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SECTION 1
Overview
Kenyon’s 100 years of practical experience managing complex international crises has been channeled into the world’s leading program of specialist training for emergency response and crisis management. As part of our wider program of consultancy services, Kenyon provides training courses for all levels of staff around the globe and in various languages.

Our training philosophy is simple. If your staff are not involved daily in crisis management activities, then they need to be specially trained for their emergency response duties. Kenyon training will enable your employees to professionally and effectively respond and operate in a crisis situation.

“Kenyon works with clients on exercises because we have seen for ourselves what actually happens in an emergency and we can give a realistic sense of scope and scale to simulated events.”

Jeremy Allen, Vice President Commercial Services

This catalog includes full details of the following training courses:

**Core Crisis Management Training**
- Crisis Leadership
- Crisis Management Center Operations
- Incident Management Center Operations
- Crisis Communications Management
- Call Center Agents
- Emergency Response Plan Writing
- Humanitarian / Family Assistance Center Management
- Humanitarian / Special Assistance Team Member
- Humanitarian / Special Assistance Team Management

**Aviation Crisis Management Training**
- Commercial Aviation - 12 Principles
- Airline Response (Go) Teams
- Airline Station Manager
- Exercises for Aviation Crisis Management

**Objectives:**
- All of our training courses can either be provided ‘in-house’ at a location of your choosing or at a Kenyon training facility in the UK or the USA
- In many cases, training courses can be tailored to the individual requirements of your company
- Training courses can be combined into a program of training to fit your training needs
- Fees for training courses will vary depending on your company’s existing relationship or otherwise with Kenyon
- For further information or to book a training course, please either use the reply form at the end of this catalog or enquire directly to training@kenyoninternational.com or contact any Kenyon office
SECTION 2
Core Crisis Management Training
CRISIS LEADERSHIP
The Formula for Company Resiliency

Duration: 1 Day
Maximum Attendance: 10

Format: Extensive use of case studies, group discussions and exercises

Description: This training encourages participants to exercise leadership by being a role model, empowering personnel, building effective teams, promoting ethical behavior, encouraging the exchange of information and making sound decisions to achieve incident response objectives. The successful management of emergencies relies heavily on the ability of senior executives to respond appropriately, communicate effectively and care for those directly and indirectly involved. Effective leadership is the key to showing the watching world that the company has recognized how serious the event is and how the company is responding at the highest level.

Objectives:
- Identify the key differences between leading in normal operations and leading in a crisis
- Discuss the key roles and responsibilities of the crisis leadership team to optimize the crisis response effort and its oversight
- Prepare leaders for emergency situations so that leaders as well as their staff can make informed decisions under stressful and time-sensitive conditions
- Recognize the key elements of delegation and problem solving to support a rapid and effective response
- Explain the important aspects of staff briefings and communications to enhance the timing, accuracy, and transparency of the internal and external crisis communication message
- Understand the importance of, and discuss strategies to, manage self-care during a crisis

Course Content:
- Complexity of leadership in a crisis
- Effective decision making
- Crisis delegation and problem solving
- Roles to be delegated
- Time management
- Briefing best practices
- Situation assessment
- Response priorities
- Group dynamics and thinking
- Team development and motivation
- Managing personnel challenges
- Strategies for self-care

Further Information

If you would like to know more about the Crisis Leadership and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
**CRISIS MANAGEMENT CENTER OPERATIONS**

**Strategies for Effective Leadership and Rapid Decision Making**

**Duration:** 1 Day

**Maximum Attendance:** 18

**Format:** Extensive use of case studies, large and small group discussions, exercises/practical role-play

**Description:** Emergency situations require a managed and coordinated response to provide appropriate resources and to manage all aspects of the emergency to the satisfaction of those directly affected and to internal and external stakeholders. The Crisis Management Center (CMC), located at HQ, works in conjunction with the Incident Management Center (IMC), located in the field, to: manage the activation, deploy teams, prioritize resources, and coordinate communications. Staff assigned to the CMC will process copious amounts of intelligence and data and overcome a myriad of challenges. The CMC, with input from the IMC, will determine response objectives, assess options, recommend actions, and allocate duties. This course is highly beneficial to those with the potential to fill a CMC role during this immediate, difficult and high-pressure response period.

**Objectives:**
- Discuss the interface between the Crisis Management Center and other response centers
- Understand the roles and responsibilities of the Crisis Management Center team
- Examine how to make decisions in high-stress and dynamic situations
- Understand how to organize staff, manage information, and mitigate against staff stress

**Course Content:**
- Alerting and activation
- Functions, roles and responsibilities
- CMC set-up and resources
- CMC procedures and routines
- Stress management
- CMC close down and long-term recovery
- Information management

**Further Information**

If you would like to know more about the Crisis Management Center Operations and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
INCIDENT MANAGEMENT CENTER OPERATIONS
Mobilization, Prioritization, and Communications

Duration: 1 Day
Maximum Attendance: 18

Format: Extensive use of case studies, large and small group discussions, exercises/practical role-play

Description: An Incident Management Center (IMC) coordinates the day-to-day company response activities at or near to the scene of the incident. The procedures that IMC staff will learn in this training will help prepare them to focus on the detail of information management and communications while also managing staff. The function of the IMC is to take strategic direction from company headquarters, to conduct the scene assessment, coordinate activities with external organizations, manage field operations and to request and manage resources to the best possible effect. This training course provides crisis managers with an awareness of organizational challenges that they will face and explains how to successfully marshal local resources and manage data for optimum results.

Objectives:
- Examine the role that the IMC plays in the overall incident response and coordination
- Understand the relationship between the IMC and other response centers
- Identify staff, information, systems, and equipment needs at the IMC
- Identify the characteristics of potential alternate locations suitable for IMC operations should the primary IMC facility become damaged or inoperable
- Discuss strategies for IMC operations and communications

Course Content:
- Preparation and deployment of IMC kits
- Appropriate facilities and support contracts negotiation
- Activation procedures and the transition to continuous operations
- Procedures and daily routine
- Functional roles and responsibilities of staff members
- Briefings and communications
- Crisis Leadership and team welfare
- Information management and use of display boards
- Log keeping and records management
- Transition of the IMC functions to permanent local organizations

Further Information
If you would like to know more about the Incident Management Center Operations and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
CRISIS COMMUNICATIONS
MANAGEMENT
The Critical Component to Reputation Management

Duration: 1 Day
Maximum Attendance: 8

Format: Extensive use of case studies group discussions, exercises and live camera work

Description: This training course has been developed to prepare staff at head office or at remote locations to face the news media as a spokesperson for the company after an accident or major incident. The modern news media is the international vehicle used to transport this information with speed and drama, but not necessarily with accuracy or analysis. Investors, customers and the public expect and demand that they will be kept informed. Properly prepared communications staff at corporate and local level can add significantly to the public perception of an organization following emergency, and help to protect its reputation and promote its recovery. This training provides the knowledge, skills and confidence to perform effectively as spokespeople. It is an intense exposure to the news media’s role and the importance of preparations, messaging, technique and timing.

Objectives:
- Identify why and how to communicate effectively following a crisis
- Discuss examples of good and bad communication strategies
- Prepare your crisis communications plan
- Recognize the role of modern social media during a crisis

Course Content:
- Your role as a spokesperson
- Top strategies to remember when interacting with the media
- Audience identification and why you should speak to them
- Positively working with the media
- Managing media interviews
- Handling the media ambush
- Managing a press conference
- How to work with key stakeholders
- How social media can become a crisis
- Using social media positively during the crisis

Additional Training Information:
- This training includes interview practice with live camera and sound

Further Information

If you would like to know more about the Crisis Communications Management and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
CALL CENTER AGENTS
The First Contact for Families Seeking Information

Duration: 1 Day
Maximum Attendance: 25

Format: Extensive use of role play, large and small group discussions

Description: Chaos and concern are immediate results of any emergency. Communication becomes difficult, people are missing. At this time companies should react swiftly to provide trained staff who can answer the multitude of questions that families will have concerning their loved ones. These call center agents provide a vital service to distressed families. At times of great stress and uncertainty, agents are required to react to many different emotions while collecting critical information on the missing person. This training prepares those front-line agents for their duties in an emergency call center environment. It will help them understand the important role that they play at the very beginning of an investigation and support network. The highly-practical training will expose the essential requirement for consistency of gathering information in a compassionate and calm manner. At the end of the training, delegates will have the skills and techniques to confidently perform their duties following an emergency. This training is suitable either for existing call agents who normally work in a non-emergency environment or staff from other departments who provide surge call center support during an emergency.

Objectives:
- Examine the critical role of the call center and the call center agents
- Understand how to screen calls, proceed through scripts, and interview callers in an emotionally charged situation
- Review key standard procedures, including the appropriate forms and reports
- Learn how to effectively assist different types of people in crisis

Course Content:
- Call center purpose
- Call center agent roles and responsibilities
- How to assist people in crisis
- Standardized procedures for information collection and distribution
- Useful forms and reports
- How to manage different types of callers
- Return to normal job responsibilities
- Call center agent self-care

Further Information
If you would like to know more about the Call Center Agents and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
EMERGENCY RESPONSE
PLAN WRITING
From Stakeholders to Checklists

**Duration:** 2 Day

**Maximum Attendance:** 25

**Format:** Extensive use of planning materials, large and small group discussions

**Description:** The Emergency Response Plan is the tangible evidence of the planning process, which should include close coordination, interaction, and buy-in from emergency response stakeholders. A ‘good’ plan reflects the thorough research of the planners; communication at all levels; support from executives; and, trust by those who must follow its guidance. The planning process begins by assessing the current capability of your company to respond to an emergency.

This course will consider the entire planning process including development and writing of the plan. The audience will evaluate examples of different plans and determine the essential elements that all plans must contain. The aim for the course is to provide delegates with the knowledge, techniques and the material to evaluate and amend existing plans, and to create new plans.

**Objectives:**
- Understand the history and context of emergency response planning
- Identify steps in the emergency planning process, including a capability assessment
- Analyze existing industry emergency response planning requirements, from IATA, the NTSB, & others
- Examine the critical components of an emergency response plan to help ensure an effective and efficient response effort

**Course Content:**
- Assess current capability and determine priorities for the planning process
- Capability Assessment Report-preparation and presentation to senior management
- The planning program-resources required, time management and budget
- Essential ingredients of a ‘good plan’
- User-friendly plan design and layouts for maximum effectiveness
- Plan quality control systems
- Exercise the plan and develop an After Action Report
- Plan accessibility, distribution and security
- Format and delivery options

**Further Information**

If you would like to know more about the Emergency Response Plan Writing and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
HUMANITARIAN / FAMILY
ASSISTANCE CENTER MANAGEMENT
Operate a Complex Family Support Environment

Duration: 1 Day
Maximum Attendance: 25

Format: Extensive use of case studies, large and small group discussions, exercises/practical role-play

Description: For this course, we use the common terms of ‘Humanitarian Assistance Center (HAC)’ and ‘Family Assistance Center (FAC)’ interchangeably to describe a centralized facility or facilities used to provide information and support to families following an emergency.

This course is designed for those personnel with the responsibility to set up, operate and close down a HAC. Although the primary function of a HAC is to provide direct support to the families, this cannot be effectively delivered unless the three key components of logistics, organization and administration are in place and functioning continuously. Through multiple practical sessions and considering actual Kenyon experiences, delegates will be able to understand the inter-related operational components of a HAC.

Objectives:
- Learn and understanding key steps in setting up, operating, and closing down a HAC
- Consider best practices for HAC design, operating procedures, data management, and delivery of essentials services
- Identify key strategies for financial management and contracting key resources
- Discuss the transition from interim centers to the HAC and to long-term recovery agencies

Course Content:
- Location, design, and contracting
- The role of the HAC
- Resources: personnel and equipment
- HAC operating procedures and working routines
- Administration and finance
- Selection and training of HAC personnel
- Transfer of responsibility from interim centers to the HAC
- Information management and liaison with call centers
- Command and control: the role of the management team
- Close down of the HAC and transfer of responsibility for long-term recovery

Further Information

If you would like to know more about the Humanitarian/Family Assistance Center Management and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
HUMANITARIAN / SPECIAL ASSISTANCE TEAM MEMBER
Support to Families at Their Time of Greatest Need

Duration: 2 Day
Maximum Attendance: 25

Format: Extensive use of case studies, large and small group discussions, exercises/practical role-play

Description: For this course, we use the common terms of ‘Humanitarian Assistance Team Member (HAT)’ and ‘Special Assistance Team Member (SAT)’ interchangeably to describe those personnel who are assigned and trained to work directly with families to provide support following an emergency.

This course identifies the needs of families in the immediate aftermath of an emergency where loved ones have been affected. It prepares delegates to provide direct support either in centralized facilities or at home locations. The support will take many forms including the provision of accurate and timely information on investigation processes, psycho-social care, practical assistance for communications or travel or finance. The training will also consider the special role of the team member in gathering essential information from the families that can be used to establish the status of a missing person. Delegates are welcome from private or public organizations that have the moral or legal responsibility to provide care.

Objectives:
- Understand the roles and functions of a HAT/SAT member
- Develop skills for managing a range of different emotions and challenges
- Discuss and consider the cultural and religious aspects of a humanitarian response
- Understand the layout and essential services provided by centralized family support centers
- Understand the routine of being a team member, your work commitments and the essential aspects of administration and reporting

Course Content:
- Importance/types of humanitarian assistance
- The role of the team member
- Skills required to be a team member
- Layout and purpose of a centralized family support center
- Locations where a team member may be assigned
- Family reactions in crisis and the impact of sudden trauma
- Needs of diverse family structures and cultures
- Self-care and personal administration

Further Information
If you would like to know more about the Humanitarian/Special Assistance Team Member and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
HUMANITARIAN / SPECIAL ASSISTANCE TEAM MANAGEMENT
Leading Skilled Teams to Ensure Families Come First

Duration: 1 Day
Maximum Attendance: 10

Format: Extensive use of case studies, large and small group discussions, exercises/practical role-play

Description: This course is designed for front line managers tasked with providing care and support to survivors, friends and family members following the loss of or injury to a loved one.

The Humanitarian Assistance Team (HAT), also known as Special Assistance Team (SAT), manager must ensure that the needs of the families are met at a variety of different locations, including hospitals, airports, mortuaries and the Family Assistance Center (FAC). It is a demanding role that requires managerial skills and a broad understanding of disaster management and working with families in crisis. Management of HATs/SATs requires both a strategic overview of the response operation and the ability to communicate effectively. This training will enhance the skills of a HAT/SAT member to a managerial level and instill the confidence to manage HATs/SATs during a deployment.

Objectives:
- Identify key strategies for being an effective HAT/SAT manager
- Understand delegation, conflict resolution, task management, and compassion fatigue
- Discuss how to meet the needs of survivors and victims family members
- Examine the administrative requirements of managing a team

Course Content:
- Overview of centralized family assistance support centers
- HAT/SAT management
  - Delegation and supervision
  - Team and family briefings
  - Task allocation
  - Data management
  - Team dynamics and self-care
- Advance skills when helping families in crisis
  - Assessing families welfare
  - Understanding the grieving process
  - Conflict resolution
  - Compassion fatigue
- The needs of family members at different incident response locations
- Conducting family interviews

Further Information
If you would like to know more about the Humanitarian/Special Assistance Team Management and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
SECTION 3
Aviation Crisis Management Training
COMMERCIAL AVIATION
12 PRINCIPLES
Insights from over 100 Years of Kenyon Experience

Duration: 1 Day
Maximum Attendance: 25

Format: Extensive use of case studies, large and small group discussions, exercises

Description: A rapid, coordinated, and compassionate response to an aircraft incident is more important today than at any other time. Airlines and airports need to meet the demands of national legislation and industry regulation, the expectations of the public and the rush of the modern media machine. Understanding the 12 Principles of Aviation Crisis Management will help to ensure an effective and efficient response effort. New challenges have come to the forefront of aviation emergency operations including: criminalization, risk management, crisis communications, data management, insurance settlements, strong leadership, and long-term business continuity. Based on Kenyon’s 100 years of emergency response experience, the principles presented in this interactive training course will help participants navigate the path to a robust and well informed crisis management program.

Objectives:
• Develop a broad understanding of how and why the aviation community should respond to an incident
• Assist in the understanding of the aviation community’s responsibilities during an incident
• Demonstrate to industry leaders first hand lessons learned in crisis management
• Create a proactive culture within the aviation industry, where the focus is on addressing issues and concerns in advance of an incident
• Build constructive relationships with stakeholders to promote accountability

Course Content:
• Airline Crisis Response
• Humanitarian Assistance
• Crisis Communications
• Public Inquiry, Notification and Travel Center
• Investigation
• Insurance, Finance and Risk Management
• Data Management
• Government and Community Affairs
• Fatality Operations
• Personal Effects Operations
• Business Continuity
• Crisis Leadership

Further Information
If you would like to know more about the Commercial Aviation 12 Principles and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
AIRLINE RESPONSE (GO) TEAMS
A Systematic Approach to Effective Deployments

**Duration:** 1 Day
**Maximum Attendance:** 18

**Format:** Extensive use of case studies, large and small group discussions, exercises

**Description:** The ability of a company to project its command and control systems forward to the region impacted by the crisis will have a direct influence on the success of the recovery operation. The composition of specialists teams employed by a company will vary according to the circumstances of the incident. Teams will likely include: investigation, communications, humanitarian support, government affairs and also a ‘core’ team to manage multiple deployed functions. Collectively called the ‘Go Team’, these teams constitute the reinforcement for existing local resources, the protectors of company reputation and the eyes, ears and ambassadors for the company headquarters. This training will help prepare your Go Team for deployment; bolster the confidence of your team and address how the team is an essential element of achieving the company’s response objectives.

**Objectives:**
- Consider the selection and preparation of personnel who have a deployment role
- Understand the chronological sequence from activation of the teams through deployment and on to eventual return home and return to work
- Examine the role of the corporate headquarters in supporting the deployed teams and assisting their families

**Course Content:**
- Team selection and training
- Equipment and resources
- Roles and responsibilities of the Go Team members
- Reports and procedures
- Communications and the news media
- Activation and deployment
- International, cultural and religious awareness
- Team and self-care
- The return home-reintegration to normal duties

**Further Information**
If you would like to know more about the Airline Response (Go) Teams and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
AIRLINE STATION MANAGER
Action Steps for Response and Recovery Operations

Duration: 1 Day
Maximum Attendance: 25

Format: Extensive use of case studies, large and small group discussions, exercises

Description: Emergency operations at local level are different from those at corporate level as they will often involve the immediate requirement to assist victims and their families face-to-face. Station staff will be responsible for establishing and maintaining many of the vital systems and facilities that will form the basis of the company response in the early stages of an emergency. 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. The aim of this training is to enable local management personnel to effectively plan for an emergency and implement response operations.

Objectives:
- Consider emergency preparation at station level including local teams
- Understanding the sequence of response, from activation of the teams, coordination with headquarters, to preparation for the arrival of the Go Team
- Examine the roles and responsibilities of the station staff and the demands from families, media, and the public

Course Content:
- How to prepare at the station level
- Crisis organization and internal communications
- Selection and training of local teams
- Relationships with ground handling and other agents
- Local emergency control centers
- Station staff roles and responsibilities
- Information management, reports and procedures
- The needs of accident victims and their families
- Media and external communications
- Prepare for arrival of company Go Teams
- Return to normal or near-normal operations

Further Information
If you would like to know more about the Airline Station Manager and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
EXERCISES FOR AVIATION CRISIS MANAGEMENT
Testing Plans and Procedures

Duration: 2 Day
Maximum Attendance: 18

Format: Multiple, practical exercises

Description: This training course prepares participants to lead the design and delivery of an exercise, as well as an exercise debrief and subsequent crafting of the after action report/improvement plan. An exercise is focused practice activity that places the participants in a simulated situation requiring them to function in the capacity that would be expected of them in a real event. Its purpose is to promote preparedness by testing policies and plans and by training personnel. Many successful responses to emergencies over the years have demonstrated that exercising pays huge dividends when an emergency occurs.

The training is designed to elicit constructive discussion and action plans. Participants examine and resolve problems based on existing operational plans and identify where those need to be refined. The success of the training is largely determined by group participation in the identification of problem areas.

Objectives:
- Discuss the importance of exercises, proper funding, essential partnerships, ground rules, and levels of participation
- Identify the tools, techniques, and knowledge to develop, deliver, and debrief exercises to rehearse emergency response
- Consider several exercise types and the selection criteria to make the most efficient use of time and resources available

Course Content:
- Select exercise type
- Identify the objectives
- Develop the scenario
- Engage stakeholders
- Design and delivery of exercise
- Conduct exercise debriefs
- Draft action reports and improvement plans

Further Information
If you would like to know more about the Exercises for Aviation Crisis Management and how it can complement your existing emergency plan please contact Gavin Solomon by email at solomong@kenyoninternational.com or contact any of the Kenyon worldwide offices.
Kenyon International Emergency Services, Inc., has responded to major catastrophic events around the world for more than a century, caring for those directly affected when disaster strikes. Since 1906, Kenyon International has responded to more than 400 disasters in every corner of the globe.

Over 100 years of disaster-related experience has given Kenyon the knowledge and understanding to effectively and efficiently manage disaster recovery.