CMC Organization, Activation, & Operations
What is a Crisis?

- A crisis is an event or series of events that can have long-lasting and adverse effects on your business:
  - Airplane or industrial accident
  - Product recall
  - Terrorist activity
  - Environmental concerns
  - Management/labor issues
  - Legislative/regulatory issues
Forecast scope of ash up to 20,000ft

Source: Met Office
Characteristics of a Crisis

- “It won’t happen to us”
- Unexpected and inconvenient
- Chaotic environment
- Insufficient information
- Insufficient resources
- Threat to fundamental values
- Always international and multi-cultural
- Rapidly escalating flow of events
- Loss of Control (real or imagined)
- Intense scrutiny from the outside
- No time for planning
- Conflict – national systems v needs of the victims/families v needs of the company
Affects of Crises

- Adverse share price short/long term
- Market position
- Consumer Confidence
- Staff Morale
- Reputation
- Potential legal liability and criminalization
- Company’s long-term media relationship.
Factors Affecting Success

- Unable to establish **control**
- Lack of **knowledge** of the Emergency Response Plan
- Lack of **planning**
- Lack of **training**
- Inadequate **facilities** for responding personnel.
Emergency Director

- Helicopter overview
- Briefing(s) to higher management
- Sets recovery objectives and priorities
Support functions

- Logkeeper
- Board updater
- Administrative and secretarial
- IT
Chief of Staff
Co-ordinates ERT functions
Assists ED
Functional Organization

Emergency Director

Chief of Staff

Support Functions

Personnel
Intelligence
Operations
Logistics
Comms
Legal
- **Personnel**
  - Emergency Call Center
  - Support for passengers and families
  - SAT
Intelligence

Information management
Records and evidence
Technical support
IT support

Intelligence = information of value
Functional Organization

Emergency Director

Chief of Staff

Support Functions

Personnel
Intelligence
Operations
Logistics
Comms
Legal
Operations

Go Team management
Accident Investigation
Accident Clearance
Affected Airlines
Affected Passengers
Ongoing Operations
Security
Functional Organization

Emergency Director

Chief of Staff

Support Functions

Personnel
Intelligence
Operations
Logistics
Comms
Legal
Logistics

- Facilities
- Transport
- Medical
- Finance
(Crisis) Communications

Internal
External
Liaison with other agencies/3rd parties
Legal

- Provide advice and guidance on national and international law
- Liaise with insurance underwriters
- Approve press releases
Other Agencies/3rd Party Suppliers

Who are they?

- Emergency services, local authority
- Ground handling agent
- Search and recovery specialists
- Salvage operators
- Mutual aid agreements
- Volunteer agencies and local suppliers
- Embassies and Governments.
CMC - Purpose

- To provide a safe and secure environment away from normal business operations which can be dedicated to the CMT – ONLY!
Safe and secure, without possibility of surveillance

Good ventilation/heating, easy access to restrooms

Accessibility

24/7 access, security
Tables, chairs
Whiteboards, flip-charts, smartboard etc.
PC – log display
PC – information gathering, documentation, sending e-mails etc.
Printer, fax and telephones *(mobile phone chargers)*
Stationery
TV
Rubbish bins
ERP, charts, manuals, reference docs *(checklists)*.
CMC - Set Up

- Brief security & IT
- Prepare work places with notepads, pens, checklists and proformae
- Ensure phones and PCs are working
- Prepare display boards, set clocks
- Order water, coffee, tea etc.
- Start log.
CMC Set Up

- Where is your CMC? Is there an alternate?
- Who sets up the CMC and who makes the required administrative and technical arrangements?
Initial Briefing

- How is the initial CMT briefing conducted?
CMT Priorities

**PRIORITY TASKS**

1. Prepare media holding statement
2. Obtain crew and passenger manifests
3. Activate Kenyon services
4. Obtain update on injuries and fatalities
The ‘Time Out’ System

- Short (~ 5 minutes) briefing sessions
- Regular (every 20-30 minutes)
- Phones off!
- All CMT Members brief Emergency Director
- Emergency Director briefs CMT
- State when next Time Out will be.
Ground Rules

The ED should request that **ALL** CMT members:

- Accept that the ED is the Chair of the meeting and there is only one Chair. Only one person speaks at a time, and the ED’s decision is final - remember: ONE MEETING, ONE VOICE;

- Be on time – briefings will start on the dot;

- Put their phone on mute, or hand it to someone else to field urgent calls, and do not check emails/sms whilst in the meeting;

- **Listen** and take notes to avoid repetition;

- Put all points through the Chair and either achieve a quick understanding or agree to follow-up afterwards and let the whole Team know the resolution at the next briefing;
Be clear with yes/no answers, avoiding “Er, maybe..” or “I’ll get onto that...”. If you have/have not done things, say so;

Work to the agreed agenda and not to any pre-conceived agendas that they individually believe are better ways to go;

Accept that all moving in the same direction will get you 'somewhere' -- if it is the wrong place, at least everyone will learn from it;

All moving in different directions will get you 'nowhere'.
What is a Go Team?

- Forward (tactical) command and control team – Incident Management Centre (IMC)
- Authorised (managerial) staff (airline’s ‘eyes and ears’)
- Central focus is on-site liaison
- Local ‘face’ of airline – reputation!
- Resources:
  - Crisis communications
  - Psychosocial support (survivors/families)
  - Crew support
  - Company Investigation Team
  - Aircraft recovery
  - Liaison/Reinforcements for Station Nearest.
Relationship with HQ

- **HQ = Strategic command unit**
  - Decide policy
  - Overall strategy
  - Business continuity
  - Authorise all public statements

- **Go Team = Tactical command unit**
  - Represent the airline at accident location
  - Establish connections with local authorities
  - Provide welfare support to survivors and assist families
  - Liaise with the CMT, but will have independent decision-making authority when it would be impractical to wait for a response on a local issue
ACTIVATE & DEPLOY FUNCTIONAL RESPONSE TEAMS

- Incident Management Team
- SAT Team
- JFSOC
- Family Assistance Center
- Hospital Team
- Crisis Communication Team
- Investigations Team
- Station Response Team

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Go Team

CMT holds Go Team members’:

- Contact details
- Training and inoculation records
- Family details

CMT will:

- Select, activate, brief and support the Go Team
- Maintain operational control of the situation until after the Go Team arrives on-site, is fully briefed, establishes the IMC and confirms ability to assume operational control.
How will you prepare and support your Go Team?
CMC – Shut Down

- Brief security & IT
- Clear work places of notepads, pens, checklists and proformae
- Ensure phones and PCs are working
- Clear display boards, flip charts
- Be ready for the next one!
Closure actions:

- Collate and secure records
  (how?)
Post-Accident:

- Set up documentation filing system/control for all records
- List of whom needs access and control (agreed at Board level)
- Named staff legally briefed and sign confidentiality agreement describing limits of their access/role.
Closure actions:

- Collate and secure records (how?)
- Communicate CMC closure to all interested parties
- Ensure thanks/recognition to all directly, and indirectly, involved.
Crisis Management Centre Closure (3)

- Staff debriefing:
  - Management of accident/incident, decision making, media handling, and communication
  - Support of pax, crew and families
  - Resourcing and staff psychosocial support

N.B. Critical Incident Stress Debriefing (factually/emotionally).
Further actions:

- Write and publish post-accident report with recommendations
- Amend plan and procedures as necessary
- Train/test new procedures incorporating lessons learned (six months post-accident/incident).
Humanitarian Assistance
SPECIAL ASSISTANCE TEAM

Senior Incident Director

Family Assistance Director

Special Assistance Team Coordinator

Hospital Team Manager
  SAT Team
  SAT Team
  SAT Team

FAC SAT Team Manager
  SAT Team
  SAT Team

Non-Traveling Team Manager
  SAT Team
  SAT Team

Identification & Repatriation Support Liaison
  DNA Reference Collection
    Identification Support Management
  Repatriation Support Management
JOINT FAMILY SUPPORT OPERATIONS CENTER TEAM

JFSOC Coordinator (Investigative Agency)

- Airline Representative
- Justice Ministry / Agency
- Local Government

- Emergency Management Agency
- Foreign Affairs / Department of State
- Red Cross / Red Crescent
Crisis Communications

Principle Three
**MEDIA CALL DETAIL FORM**

**BBC World News**

**Media Type:** Television

**Contact:** Tames, Dunbar  
**Primary Phone:** +44 20 7845 2234  
**Format:** Er

**Other Phone:** +  
**Address:** 201 Wood Lane London, W1J 7TQ

**Fax Phone:**  
**Deadline:** 02 April 2011 05:00  
**Time Zone:** (UTC+0) Greenwich Mean Time  
**GBR**

**Email:** tames@bbc.co.uk  
**Deadline Interval:** Daily  
**Call back priority:**

**Date/Time**  
02 April 2011 04:25 Saturday  
**Call Notes**  
Call opened 4/2/2011 at 04:19:34 by Carolyn Schultz (schultzc)

04:19:37 - The caller is a member of the media
04:19:40 - The caller is the first person to call from their organization.
04:23:38 - The organization the caller represents has been recorded.
04:25:42 - As a first time caller, their name and contact information has been recorded.

The caller is N/A

04:25:45 - How many nationalities were on board? And do you have a list of confirmed dead? Are there any known survivors? What emergency personnel are on site now? Could you send updates about their recovery?

04:30:03 - The caller has not received the most recent press statement.

Call opened 4/2/2011 at 07:43:21 by Carolyn Schultz (schultzc)

07:43:22 - The caller is a member of the media.
07:43:30 - The caller is not the first person to call from their organization.
07:43:33 - The caller's name has been matched to a previous caller representing the organization. This is a repeat caller.
07:43:39 - The caller has not received the most recent press statement.

07:43:43 - Facebook sources say that Giuseppe Rossi was a passenger on Braniff Flight 001 to FRA. Can you confirm or deny his presence on this flight? Also sources say that there was an infectious disease body found in the wreckage. Can you confirm or deny this information and if so what is being done to protect the emergency workers and the general public from the spread of this contamination?

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**PRESS RELEASE DISTRIBUTION LIST**

**Format:** Email

**Contact**  
**Primary Phone**  
**Mobile Phone**  
**Other Phone**  
**Fax**  
**Media Type**

**Organization:** Associated Press  
**Stokes, Paul**  
+1 212 621 1500  
Email: psstokes@ap.org  
Call Back Priority: Deadline: (Daily) 03 APR 2011 03:30 GMT

**Organization:** BBC World News  
**Tames, Dunbar**  
+44 20 7845 2234  
Email: tames@bbc.co.uk  
Call Back Priority: Deadline: (Daily) 02 APR 2011 05:00 GMT

**Organization:** CBS Inc  
**Hendin, Jerry**  
+1-212-975-4321  
Email: jhendin@cbs.com  
Call Back Priority: High  
Deadline: (Daily) 17 JAN 2012 15:00 EST

**Organization:** China Post  
**Tsai, Michael**  
+866 2 2595 9971  
Email: tsai@email.chinapost.com.tw  
Deadline: (Daily) 03 APR 2011 05:00 GMT

**Organization:** Dubi One  
**Boadi, Alima**  
+971 4 209 1234  
Email: alima@alibobiune.net  
Deadline: (Daily) 02 APR 2011 03:45 GMT

**Organization:** La Gazette  
**Razafy, Frank**  
+34 05 613 64  
Email: frank@lagazette-dji.com  
Deadline: (Weekly) 03 APR 2011 04:45 GMT

**Organization:** msn uk news  
**Brown, Angela**  
+44(0) 207 39956  
Email: call back priority: High  
Deadline: (Daily) 03 APR 2011 03:30 GMT

**Organization:** Philippine Daily Inquirer  
**Morados, Hector**  
+632 897 82337  
Email: reporter.inquirer.philippines.com.ph  
Deadline: (Daily) 00:00:00 GMT

**Organization:** Spectator Magazine  
**Evans, Lloyd**  
+44 20 1795 5928  
Email: leavens@spectator.co.uk  
Deadline: (Weekly) 03 APR 2011 05:00 GMT

**Organization:** The Standard  
**Adoyo, Chrysalis**  
+254 20 2265555  
Email: casyolo@nine.org  
Deadline: (Daily) 02 APR 2011 08:00 GMT
"In just the past 10 years, Bowles & Verna LLP have been involved in nearly every major aviation crash and have generated over $100,000,000 in settlements and verdicts."

**Profiles & Cases**

1. **Michael P. Verna**

   Michael P. Verna is a 1975 graduate of the University of California, Berkeley (BS) and a graduate of Hastings College of the Law. An experienced trial lawyer, Mr. Verna has been involved in over 300 cases, many of which have resulted in settlements or verdicts. He has been recognized by leading aviation law and legal publications such as "Best Lawyers" in Aviation Law and "Super Lawyers" in California. He is a member of the Million Dollar Advocates Forum and the Multi-Million Dollar Advocates Forum.

   Mr. Verna has also been elected to the Trial Board of Trial Advocates ("ABOTA"), San Francisco Chapter, and has been Board Certified by the American Board of Professional Liability Attorneys ("ABPLA") . He is a member of the Million Dollar Advocates Forum, which is composed of attorneys who have obtained jury verdicts or settlements for at least one client, and has been a long-standing member of the American Association for Trial Lawyers ("AATL") and the American Board of Trial Advocates ("ABOTA").

   Bowles & Verna LLP has been involved in nearly every major aviation crash and has generated over $100,000,000 in settlements and verdicts. Below is a sampling of recent cases:

   - **Bowles & Verna LLP**
   - **Stewarts Law LLP**

**Flight 06-269**

**Flight 06-269**

An International Group of Leading Aviation Law Firms

On 16 September 2007 a Boeing 707-220B aircraft operated by One-Two-GO crashed at Phuket International Airport, while attempting to land in severe weather. We are a joint venture of the following firms: Bowles & Verna LLP, California, USA, and Stewarts Law of London, UK. The airlines have agreed to combine their considerable joint resources, experience, and resources to make their liens in this crash.

Bowles & Verna LLP have an experienced reputation for litigating international aviation disasters. Stewarts Law, a highly regarded British company, have also agreed to combine their considerable joint resources, experience, and resources to make their liens in this crash.

Bowles & Verna LLP have a significant role in the aviation law industry and have been successful in securing settlements and verdicts for clients involved in major aviation accidents. They have a team of experienced attorneys who are dedicated to providing the best possible representation for their clients.

Stewarts Law LLP, based in London, have also been successful in securing settlements and verdicts for clients involved in major aviation accidents. They have a team of experienced attorneys who are dedicated to providing the best possible representation for their clients.

Our profiles are attached, together with details of major aviation cases we have been involved with. Also attached are frequently asked questions, background facts, and liability analysis.

We will ensure that victim's rights are fully protected. The accident circumstances are properly investigated and, where possible, safety lessons are learnt from this disaster.

Kenyon International Emergency Services, 27 June 2014
Flight 06-269

Background Facts and Liability Analysis

On September 16, One-two-go flight 06-269 landed at Phuket International Airport, over 100 kilometers south of Bangkok, during a tropical rain storm and skidded off the runway, killing 99 people, including 57 foreigners and 37 Thai. There were 16 survivors.

Thai aviation authorities have sent the plane's two black box flight recorders to determine the cause of the crash, which should have been announced within a week, but up until now the authorities haven't been reluctant to comment. It has, inevitably, raised questions about the safety standards of budget airlines worldwide as well as in Asia.

One-two-go's flight 06-269 was a Boeing 737-800. Mal-1 registration 9M-MAL, on a scheduled passenger flight from the Thai capital, Bangok, to Phuket.

On 16 September 2007 the plane took off from Don Muang airport at 6.50am, completed its journey to Phuket and crashed on landing at about 9.00am. The exact time of landing has been described as a moment with heavy rain and strong winds would have occurred in poor visibility. Flight 06-269 skidded off the side of runway hit a natural wooded area.

The aircraft involved in the accident was 25 years old. It was leased by One-two-go on June 6, 2007 from the owner, Grandview Group Ltd., a British Virgin Islands registered Grandview Group Ltd purchased the aircraft from Apollo Aviation Capital UK on 2003. The aircraft had originally been operated by FBA then American Airlines, then it then went to the majority of 2005 and 2006 parked in a desert in the USA. The 2i was retired at 2004.5.

Frequently Asked Questions

1. Compensation Payments

All families should now have been approached by One-two-go and offered a full and final payment by their London insurers in respect of compensation. It is understood that that payment is £251,500,000. If you take that offer, the London insurers will make you sign a legal document which will extinguish your all your legal rights against ANYONE potentially responsible for this accident WORLDWIDE. It is our experience that any families that accept compulsory arbitration lawyers may get more compensation than the current offer in a short period of time.

Our advice is DO NOT TAKE THAT £251,500,000. Instead, you would be more than happy to give you your best advice on what is best for you. Remember that One-two-go and their insurers just want to settle your claims as quickly as possible. They do not have your interests at heart.

Some families may be entitled to advance payments under International law, depending on the ticketing arrangements. Our lawyers would be happy to advise you whether you are entitled to these advance payments, by way of background, and how you should negotiate. However, we are the claims manager at the London insurer that has the final say.

2. How will this claim be handled by One-two-go or who does what?

The claim against all claims against One-two-go sits with the aviation insurers in London. It is done on One-two-go's name, but One-two-go do not have control as it is their money. The aviation insurers have instructed the City of London Law Firm of Clyde & Co (and their Singapore Branch Office) to represent them (50% 100% per share) and One-two-go. The aviation insurers will be willing to pay their lawyers’ fees in euros of RBP500 to get all the claims against One-two-go settled from this accident.

Clyde is in London and Singapore and have most input in recommending strategy, investigating liability and valuation negotiating the claims. However, it is really the claims manager at the London insurer that has the final say.

3. Should I take the first offer of compensation that One-two-go offer me?

Each and every family will probably have different legal rights against One-two-go, and other possible companies (in the UK etc.), arising from this accident. However, the aviation insurers of One-two-go will be doing their best to settle as many of your claims (against all possible companies) as quickly and cheaply as possible.

4. Here is what we think will happen during October/November 2007:

One-two-go will offer each family up to £55,000,000 to settle all claims against all possible companies. That will include any claims you might have against khao or any other potentially liable company - whoever they are bonded.

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3.2.1.2
1. Compensation Payments

All families should now have been approached by One Two GO and offered a full and final payment by their London insurers in respect of compensation. It is understood that that payment is US$150,000. If you take that offer, the London insurers will make you sign a legal document which will extinguish all your legal rights against ANYONE potentially responsible for this accident WIDESPREAD. It is our experience that any families that retain competent aviation lawyers will get more compensation than the current offer in a short period of time.

2. How this claim will be handled by One Two GO or who does what?

The control of all claims against One Two GO sits with the aviation insurers in London. It is done in the name of One Two GO’s name, but One Two GO do not control the aviation insurers. The aviation insurers will have to settle claims against their companies, so that is where the case is at the moment.

The control over the claims follows from the fact that this accident is based in the UK, and so the London aviation insurers are responsible for the claims. The London insurers will then be able to negotiate and settle claims with the families. The London insurers are recommending that the claims are settled as quickly as possible.

3. Should I take the offer from One Two GO?

Each and every family will probably have different legal rights against One Two GO and other possible companies (in the UK, US etc.) arising from this accident. However, the aviation insurers of One Two GO will be doing their best to settle as many of your claims against all possible companies as quickly and cleanly as possible.

4. Here is what we think will happen during October/November 2007

One Two GO will offer each family up to £500,000 to settle all claims against all possible companies. That will include claims you might have against Kering or any other (potentially) liable company - whatever they are.
Crisis Communications

Flight 0G-269

You will be required to sign a legal document called a release
and waiver that will mean giving up all claims against all
companies involved - and you will also be bound to keep
your settlement confidential.

How can you bring about this change, and prevent a similar
accident again, if you have settled your claims and agreed
to keep everything confidential?

5. The official accident investigation

We would like to be proved wrong, but we have seen
how difficult it is to investigate these types of accidents in
the formal and informal investigations. The families will
continue to claim and will settle for up to $515,000,000. These families
will then be offered, at a later stage, a lower settlement
negotiated by a lawyer or legally represented families.

Families that retain expert international aviation lawyers
will succeed in securing substantially higher settlements.
Depending on the ability of these lawyers, and the best
strategy, some families will
receive a settlement which is
above the current average.

The only good that can come out of this accident, is the
future prevention of similar accidents. You and your families
are the best advocates of the One-Two-GO accident to
create change within Governments and commercial aviation
companies. Using your legal rights and with the assistance
of the media, you can achieve that change.

The strangest thing about this claims process is the speed at
which One Two GO and their aviation insurers will want to
settle your claims. They will want to settle your claims many
months before the official accident report is published into
the causes of the accident. How can you release possible
claims against possible aviation companies when you do not
know the facts?

How can you bring about this change, and prevent a similar
accident again, if you have settled your claims and agreed
to keep everything confidential?

BOWLES & Verna LLP
Dover, MA 02125, USA

Stewart's Law

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Investigation Support

Principle Five
INVESTIGATION GROUPS
(US NTSB Model)

1. HUMAN PERFORMANCE GROUP
2. OPERATIONS GROUP
3. SYSTEMS GROUP
4. POWERPLANTS GROUP
5. WITNESS GROUP
6. AIRPORT GROUP
7. MATERIALS GROUP
8. MAINTENANCE GROUP
9. AIRCRAFT PERFORMANCE GROUP
10. STRUCTURES GROUP
11. AIR TRAFFIC CONTROL GROUP
12. FLIGHT DATA RECORDER GROUP
13. COCKPIT VOICE RECORDER GROUP
14. METEOROLOGY GROUP
15. SURVIVAL FACTORS GROUP
INVESTIGATION GROUPS

Go Team Investigator-in-Charge

- Cockpit Voice Recorder (CRV) Group
- Survival Factors Group
- Human Performance Group
- Systems Group
- Maintenance Group
- Meteorology Group
- Operations Group
- Witness Group
- Airplane Performance Group
- Flight Data Recorder (FDR) Group
- Powerplants Group
- Airport Group
- Structures Group
- Air Traffic Control Group
- Materials Group
- Other Group

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SCENE HAZARDS

- Fuel
- Oxygen Generators
- Sharps
- Fire Suppression Systems
- Bio Hazards
- Terrain & Weather
- Composite Material (MMMF)
- Hydraulic Fluids
- Cargo
Thank You

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