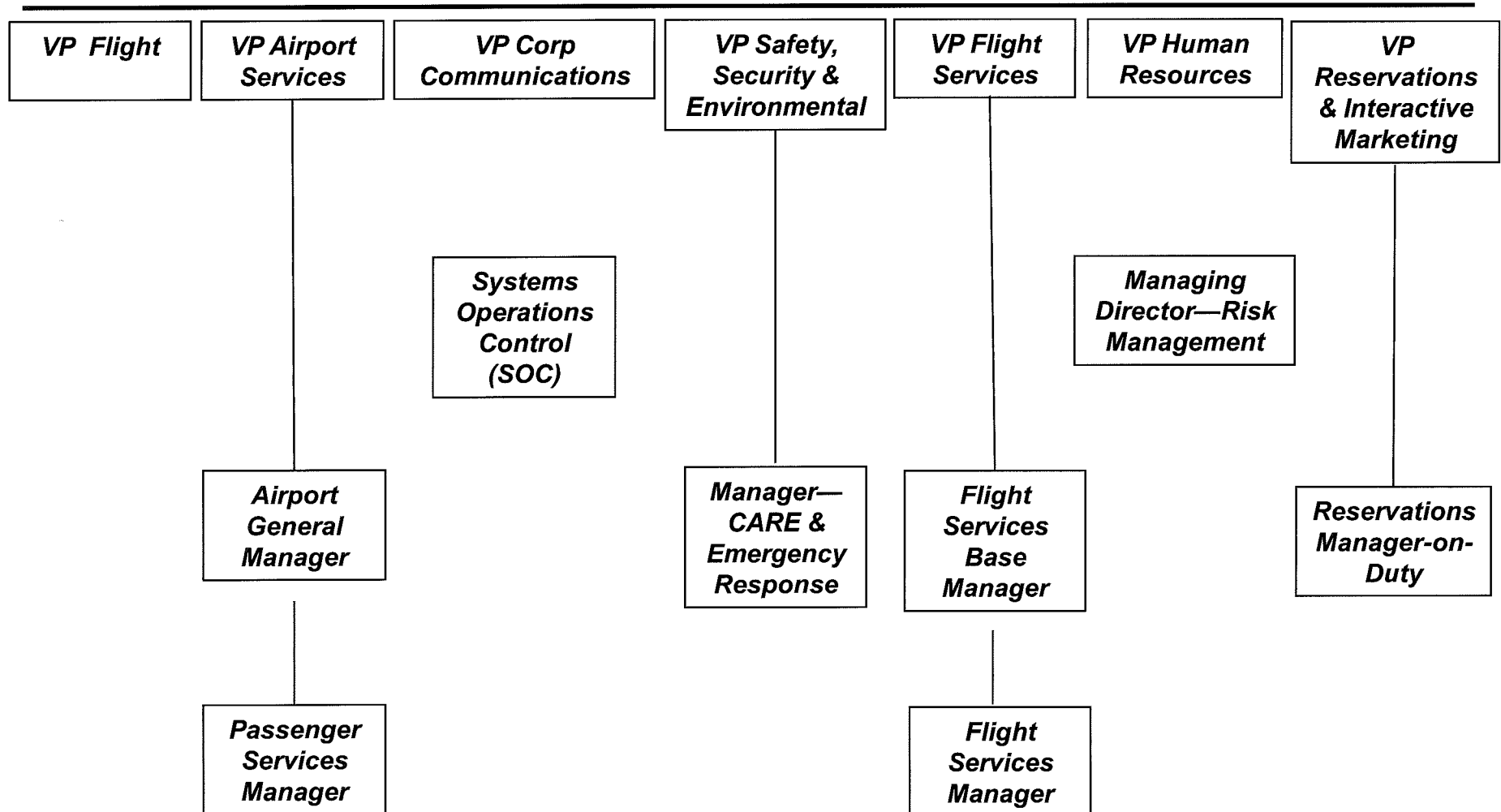
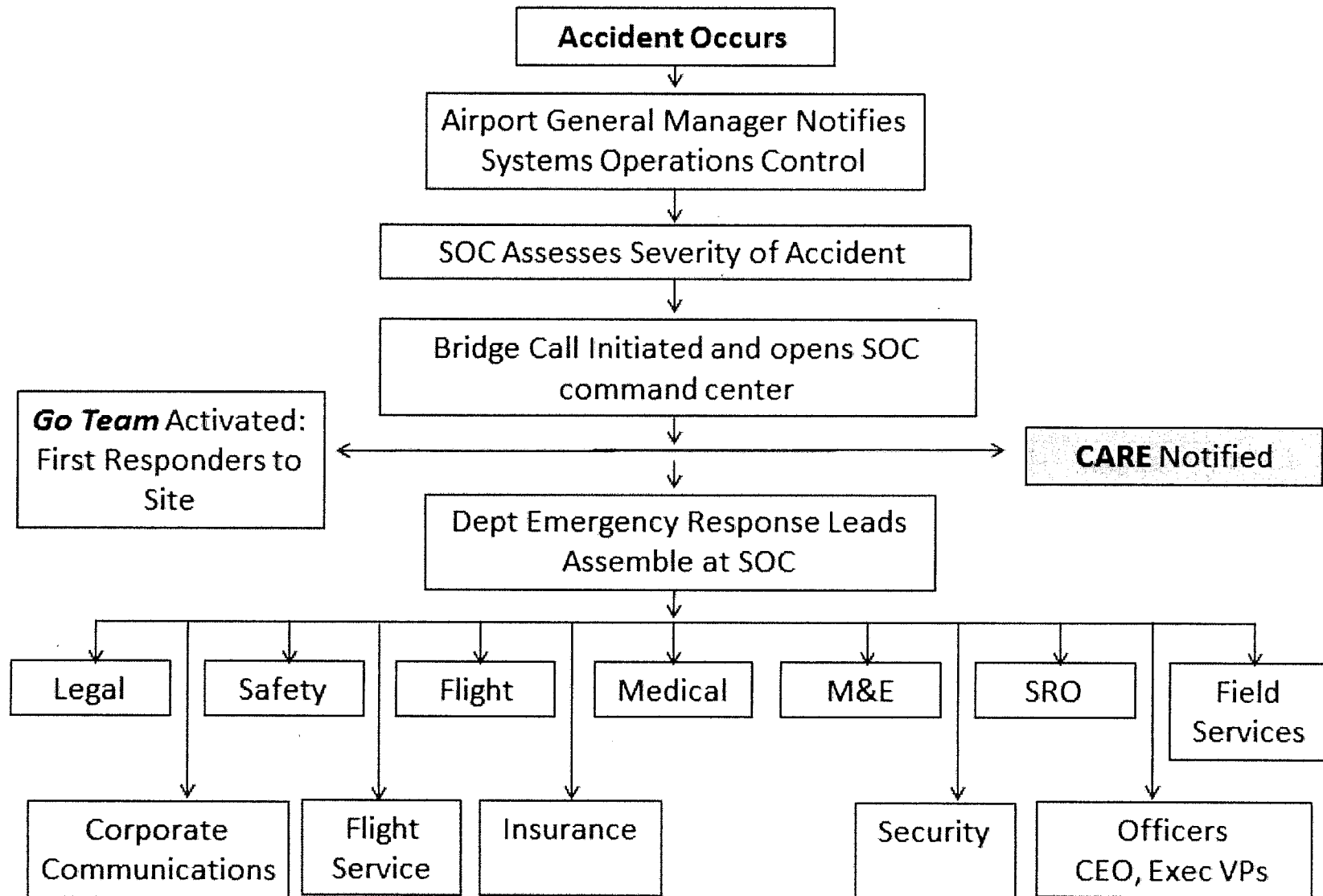
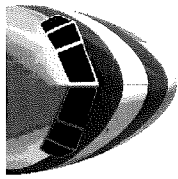


"The Players" Hierarchy



Emergency Response Flow Chart



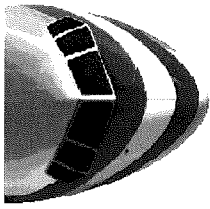


Simulation Roles

| | |
|--|---|
| System Operations Control (SOC) Manager-on-Duty | You are responsible for the minute-by-minute operation of our airline. You leverage technology and a staff of dispatchers and crew schedulers to ensure that aircraft are fueled, staffed with crews, positioned in the right locations and flying at the appropriate time and speed to meet our published schedule. |
| Reservations Manager-on-Duty | You are responsible for the minute-by-minute operation of our (Raleigh/Durham - SERO) reservations office. You leverage technology to ensure that employees are answering customer calls in a timely and efficient manner. |
| Airport General Manager Boston (BOS) | You are responsible for the daily operation of all flights in and out of Boston's Logan Airport. Your staff includes managers, ticket counter and gate agents, ramp and cargo (Transportation Workers Union TWU) employees. The staff works together to ensure that flights arrive and leave on time with passengers, bags and freight onboard. |
| Passenger Services Manager Boston (BOS) | You are responsible for the passenger service operation of all flights in and out of Boston's Logan Airport. Your staff includes ticket counter and gate agents. The staff works together to ensure that flights arrive and leave on time with passengers, bags and freight onboard. |
| Airport General Manager Washington Dulles (IAD) | You are responsible for the daily operation of all flights in and out of Washington's Dulles Airport. Your staff includes managers, ticket counter and gate agents, and ramp and cargo (Transportation Workers Union: TWU) employees. The staff works together to ensure that flights arrive and leave on time with passengers, bags and freight onboard. |
| Airport General Manager Los Angeles (LAX) | You are responsible for the daily operation of all flights in and out of Los Angeles Airport. Your staff includes managers, ticket counter and gate agents, and ramp and cargo (Transportation Workers Union: TWU) employees. The staff works together to ensure that flights arrive and leave on time with passengers, bags and freight onboard. |
| Flight Service Base Manager (DCA/IAD/BWI) | You are responsible for the Washington Flight Attendant Base. Flight attendants from your base are supervised by Flight Service Managers, and they staff trips originating in Washington National Airport, Dulles International Airport and Baltimore International Airport. |
| Vice President Flight Services | You are responsible for the company's relationship with the APFA (Association of Professional Flight Attendants) and over 19,000 flight attendants based in the US and South America. |

| | |
|--|---|
| Flight Service Base Manager Boston (BOS) | You are responsible for the Boston Flight Attendant Base. Flight attendants from your base are supervised by Flight Service Managers, and they staff trips originating at Boston's Logan Airport. |
| Flight Service Manager Washington National (DCA) | You supervise approximately 200 flight attendants based in Washington, DC. |
| Vice President Corporate Communications | You are responsible for AA Publishing (<i>American Way</i> and other in-flight magazines), American's Corporate Communications efforts and all AA advertising. |
| Vice President Safety, Security & Environmental | You are responsible for the oversight and support of all aspects of safety and airworthiness over all American Airlines (AA) operating departments, the environmental compliance at AA/American Eagle stations, line maintenance facilities, and the American Eagle maintenance bases, and the oversight of all corporate security functions. |
| Vice President Human Resources | You are responsible for the employees of American Airlines and the overall relationship they have with the company. |
| Vice President Airport Services | Your department is responsible for American's airport operations around the globe. Over 32,000 employees report to your organization including the HDQ Airport Services staff organization and all local Airport General Managers (GMs) and their direct reports which include ticket counter, gate, administration and ramp employees. |
| Vice President Reservations & Interactive Marketing | Your organization is responsible for AA Reservations and AA.com. American employs over 5,000 reservations representatives in 10+ locations who are often the first point of contact for our customers. |
| Managing Director Risk Management | Your department manages all corporate insurance and attempts to mitigate risk in conjunction with AA's Legal, Finance and Treasury departments. |
| Vice President Flight | You are responsible for the company's relationship with the APA (Airline Pilots Association) and over 9,000 pilots based in the US who fly AA's planes around the globe. You are a qualified pilot as well. |
| Manager CARE & Emergency Response | You are responsible for leading a large group of trained company volunteers to provide prompt, compassionate, and effective assistance to survivors and/or family members following incidents or accidents involving American Airlines, American Eagle, or American Connection aircraft. |

American Airlines
Passenger Services Manager
Boston



Passenger Services Manager

Boston (BOS)

General Responsibilities

You are responsible for the passenger service operation of all flights in and out of Boston's Logan Airport. Your staff includes Ticket Counter and Gate Agents. The staff works together to ensure that flights arrive and leave on time with passengers, bags and freight onboard.

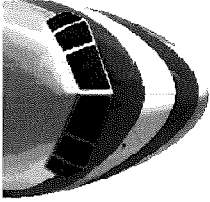
Relevant Information

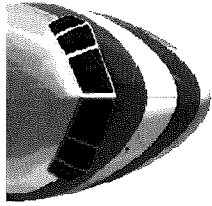
- An AA Flight Attendant base and Admirals Club are also located at the airport however those employees do not report directly to you. You work closely with their managers to ensure that you collectively serve our passengers and run a smooth operation.
- Boston is a relatively large station with approximately 50 flights per day. Some of your passengers come from connecting flights operated by American Eagle, our sister airline.
- Your day typically begins between 5AM and 6AM since it is critical that you first departures leave on time. Delays on "critical" flights create a cascading effect of delayed flights throughout the system all day long.
- Boston is a senior station and most of your employees have been with AA for over 20 years. Since employees bid their shifts by seniority the most experienced employees usually work in the mornings.
- The BOS Flight Attendant Base is fairly small so many of the agents and Flight Attendants know or at least recognize one another.
- You are often "in charge" of the station operation when the General Manager is unavailable.
- In case of an emergency, you are responsible for communicating with Systems Operations Control (SOC)/Headquarters (HDQ) and coordinating the station emergency response procedures.
- Emergency response can involve dealing with customers, media, family members, law enforcement and emergency services. You may be simultaneously dealing with an emergency and operating the business as usual for unaffected passengers.
- Throughout the process, you are dependent on your staff to rise to the occasion although they and you may be under extreme emotional stress. HDQ will send the station additional staff and support via a "GO Flight" in certain emergencies.

Notes/Actions

Use Reverse Side

①

| | |
|---|--|
|  | <h2 style="text-align: center;">Passenger Services Manager Boston (BOS)</h2> |
| Trigger | 8 |
| Special Information | <p>You received a call from your General Manager who is vacationing in Los Angeles. In his absence, you are in charge of the AA station operation. Things are extremely chaotic as word is circulating that Flight 11, which is suspected of being hijacked, originated from your station. You are being bombarded by FBI agents, local law enforcement officials and airport authority officials. They are making demands to see the passenger manifest (list of boarded passengers) of Flight 11 and to speak to some of your agents who boarded passengers on the flight.</p> <p><i>Special note - In past aircraft accidents, passenger and crew manifests were known to be leaked to the media before family members had been notified by airline personnel or law enforcement.</i></p> |
| Actions Needed | <ul style="list-style-type: none">• Determine who else in the room needs to be aware of this information.• Decide what you should do about the requests from the various officials. |
| Notes / Action Taken | |



Passenger Services Manager Boston (BOS)

Trigger

13

**Special
Information**

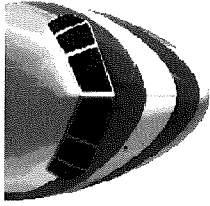
You continue to be pressured by local law enforcement and the FBI to release information. All attempts to reach the General Manager for advice are unsuccessful because you only receive a “busy signal” when attempting to call out. To make matters worse, you are getting radio calls from the ticket counter. The media is all over the place and requesting interviews with a senior AA manager on duty. You are overwhelmed!

Special note - In past aircraft accidents, passenger manifests were known to be leaked to the media before family members had been notified by airline personnel or law enforcement.

Actions Needed

- Determine whose assistance you need in the room.
- How do you handle the law enforcement requests?
- How do you handle the media?

**Notes / Action
Taken**



Passenger Services Manager Boston (BOS)

Trigger

16

**Special
Information**

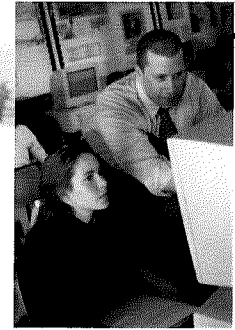
Family members of passengers onboard Flight 11 have arrived at the ticket counter. They are desperate for any information about their loved ones. They are frustrated as they feel they are getting constant contradictory information from local law enforcement and the media.

Actions Needed

- Determine who else in the room may need to be aware of the information.
- How do you handle the arrival of family members?
- What would you consider saying to them at this time?

**Notes / Action
Taken**

Key Learning – Crisis Recovery



- Set clear goals
- Involve employees in “how”
- Build trust by telling the truth
- Position survival as the midpoint
- Plan for the long haul brand image
- Eliminate work as you eliminate roles
- Develop a supportive infrastructure
- Select leaders with newly required skills
- Keep adapting
- Leverage your best