

From the Desk of Robert Jensen

I need your help. No matter how committed the industry is to the highest standards of safety, we must accept the unpleasant truth that incidents and accidents do happen. And when they do happen, standards helps airlines and airports ensure that every possible step has been taken to plan for a crisis and to protect those affected. While IATA has established standards for everything from cargo to safety, there are no standards for assisting airlines and the public at the time of an incident or accident. Some organizations such as the European Regions Airline Association (ERA) have adopted emergency response preparedness standards, IATA has not. The public has a right to expect that all carriers should meet a defined set of standards. There should be no difference between a regional carrier or a national carrier, a low-cost or legacy carrier, or an economy or first class ticket holder. In a loss, they are all the same. I applaud the ERA in adopting standards in eight key areas of emergency response and preparedness. Kenyon was privileged to assist the ERA in developing those standards which could serve as a model for IATA or for other airline associations. It is however, time for those standards to become international. If you agree with these sentiments, write to your regional airline association or IATA and tell them we need to have a set of standards for emergency preparedness. In the end, it will help all of us individually and collectively.

DOS Introduction

The following article is from Ms. Karen Zareski, Crisis Management Coordinator for the Office of Overseas Citizen Services, United States Department of State. All Kenyon airline members regardless of where they fly are subject to having a US Citizen on board a flight. Those that fly into the United States are subject to the manifest requirements in the Foreign Air Carrier's Act. For any flight around the world the Overseas Citizen Services are available to assist with contacting US citizen family members, identification of U.S. deceased citizens or help with entry into the U.S. of non U.S. carrier employees and families of non U.S. victims at the time of an emergency. Kenyon members can encourage their governments to submit similar articles.

The US Department Of State And Aviation Disasters

As the lead federal agency in assistance to overseas American citizens, the U.S. Department of State plays a large role in the handling of foreign aviation disasters. It also participates in the response to domestic disasters.

Foreign Disasters

Like the airline, in any foreign disaster, the State Department focuses first and foremost on victim assistance. Depending on its scope, we will set up a task force to answer public inquiries and coordinate with family members, the affected embassy, and the airline.

Our first goal is confirming passenger information. Under a 1998 FAA Rule, an airline must provide a passenger manifest to the Department no later than three hours after it learns of an aviation disaster involving a flight segment where the last point of departure or the first point of arrival — but not both is in the United States. We uses the manifest to notify next of kin (generally after the airline notification) and to check for potential dual nationals.

Next, the embassy or consulate will send personnel to the crash site, airport, hospitals, and morgues to assist victims and their families. If necessary, we may ask local officials to exercise crowd control at these sites to protect affected families. We may also work on the families' behalf with local authorities on the sensitive issue of disposition of remains. If the host government wants NTSB or forensic assistance, we can forward that formal request back to Washington. In cases of suspected terrorism, the State Department's Office of the Coordinator for Counter Terrorism would also play an important role.

In Washington, the Bureau of Consular Affairs can provide, expedited U.S. passport assistance to families traveling to the disaster site. If foreign visas are required, Department of State country desks can contact foreign embassies and consulates in the U.S. to facilitate visa issuance. Once affected families arrive at the site, the embassy or consulate will hold regular briefings and provide the same information to families in the United States. In cases where an airline has set up a Family Assistance Center overseas, we will work within that framework to ensure a coordinated response.

Domestic Disasters

The State Department Memorandum of Understanding (MoU) with the NTSB on domestic aviation disasters requires us to provide specific assistance when a disaster involving foreign nationals occurs in the United States. The Department

provides official notification to foreign governments that have citizens involved. At the NTSB's request, the Department can also:

- Use passport and registration records to identify U.S. citizen next of kin residing abroad and make the death or injury notification to those NOK.
- Assist the airline, federal support staff, and others to maintain daily contact with foreign families who do not travel to the United States;
- Facilitate entry into the U.S. for foreign air carrier employees and families of foreign victims through the expedited issuance of visas, if necessary, to eligible applicants;
- Provide an on-scene liaison officer to coordinate on State Department-related issues, such as obtaining dental records and x-rays from families residing abroad and responding to family requests for assistance;
- Provide translation services to facilitate communications;
- Assist in the effort to provide the medical examiner the necessary information on foreign victims to complete death certificates;
- Assist foreign government officials to obtain U.S. death certificates for families of foreign victims;
- Advise on and facilitate necessary consular and customs services for the return of remains and personal effects into the country of destination;

For more information, contact the Department of State's Office of Overseas Citizen Services Crisis Management Unit at CA-Crisis-Mgt@state.gov.

Kenyon Hosts Aviation Crisis Management Course



As part of its program of delivering specialist and practical training courses, Kenyon recently held 'Exercises for Aviation Crisis Management' at the Bracknell, UK facility. The intensive two-day course was attended by delegates from Norway, Tahiti, Germany, Korea, Switzerland, the United States, Latvia, Belgium and The Netherlands. The delegates not only benefited from the course material but also from the experiences of each other and the solutions that they were able to find to common challenges.

This course will be repeated twice more in 2008:

24 – 25 June 2008, Seattle, US (with grateful thanks to Alaska Airlines for its support)

18 – 19 November 2008, Bracknell, UK

Other training classes and dates are as follows:

Family Assistance Center Management, 10 September 2008, Bracknell, UK

Special Assistance Team Management, 11 September 2008, Bracknell UK

Crisis Management Center Operations, 25 September 2008, Bracknell, UK

Go Team Crisis Management Operation, 26 September 2008, Bracknell, UK

Crisis Management for Station Managers, 15 – 16 October 2008, Bracknell, UK

Exercises for Aviation Crisis Management, 18 – 19 November 2008, Bracknell, UK

Further details on all training classes and registration form can be obtained by contacting customer-care@kenyoninternational.com or by contacting your Kenyon commercial representative.

Thoughts From Sean Gates, Gates And Partners, UK

Investigations into air accidents are regulated by Annex 13 of the Chicago Convention 1944 which creates a framework within which the national investigation organisation should conduct its inquiry into the causes of the accident. The intention is to achieve the highest possible degree of uniformity in procedures. The Annex indicates which countries should be represented; how the investigation should proceed and the reporting process to be followed.

In an ideal world, the aspirations of the draftsmen of the Annex that it should address causes, seek to enhance aviation safety and should not be involved with liability are more often met in the breach than in the observance. Regrettably, many states fail to apply the provisions of the Annex in their domestic law and if they do, then fail to observe them in practice often at the expense of natural justice and the vulnerable reputations of those caught up in the accident itself.

Most airlines would be extremely unfortunate to have more than one accident per generation and so have little in the way of accumulated experience as to how to approach the investigation. Some commercial parties have much more frequent involvement including, in particular, manufacturers of aircraft and their major components. All of these parties have a very considerable stake in terms of their brand on the outcome of the investigation. While the report will not attribute fault the findings of the investigation will often be persuasive if not conclusive as to the causes of the accident even though the investigation itself is conducted in private, without benefit of Counsel, and very often with no appeal. Many civil law countries will treat the findings of an investigation as conclusive as to the facts on the basis that the investigation itself is

carried out by a state body.

Looked at through the prism of brand production and liability, it will be appreciated that the accident investigation is of acute importance to the commercial parties involved in it.

The parties entitled to participate are the states of registry, of the operator, of the design of the aircraft and of its manufacturer. The last two are entitled to appoint advisers from the organisations responsible for the design and assembly of the aircraft. The manufacturer and designer therefore always participate. The operator has no right to be represented even though its reputation is at risk without recourse in many countries to any appeal.

There is a right in the state of the operator to appoint an adviser who can be from the operator.

It is routine for representatives of states and their advisers to be instructed by the investigators that all matters discussed within the investigation should be kept confidential, and in particular should However, many of the official representatives and advisers involved in investigations are all too eager to discuss the progress of the investigation in the press. The investigation into the SAS accident in Milan was routinely reported in that country's newspapers in great detail notwithstanding the prohibition on passing any information at all to his colleagues. The investigation in Greece and Cyprus of the Helios accident was frequently marked by press conferences given by the chief investigator and quotations attributed to him even though to a very large extent the operator itself was excluded altogether from the investigation.

Airline advisers are rarely trained or experienced in the investigation of accidents or in the advocacy of their corporate interest. Also, most operators regard the prohibition on discussion of the progress of the investigation as precluding them from all correspondence whatever with any colleague or other expert who may assist in the defence of the airline's reputation, largely due to their happy inexperience of the usual process, and reliant on the strictures of the investigators which other, less inexperienced parties interpret more broadly.

Insurers of an airline have a vital interest in making sure that the airline's story is told and adequately represented in the investigation. They can in appropriate cases provide substantial technical and financial support to such an exercise. Very often, as a result, the operator's story is least well represented in the investigation and if there is a choice of causes, it is very often the operator to whom blame; however inferentially; will be attributed.

As an adviser to airlines involved in major accidents, it is clear to me that operators should seek assistance from their Insurers only in all of the areas in which they have a direct involvement but also in this area. Since, inevitably, the investigation will often imply fault, and since liability will usually follow fault, the financial interests of the airline and its Insurers are completely aligned in ensuring that the

accident investigation is fair and balanced.

Kenyon Strengthens International Call Center (KICC)

Kenyon has recently strengthened its call centers and updated both the call center technology and the ability for members to securely access data during a response.

The transition to a stronger system began when Kenyon selected a new call center partner in Santo Domingo, Dominican Republic which has 100 seats and 400 Kenyon trained staff members. This site became available 1 October 2007. The new call center replaces a center that the company maintained in Glasgow, Scotland which closed its operations late last year.

Since its inception, the KICC has been a service that guarantees the highest standards and level of response. Kenyon is very selective in the call centers it chooses to partner with. Kenyon will not use call centers that are involved in other emergency responses activities which might overwhelm their ability to respond to Kenyon nor does it choose call centers that are partially or "on-call" staffed.

The Santo Domingo location, Rococomm Global Contact Solutions, was chosen over many other call centers for its robust capabilities. The company has 4 contact centers linked and is integrated with a meshed network throughout the Caribbean, Central and South America, and the Philippines.

The main site in Santo Domingo has two individual facilities which have been built and qualified as evacuation shelters. Each building is equipped with a restaurant, health club and gymnasium, as well as children care facilities. The structures have been designed for complete and total redundancy by providing each with two 3,000 gallon generators which allows generated power for 9 nine days each. Additionally, each also has a 400 gallon back up reserve generator for added supportive fail over. Should there be an emergency; the site has established procedures in order to evacuate their employees and families to the call center.

The center provides mass transportation to and from the call center, so that all persons have the ability to evacuate to the site. In this manner, the call center serves a two-fold purpose in that it maintains day to day 24 hour business operations and also provides shelter and all basic needs to their employees and families.

Once activated, the KICC agents are dedicated solely to that response. All the agents are trained by Kenyon for using the emergency response software, processes and procedures, technical aspects of the operation and, most importantly, how to care for the families calling. The information gathered is then integrated into other Kenyon services such as family assistance, making the process simpler for families. This dedicated trained response has been the philosophy behind the KICC service.

In order to maintain redundancy, Kenyon then added a back-

up site in Santiago, Dominican Republic, which provides an additional 106 Kenyon trained staff members. Both locations offer 100 percent bilingual English and Spanish language capabilities as well as maintain the ability, if needed, to add/conference the contracted 24 hour translation/interpreting service. This is a service Kenyon has validated and used to provide assistance with many Asian and European languages following a recent wide body loss.

On the technology side, Kenyon has improved networking and security. The company has integrated its web hosting with a Secure Socket Layer (SSL) Virtual Private Network (VPN), which provides access from any standard Internet connection anywhere in the world. Members will be provided user ID and password access at the time of activation. The new SSL VPN establishes additional layers of security with flexibility to our web based connection. As an authorized emergency responder, member will be able to view the data and information as it is taken in.

While some people are comfortable with remote access, others are not. To accommodate them, as well as various governments, Kenyon has established a KICC Satellite office at the Bracknell, UK Office. As a key supporting force in development of the "UK Airline Incidents: Memorandum of Understanding between Association of Chief Police Officers and Foreign and Commonwealth Office", Kenyon understands the importance of the coordination of information during a UK airline incident. As a result, for activation or during training and exercises, Kenyon will have office space dedicated to a UK KICC Satellite office for UK KICC Members and UK Police. Kenyon will dedicate similar space in the Houston office at the time of need if asked to do so.

Upon accessing the emergency response software, CAREPlus™ KICC Members will have the ability to view the activity for every person directly affected by the incident/accident (persons listed on the preliminary and/or confirmed manifest). Each contact captured in the system will be available, as well as their contact information and relationship to the person they have called about. Additionally, the software will provide a status of Next of Kin notification and the travel itineraries for the family members that will be traveling to the Family Assistance Center. All this information will be readily available in "real time" with the specific details on every contact, as well as the updates to the accident information.

In this manner, a KICC Member will have the ability to review the Next of Kin data, family member travel itineraries, and verify this information against the documentation that the KICC Data Management Team will be providing to them for authorization. Should there be questions, or concerns, the KICC Member has the instant messaging feature within the software to contact the KICC Director immediately.

Kenyon's state of the art technology will keep all involved parties informed and up to the minute on the latest incident details, while maintaining constant communication.

Oxford Metrica Says Outside Specialists Help In Crises

A recent Oxford Metrica study highlights four case studies and shows airlines which used external specialists emerge with stronger reputation and share value.

The latest Oxford Metrica study takes an in-depth look at the airline industry and the factors which played a major role in helping airlines recover from mass fatality accidents. The study focused on major airline crashes over the last decade and reviewed 104 crashes which resulted in the loss of 7,301 lives.

The four case studies in the report reinforced the findings from the previous study which concluded that companies that used an external disaster management service provider recovered and performed better in their stock value than those that did not. The airlines which engaged the services of Kenyon International, outperformed stock market expectations by an average of 50% over the post-event year and outperformed other airlines struggling to recover from crisis by 70%.

For airlines, the days which follow an accident pose the greatest challenges for their the Board and it is the most crucial time for companies to demonstrate their preparedness and would not hesitate to bring in external assistance when needed. External specialists firms are of great value to the management team as the experts have the resources and experience to do their job well while leaving the management team to focus on their overall response and recovery plans.

Data from this fourth bi-annual study in a series which examines crises and their impact on reputation and share value also supports the result that higher valuations were associated with the engagement of Kenyon's services. Compared with more general reputation crises, airline disasters have an exacerbated impact on value. That is because the stakes are higher where more lives were lost. It is interesting to note that the value premium associated with the access to Kenyon's services was consistently high regardless of the number of fatalities.

When there is a loss of lives, the humanity with which the management responds in their action, communications and compassion shown has the most impact on the reputation of the company. The leadership team should ensure the prompt recovery and identification of victims and their personal effects, work with the authorities to prepare an efficient analysis of the cause of crash and be committed to safety improvement and provide compensation to the victims' families within a reasonable timeframe.

In addition to acting swiftly to address the tasks following the accident, forthcoming communications is vital to minimize rumors and frustration for families and the media who appreciate accurate and consistent information provided to them as soon as it is available. Working closely with the authorities, airport and law enforcement can help to

coordinate reporting and not produce conflicting information which only adds to the confusion.

Besides communications, a sensitive, compassionate response demonstrates an awareness of the severity of the situation and respect for magnitude of grief for the families who would want to hear honest and sincere words from the leadership. This shows that they understand what the families are going through. They are also not afraid to show that they care and will use all of the airline's resources or hire external specialists to help out.

In conclusion, the value of using specialist disaster experts is reflected on the company's stock performance following the accident. To enhance the perception of airlines' commitment to its passengers, the Oxford Metrica study has shown that airlines have benefited from engaging external specialists in disaster recovery.

Meet The Team Of Operational Support Services

In this addition of the newsletter, Kenyon would like to introduce its members to the Operational Support Services (OSS) Team. Although small in number, the group provides the support that keeps the day to day operations of the company on track and is particularly important during a deployment where, among other things, it manages the emergency operations center (EOC). Although many Kenyon members are unaware of the work the Operations Support Service Team does, the group works hard with the company's commercial services representatives who in turn provide members with up-to-date information and services about Kenyon.



JoElla Jackson: Support Services Manager

JoElla has been with Kenyon since 2002. Prior to joining Kenyon JoElla was in the hospitality management industry. She is responsible for and administers all aspects of human resources (payroll, benefits, etc), facilities management and company support programs to include the management of the US

Emergency Operations Center. She was responsible for the management of personnel in the EOC during several major deployments including the Thailand Tsunami (2004) and Hurricane Katrina (2005). JoElla is a graduate of Sam Houston State University where she earned a Bachelor degree in Business Administration; in addition, she is an active member of the Society of Human Resource Management and has recently completed the Human Resources Generalist Certificate Program.



Shana Hightower: Team Member Specialist

Shana joined Kenyon in 2006. Prior to coming to Kenyon as a full-time employee Shana worked in human resources and was an active team member. As the Team Member Specialist, Shana is responsible for maintaining the company's database with over 1300 team members. This is no easy task since she is responsible for

activating team members, arranging flights and coordinating with the appropriate department to prepare team members for the deployment. Shana has prepared team members for deployments to Angola (2006 & 2007) and for the Comair Crash (2006).



Rachel Shepard: Administration Specialist

Rachel is the newest member to join Kenyon's OSS Team. With only 3 months at the company, Rachel has earned her stripes working the British Airways Incident (2008) in support of the operation.

Prior to coming to Kenyon Rachel was in IT support for a large company. Rachel is responsible for office administration, maintaining accounting records on Members, invoicing and support to the OSS and Commercial Services departments.

Kenyon Offers Train The Trainer Program

Train-the-trainer is a training option that Kenyon offers to its members. This allows for the organization to send a few members of staff to our corporate premises or alternatively, we send a specialized trainer to your corporate facility where the training can be conducted on the chosen training topic which is available in the Consulting Services Guide.

What are the benefits of a Kenyon train-the-trainer program?

Although a train the trainer program may not work for every organization, there are some great benefits which companies should be aware of. In general, it is a relatively inexpensive and painless way to get the most out of your training budget. There are some compelling reasons to consider a train the trainer approach:

1. Save money: It is much cheaper to teach an existing staff person to train other staff members than hire someone new. A word of caution, however: organizations often make the mistake of making people take on trainer responsibilities on top of their existing duties, without making any changes in these duties.

2. Quickly deal with staff turnover: Every organization has lost staff members just at the moment that they become truly proficient at their jobs. Investing in training someone only to have him or her leave can be demoralizing. By training internally, new staff can quickly be trained and brought up to speed on their responsibilities.

If your organization is unsure on what mode of training is the best for them, our team of experienced specialists in the Kenyon Training and Planning Department are always willing to sit down with the member and discuss in detail which style of training is best suited for their specific needs. The Kenyon Training and Planning Department can be contacted at customercare@kenyoninternational.com

Crisis Management Audit

Kenyon can offer to its members a Crisis Management Audit.

So what is a crisis management audit?

A crisis management audit can be defined as "A planned, independent and documented assessment to determine whether agreed upon requirements (based on industry best practice) are being met"

What is 'industry best practice'?

'Industry best practice' can be defined "as the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people"

A Kenyon crisis management audit is a detailed review of crisis plans and procedures, expectations, levels of liaison, status of training etc of the organization. Such reviews consider the strategic, operational and tactical preparedness based on industry best practice. The reviews are based on in-depth interviews with client officers, third parties and stakeholders a detailed analysis of existing plans and procedures.

A Kenyon audit or review will always be followed-up with a full report and recommendations for any remedial action. The report will include an executive summary with an assessment of crisis management capability and the main points from the review; detailed findings under four sections of plans, procedures, personnel and facilities; and recommendations for remedial attention. Annexes would normally be used for further proposals, diagrams, personnel consulted or details of Kenyon's services etc. The report will be sent as a confidential document directly to the client nominated point-of-contact.

For further information on the Kenyon Crisis Management; please refer to the Consulting Services Guide or contact a member of the Kenyon Planning Team at customercare@kenyoninternational.com.