Crisis Management Training Catalog
2018 - 2019
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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.”

Robert Jensen, Chief Executive Officer

This catalog includes full details of the following training courses:

**Core Crisis Management Training**
- 12 Principles of Crisis Management
- Crisis Leadership
- Crisis 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

**On-Line Training**
- Remote - Front-Line Crisis Communications Training

**Aviation Crisis Management Training**
- Commercial Aviation - 12 Principles
- Airline Response (Go) Teams
- Airline Station Manager
- Exercises for Aviation Crisis Management
- Airline Legal Department
- International Air Accident Investigation
- Internal Air Accident Investigation
- Principles of Business Continuity
- Safety Management Systems

**Call Center Exercises**
- Kenyon International Call Center Exercises
- Media Call Center Exercises

**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 email at kenyon@kenyoninternational.com or contact any of the Kenyon worldwide offices
SECTION 2
Core Crisis Management Training
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 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: criminalization, 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 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 organization’s should respond to an incident
▪ Assist in the understanding of the organization’s responsibilities during an incident
▪ Demonstrate to industry leaders first-hand lessons learned in crisis management
▪ Create a proactive culture within the organization’s 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:
▪ Crisis Response
▪ Humanitarian Assistance
▪ Crisis Communications
▪ Public Inquiry, Notification and Travel Management Center
▪ 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 and how it can complement your existing emergency plan please email at kenyon@kenyoninternational.com or contact any of the Kenyon worldwide offices.
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 email at kenyon@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: 25

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 email at kenyon@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 email at kenyon@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, 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

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 email at kenyon@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 email at kenyon@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 email at kenyon@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 email at kenyon@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: 25

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 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 email at kenyon@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 Management 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 email at kenyon@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: 25

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 email at kenyon@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 email at kenyon@kenyoninternational.com or contact any of the Kenyon worldwide offices.
EXERCISES FOR AVIATION CRISIS MANAGEMENT
Testing Plans and Procedures

Duration: 1 Day
Maximum Attendance: 16

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 email at kenyon@kenyoninternational.com or contact any of the Kenyon worldwide offices.
AIRLINE LEGAL DEPARTMENT
Responsibilities Following an Accident

Duration: 1 - 2 Days (as required)
Maximum Attendance: 18

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:
▪ Analyze the demands made on a legal department post-accident
▪ To provide delegates 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

Course Content:
▪ 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
If you would like to know more about the Airline Legal Department course and how it can complement your existing emergency plan please email at kenyon@kenyoninternational.com or contact any of the Kenyon worldwide offices.
INTERNATIONAL AIR ACCIDENT INVESTIGATION
An overview for Managers

Duration: 4 Hours
Maximum Attendance: 25

Format: Interactive presentations and lectures, illustrative case studies, 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

Course 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
If you would like to know more about the International Air Accident Investigation and how it can complement your existing emergency plan please email at kenyon@kenyoninternational.com or contact any of the Kenyon worldwide offices.
INTERNAL AIR ACCIDENT INVESTIGATION
The Commercial Imperative

Duration: 1 Day
Maximum Attendance: 25

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

Description: The official air accident investigation will be managed by the assigned state investigation bureaus (like AAIB 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

Course Content:
▪ Why investigate?
  • What are fundamental reasons for investigating accidents
▪ ICAO Annex 13 investigations
  • The guiding principle
  • Conduct 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
If you would like to know more about the Internal Air Accident Investigation and how it can complement your existing emergency plan please email at kenyon@kenyoninternational.com or contact any of the Kenyon worldwide offices.
Building Resilience In Your Business

Duration: 1 Day
Maximum Attendance: 25

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 program is good business practice and enables an organization to be prepared to make decisions quickly and return the business to a state of normality expediently.

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

Course 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’ BC 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 please email at kenyon@kenyoninternational.com or contact any of the Kenyon worldwide offices.
SAFETY MANAGEMENT SYSTEMS
An Overview for Senior Managers

Duration: 4 Hours
Maximum Attendance: 25

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

Description: Over the past 15 years the aviation industry has graduated towards a systematic approach to safety and risk management, compiling and cataloging 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 recommended practices and consequently 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 organization and the regulators expect operators to demonstrate how their SMS is optimized 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 the design, implementation and management of SMS
▪ Understand the importance of organizational culture in the success of SMS
▪ Explore the options for safety metrics and safety performance indicators (SPI)

Course Content:
▪ Safety Policy and Objectives
  • Management commitment and responsibilities
  • Safety accountabilities
  • Appointment of key personnel
  • Co-ordination of emergency response planning
  • 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
If you would like to know more about the Safety Management Systems and how it can complement your existing emergency plan please email at kenyon@kenyoninternational.com or contact any of the Kenyon worldwide offices.
SECTION 4
On-Line Training
FRONT-LINE
CRISIS COMMUNICATIONS
Online Training for All Staff Levels

Duration: 50 Minutes
Maximum Attendance: N/A

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 organization, 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 customization and translation options, and assist with support and delivery.

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

Course 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 schedule a demo or purchase a course, please contact kenyon@kenyoninternational.com or call one of our global offices.
**Clients must have a current services contract with Kenyon to schedule these exercises.**
Format: Kenyon offers an assortment of Kenyon International Call Center (KICC) Exercises aimed at not only allowing your organization to test the reaction time and capability of our international call center, 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 Center, Kenyon also exercises and regularly tests the call center. However, we understand that some clients may also wish to independently test the reaction time and capability of our international call center, or incorporate the call center in their own exercises internal exercises of your emergency plan.

KICC exercises vary from simple logistics testing to highly complex exercises involving live call center 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 center 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 center 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 email 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>Complex Exercises Comparison Chart</th>
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</thead>
<tbody>
<tr>
<td><strong>Exercise #2</strong></td>
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<tr>
<td>9 Personnel</td>
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<table>
<thead>
<tr>
<th>Role</th>
<th>Exercise #2</th>
<th>Exercise #3</th>
<th>Exercise #4</th>
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<tbody>
<tr>
<td>KICC Director</td>
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<td>On Site KICC Manager</td>
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<td>Inbound Agents</td>
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<td>Data Management Agents</td>
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<td>- Review the Preliminary PDA list for discrepancies</td>
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<td>- Review the Confirmed PDA list received against the Preliminary PDA list</td>
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<td>- Notify Client of discrepancies</td>
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<td>Team Managers</td>
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<td>Project Coordinator</td>
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<td>Notification Agents</td>
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<td>Travel and Assistance Agents</td>
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<td>On Hold Music and Incident Recording</td>
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<td>Set Up Fee</td>
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<tr>
<td>International Toll Free Number</td>
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<td>Call Center Number for Outbound Calls</td>
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<td>- 1 for Notification Team (Exercises 3 &amp; 4)</td>
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<tr>
<td>- 1 for Travel and Assistance Team (Exercise 4 only)</td>
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</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 center 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 center 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 Center, or discuss a custom consultancy package, please contact kenyon@kenyoninternational.com or call one of our global offices.
**MEDIA CALL CENTER EXERCISES**

Surge-media call management when you need it most

**Format:** Kenyon offers an assortment of Media Call Center (MCC) Exercises aimed at not only allowing the client to test the reaction time and capability of our international call center 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 Center, Kenyon also exercises and regularly tests the media call center. However, we understand that some clients may also wish to independently test the reaction time and capability of our media call center. Also you may wish incorporate the media call center 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 center 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 call center 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 emails Press Release Statement during normal business hours to: mcc@肯yoninternational.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></th>
<th>EXERCISE # 2</th>
<th>EXERCISE # 3</th>
<th>EXERCISE # 4</th>
<th>EXERCISE # 5</th>
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</thead>
<tbody>
<tr>
<td><strong>MCC Director</strong></td>
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<td></td>
<td><img src="5" alt="Personnel" /></td>
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<td><img src="11" alt="Personnel" /></td>
<td><img src="18" alt="Personnel" /></td>
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<tr>
<td><strong>On Site MCC Manager</strong></td>
<td><img src="5" alt="Personnel" /></td>
<td><img src="8" alt="Personnel" /></td>
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<tr>
<td><strong>MCC Inbound Agents</strong></td>
<td><img src="5" alt="Agents" /></td>
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<td><img src="18" alt="Agents" /></td>
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<tr>
<td>• Agents will receive, collect contact information and process inbound calls.</td>
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<tr>
<td>• Agents will provide the most up-to-date press release statement to caller.</td>
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<tr>
<td><strong>MCC Project Coordinator</strong></td>
<td><img src="5" alt="Agent" /></td>
<td><img src="8" alt="Agent" /></td>
<td><img src="11" alt="Agent" /></td>
<td><img src="18" alt="Agent" /></td>
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<tr>
<td>• MCC will send a Call Report at end of exercise- with amount of calls received and handled.</td>
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<tr>
<td><strong>MCC Team Manager</strong></td>
<td><img src="5" alt="Agent" /></td>
<td><img src="8" alt="Agent" /></td>
<td><img src="11" alt="Agent" /></td>
<td><img src="18" alt="Agent" /></td>
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<tr>
<td>• MCC will send via email most up dated press release statement to previous media callers.</td>
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<tr>
<td>• MCC will send a Contact Detail Report with all contact information captured from callers.</td>
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<tr>
<td><strong>On Hold Music and Incident Recording</strong></td>
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<td><img src="%E2%9C%93" alt="✓" /></td>
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<tr>
<td><strong>Toll Number</strong></td>
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<td><img src="%E2%9C%93" alt="✓" /></td>
<td><img src="%E2%9C%93" alt="✓" /></td>
</tr>
</tbody>
</table>
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 center 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.

Further Information
To schedule an exercise including Kenyon’s Media Call Center, or discuss a custom consultancy package, please contact kenyon@kenyoninternational.com or call one of our global 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.