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SECTION 1
Overview
Overview

Kenyon’s 110+ years of practical experience managing complex international crises has been channelled into a sector-leading programme of specialist training courses for emergency response and crisis management. As part of our wider programme of consultancy services, Kenyon provides training courses for all levels of staff around the globe and in various languages and is delivered to you directly on-demand at a location of your choosing.

All staff should, in one way or the other, be aware or involved in an emergency response or crisis management activity so should receive some level of training to support them in this key endeavour. Kenyon-provided training, at whatever level you request, will enable your employees to professionally and effectively respond and operate in such an emergency or crisis situation.

This Catalogue includes full details of the following training courses:

**Core Crisis Management Training:**
- 12 Principles of Crisis Management
- Crisis Leadership
- Crisis Management Centre Operations
- Call Centre Agents
- Emergency Response Plan Writing
- Humanitarian/Family Assistance Centre Management
- Humanitarian/Special Assistance Team Member
- Humanitarian/Special Assistance Team Management

**Crisis Communications Training:**
- Crisis Communications - Introduction and Overview
- Crisis Communications - Planning and Preparedness
- Crisis Communications - Internal Communications
- Crisis Communications - Digital and Social Media
- Crisis Communications - Spokesperson
- Crisis Communications - General Media Awareness
- Crisis Communications - Survivors, Friends and Families

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

**Call Centre Exercises (Available to Clients Only):**
- Kenyon International Call Centre Exercises
- Media Call Centre Exercises

**Remote Online Learning Modules (Available to Anyone):**
- Crisis Communications (Front-Line)

**Aviation Safety and Business Continuity Management Training (in Association with Gates Aviation):**
- Safety Management Systems
- A Positive Safety Culture
- Principles of Business Continuity
- International Air Accident Investigation
- Internal Air Accident Investigation
- Airline Legal Department Responsibilities in a Crisis
Administration:

Location:
All of our training courses can either be provided “in-house,” at a location of your choosing or at a Kenyon office location.

Personalisation:
In many cases, training courses can be tailored to the individual requirements of your company. The training courses can also be combined into a programme of courses to fit your needs.

Recent Additions and Changes:
Kenyon has delivered over 70 Crisis Communications-related courses in the past two years. From June 2019, we have increased the number of Crisis Communications courses offered, covering the subject matter in greater depth. This will help our Clients ensure their Crisis Communications Team develop the specific knowledge and skills they need. It is a comprehensive programme that covers best practices for all elements of communications in the aftermath of a crisis, along with the common pitfalls that companies encounter. In each course, we emphasise the importance of looking after those directly affected by an incident: the survivors and their families and friends.

Delivery:
Training courses are delivered by one of Kenyon’s Expert Associates, chosen based on their specialisation and experience. This can be discussed and agreed with you when developing the bespoke Consultancy Agreement.

Prerequisites:
These will be stated for each training course, if necessary. The recommended level of language proficiency is normally a sound understanding of English, though Kenyon can also look at providing the course in a native language or with simultaneous translation, where appropriate. This can be discussed and agreed with you when developing the Consultancy Agreement.

Certification:
A Kenyon Certificate of Training is provided to each participant upon completion unless Kenyon is specifically asked not to.

Feedback:
Kenyon will seek to receive feedback on training course content and delivery so that its products remain fit-for-purpose.

Fees:
Fees for training courses will vary depending on your company’s existing relationship, or otherwise, with Kenyon.

Next Steps:
If you require further information or wish to book a training course, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office on +44 (0) 1344 316 650. Thank you.
SECTION 2
Core Crisis Management Training
12 PRINCIPLES OF CRISIS MANAGEMENT
Insights from over 100 Years of Kenyon Experience

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 25

Suitable For: Senior Managers and Executives with strategic responsibilities for the delivery of a crisis management capability and those responsible for implementing and maintaining the emergency responses plan and supporting response structures

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

Description: A rapid, coordinated, and compassionate response to an incident is more important today than at any other time. Companies 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 Crisis Management will help to ensure an effective and efficient response effort. New challenges have come to the forefront of emergency operations, including: criminalisation, risk management, crisis communications, data management, insurance settlements, strong leadership and long-term business continuity. Based on Kenyon’s 110 years of emergency response experience, the principles presented in this interactive course will help participants navigate the path to a robust and well-informed Crisis Management programme

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

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

Further Information:
To learn more about the 12 Principles of Crisis Management Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
CRISIS LEADERSHIP
The Formula for Company Resiliency

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 10

Suitable For: Senior to Mid-level Managers likely to be in a company crisis leadership role

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

Description: This course encourages participants to exercise leadership by being a role model, empowering personnel, building effective teams, promoting ethical behaviour, 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 recognised 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 optimise 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
- Recognise 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

Content:
- Crisis Response
- Humanitarian Assistance
- 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:
To learn more about the Crisis Leadership Training and how it can complement your existing your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
CRISIS MANAGEMENT CENTRE OPERATIONS
Strategies for Effective Leadership and Rapid Decision Making

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 25

Suitable For: Those with the potential to fill a Crisis Management Centre (CMC) role during this immediate, difficult and high-pressure response period

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

Description: Emergency situations require an efficient coordinated response to provide appropriate resources and to manage all aspects of the emergency to the satisfaction of those directly affected and internal and external stakeholders. The CMC, located at HQ, works in conjunction with the Incident Management Centre (IMC), located in the field, to: manage the activation, deploy teams, prioritise 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

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

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 Centre Operations and how it can complement your existing Emergency Plan, please email kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
CALL CENTRE AGENTS
The First Contact for Families Seeking Information

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 25

Suitable For: Either for existing Call Agents who normally work in a non-emergency environment or staff from other departments who provide surge Call Centre support during an emergency

Format: Extensive use of role play and 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 Centre 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 course prepares those front-line agents for their duties in an emergency Call Centre 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 course will expose the essential requirement for consistency of gathering information in a compassionate and calm manner. At the end of the course, attendees will have the skills and techniques to confidently perform their duties following an emergency

Objectives:
- Examine the critical role of the Call Centre and the Call Centre agents
- Understand how to screen calls, the importance of 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

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

Further Information:
To learn more about the Call Centre Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
**EMERGENCY RESPONSE PLAN WRITING**
From Stakeholders to Checklists

**Duration:** 2 Days (Up to 16 Hours)
**Maximum Attendance:** 25

**Suitable For:** Emergency Response Managers and supporting staff responsible for authoring a company Emergency Response Plan

**Format:** Extensive use of planning materials as well as 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 attendees will evaluate examples of different plans and determine the essential elements that all plans must contain; ultimately, the aim for the course is to provide attendees 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
- Analyse existing industry emergency response planning requirements, from IATA, the NTSB and others
- Examine the critical components of an emergency response plan to help ensure an effective and efficient response effort

**Content:**
- Assess current capability and determine priorities for the planning process
- Capability Assessment Report - preparation and presentation to senior management
- The planning programme - 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:**
To learn more about the Emergency Response Plan Writing Training and how it can complement your existing Emergency Plan, please e-mail at kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44(0) 1344 316 650.
HUMANITARIAN / FAMILY ASSISTANCE CENTRE MANAGEMENT
Operate a Complex Family Support Environment

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 25

Suitable For: Those fulfilling, wishing to or contemplating becoming a Humanitarian Assistance Team Manager or Special Assistance Team Manager role

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

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

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

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 centres to the HAC
- Information management and liaison with call centres
- Command and control: the role of the management team
- Close-down of the HAC and transfer of responsibility for long-term recovery

Further Information:
To learn more about the Humanitarian/Family Assistance Centre Management Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com contact the Kenyon UK Office at +44 (0) 1344 316 650
HUMANITARIAN / SPECIAL ASSISTANCE TEAM MEMBER
Support to Families at Their Time of Greatest Need

Duration: 2 Days (up to 16 hrs)
Maximum Attendance: 25

Suitable For: Those fulfilling, wishing to or contemplating becoming a Humanitarian Assistance Team Member or Special Assistance Team Member role

Format: Extensive use of case studies, large and small group discussions as well as 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 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 attendees to provide direct support either in centralised 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 and/or travel or finance. The course 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. Attendees are welcome from private or public organisations that have the moral or legal responsibility to provide care

Objectives:
- Understand the roles and functions of an 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 centralised family support centres
- Understand the routine of being a Team Member, your work commitments and the essential aspects of administration and reporting

Content:
- Importance/types of humanitarian assistance
- The role of the Team Member
- Skills required to be a Team Member
- Layout and purpose of a centralised family support centre
- 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:
To learn more about the Humanitarian/Special Assistance Team Member Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
HUMANITARIAN / SPECIAL ASSISTANCE TEAM MANAGEMENT

Leading Skilled Teams to Ensure Families Come First

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 25

Suitable For: Front-line managers tasked with providing care and support to survivors, family members and friends following the loss of or injury to a loved one

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

Description: 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 Centre. 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 course will enhance the skills of an HAT/SAT member to a managerial level and instil 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 how to meet the needs of survivors and victims’ family members
- Examine the administrative requirements of managing a team

Content:
- Overview of centralised family assistance support centres
- 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:
To learn more about the Humanitarian/Special Assistance Team Management Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
SECTION 3
Crisis Communications Training
CRISIS COMMUNICATIONS: INTRODUCTION AND OVERVIEW
The Key Elements to Success

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 20

Suitable For: Communications, Marketing, Customer Service and Emergency Response Personnel

Format: Extensive use of theory, examples of best practice and scenario-based exercises

Description: This free-of-charge course for new Kenyon members covers the essentials of crisis communications management. It gives staff a brief overview of all of the elements required in order to communicate successfully in the aftermath of a crisis. This introduction to crisis communications helps organisations understand how to respond effectively following a disaster, in addition to the planning, training and testing that must be carried out. This course acts as a starting point for staff involved in creating or updating their company’s crisis communications programme.

Objectives:
- Understand the importance of communicating effectively following a crisis
- Discuss best practice
- Review good and bad examples of communications in a crisis

Content:
- Protecting the company’s reputation
- Knowing what you can and cannot say
- Addressing initial and inaccurate reports
- Understanding the role of digital and social media in a crisis
- Issuing media statements
- Communicating with those affected
- Working with key stakeholders
- Understanding the Crisis Communications Plan
- Reviewing recent case studies

Further Information:
To learn more about the Crisis Communications (Introduction and Overview), please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
CRISIS COMMUNICATIONS: PLANNING AND PREPAREDNESS
The Knowledge to Develop a Crisis Communications Plan

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 20

Suitable For: Communications, Marketing, Customer Service, and Emergency Response personnel

Format: Extensive use of scenario-based training, theory, structure and content of a best-in-class crisis communications plan

Description: This course gives staff at the main office or at remote locations the knowledge to develop a crisis communications plan and understand their individual roles and responsibilities. Responding to a disaster is a daunting prospect that can test the most skilled and experienced professionals in any industry. Well-prepared communications staff at corporate and local level can play vital roles to protect an organisation’s reputation in the aftermath of a crisis. This course, which includes scenario-based exercises, will give staff the skills and confidence they need to help ensure that the company communicates effectively following an emergency. It is a comprehensive session on the importance of the crisis communications plan and putting it into practice

Objectives:
- Understand the need for a crisis communications plan
- Test processes and systems currently in place
- Identify the resources needed in a crisis
- Prepare staff for fulfilling their roles and responsibilities

Content:
- Establishing roles and responsibilities
- Setting up the crisis communications centre
- Following best practices
- Addressing initial and inaccurate reports
- Briefing staff in the aftermath of a crisis
- Issuing media statements
- Using social media in a crisis
- Managing media monitoring
- Recording a statement from the CEO
- Arranging a news conference
- Working with key stakeholders

Further Information:
To learn more about the Crisis Communications (Planning and Preparedness) Training, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
CRISIS COMMUNICATIONS: 
INTERNAL COMMUNICATIONS
Best Practices when Communicating with Internal Audiences

Duration: Half Day (Up to 4 Hours)
Maximum Attendance: 20

Suitable For: HR and Communications Personnel

Format: Extensive use of theory, examples of best practices and scenario-based exercises

Description: This workshop will prepare HR and internal communications staff for fulfilling their roles and responsibilities following an emergency. It covers the considerations, tasks and best practices when communicating with an organisation’s internal audiences in the aftermath of a crisis. A failure to communicate with colleagues effectively in a crisis can be immensely detrimental to an organisation’s response and affect how it is perceived by external stakeholders. Regular and appropriate updates serve to unite an organisation in a crisis and help to ensure accurate and consistent communications. This workshop will give staff the knowledge they would need in a crisis and will also test their skills with a scenario-based exercise.

Objectives:
- Understand the role of internal communications in a crisis
- Prepare staff for fulfilling their roles and responsibilities
- Review the processes and systems currently in place

Content:
- Understanding the operational response to a crisis
- Establishing roles and responsibilities
- Following best practice
- Supporting staff in the aftermath of a crisis
- Writing internal communications updates
- Setting up and managing briefing meetings
- Considering the most efficient communications channels

Further Information:
To learn more about the Crisis Communications (Internal Communications) Training, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
CRISIS COMMUNICATIONS: DIGITAL AND SOCIAL MEDIA
The Essence of Speed

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 10

Suitable For: Communications, Marketing, Customer Service, and Emergency Response personnel

Format: Extensive use of scenario-based training and best practice for communicating through the website and social media channels in a crisis situation

Description: This course will help staff develop a detailed understanding of how the organisation’s website and social media channels should be used effectively in the event of a disaster. In the face of a crisis, speed is of the essence if an organisation is to successfully demonstrate that it is in control and able to fulfil its role as the most credible source of information. Updating the website and regularly issuing accurate information online are fundamental to an effective crisis response. This course will help attendees understand the important role they have to play and the action they would need to take following an emergency

Objectives:
- Understand best practice for using digital and social media in a crisis
- Discuss the responsibilities and tasks to be carried out
- Prepare staff members for fulfilling their roles

Content:
- Organising key personnel
- Communicating through the website
- Understanding the emergency website or dark site
- Adjusting marketing activity
- Establishing rules for selecting communications channels
- Monitoring social media
- Using the appropriate tone across all your channels
- Examining recent case studies

Further Information:
To learn more about the Crisis Communications (Digital and Social Media) Training, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
CRISIS COMMUNICATIONS: SPOKESPERSON TRAINING

Expectation Management

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 6

Suitable For: Senior Management and Communications Staff

Format: Extensive use of case studies group discussions, exercises, and live camera work to prepare senior management for engaging with the media in the aftermath of a crisis.

Description: This is an intensive course designed to help senior leaders who will be the official company spokespeople. It helps improve their skills and allows them to gain a greater understanding of the expectations of a variety of stakeholders. Investors, customers and the public expect to be kept informed of developments following a disaster. The modern news media delivers information with speed and drama but not always with accuracy or balanced analysis. Properly prepared spokespeople can significantly enhance the public perception of an organisation in the aftermath of a crisis, help to protect its reputation and aid its recovery. This course provides the knowledge, skills and confidence to perform effectively in high-pressure media interviews and news conferences. It offers intense exposure to the news media’s role and the importance of preparations, messaging, technique and timing.

Objectives:
- Practise the skills and techniques needed in media interviews
- Identify how and why to communicate effectively following a crisis
- Examine examples of good and bad communication in the aftermath of a disaster

Content:
- Your role as a spokesperson
- Audience identification and why you should speak to them
- Recent case studies
- Media strategies and techniques
- Working positively with the media
- Managing media interviews
- Handling the media ambush
- Managing a press conference
- How to work with key stakeholders
- Using video on social media

Further Information:

To learn more about the Crisis Communications (Spokesperson) Training, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
CRISIS COMMUNICATIONS:
GENERAL MEDIA AWARENESS
Managing the Spotlight

Duration: Half Day (Up to 4 Hours)
Maximum Attendance: 25

Suitable For: Station Managers, Site Managers and Customer Service Personnel

Format: Extensive use of theory, case studies and scenario-based exercises to prepare front-line staff for handling the pressure of media scrutiny in the aftermath of a crisis

Description: This course is for personnel that are likely to be approached or contacted by media following a disaster. When a major incident or accident has happened, staff at the main office and other high-profile locations might find themselves in the spotlight and will need to know how to respond appropriately. They won’t be performing the role of spokespeople but, by being able to stay calm under pressure and refer journalists to the correct channels for enquiries, they will gain the skills and knowledge they need to help protect the company’s reputation in an emergency

Objectives:
- Understand company policy for managing media enquiries
- Develop the knowledge needed to handle the media when approached
- Discuss and practise appropriate response to media in the aftermath of a crisis
- Review good and bad examples of communications in a crisis

Content:
- Protecting the company’s reputation
- Knowing what you can and cannot say
- Adhering to the social media policy
- Handling a media ambush
- How you arrange a news conference
- Top tips on conducting and interview
- Reviewing recent case studies

Further Information:
To learn more about the Crisis Communications (General Media Awareness) Training, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
CRISIS COMMUNICATIONS:
SURVIVORS, FAMILIES AND FRIENDS
Offering Care and Compassion

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 12

Suitable For: Senior Management, Site Managers, Station Managers, Communications and Customer Service Personnel

Format: Extensive use of theory, case studies and scenario-based exercises to help ensure that those affected by a crisis are supported and kept informed

Description: This course is designed to give communications staff the skills and knowledge they need in order to regularly update survivors, family and friends, with care and compassion, in the aftermath of a disaster. Following a major incident or accident, looking after those that have been affected is more important than anything else. Developed with help from Kenyon’s Humanitarian Assistance Team, this course will help to ensure that key personnel know the appropriate tone to use and what they will have to do when communicating with the people that matter most following a crisis.

Objectives:
- Understand the importance of looking after those affected
- Show how to establish communication over an indefinite period
- Discuss the most appropriate methods of communication
- Establish the key information families need to know
- Prepare staff for fulfilling their roles and responsibilities

Content:
- Communicating with families
- Managing family briefings
- Updating families on the website
- Knowing what you can and cannot say
- Addressing news conferences
- Examining recent case studies

Further Information:
To learn more about the Crisis Communications (Survivors, Families and Friends) Training, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
SECTION 4
Aviation Crisis Management Training
COMMERCIAL AVIATION
12 PRINCIPLES
Insights from over 100 Years of Kenyon Experience

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 25

Suitable For: Airline and Airport Senior and Mid-level Managers

Format: Extensive use of case studies, large and small group discussions as well as 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: criminalisation, 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 course will help participants navigate the path to a robust and well-informed crisis management programme

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

Content:
- Airline Crisis Response
- Humanitarian Assistance
- Crisis Communications
- Public Inquiry, Notification and Travel Management Centre
- 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 e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
AIRLINE RESPONSE (GO) TEAMS
A Systematic Approach to Effective Deployments

Duration: 1 Day (up to 8 hrs)
Maximum Attendance: 25

Suitable For: Go/First Responder Team Members

Format: Extensive use of case studies, large and small group discussions as well as 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. They are the protectors of company reputation, the company’s eyes and ears and the ambassadors for company headquarters. This course 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

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:
To learn more about the Airline Response (Go) Teams Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
Suitable For: Station Managers and senior support staff

Format: Extensive use of case studies, large and small group discussions as well as 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 course 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

Content:
- How to prepare at the station level
- Crisis organisation and internal communications
- Selection and training of local teams
- Relationships with ground handling and other agents
- Local emergency control centres
- 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 e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
EXERCISES FOR AVIATION CRISIS MANAGEMENT
Testing Plans and Procedures

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 16

Suitable For: Those responsible for leading the design and delivery of an exercise, as well as an exercise debrief and subsequent crafting of the after-action report/improvement plan

Format: Multiple, practical exercises

Description: This 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 a 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 course 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 course 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

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:
To learn more about the Exercises for Aviation Crisis Management Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
SECTION 5

Exercises Common to Core and Aviation Activities
INPUT RESPONSE EXERCISES
High-Intensity Testing of Plans and Procedures

**Duration:** 1 to 3 Days

**Maximum Attendance:** 25

**Suitable For:** Primary, Secondary and the Exercise Control Staff

**Format:** Simulated emergency environment

**Description:** Kenyon’s Input Response Exercises expose your organisation’s staff and existing crisis plans and procedures to a highly realistic simulated emergency environment. Our expert Associate team plans in-depth exercises with varied realistic injects in the form of news reports, emails and other communication. Time jumps, moving forward in time by days or weeks, are also used to ensure that plans account for the entirety of an emergency response, not just the first few hours. Kenyon conducts an average of four large exercises a year with organisations that vary in size and industry.

Input response exercises generally involve primary staff, secondary staff and the Exercise Control (EXCON) staff, which will be a mix of Kenyon staff and management level staff from your organisation. The exercise will consist of the following phases: Planning, Pre-Exercise Briefing, Activation, Briefing, Exercise Play, a Hot Debrief with staff and a detailed After-Action Report where Kenyon’s EXCON team will share all feedback and observations collected throughout the exercise.

**Objectives:**
- Intense, realistic testing of the Emergency Response Plan
- Test staffs’ familiarity and comfort with assigned roles during an emergency under simulated stressful conditions
- Test communications systems, checklists, and facilities included in the Emergency Response Plan
- Identify any weaknesses or gaps in the plan and response procedures

**Further Information:**
If you would like to know more about Kenyon’s Input Response Exercises and how it can complement your existing Emergency Response Plan, please email kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650.
TABLE-TOP EXERCISES
Low-Intensity Testing of Plans and Procedures

Duration: Half Day (Up to 4 Hours)
Maximum Attendance: 25

Suitable For: Staff with any Emergency Response Plan related responsibilities

Format: Talking through a pre-defined scenario to test current plan

Description: Kenyon’s Table-Top Exercises offer a low-intensity classroom-based course session to review your organisation’s Emergency Response Plan (ERP). These exercises require a minimum amount of preparation and coordination. Table-Top Exercises serve the purpose of familiarising designated staff with the contents of the ERP, and their prescribed role within the plan, as well as the process flow, checklists, escalation, procedures and close down. Table-Top Exercises are designed to cause minimal disruption to the work day, while providing maximum familiarisation with existing plans. Following the Exercise, a Kenyon expert will provide a verbal debrief and feedback on preparedness of the ERP

Objectives:
- Test the ERP
- Familiarise staff with the ERP
- Identify any weaknesses in the Plan and Response procedures

Further Information:
To schedule a Table-Top Exercise or discuss a custom consultancy package, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
SECTION 6
Call Centre Exercises

**Available to Kenyon Clients Only**
Format: Kenyon offers an assortment of Kenyon International Call Centre (KICC) Exercises aimed at not only allowing your organisation to test the reaction time and capability of our International Call Centre but also to assist with the internal exercises of your emergency plan. **These exercises are only available for Clients that have a current services contract with Kenyon**

Description: In addition to having a full-time Kenyon staff member at the Kenyon International Call Centre, Kenyon also exercises and regularly tests the Call Centre. However, we understand that some Clients may also wish to independently test the reaction time and capability of our International Call Centre, or incorporate the Call Centre in their own internal exercises of your emergency plan

KICC exercises vary from simple logistics testing to highly complex exercises involving live Call Centre agents. A simple example might be that a call to Kenyon is included as part of your training exercise, where we provide you with a simulated toll-free number and you go through the motions of submitting a Persons Directly Affected (PDA®) list to us, such as a manifest or staff list

A complex exercise might include as many as five inbound call agents receiving calls from as many as ten different callers, placing three to five calls each while acting as affected family members. This could also include other specialty Call Centre staff such as Notification Agents, Travel and Assistance Agents, and Data Management Agents, so you can get the full picture of the vital actions of the International Call Centre staff during a crisis

Simple Scenario:

**EXERCISE #1: CLIENT TESTING SCENARIO**

*No pre-planning or pre-scheduling for exercise required*

**Duration:** 30 - 45 minutes

- Client calls Kenyon during normal business hours to activate:
  
  US (Monday – Friday 0730 – 1630 GMT-6) OR,
  
  UK (Monday – Friday 0800 – 1630 GMT 0)

  **Caller must stipulate that this is an EXERCISE.**

- Kenyon staff receiving call takes simulated incident information.
- Kenyon staff calls Client back, within 30 minutes, with a simulated international toll free number. (The toll free number will **NOT** work!)
- Client may e-mail their PDA List during normal business hours to kicc@kenyoninternational.com.
- Kenyon acknowledges receipt of PDA List.
- Kenyon’s participation in exercise is concluded.
Complex Scenarios:

**Exercise #2: Client Testing Scenario**
*Exercise must be scheduled a minimum of 1 month in advance*

**Duration:** 2 hours

**Client Provides:** 5 voluntary callers to place 2-3 calls each to the international toll free number provided by Kenyon (these volunteer callers may be client employees “play acting” as family members). *Kenyon does not provide the volunteer callers but may provide caller scripting for an additional fee.*

**Exercise #3: Client Testing Scenario**
*Exercise must be scheduled a minimum of 1 month in advance*

**Duration:** 3 hours

**Client Provides:** 10 voluntary callers to place 3-5 calls each to the international toll free number provided by Kenyon (these volunteer callers may be client employees “play acting” as family members). *Kenyon does not provide the volunteer callers but may provide caller scripting for an additional fee.*

**Exercise #4: Client Testing Scenario**
*Exercise must be scheduled a minimum of 1 month in advance*

**Duration:** 3 hours

**Client Provides:** 10 voluntary callers to place 3-5 calls each to the international toll free number provided by Kenyon (these volunteer callers may be client employees “play acting” as family members). *Kenyon does not provide the volunteer callers but may provide caller scripting for an additional fee.*

All complex exercises include:

- Client calls Kenyon US 24 hour number to activate.
- **Caller must stipulate that this is an EXERCISE**
- Kenyon staff receiving call takes simulated incident information and forwards to KICC Director.
- KICC will be activated with (English and Spanish language speaking personnel only).
- Kenyon KICC Director calls Client back, within 30 minutes, and provides an international toll free number for the country where the event has occurred. This **WILL BE** a working number.
- Client emails their PDA List to kicc@kenyoninternational.com in proper KR Excel format.
<table>
<thead>
<tr>
<th>KICC Director</th>
<th>EXERCISE # 2</th>
<th>EXERCISE # 3</th>
<th>EXERCISE # 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9 Personnel</td>
<td>15 Personnel</td>
<td>17 Personnel</td>
</tr>
<tr>
<td>On Site KICC Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inbound Agents</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Data Management Agents</td>
<td>▪ Review the Preliminary PDA list for discrepancies</td>
<td>▪ Review the Confirmed PDA list received against the Preliminary PDA list</td>
<td>▪ Notify Client of discrepancies</td>
</tr>
<tr>
<td>Team Managers</td>
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<td></td>
<td></td>
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<tr>
<td>Project Coordinator</td>
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<td></td>
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<tr>
<td>Notification Agents</td>
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<td></td>
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<tr>
<td>Travel and Assistance Agents</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>On Hold Music and Incident Recording</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Set Up Fee</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>International Toll Free Number</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Call Centre Number for Outbound Calls</td>
<td>▪ 1 for Notification Team (Exercises 3 &amp; 4)</td>
<td>▪ 1 for Travel and Assistance Team (Exercise 4 only)</td>
<td></td>
</tr>
</tbody>
</table>
Optional Expenses:
- If Client desires Scripts for Volunteer Callers, Kenyon may provide scripts at an additional charge of 10 Scripts for $250.00 (Available scripting for the following type of callers: family member, non-family member, media, curiosity seeker, and family member - wrong date of travel/travel company)
- If other than English and Spanish languages are required, additional languages are available through Language Line at an additional charge
- First international toll-free number is included. Each additional toll-free number is $20.00 USD per number to activate.

Objectives: For current KICC Clients and those considering Kenyon’s international Call Centre service, KICC exercises provide direct experience with the following benefits:
- Allow your internal staff to run through a real-world scenario where the surge of family, friends, and media seeking information can be overwhelming
- Fully understand what the KICC can do during an incident
- Test the responsiveness and skill of the multi-lingual Call Centre agents.
- Test the capability of additional services such as Language Line, which adds translation services for over 170+ languages.
- Gain an understanding into the critical nature of data management during an incident, including practical testing of Kenyon Response® and real-time viewing of data
- Simulate the logistics involved in arranging travel for family members
- Understand the benefits of scripted questions and responses for gathering of consistent and accurate data

Further Information:
To schedule an exercise including Kenyon’s International Call Centre, or discuss a custom consultancy package, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
Format: Kenyon offers an assortment of Media Call Centre (MCC) Exercises aimed at not only allowing the Client to test the reaction time and capability of our International Call Centre to deal with the surge of media calls following an incident, but also to assist with the internal exercises of your emergency plan and your communications staff. These exercises are only available for clients that have a current services contract with Kenyon

Description: In addition to having a full-time Kenyon staff member at the Media Call Centre, Kenyon also exercises and regularly tests the Media Call Centre. However, we understand that some Clients may also wish to independently test the reaction time and capability of our Media Call Centre. Also, you may wish incorporate the Media Call Centre in your own internal exercises to practice and deal with the surge of media calls following an incident, or assist with the internal exercises of your emergency plan and your communications staff.

These MCC exercises vary from simple logistics testing to highly complex exercises involving up to 16 Call Centre agents and staff and as many as 24 voluntary callers making sample calls into the MCC. A simple example exercise might include a call to Kenyon as part of your training exercise, where we provide you with a simulated toll-free number and you go through the motions of submitting a sample press release to the Media Call Centre Director.

A complex exercise might include all of the agents listed above as well as the participation of a Kenyon Crisis Communications Associate to monitor the incoming media requests for information and provide advice.

Simple Scenario:

Exercise #1: Client Testing Scenario

No pre-planning or pre-scheduling for exercise required

Duration: 30 - 45 minutes

- Client calls Kenyon during normal business hours to activate:
  - US (Monday – Friday 0730 – 1630 GMT-6) OR,
  - UK (Monday – Friday 0800 – 1630 GMT 0)
  
  Caller must stipulate that this is an EXERCISE.

- Kenyon staff receiving call takes simulated incident information.
- Kenyon staff calls Client back, within 30 minutes, with a simulated toll number. (The toll number will NOT work!)
- Client e-mails Press Release Statement during normal business hours to: mcc@kenyoninternational.com.
- Kenyon acknowledges Press Release Statement received.
- Kenyon’s participation in exercise is concluded.
**Complex Scenarios:**

**Exercise #2: Client Testing Scenario**
*Exercise must be scheduled a minimum of 1 month in advance*

**Duration:** 2 hours  
**Client Provides:** 5 voluntary callers to place 2-3 calls each to the toll number provided by Kenyon (these volunteer callers may be client employees “play acting” as media entities). *Kenyon does not provide the volunteer callers but may provide caller scripting for an additional fee.*

**Exercise #3: Client Testing Scenario**
*Exercise must be scheduled a minimum of 1 month in advance*

**Duration:** 2 hours  
**Client Provides:** 8 voluntary callers to place 3-5 calls each to the toll number provided by Kenyon (these volunteer callers may be client employees “play acting” as media entities). *Kenyon does not provide the volunteer callers but may provide caller scripting for an additional fee.*

**Exercise #4: Client Testing Scenario**
*Exercise must be scheduled a minimum of 1 month in advance*

**Duration:** 3 hours  
**Client Provides:** 12 voluntary callers to place 5-7 calls each to the toll number provided by Kenyon (these volunteer callers may be client employees “play acting” as media entities). *Kenyon does not provide the volunteer callers but may provide caller scripting for an additional fee.*

**Exercise #5: Client Testing Scenario**
*Exercise must be scheduled a minimum of 1 month in advance*

**Duration:** 3 hours  
**Client Provides:** 24 voluntary callers to place 8-10 calls each to the toll number provided by Kenyon (these volunteer callers may be client employees “play acting” as media entities). *Kenyon does not provide the volunteer callers but may provide caller scripting for an additional fee.*

**All complex exercises include:**

- Client calls Kenyon US 24 hour number to activate.  
  **Caller must stipulate that this is an EXERCISE**
- Kenyon staff receiving call takes simulated incident information and forwards to MCC Director.
- MCC will be activated with (English and Spanish language speaking personnel only).
- Kenyon MCC Director calls Client back, within 30 minutes, and provides toll number for the. This **WILL BE** a working number.
- Client emails press statement to mcc@kenyoninternational.com.
- Kenyon acknowledges Press Release Statement received.
### Complex Exercises Comparison Chart

<table>
<thead>
<tr>
<th>Exercise # 2</th>
<th>Exercise # 3</th>
<th>Exercise # 4</th>
<th>Exercise # 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Personnel</td>
<td>8 Personnel</td>
<td>11 Personnel</td>
<td>18 Personnel</td>
</tr>
</tbody>
</table>

#### MCC Director

- | | | |

#### On Site MCC Manager

- | | | |

#### MCC Inbound Agents

- **Agents** will receive, collect contact information and process inbound calls.
- **Agents** will provide the most up-to-date press release statement to caller.

#### MCC Project Coordinator

- MCC will send a Call Report at end of exercise with amount of calls received and handled.

#### MCC Team Manager

- MCC will send via e-mail most up-dated press release statement to previous media callers.
- MCC will send a Contact Detail Report with all contact information captured from callers.

| On Hold Music and Incident Recording | ✓ | ✓ | ✓ | ✓ |
| Set Up Fee | ✓ | ✓ | ✓ | ✓ |
| Toll Number | ✓ | ✓ | ✓ | ✓ |
**Optional Expenses:**

- A Kenyon Crisis Communications Associate may be added to monitor information/questions from media callers and provide advice/feedback to Client at $350.00 USD per hour (1-hour minimum required)
- If Client desires Scripts for Volunteer Callers, Kenyon may provide scripts at an additional charge (Available scripting for the following type of media calls: family member erroneously calls in, media requesting an interview, media questioning provided press release information, media requesting additional updates on press release statements received)

**Objectives:** For current MCC Clients and those considering Kenyon’s media surge service, MCC exercises provide direct experience with the following benefits:

- Allow your internal staff to run through a real-world scenario where the surge of media calls can often be overwhelming
- Fully understand what the MCC can do during an incident
- Test the responsiveness and skill of the multi-lingual Call Centre agents
- Gain understanding into the critical nature of managing not only the requests for information, but ensuring that consistent messaging is provided by simultaneous release of approved statements
- Understand the benefits of scripted questions and responses for gathering of consistent and accurate data
- Simulate the logistics involved in arranging travel for family members

**Further Information:**

To schedule an exercise including Kenyon’s Media Call Centre, or discuss a custom consultancy package, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
SECTION 7
Remote Online Learning Modules

**Available to Anyone**
Suitable For: All Staff likely to have any engagement, deliberate or otherwise, with the media

Format: Online learning module, accessible from any computer, laptop or handheld device with internet access

Description: This online Crisis Communications course provides participants with the essentials for dealing with the media if a crisis or major incident occurs. Using video examples of real-life crises, interactive educational slides, quizzes and insight from working journalists, the goal of the course is to develop front-line personnel’s ability to protect their company’s brand.

Kenyon’s online learning partner remote (Remote Group Ltd) can manage the course for your organisation, to include providing digital certificates for all participants upon completion, or the course can be incorporated into your in-house Learning Management System (LMS). Remote will work with you to identify customisation and translation options as well as assist with support and delivery.

Objectives:
- Identify why and how to communicate effectively following a crisis
- Explore examples of good and bad communication strategies
- Recognise the role of modern social media during a crisis
- Understand how to engage with the media and communicate with them during a crisis

Content:
- Understanding modern news media and how they cover a crisis or major incident
- Working positively with the media during a crisis or major incident
- Protecting your brand during a crisis or major incident

Further Information:
To learn more about the Crisis Communications (Front-Line) Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
SECTION 8
Aviation Safety and Business Continuity Management Training

The training offered in this Section is delivered in association with Gates Aviation which specialises in air, ground and personal safety, operational and asset security, emergency response, risk and change management, due diligence for major asset acquisition, loss recovery and legal services.
SAFETY MANAGEMENT SYSTEMS
An Overview for Senior Managers

Duration: 4 Hours
Maximum Attendance: 25

Suitable For: Senior Managers

Format: Interactive presentations and lectures, illustrative case studies and short videos

Description: Over the past 20 years, the aviation industry has graduated towards a systematic approach to safety and risk management, compiling and cataloguing safety policies, developing procedures and processes, applying metrics to safety performance and setting targets to achieve and maintain. Now the Safety Management System (SMS) has become a part of our industry standards and is a regulatory requirement. The principles of SMS as set out by ICAO are consistent throughout all sectors of aviation but the application of these principles is unique within each organisation and the regulators expect operators to demonstrate how their SMS is optimised for their specific operation and how it can adapt to changes as they occur. This session is designed to provide senior managers with a sound understanding of their obligations and responsibilities in SMS

Objectives:
- Understand the evolution of SMS into a regulatory requirement
- See the basic structure of SMS as defined by ICAO and how it works in practice
- Define senior management’s role in SMS design, implementation and management
- Understand the importance of organisational culture in the success of SMS
- Explore the options for safety metrics and safety performance indicators (SPI)

Content:
- Safety Policy and Objectives
  Management commitment and responsibilities
  • Safety accountabilities and Appointment of key personnel
  • Coordination of emergency response planning and SMS documentation
- Safety Risk Management
  • Hazard identification
  • Risk management and mitigation
- Safety Assurance
  • Safety performance monitoring and measurement
  • Management of change
  • Continuous improvement of the SMS
- Safety Promotion
  • Training and education
  • Safety communication

Further Information:
To learn more about the Safety Management Systems Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
A POSITIVE SAFETY CULTURE
Fostering an Environment of Shared Safety Values

Duration: 1 Day (Up to 8 Hours)
Maximum Attendance: 10

Suitable For: Senior Managers, Accountable Managers, Regulatory Post-Holders, Department Heads and Safety Management Professionals

Format: Interactive presentations and lectures, illustrative case studies, short videos as well as role plays and breakout sessions

Description: Since the introduction of safety management systems (SMS) to the aviation industry more that 20 years ago, it has become increasingly well understood that effective safety management requires the right culture to prevail throughout the organisation. Indeed, most regulatory jurisdictions require operators to implement what is frequently termed a ‘just culture’. However, manipulating culture requires changes to the behaviours and beliefs of the individuals involved. This is no easy task and is often misunderstood. Critically, success requires total commitment from the very top level of management.

This course examines the regulatory background to safety culture and explores the enablers and inhibitors to the development of a fair, consistent and open organisational culture. It covers the benefits of success and the potential damage inherent in failure. The course focuses on the role of senior management and why their belief and commitment are essential.

Objectives:
- Learn what ICAO and regulators mean by culture
- Understand the concept of a safety culture
- Know the potential benefits of a ‘just’ culture
- Understand the role of senior management in creating culture
- Know the limitations of what can actually be achieved
- Develop an organisational strategy for culture management

Content:
- ICAO Standards & Recommended Practices - Annex 19
- ICAO safety management guidance - Document 9859
- Regulatory requirements for just culture
- Safety and risk management decision making
- Indicators of a just culture
- Changing behaviours
- Organisational strategies for change

Further Information:
If you would like to know more about A Positive Culture Training and how it can complement your existing Emergency Plan, e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
PRINCIPLES OF BUSINESS CONTINUITY

Building Resilience In Your Business

Duration: 1 Day (up to 8 hrs)
Maximum Attendance: 25

Suitable For: Managers with business continuity responsibilities

Format: Case studies, group discussion and exercises

Description: It takes years to establish a market-leading brand and/or reputation and, literally, minutes to lose it if the response to a major event affecting its business operations is not handled effectively. A sound business continuity management programme is good business practice and enables an organisation to be prepared to make decisions quickly and return the business to a state of normality expeditiously.

This course aims to build on existing knowledge of basic contingency and business continuity planning and theory to provide attendees with the skills necessary to apply the theory within airport plans and protocols, and in operational conditions.

Objectives:
- Analyse Business Continuity industry best practice
- To provide attendees with practical training, realistic scenarios and lessons learned from real life incidents
- To help eliminate uncertainty enabling people to respond effectively and with confidence
- Assist with identifying business critical processes

Content:
- Examination of existing Business Continuity policy and structure
- Principles of Business Continuity Management
- Business Continuity Life Cycle
- Business Impact Analysis
- Contents of a Best-Practice Business Continuity Plan
- Example Plans
- Supply Chain Management
- Plan Maintenance and testing
- Optional - mini Table-Top exercise to run through the principles in an applied context (dependent on the needs specified by the Client)

Further Information:
If you would like to know more about the Principles of Business Continuity and how it can complement your existing Emergency Plan, email kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
Suitable For: Those company managers likely to have a direct or supporting role in the conduct of an air investigation

Format: Interactive presentations and lectures, illustrative case studies as well as short videos

Description: The conduct of international air accident investigations is defined within ICAO’s Annex 13 to the International Convention on Civil Aviation. This document systematically guides state investigation bureaus (like AAIB and NTSB) through the international protocols which assign national responsibilities and allocate entitlements to the various parties involved. Although the investigation itself will be managed by the state authorities, they will expect substantial support and co-operation from the operator whose aircraft, passengers and crew have been affected. This session is designed to provide the management teams of air operators with an overview of the international investigation process and an understanding of their obligations to the investigation teams. It also outlines what information can be expected from the investigators in support of the internal company investigation (see separate course notes on company accident investigations) and the differing national legislation with regard to sharing of information.

Objectives:
- Acquire a working knowledge of the principles of ICAO Annex 13
- Understand the allocation of state responsibilities in air accident investigations
- Describe the role of the “Investigator in Charge”, a “Technical Representative” and an “Adviser”
- Know what a state investigation might expect from the operator
- Know what information the operator can expect to receive during the investigation
- Understand the purpose and structure of interim and final reports
- Review a major accident investigation as a case study

Content:
- Why Investigate?
  - What are fundamental reasons for investigating accidents
- ICAO Annex 13 investigations
  - The guiding principle
  - Structure and content of the document
  - Allocation of national responsibilities and entitlements
- Conduct of the investigation
  - The group system
  - Team Members
  - Data Management
- Content and publication of reports
  - The operator’s role in the investigation
  - Safeguarding deployed individuals
  - Accident investigation case study

Further Information:
To learn more about the International Air Accident Investigation Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
INTERNAL AIR ACCIDENT INVESTIGATION
The Commercial Imperative

**Duration:** 1 Day (up to 8 hrs)
**Maximum Attendance:** 25

**Suitable For:** Company employees likely to be engaged in either supporting an investigation or learning and them implementing lessons identified from an investigation

**Format:** Interactive presentations and lectures, illustrative case studies, short videos and break-out sessions

**Description:** The official air accident investigation will be managed by the assigned state investigation bureaus (like the AAIB, MEA and NTSB) but the publication of a final report, with conclusions and recommendations may take months or even years. Customers, insurers and shareholders will expect the operator to take appropriate action at the earliest opportunity to prevent a similar accident in the future, and this action needs to be based upon sound reasoning. As quickly as possible the operator must answer 3 fundamental questions: What happened? Why did it happen? What must be done to stop it happening again? This session provides guidance on how best to get these answers when the operator may not have immediate access to all of the information and data being derived by the state investigators

**Objectives:**
- Understand the conduct of a state investigation under ICAO Annex 13
- Be prepared for the requirements of the state investigation
- Be prepared to participate in the state investigation
- Know what information the operator can expect to receive during the investigation
- Understand the legal constraints imposed in some jurisdictions
- Review an accident investigation as a case study

**Content:**
- Why Investigate?
  - What are fundamental reasons for investigating accidents
- ICAO Annex 13 investigations
  - The guiding principle
  - Conduction of the state investigation
  - Content and publication of reports
- The operator’s role in the investigation
- Assignment of investigation tasks
- Health, safety and security for deployed personnel
- How the internal investigation works with emergency response
- Information and data security
- Maintaining safety “business as usual”
- Accident investigation case study

**Further Information:**
To learn more about the Internal Air Accident Investigation Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650
AIRLINE LEGAL DEPARTMENT
Responsibilities and Challenges Following an Accident

Duration: 1 - 2 Days (from 8-16 Hours)
Maximum Attendance: 18

Suitable For: Airline Legal Department personnel

Format: Presentations, case studies, group discussions and exercises

Description: Following an aircraft accident, the legal department of an airline needs to assume responsibility over and participate in various aspects of the post-accident process to protect its brand and reputation, directors, officers and employees from numerous challenges.

This course aims to provide and/or build on existing knowledge of the legal issues that arise following an aircraft accident to provide attendees with the skills necessary to protect their company, its directors, officers and employees.

Objectives:
- Analyse the demands made on a legal department post-accident
- To provide attendees with training, realistic scenarios and lessons learned from real life incidents
- To provide guidelines to enable the department to respond confidently and effectively
- To assist in identifying threats and suggesting methods of resolution

Content:
- Legal considerations for crisis communications
- Liability and compensation process for passengers
- Analysis of insurance, insurer’s responsibilities and methods of dispute resolution
- Discussion of the roles and expertise needed of external lawyers and who appoints them
- Criminal proceedings
- Accident investigation
- Involvement of other parties in the accident
- Record keeping during the accident process

Further Information:
To learn more about Airline Legal Department Responsibilities Following an Accident Training and how it can complement your existing Emergency Plan, please e-mail kenyon@kenyoninternational.com or contact the Kenyon UK Office at +44 (0) 1344 316 650.
Kenyon stands as the leading full-spectrum provider of disaster response services, covering planning, incident management and recovery. Our staff and services are the most experienced of their kind. This is why over 600 businesses and governments from all over the world choose Kenyon as their disaster management partner.