Hotel General Manager HR & Training Coordinator	ERT formation in 1 month; first drill in 2 months; updates every 6 months

drills (other than fire) are lacking.	emergency roles" (AWM 3.00, Rank 4)			fire, earthquake, medical, severe weather): simulate worst-case scenarios, assign specific roles, and measure response times. • Create a "Staff Emergency Contact Card" with key phone numbers (local fire/police/hospital) and assign "Floor Wardens" to guide evacuees. • Review and update the written emergency manual every six months or after any incident.		
7. Cybersecurity & Data Privacy Gaps Reliance on IT experts is positive, but no formal cybersecurity policy or regular vulnerability assessments were noted.	• Table 2.3: "Hotel's POS and security system handled by IT expert" (AWM 3.22, Rank 4) but no mention of regular vulnerability checks. • No explicit table on network security but implied from "security of systems."	Guest data breach; financial fraud; regulatory fines	Medium– High	• Develop and implement a **Hotel Cybersecurity Policy** that includes: – Quarterly vulnerability scans of network and POS systems. – Mandatory password rotations and multi-factor authentication (MFA) for all critical accounts. – Regular data-backup protocols with offsite encryption. – Staff training on phishing, social engineering, and secure handling of guest data. • Engage a third-party cybersecurity firm for annual penetration testing. • Appoint a **Data Protection Officer** (can be outsourced) to monitor compliance with local data privacy regulations.	IT Manager External Cybersecurity Consultant	Policy drafted within 1 month; first vulnerability scan in 2 months; annual pentest

How This Matrix Was Derived from Your Tables

1. **Table 1.3 (Security Guards):**
   o 50% have no security guards → "Unauthorized Entry & Theft."
   o Low guard visibility (AWM 2.88) → contributes to missing deterrence.
2. **Table 2.1 (Security & Safety Practices):**
   o "Proper fencing" (AWM 2.94) and "visibility of security guard" (AWM 2.88) scored low → "Inadequate Perimeter & Access Control."
   o "Elevator operator" (AWM 2.11) and "blocking elevator access" (Table 2.2, AWM 2.05) both ranked low → reinforces elevator-access risk.
3. **Table 1.5 (Safety Facilities/Equipment):**
   o Only 50% have clinic/first aid; 55.55% have emergency vehicles → "Limited Health & First Aid Readiness."
   o Fire extinguishers and exits are widespread, but workplace maps (Table 2.4) are under-utilized → "Inefficient Fire-Safety & Evacuation Planning."
4. **Table 2.3 (Security of Systems):**
   o Low agreement on "make surprise checks" (AWM 2.77) and "hire independent security firm" (AWM 2.83) → "Inconsistent Electronic & Cash-Handling Security."

   o Strong agreement on record-keeping and cash-disbursement controls shows a solid foundation but highlights the need for checks and balances.
5. **Table 2.2 (Security of Person):**
   o Strong emergency manual (AWM 3.61) but low on elevator-access blocking (AWM 2.05) → informed "Emergency Communication & Training" and access control gaps.
6. **Table 2.4 (Emergency Plans & Procedures):**
   o High on first aid facilities (AWM 3.44) and weather procedures (AWM 3.44), but low on "workplace maps" (AWM 2.55) and "training" (AWM 2.66–3.00) → "Inefficient Fire-Safety & Evacuation Planning" and "Inadequate Emergency Communication & Training."
7. **Implicit from "Security of Systems" (Table 2.3):**
   o Handling POS by IT experts (AWM 3.22) without formal cybersecurity policy suggests "Cybersecurity & Data Privacy Gaps."

Next Steps for Implementation

1. **Review & Customize:**
   o Adjust the **impact** and **likelihood** levels based on each hotel's specific context (e.g., location, guest profile, budget).

2. **Assign Ownership:**
   o Clearly communicate roles to each responsible party. Hold a kick-off meeting to align on expectations and resource needs.

3. **Monitor Progress:**
   o Use a simple tracking dashboard (e.g., spreadsheet or project management tool) to update each mitigation item's status, noting completion dates and any obstacles.

4. **Evaluate & Update Quarterly:**
   o After the first quarter, reassess actual effectiveness (e.g., reduced incidents, successful drills). Update the matrix accordingly.

Conclusion and Recommendation
Conclusion
The assessment of operational safety and security practices among hotels in Cabanatuan City reveals a mixed level of preparedness and implementation of essential risk control measures. While foundational safety elements—such as fire extinguishers, emergency exits, and record-keeping—are widely adopted, critical gaps remain in security personnel deployment, access control systems, medical emergency readiness, and formalized emergency protocols.

Notably, only 50% of hotels employ security guards, and most fail to implement essential safeguards such as proper fencing, elevator access control, or detailed fire evacuation mapping. Moreover, while there is a moderate presence of clinics and emergency vehicles, a significant number of hotels still lack first-aid readiness and formal training programs for staff. Cash-handling procedures are generally in place, but these are undermined by infrequent surprise audits and minimal external security review. Cybersecurity, although supported by IT personnel, lacks formal policies and proactive assessments.

This reveals a need for a more integrated and systematic approach to risk management. Without this, hotels remain exposed to risks ranging from theft and fire to medical emergencies and internal fraud—any of which could jeopardize guest safety, staff welfare, and business continuity.

Recommendation
Based on the findings, the following recommendations are proposed to enhance the operational safety and security of hotels in Cabanatuan City:

1. **Deploy Adequate Security Personnel and Access Controls**
   o Employ at least one trained security guard per property, with 24/7 visibility and patrol scheduling.
   o Upgrade elevator systems to require key-card access and assign elevator operators during peak hours where feasible.
   o Improve perimeter security by installing proper fencing and gate control mechanisms.
2. **Enhance Emergency Preparedness and Medical Readiness**
   o Establish a dedicated first-aid room in every hotel and train at least one staff member per shift in basic life support.
   o Partner with nearby clinics or hospitals for emergency vehicle availability and medical

support.
   o Post detailed floor maps showing emergency exits, fire equipment, and assembly areas on all floors.
3. **Institutionalize Training and Emergency Drills**
   o Form an Emergency Response Team (ERT) for each hotel, with clearly defined roles.
   o Conduct quarterly fire and emergency drills, including earthquake, typhoon, and intruder scenarios.
   o Provide regular training on evacuation protocols and assign floor wardens for guest assistance during crises.
4. **Strengthen Financial and Operational Audits**
   o Conduct surprise cash and system audits at least twice per quarter.
   o Engage an independent security or auditing firm annually to assess vulnerabilities in operations and financial handling.
5. **Develop a Hotel-Wide Cybersecurity Policy**
   o Implement a written cybersecurity plan with scheduled system vulnerability scans, data backup procedures, and staff awareness programs.
   o Require multi-factor authentication and enforce regular password updates for critical systems.
6. **Monitor and Evaluate Risk Mitigation Continuously**
   o Establish a Risk Management Committee in each hotel to oversee implementation, compliance, and updates of risk plans.
   o Review and update the risk management plan every six months or after any major incident.

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