

TC2 – Trends in Travel Risk Management

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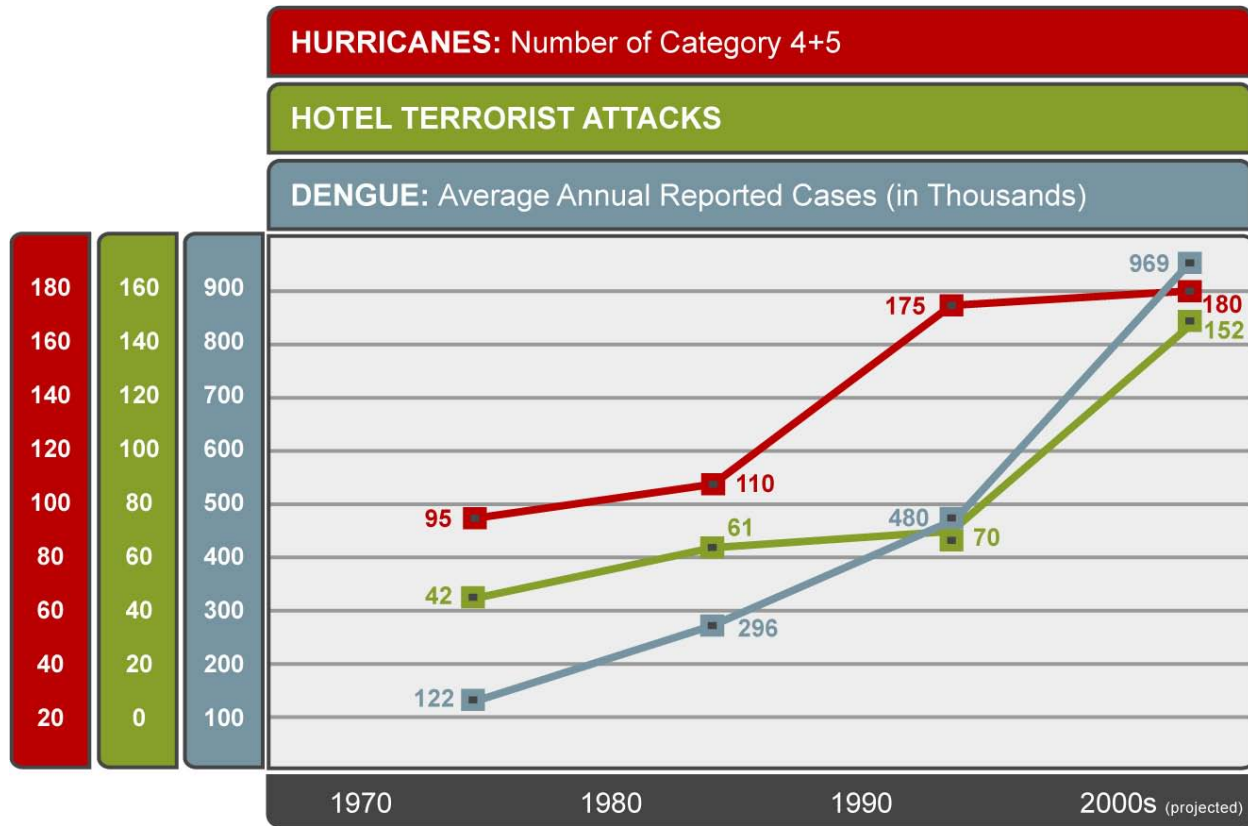
Global Disruptions



•...impact more people globally every year.



Escalating Global Threats



SOURCES: Georgia Institute of Technology. National Center for Atmospheric Research.
The Rand Corporation. The World Health Organization.



Recent Major Issues & Incidents

- **Ethiopian Air 409** - crashed
- **American Air 331** – ran off runway
- **Aeromexico 576** – Hijacked
- **Aria Air** – crash
- **Air France 447** - crash
- **EU Airspace Shutdown** – Volcano Ash
- **Shalimar Hotel Pakistan** car bomb - Nov 09
- **Jakarta Marriott/Ritz** suicide bomb - July 09
- **Pearl Hotel Pakistan** bombing - June 09
- **Hotel Shamo** suicide bomb – Dec 09
- **Mumbai Hotels** – Nov 08



Not all international incidents – many are in our backyard...

- **US Air Flight 1549 Crash Hudson** – Jan 09
- **CO Flight 3407 Crash Buffalo** – Feb 09
- **NWA Flight 253 attempt** – Dec 09
- **DC METRO Train Crash** – Jun 09
- **NYC PATH Train Crash** – Oct 09
- **NYC Metro Bomb Plot** – Sep 09
- **Amtrak Derailment Little Rock** – Jan 10
- **Hurricane Ike Houston** – Sep 08
- **Mid-Atlantic Massive Blizzard** – Feb 10
- **Train Collision LA** – Sep 08



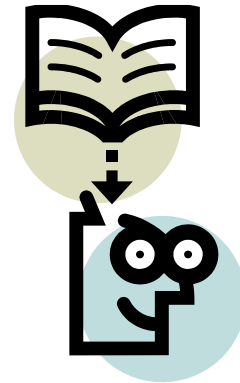
Behind the Headlines – is what impacts travelers...

- Airport Evacuations – more frequent
- Airline Diverts – Security, Unruly Pax, etc.
- Weather Issues – tough year
- Strikes
- Major Events – Sports, Demonstrations, etc.



Who do Your Travelers Turn to?

1. Pre-trip for destination – safety and security?
2. Pre-trip for immunizations and medical advice?
3. Hotel property selection?
4. When they need help?
5. When an incident occurs?



Who do You Turn to?

1. For pre-trip information?
2. Traveler safety/security training?
3. Working in high-risk environments?
4. To deal with Counterintelligence requirements?
5. For a medical emergency?
6. Plane Crash?
7. Kidnapping?

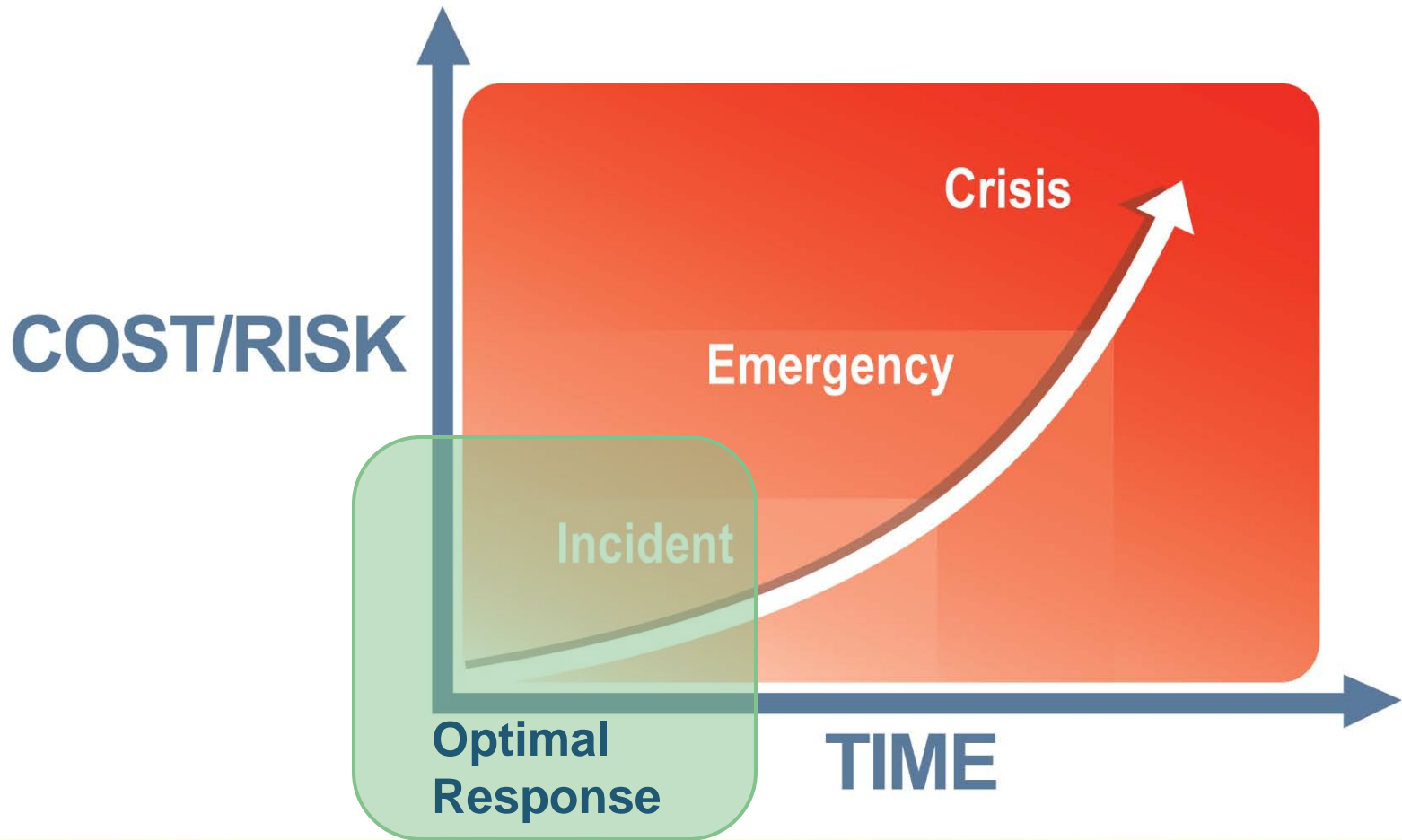


What does the FTR Say?

- **Part 301-30—Emergency Travel**
- §301-30.3 What should I do if I have to interrupt or discontinue my TDY travel?
- **Contact your travel authorizing/approving official for instructions as soon as possible.**
- §301-30.4 When an illness or injury occurs on TDY, what expenses may be allowed?
- **Your agency may pay:**



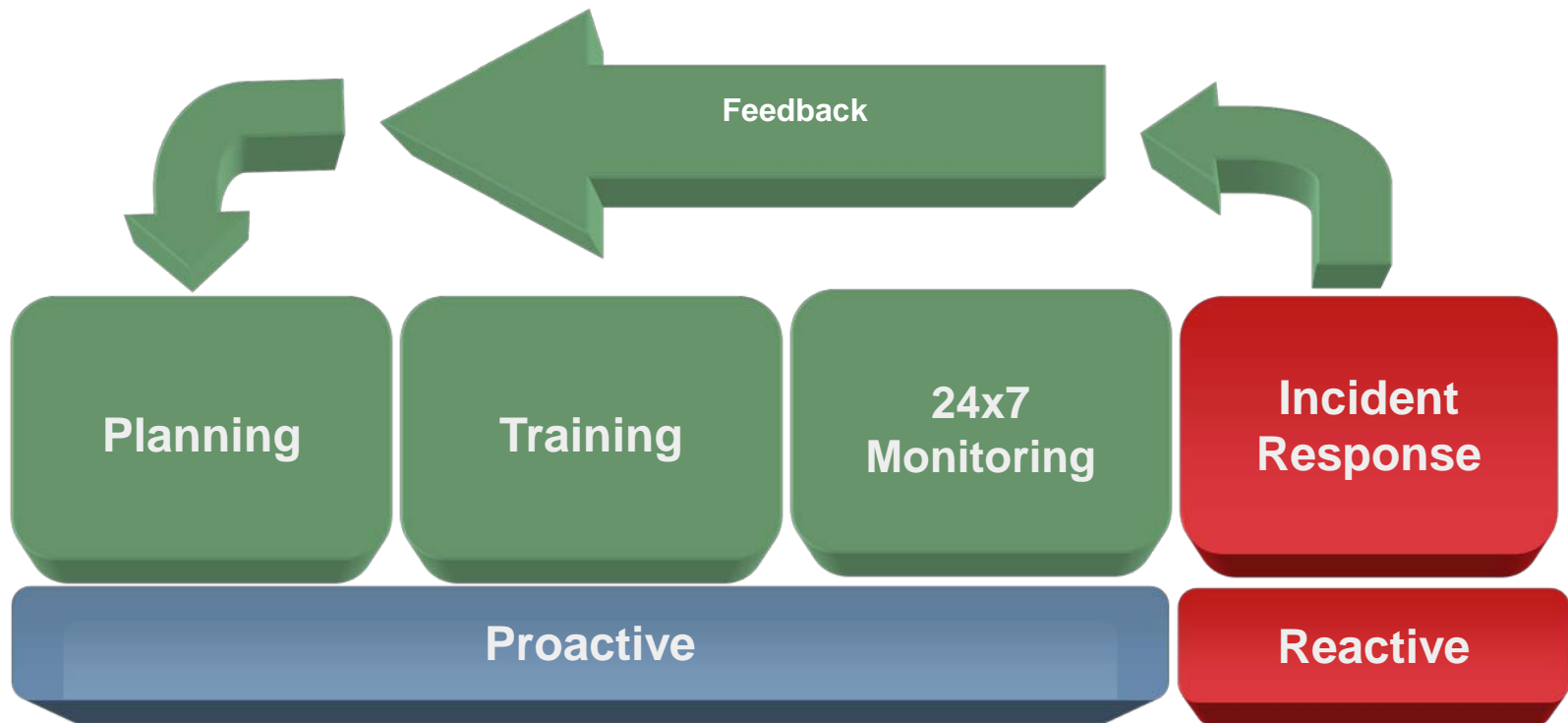
Response Time Impacts Level of Loss



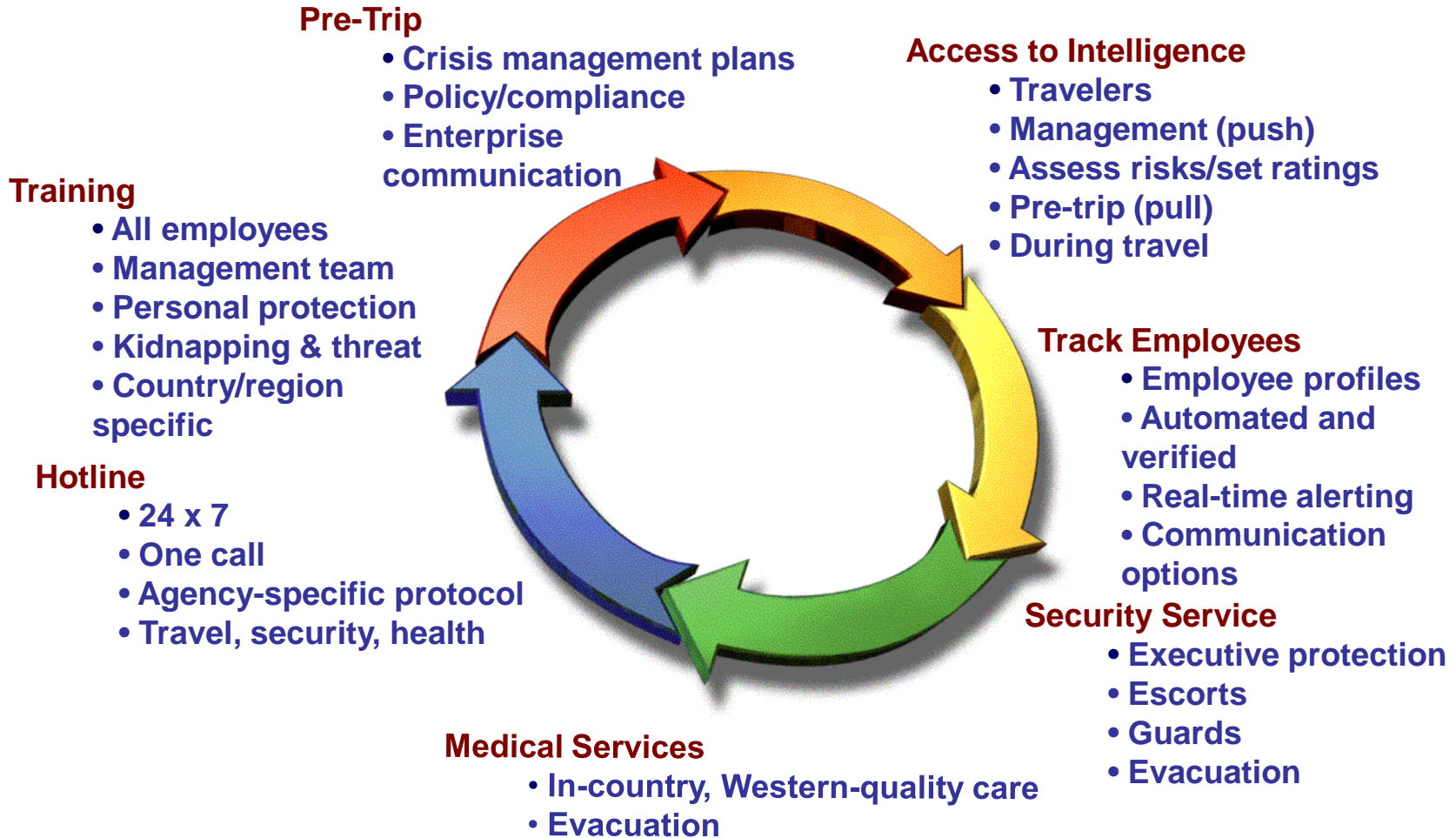
Preparedness Impacts Response Time



Travel Risk Management – A Systematic Approach



Traveler Safety Continuum



Multidisciplinary Process

TRAVEL

- Advisor and knowledge base
- Books trips and handles travel issues
- Provides reporting

SECURITY

- Risk assessment
- Crisis & evacuation plans
- Emergency contact info
- CI Requirements



EMPLOYEE

HR/LEGAL

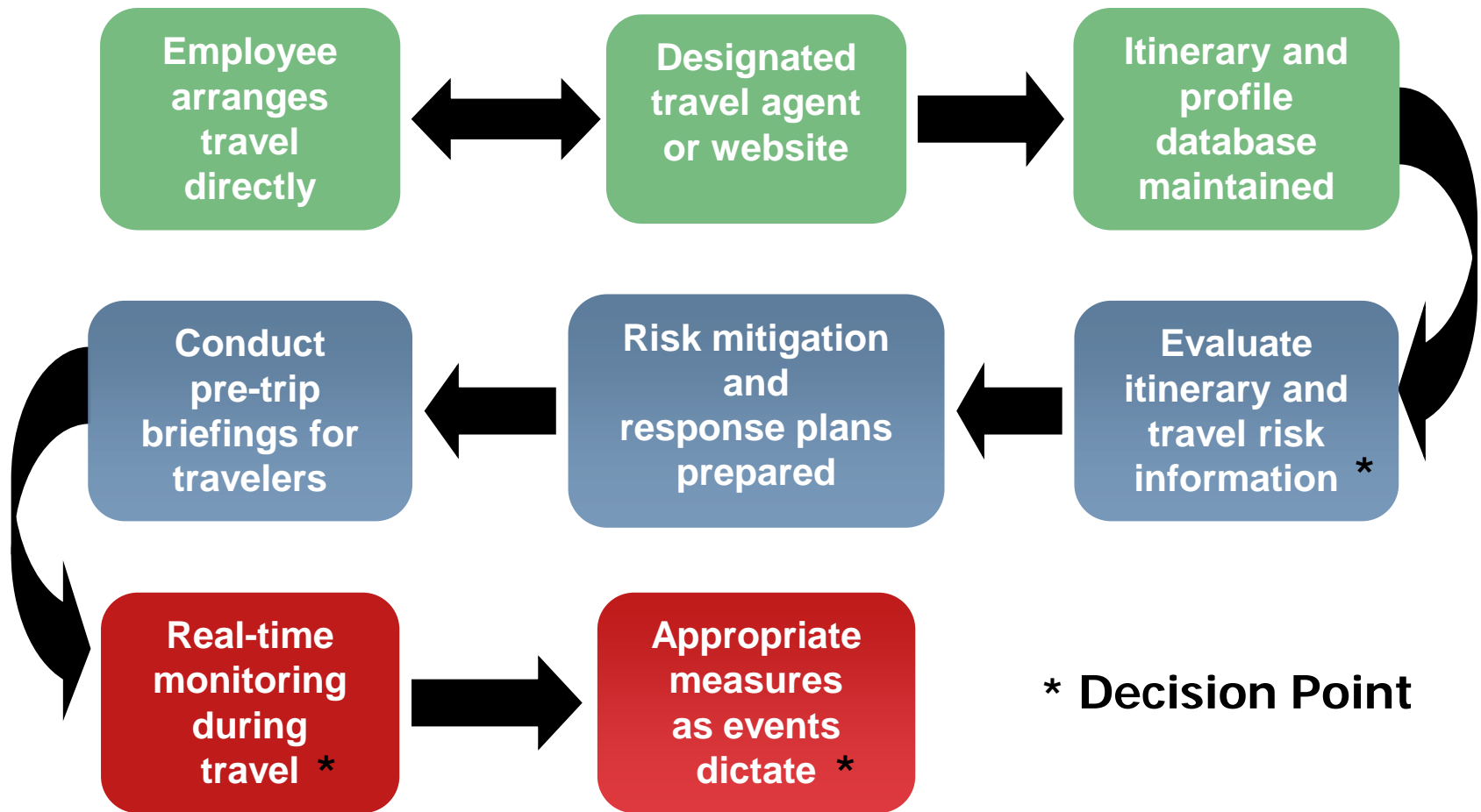
- Responsible for employees
- Policy & procedures
- Department/Agency insurance programs

MEDICAL

- Pre-trip health planning
- Immunizations
- Medical assistance & evacuations for international travelers



Travel Risk Management Process



Measuring your Program Maturity Level

Optimized (5)

Program integrated throughout organization.

Managed (4)

Metrics collected and reviewed. Cross-organization support.

Proactive (3)

Consistent execution of travel risk management processes.

Defined (2)

Basic travel risk management policies defined and documented. Primary focus on incident response.

Reactive (1)

Ad hoc. Few policies. Chaotic in the event of an emergency.



TRM3™ – 10 Key Process Areas

Overarching KPAs

Policy/Procedures

Training

Management KPAs

Risk
Assess-
ment

Risk
Disclosure

Risk
Mitigation

Risk
Monitoring

Response

Infrastructure KPAs

Notification

Data Management

Communication

Work with your Vendors

- **Travel Agency (TMC/CTO)**
 - Front Line; Data Quality; Incident Support
- **Hotel**
 - System wide program; evaluate properties
- **Airlines**
 - - Preferential treatment (EU Volcano); Incident Response
- **Rental Car**
 - Roadside assistance; Equipment; GPS
- **Payment Cards**
 - Check Benefits; Cash Advance



Top 10 Reasons Things Fail...

How do you avoid them?



#10

- **Agency does not know what to do in an emergency**

Don't be reactive. Get a basic plan in place and make sure you know where to get help.



#9

- **Out of date contact numbers**

Get contact numbers (cell, home, office, e-mail, IM, etc.) for the people that you need in an emergency. Periodically get them updated and verified.



#8

- **Primary AND Backup Person are not available**

This happens frequently. Try to have multiple backup contacts. Think about people that are normally available.



#7

- **Cell phones don't always work**

We are becoming totally reliant on cell phones. Try to find a pay phone!
Employees should have a calling card, know how to use text (SMS) messages, and satellite phones for rural assignments.



#6

- **3rd Party response resource does not know what is going on**

Talk to your vendors. Include them in your planning. Run exercises and drills.



#5

- **No response resource retained**

Who would you turn to for a kidnapping?
What about a threat against an employee?
Medical emergency? Car accident? Incident
on Vacation? Make a list of incident types
and answer who would I turn to?



#4

- **Protocols are not maintained**

Agencies need to periodically review their plans and protocols. At least annually.



#3

- **Protocol or procedure is too complex**

Many times the plans and procedures are way too complex. Look to streamline the process. In a time of emergency, you will only have time and bandwidth for the basics.



#2

- **Inconsistent skill level within the team**

Crisis and emergency management is not the core competency of most businesses. Get training for the core team that will be called to deal with an emergency.



#1

- **Cost sensitivity delays response**

Deal with where the funds will come from and who will pay **BEFORE** the event!
Delay in response increases cost and can cost lives.



“The New Normal”

Every Agency needs to address
its duty of care



Summary

- Protection of human assets is a multidisciplinary effort
- Best approach is a risk management framework
- Training is critical to overall success
- Prevention and decision support through real-time intelligence & communication
- Planning for response minimizes impact



Resources

- **Every Agency Should Have a Plan**
- **Glossary of Enterprise Risk Management Terms**
- **Sample Emergency Plan (ready.gov)**
- **Travel Risk Management & TRM3 White Papers**
- **Business Resiliency White Papers**
- **U.K. Corporate Manslaughter Act (special report)**
- **Useful Resources for Emergency Planners**

<http://www.iJET.com/nbta>

