

From the Desk of Robert Jensen

Following recent aircraft losses, years of reductions in training budgets, fewer emergency drills and cuts of crisis management personnel, many airlines are asking "How does an airline put together a complete and integrated emergency response program to respond to these incidents, in a cost effective way?" People ask about ways to repair vulnerabilities in their emergency response, including data management systems, creating and distributing checklists to staff who may not have the training they should; tools for distance learning; what areas should a crisis management program cover; what are the mistakes others make, and how to get internal support for a program no one ever wants to use. Kenyon has been working to provide answers and workable solutions. I would like to discuss 5 major initiatives to help you. They are:

1. Kenyon CAREPLus Enhanced. This is a complete database system which supports call center functions and includes a capability to easily create ad hoc scripts. Beyond the call center function, the database provides data management for the other areas of incident response; including family assistance activities, hospital support, travel, repatriation of the deceased, return of personal effects and information for claims management. Currently no single data management program exists to do this.

Kenyon will license our new data system to its platinum members at no additional cost, and make available to others for a fee. More information about this system is included in this newsletter and will soon put information on our website, www.kenyoninternational.com.

2. Aviation Crisis Action Guide. This small wire rim notebook is designed to easily slip into a pocket or purse. It's formatted as a checklist style document for senior executives and others at the strategic level, for use at the time of an incident. Kenyon is in the process of mailing or hand delivering these to our members. We are also developing a guide for our non-airline members. More information on these guides is included in this newsletter and is posted at www.kenyoninternational.com.

3. Emergency Response Program Development. Helping people define all areas of mass fatality crisis management and how to achieve mastery in them. Many of you have noted in some recent events how an airline did very well in one area, such as personal effects, but then did poorly in others (for example, family care). Crisis response requires

coordination and mastery in multiple areas. Unfortunately most training programs and partners focus on single or limited areas. They tell you what needs to be done, but not how to do it, or what equipment, templates or systems should be considered. Kenyon now provides a written "road map" to achieve success. This road map defines the 12 key areas and includes the equipment lists, facility layout guides, and templates to master those areas. More information on this program will be posted to www.kenyoninternational.com.

4. CEO level briefings and meetings. I have made several recent trips to meet with emergency managers and their CEOs. These are not marketing presentations. We do not bill for them. It is an opportunity for you the emergency manager to showcase your program to your senior staff, supported by presentations and case studies from myself, so they can hear first hand the challenges they will face. If you are interested in scheduling a presentation, please contact Mr. Frank Ciaccio (ciacciof@kenyoninternational.com) or your account executive Mr. Tom Garner (garnert@kenyoninternational.com) or Ms. Carole Bearden (beardenc@kenyoninternational.com).

5. First Alert. This is a new crisis communications newsletter designed for your communication staff and emailed on the first of each month. It includes vignettes, highlights of recent events, and what was done well and not so well from the communication side. First Alert provides a brief summary with key action points and lessons learned.

These initiatives have been launched or are in their final stages, I believe they will provide tools to make your job easier and more importantly raise the level of care for those people directly affected, their families, and your staff.

In addition to these current initiatives, Kenyon is reviewing various distance and online training systems to help provide more cost efficient ways to help you provide skills to those away from central locations. Finally, Kenyon continues to add information to the "Useful Information" area of our website. I would encourage you to visit this area. There are multiple publications, educational presentations, and resource lists for download.

It is an exciting time, with a lot of forward movement. This is what we do as the market leader and your partner. If we are missing an area please let me know.

My warmest regards,
Robert A. Jensen

Jensen Meets Middle East Members

By: Robert Jensen

I have just returned from a ten day trip through the Middle East and Mediterranean. Along with Account Executive Tom Garner, we visited Damascus, Doha, Dubai, Abu Dhabi, Cairo, and Athens. Although it was a short trip, we met with many of our members and those wishing to join Kenyon.

During our visits, we also had the opportunity to present Kenyon members Qatar Airways, Fly Dubai, Royal Jet, Presidential Flight, Royal Jordanian, Kuwait Airways and Olympic Air with Kenyon's new Aircraft Crisis Action Guide. This guide is designed to assist CEO's and other senior leaders in the aftermath of a loss. You can read more about this guide in this issue of the newsletter.

Additionally, we presented several workshops on crisis management to our members crisis action teams, leadership groups, station managers and airport staff. It was very nice to see the presentations were open to airport and station managers. Included in this group were station managers from other airlines. This is a great way to share information and establish common ground to better serve those affected when an accident occurs. In fact, Kenyon has begun providing coverage to airports where a Kenyon member is the main operator at an airport. The airline, our member, feels it would be expected to assist if an accident occurred, even if it is not one of their own flights.

We also met with members of the Arab Air Carriers Association (AACO) to review and discuss Kenyon CarePlus Enhanced. AACO staff from Cairo, Beirut, as well as Royal Jordanian and Kuwaiti Airlines Emergency Response Coordinators, traveled to Cairo and spent several hours sharing their advice and knowledge. Kenyon CarePlus Enhanced is a new software system that Kenyon is introducing in late 2009 to provide a better solution for seamless data collection, management and sharing at in incident. More information about it can also be found in this newsletter.

As your partner, I enjoy meeting your teams and sharing new developments, and lessons learned. If your airline is interested in taking part in a workshop or having CEO level discussions, contact Frank Ciaccio, Vice President of Commercial Services or your Account Executive.



Kenyon meets in Cairo with representatives of AACO and AACO member airlines. (From left to right) Robert Jensen (Kenyon), Osama Mustafa (Royal Jordanian), Ahmed Rihan (AACO), Mazen Bekdash (AACO) and Kamil Al-Awadhi (Kuwait Airlines)



Robert Jensen (Kenyon CEO) walks through Kenyon's data management system.

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Helping Governments Prepare for "The Unthinkable"

Kenyon Provides Mass Disaster Preparation Services for Local, Regional and National Authorities

Currently, authorities are looking for ways to better prepare themselves for emergencies, especially when threats of natural or man-made incidents can trigger a mass fatality situation. Many governments around the world, from local to a national level, are turning to Kenyon for help to create workable mass fatality plans.



"What we do is bring together all of the different partners, identify their capabilities, their resources and develop a realistic plan that can be executed when the time comes," said Kelly Amoroso, planning specialist. "The most effective way to bring various agencies together is to first meet with all of the players, talk about how the process will work and what the end goal will be."

Helping various government agencies understand their responsibilities during a mass disaster is a key component in the early stages of creating a mass fatality plan. "We will meet with each agency to talk about its capabilities, expectations, and how they see their role in a mass fatality incident," Amoroso continues. "From there we develop a plan and allow all the agencies to review the plan. We will go through several drafts to come up with a final product."

As the plan begins to develop, Kenyon guides the agencies through the process and insures the core elements of a good mass fatality plan are included. "There are elements of a mass

fatality plan that should always be included no matter who or what you are planning for," Amoroso said. "The first one is the Incident Management portion. This can be very complicated because there can be jurisdictional issues, turf wars and political issues that have to be overcome before we can develop a plan."

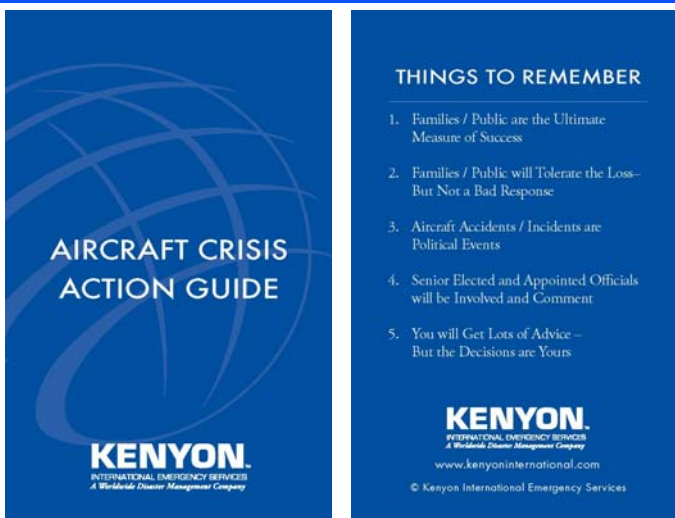
The second element of a mass fatality plan is Fatality Management. "That would be search and recovery, the incident morgue, and all the issues dealing with human remains."

The third piece is creating the Family Assistance portion which gets left out of a lot of government plans. "It's not that people in the public sector don't care about the families of the victims," Amoroso says, "but they don't have the expertise to know what's involved in providing family assistance. That is where Kenyon can provide helpful information because we've helped airlines and governments worldwide provide family assistance. It's required by law in many countries following a mass fatality. We take that same model of setting up a family assistance center, providing trained people to interact with the families, providing access to mental health resources.

For more information regarding Mass Fatality Planning, contact Kenyon's Planning and Training Team.

Kenyon Introduces Pocket-Sized Aircraft Crisis Action Guide for Chief Executive Officers

By: Robert Jensen



THINGS TO REMEMBER

1. Families / Public are the Ultimate Measure of Success
2. Families / Public will Tolerate the Loss- But Not a Bad Response
3. Aircraft Accidents / Incidents are Political Events
4. Senior Elected and Appointed Officials will be Involved and Comment
5. You will Get Lots of Advice - But the Decisions are Yours

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Over the next several weeks, Kenyon will send each member two pocket sized Aircraft Crisis Action Guides. This guide is designed for Senior Executives and Emergency Managers. The idea to create the guide comes from a question I am frequently asked - "What advice would I give an Airline CEO who has just suffered a loss?"

Based on my personal observations of CEO's in recent events, there are six critical action steps that must be implemented during an incident:

1. Communicate – get the facts related to the incident out quickly and accurately. Under your direction, provide re-assurance to the families, the public, employees and other stakeholders.
2. Provide Assistance – when an airplane crashes, the people most directly affected are no longer passengers or customers, they become part of the airline's family and need help. Provide it.
3. Support the Investigation – At the end of an incident, nothing will remain hidden. Transparency and honesty goes a long way in enhancing your image and re-establishing creditability.
4. Coordinate – many different public and private agencies are involved in the response to an airplane crash. You and the airline are in the best position to coordinate their actions when it comes to care for those involved – your passengers.
5. Continue Operations - a crash should not stop airline operations. People depend on your company for transportation, movement of goods, and their livelihood. Unless there is a system-wide safety issue, ceasing operations, even temporarily, is never good for anyone.
6. Lead – a loss will hit you personally. Probably harder than anything you have or will ever experience. But you are the leader. When the situation is difficult, depressed and many are critical or pessimistic, you must be positive as well as optimistic about the future. The more alarming and disquieting the news, the more visible and re-assuring you should be.

Frank Ciaccio, Vice President of Commercial Services, will send to each member's emergency manager two guides. Our hope is our guide provides an opportunity for discussions in your airline on the topic of crisis management.

Air Crash at Sea: Families, the Investigation and Recoverable Damages

By: Sean Gates

Prompted by the recent Air France A447 accident, we take a break from our regular series to look at some of the specific challenges and issues that arise when an aircraft is lost in the deep ocean. We will look at the issues that will affect the families and the issues surrounding the investigation and damages recoverable.

Family assistance

At the time of writing, the digital flight data recorder (DFDR) from A477 has still not been located and realistically may not be. While no doubt the investigating authorities will be able to form some hypotheses as to the cause of the accident from the evidence available to them, they may not be able to come to definite conclusions as to what happened.

This loss has attracted considerable media attention and much

speculation – some less than informed as to the cause of the accident.

While every accident is uniquely devastating for the families involved, the circumstance of this one will require considerable assistance to be given to the families. Many of the bodies of the passengers and crew have not been recovered (and are now unlikely to be, the search having concluded) leaving many families without the opportunity to have a proper funeral in accordance with their wishes and religious beliefs. Coupled with the possibility that the investigation will not provide definitive answers as to what happened, the families are likely to need extensive support and counselling to assist them through their grief. Some countries permit relations to recover damages for “moral damages” to compensate for their pain and suffering and may recognise the impact that the lack of a funeral has by awarding increased moral damages.

A suitable memorial to the accident victims provides focus for the families: however with a loss at sea there is no obvious choice for the location of such a memorial as with an accident on land at the crash site. The solution here may be to consult with the families’ representative groups as to an appropriate location, possibly near the airport from which the accident flight departed or the airport of intended destination.

The investigation

AF447 was lost over international waters outside the territorial waters of any state. Principles of international law essentially limit national rights and jurisdiction over the oceans to a narrow belt of sea surrounding a nation’s coastline – a state’s “territorial waters” which does not usually extend beyond 12 nautical miles (around 22 km) measured from a state’s coast.

Aircraft operate in the air space over these waters in accordance with the rules of the Chicago Convention and the standards and recommended practices laid down by ICAO which provide that the state of aircraft registry (in this case France) is in charge of conducting the investigation, but it may delegate the conduct to another state in part or in whole.

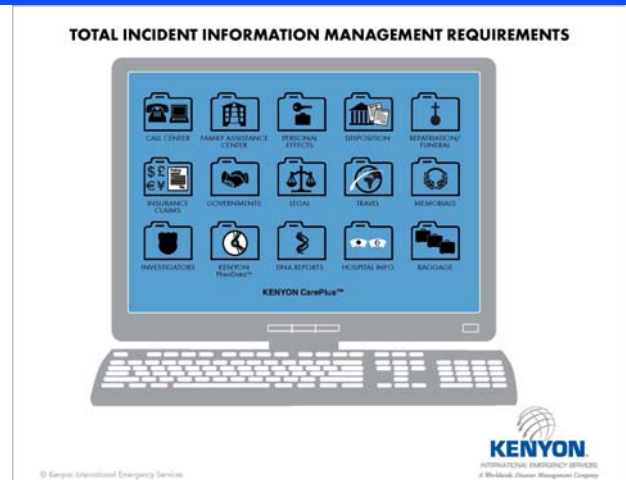
States nearest the scene of an accident in international waters are to provide such assistance as they are able and shall respond to requests by the state of registry. In the case of AF 447, assistance has been provided by Brazilian, French, US and Spanish ships and aircraft.

The search and rescue/ recovery operations for AF 447 have been extensive. In other accidents – for example the Adam Air accident in 2007 - the issue arose as to who will pay for the operation. In that case, the operation to recover the FDRs reportedly cost USD\$3million with USD\$2million being paid by the Indonesian government and the balance paid by the Airline. Insurance cover can be purchased for expenses incurred in relation to search and rescue expenses and airlines should check their insurance cover accordingly.

Damages levels – Death on the High Seas (“DOHSA”) in the US.

Prior to the TWA 800 accident, a US domestic law – DOHSA - limited the amount of damages that could be awarded to victims of air accidents occurring on the high seas. Damages were limited because families could not claim certain types of damages (which they would usually be able to do under US law) because DOHSA prevented damages being awarded for loss of care, comfort and companionship and only permitted recovery for economic losses due to death. Following pressure from the families affected by TWA 800 which resulted in much media coverage, DOHSA was amended to permit recovery for loss of care, comfort and companionship in respect of commercial aviation accidents which occurred after July 16, 1996. US case law has decided that DOHSA does not apply to accidents occurring within 12 miles of the US shoreline and in those cases State law applies.

Kenyon Announces the Development of a Total Incident Data Management Program *By: Robert Jensen*



Collecting and managing data related to an air crash or mass disaster is a formidable task. Managing the information means accumulating data from the incident related to passengers, family, and friends of those involved in the accident. Currently, there are multiple call center and crisis management programs in the marketplace. However, there are no single systems which manage all areas of an aviation incident or mass disaster response.

Kenyon has begun to address this problem. First, Kenyon purchased the CAREPLUS program, currently used in our call center. Like many call center operations, Kenyon previously held only a license for the program.

For the past several months, Kenyon has been hard at work developing the next level of the software. Working in conjunction with a dedicated programmer, we reviewed all the data elements from previous Kenyon incidents. This way we could ensure that the program will cover all types of losses. In addition, we reviewed the new data model with a focus group of Kenyon members (airlines), airline trade associations

and governments. Their feedback has been very positive, with some believing this software should become the standard for aviation crisis management.

This new software will be available in the coming months. I am very excited about this system. Not only does it provide a better way for Kenyon to manage the enormous amount of data we use during an incident, it provides for the first time, a single platform for everyone who is involved in the process. In short, it provides a more seamless way collect and manage vital information to serve families.

Training Out-Station Managers is Important as Most Accidents Don't Happen Near HQ

By: Jerry Hendin

Fact #1: most airline accidents happen within the first 120 seconds of flight or the last 120 seconds of flight.

Fact #2: most airline accidents happen near an airport

Fact #3: most airline accidents don't happen at the airport nearest to the headquarters location of an airline.

These three facts taken together raise an interesting question: If most accidents happen away from the headquarters location of an airline, why don't all airlines train their out-station managers in crisis management activities. Many do, of course, but when asked why airlines don't, the answers were: "we hope it will never happen", "our code-share or alliance partner will handle it" and "with all the cut-backs at the airlines, something had to give."

These are all good answers...until an accident happens.

Read more about crisis communications in Kenyon's First Alert Newsletter.

Upcoming Kenyon Training Classes

Register Now for Regional Training Class in September

Kenyon International in association with Czech Airlines will host Training Classes for Airlines in Prague, Czech Republic, from September 8-11, 2009. Sessions topics include: Go-Team Crisis Management, Crisis Management for Station Managers, Exercises for Aviation Crisis management and Crisis Management Center Operations.

Kenyon Open Day and Humanitarian Assistance Workshop - Thursday 17 September 2009

Kenyon International Emergency Services is delighted to announce its annual Open Day for UK local authorities and other UK response organizations. The focus of the Open Day is twofold: Initially, to allow you to meet the Kenyon staff, view our resources and discuss our operational support and,

secondly to consider the humanitarian response to a disaster and the challenges of running a Humanitarian Assistance Centre (HAC).

Supporting and providing assistance to survivors, friends and families after a disaster is one of the hardest tasks faced by any organization. By understanding the components of a crisis and the key events that can be expected, managers can put their own responsibilities and those of their colleagues into proper context and be better prepared to manage the demands of humanitarian and family support operations. During the Open Day we will demonstrate by using seminar and practical sessions the lessons that we have learned over many years of providing disaster family assistance. Go to www.kenyoninternational.com for more information and to register for the workshop.