2014 Global Congress on Travel Risk Management

Creating an Effective Travel Policy That Includes Risk Management

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Sr. Director, Global Travel Risk Management

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Art Garffer

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Charles Brossman
Sr. Director Global Travel Risk Mgmt- FCm
Travel Solutions

Charles Brossman brings 25 years of experience, with expertise in risk management, product development, travel procurement, agency account management, operation and sales.

Charles is a graduate of GBTA's Certified Corporate Travel Executive Program in conjunction with Cornell University, and serves on the advisory board for the Global Congress on Travel Risk Management.

Art Garffer

Director of Latin American Operations - AFIMAC

Art Garffer is a security professional with 18 years of international security experience.

Art served 11 years as a Commanding Officer within the Special Forces Command where he administered various Special Operations Forces' engagements and contingency operations during multiple deployments in support of the global war on terrorism in the Middle East, Africa, and Central and South America.

Since leaving military service, Mr. Garffer transitioned to the private sector, becoming the Regional Security Manager for Africa and Latin America for the Brazilian mining firm VALE. Art managed the corporate security in eighteen countries, completed political and economic assessments, and developed risk forecasting and crisis management plans.

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Key Factors in Developing a Risk Based Travel Policy

- Understanding Cultural Conditions and Factors

- Assessing Maturity Levels* – Reactive, Defined, Proactive, Managed, or Optimized

- Executive Support and Authority to Enforce

- Departmental Collaboration – HR, Legal, Marketing, C Suite

- Best Practice Policies

- Policies Specific to Your Company

* Based upon iJET and GBTA's Travel Risk Management Maturity Model

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Where Do I Start?

1. Assess your company
   1. Don't sugar coat the results
   2. Use the results to build your business case
2. Set goals with management
   1. Risk components of policy are mandatory at all levels (not optional)
   2. Requires full departmental cooperation from day one (HR, legal, risk/security, travel, execs)
   3. Authority to enforce without approval (may be exceptions)

Departmental Support

C Level Support

- Clear, supportive and regular endorsements companywide
- Delegate authority to enforce

Human Resources

- New hire packages
    - Proof of life policies and procedures (training)
    - Duty of loyalty – explicitly identified via policy (training)
    - Ad hoc training (by audience or destination)
    - Signed acknowledgement and indemnity for breach of policy
- Publish, distribute, and maintain official updated versions
- Support policy enforcement

Legal

- Review and approve all policies and procedures relative to risk management

Marketing

- Ongoing communication of the importance of travel and risk policies

Sample Risk Policies and Topics

General Travel & Reservations

1. NO OPEN BOOKING – You cannot help travelers if you don't know where they are. For any exceptions, such as customer paid travel, a formal data handoff process should be established and adhered to.

2. No personal extensions or side trips from business trips

3. Code of conduct application – must defined for a trip as from the moment they leave home on business, until they arrive back home.

4. No spouse or companion travel on business trips without express written authorization, which should include a signed indemnification from traveler to company for spouse/companion liability.

5. Make photocopies of passport – leaving copies with emergency contacts and taking one with you on international travel

6. Carry extra medicine on business trips in excess of 7 additional days if possible
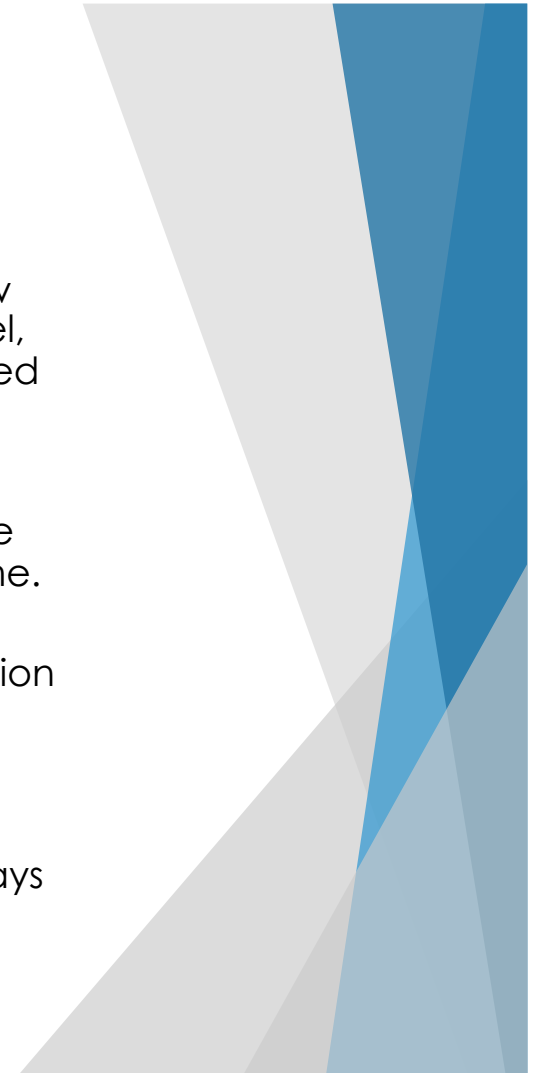
Air Travel

1. Obtain regularly updated airline safety intelligence

   1. Provide list of airlines not meeting company safety requirements to TMC for monitoring. Use of said airlines should be prohibited.

2. No more than 6 travelers on the same flight (CEO and CFO never together.)

3. Use of private or chartered air transportation is prohibited without written approval and submission of the following criteria:

   1. Whom aircraft was hired or chartered from

   2. Type of aircraft (no single engines allowed)

   3. Proof of provider's liability coverage and amounts

   4. Proof of valid pilot's license and credentials

   5. Disclosures of provider's and pilot's safety/incident record

   6. Departure and destination points, with departure dates and times

   7. Number of employees and total travelers
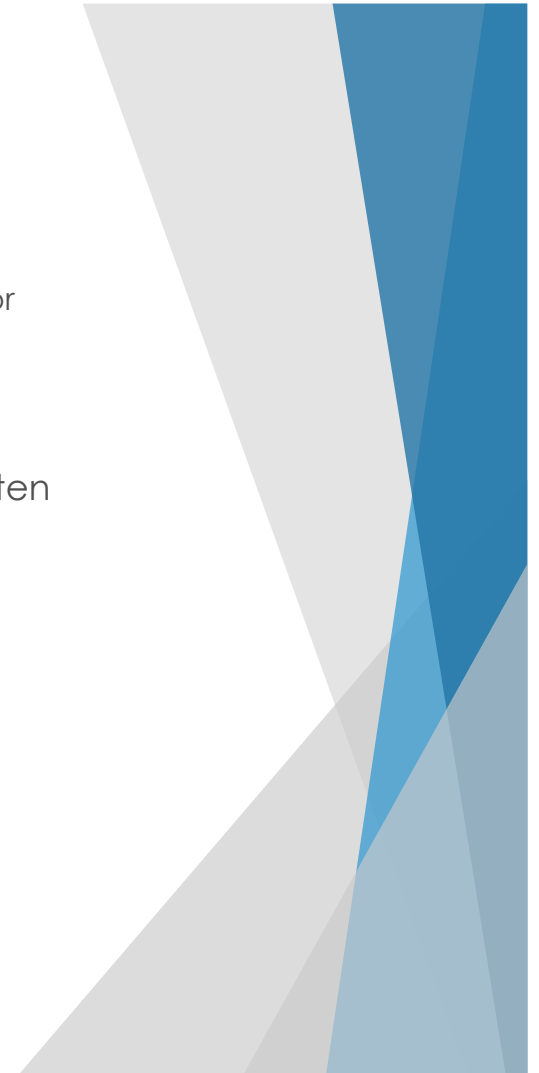
Car Rentals

1. Clearly specify all preferred suppliers and corresponding corporate discount numbers (mandatory use), including:
   1. Where each supplier should be used
   2. Which rates include insurance, and where coverage applies (incl exclusions)
   3. Recommend reconfirmation of insurance in rate before leaving rental lot
      1. If rental agent cannot assist, insure that corp discount number is on rental agreement
   4. Specify approved car sizes and types allowed, which are covered by supplier provided insurance
2. Restricted use of car rentals after transcontinental or international redeye flights
3. Clear instructions for car rentals in locations where preferred supplier or corporate discount and insurance is not available. (i.e. purchase of full coverage, use of corp cards, etc.)
4. Use or reliance of personal auto coverage is prohibited for business car rentals
5. Secondary or additional authorized drivers on business travel car rentals is prohibited unless the additional driver is also on business travel paid for by the company.

Hotels

1. Upon check in at all hotels, familiarize yourself with the nearest fire escape exits to your room.

2. Unauthorized sharing or occupancy of hotel rooms paid for or reimbursed by the company is prohibited.

3. Do not leave sign for maid service on hotel room doors.

4. When traveling to a high risk destination (set criteria based upon your risk provider's risk rating scale), travelers must stay at a security approved hotel if available. If unavailable, security/risk should be notified.

5. Always ask for one room key only when traveling alone.

Risk Disclosures and Crisis Response

1. Third party, non-governmentally sponsored safety and risk intelligence must be made available to all travelers and explained how and when this information is available within the policy, such as:

    1. Link to third party database via company intranet

    2. Links to third party database via traveler itineraries

    3. Push of alerts and risk intelligence via email based upon itinerary destinations

    4. (ALWAYS provide risk disclosures to travelers via BOTH push and pull communications, documenting provision and access to info within policy)

2. Document emergency medical services and insurance provider details within policy, outlining coverage and exclusions where possible (include in hotline protocols)

3. Provide a single phone number for all crisis response support to travelers for all medical and non-medical emergencies, including, but not limited to:

    1. Medical emergencies and evacuations

    2. Personal safety emergencies and evacuations

    3. Loss of property or intellectual property

Ground Transportation

1. Use of unmarked, unlicensed, non-regulated car services offered to passengers hired upon arrival at destinations is strictly prohibited ("gypsy cabs")

2. When using a vetted, preferred supplier car service, prior to arrival arrange for the name and photo of the driver in advance (even if via email or text prior to arrival from dispatch only)

3. Require all car services, providing any "meet and greet" services, to only list company names or code names on arrival placards. Never list the individual traveler names.

Shared Economy Suppliers

1. Are companies like Uber, Lyft, or Airbnb and VRBO allowed per policy?

2. If so, what is your policy for booking, deposits, etc.?

3. For shared economy accommodations - What are your safety standards for insurance, fire safety, evacuation protocols, medical support, building/ access security, secured parking?

Pre-Trip Preparations & Training Considerations

1. Proof of Life – Kidnap & Ransom Training
   1. Survival training
2. Consider cultural sensitivity and human rights training courses
   1. Always provide comprehensive destination based risk reports prior to visiting high risk destinations
3. Gender, LGBT and destination specific safety training
4. Destination based training
5. Emergency medical training (where applicable)
6. Recommended vaccinations
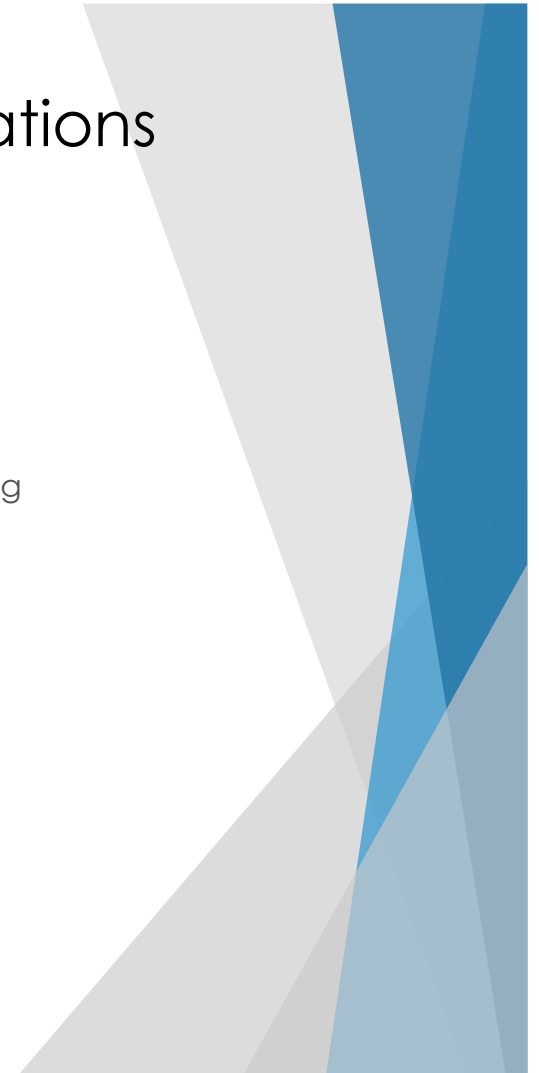
Questions?

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"Travel Policy & Risk-Key Factors and Sample Policies as Industry Standards"

Global Congress on Hospitality

Presenter:

Art Garffer

Director of Operations, Latin America

"Travel Policy & Risk-Key Factors and Sample Policies as Industry Standards"

Agenda

- Identify Regions in Which The Company Operates
- Company Internal Regional Analysis
- Define Regional Analysis
- Risk Mitigation
- Journey Management System
- How to Achieve This

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Identify Regions in Which The Company Operates
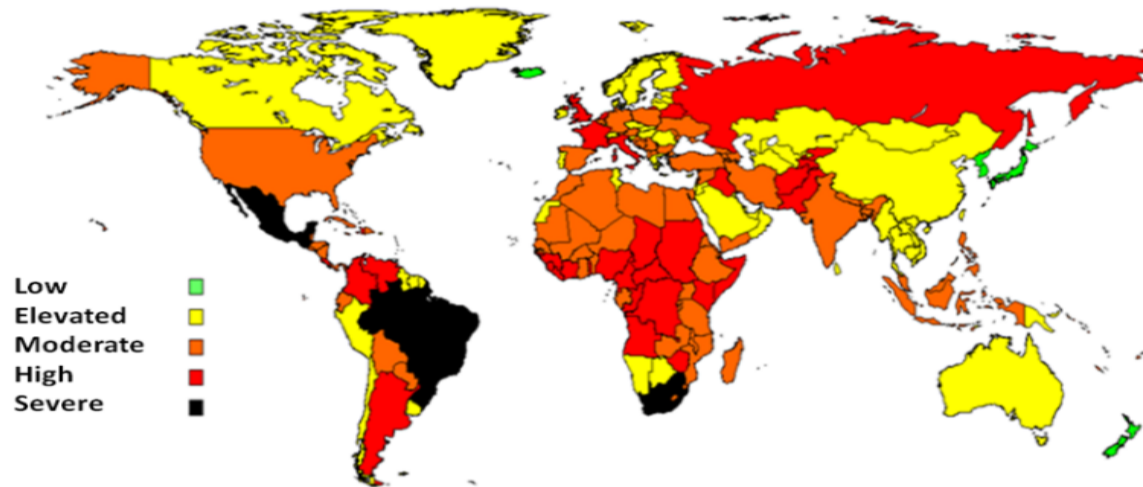
- Where are your operations located?
- What type of operations are at these locations?
- Who manages these locations?
- What type of relationship with home office?

Company Internal Regional Analysis
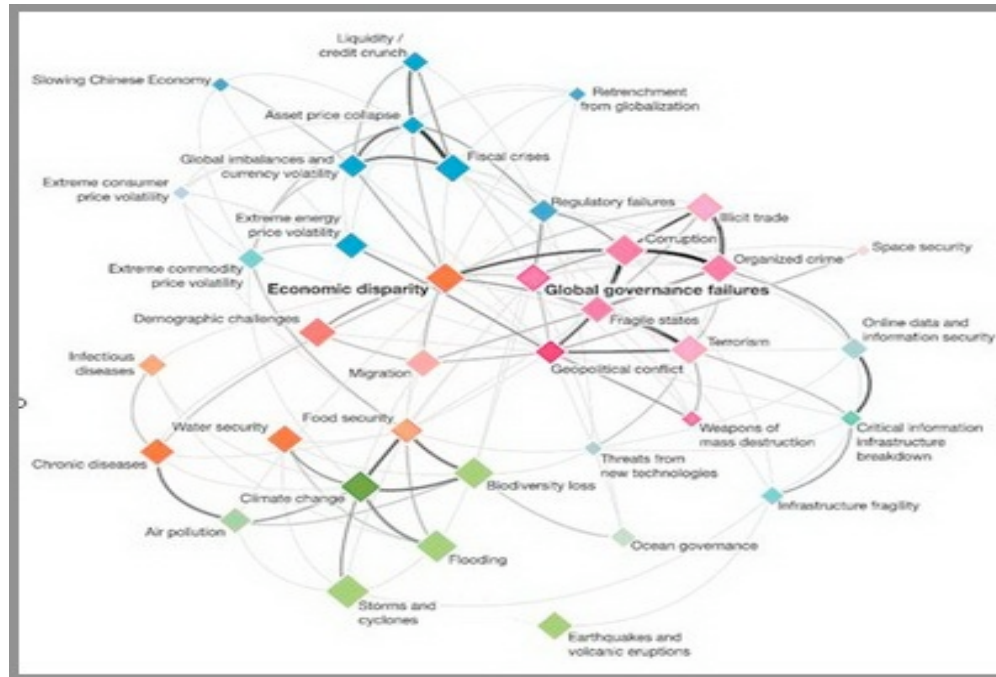
- What makes the regions you operate in risky?
- To what degree are they risky?
- What analysis tool was/will be implemented to ascertain?

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Define Regional Analysis

Clasificacion	Ponderancia	Criterios
Riesgo Leve	1	**Incidencia delictiva:** Por debajo de la media nacional **Cifra Negra:** Sin aumento en 3 meses (Frecuencia leve) **Prevalencia de enfrentamientos CO y FM:** Sin enfrentamientos en los últimos 3 meses
Riesgo Moderado	2	**Incidencia delictiva:** dentro de la media nacional **Cifra Negra:** Aumento variable en los últimos 3 meses, (frecuencia moderada) **Prevalencia de enfrentamientos CO y FM:** De uno a dos enfrentamiento en los últimos 3 meses
Riesgo Grave	3	**Incidencia delictiva:** por encima de la media nacional **Cifra Negra:** Constantemente en aumento y frecuencia **Prevalencia de enfrentamientos CO y FM:** Uno a dos enfrentamientos al mes
Riesgo Extremo	4	**Incidencia delictiva:** por encima de la media nacional **Cifra Negra:** Constantemente en aumento y frecuencia **Prevalencia de enfrentamientos CO y FM:** Un enfrentamiento o mas en una semana

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Define Regional Analysis (cont.)

Mapa General de Riesgo por Estado
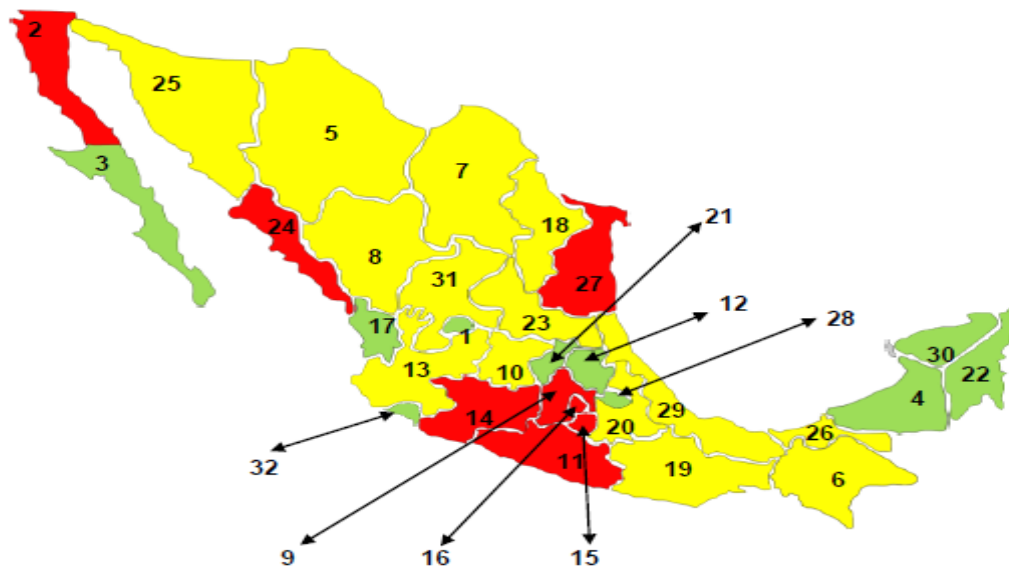
1. Aguascalientes
2. Baja California
3. Baja California Sur
4. Campeche
5. Chihuahua
6. Chiapas
7. Coahuila
8. Durango
9. Estado de Mexico
10. Guanajuato
11. Guerrero
12. Hidalgo
13. Jalisco
14. Michoacan
15. Morelos
16. Distrito Federal
17. Nayarita
18. Nuevo Leon
19. Oaxaca
20. Puebla
21. Queretaro
22. Quintana Roo
23. San Luis Potosi
24. Sinaloa
25. Sonora
26. Tabasco
27. Tamaulipas
28. Tlaxcala
29. Veracruz
30. Yucatan
31. Zacatecas

Define Regional Analysis (cont.)

Tabla de riesgos por Estado

#	Estado	Secuestro	Robo de vehiculo c/violencia	Asalto a transeunte c/violencia	Homicidio Doloso	Homicidio Culposo	Otros*
1	Aguascalientes	1	1	2	1	1	2
2	Baja California	2	2	3	3	1	3
3	Baja California Sur	1	1	1	1	1	2
4	Campeche	1	1	1	1	1	1
5	Chihuahua	1	2	2	3	1	3
6	Chiapas	1	2	2	2	2	2
7	Coahuila	2	2	2	2	1	2
8	Durango	1	2	2	2	1	3
9	Estado de Mexico	2	3	3	3	1	3
10	Guanajuato	2	2	1	3	3	2
11	Guerrero	2	1	2	3	3	3
12	Hidalgo	2	1	1	2	1	2
13	Jalisco	1	2	2	3	1	2
14	Michoacan	3	2	1	3	2	3
15	Morelos	2	2	2	2	3	3
16	Distrito Federal	2	3	3	3	1	2
17	Nayarita	1	1	1	1	1	1
18	Nuevo Leon	2	2	2	3	1	3
19	Oaxaca	2	1	2	2	1	2
20	Puebla	2	2	3	2	1	2
21	Queretaro	1	1	1	1	1	2
22	Quintana Roo	1	1	1	1	1	1
23	San Luis Potosi	1	1	1	2	1	2
24	Sinaloa	2	3	1	3	1	3
25	Sonora	1	1	2	3	1	2
26	Tabasco	2	1	3	1	1	3
27	Tamaulipas	3	2	2	3	2	3
28	Tlaxcala	1	1	2	1	1	2
29	Veracruz	3	2	2	2	2	3
30	Yucatan	1	1	1	1	1	1
31	Zacatecas	2	1	1	1	1	2
32	Colima	1	1	1	2	1	2

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Define Regional Analysis (cont.)

	Leve	Moderado	Grave	Extremo
Autorizaciones	No necesaria	Notificación de viaje	Requerida	Restringida
Recursos Tecnológicos	Comunicaciones	Comunicaciones y localización	Comunicaciones, localización y monitoreo remoto	N/A
Medidas Organizacionales		Recomendaciones de seguridad	Protocolos de seguridad y respuesta de emergencia	Comunicado de restricción de viaje

	MILD	MODERATE	SERIOUS	EXTREME
Authorizations	Not Necessary	Notify of Trip	Required	Restricted
Technological Resources	Communication	Communication and Localization	Communication, Location and Remote Monitoring	N/A
Organizational Measures		Security Recommendations	Security Protocols and Emergency Response Plan	Communicate Restricted Trip

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Risk Mitigation

Corporations must:

- Develop structural identification models for risk mitigation by developing, completing and rehearsing the scenario planning

- Adapt its strategy to the evolving security environment after they have clearly thought out the applicable courses of action as a result of the scenario planning

- Constantly assess and study what 'unavoidables' can become avoidable, thus mitigating any effects to one's security posture and operation

- Internally assess whether they have competent and coherent intelligence activities in order to broaden their radar systems, which in turn will facilitate the security posture, knowledge, organization and related activities

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Risk Mitigation (cont.)

- **Tolerate risk**
  - *Primary action: monitor*
  - Low impact and likelihood risk

- **Terminate risk**
  - *Primary action: avoid*
  - Cease activities
  - Withdrawal

- **Treat risk**
  - *Primary action: control & contain*
  - Institute controls to reduce likelihood
  - Isolate or redesign to reduce impact

- **Transfer risk**
  - *Primary action: share with third parties*
  - Insurance
  - Use of subcontractors
  - Strategic partnership (example: PPP)

Risk management actions	
🟥	Control or avoid
🟧	Share and control
🟨	Control and monitor
⬜	Monitor

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Journey Management System

- Journey Management System is a means by which business manager's track, control, and mitigate risks related to all forms of travel within their respective countries. In addition, it allows for an immediate accountability of company personnel within the country of operation.

- It is imperative that all employees be required to be incorporated into the Journey Management System.

- Any time an employee (organic or visitor) moves by road, boat, rail, or airplane to or from field or urban sites to main offices, or between countries, the employee is required to fall into the Journey Management System.

- The main objective of the Journey Management System is to ensure security and accountability of all traveling employees at all times.

- The Journey Management System can be managed by corporate security directors and country team management.

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Journey Management System (cont.)

Components

- Journey Management Team (JMT): Country Exploration Manager or his/her designated representative will manage their respective system. The JMT has the control and authority to determine whether or not any sort of journey should take place. It is the JMT's responsibility to question the need for the journey, if necessary eliminate the journey, find alternative means of attaining the journey, and account for all personnel at any given moment. JMT will monitor the journey and develop contingency planning, in conjunction with corporate security director(s), if journey is affected or personnel are not accounted for.

- Journey Management Assessment is a tool by which the JMT's have a means to control a journey and account for personnel.

- New ex-pats, prior to arrival, will undergo a series of orientations focused on health, safety and security. These orientations will be enhanced with in-country briefings on the specific nature of the three topics and their applicability to the specific country.

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Journey Management System (cont.)

Safety and Security Assessment Tool

- Executive Summary
- General Description (Maps; Road, Weather, Waterways, Lines of Communication; Specific Coordinate)
- Routes: Check points, check in, hospitals locations, police locations, accidents, construction, open fields)
- Background Information (Previous issues/incidents; Country & City Security Assessment; General Overview/ political, economic, social, religious, ethnic, and natural disasters; Corruption Overview/Transparency Index; Crime Overview; Capabilities of Local Law Enforcement)
- Risk Assessment (Risk Identification; Risk Analysis/causes, recommendations or controls, residual risk, impact likelihood matrix)
- Plan of Action and Recommendation (Risk Control(s); Control Owner; Review Date; Prioritization of Recommendations)

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Journey Management System (cont.)

Safety and Security Assessment Tool (cont.)

Who (Name)	Where (location)	When (date and time)	What (activity)	Why (reason)	Additional Information (flight, land route, vehicle, hotel)

Total personnel in country	
Total personnel out of country	
Total personnel	

EMPLOYEE JOURNEY MANAGEMENT

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Journey Management System (cont.)

Safety and Security Assessment Tool (cont.)

Security Travel Journal

Employee / Requestor	
Contact Number	
Departure Location and Time (flight Info, if avail)	
Destination Location and est. Time of Arrival	
Actual Time of Arrival	
Accommodation	
Hotel Name	
Address	
Room Number	
Phone Number	
Return Location and Time (flight Info, if avail)	
Return Location and est. Time of Arrival	
Actual Time of Arrival	
Route to be Traveled to / During / From	
Communication Plan / Emergency Contact	
Trip Rationale	
Manager Approval / SSO Approval / GM Approval	
Date	

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How to Achieve This

Corporations must:

- Build robust security departments with a sound approach to crisis mitigation and scenario planning as it relates to travel environments
- Rely on coherent intelligence and information based on synchronization of efforts between the corporate operation spectrum and security concerns and applications
- Develop global, regional and country specific situational awareness
- Institute a Journey Management System
- Always assess risk!

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Failure to Address Can Result In

1992 Coup Venezuela (Indicators)

QUESTIONS?

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