



STAFF ALERT DEVICE BUYER'S GUIDE

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About HTNG

Hospitality Technology Next Generation (HTNG) is a nonprofit association with a mission to foster, through collaboration and partnership, the development of next-generation systems and solutions that will enable hoteliers and their technology vendors to do business globally in the 21st century. HTNG is recognized as the leading voice of the global hospitality community, articulating the technology requirements of hotel companies of all sizes to the vendor community. HTNG facilitates the development of technology models for hospitality that will foster innovation, improve the guest experience, increase the effectiveness and efficiency of hotels, and create a healthy ecosystem of technology suppliers.

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Table of Contents

1	EXECUTIVE SUMMARY	4
1.1	Introduction	4
1.2	The Location.....	4
1.3	The Scenario.....	4
1.4	Primary Questions	4
2	DOCUMENT INFORMATION.....	6
2.1	DOCUMENT PURPOSE	7
2.2	RELATIONSHIP TO OTHER STANDARDS	7
2.3	OVERVIEW	7
2.4	IMPORTANT FURTHER CONSIDERATIONS	8
3	COMPANY BACKGROUND	9
4	PRODUCT INFORMATION.....	11
5	DEPLOYMENT & INSTALLATION.....	19
6	TRAINING.....	21
7	TECHNICAL QUESTIONS.....	23
8	ACCOUNT MANAGEMENT & SUPPORT	27
9	INTEGRATION	29
10	UPGRADES	30
11	SCALABILITY.....	31
12	PRICING.....	32
13	CONCLUSION	33
14	GLOSSARY OF TERMS.....	33



1 EXECUTIVE SUMMARY

1.1 Introduction

While the hotel and hospitality industries are generally safe for their guests and employees, enough concern warrants a closer look. Ultimately, our hoteliers want everyone who enters their properties to be safe; they need to balance the probability of something happening with the cost of implementing a comprehensive safety program. A historical perspective shows how much hotels have already done to ensure their guests' and staff's safety, from installing security systems that monitor activities in all the public spaces, such as video systems, to limiting access to guest rooms and floors to only those who are occupying those rooms, to noisemakers, to security patrols. All of these measures have significantly improved the safety of both guests and staff members. None, however, can be relied upon to protect staff and guests from the most significant threat: those who already have access to those areas where the people we want to protect are.

1.2 The Location

The location for our scenario is a typical nationally branded property with a main lobby and four floors. A small bar and breakfast area welcome guests to the left of the lobby. To the right is the main desk, with a small store where you can purchase convenience items. Passing the desk takes guests into a hallway with first-floor rooms and a few small meeting rooms to the left. On the right are a "business" center, a laundry, a small pool, and a workout room. At each end of the hallway are exits. Across the hallway intersection, past the front desk, are two elevators used by both guests and staff. The second elevator has both front and rear doors. The rear door is used primarily by the cleaning staff to move supplies to the rooms and remove any soiled items from the rooms. Behind that elevator's rear door is a room designated for staff use only. The guest rooms vary in size and layout, but generally, they are the same; most have two queen beds, a small sitting area, a bathroom, a closet, and an entertainment center. Many of the guest rooms have connecting doors for families who wish to have two rooms that connect to each other.

1.3 The Scenario

It is mid-morning, and the usual hustle and bustle of the day are in full swing, with people checking out, finishing their morning routines, and guests going in and out of the hotel. The cleaning staff is well into their assignments and are working in their designated areas. A staff member assigned to the fourth floor realizes she has forgotten some of her cleaning supplies downstairs. As she enters the elevator, a guest joins her for the ride down. When the staff member reaches the second floor, where the cleaning supplies are kept, the elevator stops, and the rear door opens. As she walks through the opening door, the guest follows her off the elevator, pushing her into the now vacant supply room, and begins to assault her.

1.4 Primary Questions

- How does the staff member notify someone that she needs help?
- How do they find her, since she was not where she was initially assigned?
- Whose responsibility is it to respond to her call for help?
- If the manager knows she needs help, how do they know what type of help she needs?
- If something serious is happening at a property, does the manager need to know? How do they get the information they need? Who is that point of contact?



- Can the hotel integrate its current safety measures to make the property safer: locks, cameras, AI (gun detection and gunshot detection), interactive mapping, indoor location services, etc.?
- If a hotelier owns more than one property, do they want to know the status of all their properties?
- If a product could help do all of these things without a major disruption in operations to install, would that be worthwhile?
- How can hotels train their staff in a minimal amount of time and cover the need to have refresher training, new employee training, and different training based on the different roles staff members play?
- What actions would a manager take if the situation was something other than an assault – for example, human trafficking, medical emergency, or staff in need of assistance?

Current technology can address all these questions at a very reasonable cost. By adding current technology to safety measures already in place, hoteliers can make their properties significantly safer and provide the ability to respond to calls for help with the appropriate resources.



2 DOCUMENT INFORMATION

Protecting housekeepers and hotel staff has been in the spotlight for several years. With brand requirements and city regulations rising, staff alert devices are no longer a “nice to have” but often a requirement. In a typical 300-bedroom hotel, a housekeeper enters a room alone more than 80,000 times in a given year. That’s 80,000 instances that may put them at risk. While the vast majority of these room visits are uneventful, the potential always exists for a myriad of occurrences, and these events can range from inconvenient harassment to frightening and even life-threatening. Many of these incidents go unreported.

New legislation establishes that hotels should provide reasonable measures to both prevent and respond to third-party harassment. A basic staff need is the ability to feel safe enough to continue with their daily routines. In an industry where staff members are quite often alone, spread out across many locations on a property, or may find themselves with an overtly aggressive guest, the need to summon help in an emergency is crucial. In fact, recent public demonstrations causing major disruptions to the hospitality industry have cited the safety of hotel workers among their demands.

Two housekeeping examples from earlier this year highlight the importance of a geolocating solution.

A housekeeper who was new to a major brand property was starting her second week in the property when a male assailant followed her into a room. The assailant closed the door, pushed the housekeeper to the bed, and attempted to violently assault her. The housekeeper created an alert using her electronic safety device. Responding staff immediately received an alert with a precise room-level location and intervened at once. The woman went home safely to her family that afternoon, while the perpetrator is facing 10-20 years in prison.

A noisemaker in this type of scenario can easily be muffled in bedclothes. Even when activated, it has an audible range of 1,000 feet in open space (much less in a closed environment). More importantly, an assailant can reinsert the pin to silence the alarm. Furthermore, response time can be significant as people are unsure what to do or where to go. Put simply, geolocation isn’t just safer, faster, and more accurate; it eliminates risk and uncertainty in responding to a crisis.

In a less serious scenario, a housekeeper was cleaning a bathroom when she closed the door and could not open it due to a faulty lock. She simply created an alert, and the responding team assisted her. She was safe and could easily return to work without disrupting guests.

When a staff member sends an alert, it is crucial that a dedicated respondent, appropriately trained to address the situation, receives it. This means that alerts should go to a responder anticipating that alert who is prepared to take proper action in a way that keeps other guests and staff safe as well. Time is everything in an emergency, so identifying the exact location of an incident, following that location if it moves, and sending a trained respondent make all the difference. Guests or other hotel visitors are likely untrained for emergencies. It would even be natural for them to run from a scene of panic instead of assisting. While all hotel staff receive some level of training, it is certainly not at the same level as training for security personnel.

Another consideration of staff alert devices is that they must be easy to use. As it is the hotel’s responsibility to provide reasonable measures to prevent and respond, the hotel must provide staff with a device to use while on-site instead of relying on staff to provide the alert through a personal device. The device must be simple to use. In an emergency or at times of stress, people tend to freeze and cannot follow multiple steps. Devices with one clear step typically yield a more successful result.



2.1 DOCUMENT PURPOSE

The hospitality lodging industry's purpose has always been to provide the optimal guest experience and care. Hotel brands have long recognized the importance of providing a safe and supportive environment for their employees to empower them. Recently, many hotel brands have promised to provide staff alert devices so their employees can urgently and easily summon assistance to their location.

There are potentially thousands of hotels that may need to select and deploy solutions to meet unique requirements and diverse environments. Members of the trade association Hospitality Technology Next Generation (HTNG) have developed this buyer's guide to assist hoteliers, from general or operations management to corporate brand executives, build a Request for Information (RFI) or Request for Proposal (RFP) for their brands. The objective of this guide is to help the procurement team identify the most relevant questions, and to empower the development of a tailored RFI or RFP for their property or brand.

2.2 RELATIONSHIP TO OTHER STANDARDS

The American Hotel & Lodging Association (AHLA) and the major hotel brands announced the 5-Star Promise in September 2018. This promise was "a pledge to provide hotel employees across the U.S. with employee safety devices (ESDs) and commit to enhanced policies, trainings, and resources that together are aimed at enhancing hotel safety, including preventing and responding to sexual harassment and assault."¹

Similar to HTNG's Staff Alert Technology Workgroup, AHLA convened a task force of industry participants to begin outlining an implementation framework. HTNG and AHLA are committed to working together to back the 5-Star Promise and deliver positive results to the hospitality industry.

2.3 OVERVIEW

This document is divided into thirteen sections. Each section contains a title, overview, sample questions to include in an RFI or RFP, as well as additional context to guide response expectations.

To maximize the potential benefits of this document, managers should:

- Review the questions and additional context
- Identify the questions that are most relevant to the needs of their property or properties and their brand(s)
- Consider their wireless infrastructure and technology requirements, limitations, and any planned upgrades
- Evaluate any other unique needs

¹ American Hotel & Lodging Association (AHLA), "Hotel industry announces added safety measures for employees; builds on layers of security procedures," Press release, September 6, 2018, https://www.ahla.com/sites/default/files/5Star_PR_Brand.pdf.



Please Note: The term “Buyer” in this document refers to the RFP Issuing Party. It is important for a vendor responding to an RFI/RFP to understand the issuing party’s property and its unique requirements. It is, therefore, helpful to include the following background information about the hotel and/or properties:

- Number of properties
- Locations of properties
- The number of employees who will receive an alert device
- The hours of the security team
- What areas need to be covered (e.g., guest rooms, public spaces, etc.)
- Description of the property’s IT Infrastructure
- Description of the property’s operations and operations limitations, for example:
 - Does the property have a security team, and if not, who responds to emergencies?
 - Hours of the security team, if one exists
- Description of the property’s layout (e.g., a campus vs. a high-rise)
- The need to monitor and understand the safety status of each property from a regional and/or corporate level through a security and safety platform/dashboard
- Expectations/needs for onboarding, implementation, deployment, and training

2.4 IMPORTANT FURTHER CONSIDERATIONS

Many regional (state, county, municipality) and union requirements address staff safety, life safety, and, by extension, staff alert systems. Organizations should fully educate themselves on such regulations, requirements, and laws. Due to potential geographical obligations, some questions in this Buyer’s Guide may be more important than others.



3 COMPANY BACKGROUND

The company's solutions, size and history will give greater insight into whether the potential provider is the right fit for a property or brand and whether this organization can deliver on their promises.

Sample Questions from Buyer to Provider		Question Context and Response Expectations
3.1	<ul style="list-style-type: none"> Where are you incorporated? Where is your head office and any relevant regional office located? What is your Corporate Registration Number? 	Head Office address and corporation number – could be FEIN (Federal Employment Identification Number, also known as a Tax ID), DUNS (Dun & Bradstreet Number) or equivalent depending on the location of the headquarters. If there is a regional office (Europe, Middle East, etc.) that location should also be provided.
3.2	<p>Describe your company or division that is providing hospitality solutions. Include:</p> <ul style="list-style-type: none"> Information about executive managers Relevant experience in hospitality Organizational structure 	A short narrative about each individual and their experience in hospitality or any associated industries. Highlighted experience in the industry should include years in the industry, employer name(s), and job titles.
3.3	<ul style="list-style-type: none"> Are you a WBE, MBE, SDB, a Veteran Certified company, or a certified Equal Opportunity Employer? How many of your suppliers/vendors are WBE, MBE, SDB, or Veteran Certified Companies? <p>If applicable, please provide certificates and data of issuance and expiration of the certificate(s).</p>	<p>This will vary depending on the region. Each accreditation will have some form of certification, which the vendor is encouraged to include in their response.</p> <p>For reference:</p> <ul style="list-style-type: none"> WBE – Women Business Enterprise MBE – Minority Business Enterprise SDB – Small Disadvantaged Business Veteran – Veteran Owned Business
3.4	<p>Other than those mentioned above, what other certifications does your company have?</p> <p>Note: Please list any technical certifications in the technology section, particularly under question 7.5.</p>	Some hotels that cater to specific organizations (e.g. government) may require addition certifications.
3.5	Provide the total number of properties, property sizes and total number of devices that you have installed across each unique industry (e.g., hotels, hospitals,	<p>This question gives insight into:</p> <ol style="list-style-type: none"> A scale of business solutions How focused the business is on hospitality



	campus), geographic regions (e.g., country, multi-state region, provinces, municipalities).	<ol style="list-style-type: none"> 3. What experience the vendor may have in adjacent industries 4. The extent of geographic presence
3.6	What industries do you focus on besides hospitality for staff alert technology?	This is for information only and will support the information previously advised – however, it may also show that the vendor has a greater focus on other industries.
3.7	<p>Provide at least three references from properties of similar size and in the buyer's geographic region using the alert devices solution.</p> <p>This information should include:</p> <ol style="list-style-type: none"> 1. Property name 2. Contact name and title 3. Contact phone and email 4. Property size 5. Number of devices 6. Date of installation 7. Property location(s) 	The buyer should indicate the size of the properties they wish to be included in this comparison.
3.8	<p>Optional Background Information:</p> <p>Where available, provide audited financial statements for the past two years and the amount of revenue related to this product or solution.</p>	<p>The buyer should reference supporting financial information as part of an appendix. The vendor may be asked to provide audited statements, if available.</p> <p>The vendor may request the client to confirm complete confidentiality of the financial information provided.</p>



4 PRODUCT INFORMATION

This section includes questions useful for assessing the solution's product protocols, capabilities, and accuracy. This is the foundation to evaluate whether the solution will meet a property's unique needs and expectations.

Category	Sample Questions from Buyer to Provider	Question Context and Response Expectations
4.1: General Functionality & Coverage	4.1.1 Is there a verifiable case where the technology has been used? What was the outcome?	The questions help the hotels determine if the solution does what it is supposed to do.
	4.1.2 Is your solution offered in multiple languages, and can users select their preferred language?	Helps hotels outline primary languages
	4.1.3 Can the system be manually tested to confirm proper functionality of the staff alert device?	Given that the device is not expected to be activated frequently, it is important to have periodical status updates on the health of the device.
	4.1.4 What local/national regulations/requirements, if any, does your solution comply with? Please provide details of the requirement and how you comply. (Recommend attaching a separate document to identify the specific regulations.)	Current compliance with relevant and varied city ordinances and negotiated union contracts is critical. The solution provider should also describe how features can be enabled/disabled or configured to meet various requirements. Also, the provider should describe their program for maintaining compliance as regulatory requirements change.
	4.1.5 Does the staff member carrying the alert device need a smartphone or tablet within a certain proximity (e.g., tethering or pairing) for the solution to work?	Some staff alerting solutions may require additional devices to support the solution. For example, some systems require a smart device to be paired with the alert device. Other solutions may not require a smart device. It is important to understand the implications of this, from both an operations/implementation and a cost perspective.
	4.1.6 What are the "covered areas" included in your proposal? (e.g., guest rooms, back of house [BOH], service elevator landings, linen closets, locker rooms, public spaces, meeting rooms, stairwells, elevators, exterior locations, subterranean, garage, beach, golf course)	This will indicate whether the solution can provide coverage in all areas requested by the hotel, including public spaces such as conference rooms, pool areas and golf courses.
4.2: Description / Specification	4.2.1 Is the technology single-function (i.e., ESD/Staff Alert), or what other modules are available?	Useful for hotels to understand how locating multifunction solutions can be used to offset costs of other services



Category	Sample Questions from Buyer to Provider	Question Context and Response Expectations
4.2.2	<p>Describe the technology your product uses to determine the location of the individual who activates the staff alert device.</p> <p>Include an operating diagram of your solution.</p> <p>Can it use existing IT systems?</p>	<p>This question helps the vendor detail the solution's technology.</p> <p>Selection of a solution for a property may depend on the hotel's current building and technology infrastructure and renovation plans. Some of these methods may include GPS, Bluetooth beacons, Wi-Fi mapping or another location-based technology used to pinpoint an alert device.</p> <p>For example, if the hotel has or is updating its rooms with smart door locks, environmental controls, and guest Wi-Fi, the opportunity to leverage different technologies may exist.</p>
4.2.3	<p>Does your solution provide updated employee locations (i.e., "follow-me" feature) if the staff member moves after activating the staff alert device?</p>	<p>This is the ability of the alert device solution to provide an updated or latest location of the employee in case they move or are moved after activating the alert device. Knowing the employee's ongoing location could help reduce response times.</p> <p>Some local ordinances or union contracts may require the solution to include this feature.</p>
4.2.4	<p>Can the alert device detect when an associate has fallen?</p>	<p>It is important to understand how the online notification portal/panel will alert the dispatcher/front desk staff, what the staff will see when they view the portal/panel, and the ease of defining the location of the activated device.</p>
4.2.5	<p>Does a property have to assign one staff alert device per employee or does your solution allow for interchangeable use of the staff alert devices between staff/shifts? If so, is the interchangeable usage tracked?</p>	<p>Buyers need to consider cost and operational factors when determining whether to allocate one alert device per employee, or to allow employees on different shifts to share an alert device.</p>
4.2.6	<p>Are there any instances (e.g., power outage, internet outage, device tampering, range from associated devices) in which your solution could not identify a staff member's location? If these instances occur, do you have an alternative method of identifying a staff member's location?</p>	<p>It is important to know what happens if location information cannot be transmitted and if failsafe mechanisms are available to determine location.</p>
	<p>Describe how accurate your proposed solution is in identifying the location of an employee with an</p>	<p>Some local ordinances or union contracts may stipulate specific accuracy. It is important to understand how the solution</p>



Category	Sample Questions from Buyer to Provider	Question Context and Response Expectations
	<p>activated device.</p> <ul style="list-style-type: none"> • Include approx. feet, room number, public space, etc. • If multiple degrees are available, indicate what is required to achieve the various levels of accuracy. • Is this solution capable of locating someone both inside and outside of a building? 	<p>identifies the location of the employee in distress, and at what level of accuracy. Some alert systems can leverage IoT in-room technologies (door locks, set-top boxes, environment controls, etc.) or BLE beacons to ascertain and provide room and correlated location information.</p>
4.2.7	<p>Does your solution track an employee when the staff alert device is not activated? If so, is this feature configurable to deactivate so tracking is not allowed when the staff alert device is not activated? Can this feature be permanently deactivated or not installed so it cannot be reactivated to track employees?</p>	<p>This is important because some local regulations or union Collective Bargaining Agreements (CBAs) may forbid tracking hotel staff during normal day-to-day operations when a staff alert device has not been activated.</p>
4.2.8	<ul style="list-style-type: none"> • Does your solution provide a method to securely self-cancel an alert (e.g., in the event that an employee accidentally activates the staff alert device)? • How do you confirm this is a “true” cancellation and not a cancellation by someone other than the employee? • Can the self-cancellation function be deactivated? 	<p>It is important for hotels to understand the local ordinances and tolerances for responding to false alerts. Some ordinances require that only security personnel can reset the device/clear the alarm once it has been initiated. This needs to be balanced with the potential for false alerts: device malfunction, accidental initiation or a call for a non-security related support, which will still require security response and attention.</p>
4.2.9	<ul style="list-style-type: none"> • Indoor mapping: Do you have the ability to show the location of the activated device in real time on a floor plan of the property? • Does this include wayfinding? • Do you have the ability to reconfigure or update the floor plan of the property? • If so, how often does the update occur (e.g., only at the renewal of contract or every “X” years)? 	<p>Buyers may want to have indoor mapping as an alternative, or additional means of representing the location of the alert as opposed to text on a screen. Wayfinding is the ability to find the quickest or shortest path and orient responders within a physical space. Wayfinding in addition to indoor mapping may improve staff alert response times.</p>
4.2.10	<ul style="list-style-type: none"> • Does your solution identify its ongoing location when activated? • If so, how often does the staff’s device transmit its location after being activated? • What are the typical, best, and worst reporting times given the 	<p>Some solutions may identify and report the location of the alert device after activation in one of the following ways:</p> <ul style="list-style-type: none"> • Only once • At set time intervals



Category	Sample Questions from Buyer to Provider		Question Context and Response Expectations
		environment?	Each type of location solution will have different costs and levels of accuracy dependent upon the environment of the building, network transport and service-level expectations.
	4.2.11	Does your solution have a (iOS and Android) mobile application? If so, please describe it.	This question is relevant for staff alert solutions that are smartphone-centric for trigger/fob pairing, communication, and location acquisitions support. There may also be apps for the mobile devices that responders carry that will alert them and allow them to acknowledge the alert.
	4.2.12	<ul style="list-style-type: none"> What is your product roadmap for the next 6, 12 and 24 months? How do you develop new features? 	This helps the hotel understand whether the solution will be viable for new challenges and requirements.
4.3: Network Functionality	4.3.1	Describe the technology your product uses for communication from the activated device to the receiving system, and from the receiving system to the designated responder(s). (e.g., BLE, RF, Ultrasonic, Wi- Fi, cellular, multiple technologies, etc.)	<p>The technology used to locate staff (referenced in 3.1) may be the same or different from the technology used to communicate the location. It is important to know all technologies leveraged by the solution.</p> <p>The vendor should provide an overview of the different technology means it uses to communicate.</p> <p>Consider the current network infrastructure and reliability at the property. If the solution is dependent upon shared wireless spectrums such as cellular/LTE/CBRS/5G/LoraWAN or Wi-Fi, a site survey of the wireless network coverage of all areas should be considered with any proposal</p>
	4.3.2	How are the real-time location alerts sent?	It is important to understand how the online notification portal/panel will alert the dispatcher/front desk staff, what the staff will see when they view the portal/panel, and the ease of defining the location of the activated device.
	4.3.3	<p>What peripheral equipment (e.g., hubs, beacons) is required for your solution to work?</p> <p>List hardware and indicate whether it is included in your solution, needs to be provided by the hotel, or can be provided by either the hotel or the vendor.</p>	<p>Given the various approaches, it is critical to understand the solution component (hardware) details around the triggering device, location identification hardware, communication method/hardware, and any on-site servers/equipment.</p> <p>Depending on existing infrastructure, the hotel may opt to leverage existing peripherals in lieu of adding vendor's components. The solution may be capable</p>



Category	Sample Questions from Buyer to Provider		Question Context and Response Expectations
			<p>of leveraging the vendor's peripherals and integrating with existing devices to enhance location accuracy, redundancy, etc.</p> <p>Because staff alerting solutions have different approaches to ascertaining location information, it is important to understand if it's a single source, or correlated with multiple sources, and what happens if location information cannot be transmitted.</p>
4.4: User Device Functionality	4.4.1	<p>How does your staff alert device work? Please describe the following:</p> <ul style="list-style-type: none"> • How is the staff alert device worn and is it easily accessible by the employee when in distress? • Is the device waterproof? • How is it activated? (e.g., multiple buttons, single button, a pull-string, lack of motion, body in the lying down position, etc.) 	<p>It is important to understand how the online notification portal/panel will alert the dispatcher/front desk staff, what the staff will see when they view the portal/panel, and the ease of defining the location of the activated device.</p>
	4.4.2	<p>Does the solution provide additional (i.e., audio and/or video) communication capabilities so responders can talk to the employee in distress? Describe whether these communications are one-way, two-way, with or without text, audio and/or video, and which responders (internal, dispatch, emergency) can participate in the communication method available.</p>	<p>If additional audio and video functionality is provided, the solution may be used for functions other than staff alert. In the description, please indicate if this functionality can be disabled for some users.</p>
	4.4.3	<ul style="list-style-type: none"> • How is the alerting device powered? • If the alerting device is powered by battery, how long before charging of the device is required? • What is the monitoring, logging and maintenance provision of the power status of the hardware device? 	<p>It is important to consider the power requirements of all the component hardware pieces of any given solution and how these are maintained over time, and how the hotel is informed in case the equipment loses power or has low battery. Hotels should also consider the regulations that require or limit the use of certain batteries</p>
	4.4.4	<ul style="list-style-type: none"> • What is the duty-cycle (hours, days, years) that the battery will sufficiently power the staff alert device? • If disposable, how often should it be replaced, and what are the replacement procedure, recycling program and cost? 	<p>Buyers should consider the type of battery to replace, the tools needed to replace the battery, or if the vendor provides a replacement, service included or excluded with service and maintenance.</p>



Category	Sample Questions from Buyer to Provider	Question Context and Response Expectations
	<ul style="list-style-type: none"> If rechargeable, how often does it need to be recharged, how long does it take to recharge, and how many times can it be recharged before needing replacement? 	
4.4.5	<ul style="list-style-type: none"> Is the staff alert device water-resistant or waterproof? If the device has an IP (Ingress Protection) rating, describe what is covered (e.g., IP-67). 	<p>Buyers should understand how devices can handle the environmental demands of the job. (e.g., bathrooms, chemicals, etc.).</p> <p>The IP Code relates to Ingress Protection rating (e.g. IP-67) More information regarding IP ratings can be found here: https://en.wikipedia.org/wiki/IP_Code</p>
4.4.6	<ul style="list-style-type: none"> Is the staff alert device impact resistant? If so, what specifications does it meet? 	<p>Durability is especially important given that the device is not used or tested frequently, so malfunctions will be known only when an alert needs to be triggered.</p>
4.4.7	<p>Please outline the resilience of the various components. Are there any single points of failure? What happens if various elements of the solution fail?</p>	<p>Hotels need to know that the solution has been built with robustness in mind.</p>
4.4.8	<ul style="list-style-type: none"> Does the device sound a local audible alarm when activated? If so, how many decibels? Can the alarm be silenced once activated? Can the alarm be set to “mute” as its default? 	<p>Buyers should consider their properties’ local requirements for audible alarms, such as state and local ordinances, union requirements, etc.</p>
4.5: Monitoring Functionality	4.5.1 <ul style="list-style-type: none"> Does your solution identify its ongoing location when activated? If so, how often does the staff’s device transmit its location after being activated? What are the typical, best, and worst reporting times given the environment? 	<p>Some solutions may identify and report the location of the alert device after activation in one of the following ways:</p> <ul style="list-style-type: none"> Only once At set time intervals <p>Each type of location solution will have different costs, levels of accuracy dependent upon the environment of the building, network transport and service-level expectations.</p>
	4.5.2 <ul style="list-style-type: none"> When an online notification portal is used, what type of alert (e.g., audio, visual) does it create to alert the responder(s)? How does the online notification portal display the location of the activated device? 	<p>It is important to understand how the online notification portal/panel will alert the dispatcher/front desk staff, what the staff will see when they view the portal/panel, and the ease of defining the location of the activated device.</p>



Category	Sample Questions from Buyer to Provider	Question Context and Response Expectations
	<p>4.5.3</p> <ul style="list-style-type: none"> How are alerts received, and what options are available for handling and escalating alerts? How quickly are such alerts received by the appropriate teams? (i.e. immediately, in seconds or in minutes) Does the dispatcher/front desk personnel/responder acknowledge the receipt of the alert? If someone does not acknowledge the receipt of the alert in a set time frame, is there an escalation process to alert additional individuals? If someone does not acknowledge the receipt of the alert in a set time frame, can the alert be sent to another staff member? If escalations are possible, how are alerts sent to additional individuals? 	<p>It is important to understand how quickly responders will receive the alerts and the capabilities of the system to acknowledge the receipt of such alerts.</p> <p>The ability to acknowledge the receipt of the alert will help with ensuring and enforcing adequate response protocols. The ability to escalate an unacknowledged alert will provide a failsafe if the initial recipient does not respond. This will allow the hotel to measure and guarantee service-level response within the appropriate and obligated time frames.</p>
	<p>4.5.4</p> <p>Describe the equipment and devices needed by alert responders at the hotel to receive alert notifications.</p>	<p>This is important because the staff alert solution can be communicated with hotel dispatch, office and management using a range of capabilities, including but not limited to SMS text, API dispatch systems and land mobile radio. Based on the existing environment and policies and procedures at the hotel, one approach may fit better than another.</p>
	<p>4.5.5</p> <p>Does the staff alert device communicate its status (e.g., signal strength, battery level, etc.) and if so, how often?</p>	<p>Given that the device is not expected to be activated frequently, it is important to have periodical status updates of the health of the device.</p>
	<p>4.5.6</p> <p>Does your solution have a web dashboard? If so, please describe it.</p>	<p>It is important to know whether the staff alert solution provides security dispatch with a way to manage staff alerts, acknowledgment, dispatching security resources, escalations, or response time reporting.</p>
	<p>4.5.7</p> <p>How are incidents recorded in your system?</p>	<p>When an alert is triggered, an incident is created and logged in the system.</p> <p>The buyer should know:</p> <ul style="list-style-type: none"> Where it is logged How it is reported Whether the details are recorded automatically or manually (e.g., time, date, location, venue, room, user, staff member, device)



Category	Sample Questions from Buyer to Provider		Question Context and Response Expectations
	4.5.8	Are the incident reports auto-generated, or must they be downloaded manually?	
	4.5.9	Do you provide a 24/7 dispatch and monitoring service? Can your solution automatically dispatch to local 911?	Buyers need to know whether the service is provided by internal resources or if a third-party monitoring service will diagnose the severity of the distress signal and dispatch police and/or EMS.
	4.5.10	<ul style="list-style-type: none"> • How does your solution check to make sure it is online and working? • Does the system send out proactive system warning alerts? 	Staff alert solution vendors support a range of processes from manual to automatic. Hotels need to balance cost with solution service level expectations. The higher the service level expectation, redundancy, automation, etc., the greater the cost.
4.6: Warranty	4.6.1	<ul style="list-style-type: none"> • Are all of the system components of your solution under warranty? • If so, how long is the warranty? • Please describe the warranty process. 	Understanding the warranty and maintenance inclusions will assist in determining budget requirements and the total cost of the solution.
	4.6.2	What is the process for replacing failed or damaged system components, and does it differ from replacements covered under the warranty? In the case of major component failure, how are they replaced in a timely manner to minimize downtime?	Buyers should consider whether replacements are shipped in advance or provided through additional on-site inventory, and whether inventory incurs additional storage costs.



5 DEPLOYMENT & INSTALLATION

This section details how the staff alert devices are deployed and transitioned to a steady state of operations, including key processes, requirements, and estimated durations. This section also covers liability and insurance for both vendors and installers.

	Sample Questions from Buyer to Provider	Question Context and Response Expectations
5.1	<p>How is your solution deployed/installed at a property?</p> <p>Describe your pre-implementation, implementation and post-implementation process – include all steps required to implement the solution and transition to a steady state of operations. Be sure to describe any site survey, installation and testing processes. This response may be provided in a timeline, Gantt chart, table or narrative.</p>	<p>The level of effort required to implement staff alert technologies, and the implementation process itself varies based on the technology selected. Buyers should consider the impact of the implementation process on day-to-day business operations and weigh the implementation process against the benefits of the approach, considering implementation duration, impact on staff resources, and impact on guest experience.</p>
5.2	<p>Detail any specific requirements to deploy the solution, including site access requirements (e.g., rooftop access), site resource requirements (e.g., security escorts), and documentation requirements (e.g., list of all the guest rooms).</p>	<p>This information will help the hotelier consider the impact of a vendor's requirements for the deployment of the solution on their day-to-day operations.</p> <p>This also allows the hotel to plan and ensure vendor requirements can be met (e.g., through additional scheduling of escorts, preparing badges and providing materials), which will help to minimize delays or errors during the deployment process.</p> <p>In addition, it is beneficial for a hotelier to assess the opportunity cost of having the rooms out of commission during installation.</p>
5.3	<p>If you use subcontractors to install or deliver your solution, detail their deployment roles and responsibilities.</p>	<p>Many solution providers deliver their solutions through subcontractors. Buyers should consider the role and responsibilities of subcontractors and any requirements to be placed on those subcontractors (e.g., background screening). Requirements may change based on whether the subcontractors are on-site or off-site.</p>
5.4	<ul style="list-style-type: none"> Assuming a 200-room hotel requires 30 alert devices, how long (in a number of 	<p>An estimated duration (in a number of days) to deploy for the scenario provided makes it easier to compare</p>



	<p>days) would it take for you to deploy your solution at this property?</p> <ul style="list-style-type: none"> • Can any variables result in a more efficient deployment or in potential deployment delays? 	different potential vendors.
5.5	<p>If you have any certifications or licenses relevant to deployment of staff alert technologies (e.g., licensed as a security installer), detail them here.</p>	Buyers should evaluate whether any certifications are required for solution deployment.
5.6	<p>Please provide information relating to your level of insurance coverage:</p> <ul style="list-style-type: none"> • General commercial liability – in aggregate and each occurrence • Worker's compensation coverage • Automobile coverage • Professional liability • Cybersecurity coverage • Any umbrella coverage • Any other specific insurance that may be required at your hotel 	Hoteliers need to know what kind of coverage a vendor carries in case something goes wrong during installation, service call, product failure, etc.
5.7	<p>Do you conduct background checks on your employees? If so:</p> <ul style="list-style-type: none"> • Do you conduct local, state or national background checks? • How many years back does the information go? • Do you conduct ongoing checks? If so, how often? 	This information may be important for a hotel to acquire from a vendor in order to meet or exceed the hotel's brand requirements.
5.8	<p>Do you conduct drug testing for your employees? If so, how often?</p>	This information may be important for a hotel to acquire from a vendor in order to meet or exceed the hotel's brand requirements.
5.9	<p>If the solution requires access to the cloud, is there any form of backup in the event of a WAN or property communication circuit failure? Explain any redundancy that will be deployed in the event of a network failure.</p>	



6 TRAINING

Outlining the training materials, processes, and expectations with the below set of questions will help buyers evaluate training resources, including the time and personnel investment required.

	Sample Questions from Buyer to Provider	Question Context and Response Expectations
6.1	Describe your process and timeline for training hotel staff in preparation for the launch of the staff alert solution. Please provide a link to these materials, if applicable.	This information helps the buyer understand the training process for implementing the vendor's safety solution. This also allows the buyer to assess all employees who are affected and their availability.
6.2	Do you provide on-site training for the staff alert device users? What does this involve?	This is necessary for the hotelier to schedule their employees, plan shifts and coverage, and balance the need for training against day-to-day duties.
6.3	Do you provide on-site training for the staff alert device responders? If so, what does this involve?	This is necessary for the hotelier to schedule their employees, plan shifts and coverage, and balance the need for training against day-to-day duties.
6.4	Provide an overview of your training methodology. Please include: <ul style="list-style-type: none"> • Type of training required (train-the-trainer, traditional trainer-attendee approach) • Training location (in hotel guest areas, on-site training room, off-site at vendor's location) • Delivery approach (classroom, online, quick reference card, etc.) • Number of trainees expected to require training • Number of trainees that you allow for training. • Who will be responsible for organizing/coordinating and conducting training (client or vendor) • Number of training classes for each module expected • Number of trainees allowed per training class 	The investment in training on the solution is useful to understand and plan for accordingly.



	<ul style="list-style-type: none"> • Are there any other resource requirements for training? (e.g., Internet, overhead projector, etc.) • Do you allow video recording of the training sessions? 	
6.5	<p>Training Materials:</p> <ul style="list-style-type: none"> • Who will prepare these materials? • What kinds of materials (user/training manual, quick reference card, PowerPoint slides, etc.) are expected to be produced, either created new or modified from existing materials? • What training resources are available for new managers and employees (post- rollout)? • In which languages are your training materials available? 	This allows the hotel to understand what training materials their employees receive and how it fits into their other SOPs (Standard Operating Procedures).
6.6	<p>Is an online or ongoing training program available for re-training or training new employees? Describe these materials. If online, please provide a link or copy of materials.</p>	It is important to consider how the hotel or vendor will provide the training to new employees or retrain existing employees.
6.7	<p>Other Solutions for Training: Do you provide other solutions in addition to the staff alert device solution?</p>	<p>The vendor should describe, as a narrative, what other solutions they provide and how the solution(s) work.</p> <p>The vendor's response will help the buyer assess the flexibility of the safety solution and whether the other solutions the vendor provides will help with other hotel operations or enhance security.</p> <p>For example, does it include asset tracking, inventory management system, room tray, thermostat, radios, etc.?</p>
6.8	<p>Other Solutions for Training: What connection, if any, exists between these other solutions and the staff alert device solution?</p>	It's important to understand whether the multiple product offerings require different platforms, different apps, different hardware; or if they are all part of the same platform, how they work together.



7 TECHNICAL QUESTIONS

Describing the infrastructure required for a solution, along with other technical questions from this section, allows the Buyer to better understand the impact the solution will have on the property.

	Sample Questions from Buyer to Provider	Question Context and Response Expectations
7.1	Describe the infrastructure required at the hotel property for your proposed solution to work.	This helps the buyer assess needs at their property, including any purchases necessary to implement this solution.
7.2	Are servers required on-premises or provided through cloud-based services?	Hotels will need to plan space, maintenance and additional costs for any on-premise hardware.
7.3	<ul style="list-style-type: none"> • If servers are provided through off-premise/cloud services, where are the servers hosted? • Is there any redundancy to those servers or options for backup communication? 	Buyers should consider the reputability of the hosting service in addition to other technical conditions in this document.
7.4	<p>If servers are provided on-premise, who owns and is responsible for the hardware, the warranty, support and maintenance?</p> <p>Are there additional costs for on-premise server hardware and any associated services?</p>	It is important to know the total cost of ownership, including resource allocation of space, staff resources, power, cooling, etc.
7.5	Please provide a list of relevant IT compliance and security certifications of the hosting environment – e.g. SSAE1, SSAE16, ISO27001, ISO/IEC 27018:2014, PCI-DSS Compliance.	<p>The list of certifications provided by the vendor will help the buyer evaluate the reliability and stability of the vendor's hosting environment.</p> <p>Not all of these certifications may apply. Buyers should consult with their IT departments to identify appropriate certifications to request..</p>
7.6	<ul style="list-style-type: none"> • What Service Level Agreement (SLA) is available? • If there are different levels of reliability, what points of failure exist under the SLA? 	SLA metrics should include uptime availability, latency, and mean time to repair.
7.7	How does your solution maintain constant functionality?	This may help find any gaps between the solution's needs and infrastructure capabilities in place.



7.8	<ul style="list-style-type: none"> • Are there planned service interruptions? • If so, at what frequency? • What happens if there is a service interruption? How do you respond? 	This will help plan and manage during service interruptions, especially when service interruptions take longer than anticipated or tolerable.
7.9	<ul style="list-style-type: none"> • Do you collect Personally Identifiable Information (PII)? • If so, what is the main use of the personal data in your solution? 	Staff users and responders may register their names and phone numbers in the system, so it is important to know how this information is stored and processed. Additionally, incident reports that may include names and details could be considered PII.
7.10	Do you perform vulnerability scanning or penetration testing every year?	This is useful for illuminating unknown security weaknesses and to know if the solution offers fixes to security problems.
7.11	Is personal and confidential data encrypted in the database level in your system?	This is important to meet compliance mandates and keep business assets protected.
7.12	Does your system have role-based access levels?	This is important to ensure users can access only data relevant to their role.
7.13	Does your solution support Single Sign-On (SSO)? If so, what SSO standards are compatible?	It can minimize administrative overhead if SSO is compatible with existing user authentication mechanisms.
7.14	<p>What are the available user authentication processes?</p> <p>Include SSO support and standards compatibility, configurable password requirements, uniqueness, complexity, self-service password reset, password change notifications and bad password attempts.</p>	<p>This helps the buyer weigh needs against the strength of authentication, cost, and ease of operation.</p> <p>For example, while a username and password are a simple authentication process, a two-factor authentication involving a verification code received via text message on a preregistered mobile phone is a more robust method.</p> <p>Machine authentication through digital certificates may be needed for online backup services, patching and updating systems, and remote monitoring.</p>
7.15	Is your application able to provide a user activity report when reports are generated, files are downloaded, or data is exported?	This is necessary for data loss prevention.
7.16	What anti-malware, firewall, intrusion prevention and detection systems are used to protect the applications and the data in your solution?	Anti-malware and system/software need to be updated constantly as new threats evolve. Besides,



		<p>anti-malware software may rely on reputation-based systems.</p> <p>Depending on the infrastructure in place, it is important to know whether the firewall intrusion prevention solution supports on-premise server or cloud-connected networks.</p>
7.17	<p>What data encryption methods are leveraged in your proposed solution? Include Wi-Fi encryption (e.g. WPA2, WPA3), Internet encryption protocols (e.g. TLS, SSL) or any other wireless standards such as Bluetooth, Zigbee, Z-Wave, LoRaLan, etc.</p>	<p>Depending on requirements, encryption may or may not be required for every communication process but should be included for any Internet-based communication – for example, between the property and a cloud hosting service or third-party monitoring service.</p>
7.18	<p>Describe the backup and restoration process for your systems. Is there any downtime during backups and restore?</p>	<p>This may not be relevant to cloud-based systems, but on-premise systems may have an automated process that should be verified and tested regularly.</p>
7.19	<p>What is your current data retention policy, and can it be modified?</p>	<p>A property may have different data retention requirements than the default, so modification may be necessary.</p>
7.20	<p>Describe the Service Level Agreement (SLA) and response times for system downtime of the support services.</p>	<p>Buyers should consider whether the SLA meets their requirements and risk tolerances.</p>
7.21	<p>What is your process of notifying the property in case of any system breach?</p>	<p>It is important to understand whether there is continuous monitoring of the system and automatic notification to the stakeholders of the property. Does the notification contain a type of breach, does it include any resolution, any necessary steps to be taken, etc.?</p>
7.22	<p>Describe the types of data transmitted to you or to any other provider/partner from your solution.</p> <p>If transmitted to another provider/partner, detail the reasons for why another provider would receive such data and how that data is protected from a breach/corruption.</p>	<p>This is important for protecting confidential information and liability.</p>
7.23	<p>Does your solution integrate directly with local law enforcement/emergency response or third-party security monitoring and dispatch?</p>	<p>Buyers should consider the solution's ability to escalate alerts to off-site responders. Some factors to consider include location of the property, response times of the responders, the type of property, and whether on-site responders are available at all hours.</p>
7.24	<p>Does your solution provide multi-factor authentication during login?</p>	



7.25	Please attach a copy of your current information security policies and standards.	Some vendors may claim it is proprietary, but Buyers should know whether the vendor has one.
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8 ACCOUNT MANAGEMENT & SUPPORT

This section provides context for support and resources for the proposed solution. This includes account management, escalation of issues and vendor management of performance post installation.

	Sample Questions from Buyer to Provider	Question Context and Response Expectations
8.1	<p>Describe your customer account management and client success program (e.g., KPI's, review schedule, or ongoing client engagement process).</p> <ul style="list-style-type: none"> • Include a statement that explains the process that will take place once awarded the contract. • Provide details of any points of escalation and a hierarchy diagram. • Provide details of reviews (interim, annual, monthly, periodically) that will be held with the vendor and the purpose. • Provide details of how the performance of the solution is measured once installed • Provide details of issue/resolution statistics, details of dashboard reporting etc. • Provide details of self-service resources available. 	<p>It is important to know what resources are available should the buyer need assistance, and how the vendor will monitor the solution to ensure its success.</p>
8.2	<p>How many resources does the vendor have in specific roles available to service the buyer's account (e.g., headcount dedicated to sales, on-site support, remote help desk support, R&D)?</p>	<p>It is useful to understand the scale of a company's support function, and whether the level of account support fits the buyer's needs.</p>
8.3	<p>Where are the vendor support resources located?</p> <ul style="list-style-type: none"> • What regions do you have resources in? • What regions can provide customer support services? • Would the resources be remote/telephone and/or be local/onsite? 	<p>It is useful to understand whether the geographic presence of the provider matches the buyer's geographic property footprint.</p>
8.4	<p>What language(s) does your help desk/support speak?</p>	



8.5	What are the regular support service hours and time zones for your help desk/support and escalation? Is 24/7 support required for the vendor to provide the necessary service?	It is important to know whether support service will be available during or outside of the buyer's local business hours, as hotels operate around the clock 24/7.
8.6	Please describe the escalation process for a standard and critical system outage, hours of availability and related response times during and outside of regular hours.	Depending on the type of system outage, some escalation methods may not work. For example, when the network goes down, chat and email escalations may not go through.
8.7	Is there a quarterly/annual onsite audit?	This may be a requirement of the hotel or the brand.



9 INTEGRATION

This section will help the buyer assess whether the vendor's staff alert solution is a stand-alone solution or if it can integrate with the buyer's other existing or prospective systems. Such integrations may allow for enhancements to the staff alert solution or additional features such as integrated reporting.

	Sample Questions from Buyer to Provider	Question Context and Response Expectations
9.1	<p>Can your solution integrate with third-party applications?</p> <p>If so, list your solutions integration capabilities by identifying which existing infrastructure elements your solution supports, and which manufacturers you integrate with. (For example, door lock systems, thermostats, room control panels, etc.)</p>	<p>It is important to know whether the proposed solution is compatible with existing infrastructure, or if changes will be required.</p> <p>The vendor's response should also provide information about how their solution might integrate with other systems within the hotel.</p>
9.2	<p>Does your solution integrate directly with first responders?</p> <p>If so, is there a configurable escalation process?</p>	<p>It is important to know whether the system will automatically notify first responders (such as the police or fire department), or if it is up to the hotel's personnel to notify first responders, as deemed necessary.</p>
9.3	<p>Does your solution integrate with a service optimization system?</p> <p>If yes, which products do you integrate with?</p> <p>Indicate whether the proposed solution allows integration or <u>requires</u> integration into a service optimization system.</p> <p>Provide the name of the manufacturer and level of integration that the system provides, and indicate the benefit achieved by the integration.</p>	<p>It is important to know whether integrations are optional or mandatory, and to what level solutions are integrated.</p>



10 UPGRADES

This section will provide the buyer with expectations regarding the solution upgrade lifecycle for both software and hardware.

Sample Questions from Buyer to Provider		Question Context and Response Expectations
10.1	How often will the staff alert solution be upgraded or updated?	It is important to understand the expected lifecycle of the staff alert solution, as well as if (and how) the vendor will add new features to this solution.
10.2	What is the expected usable lifespan of the staff alert solution?	It is important to understand whether obsolescence is designed into the solution.
10.3	Please provide an upgrade process summary. Include details of the following: <ul style="list-style-type: none"> • How do system upgrades or updates impact normal hotel operations? • What type of notifications are provided prior to these upgrades and updates? • Are updates performed by on-site staff or by remote staff? • Are hotel staff required to assist with the upgrade process? 	A hotel needs to know how many resources they will have to put into maintaining the solution. The hotel's workload will vary depending on if updates happen on-site or remotely, impact hotel operations, or require the system to shut down.



11 SCALABILITY

This section focuses on whether the vendor can meet the buyer's needs across different regions, nationally or internationally, if needed. This also allows the buyer to assess the vendor's ability to deploy in hotels of various sizes.

	Sample Questions from Buyer to Provider	Question Context and Response Expectations
11.1	Describe how the staff alert solution will scale regionally, nationally, and internationally to meet the needs of your hotel brands.	Depending on the size and scale of the properties, it's important to understand a system's ability to scale, be installed and serviced on a regional, national, and international scale. The hotelier may request a coverage map and list of countries that a vendor can support to better understand the vendor's reach today or in the future.
11.2	What presence do you have in a particular region?	The buyer needs to know whether resources are available from the vendor in remote locations.
11.3	Who is responsible for maintaining the system in remote locations How is the solution maintained for both hardware and software?	The buyer needs to know what resources are available from the vendor to maintain the system in any given location.
11.4	Outline any potential limitations/service-impacting issues that may occur in remote locations.	Buyers should clearly understand any risks in deployment with a particular vendor and determine whether the risk is acceptable.
11.5	What is your capacity in supply chain and deployment teams to deliver multiple properties simultaneously?	This information is relevant to multi-site properties and the ability to deploy multiple geographic locations simultaneously.
11.6	How is the service billed from remote properties?	The buyer should know whether the vendor can bill for the service at hotel and group level within the U.S. and internationally.



12 PRICING

This section allows the buyer to assess all costs, including but not limited to up-front costs, annual subscriptions, installation fees, and other ongoing costs a buyer may incur through the lifespan of the staff alert solution.

	Sample Questions from Buyer to Provider	Question Context and Response Expectations
12.1	Provide first year or initial rollout costs in US dollars: <ul style="list-style-type: none"> • Equipment purchase cost • Installation cost • Professional/integration fees – what is included, such as training • Expected travel costs • And any other set-up costs 	Buyers should understand the components of pricing, which include hardware costs, installation fee, software subscription, licensing fees, training costs, travel costs, and any other set-up costs that may be involved in launching the product.
12.2	Provide details for ongoing costs to the property including: <ul style="list-style-type: none"> • Annual service/maintenance cost per unit • Software licensing fees • Hosting costs • Customer support 	Buyers should learn what the ongoing costs are, which may include a subscription fee, licensing fee, ongoing training fee, hosting costs, updating indoor maps, or an onsite support fee.
12.3	Provide details for ongoing incidental costs: <ul style="list-style-type: none"> • Cost of replacing equipment, including alert devices, batteries, etc. • On-site support cost • Solution customization costs 	This will provide insight to the ongoing costs of replacing the equipment and consumables of the solution.
12.4	Price changes during lifespan <ul style="list-style-type: none"> • Are the prices capped? How long are they capped? • Are price increases index-linked? Please specify which index (e.g., Consumer Price Index). 	Buyers should know what to expect in terms of year-over-year pricing changes, how often the vendor typically changes pricing, and how new products or features may be priced.
12.5	International supplier pricing considerations to be understood: <ul style="list-style-type: none"> • Are the prices provided in local currency? • Are all duties and taxes included in the pricing? 	If the supplier is based in another country, it is important to understand whether the local taxes and government taxes will be handled correctly.

13 CONCLUSION

The right technology lays the foundation for further services.

Much has changed since HTNG published the original buyer's guide. Buyers have much to consider during the search for staff alert technology suitable and complimentary to their hotel, group of hotels, or overall hospitality brand. A vast group of hoteliers, technology vendors, and independent consultants combined their expertise and built out this Buyer's Guide to help organizations currently going through the process of buying staff alert technology.

This Buyer's Guide, while as comprehensive as possible, may not address all the potential concerns of a hotel or brand of hotels. In fact, these questions may even spark additional questions for a buyer.

14 GLOSSARY OF TERMS

Term	Definition
KPI	Key Performance Indicator: measurements a company can use to gauge its performance over time
R&D	Research and Development
SLA	Service Level Agreement: a commitment between service providers and clients involving aspects of the services provided
SSO	Single Sign-On: allows access to multiple software systems using one login
PII	Personally Identifiable Information
SOP	Standard Operating Procedures
Wayfinding	The ability to find the quickest or shortest path and orient responders within a physical space
IP-Code	Ingress Protection: protection ratings against moisture and fine particles. (e.g. IP-67)
CBA	Collective Bargaining Agreement: a labor contract agreed upon between management and trade unions
IoT	Internet of Things: Internet communicating physical objects, devices, and sensors
BLE	Bluetooth Low Energy: a wireless personal area network technology aimed at applications in healthcare, fitness, security, and more
WBE	Women Business Enterprise
MBE	Minority Business Enterprise
SDB	Small Disadvantaged Business
FEIN	Federal Employment Identification Number, also known as a Tax ID