

Contents

<i>List of illustrations</i>	xi
<i>Foreword by Professor Graham Braithwaite</i>	xii
<i>Acknowledgments</i>	xv
Introduction	1
1 Introduction to aviation communication – it's more than you think!	4
<i>Three points to communication</i>	5
<i>Potential parties to an event</i>	9
<i>Audience analysis</i>	12
<i>Empowerment statement</i>	17
<i>Cultural differences in communication</i>	18
<i>Chapter summary</i>	22
2 Aviation terminology and communication techniques: the basic building blocks and connective tissue	23
<i>Terminology and lingo</i>	23
<i>Techniques</i>	30
<i>Source of support points – development of a technical data sheet</i>	42
<i>Chapter summary</i>	45
3 The 4-point formula – your absolute safety net	48
<i>Background</i>	48
<i>The 4-point formula</i>	52
<i>Rationale for the 4-point formula</i>	53
<i>Case studies – uses of the 4-point formula</i>	54
<i>Why reinvent the wheel?</i>	63
<i>Dealing with various audiences</i>	67
<i>Conclusion</i>	68
<i>Chapter summary</i>	69

- 4 The accident investigation process and associated scenarios: who is really in charge?** 71
- Background* 71
 - Contracting states* 72
 - Standards and Recommended Practices* 74
 - Investigation board formats* 75
 - Rationale for communication* 78
 - Levels of communication* 78
 - Variables for reality* 85
 - Three common threads* 86
 - The CEO and their communication styles* 89
 - Case study* 90
 - Chapter summary* 92
- 5 Strategy and messages: establishing the foundation for success or failure – the meat and the bones** 93
- Strategy for who speaks* 93
 - An organization's objective for who communicates in an accident or incident* 94
 - Reality decides who communicates* 95
 - Messages for potential audiences in an accident or incident* 96
 - Messages by subject* 99
 - Chapter summary* 115
- 6 Controversial questions and answers – situational awareness – dos and don'ts: help to back out of that corner!** 116
- Leaving a situation* 116
 - Don't know the answer* 117
 - Don't know the answer but would like to respond* 117
 - Know the answer, but don't want to respond* 117
 - Realize you are in trouble and want to get out of it* 118
 - Sometimes there is no winning – realize it!* 118
 - Law enforcement vs aviation* 119
 - Personnel event* 119
 - Ethics situation* 120
 - Insurance question* 120
 - Humanizing vs apologizing* 120
 - The causes* 121
 - Confidentiality* 122
 - Questions in an accident* 123
 - Potential controversial questions* 125

Dos and don'ts 131
 English as a second language 132
 Chapter summary 133

- 7 Communication response worksheets – learning to plan it all before something happens** 134
- Communication response worksheet template – how to fill it out* 134
- Template 1 – accident with deaths and/or injuries* 135
- Template 2 – incident, part 1* 139
- Template 3 – safety* 145
- Template 4 – ethics, part 1* 147
- Template 5 – commercial, part 1* 150
- Template 6 – finance* 153
- Template 7 – workplace* 154
- Template 8 – technical* 156
- Chapter summary* 157
- 8 Sample press statements: the accident and beyond with the how and the why** 158
- Statement/release #1 – event with deaths/injuries external* 158
- Statement/release #2 – event with deaths/injuries internal* 160
- Statement/release #3 – incident with no deaths or injuries* 161
- Statement/release #4 – security scrutiny* 162
- Statement/release #5 – regulatory event* 162
- Statement/release #6 – regulatory fine* 163
- Statement/release #7 – security/terrorism concern* 164
- Statement/release #8 – safety issue* 165
- Statement/release #9 – workplace event* 166
- Statement/release #10 – loss of aircraft component* 166
- Statement/release #11 – inaccurate or speculative statement/political posturing by outside party (“Witness has said” or “Sources have told us”)* 167
- Statement/release #12 – environmental event (non-living)* 168
- Statement/release #13 – environmental event (living)* 168
- Statement/release #14 – something happened, and it was your fault* 169
- Statement/release #15 – ethics scenario* 170
- Statement/release #16 – whistle-blower* 171
- Statement/release #17 – financial troubles* 172
- Statement/release #18 – defense of a regulator (if a regulator is in a Category 2 status)* 172

Statement/release #19 – misperception that our industry is “third world”	173
How to educate	174
Conclusion	175
Chapter summary	175
9 Social media and aviation communication: when and when not?	176
Forms of social media	176
Case studies	183
Conclusion	191
Chapter summary	191
10 Case study – Allegiant Air, the FAA, and 60 Minutes	194
Allegiant Air	194
The 60 Minutes interview and the FAA	201
Potential impact on Allegiant Air	208
Chapter summary	210
11 Summary of mistakes and countermeasures	211
Chapter 1: Introduction to aviation communication – it’s more than you think!	211
Chapter 3: The 4-point formula and extra – your absolute safety net	214
Chapter 4: The accident investigation process and associated scenarios: who is really in charge?	216
Chapter 7: Communication response worksheets – learning to plan it all before something happens	217
Chapter 9: Social media and aviation communication: when and when not?	217
Chapter 10: Case study – Allegiant Air, the FAA, and 60 Minutes	218
Index	219