



**KENYON**<sup>™</sup>

INTERNATIONAL EMERGENCY SERVICES  
*A Worldwide Disaster Management Company*

# UPDATE 2010

Spring 2010 Edition

## From the Desk of Robert Jensen

I continue to meet with our members and potential members during workshops. During these workshops communication is often two way and both members and potential members talk about the things they would like to see from Kenyon.

One such request was a representative for the Middle East. With the exception of a single scheduled airline in the region all others are Kenyon members. As individuals and as a group they asked that Kenyon hire a local representative and establish a base of operations. I am pleased to announce we have done just that, and established operations in Beirut, and hired Mr. Mazen Beckdash, formally of ACCO to be the first full time Kenyon in the Middle East. Mazen started with Kenyon on April 7th, 2010. I have known Mazen for several years and was impressed the first time I met him and feel lucky he agreed to join us.

Another common request is to expand our training programs, share our procedures and manuals, and provided more easy accessed information on the various consulting programs. Our solution to that problem was to launch a separate website dedicated to consulting services only. The consulting website offers detailed information on the 54 different foundation and advanced courses currently offered by Kenyon; on the 12 step planning process we use to create an emergency response plan; and our highly effective and regarded program for exercise planning and drills. This site also includes a Kenyon which anyone access highlighting the various events or activities that Kenyon participates in throughout the world. Finally, the site also provides access to several discussion boards for emergency managers to contact Kenyon with questions or to create a forum for open and honest communication about the things that worry them.

This additional website also has downloads, including a list of materials included with these training programs. Many of the foundation and all for the advanced courses now include detailed guides, equipment lists and take a ways.

Another request which has been previously discussed is the access to Kenyon CarePLUS, the data management software

used in our call center. Kenyon purchased the software license code and all rights for it. Currently two developers have busy working on transforming the software from web enabled call center program to web based total data management program. The existing program is completely web based and the conversion to a windows look and feel is within 6 weeks of being finished and the final program schedule for completion during early 4th quarter. The plan is to license Kenyon CarePLUS to our Platinum members for no charge, non-platinum members may also get license for reasonable cost.

As I close, I would like to thank you for the opportunity to meet with many of you, share lessons learned and enter into productive dialogue. For those that we have not met with, I would encourage you to contact your account representative and schedule some time. I hope that these meetings are always scheduled and a around the training table, the reality is some will be unscheduled and far away from the headquarters during the early bleak days of an incident, and frankly they are the worst time to have the first meeting.

Robert A. Jensen

## Emergency Managers with Star Alliance Tour Kenyon International's Corporate Office

Emergency managers from Star Alliance were in Houston, Texas at their annual meeting hosted by Continental Airlines. As part of the itinerary of the Houston meeting, the Alliance attended a briefing on Kenyon CarePlus and Call Center activation procedures.

"A large percentage of the members of Star Alliance are Kenyon members," said Jerry Novosad, Vice President of Operations. "This was a great opportunity to teach emergency managers Kenyon's Call Center activation procedures and brief them on the new features of Kenyon Careplus."

Alliance members also toured Kenyon's facilities and where briefed on a variety of Kenyon processes including emergency operations, personal effects management and the development of Kenyon Careplus into a robust incident data management system that will be available later this year.



Janie Moreno, Director of Call Center Operations, updates Star Alliance members on new developments regarding CarePlus Enhanced.



Star Alliance members listen to a briefing by Jerry Novosad on Kenyon's Family Assistance policies and procedures during an incident.



Star Alliance members participate in an exercise in Kenyon's Emergency Operations Center in Houston.

## Mazen Bekdash is Appointed Regional Manager of Kenyon International's New Middle East Office



Kenyon International has named Mazen Bekdash as Regional Manager of its New Middle East office in Beirut, Lebanon.

"Mazen brings a wealth of knowledge and experience in aviation safety to Kenyon," said Jerry Allen, Vice President of Kenyon International's Commercial East Division. "He is well-known in the aviation circles in the Middle East for his expertise in aviation emergency response."

In this newly formed position, Mr. Bekdash will work with existing and potential members in the region, recruit and train regional Team Members along with providing support and local resources for Kenyon operations during incidents in the Middle East.

Prior to his new assignment with Kenyon, Mr. Bekdash held positions with the Arab Air Carriers Organization (AACO) Emirates, Qatar Airways and the Lebanese Air Transport Association in various disciplines such as technical, marketing, quality assurance and emergency response.

Mr. Bekdash attained an MBA Degree in Aerospace Management from Toulouse Business School, a BSc. in Business Studies from the Lebanese American University, a Diploma in Aviation Security Management from Edith Cowan University and Emirates Aviation College, an IATA Diploma in Airline Studies and has been certified in 2008 as an Aviation Security Professional Manager by ICAO and Concordia University.

## Kenyon International Concludes Deployment in Haiti

Kenyon International has successfully completed its deployment for a non-government client in response to the earthquake in Port-au-Prince, Haiti. The deployment ended on March 5, 2010.

"Our team recovered more than 200 human remains from various locations in Port-au-Prince," said Frank Ciaccio, Vice President of Commercial Services. We also positioned a morgue in the Dominican Republic, staff to collect medical records and missing persons information."

The earthquake put Kenyon in the media spotlight as news organizations expressed interest in Kenyon's work and the challenges of recovering human remains. In addition to traditional media coverage, social media played a vital role in communicating information about the disaster. "During the

course of our work with our client, we joined forces with recovery teams from several countries to recover human remains from the Hotel Montana, the largest hotel in Port-au-Prince, which housed a large number of international guests," said Mario E. Gomez, Director of Communications. "Kenyon was contacted by the Moderator of the Hotel Montana Facebook page, who requested information on the status of the recovery efforts at the site that was posted in the notes section of the Facebook page. We responded by giving periodic updates on the status of the recovery, which became a major source of information for victim's families."

## Crisis Management Training in Vancouver, British Columbia



Kelly Amoroso, Planning Specialist, conducted a crisis management training class at the CHC Safety and Quality Summit in Vancouver, British Columbia.

## Building Relationships: Airline and Airport Emergency Managers

An aviation accident can happen at any time, in any place with little or no warning. This is especially true at airports around the globe. A quick and accurate response is critical during the first hours of an incident for airline and airport emergency managers. Kenyon International Emergency Service's Kelly Amoroso says it is important for airline emergency managers to establish and maintain relations with airport emergency managers.

"It's very important for emergency managers from the airline as well as the airport to develop a working relationship prior to an incident," Amoroso said. "Sometimes this is not possible because the airline may be flying into many airports. However, what needs to happen is the airline emergency manager should encourage their station personnel to develop a good working relationship with the airport emergency manager. This can be done through many ways. The airport will be very involved in responding to the incident especially early on when there are very limited

station personnel available. The airport has access to resources that can help the airline. They also have contacts with local officials that will be able to assist. It's really important to make sure that a relationship is established before an incident."

Amoroso, who serves as an emergency planner, says as part of the process of creating emergency plans, there are action steps that should be on the checklists of airline emergency managers and airport emergency managers if an incident occurs at an airport. "There is a long list of to-do's for airport emergency managers as well as airline emergency managers if there is an air crash at an airport," Amoroso continues. "There are several action steps that are going to be common to both of them. For example, right away, both must gather as much information about the incident as possible, passing on the information to the appropriate people, delegating responsibility to as many people as you to help you and maintain situational awareness throughout the incident is going to be important for both emergency managers."

A key consideration for both emergency managers is to have a compatible communication system between the airline and the airport before an incident. "It is very important to have compatible communications," Amoroso says. "Airline and airport emergency managers are going to run into the same issues that we see in public safety where we see different agencies who cannot talk to each other because they have not have compatible communications equipment. When station managers or station personnel are using a certain type of equipment, it's important to make sure it is compatible with airport equipment. This can be tested during exercises and discussed during planning. It's very important to work out those issues prior to an incident rather than trying to figure it out during an incident."

Amoroso says it is important that airport and airline emergency managers share knowledge with each other. "Sharing of information and knowledge is essential for airports and airlines to exchange information. This can be done through many different ways. For example, it can be done through planning meetings, when emergency plans are being made. It's important that airport and airline emergency manager's talk to each other. The manager should exchange emergency plans to make sure they do not contradict each other and conduct emergency exercises together. In addition, it's really important to make sure that station personnel are developing emergency plans for that particular airport and including that airport authority in that plan."

## Japanese Airline's Safety Promotion Centers Promote Safety Awareness

*By: Geoffrey Tudor, Japan*

At Tokyo's Haneda Airport, Japan's two major carriers, Japan Airlines and All Nippon Airways, have established Safety Promotion Centers featuring exhibits from incidents and accidents, primarily as an aid to encourage flight safety awareness among employees.

Located in the maintenance district of Tokyo's Haneda

Airport, the Japan Airlines Safety Promotion Center opened in April 2006. It was created partly in response to recommendations from a five man external panel of safety experts and partly due to the initiative of then JAL chairman Toshiyuki Shinmachi.

Currently on display is debris from flight JL 123, a domestic 747 accident in August 1985.

“By standing here and facing this evidence, each and every employee must regard this Center as the starting point of safety awareness,” said Shinmachi when the facility opened.

JAL spent 180 million yen (US\$1,525,400) in creating the facility, which has a staff of three

Exhibits in the 622 square meter display space include photographs, charts and other items from JAL 123. These items include the flight data recorder, cockpit voice recorder and seats from the aircraft, which was flying from Tokyo to Osaka when the accident happened. A major exhibit is the rear pressure bulkhead from the aircraft (registration JA8119). This fractured in flight, severing hydraulic lines and blowing off most of the aircraft’s tailfin, thus rendering the aircraft uncontrollable.

Along with other wreckage the displays include copies of heart-rending messages to relatives scribbled down by passengers on the doomed airliner before it crashed in a remote mountainous area 80 kilometers northwest of Tokyo.

Documentation and information providing case histories of other accidents and incidents for reference and study are compiled at the Center in an archive, available for reference at anytime. The Center’s displays and documents are used for employee education and training and are also available to serious researchers outside the company. Groups interested in visiting the facility need to reserve in advance.

The center displays information on all accidents JAL has been involved in since its founding in 1951 and also includes materials showing what other airlines in Japan and throughout the world have learned from accidents, and how they have applied their learning to improving safety.

All JAL employees are scheduled to visit the center, which handles up to 100 visitors a day. It’s one of the first items on the schedule for freshman staff.

The Safety Promotion Center is part of JAL’s Corporate Safety Division, the core organization responsible for safety of the JAL Group. Shortly after JAL announced the opening of the center, rival Japanese carrier All Nippon Airways opened a similar facility.

Visiting the center is mandatory for all ANA employees and the main exhibits feature wreckage which comes from an ANA jet that crashed in 1971, which resulted in the loss of 162 lives after an in-flight collision with a jet fighter.

ANA and JAL are regarded as two of the world's safest carriers. They are hoping the unique and confronting crash museums will help keep it that way, grim reminders to their employees that there is no substitute for safety in the airline business.



Safety Promotion Center - Photo courtesy of Japan Airlines

## Steps to Activating the Kenyon International Call Center

- When an incident happens, call Kenyon International Call Center (KICC)'s 24 hour operating number. Kenyon has numbers for the U.S., England and Australia. The airline staff member who calls activates the call center should leave their name, position with the airline, the name of the airline and a contact phone number. This allows Kenyon to call the airline back and get more information about the incident.
- KICC needs any details available regarding the incident, including the location, time the incident happened, flight number, type of aircraft, number of passengers, crew and the route of the aircraft.
- Once a request to activate our phone center is made, Kenyon immediately goes to work to establish call center operations. This includes receiving inbound calls, collecting missing person's information, creating data management procedures, outbound calls and making travel arrangements. A media release is issued with a 1-800 number so families can call the call center to assist them with information. You will receive the 800 number within the first 30 minutes of the activation.
- When the KICC forwards the 800 number to the airline, we ask the airline to distribute the number to all offices and airport stations. If the airline receives calls from family members, refer them to the 800 number for more information and instructions.
- If you have sales messages on your On-Hold music and change the music accordingly.
- Designate a phone number within the airline to receive transferred calls from KICC not related to the accident.
- Create a preliminary list of missing persons and send it to KICC as soon as possible.

- Upon receiving the activation request, one agent is activated within 30 minutes; 25 in the first hour, 50 agents in the second hour and up to 100 agent by the third hour. A total of 100 agents will remain activated for the duration of the incident or until the airline and KICC agree on the number of agents should be scaled down.

## Kenyon Call Center Toll-Free Numbers

Toll-free numbers are one of the critical components of having a call center and vital to our Members success. Kenyon works continuously with our service providers to ensure toll-free numbers are available globally. However, there are limitations on toll-free numbers that some individual international telecommunication providers apply without any notification. There may be a block placed if it is called from a certain area, the country or government regulating telecommunication agencies may decide to not renew the international agreement, or cellular service providers may not grant access to call the international toll free number. Unfortunately, Kenyon does not have control over any of these actions. The international toll-free numbers are managed by the in-country telecom providers and they may block or cancel the numbers for various reasons. The Kenyon International Call Center conducts tests monthly on the international toll free numbers, but would welcome Members' assistance if they would like to participate in placing test calls to the toll free number for their country. Additionally, if you would like to conduct a drill/exercise with the KICC, Kenyon is more than glad to provide a proposal for this service. If you are a Member with our Call Center service, please feel free to contact Janie Moreno, Director - Call Center Operations.

## Upcoming Training Opportunities

Kenyon International will host Go Team Crisis Management Operations Training and Exercise on May 25-26, 2010 in Bracknell, England.

Kenyon's Bracknell, England office will be the location for training class titled Establish, Operate and Manage a Family Assistance Centre on May 28-29, 2010.